

ASX Release – Wednesday 13 November 2024

Insignia Financial FY25 Investor Day

Insignia Financial provides the attached slides to be presented at today's Investor Day.

This announcement was approved for release by the Board of Directors of Insignia Financial Ltd.

About Insignia Financial Ltd

With origins dating back to 1846, today the Insignia Financial Group is a leading Australian wealth manager. Insignia Financial Ltd provides financial advice, superannuation, wrap platforms and asset management services to members, financial advisers and corporate employers.

Further information about Insignia Financial can be found at www.insigniafinancial.com.au

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Investor Day
Vision 2030

13 November 2024

VISION 2030

Acknowledgement

IN THE SPIRIT OF RECONCILIATION INSIGNIA FINANCIAL ACKNOWLEDGES THE TRADITIONAL CUSTODIANS OF COUNTRY THROUGHOUT AUSTRALIA AND THEIR CONNECTIONS TO LAND, SEA AND COMMUNITY. WE PAY OUR RESPECT TO THEIR ELDERS PAST AND PRESENT AND EXTEND THAT RESPECT TO ALL ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES TODAY

Agenda

9:00 am	Welcome	Andrew Ehlich	General Manager Capital Markets
9:05 am	FY26-30 Strategy	Scott Hartley	Chief Executive Officer
9:45 am	Customer & Innovation	Renee Howie	Chief Customer Officer
10:00 am	Advice	Terry Dillon	CEO Shadforth Financial Group
10:20 am	Wrap	Liz McCarthy	CEO MLC Expand
10:40 am	Break		
10:55 am	Master Trust	Dave Woodall	CEO Superannuation
11:20 am	Asset Management	Garry Mulcahy Dan Farmer	CEO MLC Asset Management Chief Investment Officer
11:45 am	Technology & AI	James Mayfield	Head of Enterprise Architecture
11:55 am	Financial Profile	David Chalmers	Chief Financial Officer
12:10 pm	Closing Remarks	Scott Hartley	Chief Executive Officer
12:15 pm	Q&A	All Presenters	
12:45 pm	Lunch		

Housekeeping

- Presentation will be approximately 3 hours with a break for morning tea
- Presentation slides and supporting materials will be lodged with the ASX
- This session is being recorded for internal use
- Kindly ensure all phones and devices are silenced during the presentation
- There will be an opportunity for questions at the end of the presentation



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Overview & FY26-30 Strategy Refresh

Scott Hartley
Chief Executive Officer

VISION
2030

Introduction



Scott Hartley
Chief Executive
Officer



David Chalmers
Chief Financial Officer



Renee Howie
Chief Customer
Officer



Terry Dillon
CEO Shadforth
Financial Group



Liz McCarthy
CEO MLC Expand



Dave Woodall
CEO Superannuation



Garry Mulcahy
CEO MLC Asset
Management



Dan Farmer
Chief Investment
Officer



James Mayfield
Head of Enterprise
Architecture

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Additional Insignia Financial management present



Jason Sommer
Chief Operating Officer



Anvij Saxena
Chief Risk Officer



Mel Walls
Chief People Officer



Lawrence Hastings
Chief Legal Officer



Adrianna Bisogni
Group Company
Secretary



Nathan Stanton
CEO Bridges

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About Insignia Financial

Over 175 years of helping Australians secure their financial wellbeing

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1.5+ million

Australians served

200 salaried advisers¹

Largest employed advice network

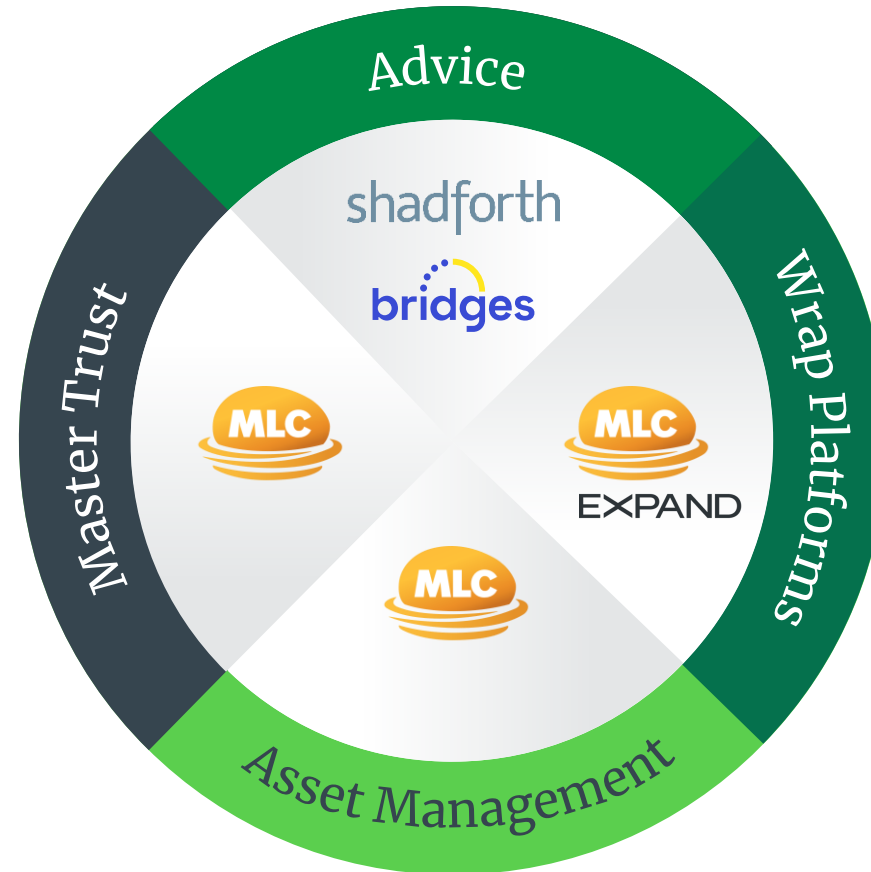
20%+ ASX50 and top 50

S&P500 companies

Served by our workplace super plans

\$311 billion

Funds Under Management & Administration (FUMA)²



Four individually strong wealth businesses competitive in their respective markets.

Businesses that are complementary and together generate more value for customers and shareholders.

External trends influencing our strategy

System mega trends

Demographic change



Over the next 40 years demographics will change with an ageing population¹

AI + Data



GenAI use is accelerating from experimentation to scale, with rapid advancements delivering efficiency and value²

Customer service expectations



Customer expectations raised by high digital and service standards set by leaders outside the wealth industry

Wealth management trends

Importance of scale



Continued industry consolidation driven by the need to leverage scale for a competitive cost to serve

Wealth industry dynamics



Separation of advice and product has benefited monoline competitors, driving a need for each of our businesses to be individually competitive

Evolving regulatory landscape



Maintaining a safe and trusted business is foundational and requires ongoing investment, as regulatory obligations expected to remain high

Strong foundations established for growth

Acquisition and integration

Growth and performance

FY18 - FY23

- ✓ ANZ licensee acquisition
- ✓ ANZ Pensions and Investments acquisition increases FUA by \$49b
- ✓ MLC acquisition increases FUA by \$124b and FUM by \$73b

FY24 - FY25

- ✓ MLC wrap migrated to Expand
- ✓ Separation of self-employed advice (Rhombus Advisory)
- ✓ Legacy remediation provisions
- ✓ New operating model and leadership team
- ✓ FY26-FY30 strategy developed
- Separation from NAB

FY26 - FY30

- Execute strategy
- Master Trust simplification

Where are we now?

Insignia Financial

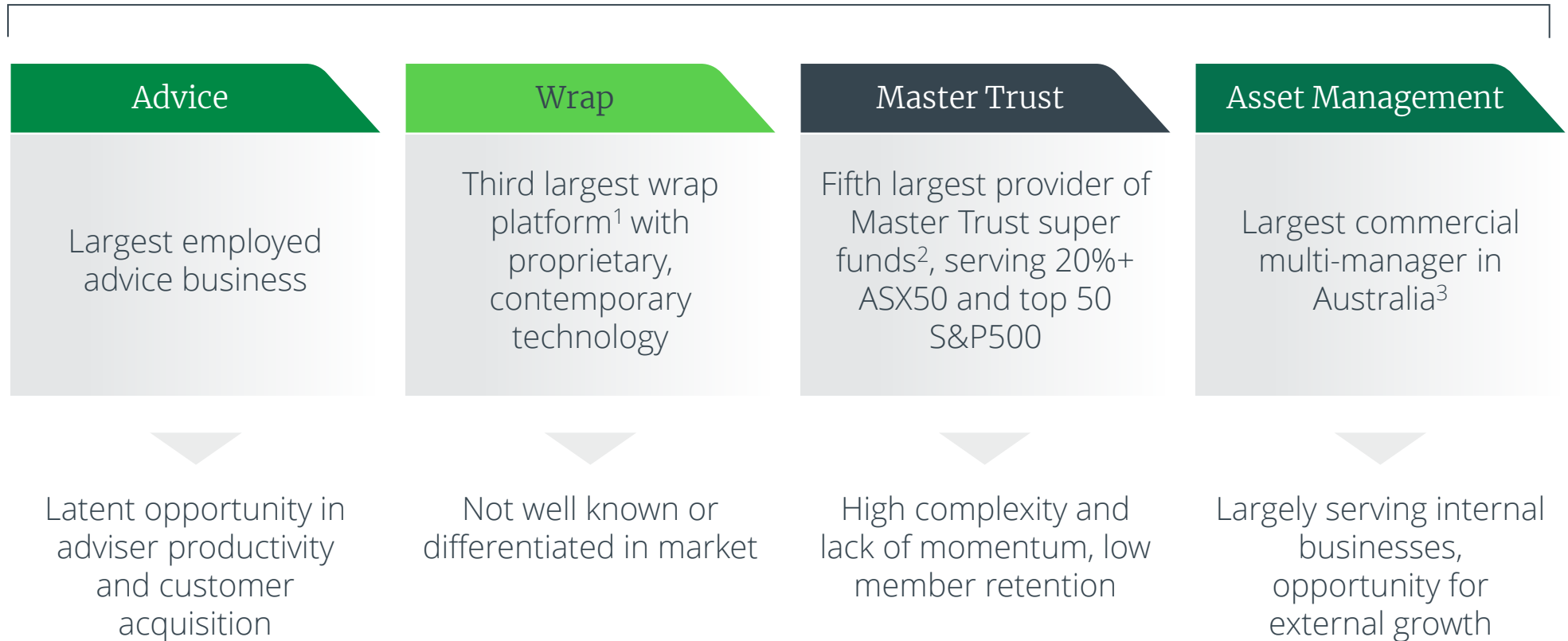
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Large integrated wealth manager on ASX200, with size...

...across four individually robust businesses

however

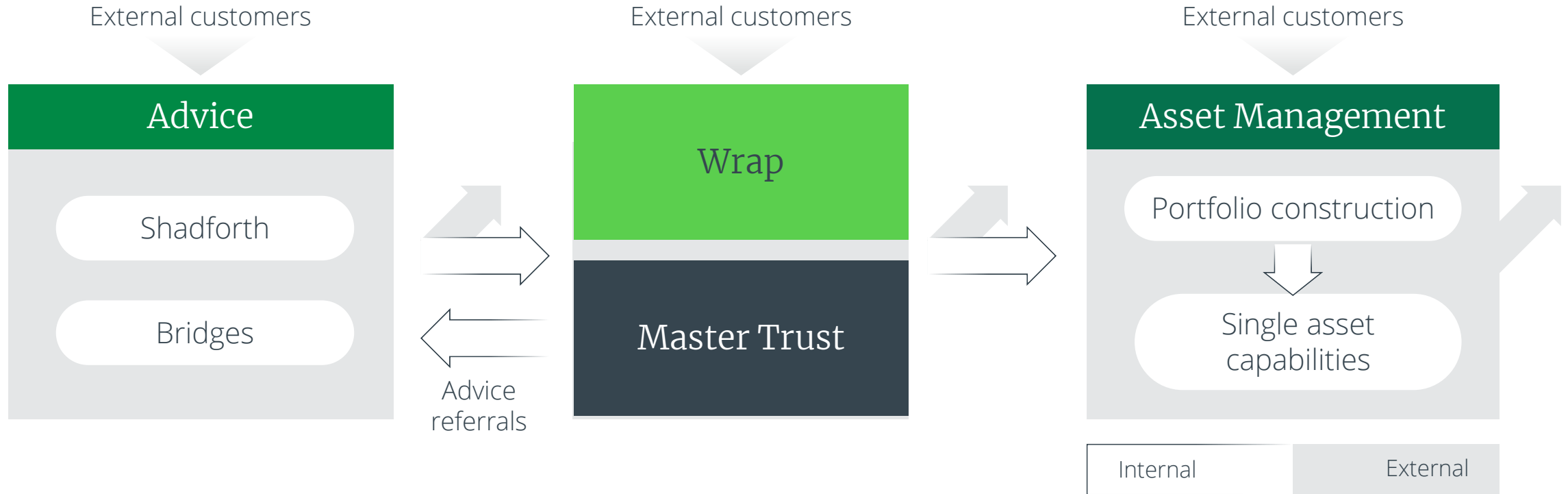
there is still work to be done to truly harness our potential



1. Plan for Life, As at June 2024, including IOOF Employer Super, including badges (externally administrated) and excluding non-custodial assets
 2. APRA, Quarterly fund level statistics ended June 2024, excluding wrap superannuation products
 3. Multi-sector statistical ranking including Master Trust and other external (e.g. Wrap platforms)

Four individually strong businesses, earning the right to serve internal and external customers and creating value together

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~20% of revenue from group collaboration¹



Breadth of customer and adviser insights



Shared wealth knowledge and expertise



Shared infrastructure cost efficiencies

Our strategy is driven by a set of core beliefs

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Trust is foundational



Customer obsession supports innovation



AI is transformative



Scale is required to compete



Advice is valuable



Shareholder and customer objectives are aligned



Group collaboration creates value



High performance culture is essential

Vision statement

Insignia Financial will be Australia's leading and most efficient wealth management company by 2030.

The breadth and expertise of our competitive businesses deliver innovative, quality outcomes for customers, driving double digit earnings growth for shareholders.

Our brands are trusted by customers, we are respected by industry stakeholders and celebrated by our talented people as a great place to work.



