Insignia™ Financial

Insignia Financial Ltd

FY22 Results Presentation

Thursday, 25 August 2022

Renato Mota, CEO and David Chalmers, CFO

Insignia™ Financial

Overview

Renato Mota

Insignia Financial Opportunity

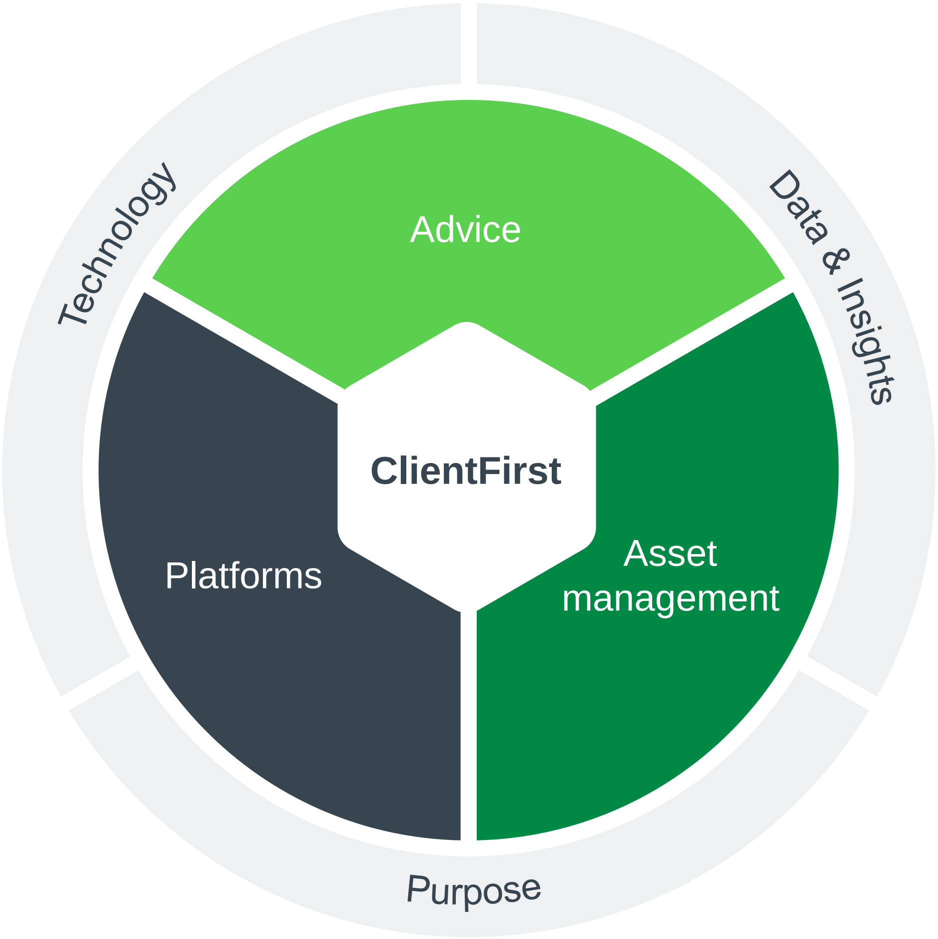
Diversified business supported by positive long-term industry trends

Total super assets to grow from $3.4 trillion to $9 trillion by 2041[1]

Australia leads the world in median wealth per adult[2]

61% of Australians have unmet Advice needs[3]

By 2066, there will be 4.5 million Australians aged between 65-74[4]



Advice

- Advice as differentiator
- Full-spectrum Financial Wellbeing offering
- Licensee of choice for larger, corporatised practices

Platforms

- Unique capability set: Workplace, Advisory and Personal platforms
- Proximity to adviser creates insights: value for advisers and broader business
- Tailored solutions with advantages of scale enabled by proprietary technology: mass customisation

Asset management

- Leading packaged-solutions provider delivering superior investment performance
- Real Asset, Portfolio Construction and Direct Asset capabilities
- Focussed multi-asset capability to support member outcomes

1. Deloitte (2021) Dynamics of the Australian Superannuation System; 2. Credit Suisse (2021) Global Wealth Report; 3. Investment Trends (2021) Financial Advice Report; 4. Australian Institute of Health and Welfare (2021) Older Australians

FY22 Highlights

Integration providing strong foundation; positive growth momentum

Financial Performance	✓ Gross Margin (ex-AET) up 103% to $1.48 billion ✓ UNPAT up 59% to $234.5 million ✓ 11.8c 2H22 Dividend per Share	Advice	✓ MLC Advice and Bridges businesses integrated ✓ Ex-ANZ Aligned Licensees achieved break-even on annualised basis
Synergies & Integration	✓ $124 million annualised synergies ✓ $78 million in-period synergies ✓ $218 million synergy run rate target to be largely achieved by end of 1H23	Platforms	✓ $3.1 billion improvement in flows on prior year ✓ $592 million net inflows achieved in 4Q22 ✓ $22.1 billion and 93,000 accounts successfully migrated to Evolve ✓ Integra successfully migrated
AET Sale	✓ Sale of AET executed for $135 million in August 2022	Asset Management	✓ MLC and IOOF investment teams integrated ✓ 87% of FUM exceeded objectives over 5 years
Debt Refinance	✓ New $955 million syndicated finance facility	ESG	✓ Achieved Carbon Neutral status

Platforms

Delivering on simplification and growth through client experience

Workplace

- **$52 billion of super funds** across ~20k Corporate Super Plans including over 1,000 large employer groups[1]
- **Growing client base:** 15 new employer mandates with $500m+, no loss of large employers in the past 12 months, and expected to be maintained in next 12 months
- **Strong proposition in Choice environment** and amongst industry disruption and consolidation

Personal

- **$31 billion of super funds** across over 475k members
- Includes member accounts transferred after exiting corporate plans
- **Positive trend in flows:** three consecutive quarters of net flows improvement
- Focus on wellbeing, engagement and enablement to strengthen member retention

Advisory

- **$104 billion** of super and investment funds
- Supporting over **480k clients**
- Repricing of MLC MasterKey contributed to a **$1 billion improvement** in net flows on prior year
- OneAnswer repricing in October-21 contributed to a **$0.4 billion improvement** in net flows on prior year
- Evolve wrap suite[2] achieved **$2.8 billion** of net inflows

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- Contemporary technology
- Platform simplification, product enhancements and ongoing investment in Evolve and third-party platforms

Key Metrics

$198.2b	Funds Under Administration
$1,017.0m	Gross Margin (0.48% of FUA)
$610.6m	Expenses
$406.4m	EBITDA
0.19%	Net Operating (EBITDA) Margin

Highlights

- Net flows momentum building, driven by the Workplace and Advised channels. FY22 Platform net flows improved $3.1 billion on pro forma prior year[3]
- MLC and P&I flows significantly improved following pricing initiatives and product enhancements
- 15 new employer groups in Workplace Super, including 8 won through open tender
- More than 21,000 members and $1.5 billion of funds successfully migrated from Integra

Notes: (1) Large employer groups: greater than $5m FUA (2) Expand, Essential, Shadforth Portfolio Service (3) Prior comparative period restated to include contribution of MLC

Advice

Reshaping an accessible, sustainable advice offering across the advice spectrum

Employed	Self-Employed	Self-Licensed
• Wholly owned and operated advice network	• Advisers operating their own business under an Insignia Financial licence	• Services advisers operating under their own licence
• **256 salaried advisers** supporting over 28k clients	• Supporting **798 self-employed advisers** across 427 practices	• Provides bespoke service packages to **546 self-licensed advisers** across 104 practices
• Servicing high net worth clients through the Shadforth brand, with Bridges accessing a broader range of Australians	• Servicing a diverse range of advisers across six brands supported by scaled services and technology	• Leverages the service model that supports other channels, without licence risk
• Combination of fee-based and FUA-based revenue	• Fee-based revenue	• Fee-based revenue

Wealth Central

Enhancing the client and adviser experience by streamlining the advice process and increasing the productivity of face-to-face engagement

Key Metrics

1,600	Advisers
531	Practices
$222.4m	Gross Margin
$283.3m	Expenses
($60.9m)	EBITDA

