



INVESTOR PRESENTATION



RESULTS FOR HALF YEAR ENDED 31 DECEMBER 2024

Mick O'Brien, Managing Director
Johanna Platt, Chief Financial Officer



AGENDA

- (1) OVERVIEW**
- (2) OPERATING HIGHLIGHTS**
- (3) FINANCIAL REVIEW**
- (4) STRATEGY & OUTLOOK**



OVERVIEW



OVERVIEW

STRONG GROWTH AS TRANSFORMATION NEARS COMPLETION

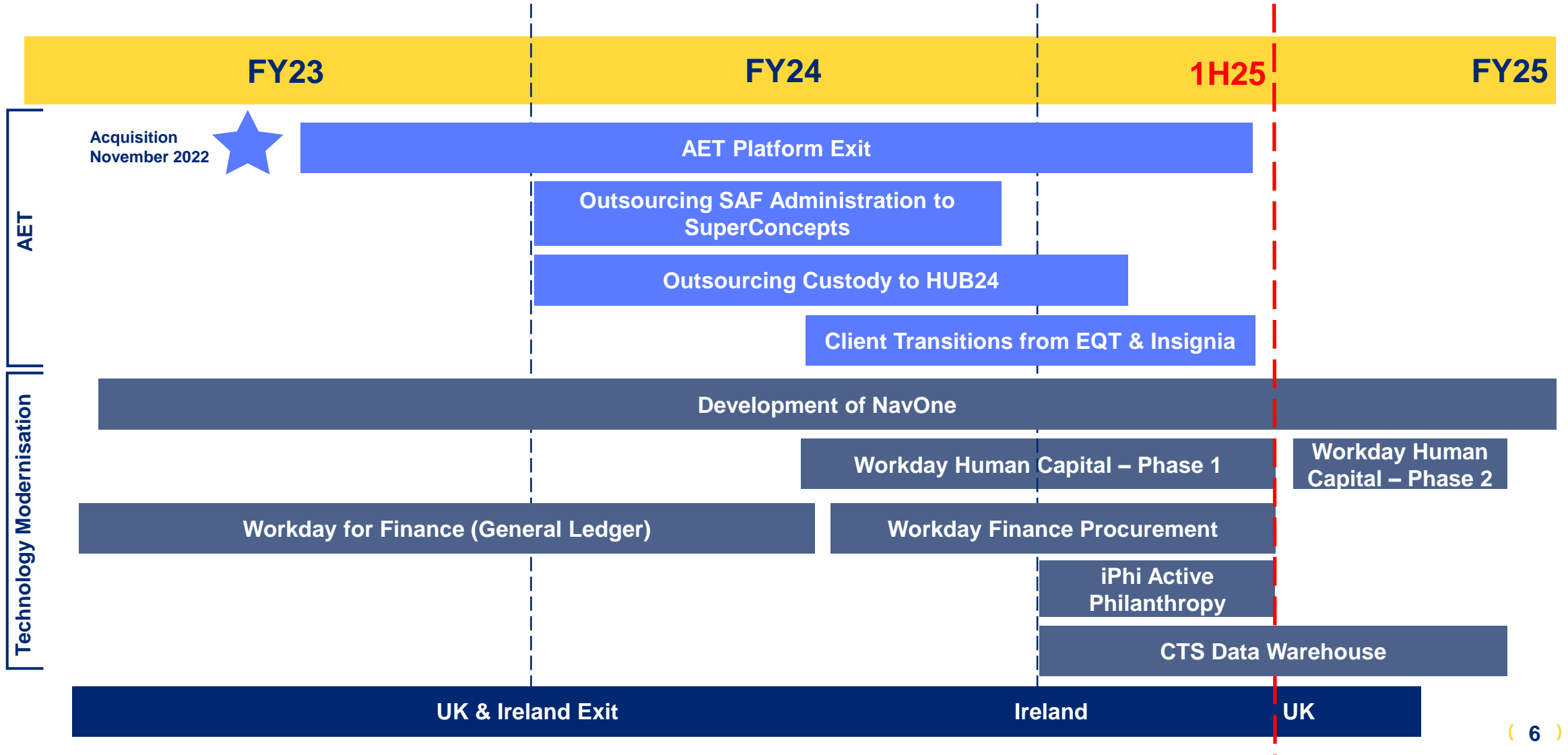
- Continuing strong FUMAS growth to \$224bn – 26% increase on PCP
- Revenue growth of 4.8% (7.6% excluding UK/Ireland and AET platform businesses)
- AET integration successfully completed, and Insignia TSA exited as planned on 1 December
- Deployed NavOne across TWS and completed all client transitions from EQT and Insignia platforms
- Exited AET Platform business
- Discontinued UK business in final stages of wind down
- Sales momentum in Superannuation and CTS Fund Services has remained consistently strong to end of 2024
- Expenses remained higher due to necessary transformation, and will materially decrease in 2H25
- Earnings impacted by costs of transformation and technology development
- Statutory NPAT was \$12.3m, a 2.9% decline on PCP
- Dividend of 55 cps, up 4 cents (7.8% on PCP), reflects growth and trajectory of earnings



OTHER ACHIEVEMENTS

- ✓ Strengthened Executive Leadership Team, onboarded new CFO and CRO
- ✓ Acquired ANZ will bank (nil consideration) – 6,000 wills, HNW client base
- ✓ Deployed a number of other new technology platforms:
 - Workday Human Capital Management and Payroll modules
 - Workday Finance Procurement
 - iPhi Active Philanthropy platform straight through application processing
 - Infrastructure outsourced and cloud migration
 - Enhanced data and platform security

CLOSING OUT A PERIOD OF TRANSITION





OPERATING HIGHLIGHTS

Mick O'Brien, Managing Director

FINANCIAL RESULTS



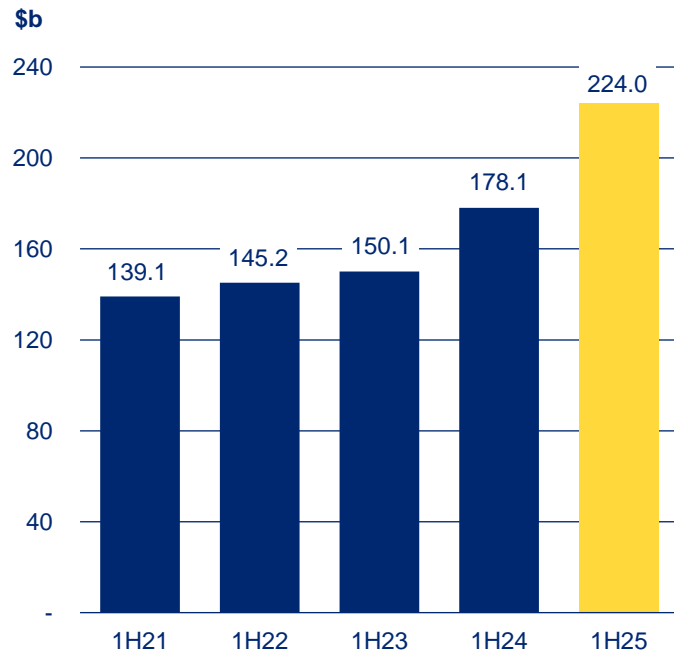
	STATUTORY		UNDERLYING	
FUMAS	\$224.0b	↑ 22.1%	\$224.0b	↑ 25.8%
TOTAL REVENUE	\$89.7m	↑ 4.7%	\$89.4m	↑ 6.5%
NPAT	\$12.3m	↓ 2.9%	\$16.4m	↓ 7.4%
EPS	45.90 cps	↓ 3.4%	61.49 cps	↓ 7.9%
INTERIM DIVIDEND	55 cents	↑ 7.8%		