Clear vision with strategies to win and deliver growth

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Strategic priorities

Continuous cost excellence (incl. Master Trust Simplification)

Grow advice

Deliver leading customer experiences

Innovate wealth solutions

Portfolio constructor of choice

Become an AI-enabled company

Create a high-performance culture

FY30 aspiration



Double digit earnings growth¹



Most efficient wealth manager
(FY30 Total Opex² high \$700m range)



Innovative and compelling customer outcomes

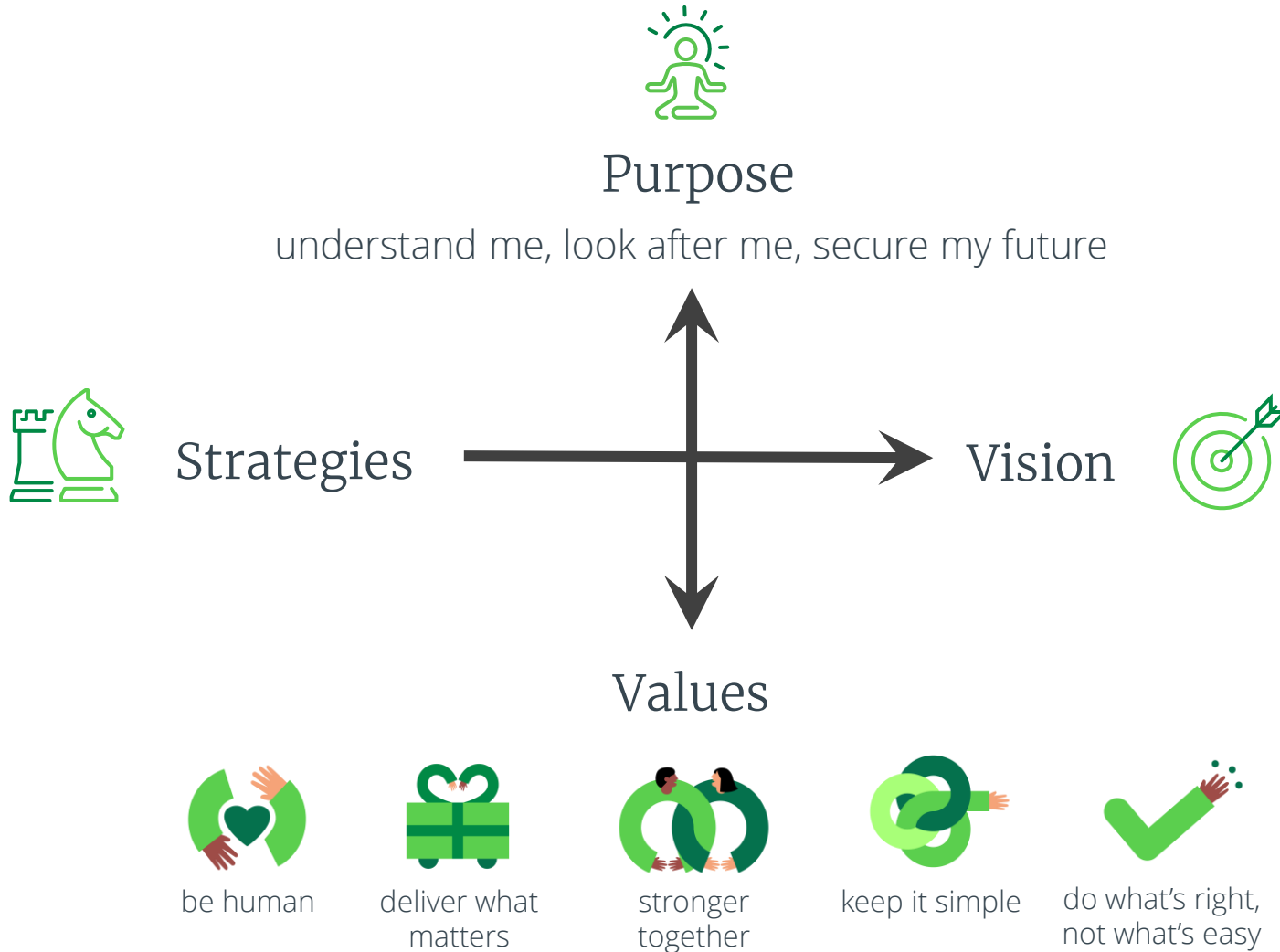


Trusted by customers & respected by industry stakeholders

FY30 aspiration should not be treated as guidance with respect to financial outcomes in 2030. The figures are an assessment of the opportunity based on a range of assumptions and our modelling of how the strategy will play out financially

Building a high-performance culture

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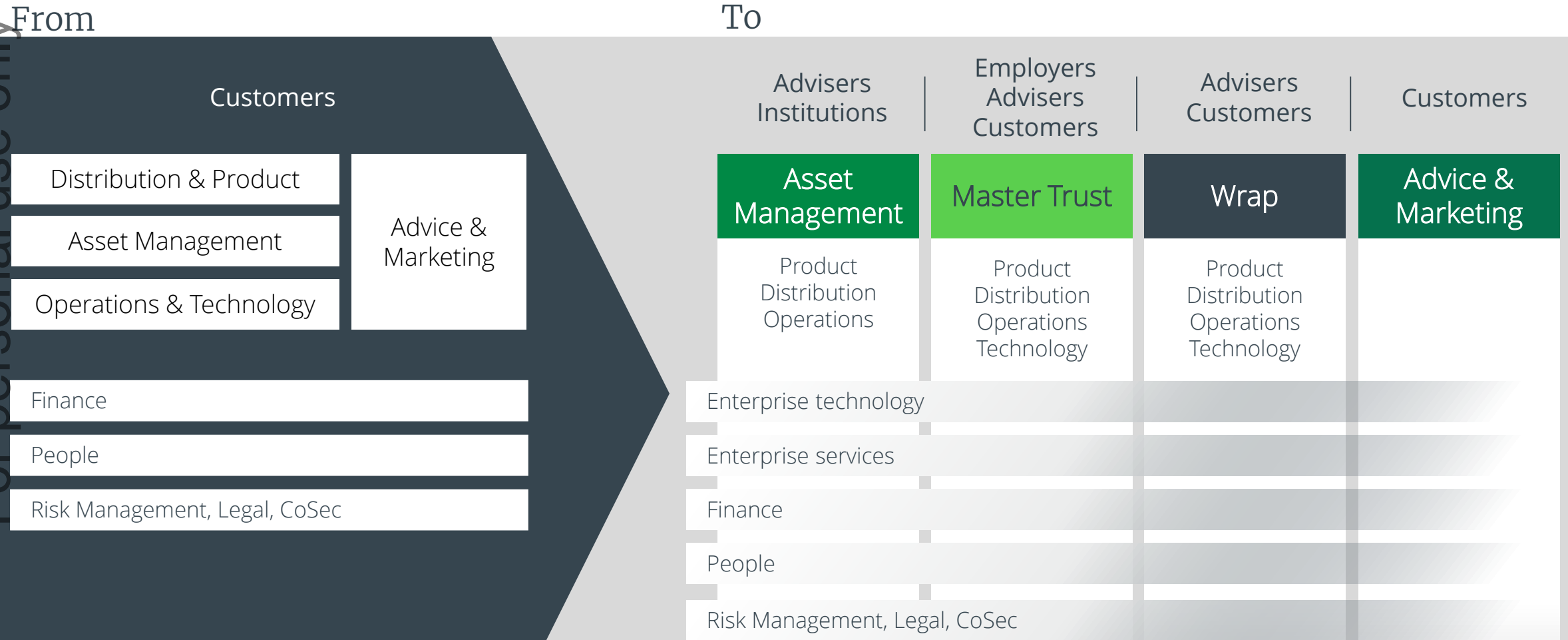


Current focus areas

1. Operating model structure promoting clear accountability for delivering to customers and shareholders safely
2. Effective delegation, removing bureaucracy
3. Performance & reward
4. High quality, consistent leadership
5. Celebrating momentum

Operating model structure promoting clear accountability for delivering to customers and shareholders safely

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Customer and Innovation

Renee Howie
Chief Customer Officer

VISION
2030

Our vision and purpose indicate a shift in focus

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From

Building capability
through acquisition,
unification and
simplification

To

Accelerated,
sustainable growth
through relentless
customer obsession

Unlocking customer centricity

Strong brands

Recognised,
respected, visible,
chosen

Brands, properly leveraged, create enduring value.

We will simplify our brand offering to support the most powerful brands in our portfolio: MLC, Shadforth & Bridges.

Leading customer experiences

Personalised, data
powered, digitised,
outcome focused

We are uniquely placed to scale experiences to our customers – advisers, clients, employers and members.

Delivering expertise through guidance and advice, resulting in better outcomes for all members of the 'ecosystem'.

Untapped potential of our strong brands

Current state

Opportunity

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Strong recognition a legacy of historical strength

- Reputation is neutral and stable, with upside potential (MLC +68 vs. AusSuper +77)¹
- 71% prompted awareness (second in category)²
- Brand consideration needs focus

Reposition MLC and maintain consistent brand presence at scale, turning latent awareness into active consideration



Distinctive and strong value proposition

- National footprint targeting high-net-worth customers
- Highly responsive to marketing investment

Accelerate growth to capitalise on existing opportunity in high-net-worth market



Clear proposition supported by a unique distribution model

- National footprint targeting mass affluent market
- Significant volume leads from relationships with customer owned banks

Scale capability and reach to service increasing demand in the mass affluent market

Driving leading customer experiences through data and AI

We are uniquely placed to unite our customer groups and scale the impact of guidance and advice, resulting in better outcomes for all customers across our four business lines.

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Data enabled

Unlocking our data to drive actionable insights and create individual experiences at scale



Digitally powered, channel agnostic

Seamless experiences delivered at scale, with leading technology to meet customers in the channels that suit them



Personalised

Data and AI driven insights and tailoring to the needs of our customer groups across advisers, advice clients, employers, members



Outcome focused

Experiences designed to deliver superior financial outcomes



Growth oriented

Compelling customer journeys, enabling new customers to make informed decisions simply and with confidence

Customer based innovation

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1

Customer experience expectation

- Seamless experience across channels, expectation of personalisation, ease, access and transparency
- Guidance through to advice particularly through transition moments

2

Brand relevancy and distinction

- Retirement is an opportunity
- Products to support ambition, with advice baked in at every level

3

Lifecycle assistance

- Compensate for low financial literacy creating confidence to act
- Data enabled intelligence to assist through transition moments
- Seamless flow between tools and calculators, digital advice and human consultants

4

Data and AI enablement

- Customer excellence built on deep understanding enabled by powerful data capability – access, quality, deployable
- Bespoke decisioning enabled through deep customer insights from data

Our commitment

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From

- Fragmented brand structure
- Low member base engagement and retention
- Limited direct to consumer capability

To

- Strong, visible, trusted brands
- Unifying tech stack and data integration
- Direct to consumer as a key contributor to net flows
- Customer centric innovation enabling us to leapfrog to leadership positions



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Advice

Terry Dillon
CEO Shadforth Financial Group

VISION 2030

Advice

FY24 Financials

30 June 2024, re-baselined to new reporting segments



\$150m
Revenue

\$30m
EBITDA

18,000
Advised client
families

\$23b
FUAdv

200
Employed advisers¹

1. Shadforth includes 14 associate advisers on the FAR register, Bridges includes 3 associate advisers on the FAR register

Note: Excludes divestments and other

Strengths



Largest
employed adviser
business



Deep client
satisfaction



Profitable, growing
and safe

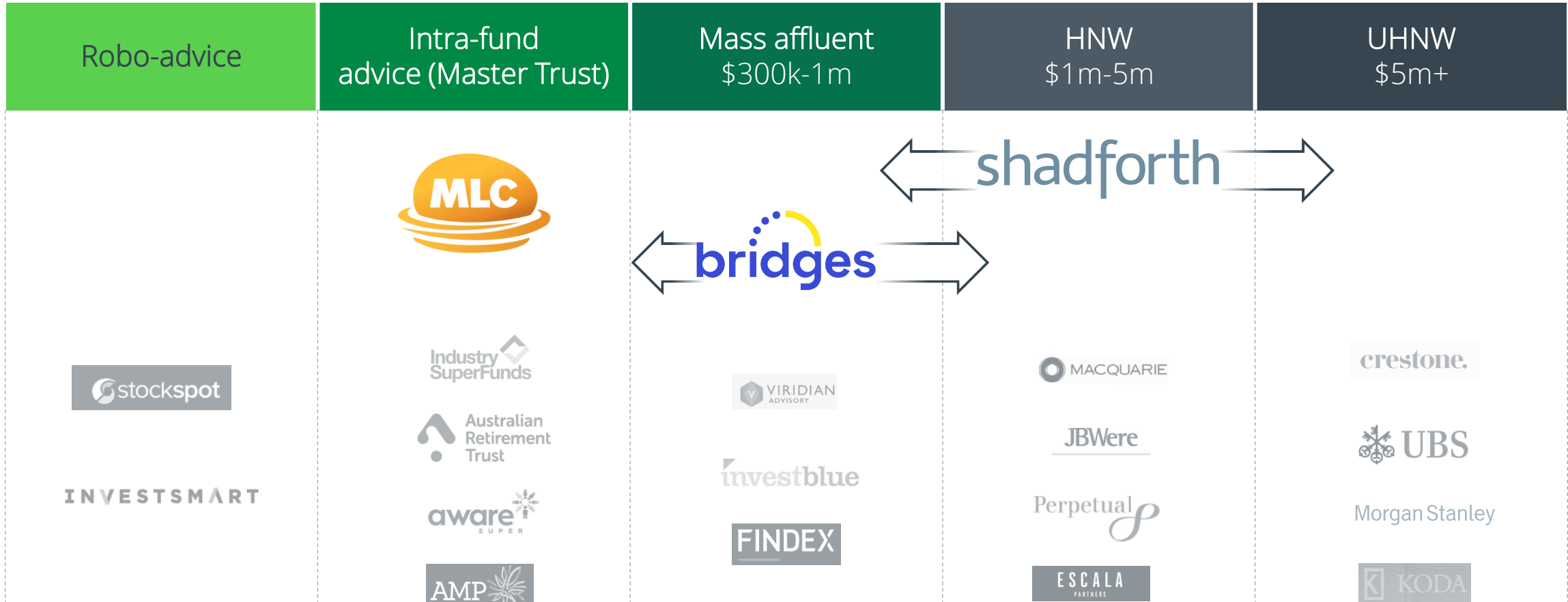
Employed businesses

Shadforth: 110 advisers¹ providing comprehensive, more complex 'whole-of-wealth' advice and portfolio management targeting higher net worth clients

Bridges: 90 advisers¹ providing holistic goals-based advice targeting mass affluent clients

Insignia has three advice propositions for different segments

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Never been a better time to be in advice



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Demand growth

Demand is strong and growing due to the ageing population and intergenerational wealth transfers

~12m Australians have unmet advice needs and cost remains primary barrier to seeking advice²

Delivering Better Financial Outcomes legislation should reduce the cost of advice and increase demand

Supply shortage

Adviser numbers have almost halved falling from 28k in 2018 to 15.6k in 2023¹

New entrants are not keeping up with normal adviser attrition

Advice production inefficiency is an industry wide challenge, limiting the reach of each adviser

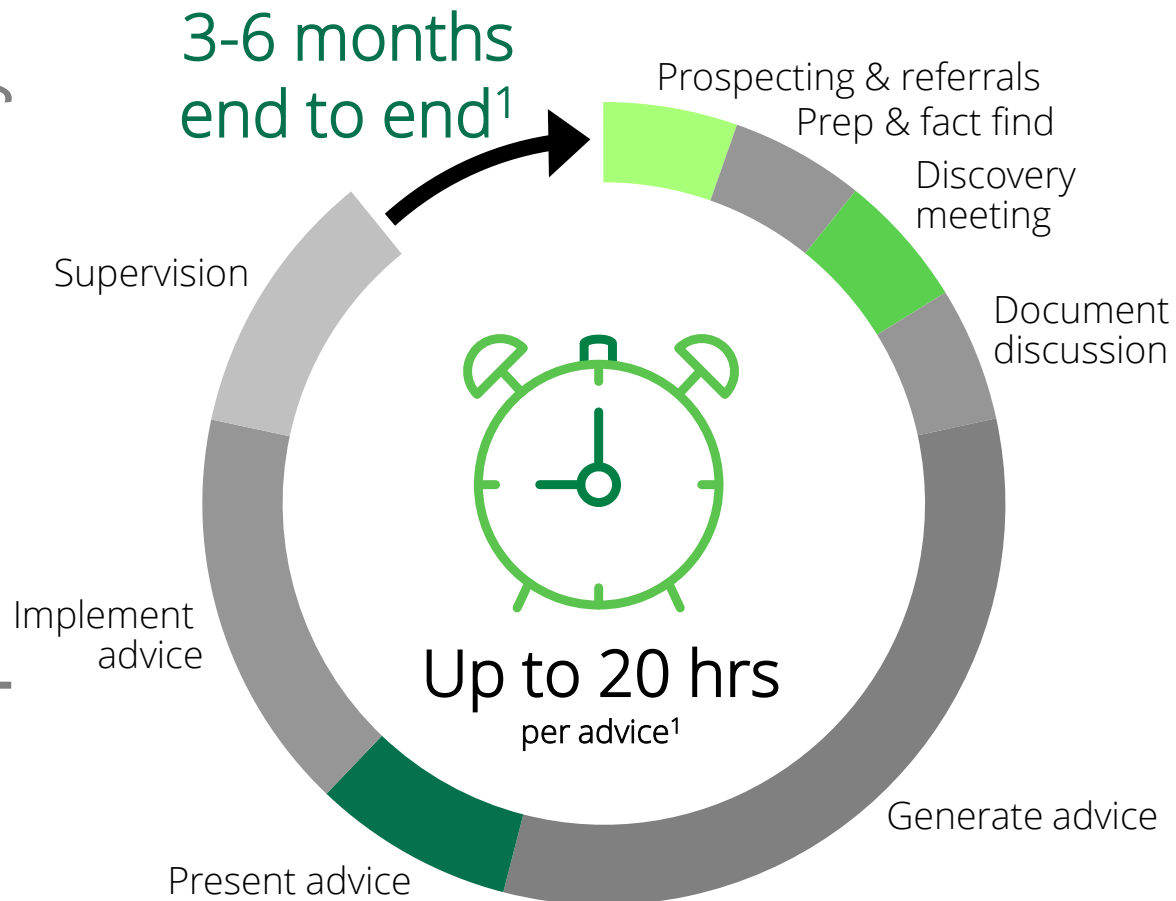
Advice | Productivity challenge



Initiative to invest in advice processes and technology to uplift productivity and experience

- Currently takes up to 20 hours¹ to generate advice per client, with only a fraction of time spent with client
- Manual activity, lack of single source of truth information flow, too many hand-offs, and onerous (pre-QAR) compliance requirements
- Strong business case across ~200 advisers to invest in technology ecosystem and reinvent advice process to uplift productivity
- FY30 goal of lower CTI ratio, higher revenue and client numbers per adviser

