

28 October 2020

AGM: Chairman's Address and Managing Director's Presentation

Attached is a copy of the addresses to be given by the Chairman and the Managing Director's presentation for the EQT Holdings Limited's (**EQT**) Annual General Meeting today.

The EQT Board has authorised that this document be given to the ASX.

Jennifer Currie
Company Secretary

FURTHER INFORMATION

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Equity Trustees was established in 1888 for the purpose of providing independent and impartial Trustee and Executor services to help families throughout Australia protect their wealth. As Australia's leading specialist trustee company, we offer a diverse range of services to individuals, families and corporate clients including asset management, estate planning, philanthropic services and Responsible Entity (RE) services for external Fund Managers. Equity Trustees is the brand name of EQT Holdings Limited (ABN 22 607 797 615) and its subsidiary companies, publicly listed company on the Australian Securities Exchange (ASX: EQT) with offices in Melbourne, Bendigo, Sydney, Brisbane, Perth and London.



2020 ANNUAL GENERAL MEETING 28 OCTOBER 2020

CHAIRMAN'S ADDRESS AND MANAGING DIRECTOR'S PRESENTATION

 Equity Trustees



ANNUAL GENERAL MEETING

The Hon Jeffrey G Kennett AC, Chairman
Mick O'Brien, Managing Director
EQT Holdings Limited

28 OCTOBER 2020

ANNUAL GENERAL MEETING

Shareholders, ladies and gentlemen, good morning.



CHAIRMAN'S INTRODUCTION



THE HON JEFFREY G KENNETT AC, CHAIRMAN

My name is Jeffrey Kennett, I am the Chairman of EQT Holdings Limited.

I'd like to acknowledge the Wurundjeri People as the traditional custodians of this land on which I am on and all the other indigenous people of the lands on where you are. We recognise their continuing connection to this land and pay our respects to their Elders, past, present and emerging.

On behalf of my fellow Directors, the Executives and Employees of EQT Holdings Limited it gives me great pleasure to welcome you to this 2020 Annual General Meeting.

This meeting is being held online for the first time due to our restrictions in Melbourne. Nevertheless I am confident we can deal with all the required business in this format.

While this online format may be familiar for some shareholders, I acknowledge that it may be less so for others.

However, I assure you that you will have the same opportunity to participate today as you would at a physical meeting. This includes being able to ask questions through the online platform and vote using an electronic voting card. I'll discuss these processes a little later.

A quorum is present, and I declare the meeting open.

I can confirm that the Notice of Meeting was dispatched to all Shareholders in accordance with the Company's Constitution. I will take the Notice of Meeting as read.



BOARD OF DIRECTORS

I would like to introduce to you my colleagues on the Board.

Jim Minto joined the Board in March 2017 and is our Deputy Chairman. He also chairs our Board Risk Committee and is a member of our Audit Committee and Strategy Committee.

Alice Williams, our longest standing director, joined the Board in September 2007 and is Chair of the Remuneration, Human Resources and Nominations Committee and a member of our managed investment schemes Compliance Committee and I will say more at the end of the meeting regarding Alice's contribution to this company given she is retiring at the end of this meeting

Anne O'Donnell joined the Board in September 2010. Anne is a member of the Board Risk Committee, the Board Remuneration, Human Resources and Nominations Committee, and Chair of the Managed Investment Scheme Compliance Committee.

Kevin Eley joined the Board in November 2011. Kevin is Chair of the Audit Committee and a member of the Risk Committee.

Glenn Sedgwick joined the Board in August 2016 and is a member of the Audit Committee. He also chairs our Strategy Committee, a committee designed to ensure we think long term and with diversity of thought.

Tim Hammon joined the Board in December 2018, and is a member of the Strategy Committee and the Remuneration, Human Resources and Nominations Committee.

Catherine Robson joined the Board in February of this year, following serving on our superannuation subsidiary Board for the previous six years. Catherine is a member of the Remuneration, Human Resources and Nominations Committee, Risk Committee and will be a member of the Strategy Committee moving forwards.


Carol Schwartz joined the Board in March of this year and the Board have selected Carol to be the next Chair of the company with effect from the end of this meeting, should shareholders resolve to confirm her appointment as a director later in this meeting.



Finally, Mick O'Brien was appointed Managing Director in July 2016 after joining Equity Trustees in July 2014 as a non-executive director. Mick is a member of the Board Risk Committee and Board Strategy Committee.

Also representing the company here today is our Chief Financial Officer, Philip Gentry, our Company Secretary, Jennifer Currie, and a number of other Executive Leadership Team members.

We also welcome Mark Stretton from Deloitte, our Group external auditors. We thank them for the quality of the independent audit services they provide to the Equity Trustees Group.



AGENDA

- (A) CHAIRMAN'S ADDRESS
- (B) MANAGING DIRECTOR'S ADDRESS
- (C) ITEMS OF BUSINESS
 - (1) FINANCIAL REPORT, DIRECTORS' REPORT AND AUDITOR'S REPORT
 - (2) ELECTION AND RE-ELECTION OF DIRECTORS
 - (3) ADOPTION OF REMUNERATION REPORT
 - (4) APPROVAL OF LONG-TERM INCENTIVE AWARD FOR MANAGING DIRECTOR
 - (5) RE-INSERTION OF PROPORTIONAL TAKEOVER PROVISIONS IN CONSTITUTION

(4)

AGENDA

This is the agenda for today's meeting.

I will make some introductory comments.

Mick will then update you on the results, our strategy and outlook.

We'll then proceed to the formal part of the meeting with several items of business as listed.



USING THE ONLINE AGM PLATFORM

TO ASK A QUESTION:

Click on 'Ask a Question'

If you haven't already, enter your:

- SRN/HIN; and
- postcode (or country if outside Australia)

TO VOTE:

Click on 'Get a Voting Card'

If you haven't already, enter your:

- SRN/HIN; and
- postcode (or country if outside Australia)

For help/technical support contact: **1800 990 363**

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USING THE ONLINE PLATFORM

Voting on the resolutions will be conducted by way of a poll using the electronic voting card you should receive after clicking the 'Get a Voting Card' button.

