



MARKET RELEASE

15 October 2025

Annual Report 2025

Sydney, Australia – Nuix ('the Company', ASX: NXL) attaches the Annual Report for the year ended 30 June 2025.

This document has been authorised for release by the Board of Nuix.

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About Nuix

Nuix is a leading provider of investigative analytics and intelligence software, that empowers customers to be a force for good by finding truth in the digital world. We help customers collect, process and review large amounts of structured and unstructured data, making it searchable and actionable at scale and speed, with forensic accuracy.

For further information, please visit <https://www.nuix.com/investors>

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ANNUAL REPORT 2025

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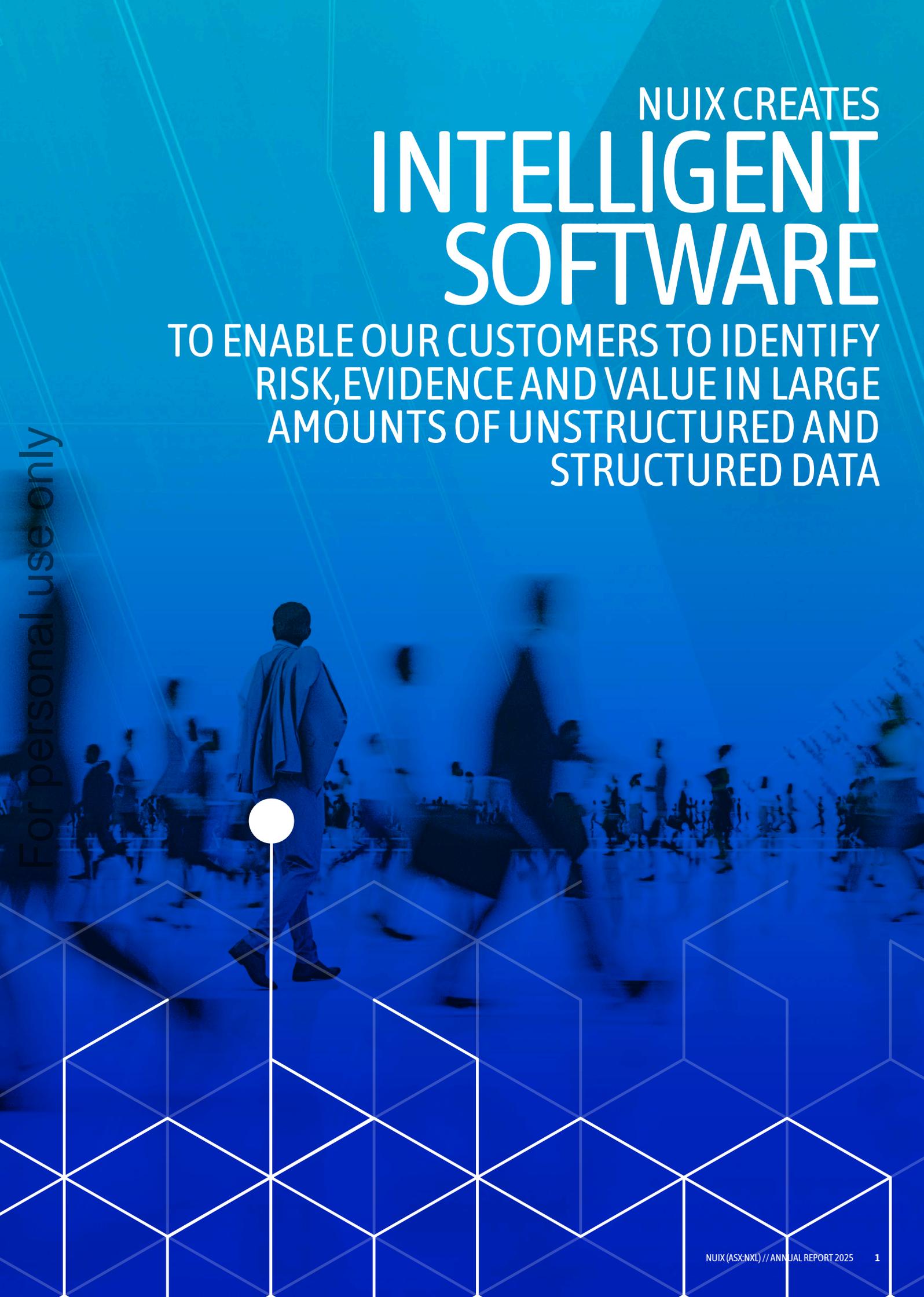
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NUIX CREATES INTELLIGENT SOFTWARE

TO ENABLE OUR CUSTOMERS TO IDENTIFY
RISK, EVIDENCE AND VALUE IN LARGE
AMOUNTS OF UNSTRUCTURED AND
STRUCTURED DATA

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NUIX AT A GLANCE

85% OF CUSTOMERS
HAVE A TENURE
WITH NUIX OF OVER
5 YEARS

450+

EMPLOYEES
COLLABORATING THROUGH
4 KEY CLIENT-FACING HUBS

- ◆ SYDNEY (HQ)
- ◆ WASHINGTON DC
- ◆ LONDON
- ◆ FRANKFURT

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OUR PLATFORM

centred around our world leading data processing engine, amplified with AI and simplified with enterprise automation



OUR CUSTOMERS

leading global and local government agencies, law firms, corporates and advisories



OUR REACH

offices, experts and partners in key business and political centres



CREATING VALUE

we sell our platform in three customer-centric solutions:

- Data Privacy
- Forensic Investigations
- Legal

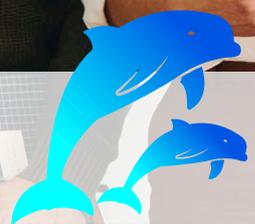
VISION AND VALUES

TO BE A
FORCE FOR GOOD
BY FINDING TRUTH
IN THE DIGITAL
WORLD

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TRUTH



TAKE OWNERSHIP

RESILIENT

UNAFRAID

TEAM NUIX

HERO OUR CUSTOMERS

nuiX

neo[®]

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NUIX NEO IS AN AI-ENRICHED SINGLE PLATFORM THAT HELPS CUSTOMERS IDENTIFY, PROCESS AND UNDERSTAND COMPLEX DATA, IN WAYS THAT ARE:

FASTER

DO MORE, SAVE TIME

On-demand scalability and significant efficiency benefits for users

EASIER

REDUCE FRICTION

End-to-end, web-based, automated, template-driven platform

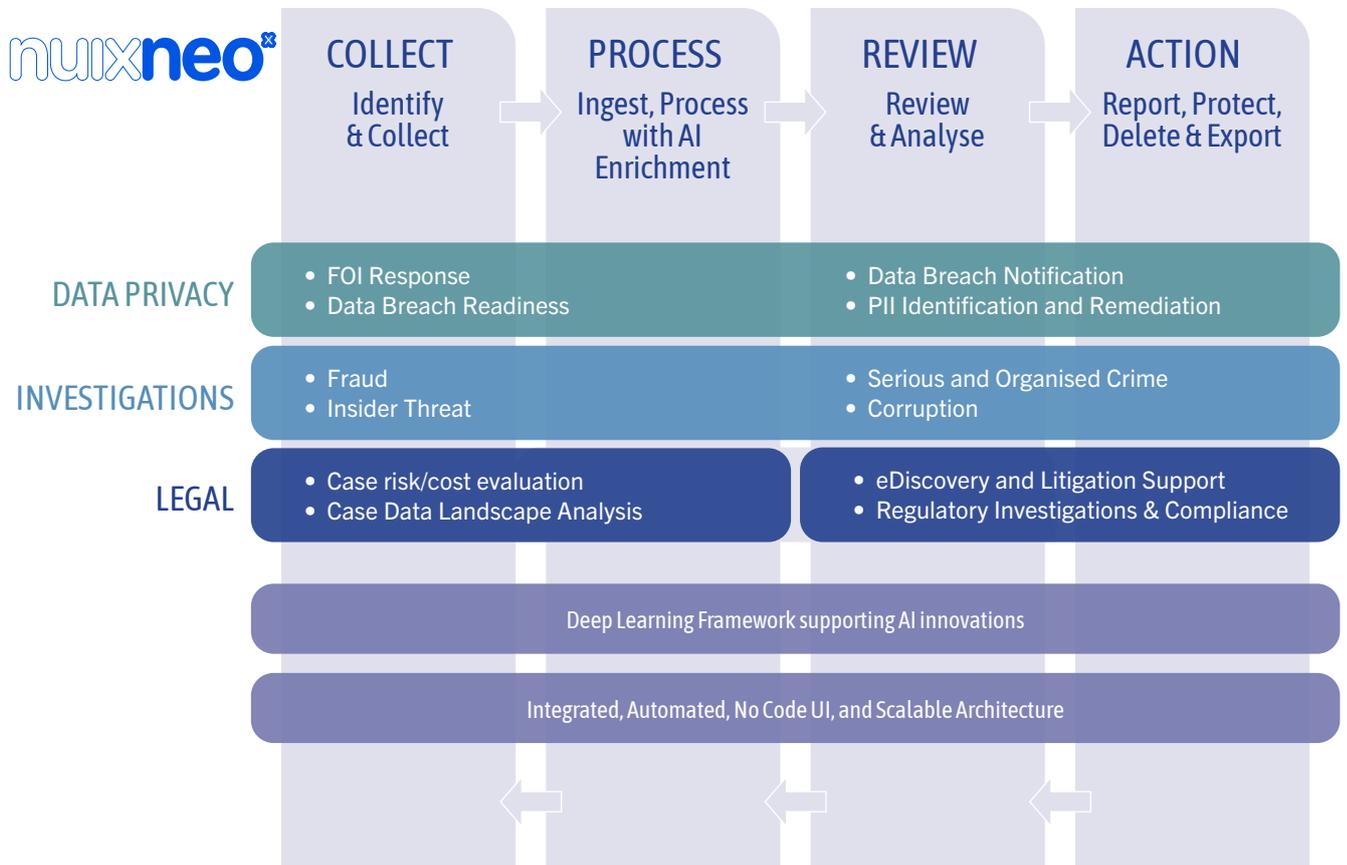
SMARTER

AI ENRICHED SOLUTIONS

Leverages diverse, best-fit models to analyse data and surface relevant insights efficiently

NUIX NEO

Expanded platform capabilities during FY25



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FY25 KEY FINANCIAL METRICS

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ANNUALISED CONTRACT VALUE (ACV)

\$228.4m

▲ UP 8.0% ON FY24

REVENUE

\$221.5m

▲ UP 0.4% ON FY24

CASH EBITDA

\$37.2m

▲ UP 24.5% ON FY24

STATUTORY EBITDA

\$47.6m

▼ DOWN 14.8% ON FY24

NET DOLLAR RETENTION (NDR)

107.4%

▼ DOWN 5.5PP ON FY24

CASH BALANCE

\$40.0m

▲ UP 5.1% ON FY24



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XLR8/24

nuix

OUR ANNUAL CONFERENCE ROADSHOW EXPLORING THE FUTURE OF AI, DATA ANALYSIS AND INNOVATION.

XLR8/24 customer and partner events took place across Sydney Australia, London UK, and Nashville USA.

With a mix of customer, Nuix and special guest speakers, XLR8/24 represented a unique opportunity for participants to share insights, collaborate on challenges and learn about the newest developments at Nuix.

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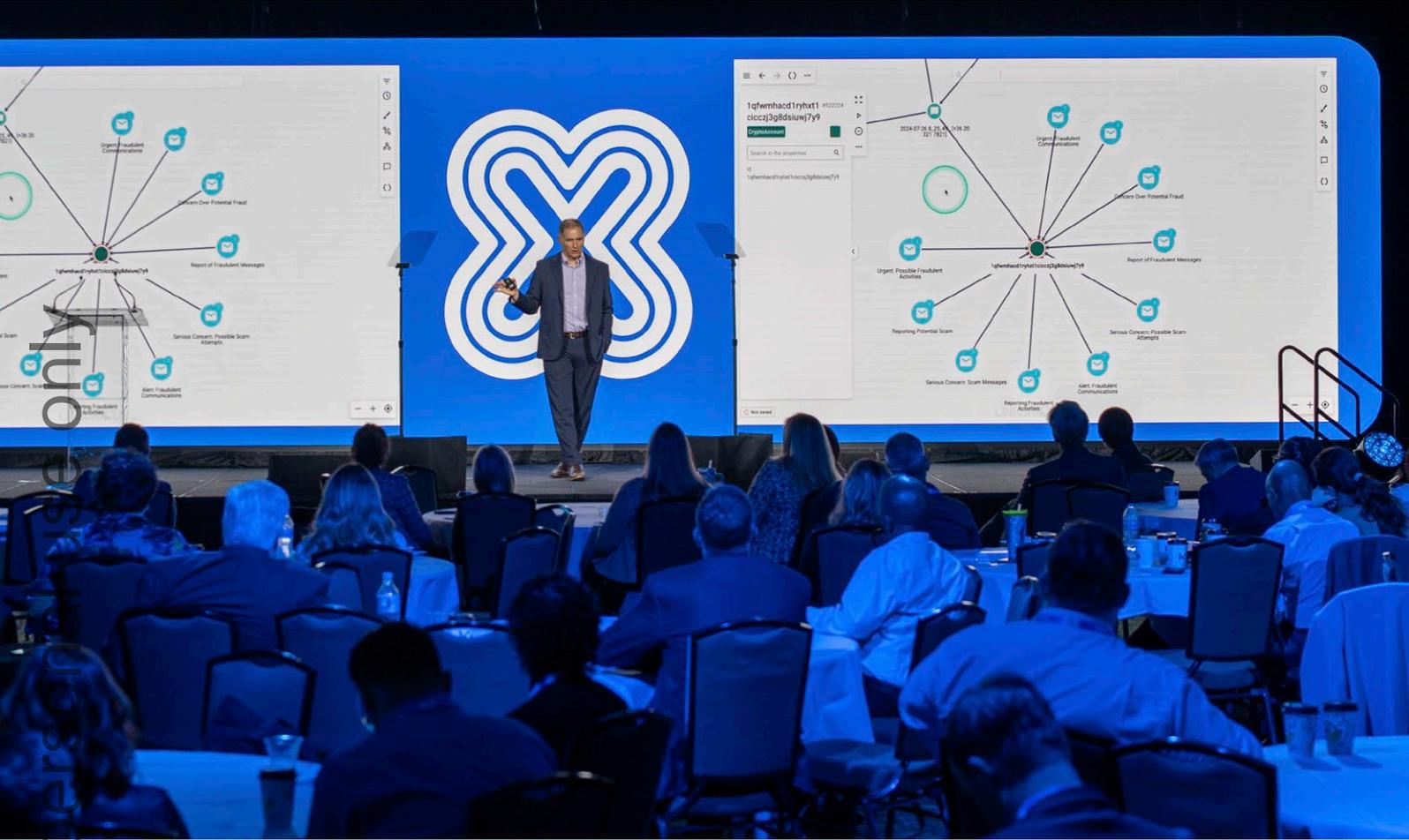
“
A FASCINATING DEEP DIVE
INTO AI AND ITS IMPACT ON
HUMANITY...SHOWCASING HOW
NUIX IS MAKING A GLOBAL IMPACT
THROUGH ITS PURPOSE.
”

XLR8/24
Attendee

BIG DATA
// YOUNG MINDS

CHANGE FASTER
ACCEL

A FORCE FOR
GOOD



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BIG DATA // YOUNG MINDS

1200+

GLOBAL ATTENDEES



SESSIONS GLOBALLY



36

21

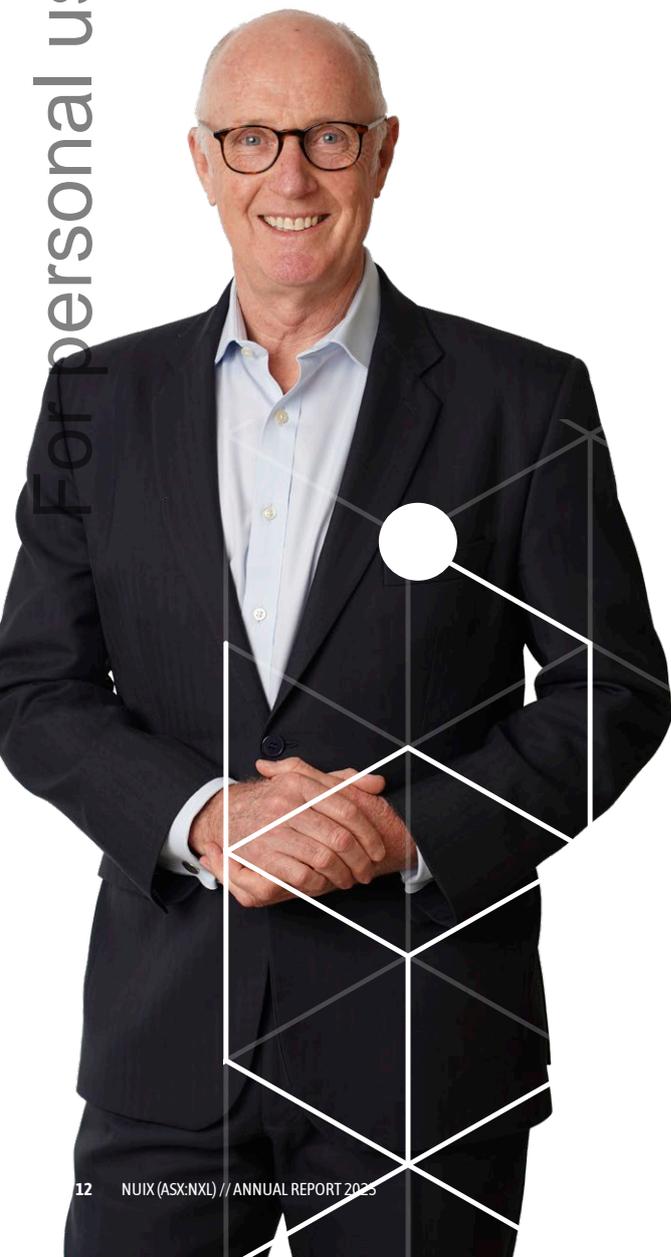


EVENT SPONSORS

CHAIRMAN'S LETTER

FY25 marked another year of strategic advancement and growth for Nuix. Our progress this year demonstrates that responsible corporate stewardship and commercial success are not competing objectives, but rather complementary elements of long-term value creation.

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In writing this Chairman's letter I reflect on the 2025 financial year as being a period of measured progress and strategic advancement for your company. While the operating environment has presented its challenges, our focus on long-term value creation and operational excellence has remained steadfast.

FINANCIAL PERFORMANCE

Nuix's Annualised Contract Value grew by 8.0% over the financial year to \$228.4 million, demonstrating the resilience of our business model in an increasingly complex market environment. Cash EBITDA, the company's primary measure of profitability, showed strong growth, up 24.5% to \$37.2 million.

Our financial position remains solid, with a year-end cash balance of \$40.0 million and our \$30 million debt facility is largely undrawn. This provides us with the flexibility to pursue strategic opportunities as they arise while maintaining our focus on operational discipline and cash generation.

BOARD AND LEADERSHIP

The Board continues to work closely with our Executive Leadership Team (ELT) to oversee the execution of our strategic priorities. I am particularly pleased with the Board's support in overseeing two significant initiatives this year: our comprehensive AI enablement program and the technology organisational restructure. Both initiatives demonstrate our commitment to building sustainable competitive advantages while maintaining appropriate governance and risk management frameworks.

In July 2025, we announced that the Hon. Jeff Bleich would complete his current term but not stand for re-election at our upcoming Annual General Meeting in November, following his acceptance of a full-time role at a US-based leader in the AI space. Jeff has served Nuix with distinction since before our IPO, first as Non-Executive Chair from December 2020 to February 2023, and then as Deputy Chair. His deep global and industry knowledge have brought incredible value to Nuix, and we are particularly grateful for his considered wisdom, thoughtful insights and steady hand during challenging times. Jeff leaves with our sincere thanks for his service to the company.



OUR COMMITMENT TO RESPONSIBLE GROWTH IS UNDERPINNED BY ROBUST GOVERNANCE FRAMEWORKS AND ETHICAL PRINCIPLES. AS WE ADVANCE OUR TECHNOLOGICAL CAPABILITIES, PARTICULARLY IN AI, THESE FOUNDATIONS ENSURE WE CREATE SUSTAINABLE VALUE WHILE MAINTAINING THE HIGHEST STANDARDS OF CORPORATE RESPONSIBILITY.



We were pleased to welcome Peter McClelland as Chief Financial Officer in November 2024. Peter brings over 25 years of experience in finance and executive leadership across both public and private companies. His initiatives in relation to organisational efficiency and effectiveness are already evident in our improved operational performance and cost discipline.

Our people remain central to our success, and the Board appreciates the adaptability, resilience and commitment that our people have again shown during a period of significant change. The successful implementation of our AI enablement program and technology restructure demonstrates the calibre of our workforce and their ability to embrace transformation while maintaining operational excellence.

STAKEHOLDER ENGAGEMENT

This year the full Board had the opportunity to visit our operations in the United States, which remains our largest market, contributing more than half of Nuix's ACV. This visit provided invaluable insights into our market position and opportunities at a time of significant macro change in the US market, as well as enabling direct engagement with our teams and industry experts in their home environment. The depth of expertise within our US operations and the strength of our market position were particularly evident during these interactions.

During the year, I also had the opportunity to engage with many of our other stakeholders, including shareholders, across our key markets. These interactions have reinforced my confidence in our strategic direction and the value we create for our customers. The feedback from our customers, and growth in their adoption of the Nuix Neo platform, has been encouraging and supports our investment in this technology.

PROGRESS WITH RESPONSIBILITY

Our mission to be a force for good continues to guide our growth trajectory. This commitment is particularly evident in our approach to AI adoption, where ethical principles are fundamental to our business strategy rather than merely a compliance requirement. Our systematic approach to AI evaluation encompasses not only technological capabilities but ethical considerations – ensuring our deployment decisions align with stakeholder interests while providing competitive advantages. This commitment to responsible innovation extends across our entire organisation, from product development to our customer engagements.

Our TRUTH values framework continues to provide the foundation for our culture, connecting individual actions to our purpose and performance, while ensuring we maintain our focus on creating sustainable value for all stakeholders.

THE PATH AHEAD

As we move into FY26, your Board remains focused on ensuring Nuix has the right governance frameworks and resources to execute on its strategy. While the market environment presents both challenges and opportunities, we believe our ungeared balance sheet, innovative technology, and talented team position us well for sustainable growth.

The Board maintains a clear view of our priorities: supporting the continued development of our technology capabilities to enable growth, ensuring appropriate risk management, and maintaining strong governance standards.

In closing, I extend my thanks to our shareholders for their continued support, to our customers for their trust, and to our employees and senior leadership team for their dedication. I also express my appreciation to my fellow Directors for their counsel, support and commitment throughout the year.

Robert Mactier
Non-Executive Chairman

CEO'S REVIEW

FY25 has been a year of strategic progress for Nuix, marked by further growth, continued transformation and meaningful advancement in our technology capabilities. While navigating a complex global market, we have remained focused on our core objectives: delivering innovative solutions, deepening customer relationships, and strengthening our operational foundations.

Our results reflect both the progress we've made and the challenges we've faced. We achieved ACV growth of 8.0% to reach \$228.4 million, with growth recorded across all regions. Revenue remained stable at \$221.5 million, while Cash EBITDA showed solid growth of 24.5% to \$37.2 million, demonstrating our commitment to operational discipline.

NUIX NEO: DRIVING GROWTH

The standout achievement this year has been the continued success of Nuix Neo, our AI-enriched unified platform that helps customers identify, process and understand complex data in ways that are faster, easier, and smarter. Neo ACV grew significantly to \$28.1 million, up 132% on the previous year, with our customer base expanding from 23 to 75 customers.

Throughout FY25, we systematically enhanced the Nuix Neo platform and its core solutions. Our Data Privacy, Investigations, and Legal solutions continued to gain traction in the market, each leveraging our proprietary AI technology and automation capabilities to address specific customer challenges.

A significant development was the launch of Nuix Neo Foundation, an entry-level offering that combines the Nuix Engine's processing capabilities with Nuix Automate for complex data process automation and Investigate for collaborative review capabilities. This strategic addition has already shown strong early sales, providing customers with a pathway to transition to our full AI-enabled platform while immediately accessing core Neo capabilities.

TECHNOLOGY INNOVATION AND DELIVERY

This year marked significant achievements in our product development and technology team organisation. We successfully delivered on our FY25 product roadmap with several key releases. For our component customers, we launched V10 upgrades and for our Nuix Neo customers delivered semantic search capabilities that move beyond keywords to concepts. The Discover SaaS platform saw enhanced cognitive AI capabilities incorporated, to become Nuix Neo Discover SaaS. We also introduced Nuix Neo Local, providing rapid deployment capability for our customers.

A key milestone was the completion of our technology organisational restructure, aligning our Product and Technology teams to a solutions-based model. We consolidated our core technology locations into Sydney, Washington DC, Pittsburgh, London, and Hyderabad (tech partner), creating stronger operating efficiencies and improved scalability. Importantly, this restructure was completed within our cost envelope and will be operating cost-neutral into FY26. The restructure has enabled us to optimise our development resources, reduce duplication of effort across regions, and create clearer pathways for innovation while maintaining cost discipline – all of which will contribute to faster product development cycles and more responsive customer solutions.

STRATEGIC FOCUS ON LARGER CONTRACTS

We are deliberately targeting larger, higher-value contracts, offering significant value realisation through our innovative solutions. While this strategic shift has meant longer procurement cycles for some customers, recent large deals demonstrate the success of this approach.

While pursuing larger contracts, we remain mindful of our smaller customer base. Some of these customers may not have the requirement or budget for a full Nuix Neo offering. We are addressing this through multiple initiatives including our V10 component rollout, Nuix Advantage support services, and the introduction of Nuix Neo Foundation as an entry-level offering. This balanced approach ensures we can serve the full spectrum of our market while strategically shifting toward higher-value engagements that can better leverage our advanced capabilities.

AI ENABLEMENT: EMPOWERING OUR PEOPLE

This year marked a significant milestone in our AI journey. We launched a comprehensive AI enablement program across our global workforce of over 450 employees, developing our own proprietary learning framework that aligns with our unique business requirements. Through strategic partnership with Amazon and leveraging Anthropic technology, we developed NuixQ, our internal AI assistant customised for our specific operational needs.

The response from our people has been encouraging, with 76% of employees reporting that AI is making a positive difference to their daily work. This transformation isn't just about efficiency – it's about ensuring we remain at the forefront of technological innovation while maintaining our commitment to ethical and responsible AI deployment.

LOOKING FORWARD

Our core focus looking forward remains clear: continuing to deliver on our business transformation and driving further growth through the ongoing successful delivery of Nuix Neo.

Our strategy of targeting larger contracts positions us to better leverage our powerful technology to take full advantage of rapid growth in data volumes and evolving methods of extracting further meaning from complex data sets. While we recognise there is more work ahead, the foundations we've built and the momentum we've generated provide a strong platform for future growth.

I want to express my gratitude to our dedicated team whose expertise and commitment continue to drive our progress. To our customers, partners, and shareholders - thank you for your ongoing support as we pursue our mission of being a force for good in the digital world.



Jonathan Rubinsztein
Group Chief Executive Officer



“

OUR TRANSFORMATION JOURNEY IN FY25 HAS BEEN MARKED BY STRATEGIC PROGRESS – FROM THE STRONG ADOPTION OF NUIX NEO TO OUR COMPREHENSIVE AI ENABLEMENT PROGRAM. WE'RE BUILDING SUSTAINABLE FOUNDATIONS FOR GROWTH THROUGH INNOVATION, OPERATIONAL EXCELLENCE, AND OUR CONTINUED INVESTMENT IN OUR PEOPLE.

”

CASE STUDY



LA COUNTY DISTRICT ATTORNEY'S OFFICE: INNOVATING FOR JUSTICE WITH NUIX NEO'S LATEST AI

CHALLENGE

The Los Angeles (LA) County District Attorney's Office has been a long-time user of Nuix's Neo Investigations technology. This market leading technology solution positions the Office at the leading edge of the digital forensics industry. With rapid developments in AI, the Office saw even further opportunity to explore new ways to manage the snowballing influx of critical cases, rapidly and accurately summarise extensive evidence and datasets, extract actionable insights from digital and handwritten evidence, and isolate graphic or explicit materials for specialised reviews; all while adhering to strict governance guidelines and upholding their mission for justice.

SOLUTION

The LA County District Attorney's Office deployed Nuix Neo's latest AI functionality. This capability enabled the team to implement the most efficient AI processes, select the AI models most optimised for their business and then seamlessly integrate them into their Nuix Neo workflows. With the flexibility to choose and tune multiple third-party AI tools, the LA County District Attorney's Office further optimised their Neo solution to address the intricate and changing demands of their data and investigations workflows, delivering greater accuracy, efficiency, and results. As new AI models become available, the LA County District Attorney's Office is now positioned to immediately evaluate their new capabilities.

BREAKING BARRIERS WITH NUIX NEO'S LATEST AI

By leveraging Nuix Neo latest AI, the LA County District Attorney's Office proved quick improvements in efficiency and accuracy for several key workflows, including:

- **Ease of Integration:** Configured for both cloud-based and on-premises LLMs to enable fast deployment while supporting multiple providers.
- **Task-Level Customisation:** Tailored AI workflows for key areas like document summarisation, privilege detection, and extracting structured data from complex forms.
- **Choice and flexibility:** Flexibility to select the AI models best optimised for the business' needs, and the choice to seamlessly integrate the latest models as the business evolves.
- **AI Cost Predictability:** Delivered cost transparency with token consumption estimates, ensuring AI budgets are adhered to.
- **AI Transparency:** Clear marking of AI-generated data, reinforcing confidence and transparency in Responsible AI governance and compliance.
- **Fine-Tune AI models:** The ability to fine-tune LLMs for specific legal tasks providing critical advantages in document review and investigative processes.

"With Nuix Neo's latest AI, we can move quickly to implement targeted solutions to digital evidence challenges and investigative bottlenecks, while satisfying our unique compliance needs. Being able to leverage the latest AI advancements while staying confined within our own environment is an accelerator."

Donn Hoffman
CHIEF PRIVACY OFFICER AND DEPUTY DISTRICT ATTORNEY AT LOS ANGELES COUNTY

ACHIEVING TRANSFORMATIONAL RESULTS

By leveraging Nuix Neo's latest AI, the LA County District Attorney's Office proved immediate improvements in efficiency and accuracy for several key workflows, including:

- **Document Summarisation:** Summarised critical documents, images and chat logs, radically boosting review efficiency.
- **Faster Data Extraction:** Parsed insurance fraud reports and search warrants into structured data with improved navigation for investigators unattainable with manual methods.
- **Sensitive Content Management:** Isolated and described sensitive images (e.g., nudity, gore) to streamline review workflows and alleviate team exposure to explicit images.
- **Handwritten Text Identification:** Flagged handwritten documents for image-based review, ensuring no critical data was overlooked.
- **Future-ready AI:** Flexibility to adopt and replace advanced AI tools as they emerge.

"Nuix enables us to reduce manual review time dramatically, which can accelerate evidence review and time-sensitive productions."

Thong Pham
EDISCOVERY CONSULTANT
AT LOS ANGELES COUNTY DISTRICT ATTORNEY

LOOKING AHEAD

With Nuix Neo's latest AI functionality, the LA County District Attorney's Office is exploring new use cases for their Nuix Neo Investigations solution, including:

- Recognising and extracting information for forensic accounting purposes.
- Parsing court transcripts provided in varied formats.
- Identifying different versions of semantically similar scanned documents in large datasets.
- Converting handwritten inventory lists from warrant executions into structured data for better analysis.

Their ongoing collaboration with Nuix promises continuous innovation, enabling them to refine workflows, prepare for AI adoption, and achieve even greater operational impact.

"With Nuix Neo's latest AI, we're able to dive into the pool of possibility."

Gary Chen
PRINCIPAL INFORMATION TECHNOLOGY ANALYST
AT LOS ANGELES COUNTY DISTRICT ATTORNEY.



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SUSTAINABILITY



THE NUIX WAY A FORCE FOR GOOD

At Nuix, we are on a mission to be a force for good in the world. Our purpose positions us uniquely in the technology landscape – we don't just process data, we uncover truth. We don't just employ people, we empower purpose-driven professionals who want their work to matter.

For 25 years, this foundational commitment has and continues to attract individuals who excel in dynamic, innovative environments while maintaining focus on meaningful outcomes. Our global workforce of 450+ represents this synthesis of technical excellence and social purpose, creating solutions that serve justice, transparency, and drive positive societal impact.

OUR PEOPLE

Our People Footprint

BY REGION

40%
AMER

45%
APAC

15%
EMEA

BY FUNCTION

43%
RESEARCH &
DEVELOPMENT

41%
SALES &
DISTRIBUTION

16%
GENERAL &
ADMINISTRATION

NUIX – OUR TRUTH

Enduring culture requires values that translate into measurable behaviours and business outcomes. Our TRUTH Values framework provides this translation, connecting individual actions to our purpose and performance.

Together with our people, we co-created specific behaviours for each TRUTH value, creating accountability frameworks that support both cultural consistency and business results. This collaborative approach ensures our values remain authentic and relevant as Nuix evolves.

The integration of TRUTH behaviours into performance frameworks, decision-making processes, and daily operations demonstrates our commitment to values-based leadership at scale.

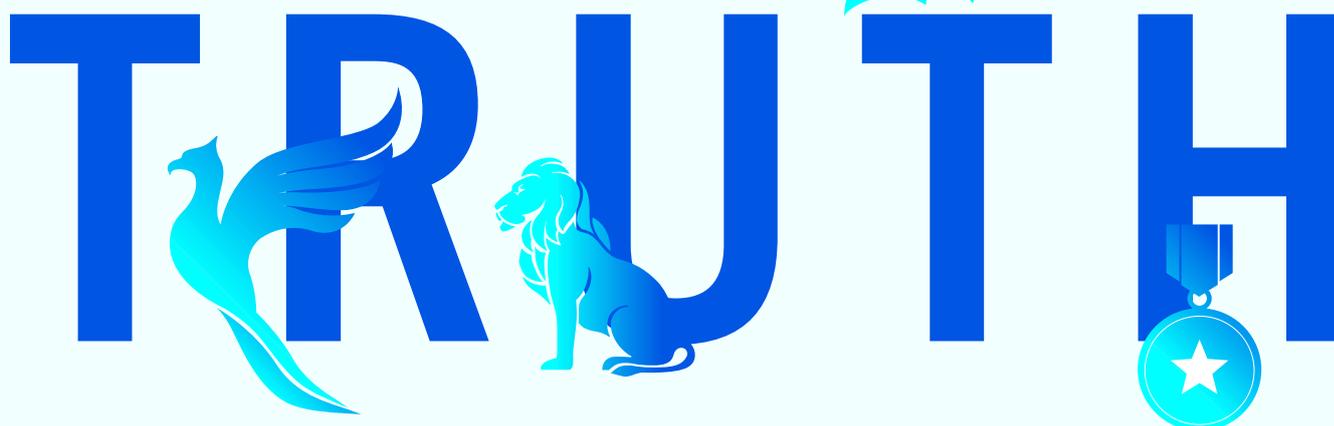
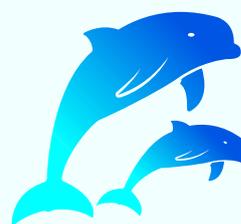
We remain focused on our transformation journey to build a strong culture aligned to our purpose, brought to life by our TRUTH Values.



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OUR TRUTH

HERO BEHAVIOURS



TAKE OWNERSHIP

- We get it done, see it through
- We take the initiative to go above and beyond
- We own our mistakes and find solutions

RESILIENT

- We see challenge as an opportunity
- We approach change with a growth mindset
- We look for ways to improve and move forward

UNAFRAID

- We challenge the status quo
- We innovate to be better every day
- We love finding new ways to make a difference

TEAM NUIX

- We embrace the strength of our collective diversity
- We trust each other to get the job done
- We share our knowledge, feedback and ideas to grow together

HERO OUR CUSTOMERS

- We champion customers and their causes
- We all impact our customer success
- We relentlessly find solutions for our customers

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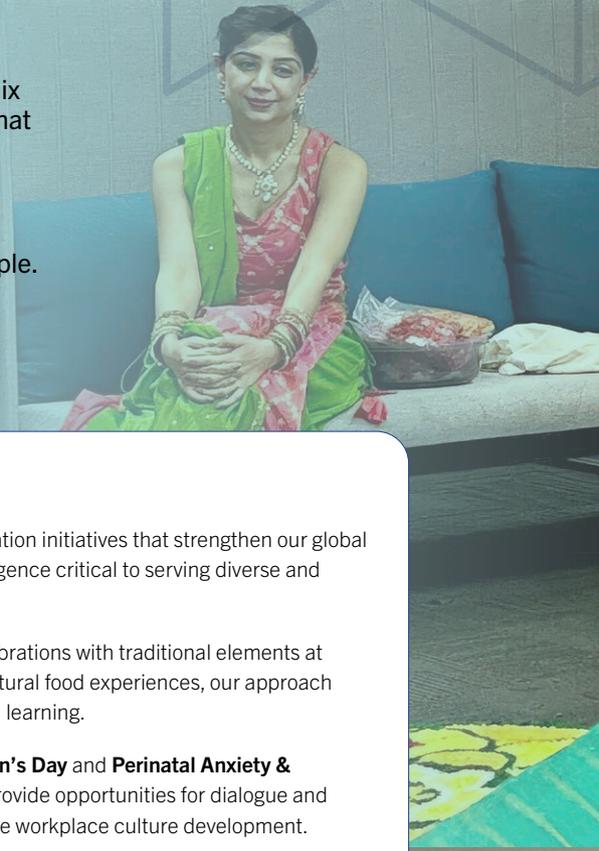
CULTURE^X

NUIX – AMPLIFYING OUR CULTURAL IMPACT

This year marks a fundamental transformation in how we approach culture at Nuix – evolving from traditional diversity initiatives to strategic culture amplification that directly contributes to business performance and competitive differentiation.

We have repositioned diversity, equity, inclusion and belonging initiatives into a strategic initiative called CultureX. CultureX realises the exponential power that emerges when we amplify every unique perspective, talent, and voice of our people.

CultureX is driven by employee-led communities that integrate inclusion into our core business identity. This evolution reflects our commitment to embedding cultural initiatives as business enablers rather than separate programs.



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ENGAGEMENT TRANSFORMATION

86%
of our people are proud to work at Nuix (up 10 points from prior year)

83%
believe that Nuix is committed to fostering meaningful inclusion, diversity and belonging initiatives

76%
overall engagement score – our highest result to date

Nuix People Pulse survey August 2025

GLOBAL CULTURAL ENGAGEMENT

At Nuix we drive cultural celebration and education initiatives that strengthen our global team connections while building cultural intelligence critical to serving diverse and global markets.

