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Market Announcements Office
ASX Ltd
20 Bridge Street
SYDNEY NSW 2000

Pinnacle Investment Management Group Limited - Presentation

Pinnacle Investment Management Group Limited is pleased to attach a copy of a presentation that will be given to investors and analysts at the Macquarie Australia Conference today.

Authorised by:

Calvin Kwok
Company Secretary



PINNACLE INVESTMENT MANAGEMENT GROUP LIMITED

Macquarie Australia Conference

6th May, 2020

Ian Macoun – CEO/Managing Director

Andrew Chambers – Executive Director

Adrian Whittingham – Executive Director



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Agenda

- Introduction to Pinnacle

- Diversity of Asset Classes under management
- Affiliate Diversity
- Client Diversity
- Affiliate FUM growth

Business Model

- Pinnacle business philosophy and approach
- Pinnacle differentiation

- Latest Update

- Impact of COVID-19 Crisis on Profitability
- Our Response to the COVID-19 Crisis
- Investment Performance

- Pinnacle will continue to grow

- Three Horizons of Growth
- Focus on managing the business so as to maximise profits and Company value over the medium term
- Recap on Horizon 3 Criteria – What could we acquire?
- Future Growth – Measured
- Enhancing the platform - strength, stability and reputation

- Additional Information

- Progress since 2016 listing
- FUM by Affiliate Table
- 1H FY20 Results Presentation
- Affiliate Summaries

Introduction to Pinnacle

• What we do

- A 'pure play' investment management firm providing affiliated investment managers with high quality distribution, infrastructure and other support services so their investment professionals can focus on investment excellence
- Founded in 2006 (became listed in 2016), Pinnacle currently holds an equity interest in 16 specialist investment managers
- Pinnacle's affiliated investment managers have delivered sustained, long term outperformance over their benchmarks
- Highly regarded Distribution teams, strong in the Australian retail, Australian institutional, and (increasingly) offshore institutional and wholesale markets
- Pinnacle was recognised as the Zenith Distributor of the Year for 2019 (the fourth consecutive year)
- Added to the S&P/ ASX 200 index in March 2019

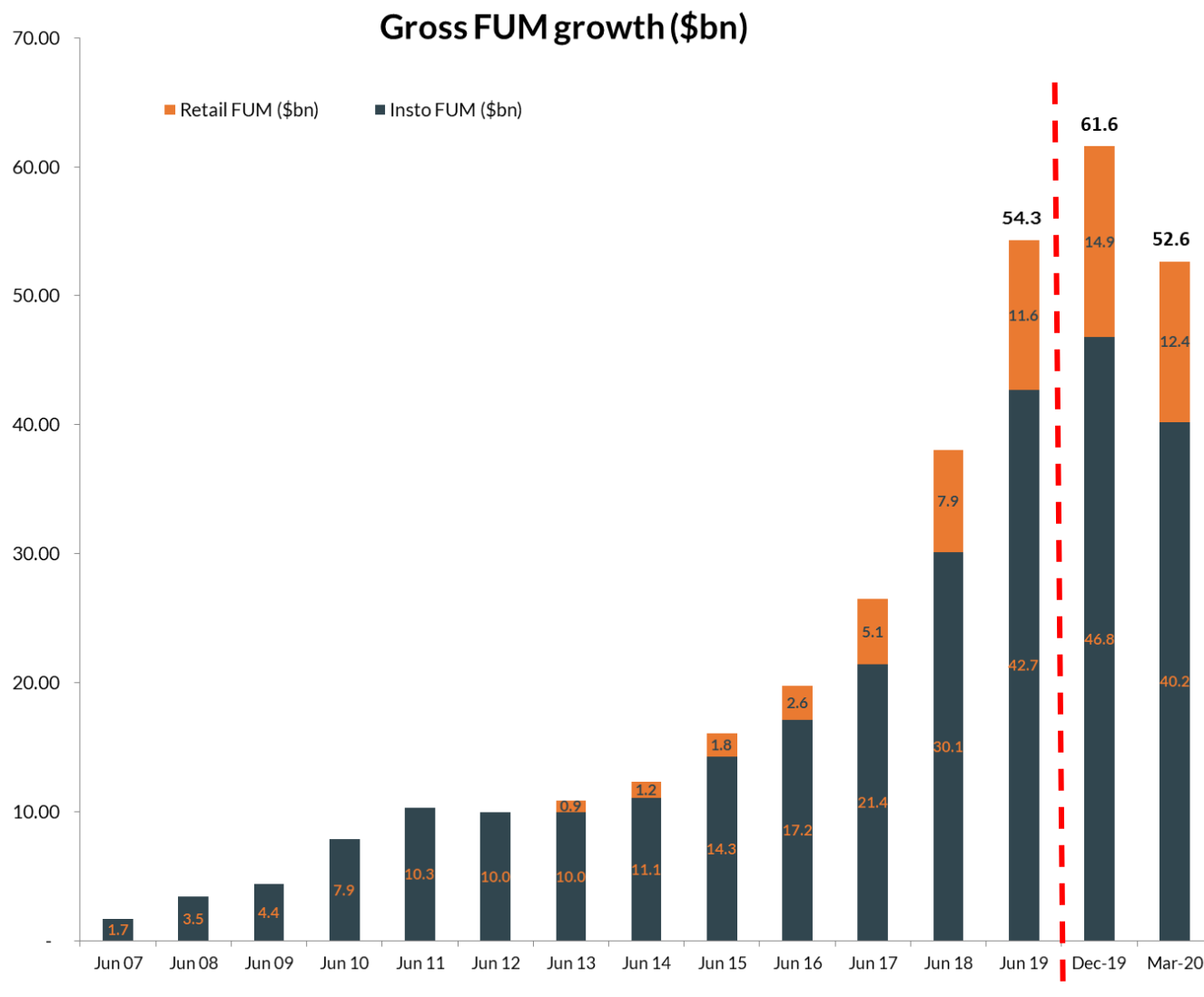
• How we generate our profits

- Our share of Affiliates' profits – equity accounted (1H FY20 NPAT – our share \$17.7m of \$48.1m total)
- 'Parent' revenues for our services, offset by costs of provision and 'Horizon 2' investment for future growth

• We Have Grown Strongly (until the COVID-19 Crisis hit) and Plan to Continue Such Growth

- Sources of future growth (3 Horizons)
- Aggregate Affiliates' FUM at 31 December 2019 (at 100%) \$61.6 billion; up \$7.3 billion or 13% from \$54.3 billion at 30 June 2019
- BUT, aggregate Affiliates' FUM at 31 March 2020 (at 100%) \$52.6 billion (down \$9.0 billion or 15% from December), following the sharp market downturn as a result of COVID-19
- See various Research Reports for information relating to expected future growth beyond FY21

Affiliate FUM growth (\$bn)^{1,2}



¹Includes \$6.8 billion 'acquired' in July 2018 and \$3.0 billion 'acquired' in December 2019. FUM shown is 100% of the FUM managed by Pinnacle Affiliates. Pinnacle holds significant minority stakes in each of its Affiliates and does not 'own' 100% of the FUM.

²S&P/ASX 300 index up 9.0% from 31 March 2020 to 30 April 2020; MSCI World index up 10.6% from 31 March 2020 to 30 April 2020. This market rise is not accounted for in the 31 March 2020 FUM shown above

CONTINUING TO INVEST IN A DIVERSIFIED PLATFORM TO STRENGTHEN FUTURE GROWTH



- Executives of both Pinnacle and Pinnacle Affiliates have significant equity interests
- Equity ownership enhances alignment with shareholders

Seed FUM and working capital

Middle office and fund administration

Technology and other firm 'Infrastructure'

Distribution and client services

RE, compliance, finance, legal

Interface for outsourced services

Firetrail
INVESTMENTS

23.5% (5)

\$4.7bn
High Conviction &
L/S Australian
2018

Australian Equities

SOLARIS
investment management

40.0%

\$9.5bn
Core & L/S
Australian
equities 2008

HYPERION
ASSET MANAGEMENT

49.9%

\$7.5bn
Global & Australian
Growth equities 1998

Australian & Global Equities

Plato

42.7%

\$5.8bn
Global & Australian
Systematic equities
2006

Antipodes

23.5%

\$9.0bn
Global L/S & long only
Equities 2015

Global & Asian
Equities

Spheria
ASSET MANAGEMENT

40.0%

\$1.5bn
Global & Australian
equities 2016

Australian & Global
Equities

LONGWAVE
CAPITAL

40.0% (5)

\$0bn
Quantamental equities
/Multi-Asset 2018

Australian Equities

Omega
GLOBAL INVESTORS

43.0% (5)

\$4.5bn
Smart Beta Plus
2008 (3)