Shareholders can submit written questions during the meeting by clicking on the 'Ask a Question' button. I do encourage shareholders who have questions to submit them as soon as possible.

If you have any trouble using the platform, please check the online portal guide on the Equity Trustees website, or contact the help lines shown on screen. With that, I'll now move to my address.





CHAIRMAN'S ADDRESS

I am pleased to report that Equity Trustees has again performed admirably in a year of unprecedented challenges for our country and the world.

The 2020 calendar year started with the catastrophic bushfires underway along Australia's east coast, followed by the COVID-19 pandemic with its tragic health and economic consequences.

Financial markets have experienced extraordinary volatility and our country faces severe economic and social challenges, in a less than certain world order.

Notwithstanding this challenging environment, Equity Trustees' foundations have underpinned our continued delivery of growth in revenue and maintaining our dividends for shareholders.

The current environment presents significant opportunities for us with the industry undergoing enormous change, driven by issues exposed by the Royal Commission and banks and other wealth providers exiting non-core businesses. More recently, the impact of Covid19 on the country.

Putting clients' best interests first is an increasingly important proposition for many companies. Regulators and the community are placing a higher value on trust, which is beneficial for Equity Trustees – a company built on trust.

Our governance structure has held us in good stead and remains the Board's focus. We've continued to develop our governance with the addition of Carol and Catherine to the Board and I know that will both make an excellent contribution to both the Board and Equity Trustees. We also added two new directors to our subsidiary Superannuation Board during the year. I wish to thank Anthony Lally, Chair of the Equity Trustees Superannuation Limited Board and his colleagues for their exceptional leadership over the last year.

I want to thank the Chairs of each of the Board's Committees for their skilled stewardship over the year.

Alongside good governance, the health and wellbeing of our employees is paramount. The challenges this year of working from home, have increased the risk of mental illness and other physical problems for our staff, but I'm pleased that our continuous monitoring of staff shows they are in good health despite the challenges. I want to recognise our Human Resources and Technology teams for making the remote working environment as comfortable and productive as possible for our employees.

It would be remiss of me not to comment on the regulatory environment – it continues to change at a rapid rate. Equity Trustees is working constructively with the key regulators and we are pleased with the productivity and spirit of our relationships.

Equity Trustees has been here for 132 years and we plan to be here for another 132 and more years – our thinking and our focus is long-term.

You'll hear Mick talk about how we will keep investing in the business and the Board is driving long-term considerations.

Finally, people will know my passion for community service and later, you'll see how important Equity Trustees' efforts in philanthropy and the charitable sector and also, in our Indigenous business. I'm proud we can make such an impact in areas where clients and beneficiaries really benefit from our professionalism and expertise.



Early this year we completed the establishment of two perpetual charitable trusts designed to support people and communities recovering from disastrous bushfires. The Australian Volunteers Support Trust (AVST) and the Community Rebuilding Trust (CRT) are a joint initiative with the Business Council of Australia, with Equity Trustees' work being performed pro bono.

We recently established an Aboriginal Housing Foundation to benefit the Noongar people of south west Western Australia. The Foundation is the first Indigenous community trust to have joint trustees: Equity Trustees and the South West Aboriginal Land and Sea Council. These are concrete examples where we can use our expertise for the benefit of the community.

Turning to the financial results of the company – they were again very pleasing.

Revenue was up 3.2% on the prior year despite the major market downturn in the last quarter.

Profit after tax was \$19.2m, which was after provision for a long-standing tax matter

The Board was able to deliver to shareholders the same dividend of 90c as delivered in the prior year – a remarkable achievement among financial services companies.

The Result reflects very significant growth in funds under supervision and investments we have made in the business to facilitate this growth.

Just as importantly, we improved our service to our clients and beneficiaries.

Equity Trustees is a special company that always puts its clients and beneficiaries and employees first, balancing the needs of all stakeholders to ensure a strong company that can stand the test of time.

We have clearly done that this year.

I'll now hand over to Mick and let him take you through the results in more detail.





MICK O'BRIEN, MANAGING DIRECTOR

Thank you Jeff.

Good morning everyone.

Can I also pass on my warmest greetings to everyone who is online this morning.



LEADERSHIP TEAM

I want to start by introducing the leadership team. Many of these faces will be familiar to you, because we've had a very stable leadership team over the course of the last four years and I think that has contributed to our strong results. For those four years we have had:

- Philip Gentry as our Chief Financial Officer and Chief Operating Officer,
- Sharni Redenbach, our Executive General Manager of Human Resources,
- Ian Westley Executive General Manager Trustee and Wealth Services heading up our private client business, which apart from covering our trusts and estates, includes philanthropy, compensatory and Indigenous trusts,
- Mark Blair our Executive General Manager of the Superannuation Trustee Office, driving the growth in that business as we've reshaped it in recent years,
- Alicia Kokocinski our General Manager of Marketing and Communications.

And in more recent times for the last couple of years:

- Darren Thompson leading our Asset Management team who have produced stellar investment performance; and
- Owen Brailsford our Chief Risk Officer, who leads a strong risk management focus for our business.

I am also pleased to say we've continued to strengthen the team this year with the addition of Russell Beasley who is our new Executive General Manager of Corporate Trustee Services and Jennifer Currie our new Company Secretary – such an important role in a company like ours. Jennifer is relatively new to the group and has extensive experience in similar roles for other listed companies



and Russell has been at Equity Trustees for 15 years and he has extensive experience in managing managed investment schemes. Elevating Russell to the Executive General Manager role has allowed Harvey Kalman to take on the role of Managing Director UK and Europe and Global Head of Business Development for Fund Services, which is a critical role as we look to accelerate the development of our offshore business and maximise our opportunities here in Australia.