Cultural Celebration Programs: From Holi celebrations with traditional elements at our offices to Eid al-Fitr recognition through cultural food experiences, our approach emphasises authentic engagement and mutual learning.

Pride Month Recognition, International Women's Day and Perinatal Anxiety & Depression Awareness month programming provide opportunities for dialogue and awareness building, contributing to our inclusive workplace culture development.

GENDER EQUITY ADVANCEMENT

Our Women in Nuix CultureX Group has implemented strategic initiatives to advance gender representation and equity across our organisation.

Strategic Initiatives:

- **Recruitment Enhancement:** Implementation of gendered language analysis tools to ensure job advertisements attract diverse candidate pools
- **Interview Process Development:** Training for hiring managers to recognise and mitigate unconscious bias in candidate evaluation
- **Pay Equity Analysis:** Comprehensive global review of compensation structures with systematic correction of identified disparities

WGEA Participation: We participate in the Australian Government's Workplace Gender Equality Agency reporting requirements, with reports available on our corporate website. Our strategic focus includes gender pay gap elimination, female representation enhancement through targeted recruitment strategies, and cultural awareness development through leadership and employee education programs.





Sustainability

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CULTURE^X

CULTUREX SPOTLIGHT – ADVANCING RECONCILIATION

As an ASX-listed technology company with global operations, we recognise the significance of contributing meaningfully to Australia's reconciliation journey. This year marked the commencement of our formal commitment through our First Nations CultureX Group and progress towards our Reflect Reconciliation Action Plan (RAP).

Our Reconciliation Vision: consistent with our mission to find truth in the digital world, we are committed to amplifying the voices and perspectives of First Nations communities, ensuring the technology solutions we create are inclusive, respectful, and representative of diverse experiences.

RECONCILIATION INITIATIVES AND OUTCOMES

Our approach to reconciliation emphasises authentic engagement and measurable impact:

- **Strategic Partnerships:** Nuix engaged an Indigenous-owned Supply Nation registered company to guide our RAP development. Our Reconciliation Week initiatives included partnership with indigenous owned catering services, demonstrating our commitment to supporting Aboriginal and Torres Strait Islander enterprises.
- **Cultural Integration:** Nuix commissioned collaborative artwork with a First Nations artist to create a permanent installation in our new office that honours the cultural heritage of Traditional Custodians while fostering cultural awareness among our workforce.
- **Capability Development:** Nuix will develop pathways for Aboriginal and Torres Strait Islander peoples to enter technology and digital forensics careers through:
 - Sponsored participation in accredited training programs
 - Enhanced engagement frameworks across our customer and partner networks
 - Complimentary access to specialised forensic training courses

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RECONCILIATION PROGRESS

- 110+ Australian employees participated in Reconciliation Week 2025 activities
- Supply Nation partnerships prioritised for office renovations and procurement
- Commitment to, and progress on, Reflect Reconciliation Action Plan (RAP)

DEMONSTRATING MEASURABLE COMMITMENT TO RECONCILIATION THROUGH SYSTEMATIC ENGAGEMENT

CULTURE OF INNOVATION – AI ENABLEMENT

25 years of finding truth in chaos. Now we're writing the next chapter – and it starts with AI.

Recognising AI as a fundamental business transformation requirement, Nuix has developed a comprehensive AI enablement program designed to enhance human capability rather than replace it. This strategic initiative represents one of our most significant people development investments to date.

450+

EMPLOYEES
ENABLED ACROSS
THREE GLOBAL
REGIONS IN 2025

EXECUTIVE-LED
ADOPTION DRIVING
ORGANISATIONAL
CHANGE FROM
SENIOR LEVELS

76%

AGREE OR STRONGLY
AGREE THAT "I USE
AI IN MY DAY-TO-DAY
TASKS AND IT MAKES A
POSITIVE DIFFERENCE
TO ME AND MY TEAM'S
TIME AND OUTCOMES"
(AUGUST 2025 PEOPLE
PULSE SURVEY)

ORGANISATIONAL AI ADOPTION AT SCALE

Strategic Objective:

We are on a mission to transform our entire global workforce of 450+ employees into AI-enhanced professionals, ensuring sustainable competitive advantage through technology adoption aligned with our TRUTH values.

Implementation Approach:

Rather than focusing solely on efficiency metrics, we designed our AI transformation around purpose-driven, ethical and responsible AI adoption, ensuring every capability enhancement connected directly to our Force for Good mission and TRUTH culture.

Nuix AI Learning Framework:

Instead of relying on off-the-shelf training solutions, we designed and developed our entire AI curriculum internally – a strategic capability that reflects our deep understanding of both AI technology and our unique business requirements.

Our proprietary learning framework represents significant intellectual property and organisational capability, demonstrating our ability to innovate beyond our core products into talent development and organisational transformation. This internal development capability provides competitive advantages that extend far beyond traditional training approaches.

Purpose-Built Curriculum, designed by Nuix, for Nuix:

1. **AI Revolution:** Strategic Imperative – Internally developed frameworks for understanding AI's competitive necessity specific to our market position
2. **AI: Partnership Model** – Nuix-designed methodologies for human-technology collaboration optimisation
3. **AI: Data Advantage** – Proprietary approaches to leveraging our unique data assets and data curation capabilities
4. **AI: Individual Enhancement** – Custom-built personal and professional amplification strategies aligned with our organisational culture
5. **AI: Ethical Implementation** – Internally created responsible deployment frameworks incorporating our Force for Good principles

PURPOSE-DRIVEN
FRAMEWORK
ENSURING
ETHICAL AI
IMPLEMENTATION

DEMONSTRATING OUR CAPACITY
FOR RAPID, STRATEGIC
TECHNOLOGY ADOPTION WHILE
MAINTAINING CULTURAL
INTEGRITY

MEASURABLE TRANSFORMATION OUTCOMES

Implementation Success: Organisation-wide enablement completed within six months, demonstrating our organisational capacity for rapid, systematic change management.

Adoption Acceleration: Purpose-aligned AI adoption achieved higher engagement rates compared to efficiency-focused approaches, validating our strategy of connecting technological advancement with organisational mission.

Leadership Integration: Executive team adoption of AI tools and methodologies provided necessary organisational modeling for broader workforce transformation.

CUSTOM AI INFRASTRUCTURE: NUIXQ

Through strategic partnership with Amazon, we developed NuixQ – an internal AI assistant built on Anthropic technology and customised for our operational requirements. This investment ensures our AI capabilities align specifically with our business needs rather than relying solely on generic solutions.

AI INNOVATION DAYS: FROM THEORY TO TRANSFORMATION

“Think less theory, more revolution” – transforming how we solve complex investigative challenges through collaborative AI adoption

This year we held innovation days where cross-functional teams came together to collaborate to solve real-world challenges using our proprietary AI capabilities

Employees participated in hands-on problem-solving with cutting-edge AI tools

Real problems, revolutionary solutions – Teams tackle actual field challenges rather than theoretical exercises, creating immediate business value

Winning solutions are progressing from innovation to implementation to deliver measurable value to our people and customers, demonstrating the tangible business impact of our AI transformation strategy.

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Our People

ETHICAL AI RESPONSIBLE INNOVATION CULTURE

At Nuix, we have established ethical AI principles as fundamental business strategy rather than compliance requirement. This approach positions responsible technology deployment as competitive advantage.

Guiding Principle: our approach emphasises that technological capability must be evaluated not only for feasibility and legality, but for ethical appropriateness – ensuring our AI deployment and usage decisions align with our purpose to be a force for good and stakeholder interests.

AI CHOICE ASSESSMENT FRAMEWORK

Our systematic approach to AI tool evaluation includes comprehensive assessment across multiple dimensions:

- Data training methodologies and security protocols
- Contractual terms and privacy compliance alignment
- Data storage and access control measures
- Ethical principle adherence and risk mitigation
- Operational guardrails and monitoring capabilities

BUSINESS CASE FOR ETHICAL AI:

- **Talent Differentiation:** Ethical AI practices attract professionals committed to responsible technology development
- **Customer Trust:** Demonstrated responsible AI deployment strengthens client relationships and competitive positioning
- **Risk Mitigation:** Systematic ethical evaluation prevents costly implementation mistakes and reputational risks

This framework enables confident, accelerated decision-making by providing clear evaluation criteria, demonstrating that ethical considerations enhance rather than constrain business agility.

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“

IT IS NOT ENOUGH TO BE ABLE TO DO SOMETHING... IT IS NOT EVEN ENOUGH FOR IT TO BE LEGAL TO DO SOMETHING... IT MUST ALSO BE RIGHT TO DO SOMETHING.

Sir Iain Lobban
Nuix Non-Executive Director

”

LEADERSHIP DEVELOPMENT

At Nuix, we are committed to developing leaders who embody our TRUTH values while driving business performance through authentic, purpose-driven leadership.

This year we launched our comprehensive leadership development program that represents a strategic investment in organisational capability, combining best-practice methodologies with Nuix-specific competencies aligned to our TRUTH values and Force for Good mission.

KEY PROGRAM ELEMENTS:

- **One 'Team Nuix' Approach Globally, with Truth Values Embedded Throughout**
- **Competency-Led Approach:** Leadership capabilities directly aligned to our TRUTH values
- **Building Communities of learners through executive-led coaching circles** fostering collaborative leadership development
- **Developing Culture of Transparency & Feedback** through strengths-based 360 feedback
- **1:1 coaching with external executive coaches to amplify and accelerate impact**
- **Accreditation and Recognition:** Formal graduation celebrating leadership growth and commitment

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NUIX LEADERSHIP PROGRAM

100+ Leaders participating globally

12 month, strengths-based development program

Curriculum developed on leading best-practice leadership competencies

TRUTH values integration ensuring leadership development aligns with cultural values

Measurable impact "I would recommend this program to a fellow colleague" 91 eNPS

"Above all, I acknowledge that as a leader I am a role model for truth and will uphold our values and behaviours at all times"

– The Nuix Leadership Learning Commitment

BOOSTING PERFORMANCE THROUGH WELLBEING SUPPORT

COMPREHENSIVE WELLBEING STRATEGY

Our holistic wellbeing approach recognises that employee performance optimisation requires attention to multiple dimensions of personal and professional health. Our wellbeing investments demonstrate measurable return through engagement and retention metrics.

Mental Wellbeing

Systematic approach to mental health support through resource provision, education delivery, and stigma reduction initiatives.

Program Elements:

- Wellbeing Leave Allocation: Two dedicated days annually for proactive mental health management
- Wellness Hour Integration: Weekly protected time for wellbeing activities and educational participation
- Participation and promotion of recognised wellbeing events such as RUOK? Day and World Mental Health Day

Physical Wellbeing

Employee health optimisation through program provision, facility access, and activity promotion.

Initiatives:

- Global fitness challenges promoting healthy competition and engagement
- On-site therapeutic services including massage therapy

Digital Wellbeing

Technology relationship optimisation through boundary establishment and mindful usage promotion.

Key Programs:

- Meeting effectiveness guidelines reducing unnecessary digital load
- Protected focus time through meeting-free periods
- Summer schedule flexibility enabling work-life integration

Social Wellbeing

Community building and connection facilitation across geographical and organisational boundaries.

Community Programs:

- Employee connection initiatives fostering cross-team relationships
- Community service opportunities through two days 'Force for Good' volunteering leave
- Social interaction support through workplace gathering facilitation

Financial Wellbeing

Financial security and literacy enhancement through education and benefit provision.

Financial Programs:

- Partnership arrangements for discounted financial advisory services
- Educational programming on financial planning and management across locations.

WELLBEING UTILISATION

709 Wellbeing Leave Days

utilised in FY25 by 388 employees

Weekly Wellness Hour

participation supporting proactive mental health practices

Multi-dimensional approach

addressing mental, physical, digital, social, and financial wellbeing

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ENVIRONMENTAL RESPONSIBILITY

ENERGY CONSUMPTION AND EMISSIONS

Nuix recognises its role in supporting the Paris Agreement’s critical target of keeping global temperature rise below 1.5 degrees Celsius compared to pre-industrial levels. We monitor and track our climate impact to better understand our environmental footprint and take appropriate actions.

Our business model has a modest carbon footprint, mainly arising from our office facilities. Nuix actively seeks out energy efficient buildings. Our Sydney Headquarters for instance, is based in an office with a 5.0-star NABERS rating for both energy and water, with a 6.0-star being the highest possible rating.

During the year, Nuix opened a new London, UK office, which now contributes to emissions calculations. The new London office has a rating of C-53 according to its Energy Performance Certificate (EPC). EPC bands run from A (most efficient) to G (least efficient) linked to a numeric rating, with a C-53 rating indicating above average energy efficiency.

Separately, as part of Nuix’s initiative to move further towards global Research and Development hubs, offices in Novato and Conshohocken in USA were closed. As a small office, the Novato location was not a particularly large contributor to emissions. The Conshohocken office was a more significant contributor to emissions, with the office presence wound down late in the financial year. The full impact of the closure of the Conshohocken office on emissions will be more impactful from FY26 onwards.

Taking these changes into account, in FY25, Scope 1 and 2 emissions reached 231 tonnes of CO₂-e, down 20% on the prior year. The associated emissions intensity at 0.52 tonnes per full-time employee, was lower than the prior year, driven by both a fall in overall emissions and a rise in the number of employees. Nuix fully offset all Scope 1 and 2 emissions by purchasing carbon offsets in projects associated with native forest regeneration in Australia.¹

Our environmental management approach builds on the measurement framework established in FY22, ensuring consistent and comparable tracking of our climate performance. Despite our relatively low carbon intensity, we remain dedicated to identifying and implementing opportunities to minimise our environmental footprint.

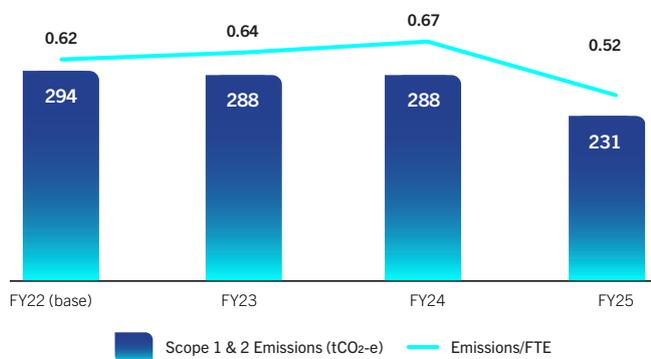
We monitor regulatory requirements and stakeholder expectations on climate action. Our approach emphasises transparent emissions reporting while implementing practical environmental initiatives. We are progressing on our plans to meet mandatory climate reporting requirements in line with Australian Government directives.

Through this comprehensive approach to environmental management, Nuix strives to balance business growth with responsible stewardship of natural resources, ensuring long-term sustainability for our operations and stakeholders.

FY25 Scope 1 and 2 Emissions (tCO₂-e)



Scope 1 and 2 Emissions – Total and per FTE



¹ Project ID ERF105022 Serial No 9013788308; 9013788547.

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DATA CENTRES

Nuix utilises Amazon Web Services (AWS) and Zadara to operate its business/ corporate and customer services.

Customer services are run on AWS. Since 2023, 100% of electricity consumed by Amazon has been matched with renewable energy sources. Amazon aims to reach net-zero carbon emissions across all operations by 2040².

AWS manages its environmental footprint through end-to-end efficiency across its facilities and water stewardship program, as well as focusing on reducing embodied carbon and prioritising a circular economy.

Zadara does not publish information relating to environmental footprint.

E-WASTE – HARDWARE RECYCLING

Nuix recycles computer hardware that is no longer required through responsible e-waste management practices. Our commitment to environmental protection means that items are carefully assessed for potential reuse, and those that cannot be refurbished are systematically and safely dismantled. The dismantling process allows for the separation of devices into their core components, including metals, plastics, and other materials, which can then be repurposed or remanufactured. This approach is not only more energy-efficient than creating products from raw materials, but also ensures that valuable resources are conserved while harmful substances are safely contained and managed.



² <https://sustainability.aboutamazon.com/products-services/aws-cloud>

DATA SECURITY AND PRIVACY

PROTECTING CUSTOMER DATA

Nuix utilises sophisticated cyber security practices as part of its technology. Along with implementing security through the design of our products, Nuix staff are trained to understand and protect customer data and digital assets. Once again, in FY25, Nuix's Information Security Management program underwent a security assurance reassessment process which included: Infosec Registered Assessors Program (IRAP) PROTECTED level, ISO/IEC 27001:2013, ISO/IEC 27017, ISO/IEC 27018, and SOC2 Type 2. These compliance and assurance programs will be renewed and maintained again next year, with IRAP being reviewed quarterly.

Nuix utilises multiple availability zones in AWS for our Software-as-a-Service (SaaS) applications to support data sovereignty and resiliency, including in Canada, Germany, Australia, the United Kingdom and the United States. Nuix understands that our global customer base operates within a zero-trust security model; completing these security assessments shows our customers and stakeholders they can rely on us to protect their most sensitive data.

Nuix regularly tests its Disaster Recovery (DR) plans and continues to improve processes to ensure that, in the event of disaster, Nuix can recover customer data. Using AWS cloud, Nuix is able to continuously optimise its DR efforts, with the flexibility and scalability of the cloud allowing for efficient and effective DR testing and ongoing enhancements to our recovery capabilities.

PLATFORM VULNERABILITY MANAGEMENT

Vulnerability management at Nuix incorporates three distinct elements: code vulnerabilities, SaaS infrastructure vulnerabilities and corporate infrastructure vulnerabilities. Nuix utilises industry standard code quality, dynamic and static code analysis platforms and follows common vulnerability scoring system (CVSS) for remediation. Nuix also partners with industry leaders in cyber security to undertake regular testing, maintenance and uplift of its systems.

PROTECTING OUR CORPORATE NETWORK

Like the SaaS solution, Nuix's Corporate Network utilises a robust set of controls to protect and defend the Company's assets. Corporate infrastructure is regularly tested and verified by independent technology partners in collaboration with the Nuix team. Nuix recognises that this is a dynamic environment and works with industry leading third-party cyber security organisations to review and implement new processes and technology to continuously strengthen its cyber security posture.

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GOVERNANCE AND RISK MANAGEMENT

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GOVERNANCE

The Nuix Board believes that good governance underpins strong business performance and is essential to retaining the trust and goodwill of Nuix's stakeholders, including shareholders, employees, regulators and customers.

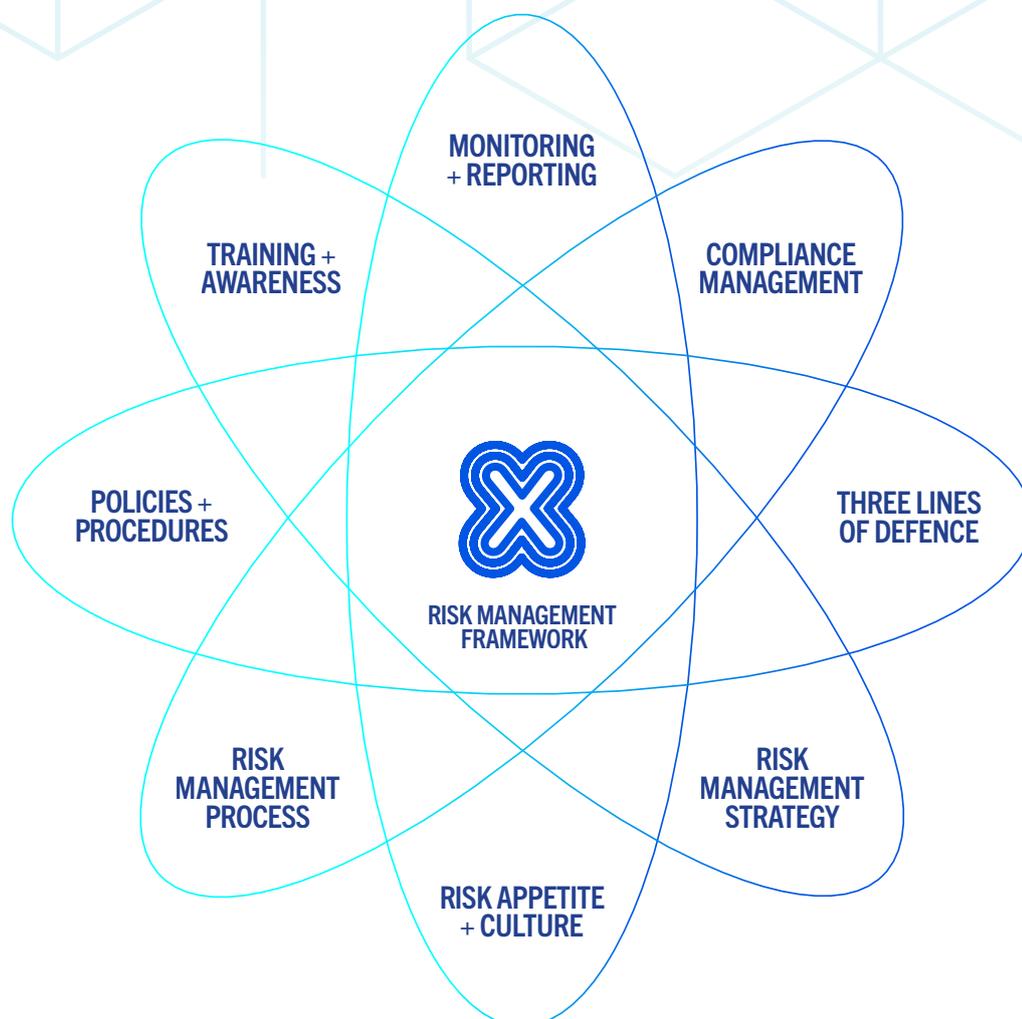
The Board takes responsibility for the overall strategy, culture and risk management of the Company. The Board provides leadership, strategic guidance and oversight for the Executive Leadership Team and the Group as a whole, to promote behaviours in keeping with the Company's Values and to support the Group's long-term sustainable growth and profitability.

The Board regularly reviews the Company's governance and risk management frameworks to ensure they promote sustainable, ethical and socially responsible business practices that align with Nuix's core mission of being a force for good.

Nuix's Corporate Governance Statement and investor website provide comprehensive details of our corporate governance policies and charters.

The Board works collaboratively with the Executive Leadership Team to set the strategy, risk appetite, compliance systems and risk management framework for the Group. The Board also ensures through regular review that these are being effectively implemented and that the Company maintains accurate and timely reporting practices, reinforcing our commitment to using technology responsibly and ethically to make a positive impact.





RISK MANAGEMENT

Overview

At NuiX, effective risk management is fundamental to creating and preserving shareholder value while executing our business strategies. We strive to balance opportunity pursuit with risk control, regulatory compliance and stakeholder expectations.

We are committed to building robust risk management systems and fostering a strong risk-aware culture where our employees are encouraged to engage in meaningful risk discussions on an ongoing basis.

Framework

Our Risk Management Framework (RMF) is aligned to the ISO 31000 Risk Management Standard and guides our approach to handling our strategic, financial and non-financial risks.

This framework enables us to deliver reliable products and service to our customers and retain the trust of key stakeholders. We conduct regular reviews to ensure the framework remains fit for purpose and effective.

Oversight

To bring the transparency, focus and independent judgement needed, the Board has delegated oversight of the RMF to the Audit and Risk Management Committee. The Committee convenes at least four times a year to review risk reports and assess key risk matters.

Accountability for each of our principal risks and our key compliance obligations is assigned to one or more members of the Leadership Team. Management committees are established, where necessary, to manage and oversee heightened risks, make decisions and monitor mitigation efforts.

Principal Risks

NuiX prioritises identifying and managing principal risks which could impact current or future business performance. Details of these risks and associated mitigation strategies are set out in the Directors' Report. Details on Financial Risks can be found in the Financial Report. In relation to Contingencies, (ASIC investigation and Class Action Risk), details are provided in the Financial Report.

BOARD OF DIRECTORS

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Robert Mactier
Non-Executive Chairman

Robert has been a Non-Executive Director of Nuix since October 2021 and was appointed Chairman in February 2023. Robert is a Consultant to the Advisory and Capital Markets division of UBS Australia (since June 2007). Robert is also a Non-Executive Director of Iress Limited (ASX:IRE) since October 2024, as well as Kinetic IT Pty Limited. Robert was formerly a Non-Executive Director and Chairman of ASX-listed ALE Property Group (ASX:LEP) from 2016 to 2021 (Chair from 2008 to 2021) and WPP AUNZ Limited (ASX:WPP) from 2006 to 2021 (Chair from 2017 to 2021), as well as Non-Executive Director of NASDAQ-listed Melco Resorts and Entertainment Limited (NASDAQ: MLCO) from 2006 to 2017. Robert began his career at KPMG and worked across their audit, management consulting and corporate finance practices. He has extensive investment banking experience in Australia having, prior to his current role with UBS, worked for Ord Minnett Securities (now JP Morgan), E.L. & C. Baillieu and Citigroup. Robert holds a Bachelor's degree in Economics from The University of Sydney and is formerly a member of the Institute of Chartered Accountants in Australia and New Zealand.



Jonathan Rubinsztein
Executive Director and Group Chief Executive Officer

Jonathan has been the Group Chief Executive Officer since December 2021. He is a seasoned CEO with a track record of building world class global technology companies and leading high-performance teams in the technology sector. Jonathan is a Non-Executive Director at Atturra (ASX:ATA) since November 2021, and previously was the Managing Director and CEO of Infomedia Ltd, (ASX:IFM) an ASX-listed SaaS company, from March 2016 to October 2021. Prior to that role, Jonathan was CEO and founding shareholder at UXC Red Rock Consulting, where he was instrumental in growing the business from a start-up to over 700 people across 13 offices in Australia, New Zealand, India, and Singapore. Jonathan was also a Founder and Director of RockSolid SQL, a company that built monitoring and automated data management software for over 18,000 databases globally. Jonathan holds a Bachelor of Commerce from the University of Cape Town and a Postgraduate degree in Finance from Software & Information Industry Association. He also holds a Master of Business Administration (Exec) from University of New South Wales and is a Fellow of the Australian Institute of Company Directors.



Jeffrey Bleich
Non-Executive Deputy Chairman

Jeffrey has been a Non-Executive Director of Nuix since 2017 and was appointed as Deputy Chairman in February 2023, after stepping down from the role of Chairman. He served as US Ambassador to Australia (2009-2013) and as special counsel to President Obama in 2009. Jeffrey lives in Piedmont, California, USA.

Currently, Jeffrey is the General Counsel of Anthropic AI. In addition, Jeffrey is a Visiting Scholar at Stanford University, Chair of the Board of the Jeff Bleich Centre on Democracy and Disruptive Technologies at Flinders University, and serves on the National Security Education Board. In addition to these roles, Jeffrey has served as a Court-Appointed Special Master and Mediator in the United States District Court, Chief Legal Officer of Cruise LLC, Partner at Munger, Tolles & Olson LLP, and CEO of Dentons Diplomatic Solutions and Partner at Dentons international law firm. Jeffrey also clerked for the Chief Justice of the United States Supreme Court.

Jeffrey has served as Board Chair of Pacific Gas & Electric Company, Chair of the Fulbright Foreign Scholarship Board, Chair of the California State University Board of Trustees, and President of the State Bar of California. In addition, he has served as a Director of a number of charitable and public policy organisations including the Australian American Leadership Dialogue, RAND Australia, Stanford University's Center for Advanced Study in the Behavioral Sciences, Amherst College, the American Security Project, and Futures Without Violence.

Jeffrey holds a Bachelor of Political Science from Amherst College, a Master in Public Policy from Harvard University, and Juris Doctor from UC Berkeley, along with honorary doctorates from San Francisco State University, Griffith University, and Flinders University.



Alan Cameron AO
Non-Executive Director

Alan joined the Nuix Board in January 2023. Alan is a respected company director and lawyer, with experience across a range of legal, corporate and regulatory roles. Alan was Chairman of Property Exchange Australia Limited (PEXA) from its inception in 2011 until shortly before it listed in June 2021, and completed his extended term as Chair of the NSW Law Reform Commission in May 2022. A former partner (and managing partner) of the firm now called Ashurst Australia, he was Commonwealth Ombudsman and later Chair of the Australian Securities Commission (ASC) and Australian Securities and Investments Commission (ASIC). Alan is currently Chair of .au Domain Administration Limited and of the ASX Cash Equities Clearing and Settlement Advisory Group. Alan graduated in Arts (BA) and Law (LLM) from The University of Sydney; he also holds an honorary Doctorate in law from that university, and is a Life Fellow of the Australian Institute of Company Directors (AICD).



Jacqueline Korhonen
Non-Executive Director

Jacqueline joined the Board of Nuix in October 2021. Jacqueline has over 30 years' experience in the Information Technology, Telecommunications and Financial Services sectors, where she built her career around transformation, P&L management, complex negotiations, project delivery, operations, strategy development and risk management. She started her career as an engineer in IBM where she spent 23 years living and working across Australia, New Zealand, ASEAN, India and China. After leaving IBM, Jacqueline was appointed CEO of Infosys Australia and New Zealand, a position she held for six years. In the later years of her executive career, Jacqueline was the CEO of SMS Management & Technology, an ASX-listed IT Services company and subsequently returned to IBM as the Vice President of Cognitive Transformation Services across the Asia Pacific Region. Jacqueline was a Non-Executive Director of NetComm Wireless (ASX:NTC) from July 2018 until August 2019. Jacqueline is currently a Non-Executive Director of MLC Insurance, MyState Bank (ASX:MYS) since April 2021 and Bapcor (ASX:BAP) since February 2025. Since February 2023, Jacqueline has also been a Non-Executive Director of the Civil Aviation Safety Authority, a federal government body charged with regulating aviation safety in Australian Authority air space. Jacqueline holds a Bachelor of Science and Bachelor of Engineering with Honours from the University of Sydney and is a Graduate of the Australian Institute of Company Directors.



Sir Iain Lobban
Non-Executive Director

Iain has been an adviser to the Board since October 2018 and was appointed as a Non-Executive Director of the Company in November 2020. Iain lives in the United Kingdom. Iain has over 30 years' experience in the security and intelligence sector, including having served as the Director of the British Intelligence Agency GCHQ from 2008 to 2014. Iain was one of the five experts appointed by Australia's Prime Minister to create Australia's first National Cyber Security Strategy in 2015. He was subsequently one of the senior three-person team appointed by the Prime Minister to conduct the 2017 Independent Review of the Australian Intelligence Community. Iain's advisory work for boards now spans cyber security risk management and financial crime compliance. Iain holds a Bachelor of Arts in French and German from the University of Leeds. Iain is a Visiting Professor of King's College London and an Honorary Fellow of the Judge Business School at the University of Cambridge. Iain was appointed a Companion of the Bath in 2006 and Knight Commander of St Michael and St George in 2013.



Sara Watts
Non-Executive Director

Sara joined the Nuix Board in January 2023. Sara is a Non-Executive Director and Audit Committee Chair with experience across a range of sectors. In addition to Nuix, Sara currently serves on the boards of Syrah Resources (ASX:SYR) since June 2019, Trajan Scientific and Medical (ASX:TRJ) since March 2021, Uniting NSW. ACT, the Sydney Opera House Trust and the National Anti-Corruption Commission's audit committee. Before moving into her non-executive career Sara was CFO of IBM Australia/ New Zealand and Vice-Principal Operations at the University of Sydney. These roles gave her a solid grounding in finance, risk, technology, and international operations. Sara is a Fellow of the Australian Institute of Company Directors, and a Fellow of CPA Australia. She holds a Bachelor of Science from the University of Sydney and a Master of Business Administration from Macquarie Graduate School of Management.

NUIX LIMITED AND CONTROLLED ENTITIES

ANNUAL FINANCIAL REPORT

for the year ended 30 June 2025

A.B.N. 80 117 140 235

A.C.N. 117 140 235

ASX Code: NXL

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DIRECTORS' REPORT

The Directors of Nuix Limited (Nuix) present their report for the consolidated entity comprising Nuix and its controlled entities (collectively referred to as the Group) in respect of the financial year ended 30 June 2025.

1. DIRECTORS

The following persons were directors of Nuix Limited during the year and up to the date of this report unless otherwise stated:

- Robert Mactier Chair and Non-Executive Director
- Jeffrey Bleich Deputy Chair and Non-Executive Director
- Jonathan Rubinsztein CEO and Executive Director
- Sir Iain Lobban Non-Executive Director
- Jacqueline Korhonen Non-Executive Director
- Alan Cameron AO Non-Executive Director
- Sara Watts Non-Executive Director

2. OPERATING AND FINANCIAL REVIEW

The Operating and financial review for the year ended 30 June 2025 has been designed to provide shareholders with a clear and concise overview of the Group's operations, financial position, business strategies and prospects. The review also discusses the impact of key transactions and events that have taken place during the reporting period, to allow shareholders to make an informed assessment of the results.

The following commentary should be read with the consolidated financial statements and the related notes in the Financial Report.

Non-IFRS measures have been included, in particular Annualised Contract Value (ACV) and various measures of Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)¹, as Nuix believes they provide information for readers to assist in understanding the company's financial performance. Non-IFRS financial measures should not be viewed in isolation or considered as substitutes for measures reported in accordance with Australian equivalents to International Financial Reporting Standards, see definition of Non-IFRS measures in section 2.4 of the Directors' Report.

2.1 Principal activities

Nuix is a leading provider of investigative analytics and intelligence software which empowers organisations to simply and quickly find meaningful insights from large amounts of unstructured data.

Nuix offers a software platform (Nuix platform) comprising a powerful proprietary data processing engine (Nuix Engine) and several software applications. It has been developed in-house, shaped by feedback from long-standing government and private sector customers since 2000, and assists customers in solving complex data challenges. The Nuix platform operates at a "forensic level", providing users with a highly detailed, contextualised and legally defensible way of viewing and interacting with data.

No significant change in the nature of these activities occurred during the year.

2.2 Significant changes in state of affairs

There were no significant changes to the state of affairs of the Group during the year.

1 Cash EBITDA incorporates full Research and Development spend (both expensed and capitalised) but excludes non-operational legal costs and restructuring costs. Underlying EBITDA is identical to Cash EBITDA but only includes the expensed component of Research and Development spend, not the capitalised component. EBITDA is Underlying EBITDA including the impact of legal costs relating to litigation matters, the ATO review, and restructuring costs.

DIRECTORS' REPORT

2.3 Business strategies

During the financial year, Nuix made significant progress on further building out and commercialising its unified platform, Nuix Neo.

Nuix Neo is an AI-enriched platform that helps customers identify, process and understand complex data in ways that are faster, easier and smarter. Accessed through a browser-based, collaborative interface, Nuix Neo places Nuix's market-leading processing at the centre of an integrated, solutions-based platform. The platform includes end-to-end automation, investigative analytics and AI-enabled workflows. Nuix Neo creates a new, extended customer offering, with the capability to be deployed on premise or in a customer cloud and enables on-demand scalability through a consumption-based subscription model.

Nuix Neo represents the underlying platform for specific use case solutions: Data Privacy, Investigations and Legal. Leveraging the capabilities of the Nuix Neo platform, these use case solutions offer a step-change in Nuix's customer offering. The Nuix Neo platform creates the technology foundation for further solution enhancements and other new offerings.

2.4 Group performance

Financial Outcomes

Total statutory revenue reached \$221,500,000, representing a 0.4% increase over the previous year. Due to the accounting requirements for multi-year deals, statutory revenue tends to show more variability compared to Annualised Contract Value (ACV). Multi-year deals comprised 27% of total revenue in the period, down from 31% in the preceding year.

ACV is a non-IFRS metric that provides insight into the yearly contract value run rate at any given point, helping to smooth out the impact that multi-year deals can have on traditional revenue measures.

The Group's ACV as of 30 June 2025 reached \$228,400,000, showing growth of 8.0% from the previous year. This improvement was largely attributed to successful growth in Nuix Neo across the customer base. Nuix Neo made a substantial contribution to overall ACV, rising 132% on the prior year to a total of \$28,100,000.

Component-based ACV was generally flat during the year, on limited net upsell, some churn and migration to Nuix Neo solutions. Discover SaaS ACV was significantly stronger during the year, up 17.3% on the prior year. This gain was partly offset by a fall in Other ACV.

A key component of Total ACV is Subscription ACV, which represents predominantly recurring revenue streams. This metric expanded by 10.1% to reach \$221,200,000 and now represents 97% of total ACV. The remaining component, "Other ACV" – which includes short-duration licenses, perpetual licenses and non-Advantage services - declined to \$7,200,000 following reduced sales of perpetual licences in particular.

From a geographic perspective, all regions delivered growth: North America generated ACV of \$123,200,000 (increasing 8.0%), EMEA achieved \$57,800,000 (up 8.4%), while Asia Pacific contributed \$47,400,000 (growing 7.5%).

While module-based licensing remained the primary revenue source, consumption-based revenue continued to increase its share of total revenue, reflecting growing adoption of Nuix Neo and Discover SaaS solutions.

Cash EBITDA, which incorporates the full Research & Development investment spend (including the capitalised component) but excludes net non-operational legal costs and restructuring costs, increased by 24.5% to \$37,250,000. This significant improvement was driven by general cost discipline and lower variable pay associated with commissions and short-term incentive programs. The Cash EBITDA margin expanded to 16.8% from 13.6% in the prior year. During the year, Cash EBITDA remained the primary profitability metric used by management to assess the underlying performance of the business.

The Group recorded statutory EBITDA of \$47,613,000, representing a decrease of 14.8% compared to the prior year. This fall in EBITDA was particularly impacted by a significant increase in the expensed proportion of Research and Development spend during the year, along with higher net non-operational legal costs and restructuring costs that occurred in the year, but not in the prior year.

Investment in Research and Development increased 3.5% to \$54,822,000, with the notable shift toward expensed rather than capitalised development costs reflecting the evolution of Nuix Neo development activities. R&D expenditure represented 25% of revenue for the period.

Sales and Distribution costs decreased despite expanded headcount and marketing investment, primarily due to lower variable pay aligned with reduced ACV growth rates.

General and Administrative costs declined through realised operational efficiencies, and lower short term incentive remuneration.

Net non-operational legal expenses increased to \$10,598,000, primarily related to Class Action proceedings and reduced insurance recovery amounts compared to the prior year.

The Group also incurred \$1,744,000 in restructuring costs in the year associated with the technology restructure program.

The financial year concluded with a Net Loss After Tax of \$9,213,000, compared to the Net Profit After Tax of \$5,026,000 recorded in the previous year.

Nuix Neo, Product Roadmap and Technology Restructure

Nuix Neo continued to evolve as an AI-enriched single platform, based around core solutions across Data Privacy, Investigations and Legal domains. The platform's capabilities were expanded during FY25. Nuix Neo Legal became available as Legal ECA, Legal Review (Nuix Neo Discover) or as an end-to-end eDiscovery solution. Further investment was made in the Deep Learning Framework, which enables customers to easily connect with their preferred AI models for smarter data analysis.