Note: vs PCP

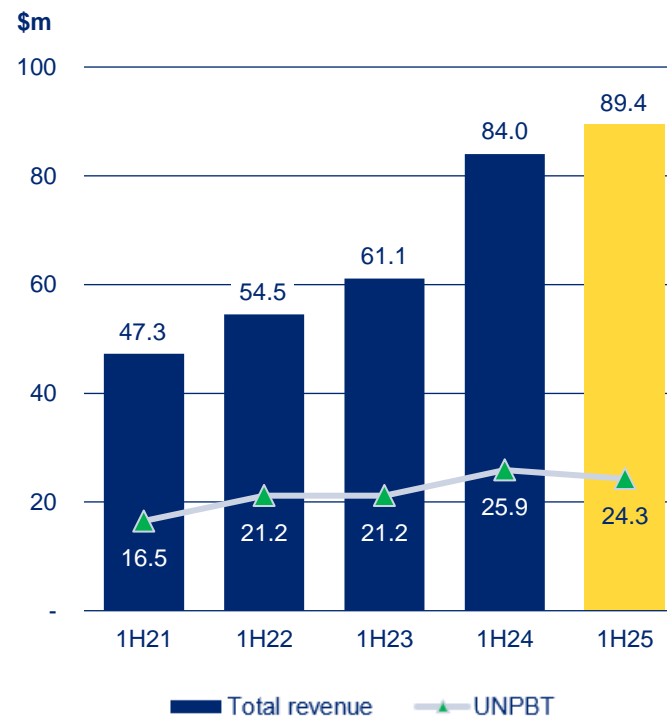


CONSISTENTLY DELIVERING GROWTH & SHAREHOLDER RETURNS

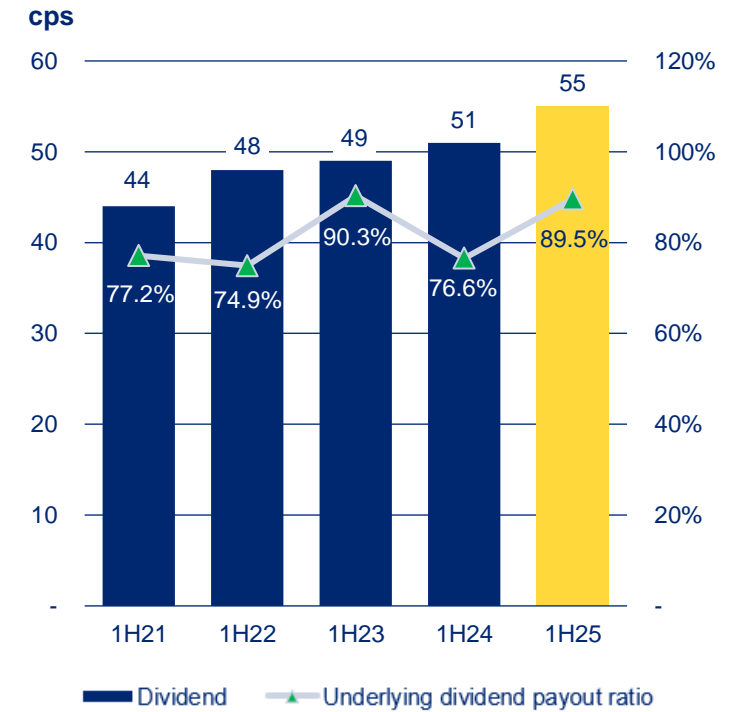
Funds Under Management & Supervision¹
4 Year CAGR 12.7%



Underlying Revenue
4 Year CAGR 17.3%
UNPBT 4 Year CAGR 10.2%



Dividend
4 Year CAGR 5.7%



¹Excludes UK/Ireland



TWS OPERATING HIGHLIGHTS



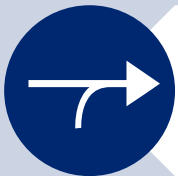
Successfully completed the AET integration program, on time and on budget and meeting synergy objectives



Completed exit of AET Platform business, outsourcing SAF administration, unlocking ~\$5m p.a. employee cost savings



Embedded investment management revenue synergies of \$6.3m p.a. (\$2.9m 1H25)



Completed transition to single operating platform (NavOne) and outsourcing of custody to HUB24



Secured additional large community trust appointment during the period



Achieved strong growth in Health & Personal Injury and Charitable Trust segments (annualised revenue growth of 16% and 10% respectively)



ANZ will bank acquisition grew our portfolio by 6,000 to ~200,000



Preparations to commence digital launch of Australian leading philanthropy offer

CSTS OPERATING HIGHLIGHTS



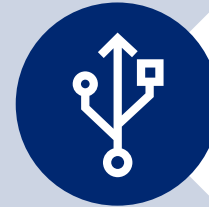
39 managed investment schemes and custody appointments onboarded, with the launch of 3 flagship listed investment trusts delivered in record time



Appointed trustee of Perpetual superannuation products (\$6b FUMAS) – 3 public offer funds and Small APRA Funds (SAFs) from March 2025



Strong revenue growth in Fund Services (up 14% on PCP). Increase in the number of schemes, positive fund flows and positive market movements all factors in growth



Progressing the development of a data warehouse to enable automated billing and data extraction



Continued organic growth in RE appointments, with significant new business pipeline with 40+ schemes in setup



Small APRA Fund outsource model successfully implemented (partnering with Superconcepts & HUB24) and ready to develop go-to market solution



MARKET LEADERSHIP IN AUSTRALIAN FIDUCIARY & TRUSTEE SERVICES

Australia's leading Independent Trustee

Superannuation¹

\$73b of assets
12 funds

Small APRA Funds¹

\$577m of assets
320 funds

Responsible Entity for Managed Schemes

\$130b of assets
336 schemes

Health and Personal Injury Clients

\$6.4b assets
2,082 clients

Building market leadership as Independent Trustee

Philanthropic Trusts

\$3.1b of assets
1,303 trusts

Native Title Trusts

\$650m of assets
27 communities
29 trusts

Estate Management

\$237m of assets
273 new estates in
the last 12 months

Testamentary Trusts

\$1.4b assets
1,570 trusts

¹New appointment 1 March increases total assets by \$6b in aggregate



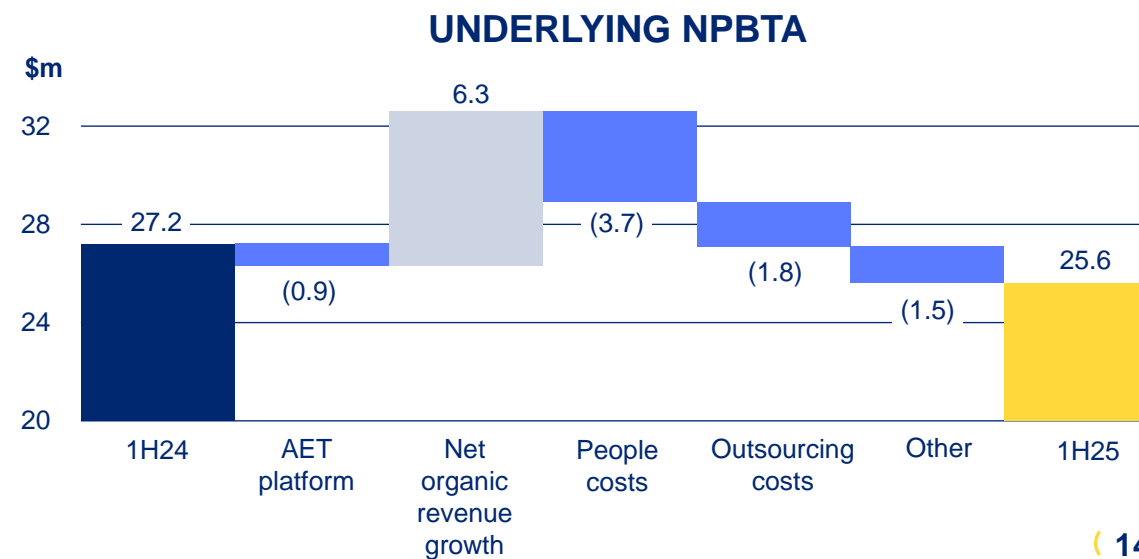
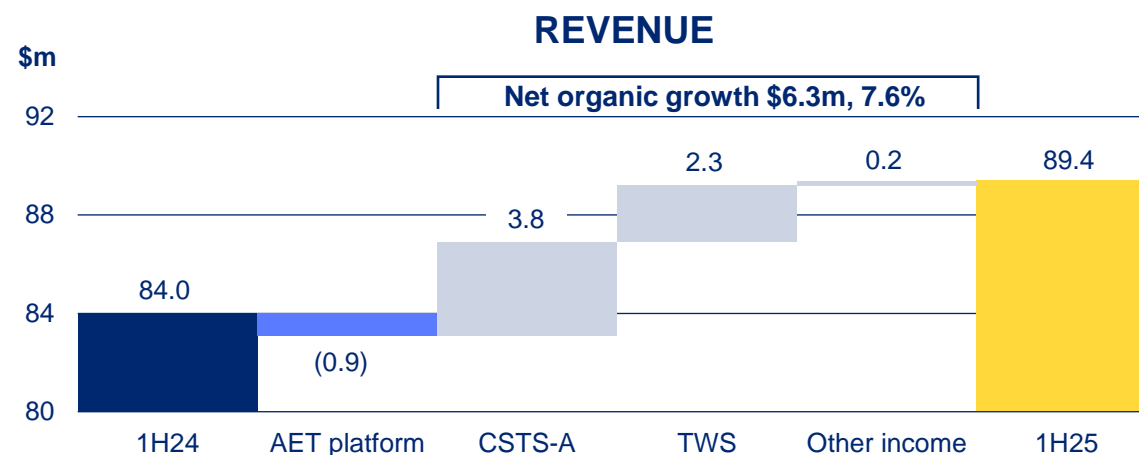
FINANCIAL REVIEW