**Our vision is to be Australia's
leading trustee company**

**A company with purpose,
forming trusted relationships to
look after the interests of
beneficiaries, members and
investors**

OUR VISION...

Our strategy remains the same, and that is to be Australia's leading trustee company.

It's a strategy that has held us in great stead and we are well on our way to achieving our vision. Being a trustee company means we are a company with clear purpose and it's a purpose to ensure we look after the interests of others in everything we do. Jeff mentioned the unique characteristics of this company and I like to think of it as a financial services company with heart. It's a simple vision, but of course our success is in the execution where we seek to be a leader in every line of trusteeship in the Australian market.



STRONG FUNDS GROWTH IN CHALLENGING ENVIRONMENT



GROWTH STRATEGY UNDERPINS STEADY FINANCIAL PERFORMANCE

- FUMAS up 18.3% to \$101 billion at 30 June 2020 and now \$116 billion at 30 September 2020
- Substantial investment in capability underpinning success
- New wins and pipeline of opportunities provide growth momentum
- Capitalising on industry trend for companies to outsource fiduciary role and focus on their core capability
- Fulfilling our purpose as a trusted specialist fiduciary serving both our clients and the community

(10)

STRONG FUNDS GROWTH IN CHALLENGING ENVIRONMENT

Now let me give you an overview of the FY20 financial results.

The most notable aspect of the result was the very strong growth in funds we oversee to \$101bn at the end of the financial year, an 18% increase on the prior year and now as at 30 September we stand at \$116bn, another increase of 15% since the end of the financial year.

We have made a deliberate investment in our capability throughout the year to manage this growth, with a range of new experienced appointments and deployment of new technology.

Our growth has come primarily from capitalising on the industry trend to outsource the fiduciary role to specialists who can perform the role in an efficient and unconflicted manner.

And the other key point I want to make, is that in such a challenging environment for Australia this year, with the bushfires and the pandemic and its effect on people and the investment markets, I have been really proud of the difference Equity Trustees has been able to make in providing our services to the benefit of our clients and the community and looking after our employees.



STEADY FINANCIAL PERFORMANCE



RESULTS DEMONSTRATE OUR RESILIENCE

- Revenue up 3%, notwithstanding equity market downturn in second half
- Net profit before tax \$30.3m compared with \$31.3m in FY19
- Net profit after tax \$19.2m, partly reflecting provision for longstanding tax matter
- Underlying earnings per share 5.5% lower at 102.7 cents
- Total dividend for the year 90 cents, consistent with FY19
- Healthy balance sheet – low debt, excess over regulatory requirements, providing flexibility
- All areas of business producing strong underlying results and good growth

(11)

STEADY FINANCIAL PERFORMANCE

The financial results have been very resilient throughout the year.

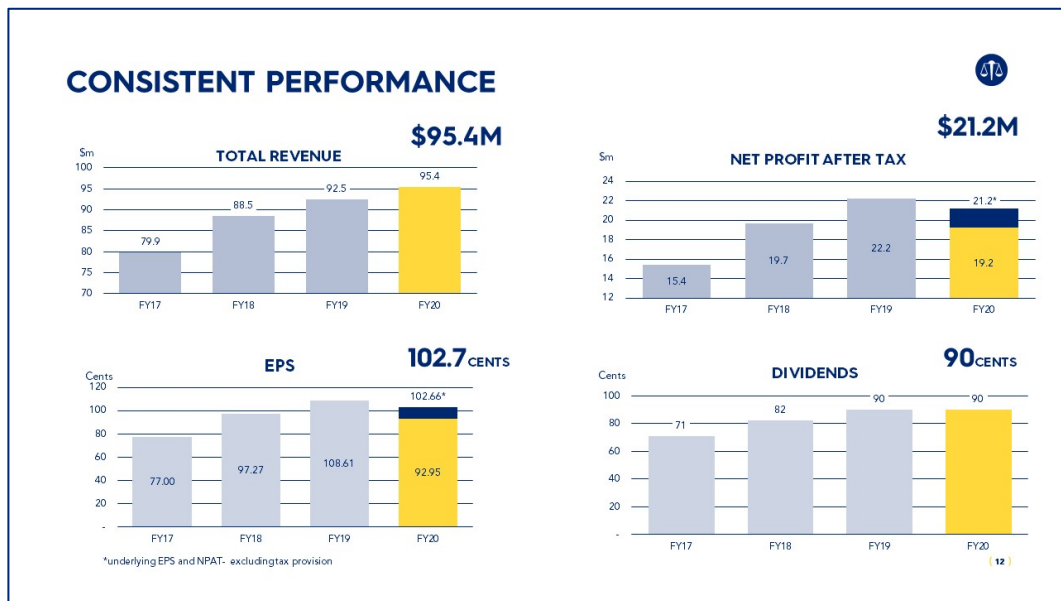
Our revenue was up 3% notwithstanding the significant market down turn in the second half, which speaks to strong underlying performance. Net profit before tax was \$30.3m and after tax \$19.2m reflecting a provision for a one-off long-standing tax matter.

Underlying earnings per share was 102.7 cents.

The Board were able to maintain the full year dividend at 90 cents which was a rare result for financial services companies in the latest reporting season.

The company has maintained a healthy balance sheet – we haven't relied on any Government support, haven't had to raise capital and the balance sheet still provides us with very good flexibility.

Pleasingly the result has been driven consistently across the business, but obviously our private client business was most impacted by markets.