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Advice | Shadforth



Strategic priorities

- Accelerate new client growth - referrals, brand and propositions
- Lift adviser efficiency and capacity - Advice tech, QAR and process simplification
- Grow advisers - numbers, talent and capability
- Step change growth – targeted HNW bolt ons

Background and current state¹



Targets higher net worth clients with comprehensive 'whole-of-wealth' advice (average advice fee of ~\$10.6k)



96 quality advisers with long tenure. 16 recognised in Barron's Top 100² and pipeline of next generation's advisers



Large scale with national footprint (6 capital cities and 6 regional offices) and ~10k client families (~\$17b FUAdv)



Profitable business with high NPS (66) and strong growth momentum, with opportunity to accelerate and scale

VIDEO

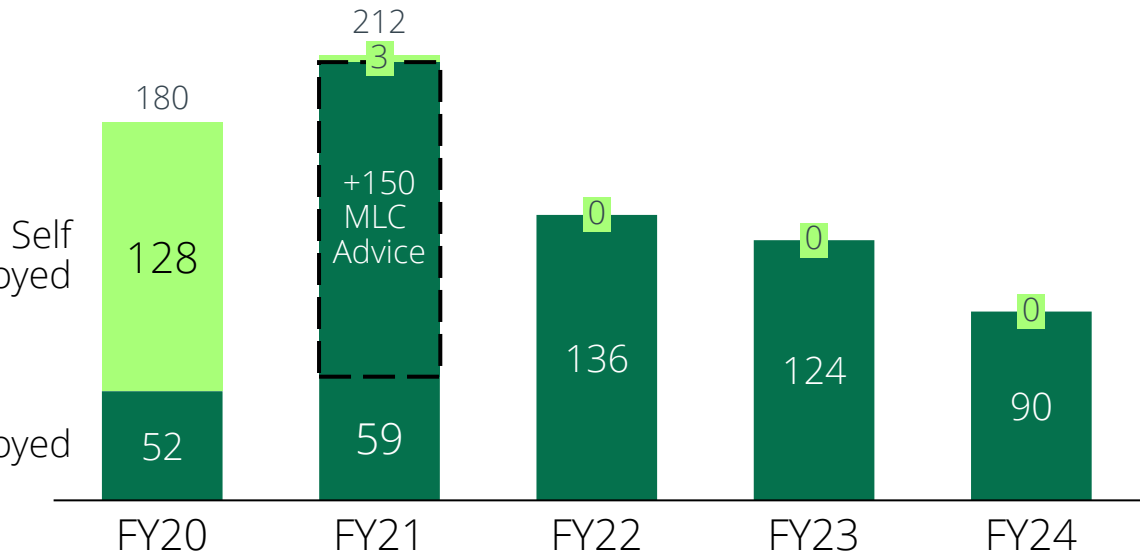
Shadforth client testimonial (1:54)

shadforth

Bridges has transformed to a salaried adviser business model and is now profitable

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Bridges adviser numbers over time

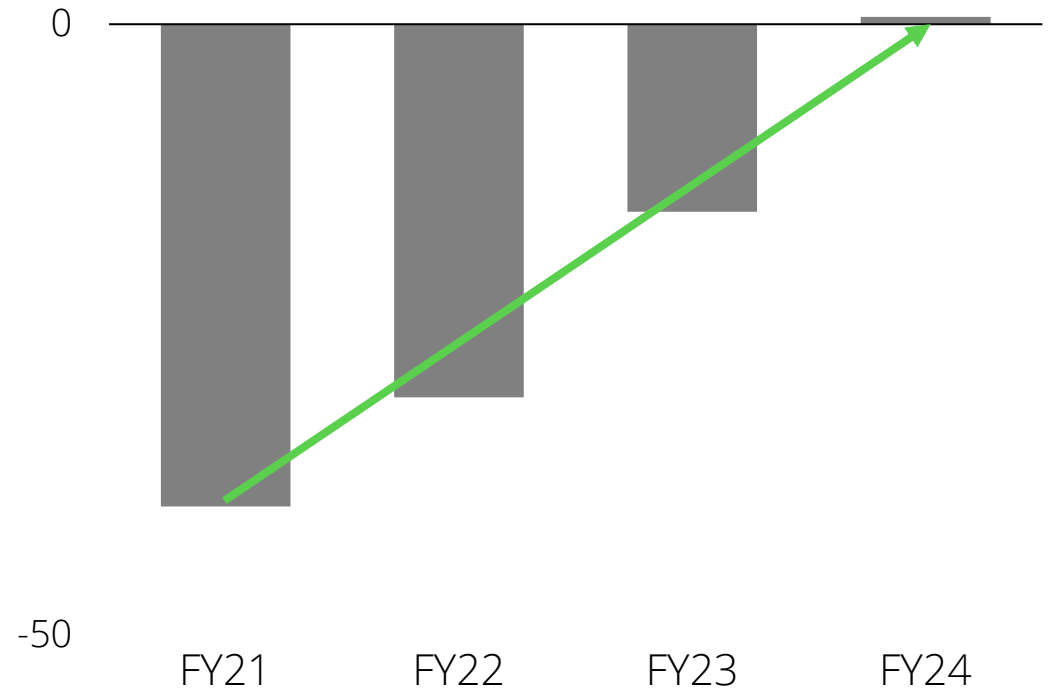


Pivot to employed model

MLC acquisition¹

Transformed to focus on quality advisers and clients

Bridges EBITDA² (\$m)



1. MLC acquisition added c.150 employed advisers
 2. Directional historic EBITDA profile only. FY21 includes proforma view of MLC advice

Advice | Bridges



Current state and strengths¹



Targets mass affluent clients with holistic goals-based advice (average ongoing advice fee of ~\$4k). Focused on pre-retirement and retirement advice



Strong referral partner network of 30+ customer owned banks



Large scale with national footprint (7 capital cities and 16 regional offices) and ~8k client families (~\$6b FUAdv)

Strategic priorities

- Accelerate new client growth - improve referral quality and conversion rates
- Lift adviser efficiency and capacity - Advice tech, QAR and process simplification
- Uplift advice fees – target industry median
- Invest in our people - talent and culture

Advice | Opportunity summary

	FY24(A)	FY28 opportunity	FY30 opportunity
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Clients per adviser ¹	100	115 - 125	125 - 140
Revenue per adviser	\$0.8m	\$1.0m - \$1.1m	\$1.1m - \$1.3m
Cost to income	80%	mid 70%	<70%

- Increase clients per adviser
- Advice Tech and process improvement (incl AI)
- Further QAR opportunity
- Accelerate organic growth (referrals, marketing and new propositions)
- Grow advice talent
- Reprice advice book
- Efficiencies through scale, technology and 'employed' ability to implement



Note: Financial projections are indicative only, based on the assumptions outlined on 'Financial basis of preparation' page 72 and are subject to the 'Important Information' on page 85
 1. Clients per adviser excludes individuals who do not actively provide advice but are Authorised Representatives on the Financial Advice Register (FAR) per ASIC



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Wrap

Liz McCarthy
CEO MLC Expand

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Wrap

FY24 Financials

30 June 2024, re-baselined to new reporting segments



\$275m
Revenue

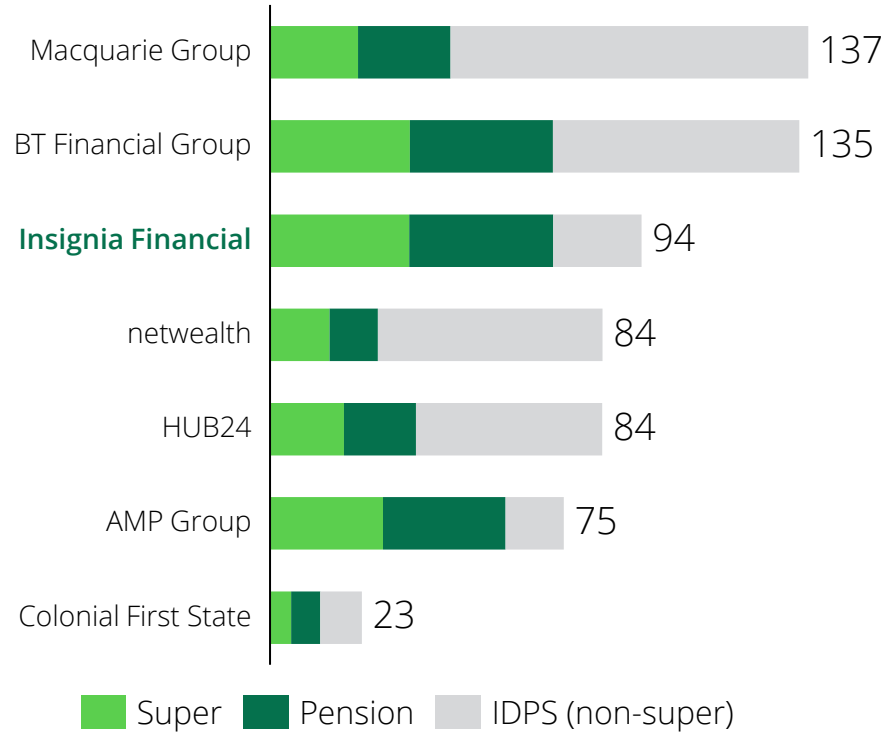
\$101m
EBITDA

\$0.7b
Net flows¹

\$94b
Closing FUA

Market position

Wrap platforms by FUA (\$b)²



1. Net flows excludes pension payments

2. Plan for Life, As at June 2024, Wrap Platforms view including badges (excluding non-custodial assets), IOOF Employer and Personal Super and badges administered on external platforms included in Insignia Financial FUA.



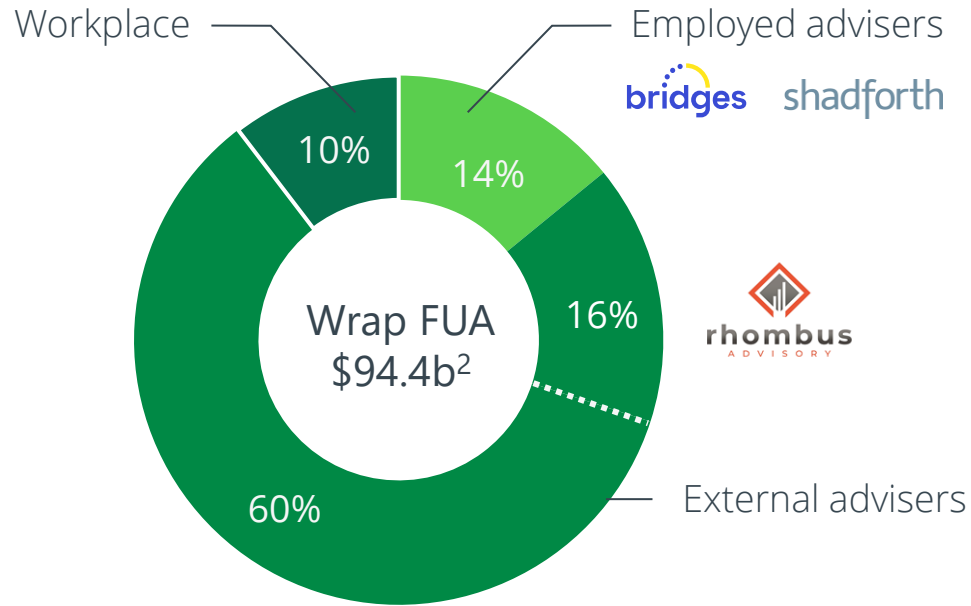
Wrap | External trends

Trend	Insight
Rise of independent financial advisers	Partnerships focused on independent advisers
Growth in model portfolios and managed accounts	Hit \$10b FUM milestone ¹ in first quarter of this financial year
Heightened awareness of fraud and cybersecurity	In-house technology environment enables control
Increasing regulatory pressures on super and platforms	Strategic enabler - continued investment to maintain compliance and controls

1. Insignia Financial managed accounts solution surpassed \$10 billion in FUM at 31 August 2024

Wrap | Adviser and workplace

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~5,500

Advisers on Expand¹
~3,400 advisers with \$500k+ FUA

~1,130

Licensees / dealer groups

96%

Non-Insignia advisers



1. Insignia Financial, Internal source systems, As at Sept 2024
2. Closing wrap FUA for financial year ended 30 June 2024

We are positioned to compete

AdviserFirst

First-call resolution philosophy



Technical support, dedicated BDM and training teams



Service offered across phone, email, chat



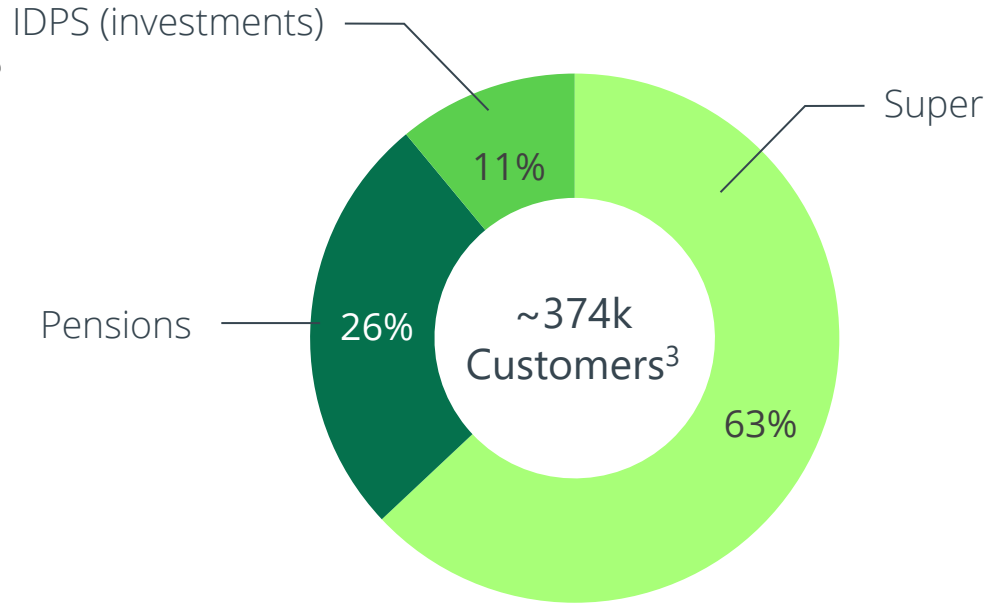
Two product solutions, link 8 family accounts and save on admin fees



~500 managed funds, listed investments, ETFs, TDs, managed accounts

Wrap | For customers

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370k+

Customer accounts
230k+ Super
97k+ Pension

Largest

Wrap pension payer
in the country¹

+49

Customer FY24
NPS²



1. Plan for Life, as at June 2024, Wrap Platforms including badges, based on FUA in pension accounts
2. Insignia Financial, Internal customer surveys, 2024
3. Customers for financial year ended 30 June 2024

We are positioned to compete

ClientFirst

First-call resolution philosophy



Payments typically
made in
< 60 seconds



Contra trading of
managed funds – never
out of the market



Mobile app for
customers



Security and Fraud
automated detection
triggers

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VIDEO

Demonstration of Expand and key features (2:20)