Johanna Platt, Chief Financial Officer

GROUP FINANCIAL PERFORMANCE



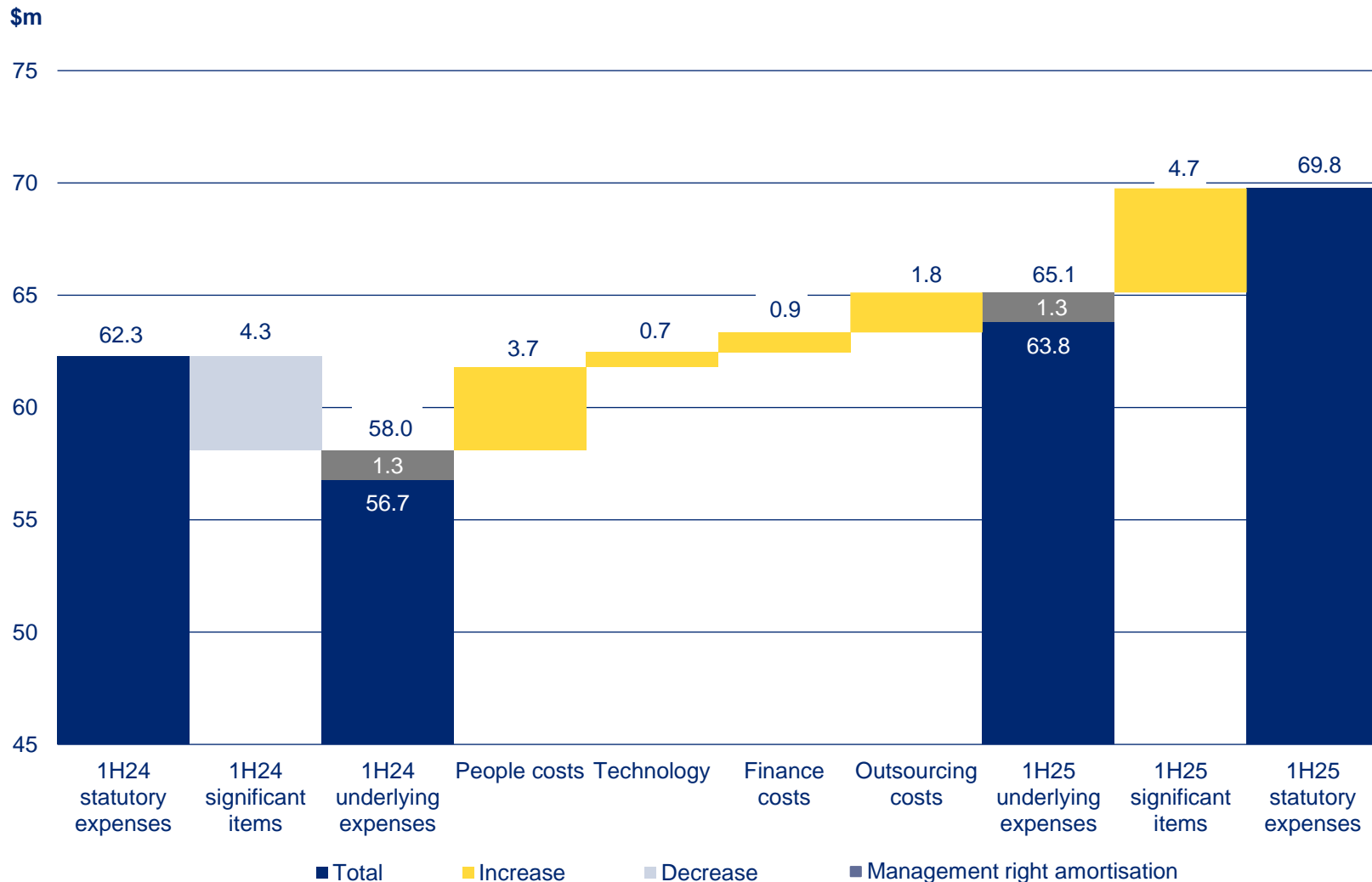
CONTINUING OPERATIONS	1H25	1H24	1H25 V 1H24
	\$m	\$m	
Revenue	89.4	84.0	6.5%
Underlying expenses ¹	(63.8)	(56.8)	(12.3%)
Underlying NPBTA	25.6	27.2	(5.9%)
<i>Underlying NPBTA margin (%)</i>	28.6	32.4	(3.8)
Underlying NPBT	24.3	25.9	(6.3%)
Underlying NPAT	16.4	17.7	(7.4%)
Statutory NPAT	12.9	14.5	(11.3%)



¹Excluding amortisation of management rights of \$1.3m in 1H25 and 1H24



RECONCILIATION OF EXPENSES

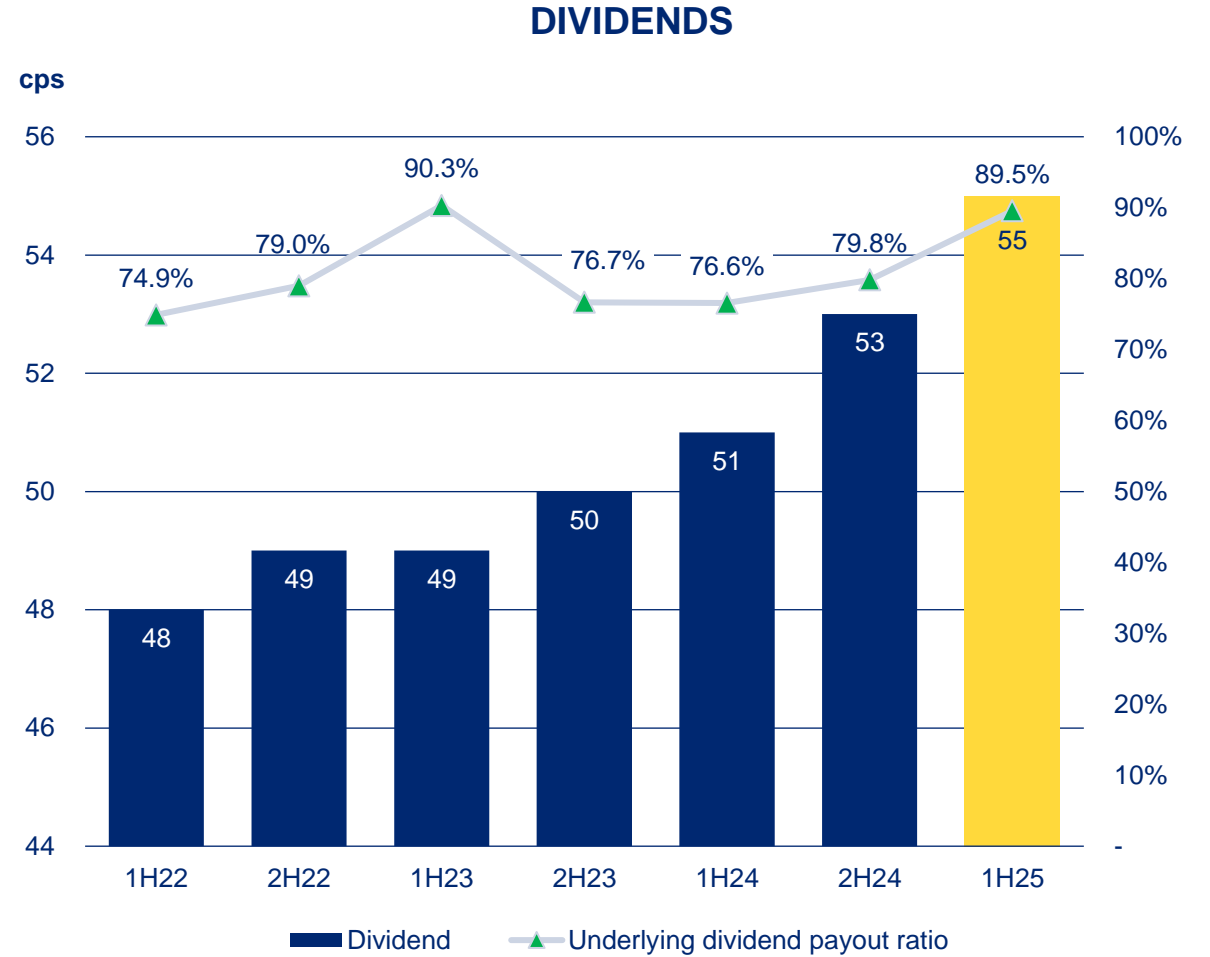


- Total expenses for continuing operations increased by \$7.5m on pcp
- Significant expense items for 1H24 were \$2.8m AET integration, \$0.9m Technology initiatives and \$0.5m transaction costs relating to exit of UK operations
- Underlying expenses increased by \$7.1m due to:
 - \$1.8m increase in people costs due to net increase in employee headcount and fixed term contractors
 - \$1.9m increase in people costs due to the impact of annual remuneration review including legislated superannuation guarantee uplift and long-term incentive scheme extension
 - \$0.7m increase in technology costs due to migration to infrastructure as a service model
 - \$0.9m increase in finance costs
 - \$1.8m costs relating to outsourcing of custody services
- Significant expense items for 1H25 were \$2.5m AET integration, \$1.7m Technology initiatives and \$0.5m transaction costs relating to exit of UK operations

EPS & DIVIDENDS



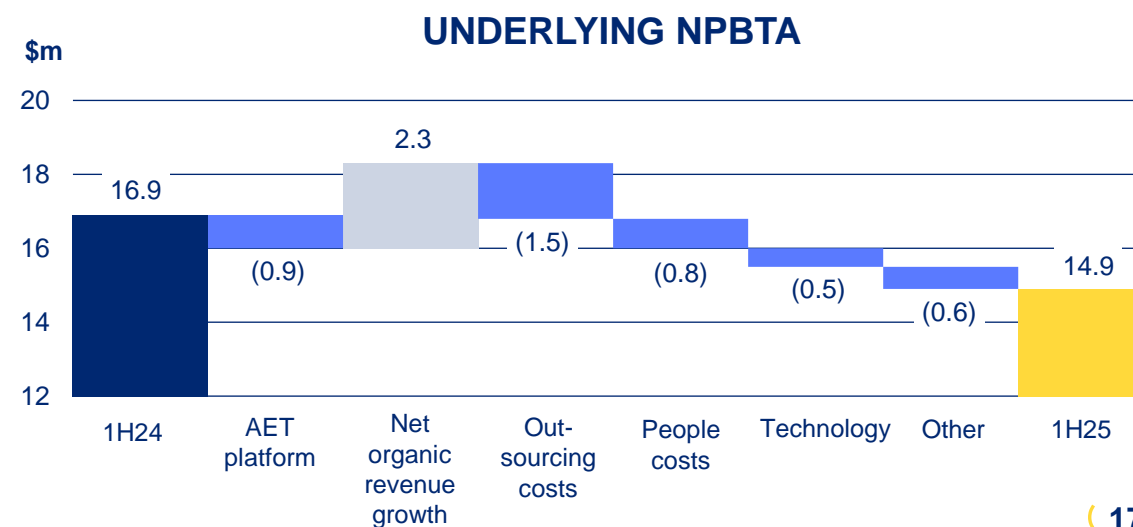
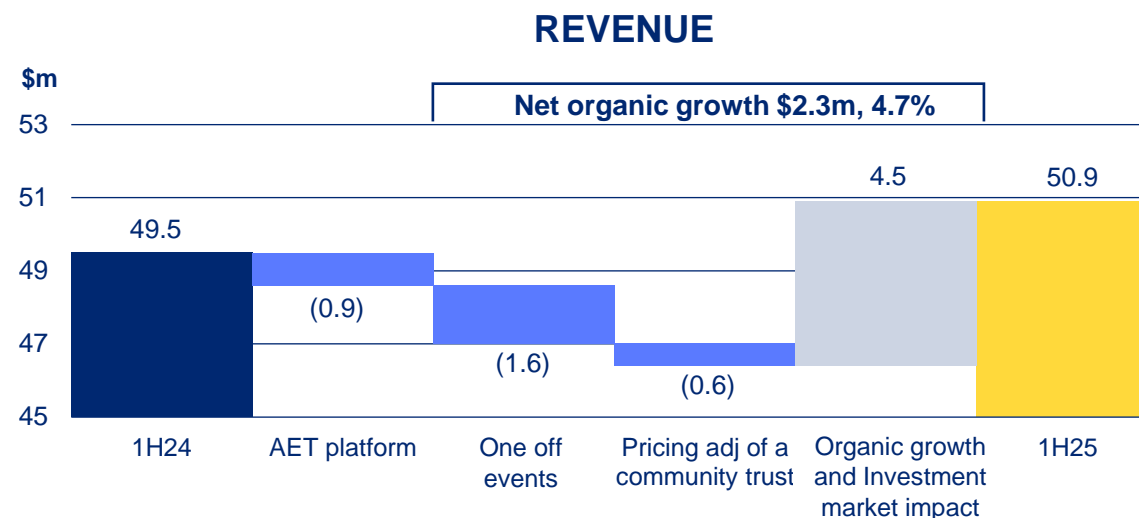
	1H25	1H24	1H25 V 1H24
Underlying earnings per share (cents)	61.49	66.78	(7.9%)
Continuing Statutory earnings per share (cents)	48.16	54.63	(11.8%)
Interim dividend (cents per share)	55	51	7.8%
<i>Underlying payout ratio (%)</i>	89.5	76.6	NA