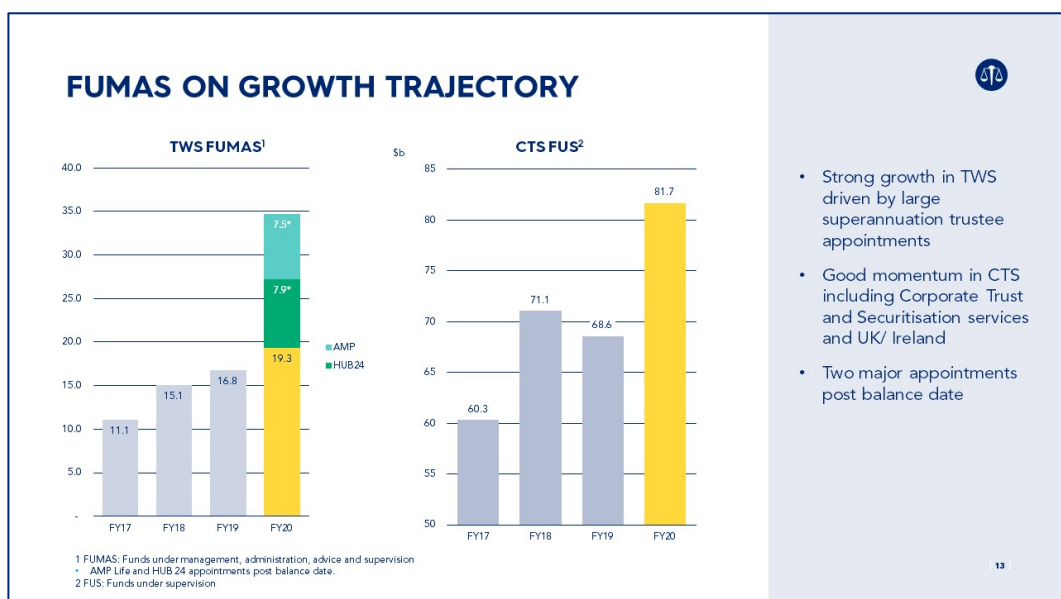
CONSISTENT PERFORMANCE

This slide shows the key financial metrics for the year.

The top left-hand box shows revenue growth and you can see the very consistent growth since FY17, with the Company reaching revenue of \$95.4m for the year – a 6% CAGR over the period, noting the market downturn for the last four months of the financial year.

The box on the top right shows the net profit before tax which has been increasing consistently to FY19 and has come back marginally by 4% on an underlying basis this year.

In the bottom left hand corner, you can see the progression of earnings per share has remained in line with the progression of net profit. On the bottom right-hand side, you see the growth in dividends and the maintenance of the dividend at 90 cents per share.



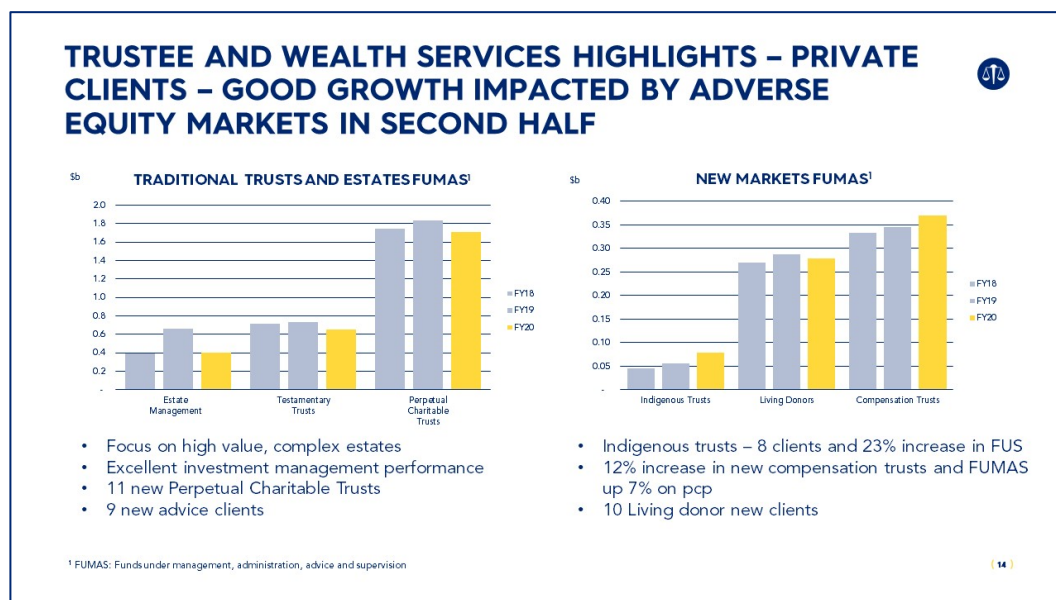


FUMAS ON GROWTH TRAJECTORY

Now, this slide shows the growth in Funds Under Management Administration and Supervision (FUMAS) in each of the two business divisions.

This measure is important because as it is the prime driver of revenue. The TWS graph has been updated to show the two major appointments we took on after the 30 June balance date. Shareholders will be aware of our announcement that we were appointed as the superannuation trustee to AMP Life's superannuation business following its acquisition by Resolution Life, and also to the Hub 24 Super Fund, one of Australia's fastest growing platforms. These two superannuation appointments added \$15.4bn to our funds under supervision, which contributed to an increase of 16% on our FUMAS since 30 June.