More broadly, the Group successfully delivered on its technology roadmap for FY25, with significant product releases. Key deliverables included upgrades to Engine, Workstation and Investigate (V10), enhanced Nuix Neo Discover SaaS capabilities including cognitive AI features, expanded solution capabilities, Nuix Neo Local with rapid deployment capability, and Nuix Foundation providing a pathway to full AI-enabled Nuix Neo.

The growth in the Nuix Neo platform was reflected in the expansion of the Nuix Neo customer base to 75 customers by year end, up from 23 at the end of FY24.

Separately, a restructure was enacted during the year to more closely align product and technology teams to a solution-based model. Core technology locations were consolidated to five key hubs: Sydney, Washington DC, Pittsburgh, London and Hyderabad (tech partner). The restructure enabled reinvestment into additional roles within these technology hubs while remaining generally cost-neutral. This new operating model is designed to deliver stronger operating efficiencies, improved scalability and faster execution of technology initiatives.

2.5 Group financial position

The Group had a closing cash balance of \$39,974,000 at 30 June 2025, up 5.1% from \$38,032,000 in the previous financial year.

The Group generated positive cash flows on both an underlying and overall basis. Underlying cash flow was \$20,100,000, lower than the prior year's \$24,700,000, the decline primarily driven by higher payments to employees and suppliers. Overall free cash flow remained positive at \$4,000,000, compared to \$11,900,000 in FY24, with the difference between years largely attributable to significantly higher net non-operational legal payments during the year. Software development costs continued to be funded from free cash flow, maintaining the Group's historical approach to research and development investment.

The Group has an agreement with HSBC Sydney Branch to provide a AUD \$30,000,000 multicurrency revolving credit facility under a secured facility agreement. As of 30 June 2025, an amount of \$1,337,050 has been utilised in the form of a bank guarantee to secure commitments under a lease agreement, with the balance of the commitment remaining undrawn.

2.6 Risk management

The Nuix Risk Management Framework (RMF) is designed to help the business set risk strategy, foster risk awareness, and enable risk informed decision making within boundaries. We seek to maximise opportunities without exposing the organisation to unnecessary risk.

To support a broad view of risk, and to seek out best practice standards appropriate to the size and risk profile of Nuix, we continue our investment across a range of areas enabling us to grow, support and protect our environment and our customers.

Nuix takes a structured approach to identifying and managing risks and opportunities. Whilst we have a variety of strategic, financial and non-financial risks that could affect business activities, financial position or operating and financial performance, these are assessed and managed.

Our material risks are presented below together with mitigations employed. Mitigation strategies are designed to reduce the likelihood of the risk occurring and/or to minimise the adverse consequences of the risk should it happen. However, some risks are affected by factors external to and beyond the control of the Group.

Detail on Financial Risks can be found in Section 7 of the notes to the Financial Report and on Contingent Liabilities are provided in Section 9.7 of the notes to the Financial Report.

DIRECTORS' REPORT

Risk and Potential Consequences

Mitigations Employed

1. Business Continuity, Third Parties and Resilience

Nuix's operating model places high reliance on the availability and reliability of third-party core infrastructure, software, hardware, outsourced services and information technology, including data centers and global communication systems.

Failure or disruption may impact our customers' use of our products or the execution of enterprise critical business processes.

Incidents could result in financial penalties, customer churn or missed business critical deadlines. Increases in third party service provider prices may also increase costs.

Nuix uses third party and open-source software in our products. This introduces Nuix to potential security, intellectual property, commercial, reliability and licensing compliance risks.

- Nuix SaaS architected for high availability across multiple regions and AWS availability zones
- Third party due diligence and contract risk management practices
- Incident management, disaster recovery and crisis plans in place and regularly tested
- Registers of third party and open-source libraries and licences by product
- Contracts in place with third party software providers
- Tools to monitor, manage and report on the security profile of open-source code

2. Compliance

Nuix is impacted by numerous laws and regulations globally, including corporate, privacy, sanctions, employment, tax, and financial reporting.

Nuix's activities, including past, current, or future activities, may have contravened laws or regulations in one or more jurisdictions.

This could result in financial loss and damage to our reputation and brand. Changes to laws and regulations may disrupt business strategy and performance.

Nuix has information security accreditations and certifications which facilitate customer sales. Loss of existing, or failure or delays to obtaining new, accreditations or certifications may have a temporary or permanent impact on financial performance.

- Obligations register and internal review and monitoring of upcoming regulatory changes
 - Policies, supported by board and staff training, on key legal and regulatory obligations and expected practices
 - External corporate law and professional services firms provide advice on issues and specialist resourcing and compliance support
 - Internal auditing and independent external reviews of information security controls
- Annual independent certification audits

3. Contractual Risk

Nuix's business is dependent on our ability to enter and comply with legally binding agreements and allocate and manage contractual risks and obligations.

Nuix may enter into agreements that are not legally enforceable, have unintended consequences or create exposures which are not able to be fully mitigated.

Nuix may inadvertently breach contractual obligations and be subject to customer or vendor claims and disputes.

To win new or retain business, Nuix may need to agree to higher liabilities which may exceed insurance limits.

- Global in-house Legal function which provides review and oversight of agreements prior to execution
- Delegations of authority setting out individuals who are authorised to sign agreements
- Insurance policies with limits informed by risk profile

Risk and Potential Consequences

Mitigations Employed

4. Cyber and Information Security

Cyber incidents affecting Nuix, partners, vendors, or customers could compromise sensitive data and disrupt critical services.

Use of our products involves the processing and, via Nuix Discover SaaS, the cloud hosting and storage of customers' data which can include privileged, confidential, sensitive, proprietary and 3rd party data and Personally Identifiable Information (PII).

There is a risk that a cyber event could result in a security breach which compromises customer data. Such an event could result in litigation, customer terminations and liability claims, regulatory enforcement action, remediation costs and damage to Nuix's reputation and brand.

Actual or perceived failures in our technology security capability and control environment could result in financial loss and impact our reputation and brand.

Our information security costs may also increase if customer, regulatory or accreditation minimum standards increase.

Whilst Nuix does not collect and store significant quantities of sensitive and PII data, there is a risk that Nuix fails to adequately protect data that it is directly responsible for. This could result in a breach of privacy obligations.

- Cyber risk and security plans and investment
- In-house expertise supplemented by external vendors to identify, manage, test and oversee information security risks
- Physical and logical separation of environments and duties across SaaS and Corporate IT
- Multi-factor authentication and least privileged access to SaaS environment
- High grade encryption of customer data
- Regular 3rd party penetration testing and secure code reviews
- Market-leading third-party tools to protect and monitor the SaaS and Corporate IT environments
- Tested crisis, incident management and recovery playbooks
- Data security management certifications (ISO 27001:2013, ISO 27018:2019)
- Privacy Policy, Privacy Officer and a Privacy Compliance plan
- Ongoing employee cyber education

5. Enterprise AI Governance

Nuix is actively developing and deploying artificial intelligence capabilities as part of our software solutions. While AI presents significant opportunities, it also exposes Nuix to specific and evolving risks.

- AI technologies are increasingly the subject of regulatory attention globally. There is a risk that new legislation or evolving customer contractual requirements impose stricter obligations on AI products. This may require investment to deliver compliance outcomes.
- AI-enabled features may not perform as intended or may produce unpredictable or biased outcomes. Our products may not meet customer standards for reliability.
- Successful commercialisation of AI-enabled products is dependent on market adoption, customer trust and the ability of our sales teams to effectively articulate the AI driven value.

- Responsible AI Policy
- Implementation of Responsible AI governance frameworks and processes
- AI systems and product risk and impact assessment reviews and approval processes
- Employee and Board AI education

6. Financial Risks

Nuix is exposed to a variety of financial risks including foreign exchange (FX), credit, impairment of intellectual property, and liquidity.

If financial risk management strategies are ineffective, financial performance may be impacted. There is a risk of error in financial reporting due to inadequate or ineffective financial processes and controls.

- Budgeting, cash-flow forecasting, FX sensitivity and financial performance monitoring and reporting processes
- Capitalisation policy, monthly capitalisation reporting and annual impairment testing
- Early engagement and consultation with external auditors / professional firms on significant deals and key accounting policies
- Strategic operating plan linked to Leadership Team Short-Term Incentives
- Global and local Insurance Program aligned to our risk profile and contractual obligations
- Refer to Section 7.1 of the notes to the Financial Report for more detail on how Nuix manages its financial risks

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DIRECTORS' REPORT

Risk and Potential Consequences

Mitigations Employed

7. Funding and Refinancing

Nuix may seek to raise additional capital to support operations, fund future growth or respond to opportunities. Nuix may not be able to secure debt or equity financing on favourable terms or at all. Raising additional funds by issuing equity securities may result in ownership dilution for shareholders.

Nuix's ability to meet objectives could be impacted if it is unable to obtain necessary and adequate financing solutions or maintain sufficient working capital.

8. Intellectual Property

The value of Nuix's business is, in part, dependent on Nuix's ability to protect its IP and rights.

Expiry, theft of, or inability to protect our IP or create and register new IP could result in a loss of competitive advantage. Infringement of third-party IP by Nuix could also result in claims or litigation.

9. Litigation

There are currently proceedings, that relate to historical events, underway within Australia that pose certain risks to the organisation if the outcomes are adverse to Nuix. Such adverse outcomes may be costly and could damage our reputation and brand, which in turn may impact our capital structure. Litigation may also disrupt the execution of strategy and impact business performance.

There is a risk that Nuix may be party to new litigation which could have a material impact on future financial and operating performance.

10. Market, Customer and Competition

Nuix's future business prospects are dependent on protecting and growing our share of the addressable market. Nuix may not be able to compete successfully against competitors, some of whom have significantly more financial and operational resources.

A decline in general global economic conditions, adverse geopolitical events or a change in business and government spending could adversely impact financial performance.

Nuix may not meet customer expectations or our sales enablement and account growth strategies may be ineffective. Nuix has large customer accounts who may choose not to renew with Nuix at the end of their agreements. This may have a material impact on the achievement of sales performance and growth targets.

- Board approved capital, funding, and liquidity management strategy
- Strong relationships with investors and banking partners
- Treasury Policy and working capital management thresholds, processes and controls
- HSBC revolving debt facility
- Refer to Section 7.1 of the notes to the Financial Report for more detail on how Nuix manages its financial risks

- Process for registering trademark, copyrights, and patents
- Contractual safeguards (e.g., non-disclosure agreements) prior to any proprietary disclosures
- Corporate IT information security program
- Product innovation programs and initiatives
- Source code escrow arrangement

- Litigation, disputes, or investigations are managed in an effective and efficient manner with a view to protecting Nuix's financial position and reputation
- Engagement of specialised external legal counsel and dedicated in-house legal counsel
- Communications strategy to keep employees and stakeholders informed

- Multi region and segmented customer centric strategy
- Diversified customer base across industries and geographies
- Sales enablement, opportunity pipeline and account management processes
- Proactive monitoring of market, industry, and competitor intelligence to identify strategic opportunities
- Strong and effective relationships with our customers and partners

Risk and Potential Consequences

Mitigations Employed

11. Negative Publicity and Reputational Damage

Negative publicity could impact Nuix's image, reputation and standing in the eyes of our customers, employees, investors, and other stakeholders.

Examples of potential triggers for negative publicity may include adverse litigation outcomes, behaviour and conduct matters, external cyber-attacks or not meeting investor, customer and other stakeholder expectations or our compliance obligations. For example, a cyber event could impact customer trust in Nuix products or impact the perception of the value of certain Nuix products such as our Data Privacy solution.

Negative publicity and the resulting reputational damage could have wide ranging implications impacting the share price, customer churn or downsell, software value, retention of key persons or make it more difficult to raise capital or access alternative financing options if required.

- A media relations strategy which seeks to nurture relationships and help educate audiences about Nuix, our brand identity, purpose and values
- Active investor relations management and engagement with the investment community
- Market disclosure policy and supporting approval processes
- Value statements underpinned by our Code of Conduct
- Crisis Management Team, and tested Crisis Management and Communications Plans

12. Partner Distribution Channel Performance

A key sales channel for Nuix is to sell with, and sell through, sales partners. This channel may not achieve planned revenue volumes, margins, or renewal targets.

This could be caused by sales partner performance, competitor product and incentivisation offerings or competitor M&A activity.

- Partner program focussed on strategic partnerships and mutually beneficial relationships
- Alliances and Partnerships strategy with dedicated leadership and program management team
- Partner portal, enablement, training, marketing development funds and quarterly business reviews

13. Product Strategy and Technology Innovation

Our technology strategy and continued investment in product innovation is a critical foundation for our future success.

There is a risk that research and development (R&D) investment may be insufficient, not used effectively and efficiently, or may not meet customer and market expectations. This could impact our ability to retain, grow and win customer accounts or the carrying value of software.

There is a risk that technological advancement and innovation could disrupt the industry and impact the appeal, value and profitability of our product suite.

- Technology and product roadmap linked to strategy and informed by customer feedback
- R&D investment as a percentage of revenue benchmarked and aligned to market
- Highly skilled engineers and product development employees
- Product Development Framework used to test new concepts with customers as part of the delivery model
- Continuously evolving our technology stack to enable innovation and drive efficiencies
- Elevating our focus on AI technology advancements and the implementation within our software

14. Product Functionality and Performance

Our customers include government agencies, regulators, corporations, and professional service firms who often rely on our software to analyse data in sensitive and high-profile investigations.

Our software and products may not function as intended, resulting in adverse outcomes for customers. This could be caused by unintended or undetected errors, defects, failures, or bugs in the platform.

- Highly skilled engineers and product development employees
- Software Development Life Cycle including review and testing of code prior to release, as well as internal testing prior to General Availability
- Vulnerability management and remediation tools and practices
- Customer service and Product support system integrated with engineering software development lifecycle
- Quality engineering resources, capabilities and practices

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DIRECTORS' REPORT

Risk and Potential Consequences

Mitigations Employed

15. Sustainability

Nuix is committed to operating its business in accordance with responsible, ethical, and sustainable practices, which includes preventing the misuse of its technology for unethical or illegal activities. It is also an area of increased focus for customers, employees and investors.

Failure to manage our sustainability risks and obligations, could harm our reputation, impact performance, limit access to capital, result in legal action or impact our ability to attract and retain talent.

- Calculation of enterprise scope 1 and 2 emissions and roadmap to meet mandatory climate-related financial disclosures
- Modern Slavery Statement and Policy. Periodic review of vendors using a 3rd party risk intelligence tool
- Review and approval of sales opportunities with an elevated ethical or social risk profile

16. Talent and Retention of Key Persons

Nuix's success is dependent on attracting talent, retaining key persons and fostering a high-performance and values driven culture.

- Purpose-led business strategy, vision and value statements underpinned by our Code of Conduct
- Regular engagement surveys to better understand employee experiences and views
- A remuneration strategy to attract, motivate and retain individuals with performance linked reward
- Board and Committees oversight of people and culture strategies and programs
- Flexible work policies and hybrid work model
- Learning and development frameworks to support career growth
- Key person risk assessments and succession planning

3. ENVIRONMENTAL REGULATION

The Group's operations are not significantly impacted by environmental regulations under a law of the Commonwealth or of a state or any other territories of Australia or territory in which it operates, however, in recognition of its importance, climate change risk is addressed separately in the Group's Sustainability Report that is to be included with the Group's Annual Report.

4. DIVIDENDS PAID OR RECOMMENDED

There were no dividends paid, recommended or declared since the start of the financial year and up to the date of this report.

5. EVENTS SINCE THE END OF THE FINANCIAL YEAR

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial periods.

6. COMPANY SECRETARY

The details of the Company Secretary in office at the date of this report is set out below.

Ilona Meyer

LLM. LLB GradDipLegPrac. GIA(Cert). GAICD. AMIIA.

Ilona Meyer is the General Counsel and Company Secretary. Ilona joined Nuix in August 2022. Prior to that, Ilona was the Head of Legal & Compliance (ANZ) and Company Secretary of Boehringer Ingelheim. Ilona has also held senior legal roles with private and public companies, including ResMed, Ruralco, Medtronic, 3M, NTT and Computer Associates. Since joining Nuix, Ilona has engaged closely with the Nuix board and its committees as a lawyer and company secretary.

7. DIRECTORS' INTERESTS IN SECURITIES

At the date of this report, the Directors had the following relevant interests in the securities of the Company:

Name	Performance rights	Ordinary shares	Options
Robert Mactier	–	225,000	–
Jeffrey Bleich	–	145,000	–
Jonathan Rubinsztein	3,102,752	1,941,061	–
Sir Iain Lobban	–	–	–
Jacqueline Korhonen	–	32,258	–
Alan Cameron AO	–	23,800	–
Sara Watts	–	12,158	–

8. SHARE OPTIONS

Unissued shares under options

All options were granted in previous financial years. No options have been granted since the end of the previous financial year.

At the date of this report, unissued shares of the Group under option total 1,896,166, and have an exercise price in the range of \$2.00 to \$5.79 and a weighted-average remaining contractual life of 1.5 years.

Shares issued on exercise of options

The Group has not issued any ordinary shares of the Company as a result of the exercise of options during or since the end of the financial year.

9. MEETINGS OF DIRECTORS

The numbers of meetings of the Company's Board of Directors and Board Committees held during the financial year ended 30 June 2025 and each director's attendance at those meetings is set out below.

	Full Board		Remuneration and Nomination Committee		Audit and Risk Management Committee	
	Held ¹	Attended	Held ¹	Attended	Held ¹	Attended
Robert Mactier	14	14	–	–	4	4
Jeffrey Bleich	14	14	6	3	–	–
Jonathan Rubinsztein	14	14	–	–	–	–
Sir Iain Lobban	14	13	–	–	–	–
Jacqueline Korhonen	14	14	6	6	–	–
Alan Cameron AO	14	14	6	6	4	4
Sara Watts	14	14	–	–	4	4

1. Number of meetings held during the time the director held office or was a member of the committee during the year.

DIRECTORS' REPORT

10. DIRECTOR INFORMATION

Robert Mactier

Non-Executive Chairman

Robert has been a Non-Executive Director of Nuix since October 2021 and was appointed Chairman in February 2023. Robert is a Consultant to the Advisory and Capital Markets division of UBS Australia (since June 2007). Robert is also a Non-Executive Director of Iress Limited (ASX:IRE) since October 2024, as well as Kinetic IT Pty Limited. Robert was formerly a Non-Executive Director and Chairman of ASX-listed ALE Property Group (ASX:LEP) from 2016 to 2021 and WPP AUNZ Limited (ASX:WPP) from 2006 to 2021, as well as Non-Executive Director of NASDAQ-listed Melco Resorts and Entertainment Limited (NASDAQ:MLCO) from 2006 to 2017. Robert began his career at KPMG and worked across their audit, management consulting and corporate finance practices. He has extensive investment banking experience in Australia having, prior to his current role with UBS, worked for Ord Minnett Securities (now JP Morgan), E.L. & C. Baillieu and Citigroup. Robert holds a Bachelor's degree in Economics from The University of Sydney and is formerly a member of the Institute of Chartered Accountants in Australia and New Zealand.

Jeffrey BleichNon-Executive Deputy
Chairman

Jeffrey has been a Non-Executive Director of Nuix since 2017 and was appointed as Deputy Chairman in February 2023, after stepping down from the role of Chairman. He served as US Ambassador to Australia (2009-2013) and as special counsel to President Obama in 2009. Jeffrey lives in Piedmont, California, USA.

Currently, Jeffrey is the General Counsel of Anthropic AI. In addition, Jeffrey is a Visiting Scholar at Stanford University, Chair of the Board of the Jeff Bleich Centre on Democracy and Disruptive Technologies at Flinders University, and serves on President Biden's National Security Education Board. In addition to these roles, Jeffrey has served as a Court-Appointed Special Master and Mediator in the United States District Court, Chief Legal Officer of Cruise LLC, Partner at Munger, Tolles & Olson LLP, and CEO of Dentons Diplomatic Solutions and Partner at Dentons international law firm. Jeffrey also clerked for the Chief Justice of the United States Supreme Court.

Jeffrey has served as Board Chair of Pacific Gas & Electric Company, Chair of the Fulbright Foreign Scholarship Board, Chair of the California State University Board of Trustees, and President of the State Bar of California. In addition, he has served as a Director of a number of charitable and public policy organisations including the Australian American Leadership Dialogue, RAND Australia, Stanford University's Center for Advanced Study in the Behavioral Sciences, Amherst College, the American Security Project, and Futures Without Violence.

Jeffrey holds a Bachelor of Political Science from Amherst College, a Master in Public Policy from Harvard University, and Juris Doctor from UC Berkeley, along with honorary doctorates from San Francisco State University, Griffith University, and Flinders University.

Jonathan RubinszteinExecutive Director and
Group Chief Executive
Officer

Jonathan has been the Group Chief Executive Officer since December 2021. He is a seasoned CEO with a track record of building world class global technology companies and leading high-performance teams in the technology sector. Jonathan is a Non-Executive Director at Atturra (ASX:ATA) since November 2021, and previously was the Managing Director and CEO of Infomedia Ltd, (ASX:IFM) an ASX-listed SaaS company, from March 2016 to October 2021. Prior to that role, Jonathan was CEO and founding shareholder at UXC Red Rock Consulting, where he was instrumental in growing the business from a start-up to over 700 people across 13 offices in Australia, New Zealand, India, and Singapore. Jonathan was also a Founder and Director of RockSolid SQL, a company that built monitoring and automated data management software for over 18,000 databases globally. Jonathan holds a Bachelor of Commerce from the University of Cape Town and a Postgraduate degree in Finance from Software & Information Industry Association. He also holds a Master of Business Administration (Exec) from University of New South Wales and is a Fellow of the Australian Institute of Company Directors.

Sir Iain Lobban

Non-Executive Director

Iain has been an adviser to the Board since October 2018 and was appointed as a Non-Executive Director of the Company in November 2020. Iain lives in the United Kingdom. Iain has over 30 years' experience in the security and intelligence sector, including having served as the Director of the British Intelligence Agency GCHQ from 2008 to 2014. Iain was one of the five experts appointed by Australia's Prime Minister to create Australia's first National Cyber Security Strategy in 2015. He was subsequently one of the senior three-person team appointed by the Prime Minister to conduct the 2017 Independent Review of the Australian Intelligence Community. Iain's advisory work for boards now spans cyber security risk management and financial crime compliance. Iain holds a Bachelor of Arts in French and German from the University of Leeds. Iain is a Visiting Professor of King's College London and an Honorary Fellow of the Judge Business School at the University of Cambridge. Iain was appointed a Companion of the Bath in 2006 and Knight Commander of St Michael and St George in 2013.

Jacqueline Korhonen Non-Executive Director	Jacqueline joined the Board of Nuix in October 2021. Jacqueline has over 30 years' experience in the Information Technology, Telecommunications and Financial Services sectors, where she built her career around transformation, P&L management, complex negotiations, project delivery, operations, strategy development and risk management. She started her career as an engineer in IBM where she spent 23 years living and working across Australia, New Zealand, ASEAN, India and China. After leaving IBM, Jacqueline was appointed CEO of Infosys Australia and New Zealand, a position she held for six years. In the later years of her executive career, Jacqueline was the CEO of SMS Management & Technology, an ASX-listed IT Services company and subsequently returned to IBM as the Vice President of Cognitive Transformation Services across the Asia Pacific Region. Jacqueline was a Non-Executive Director of NetComm Wireless (ASX:NTC) from July 2018 until August 2019. Jacqueline is currently a Non-Executive Director of MLC Insurance, MyState Bank (ASX:MYS) since April 2021 and Bapcor (ASX:BAP) since February 2025. Since February 2023, Jacqueline has also been a Non-Executive Director of the Civil Aviation Safety Authority, a federal government body charged with regulating aviation safety in Australian Authority air space. Jacqueline holds a Bachelor of Science and Bachelor of Engineering with Honours from the University of Sydney and is a Graduate of the Australian Institute of Company Directors.
Alan Cameron AO Non-Executive Director	Alan joined the Nuix Board in January 2023. Alan is a respected company director and lawyer, with experience across a range of legal, corporate and regulatory roles. Alan was Chairman of Property Exchange Australia Limited (PEXA) from its inception in 2011 until shortly before it listed in June 2021, and completed his extended term as Chair of the NSW Law Reform Commission in May 2022. A former partner (and managing partner) of the firm now called Ashurst Australia, he was Commonwealth Ombudsman and later Chair of the Australian Securities Commission (ASC) and Australian Securities and Investments Commission (ASIC). Alan is currently Chair of .au Domain Administration Limited and of the ASX Cash Equities Clearing and Settlement Advisory Group. Alan graduated in Arts (BA) and Law (LLM) from The University of Sydney; he also holds an honorary Doctorate in law from that university, and is a Life Fellow of the Australian Institute of Company Directors (AICD).
Sara Watts Non-Executive Director	Sara joined the Nuix Board in January 2023. Sara is a Non-Executive Director and Audit Committee Chair with experience across a range of sectors. In addition to Nuix, Sara currently serves on the boards of Syrah Resources (ASX:SYR) since June 2019, Trajan Scientific and Medical (ASX:TRJ) since March 2021, Uniting NSW. ACT, the Sydney Opera House Trust and the National Anti-Corruption Commission's audit committee. Before moving into her non-executive career Sara was CFO of IBM Australia/ New Zealand and Vice-Principal Operations at the University of Sydney. These roles gave her a solid grounding in finance, risk, technology, and international operations. Sara is a Fellow of the Australian Institute of Company Directors, and a Fellow of CPA Australia. She holds a Bachelor of Science from the University of Sydney and a Master of Business Administration from Macquarie Graduate School of Management.

11. INDEMNIFICATION AND INSURANCE OF DIRECTORS AND OFFICERS

Nuix has provided deeds of indemnity to all Directors and Officers of Nuix and its subsidiaries for potential liabilities and costs that may incur for acts or omissions in their capacity as Directors or Officers of Nuix or its subsidiaries.

The liabilities are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the Directors and Officers in their capacity as officers of entities in the Group, and any other payments arising from liabilities incurred by them in connection with such proceedings. This does not include such liabilities that arise from conduct involving a wilful breach of duty by the officers or the improper use by the officers of their position or of information to gain advantage for themselves or someone else or to cause detriment to Nuix.

During the year, Nuix paid a premium under a contract insuring each of the Directors and Officers of the Group against liability incurred in that capacity. Disclosure of the amount of the premium is prohibited by the confidentiality clause of the contract of insurance. It is not possible to apportion the premium between amounts relating to the insurance against legal costs and those relating to other liabilities.

12. INDEMNIFICATION OF AUDITORS

Nuix has agreed to indemnify its auditors, KPMG, to the extent permitted by law, against any claim by a third party arising from Nuix's breach of their agreement. The indemnity stipulates that Nuix will meet the full amount of any such liabilities including a reasonable amount of legal costs.

DIRECTORS' REPORT

13. AUDIT AND NON-AUDIT SERVICES

Details of the amounts paid or payable to the auditor (KPMG) for audit and non-audit services during the year are disclosed in Note 9.5 to the Financial Statements.

The Company has decided to employ the auditor on non-audit services in addition to its statutory audit duties.

The Board of Directors, in accordance with advice provided by the Audit and Risk Management Committee, is satisfied that the provision of the non-audit services is compatible with the general standard of independence for auditors imposed by the *Corporations Act 2001*. The Directors are satisfied that the provision of non-audit services by the auditor did not compromise the auditor independence requirements of the *Corporations Act 2001* for the following reasons:

- all non-audit services have been reviewed by the Audit and Risk Management Committee Chair to ensure they do not impact the impartiality and objectivity of the auditor; and
- none of the services undermine the general principles relating to auditor independence as set out in APES 110 *Code of Ethics for Professional Accountants*, as they did not involve reviewing or auditing the auditors' own work, acting in a management or decision-making capacity for the Group, acting as an advocate for the Group or jointly sharing risks and rewards.

14. ROUNDING OF AMOUNTS

Nuix is a company of the kind referred to in Australian Securities Investments Commission's ASIC Corporations (Rounding in Financial / Directors' Reports) Instrument 2016/191. In accordance with that Instrument, all financial information presented has been rounded to the nearest thousand dollars, unless otherwise stated.

15. AUDITOR'S INDEPENDENCE DECLARATION

The Directors have received the Lead Auditor's Independence Declaration under section 307C of the *Corporations Act 2001*. The Lead Auditor's Independence Declaration is set out on page 16 and forms part of the Directors' Report for the year ended 30 June 2025.

This report is signed in accordance with a resolution of the Board of Directors.

SIGNED:



Robert Mactier
Chair

Sydney, Australia
25 August 2025



Jonathan Rubinsztein
Director

Sydney, Australia
25 August 2025

This is the Directors' Report, signed by Robert Mactier, Chair, and Jonathan Rubinsztein, Director on 25 August 2025. The page reference in relation to the Auditor's Independence Declaration should be read as referring to page 53, as opposed to page 16, to reflect the correct references now that the Directors' Report has been presented in the context of the annual report in its entirety.

AUDITOR'S INDEPENDENCE DECLARATION



Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Nuix Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Nuix Limited for the financial year ended 30 June 2025 there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

Trent Duvall

Partner

Sydney

25 August 2025

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REMUNERATION REPORT

for the year ended 30 June 2025

NUIX LIMITED AND CONTROLLED ENTITIES

A.B.N. 80 117 140 235

A.C.N. 117 140 235

ASX Code: NXL

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LETTER FROM CHAIR OF REMUNERATION AND NOMINATION SUB-COMMITTEE

Dear Shareholders

On behalf of the Remuneration & Nomination Committee (**RNC**), I am pleased to present the Remuneration Report (**Report**) for Nuix Limited (**Nuix or the Group**) for the year ended 30 June 2025 (**FY25**).

FY25 – CONTINUING OUR TRANSFORMATION JOURNEY

During FY25 the CEO and executive leadership team made progress against Nuix's transformation strategy, working to establish a foundation for future growth through the continued development of Nuix Neo and related technologies. The team focused on repositioning the business while maintaining financial performance and continuing engagement with existing and new customers.

This year, Nuix delivered \$228,393,000 of Annualised Contracted Value (**ACV**), representing 8.0% growth from the prior corresponding period (**PCP**). ACV is the largest single component of KMP STI plans, however, this ACV performance was below target for all KMPs. Accordingly, there has been no allocation towards STIs in relation to this measure. Similarly, NDR at 107.4% was below target and no STI has been awarded against this particular measure for KMPs.

Despite the underperformance in ACV and NDR, Nuix delivered a sound result in key profitability metrics. Cash EBITDA rose 24.5% on PCP to \$37,250,000, reflecting gains in operational efficiency.

In recognition of the performance in areas outside of ACV, KMPs have been rewarded across a range of other measures as appropriate, including individual KPIs. This balanced approach to executive compensation reflects both the challenges faced in ACV growth and the successes achieved in other critical areas of the business during this transformation period.

EXECUTIVE REMUNERATION AT NUIX

At Nuix, our remuneration framework is designed to ensure that our Executives maintain a deliberate and continued focus on delivering financial performance and creating value for our shareholders. Our approach encourages long-term sustainable decision-making that balances immediate performance with the foundational work required for platform evolution, ensuring alignment with the interests of shareholders, customers and other key stakeholders.

Consistent with our approach in FY24, we adopted a balanced scorecard approach under the FY25 short-term incentive (**STI**) for the KMP in line with market practice. Their STI was assessed against a mix of financial and non-financial measures.

An overview of our executive remuneration framework for our Executive KMP is outlined in section 3.

REMUNERATION CHANGES MADE IN FY25

As the Company continues its transformation journey, the Board is committed to ensuring the Group's remuneration framework:

- Is aligned to Nuix's strategy and is fit for purpose;
- Is structured to focus executives on the growth drivers that will create long-term shareholder value; and
- Provides market competitive remuneration in the highly competitive global technology sector that will attract, retain and motivate executives.

In line with our commitment to transparency and responding to shareholder feedback, we have evolved our financial measures to include Management EBITDA¹ as a key performance measure, moving away from our previous cost base approach. This enhanced framework provides shareholders with clearer visibility into our operational performance and better aligns with market expectations for technology companies undergoing transformation. Management EBITDA offers a comprehensive view of our underlying business performance by normalising for one off or non-operating items and includes the capitalised component of Research & Development costs. This also provides consistency in measuring our progress during the Nuix Neo transition period. This approach has been well-received by shareholders and analysts, enabling more meaningful assessment of our operational efficiency and strategic execution while maintaining focus on sustainable growth fundamentals. From shareholder feedback, the Board will continue to evolve its financial metrics to best represent the underlying performance of the business.

In FY25, the long-term incentive structure for KMP comprised of:

- **Long-term Incentive (LTI) plan** contingent on achieving key financial and share-price based performance hurdles over three years. This is an ongoing plan, intended to be granted on an annual basis.

¹ Management EBITDA is defined as Cash EBITDA which has been adjusted to include payments for leases. These payments for leases are otherwise excluded from measures of EBITDA as a result of the application of IFRS 16 Leases.

REMUNERATION REPORT

- **One-off Retention and Incentive plan** contingent on achieving share-price based hurdles and continued employment over a three-year period. This is a one-off plan granted to executives in FY24 and the incoming CFO in FY25 only, and is designed to retain and motivate our executive team during this critical period of transformation for the organisation and at a time where there continues to be significant external pressures impacting the company.

These long-term incentives were delivered in equity as Performance Rights.

Details of these incentive programs were set out in the 2024 Notice of Annual General Meeting Resolutions for shareholder approval of equity to be granted to the Chief Executive Officer and Managing Director, with all resolutions approved by shareholders.

LINKING FY25 REMUNERATION OUTCOMES TO PERFORMANCE

At Nuix, we are focused on ensuring our remuneration arrangements and outcomes for our Executive KMP are closely aligned with our performance and the experience of our shareholders.

In FY25, having regard to the Group's performance during the financial year:

- The FY25 STI outcomes achieved 40.5% of target for Executive KMP, reflecting the progress on Nuix Neo implementation, the advancement of our transformation strategy, and the establishment of a strong foundation for future growth, while acknowledging the extended timelines required for sustainable customer migration. These STI outcomes also take into consideration that the Group ACV target was not met for the Financial Year, and have been adjusted accordingly.

- In FY25, the following long-term incentive (LTI) awards were eligible to vest for KMP:

Jonathan Rubinsztein	723,259
Chad Barton	629,710
Jonathan Rees	89,534
Michael Smith	168,146
Warren Brugger	60,692

EXECUTIVE KMP CHANGES

In May 2024, we advised that Chief Operating Officer and Chief Financial Officer, Chad Barton was stepping down at the end of August 2024 following the release of the FY24 results. We are grateful to Chad for his commitment to Nuix, considered counsel and tireless work ethic, and wish him well in his next steps.

In November 2024, Peter McClelland joined the Company as Chief Financial Officer, bringing over 25 years of finance and executive leadership experience across a number of ASX-listed companies. Mr McClelland's appointment strengthens the executive team's capabilities in financial management and strategic execution, supporting the Company's transformation objectives and sustainable growth strategy during this important phase of Nuix's development.

In July 2025, Jonathan Rees, Executive Vice-President, EMEA, left Nuix after nine years of exceptional service with the company, during which his leadership and dedication have been instrumental in establishing our EMEA presence and building a strong regional foundation for continued growth. We are pleased to confirm the appointment of Aidan Troy to the role of Executive Vice President, EMEA. Mr Troy was an internal promotion and brings extensive sales leadership experience that positions him well to drive our next phase of EMEA growth and development.

CONCLUSION

The Board will continue to monitor Nuix's executive remuneration framework and seek feedback from our shareholders to ensure that it provides the right balance between attracting, motivating and retaining our executives to deliver on our strategy to support our customers, while meeting the expectations of the Group's shareholders.

I invite you to read Nuix's Remuneration Report and welcome your feedback on our remuneration practices and disclosures.



Jacqueline Korhonen

Chair of Remuneration and Nomination Sub-Committee

REMUNERATION REPORT – AUDITED

1. WHO IS COVERED BY THIS REPORT?

This Report outlines the remuneration arrangements in place for key management personnel ('KMP') of the Group in FY25, which comprise all Non-Executive Directors and senior executives who have authority and responsibility for planning, directing and controlling the activities of the Group.

Table 1. Overview of FY25 KMP

KMP	Current Position	Term as KMP
Executive KMP		
Jonathan Rubinsztein	CEO and Executive Director	Full Year
Peter McClelland	CFO	Part Year (commenced as KMP on 4 November 2024)
Chad Barton	COO/CFO	Part Year (ceased as KMP on 30 August 2024)
Warren Brugger	Executive Vice President, APAC and Global Alliances	Full Year
Jonathan Rees	Executive Vice President, EMEA	Full Year (ceased as KMP on 4 July 2025)
Michael Smith	Executive Vice President, Americas	Full Year
Non-Executive Directors		
Robert Mactier	Independent Chairman	Full Year
Jeffrey Bleich	Independent Deputy Chairman	Full Year
Alan Cameron AO	Independent Non-Executive Director	Full Year
Jacqueline Korhonen	Independent Non-Executive Director	Full Year
Sara Watts	Independent Non-Executive Director	Full Year
Sir Iain Lobban	Independent Non-Executive Director	Full Year

2. OUR VALUE PROPOSITION

At Nuix, we cultivate the loyalty and passion of talented employees who are empowered to make the world a better place through purpose-driven work that helps our customers be a force for good by finding truth in the digital world. We recognise that remuneration is only one element of our comprehensive value proposition, which serves as the foundation for attracting, retaining and motivating world-class talent to deliver exceptional outcomes for all stakeholders.

Our embedded TRUTH values (see Section 3) create the cultural infrastructure that enables our people to thrive professionally while driving sustainable business performance. We provide a supportive and inclusive workplace where our people experience meaningful work impact, autonomy in how they deliver their best work, and systematic opportunities for growth and development that extend far beyond traditional career progression.

It is our fundamental belief that when our people's behaviour and performance align with our TRUTH values, they not only drive superior business outcomes but do so in ways that build trust with stakeholders, create lasting customer value, and strengthen our competitive position in the market.

During FY25, our cultural transformation evolved from foundation-building to sustainable performance enhancement. Our TRUTH values are now embedded in our decision-making architecture, people practices, and daily operations, empowering our teams to confidently manage opportunities and deliver on our vision as a force for good in the digital world.

REMUNERATION REPORT

3. FY25 – EXECUTIVE KMP REMUNERATION AT A GLANCE

At Nux our executive remuneration framework is set in line with our key remuneration principles which are designed to encourage behaviours aligned with our core values and support our strategic priorities in the interests of our shareholders.