Multi-Asset

RESOLUTION
CAPITAL

44.5%

\$9.2bn
Global & Australian
REITs 2007

Australian & Global
REITs

METRICS

35.0%

\$4.3bn
Private Credit 2013 (2)

Private Markets
Credit

PALISADE

37.6%

\$2.3bn
Private Infrastructure
2007

Private Markets
Infrastructure

Two Trees
INVESTMENT MANAGEMENT

44.0%

\$0.3bn
Systematic Global
Macro 2017

Systematic Global
Macro

RIPARIAN
CAPITAL PARTNERS

40.0%

\$0bn
Water, & Agriculture
2019

Private Markets
Water & Agri

REMINISCENT
CAPITAL

40.0%

\$0bn
Discretionary
Asia Macro 2019

Discretionary Asia
Macro

COOLABAH CAPITAL
INVESTMENTS

25.0%

\$3.1bn
Public Credit 2011 (4)

Public Markets
Credit

OAIKYA

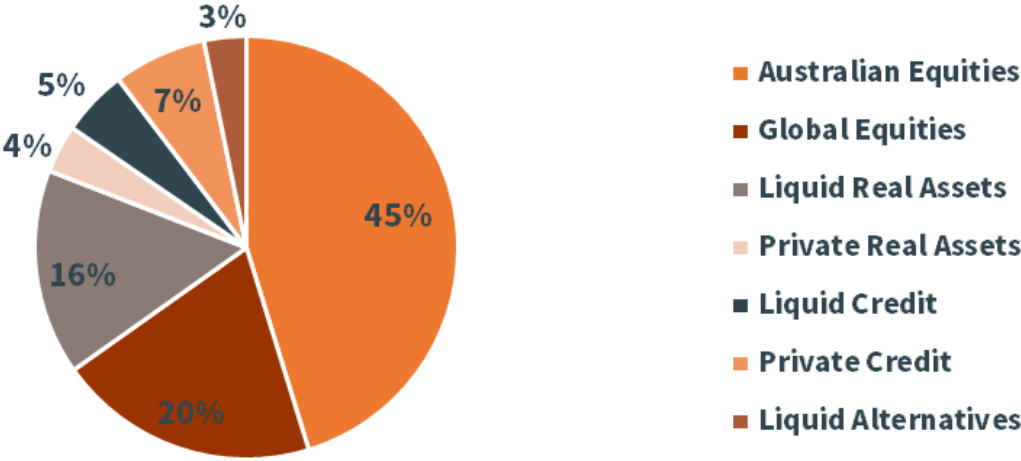
32.5%

\$0bn
Global Emerging
Market Equities 2020

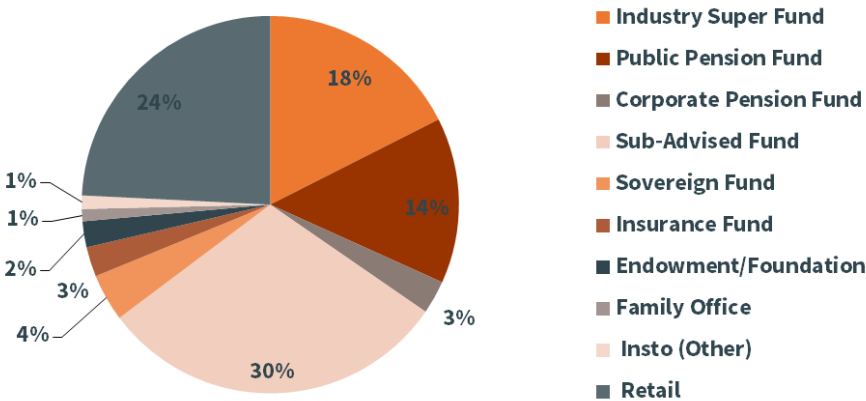
Global Emerging
Market Equities

1. Gross FUM as at 31 December 2019. FUM shown is 100% of the FUM managed by Pinnacle Affiliates. Pinnacle holds significant minority stakes in each of its Affiliates and does not 'own' 100% of the FUM.
2. Founded in 2011. Pinnacle acquired equity in August 2018.
3. Founded in 2008. Pinnacle acquired equity in July 2018.
4. Founded in 2011. Pinnacle acquired equity in December 2019.
5. The percentage represents Pinnacle's total shareholding in the Affiliate. Pinnacle currently holds less than 1% of the voting shares in the Affiliate. However, it has full economic rights in respect of its holding.

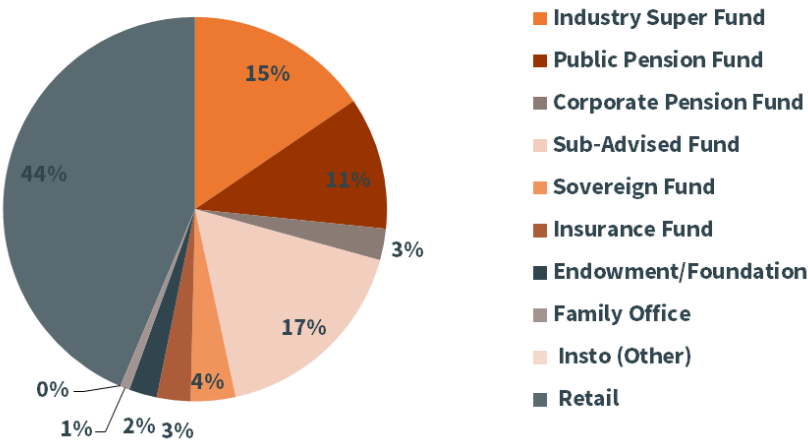
FUM by Asset Class – 31 Dec 2019



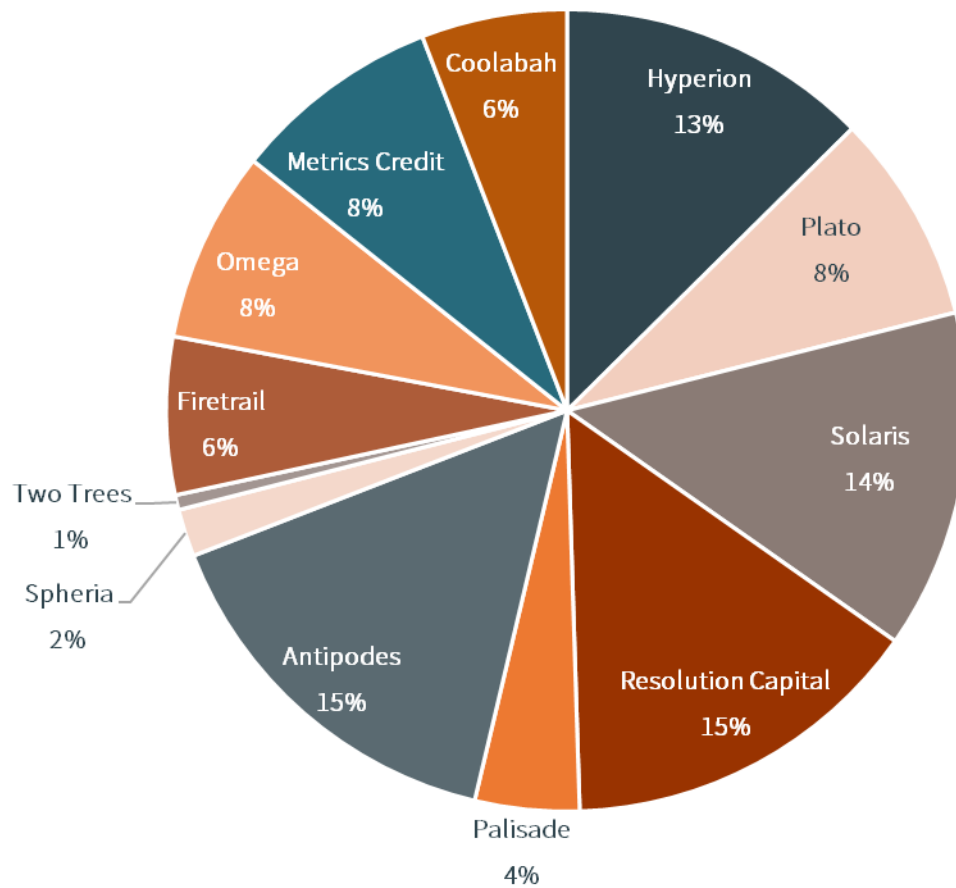
Total FUM at 31 Dec 2019



Total Revenues at 31 Dec 2019



Affiliate Diversity – % of Total Aggregate FUM (at 100%)
31 December 2019



Business Model

The formula for investment success involves **experienced, dedicated, passionate money-makers**, free from distractions, spending most of their time on investing

Equity ownership for key investment professionals **attracts a higher calibre investment professional** and helps to **build an enduring business/legacy**

Pinnacle provides **institutional-grade resourcing and backing**, but within a genuine 'boutique' environment

Our people are **exceptional individuals** who have chosen to work within our particular **business model and culture**

Australia's leading "multi-affiliate" investment firm

Distinguished from competitors by comprising the highest quality investment management firms

High quality, experienced, dedicated, passionate investment professionals – strongly focused on performance; with substantial equity in their own business and their interests thus aligned with clients

All the advantages, benefits and superior conditions of a 'boutique environment'

Plus high quality shared common 'infrastructure', including major distribution capability (the 'best of both worlds')

Importance of succession planning within Affiliates; long term sustainable businesses

Investors want their investment managers to be long term, enduring and sustainable.