TWS FINANCIAL RESULTS



	1H25	1H24	1H25 V 1H24
	\$m	\$m	
Revenue	50.9	49.5	2.9%
Underlying expenses ¹	(36.0)	(32.6)	(10.4%)
Underlying NPBTA	14.9	16.9	(11.8%)
<i>Underlying NPBTA margin (%)</i>	29.3	34.1	(4.8)
Underlying NPBT	13.7	15.7	(13.1%)
FUMAS (\$b)	20.1	17.3	16.2%
Average basis points	53.88	58.90	(8.5%)

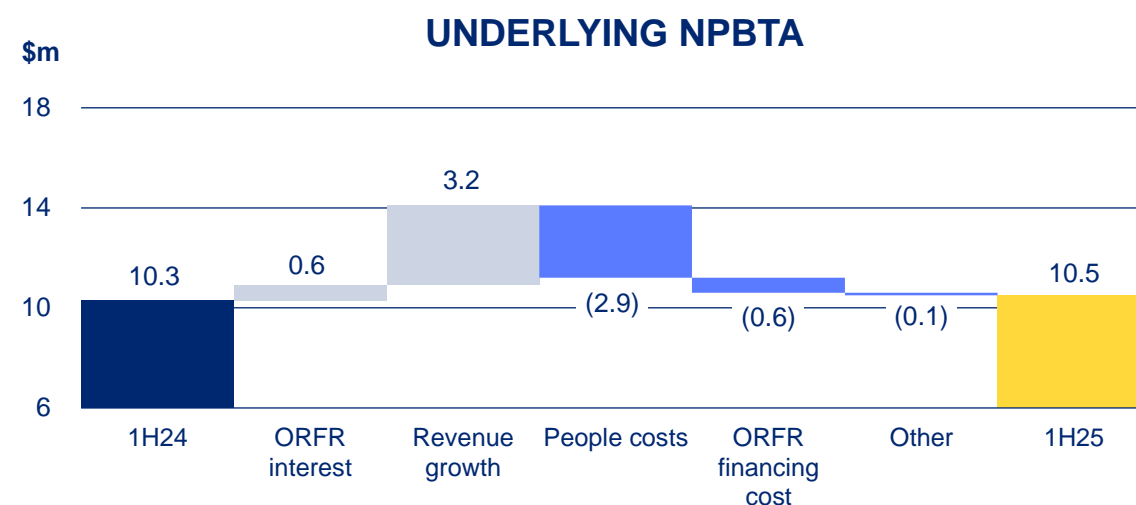
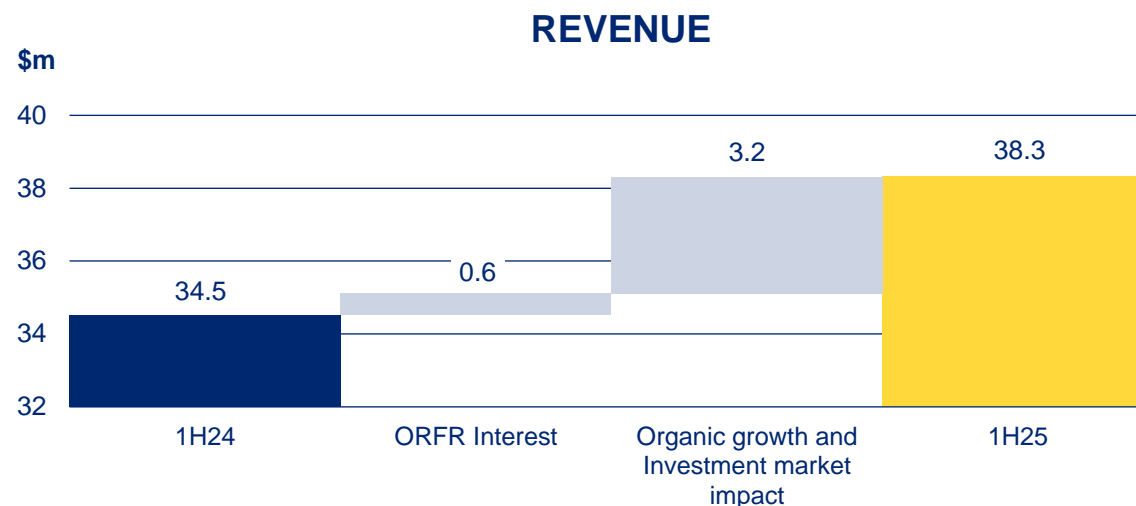


¹Excluding amortisation of management rights of \$1.2m in 1H25 and 1H24

CSTS FINANCIAL RESULTS



	1H25	1H24	1H25 V 1H24
	\$m	\$m	
Revenue	38.3	34.5	11.0%
Underlying expenses ²	(27.8)	(24.2)	(14.9%)
Underlying NPBTA	10.5	10.3	1.9%
<i>Underlying NPBTA margin (%)</i>	<i>27.4</i>	<i>29.9</i>	<i>(2.5)</i>
Underlying NPBT	10.4	10.3	1.7%
FUMAS (\$b)	203.9	160.8	26.8%
Average basis points ¹ :			
Trustee	4.22	4.49	(6.0%)
Directed trustee	0.99	1.27	(22.0%)
Super	4.14	5.55	(25.4%)