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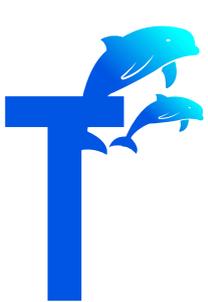
TAKE OWNERSHIP



RESILIENT



UNAFRAID



TEAM NUX



HERO OUR CUSTOMERS

STRATEGIC PRIORITIES

Our vision of being a force for good by finding truth in the digital world, demonstrated by these strategic priorities:

 <p>Return to strong top line growth To fund the future</p>	 <p>Develop sales excellence Drive sales and partnering enablement</p>	 <p>Evolve technology to modular platform Cross-solution platform for large enterprise</p>	 <p>Remove Complexity Simplify and streamline processes</p>	 <p>Anticipate future use cases Identify and monetise new use cases enabled by data processing</p>	 <p>Enhance commercial capabilities Improved financial systems and processes</p>
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REMUNERATION PRINCIPLES

Supporting our strategic priorities and business objectives, demonstrated by these remuneration principles:

 <p>Strategy Led Rewarding for delivery on our strategic priorities</p>	 <p>Market competitive Attraction, motivation and retention of key talent</p>	 <p>Perform & Innovate Encouraging the best from our people</p>	 <p>Acting like owners Shareholder and customer alignment</p>	 <p>Right Behaviours Encouraging behaviours aligned with our values</p>	 <p>Simplicity Simple and easy to understand</p>
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OUR FRAMEWORK

Our remuneration framework aligns with our values and strategy.

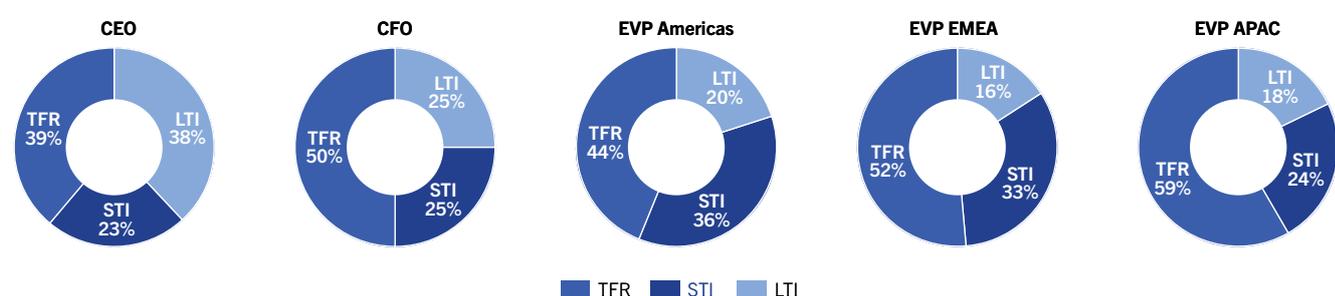
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TOTAL FIXED REMUNERATION (TFR)	SHORT TERM INCENTIVE (STI)	LONG TERM INCENTIVE (LTI)
<ul style="list-style-type: none"> Base salary (excludes statutory superannuation or other equivalent pension arrangements) TFR is reviewed annually having regard to the individual’s role, responsibilities, skills, experience and performance, as well as fixed remuneration levels offered to comparable roles within companies with which the Group competes for talent 	<ul style="list-style-type: none"> Performance period of 1 year Assessed against a combination of ACV growth (constant currency), Management EBITDA and other non-financial Group performance measures for the CEO, financial and non-financial measures for the CFO and regional relevant ACV growth (local currency) and Management EBITDA and other non-financial Group performance measures for the EVP Americas, EVP EMEA and EVP APAC and Alliances as set by the Board STI provides motivation for the achievement of annual performance goals CEO’s STI is delivered in cash (2/3) and share rights (1/3) deferred for 12 months Executive KMP STI is delivered as cash (75%) and share rights (25%) deferred for 12 months STI deferral in share rights creates further alignment with shareholder interests and supports retention 	<ul style="list-style-type: none"> L TI drives the delivery of Nuix’s longer term objectives in a sustainable manner. <p>FY23 L TI (legacy)</p> <ul style="list-style-type: none"> Delivered in performance rights and assessed against ACV growth for the period 1 July 2022 to 30 June 2023. Performance rights vest progressively in two tranches, the first being 1 year after achievement (i.e. August /September 2024) and the second 2 years after achievement (i.e. August/ September 2025) and are subject to remaining employed. <p>FY24 and FY25 L TI Plan (annual and ongoing)</p> <ul style="list-style-type: none"> Delivered in performance rights. Long-term Incentive (L TI) plan contingent on achieving key financial and share-price based performance hurdles over three years. <p>FY24 LTI (one-off)</p> <ul style="list-style-type: none"> Retention & Incentive Plan contingent on achieving share-price growth based hurdles and continued employment over a three-year period. This was a one-off plan granted in FY24, with the incoming CFO joining the R&I Plan in FY25, and is designed to retain and incentivise our executive team during this critical period of transformation for the organisation.
<p>As part of its overarching discretion under both STI and LTI Plans, the Board has the ability to make downward adjustments for any behaviour that is inconsistent with the Company’s culture and values (as well as any risk, regulatory or reputational issues)</p>		

KMP Pay Mix

Pay mix for performance

- A. The pay mix for the CEO and CFO at target and maximum ensures a meaningful portion is weighted towards LTI to encourage a focus on long term sustainable decision making in the interests of Nuix’s shareholders and other stakeholders.
- B. The EVP Americas, EVP EMEA and EVP APAC & Global Alliances remuneration arrangements are consistent with other senior non-KMP executives. In FY25, they received fixed annual remuneration, STI and participation in the FY25 equity grant (LTI Plan)



REMUNERATION REPORT

4. FY25 EXECUTIVE REMUNERATION OUTCOMES – IN DETAIL

4.1 Overview of Group performance

As noted above, it is important to Nuix that the remuneration outcomes for our Executive KMP align with the Group's performance. An overview of Nuix's FY25 performance is set out below.

Annualised Contract Value (ACV)

\$228.4m

▲ Up 8.0% on FY24

6.9% on constant currency basis

Net Dollar Retention (NDR)¹

107.4%

▼ Down from 112.9% in FY24

Subscription ACV

\$221.2m

▲ Up 10.1% on FY24

9.1% on constant currency basis

Customer Churn

7.1%

▲ Up from 4.4% in FY24

Statutory Revenue

\$221.5m

▲ Up 0.4% on FY24

0.9% on constant currency basis

Statutory EBITDA

\$47.6m

▼ Down 14.8% on FY24

Gross Margin

90.1%

▼ Down from 90.2% in FY24

Cash EBITDA

\$37.2m

▲ Up 24.5% on FY24

Earnings per share (basic)

(\$0.03)

▼ Down from \$0.02 in FY24

Share price at 30 June 2025

\$2.19

▼ Down 28.9% on 30 June 2024

4.2 Linking remuneration to performance

A fundamental principle of our executive remuneration strategy is the alignment between company performance and executive reward, ensuring our leadership team's success is linked to sustainable value creation for all stakeholders.

Our transformation strategy has evolved from foundation-building to sustainable performance enhancement, with Nuix successfully achieving key strategic milestones that position the company for continued growth. Through disciplined execution and sound ACV performance, we have established the operational and cultural infrastructure necessary to deliver sustainable and profitable growth in FY25 and beyond.

¹ Net Dollar Retention (NDR), expressed as a percentage, represents the ACV from the sale of Subscription Licences (excluding short-term Software Licences, or licences with a term of less than 12 months, but including Consumption Licences) from a constant set of customers (the "NDR Constant Customer Set") across comparable periods (i.e. it excludes the impact of new customers acquired in the subsequent (i.e. more recent period), taking into account the impact of Upsell, Downsell and Churn between these two periods.

The following table demonstrates the performance-reward alignment for Executive KMP, showing how our remuneration outcomes reflect both our strategic progress and our commitment to pay-for-performance principles since listing.

Table 2. *Company's performance and incentives*

Year	ACV (\$m)	Underlying EBITDA (\$m)	Statutory Revenue (\$m)	Net Dollar Retention	Financial Performance		STI
					Earnings per Share (cents)	Share Price at 30 June (\$)	STI awarded to Executive KMP (\$m)
FY25	\$228.4m	\$60.0m	\$221.5m	107.4%	\$(0.03)	\$2.19	\$0.7m ¹
FY24	\$211.5m	\$64.4m	\$220.6m	112.9%	\$0.02	\$3.08	\$1.7m
FY23	\$185.5m	\$46.4m	\$182.5m	109.2%	\$(0.02)	\$0.85	\$1.8m
FY22	\$162.0m	\$29.2m	\$152.3m	96.8%	\$(0.07)	\$0.76	\$0.7m
FY21	\$165.9m	\$67.0m	\$176.1m	95.5%	\$(0.00)	\$2.21	\$0.3m

1. Total award in cash and equity.

4.3 Total fixed remuneration (TFR)

Total Fixed Remuneration is reviewed annually through our structured remuneration framework, which considers role complexity, required expertise, market positioning, and the strategic value each executive brings to our transformation and growth objectives. Executive KMP TFR levels are benchmarked against comparable technology sector companies to ensure we attract and retain the leadership capabilities essential for sustainable performance enhancement.

Following a disciplined approach to remuneration management, selected Executive KMP received TFR adjustments in FY25 after receiving no increases in FY24, reflecting both market alignment requirements and recognition of their critical contributions to our strategic milestones and operational excellence during our cultural and business transformation.

Table 3 below sets out the annualised TFR payable to Executive KMP, including adjustments applied in FY25 that support our performance-driven remuneration philosophy and competitive positioning in the technology talent market.

Table 3. *Executive KMP fixed remuneration levels*

Executive KMP	FY24 Total fixed remuneration (annualised) ¹ \$	Increase \$	Increase %	FY25 Total fixed remuneration (annualised) ¹ \$
Jonathan Rubinsztein	700,000	200,000	28.6%	900,000
Peter McClelland ²	N/A	N/A	N/A	575,000
Chad Barton	790,000	–	0.0%	790,000
Warren Brugger	440,000	30,000	6.8%	470,000
Jonathan Rees ³	573,787	–	0.0%	573,787
Michael Smith ³	508,199	69,300	13.6%	577,499

1. Excludes mandatory and employer superannuation contribution.

2. Annualised from service period 4 November 2024 to 30 June 2025.

3. Fixed remuneration is presented in the Group's consolidated reporting currency as at the reporting date and is subject to fluctuations due to foreign exchange movements. Mr Rees and Mr Smith received fixed remuneration of £275,000 and US\$375,000 (FY24: US\$330,000) respectively in FY25.

REMUNERATION REPORT

4.4 Key terms of Executive KMP employment contracts

The following table outlines the key terms of the Executives' latest employment contracts as at the date of this report:

Table 4. KMP employment key contract terms

Executive KMP	Fixed remuneration – cash (\$)	Fixed remuneration – equity (\$)	Total fixed remuneration (\$)	Contract type	Commencement Date	Notice Period
Jonathan Rubinsztein	900,000	–	900,000	Permanent	6 Dec 2021	6 months
Peter McClelland	575,000	–	575,000	Permanent	4 Nov 2024	6 months
Chad Barton	790,000	–	790,000	Permanent	21 Jun 2021	6 months
Warren Brugger	470,000	–	470,000	Permanent	14 Nov 2022	6 months
Jonathan Rees	573,787	–	573,787	Permanent	1 Nov 2016	3 months
Michael Smith	577,499	–	577,499	Permanent	25 Jul 2022	90 days

4.5 FY25 short term incentive outcomes

A. Overview

As noted above, Executive KMP participate in an STI program. The maximum STI awards that Executive KMP were eligible to receive in respect of FY25 are set out in Table 5 below.

Table 5. Executive KMP STI outcomes

Executive KMP	STI Outcomes (FY25)						
	On Target (100%) STI opportunity ¹ (\$)	On Target (100%) STI opportunity (% TFR)	Maximum (125%) STI opportunity ³ (\$)	Maximum (125%) STI opportunity (% TFR)	Value of STI awarded	% of FY25 On Target STI awarded	% of FY25 STI award forfeited
Jonathan Rubinsztein	525,000	58.3%	656,250	72.9%	210,000	40.0%	60.0%
Peter McClelland ²	189,271	49.7%	236,589	62.1%	88,957	47.0%	53.0%
Warren Brugger	188,000	40.0%	235,000	50.0%	60,160	32.0%	68.0%
Jonathan Rees ³	365,137	63.6%	456,422	79.5%	182,569	50.0%	50.0%
Michael Smith	461,999	80.0%	577,499	100.0%	162,162	35.1%	64.9%

1. Excludes mandatory and employer superannuation contribution.
2. Pro-rated for service period.
3. Mr Rees FY25 STIP Award as agreed upon termination of employment. This payment is included in FY25 remuneration disclosures.

B. FY25 STI – assessment of performance measures

The following tables provide an overview of performance outcomes against our FY25 STI measures, demonstrating the alignment between executive performance and our strategic objectives.

The CEO and CFO were assessed against a balanced scorecard of financial and non-financial Group measures that reflect our overall business performance and transformation progress.

The Regional Executive Vice Presidents (Americas, EMEA, APAC and Alliances) were assessed against their respective regional business performance measures and Group non-financial measures. This approach drives regional performance while ensuring alignment with our global strategic priorities.

Table 6. Performance against FY25 STI performance measures for CEO

STI Performance Measures				
Measure	Weighting	Outcomes	Explanation	
Financial metrics (CEO)				
Group ACV	40%		Not achieved – 0% of STI was awarded against this measure. Group ACV \$228.4m (Up 8.0% PCP) Up 7.1% on constant currency basis	
Management EBITDA	10%		Achieved – 100% of STI was awarded against this measure. 100% achievement was awarded on this measure as a result of strong EBITDA outcomes of \$34.0m (Up 28% on PCP)	
Non-financial metrics				
Group Customer Focus	10%		Not Achieved – 0% of STI was awarded against this measure. Outcome of 106.6% below expectations driven by planned legacy churn towards platform-centric sales approach. However, Nuix Neo has delivered new growth opportunities, successfully transitioning to platform-centric sales where higher-value Neo deals offset legacy churn and position Nuix for sustained expansion.	
<ul style="list-style-type: none">Net Dollar Retention				
Group Culture and Engagement	10%		Partially Achieved – 70% of STI was awarded against this measure. There is continued strong participation rates (+90%) and the engagement score remained steady YoY (69%) during a year of reorganization for our Technology Team. Voluntary Attrition Rate 9.7% (steady YoY)	
<ul style="list-style-type: none">Culture Action PlanAttrition				
Individual KPIs	30%		Partially Achieved – 76.7% of STI was awarded against this measure. The CEO demonstrated strong leadership during a period of significant organisational transformation and complexity, successfully driving strategic initiatives while maintaining strong board and investor engagement.	
<ul style="list-style-type: none">Achievement against Individual KPI's linked to Leadership, Delivery against Strategic Plan, Board Engagement and Investor Relations				
	On Target (%)	Achieved vs. Target (%)	Maximum (%)	Achieved vs. Maximum (%)
	100%	40.0%	125%	32.0%

	Above Target	On Target	Between Threshold and Target	Below Threshold
Key				

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REMUNERATION REPORT

Table 7. Performance against FY25 STI performance measures for CFO (pro-rated to commencement date)

STI Performance Measures

Measure	Weighting	Outcomes	Explanation	
Financial metrics (CFO)				
Group ACV	40%		Not achieved – 0% of STI was awarded against this measure. Group ACV \$228.4m (Up 8.0% PCP) Up 7.1% on constant currency basis	
Management EBITDA	10%		Achieved – 100% of STI was awarded against this measure. 100% achievement was awarded on this measure as a result of strong EBITDA outcomes of \$34.0m (Up 28% on PCP)	
Non-financial metrics				
Group Customer Focus Net Dollar Retention	10%		Not Achieved – 0% of STI was awarded against this measure. Outcome of 106.6% below expectations driven by planned legacy churn towards platform-centric sales approach. However, Nuix Neo has delivered new growth opportunities, successfully transitioning to platform-centric sales where higher-value Neo deals offset legacy churn and position Nuix for sustained expansion.	
Group Culture and Engagement Culture Action Plan Attrition	10%		Partially Achieved – 70% of STI was awarded against this measure. There is continued strong participation rates (+90%) and the engagement score remained steady YoY (69%) during a year of reorganization for our Technology Team. Voluntary Attrition Rate 9.7% (steady YoY)	
Individual KPIs Achievement against FY25 Operating Plan and Strategic Initiatives	30%		Achieved – 100% of STI was awarded against this measure. The CFO demonstrated exceptional impact and delivery within a short period since commencement, effectively driving operational excellence and strategic execution from the outset of tenure.	
	On Target (%)	Achieved vs. Target (%)	Maximum (%)	Achieved vs. Maximum (%)
	100%	47.0%	125%	37.6%

	Above Target	On Target	Between Threshold and Target	Below Threshold
Key				

Table 8. Performance against FY25 STI performance measures for EVP, Americas

STI Performance Measures				
Measure	Weighting	Outcomes	Explanation	
Financial metrics (EVP, Americas)				
Regional ACV	40%		Not Achieved – 0% of STI was awarded against this measure. Regional ACV \$123.2m (up 8.0% PCP). <i>Up 7.7% on Constant Currency</i>	
Regional Management EBITDA	10%		Above Target – 101% of STI was awarded against this measure Over achievement was awarded on this measure as a result of EBITDA performance (\$92.3m) being above Budget and America’s cost base performance reflects disciplined cost management.	
Non-financial metrics				
Group Customer focus • Net Dollar Retention	10%		Not Achieved – 0% of STI was awarded against this measure per Nuix Group result.	
Group Culture and Engagement • Culture Action Plan • Attrition	10%		Partially Achieved – 70% of STI was awarded against this measure per Nuix Group result.	
Individual KPIs • Achievement against FY25 Operating Plan and Strategic Initiatives	30%		Partially Achieved – 60% of STI was awarded against this measure due to overall business outcomes within Americas Region during FY25 against operating plan.	
	On Target (%)	Achieved vs. Target (%)	Maximum (% of FR)	Achieved vs. Maximum (%)
	100%	35.1%	125%	28.1%

	Above Target	On Target	Between Threshold and Target	Below Threshold
Key				

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REMUNERATION REPORT

Table 9. Performance against FY25 STI performance measures for EVP, APAC & Alliances

STI Performance Measures

Measure	Weighting	Outcomes	Explanation	
Financial metrics (EVP, APAC & Alliances)				
Regional ACV	40%		Not Achieved – 0% of STI was awarded against this measure. Regional ACV \$47.4m (up 6.7% PCP) Up 6.3% on Constant Currency	
Regional Management EBITDA	10%		Not Achieved – 0% of STI was awarded against this measure 0% achievement was awarded on this measure as a result of EBITDA performance (\$37.1m) below targeted outcomes.	
Non-financial metrics				
Group Customer focus Net Dollar Retention	10%		Not Achieved – 0% of STI was awarded against this measure per Nuix Group result.	
Group Culture and Engagement Culture Action Plan Attrition	10%		Partially Achieved – 70% of STI was awarded against this measure per Nuix Group result.	
Individual KPIs Achievement against FY25 Operating Plan & Strategic Initiatives	30%		Partially Achieved – 83% of STI was awarded against this measure due to overall performance outcomes within APAC Region during FY25 against operating plan.	
	On Target (% of FR)	Achieved vs. Target (%)	Maximum (% of FR)	Achieved vs. Maximum (%)
	100%	32.0%	125%	25.6%

Key	Above Target	On Target	Between Threshold and Target	Below Threshold
				

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Table 10. FY25 STI Award for EVP, EMEA

FY25 STI AWARD, EVP EMEA

As part of the termination of employment, Mr. Jonathan Rees was awarded 50% of his FY25 STIP Award to be paid in cash. During the year he operated under the same performance measures as other Executive Vice Presidents, however these measures were not finalised at the time of reaching the termination agreement. This payment is included in the FY25 remuneration disclosures in accordance with Australian Accounting Standards.

C. FY25 STI terms – further detail

Key terms and conditions applying to the STI arrangements for the Executive KMP during FY25 are as follows:

Table 11. Description of key terms of FY25 Executive KMP STI

Short Term Incentive – Key Terms

Term	Further detail – CEO	Further detail – CFO, EVP, EMEA, EVP, Americas & EVP, APAC & Global Alliances
Performance period	STI awards are assessed over the 12-month financial year. Any STI award payments are made after performance is tested at the end of the performance period.	
Instrument	Once the total dollar value of the STI earned is determined, 2/3 will be awarded in cash, the remaining 1/3 will be delivered in share rights to support the alignment between the CEO and Nuix's shareholders. Each share right will vest into one share in the first open trading window following the release of audited financial statements for FY26.	Once the total dollar value of the STI earned is determined, 75% will be awarded in cash, the remaining 25% will be delivered in share rights to support alignment between the CFO and EVP's and Nuix's shareholders. Each share right will vest into one share in the first open trading window following the release of audited financial statements for FY26.
Calculation	The number of share rights granted will be calculated by dividing the dollar value attributable to those share rights by the 30-day VWAP following the release of Nuix's financial statements for FY25. The CEO's grant will be subject to shareholder approval.	
Performance Measures	<p>For the CEO, the FY25 STI is assessed against multiple performance measures being:</p> <ul style="list-style-type: none"> • Group ACV Growth (40% weighting) • Management EBITDA (10% weighting) • Group Customer Focus (NDR) (10% weighting) • Group Culture & Engagement (10% weighting) • Individual KPIs linked to Leadership, Delivery against Strategic Plan, Board Engagement & Investor Relations (30% weighting) 	<p>For the CFO and Regional EVP's, the FY25 STI is assessed against multiple performance measures being:</p> <ul style="list-style-type: none"> • Region ACV Growth (40% weighting) • Management EBITDA (10% weighting) • Group Customer Focus (10% weighting) • Group Culture and Engagement (10% weighting) • Individual KPIs linked to operating plans (30% weighting)
	It is considered that these metrics reflect not only the key financial drivers of value in the business but what is required to drive renewed growth. As part of its overarching discretion, the Board also retains discretion to adjust STI outcomes for behaviour that is inconsistent with the Group's values and culture (as well as any risk, regulatory or reputational issues).	
Treatment on cessation of employment	Where an Executive KMP ceases employment prior to the date of payment, the default position is that the executive would not be eligible for an STI award for that financial year (unless the Board determines otherwise).	
Change of control	Where there is a change of control event (for example, a takeover bid, scheme of arrangement, merger or any other transaction or event that in the Board's opinion is a change of control event), the Board has discretion in respect of the treatment of the STI (subject to the ASX Listing Rules).	

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REMUNERATION REPORT

4.6 FY23 long term incentive awards (Legacy)

A. Overview

Five Executive KMP were eligible to participate in an LTI award in FY23. The remaining awards will be delivered in performance rights and vest upon the release of the Company's financial results for FY25.

Table 12. *FY23 LTI awards to Executive KMP*

Executive KMP	Maximum LTI opportunity (\$)	Maximum LTI opportunity (% of TFR)	Value of LTI granted (\$)	% of FY23 LTI granted	% of FY23 LTI award forfeited	% of FY23 LTI vested in FY25	% of FY23 LTI unvested in FY25
Jonathan Rubinsztein	875,000	125%	875,000	100%	0%	50%	50%
Chad Barton (former) ¹	711,000	90%	711,000	100%	0%	50%	50%
Warren Brugger ²	83,233	30%	83,233	100%	0%	50%	50%
Jonathan Rees ¹	102,600	21%	102,600	100%	0%	50%	50%
Michael Smith	230,596	52%	230,596	100%	0%	50%	50%

1. Remains on foot as part of exit arrangements.

2. Pro-rated for service period.

There is no exercise price for the rights granted. The performance rights will vest and be settled by the delivery of shares when the applicable vesting conditions have been satisfied.

B. FY23 LTI key terms – further detail

Table 13 below outlines the key terms attaching to the LTI awards granted to Executive KMP under the FY23 LTI.

Table 13. *Key terms of FY23 LTI awards granted to Executive KMP*

FY23 Long Term Incentive – Key Terms

	Further detail																		
Entitlement	Subject to the satisfaction of the performance conditions, each LTI performance right entitles the holder to one fully paid ordinary share in Nuix Limited (or a cash equivalent payment at the discretion of the Board).																		
Allocation methodology	<p>The number of LTI performance rights to be granted is calculated by dividing the participant's dollar value LTI opportunity for FY23 (as outlined in Table 7 above) by the market value of the underlying share determined based on the 5-day VWAP following the release of the FY22 results (i.e., the start of the period that the LTI is tested against).</p> <p>For example, the CEO was eligible to receive up to 1,286,764 Performance Rights which were calculated as the LTI opportunity of \$875,000 divided by the 5-day VWAP of \$0.68. This was approved at the 2022 Nuix AGM.</p>																		
Performance conditions and vesting schedule	<p>The FY23 LTI performance rights are subject to performance testing against ACV growth (constant currency) for FY23. If the targets are met, 50% of the vested LTI performance rights will be available upon the release of the Company's financial results for each in FY24 and FY25.</p> <p>The vesting schedule in respect of ACV is outlined below:</p> <table border="1"> <thead> <tr> <th>ACV growth</th> <th>3%</th> <th>4%</th> <th>5%</th> <th>6%</th> <th>7%</th> <th>8%</th> <th>9%</th> <th>10%</th> </tr> </thead> <tbody> <tr> <td>% payout of LTI</td> <td>30%</td> <td>40%</td> <td>50%</td> <td>60%</td> <td>70%</td> <td>80%</td> <td>90%</td> <td>100%</td> </tr> </tbody> </table> <p>Performance Outcome = 100% achievement against target 14.5% ACV growth for the period 1 July 2022 to 30 June 2023</p>	ACV growth	3%	4%	5%	6%	7%	8%	9%	10%	% payout of LTI	30%	40%	50%	60%	70%	80%	90%	100%
ACV growth	3%	4%	5%	6%	7%	8%	9%	10%											
% payout of LTI	30%	40%	50%	60%	70%	80%	90%	100%											
Treatment on cessation of employment	<p>Where an Executive KMP ceases employment prior to the expiry date noted above:</p> <ul style="list-style-type: none"> • for cause or resignation, the default position is that any unvested LTI performance rights will lapse (unless the Board determines otherwise); and • in all other circumstances, the LTI performance rights will remain on foot (unless the Board exercises its discretion to treat them as lapsed). 																		
Forfeiture and clawback	Under the Nuix Employee Share Plan, forfeiture and claw-back provisions apply to the LTI performance in a range of circumstances including (but not limited to) where (1) a participant has acted fraudulently or dishonestly, or breached his duties or obligations to the Group; (2) has done an act which brings the Group into disrepute; or (3) there has been a material misstatement or omission in the Group's financial statements or circumstances which will require the financial statements of the Group to be restated.																		
Change of control	Where there is a change of control event (for example, a takeover bid, scheme of arrangement, merger or any other transaction or event that in the Board's opinion is a change of control event), the Board has discretion in respect of the treatment of the awards (subject to the ASX Listing Rules).																		

REMUNERATION REPORT

4.7 FY24 long term incentive plan (LTIP) (grant)

A. Overview

In FY24, the Board established an ongoing Long-Term Incentive Program (LTIP) with annual grants to Executive KMP, designed to drive sustained performance and align management rewards with long-term shareholder value creation. Each annual grant provides for the issue of performance rights subject to performance testing against ACV (50%) and relative total shareholder return (rTSR) (50%) benchmarks, with three-year vesting periods.

The Board selected the ACV measure for consistency with the Company's reporting to shareholders and the market generally, and the rTSR measure to directly align management performance with shareholder interests over the long term.

Five Executive KMP were eligible to participate in the FY25 LTIP grants. The FY25 awards are delivered in performance rights and will vest upon the release of the Company's financial results in FY27, subject to meeting the performance conditions.

Table 14a. FY25 LTI awards to Executive KMP (Tranche 1)

Executive KMP	Number of rights granted	Maximum LTI opportunity (\$)	Maximum LTI opportunity (% of TFR at time of grant)	Value of LTI awarded (\$)	Grant date fair value per performance right for each of the performance conditions			
					% of FY24 LTI awarded	% of FY24 LTI award forfeited	ACV (\$)	rTSR (\$)
Jonathan Rubinsztein	560,156	875,000	125%	N/A	N/A	N/A	1.56	1.36
Chad Barton	455,168	711,000	90%	N/A	0%	100% ¹	1.56	1.36
Warren Brugger	84,504	132,000	30%	N/A	N/A	N/A	1.56	1.36
Jonathan Rees	100,876	157,847	30%	N/A	N/A	N/A	1.56	1.36
Michael Smith	162,158	256,033	52%	N/A	N/A	N/A	1.56	1.36

¹ Subsequent to Mr. Barton's departure on 30 August 2024, the FY24 LTI plan award has been forfeited.

Table 14b. FY25 LTI awards to Executive KMP (Tranche 2)

Executive KMP	Number of rights granted	Maximum LTI opportunity (\$)	Maximum LTI opportunity (% of TFR at time of grant)	Value of LTI awarded (\$)	Grant date fair value per performance right for each of the performance conditions			
					% of FY24 LTI awarded	% of FY24 LTI award forfeited	ACV (\$) ¹	rTSR (\$)
Jonathan Rubinsztein	148,522	875,000	97%	N/A	N/A	N/A	6.70	6.14
Peter McClelland ²	48,802	189,271	50%	N/A	N/A	N/A	6.70	6.14
Warren Brugger	23,934	141,000	30%	N/A	N/A	N/A	6.70	6.14
Jonathan Rees	26,490	156,055	30%	N/A	0%	100% ³	6.70	6.14
Michael Smith	43,264	254,883	45%	N/A	N/A	N/A	6.70	6.14

¹ The grant date fair value of Performance Rights relating to the ACV targets is based on the share price at the time the awards were granted. For the FY25 LTI, this is 29 November 2024.

² Pro-rated for service period.

³ Subsequent to Mr. Rees departure on 4 July 2025, the FY25 LTI plan award has been forfeited.

There is no exercise price for the rights granted. The performance rights will vest and be settled by the delivery of shares when the applicable vesting conditions have been satisfied.

B. FY25 LTI key terms – further detail

Table 15 below outlines the key terms attaching to the LTI awards granted to Executive KMP during FY25

Table 15. Key terms of FY25 LTI awards granted to Executive KMP

FY25 Long Term Incentive Plan (LTIP) – Key Terms

	Further detail																											
Entitlement	Subject to the satisfaction of the performance conditions, each LTI performance right entitles the holder to one fully paid ordinary share in Nuix Limited (or a cash equivalent payment at the discretion of the Board).																											
Allocation methodology	The number of LTI performance rights to be granted to each participant (including Mr Rubinsztein) is calculated by dividing the participant’s dollar value LTI opportunity for FY25 by the closing share price on the trading day immediately before the date of the grant date.																											
Performance Period	1 July 2024 to 30 June 2027.																											
Performance conditions and vesting schedule	<p>The FY25 LTI performance rights are subject to performance testing against the following performance conditions over the 3-year performance period:</p> <ul style="list-style-type: none"> • ACV (50%); and • rTSR (50%). <p>The ACV and rTSR targets are assessed at the end of FY27. If the targets are met, the performance rights will vest in the Company’s first open trading window following the release of its audited financial statements for FY27 in accordance with the below, unless otherwise already vested including as a result of a change of control event as outlined below. Specific ACV targets (which are compound annual growth rate targets (CAGR) over the 3-year performance period) will not be disclosed until the end of FY27 due to commercial sensitivity. In respect of the rTSR targets, this will be measured against a peer group comprising of companies in the ASX All Technology Index.</p> <p>ACV Performance (50% weighting)</p> <table border="1"> <thead> <tr> <th></th> <th>Level of vesting</th> <th>ACV targets</th> </tr> </thead> <tbody> <tr> <td>Below Threshold</td> <td>0%</td> <td>To be disclosed at the end of FY27</td> </tr> <tr> <td>Between Threshold and Target</td> <td>Between 0% and 100% determined on a linear sliding scale</td> <td>To be disclosed at the end of FY27</td> </tr> <tr> <td>Maximum</td> <td>100%</td> <td>To be disclosed at the end of FY27</td> </tr> </tbody> </table> <p>rTSR Performance (50% weighting)</p> <table border="1"> <thead> <tr> <th></th> <th>Level of vesting</th> <th>rTSR targets</th> </tr> </thead> <tbody> <tr> <td>Below Threshold</td> <td>0%</td> <td>< 50th percentile</td> </tr> <tr> <td>Threshold</td> <td>50%</td> <td>Equal to 50th percentile</td> </tr> <tr> <td>Between Threshold and Maximum</td> <td>Between 50% and 100% determined on a linear sliding scale</td> <td>Between 50th and 75th percentile</td> </tr> <tr> <td>Maximum</td> <td>100%</td> <td>Equal to or more than 75th percentile</td> </tr> </tbody> </table>		Level of vesting	ACV targets	Below Threshold	0%	To be disclosed at the end of FY27	Between Threshold and Target	Between 0% and 100% determined on a linear sliding scale	To be disclosed at the end of FY27	Maximum	100%	To be disclosed at the end of FY27		Level of vesting	rTSR targets	Below Threshold	0%	< 50 th percentile	Threshold	50%	Equal to 50 th percentile	Between Threshold and Maximum	Between 50% and 100% determined on a linear sliding scale	Between 50 th and 75 th percentile	Maximum	100%	Equal to or more than 75 th percentile
	Level of vesting	ACV targets																										
Below Threshold	0%	To be disclosed at the end of FY27																										
Between Threshold and Target	Between 0% and 100% determined on a linear sliding scale	To be disclosed at the end of FY27																										
Maximum	100%	To be disclosed at the end of FY27																										
	Level of vesting	rTSR targets																										
Below Threshold	0%	< 50 th percentile																										
Threshold	50%	Equal to 50 th percentile																										
Between Threshold and Maximum	Between 50% and 100% determined on a linear sliding scale	Between 50 th and 75 th percentile																										
Maximum	100%	Equal to or more than 75 th percentile																										
Treatment on cessation of employment	<p>The Board may specify in the terms of an invitation or make a determination as to how a KMP Awards will be treated on the occurrence of cessation of employment of the KMP. Applicable treatment may include:</p> <ul style="list-style-type: none"> • vesting on the cessation date; • options only be exercisable within a specified period; or • lapse or forfeit of the Awards. 																											

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FY25 Long Term Incentive Plan (LTIP) – Key Terms

Forfeiture and clawback	<p>In the event of an inappropriate circumstance, the Board retains the discretion to determine the treatment of Awards. Examples of inappropriate circumstance include (without limitation):</p> <ul style="list-style-type: none"> • fraudulent or dishonest behaviour, serious misconduct or any breach of obligation to the Company; • acting in a manner that brings the Company into disrepute; and • any other circumstance which the Board determines in good faith constitutes an inappropriate circumstance. <p>If an inappropriate circumstance occurs, the Board retains absolute discretion and may exercise its discretion to (amongst other things) determine that the Performance Rights (or Shares acquired on the exercise of Performance Rights) will lapse.</p>
Change of control	<p>The Board may specify in the terms of an invitation or make a determination as to how an employee's Awards will be treated on the occurrence of a change of control event (for example, a takeover bid, scheme of arrangement, merger or any other transaction or event that in the Board's opinion is a change of control event for us). This may include, subject to the ASX Listing Rules, with respect to each award, that:</p> <p>A. Awards, to the extent not fully vested, will become vested and exercisable in full or in part;</p> <p>B. Options may be exercised within a specific period only, otherwise they will lapse;</p> <p>C. disposal restrictions or any other terms which apply to the Awards cease to apply; or</p> <p>D. the Company, on behalf of the employee, will direct the trustee to transfer trust shares into the employee's name.</p>

4.8 Retention and incentive grant 2023 (one-off grant)

A Overview

In 2023, the Retention & Incentive (R&I) Plan was implemented that is designed to provide additional incentive to KMP to remain united and focused on the delivery, for the benefit of shareholders, of the strategic plan over the course of the FY24-FY26. The Board has strong conviction that the strategic plan, if delivered, will lead to material wealth creation for the Company's shareholders. By structuring the R&I Plan around share-price growth hurdles and service conditions, this plan:

- is fully aligned with increasing shareholder value;
- complements the existing annual STI and LTI plans; and

provides strong incentive for the ELT and other critical talent to deliver across the next three-year period whilst the strategic plan is achieved.

In FY25, the CFO was invited to participate in the Retention & Incentive Grant 2023 (one-off grant) to build alignment with the Executive KMP and shareholders. Details on this grant are included in the below table.

The awards will be delivered in performance rights and vest upon the release of the Company's financial results in FY26 subject to performance against hurdles.

Table 16. R&I Plan awards to Executive KMP

Executive KMP	# Rights Allocated	Value of R&I opportunity (\$) ¹	Value of R&I opportunity as a % of TFR (as at Grant Date)	Value of R&I awarded (\$)	% of R&I awarded	% of R&I award forfeited	Grant date fair value
R&I Plan Grants in FY24							
Jonathan Rubinsztein	1,280,000	1,190,400	170%	N/A	N/A	N/A	\$0.93
Chad Barton (former COO/CFO)	704,000	654,720	83%	N/A	N/A	100% ²	\$0.93
Warren Brugger	384,000	357,120	81%	N/A	N/A	N/A	\$0.93
Jonathan Rees	384,000	357,120	69%	N/A	N/A	33.3% ³	\$0.93
Michael Smith	384,000	357,120	71%	N/A	N/A	N/A	\$0.93
R&I Plan Grants in FY25							
Peter McClelland	37,500	245,626	43%	N/A	N/A	N/A	\$6.55

1. Calculated at fair market value of \$0.93 per ordinary share for grants made in November 2023. For grant made in November 2024 to Peter McClelland, as a result of the share price of the Company at the time, the grant date fair value of these performance rights was determined to be \$6.55.

2. Subsequent to Mr Barton's departure on 30 August 2024, the FY24 R&I plan award has been forfeited.

3. Subsequent to Mr Rees' departure on 4 July 2025, 128,000 rights awarded under the FY24 R&I Plan were forfeited.

B. R&I Plan key terms – further detail

Table 17 below outlines the key terms attaching to the R&I Plan awards granted to Executive KMP during FY25 (unchanged from FY24).