Highlights

- MLC advice successfully integrated into Bridges providing consistent client experience and delivery, shared technology and improved economies of scale
- Bridges brand refreshed and relaunched
- Facilitated over 20 intra-group acquisitions and mergers as part of our adviser succession plan ensuring retention of clients and revenue
- Ex-ANZ Aligned Licensees achieved break-even in 2H22
- $186 million in remediation paid during the 12 months to 30 June 2022

Asset Management

Delivering superior performance across multi-asset and direct capabilities

Multi-Asset

- Manufactures diversified multi-asset and multi-manager investment solutions that support Insignia Financial's internal platforms and external wholesale clients
- **$42 billion in FUM** across IOOF, MLC and JANA branded products
- **$2 billion in net inflows** into contemporary multi-asset structures and platforms
- Growing separately managed accounts presence with over **$0.6 billion in FUM** at 30 June 2022
- Multi-asset capability also invests $103b in FUM on behalf of the Platforms business (not included in AM segment FUM)[1]

Direct Capabilities

- Manages assets directly on behalf of clients across a range of asset classes
- **$51 billion in FUM** managed across the Antares, MLC, Orchard Street, Fairview and Intermede brands
- Fixed income capability of Antares managing over **$25 billion in FUM**
- Differentiating Private Equity capability managing **$4 billion in FUM** with developing growth opportunities
- Institutional mandate wins and losses lead to volatility in net flows

Investment Central: investment tailoring for advisers
Individually Managed Accounts
Separately Managed Accounts

Key Metrics

$92.3b	Funds Under Management
$243.7m	Gross Margin (0.25% of FUM)
$137.2m	Expenses
$106.5m	EBITDA
0.11%	Net Operating (EBITDA) Margin

Highlights

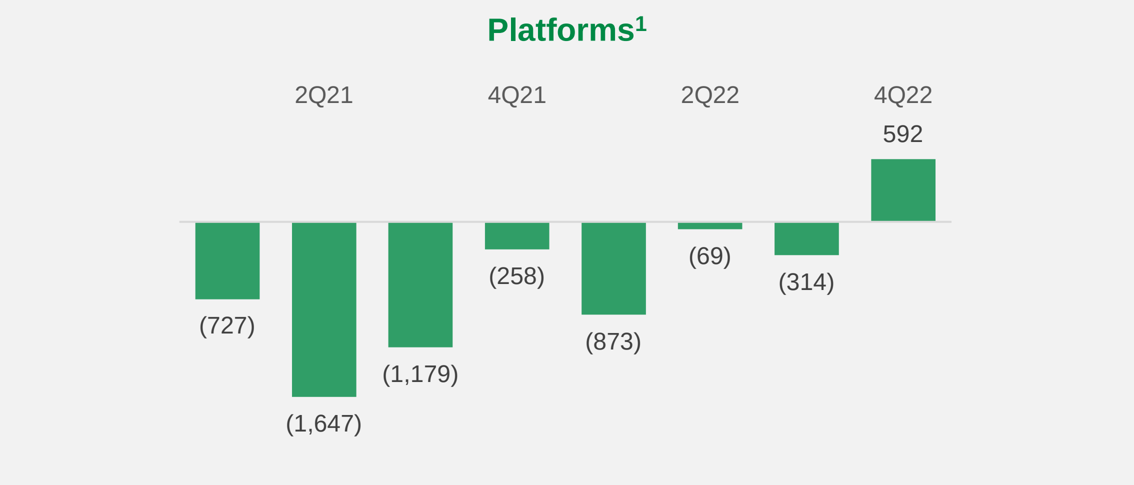
- IOOF and MLC investment teams brought together under a simple model separating out management of diversified multi-asset strategies from directly managed single asset class strategies
- Research houses have re-confirmed ratings of retail and corporate super products since the roll-out of the new model
- 87% of FUM exceeding benchmark on a 5 year basis
- $0.4 billion in net inflows into the MLC separately managed accounts capability

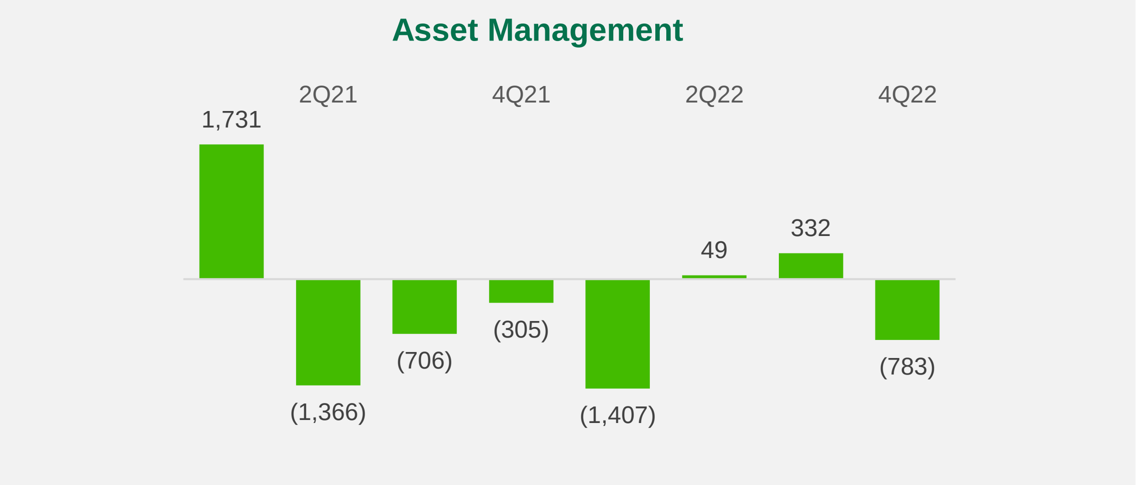
Notes: (1) In addition to the $42b in multi-asset FUM directly recognised in the segment, Asset Management manages a further $103b of multi-asset investment options (including MySuper) on behalf of the Plum Super, MLC MasterKey and ANZ master trust platforms. The FUM, gross margin and operating expenses in relation to the management of these investment options are recognised in the Platforms segment.

Flows: Platforms & Asset Management

Turnaround in flows driven by strategic decisions and investment performance

Net flows ($m)





- $2.8 billion in advisory net inflows into Evolve products in FY22, with $39 billion now on this contemporary, client-centred technology
- MLC Core Wrap product remains popular with advisers, with $1.2 billion in net inflows in FY22
- Demonstrated improving flows trend in P&I for three consecutive quarters following implementation of strategic initiatives

- Institutional mandate wins and losses can lead to volatility in flows
- Strong and growing trajectory across retail multi-asset in contemporary structures and platforms with $2bn in net inflows in FY22 including $0.4b in MLC's separately managed accounts capability
- Over 87% of retail FUM exceeding objective over 5 years

Notes: FY21 includes MLC pre-acquisition. (1) Flows adjusted for Early Release of Super to show on a comparable basis with other product sets. Includes net flows of divested AET business

Insignia™ Financial

Financial Results

David Chalmers

FY22 Financial Summary

Profit & Loss ($m)[1]

	FY22A	FY21A	FY22A vs FY21A	FY21 Pro Forma[2]	FY22A vs FY21PF
Gross Margin	**1,484.1**	731.9	102.8%	1,446.1	2.6%
Operating expenses	**(1,095.6)**	(505.9)	116.6%	(1,139.6)	3.9%
EBITDA	**388.5**	226.0	71.9%	306.5	26.8%
UNPAT	**224.0**	136.1	64.6%	201.6	11.1%
UNPAT (incl discont ops)[3]	**234.5**	147.8	58.7%	213.3	9.9%
Group Gross Margin[4]	**48 bps**	57 bps	(9 bps)	50 bps	(2 bps)
Group Net Operating (EBITDA) Margin[4]	**13 bps**	17 bps	(4 bps)	10 bps	3 bps
Cost to Income	**73.8%**	69.1%	4.7%	78.8%	(5.0%)
Closing FUMA[5] ($b)	**290.6**	311.4	(6.7%)	311.4	(6.7%)
Average FUMA ($b)	**310.5**	129.3	140.1%	292.1	6.3%
UNPAT EPS (cps)	**34.5**	23.1	49.4%	31.1	11.0%
NPAT (incl discont ops)	**36.8**	(142.6)	n/m		
Dividends (cps)	**23.6**	23.0	2.6%		

Actual FY22 v FY21:

- Gross Margin increase driven by acquisition of MLC in FY21 supported by growth in average FUMA
- Expense increase reflects inclusion of MLC, partially offset by synergy benefits
- NPAT increased primarily driven by $200m impairment of goodwill in previous year

Actual FY22 v Pro Forma FY21:

- Gross Margin increase due to growth in average FUMA partially offset by repricing impacts and cessation of BT agreement impacting open architecture income
- Expense decrease driven by synergy and simplification benefits

Notes: (1) Items shown on a continuing operations basis unless otherwise noted. (2) Pro Forma represents FY21 results to include the MLC FY21 results (pre-acquisition date 31 May 2021) for meaningful comparison purposes. (3) Discontinued operations include the Australian Executor Trustees business (4) Group Gross Margin and Group Net Operating (EBITDA) Margin are calculated as total group Gross Margin and EBITDA, respectively, divided by average FUMA across the Platforms and Asset Management segments. (5) Closing FUMA represents the closing Funds under Management (FUM) and Funds under Administration (FUA).