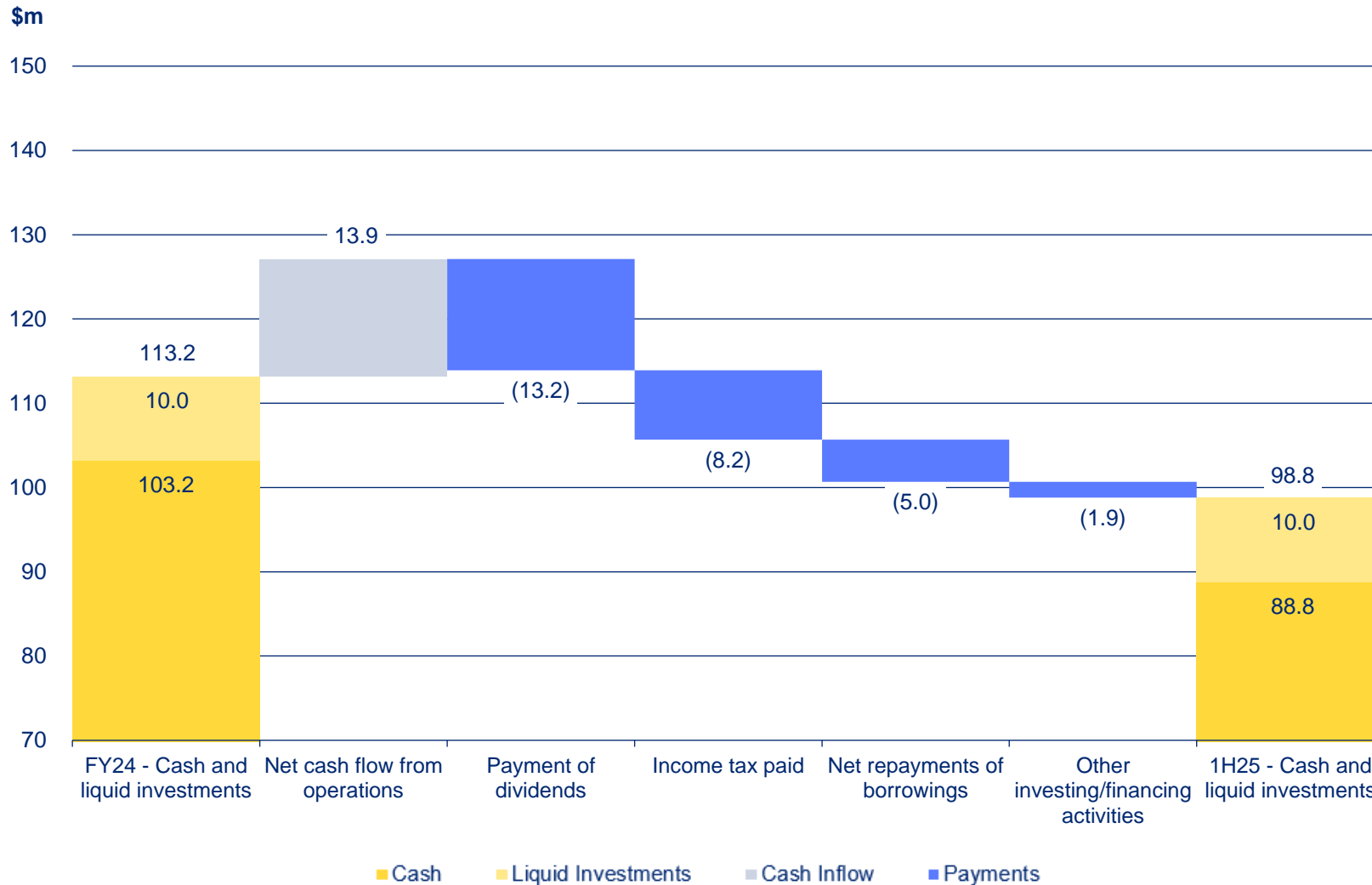


¹Basis point calculations exclude Custody and DSS clients

²Excluding amortisation of management rights of \$0.1m in 1H25 and 1H24



CASHFLOW

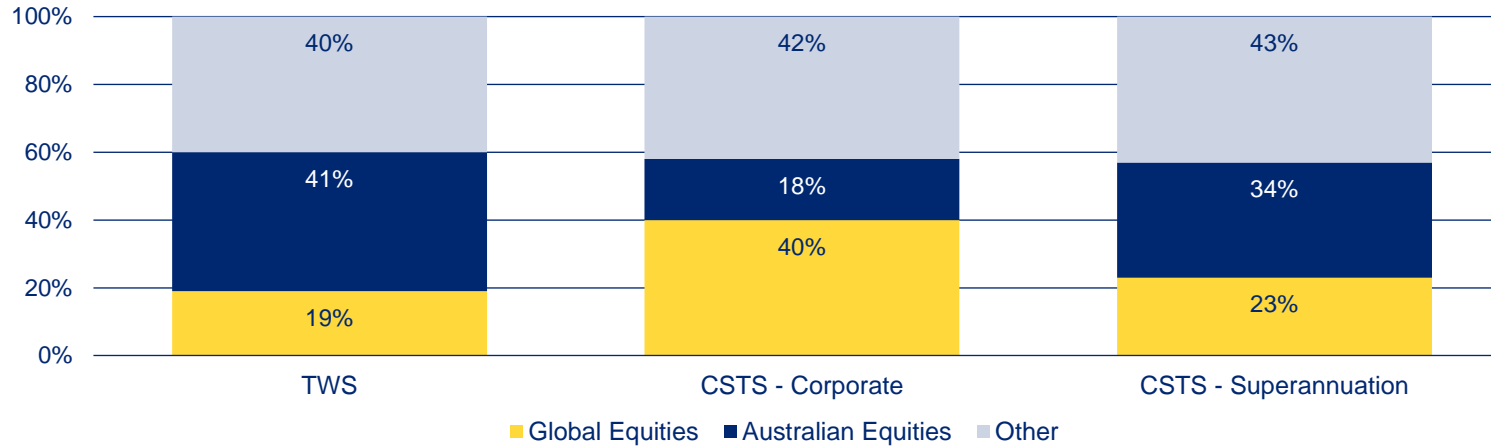


- Cash position excludes cash held for Operational Risk Financial Reserves
- Net cash flow from operations was \$13.9m, a \$11.2m reduction on PCP due to payment of redundancy and technology costs relating to AET integration and UK exit
- Group borrowings were reduced by \$5m over the half
- The release of \$10m regulatory capital linked to the AET custody, and AFSL licenses is still pending

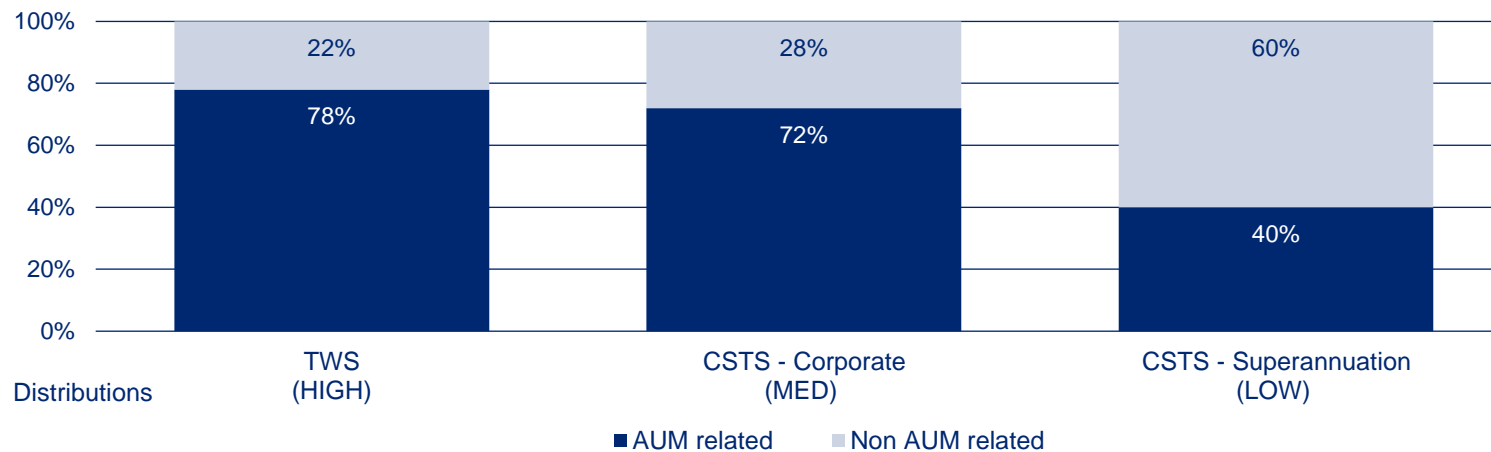


AUM & REVENUE SENSITIVITY

FY25 AUM MARKET EXPOSURE



FY25 REVENUE PROFILE



AUM MARKET EXPOSURE

- Over 50% of reported AUM linked to Australian and global equity markets. CTS weighted more heavily to global equities due to larger number of global fund managers
- 20% to 30% of AUM linked to cash or fixed income

REVENUE PROFILE

- Split of revenue between fixed and AUM based fees at business level
- Examples of non-AUM based fees includes:
 - TWS – income commissions, Will preparation, financial advice and tax compliance
 - CSTS – Corporate and CSTS – Superannuation – fixed fees, and regulatory cost recoveries



STRATEGY & OUTLOOK

Mick O'Brien, Managing Director

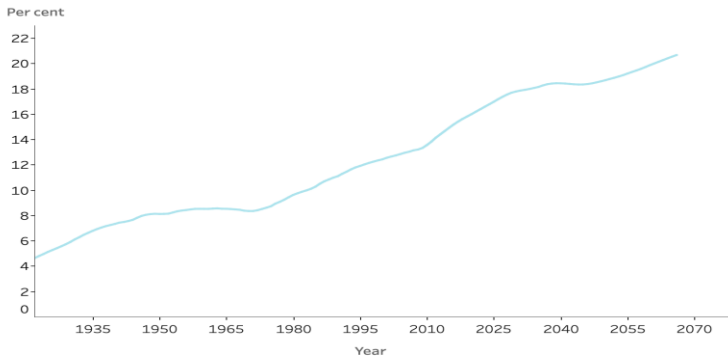


INDUSTRY DYNAMICS FAVOUR OUR MODEL

Population

Australia's population is ageing due to increasing life expectancy and declining fertility rates.

Figure 1.1: Percentage of the Australian population aged 65 and over, at 30 June, over time



Notes
 1. Data for 1921 to 1970 are population estimates. Data from 1971 onwards are estimates of the resident population (ERP).
 2. Population data from 1992 to 2011 are recast estimates following the rebasing of the 2011 Census. For more information, see the ABS explanatory notes.