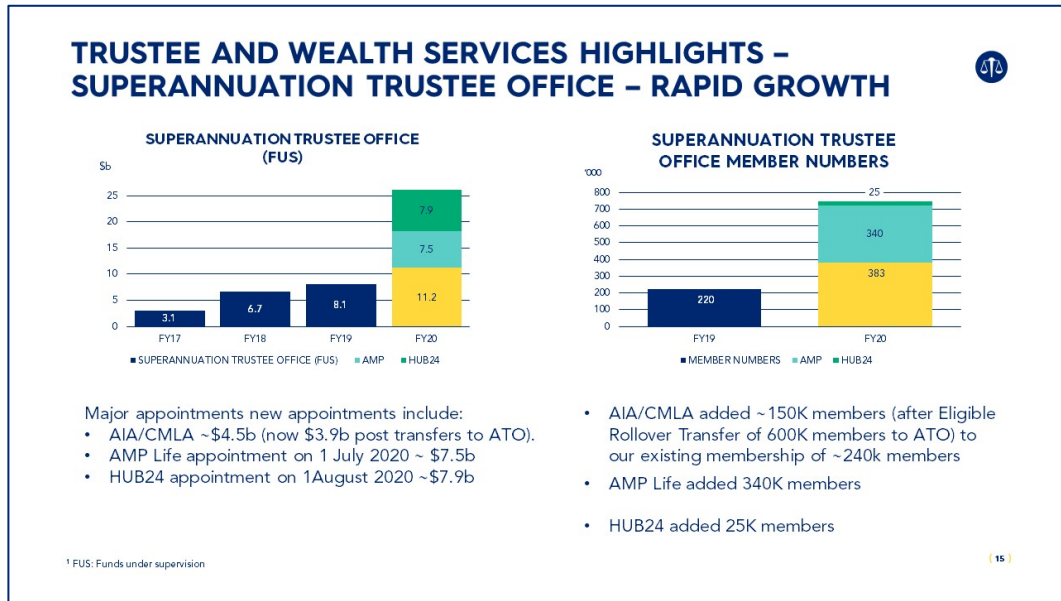
The graphs also show the impact of our appointment as both the trustee to the AIA investment funds following AIA's acquisition of CommInsure and also as the superannuation trustee to AIA's superannuation funds in October of 2019. These appointments to AIA also added another \$15bn of funds to our oversight at the start of the year, hence the uplift in both TWS and CTS's funds.



TRUSTEE AND WEALTH SERVICES HIGHLIGHTS – PRIVATE CLIENTS – GOOD GROWTH

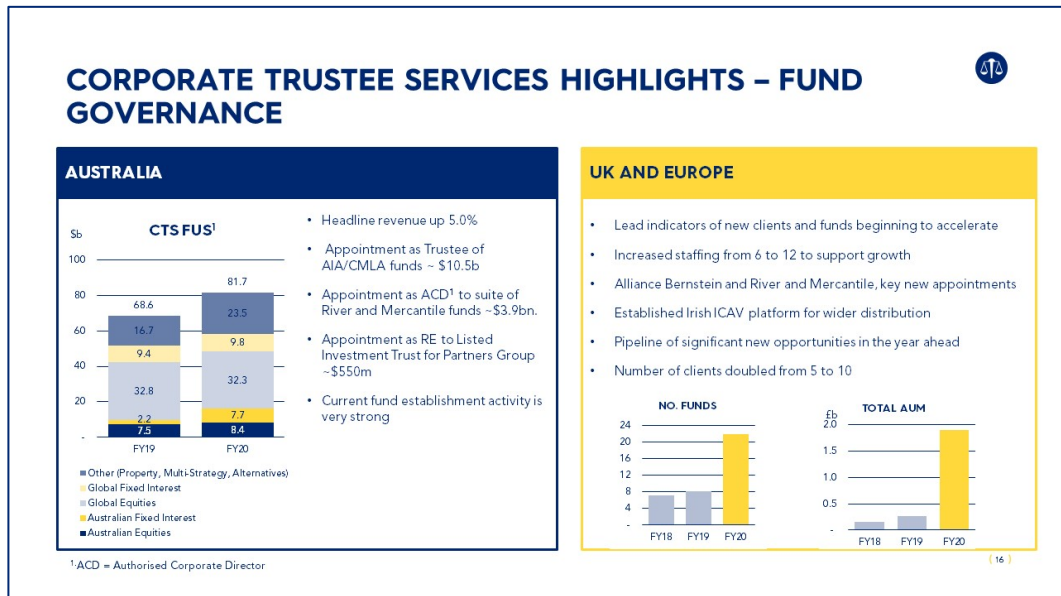
Let me quickly touch on each area of the business.

In our private client business, it is helpful to look at this in two dimensions – our traditional estates and trusts and the newer lines of business in indigenous trusts, compensatory trusts and philanthropy for living donors. You can see the results slightly down in our traditional lines reflecting the investment markets and the RHS shows some good growth in areas of the business where we focus a lot of our business development activities, albeit off a smaller base. We've been quite pleased with these results.



TRUSTEE AND WEALTH SERVICES HIGHLIGHTS – SUPERANNUATION TRUSTEE OFFICE – RAPID GROWTH

This slide shows the superannuation results. We decided four years ago to transition this business into a pure trustee model and the strategy has worked exceptionally well as the industry has gone through major disruption and our independent specialist service has been in high demand. You can see we have grown this business from \$3bn in FY17 to \$27bn in the last three years and I mentioned the major appointments earlier. We now provide superannuation oversight to more than 700,000 Australians and have become a new force in the superannuation market.