Latest Update

- Impact of the COVID-19 crisis on the market value of FUM has been swift and very large
- Total Affiliate FUM (at 100%) at 31 March 2020 of \$52.6 billion, compared with \$61.6 billion at 31 December 2019 and \$54.3 billion at 30 June 2019
- For the three months from 31 December 2019 to 31 March 2020:
 - S&P/ASX 300 index down 24.3% (up 9.0% from 31 March 2020 to 30 April 2020)
 - MSCI World index down 21.7% (up 10.6% from 31 March 2020 to 30 April 2020)
 - Total Affiliate FUM down 14.6%
- Net flows small for us during this period – retail under pressure in aggregate but we have avoided large net outflows; institutional situation is complex - we have had much of our pipeline deferred but, again, net flows have been modest
- Affiliate fees based on lower FUM. No LIC or LIT growth during H2 FY20 (MXT raise cancelled due to exceptional market conditions). 'Performance' based distribution fee revenue restrained. Palisade performance fees unlikely to meet earlier expectations
- Traditionally, Pinnacle's profits have had a 'skew' towards the second half. Such a skew is no longer anticipated in the current financial year, due to the impact of the COVID-19 crisis. The current consensus forecast of FY20 NPAT is \$25.3 million (H1FY20 NPAT was \$13.8 million)

- Largely 'business as usual' except working from home (moved early) and no travel
- We have paid close attention to health and well-being of our people. Minimal direct health impacts; ensured extensive contact particularly within teams, very regular 'catch-ups'/communications using appropriate technology
- Extensive interactions with clients and their advisors (need us more than ever)
- Our approach: work very hard (especially with clients and prospects) during the crisis period; and continue the 'growth' work to ensure we come out stronger than ever, ready to resume strong growth
- Attention to costs 'at the margins' but in the circumstances prevailing to date we have made no job cuts to people already employed
- Affiliates' investment performance has largely delivered to expectations or better
- We recently recruited two senior and very experienced distribution executives – one in the US, with a focus on the Americas; one focused on Japan
- New Global Emerging Markets manager launched in March 2020, based in the UK

Introducing Aikya – Global Emerging Market Equities

- Global Emerging Market Equity affiliate based in London, United Kingdom. 32.5% owned by Pinnacle, 67.5% by team members.
- 7 investment professionals with 80+ years collective experience investing in Emerging Market Equities, led by:
 - Ashish Swarup, former lead portfolio manager at Stewart Investors, London, for several Emerging Market and Asia-Pacific strategies and, prior to 2015, lead Portfolio Manager at Fidelity Institutional Asset Management ("Fidelity") for the Fidelity Emerging Markets All Cap Fund
 - Rahul Desai, former lead portfolio manager at Fidelity, London, for the Fidelity Emerging Markets All Cap Fund and, prior to that, Assistant Portfolio Manager to Mr Swarup
 - Tom Allen, former co-Manager at Stewart Investors with Mr Swarup
 - Alan Nesbit, former Deputy Head of Global Emerging Markets, at Stewart Investors
- Ashish and Rahul previously responsible for stewardship of US\$9bn+ in Emerging Market and Asian equities, on behalf of clients of Stewart Investors and Fidelity respectively
- Distinct, enduring investment philosophy and style
 - High quality companies
 - Long term sustainable growth
 - Absolute-return mindset
 - High conviction, concentrated portfolio
 - Downside risk protection
 - Stewardship and sustainability
- Australian Unit Trust seeded in March 2020
- UCITS fund forthcoming

Institutional – COVID-19 Impact

- Very few Australian institutional investors took advantage of the pronounced equity market sell off in March
- Limited change so far in consultant or investor strategic asset allocation or dynamic asset allocation given the speed of the market fall and retracement
- Speed and magnitude of the market collapse associated with the COVID-19 pandemic caught asset owners off guard and precipitated a series of events that dramatically drove up short-term liquidity needs:
 - FX hedging losses
 - Member switching from balanced to cash options
 - Denominator effect (private market asset revaluation slower to respond than public markets)
 - Private markets capital calls to fund currency hedging losses and additional equity needs
 - COVID-19 early release of super
- COVID-19 has exposed the illiquidity risk associated with high private markets exposures within public offer, member-choice, defined contribution schemes
- COVID-19 crisis has delayed decision making on new manager appointments and impacted portfolio rebalancing
 - Reduced portfolio liquidity has impacted the magnitude of rebalancing into oversold assets
 - Short term market volatility makes portfolio transitions risky
 - Social distancing has restricted the ability of investors and consultants to conduct in-person meetings or on-site manager due diligence, however, there are emerging signs of ‘virtual appraisals’ taking place

Continuing strong investment performance of Affiliates

94% of Pinnacle Affiliated Investment Manager strategies and products (with a track record exceeding 5 years) have outperformed their benchmarks over the 5 years to 30 April 2020

The investment returns for each fund or strategy shown are for information purposes only. Unless otherwise stated, the investment returns have been calculated for the relevant period in AUD (with distributions reinvested) and are gross of applicable fees, costs and taxes. Past performance is not indicative of future performance. The one strategy that has underperformed its benchmark was not under Pinnacle ownership for most of the five-year period.

*Performance shown is to 30 April 2020 except for Hyperion and Palisade, where performance is shown to 31 March 2020; final 30 April 2020 data not available at the time of release.

	5Y (pa)	10Y (pa)	Inception (pa)	Inception date
Pinnacle Investment Management				
Hyperion Asset Management - Gross Performance*				
Hyperion Australian Growth Companies Fund	7.29%	9.11%	11.86%	1/10/2002
<i>Outperformance</i>	5.90%	4.31%	4.23%	
Hyperion Small Growth Companies Fund	7.83%	13.08%	16.06%	1/10/2002
<i>Outperformance</i>	5.31%	11.98%	10.64%	
Hyperion Australian Equities Composite	7.16%	9.12%	12.91%	1/11/1996
<i>Outperformance</i>	5.77%	4.32%	5.09%	
Hyperion Global Growth Companies Fund (Class B Units)	19.13%		21.01%	22/05/2014
<i>Outperformance</i>	10.59%		9.43%	
Plato Investment Management - Gross Performance				
Plato Australian Shares Core Fund	3.47%	6.95%	5.38%	30/10/2006
<i>Outperformance</i>	-0.04%	1.10%	0.81%	
Plato Australian Shares Equity Income Fund - Class A	5.78%		11.25%	9/09/2011
<i>Outperformance</i>	0.77%		1.79%	
Solaris Investment Management - Gross Performance				
Solaris Core Australian Equity Fund	4.84%	7.11%	5.48%	9/01/2008
<i>Outperformance</i>	1.38%	1.16%	1.77%	
Solaris High Alpha Australian Equity Fund	5.11%	7.25%	6.15%	4/02/2008
<i>Outperformance</i>	1.66%	1.30%	2.11%	
Solaris Total Return Fund (including franking credits)	6.52%		8.23%	13/01/2014
<i>Outperformance</i>	1.51%		1.50%	
Resolution Capital - Gross Performance				
Resolution Capital Real Assets Fund	6.91%	10.45%	7.56%	30/09/2008
<i>Outperformance</i>	3.63%	2.27%	3.20%	
Resolution Capital Global Property Securities Fund	4.69%	10.73%	9.96%	30/09/2008
<i>Outperformance</i>	4.50%	3.37%	3.20%	
Palisade Investment Partners - Gross Performance*				
Palisade Diversified Infrastructure Fund	11.83%	12.00%	10.43%	1/08/2008
Palisade Australian Social Infrastructure Fund	12.83%		15.16%	31/05/2011
Omega Global Investors - Gross Performance				
Omega Global Corp Bonds Fund	2.92%	6.25%	6.37%	11/03/2010
<i>Outperformance</i>	0.05%	-0.53%	-0.55%	
Omega Global Listed Infrastructure Fund	5.23%		10.01%	3/08/2012
<i>Outperformance</i>	0.23%		0.62%	
Metrics Credit Partners - Gross Performance				
DASLF	4.92%		5.30%	4/06/2013
<i>Outperformance</i>	3.42%		3.53%	
Coolabah Capital Investments - Gross Performance				
Smarter Money (Active Cash) Fund Assisted	3.24%		4.43%	28/02/2012
<i>Outperformance</i>	1.76%		2.41%	
Smarter Money Higher Income Fund Assisted	3.77%		3.98%	31/08/2014
<i>Outperformance</i>	2.29%		2.40%	