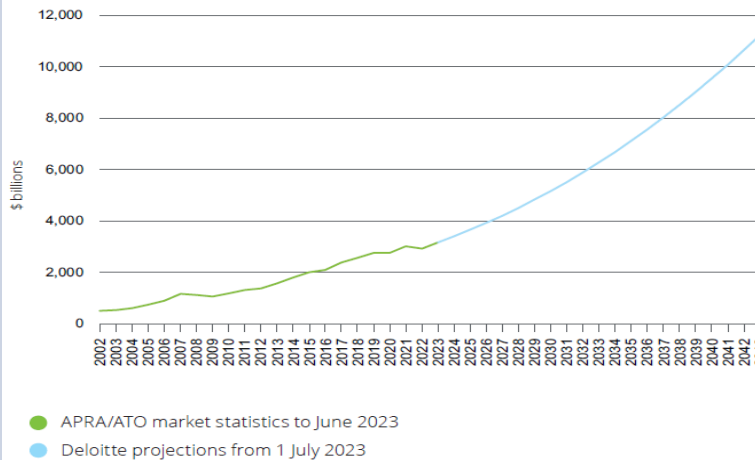
Sources: ABS 2018, 2019.
<http://www.aihw.gov.au/>

Source: Population Projections, Australia, 2022-2071

Wealth

Total net superannuation assets in Australia projected to continue to increase to \$11.2 trillion by 2043

Figure 1: Projected superannuation assets (All amounts are in future nominal dollars)



● APRA/ATO market statistics to June 2023

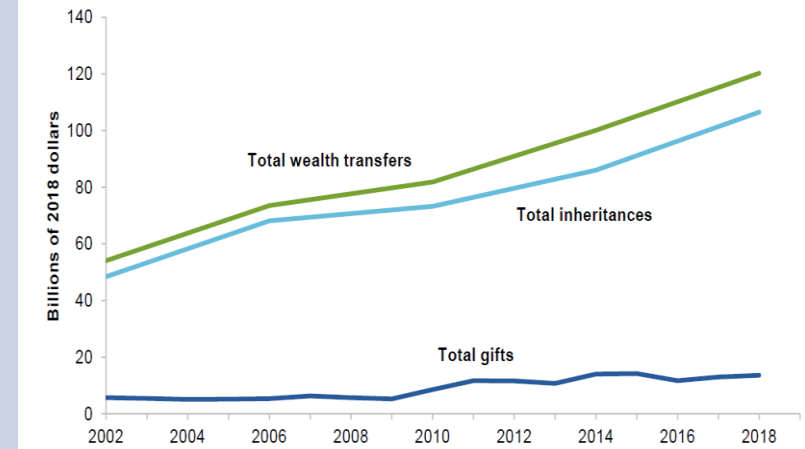
● Deloitte projections from 1 July 2023

Source: APRA, ATO and Deloitte Actuaries & Consultants, 2023

Family

Estimated \$3.5 trillion in intergenerational wealth will be transferred in Australia in next 20 years (\$175 billion p.a.)

Figure 2 – The annual value of wealth transfers has more than doubled since 2002



Source: Australian Productivity Commission Wealth Transfer, 2021

Older age cohorts are quickest growing part of the population – above 65s to double representation

Wealth in structured vehicles is mandated to grow at 6% p.a in next 20 years

Combined these two drivers lead to material upcoming wealth transition

- Increased regulation requiring expertise from specialist independent trustees – our model increasingly favored
- Increasing demand for greater independent oversight of people's wealth
- Expanding markets requiring fiduciary oversight – active philanthropy, SMSF market, digital DIY estate management, native title

STRONGLY POSITIONED FOR NEXT PHASE OF GROWTH



Leading market positions will drive ongoing growth

- Superannuation market leader bordering on top 10 – now targeting largest retailers
- Clear leadership in provision of RE services providing consistent opportunities
- Increasing wealth and ageing leading to greater complexity of wealth transfer – only player focused on full life cycle of private trust needs



Targeting new and growing markets

- Target markets where EQT is under-represented – Securitisation and Custody of real assets
- Continued focus on newer markets with good growth potential – Health and Personal Injury and Native Title
- Leverage expertise to build new markets – active/corporate/digital philanthropy and SMSF transitional market
- Considering smaller inorganic opportunities to augment businesses and create new market leadership positions



Leveraging investment to propel growth

- Transformation turning point – built expertise and new technology platforms
- Leverage investment to improve service offering, while exploiting newer markets and achieving operational leverage



FY25 OUTLOOK

- Focus will be to capitalise on sales momentum in CSTS:
 - Complete pipeline of new CTS Fund Services appointments 40+ establishments in progress, with additional 10 acceptances
 - Complete three new superannuation fund take-ons and a range of other fund consolidation
- Begin implementation of CTS pricing review and cost recovery for regulatory change in Superannuation
- Complete the three-year technology plan:
 - Last three NavOne upgrades will move us to BAU – July 2025
 - Implement Workday Human Resources Phase 2 – May 2025
 - Implement CTS data warehouse to enable automated billing and data extraction – May 2025
- TWS investments in technology will enable opportunities for operational leverage to be achieved in FY26
- Launch digital active philanthropy offer
- Total expenses expected to materially decrease in 2H25 by ~\$6m, approximately half from each of operating and non-operating
- Manage the heightened workload from regulatory change
- Consideration of non-organic opportunities

THE LEADING INDEPENDENT AUSTRALIAN TRUSTEE



Strong independent model – increasingly favoured by the market



High employee engagement and customer satisfaction



Powerful industry dynamics – intergenerational wealth transfer and continued growth in the superannuation asset pool



Technology and people investments enhance ability to scale



Strong geographical and segment leadership



Growth opportunities through extending customer segments enabled by digital offers



Enduring, long-term recurring revenue with indexation to market



Capacity and support to pursue inorganic growth opportunities



QUESTIONS

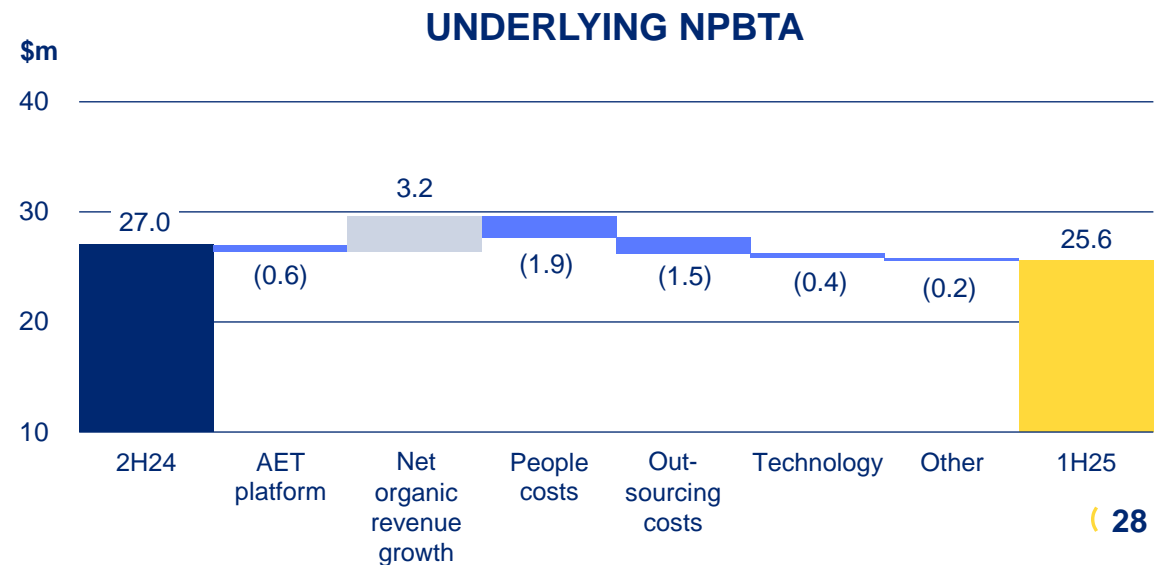
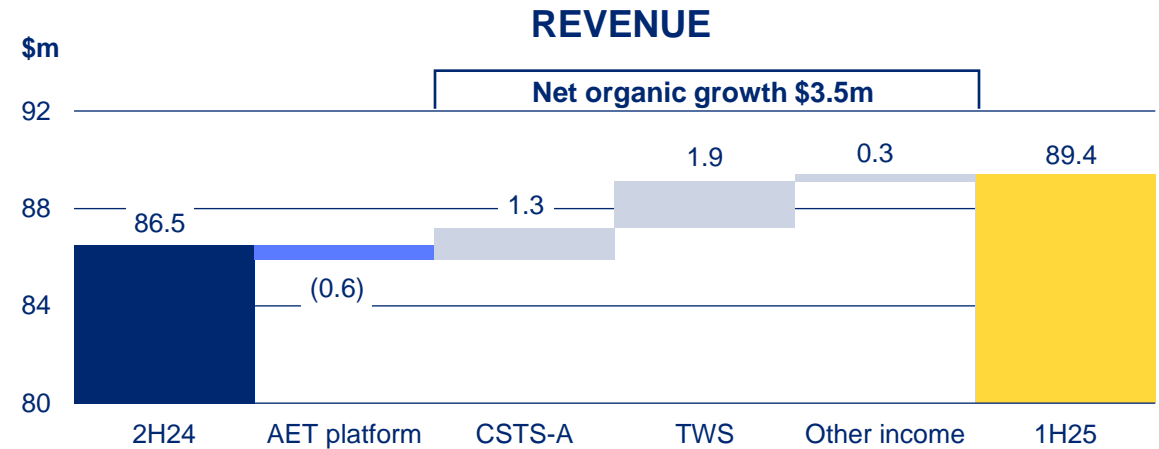