FY22 Financial Summary by Segment

UNPAT by segment	FY22A ($m)	FY21A ($m)	FY21 Pro Forma (PF) ($m)	FY22A v FY21PF
Platforms	273.5	126.3	248.7	10.0%
Advice	(55.3)	0.7	(66.0)	16.2%
Asset Management	73.6	35.1	54.1	36.0%
Corporate	(67.8)	(26.0)	(35.2)	(92.6%)
Group UNPAT (Continuing)	**224.0**	**136.1**	**201.6**	11.1%
Discontinued Operations	10.5	11.7	11.7	(10.3%)
Group UNPAT	**234.5**	**147.8**	**213.3**	9.9%

Platforms

UNPAT increase of $24.8m from FY21 pro forma driven by:

- Gross margin increase of $32.9m on FY21 pro forma driven by higher average FUA balances due to market performance and uplift from repricing
- Expenses benefitted from synergy realisation to reduce by $5.7m against FY21 pro forma

Advice

UNPAT increase of $10.7m from FY21 pro forma driven by:

- Gross margin decline of $10.8m against FY21 pro forma includes previously advised $16m impact from the cessation of BT revenue in December 2020
- Expenses reduction of $31.4m to FY21 pro forma largely driven by synergy benefits from Advice 2.0

Asset Management

UNPAT increase of $19.5m from FY21 pro forma driven by:

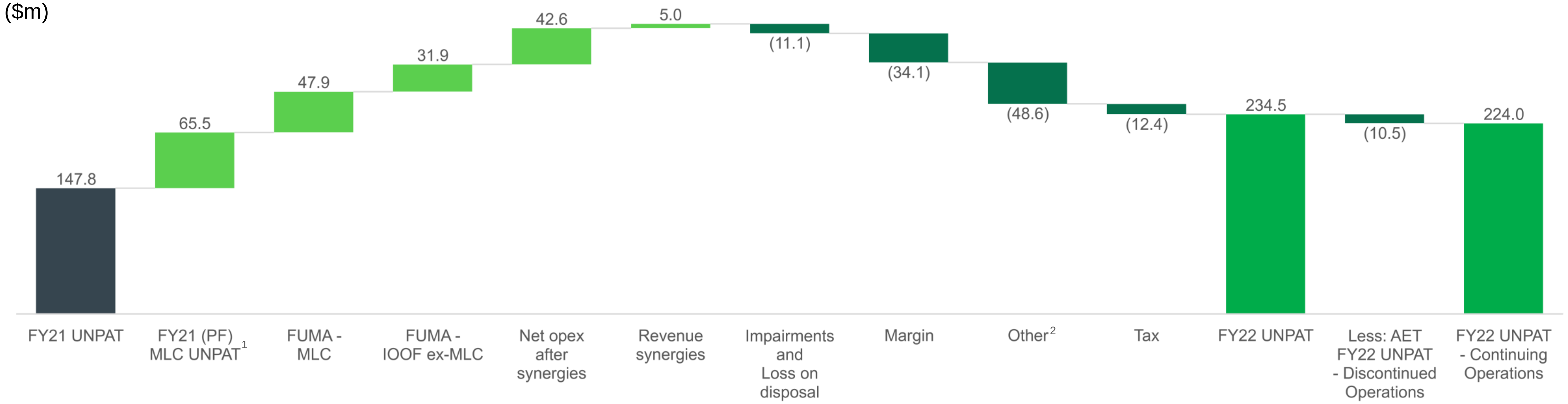
- Gross margin increase of $18.2m driven by higher average FUM balances due to market performance
- Expenses decrease of $13.9m was tied to headcount reductions as a result of synergy initiatives and vendor alignment and consolidation

Corporate

Corporate includes centralised expenses and funding costs for the acquisition of MLC

Group UNPAT Analysis

Uplift driven by MLC acquisition, synergies and markets, offset by margin contraction and funding costs



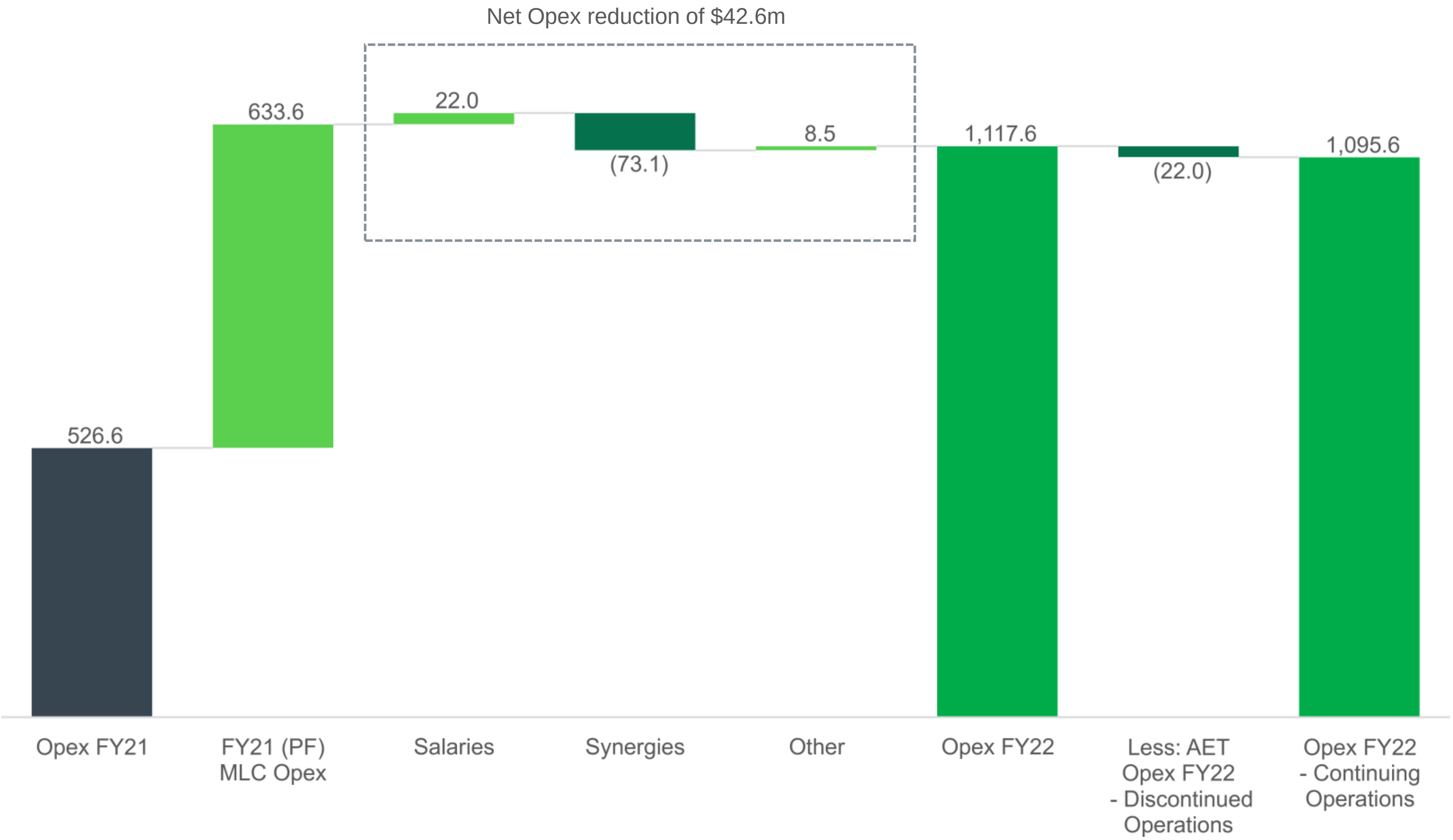
- Market performance resulted in higher average FUMA balances; benefit partially offset by negative net flows
- Revenue synergies achieved largely through reduction in external manager fees partially offset by investment fee reductions
- Margin impacted by alignment of pricing across products
- Other includes:
  - Increase in funding costs as a result of the MLC acquisition
  - Impact of accounting treatment of MLC leases
  - Impact of open architecture from cessation of BT third-party agreement in FY21

Notes: (1) Represents MLC UNPAT from July 2020 – May 2021 (2) Other includes net funding costs of $22.0m, leasing costs of $12.7m and Advice revenue and open architecture of $10.7m.