Table 17. Key terms of R&I Plan awards granted to Executive KMP

Retention & Incentive (R&I) Plan – Key Terms

Eligibility	A fixed pool of up to 6,400,000 performance rights to be issued to the ELT and other personnel who are identified or recruited to fill critical capability needs as determined by the Board.										
Awards	The R&I Plan provides the Company with ability to grant performance rights. Each performance right entitles the holder to one fully paid ordinary share in the Company (or a cash equivalent payment at the discretion of the Board).										
Performance period	1 July 2023 to 30 June 2025										
Vesting conditions	The R&I Plan performance rights are subject to performance testing against the following share price hurdles: <table border="1" data-bbox="395 884 1157 1104"> <thead> <tr> <th>Share price hurdles</th> <th>Percentage of performance rights that will vest</th> </tr> </thead> <tbody> <tr> <td>< \$2.40</td> <td>0%</td> </tr> <tr> <td>> \$2.40 to < \$3.20</td> <td>30%</td> </tr> <tr> <td>> \$3.20 to < \$4.00</td> <td>65%</td> </tr> <tr> <td>> \$4.00</td> <td>100%</td> </tr> </tbody> </table> <p>The share price targets will be tested against a rolling 30-day VWAP during the testing period that commences on the release of the Company's audited financial statements for FY25 and ends on 30 June 2026.</p> <p>Subject to satisfying the above performance condition, performance rights will vest in the Company's first open trading window following the date that is 12 months after the date that the above performance condition is satisfied, provided that the relevant participant remains employed by the Company as at that date (and has not given or received notice of cessation of employment), unless otherwise already vested including as a result of a change of control event as outlined further below.</p> <p>The Board retains the discretion to waive any vesting condition if it considers it to be in the best interests of the Company. The Board also has the discretion to adjust the share price targets in the event of a reorganisation of the issued capital of the Company to minimise or eliminate any material advantage or disadvantage to the participant resulting from the reorganisation.</p>	Share price hurdles	Percentage of performance rights that will vest	< \$2.40	0%	> \$2.40 to < \$3.20	30%	> \$3.20 to < \$4.00	65%	> \$4.00	100%
Share price hurdles	Percentage of performance rights that will vest										
< \$2.40	0%										
> \$2.40 to < \$3.20	30%										
> \$3.20 to < \$4.00	65%										
> \$4.00	100%										
Exercise price or Purchase price	No exercise price or purchase price is payable in respect of performance rights granted under the R&I Plan.										
Vesting and exercise	Performance rights will vest and be settled by the delivery of shares (or, where applicable, cash) when the applicable vesting conditions have been satisfied.										
Lapsing	Performance rights will lapse, on the occurrence of a date or circumstance specified in the award agreement (for example, upon failure to satisfy a vesting or performance condition).										
Dealing restrictions	A participant may not deal with a performance right in any manner, other than as required by law or permitted by the Company's Securities Trading Policy.										

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REMUNERATION REPORT

Retention & Incentive (R&I) Plan – Key Terms

Treatment on cessation of employment Where a participant ceases employment (or gives notice or receives notice in relation to the cessation of their employment) prior to the vesting of the performance rights, the treatment of those performance rights will depend on whether they are a Good Leaver or a Bad Leaver (as those terms are defined in the R&I Plan).

If they are a Bad Leaver, their performance rights will lapse (unless the Board determines otherwise which it may do in its absolute discretion). If they are a Good Leaver, a pro-rated number (based on the proportion of the performance period served) of the performance rights will remain on foot and may vest subject to the performance conditions, with the remainder to lapse (unless the Board determines otherwise which it may do in its absolute discretion).

Clawback In the event of an inappropriate circumstance, the Board retains the discretion to determine the treatment of Awards. Examples of inappropriate circumstance include (without limitation):

- fraudulent or dishonest behaviour, serious misconduct or any breach of obligation to the Company;
- acting in a manner that brings the Company into disrepute; and
- any other circumstance which the Board determines in good faith constitutes an inappropriate circumstance.

If an inappropriate circumstance occurs, the Board retains absolute discretion and may exercise its discretion to (amongst other things) determine that the performance rights (or shares acquired on the exercise of performance rights) will lapse.

Change of control Where there is a change of control event (for example, a takeover bid, scheme of arrangement, merger or any other transaction or event that in the Board's opinion is a change of control event), (unless otherwise determined by the Board), a pro-rated number (based on the proportion of the performance period elapsed up to the date of the change of control event) of performance rights will vest subject to the share price hurdles being met if the relevant share price was instead the share price implied by the change of control event.

Notwithstanding the above, if a change of control event occurs, the Board retains absolute discretion in respect of the treatment of the awards in the context of the relevant circumstances and may exercise its discretion to (amongst other things) waive any vesting condition and/or determine that any vesting condition is satisfied.

ASX Listing Rules The R&I Plan and awards made under it are always subject to the ASX Listing Rules and applicable law.

49 One-off awards

A. Sign-on equity for EVP Americas and EVP APAC and Alliances

Nuix appointed a new EVP Americas and EVP APAC and Alliances in FY23. In order to attract executives of this calibre and wealth of experience, sign-on incentives were provided as summarised below:

- **EVP Americas:** In recognition of incentives forfeited with his previous employer, Nuix provided a sign on grant at a face value of \$300,000. The number of performance rights issued was 483,014, based on the 5-day VWAP being immediately preceding his start date (25 July 2022). The grant will be issued as performance rights and will vest subject to continuous service in the first trading window following the first and subsequent anniversary dates of the commencement date. Each vesting is subject to a continued service hurdle. In FY25, 96,602 rights (1/5) were vested to the Executive following the achievement of Year 2 of the continued service hurdle.
- **EVP APAC and Global Alliances:** Nuix provided a sign on grant at a face value of \$300,000. The number of performance rights issued was 519,930, based on the 5-day VWAP being immediately preceding the effective date of his contract (14 November 2022). The grant will be issued as performance rights and will vest subject to continuous service in the first trading window following the first and subsequent anniversary dates of the commencement date. Each vesting is subject to a continued service hurdle. In FY25, 103,986 rights (1/5) were vested to the Executive following the achievement of Year 2 of the continued service hurdle.

B. Exit Arrangements for departing KMP COO/CFO

It was announced that Chief Operating Officer & Chief Financial Officer (Mr Chad Barton) would step down at the end of August 2024 following the release of the FY24 results. The Board agreed the following exit arrangements with Mr Barton in recognition of his service to the Group as well as to ensure a smooth handover and transition:

Departing KMP	Exit Arrangements
Chad Barton Chief Operating Officer/ Chief Financial Officer	<ul style="list-style-type: none"> • Separation Payment • Eligible for FY24 STIP (to be assessed against Group financial metrics) • Earned but unvested Awards will be retained

EVP, EMEA

In July 2025, Jonathan Rees, Executive Vice-President, EMEA, left Nuix. The following exit arrangements were agreed with Mr Rees in recognition of his nine years of dedicated service to the Group as well as to ensure a smooth handover and transition to an internal appointee:

Departing KMP	Exit Arrangements
Jonathan Rees Executive Vice President, EMEA	<ul style="list-style-type: none"> • Separation Payment • Eligible for FY25 STIP (to be determined as 50% achieved, to be paid in cash) • Earned but unvested Awards will be retained • FY24 Long Term Incentive Plan – Tranche 1 to remain on foot, subject to continued performance hurdles • Pro-rated portion of Retention & Incentive Grant to remain on foot (determined by length of completed service), subject to continued performance hurdles

4.10 Legacy option awards

The EVP, EMEA has options that remain on foot that were granted to them prior to the IPO. These options are subject to remaining employed at vesting date. Refer to Table 17 for the number of options held and in Table 10, the share-based payments include the cost of these options for this year.

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4.11 Executive KMP remuneration statutory table

The table below sets out Executive KMP remuneration for FY25 in accordance with the requirements of the Accounting Standards and Corporations Act 2001 (Cth). The table reflects the accounting value of remuneration attributable to KMP, derived from the various components of their remuneration.

Table 18. Statutory remuneration table

Financial year	Short-term benefits			Non-monetary benefits ²		Long-term benefits		Post-employment benefits		Share-based payments		Separation payment		Proportion of remuneration performance-related %
	Salary ¹	Cash bonus			Long service leave	Super-annuation	Equity Settled						Total	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Jonathan Rubinsztein	920,769	140,000	5,991	—	29,932	1,251,987	—	2,348,679	—	—	—	—	2,348,679	57%
FY24	694,619	309,167	7,416	—	27,399	1,019,531	—	2,058,132	—	—	—	—	2,058,132	60%
FY25	390,267	66,718	—	—	22,449	139,601	—	619,035	—	—	—	—	619,035	33%
Chad Barton (former) ⁴	141,632	—	—	—	7,483	390,818	462,875 ⁵	1,002,808	—	—	—	—	1,002,808	39%
FY24	774,808	305,467	—	—	27,399	920,059	342,125 ⁵	2,369,858	—	—	—	—	2,369,858	48%
FY25	479,038	45,120	—	—	29,932	350,700	—	904,790	—	—	—	—	904,790	32%
FY24	452,692	131,340	—	—	27,399	352,342	—	963,773	—	—	—	—	963,773	31%
FY25	568,270	182,569 ⁶	—	—	22,952	353,564	334,709 ⁶	1,462,063	—	—	—	—	1,462,063	37%
FY24	526,155	62,068	—	—	47,354	248,288	—	883,865	—	—	—	—	883,865	28%
FY25	577,499	121,621	—	—	37,116	486,426	—	1,222,662	—	—	—	—	1,222,662	44%
FY24	336,291	362,646	—	—	30,131	465,354	—	1,194,422	—	—	—	—	1,194,422	60%
FY25	3,077,475	556,028	5,991	—	149,864	2,973,096	797,584	7,560,038	—	—	—	—	7,560,038	
FY24	2,784,565	1,170,688	7,416	—	159,682	3,005,574	342,125	7,470,050	—	—	—	—	7,470,050	

1. Includes annual leave expenses recognised during FY25.

2. Includes benefits such as, but not limited to, the provision of car parking and fringe benefits tax (FBT). FBT included is in respect of the FBT year ended 30 June 2025.

3. From 4 November 2024.

4. Ceased as KMP on 30 August 2024.

5. The value shown for FY24 represents 42.5% of the total Mr Barton's separation payment accrued in 2024. The remaining 57.5% has been recognised in FY25 with the total amount paid following his exit from the business on 30 August 2024.

6. As part of Mr Rees' separation arrangement, management has agreed to provide a cash payout of \$336,968 and confirmed a 50% attainment of his F25 Short-Term Incentive Plan (STIP), amounting to \$182,569.

4.12 Details of KMP share rights and options affecting current and future remuneration

Table 19. Jonathan Rubinsztein's share rights

Award	Grant date	Share rights granted	Fair value at grant date	Fair value of grant	Share rights vested prior year	Share rights vested in FY25	Share rights in vested in FY25	% of total grant vested	Value of share rights vested	Unvested rights at 30 June 2025	Maximum value yet to vest ¹	Future vesting schedule
Sign on performance rights	18 Nov 22	711,744	\$0.69	\$491,103	(284,697)	(142,349)	60%	\$98,221	284,698	\$196,442	2 annual tranches from 1 Jul 2025	
LTI 2022 performance rights	18 Nov 22	239,632	\$0.69	\$165,346	-	(79,877)	33%	\$55,115	159,755	\$110,231	2 annual tranches from 1 Jul 2025	
LTI 2023 performance rights	18 Nov 22	1,286,764	\$0.69	\$887,867	-	(643,382)	50%	\$443,934	643,382	\$443,934	1 annual tranche from 1 Jul 2025	
FY23 STI Performance Rights	19 Oct 23	110,526	\$1.47	\$162,207	-	(110,526)	100%	\$162,207	-	-	N/A	
FY24 STI Performance Rights	08 Nov 23	26,239	\$5.89	\$154,547	-	-	0%	-	26,239	\$154,583	1 annual tranche from 1 Jul 2025	
FY24 LTIP (rTSR)	08 Nov 23	280,078	\$1.36	\$380,906	-	-	0%	-	280,078	\$380,906	1 annual tranche from 1 Jul 2026	
FY24 LTIP (ACV)	08 Nov 23	280,078	\$1.56	\$436,922	-	-	0%	-	280,078	\$436,922	1 annual tranche from 1 Jul 2026	
FY25 LTIP (rTSR)	29 Nov 24	74,261	\$6.14	\$455,963	-	-	0%	-	74,261	\$455,963	1 annual tranche from 1 Jul 2027	
FY25 LTIP (ACV)	29 Nov 24	74,261	\$6.70	\$497,549	-	-	0%	-	74,261	\$497,549	1 annual tranche from 1 Jul 2027	
Retention & Incentive Grant 2023	08 Nov 23	1,280,000	\$0.93	\$1,190,400	-	-	0%	-	1,280,000	\$1,190,400	Between 1 to 3 ranches from 1 Jul 2027	

1. The maximum value of share rights yet to vest is determined based on the amount of the grant date fair value that is yet to be expensed. The minimum value of share rights yet to vest is nil since the share rights will be forfeited if the vesting conditions are not met.

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Table 20. Peter McClelland's share rights

Award	Grant date	Share rights granted	Fair value at grant date	Share rights vested prior year	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested	Unvested rights at 30 June 2025	Maximum value yet to vest	Future vesting schedule
FY25 LTIP (rTSR)	29 Nov 24	24,401	\$6.14	–	–	–	0%	–	24,401	\$149,822	1 annual tranche from 1 Jul 2027
FY25 LTIP (ACV)	29 Nov 24	24,401	\$6.70	–	–	–	0%	–	24,401	\$163,487	1 annual tranche from 1 Jul 2027
Retention & Incentive Grant 2024	29 Nov 24	37,500	\$6.55	–	–	–	0%	–	37,500	\$245,625	Between 1 to 3 tranches from 1 Jul 2027

Table 21. Warren Brigger's share rights

Award	Grant date	Share rights granted	Fair value at grant date	Share rights vested prior year	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested	Unvested rights at 30 June 2025	Maximum value yet to vest	Future vesting schedule
Sign on performance rights	23 Mar 23	519,930	\$1.06	(103,986)	18 Nov 24	(103,986)	40%	\$110,225	311,958	\$330,675	3 annual tranches from 1 Jul 2025
FY23 STI Performance Rights	14 Nov 22	16,891	\$1.59	–	02 Sep 24	(16,891)	100%	\$26,857	–	–	N/A
FY24 STI Performance Rights	08 Nov 23	7,432	\$5.89	–	–	–	0%	–	7,432	\$43,785	1 annual tranche from 1 Jul 2025
FY23 LTI	23 Mar 23	121,384	\$1.06	–	09 Sep 24	(60,692)	50%	\$64,334	60,692	\$64,334	1 annual tranche from 1 Jul 2025
FY24 LTIP (rTSR)	08 Nov 23	42,252	\$1.36	–	–	–	0%	–	42,252	\$57,463	1 annual tranche from 1 Jul 2026
FY24 LTIP (ACV)	08 Nov 23	42,252	\$1.56	–	–	–	0%	–	42,252	\$65,913	1 annual tranche from 1 Jul 2026
FY25 LTIP (rTSR)	29 Nov 24	11,967	\$6.14	–	–	–	0%	–	11,967	\$73,477	1 annual tranche from 1 Jul 2027
FY25 LTIP (ACV)	29 Nov 24	11,967	\$6.70	–	–	–	0%	–	11,967	\$80,179	1 annual tranche from 1 Jul 2027
Retention & Incentive Grant 2023	08 Nov 23	384,000	\$0.93	–	–	–	0%	–	384,000	\$357,120	Between 1 to 3 tranches from 1 Jul 2027

Table 22. Jonathan Rees's share rights

Performance Rights

Award	Grant date	Share rights granted	Fair value at grant date	Fair value of grant	Share rights vested prior year	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested	Unvested rights at 30 June 2025	Maximum value yet to vest	Future vesting schedule
FY23 LTI	23 Mar 23	149,628	\$1.06	\$158,606	-	10 Sep 24	(74,814)	50%	\$79,303	74,814	\$79,303	1 annual tranche from 1 Jul 2025
FY23 STI Performance Rights	08 Nov 23	51,355	\$1.56	\$80,114	-	02 Sep 24	(51,355)	100%	\$80,114	-	-	N/A
FY24 STI Performance Rights	08 Nov 23	3,512	\$5.89	\$20,686	-	-	-	0%	-	3,512	\$20,691	1 annual tranche from 1 Jul 2025
FY24 LTIP (rTSR)	08 Nov 23	50,438	\$1.36	\$68,596	-	-	-	0%	-	50,438	\$68,596	1 annual tranche from 1 Jul 2026
FY24 LTIP (ACV)	08 Nov 23	50,438	\$1.56	\$78,683	-	-	-	0%	-	50,438	\$78,683	1 annual tranche from 1 Jul 2026
FY25 LTIP (rTSR)	29 Nov 24	13,245	\$6.14	\$81,324	-	-	-	0%	-	-	-	1 annual tranche from 1 Jul 2027
FY25 LTIP (ACV) ¹	29 Nov 24	13,245	\$6.70	\$88,742	-	-	-	0%	-	-	-	1 annual tranche from 1 Jul 2027
Retention & Incentive Grant 2023 ²	08 Nov 23	384,000	\$0.93	\$357,120	-	-	-	0%	-	256,000	\$238,080	Between 1 to 3 tranches from 1 Jul 2027

1. Following Mr Rees departure on 4 July 2025, the FY25 LTIP share rights has been forfeited.

2. Following Mr Rees departure on 4 July 2025, 128,000 share rights has been forfeited.

Options

Award	Grant date	Option rights granted	Fair value at grant date	Fair value of grant	Option rights vested prior year	Option rights cancelled prior year	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested	Unvested rights at 30 June 2025	Maximum value yet to vest	Exercise Price per right	Expiration Date
ESOP 7	01 Nov 16	100,000	\$0.33	\$33,000	(19,166)	(80,834)	-	-	19%	\$6,325	-	-	\$2.00	31 Oct 2026
LTI Options - FY21 issue	08 Dec 20	44,160	\$2.34	\$103,334	(14,720)	-	09 Sep 24	(14,720)	67%	\$68,890	14,720 ¹	\$34,445	\$5.31	8 Dec 2027
Options Grant 2021	08 Mar 21	310,881	\$1.40	\$435,233	(207,254)	-	31 Aug 24	(103,627)	100%	\$435,233	-	-	\$5.79	7 Mar 2028

1. Post FY25 results release, 14,720 option rights under grant FY21 LTI Options will vest.

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Table 23. MichaelSmith's share rights

Award	Grant date	Share rights granted	Fair value at grant date	Fair value of grant	Share rights vested prior year	Vesting date in FY25	Share rights vested in FY25	% of total grant vested	Value of share rights vested	Unvested rights at 30 June 2025	Maximum value yet to vest	Future vesting schedule
Sign on performance rights	09 Sep 22	483,014	\$0.86	\$415,392	(96,603)	01 Aug 24	(96,602)	40%	\$83,079	289,809	\$249,236	3 annual tranches from 1 Jul 2025
FY23 STI Performance Rights	08 Nov 23	63,974	\$1.56	\$99,799	-	02 Sep 24	(63,974)	100%	\$99,799	-	-	N/A
FY24 STI Performance Rights	08 Nov 23	20,519	\$5.89	\$120,886	-	-	-	0%	-	20,519	\$120,886	1 annual tranche from 1 Jul 2025
FY23 LTI	23 Mar 23	336,293	\$1.06	\$356,471	-	10 Sep 24	(168,146)	50%	\$178,235	168,147	\$178,236	1 annual tranche from 1 Jul 2025
FY24 LTIP (rTSR)	08 Nov 23	81,079	\$1.36	\$110,267	-	-	-	0%	-	81,079	\$110,267	1 annual tranche from 1 Jul 2026
FY24 LTIP (ACV)	08 Nov 23	81,079	\$1.56	\$126,483	-	-	-	0%	-	81,079	\$126,483	1 annual tranche from 1 Jul 2026
FY25 LTIP (rTSR)	29 Nov 24	21,632	\$6.14	\$132,820	-	-	-	0%	-	21,632	\$132,820	1 annual tranche from 1 Jul 2027
FY25 LTIP (ACV)	29 Nov 24	21,632	\$6.70	\$144,934	-	-	-	0%	-	21,632	\$144,934	1 annual tranche from 1 Jul 2027
Retention & Incentive Grant 2023	08 Nov 23	384,000	\$0.93	\$357,120	-	-	-	0%	-	384,000	\$357,120	Between 1 to 3 tranches from 1 Jul 2027

5. NON-EXECUTIVE DIRECTOR REMUNERATION

5.1 Overview

The Board sets the fees for its Non-Executive Directors in line with the key objectives of the Group’s Non-Executive Director remuneration policy set out below.

Non-Executive Director remuneration is reviewed annually and the Remuneration and Nomination Sub-Committee makes recommendations to the Board regarding the remuneration of Non-Executive Directors.

The Group does not make sign-on payments to new Non-Executive Directors nor provide for retirement allowances / benefits for Non-Executive Directors (other than superannuation). Executive Directors of the Group are not entitled to be paid Non-Executive Directors’ fees.

Table 24. *Non-Executive Director remuneration overview*

Elements	Details
Market competitive	<ul style="list-style-type: none"> The Board’s policy is to pay Non-Executive Directors at market competitive rates to attract and retain high calibre Directors with the necessary skills, expertise and experience for the Nuix Board In positioning fees, the Board has regards to fees payable by comparable companies (based on external benchmarking data) as well as the time commitment and workloads of Non-Executive Directors
Independence and impartiality	<ul style="list-style-type: none"> No element of Non-Executive Director remuneration is “at risk” (i.e. subject to performance conditions) in order to preserve the Directors’ independence and impartiality
Shareholder alignment	<ul style="list-style-type: none"> Non-Executive Directors are encouraged to hold securities in the Company to create alignment between interests of Directors and shareholders

5.2 Fee pool and schedule

Non-Executive Directors are paid from an aggregate annual fee pool of \$1,500,000, as approved by the Group’s Annual General Meeting in 2024.

Table 25 sets out the fees (inclusive of superannuation) payable to the Non-Executive Directors of the Group in respect of FY25.

The Chair and Deputy Chair do not receive separate fees for their participation in Board committees.

The Non-Executive Directors received a 10% fee increase in FY25, marking the first adjustment since the company’s listing in 2020.

Table 25. *Non-Executive Director fees for FY25*

Position	Fees for FY25 (Annualised)
Chairman	\$264,000
Deputy Chairman	\$176,000
Directors	\$132,000
Committee chairman	\$22,000
Committee member	\$11,000

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REMUNERATION REPORT

5.3 Non-Executive Directors – statutory remuneration

The fees paid or payable to the Non-Executive Directors of the Group in respect of FY25 are set out in the table below. No fees paid or payable to the Non-Executive Directors of the Group were performance related.

Table 26. FY25 Non-Executive Directors statutory remuneration table

Non-Executive Director remuneration	Financial year	Short-term benefits	Post-employment benefits	Share-based payments	Total
		Salary and fees \$	Superannuation \$	Options \$	
Robert Mactier	FY25	236,771	27,229	–	264,000
	FY24	216,216	23,784	–	240,000
Jeffrey Bleich	FY25	176,000 ¹	–	–	176,000
	FY24	157,773	–	–	157,773
Sir Iain Lobban	FY25	132,000 ¹	–	–	132,000
	FY24	119,516	–	–	119,516
Sue Thomas	FY24	35,046	3,855	–	38,901 ²
Jacqueline Korhonen	FY25	138,117	15,883	–	154,000
	FY24	126,126	13,874	–	140,000
Sara Watts	FY25	138,117	15,883	–	154,000
	FY24	126,126	13,874	–	140,000
Alan Cameron AO	FY25	138,117	15,883	–	154,000
	FY24	122,122	13,433	–	135,555
Total	FY25	959,122	74,878	–	1,034,000
	FY24	902,925	68,820	–	971,745

1. Increase of 10% in fees in local currency plus effect of foreign-exchange differences in translating to AUD.

2. Fees for service rendered up to 18 Oct 2023.

6. REMUNERATION GOVERNANCE

6.1 Responsibility for setting remuneration

Nuix maintains a robust remuneration governance framework, which aims to ensure that the Group’s remuneration practices are fair and reasonable, aligned with best practice and balance both financial and non-financial risk considerations.

Table 27. Nuix’s remuneration governance framework

Nuix Board

The Board is responsible for the overall corporate governance, operation and stewardship of the Group and, in particular, for the long-term growth and profitability, the strategies, values, policies and financial objectives.

The Board reviews, challenges, applies judgment and, as appropriate, approves the Remuneration and Nomination Committee’s recommendations. It approves the remuneration of Executive KMP and of Non-Executive Directors and the policies and frameworks that govern both.

Remuneration and Nomination Committee

The role of the Remuneration and Nomination Committee is to assist the Board by reviewing and making recommendations to the Board in relation to:

- the Group’s Remuneration Policy (including as it applies to Non-Executive Directors);
- remuneration packages of senior executives equity-based incentive plans and other employee benefit programs;
- the process by which the pool of Non-Executive Directors’ fees approved by shareholders is allocated to Directors, succession planning for the Board and senior executives and the recruitment of new Non-Executive Directors and senior executives;
- the appointment and re-election of people as members of the Board and its committees;
- the Group’s recruitment, retention and termination policies;
- the process for the evaluation of the performance of the Board, its Board committees and individual Non-Executive Directors; and
- the size and composition of the Board and strategies to address Board diversity and the Group’s performance in respect of the Group’s Diversity Policy.

Management

Management is responsible for preparing proposals to be considered by the Remuneration and Nomination Committee on remuneration arrangements and outcomes.

Management also oversees the implementation of approved remuneration policies and processes.

External advice

External advisers may be used from time-to-time to supplement the Remuneration and Nomination Committees own information and insights (as required) and to ensure the Committee is appropriately informed when discharging its obligations.

6.2 Use of remuneration consultants

The Remuneration and Nomination Committee seeks external remuneration advice to assist the Committee with discharging its duties and ensure that it is fully informed when making decisions (including on recent market trends and practices and other remuneration related matters).

Any advice from consultants is used as a reference point by the Remuneration and Nomination Committee and the Board only and does not serve as a substitute for thorough consideration by Non-Executive Directors.

No remuneration recommendations (as defined in section 9B of the Corporations Act 2001) were obtained during the financial year ended 30 June 2025.

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REMUNERATION REPORT

6.3 Details of Executive Service Agreements

Key terms of the service agreements of Executive KMP are summarised in Table 28 below.

Table 28. *Key terms of Executive KMP contracts in FY25*

Executive service agreements

Element	Further detail
Duration	Permanent employees with an ongoing term.
Periods of notice required to terminate	<p>The Group or Executive KMP may terminate the contract by giving the following notice:</p> <ul style="list-style-type: none"> • CEO, CFO and EVP APAC & Alliances - 6 months' written notice • EVP Americas – 90 days written notice • EVP EMEA – 3 months written notice <p>For all Executive KMP, the Group may terminate the service agreement immediately without notice in certain circumstances, including (but not limited to) where the relevant Executive KMP engages in a serious breach of agreement or serious misconduct.</p>
Termination payments	Members of the Executive KMP may be entitled to termination payments in limited circumstances and subject to local legislative requirements and practices (but not when the termination occurs for cause). A payment may be made in lieu of notice at the discretion of the Board where termination occurs other than for cause.
Restraints	<p>All Executive KMP are subject to post-employment restraints as follows:</p> <ul style="list-style-type: none"> • CEO, EVP APAC and Alliances and EVP Americas: 12 months • CFO, EVP EMEA: 6 months

7 FURTHER INFORMATION

7.1 Executive KMP and Director share ownership

Tables 29 and 30 below set out the number of shares held directly, indirectly or beneficially by KMP.

Table 29. *Movements in shareholdings not held under an employee share plan*

	Opening balance	Purchase of shares	Disposal of shares	Vesting of performance rights	Lapsed	Balance 30 Jun 25
Non-Executive Directors						
Robert Mactier	175,000	50,000	–	–	–	225,000
Jeffrey Bleich	135,000	10,000	–	–	–	145,000
Sir Iain Lobban	–	–	–	–	–	–
Jacqueline Korhonen	–	32,258	–	–	–	32,258
Alan Cameron AO	23,800	–	–	–	–	23,800
Sara Watts	–	12,158	–	–	–	12,158
Executive KMP						
Jonathan Rubinsztein	894,927	70,000	–	976,134	–	1,941,061
Peter McClelland	–	2,565	–	–	–	2,565
Warren Brugger	103,986	–	(103,986)	181,569	–	181,569
Jonathan Rees	4,610	–	(130,779)	126,169	–	–
Michael Smith	96,603	–	(128,006)	328,722	–	297,319

Table 30. *Movements in options and performance rights held under an employee share plan*

	Instrument	Opening balance	Granted	Vested	Forfeited	Balance 30 Jun 25	Vested and exercisable 30 Jun 25
Non-Executive Directors							
Jonathan Rubinsztein	Performance Rights	3,904,125	174,761	(976,134)	–	3,102,752	–
Peter McClelland	Performance Rights	–	86,302	–	–	86,302	–
Warren Brugger	Performance Rights	1,022,723	31,366	(181,569)	–	872,520	–
Michael Smith	Performance Rights	1,332,837	63,783	(328,723)	–	1,067,897	–
Departing Executive KMP							
Jonathan Rees	Options	374,207	–	–	–	374,207	366,847
(Term 4 Jul 2025)	Performance rights	685,859	30,002 ¹	(126,169)	(154,490) ²	435,202	–
Chad Barton	Performance rights	2,761,534	25,925	(777,358)	(1,159,168) ³	850,933	–
(Term 30 Aug 2024)							

1. Relates to FY24 STI instruments granted in FY25 following release of FY24 results.

2. Following Mr Rees' departure on 4 July 2025, 128,000 performance rights have been forfeited from prior year grants and 26,490 from current year grants.

3. Following Mr Barton's departure on 31 Aug 2024, 1,159,168 performance rights has been forfeited.

7.2 Other transactions and balances with KMP

A. Loans to Executive KMP

No Executive KMP or their related parties received loans, guaranteed or secured, directly or indirectly from the Group during the year.

B. Other Executive KMP transactions

The Group did not engage in any transactions with Executive KMP or their related parties during the year.

C. Other transactions

There were no other transactions that occurred with the Executive KMP or their related parties during the year.

FINANCIAL REPORT

for the year ended 30 June 2025

NUIX LIMITED AND CONTROLLED ENTITIES

ABN 80 117 140 235

ACN 117 140 235

ASX Code: NXL

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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2025

	Notes	2025 \$000	2024 \$000
Revenue	2.1	221,500	220,617
Cost of goods sold		(22,273)	(21,645)
Gross profit		199,227	198,972
Sales and distribution		(68,292)	(73,539)
Research and development		(84,226)	(65,060)
General and administration			
Legal fees – regulatory/litigation ¹		(10,598)	(8,547)
Other general and administration		(42,830)	(43,988)
Total general and administration		(53,428)	(52,535)
Remeasurement of government grant income ²	3	(1,592)	(3,051)
Other income	2.4	738	969
Net realised and unrealised foreign exchange gains		(1,102)	873
Operating (loss)/profit		(8,675)	6,629
Finance costs	2.5	(1,363)	(890)
Finance income	2.6	1,105	292
Fair value (loss)/gain on deferred/contingent consideration		(55)	2,137
(Loss)/Profit before income tax		(8,988)	8,168
Income tax expense	3.1	(225)	(3,142)
(Loss)/Profit for the year		(9,213)	5,026
Other comprehensive income/(loss)			
Items that may be reclassified to profit or loss			
Exchange differences on translation of foreign operations		4,466	(2,115)
Other comprehensive income/(loss), net of tax		4,466	(2,115)
Total comprehensive (loss)/income for the year, net of tax		(4,747)	2,911
Earnings per share			
Basic	2.8	(0.03)	0.02
Diluted	2.8	(0.03)	0.02

1. Refer to Note 2.3, net of insurance recoveries.

2. Refer to discussion on change in estimates associated with an uncertain tax position and related impact on measurement of government grant income, deferred government grant income and deferred tax assets in Section 3 of the notes to the financial statements.

The consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As of 30 June 2025

	Notes	2025 \$000	2024 \$000
Current assets			
Cash and cash equivalents	4.1	39,974	38,032
Trade and other receivables (including contract assets)	4.2	97,498	66,844
Other current assets	4.3	8,087	8,652
Current tax assets		3,341	1,832
Total current assets		148,900	115,360
Non-current assets			
Trade and other receivables (including contract assets)	4.2	13,101	21,664
Deferred tax assets	3.3	5,917	5,556
Intangible assets	5.1	219,849	243,933
Property and equipment	5.2	2,331	2,288
Right of use assets	5.3	3,327	8,277
Total non-current assets		244,525	281,718
Total assets		393,425	397,078
Current liabilities			
Trade and other payables	4.4	23,952	34,866
Deferred revenue	4.5	46,366	38,444
Provisions	4.6	5,609	3,177
Lease liabilities	5.3	2,467	3,189
Other current liabilities	9.1	3,539	3,949
Current tax liabilities		662	–
Total current liabilities		82,595	83,625
Non-current liabilities			
Deferred revenue	4.5	5,930	7,683
Provisions	4.6	1,226	1,239
Lease liabilities	5.3	2,552	6,583
Deferred tax liabilities	3.3	8,905	8,548
Other non-current liabilities	9.1	1,422	2,708
Total non-current liabilities		20,035	26,761
Total liabilities		102,630	110,386
Net assets		290,795	286,692
Equity			
Issued capital	8.1	379,364	376,947
Reserves	8.2	(140,703)	(151,602)
Retained earnings		52,134	61,347
Total equity		290,795	286,692

The consolidated statement of financial position should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2025

	Issued capital \$000	Share based payment reserve \$000	Foreign currency translation reserve \$000	Retained earnings \$000	Total equity \$000
Balance at 1 July 2023	370,696	(165,441)	9,266	56,321	270,842
Profit for the year	–	–	–	5,026	5,026
Other comprehensive income/(loss)	–	–	(2,115)	–	(2,115)
Total comprehensive income	–	–	(2,115)	5,026	2,911
Transactions with owners					
Shares issued in relation to acquisition of Rampiva	3,041	–	–	–	3,041
Shares issued in relation to acquisition of Topos	3,210	–	–	–	3,210
Share-based payments	–	6,688	–	–	6,688
Balance at 30 June 2024	376,947	(158,753)	7,151	61,347	286,692
Balance at 1 July 2024	376,947	(158,753)	7,151	61,347	286,692
Loss for the year	–	–	–	(9,213)	(9,213)
Other comprehensive income/(loss)	–	–	4,466	–	4,466
Total comprehensive income	–	–	4,466	(9,213)	(4,747)
Transactions with owners					
Shares issued in relation to acquisition of Rampiva	1,580	–	–	–	1,580
Share options exercised	92	–	–	–	92
Shares issued in relation to Employee Share Award Plan	745	–	–	–	745
Share-based payments	–	6,433	–	–	6,433
Balance at 30 June 2025	379,364	(152,320)	11,617	52,134	290,795

The consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

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CONSOLIDATED STATEMENT OF CASH FLOWS

As of 30 June 2025

	Notes	2025 \$000	2024 \$000
Cash flows from operating activities			
Receipts from customers		208,678	200,224
Payments to employees and suppliers		(179,487)	(148,199)
Interest received		221	63
Income tax paid		(4,106)	(1,745)
Income tax refunded		1,546	–
Net cash from operating activities	2.7	26,852	50,343
Cash flows from investing activities			
Payments for software development costs		(21,252)	(32,358)
Purchase of property and equipment		(1,585)	(741)
Acquisition of Rampiva, net of cash acquired	8.3	–	(3,563)
Payments of consideration for Topos Labs, LLC		–	(1,793)
Net cash used in investing activities		(22,837)	(38,455)
Cash flows from financing activities			
Payments of principal on lease liabilities		(4,391)	(2,902)
Interest paid		(764)	(544)
Realisation of term deposit		746	–
Receipts in relation to Employee Share Award Plan		745	–
Share options exercised		92	–
Net cash used in financing activities		(3,572)	(3,446)
Net change in cash and cash equivalents		443	8,442
Cash and cash equivalents at beginning of year		38,032	29,588
Exchange differences on cash and cash equivalents		1,499	2
Cash and cash equivalents at end of year		39,974	38,032

The consolidated statement of cash flows should be read in conjunction with the accompanying notes.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. BASIS OF PREPARATION

The notes are grouped into 9 sections. Each section contains an introduction and general information, along with the relevant accounting policies and key judgements.

The layout of these consolidated financial statements has been streamlined to present them in a way that is intuitive for readers to follow. This is achieved by grouping disclosures, and focusing information in a manner which provides increased clarity and ease of understanding.

This section describes the key accounting principles and policies that we have adopted in preparing the financial statements for the Group as a whole. This section also analyses the impact of any newly issued but not yet effective accounting standards which will be effective for Nuix in future years.

1.1 Reporting entity

Nuix Limited ('Nuix' or the 'Company') is a company that is incorporated and domiciled in Australia. The Company's registered address is Level 29, 1 Market Street, Sydney NSW Australia. Nuix is a leading provider of investigative analytics and intelligence software. These consolidated financial statements comprise the Company and its subsidiaries (together referred to as the 'Group').

1.2 Basis of accounting

The consolidated financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards adopted by the Australian Accounting Standards Board, and the *Corporations Act 2001*. The consolidated financial statements also comply with International Financial Reporting Standards and Interpretations ('IFRICs') adopted by the International Accounting Standards Board.

The financial statements were authorised for issue by the Board of Directors on 25 August 2025.

The consolidated financial statements are presented in Australian dollars, which is the functional currency of the Company, and has been prepared on the basis of historical cost except in accordance with relevant accounting policies where assets and liabilities are stated at their fair values.

Nuix is a company of the kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. In accordance with that instrument all financial information presented has been rounded to the nearest thousand dollars, unless otherwise stated.

Notes to the Consolidated Financial Statements

1.3 Going concern

In preparing these financial statements, the Group has prepared, and the Directors have considered cash flow forecasts, taking into account information currently available regarding current conditions and those, at least but not limited to, twelve months from the end of the reporting period.

The uncertainties attached to the unknown outcomes and timing of the litigation matters, together with the potential business impacts of the ongoing litigation matters and their attendant reputational and financial impacts, gave rise to the Group concluding that while there are uncertainties related to events or conditions that may, depending on the circumstances, cast doubt on the entity's ability to realise its assets and discharge its liabilities in the normal course of business, it remains appropriate that the financial statements be prepared on a going concern basis.

In forming this conclusion, the Directors have considered:

- the potential timing and quantum of any adverse outcomes from the current litigation action by the regulator as detailed in Note 9.7, having regard to the penalty regime, views of our advisors and potential likelihood of outcomes. The Directors also have had regard to the Group's options to appeal any adverse judgement, should one arise, and the associated usual appeal hearing timeframes. With the exception of legal fees, the forecasts do not include cash outflows related to any claims;

- the Group is in a net current asset position of \$66,305,000, and holds \$39,974,000 of available cash and cash equivalents as at 30 June 2025;

- the Company having a debt financing agreement with The Hongkong and Shanghai Banking Corporation, Sydney Branch (HSBC) to provide an AUD \$30,000,000 multicurrency revolving credit facility under a Facility Agreement, with a maturity of three years, to be used for general corporate purposes. As of 30 June 2025, an amount of AUD \$1,337,050 has been utilised in the form of a bank guarantee to secure commitments under a lease agreement, with the balance of the commitment remaining undrawn.