APPENDIX

GROUP FINANCIAL PERFORMANCE VS 2H24

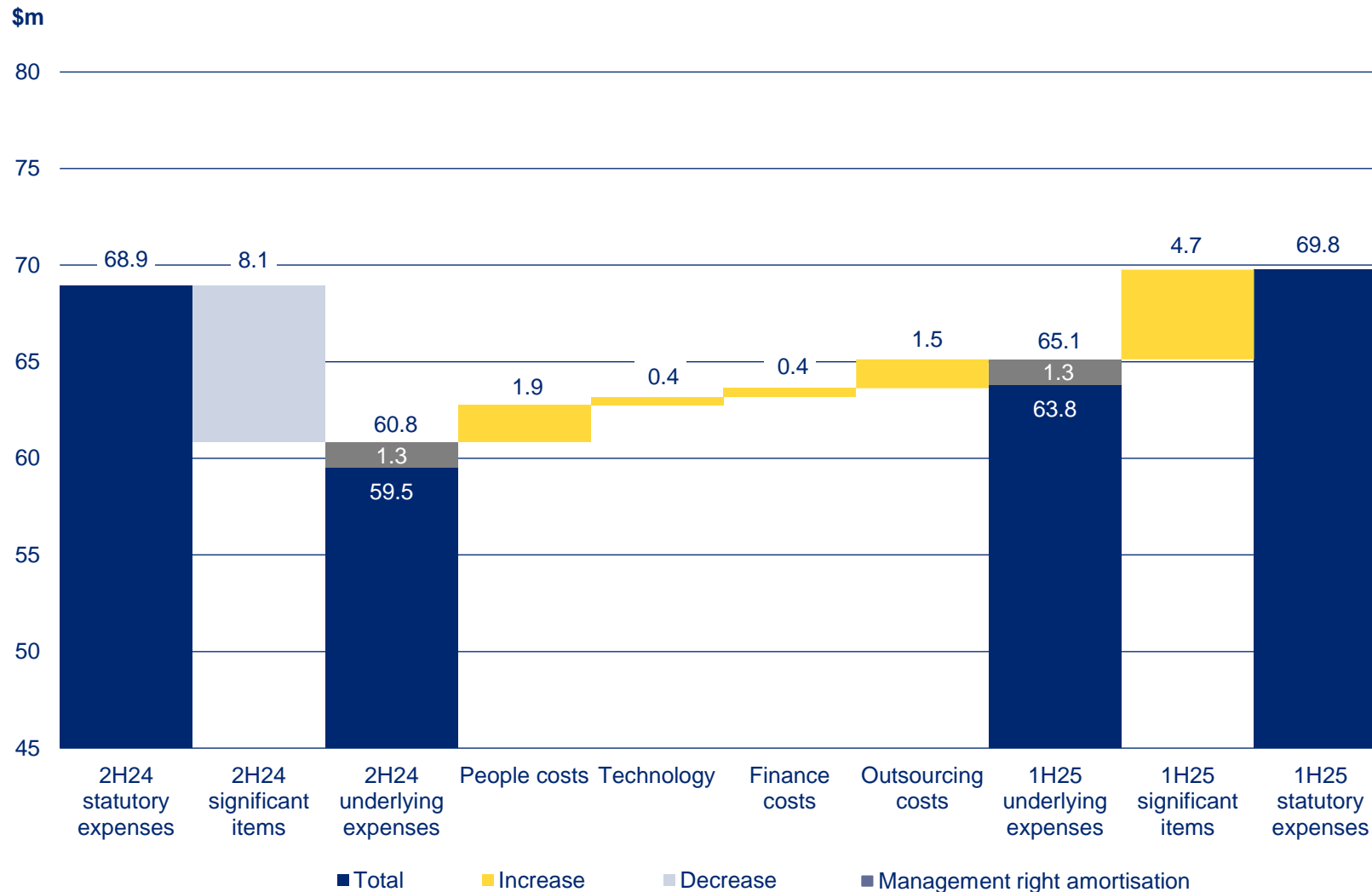


CONTINUING OPERATIONS	1H25	2H24	1H25 V 2H24
	\$m	\$m	
Revenue	89.4	86.5	3.4%
Underlying expenses ¹	(63.8)	(59.5)	(7.2%)
Underlying NPBTA	25.6	27.0	(5.2%)
<i>Underlying NPBTA margin (%)</i>	28.6	31.2	(2.6)
Underlying NPBT	24.3	25.7	(5.3%)
Underlying NPAT	16.4	17.7	(7.2%)
Statutory NPAT	12.9	11.6	10.6%



¹Excluding amortisation of management rights of \$1.3m in 1H25 and 1H24

EXPENSES VS 2H24

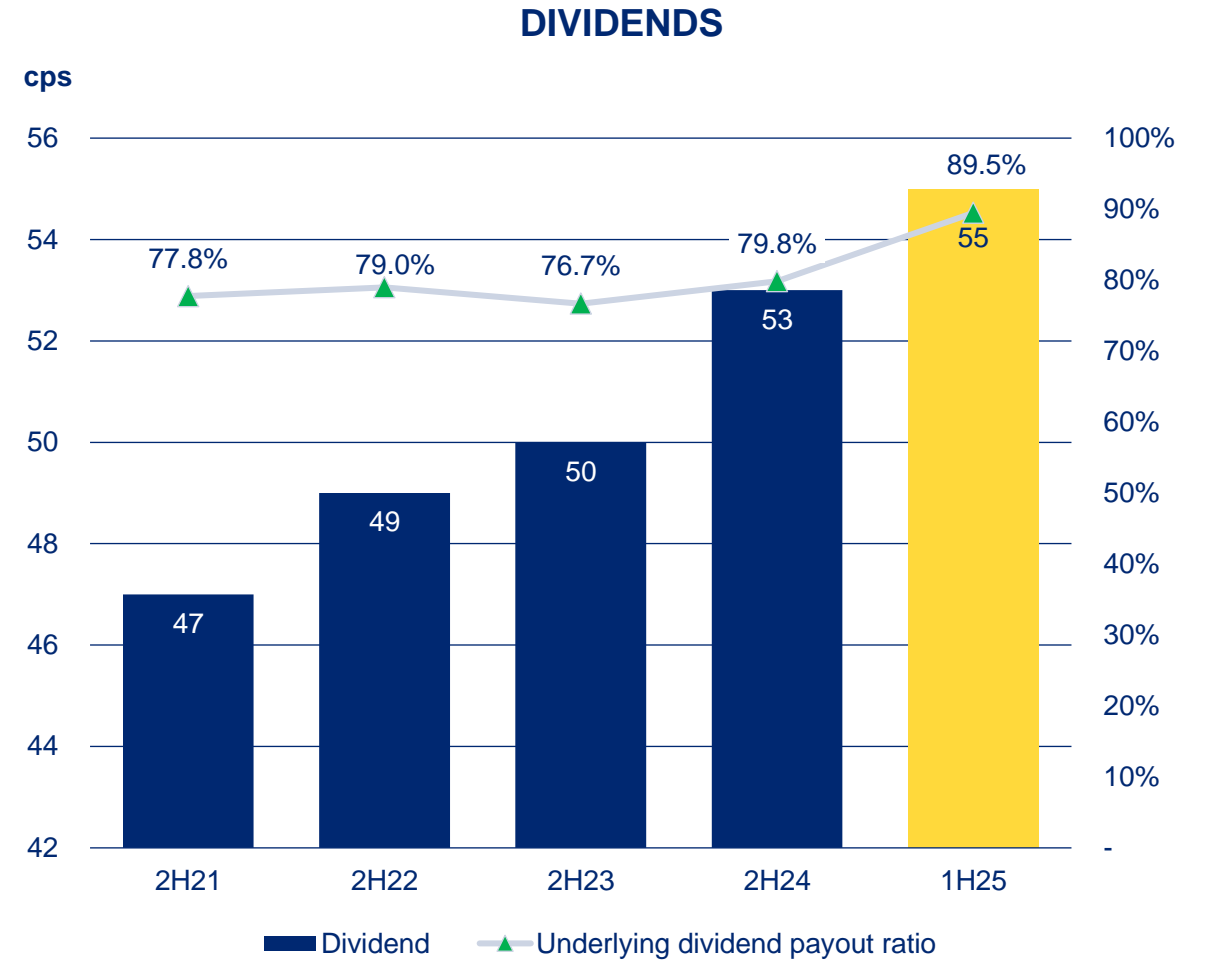


- Total expenses for continuing businesses increased by \$0.9m on prior half
- Significant expense items for 2H24 were \$6.6m AET integration, \$1.1m Technology initiatives and \$0.4m transaction costs relating to UK exit
- Underlying expenses increased by \$4.3m due to:
 - \$1.9m increase in people costs due to the impact of annual remuneration review including legislated superannuation guarantee uplift and long-term incentive scheme extension
 - \$0.4m increase in technology costs relating to infrastructure as a service
 - \$0.4m increase in finance costs
 - \$1.5m costs relating to outsourcing of custody services
- Significant expense items for 1H25 were \$2.5m AET integration, \$1.7m Technology initiatives and \$0.5m transaction costs relating to UK exit