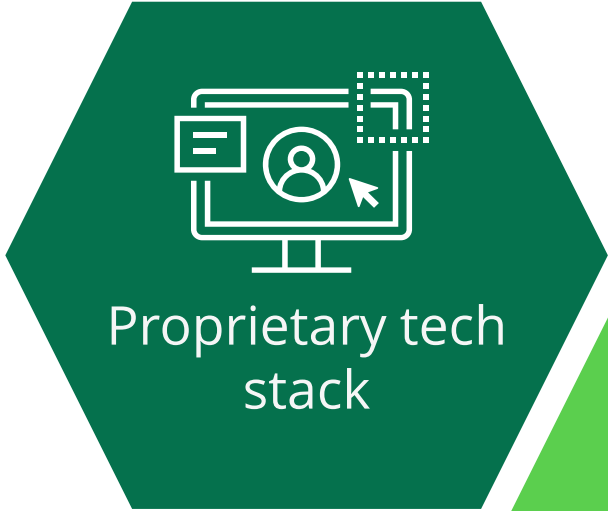
EXPAND

Inspired by advisers

Where easy meets agile

EXPAND | Competitive strengths

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Proprietary tech stack

Enhanced with AI and robotics



Speed to market

Enabled by experienced delivery teams

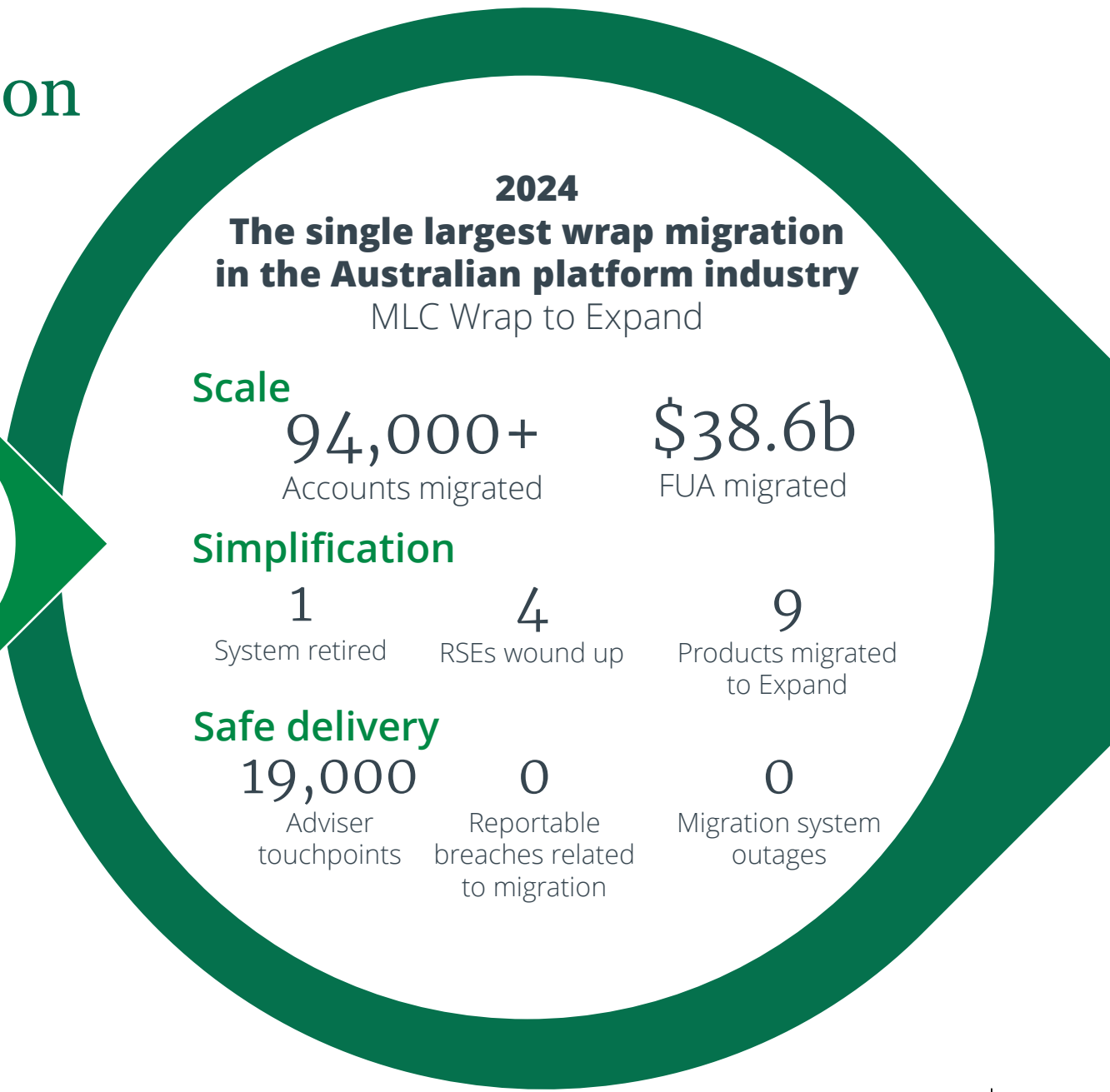
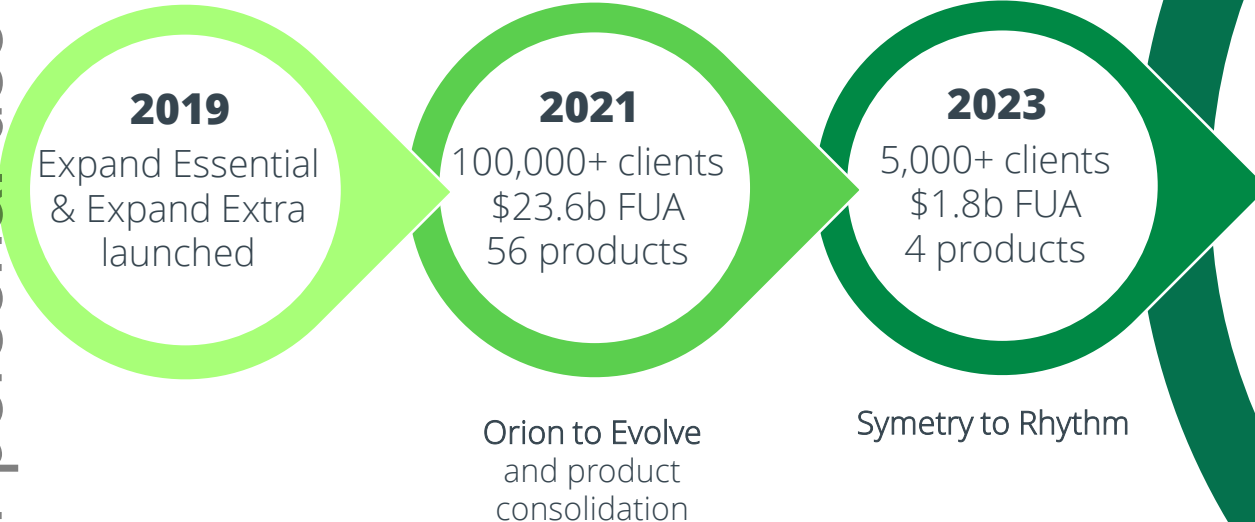


AdviserFirst Philosophy

Supported by one customer service platform delivering single point resolution

We have delivered simplification and are now ready to compete

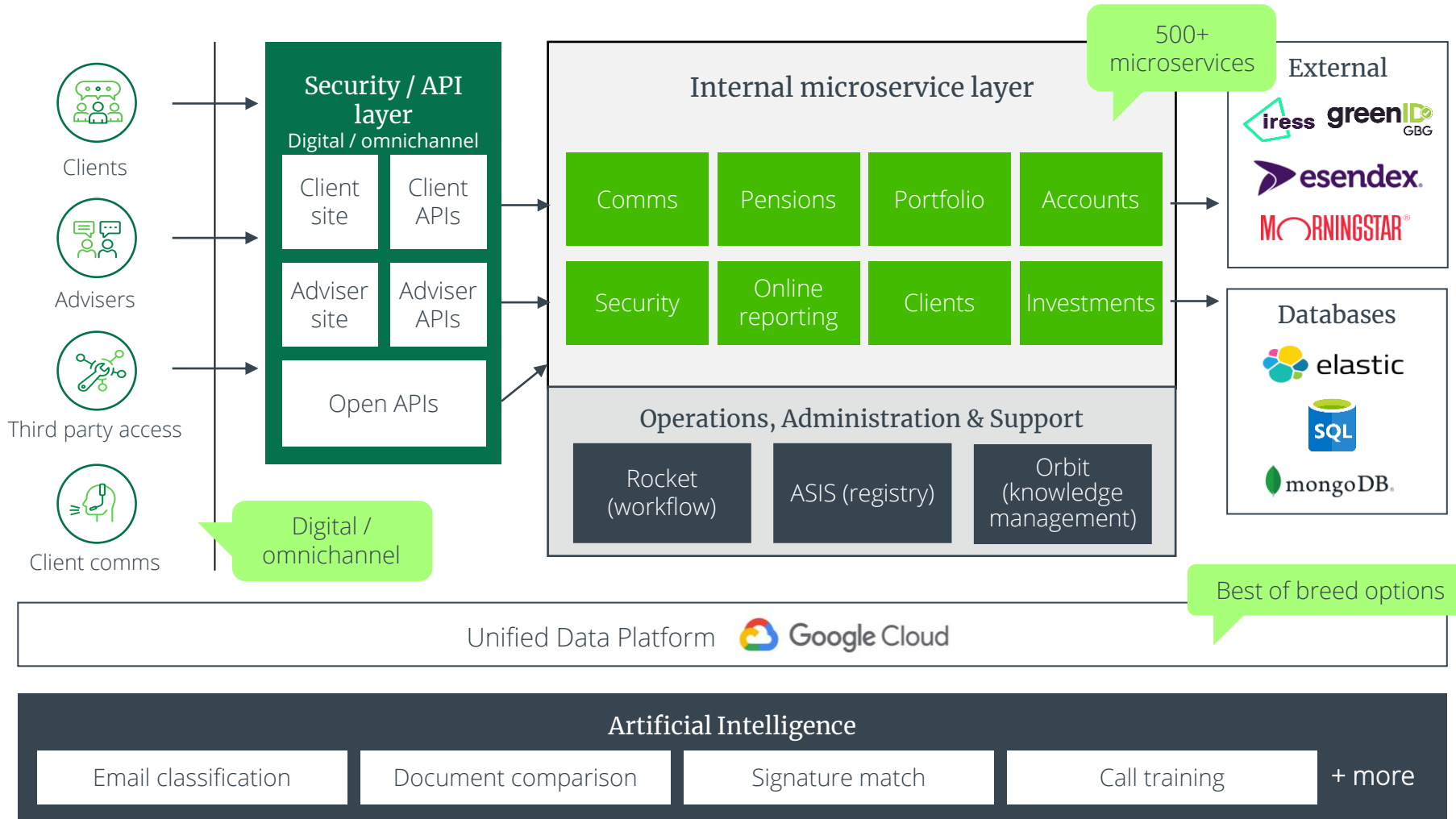
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EXPAND tech stack | World-class frameworks and tooling

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- ~180 FTE in feature delivery squads
- Speed to market - 150+ releases per month
- Open architecture
- Not reliant on third party providers or ageing systems
- Embedded AI:
 - improving customer experience
 - driving down cost
 - reducing risk

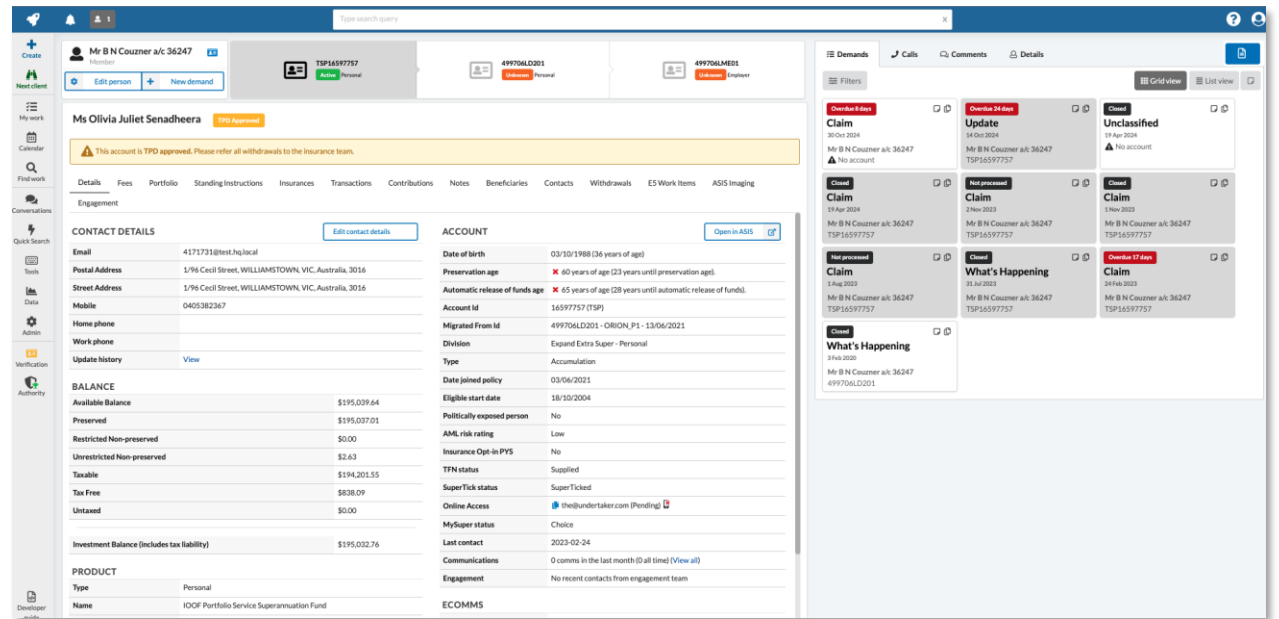
1.1 million
enquiries in FY24

+46
Adviser NPS¹

Customer needs

- Ageing population
- Varying levels of financial & digital literacy

EXPAND | Leading service offering



Rocket: Dummy customer data above



AdviserFirst

First call resolution servicing philosophy

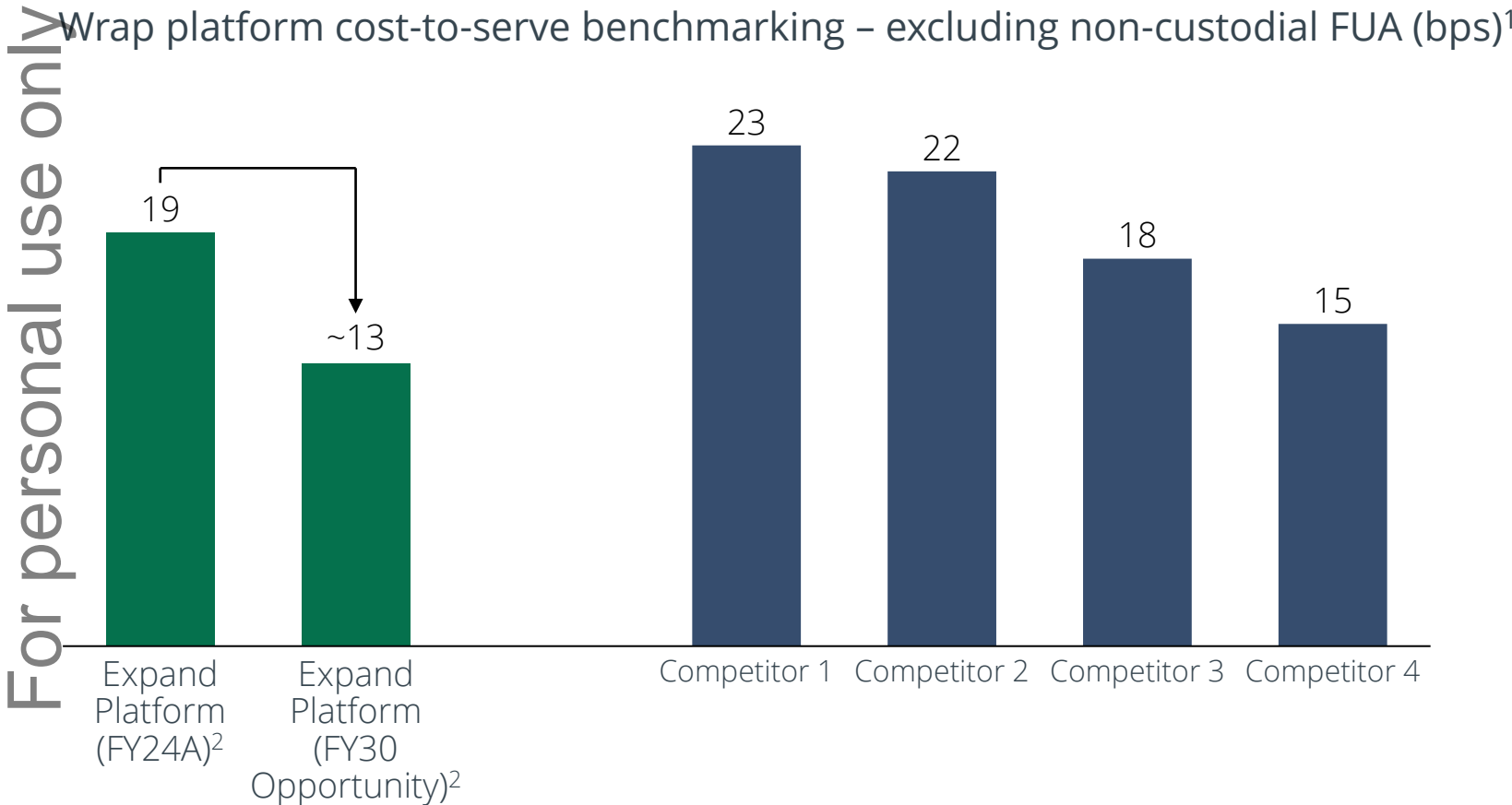


Rocket

Proprietary customer management system

1. Internal Adviser NPS surveys, 2024

Wrap | Targeting a highly efficient cost to serve



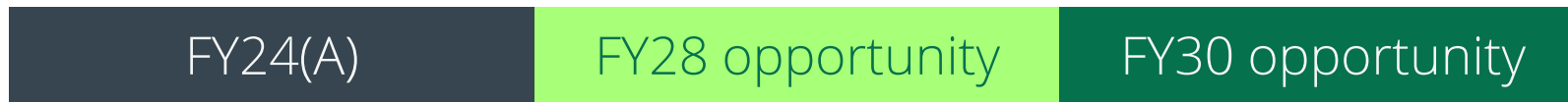
- Contemporary proprietary technology
- Service optimised with AI
- Talented engineering squads who can deliver at speed