1.4 Basis of consolidation

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred in the acquisition is generally measured at fair value. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured, and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognised in profit or loss.

Identifiable assets and liabilities in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquired entity and the acquisition-date fair value of any previous equity interest in the acquired entity over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit and loss as a bargain purchase. Any goodwill that arises is tested annually for impairment.

Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

1.4.1 Subsidiaries

Subsidiaries are entities controlled by the Group. The Group 'controls' an entity when it is exposed to or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

1.4.2 Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated.

1.5 Foreign currency transactions and balances

1.5.1 Functional and presentation currency

Transactions in foreign currencies are translated into the respective functional currencies of Group companies at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rates at the dates of the transactions. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary items that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency differences are generally recognised in profit or loss.

1.5.2 Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated into Australian dollars at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into Australian dollars at the exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income (OCI) and accumulated in the translation reserve, except to the extent that the translation difference is allocated to non-controlling interests.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. If the Group disposes part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to non-controlling interests.

1.6 New standards, interpretations and amendments adopted by the Group

A number of new or amended standards and interpretations became applicable for the current reporting period effective from 1 July 2024. The Group did not have to change its accounting policies or make retrospective adjustments to adopt these standards, as they did not have a significant impact on the Group's consolidated financial statements.

One of the new standards, AASB 2023-1 *Amendments to Australian Accounting Standards – Supplier Finance Arrangements*, introduced new disclosure requirements that impact the way the Group discloses an arrangement for insurance premium payments (refer Note 9.1). The following new and amended accounting standards are not expected to have a significant impact on the Group's consolidated financial statements.

- *Classification of Liabilities as Current or Non-current (Amendments to AASB 2020-1 and AASB 2022-6)*;
- *AASB 2022-5 Amendments to Australian Accounting Standards – Lease liability in a Sale and Leaseback*
- *Lack of Exchangeability – The Effects of Changes in Foreign Exchange Rates (Amendments to AASB 21)*;
- *Classification and Measurement of Financial Statements (Amendments to AASB 9 Financial Instruments and AASB 7 Financial Instruments Disclosures)*

1.7 Impact of standards issued but not yet applied by the Group

A number of new or amended standards and interpretations have been published that are not mandatory for 30 June 2025 full year reporting and have not been early adopted by the Group. When they are required to be adopted, and whilst the Group is still assessing the impact of these new or amended standard and interpretations, they are not expected to have a significant impact on the Group's consolidated financial statements.

Notes to the Consolidated Financial Statements

AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 will replace AASB 1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit and loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's statement of profit and loss, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as 'other'.

1.8 Use of judgements and estimates

In preparing these consolidated financial statements, management has made judgements and estimates that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year or in the year of the revision and future years if the revision affects both current and future years.

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Determining whether the going concern basis of preparation remains appropriate – Note 1.3;
- Identifying the performance obligations in contracts with customers, attributing value amongst the standalone selling price of various performance obligations identified within contracts, determining whether a significant financing component exists in a contract, and whether sales involving certain partners are where the partner acts as an agent of Nuix, or is a principal in the transaction – Note 2.1;
- Determining the activities and costs that are required to be capitalised – Note 5.1;
- Determining whether facts and circumstances give rise to a contingent liability, or are such that they establish that a provision is required – Note 9.7;
- Identifying CGUs and applying the required impairment tests – Note 5.4.

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year is included in the following notes:

- Uncertain tax treatments – Note 3; and
- Useful life of intangible assets – Note 5.1.

1.9 Significant events and transactions

During the year ended 30 June 2025, the Group made a further change in estimate relating to the measurement of historically recognised government grant income associated with acceleration of accounting for R&D offsets claimed in prior years (Note 3), and completed the amortisation of its legacy Nuix Automation product (Note 5).

There were no other significant changes to the state of affairs of the Group during the year.

For a detailed discussion about the Group's performance and financial position, refer to the "Operating and financial review" included in the Directors' Report.

1.10 Financial instruments

1.10.1 Recognition and initial measurement

Trade receivables are initially recognised when customers are invoiced. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual obligations.

A financial asset (unless it is a trade receivable) or financial liability is initially measured at fair value plus transaction costs that are directly attributable to its acquisition. Trade receivables without a significant financing component are initially measured at the transaction price.

1.10.2 Derecognition

Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred, or in which the Group neither transfers/ retains substantially all of the risks and rewards of ownership, and it does not retain control.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified financial liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid is recognised in profit or loss.

1.10.3 Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the consolidated statement of financial position when, and only when, the Group currently has the legally enforceable right to set off the amounts and it intends either to settle them net, or to realise the asset and settle the liability simultaneously.

1.10.4 Impairment

The Group assesses on a forward-looking basis, the expected credit losses associated with its trade receivables and contract assets. Loss allowances for trade receivables and contract assets are always measured at an amount equal to the expected lifetime losses. The expected lifetime losses are those that result from all possible default events over the expected life of a financial instrument. Loss allowances for financial assets measured at amortised cost, are deducted from the gross carrying amount of the assets.

1.11 Goods and services tax

Revenues, expenses and assets are recognised net of the associated goods and services tax (GST), value-added tax (VAT), and sales tax unless when the tax is incurred, it is not recoverable from the taxation authority. In this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of tax recoverable from, or payable to, the taxation authority is included with other receivables or payables in the statement of financial position. Cash flows are presented on a gross basis.

The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

1.12 Employee share trust

The Group has formed a Trust to administer the Group's employee share scheme. This Trust is consolidated, as the substance of the relationship is that the trust is controlled by the Group. Shares held by the Nuix Limited Employee Share Trust are disclosed as treasury shares and included in issued capital.

No treasury shares were acquired on market this year (2024: nil).

Notes to the Consolidated Financial Statements

1.13 Classification of expenses

1.13.1 Presentation of results

The Group has presented the expense categories within the consolidated statement of profit or loss on a functional basis. The categories used are cost of goods sold, research and development, sales and distribution and general and administration. The presentation style provides insight into the Company's business model and enables users to consider the results of the Group compared to other major software companies. The methodology and the nature of costs within each category are further described below.

1.13.2 Cost of goods sold

Cost of goods sold consists of expenses directly associated with securely hosting the Group's services and providing support to customers. Costs include data centre costs, personnel and related costs directly associated with cloud infrastructure and customer consulting, implementation and customer support, contracted third party costs, reseller channel costs and allocated overheads.

1.13.3 Research and development expenses

Research and development expenses consist primarily of personnel and related costs directly associated with the Company's research and development employees, as well as direct costs of research and development (including subscriptions) and allocated overheads. When future economic benefits from development of an intangible asset are determined probable and the development activities are capable of being reliably measured, the costs are capitalised as an intangible asset and then amortised to profit or loss over the estimated life of the asset created. The development activities comprise the interface design, coding, documentation and testing of a chosen alternative for new or improved software products, processes, systems and services. The amortisation of those costs capitalised is included as a research and development expense.

1.13.4 Sales and distribution expenses

Sales and distribution expenses consist of personnel costs directly associated with the sales and marketing teams' activities to acquire new customers and grow revenue from existing customers. Other costs included are external advertising, digital platforms, marketing and promotional events as well as allocated overheads.

1.13.5 General and administration expenses

General and administration expenses consist of personnel and related costs for the Company's executive, Board of Directors, finance, legal, human resources, corporate strategy, and IT employees. They also include legal, accounting and other professional services fees, insurance premiums, acquisition and integration costs associated with the Company's ongoing acquisition strategy, other corporate expenses and allocated expenses.

1.13.6 Overhead allocation

The presentation of the consolidated statement of comprehensive income by function requires certain overhead costs to be allocated to functions. These allocations require management to apply judgement. The costs associated with the Group's facilities, internal information technology and non-product related depreciation and amortisation are allocated to each function based on respective headcount.

1.14 Fair value measurement

A number of the Group's accounting policies require the measurement of fair values, for both financial and non-financial assets and liabilities. The carrying amounts of cash and cash equivalents, trade and other receivables, and trade and other payables are assumed to approximate their fair values due to their short-term nature. When measuring the fair value of an asset or liability, the Group uses market observable data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs to the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on market observable data (unobservable inputs).

If the inputs used to measure the fair value of an asset or liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest input that is significant to the entire measurement. The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

The Group does not have any debt securities or derivative financial instruments which require measurement at fair value. As the inputs to the valuation of deferred consideration are not based on observable market data, this is deemed a Level 3 measurement of fair value.

Refer to Note 9.1 for fair value disclosures related to deferred consideration.

2. OPERATING RESULTS AND FINANCIAL PERFORMANCE NOTES

This section focuses on the operating results and financial performance of the Group.

It includes disclosures related to revenue and its recognition during the period, breakdowns of selected costs, segment reporting, other income, and a reconciliation of profit before tax to operating cash flows.

2.1 Revenue

	2025 \$000	2024 \$000
Software	209,284	122,377
Services	11,708	8,205
Revenue from events (sponsorship and ticket sales)	508	35
Total revenue	221,500	220,617

Disaggregation of revenue

The Group disaggregates revenue by categories shown in the tables below:

Revenue by type

	2025 \$000	2024 \$000
Subscription licences	114,963	127,272
Perpetual licences	28,766	29,982
Consumption licences	65,555	55,123
Total licence revenues (including related support and maintenance)	209,284	212,377

Professional services	11,708	8,205
Revenue from events (sponsorship and ticket sales)	508	35
Total other revenues	12,216	8,240
Total revenues	221,500	220,617

Timing of revenue recognition

	2025 \$000	2024 \$000
Point in time	131,687	142,909
Over time	89,813	77,708
	221,500	220,617

ACCOUNTING POLICIES

i. Revenue recognition

Revenue is recognised upon transfer of control of promised products or services to customers in an amount that reflects the consideration expected to be received in exchange for those products or services. We enter into contracts that can include various combinations of products and services, which are generally capable of being distinct and accounted for as separate performance obligations. Revenue is recognised net of allowances for returns and any taxes collected from customers, which are subsequently remitted to governmental authorities.

The timing of revenue recognition may differ from the timing of invoicing to our customers.

ii. Nature of products and services

Licences for on-premises software provide the customer with a right to use the software as it exists when made available to the customer. Customers may purchase perpetual licences or subscribe to licences for on-premise software, which provide customers with the same functionality and differ mainly in the duration over which the customer benefits from the software. Revenue from distinct on-premises licenses are recognised upfront at the point in time when the software is made available to the customer, and in the case of renewals, when the original period ends and the additional period has started on the basis that this is the date from which the customer can use and benefit from the renewal.

Subscription licencing agreements are generally combined with support and maintenance, which conveys rights to unspecified upgrades released over the contract period and support and maintenance to help customers deploy and use products more efficiently. On-premises licenses are considered distinct performance obligations when sold with support and maintenance.

Revenue allocated to support and maintenance is recognised rateably over the contract period as customers simultaneously consume and receive the benefits, given that support and maintenance comprises distinct performance obligations that are satisfied over time.

For consumption licences, the customer is charged based on the volume of data processed or under management in each licence period. Customers are charged on a tiered “cost per gigabyte” basis, typically with minimum annual volume/revenue commitments.

Where such consumption licences are for a right to use software, and there is a fixed minimum commitment, a portion of the contract value related to the sale of the licence is recognised when the licence is made available to the customers, with the portion related to support and maintenance recognised over time. Any overage charges are recognised when the usage occurs, as this corresponds directly with the value to the customer of Nuix’s performance completed to date.

Where such consumption licences are for a right to access software, generally the case for consumption licences related to our software as a service (‘SaaS’) offering Nuix Neo Discover SaaS, revenue is recognised over time as they are delivered. This is because the obligation to provide a SaaS service is determined to be a series of distinct service periods, and allocation of the fees earned to each distinct service period based on the customer’s usage each period would reasonably reflect the fees to which Nuix expect to be entitled for providing the SaaS during that period.

A licence is a right to access software where:

- the contract requires, or the customer reasonably expects, that the entity will undertake activities that significantly affect the IP to which the customer has rights;
- the rights granted by the licence directly expose the customer to any positive or negative effects of the entity’s activities that significantly affect the IP; and
- those activities do not result in the transfer of a good or a service to the customer as those activities occur.

iii. Support and maintenance revenue

Support and maintenance services are either bundled into licensing arrangements or sold separately to customers.

Where these services are bundled the Group allocates the transaction price to support and maintenance performance obligations based on their relative standalone selling price. We determine standalone selling price by considering multiple factors including but not limited to prices we charge for similar offerings and pricing practices. Priority is placed on observable pricing where available. Support and maintenance services are provided over the contractual period and accordingly are recognised over time.

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iv. Professional services revenue

Professional services revenue mainly consists of fees charged for consultancy and training service. Where sold in combination with licences, and/or support and maintenance of those licences, the group allocates a portion of consideration received for the professional services based on its relative stand-alone selling price. Revenue from a contract to provide consulting and training services is recognised over time as the consulting and training is performed.

v. Sale of licences to third party software

The Group on occasion will arrange for licences to third party software to be provided a customer, in circumstances where the Group does not obtain control of the software nor provide an integrated product to the end customer. Revenue from the sale of these licences is recognised net of costs, when the contract is obtained for the third-party software provider as this corresponds to the transfer of control of the goods (i.e., the contract) to the Group's customer.

vi. Sponsorship and ticket sales for events

The Group on occasion will host various marketing events, whereby customers can make a payment for tickets to attend and receive the benefits of networking and expanding their knowledge of the use cases of our products, and partners can pay to sponsor certain elements of the events in return for prominent locations to market their capabilities to our customers. Revenue is recognised at the time that the events are held.

vii. Costs of obtaining a customer contract

Incremental costs associated with acquiring a customer contract, such as sales commissions, are generally required to be recognised as an asset and amortised over a period that corresponds with the period of benefit.

We recognise an asset for the incremental costs of obtaining a contract with a customer if the Group expect the benefit of those costs to be longer than one year. The Group has determined that certain sales incentives meet the requirements to be capitalised.

The Group applies a practical expedient to expense costs as incurred for costs to obtain a contract with a customer when the amortisation period would have been one year or less. These costs include our internal sales commission compensation program and reseller margin where it has been determined that the reseller is acting as an agent for Nuix.

viii. Sales through partners

Where the Group uses partners, the Group must assess whether its customer is the partner or the end user. Where the end user is the customer, revenue is recognised for the consideration paid by the end user with any commission retained by the partner recognised as commission expense within costs of goods sold. Where the partner is the customer, revenue is recognised at the net (of commission) amount received.

SIGNIFICANT JUDGEMENTS AND ASSUMPTIONS

Determination of contract term

For licences to use the Group's software, determining the non-cancellable term of a contract with a customer can require significant judgement. Given a substantial portion of our contracting is with governmental agencies, and the varied nature of our contracting with customers, interpretation of termination clauses at the inception of the contract requires judgement. If a contract term is determined to be non-cancellable for a longer period, a higher amount of revenue is likely to be recognised upfront; whereas a contract term that is determined to be non-cancellable for a shorter period, a lower amount of revenue is likely to be recognised upfront.

Contracts with multiple performance obligations

The Group enters into contracts with its customers that can include promises to transfer multiple performance obligations. A promised good or service must be distinct to be accounted for as a separate performance obligation. For software license contracts, there is a combination of goods and services that include software licensing, software maintenance and support services which are generally treated as separate performance obligations on the basis that the customers can benefit from them separately (or with other rights that they have), and they are separately identifiable in the contract.

Judgement has been exercised in estimating the standalone selling price for software licences with bundled support and maintenance. To estimate the standalone selling prices for the software licenses and bundled support and maintenance, Nuix considers available observable inputs, such as the support and maintenance charges where there is no bundling, including adjustments to these observable inputs to reflect differences in the licensing arrangements and pricing practices.

Recognition of revenue on sales made through partners

Where the Group transacts with customers through partners, the Group is required to assess whether the partner is:

- our customer – in which case, Nuix will recognise the net consideration receivable from the partner as revenue; or
- an agent, and the end customers are Nuix's customers, in which case Nuix will recognise the gross consideration paid by the end customer as revenue, with the partner's fee usually recognised as a cost.

Nuix sells through partners which includes entities that are referred to by Nuix as resellers and distributors. Nuix's partners help to extend coverage and capacity of Nuix's distribution network. The flagship program for Nuix partners is known as the Partner Program, which involves the tiering of partners to deliver a strategic focus by Nuix on high revenue generating partners and an efficient support framework for those with less sales frequency and volume. A reseller is an intermediary that acts on behalf of Nuix and sells Nuix software to third parties. A distributor also sells Nuix software to third parties, however the distributor may also appoint sub-distributors or agents to market and sell Nuix products on their behalf. There are a number of other types of organisations that Nuix considers to be partners that do not support indirect sales in the same way as a reseller or distributor. These partnerships include advisories and service providers, integrations partners, authorised training partners, original equipment manufacturing (OEM) partners and transactional resellers.

Nuix has concluded that reseller partners are the only partner sales where the seller is considered an agent of Nuix. This is on the basis that the partners do not obtain control of the goods and services that are provided by Nuix to end customers as part of that sales channel. In relation to sales of licences to Nuix software, resellers are required to provide Nuix with an order from an end customer and Nuix has the unilateral ability to decline such an order form. On the basis that the licence to an end customer is generated only on acceptance by Nuix of such an order, and that the licence and associated support and maintenance is provided directly to the end customer, Nuix has concluded that the end customer is its customer, and the reseller is acting as an agent in these arrangements. In these instances, Nuix applies judgment to determine the consideration to which it is entitled using all relevant facts and circumstances that are available.

For all other sales made through partners (e.g. advisories, distributors and original equipment manufacturing partners), Nuix has concluded that the partners take control of the licence and related support and maintenance, and as a result those partners are Nuix's customers in those arrangements.

2.2 Segment information

The Group manages its operations as a single business operation and there are no parts of the Group that qualify as operating segments under AASB 8 *Operating Segments*. The CEO (Chief Operating Decision Maker or "CODM") assesses the financial performance of the Group on an integrated basis only and accordingly, the Group is managed on the basis of a single segment. Information presented to the CODM on a monthly basis is categorised by type of revenue as provided below. Further, earnings before interest, tax and depreciation and amortisation (EBITDA) is used to assess the performance of the business.

Segment performance

	2025 \$000	2024 \$000
Software	209,284	212,377
Services	11,708	8,205
Revenue from events (sponsorship and ticket sales)	508	35
Total revenue	221,500	220,617

In general, a large amount of revenue is generated by customers that are global, from transactions that cross multiple countries and where the source of revenue can be unrelated to the location of the users accessing the software. Accordingly, the Group is managed as a single segment.

Reconciliation of various measures of EBITDA that are used to assess the performance of the business to net loss after tax is as follows:

	2025 \$000	2024 \$000
Cash EBITDA	37,250	29,950
Capitalised development costs ¹	22,705	34,464
Underlying EBITDA	59,955	64,414
Legal fees – regulatory/litigation	(10,598)	(8,547)
Restructuring costs	(1,744)	–
EBITDA	47,613	55,867
Depreciation and amortisation	(55,186)	(50,111)
Interest expense	(1,363)	(890)
Interest income	1,105	292
Net foreign exchange gains/(losses)	(1,102)	873
Fair value gain on contingent consideration	(55)	2,137
(Loss)/Profit for the period before income tax	(8,988)	8,168
Income tax expense benefit/(expense)	(225)	(3,142)
(Loss)/Profit for the period	(9,213)	5,026

1. Total capitalised development costs for the period of \$23,436,000 less those relating to restructuring costs of \$731,000 (2024: \$34,464,000).

Notes to the Consolidated Financial Statements

Geographic Information

Revenue generated by location of customer ¹	2025 \$000	2024 \$000
Asia Pacific	50,746	33,670
Americas	119,411	129,666
Europe, Middle East and Africa (EMEA)	51,343	57,281
	221,500	220,617

Non-current assets by geographic location	2025 \$000	2024 \$000
Asia Pacific	131,854	140,749
Americas	110,896	139,026
Europe, Middle East and Africa (EMEA)	1,775	1,943
	244,525	281,718

23 Profit/(Loss) for the year

The profit/(loss) for the year has been arrived at after charging the following items:

	2025 \$000	2024 \$000
Expenses (included in general and administration)		
Legal fees – other	1,501	5,282
Legal fees – regulatory/litigation ²	10,598	8,547
Bad debts expense	313	100
Low value/short term leases	529	1,046
Employee benefit expenses, inclusive of share-based payments		
Support and operations (costs of goods sold)	7,130	6,058
Sales and distribution	55,166	62,691
Research and development	30,750	16,499
General and administration	20,571	19,196
Depreciation and amortisation		
Sales and distribution	1,767	810
Research and development	50,147	46,550
General and administration	2,972	2,451
Cost of goods sold	300	300
Interest expense	1,363	890
Remeasurement of government grant income ³	1,592	3,051
Fair value (loss)/gain on deferred/contingent consideration	(55)	2,137

- The amounts for revenue by region in the following table are based on the invoicing location of the customer.
- Relates to costs for Group's defences to the actions brought as disclosed in Note 9.7, the tax matter in Note 3, and legal advice for the acquisition of Rampiva in the prior period. This amount is presented net of amounts received from insurers.
- Refer to discussion on change in estimates associated with uncertain tax position and related impact on measurement of government grant income, deferred government grant income, current and deferred tax expenses, and deferred tax assets in Section 3.

2.4 Other income

	2025 \$000	2024 \$000
Government grant income	489	904
Other income	249	65
	738	969

Government grants recognised as other income for the current financial year primarily relates to benefits received under the Research and Development Tax Incentive regime in excess of the statutory income tax rate.

ACCOUNTING POLICIES – GOVERNMENT GRANTS

Allowances under the Australian Research and Development Tax Incentive regime are accounted for as a tax credit, except for the incremental benefit above the statutory income tax rate which is accounted for as a government grant.

Grants from the government are recognised where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to intangible assets are included in non-current liabilities as deferred income and they are credited to profit or loss on a straight-line basis over the expected lives of the related assets.

2.5 Finance costs

	2025 \$000	2024 \$000
Interest expense	997	879
Finance facility costs	366	11
	1,363	890

ACCOUNTING POLICIES – INTEREST EXPENSE

Interest expense comprises interest payable on financial liabilities calculated using the effective interest method, unwinding of the discount rate on lease liabilities, provisions and contingent or deferred consideration.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments through the expected life of a financial liability to the amortised cost of the financial liability.

Notes to the Consolidated Financial Statements

2.6 Finance income

	2025 \$000	2024 \$000
Interest income	1,105	292
	1,105	292

ACCOUNTING POLICIES – INTEREST INCOME

Interest income comprises interest receivable on financial assets calculated using the effective interest method, and the interest earned on contracts with customers that contain a significant financing component.

Where it is determined that a contract with a customer has a significant financing component, the unwinding of the discount rate applied to the cash flows expected to be received under the contract in consideration for performance obligations delivered at a time that is greater than 12 months from the expected cash flows, is recognised as interest income.

2.7 Reconciliation of cash flows from operating activities

	2025 \$000	2024 \$000
Cash flows from operating activities		
Profit/(Loss) for the year (before income tax)	(8,988)	8,168
<i>Non-cash charges recognised in profit and loss:</i>		
Depreciation	5,071	3,681
Amortisation of intangible assets	50,115	46,430
Bad debts expense	313	100
Equity-settled share-based payment expense	6,434	6,723
Net exchange rate differences	2,026	279
Fair value gain on contingent consideration	55	(2,137)
Remeasurement of government grant income	1,592	3,051
Non-cash interest income	(884)	–
<i>Changes in assets and liabilities:</i>		
Increase in trade and other receivables	(22,267)	(6,736)
Decrease/(increase) in other current assets	428	(1,365)
Increase in deferred tax assets	(1,165)	(11,060)
(Decrease)/increase in deferred tax liabilities	(3,802)	10,548
Decrease in trade and other payables	(12,565)	(3,576)
Increase/(Decrease) in deferred revenue	6,424	(8,022)
Decrease in provisions	2,419	6,509
Decrease in current tax assets	1,179	–
Decrease in current tax liabilities	662	(2,223)
(Decrease)/increase in other liabilities	(195)	(103)
Increase in provision for make good	–	76
Net cash from operating activities	26,852	50,343

2.8 Earnings per share

	2025 \$000	2024 \$000
(Loss)/Profit for the year	(9,213)	5,026
Weighted average number of ordinary shares (basic)	328,235,261	323,528,786
Basic earnings per share (in dollars)	(0.03)	0.02
(Loss)/Profit for the year	(9,213)	5,026
Weighted average number of ordinary shares (basic)	328,235,261	323,528,786
Shares issuable in relation to equity-based compensation schemes	Antidilutive	19,257,383
Effect of share options and performance rights	Antidilutive	Dilutive
Diluted weighted average number of ordinary shares	328,235,261	333,124,646
Diluted earnings per share (in dollars)	(0.03)	0.02

ACCOUNTING POLICIES – EARNINGS PER SHARE

Basic earnings per share is calculated by dividing:

- profit attributable to owners, excluding any costs of servicing equity other than ordinary shares
- by the weighted average number of ordinary shares outstanding during the financial year, excluding any treasury shares.

Diluted earnings per share adjusts amounts used to compute basic earnings per share to take into account:

- the after-tax effect of interest/financing costs associated with dilutive potential ordinary shares, and
- the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

Notes to the Consolidated Financial Statements

3. TAXATION OF OUR GLOBAL OPERATIONS

This section focuses on the taxation of our global operations.

It includes disclosures related to the income tax expense recognised from both current and deferred taxes, a reconciliation of the effective tax rate for the group, and breakdowns for the deferred tax assets and liabilities of the Group. The note also includes disclosures of significant judgements and uncertainties related to our tax positions.

3.1 Income tax expense

	2025 \$000	2024 \$000
Current tax expense		
Current tax on profits for the year	1,324	1,920
Other changes in estimates related to prior years	1,134	522
Total current tax expense	2,458	2,442
Deferred tax expense		
Origination and reversal of temporary differences	(1,216)	3,629
Other changes in estimates related to prior years	(1,017)	(2,929)
Total deferred tax (benefit)/expense	(2,233)	700
Income tax expense	225	3,142

3.2 Reconciliation of effective tax rate

	2025 \$000	2024 \$000
(Loss)/Profit before income tax expense	(8,988)	8,168
Tax at the Australian tax rate of 30% (2024: 30%)	(2,696)	2,450
Tax effect of amounts which are not deductible (taxable) in calculating taxable income:		
Entertainment	176	110
Share-based payments	1,960	2,017
Interest expense	65	56
Difference in overseas tax rates	(397)	(357)
Benefit of Australia R&D tax credit amortised to other income	332	644
Benefit of Australia R&D tax credit recognised in income tax expense	–	(121)
Deferred tax assets recognised in current year, not previously brought to account – Nuix Limited ¹	–	(2,610)
Changes in estimates related to prior years – Nuix Limited	200	145
Changes in estimates related to prior years – Nuix North America and other subsidiaries	(84)	145
Others	669	663
Income tax expense	225	3,142

1. In FY23, deferred tax assets have not been brought to account for tax losses incurred by Nuix Limited to the extent that they were not covered by deferred tax liabilities as the utilisation of the tax losses was not regarded as sufficiently probable at 30 June 2023.

As of 30 June 2024, as the quantum of the deferred tax assets recognised in Nuix Limited that is not offset by deferred tax liabilities has reduced to nil, it is considered that there has been a change such that there are now sufficient sources of assessable income that the valuation provision against deferred tax assets recognised in Australia is required to be reversed as of 30 June 2024.

3.3 Deferred tax balances

Deferred tax assets

	2025 \$000	2024 \$000
Research and development tax credit to carry forward – Australia ¹	6,915	9,870
Research and development tax credit to carry forward – United States	1,415	984
Employee benefits	2,116	3,895
Deferred revenue	7,837	8,084
Lease liabilities	1,098	2,022
Tax losses	17,924	15,250
s40-880 “black hole” deductions related to IPO costs	–	3,024
Others	–	1,837
Total deferred tax assets	37,305	44,966
Set-off deferred tax liabilities pursuant to set-off provisions	(31,388)	(39,410)
Net deferred tax assets	5,917	5,556

1. As a result of a change in estimate regarding an uncertain tax position, the balance for deferred tax assets relating to the carried forward Australian R&D offsets has reduced by a further \$2,955,000 (FY 2024: reduced by \$3,906,000); and the deferred tax asset for carried forward losses was increased by \$928,000 (FY 2024: nil).

Deferred tax liabilities

	2025 \$000	2024 \$000
Intellectual property	37,970	45,143
Right of use assets	731	1,699
Property and equipment	789	1,101
Others	803	15
Total deferred tax liabilities	40,293	47,958
Set-off deferred tax assets pursuant to set-off provisions	(31,388)	(39,410)
Net deferred tax liabilities	8,905	8,548

Notes to the Consolidated Financial Statements

3.4 Movement in deferred tax balances

	Net balance at 1 July \$000	Recognised in Profit/Loss \$000	Balance at 30 June 2025		
			Other \$000	Deferred tax assets \$000	Deferred tax liabilities \$000
Research & development tax credit to carry forward	10,854	(5,295)	2,771 ¹	8,330	–
Employee benefits	3,895	(1,779)	–	2,116	–
Deferred revenue	8,084	(248)	–	7,836	–
IFRS 16 – Lease Liability	2,022	(923)	–	1,099	–
Tax Losses	15,250	2,674	–	17,924	–
PPE	(1,101)	312	–	–	(789)
Intangible assets	(45,143)	7,172	–	–	(37,970)
IFRS 16 – ROU Asset	(1,699)	968	–	–	(731)
Section 40-880	3,024	(3,024)	–	–	–
Others	1,822	(2,605)	(19)	–	(803)
Total assets/(liabilities) before set-off	(2,992)	(2,748)	2,752	37,305	(40,293)
Set-off of tax				(31,388)	31,388
Net tax assets/(liabilities)				5,917	(8,905)

1. Primarily the result of the change in measurement of various tax balances stemming from the change in estimate relating to uncertain tax position described below, and the utilisation of R&D credits in the US to offset income tax payable.

3.5 Income tax paid/(refunded) by legal entity

	2025 \$000	2024 \$000
Nuix North America Inc	2,281	1,556
Nuix USG Inc.	14	–
Nuix Ireland Ltd	173	113
Nuix Limited	–	11
Nuix Holding Pty Ltd	(3)	22
Nuix Philippines Regional Operating Headquarters	34	32
Nuix Pte. Ltd.	51	11
Nuix Canada Inc.	10	–
Nuix Technology UK Ltd	–	–
	2,560	1,745

ACCOUNTING POLICIES – INCOME TAX

Income tax expense comprises current and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or other comprehensive income.

The Group has determined that interest and penalties relating to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under AASB 137 *Provisions, Contingent Assets and Contingent Liabilities*.

i. Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

ii. Deferred tax

Deferred tax is recognised in respect of the temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- Temporary differences on the initial recognition of assets and liabilities in a transaction that:
 - is not a business combination; and
 - at the time of the transaction i) affects neither accounting nor taxable profit or loss and ii) does not give rise to equal taxable and deductible temporary differences;
- Temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- Taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date, and reflects an assessment of uncertain tax positions taken.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

iii. Accounting for Investment Tax Credits

The accounting for an Investment Tax Credit (ITCs) is dependent upon whether the arrangement is more akin to a credit received for investment in a certain area, or rather a reduction in an applicable tax rate. Where an ITC is the former, it is treated as a government grant (with the relevant benefit amortised over the period necessary to match the benefits with the costs that they are intended to compensate), and where it is the latter, it is treated as a part of current tax expense.

iv. Uncertainty over income tax treatments

The application of the tax law to a particular transaction or circumstances may be unclear and the acceptance of the treatment may not be known until the relevant taxation authority undertakes an examination of the tax treatment adopted or, in the event of a dispute, when a court makes a decision at a future time.

Where there is uncertainty over income tax treatments the recognition and measurement of current or deferred tax assets or liabilities is determined applying Interpretation 23 – Uncertainty Over Income Tax Treatments.

Each uncertain tax treatment is considered separately unless consideration together with one or more other uncertain tax treatments gives rise to a better prediction of the resolution of the uncertain treatments on examination by the relevant taxation authority.

Where it is considered probable (more likely than not) that the relevant taxation authority will accept the tax treatment used or planned to be used in its income tax filings the tax treatment adopted is consistent with that used or planned treatment in the income tax filings.

In assessing such probability in the recognition and measurement of uncertain tax treatments it is assumed that the relevant taxation authority will examine amounts it has the right to examine and have full knowledge of all related information when making those examinations and determining whether or not to accept the tax treatment in the relevant income tax filings. In the event that the relevant taxation authority will not accept the tax treatment, the uncertainty of each treatment is measured using either of the following methods:

- The most likely amount – the single most likely amount in a range of possible outcomes, particularly where the outcome is binary or concentrated on one value; or
- The expected value – the sum of the probability weighted amounts in a range of possible outcomes.

In the event that an uncertain tax treatment affects both current and deferred tax the judgements made in relation to the uncertain tax treatment are made consistently for current and deferred tax.

SIGNIFICANT JUDGEMENTS AND ASSUMPTIONS

Uncertainty over income tax treatments

In the current and prior periods as disclosed in the Prospectus and previous half-year and annual financial reports, the Group has exercised judgment in recognising and measuring Research and Development ('R&D') tax offsets available to Nuix under Australian tax legislation relating to eligible R&D expenditure incurred on eligible overseas development activities and related eligible core Australian activities.

In respect of the Group's endpoint Cyber Security Project ("Endpoint Project"), the relevant overseas and Australian activities were the subject of an Advance Finding and Overseas Finding for the years ended 30 June 2016 (FY16) to 30 June 2018 (FY18). As the registered R&D activities were considered to be continuing into the year ended 30 June 2019 (FY19), claims continued to be made in relation to expenditure in FY19.

The Group exercised judgement in prior years in assessing that it was probable that the relevant taxation authority would accept the Group's tax treatment for the Endpoint Project for the years FY16 to FY19. This judgement remained consistent in the preparation of the Group's financial statements from FY20 through 1H FY24.

In 1H FY24, the regulator commenced a review of Nuix's tax affairs covering the period from FY16 to FY22 ('the Review'). As a result of certain developments during the Review and due to additional information, which has been identified in the course of Nuix responding to requests from the regulator, the Group reconsidered the likelihood of the taxation authority continuing to accept the Group's tax treatment for the Endpoint Project in the preparation of the FY24 financial statements, leading to the remeasurement of various tax balances.

The Review has continued during FY25 and expanded to cover the year ended 30 June 2015 (FY15) and remains ongoing. As a result of additional developments during the Review, and due to further information received in 2H FY25, the Group has considered that there may be a risk that the tax authority would not accept the Group's treatment of certain R&D claims for the years FY15 through FY22, and has further remeasured various tax balances in the preparation of Nuix financial statements for the year ended and as at 30 June 2025. Upon completion of the Review, the Group could be subject to administrative penalties in relation to the R&D matters.

In determining the impact of this change in judgement, consideration has been given as to whether the expenditure giving rise to the R&D offsets in the lodged returns covering the period from FY15 to FY22 would otherwise be deductible for tax purposes in the year of expenditure and not treated as capital or capital in nature.

Accounting standards require the benefit from the R&D offset above the 30% corporate tax rate be subject to government grant accounting. As a result, any changes to R&D offsets recognised from amounts claimed in relation to R&D activities, has an impact on amounts recognised as other income.

The impact of the change in accounting estimate in FY25 are a \$2,027,000 reduction in deferred tax assets (FY24: reduction of \$3,906,000), a \$256,000 reduction in deferred government grant income (FY24: reduction of \$796,000), a \$1,481,000 reversal of historically recognised government grant income (FY24: reversal of \$2,666,000) and a \$110,000 reduction in government grant income recognised in the current year (FY24: reduction of \$385,000). The impact of the change in estimate on the FY25 profit and loss is a reduction of \$1,591,000 (FY24: a reduction of \$3,051,000). The change in estimate has not resulted in the identification of any shortfall in payments for income tax in previous periods, and is a non-cash adjustment (FY24: nil).

RECOVERABILITY OF TAX ASSETS

Evaluating the need for a provision for recoverability of deferred tax assets often requires significant judgement and extensive analysis of all the evidence available to determine whether all or some portion of the deferred tax assets will not be realised. A recoverability provision must be established for deferred tax assets when it is more-likely-than-not (a probability level of more than 50%) that they will not be realised.

Management have assessed all evidence available including historical utilisation patterns, anticipated timing of the reversal of deductible and taxable temporary differences and forecast future assessable income, and have concluded that sufficient taxable differences will reverse and/or it is sufficiently probable that future taxable profits will be generated to allow the Group to benefit from the deferred tax asset recognised at the reporting date. Accordingly as of 30 June 2025, no valuation adjustment is required to be recognised against deferred tax assets and they are recognised in full (30 June 2024: no valuation adjustment was required to be recognised).

3.6 Franking credits

Franking credits arising from the payments of income tax, by Nuix Limited in prior years until 30 June 2025 are represented below.

Franking credits attributable to the Company	2025 \$000	2024 \$000
Franking credits available for subsequent financial years based on a tax rate of 30% (2024: 30%)	669	669

The amounts represent the balance of the franking account as at the end of the reporting period, adjusted for:

- franking credits that will arise from the payment of the amount of the provision for income tax (2024: Nil);
- franking debits that will arise from the payment of dividends recognised as a liability at the reporting date (2024: Nil); and
- franking credits that will arise from the receipt of dividends recognised as receivables at the reporting date (2024: Nil).

Franking credits attributable to Nuix Limited as an ASX listed company only are represented above. Additional franking credits will be received if the distributable profits of the subsidiaries were paid as dividends to Nuix Limited.

Notes to the Consolidated Financial Statements

4. WORKING CAPITAL

This section focuses on the working capital of the group as of balance date, how it has moved during the year, and how balances are anticipated to be realised in forthcoming periods

4.1 Cash and cash equivalents

	2025 \$000	2024 \$000
Bank balances	39,974	38,032
Total cash and cash equivalents	39,974	38,032

ACCOUNTING POLICIES – CASH

Cash comprises cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value. Refer to Note 1.10 for accounting policies and disclosures related to financial instruments.

4.2 Trade and other receivables (including contract assets)

	2025 \$000	2024 \$000
Trade receivables	60,826	36,639
Provision for impairment of trade receivables and contract asset	(1,424)	(1,791)
Contract assets	50,922	53,322
Other deposits	275	338
Total trade and other receivables	110,599	88,508

Presentation of balances

	2025 \$000	2024 \$000
Current	97,498	66,844
Non-current	13,101	21,664
Total trade and other receivables	110,599	88,508

Ageing of overdue receivables

	2025 \$000	2024 \$000
1 – 3 months	12,649	3,811
4 – 6 months	769	153
Over 6 months	–	1,169
	13,418	5,133

ACCOUNTING POLICIES – TRADE AND OTHER RECEIVABLES (INCLUDING CONTRACT ASSETS)

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognised at fair value. They are subsequently measured at amortised cost using the effective interest method, less loss allowance.