Affiliates' investment performance – 30 April 2020

	1Y	3Y (pa)	5Y (pa)	10Y (pa)	Inception (pa)	Inception date
Pinnacle Investment Management						
Hyperion Asset Management - Gross Performance*						
Hyperion Australian Growth Companies Fund	6.49%	9.16%	7.29%	9.11%	11.86%	1/10/2002
<i>Outperformance</i>	21.02%	9.75%	5.90%	4.31%	4.23%	
Hyperion Small Growth Companies Fund	-4.11%	7.53%	7.83%	13.08%	16.06%	1/10/2002
<i>Outperformance</i>	16.91%	8.86%	5.31%	11.98%	10.64%	
Hyperion Australian Equities Composite	5.45%	9.07%	7.16%	9.12%	12.91%	1/11/1996
<i>Outperformance</i>	19.98%	9.66%	5.77%	4.32%	5.09%	
Hyperion Australian Equities ASX300 Composite	6.20%	8.98%	6.93%	8.85%	12.44%	1/05/2003
<i>Outperformance</i>	20.73%	9.57%	5.53%	4.05%	4.75%	
Hyperion Global Growth Companies Fund (Class B Units)	12.77%	24.23%	19.13%		21.01%	22/05/2014
<i>Outperformance</i>	8.17%	13.93%	10.59%		9.43%	
Plato Investment Management - Gross Performance						
Plato Australian Shares Core Fund	-10.16%	2.01%	3.47%	6.95%	5.38%	30/10/2006
<i>Outperformance</i>	-1.10%	0.03%	-0.04%	1.10%	0.81%	
Plato Australian Shares Equity Income Fund - Class A	-7.37%	4.10%	5.78%		11.25%	9/09/2011
<i>Outperformance</i>	0.44%	0.66%	0.77%		1.79%	
Plato Global Shares Income Fund	-12.33%	0.93%			2.68%	30/11/2015
<i>Outperformance</i>	-15.83%	-9.02%			-6.34%	
Solaris Investment Management - Gross Performance						
Solaris Core Australian Equity Fund	-11.08%	2.53%	4.84%	7.11%	5.48%	9/01/2008
<i>Outperformance</i>	-2.01%	0.61%	1.38%	1.16%	1.77%	
Solaris High Alpha Australian Equity Fund	-11.23%	2.64%	5.11%	7.25%	6.15%	4/02/2008
<i>Outperformance</i>	-2.16%	0.72%	1.66%	1.30%	2.11%	
Solaris Total Return Fund (including franking credits)	-9.86%	4.31%	6.52%		8.23%	13/01/2014
<i>Outperformance</i>	-2.05%	0.87%	1.51%		1.50%	
Solaris Australian Equity Long Short Fund	-13.22%	6.03%			7.96%	1/03/2017
<i>Outperformance</i>	-4.16%	4.11%			4.75%	
Solaris Australian Equity Income Fund	-7.71%	4.62%			6.73%	12/12/2016
<i>Outperformance</i>	0.11%	1.18%			1.15%	
Resolution Capital - Gross Performance						
Resolution Capital Real Assets Fund	-11.52%	2.24%	6.91%	10.45%	7.56%	30/09/2008
<i>Outperformance</i>	8.58%	3.67%	3.63%	2.27%	3.20%	
Resolution Capital Global Property Securities Fund	-8.81%	3.38%	4.69%	10.73%	9.96%	30/09/2008
<i>Outperformance</i>	10.17%	5.68%	4.50%	3.37%	3.20%	
Palisade Investment Partners - Gross Performance*						
Palisade Diversified Infrastructure Fund	6.69%	10.14%	11.83%	12.00%	10.43%	1/08/2008
Palisade Australian Social Infrastructure Fund	12.44%	11.93%	12.83%		15.16%	31/05/2011
Antipodes Partners - Gross Performance						
Global Fund	-1.08%	6.06%			9.53%	1/07/2015
<i>Outperformance</i>	-3.26%	-3.14%			0.92%	
Global Long Only	-4.44%	6.05%			8.49%	1/07/2015
<i>Outperformance</i>	-6.61%	-3.14%			-0.12%	
Asia Fund	0.13%	6.14%			7.52%	1/07/2015
<i>Outperformance</i>	0.63%	-1.80%			0.96%	
Spheria Asset Management - Gross Performance						
Microcap Fund	-20.50%	-1.60%			3.40%	16/05/2016
<i>Outperformance</i>	-7.20%	-4.80%			-0.90%	
Smaller Companies Fund	-19.80%	3.80%			4.00%	11/07/2016
<i>Outperformance</i>	-6.50%	0.60%			1.00%	
Opportunities Fund	-14.70%	5.20%			5.70%	11/07/2016
<i>Outperformance</i>	-3.80%	2.20%			1.10%	
Global Microcap Fund	4.70%				8.40%	1/03/2019
<i>Outperformance</i>	15.60%				16.50%	

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Affiliates' investment performance – 30 April 2020

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Pinnacle Investment Management	1Y	3Y (pa)	5Y (pa)	10Y (pa)	Inception (pa)	Inception date
Two Trees Investment Management - Gross Performance						
Global Macro Fund	-12.48%				-4.50%	1/11/2017
Outperformance	-13.59%				-6.09%	
Firetrail Investments - Gross Performance						
High Conviction Fund	-12.04%				-4.31%	14/03/2018
Outperformance	-2.97%				-4.91%	
Absolute Return Fund	7.27%				3.13%	14/03/2018
Outperformance	6.41%				1.93%	
Omega Global Investors - Gross Performance						
Omega Global Corp Bonds Fund	6.93%	2.66%	2.92%	6.25%	6.37%	11/03/2010
Outperformance	1.23%	0.09%	0.05%	-0.53%	-0.55%	
Omega Global Listed Infrastructure Fund	-4.87%	2.25%	5.23%		10.01%	3/08/2012
Outperformance	0.49%	-0.03%	0.23%		0.62%	
Metrics Credit Partners - Gross Performance						
DASLF	4.84%	5.08%	4.92%		5.30%	4/06/2013
Outperformance	3.99%	3.79%	3.42%		3.53%	
SPDF	8.43%	8.50%			8.29%	26/11/2015
Outperformance	7.58%	7.21%			6.83%	
SPDF II	7.89%				8.93%	9/10/2017
Outperformance	7.03%				7.68%	
REDF	8.86%				8.83%	9/10/2017
Outperformance	8.00%				7.58%	
WIT	6.24%				6.51%	9/10/2017
Outperformance	5.38%				5.25%	
CT - <i>net performance only</i>	11.81%				11.45%	26/12/2018
Outperformance	10.96%				10.43%	
MXT - <i>net performance only</i>	5.23%				5.44%	5/10/2017
Outperformance	4.37%				4.18%	
MOT - <i>net performance only</i>					7.31%	23/04/2019
Outperformance					6.40%	
Longwave Capital Partners - Gross Performance						
Longwave Australian Small Companies Fund	-12.50%				-1.20%	1/02/2019
Outperformance	0.08%				1.60%	
Reminiscent Capital - Gross Performance						
Curve Global Macro Fund	18.03%				15.47%	1/02/2019
Outperformance	17.13%				14.38%	
Coolabah Capital Investments - Gross Performance						
Smarter Money (Active Cash) Fund Assisted	1.62%	2.74%	3.24%		4.43%	28/02/2012
Outperformance	0.77%	1.46%	1.76%		2.41%	
Smarter Money Higher Income Fund Assisted	2.50%	3.24%	3.77%		3.98%	31/08/2014
Outperformance	1.64%	1.96%	2.29%		2.40%	
Smarter Money Long Short Credit Fund Assisted	2.82%				4.93%	31/08/2017
Outperformance	1.97%				3.68%	
Coolabah Active Composite Bond Strategy	7.82%	6.77%			6.94%	31/03/2017
Outperformance	1.40%	1.31%			1.65%	
Coolabah Long-Short Active Credit Alpha Strategy	4.31%	6.11%			6.09%	28/02/2017
Outperformance	3.46%	4.83%			4.80%	
HBRD	2.21%				3.89%	30/11/2017
Outperformance	-0.23%				-0.41%	