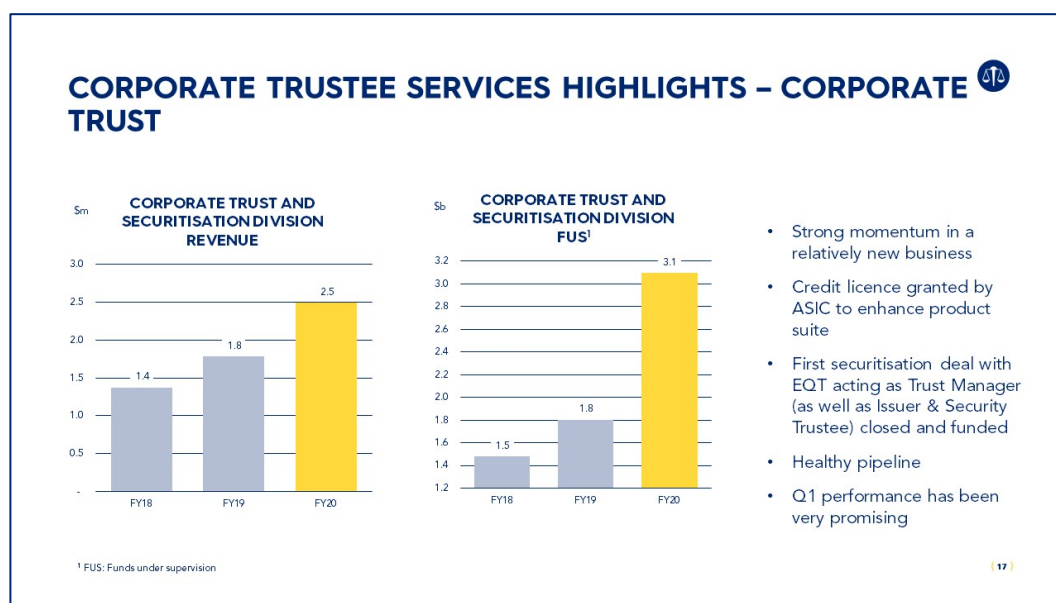




CORPORATE TRUSTEE SERVICES HIGHLIGHTS – FUND GOVERNANCE

On the Corporate Trustee Services side of our business, there are three areas I want to highlight. Firstly, fund governance in Australia, or Responsible Entity (RE) services – in this area, we maintained our growth pace with a series of new appointments throughout the course the year. One of those was the AIA appointment mentioned previously and we continued growing the funds we have as listed investment trusts – the most recent being the Partners Group which listed in September raising \$550m. That subset of our CTS business now has assets under supervision of \$1.8 billion from a baseline of zero at the beginning of FY19. Whilst the remuneration rules have changed for these listed vehicles, we still expect good growth in this area as the market continue to innovate with new designs and we again have some listed funds in our pipeline.

In the second box, but still on fund governance, we are carefully building our global business. We have added 6 staff in the business and are now set up well for growing the business. We were delighted to secure Alliance Bernstein, a top 30 global fund manager, as a client in the UK, we established an Irish ICAV, which means we will be able to establish new managers and new funds more efficiently and we successfully transitioned River and Mercantile, a local, well-respected global equity fund manager from an internal model to an outsourced model for a suite of eight funds totalling just under A\$4 billion. The graphs shows the number of funds has grown from 8 to 22 in the year and that's a very good pre-cursor to securing new funds under supervision.



CORPORATE TRUSTEE SERVICES – CORPORATE TRUST

I've talked about continuing to build our presence in the corporate trust market. You can see we had good growth in this area from a small base, but it is an area of increasing focus. We now have an ability to perform all required roles in this area of the market and are carving out a reputation as a keen provider to show case our credentials to a market looking for greater choice.



DELIVERING FOR ALL STAKEHOLDERS

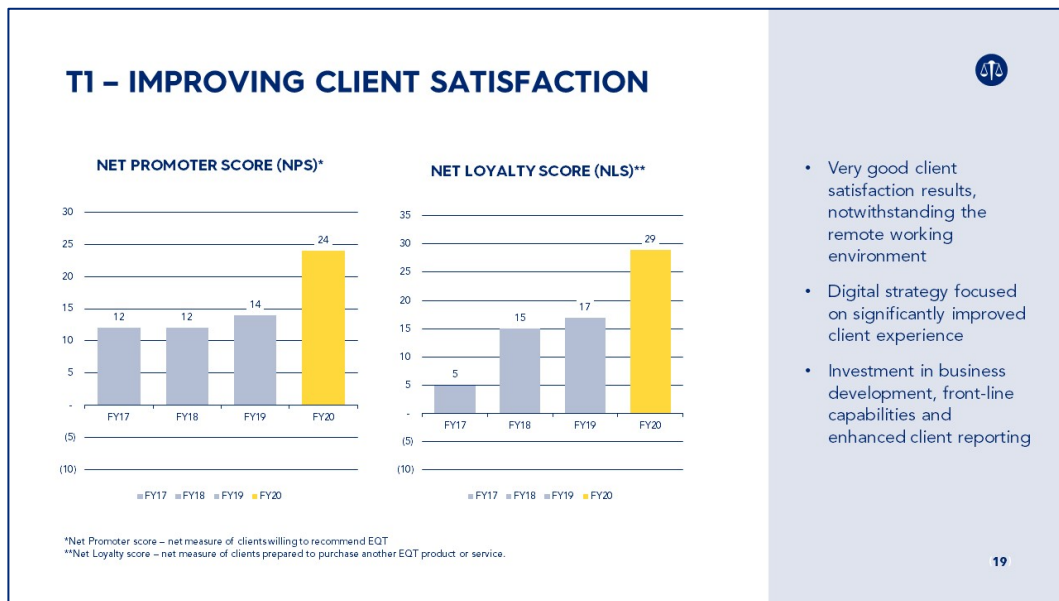
Now this slide is important, and shareholders would have seen it before. It shows how we maintain focus on delivering to all the stakeholders in our company – clients, employees, shareholders and the community. You heard Jeff speak about the uniqueness of this company and I think this year more than any, saw us balance our efforts to all our stakeholders.

Our first target, T1, is focussed on improving client satisfaction.

Our second, T2, is lifting our Employee Engagement – a key focus of the last four years. T3 is about Growing shareholder value which I have already spoken about.