Nuix has contracts with certain customers, for purchases of a subscription licenses that cover a multiyear period. As the term of a license is a characteristic of the license which is delivered to and controlled by the customer at a point-in-time, the portion of the consideration related to the provision of the license is recognised as revenue when the license is delivered to the customer, the contractual term of the license period begins, and the customer can benefit from having the license.

Refer to Note 1.10 for accounting policies and disclosures related to financial instruments.

4.3 Other current assets

	2025 \$000	2024 \$000
Prepayments	4,966	5,464
Costs of obtaining contracts	2,939	1,677
Other receivables	182	1,511
Total other current assets	8,087	8,652

4.4 Trade and other payables

	2025 \$000	2024 \$000
Sundry payables and accrued expenses	18,113	29,439
Trade payables	3,124	3,201
Customer deposits	499	197
Payroll tax and other statutory liabilities	659	644
Indirect taxes payable	1,557	1,385
Total trade and other payables	23,952	34,866

ACCOUNTING POLICIES – TRADE AND OTHER PAYABLES

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year, which are unpaid. The amounts are unsecured and are usually paid in the normal course of business within 45 days of recognition or according to the payment agreement. Trade and other payables are presented as current liabilities unless payment is not due within 12 months from the reporting date. Refer to Note 1.10 for accounting policies and disclosures related to financial instruments.

Notes to the Consolidated Financial Statements

4.5 Deferred revenue

	2025 \$000	2024 \$000
Customer-related (contract liabilities)		
Support and maintenance on term licences	8,464	13,528
Term licences (billed) commencing post balance date	7,815	1,804
Support and maintenance on perpetual licenses	17,446	16,026
Consumption income	8,357	7,987
Professional services income	8,994	4,924
Other	103	–
	51,179	44,269
Tax incentive-related		
Research and development	1,117	1,858
Total deferred revenue	52,296	46,127

Movements during the year of tax incentive related deferred revenue

	2025 \$000	2024 \$000
Opening balance	1,858	3,739
Other income recognised in the current year	(485)	(904)
Change in estimates related to uncertain tax position ¹	(256)	(796)
Other changes in estimates	–	(181)
Closing balance	1,117	1,858

1. Refer to discussion in Section 3 on change in estimate relating to an uncertain tax position.

Presentation of balances

	2025 \$000	2024 \$000
Current	46,366	38,444
Non-current	5,930	7,683
Total deferred revenue	52,296	46,127

Revenue recognised in the year included in the opening deferred revenue balance

Revenue recognised in the year that was included in the deferred revenue balance at the beginning of the year amounted to \$46,632,000 (2024: \$47,399,000).

Transaction price allocated to remaining performance obligations

As of 30 June 2025, the aggregate amounts of the transaction price allocated to remaining performance obligations that are unsatisfied (or partially unsatisfied) was \$118,854,000. This amount primarily relates to obligations to provide support and maintenance, deliver on-premise licenses, provide services and the continued provision of access to hosted software. We expect to recognise \$75,948,000 in the next 12 months (FY 2024: \$53,331,000) and the remaining \$42,906,000 thereafter (FY24: \$33,910,000).

FY25	Within 1 year	Within 1-2 years	Within 2-3 years	Beyond 3 years	Total
Aggregate value of remaining performance obligations	75,948	18,154	10,621	14,131	118,854
Aggregate of remaining performance obligations	64%	15%	9%	12%	100%

FY24	Within 1 year	Within 1-2 years	Within 2-3 years	Beyond 3 years	Total
Aggregate value of remaining performance obligations	53,331	12,566	5,946	15,398	87,241
Aggregate of remaining performance obligations	61%	14%	7%	18%	100%

ACCOUNTING POLICIES – CONTRACT BALANCES AND OTHER RECEIVABLES

Timing of revenue recognition may differ from the timing of invoicing to customers.

A contract asset is recognised when the Group has transferred software or services to a customer but has not yet obtained an unconditional right to payment. This typically occurs when the Group has delivered licenses and commenced support and maintenance services, but the subsequent billing for later years in multi-year deal is contingent on continual performance under the contract.

A contract liability (referred to in these financial statements as deferred revenue) is recognised when the Group receives consideration, or has a right to receive consideration, before it has fulfilled its performance obligations. This is common in cases where customers pay upfront for minimum commitments in a fixed term license and related support and maintenance services.

Contract assets and deferred revenue balances are presented on a net basis at the individual contract level. For each contract, if the cumulative revenue recognised exceeds the consideration received, a contract asset is reported. If the consideration received exceeds the revenue recognised, a deferred revenue balance is recognised.

Contract assets are reclassified into trade receivables when the right to payment becomes unconditional. Deferred revenues are recognised as revenue when the company satisfies the related performance obligations. For multi-year agreements, the Group generally invoices customers annually at the beginning of each annual period.

Payment terms and conditions vary by contract type, although terms generally include a requirement of payment within 30 to 60 days of invoicing. In instances where the timing of revenue recognition differs from the timing of invoicing, the Group have determined our contracts generally do not include a significant financing component. The primary purpose of our invoicing terms is to provide customers with simplified and predictable ways of purchasing our products and services, not to receive financing from our customers or to provide customers with financing. An example of providing such simplified and predictable ways of purchasing our product and services include multi-year on-premises licences that are invoiced annually, with revenue recognised upfront. Where management have determined that a contract with a customer does include a significant financing component, the contract consideration is reduced by the financing component before allocating amounts to performance obligations, and it is recognised as interest income over the period commencing from when the financed performance obligation is delivered, until the relevant portion of total contract consideration is received.

Notes to the Consolidated Financial Statements

4.6 Provisions

	2025 \$000	2024 \$000
Provisions, current		
Annual leave	3,226	2,963
Long service leave	446	214
Post-employment benefits	1,937	–
Closing balance	5,609	3,177
	2025 \$000	2024 \$000
Provisions, non-current		
Long service leave	243	327
Make good obligation	867	912
Other provision	116	–
Closing balance	1,226	1,239
Movements in make good obligation during the year		
	2025 \$000	2024 \$000
Make good obligation		
Opening balance	912	885
Charged to profit or loss	(45)	27
Closing balance	867	912

ACCOUNTING POLICIES – PROVISIONS

The current portion of these liabilities represents the Group's obligations to which the employee has a current legal entitlement. These liabilities arise mainly from accrued annual leave entitlements at the reporting date. A provision has been recognised for employee benefits relating to long service leave for employees. In calculating the present value of future cash outflows in respect of long service leave, the probability of long service leave being taken is based upon historical data and obligations are discounted to a present value using a rate consistent with that of high quality corporate bonds. The measurement and recognition criteria for employee benefits have been included in Note 6.1.

Nuix is required to restore the leased office at 1 Market Street in Sydney and Foster Plaza Building 3 in Holiday Drive Suite 300 in Pittsburgh to the original condition at the end of the respective leases. A provision has been recognised for the present value of the estimated expenditure required to remove any leasehold improvements. These costs have been capitalised as part of the cost of leasehold improvements and are amortised over the shorter of the term of the lease or the useful life of the assets.

The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as an interest expense.

4.7 Borrowing facility

Secured liabilities

Nuix Limited has an agreement with The Hongkong and Shanghai Banking Corporation, Sydney Branch (HSBC), to provide a AUD \$30,000,000 multicurrency revolving credit facility to the Company. HSBC has committed to provide the debt facilities under a secured facility agreement (“Facility Agreement”).

Overview of Facility Agreement Terms:

- Facility Amount: AUD \$30,000,000 with an AUD \$2,000,000 bank guarantee sub-limit.
- Maturity of three years.
- The facility is to be utilised for general corporate purposes of the Company, other than costs associated with litigation, arbitration or administrative proceedings.
- The Facility Agreement includes customary representations and warranties, undertakings and events of default and review events for a financing of this nature.
- Amounts owing under the Facility Agreement are secured by the assets of the Company and its material subsidiaries.

The facility contains covenants relating to leverage, interest cover, and minimum shareholder funds. The facility also requires that a certain percentage of earnings and total assets be covered by a group of entities that provide a guarantee secured by their assets.

As of 30 June 2025, an amount of \$1,337,050 has been utilised in the form of a bank guarantee to secure commitments under a lease agreement, with the balance of the commitment remaining undrawn. Nuix Limited's obligations in respect to the bank guarantee are contingent only.

ACCOUNTING POLICIES – BORROWINGS

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the consolidated statement of comprehensive income over the period of the borrowing using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised and amortised over the period of the facility to which it relates.

5. NON-CURRENT ASSETS

This section focuses on the non-current assets of the Group including how management identify activities that are required to be capitalised, how balances have moved during the period, and how the Group has assessed whether there has been any impairment of these assets.

Most of the non-current assets held by Nuix relate to the intellectual property embedded within the software platform that has been developed (the Nuix platform). This software platform comprises a powerful, proprietary, data processing engine (called the Nuix Engine) and several software applications. It has been developed in-house, shaped by feedback from long-standing government and private sector customers, and assists customers in solving many of their complex data challenges.

The Nuix Engine is at the core of the Nuix platform and can be deployed at varying scales, for example, on a single laptop or across multiple servers depending on the volume of data that require analysis or the speed at which that analysis is to be delivered. A key part of the processing performed by the Nuix Engine is to “normalize data at its binary level.” The Nuix Engine uses parallel data processing technology to process, normalize, index, enrich and analyse data at speed and scale. Currently, the Nuix Engine can process over 1,000 file types, and this capability is expected to continue growing over time. Customers can also export data processed by the Nuix Engine to third party applications or further enrich that data, for example by merging data processed by the Nuix Engine with an existing database, creating an enhanced data set from which more informed decisions can be made. This is made possible through open application programming interfaces (or APIs) and connectors developed by Nuix.

In addition to the Nuix Engine, the Nuix platform comprises a suite of visualization, analytics and relationship-mapping software applications (Nuix Workstation, Nuix Investigate, Nuix Endpoint and Nuix Discover) that use the outputs of the Nuix Engine to provide insights and intelligence to customers in many different investigative and analytical situations. These applications have extended and continue to extend the number of use cases for the Nuix platform and assist Nuix to grow into new and broader markets.

Nuix acquired Topos Labs, LLC during FY22, to further expand the capability of the Nuix Engine and related Nuix platform products in Natural Language Processing. Activities to complete integration of the capability of this acquired Intellectual Property with Nuix platform products are complete.

Nuix acquired Rampiva Global, LLC and Rampiva Technology, Inc. during FY24, to meet greater productivity demands by automating data processing tasks of Nuix’s customers. The transaction brings to the Group the Rampiva team, technological capabilities, and cross-sell and growth opportunities for both Nuix and Rampiva customers. As licences of the Rampiva software are complimentary to the offerings of licences to Nuix’s software as of the date of acquisition, it was determined that the cash inflows of attributable to the Rampiva intellectual property were already substantially integrated with that of the existing cash inflows for Nuix intellectual property such that there were no changes to the identified cash generating units of the group as a result of the acquisition of Rampiva.

Following a strategic review of the orchestration capabilities of the in house developed Nuix Automation and the acquired Rampiva intellectual property respectively, market trends and customer feedback, it was determined that Nuix would focus energy and investment in Rampiva as our orchestration product. This necessitated a change in estimate of the remaining useful life of the Nuix Automation intellectual property, as it is not expected that customers with licences to use Nuix Automation which extend to 30 June 2025, would renew these licences. The remaining carrying value of Nuix Automation has been amortised in full by 30 June 2025, as customers using Nuix Automation have transitioned onto using Rampiva as their orchestration product for Nuix software. The current year impact from acceleration of amortisation for Nuix Automation was \$6,773,000 (\$4,516,000).

Further developments of the Nuix platform has continued during FY25, which has seen the release of Nuix Neo v.1.5 Solutions for Data Privacy, Investigations and Legal; Nuix Discover (with Cognitive AI), Nuix Neo Foundation and v10 releases for components (Nuix Workstation and Nuix Investigate).

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5.1 Intangible assets

Reconciliation of carrying amount

	Goodwill \$000	External licenses \$000	Brand \$000	Customer relationships \$000	Intellectual property \$000	Total \$000
Year ended 30 June 2024						
Balance at 1 July 2023	19,112	684	378	–	224,393	244,567
Effect of movements in exchange rates – cost	(216)	(13)	(8)	–	(1,114)	(1,351)
Effect of movements in exchange rates – accumulated amortisation and impairment	–	14	4	–	690	708
Acquisition via business combination	3,407	–	111	139	8,318	11,975
Additions	–	–	–	–	34,464	34,464
Amortisation	–	(309)	(297)	(77)	(45,747)	(46,430)
Balance at 30 June 2024	22,303	376	188	62	221,004	243,933
Carrying amount at 30 June 2024						
At cost	22,303	3,838	958	139	422,651	449,889
Accumulated amortisation and impairment	–	(3,462)	(770)	(77)	(201,647)	(205,956)
Balance at 30 June 2024	22,303	376	188	62	221,004	243,933
Year ended 30 June 2025						
Balance at 1 July 2024	22,303	376	188	62	221,004	243,933
Effect of movements in exchange rates – cost	508	39	20	4	3,369	3,940
Effect of movements in exchange rates – accumulated amortisation and impairment	–	(38)	(17)	(2)	(1,186)	(1,243)
Additions	–	–	–	–	23,334	23,334
Amortisation	–	(301)	(191)	(15)	(49,608)	(50,115)
Balance at 30 June 2025	22,811	76	–	49	196,913	219,849
Carrying amount at 30 June 2025						
At cost	22,811	3,877	978	143	449,354	477,163
Accumulated amortisation and impairment	–	(3,801)	(978)	(93)	(252,441)	(257,314)
Balance at 30 June 2025	22,811	76	–	49	196,913	219,849

1. Following the acquisition of Rampiva, the US Dollar denominated balances of the intangible assets acquired as a part of the business combination are: Goodwill: US \$2,273,000; Brand: US \$74,000; Customer relationships: US \$93,000; Intellectual property: US \$5,548,000.

Notes to the Consolidated Financial Statements

ACCOUNTING POLICIES – INTANGIBLE ASSETS

i. Development costs recorded as Intellectual Property

Development costs are capitalised where future economic benefits from development of a chosen alternative for new or improved software products, processes, systems or services are considered probable, and expenditure in relation to such activities is capable of reliable measurement. Future economic benefits are considered probable where commercial benefit and technical feasibility have been established. The expenditure includes all directly attributable costs, including external direct costs of materials, services, direct labour and overheads.

Other development expenditure that does not meet these criteria, which includes research activities and the expenditure on maintenance of computer software, is expensed as incurred.

ii. Goodwill

Goodwill acquired in a business combination is measured at cost and subsequently at cost less any impairment losses. The cost represents the excess of the cost of a business combination over the fair value of the identifiable assets and liabilities acquired.

iii. External software licenses

External software licenses are carried at historic cost or fair value at the date of acquisition less accumulated amortisation and impairment losses.

iv. Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill, is recognised in profit or loss as it is incurred.

v. Amortisation

Amortisation is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives and is recognised in profit or loss. Goodwill is not amortised. Intangible assets, other than goodwill, have finite useful lives. Goodwill has an indefinite useful life.

Class of intangible asset	Depreciation rate (per year)
External licenses	20% – 33%
Brand	25% – 100%
Intellectual Property	10% – 20%
Customer relationships	50% – 100%

SIGNIFICANT JUDGEMENTS AND ASSUMPTIONS

Capitalisation and useful life of intangible assets

Management has made judgements in respect of intangible assets when assessing whether an internal project in the development phase meets the criteria to be capitalised, and on measuring the costs and economic life attributed to such projects. On acquisition, specific intangible assets are identified and amortised over their estimated useful lives. The capitalisation of these assets and the related charges are based on judgements about their value and economic life.

Management has also made judgements and assumptions when assessing the economic life of intangible assets and the pattern of consumption of the economic benefits embodied in these assets. The economic lives for intangible assets are estimated at between three and ten years. Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted, if appropriate

5.2 Property and equipment

Reconciliation of carrying amount

	Office and computer equipment \$000	Furniture and fixtures \$000	Leasehold improvement \$000	Total \$000
Year ended 30 June 2024				
Balance at 1 July 2023	1,450	523	971	2,944
Effect of movements in exchange rates – cost	(100)	(11)	(34)	(145)
Effect of movements in exchange rates – accumulated depreciation	89	10	45	144
Additions	602	6	132	740
Disposals	–	–	–	–
Depreciation	(940)	(154)	(301)	(1,395)
Balance at 30 June 2024	1,101	374	813	2,288
Carrying amount at 30 June 2024				
At cost	14,694	1,895	5,121	21,710
Accumulated depreciation	(13,593)	(1,521)	(4,308)	(19,422)
Balance at 30 June 2024	1,101	374	813	2,288
Year ended 30 June 2025				
Balance at 1 July 2024	1,101	374	813	2,288
Effect of movements in exchange rates – cost	413	38	122	573
Effect of movements in exchange rates – accumulated depreciation	(383)	(7)	(133)	(523)
Additions	1,173	18	394	1,585
Disposals	–	–	–	–
Depreciation	(952)	(155)	(485)	(1,592)
Balance at 30 June 2025	1,352	268	711	2,331
Carrying amount at 30 June 2025				
At cost	16,280	1,951	5,637	23,868
Accumulated depreciation	(14,928)	(1,683)	(4,926)	(21,537)
Balance at 30 June 2025	1,352	268	711	2,331

Notes to the Consolidated Financial Statements

ACCOUNTING POLICIES – PROPERTY AND EQUIPMENT

i. Recognition and measurement

Items of property and equipment are measured at cost, which includes capitalised borrowing costs, less accumulated depreciation and impairment losses. If significant parts of property and equipment have different useful lives, then they are accounted for as separate items of property and equipment. Any gain or loss on disposal of an item of property and equipment is recognised in profit and loss.

ii. Subsequent expenditure

Subsequent expenditure is capitalised only if it is probable that future economic benefits will flow to the Group.

iii. Depreciation

The depreciable amount of all property and equipment is depreciated on a straight-line basis over the useful lives commencing from the time that the assets are held ready for use. Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

Class of plant and equipment	Depreciation rate (per year)
Office and computer equipment	33%
Furniture and fixtures	20%
Leasehold improvements	Lower of lease term and useful life (10-33%)

5.3 Leases

The Group primarily leases various office space. These leases typically run for a period of three to five years. Rental contracts are typically made for fixed periods but may have extension options.

Amounts recognised in the statement of financial position

	2025 \$000	2024 \$000
Right of use assets, net of depreciation	3,327	8,277
Lease liabilities		
Current	2,467	3,189
Non-current	2,552	6,583
Lease liabilities	5,019	9,772

	2025 \$000	2024 \$000
Right of use assets		
Balance at 1 July	8,277	8,647
Additions	–	1,935
Depreciation expense	(3,479)	(2,646)
Reassessment	(1,150)	360
Modification	(539)	–
Exchange difference	218	(19)
Balance at 30 June	3,327	8,277

Amounts recognised in profit and loss

	2025 \$000	2024 \$000
Depreciation charge of right-of-use assets	3,479	2,646
Impact of reassessment	–	(359)
Impact of modification	(293)	–
Interest expense (included in finance cost)	576	178
Expenses relating to short-term leases	518	993
Expenses relating to leases of low-value assets that are not shown above as short-term leases	11	53
Loss on termination	253	–
	4,544	3,511

Amounts recognised in statement of cash flows

	2025 \$000	2024 \$000
Total cash outflow for leases	4,771	3,422

Extension options

Some property leases contain extension options exercisable by the Group of up to twelve months before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at the lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

During 2025, there was a change in an anticipated lease term due to a business decision to relocate offices in the United States. This resulted in an immediate remeasurement of the lease liability and a related adjustment to the right of use asset, which is being amortised over the updated lease term.

Separately, there has been a negotiated exit from a different lease, where the difference between the amount paid to agree the early lease termination, right of use asset and lease liability recognised as a loss on termination in “other expenses”.

The Group has estimated that the potential future lease payments, should it exercise the extension options across current leases where they are available, would result in an increase in lease liability of \$3,643,000 (2024: \$6,077,000).

Notes to the Consolidated Financial Statements

ACCOUNTING POLICIES – LEASES

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) As lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative standalone prices. However, for the leases of property the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in any optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including low-value IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

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5.4 Impairment testing of non-financial assets

Reassessment of identification of CGUs

There have been no changes in the business that precipitate a need to change the identification of CGUs during the course of FY25. Accordingly, all goodwill remains allocated to the Nuix platform CGU.

	2025 \$000	2024 \$000
Goodwill allocated to Nuix platform CGU	22,811	22,303
	22,811	22,303

Key assumptions in determining the recoverable amount of the Nuix platform CGU

The recoverable amount of a CGU, is the higher of the CGU's fair value less costs of disposal or value in use.

In the current period, fair value less costs of disposal derived the higher value for the Nuix platform CGU.

The fair value less costs of disposal considers projected revenues, gross margins and expenses which have been determined with reference to historical company experience, industry data and management's expectation of the future over a five-year period, with a perpetuity growth rate beyond that, and an estimate of the costs of disposal. In modelling forecast revenues, gross margins and expenses for the Group, management have used the FY26 board-approved budget as an input, with ACV growth of between 12 and 12.5% during the five-year period. The perpetuity growth rate was set consistent with consensus views on long term GDP growth rates. The measurement of the fair value less costs of disposal of the Nuix platform CGU is considered to be a Level 3 measure of fair value (as described in Note 1.14).

The following inputs and assumptions have been adopted:

	2025	2024
Post-tax discount rate per annum	11.7%	11.8%
Pre-tax discount rate per annum	16.7%	16.8%
Long-term perpetuity growth rate	2.5%	2.5%

Sensitivity analysis

The key estimates and assumptions used to determine the recoverable amount of a cash generating unit are based on management's current expectations after considering past experience, future plans and external information. They are considered to be reasonably achievable, however significant changes in any of these key estimates or assumptions may result in a cash generating unit's carrying value exceeding its recoverable amount, requiring an impairment charge to be recognised.

As the recoverable amount of the CGU exceeds the carrying amount by more than \$100 million, impairment testing is not sensitive to changes in the inputs.

ACCOUNTING POLICIES – IMPAIRMENT TESTING OF NON-FINANCIAL ASSETS

At each reporting date, the Group reviews the carrying values of its non-financial assets (other than contract assets and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or CGUs. Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognised.

SIGNIFICANT JUDGEMENTS AND ASSUMPTIONS

Impairment testing of goodwill

Determining whether goodwill is impaired requires judgement to allocate amounts of goodwill to CGUs and a combination of judgement and assumptions to estimate recoverable amounts.

Management have concluded at 30 June 2024 that there is only one CGU and there is no catalyst for a change in FY25.

Management prepared a discounted cash flow model to determine the fair value less cost to sell for the Nuix platform CGU which is based upon the financial plans approved by the Board for the year ending 30 June 2026, the closing balance sheet for the year ended 30 June 2025, expectations around realisation of assets and settlements of liabilities on balance sheet as of 30 June 2025, projected revenues, gross margins and expenses determined with reference to historical company experience, industry data, management's expectations for the future and an estimated cost of disposal.

This fair value less cost of disposal model determined a recoverable amount in excess of the carrying amount of the Nuix platform CGU, and accordingly no impairment has been recognised.

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6. REMUNERATION

This section focuses on the expenses recognised in relation to the remuneration of our people, which includes details of the employee benefit expenses recognised across the profit and loss, judgements related to accounting for share-based payments, and summary information for remuneration of Key Management Personnel (KMPs).

Nuix is committed to attracting and retaining the best people to work in the organisation, including Directors and senior management. A key element in achieving that objective is to ensure that the Group is able to appropriately remunerate its key people. Nuix has adopted a Remuneration Policy, the purpose of which is to establish a framework for remuneration that is designed to:

- ensure that coherent remuneration policies and practices are observed which enable the attraction and retention of Directors and management who will create value for Shareholders;
- fairly and responsibly reward senior management having regard to the Company's performance, the performance of senior management and the general pay environment; and
- comply with all relevant legal and regulatory provisions.

Refer to the Remuneration Report for detailed information related to KMPs.

6.1 Employee benefit expenses

	2025 \$000	2024 \$000
Wages and salaries		
Sales and distribution	52,301	59,994
Research and development ¹	29,529	15,326
General and administration	18,483	16,390
Support and operations (included in cost of goods sold)	6,990	6,010
	107,303	97,720
Share-based payment expenses		
Sales and distribution	2,865	2,697
Research and development ¹	1,221	1,173
General and administration	2,088	2,806
Support and operations (included in cost of goods sold)	140	48
	6,314	6,724

1. Wages and salaries and share-based payment expenses disclosed for the research and development function presented above are net of amounts required to be capitalised as development costs to intangible assets.

Wages and salaries capitalised as development costs to intangible assets totalled \$20,043,000 during the year ended 30 June 2025 (2024: \$30,517,000), with the remaining amounts capitalised being directly attributable costs and incremental overheads of development activities. As per Note 5.1, a total amount of \$23,436,000 was capitalised for development activities during the year ended 30 June 2025 (2024: \$34,464,000)

ACCOUNTING POLICIES – EMPLOYEE BENEFIT EXPENSES

i. Short term obligations

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled.

The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

ii. Defined contribution superannuation plans

All obligations for contributions in respect of employees' defined contribution benefits are recognised as an expense as the related service is provided.

iii. Other long-term employee benefits obligations

The liability for long service leave and annual leave which is not expected to be settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on high-quality corporate bond rates with terms to maturity and currency that match, as closely as possible, the estimated cash flows.

iv. Share-based payments

Share-based compensation benefits are provided to employees via the Global Employee Share Plan and the Short-term Incentive Plan Rules.

Share-based compensation arrangements involving share rights are granted on various dates, and are generally for a specific number of rights which convert to shares upon vesting. The fair value of these share-based payment arrangements using share rights is generally determined to be the function of the number of share rights granted and the share price at grant date; unless the grant was subject to market based vesting conditions which are factored into the grant date fair values. Where a share-based compensation arrangement involves the use of options, the fair value of the options is determined using a Black Scholes model with inputs for exercise price, the term of the option, the impact of dilution (where material), the share price at grant date and expected price volatility of the underlying share, the expected dividend yield, the risk-free interest rate for the term of the option and the correlations and volatilities of the peer group companies.

Vesting is dependent on continued employment with the Group and in certain circumstances meeting predefined non-market performance conditions. Non-market vesting conditions are included in assumptions about the number of options and share rights that are expected to vest.

The fair values of options and share rights granted under the plans are recognised as a share-based payments expense generally with a corresponding increase in equity over the period that the vesting conditions are met. The total amount to be expensed is determined by reference to the grant date fair value of the options and share rights granted.

At the end of each reporting period, the Company revises estimates of the number of options and share rights that are expected to vest based on the non-market vesting conditions. It generally recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

6.2 Share based payments

Instruments on issue	30 Jun 2025	30 Jun 2024
Options	1,896,166	1,882,713
Performance Rights	12,163,636	19,002,348

Details related to the performance rights are as follows:

Grant name/employees entitled	Number of instruments	Vesting condition	Vesting date of remaining instruments
<i>Performance rights with performance hurdles</i>			
Performance rights granted to KMP			
FY22 LTI performance rights granted to CEO and COO/CFO	382,280	Minimum revenue, EBITDA targets and employment	31 Aug 2025 31 Aug 2026
FY23 LTI performance rights granted to executive KMP	1,465,484	ACV growth and employment	31 Aug 2025
FY24 LTI performance rights granted to executive KMP	907,694	ACV growth, relative TSR and employment	31 Aug 2026
FY25 LTI performance rights granted to executive KMP	264,522	ACV growth, relative TSR and employment	31 Aug 2027
FY24 STI performance rights granted to executive KMP	83,627	ACV growth and employment	31 Aug 2025
Retention and Incentive grant (2023) performance rights granted to executive KMP	2,469,500	Share price target and employment	31 Aug 2027
Performance rights granted to non-KMP			
FY23 LTI performance rights	350,856	ACV growth and employment	31 Aug 2025
FY24 STI performance rights	37,007	ACV growth and employment	31 Aug 2025
FY24 LTI performance rights	418,676	ACV growth, relative TSR and employment	31 Aug 2026
FY25 LTI performance rights	134,862	ACV growth, relative TSR and employment	31 Aug 2027
Retention and Incentive grant (2023) performance rights	2,592,000	Share price target and employment	31 Aug 2027
FY24 Critical talent equity grant	1,100,000	ACV growth and employment	31 Dec 2025
FY25 Critical talent equity grant	297,059	ACV growth and employment	31 Aug 2026
<i>Performance rights with performance hurdles</i>			
Sign-on performance rights granted to KMP	970,499	4 years service from grant date	
Sign-on performance rights granted to non-KMP	345,130	4 years service from grant date	
FY23 Performance rights granted to non-KMP	250,257	Employment	31 Aug 2025
FY25 Employee Share Award Plan (ESAP)	94,183	Employment	28 Feb 2026
Total performance rights on issue	12,163,636		

Further details of the FY25 LTI, FY24 LTI, and Retention and Incentive Grant 2023 (one-off grant) are outlined in the Remuneration Report.

Notes to the Consolidated Financial Statements

Reconciliation of the number of options and performance rights is provided below:

	Options		Performance Rights	
	1 Jul 2024 to 30 Jun 2025	1 Jul 2023 to 30 Jun 2024	1 Jul 2024 to 30 Jun 2025	1 Jul 2023 to 30 Jun 2024
Opening balance (1 July)	1,882,713	3,094,383	19,002,348	9,595,860
Options reinstated	54,167	–	–	–
Forfeitures	–	(721,670)	(1,643,676)	(393,881)
Expired	–	(490,000)	–	–
Other performance rights granted	–	–	428,742	8,694,900
Grant under LTIP	–	–	399,384	1,854,518
Exercised	(40,714)	–	(6,023,162)	(749,049)
Closing balance (30 June)	1,896,166	1,882,713	12,163,636	19,002,348

A. Employee Share Option Plan (ESOP)

The establishment of the Nuix Limited ESOP was approved by the Board of Directors on or around fiscal year 2012. The ESOP is designed to align the interests of eligible employees more closely with shareholders and provide greater motivation and incentive for them to focus on the Company's longer-term goals. Under the plan, participants are granted options which may only be exercised if the vesting conditions have been met.

Participation in the plan is at the Board's discretion and no individual has a contractual right to participate in the plan or to receive any guaranteed benefits.

Options are granted under the plan for no consideration and carry no dividend or voting rights and are non-statutory stock options. Option holders cannot assign, transfer, sell or otherwise deal with the options granted under the Plan without Board of Directors approval.

The amount of Options that vest depends upon the vesting rules of the respective Plan rules (generally three to five years). The Options vest in a series of successive equal monthly instalments beginning on the first anniversary of the vesting commencement date, subject to the option holders' continued employment.

Once vested, the options became exercisable following the consummation of a Corporate Transaction/Liquidity Event (as defined in the Plan rules) or a date determined by the Board. However, under some earlier Plan rules, Options are exercisable for a period of three years once they become fully vested.

Following the exercise of the options, a vested option is converted into one ordinary share within a certain number of business days as determined by the plan rules. The exercise price of options is determined by a combination of internal and external valuation methodologies and presided over by the Board.

B. Fair value of options granted

There were no options granted in either of FY25 or FY24, however the fair value of options granted in previous reporting periods continues to be recognised in profit and loss as the vesting conditions are satisfied.

The fair value of each grant at grant date is independently determined using an adjusted form of the Black Scholes model that takes into account the exercise price, the term of the option, the impact of dilution (where material), the share price at grant date and expected price volatility of the underlying share, the expected dividend yield, the risk-free interest rate for the term of the option and the correlations and volatilities of the peer group companies. Options are granted for no consideration and vest over different periods depending on terms.

C. Fair value of performance rights granted

The assessed fair value at grant date of the performance rights granted during the year was determined with reference to the fair value of shares on grant date, adjusted for any expected dividend included in the share price as of grant date. As there were no dividends expected to be paid between grant date and vesting date no adjustment to the share price on grant date is required in determining the fair value of performance rights.

The grant date fair values of the portion of the share rights associated with the FY24 and FY25 LTIP based on relative Total Shareholder Return (rTSR) performance, and the Retention and Incentive plan one-off grant, were determined using Monte Carlo simulations. The key inputs to the valuations included the risk free rate (determined with reference to the implied zero-coupon curve from Australian government bonds), the expected dividend yield (nil, based on Nuix historical and anticipated dividend payouts during the term of the arrangements), the expected volatility of Nuix shares, and where relevant it's correlation to each entity in the comparator group, and the expected life of the instruments.

There were 828,126 (FY24: 9,848,789) performance rights granted during the year with a grant date fair value between \$6.14 and \$6.70 (FY24: \$0.91 and \$1.56) which are linked to service requirements that conclude between release of the FY25 Group results and August 2027 (FY24: Linked to service requirements that conclude between the release of the FY25 Group Results and May 2028).

D. Reconciliation of outstanding share options

Reconciliation	1 Jul 2024 to 30 Jun 2025		1 Jul 2023 to 30 Jun 2024	
	Number of options	Weighted-average exercise price	Number of options	Weighted-average exercise price
Opening balance (1 July)	1,882,713	\$4.42	3,094,383	\$4.42
Expired	–	–	(490,000)	\$5.01
Exercised	(40,714)	\$2.26	–	–
Reinstatement	54,167	\$5.31	–	–
Forfeitures	–	–	(721,670)	\$5.31
Outstanding at 30 June	1,896,166	\$5.27	1,882,713	\$4.42
Exercisable at 30 June	1,710,922	\$5.28	1,214,055	\$5.37

The options outstanding at 30 June 2025 had an exercise price in the range of \$2.00 to \$5.79 (FY24: \$2.00 to \$5.79) and a weighted-average remaining contractual life of 1.5 years (FY24: 2.5 years).

SIGNIFICANT JUDGEMENTS AND ASSUMPTIONS – SHARE-BASED PAYMENT EXPENSE

The grant-date fair value of equity-settled share-based payment arrangements granted to employees is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with market vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

Nuix uses the Black-Scholes option pricing model to determine the grant-date fair value of share options. The determination of the grant-date fair value of stock option awards using the Black-Scholes model is affected by assumptions regarding a number of complex and subjective variables. These variables include the estimated number of years that management expect employees to hold their options, risk-free interest rates and dividends to be paid on Nuix's stock over that term.

If Nuix changes the terms of its employee share-based compensation programs, refines future assumptions or changes valuation models, the stock-based compensation expense recorded in future periods for future grants may differ significantly from historical trends and could materially affect the results of operations.

Notes to the Consolidated Financial Statements

6.3 KMP Remuneration

	2025 \$	2024 \$
Short-term employee benefits	4,598,616	3,962,669
Share-based payment expense	2,973,096	3,005,574
Termination benefits	797,584	342,125
Post-employment benefits	224,742	159,682
Total	8,594,038	7,470,050

Short-term employee benefits

These amounts include salaries, fees, cash bonuses and fringe benefits paid to Key Management Personnel including Executive and Non-Executive Directors.

Share-based payment expense

Share-based payment expense represents the expensing over the vesting period of the fair value of performance rights and options as determined at grant date.

Post-employment benefits

These amounts include the cost of superannuation contributions made during the year.

Other long-term benefits

These amounts represent long service leave and long-term annual leave benefits accruing during the year.

7. FINANCIAL RISKS

The Group has exposure to credit, liquidity and market risks relating to its use of debt and working capital. This section presents information about the Group's exposure to each of these risks, and its objectives, policies and processes for measuring and managing risk.

7.1 Financial risk management

The Group's activities expose it to a variety of financial risks including: market risk (including currency risk and price risk), credit risk, and liquidity risk.

The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group. The Group uses different methods to measure different types of risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate, foreign exchange and other price risks and ageing analysis for credit risk to determine market risk. Risk management is carried out by the Corporate Services function under policies approved by the Board of Directors.

The Group has principles for overall risk management covering areas such as foreign exchange risk, credit risk and liquidity risk.

A. Market risk

i. Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the United States dollar, Canadian Dollar, British Pound and European Euro. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the entity's functional currency. The risk is measured using sensitivity analysis and cash flow forecasting.

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in thousands of Australian dollars, was as follows:

	2025				2024			
	USD	EUR	GBP	CAD	USD	EUR	GBP	CAD
Cash and cash equivalents	5,499	1,981	1,127	–	2,436	758	2,533	–
Trade receivables	3,790	15	367	125	7,754	246	591	38
Trade payables	36	27	–	–	298	39	4	–

The Group's exposure to other foreign exchange movements is not considered material.

Sensitivity

Although Nuix holds financial assets and financial liabilities denominated in many currencies, as the Group has foreign operations with different functional currencies, the impact of a reasonably possible change in foreign exchange rates (+/- 10%) at the end of the reporting period on the profit and loss of the Group is limited:

AUD \$000's	2025		2024	
	Effect on equity	Effect on PBT	Effect on equity	Effect on PBT
USD	+/- 4,398	+/- 933	+/- 3,173	+/- 989
GBP	+/- 1,277	+/- 149	+/- 1,359	+/- 312
EUR	+/- 1,900	+/- 202	+/- 1,074	+/- 96
CAD	+/- 677	+/- 12	+/- 308	+/- 4

B. Credit risk

Credit risk is managed on a Group basis. Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions and outstanding receivables, contract assets and committed transactions.

For all customers in all instances the Group retains title over the software. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Trade receivables and contract assets

At 30 June 2025, the exposure to credit risk for trade receivables and contract assets by customer nature was as follows:

	2025 \$000	2024 \$000
Service providers	60,599	51,213
Corporates	33,085	26,095
Law firms	6,640	6,484
Government	11,424	6,169
	111,748	89,961

To measure the expected credit losses, trade receivables and contract assets have been grouped based on the nature of the counterparties (see above) and the days past due. The contract assets relate to unbilled receivables and have substantially the same risk characteristics as the trade receivables for the same types of contracts.

The expected loss rates are based on the payment profiles of sales over time and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward- looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

On that basis, the loss allowance as at 30 June 2025, expressed in thousands of Australian dollars was determined as follows for both trade receivables and contract assets.