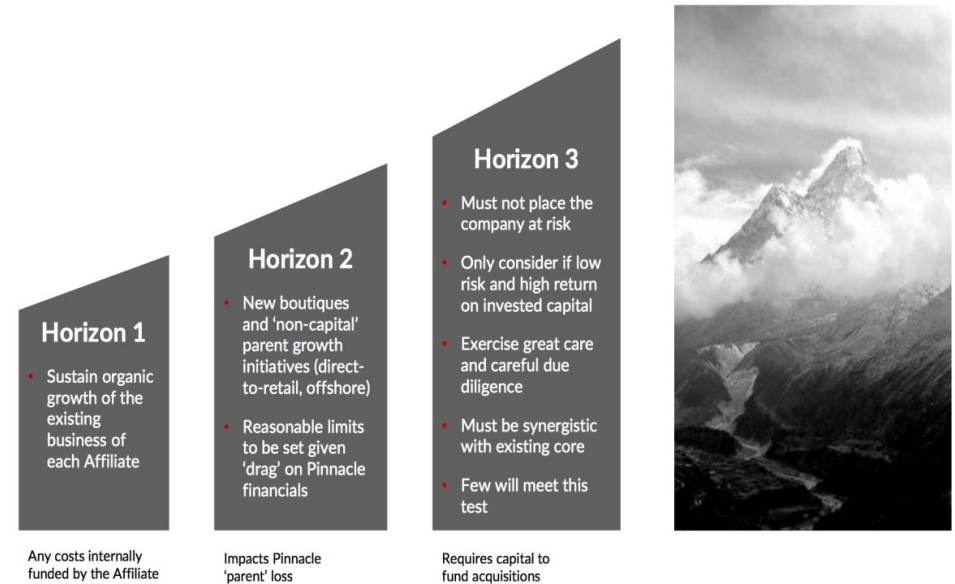
The investment returns for each fund or strategy shown are for information purposes only. Unless otherwise stated, the investment returns have been calculated for the relevant period in AUD (with distributions reinvested) and are gross of applicable fees, costs and taxes. Past performance is not indicative of future performance.

*Performance shown is to 30 April 2020 except for Hyperion and Palisade, where performance is shown to 31 March 2020; final 30 April 2020 data not available at the time of release.

Pinnacle will continue to grow, 'post-crisis'

Three Horizons of Growth

- Continue to build Pinnacle by taking a measured approach to growth
 - Support the growth of our current affiliates with increased investment in distribution channels (e.g. international and listed markets)
 - Invest in / seed new affiliates where management teams have a strong track record and growth potential
 - Seeking to diversify into asset classes with substantial growth potential:
 - Global equities (developed & emerging markets)
 - Private capital (debt & equity)
 - Absolute return (single & multi-asset)
- M&A only considered after rigorous evaluation process



Focus on managing the business so as to maximise profits and Company value over the medium term



- How does 'Horizon 2' add value in the Medium Term?
 - Investment in growth initiatives that don't require additional capital to be raised
 - Reasonable limits to be set given short-term 'drag' on Pinnacle parent P&L. Ability to leverage managers' skill and brands through extension strategies
 - In addition to growing Affiliate revenue and profits, also creates additional revenue streams for 'Pinnacle parent' through distribution, marketing and operations revenue
- This results in:
 - Adding new boutiques
 - Geographic expansion of distribution platform (e.g. offshore, regional areas)
 - Establishing new 'platforms' that can be leveraged by our boutiques (e.g. UCITS, Cayman)

Recap on Horizon 3 Criteria – What could we acquire?

- Criteria
 - Must not place the Company at risk
 - Only consider if low risk and high return on capital
 - Exercise great care and careful due diligence
 - Must be synergistic with existing core
 - Few will meet this test
- Status
 - Metrics and Omega acquisitions in July 2018
 - CCI acquisition in December 2019
 - We will continue to explore opportunities such as:
 - existing profitable investment management firms that we could help
 - Distribution/retail/fund infrastructure businesses that may be synergistic

- Investment in distribution platform
 - Grow ahead of our Affiliates
 - Listen to clients and move quickly to meet their evolving needs
 - Do not become the market – be ahead of it
- Investment in new affiliates adds diversification
 - Global equities (developed & emerging markets)
 - Fixed income
 - Private capital (debt & equity)
 - Absolute return (single & multi-asset)
- Result: corporate stability, and meeting clients' evolving needs

Enhancing the platform – strength, stability and reputation

- Stable and diversified platform
 - Continuing investment excellence
 - Widespread industry recognition and support
 - ‘Article of faith’ reputation
- Further investment in distribution capability
 - Retail
 - International
- Proven ability to build high quality investment managers, and facilitate substantial success, quickly
- Expanding distribution capability, at high quality
- Critical to maintain highest standards of service and support to Pinnacle Affiliates
- Strong and flexible balance sheet

Additional information

Pinnacle is a multi affiliate investment management firm with a mission to establish, grow and support a diverse stable of world-class fund managers

Goals and strategy stated in 2016	Progress
Continue to provide high quality distribution, Responsible Entity and infrastructure services	7 Affiliates, now 16 Affiliates
Support its Affiliated fund managers' high standards	Aggregate Affiliates' Funds Under Management at 100% more than trebled from \$19.3 billion as at 30 April 2016 to \$61.6 billion as at 31 December 2020 (with retail \$14.9 billion)
Remain focussed on investing, to enable continued strong performance and FUM growth	Net profit after tax also trebled (to \$13.8 million in 1HFY20, from in 1HFY16 of \$4.7 million)
Grow retail FUM	EPS has grown from 5.2c in FY16 to 18.3c in FY19 – over 350%
Continue to assess third party distribution and new boutique opportunities	FY19 dividends of 15.4c compared with 3.3c in FY16, 67% p.a. compound growth

Aggregate Affiliates' Funds Under Management (at 100%) – by Affiliate



	Pinnacle (total)	Hyperion	Plato	Solaris	RCL	Palisade	Antipodes	Spheria	Two Trees	Firetrail	Metrics	Omega	Longwave	Riparian	Coolabah	Reminiscent
	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m) ¹	(\$m) ¹	(\$m)	(\$m)	(\$m) ²	(\$m)
FUM History (at 100%)																
31 Dec 19	61,636	7,454	5,790	9,454	9,241	2,257	8,956	1,471	323	4,719	4,325	4,509	3	3	3,123	8
30 Jun 19	54,276	6,595	5,279	9,089	8,314	2,035	9,071	1,195	245	4,369	3,807	4,273	3	-	-	-
31 Dec 18	46,741	5,599	4,680	7,606	7,779	2,010	8,149	640	214	3,603	2,771	3,689	-	-	-	-
30 Jun 18	38,032	6,507	4,918	8,319	8,038	1,847	7,554	702	71	74	-	-	-	-	-	-
31 Dec 17	32,338	6,056	4,644	6,618	6,552	1,585	6,261	596	26	-	-	-	-	-	-	-
30 Jun 17	26,526	5,877	4,003	5,135	5,956	1,514	3,830	211	-	-	-	-	-	-	-	-
Change in FUM - at 100%																
30 Jun 19 - 31 Dec 19	13.6%	13.0%	9.7%	4.0%	11.1%	10.9%	-1.3%	23.1%	31.8%	8.0%	13.6%	5.5%	8.8%			
31 Dec 18 - 31 Dec 19	31.9%	33.1%	23.7%	24.3%	18.8%	12.3%	9.9%	129.8%	51.2%	31.0%	56.1%	22.2%				
PNI ownership³																
PNI effective FUM - 31 Dec 19	23,113	3,720	2,472	3,782	4,112	849	2,105	589	142	1,109	1,514	1,934	1	1	781	3

¹ Pinnacle acquired equity interests in Metrics and Omega in July 2018. FUM not included prior to that date

² Pinnacle acquired an equity interest in Coolabah in December 2019. FUM not included prior to that date

³ The percentage represents Pinnacle's total shareholding in the Affiliate. In some Affiliates, Pinnacle currently holds less than 1% of the voting shares. However, it has full economic rights in respect of its holdings

* Aggregate Affiliates' FUM at 31 March 2020 was \$52.6 billion, at 100%.