Expense Base Analysis

Synergy benefits accelerated, combined with prudent cost control

($m)

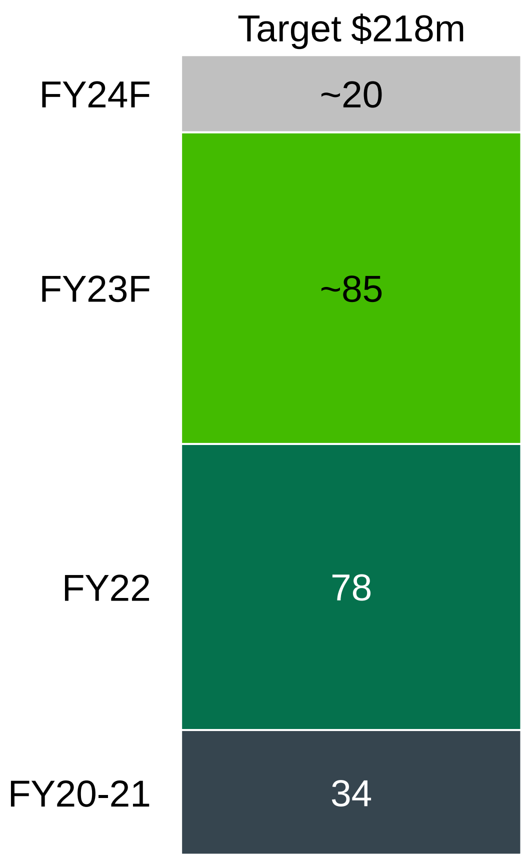


- Employee expenses return to normalised growth profile following minimal salary growth in FY21
- $73.1m of incremental synergies achieved largely through reductions in employee expenses following organisational design program
- Increase in other largely driven by higher technology costs and BAU projects

Realising Integration Synergies

Cost synergies ahead of plan, FY22 ahead of target, integration accelerated

In-year synergies: realised in P&L ($m)



In-year incremental P&L impact of forecast synergy benefit realisation, largely due to run rate savings initiated in prior periods

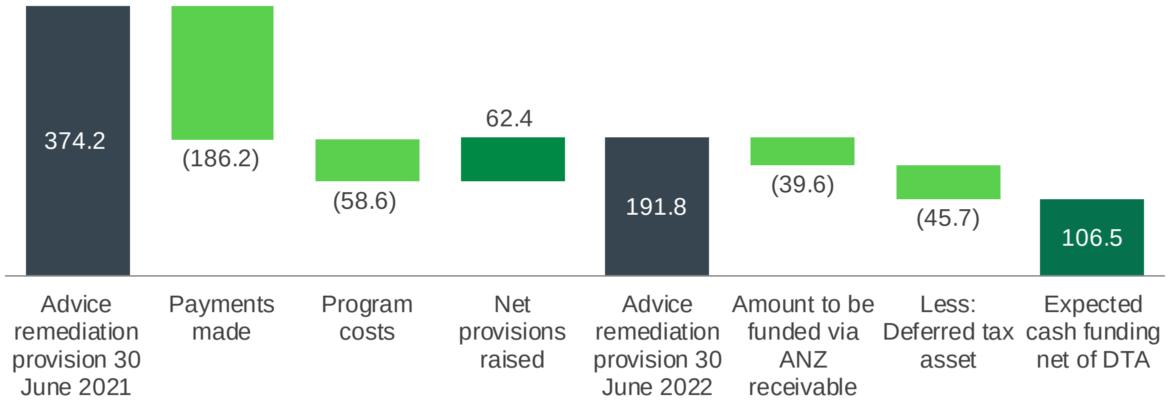
Synergy benefits realised, balance of run rate synergy benefits to be realised in future periods

- Integration and synergy realisation is ahead of plan, and achievement of the $218m target[1] has been accelerated
- MLC synergy to be delivered in 18 months versus original plan of 3 years
- $124m of annualised synergies achieved in FY22
- Synergy run rate target to be largely achieved by end of 1H23, with in-year benefits flowing through to FY24
- $180m of run rate (annualised) synergy savings achieved to date, $38m remaining
- Key activities include: organisational design, procurement savings, property consolidation, and external investment manager fee reviews
- Further synergies beyond the original $218m target expected; will be included in business cases for platform simplification

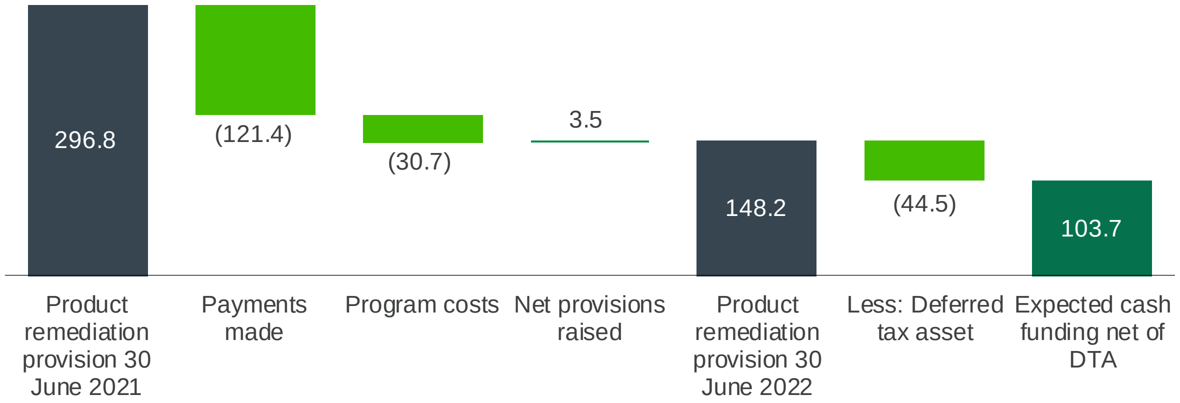
Note: (1) $218m target comprises $68m from P&I acquisition and $150m from MLC acquisition. (2) FY22 in year synergy of $78m comprises $73m of operational expenses and $5m of gross margin.

Remediation

Advice remediation ($m)[1]



Product remediation ($m)[2]



Advice Remediation

- $186m in cash payments to clients during FY22, with a further $48m expected by the end of September 2022, reducing balance to $144m
- Assessments under the historical Fee for No Service remediation program are expected to be completed by 30 September 2022. Conclusion of the overall remediation program is subject to finalisation of the Quality of Advice program relating to 16 advisers and the quality of their advice
- The provision at 30 June 2022 reflects gross provision increases in 2H22 of $98m, largely resulting from higher than expected failure rates in the Fee for No Service program, mainly in relation to the ex-ANZ licensees program undertaken by ANZ on behalf of Insignia Financial
- This was partially offset by provision releases from the IOOF advice remediation program, as assessments near completion