Notes to the Consolidated Financial Statements

	2025			2024		
	Balance '000	Expected Loss Rate	Loss Allowance '000	Balance '000	Expected Loss Rate	Loss Allowance '000
Current	47,408	0.4%	176	31,506	0.4%	128
30 days	11,282	0.7%	78	2,140	1.0%	21
60 days	705	3.0%	21	1,158	2.5%	29
90 days	662	7.9%	52	488	0.0%	–
Over 90 days	4	100.0%	4	–	0.0%	–
Specific provision ¹	765	100.0%	766	1,347	100.0%	1,347
Total	60,826		1,097	36,639		1,525
Contract assets	50,922	0.8%	327	53,322	0.4%	266
Subtotal: Trade receivables and contract assets	111,748		1,424	89,961		1,791
Cash-backed bank guarantee ²	–	–%	–	746	–%	–
Other non-current investment	275	–%	–	338	–%	–
Total	112,023		1,424	91,045		1,791

1. As at 30 June 2025 there were \$766,000 of specifically identified impaired debtors, that have been provided for but not written off (30 June 2024: \$1,347,000).

2. Non-current deposits relating to bank guarantee that is cash-backed by the Group with a term-deposit with an Australian bank as of 30 June 2024. This bank guarantee is now satisfied through utilisation of the bank guarantee sub-facility that is part of the Facility Agreement described in Note 4.7.

The loss allowances for trade receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	2025 \$000	2024 \$000
As at 1 July	1,791	1,702
Increase in loss allowance recognised in profit or loss during the year	1,283	1,231
Receivables written off during the year as uncollectible	(755)	–
Unused amount reversed	(989)	(1,131)
Foreign exchange difference	94	(11)
As at 30 June	1,424	1,791

Trade receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 120 days past due. Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

C. Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash in conjunction with the availability of funding through credit facilities to meet financial obligations as and when they fall due. At the end of the reporting period the Group held deposits at call of \$39,974,000 (2024: \$38,032,000).

Management monitors rolling forecasts of the Group's liquidity reserve as discussed above and cash and cash equivalents (Note 4.1) on the basis of forecasted cash flows. This is carried out at a Group level by Corporate Services. In addition, the Group's liquidity management approach involves projecting cash flows and considering the level of liquid assets necessary to meet obligations and ongoing monitoring of balance sheet liquidity against internal requirements, and the need to draw on available facilities if required.

The cash flows disclosed in the table below are the contractual undiscounted cash flows.

Contractual maturities of financial liabilities	Less than 6 months \$000	6-12 months \$000	Between 1-3 years \$000	More than 3 years \$000	Total \$000	Carrying amount \$000
At 30 June 2025						
Trade and other payables	23,952	–	–	–	23,952	23,952
Other liabilities	3,608	–	1,531	–	5,139	5,099
Lease liabilities	816	494	2,428	690	4,428	5,019
<i>Lease agreements entered into that are yet to commence and be recognised on balance sheet¹</i>	931	1,138	6,501	13,920	22,490	N/A
	28,573	1,632	10,460	14,610	55,275	34,172
At 30 June 2024						
Trade and other payables	34,866	–	–	–	34,866	34,866
Lease liabilities	1,822	2,098	4,251	2,571	10,742	9,772
Other liabilities	4,045	–	2,999	–	7,044	6,657
	40,733	2,098	7,250	2,571	52,652	51,295

1. Excluded from the above are the amounts pertaining to agreements that have been entered into as of balance date, for leases that are yet to commence. Upon lease commencement, amounts for lease liabilities and right-of-use assets will be recognised in relation to these leases. The anticipated contractual undiscounted cash flows from these leases have been included for completeness of disclosures regarding the Group's liquidity risk profile as a result of these arrangements.

8. BUSINESS STRUCTURE

This section focuses on the structure of the Group, specifically movements in issued capital and reserves.

8.1 Issued capital

Movements in ordinary shares	2025 Shares	2024 Shares	2025 \$000	2024 \$000
Opening balance	323,528,786	317,499,158	376,947	370,696
Shares issued for employee performance rights vesting during the period	4,605,960	944,384	–	–
Shares acquired to participate in the Employee Share Award Plan	–	–	745 ¹	–
Shares issued to Nuix Employee Share Trust	2,100,000 ²	–	–	–
Shares issued for acquisition of Rampiva	457,871	3,578,179	1,580	3,041
Share options exercised	40,714	–	92	–
Shares issued for acquisition of Topos ³	–	1,507,065	–	3,210
Closing balance	330,733,331	323,528,786	379,364	376,947

- During FY25, Nuix introduced an Employee Share Award Plan which gave employees the opportunity to acquire shares in Nuix Limited with a matching right up to a capped value. The matching right gives participating employees a performance right to shares in Nuix Limited contingent on the completion of a service period until February 2026. Employees opted into the plan in October 2024 where payroll deduction were carried out over a 2-month period, and the acquired shares were issued to participating employees in January 2025.
- During FY25, 2,100,000 new shares were gifted to the Nuix Employee Share Trust in order to facilitate transfer of shares to employees in future periods upon the satisfaction of various vesting conditions in their share-based payment arrangements.
- During FY24 it was agreed with the sellers of Topos that 1,507,065 shares of Nuix Limited and a payment of US \$1,500,000 would be made in settlement of the remaining earnout milestones. This agreement resulted in the derecognition of balances for contingent consideration and employee benefit obligations.

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Ordinary shareholders participate in dividends and the proceeds upon winding up of the Company, proportionately to the shareholding. At the shareholders' meetings each ordinary share is entitled to one vote when a poll is called, otherwise each shareholder has one vote on a show of hands. The issued shares do not have a par value.

Management controls the capital of the Group in order to maintain an appropriate debt to equity ratio, provide the shareholders with returns and ensure that the Group can fund its operations and continue as a going concern. The Group's debt and capital includes ordinary share capital and financial liabilities, supported by financial assets. There are no externally imposed capital requirements aside from debt covenants. Management effectively manages the Group's capital by assessing the Group's financial risks and adjusting its capital structure in response to changes in these risks and in the market. These responses include the management of debt levels, distributions to shareholders and share issues.

ACCOUNTING POLICIES – ISSUED CAPITAL

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown as equity as a deduction, net of tax, from the proceeds.

8.2 Reserves

Foreign currency translation reserve

The foreign currency translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

Share-based payment reserve

The share-based payment reserve is used to recognise the value of equity-settled share-based payments provided to employees, including key management personnel, as part of their remuneration.

Treasury share reserve

The reserve for the Company's treasury shares comprises the cost of the Company's shares acquired and transferred to settle share-based payment arrangements.

Movements in reserves	2025 \$000	2024 \$000
Share based payment reserve		
As at 1 July	(158,753)	(165,441)
Share-based payment arrangement	6,433	6,688
As at 30 June	(152,320)	(158,753)
Foreign currency translation reserve		
As at 1 July	7,151	9,266
Foreign currency translation movement in period	4,466	(2,115)
As at 30 June	11,617	7,151
Total Reserves	(140,703)	(151,602)

ACCOUNTING POLICIES – TREASURY SHARES

Repurchase and reissue of ordinary shares (treasury shares)

When shares recognised as equity are repurchased, the amount of the consideration paid, which includes directly attributable costs, is recognised as a deduction from equity. Repurchased shares are classified as treasury shares and are presented in the treasury share reserve. When treasury shares are sold or reissued subsequently, the amount received is recognised as an increase in equity.

8.3 Business combinations

There were no business combinations during the year ended 30 June 2025. All measurement periods for prior acquisitions have been concluded as of 30 June 2024.

9. OTHER

This section provides information that is not directly related to specific line items in the financial statements, including information about dividends, related party transactions, auditor's remuneration, events after the reporting date and other statutory information.

9.1 Other liabilities

	2025 \$000	2024 \$000
Deferred consideration	1,506	1,475
Other payables	2,033	2,474
Other current liabilities	3,539	3,949
Deferred consideration	1,422	2,708
Other non-current liabilities	1,422	2,708

Information about the Group's exposure to currency and liquidity risks is included in Section 7.

Other payables

Included in other payables is an amount of \$2,033,000 (30 June 2024: \$2,174,000) in relation to a reverse factoring arrangement that provides Nuix with predictable monthly payments for insurance premiums covering the period December 2024 until December 2025 (30 June 2024: December 2023 until December 2024).

The arrangement does not significantly extend the payment terms beyond normal terms agreed with other suppliers for insurance coverage that is received and used on a ratable basis.

	2025 \$000
Carrying amount of liabilities	
Presented within other payables	2,033
– of which suppliers have received payment	2,033
Range of payment due dates	
Liabilities that are part of the arrangement	30-180 days
Comparable trade payables that are not part of an arrangement	14-20 days

Non-cash changes

There were no business combinations or foreign exchange differences in the period. There were no non-cash transfers from any other liability account to other payables.

Notes to the Consolidated Financial Statements

Deferred consideration payable – liability-classified, equity-settled

Deferred consideration represents the amount payable for an acquisition which is time-based, and not subject to ongoing performance conditions.

The deferred consideration is designated as a financial liability measured at fair value and deemed to be a Level 2 measurement of fair value. The measurement of fair value is determined with reference to the market-based discount rates for time value, for known amounts that will be settled at a future date. As part of the assessment at reporting date, the Group has considered a range of reasonably possible changes for key assumptions and has not identified instances that could cause the fair value of deferred consideration to change significantly.

The deferred consideration recognised at 30 June 2025 relates to obligation to deliver to sellers of acquired businesses, a certain US dollar value of shares of Nuix Limited at specific times.

A reconciliation of the movements in fair value measurements of deferred consideration is provided below.

	2025 \$000	2024 \$000
Deferred consideration – liability-classified, equity-settled		
Opening balance	4,183	–
Transfers from contingent consideration	–	4,123
Foreign exchange difference	106	–
Unwinding of interest	193	60
Change in fair value estimate	(55)	–
Settlement through issuance of shares	(1,499)	–
Closing balance	2,928	4,183

9.2 Fair value disclosures

The carrying amount of the Group's financial assets and liabilities approximates the fair value of all financial assets and liabilities.

9.3 Dividends

During the year the Directors did not declare an interim dividend (2024: Nil) and have not recommended a final dividend be paid after 30 June 2025 (2024: Nil).

9.4 Related party disclosures

A. Parent entity

The ultimate and parent entity within the Group is Nuix Limited.

B. Interests in other entities

Name of entity	Place of business/country of incorporation	Ownership interest held by the Group		Principal activities
		2025	2024	
Nuix North America, Inc	United States	100%	100%	Development and Sale of Licences
Nuix Ireland Ltd	Ireland	100%	100%	Sale of Licences
Nuix Pte Ltd	Singapore	100%	100%	Sale of Licences
Nuix Holding Pty Ltd	Australia	100%	100%	Holding Company
Nuix SaleCo Pty Ltd	Australia	100%	100%	Dormant Company
Nuix Limited Employee Share Trust	Australia	100%	100%	Employee Share Trust
Nuix USG Inc.	United States	100%	100%	Sale of Licences
Nuix Technology UK Ltd	United Kingdom	100%	100%	Sale of Licences
Nuix Philippines ROHQ	Philippines	100%	100%	Business Support (Branch)
Topos Labs, LLC	United States	100%	100%	Sale of Licences
Rampiva Global, LLC	United States	100%	100%	Sale of Licences
Nuix Canada Inc.	Canada	100%	100%	Sale of Licences

C. Transactions with other related parties

Macquarie Corporate Holdings

Macquarie Corporate Holdings has an interest of 29%¹ in Nuix (2024: 30%), which allows it to exercise significant influence over the Group. As a result, Macquarie Corporate Holdings and by extension all related entities of Macquarie Group Limited, are related parties to Nuix.

Alliance agreement license

In December 2018, Nuix entered into an alliance agreement and software licence agreement (in support of the alliance agreement) with Macquarie Group Services Australia Pty Ltd ('MGS') relating to the unlimited use of certain Nuix software and related support and maintenance for a term of ten (10) years. In December 2021, the strategic alliance was amended confirming a non-cancellable period and related fees until the conclusion of Year 6 of the agreement on 4 December 2024.

In December 2024, the alliance agreement has been further amended, extending of rights to the existing offering of licences to use component based on-premise software and related support and maintenance; and expanding the arrangement to include additional rights to:

- use new on-premise software;
- support and maintenance of the new on-premise software;
- access hosted software; and
- professional services.

¹ The actual number of shares held by Macquarie Corporate Holdings is 95,654,262 as of 30 June 2025. This has not changed since IPO. Issuance of new shares to satisfy share-based payment arrangements with employees and to settle consideration relating to mergers and acquisitions, has diluted their holdings over time

Notes to the Consolidated Financial Statements

In determining the total consideration and the nature of performance obligations for this further amendment to the strategic alliance agreement, management have considered the impact of cancellation rights. As a consequence, the total contractual consideration is determined to be \$9,309,126. A further \$5,165,095 may be received under the amended agreement if these cancellation rights are not exercised.

An amount of \$5,794,812² from the further amended alliance agreement has been included in revenue reported during FY25.

Amounts are yet to be recognised as revenue from delivery of professional services, support and maintenance of on-premise licences, and the provision of access to hosted software, which will be recognised as revenue over the term of the agreement when the services are provided to MGS.

As of 30 June 2025 in the statement of financial position an amount of \$2,309,160³ is recognised as a contract asset reflecting the net balance of unbilled consideration, and revenue associated with undelivered performance obligations.

Legal fees claimed under indemnity

Macquarie Capital (Australia) Limited has claimed of \$4,624,464 (including GST of \$227,290) to date in relation to legal fees under the indemnity provided by Nuix Limited to them under the terms of the Underwriting Agreement.

During the year, an amount of \$4,453,902 (including GST of \$218,907) has been paid to settle a portion of the amounts claimed (2024: nil) and an amount of \$1,604,539 has been recognised as part of the expenses for legal fees relating to regulatory/litigation matters (2024: \$1,791,910).

	2025 \$		2024 \$	
	Transaction	Outstanding balance	Transaction	Outstanding balance
<i>Sale and purchases of goods and services</i>				
Sale of license to related parties	5,276,145	5,823,474 ¹	179,023	–
Support and maintenance	466,452 ²	–	239,792	–
Rendering of professional service	166,579	–	16,000	16,000
<i>Other arrangements</i>				
Legal fees claimed under indemnity	1,604,539 ³	520,951	3,151,408	3,151,408

1. Representing the unbilled consideration to be received under the contract of \$5,823,474.

2. Disclosure for the revenue recognised from provision of support and maintenance to MGS during the year ended 31 June 2025, includes both a) revenues related to the previous extension of the amended strategic alliance agreement agreed in December 2021 for support and maintenance of \$103,305 provided between 1 July 2024 and the end of that licence term on 4 December 2024; and b) revenues related to support and maintenance provided under the further amended strategic alliance agreement from 5 December 2024 till 30 June 2025 of \$363,147.

3. Representing the incremental expense for legal fees relating to litigation matters recognised during the year. A total of \$4,453,902 (including GST of \$218,907) was paid to settle balances during the year.

2 Revenue recognised for the year related to the further amended strategic alliance agreement includes \$5,276,145 from the sale of a licence to use on-premise software, \$363,147 from the provision of support and maintenance for on-premise software, and \$155,520 from rendering of professional services.

3 The contract asset of \$2,309,160 is derived from the net position of unbilled consideration \$5,823,474 (\$9,309,126 less the amount billed of \$3,485,652), and revenue associated with undelivered performance obligations of \$3,514,314 (\$9,309,126 less the amount recognised in the period of \$5,794,812).

9.5 Auditor's remuneration

	2025 \$	2024 \$
Audit and review services		
Auditors of the Group – KPMG		
Audit and review of financial statements – Group	837,000	823,000
Audit and review of financial statements – controlled entities	164,266	78,483
	1,001,266	901,483
Other auditors		
Audit and review of financial statements – controlled entities	32,565	21,339
Assurance services		
Auditors of the Group – KPMG		
Other assurance services	57,000	45,000
Other services		
Auditors of the Group – KPMG		
Advisory services	83,145	72,000
Other auditors		
Taxation advice and tax compliance services	12,253	15,352

It is the Group's policy to engage KPMG on assignments in addition to their statutory audit duties where their expertise and experience with the Group are relevant.

9.6 Parent or the Company financial information

As at, and throughout, the financial year ended 30 June 2025 the parent entity of the Group was Nuix Limited.

	2025 \$000	2024 \$000
Current assets	56,722	44,304
Non-current assets	213,895	233,088
Total assets	270,617	277,392
Current liabilities	14,762	14,007
Non-current liabilities	2,104	1,224
Total liabilities	16,866	15,231
Net assets	253,751	262,161
Equity		
Issued capital	379,364	376,947
Reserves	(158,661)	(159,012)
Retained earnings	33,048	44,226
Total equity	253,751	262,161
(Loss)/Profit for the year	(11,178)	5,940

Notes to the Consolidated Financial Statements

Determining the parent entity financial information

The financial information for the parent entity has been prepared on the same basis as the consolidated financial statements, except in so far as investments in subsidiaries are recognised at cost.

Parent entity contingent liabilities

Each of the contingent liabilities disclosed in Note 9.7 relate to the parent entity, Nuix Limited.

9.7 Contingent Liabilities

On the basis that the Group has determined the below matters to be contingent liabilities, no liabilities have been recognised in the financial statements in relation to these matters.

ASIC proceedings

As advised to the market on 29 September 2022, ASIC commenced civil proceedings in the Federal Court against the Company (and its directors during the relevant period) alleging that from 18 January 2021 to 21 April 2021, aspects of the Company's market disclosures contravened provisions of the Corporations Act 2001 and ASIC Act 2001. ASIC seeks declarations in respect of the alleged contraventions, pecuniary penalties against Nuix and pecuniary penalties and disqualification orders against the relevant directors.

Nuix has fully cooperated with ASIC during the course of its investigation into these matters. Nuix denies the allegations made by ASIC and filed its defence to the claim on 23 December 2022. The hearing for this matter occurred in November and December 2023 and Nuix is awaiting judgment which is currently reserved in this matter.

Class Action

Nuix is the subject of a consolidated class action in the Supreme Court of Victoria which has been commenced on behalf of persons who acquired interests in Nuix shares in the period between 18 November 2020 and 29 June 2021. The proceeding also names Macquarie Capital and a former Macquarie Capital nominated director of Nuix as defendants in the proceedings.

In essence, the claim alleges that information disclosed in Nuix's Prospectus dated 18 November 2020 and certain market disclosures regarding its forecast FY21 revenue and performance in the period following the Company's IPO in December 2020 were misleading and contravened provisions of the *Corporations Act 2001* (Cth), the *ASIC Act 2001* (Cth) and the Australian Consumer Law. The claim seeks damages on behalf of Group Members, but no amount of damages has yet been identified.

Nuix denies the allegations contained in the consolidated claim and filed its defence on 4 November 2022. The Second and Third Defendants (Macquarie Capital (Australia) Limited and Mr Daniel Phillips) have also filed defences denying the allegations contained in the consolidated claim. The matter has been set down for a trial commencing 27 July 2026.

Matters where Nuix is the plaintiff

Nuix is the plaintiff in certain matters, and these could result in payment of legal costs if they were to be unsuccessful.

On 16 October 2024, Nuix commenced proceedings in the Federal Court of Australia against its insurers, seeking a declaration regarding the applicable retention under two of its insurance policies. The Federal Court heard the separate question of which retention applied under each policy on 20 May 2025.

If Nuix were to be successful, the Company may receive additional insurance recoveries.

Bank guarantee

The Company has obtained a bank guarantee in the amount of \$1,337,050 (30 June 2024: \$746,460) to secure certain obligations of the Company that arise under a commercial property lease.

ACCOUNTING POLICIES – CONTINGENT LIABILITIES

A provision is recognised when:

- there is a legal or constructive obligation arising from past events or, in cases of doubt over the existence of an obligation (e.g. a court case), when it is more likely than not that a legal or constructive obligation has arisen from a past event;
- it is more likely than not that there will be an outflow of benefits; and
- the amount can be estimated reliably.

In some cases, it may be disputed whether certain events have occurred or, particularly in the case of a legal claim, it may be disputed whether there is an obligation even if it is clear that there is a past event. In such cases of uncertainty, a past event is deemed to give rise to a present obligation if, after taking account of all available evidence, it is more likely than not that a present obligation exists at the reporting date. Otherwise, such an obligation is a contingent liability.

Contingent liabilities are not recognised in the statement of financial position except for certain contingent liabilities that are assumed in a business combination. Contingent liabilities are reviewed continuously to assess whether an outflow of resources has become probable. If the recognition criteria are met, then a liability is recognised in the statement of financial position in the period in which the change in probability occurs.

If a present obligation relates to a past event, the possibility of an outflow is probable and a reliable estimate can be made, then the obligation is not a contingent liability, but instead is a liability for which a provision is required to be recognised.

Contingent liabilities are disclosed unless the likelihood of an outflow of resources embodying economic benefits is remote.

SIGNIFICANT JUDGEMENTS AND ASSUMPTIONS**Assessing whether past events give rise to present obligations**

In determining the accounting for matters where there is a potential outflow of benefits, the key judgements and assumptions required to be made relate to whether an obligation has arisen.

Where on balance it has not been determined that it is more likely than not that a present obligation for an outflow of benefits exists at reporting date, such a liability is a contingent liability.

As contingent liabilities are generally not recognised in the statement of financial position (except for those assumed in a business combination), concluding that it is not more likely than not that a present obligation does exist, has the result that no accounting entries are booked and there is no impact reported in profit or loss.

9.8 Events after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial periods.

CONSOLIDATED ENTITY DISCLOSURE STATEMENT

As of 30 June 2025

Set out below is a list of entities that are consolidated in this set of consolidated financial statements at the end of the financial year.

Name of entity	Body corporate, partnership or trust	Place of business/country of incorporation	Ownership interest held by the Group	Australian or Foreign Resident	Jurisdiction of Foreign resident
Nuix Limited	Body corporate	Australia	–	Australian	N/A
Nuix North America, Inc	Body corporate	United States	100%	Foreign	United States
Nuix Ireland Ltd	Body corporate	Ireland	100%	Foreign	Ireland
Nuix Pte Ltd	Body corporate	Singapore	100%	Australian	N/A
Nuix Holding Pty Ltd¹	Body corporate	Australia	100%	Australian	N/A
Nuix SaleCo Pty Ltd	Body corporate	Australia	100%	Australian	N/A
Nuix Limited Employee Share Trust	Trust	Australia	100%	Australian	N/A
Nuix USG Inc.	Body corporate	United States	100%	Foreign	United States
Nuix Technology UK Ltd	Body corporate	United Kingdom	100%	Foreign	United Kingdom
Topos Labs, LLC	Partnership ²	United States	100%	Foreign	United States
Rampiva Global, LLC	Partnership ²	United States	100%	Foreign	United States
Nuix Canada Inc.	Body corporate	Canada	100%	Foreign	Canada

1. Nuix Holding Pty Ltd is incorporated in and operates in Australia and has a registered branch in the Philippines, referred to as the Philippines Regional Operating Headquarters. The branch operations have tax obligations in the Philippines.
2. Topos Labs, LLC and Rampiva Global, LLC are treated as partnerships under US tax legislation, and accordingly their tax residency flows from that of their sole member, Nuix North America, Inc.

SIGNIFICANT JUDGEMENTS AND ASSUMPTIONS**Determination of Tax Residency**

Section 295 (A) of the Corporations Act 2001 requires that the tax residency of each entity which is included in the Consolidated Entity Disclosure Statement (CEDS) be disclosed. In the context of an entity which is an Australian resident, "Australian resident" has the meaning provided in the Income Tax Assessment Act 1997. The determination of tax residency involves judgement as the determination of tax residency is highly fact dependent and there are currently several different interpretations that could be adopted, and which could give rise to a different conclusion on residency.

In determining tax residency, the consolidated entity has applied the following interpretations:

- Australian tax residency
The consolidated entity has applied current legislation and judicial precedent, including having regard to the Commissioner of Taxation's public guidance in *Tax Ruling TR 2018/5*.
- Foreign tax residency
The consolidated entity has applied current legislation and where available judicial precedent in the determination of foreign tax residency.

Partnerships and Trusts

Australian tax law does not contain specific residency tests for partnerships and trusts.

Generally, these entities are taxed on a flow-through basis so there is no need for a general residence test. There are some provisions which treat trusts as residents for certain purposes, but this does not mean the trust itself is an entity that is subject to tax.

Additional disclosures on the tax status of partnerships and trusts have been provided where relevant.

Branches (permanent establishments)

Foreign branches of Australian subsidiaries are not separate legal entities and therefore do not have a separate residency for Australian tax purposes. Generally, the Australian subsidiary that the branch is a part of will be the relevant tax resident, rather than the branch operations.

Additional disclosures on the tax status of Australian subsidiaries having a foreign branch with a taxable presence in that jurisdiction have been provided where relevant.

DIRECTORS' DECLARATION

In accordance with a resolution of the Directors of Nuix Limited, we state that:

1. In the opinion of the Directors of Nuix Limited (the 'Company'):
 - a) the consolidated financial statements and notes that are set out on pages 55 to 113 and the Remuneration Report on pages 17 to 54, are in accordance with the Corporations Act 2001, including:
 - i) giving a true and fair view of the Group's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
 - ii) complying with Australian Accounting Standards and the Corporations Regulations 2001;
 - b) the consolidated entity disclosure statement as at 30 June 2025 set out on pages 114 to 115 is true and correct; and
 - c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. The Directors have been given the declarations required by Section 295A of the Corporations Act 2001 from the chief executive officer and chief financial officer for the financial year ended 30 June 2025.
3. The Directors draw attention to Note 1.2 to the consolidated financial statements, which includes a statement of compliance with International Financial Reporting Standards.

This declaration is made in accordance with a resolution of the Directors.

SIGNED:



Robert Mactier
Chair

Sydney, Australia
25 August 2025



Jonathan Rubinsztein
Director

Sydney, Australia
25 August 2025

This is the Director's Declaration, signed by Robert Mactier, Chair and Jonathan Rubinsztein, Director on 25 August 2025. The page references in relation to the consolidated financial statements and notes should be read as referring to pages 86 to 143 as opposed to pages 55 to 113, page references in relation to the consolidated entity disclosure statement should be read as referring to pages 144 to 145 as opposed to 114 to 115, and page references in relation to the Remuneration Report should be read as referring to pages 54 to 85 as opposed to 17 to 54, to reflect the correct references now that the financial statements have been presented in the context of the annual report in its entirety.

INDEPENDENT AUDITOR'S REPORT



Independent Auditor's Report

To the shareholders of Nuix Limited

Report on the audit of the Financial Report

Opinion

We have audited the **Financial Report** of Nuix Limited (the Company).

In our opinion, the accompanying Financial Report of the Company gives a true and fair view, including of the **Group's** financial position as at 30 June 2025 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001*, in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The **Financial Report** comprises:

- Consolidated statement of financial position as at 30 June 2025
- Consolidated statement of comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended
- Consolidated entity disclosure statement and accompanying basis of preparation as at 30 June 2025
- Notes, including material accounting policies
- Directors' Declaration.

The **Group** consists of the Company and the entities it controlled at the year end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

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Key Audit Matters

The **Key Audit Matters** we identified are:

- Revenue recognition
- Capitalisation of development costs as Intellectual Property
- Going concern basis of accounting

Key Audit Matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Report of the current period.

These matters were addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Revenue recognition (\$221.5 million)

Refer to Note 2.1 to the Financial Report

The key audit matter	How the matter was addressed in our audit
<p>The Group's revenue is mainly derived from licensing software products and from related support and maintenance services.</p> <p>The Group's contracts with customers include commitments to transfer perpetual or term-based software licenses bundled with support and maintenance services. For bundled contracts, the Group determines software license to be a distinct performance obligation from support and maintenance. Corresponding revenues are recognised as the related performance obligations are satisfied as required by AASB 15 Revenue from Contracts with Customers.</p> <p>Revenue recognition was a key audit matter for us due to:</p> <ul style="list-style-type: none"> • its significance to the financial performance; • complexity and volume of transactions; and • the judgments and assumptions required by the Group in the determination of the relative standalone selling prices for each performance obligation in bundled contracts. 	<p>Our procedures included:</p> <ul style="list-style-type: none"> • We assessed the appropriateness of the Group's accounting policies related to revenue recognition against the requirements of the accounting standard and our understanding of the business and industry practice, in particular for bundled contracts. • We evaluated the Group's standalone selling price allocation methodology for software license contracts bundled with support and maintenance against the requirements of AASB 15. • We tested the key underlying assumptions and data, in the standalone selling price model using observable inputs, details of licensing arrangements and pricing practice. • We assessed the mathematical accuracy of the underlying calculations in the standalone selling price model used. • We tested a sample of revenue recognised through the year. This included assessing: <ul style="list-style-type: none"> – Existence of underlying arrangement to sources such as signed contracts with customers and sales orders; – The amounts invoiced to customers in accordance with the price and agreed terms and conditions in the underlying contract with the customer; and – We checked the accuracy of the revenue recognised against the agreed terms and

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	<p>conditions of underlying contracts and the Group's revenue recognition policy.</p> <ul style="list-style-type: none"> We evaluated the adequacy of disclosures in the financial report using our understanding obtained from our testing and against the requirements of Australian Accounting Standards.
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Capitalisation of development costs as Intellectual Property (\$23.3 million)

Refer to Note 5.1 to the Financial Report

The key audit matter	How the matter was addressed in our audit
<p>Capitalisation of software development costs is considered to be a key audit matter due to:</p> <ul style="list-style-type: none"> The significance of the amount of development costs capitalised; The judgement required by the Group in determining whether the development activities undertaken by them meets the capitalisation criteria of the accounting standards. <p>We focused our effort on analysing the underlying sources used by the Group in applying these judgements, and their consistency of application.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none"> We assessed the Group's accounting policies and methodology used to capitalise development costs against the requirements of the accounting standard and our understanding of the business and industry practice; We obtained an understanding of the Group's software development processes and how software developers use their project management tool to record activities. We evaluated the Group's assessment of development activities and development costs capitalised. This included: <ul style="list-style-type: none"> Evaluating the Group's assessment using our knowledge of the business and projects, and through enquiries with various stakeholders, including: the Chief Technology Officer, Chief Product Officer and Head of Engineering; Re-performed a sample of the calculation of development costs capitalised and compared to the amount recorded by the Group; We tested a sample of activities recorded and capitalised as development costs, checking the nature of respective activities being performed, through direct inquiry with software developer, as one relating to an intangible asset in development or an enhancement to an existing software product as opposed to research or maintenance as defined by the accounting standards.

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	<ul style="list-style-type: none"> We assessed the costs eligible for capitalisation by testing a sample of key inputs to underlying records including employees' payroll information. We evaluated the adequacy of the disclosures included in the financial report against the requirements of the accounting standards.
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Going concern basis of accounting	
Refer to Note 1.3 to the Financial Report	
The key audit matter	How the matter was addressed in our audit
<p>The Group's use of the going concern basis of accounting and the associated extent of uncertainty is a key audit matter due to the judgement required by us in evaluating the Group's assessment of going concern and the events or conditions that may cast doubt on their ability to continue as a going concern. These are outlined in Note 1.3.</p> <p>The Directors have determined that the use of the going concern basis of accounting is appropriate in preparing the Financial Report. Their assessment of going concern was based on cash flow projections. The preparation of these projections incorporated a number of assumptions and judgements specifically in relation to the litigation matters set out in Note 9.7. The Directors have concluded that these judgements do not give rise to a material uncertainty casting doubt on the Group's ability to continue as a going concern.</p> <p>We critically assessed the levels of uncertainty, as it related to the Group's ability to continue as a going concern, within these assumptions and judgements, focusing on the litigation matters, specifically analysis and advice relating to the timing and range of outcomes of the legal and regulatory matters against the Group such as ASIC proceedings and Class Action.</p> <p>In assessing this key audit matter, we involved senior audit team members who understand the Group's business, industry and the economic environment it operates in and legal specialists.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none"> We analysed the cash flow projections by evaluating the underlying data used to generate the forecasts. We specifically looked for their consistency against our understanding of the Group's strategy as outlined in Board minutes and Audit & Risk Management Committee minutes, and their comparability to past results and practices; We assessed the planned levels of operating cash flows for feasibility, timing, consistency of relationships and trends to the Group's historical results, results since year end, and our understanding of the business, industry and economic conditions impacting the Group. We obtained the Group's internal and external counsel opinions on the likely timing and probability of any cash outflows as a result of the legal and regulatory matters discussed in Note 9.7 and together with our specialists assessed any cash outflow impact as result of adverse outcomes of contingent liabilities. <p>We evaluated the Group's going concern disclosures in the financial report by comparing them to our understanding of the matter, the events or conditions incorporated into the cash flow projection assessment, the Group's plans to address those events or conditions, and accounting standard requirements.</p>

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Other Information

Other Information is financial and non-financial information in Nuix Limited's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

The Other Information we obtained prior to the date of this Auditor's Report was the Director's Report, and the Letter from Chair of Remuneration and Nomination Sub-Committee. The Chairman's Letter, CEO's Review, Sustainability Report, Shareholder Information and Corporate Directory are expected to be made available to us after the date of the Auditor's Report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not and will not express an audit opinion or any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and that is free from material misstatement, whether due to fraud or error
- assessing the Group's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.



Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf This description forms part of our Auditor's Report.

Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of Nuix Limited for the year ended 30 June 2025, complies with *Section 300A* of the *Corporations Act 2001*.

Directors' responsibilities

The Directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001*.

Our responsibilities

We have audited the Remuneration Report included in section 1 to 7.2 of the Remuneration report for the year ended 30 June 2025.

Our responsibility is to express an opinion as to whether the Remuneration Report complies in all material respects with *Section 300A* of the *Corporations Act 2001*, based on our audit conducted in accordance with *Australian Auditing Standards*.

KPMG

Trent Duvall

Partner

Sydney

25 August 2025

SHAREHOLDER INFORMATION

The shareholder information set out below is applicable at 25 August 2025.

NUMBER OF EQUITY SECURITY HOLDERS

Number of holders of Ordinary equity securities: 12,121

Number of holders of unquoted options: 44

Number of holders of unquoted performance rights: 212

VOTING RIGHTS

The voting rights attached to each class of equity securities are set out below:

ORDINARY SHARES

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one vote.

OPTIONS

Holders of Options do not have any voting rights.

PERFORMANCE RIGHTS

Holders of Performance Rights do not have any voting rights.

DISTRIBUTION OF EQUITY SECURITIES

Analysis of number of holders of quoted Ordinary Shares by size of holding:

Range	Securities	%	No. of holders	%
100,001 and over	296,379,734	88.56	81	0.67
10,001 to 100,000	19,751,589	5.90	727	6.00
5,001 to 10,000	6,770,250	2.02	886	7.31
1,001 to 5,000	8,934,844	2.67	3,545	29.25
1 to 1,000	2,820,771	0.84	6,882	56.78
Total	334,657,188	100.00	12,121	100.00

Analysis of number of holders of unquoted options by size of holding:

Range	Securities	%	No. of holders	%
100,001 and over	933,248	49.22	5	11.36
10,001 to 100,000	919,745	48.51	33	75.00
5,001 to 10,000	34,539	1.82	4	9.09
1,001 to 5,000	8,634	0.46	2	4.55
1 to 1,000	0	0.00	0	0.00
Total	1,896,166	100.00	44	100.00

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Shareholder Information

Analysis of number of holders of unquoted performance rights by size of holding:

Range	Securities	%	No. of holders	%
100,001 and over	10,004,294	85.19	17	8.02
10,001 to 100,000	1,575,971	13.42	49	23.11
5,001 to 10,000	41,236	0.35	5	2.36
1,001 to 5,000	53,201	0.45	11	5.19
1 to 1,000	69,282	0.59	130	61.32
Total	11,743,984	100.00	212	100.00

SUBSTANTIAL HOLDERS

Substantial holders at 25 August 2025, as disclosed in substantial holding notices given to the company are:

Holder	Securities	%
Macquarie Group Limited	97,635,132	29.17%
Australian Ethical Investment	27,268,107	8.23%
UBS Group AG	17,884,459	5.41%
ECP Asset Management	17,257,970	5.22%

MARKETABLE PARCELS

The number of holders holding less than a marketable parcel of Ordinary Shares: 2,802

RESTRICTED SECURITIES OR SECURITIES SUBJECT TO VOLUNTARY ESCROW

623,857 shares – escrow ends on 31 July 2026.

ON-MARKET BUY-BACK

There is no current on-market buyback

LARGEST QUOTED EQUITY SECURITY HOLDERS

The twenty largest holders of quoted Ordinary Shares are:

Rank	Name	A/C designation	Securities	%IC
1	MACQUARIE CORPORATE HOLDINGS PTY LTD		95,654,262	28.58
2	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED		61,980,665	18.52
3	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED		28,161,793	8.42
4	CITICORP NOMINEES PTY LIMITED		20,108,074	6.01
5	BNP PARIBAS NOMINEES PTY LTD	<AGENCY LENDING A/C>	18,238,358	5.45
6	AD & SK CASTAGNA HOLDINGS PTY LIMITED		13,345,750	3.99
7	BNP PARIBAS NOMS (NZ) LTD		7,477,440	2.23
8	WARBONT NOMINEES PTY LTD	<UNPAID ENTREPOT A/C>	5,785,300	1.73
9	3RD WAVE INVESTORS PTY LTD		4,700,000	1.40
10	SOLIUM NOMINEES (AUSTRALIA) PTY LTD	<VSA A/C>	4,439,250	1.33
11	BENNAMON PTY LTD		4,160,412	1.24
12	SOLIUM NOMINEES (AUS) PTY LTD	<UNALLOCATED A/C>	3,741,250	1.12
13	BNP PARIBAS NOMS PTY LTD		2,822,204	0.84
14	BNP PARIBAS NOMINEES PTY LTD	<IB AU NOMS RETAILCLIENT>	1,757,558	0.53
15	BNP PARIBAS NOMINEES PTY LTD	<AGENCY LENDING COLLATERAL >	1,393,100	0.42
16	MR DAVID ALEXEI SITSKY		1,312,500	0.39
17	MERRILL LYNCH (AUSTRALIA) NOMINEES PTY LIMITED		1,302,917	0.39
18	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	<NT-COMNWLTH SUPER CORP A/C>	1,293,108	0.39
19	INTECH SOLUTIONS PTY LTD		1,000,000	0.30
20	NEWECONOMY COM AU NOMINEES PTY LIMITED	<900 ACCOUNT>	932,995	0.28
	Total		279,606,936	83.55
	Balance of register		55,050,252	16.45
	Grand total		334,657,188	100.00

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CORPORATE DIRECTORY

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EXCHANGE

Nuix shares are listed on the Australian Securities Exchange (ASX)

INVESTOR RELATIONS

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investor@nuix.com

COMPANY SECRETARY

Ilona Meyer

AUDITOR

KPMG



Nuix (www.nuix.com, ASX:NXL) is a leading provider of investigative analytics and intelligence software, that empowers customers to be a force for good by finding truth in the digital world. We help customers collect, process and review large amounts of structured and unstructured data, making it searchable and actionable at scale and speed with forensic accuracy.

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