1H FY20 Results

- Net profit after tax (NPAT) from continuing operations of \$13.8 million, up 37%¹ from \$10.1 million in the prior corresponding period (PCP).
- Basic earnings per share (EPS) from continuing operations of 8.1 cents, up 33% from 6.1 cents in the PCP
- Diluted earnings per share from continuing operations of 7.7 cents, up 35% from 5.7 cents in the PCP
- Share of NPAT from Pinnacle Affiliates of \$17.7 million, up 24% from \$14.3 million in the PCP
- Cash and principal investments of \$44.7 million at 31 December 2019
- \$30m CBA loan facility fully drawn in December 2019, used to fund the acquisition of a 25% interest in Coolabah Capital Pty Limited (CCI)
- Fully franked interim dividend of 6.9 cents per share² payable on 20th March 2020

¹Adjusting for the net return on 'principal investments', NPAT (excluding the \$385k positive net return on PI) of \$13.4million is up 25% on the \$10.7m NPAT in the PCP (adjusted for the negative net return on PI of \$600k in the PCP)

²Payout ratio 90%. FY2019 payout ratio was also 90%

First half FY20 Business Highlights – FUM and Flows

- Aggregate Affiliates' FUM at 31 December 2019 (at 100%) \$61.6 billion^{1,3}
 - Up \$7.3 billion or 13% from \$54.3 billion at 30 June 2019
 - Aggregate Retail FUM (at 100%) now \$14.9 billion², up 28% from \$11.6 billion at 30 June 2019
- Net inflows for the half-year ended 31 December 2019 of \$2.0 billion, including \$0.9 billion retail (of which \$0.2 billion was LICs/LITs)
 - Retail net inflows for the half-year ended 31 December 2019 were lower than for the PCP (\$1.4 billion, of which \$0.2 billion was LIC/LITs) and for H2 FY19 (\$1.5 billion, of which \$0.8 billion was LIC/LITs)
 - Institutional net inflows of \$1.1 billion were lower than expected, but the institutional pipeline remains strong (pleasingly, from an increasingly diverse client set, by geography and client-type), and should support a higher rate of net inflows over the coming year or two (recognising that institutional flows are 'lumpy' and it is not possible to accurately predict them over any 12 month period)³
- Equities markets and manager performance added to FUM during the period - ASX 300 index up 1.2%, MSCI World Index up 8.0% (9.2% in AUD) during the six months to 31 December 2019 (FUM increases due to market movements/investment performance during the six-month period from 30 June 2019 to 31 December 2019 were \$2.3 billion, \$0.3 billion of which was retail)
- Increasingly diversified client base³

¹includes \$3.0 billion 'acquired' in December 2019. FUM shown is 100% of the FUM managed by Pinnacle Affiliates. Pinnacle holds significant minority stakes in each of its Affiliates and does not 'own' 100% of the FUM

²includes \$2.2 billion 'acquired' in December 2019

³\$52.6 billion at 31 March 2020

First half FY20 Business Highlights – Affiliates

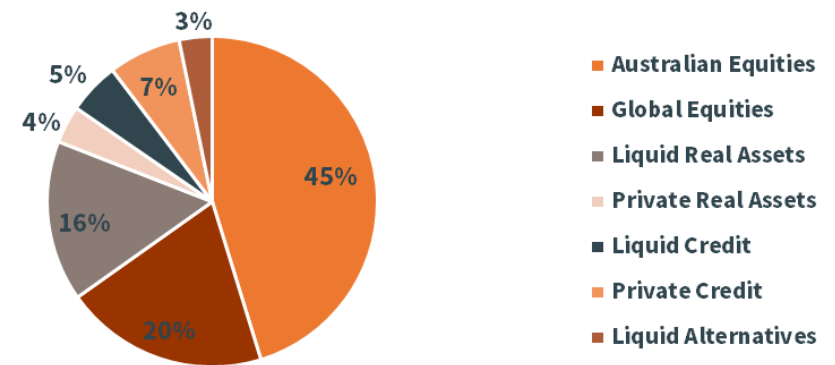


- 2 new Affiliates (one Horizon 3 and one Horizon 2), 2 UCITS Liquid Alts Fund launches
 - Acquisition of a 25% interest in Coolabah Capital Investments Pty Ltd (Public Markets Credit) for an initial \$29.1 million in December 2019, with a further \$5m payable upon the business achieving certain milestones over the next 18 month to 4.5 year period
 - Launch of Reminiscent Capital (Discretionary Asia Macro). Cayman fund for international investors will commence in Q2 2020 following a promising piloting program in CY19. Team of three initially, led by David Adams (ex-Brean Howard Asia and Morgan Stanley Australia)
- New Liquid Alts UCITS Funds launched with institutional investor commitments – Plato Global Market Neutral and Two Trees Systematic Global Macro (Sub-Funds of Pinnacle ICAV Umbrella Fund)

Understanding First Half FY20 financial outcome

- We remind shareholders of the 'skew' (H1/H2 split) in our results, with the impact of annual performance fees and success fees only being recognized in the second half of each financial year - H1 FY19 NPAT was 33% of FY19 full year NPAT; H1 FY18 NPAT was 35% of FY18 full year NPAT
- During this half, our costs were higher than in the PCP, due to the full year effect of the significant increase in resources throughout FY19. Pinnacle headcount was 54 at 30 June 2018, 68 at 30 June 2019, constant at 68 at 31 December 2019. We expect only a minimal number of additional hires over the balance of FY20
- This is consistent with continuing to invest in Horizon 2 initiatives, which result in medium-term revenue growth
- Pinnacle remains well positioned to deliver superior business and financial performance in the medium term:
 - Proven deep expertise and diversity of our now 15 Affiliates – 94% of Pinnacle Affiliated Investment Manager strategies and products (with a track record exceeding 5 years) have outperformed their benchmarks over the 5 years to 31 December 2019
 - Continuing diversification of asset classes
 - Continuing diversification of client FUM by investor type and domicile
 - Proven and recognized strong distribution – and continuing to grow capability

FUM by Asset Class – 31 Dec 2019



	1H2020 (\$M)	1H2019 (\$M)	YoY change
PINNACLE			
Revenue	11.4 ¹	8.6 ¹	32.6%
Expenses	(15.3) ^{2,3}	(12.8) ^{2,3}	19.5%
Share of Pinnacle Affiliates net profit after tax	17.7	14.3	23.8%
Net profit before tax (NPBT) from continuing operations	13.8	10.1	36.6%
Taxation	-	-	
NPAT from continuing operations	13.8	10.1	36.6%
<i>NPAT from continuing operations – excluding net gains/losses on PI</i>	<i>13.4</i>	<i>10.7</i>	<i>25.2%</i>
<i>NPAT from continuing operations – excluding net gains/losses on PI and LTI expense</i>	<i>14.4</i>	<i>11.2</i>	<i>28.6%</i>
Basic earnings per share:			
From continuing operations	8.1	6.1	32.8%
Total attributable to shareholders	8.1	6.1	32.8%
Diluted earning per share:			
From continuing operations	7.7	5.7	35.1%
Total attributable to shareholders	7.7	5.7	35.1%
Fully-franked interim dividend per share	6.9	6.1	13.1%

¹ Includes dividends and distributions received on principal investments. These were \$0.6m in 1H2020, compared with \$0.5m in 1H2019

² Includes salaries of additional people, recruitment costs etc. – the number of people in 'Pinnacle parent' increased from 39 at 1 July 2017, to 54 at 30 June 2018, to 68 at 30 June 2019, remaining at 68 at 31 December 2019 (approximately 50% distribution and marketing; 50% infrastructure/fund services). Significant additional resourcing was undertaken in the second half of FY 2019

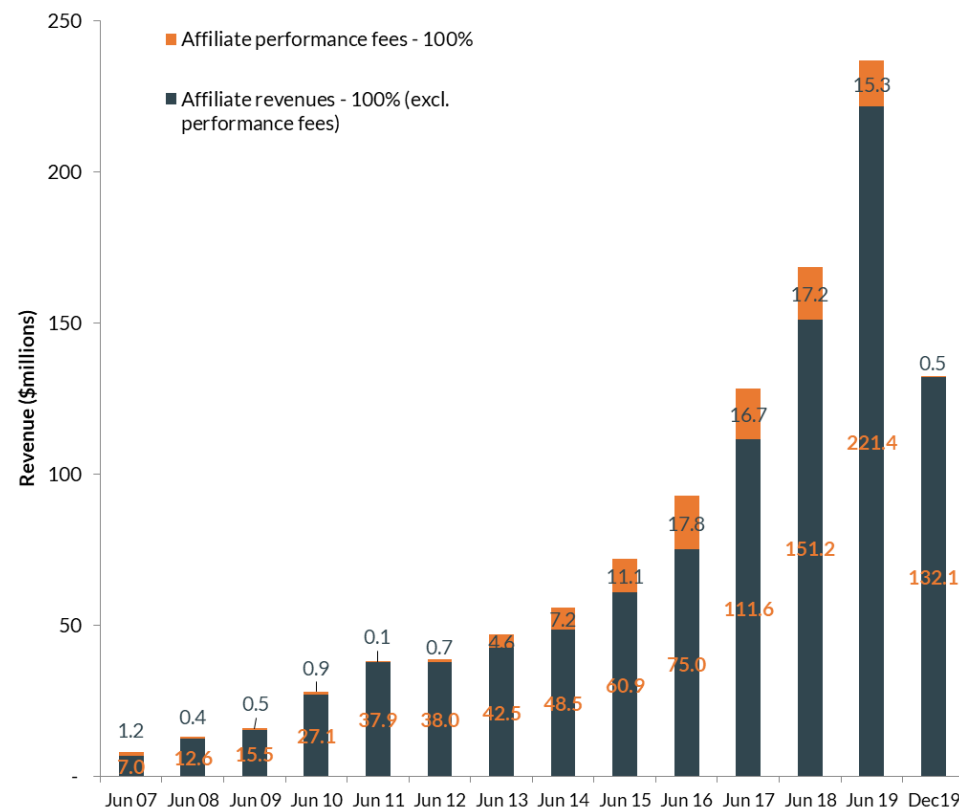
³ Includes mark-to-market and realized gains/losses on principal investments, net of hedging. These were total net losses of \$0.3m in 1H2020 (increases 'expenses'), compared with total net losses of \$1.1m in 1H2019 (increases 'expenses'). The increase in expenses excluding the impact of these losses was \$3.3m, or 28.2%. Most of these losses have arisen from our hedging of equity market exposures