Note: Financial projections are indicative only, based on the assumptions outlined on 'Financial basis of preparation' page 72 and are subject to the 'Important Information' on page 85

1. Benchmarking based on Insignia Financial analysis of large wrap platform competitors based on publicly available information (Operating Expenses / average FUA).
2. Expand Platform includes all of Insignia Wrap opex, including Expand, IES (workplace) and badges

Wrap | Opportunity summary



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Net flows
(Ex. pension)

\$0.7b

\$2b - \$4b

\$4b - \$6b

- #1 for service
- Trusted Brand
- Deliver for customers

Cost to serve¹

19 bps

14 - 15 bps

~13 bps

- Proprietary technology
- Digitise and enable AI
- Competitive pricing

Revenue margin¹

30 bps

~29 bps

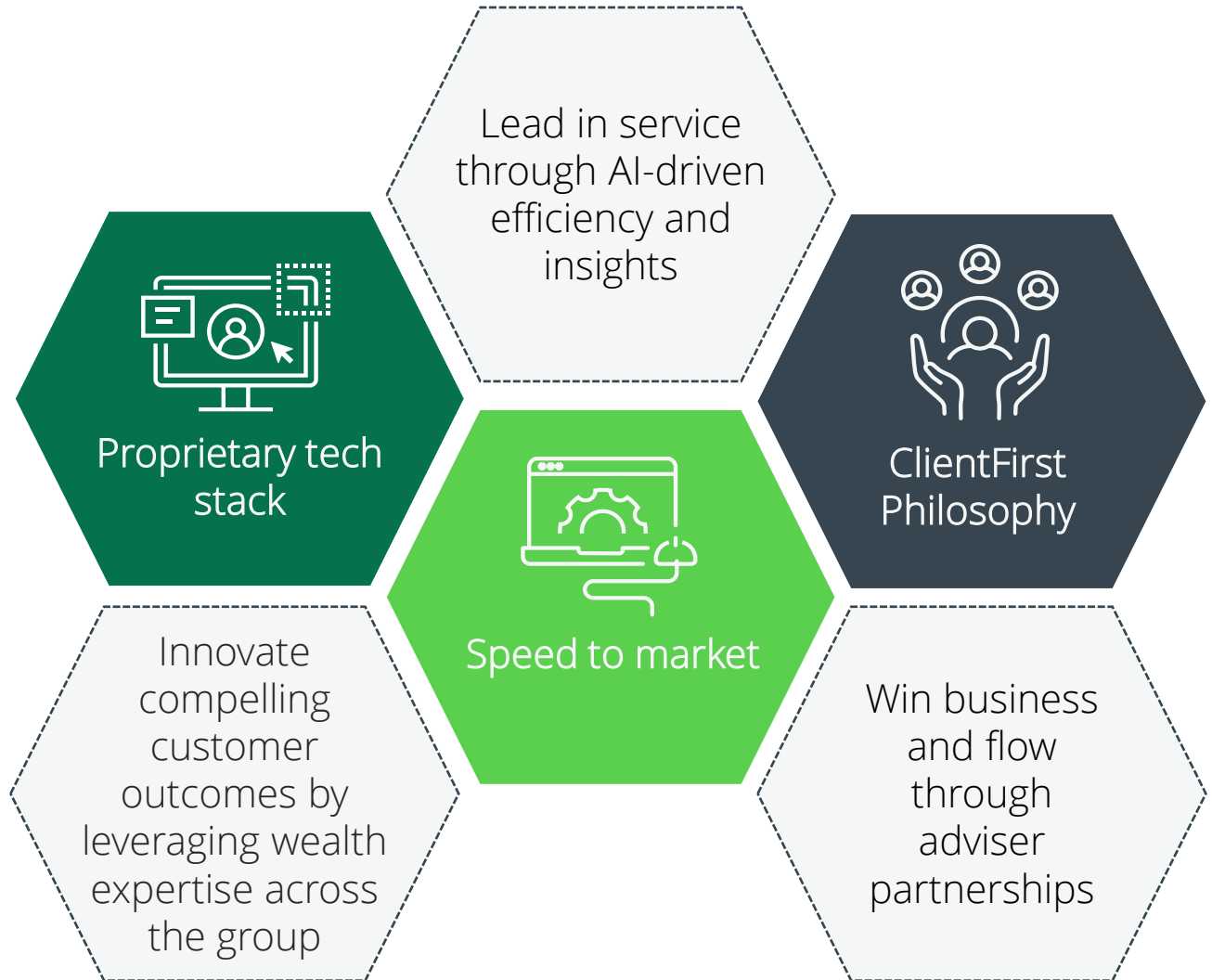
~28 bps



Note: Financial projections are indicative only, based on the assumptions outlined on 'Financial basis of preparation' page and is subject to the 'Important Information' page
 1. Revenue margin and cost to serve are calculated on Average FUA

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Growth strategy builds on our strengths to differentiate





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Short break

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Master Trust

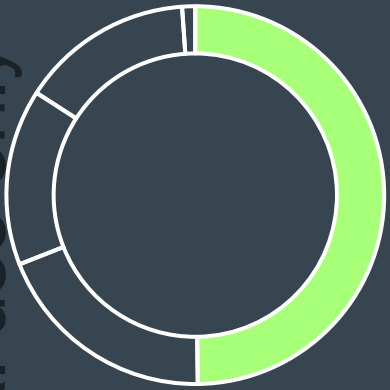
Dave Woodall
CEO Superannuation

VISION 2030

Master Trust

FY24 Financials

30 June 2024, re-baselined to new reporting segments



\$694m
Revenue

\$221m
EBITDA

(\$2.2b)
Net flows²

\$122b
Closing FUA¹

Scope

- Master Trust products
 - Superannuation and pension
 - Administration and investment fees

Strengths



Strength of employer relationships



Strong investment returns and breadth of offer



Size and scope across investments, platforms, and advice

Amplifying strengths to create market opportunities

- Grow the Employer franchise by being the provider of choice for Australian business
- Deliver strong peer relative performance and grow trust in the MLC brand within the Employer segments
- Convert our size into meaningful scale benefits for members through lower cost to service and broader financial proposition

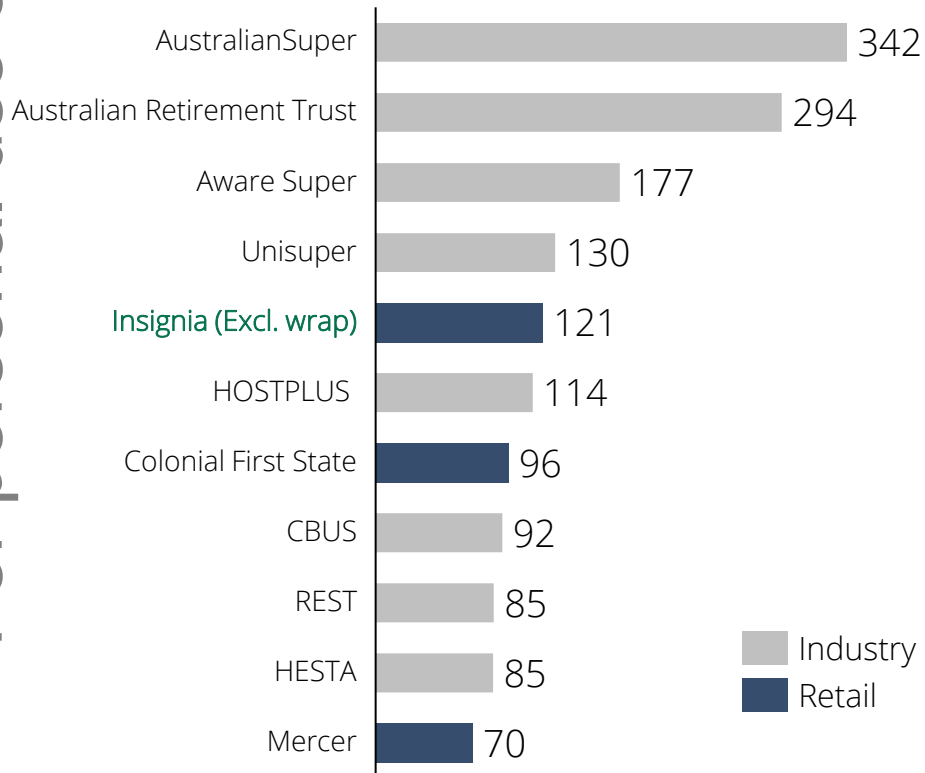
1. Includes MasterKey Business and Fundamentals, Plum, OneAnswer, SmartChoice products, excludes IDPS and Investment products

2. Net flows excludes pension payments

Master Trust | Competitive landscape

Master Trust market share

Total members' benefits (\$b)¹



External trends

Trend	Insight
Growth fundamentals are strong, system still maturing	Top 3 achievable by amplifying our strengths
Scale matters with ongoing consolidation and competition	Industry funds may be constrained on cost reduction
Retirement - Australians aged 65+ will double over the next 40 years	Breadth of wrap and advice offerings to serve retirement needs
Increased focus on direct-to-consumer acquisition channel	We need to build this capability alongside brand and digital enablers
Emergence of simple advice due to Quality of Advice review	We need extend our advice capabilities to take advantage of changes

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Master Trust | Channels

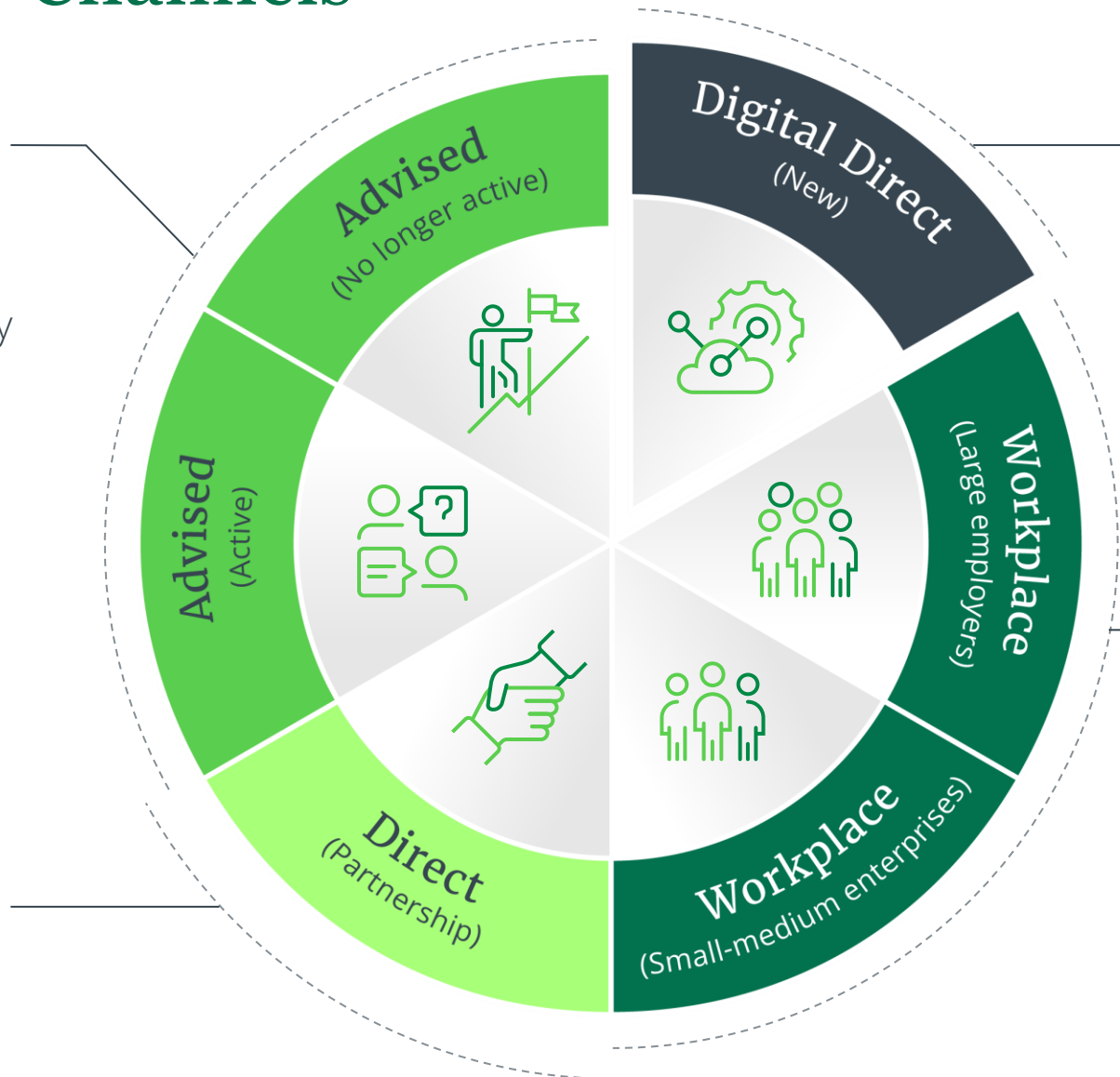
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Advised (~\$35b FUA)

- Strong adviser relationships
- Small portion is actively advised (~25% FUA)

Direct Partnership (~\$5b FUA)

- ANZ strategic alliance (~110k members in ANZ Smart Choice)

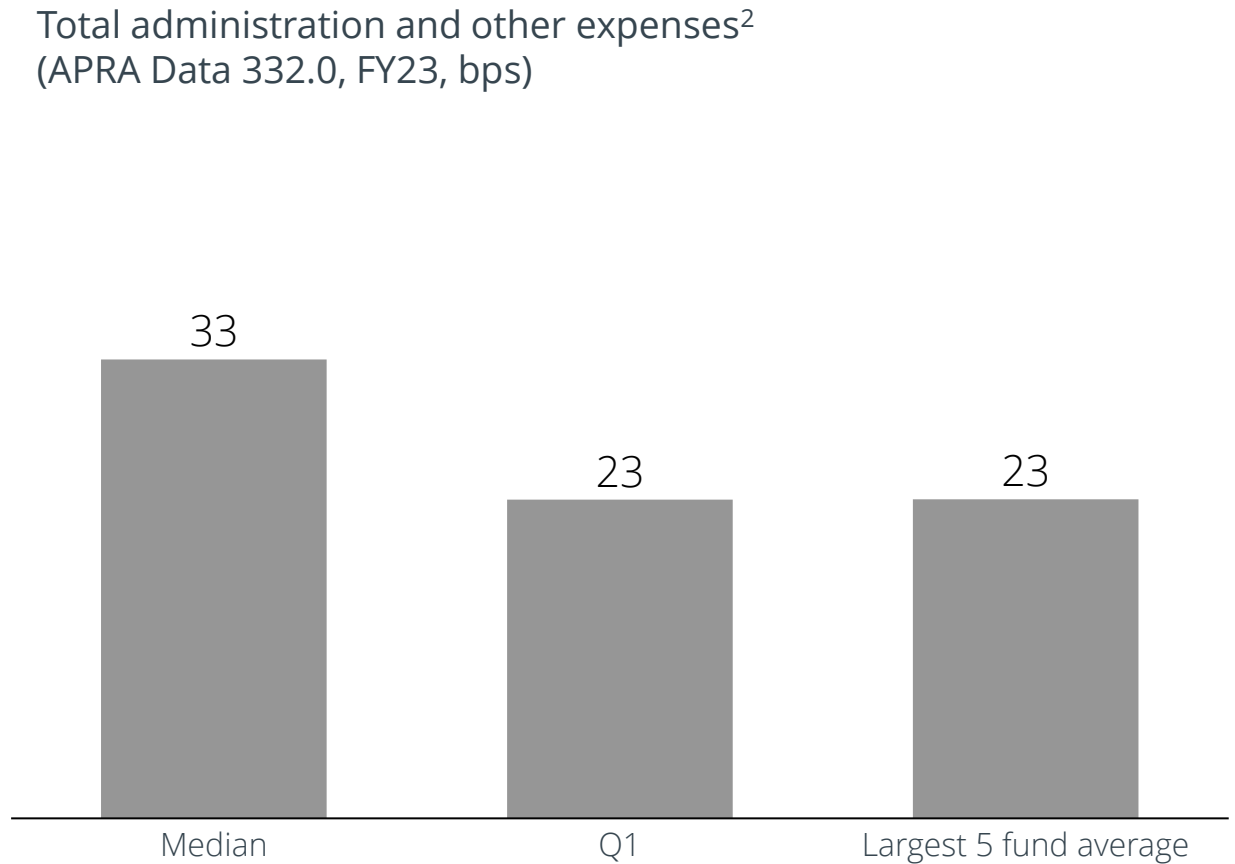
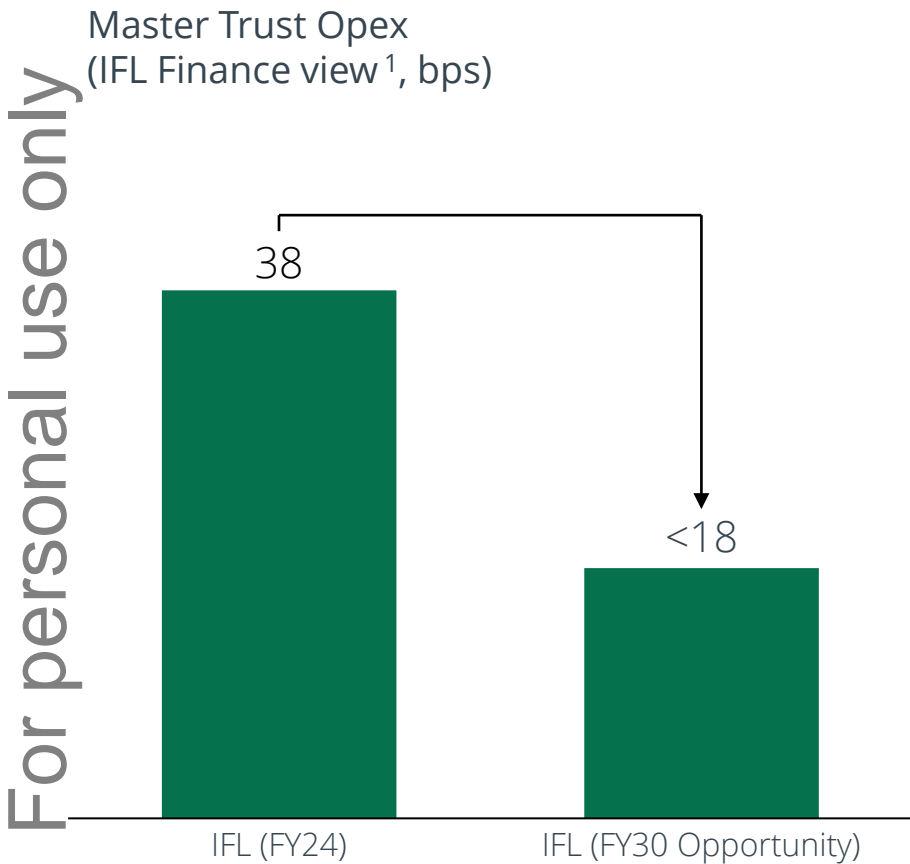