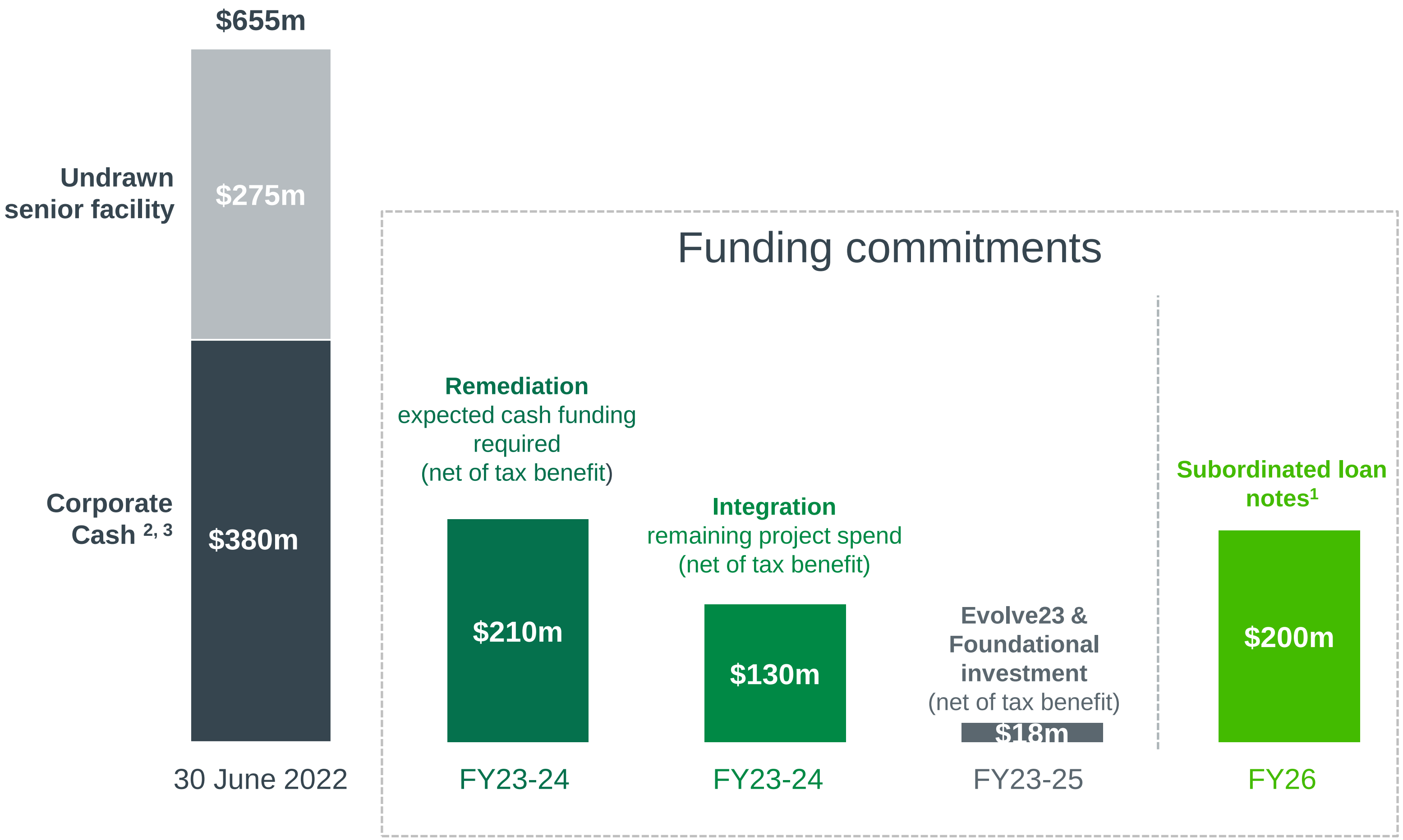
Product Remediation

- P&I remediation was well progressed at 30 June 2022 and has since been substantially completed
- P&I remaining remediation balance was $29m as at 30 June 2022
- MLC remediation underway, will progress into calendar year 2023
- $121m paid out to clients in FY22 compared to $59m in FY21

Notes: (1) Includes balances relating to structured historical advice remediation programs only. (2) 30 June 2021 provision balance restated from $281.7m to $296.8m primarily due to restatement of MLC provision acquired.

Corporate Cash & Debt Facilities

Cash & undrawn debt



- Cash and available undrawn senior facilities of $655m at 30 June 2022
- A new $955m syndicated finance facility was implemented effective 16 August 2022 (refer appendix for details)
- $590m senior debt drawn at 30 June 2022
- 30 June 2022 senior leverage[1] of 1.1x; lower than expected due to timing of remediation payments, partially offset by accelerated integration spend
- Senior leverage expected to peak in mid FY23 above 1.0-1.3x target range; leverage expected to be back in target range by FY24 as synergies accelerate

Notes: (1) Subordinated loan notes (SLN) excluded from net debt per terms of SFA. IFL early redemption possible from 31 May 2024. SLN Holder early redemption possible from 30 November 2024, maturity date 31 May 2026. Shown as principal only. (2) Excludes restricted ORFR cash ($134m) (3) Includes cash held for AFSL requirements, consistent with definition in bank covenants.

Final Dividend

Dividend underpinned by earnings growth

2H22 Ordinary Dividend

11.8 cps

Fully Franked

Payout ratio

66%

Of 2H22 UNPAT

2H22 Record Date

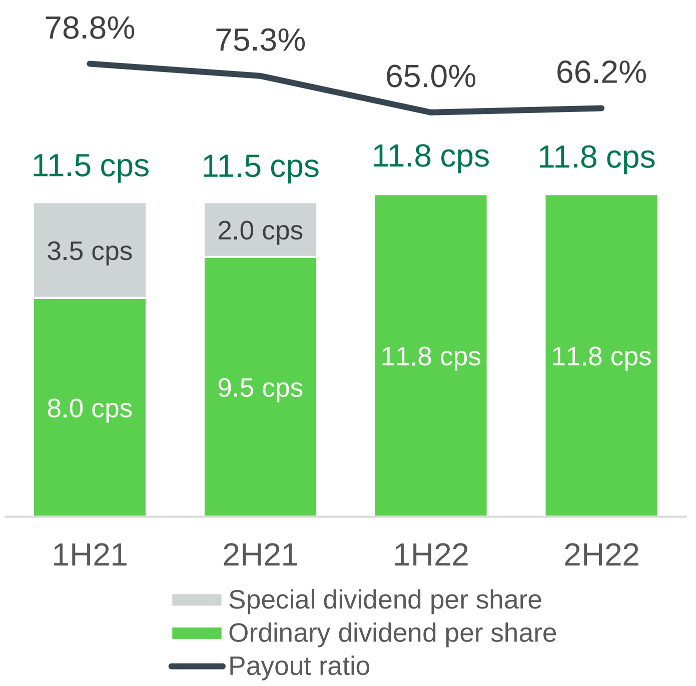
8 September 2022

2H22 Payment Date

29 September 2022

Dividend Reinvestment Plan

1.5% Discount[1]



- Payout ratio of 66% in line with policy of paying ordinary dividends within the range of 60-90% of UNPAT
- DRP continued to preserve capital for acceleration of synergy realisation, fund future initiatives and provide shareholders the opportunity to cost-effectively reinvest dividends
- Balance will continue to be sought between maximising payout ratio and funding beneficial projects within prudent levels of debt

Note: (1) refer Dividend Reinvestment Plan Rules for full details

Outlook | FY23

Short term outlook reflects resilience, momentum and foundation built by strategic execution

- FUMA Net Flows – Positive net flows[1]
- Group Gross Margin % - 1.5-2.5 bps contraction driven by platform re-pricing and product mix
- Group Net Operating (EBITDA) Margin % - Broadly in-line with FY22[2]

Notes: (1) Pension payments are reported separately to net flows under Insignia Financial's reporting methodology. (2) Assuming continued normal market conditions.