Strong FUM and revenue growth in Pinnacle Affiliates:

- Total Affiliate revenues¹ were \$132.5m during 1H2020, including \$0.5m (0.4%) in performance fees; in 1H2019, total Affiliate revenues were \$103.1m, which included \$0.6m (or 0.6%) in performance fees
- This represents 28.5% growth in total Affiliate revenue

Aggregate Affiliate revenues (\$m)¹

	1H2020 (\$M)	1H2019 (\$M)	Change
PINNACLE AFFILIATES (100% aggregate basis)			
FUM (\$billion)	61.6 ²	46.7 ²	31.9%
Revenue (\$million)	132.5	103.1	28.5%
Net profit before tax	67.5	52.3	29.1%
Tax expense	(19.4)	(14.6)	32.9%
Net profit after tax (NPAT)	48.1	37.8	27.2%
<i>Pinnacle share of Affiliates' NPAT</i>	<i>17.7</i>	<i>14.3</i>	<i>23.8%</i>



¹ Affiliate revenues are shown at 100% to indicate trend. Pinnacle owns significant minority stakes in each Affiliate and accounts for its share of Affiliates' NPAT.

² Includes \$3.0 billion 'acquired' in December 2019. FUM shown is 100% of the FUM managed by Pinnacle Affiliates. Pinnacle holds significant minority stakes in each of its Affiliates and does not 'own' 100% of the FUM.

Significant components of First Half FY20 results

- Continuing growth in 'Pinnacle Parent' revenues and capabilities
 - Continuing 'P&L' investment in support of Horizon 2 initiatives (including Offshore distribution, ETF, Direct to retail consumers, cost of Pinnacle servicing new Affiliates)
 - Net gains on principal investments of \$385k, compared with net losses of \$615k in 1H2019
 - P&L impact of the LTI scheme (non-cash) – commenced part-way through 1H2019 – expense of \$1,013k in 1H2020¹, compared with \$457k in the PCP due to the 'full period effect'
 - Continued FUM growth drives distribution fee revenues
- Significant growth in Pinnacle's share of Affiliate profits on the PCP
 - Impact of higher starting FUM
 - Continuing investment in certain Affiliates ahead of future growth (including Metrics, Plato, Firetrail, Antipodes, Palisade, and Spheria)
 - Direct cost of Two Trees, Longwave, Riparian and Reminiscent Capital included as negative NPAT
 - Low performance fees for 1H2020 (and 1H2019)

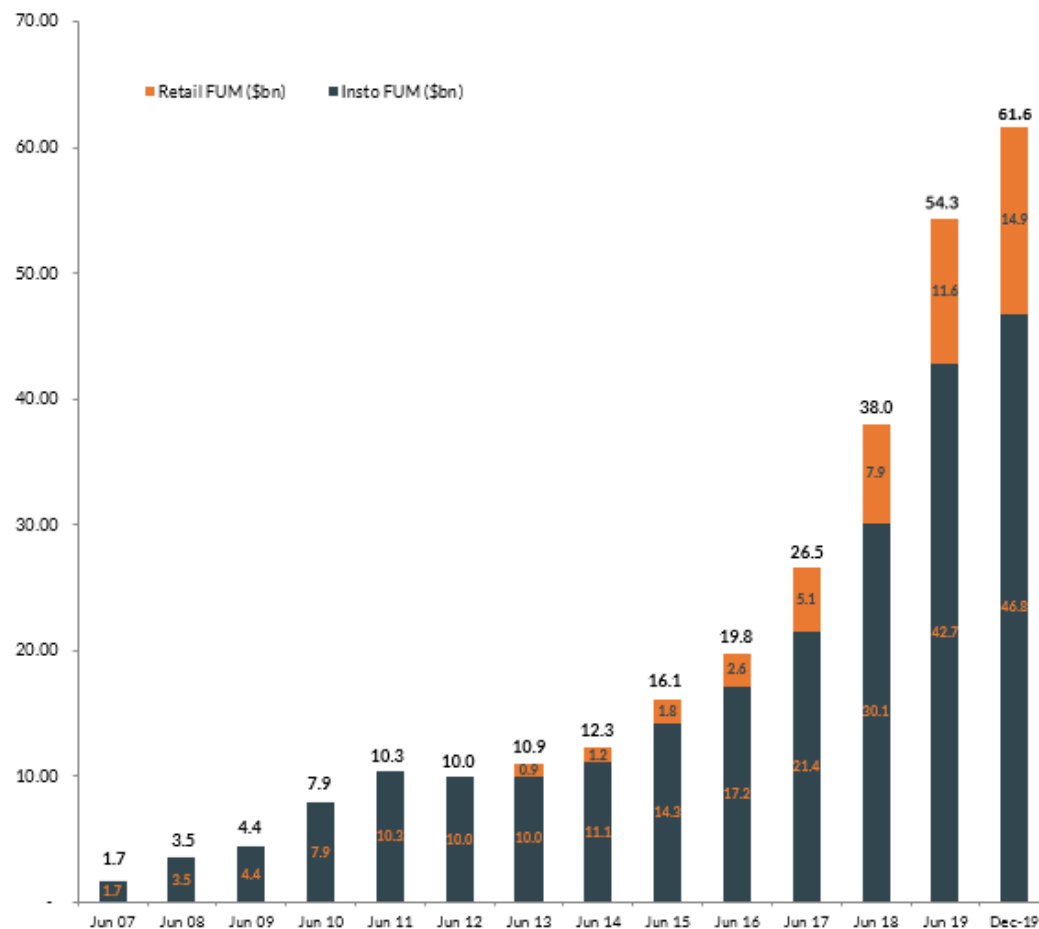
¹ This is not expected to increase in 2H2020 from the 1H2020 level.

	31 Dec 2019 (\$M)	30 Jun 2019 (\$M)	YoY change
CURRENT ASSETS			
Cash and cash equivalents	7.9	26.7	(70.4%)
Financial assets	36.8	24.5	50.2%
Total cash and financial assets	44.7¹	51.2¹	(12.7%)
Other current assets	16.8	18.3	(8.2%)
Total current assets	61.5²	69.5²	(11.5%)
NON-CURRENT ASSETS			
Investments in affiliates	149.2	113.4	31.6%
Other non-current assets	8.5	3.9	117.9%
Total non-current assets	157.7	117.3	34.4%
Total Assets	219.2	186.8	17.3%
Debt facility	30.0	-	-
Other liabilities	12.7	9.7	30.9%
Total liabilities	42.7	9.7	340.2%
Net assets	176.5	177.1	(0.3%)
Net shareholders' equity	176.5	177.1	(0.3%)

- Cash and Principal Investments of \$44.7m
 - Includes \$35.3m invested in strategies managed by Pinnacle Affiliates
 - Excludes over \$9m of cash applied for Affiliate equity recycling loans, working capital loans (Two Trees) and additional Affiliate equity purchased
- \$30m debt facility from CBA – fully drawn down in December 2019, to purchase 25% of CCI
- Excludes impact of interim dividend of 6.9 cents per share paid on 20th March 2020 and dividends to be received from Affiliates since 31st December 2019
- Franking credit balance (\$27.0m) at 30% company tax rate enables potential fully franked dividends of \$63.0m
- Change in accounting standards during the period results in 'right to use' asset being recognized for leases in 1H2020 (\$4.7m) and a corresponding liability for amounts payable under these leases (\$4.6m). None recognized in 1H2019.