EPS & DIVIDENDS VS 2H24



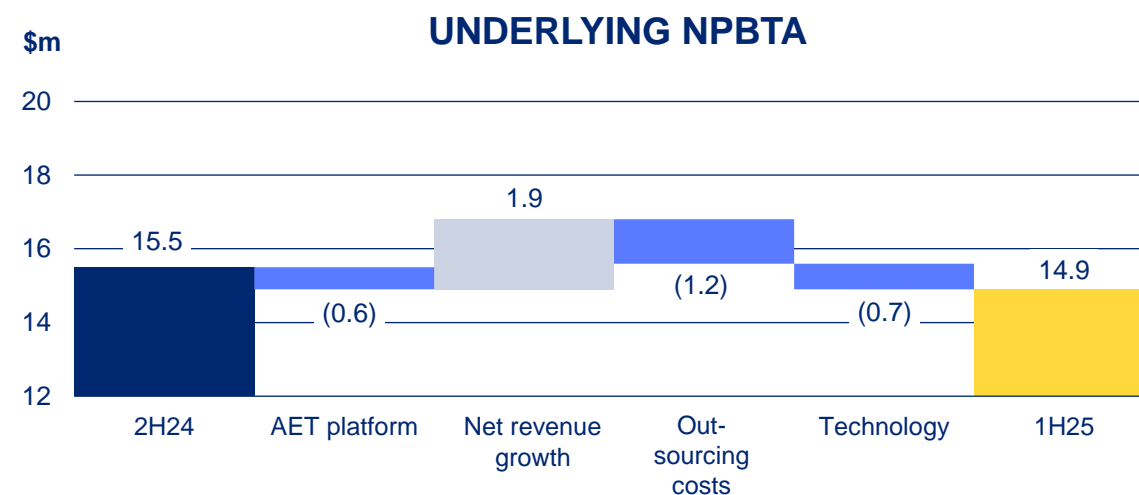
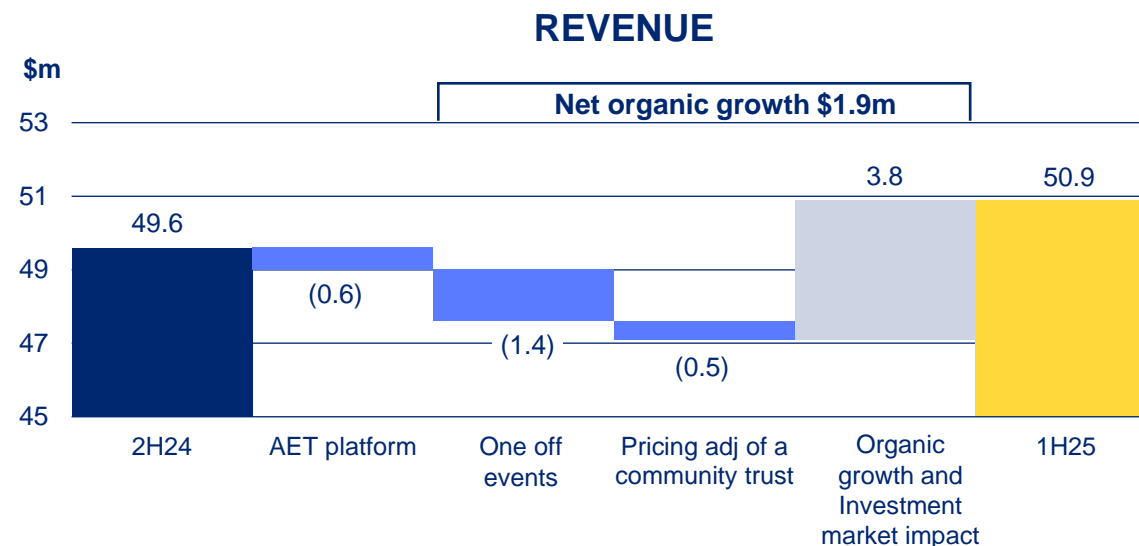
	1H25	2H24	1H25 V 2H24
	\$m	\$m	
Underlying earnings per share (cents)	61.49	66.45	(7.5%)
Continuing earnings per share (cents)	48.16	43.65	(10.3%)
Interim dividend (cents per share)	55	53	3.8%
<i>Underlying payout ratio (%)</i>	89.5	79.8	9.7



TWS FINANCIAL RESULTS VS 2H24



	1H25	2H24	1H25 V 2H24
	\$m	\$m	
Revenue	50.9	49.6	2.7%
Underlying expenses ¹	(36.0)	(34.1)	(5.6%)
Underlying NPBTA	14.9	15.5	(3.9%)
<i>Underlying NPBTA margin (%)</i>	29.3	31.3	(2.0)
Underlying NPBT	13.7	14.3	(4.2%)
FUMAS (\$b)	20.1	17.7	13.6%
Average basis points	53.88	58.35	(7.7%)

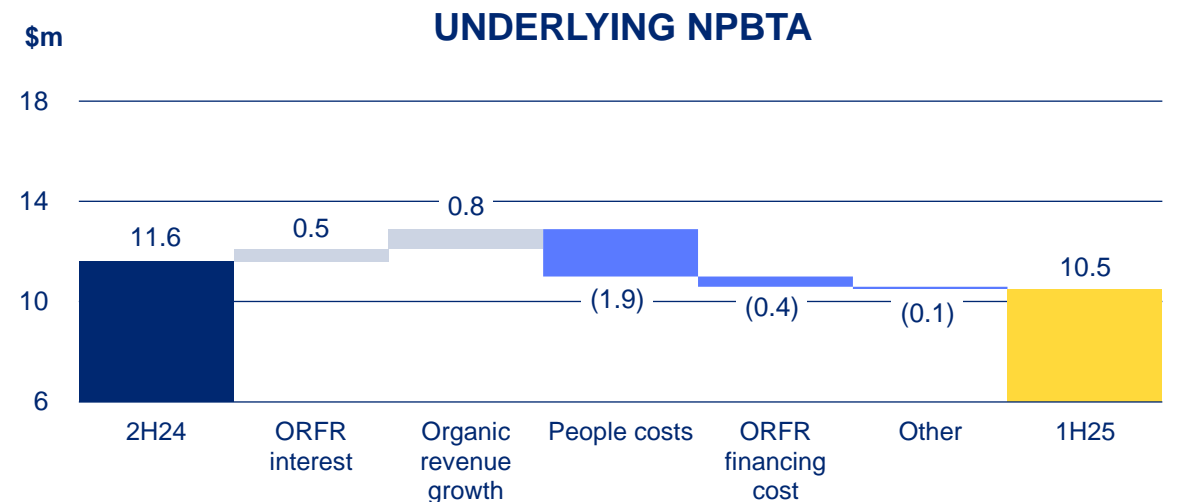
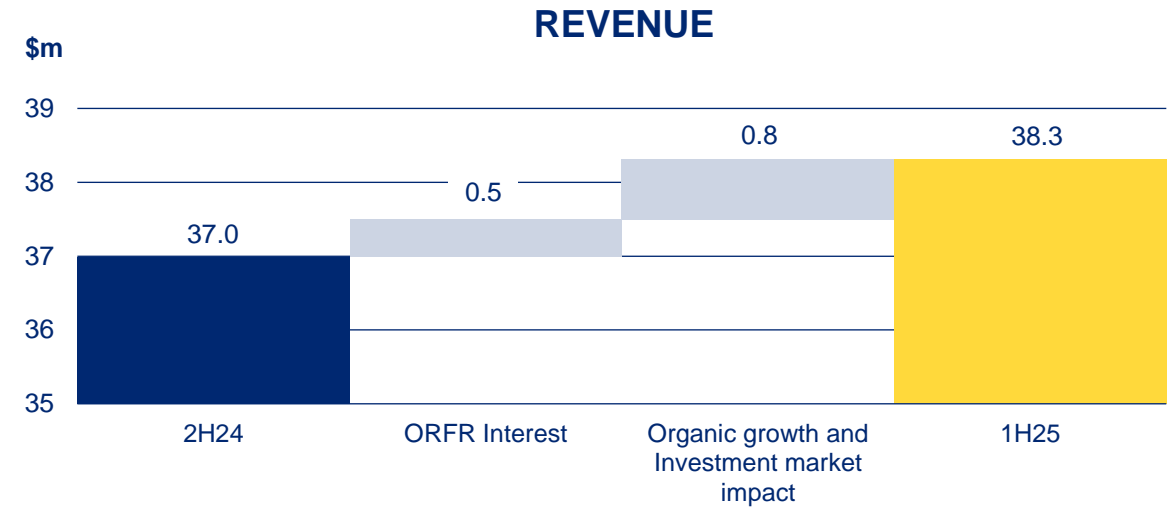


¹Excluding amortisation of management rights of \$1.2m in 1H25 and 1H24



CSTS FINANCIAL RESULTS VS 2H24

	1H25	2H24	1H25 V 2H24
	\$m	\$m	
Revenue	38.3	37.0	3.6%
Underlying expenses ²	(27.8)	(25.4)	(9.4%)
Underlying NPBTA	10.5	11.6	(9.5%)
<i>Underlying NPBTA margin (%)</i>	<i>27.4</i>	<i>31.4</i>	<i>(4.0)</i>
Underlying NPBT	10.4	11.5	(9.0%)
FUMAS (\$b)	203.9	181.5	12.3%
Average basis points ¹			
Trustee	4.22	4.33	(2.5%)
Directed trustee	0.99	1.32	(25.0%)
Super	4.14	4.72	(11.9%)



¹Basis point calculations exclude Custody and DSS clients

²Excluding amortisation of management rights of \$0.1m in 1H25 and 1H24



GLOSSARY OF TERMS

TERM	DEFINITION
AET	Australian Executor Trust (business acquired by EQT in November 2023)
AUM	Assets under management
Average basis points	Average revenue yield based upon average FUMAS over the reporting period
Continuing	Financial measures excluding discontinued operations
CTS-EU	Former Corporate Trustee Services business segment (UK and Ireland)
CSTS-A	Australian Corporate and Superannuation Trustee Services
EPS	Earnings per share – Net profit after tax and available for share holders divided by weighted average number of shares on issue over the reporting period
FUMAS	Funds Under Management and Supervision
GDP	Gross Domestic Product
M&A	Merges and Acquisitions
NPAT	Net Profit After Tax
NPBTA	Net Profit Before Tax and Amortisation of Management Rights
NPBT	Net Profit Before Tax
Payout Ratio	Declared dividend / earnings per share
PCP	Prior comparative period
RE	Responsible Entity
Revenue	Statutory reported revenue
SAF	Small APRA Fund
STS	Superannuation Trustee Services (business segment)
SMSF	Self-managed Superannuation Fund
TWS	Trustee Wealth Services
Underlying	Financial measures for continuing operations excluding the impact of the integration of AET, and the three-year technology programme



EQT Holdings Limited

ABN 22 607 797 615

Level 1, 575 Bourke Street

Melbourne VIC 3000

1300 133 472

www.eqt.com.au

DISCLAIMER

Forward Looking Statements

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These statements do not represent guarantees or predictions of future financial or operational performance. Actual results may differ materially from those expressed or implied in this guidance due to a range of risks, uncertainties and other factors, including but not limited to changes in market conditions, economic factors, regulatory developments, competitive pressures, operational risks, and other factors described in the Company’s periodic filings with the Australian Securities Exchange (ASX).

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