Insignia™ Financial

Priorities & Outlook

Renato Mota

Becoming Insignia Financial

Creating financial wellbeing for every Australian

Transform IOOF

- ✓ Synergies
- ✓ Ex-ANZ ALs break-even
- ✓ Evolve21
- ✓ Removal ANZ TSA

Becoming Insignia Financial

- ClientFirst Principles
- Brand & Reputation
- Governance
- Environmental and Social responsibility

Simplify

- NAB TSA Separation
- Evolve23
- Platform, Product and Entity simplification
- Service excellence

Financial Wellbeing

- Digital engagement
- Advice enablement
- Platform functionality
- Investment performance excellence

▲ December 2022

Becoming Insignia Financial

Committed to good corporate practices to create value, underpinned by new client-centric culture

Environmental

- Achieved Carbon Neutral status, aiming for Climate Active certification
- Committed to Net Zero by 2050 for our operational emissions, supporting Paris Agreement
- Committed to further reducing emissions from corporate operations by 2030, using 2022 emissions as a baseline
- First Task Force on Climate-related Financial Disclosures (TCFD) report to be delivered in October 2022

Social

Our people

- Over 45% female representation within senior roles
- Gender pay gap ahead of industry average having reduced to 14.3%
- 85% of employees agree Insignia Financial values diversity (+5 points above external benchmark*)
- Working on WGEA (Workplace Gender Equality Agency) Employer of Choice for Gender Equality citation, aiming to achieve by 2024
- Over 2,500 employees registered or attended a ClientFirst culture roadshow

Our community

- First Insignia Financial Reconciliation Action Plan with Reconciliation Australia for approval
- IOOF Foundation: 21 community partners, 82% in multi-year grants, $300,000 partnership with Dementia Australia over next two years
- $160,000 contributed via IOOF Foundation's Disaster Relief Appeal supporting families affected by floods in NSW and QLD
- New Workplace Giving portal being rolled out

Governance

- Renewed focus on governance uplift, risk culture, regulatory reporting and prudential risk management
- Improved Director effectiveness and enhanced Board decision making through uplift in skills assessment, optimised board composition and improved entity clarity
- Uplift in capability and efficiency of Board support functions
- Executive remuneration linked to ESG targets

Responsible investing

- Appointed Head of Responsible Investment in Asset Management business
- Aligned responsible investing approach across superannuation responsible entities
- Member of Responsible Investment Association of Australasia (RIAA) and Investor Group on Climate Change (IGCC) via our Asset Management business
- In process of becoming a signatory for United Nations-supported Principles of Responsible Investment (PRI)

Our ClientFirst Principles

- Be human
- Deliver what matters
- Stronger together
- Keep it simple
- Do what's right, not what's easy

*Culture Amp Australia 2022 benchmark

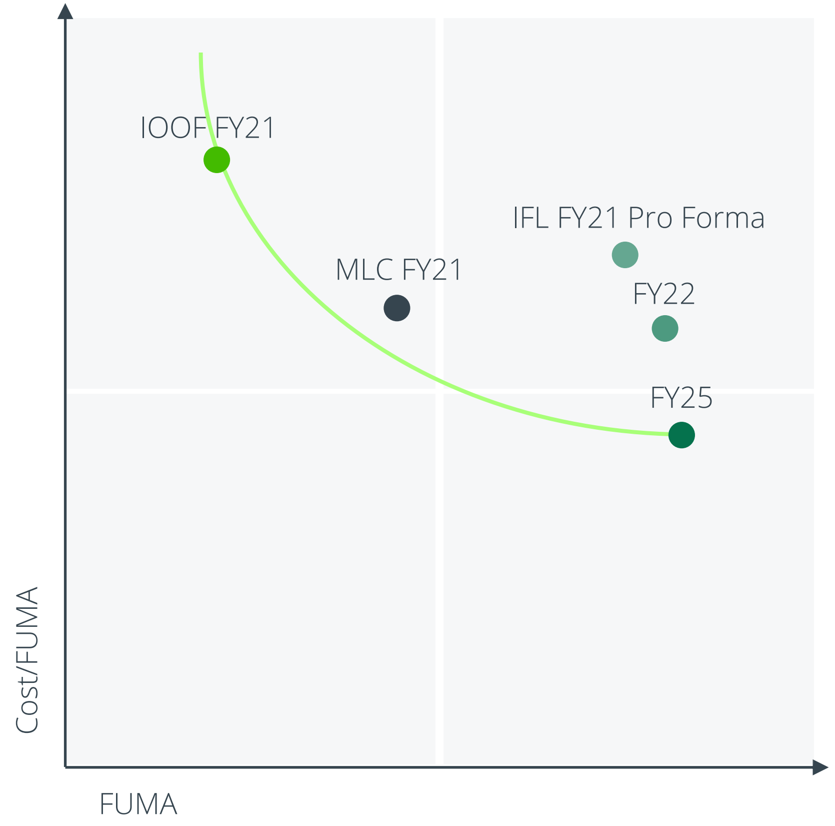
Simplify

Simplification translating scale to lower cost-to-serve

	FY21	FY22	FY23F	Target end state
RSE Licensees	4	4	3	1
Funds[1]	10	9	4	1
Platforms[2]	8	6	5	1-2
Products[2]	105	73	54	~20

- Platform simplification will continue to unlock the benefits of scale for Insignia Financial and its members
- Cost-to-serve is lowered through the streamlining of product and operating structures that platform simplification drives
- Targeting cost to income ratio in low to mid-60s% once target end state is reached

Targeting lowest cost-to-serve



Notes: (1) Includes the SMF Eligible Rollover Fund but excludes AET Small APRA Funds (2) Excludes third party administered platforms (e.g. Macquarie and HUB24) and risk-only products.

Simplify | Evolve

Creating top-tier experience through cutting-edge technology and scale

Evolve21
$22 billion and 93,000 accounts successfully migrated

Evolve23
$35-40 billion FUA

100k+ member accounts

$5-10m EBITDA net benefit

Evolve Platform
Post-Evolve23

~$74-79 billion FUMA

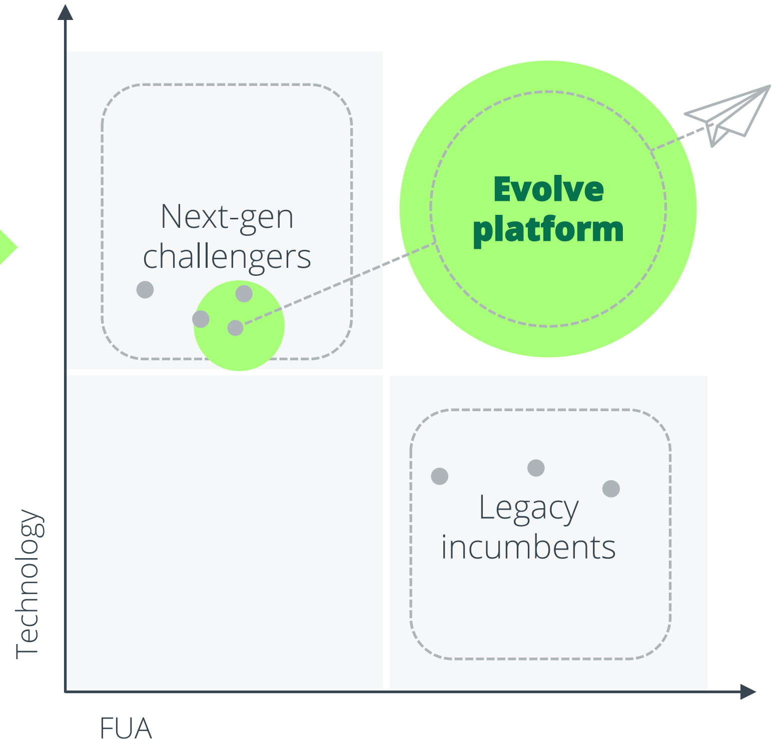
~400k client accounts

Strategic target to be a top 3 platform in Wealth Insights rankings

FY22
- 72% FUA Growth
- 62% Managed accounts growth
- 200 changes per month

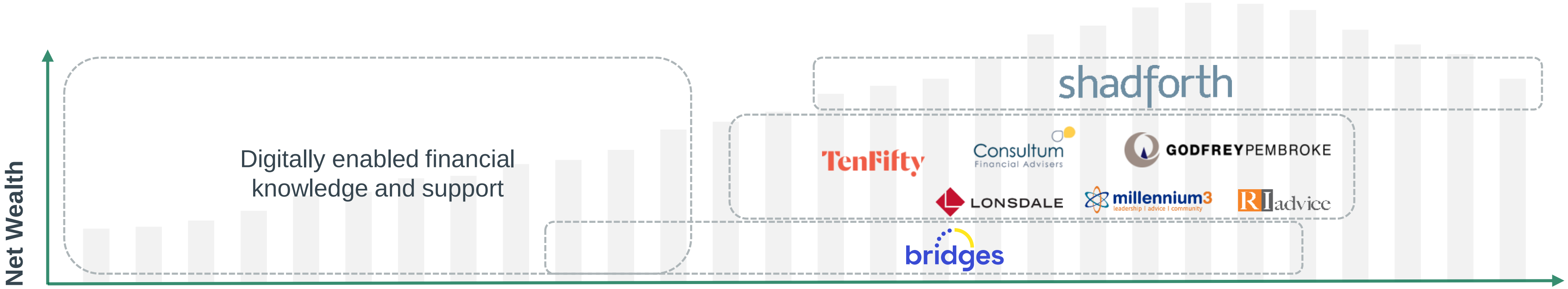
FY23
- Foundational enhancements underway
- Evolve execution in 2H23