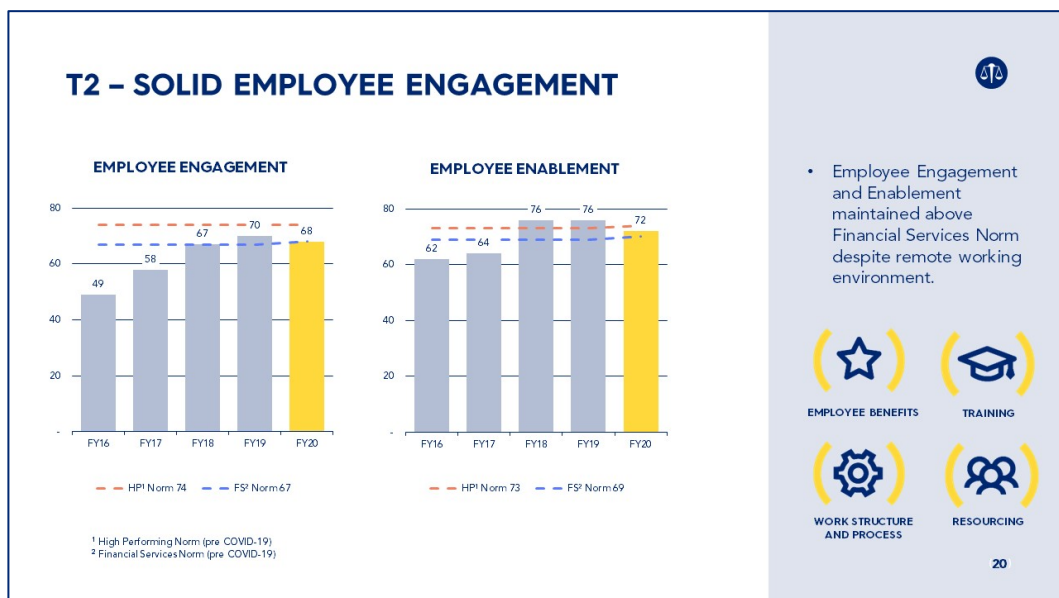
Given the unique position this company occupies, T4 (deepening our community impact) differentiates us from almost all other companies and we are very honoured that we can facilitate such an impact on the community through our philanthropy business and volunteering our time to assist others.

I am going to quickly walk through our results on each of these.



T1 – IMPROVING CLIENT SATISFACTION

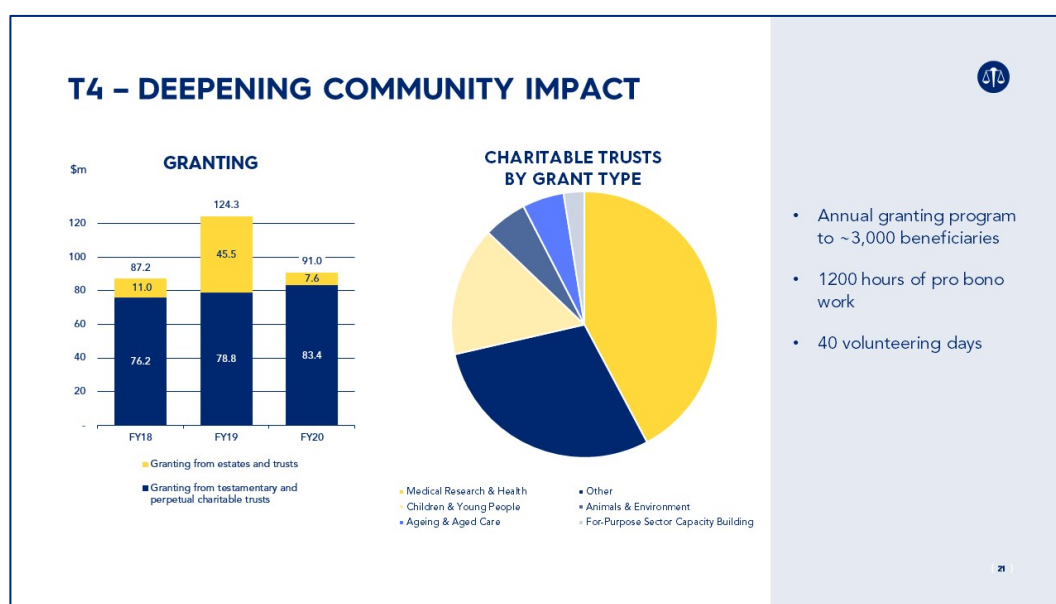
Starting with T1 – improving client satisfaction. We've been surveying our clients for four years gathering their insights into how we can improve our services. Delivering excellent client service is a long-term journey for the company, but we were really pleased that our results improved materially in both key measures: The net promoter score (NPS) – the likelihood the clients will recommend us to others moved up to from 14 to 24, and the net loyalty score (NLS) – the likelihood that our clients will use other services from the firm improved again from 17 to 29. These great results were a pleasing reward for our focus on client service culture.





T2 – SOLID EMPLOYEE ENGAGEMENT

The next measure is T2 – lifting employee engagement. This is an area that we've been focused on for the last four years. When we started this process we were in a very different place – I'm pleased to say now our performance has lifted considerably. We took this survey in June at the height of the lockdown and our results are measured against the industry prior to lockdown. Nevertheless, we are at or above the industry norm on both measures of engagement and enablement and just below high performing on enablement. Our focus on improving our engagement and enablement was on training, work structure and processes, employee benefits and resourcing and we will continue investing in our people as our most valuable asset.



T4 DEEPENING COMMUNITY IMPACT

I covered T3 our shareholder returns earlier, so finally T4 – deepening our community impact. You can see on the left-hand side the grants we made to the for-purpose (or charitable / not-for-profit sector). We granted over \$90 million to so many fabulous causes last year, and the Philanthropy team really pivoted their activities in the last six months to where the community really needed support in these tough times due to the difficulties presented by the global pandemic

The regular granting represented by the blue bars increased again in FY20 and we will be doing everything we can on the investment front this year to deliver a steady level of income to the sector, as best we can.

The pie chart shows the categories where those funds have been directed – the largest being medical research and health, but also very significant contributions to children and young people, ageing and aged care, animals and the environment, and many other charitable causes.

Added to that, and in line with our culture and the sentiment behind T4, during the course of the year, we contributed 40 volunteering days before that opportunity was cut off, but more than 1,200 pro bono hours in establishing the two trusts to assist the community in recovering from the bushfires – an effort that saw more than \$10m raised with much already reaching impacted communities.