New Digital Direct capability to be developed

Workplace (~\$80b FUA)

- Large Employer, inc. DB² & pension capability
- SME low complexity offer
- 220k delinked members
- 70k new workplace members last year

Plans to reduce Master Trust cost to compete



1. Comparison of IFL Finance view of Opex and APRA Data 332.0 is not an exact comparison, as the APRA 332.0 definition of expenses is different to IFL Finance view which is accounting based (e.g. treatment of transformation costs, depreciation, penalties, investment costs, etc) and excludes non-super
 2. APRA Annual fund-level superannuation statistics – Expenditure (June 2023). Calculated as total administration and other expenses divided by avg net assets. Aggregated values excludes outliers. Largest 5 fund average based on avg net assets.

Note: Financial projections are indicative only, based on the assumptions outlined on 'Financial basis of preparation' page 72 and are subject to the 'Important Information' on page 85

We will unlock the benefit of scale in Master Trust

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Current state



4 Master Trust operating models
Multiple platforms, products, trustees



Cost to serve is high
Driven by duplication and complexity



Member engagement
Inconsistent member experience

Target state (2030)



Reduced complexity
Single platform and simplified products with better member experience



Highly efficient cost to serve
Targeting technology and operations
Opex reduction by approximately half
Enabling competitive fees for members

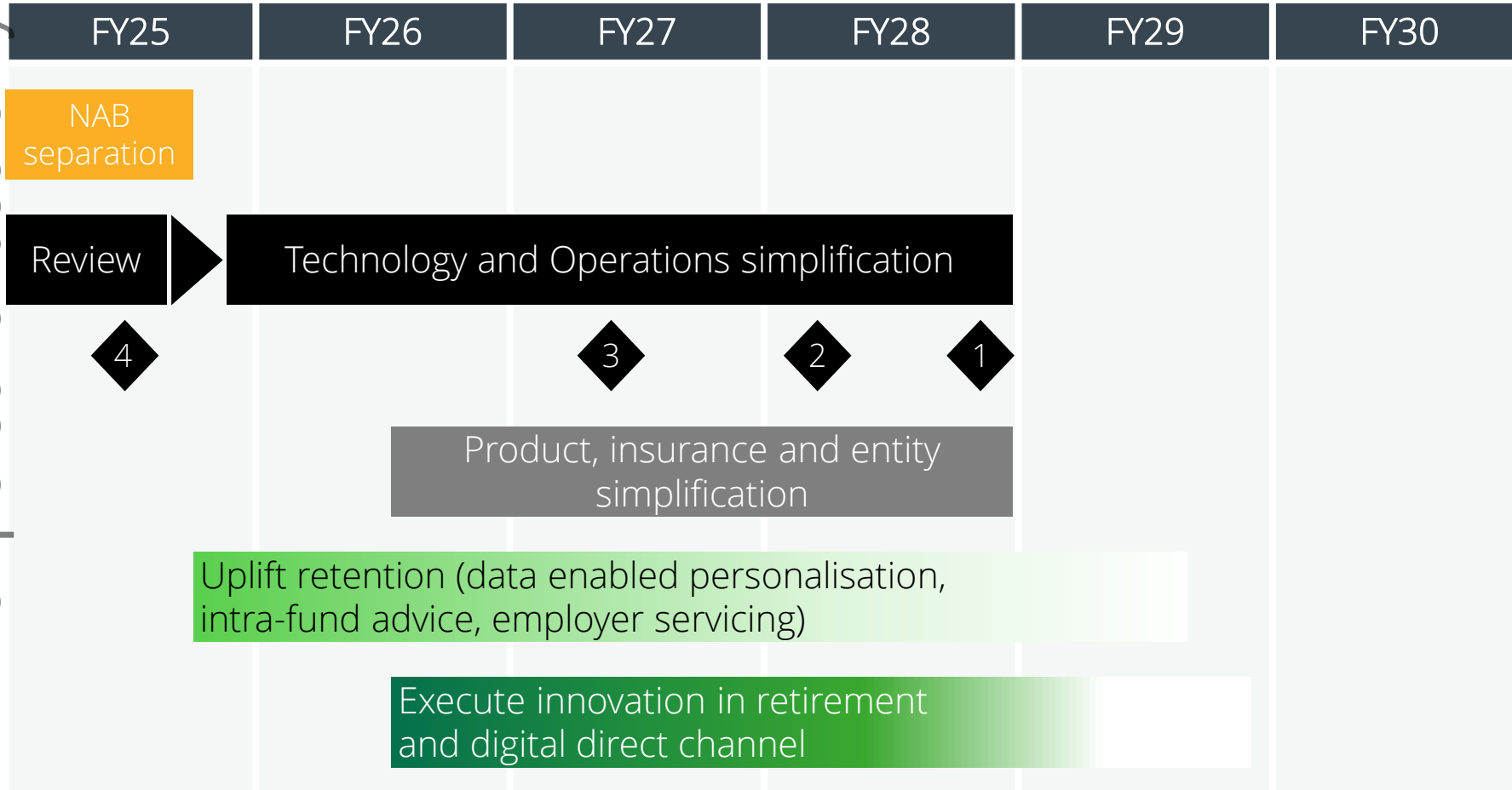


Member outcomes
Industry leading service outcomes for Members, Employers and Advisers

Master Trust | Roadmap (indicative only)

◆ Number of platforms

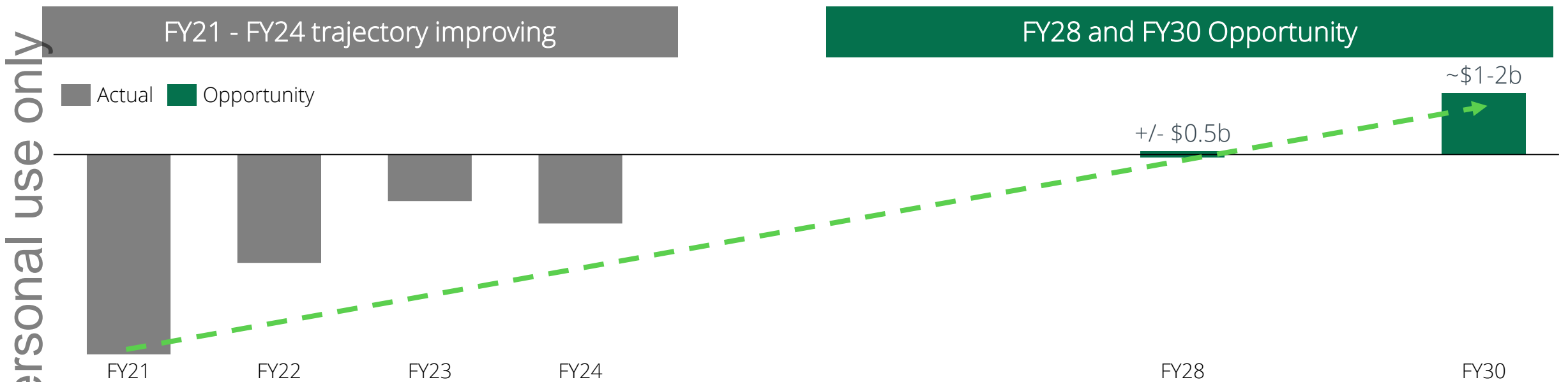
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- All initiatives funded within IFL group reinvestment opex of \$60m - \$80m pa (excluding NAB separation)
- Simplification initiatives reducing cost to serve incrementally over time
- Growth initiatives driving net funds flow uplift

Flow trajectory improving with plans to accelerate

Master Trust net flows (ex-pension payments) (\$b)



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- ✓ Pricing enhancements (FY21 - FY22)
- ✓ Stabilised employer book and won ~30 new mandates FY22 - FY23
- ✓ MySuper performance uplift: MLC Q1 at FY23 - FY24^{1,2}

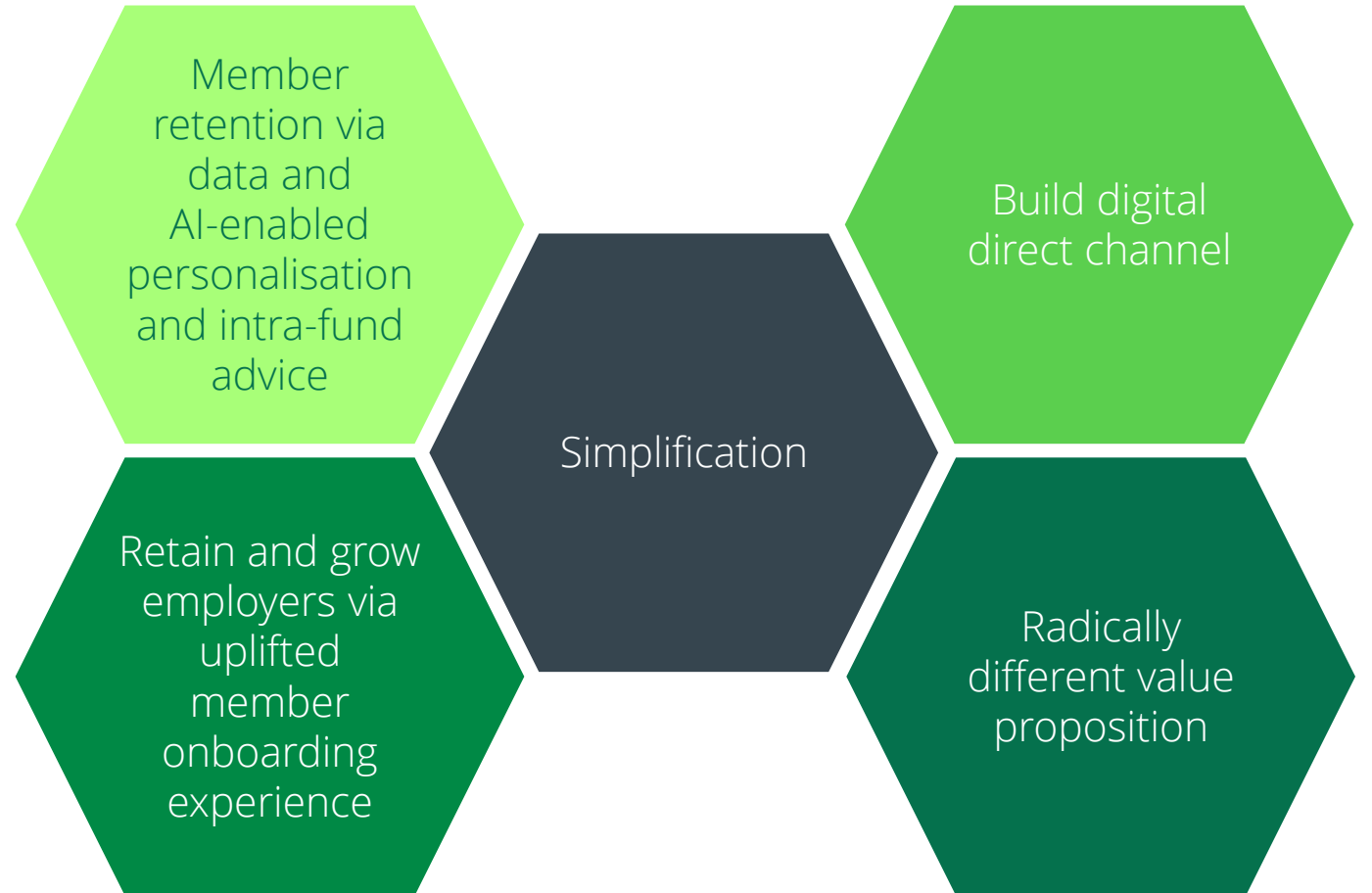
- ✓ Master Trust reprice (1 Oct-24)
- ▶ Uplift member retention via intra-fund advice and data-enabled personalisation
- ▶ Uplift member onboarding experience to support member choice and employer retention
- ▶ Build digital direct channel
- ▶ Radically different value proposition



1. FY23: Q1 MLC MySuper Growth investment performance over 3 and 5 years (SuperRatings survey June 2023)
 2. FY24: Q1 MLC MySuper Growth investment performance over 1,3 and 5 years. (SuperRatings survey June 2024 SR50 MySuper Index)
 Note: Financial projections are indicative only, based on the assumptions outlined on 'Financial basis of preparation' page 72 and are subject to the 'Important Information' on page 85

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Master Trust | Strategic priorities



Master Trust | Opportunity summary

	FY24(A)	FY28 opportunity	FY30 opportunity
--	---------	------------------	------------------

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Cost to serve¹

38 bps

25 – 28 bps

<18 bps

- Master Trust simplification
- AI-enabled operational efficiency

Revenue margin¹

56 bps

~47 bps

~46 bps

- Reprice (Oct-24)
- Staying competitive
- Product simplification

Net flows (ex. Pension)

(\$2b)

+/- \$0.5b

\$1b – \$2b

- FY28 uplifts driven by reprice and retention initiatives
- FY30 uplift driven by digital direct channel and innovation



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Asset Management

Garry Mulcahy
CEO MLC Asset Management

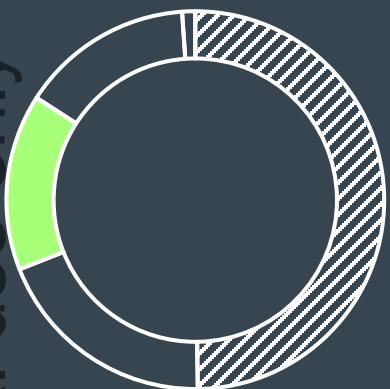
Dan Farmer
CIO MLC Asset Management

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ION
2030

Asset Management

FY24 Financials

30 June 2024, re-baselined to new reporting segments



\$210m

Revenue²

\$91m

EBITDA

\$89b

FUM

\$204b Total funds managed¹

\$152b Multi-Asset

\$52b Single-Asset

(\$1.9b)