Evolve is well-positioned with **both** scale and next-gen tech



Financial wellbeing | Opportunity

Developing a full-spectrum advice offering tailored to life-stage



Life Stage: Entering the workforce → Cashflow Management → Mortgage → Insurance Needs → Retirement Planning → Intergenerational Transfer

Advice Type	Financial knowledge & coaching	Financial Advice
Strategy	Understand, Digitise, Innovate	Engagement, Efficiency, Sustainability
IFL Opportunity	Over 1 million unadvised employer & direct members	Advice service relationships with ~10% of Australian financial advisers[2]
Market Context	90% of Australians not receiving advice[3]	Demand for advice doubled between 2015 and 2020[1]
Economic Drivers	Brand equity, client lifetime value & retention	Ex-ANZ ALs achieved break-even in 2H22 MLC Advice targeted to achieved break-even in FY24

Notes: (1) Investment Trends 2020 Financial Advice Report (2) IOOF Advice relationships with 1,600 financial advisers represents ~10% of 16,778 advisers listed as “current” on ASIC financial adviser register (as at 30 June 2022) (3) Source: Oliver Wyman - Future of Financial Advice, 2021.

Financial wellbeing | Asset Management

Leveraging investment capabilities and enable technology to deliver financial wellbeing

Capability	IOOF, MLC **Multi-Asset**	Fairview Equity Partners, antares, Orchard Street Investment Management LLP, Intermede Investment Partners **Single Asset Classes**
Funds Under Management	**$41.6 billion**	**$50.7 billion**
Asset Classes	Multi-Asset Diversified Portfolios	Alternative Assets, Private Equity, Global Equities, Australian Equities, Australian Fixed Income, Unlisted Property
Investment Staff	~40	~60
Enablement Technology	Multi-Asset SMAs, Master Trust, Wholesale Funds, Tailored Portfolios	Institutional mandates, Managed Funds, SMA offerings
Opportunities	Managed Accounts expansion | Private Equity build out | Improve client experience | ESG | Simplification	

Insignia Financial

Creating financial wellbeing for every Australian

	Focus Areas
Becoming Insignia Financial	• ClientFirst Principles – Principles and Culture immersion • Brand & Reputation – Rollout of brand strategy • Governance – Simplification and Uplift review • Social and Environmental – Remediation completion
Simplify	• NAB TSA Separation • Evolve23 • Platform, Product and Entity simplification • Service excellence
Financial Wellbeing	• Digital engagement – Digital engagement and data pilots • Advice enablement – Embed analytics and data automation • Platform functionality – Expand enhancements • Investment performance – Continued focus on long-term competitive performance

Over 2 million clients across Australia	$198b Funds Under Administration	1,600 Advisers	$92b Funds Under Management

Appendices

Corporate Balance Sheet

Flexibility to fund simplification, remediation and growth

$m	30 June 2022	30 June 2021	Change
Cash	514	666	(22.8%)
Receivables	579	630	(8.1%)
Other tangible assets	672	554	21.3%
Intangibles & goodwill	2,606	2,743	(5.0%)
Assets held for sale[1]	77	-	n/m
Assets	**4,448**	**4,593**	**(3.2%)**
Borrowings	771	649	18.8%
Provisions	546	893	(38.9%)
Other liabilities	720	558	29.0%
Liabilities held for sale[1]	10	-	n/m
Liabilities	**2,047**	**2,100**	**(2.5%)**
Net Assets	**2,401**	**2,493**	**(3.7%)**
Equity	**2,401**	**2,493**	**(3.7%)**

- Corporate cash of $380m, excluding restricted ORFR cash
- Other tangible assets include $268m in restricted ORFR fixed income investments, as well as $208m in property, plant & equipment & $89m invested in businesses accounted for as associates
- Intangibles & goodwill largely consists of assets accounted for through the acquisition accounting for purchased businesses
- Borrowings increased largely in-line with drawdown of funding required for remediation programs, and includes $589m senior debt and $182m subordinated loan notes at fair value
- The reduction in provisions includes $397m in remediation payments made to clients and program costs
- Minimal change in net assets reflecting sustainable returns to shareholders

Notes: Excludes balances relating to the statutory benefit funds (1) Assets and liabilities held for sale relate to the Australian Executor Trustees business

FY22 Segment Results | Platforms

Platforms	FY22A $m	FY21A $m	FY22A v FY21A	FY21 Pro Forma (PF) ($m)	FY22A v FY21PF
Gross Margin	**1,017.0**	481.7	111.1%	984.1	3.3%
Operating expenses	**(610.6)**	(283.4)	(115.5%)	(616.3)	0.9%
EBITDA	**406.4**	198.3	104.9%	367.8	10.5%
UNPAT	**273.5**	126.3	116.5%	248.7	10.0%
Gross margin	**48 bps**	49 bps	(1 bp)	49 bps	(1 bp)
Net Operating (EBITDA) margin	**19 bps**	20 bps	(1 bp)	18 bps	1 bp
Closing FUA ($b)	**198.2**	213.7	(7.3%)	213.7	(7.3%)
Average FUA ($b)	**213.2**	97.7	118.2%	199.3	7.0%
Net flows[1] ($b)	**(0.6)**	(0.9)	33.3%	(3.8)	84.2%

Actuals FY22 v FY21:

- Gross margin increase largely driven by inclusion of MLC Platforms business
- Gross margin also increased as a result of market performance in 1H21 and an uplift from repricing of Smart Choice
- Partial offsets due to Evolve21 transition and repricing of OneAnswer index options in the current year
- Expenses increased due to the inclusion of MLC, partially offset by the realisation of synergy benefits

Actuals FY22 v Pro Forma FY21:

- Gross margin increase due to market performance in 1H21 and an uplift from repricing of Smart Choice
- Partial offsets include the impacts of Evolve21 transition, the repricing of OneAnswer index options in September 2021, and MLC Wrap repricing and lower MLC Workplace Super administration fees
- Lower expenses due to realisation of synergies partially offset by higher technology costs
- Improvement in net flows driven by strong inflows into Evolve products in FY22, continued improvement in the contemporary priced MLC book and stabilisation of P&I flows following action on strategic product initiatives
- Improved client retention and mandate wins in excess of $500m across Workplace Super offerings during FY22

Notes: (1) Excludes impact of Early Release of Super.

FY22 Segment Results | Advice

Advice	FY22A $m	FY21A $m	FY22A v FY21A	FY21 Pro Forma (PF) ($m)	FY22A v FY21PF
Gross Margin	**222.4**	170.7	30.3%	233.1	(4.6%)
Operating expenses	**(283.3)**	(157.4)	(80.0%)	(314.8)	10.0%
EBITDA	**(60.9)**	13.3	n/m	(81.6)	25.4%
UNPAT	**(55.3)**	0.7	n/m	(66.0)	16.2%
Advisers	**1,600**	1,948	(17.9%)		
Practices	**531**	680	(21.9%)		

Actuals FY22 v FY21:

- Gross margin increased from FY21 due to the inclusion of MLC Advice business
- This was partially offset by the previously advised $16m impact of the BT contract termination in FY21
- Expenses increased due to the inclusion of MLC Advice business

Actuals FY22 v Pro Forma FY21:

- Gross margin decline driven by lower third-party revenue from the termination of BT contract in FY21
- Expense reduction from FY21 largely driven by synergy benefits from Advice 2.0 strategic initiatives
- Ex-ANZ ALs delivered on break even target by 30 June 2022 on an annualised basis
- MLC Advice UNPAT losses of $48.1m improved by $23.7m from $71.8m in FY21 driven by synergy savings

FY22 Segment Results | Asset Management

Asset Management	FY22A $m	FY21A $m	FY22A v FY21A	FY21 Pro Forma (PF) ($m)	FY22A v FY21PF
Gross Margin	**243.7**	76.8	217.3%	225.5	8.1%
Operating expenses	**(137.2)**	(24.6)	(457.7%)	(150.9)	9.1%
EBITDA	**106.5**	52.2	104.0%	74.6	42.8%
UNPAT	**73.6**	35.1	109.7%	54.1	36.0%
Gross margin (bps)	**25 bps**	24 bps	1 bp	24 bps	1 bp
Net Operating (EBITDA) Margin	**11 bps**	17 bps	(6 bps)	8 bps	3 bps
Closing FUM ($b)	**92.3**	97.7	(5.5%)	97.7	(5.5%)
Average FUM ($b)	**97.3**	31.6	207.9%	92.8	4.8%
Net flows	**(1.8)**	(2.4)	25.0%	(0.6)	(200.0%)

Actuals FY22 v FY21:

- Gross margin increased from FY21 due to the inclusion of MLC and aided by growth in average FUM due to market performance
- Expenses increased due to the addition of MLC
- EBITDA margin reduced post-MLC acquisition, reflecting differing revenue and cost profiles of active vs multi-manager investment structures.