MANAGING WELL THROUGH COVID-19 CHALLENGES



- Prioritised our employees' health and well-being and our obligations to the community
- Maintained excellent service to clients despite operating remotely in most locations
- Ensured beneficiaries, members and investors in our trusts, funds and schemes interests were managed equitably through the market volatility
- Closely managed expense base given downturn in markets
- Adjusted marketing and business development activity to online activities
- Pivoted our philanthropic granting to areas of immediate need

(22)

MANAGING WELL THROUGH COVID-19 CHALLENGES

It's incumbent on me to comment about our management of the business during the last half year dealing with the challenges presented by COVID. Obviously, we have prioritised our employees' health and well-being and our obligations to the community, and I'm pleased to say our employees have handled the remote working well and have continued to deliver excellent client service to our clients and ensured our clients' interests were equitably looked after during the market downturn. We've managed the expense base and our investments closely and importantly pivoted our philanthropy to immediate areas of need in the community.

WELL POSITIONED TO CAPITALISE ON OPPORTUNITIES



SUBSTANTIAL INVESTMENT IN PEOPLE

- Building skill base and capability to manage incoming business and support revenue growth
- Key hires across management and client-facing roles
- Continued investment in governance roles

CONTINUED INVESTMENT IN TECHNOLOGY

- Technology enhancements to improve productivity, service delivery and quality
- Continued investment in cyber security
- Implementation of new client portals for B2B and B2C clients, increasing ability to self serve
- Improved use of data analytics
- Implementation of new platforms in Risk, and planned for Finance and Human Resources

STRONG FINANCIAL CAPACITY

- Strong balance sheet enables us to fund investment and acquisitions

(23)



WELL POSITIONED TO CAPITALISE ON OPPORTUNITIES

As Australia's trusted fiduciary we are well positioned to capitalise on the opportunities in front of us. The strategy has been working – the industry upheaval has highlighted the importance of good governance, independence and expertise. And our results demonstrate a real resilience.

To prepare for this financial year, we have been investing heavily ahead of the curve to bring on the right experienced people in both governance roles and in areas where the business is growing quickly.

We have also had a greater focus this year on technology with investments in cyber security, increased process digitisation and automation, and implementation of a new platform in Risk and Compliance.

And our Balance sheet is in a very healthy position.

INVESTING IN GOVERNANCE AND PEOPLE

BOARDS

EQT HOLDINGS BOARD

- Carol Schwartz AO
- Catherine Robson

LICENSED RSE BOARDS

- Paul Rogan
- George Zielinski

UK AND IRELAND BOARDS

- Deirdre O'Reilly
- Vincent Camerlynck

NEW COMPANY SECRETARY APPOINTMENT

- Jennifer Currie, Company Secretary

MANAGEMENT

TWS SUPERANNUATION TRUSTEE OFFICE

- Head of Transformation
- Senior Client Account Manager
- Superannuation Lawyer

TWS PRIVATE CLIENT – BUSINESS DEVELOPMENT

- General Manager Business Development

UK / IRELAND

- Head of Operations
- Investment and Portfolio Risk Manager
- Head of Compliance (Ireland)

INVESTING IN GOVERNANCE AND PEOPLE

This slide shows some of the key appointments we have made throughout the year. I won't run down through every line of this slide because Jeff already mentioned the changes to the Holding company Board and the superannuation board. We likewise strengthened our boards in the UK and Ireland. On the right-hand side, you can see very important roles we added to the business and I can say that when we have set out to recruit key experienced people we've found that we are increasingly being viewed as an employer of choice.



OUTLOOK



CLEAR AGENDA WITH GOOD MOMENTUM

- Industry transformation continuing to provide opportunities
- Investing in people and technology to ensure we can capitalise on the opportunities
- Pursuing growth organically and inorganically
- Strengths as a respected and capable trustee increasingly recognised, with capability in high demand
- Benefits of investment are expected to continue to flow in the year ahead
- Market volatility will continue to influence outcomes
- AIA, R&M, Partners Group, AMP / Resolution Life and Hub24 collectively expected to generate annualised revenue of ~\$5-6m and producing additional new revenue in FY21 of ~\$3-4m
 - Expect 1H earnings growth to be slightly lower on PCP, principally reflecting lower investment markets and the impact of lower interest rates on the cash management fund
 - 2H earnings growth expected to improve as revenue from new business grows
- Encouraging outlook for FY21 and beyond



OUTLOOK

We have a clear growth agenda. The industry transformation has been providing opportunities. We have been investing in our people and technology and pursuing organic and inorganic opportunities. We heavily invested in the business to make the growth happen in 2020 and we believe it gives us a great platform for 2021.

Of course, market volatility will always impact our results. Subject to the markets staying around current levels, we expect the first half earnings to be somewhat lower than the prior year, principally reflecting lower Australian equity markets and lower interest rates. We expect second half earnings to improve on the first half and the full year result to continue to be tempered by the lower Australian equity market levels versus last year and the lower interest rate environment.

CLOSING STATEMENT

So, in closing.....

I'm delighted to lead the Executive team and our staff, and I would like to thank them for all their hard work and support in a very challenging year. I want to thank the Board for all their support through the course of the year. On the occasion of Alice's retirement I want to thank her for her service to the Company and bringing her great intellect and experience to bear over so many years. Thank you, Jeff, for your chairmanship over the last three years and your contribution over more than a decade and thank you for your strong personal support of me – it's been very much appreciated. I know that shareholders will vote on Carol's appointment to the Board later on and on the basis of an affirmative vote I'm very much looking forward to working under Carol's chairing of the company. More than ever this year I have felt extremely privileged to be able to look after our clients and be able to contribute to the community in these tough times. And to our shareholders thank you for your support and the confidence you show in this company.

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