Net flows

\$0.4b Multi-Asset

(\$2.3b) Single-Asset

95%

Strategies rated recommended or above by research houses

90%

FUM outperforming target/benchmark

1. Reported Asset Management FUM of \$89b, plus an additional \$115b FUM managed on behalf of Insignia Financial Master Trust (total \$204b)
2. Excludes revenue from \$115b FUM managed in Master Trust

Strengths



Strong investment performance



Meaningful Multi-Asset scale

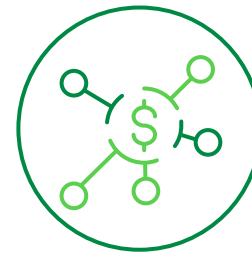


Specialised MLC Private Equity & Alternatives capabilities

Areas of opportunity



Grow Private Equity and Alternatives



Expand Managed Accounts



Deliver simplification agenda

Asset Management | Multi-Asset



Strategic priorities

- Deliver strong investment performance
- Simplify and reduce cost to manufacture
- Strengthen advice partnerships
- Accelerate managed accounts growth

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\$152b

Closing FUM¹

\$2.3b in MLC Managed Accounts, \$37b from Wholesale sources and an additional \$115b for the Master Trust business

26

Investment professionals

High calibre investment team with an average industry experience over 20 years and tenure at MLC of 10 years



Combined teams, philosophy and processes to create robust outcomes – our best ideas consolidated

Award winning contemporary range of high conviction, best-in-class, investment strategies



Multi-Asset Diversified Winner²



WINNER
Managed Accounts Manager
FINANCIAL NEWSWIRE SQM RESEARCH

Managed Accounts Manager Winner³



1. As at 30 June 2024, Includes \$115b FUM managed on behalf of Insignia Financial Master Trust
2. Refer to Important Information page for more details on Zenith Awards
3. <https://financialnewswire.com.au/fund-manager-of-the-year-awards-2024/>

Asset Management | Strong performance



Consistently delivering strong investment performance

92%

of MLC Multi Asset FUM outperforming benchmark¹

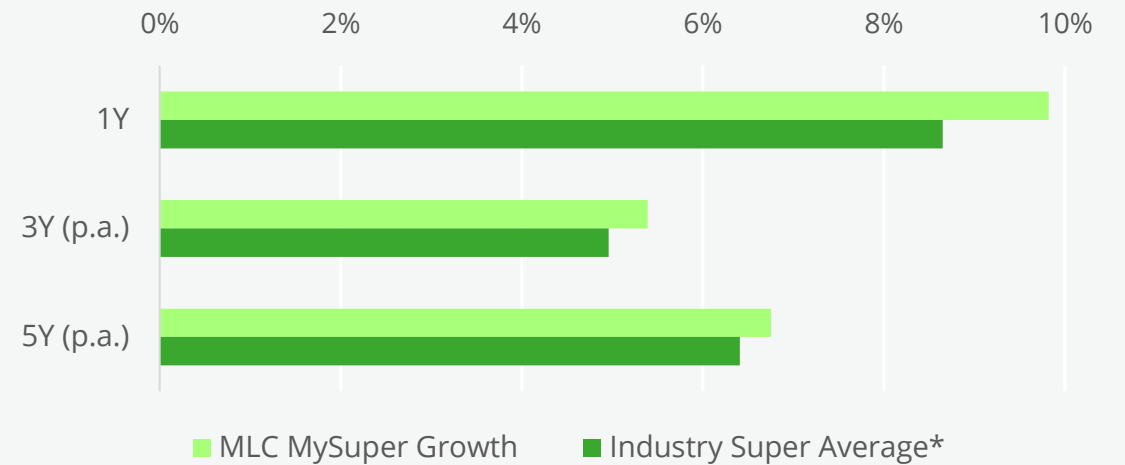


MLC MySuper first quartile and top 10 over 1, 3 and 5 years

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Net returns SR50 MySuper Survey, 30 June 2024 ²			
	1 yr	3 yrs	5 yrs
MLC MySuper	Q1	Q1	Q1
LOOF MySuper – Balanced Growth	Q1	Q1	Q2
ANZ Smart Choice MySuper 1980s	Q1	Q2	Q1
MLC MultiActive Balanced	Q2	Q2	Q1
MLC MultiSeries 70	Q1	Q1	Q2
MLC Low Cost Balanced	Q1	Q1	Q2

Strong returns versus industry funds²



Asset Management | Single-Asset



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7

Investment capabilities

Highly rated diverse specialist asset class capabilities

\$52b

Closing FUM¹

Across capabilities including \$26.0b in external mandates

61

Investment professionals

Based in 3 countries and 5 geographic locations



Private equity



Fixed income



Global equities



Australian small caps



Alternatives



Australian Equities



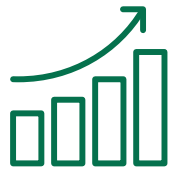
UK property

Strategic priorities

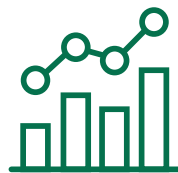
- Further commercialisation of Private Equity and Alternatives growth
- Enhance external distribution proposition
- Enhance retail asset consultant relationships
- Support Managed Accounts growth as building blocks

Asset Management | Growth

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Private Equity
grow into new
channels



Alternatives
grow into new
channels



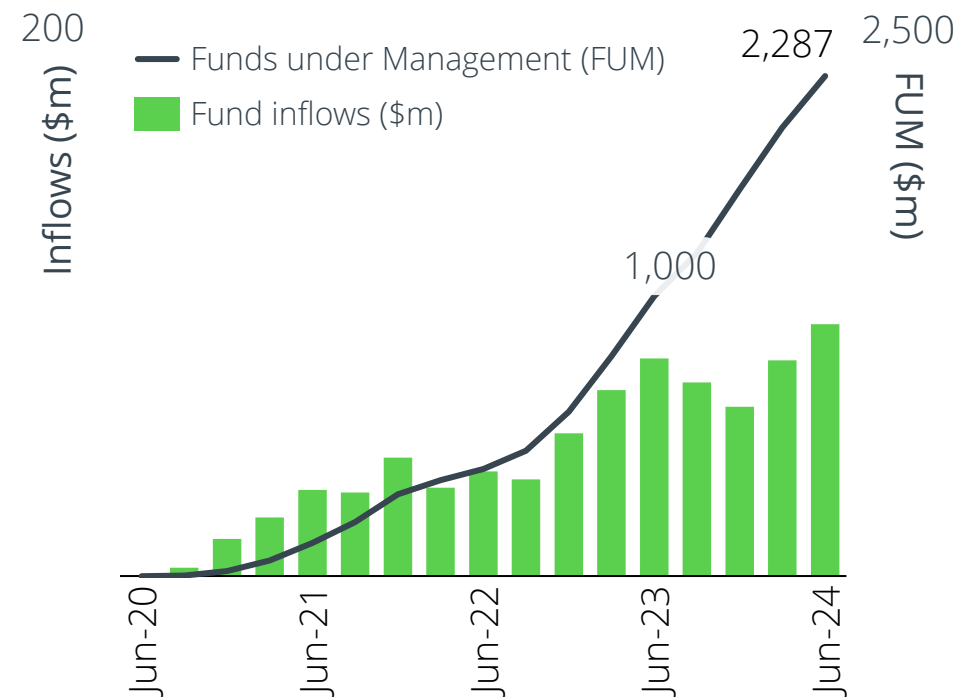
Managed
Accounts expand
offering

Expanding channels
and jurisdictions

Innovate to deliver
compelling client
solutions

Accelerate market
penetration

MLC Multi Asset SMAs – FUM (\$m)



Asset Management | Opportunity summary

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	FY24(A)	FY28 opportunity	FY30 opportunity
--	---------	------------------	------------------

Net flows

(\$1.9b)

\$2b - \$3b

\$3b - \$4b

- Managed accounts expansion
- Private equity and alternatives growth
- Downstream from Master Trust, Wrap and Advice growth

Revenue margin¹

24 bps

~24 bps

~23 bps

- Competitive investment fees
- Offset by ongoing management of cost of manufacture

Cost to serve

13.6 bps

11 - 12 bps

9 - 10 bps

- Continued simplification and flows growth



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Technology

James Mayfield
Head of Enterprise Architecture

VISION 2030

Track record of technology innovation

Proprietary technology, modernisation, robotics and AI

65

Digital workers¹

36

Digital chatbot agents²

60,000

Hours pa of capacity freed for meaningful client work¹

88%

Chatbot customer satisfaction score²

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2020

Launched first automated operation using a digital worker

First to market with large scale micro services led Wrap platform

Live chat added to MLC and Plum public websites

2021

- First Adviser digital worker launched
- Evolve 21 delivered uplifting technology delivery capability
- Electronic verification for online withdrawals

2022

- Risk and HR digital workers launched
- Advice bots for paraplanners and workflow teams
- Machine learning (ML) models for inbound correspondence classification

2023

- ML model adoption to drive STP in Wrap
- Robotics citizen developer program launched
- Fraud bots for behavioural detection
- Technology stacks and business agility which can support over 300 releases per month

2024

- MLC platform migrations
- Unified Data Platform launched
- Chatbot Charlee inc machine learning designed user journeys
- ML models used to detect fee anomalies
- GenAI adoption for improved knowledge management

What's next

- Pivot from separation and simplification to strategic innovation
- Rapid AI adoption leveraging our data and intellectual property
- Focus on advice, wrap and customer engagement domains



1. As at October 2024. Digital workers refers to automation bot licenses in production
 2. As at November 2024. Customer satisfaction refers to MLC and Plum Digital Chatbots

VIDEO

AI in action example I (0:24)

AI in action

Example I: Creating automated file notes
from client calls

VIDEO

AI in action example II (0:22)

AI in action

Example II: Technical queries



Continued focus and investment to safeguard our customers




Cyber Security

- Industry alignment (NIST, ISO27001)
- Security capability uplift
- Investment in tooling and practices
- Use of AI to combat AI threats



Privacy & Data

- Privacy framework and oversight
- Data governance standards
- Investment in information management tooling



Artificial Intelligence

- AI governance council
- Grounded in our data and IP
- Risk mitigation through AI testing approach

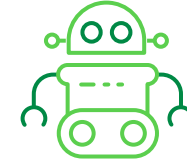
AI-enabled strategy will enhance FY30 strategic priorities



'Domain' approach to AI aligned to strategy - starting in Advice, Wrap and customer experience



Our data and IP create differentiated solution via a 'Take and Shape' partnership approach



Simplification, automation and augmentation

FY30 Strategic priorities

Continuous cost excellence

Grow advice

Deliver leading customer experiences

Innovate wealth solutions

Portfolio constructor of choice

Create a high-performance culture

Enabled by AI

Smart automation

Adviser efficiency and effectiveness

Data-driven product and service experiences at scale

Augmented ways of working

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Financial profile

David Chalmers
Chief Financial Officer

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2030

Financial basis of preparation

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Reliance on Financial Forecasts	Financial data provided should not be treated as guidance with respect to financial outcomes beyond FY25. The figures are an assessment of the opportunity based on a range of assumptions and our modelling of potential financial outcomes of the strategy
FUMA growth	Assumes annual market growth of 5.4% throughout the FY26-FY30 period Volatility of markets can materially impact forecast estimates, e.g. a 1% change in FUMA would equate to \$9-\$12m of net revenue
Margins	Net revenue and cost to serve margins are based on average FUMA (open and closing FUMA balance)
Cost growth	Cost outlook assumes normalised levels of cost inflation
Remediation	Assumes potential for future legacy structured remediation, beyond the completion of the historic remediation programmes for which there are existing provisions (Completion FY25 and FY26)
Cashflows / Senior leverage	Redemption value of Subordinated Loan Notes (SLNs) is assumed to be face value: \$200m

Operating cost approach

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Above-the-line

Reinvestment Opex

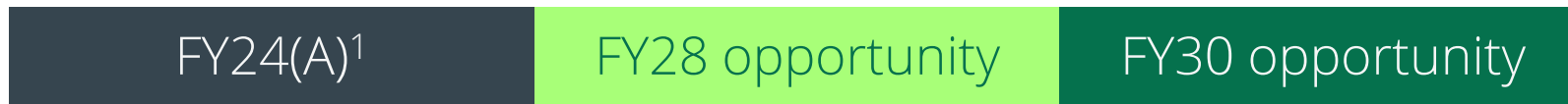
- Operating Expenditure split into two categories: Base Opex and Reinvestment Opex
 - Examples of Reinvestment spend include costs of Master Trust consolidation and simplification, Wrap platform development, AI Investments
 - Expect Reinvestment Opex to average \$60-80m per year from FY26 - 30

Below-the-line

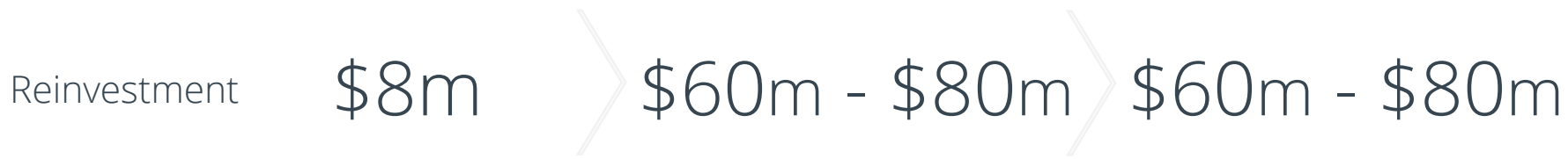
Underlying Net Profit After Tax (UNPAT)

- Purpose of UNPAT is to approximate underlying earnings and the impact of non-recurring items
- UNPAT adjustments continue for pre-tax amounts greater than \$10m with detailed reconciliation
- Adjustments limited to items such as: redundancy costs, fair value adjustments, non-cash items, gains / losses on financial instruments or divestments and legacy structured remediation
- Aligned to AASB 18 (applies 1 Jan 2027)

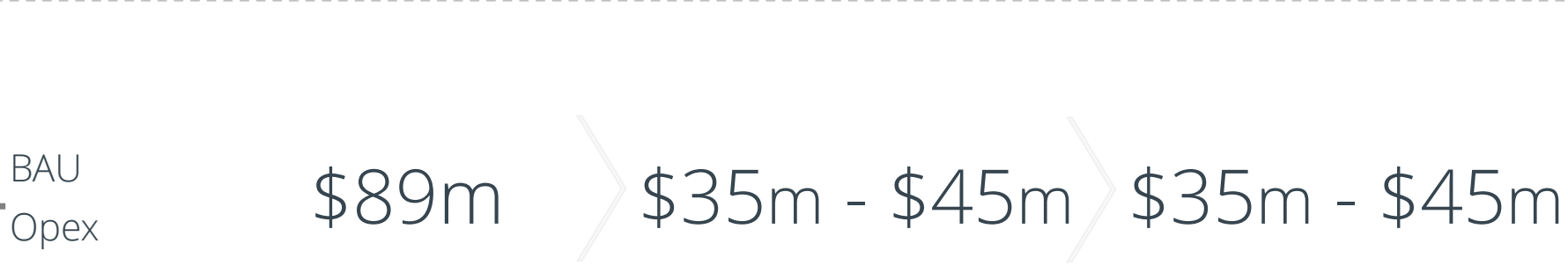
Corporate Segment | Opportunity summary



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- Ongoing reinvestment will be reflected in the Corporate segment