Actuals FY22 v Pro Forma FY21:

- Gross margin increase largely driven by growth in average FUM due to market performance
- Decreased expenses from FY21 largely driven by a reduction in headcount as a result of synergies realised and vendor alignment and consolidation
- Decline in net flows driven by weaker institutional flows in the Direct Asset Management business, partly offset by strong momentum in MLC's multi-asset retail offerings

FY22 Segment Results | Corporate

Corporate	FY22A $m	FY21A $m	FY22A v FY21A	FY21 Pro Forma (PF) ($m)	FY22A v FY21PF
Gross Margin	**1.0**	2.7	(63.0%)	3.4	(70.6%)
Operating expenses	**(64.5)**	(40.5)	(59.3%)	(57.6)	(12.0%)
EBITDA	**(63.5)**	(37.8)	(68.0%)	(54.2)	(17.2%)
UNPAT	**(67.8)**	(26.0)	(160.8%)	(35.2)	(92.6%)

Actuals FY22 v FY21:

- Expenses increased largely due to the inclusion of MLC and an increase in employee expenses as they return to a normalised growth profile
- Decrease in UNPAT reflects an increase in funding costs as a result of the MLC acquisition, impact of accounting treatment on MLC leases and impairment of investments

Pro Forma FY22 v FY21:

- Decreased UNPAT is attributable to increased funding costs, impact of accounting treatment on MLC leases and impairment of investments

Debt Structure

New structure provides improved flexibility, simplicity and terms

- Existing syndicated finance agreement refinanced with new $955 million syndicated facility effective 16 August 2022
- New syndicated facility agreement, supported by a group of 6 new and existing lenders, comprising:
  - 3-year $340 million Revolving Credit Facility
  - 3-year $55 million Multi Option Facility
  - 4-year $290 million Revolving Credit Facility, and
  - 4-year $270 million Term Loan
- New facility and structure provides improved flexibility, greater simplicity and improved terms
- The new facility agreement provides the flexibility to incorporate sustainability-linked pricing incentives linked to the achievement of environmental, social, or governance targets

MLC Pro Forma

UNPAT bridge FY22 vs FY21 ($m)

- Improved markets delivered higher average FUMA balances
- Lower margins following prior period pricing decisions taken across Workplace Super and MLC Wrap.
- Operating expenses continue to improve due to simplification and synergy benefits
- Other includes:
    - Loss on sale for Presima divestment
    - Lower self-employed Adviser revenue

UNPAT[1] to NPAT Reconciliation

	FY22 $m	FY21 $m
Profit/(Loss) for the year	36.8	(142.6)
Profit from discontinued operations	(9.2)	(10.2)
Profit/(Loss) from continuing operations	**27.6**	**(152.8)**
UNPAT adjustments:		
Transformation and integration	96.1	50.2
Amortisation of intangible assets	84.6	59.1
Remediation costs	70.1	28.2
Project Evolve21 costs	9.0	12.6
Project Evolve23 costs	11.3	-
Legal settlement	2.0	24.3
Fair value changes on financial instruments	(4.4)	5.0
Income tax attributable	(72.3)	(39.9)
Impairment of goodwill	-	199.9
BT settlement income	-	(58.8)
Other	-	8.3
UNPAT from continuing operations	**224.0**	**136.1**
UNPAT from discontinued operations	10.5	11.7
UNPAT	**234.5**	**147.8**

- Transformation costs increased due to the uplift in costs post-completion of MLC and P&I acquisitions
- Project Evolve costs increase as part of the simplification and integration of heritage and acquired platforms, with phase 2 of Evolve21 completed in 1H22
- Remediation costs increase reflects provision increases largely resulting from higher than expected failure rates in the Fee for No Service program, mainly in relation to the ex-ANZ licensees program undertaken by ANZ on behalf of Insignia Financial
- Legal settlement in FY22 represented further costs in relation to historical matters that had been adjusted from UNPAT previously

1. During the period, the Insignia Financial Group has implemented new principles governing which items qualify for reversing their financial impact on profit. These changes have been implemented prospectively from 1 July 2021. To simplify presentation and improve comparison, certain items have been grouped together in the FY21 period.

Glossary

Term	Definition	Term	Definition
FY22A	Year ended 30 June 2022	FUM	Funds under Management
FY21A	Year ended 30 June 2021	FUMA	Funds under Management and Administration
FY21 Pro Forma	Year ended 30 June 2021 Pro Forma Results	FY	Financial Year
ALs	Ex-ANZ Aligned Licensees	IOOF	IOOF business pre-acquisition of ANZ P&I and MLC
b	Billion	m	Million
cps	Cents per share	NPAT	Net Profit after Tax
CY	Calendar year	ORFR	Operational Risk Financial Requirement
DPS	Dividend per share	PF	Pro Forma
DRP	Dividend Reinvestment Plan	P&I	Ex-ANZ Pension & Investments business
EBITDA	Earnings before interest, tax, depreciation & amortisation	RSE	Registrable superannuation entity
EPS	Earnings per share	UNPAT	Underlying Net Profit after Tax
FUA	Funds under Administration	YoY	Year on year

Important Information

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It is in summary form and is not necessarily complete. It should be read together with Insignia Financial's annual financial report for the year ended 30 June 2022 lodged with the ASX on 25 August 2022 (Annual Financial Report). Information and statements in this pack do not constitute investment advice or a recommendation in relation to Insignia Financial or any product or service offered by Insignia Financial or any of its subsidiaries and should not be relied upon for this purpose. Prior to making a decision in relation to Insignia Financial's securities, products or services, investors or clients and potential investors or clients should consider their own investment objectives, financial situation and needs and obtain professional advice.

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Underlying net profit after tax pre amortisation (UNPAT) attributable to equity holders of Insignia Financial reflect an assessment of the result for the ongoing business of the Insignia Financial Group as determined by the Board and management. UNPAT has been calculated with regard to ASIC's Regulatory Guide 230 Disclosing non-IFRS financial information and the adjustments to NPAT are set out on pages 9 and 10 of the 30 June 2022 Annual Financial Report. UNPAT attributable to equity holders of Insignia Financial has not been reviewed or audited by the Group's external auditors, however the adjustments to NPAT attributable to equity holders of Insignia Financial have been extracted from the books and records that have been reviewed by the external auditor. UNPAT is disclosed as it is useful for investors to gain a better understanding of Insignia Financial's financial results from normal operating activities.

Nothing in this presentation should be construed as either an offer to sell or solicitation of an offer to buy or sell Insignia Financial Group securities or units in any fund referred to in this presentation in any jurisdiction. The Product Disclosure Statement (PDS) for these funds are issued by the applicable members of the Insignia Financial Group. The applicable PDS should be considered before deciding whether to acquire or hold units in a fund and can be obtained by calling 1800 913 118 or visiting our website www.insigniafinancial.com.au.

All references to currency in this presentation are to Australian currency, unless otherwise stated. Certain figures may be subject to rounding differences.

About Insignia Financial

Insignia Financial has been helping Australians secure their financial future since 1846. During that time, we have grown substantially to become one of the largest groups in the financial services industry.

Insignia Financial provides advisers and their clients with the following services:

- **Platforms** for advisers, their clients and hundreds of employers in Australia;
- **Advice** services via our extensive network of financial advisers; and
- **Asset Management** products that are designed to suit any investor's needs.

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

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