

15 October 2025

BRAVURA 2025 ANNUAL GENERAL MEETING

CHAIRMAN AND CEO ADDRESS

Good morning and, on behalf of the Board, I would like to welcome you to the 2025 Annual General Meeting of shareholders of Bravura Solutions Limited.

This year's meeting is also being held online through a virtual meeting platform provided by MUFG and all attendees are able to listen to a live webcast of the meeting.

Members and proxies will have the ability to ask questions in person, online or through a conference call and submit votes either in person or online.

It now being 10am, and there being a quorum present, I declare the 2025 AGM of Bravura Solutions open.

I am Matthew Quinn, the Chair of Bravura Solutions, and joining the meeting today is the Interim CEO Shezad Okhai, other directors Russell Baskerville, Charles Crouchman, Sarah Adam-Gedge, Damien Leonard, Dexter Salna and our Company Secretary Melissa Jones.

Graham Leonard from our auditor, Ernst & Young, is also in attendance.

I'll start today's proceedings by making some brief remarks and will then invite Interim CEO Shezad Okhai to address the meeting before we move on to the formal business.

CHAIRMAN'S ADDRESS

FY25 was a significant and successful year for the company. We improved on all financial metrics and returned significant amounts of cash to shareholders through capital return and dividends.

The management team performed extremely well in delivering these results and I would like to thank Andrew Russell, who stepped down as CEO in April, for leading the team through this period.

I am pleased to report that our new CEO, Colin Greenhill, will join us on 1 January 2026 and I am confident he will lead the company to further success.

There are several important resolutions for voting consideration at today's AGM. Further details about the resolutions are set out in the Explanatory Memoranda of the notice of meeting.

As previously announced, I will retire as Chairman and as a director at the end of today's meeting. It has been a pleasure serving you over the last couple of years and I'm proud of what we have achieved since I joined in mid 2023 when the Company was in a very different and challenging position. Thank you for your support during my tenure.

I will now invite our Interim CEO Shezad Okhai to provide an overview of FY25.

INTERIM CEO'S ADDRESS

Good morning.

My name is Shezad Okhai and I am the Interim CEO of Bravura Solutions.

On 29 September 2025 we announced that Colin Greenhill will join Bravura Solutions as Group CEO. Colin will start on 1 January 2026 and will be based in our London office. Colin has over 15 years' experience operating as a Chief Executive with wide-ranging experience leading software businesses serving the financial services and insurance sectors. He recently served as Chief Executive Officer at SSP Worldwide, a global supplier of software to the

insurance industry, and led an international portfolio of banking, wealth management and insurance software businesses.

I look forward to introducing Colin to our customers and to the Bravura team.

The team has continued to prioritise efficient delivery and support of our customers. On 1 October 2025 we updated our FY26 guidance as follows:

- Revenue expected to be between \$265m and \$275m (previously in-line with FY25 revenues).
- Cash EBITDA expected to be between \$55m and \$65m (previously at least \$50m).

This guidance assumes an average GBP/AUD exchange rate of 2.05 for the final 10 months of FY26.

The key drivers of the updated forecast are:

- Continued strength of the GBP. Every 5c strengthening of the Australian Dollar, for example a change in GBP/AUD from 2.05 to 2.00, impacts our results as follows:
 - Approximately a \$5m reduction in revenue.
 - Approximately a \$1.5m reduction in Cash EBITDA.
- A higher level of project revenues, particularly with our Wealth customers in EMEA.
 - Our wealth customers in the UK are investing cloud migrations, upgrades and build-out of new functionality.
- Continued focus on operational efficiency across all areas of our business.

Very recently, a customer has given us informal notice that they intend to transition to a Third-Party Administrator. We expect this customer to contribute A\$10m of revenue in FY26. Their decision will not impact our FY26 results as their transition will take some time. Although our solutions are very complex and mission critical, this is an example of the top line risks that may exist when customers change the way in which they operate.

We will continue to focus on growth opportunities within our customer base through a more proactive approach to account management, are active in the market for new opportunities and continue to progress our discussions with BPO partners to compete against carve-outs or unlock open opportunities with customers that use or intend to use outsourced administration.

Our team of approximately 1,000 continues to deliver successful outcomes for our customers and value for our shareholders.

I would like to welcome Russell Baskerville as Bravura's next Chair. Russell joined the board in early 2023 and has played an instrumental role in guiding Bravura over the last two and a half years. I would like to invite Russell to say a few words.

INCOMING CHAIR

Thank you, Shezad, I am delighted to be appointed as the next Chair of Bravura as we embark on an exciting new era and thank both my fellow directors and our shareholders for your confidence. On behalf of the Board of Directors, I would like to thank Matthew Quinn for his dedicated service during his time as Chair over the past 2 years and wish him all the best for the future. I look forward to serving as the next Chair. I will pass back to Matthew Quinn for the formal business of the meeting.