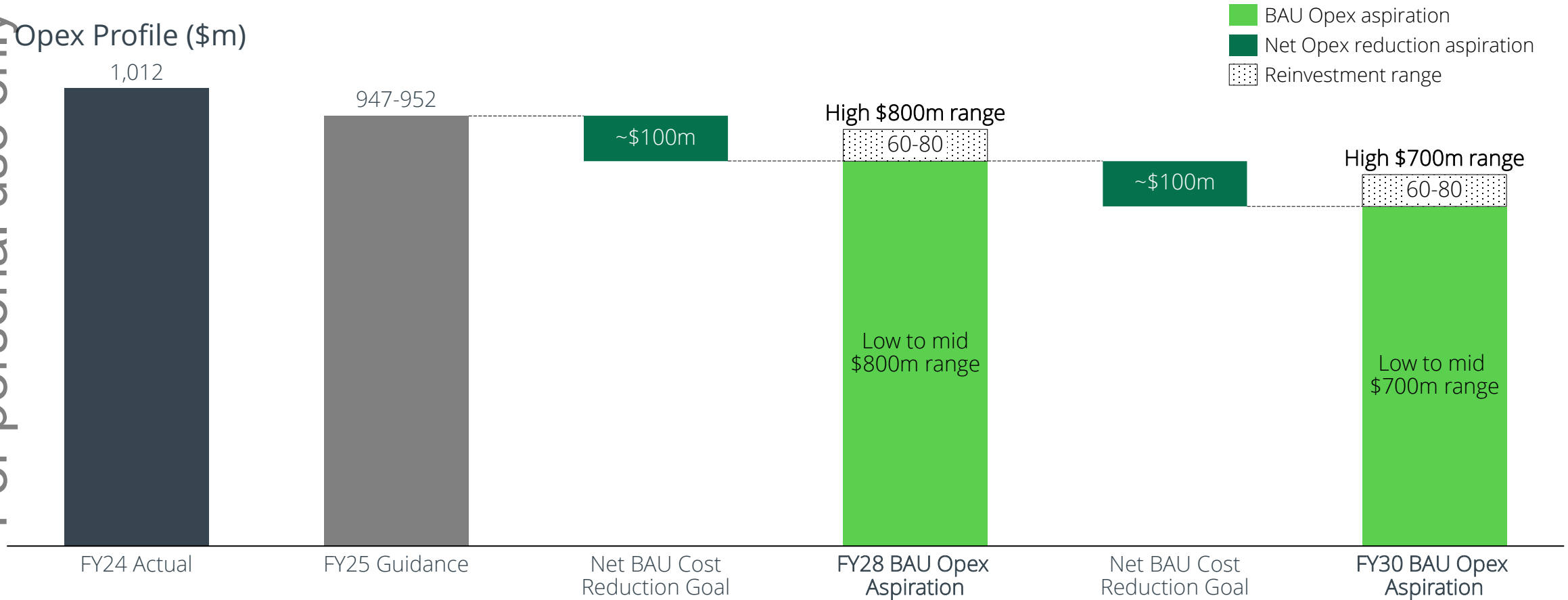


- FY24 actuals include:
 - ~\$30m of Advice stranded costs, addressed with optimisation
 - ~\$20m of TSA costs, that will reduce post NAB separation

Indicative 5-Year Operating Expenditure profile

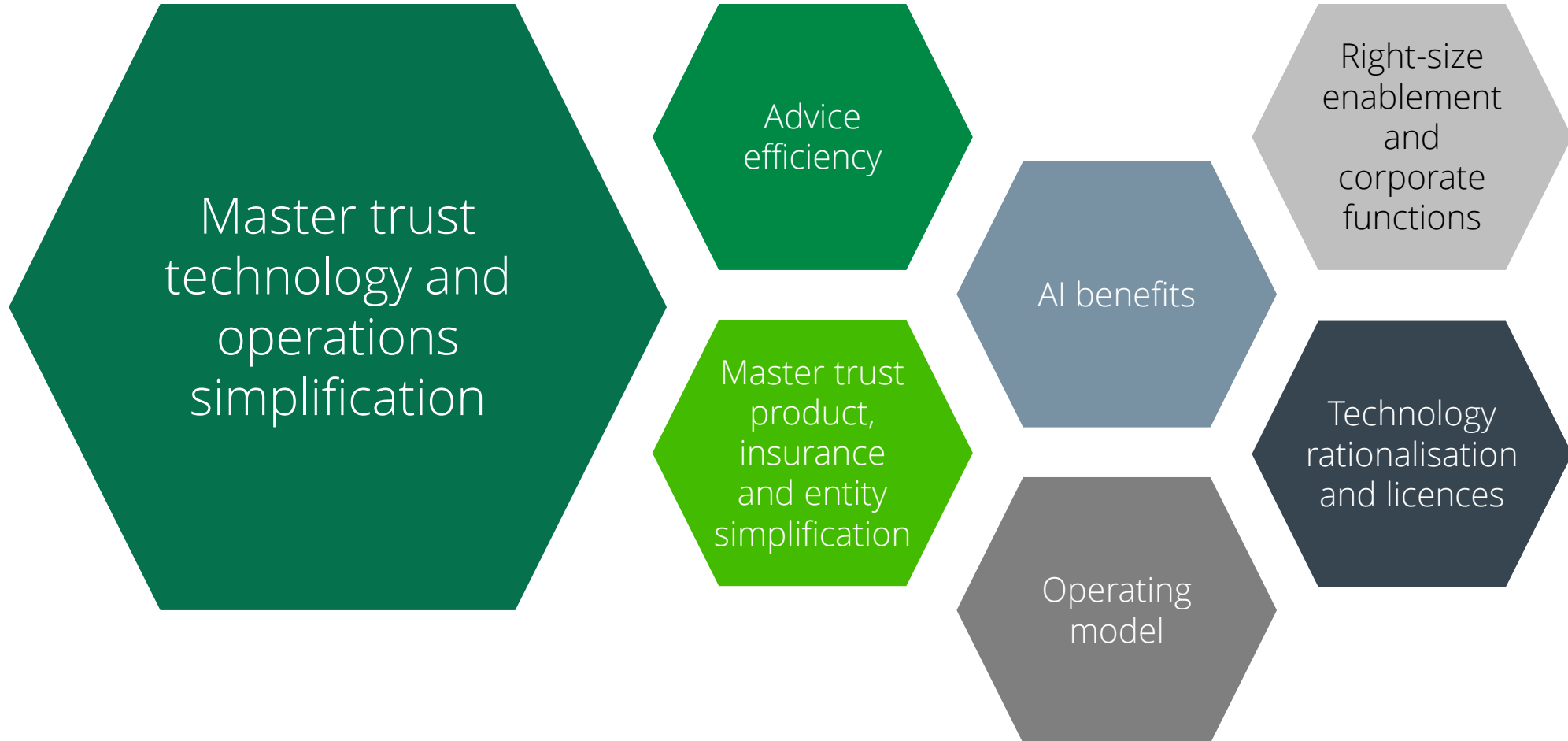
~\$150m net cost reduction goal in Total Opex over FY26-FY30, net of inflation and including reinvestment-
BAU opex to fall by ~\$200m

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Plans identified to deliver the FY30 net cost reduction goal

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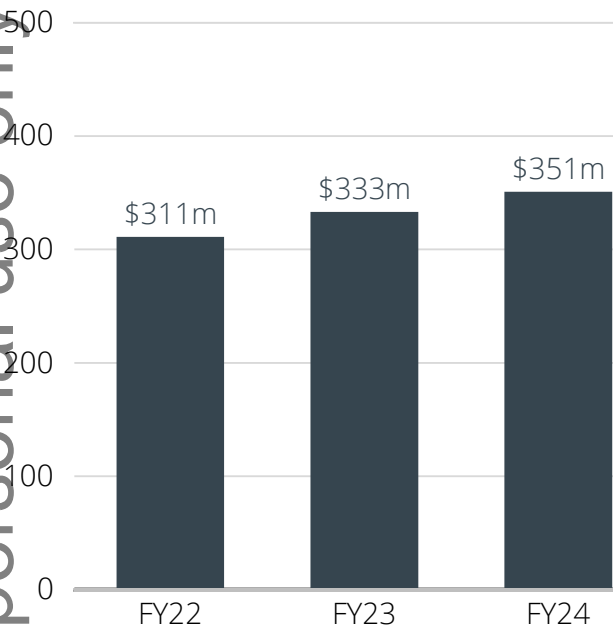


Sources and uses of cash

Sources

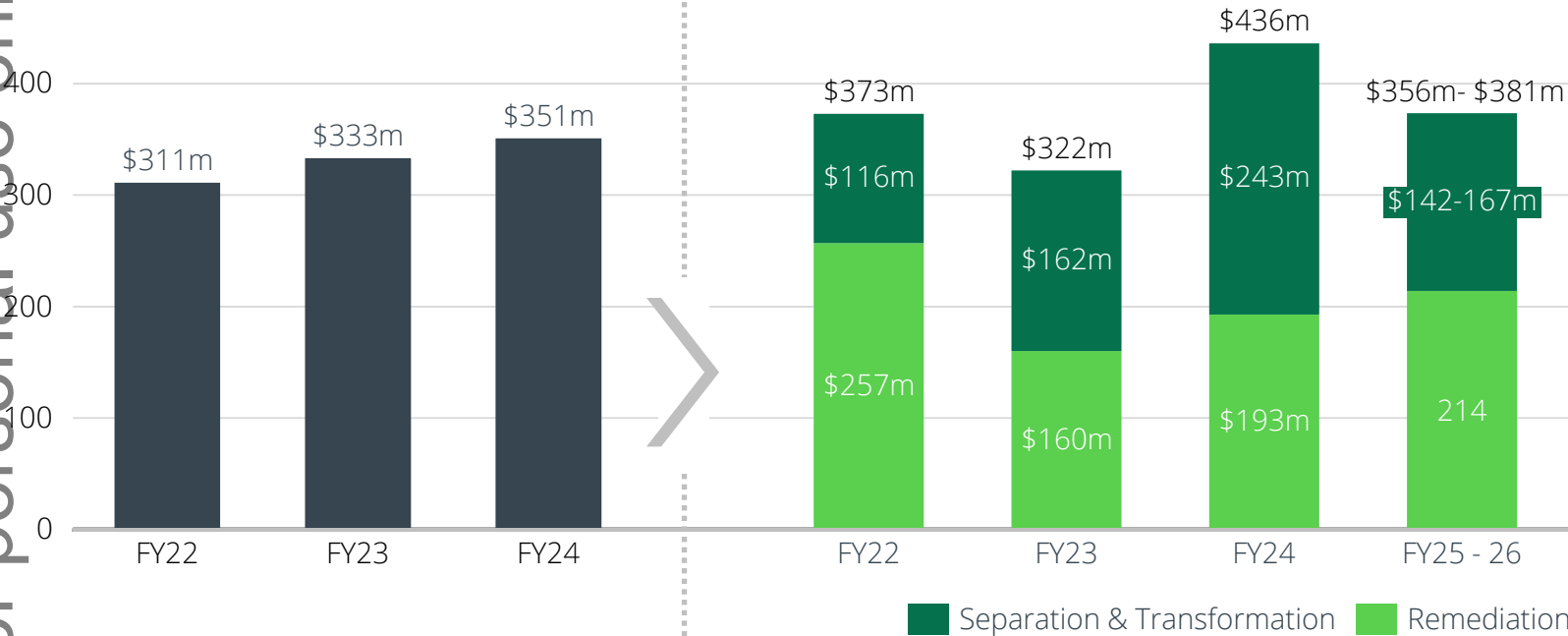
Cash UNPAT (\$m)

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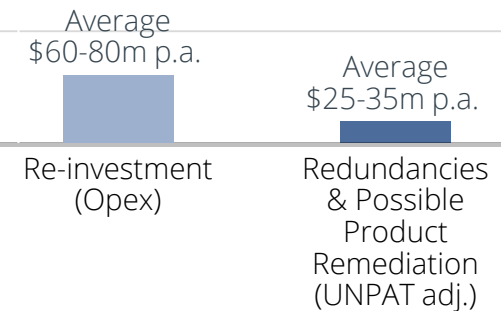
FY22-FY26 Major Uses: Below-the-Line

Separation, Transformation and Remediation



FY26-FY30 Outlook

Above-the-Line, within Opex (Reinvestment)
UNPAT adjusted (Redundancies & possible legacy structured remediation)



- 6% p.a. growth in Cash UNPAT FY22-24

- Average of \$377m of annual Separation, Transformation and Remediation spend over FY22-24
- No change to FY25-26 legacy remediation estimate of \$214m, majority paid in FY25

- Average ~\$60-80m p.a. reinvestment within Opex
- Redundancy costs and possible legacy structured remediation¹ will continue to be accounted for below-the-line and excluded from UNPAT

Capital management | Aspirations

Funding Vision 2030

- Base case is to fund investment required to execute the business plan through operating cash flow and existing debt facilities
- Base case does not require additional shareholder capital/ capital raise

Leverage

- Higher levels of leverage in FY25 to fund completion of remediation and separation
- Senior leverage aspiration of 1.0-1.3x for FY26
- FY27-30 expected to trend below 1.0x Total leverage
- Flexibility for capital management initiatives in outer years of 5-year Plan

Dividend Aspirations

- Long-term target dividend payout ratio of 60-90% of UNPAT
- 1H25 dividend likely to remain paused to maintain balance sheet flexibility and fund initiatives to deliver long-term value

Tax & Franking Credits

- Regular tax payments expected to resume in late FY27
- Ability to pay franked dividends from FY27 Final dividend, once tax payments recommence

Subordinated Loan Notes (SLNs)

- Flexibility to repay SLNs through corporate cash, available senior debt capacity or replacement subordinated loan instrument,



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Closing remarks

Scott Hartley
Chief Executive Officer

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2030

FY26-FY30 Strategy



Our purpose:
understand me, look after me, secure my future

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 Initiatives
 Enablers
 Aspiration

Advice	Wrap	Master Trust	Asset Management
--------	------	--------------	------------------

- | | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> • Advice efficiency • Grow advisers and the clients they serve | <ul style="list-style-type: none"> • ClientFirst servicing • Adviser efficiency • Innovate superior customer outcomes | <ul style="list-style-type: none"> • Repricing • Simplification • Extend scalable advice • Digital direct channel • Innovate superior customer outcomes | <ul style="list-style-type: none"> • Extend multi-manager into new structures • Accelerate unlisted capabilities |
|---|--|--|--|

Continuous cost excellence

- | | |
|---|--|
| <ul style="list-style-type: none"> • AI-enabled organisation | <ul style="list-style-type: none"> • High performance culture |
|---|--|

- 🎯 Double digit earnings growth
🎯 Q1 cost to serve
🎯 Q1 Customer NPS
🎯 Q1 Employee engagement

Vision statement

Insignia Financial will be Australia's leading and most efficient wealth management company by 2030.

The breadth and expertise of our competitive businesses deliver innovative, quality outcomes for customers, driving double digit earnings growth for shareholders.

Our brands are trusted by customers, we are respected by industry stakeholders and celebrated by our talented people as a great place to work.



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Q
&
A



Scott Hartley
Chief Executive
Officer



David Chalmers
Chief Financial
Officer



Renee Howie
Chief Customer
Officer



Terry Dillon
CEO Shadforth
Financial Group



Dave Woodall
CEO Superannuation



Liz McCarthy
CEO MLC Expand



Garry Mulcahy
CEO MLC Asset
Management



Dan Farmer
Chief Investment
Officer



James Mayfield
Head of Enterprise
Architecture

Additional Management team members present:

Jason Sommer
Chief Operating
Officer

Anvij Saxena
Chief Risk Officer

Mel Walls
Chief People Officer

Adrianna Bisogni
Group Company
Secretary

Lawrence Hastings
Chief Legal Officer

Nathan Stanton
CEO Bridges



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Appendices

VISION 2030

Glossary

Term	Definition	Term	Definition
FY24	Financial Year ended 30 June 2024, with similar abbreviations for other years	IDPS	Investor Directed Portfolio Service
API	Application Programming Interface	IP	Intellectual Property
b	Billion	k	Thousand
BAU	Business As Usual	LLM	Large Language Model
bps	Basis points (0.01%)	m	Million
EBITDA	Earnings before interest, tax, depreciation & amortisation	NPAT	Net Profit after Tax
FUA	Funds under Administration	Opex	Operating Expenses
FUAdv	Funds under Advice	PCP	Prior Comparative Period
FUM	Funds under Management	PF	Pro Forma
FUMA	Funds under Management and Administration	SLN	Subordinated Loan Notes
FY	Financial Year	UHNW	Ultra-High-Net-Worth
GenAI	Generative Artificial Intelligence	UNPAT	Underlying Net Profit after Tax
HNW	High-Net-Worth	YoY	Year on Year

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Important Information

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These forward-looking statements are provided as a general guide only and are not guarantees or predictions of future performance. They are based on information, expectations and assumptions known to Insignia Financial as at the date of this presentation regarding Insignia Financial's present and future business strategies and the future political, regulatory and economic environment in which Insignia Financial will operate.

About Insignia Financial

Tracing our origins back to 1846, today the Insignia Financial Group is a leading Australian wealth manager. Our services cover a wide range of financial needs, including:

- **Financial Advice**

Our employed advice businesses, Bridges and Shadforth, provide financial advice options along the spectrum – from guidance and coaching to episodic and holistic advice, based on customer needs.

- **Master Trust**

As one of the largest superannuation and pension providers in Australia, we offer a number of award-winning solutions used by many of Australia's largest employers and independent advisers.

- **Wrap Platforms**

We have built a strong and contemporary technology platform and remain committed to investing in technology and our services to support the changing needs of advisers and their clients.

- **Asset Management**

We offer access to a broad suite of investment capabilities across a range of multi-asset and single asset classes, designed to suit a wide range of investor needs and risk profiles.

Our investment management is driven by a highly skilled team of investment professionals, operating out of Australia, the USA and UK.

Further information about Insignia Financial can be found at www.insigniafinancial.com.au

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