FORMAL BUSINESS OF THE AGM

Before we start our formal proceedings, I would like to summarise the proxy and voting procedures for this meeting.

If you are attending in person, you will have been given an attendance card when you registered on arrival.

- If you have a yellow voting card, you are a voting shareholder, proxy holder or corporate representative and have chosen to vote using a paper voting card. You are also entitled to speak at this Meeting.

- If you have a blue card, you are a non-voting shareholder, having already provided your proxy. You are entitled to ask questions but you are not entitled to vote at this Meeting.
- If you have a red card, you are a visitor and are not entitled to speak or vote at this Meeting.

For those shareholders attending online, I ask that you familiarise yourself with the Virtual Meeting Online Guide via the link on your screen to register for a voting card, ask questions online via the 'Ask a Question' box or ask questions verbally via the 'Audio Question' option.

You will only be able to ask questions online once you have registered via the online platform and I encourage shareholders online to send their questions through as soon as possible.

We will now turn to the formal business of the meeting.

The minutes of the previous AGM were approved by the Board and signed by the Chair. Copies are available should any member wish to see them.

The Notice of Meeting dated 12 September 2025 has been made available to shareholders and I propose that it be taken as read.

The Board considers it appropriate to recognise the votes of those shareholders present today and those who have voted by proxy by way of a poll. I will now open the poll and you can vote by completing the voting card and giving it to an MUFG representative or by casting your vote online.

Proxy results received prior to the meeting will be displayed on the screen prior to the resolutions being put forward.

The poll will close at the end of the consideration of the resolutions when all questions have been asked and answered. I will announce the imminent closing of the poll at that time.

A representative of MUFG will act as returning officer for the purposes of conducting and determining the results of the poll.

The results of the poll will be released to the ASX and made available on the Bravura Solutions website as soon as they are available.

On all items of business, where undirected proxies have been given in favour of the Chairman, I will be voting those proxies in favour of resolutions 1, 2 and 3 and, against resolution 4.

Directors and executives identified as Key Management Personnel will not be voting undirected proxy votes given to them for Resolution 1. Entities related to Mr Leonard, being L6 Holdings and Pinetree Capital, are eligible to vote on all resolutions.

If anyone with a yellow or blue card wishes to speak, please make your way to the microphone at the appropriate time and identify yourself before asking me your question.

For those who are participating via our online platform, please ask questions by selecting the "Ask a Question" tab or using the "Audio question" option.

Any comments made or questions raised for discussion must be relevant to the business of the Meeting.

GENERAL BUSINESS

We will now move onto the items of business for this meeting as set out in the Notice of Meeting.

Proxy results for all items of business are now displayed on the screen.

BRAVURA SOLUTIONS FINANCIAL REPORT

The first item of formal business is to receive the Bravura Solutions Financial Report for the year ended 30 June 2025.

Mr Leonard from our auditor, Ernst & Young, is available to take questions relevant to the conduct of the audit and the preparation and content of the Independent Audit Report. Please direct any questions that you have of our auditor through me.

Are there any questions on the Bravura Solutions financial statements, directors' report or the auditor's report?

1. RESOLUTION 1 – REMUNERATION REPORT

Resolution 1 is the adoption of the Remuneration Report contained on pages 17 to 32 of the 2025 Annual Report.

Are there any questions on this item at today's meeting?

2. RESOLUTION 2 – RE-ELECTION OF MR RUSSELL BASKERVILLE AS A DIRECTOR

Resolution 2 is the election Mr Russell Baskerville.

Are there any questions on this item?

3. RESOLUTION 3 – AMENDMENT OF CONSTITUTION

Resolution 3 is the amendment of the Constitution.

Are there any questions on this item?

4. RESOLUTION 4 – BOARD SPILL MEETING

Resolution 4 is the Spill Resolution.

As detailed in the Notice of Meeting, Resolution 4 is only required to be put to the meeting if at least 25% of the votes are cast against the adoption of the Remuneration Report.

As Resolution 1 is being considered on a poll and the results will not be known until after the meeting, Resolution 4 is being put to the meeting and being considered on a poll regardless of the results of Resolution 1.

Therefore, this poll is a contingent poll. The result of this resolution will only be valid if Resolution 1 is not passed or passes but not by more than 75% of the votes cast. Conversely, if Resolution 1 passes on a majority of more than 75%, the Spill Resolution will be deemed withdrawn, and any votes cast on the Spill Resolution prior to the withdrawal of the Spill Resolution will be treated as invalid.

Are there any questions on this item?

QUESTIONS

I will now allow shareholders to ask any questions that have not already been addressed after which the poll will be closed. So, if you haven't yet voted please do so now.

Are there any other questions?

Thank you, as there are no further questions, the poll will now be closed and I now declare this Annual General Meeting of Bravura Solutions closed. Thank you for your attendance and support.

– ENDS –

Authorised for release by the Board of Directors, Bravura Solutions Limited.