¹ The fall in cash and financial assets is due predominantly to additional capital invested into Affiliates during the period, including the acquisition of a further 1% of Resolution Capital, as well as working capital contributions to Longwave, Reminiscent and Riparian, in accordance with the Shareholders' Agreements in place

² Current assets at 30 June 2019 includes annual performance-based distribution fees receivable. Because these fees are only recognized annually, at 30 June, when the success conditions have been met they do not, therefore, appear at 31 December

Affiliate FUM growth (\$bn)^{1,2}

- Aggregate Affiliates' FUM (at 100%) of \$61.6bn as at 31 December 2019^{1,2}
- Aggregate Affiliates' FUM has grown at a CAGR of 23.3% p.a. over the last ten years (21.2% excluding \$6.8bn 'acquired' in July 2018 and \$3.0bn 'acquired' in December 2019)
- Increase in Aggregate Affiliates' FUM of \$7.3bn in the half-year to 31 December 2019
 - \$3.0bn acquired
 - net inflows of \$2.0bn
 - market movements/ investment performance of \$2.3bn
- Of the \$2.0bn of net inflows to 31 December 2019, \$0.9bn was retail (\$0.2bn in LICs/LITs)
- Institutional net inflows of \$1.1 billion were lower than expected, but the institutional pipeline remains strong (pleasingly, from an increasingly diverse client set, by geography and client-type), and should support a higher rate of net inflows over the coming year or two (recognising that institutional flows are 'lumpy' and it is not possible to accurately predict them over any 12 month period)

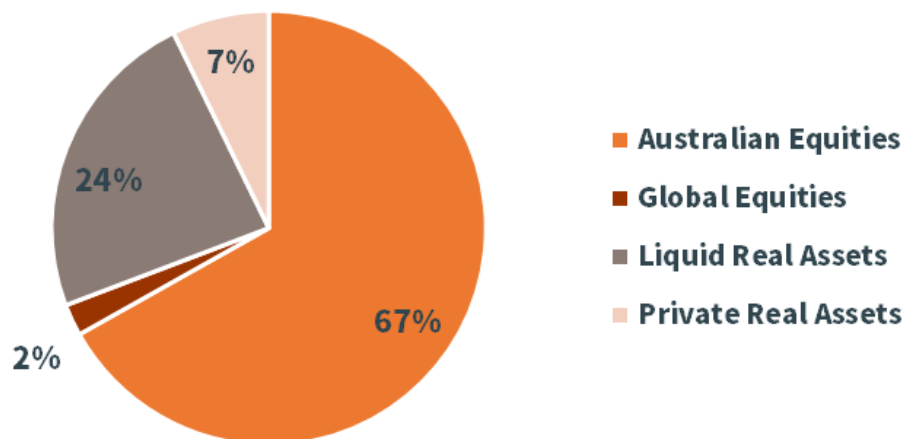
¹Includes \$6.8 billion 'acquired' in July 2018 and \$3.0 billion 'acquired' in December 2019. FUM shown is 100% of the FUM managed by Pinnacle Affiliates. Pinnacle holds significant minority stakes in each of its Affiliates and does not 'own' 100% of the FUM.

²\$52.6 billion at 31 March 2020

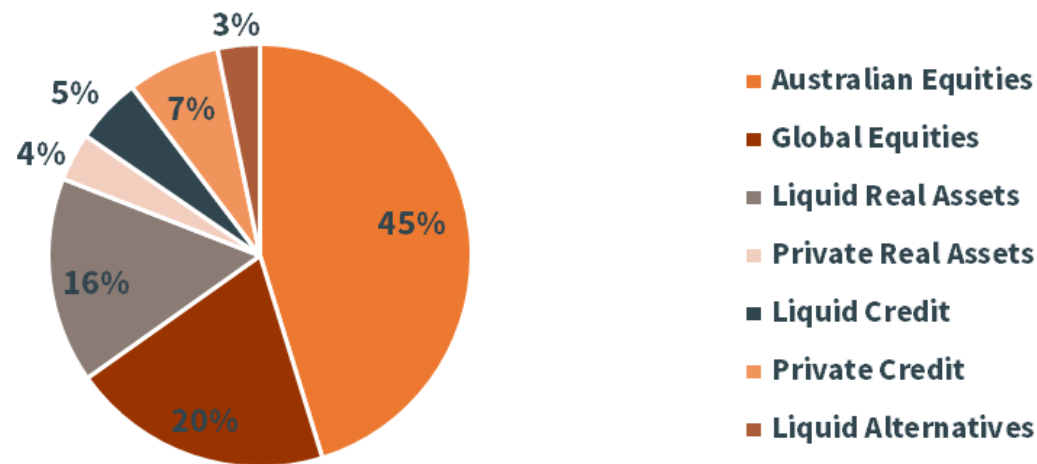
Resilience has been enhanced by:

1. Diversity of asset classes
2. Diversity of client FUM by investor type and domicile
3. Growth in Global distribution platform
4. Increased weighting to Fixed Income and Alternative Asset Classes
5. Percentage of funds exposed to performance fees

FUM by Asset Class – 30 Jun 2016



FUM by Asset Class – 31 Dec 2019



- Less than half of total FUM (at 100%) was in Australian equities at 31 December 2019
- Investment in new affiliates adds to diversification
- Increasing exposure to global equities, private capital, fixed interest and credit, and liquid alternatives

Diversity of Sources of Funds Under Management

Institutional – Domestic

International

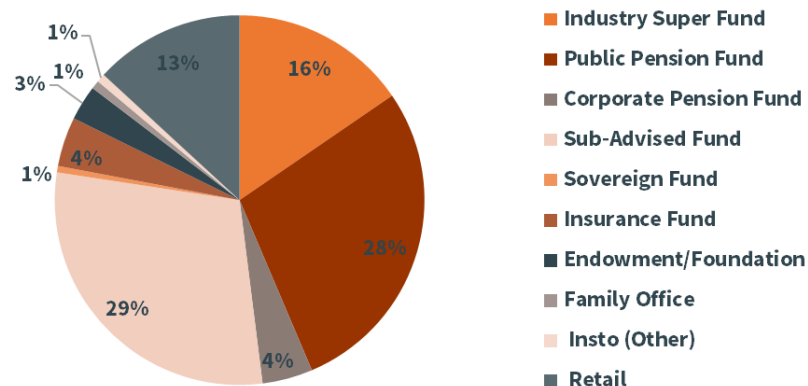
Retail – Intermediated

Retail – Direct

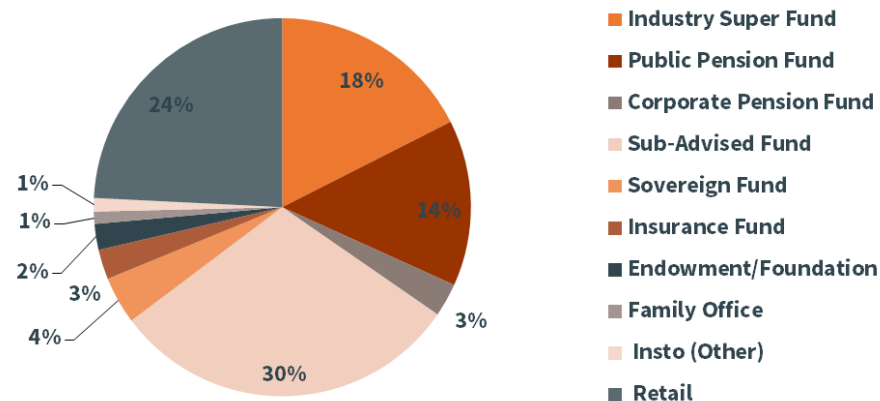
Institutional – Domestic

- Industry fund consolidation continues
- Speed and magnitude of ‘Insourcing’ varies widely
- These do impact Pinnacle to some degree, but keep in perspective (without being complacent)
- Pinnacle will continue to evolve in response to (and in anticipation). We note:
 - We have a highly diversified client base:
 - 170+ individual Australian institutional clients at 31 December 2019, compared with ~60 at 30 June 2016
 - 5 largest Australian institutional clients represent 12% of total Affiliate revenues at 31 December 2019 (diversified across 8 Affiliates and 18 separate accounts), compared with 25% at 30 June 2016 (spread across 4 Affiliates and 11 separate accounts)
 - Exposure to industry funds is 18% of total FUM at 31 December 2019
 - Retail FUM continues to grow both in absolute terms and, as a proportion of our total FUM
- Given the strong growth in FUM in our industry (especially large superannuation funds) it is not unreasonable, and very manageable, that basis point fees for large mandates may trend somewhat lower (all else being equal) – however, aggregate fees continue to grow with growing FUM
- Our Affiliates restrict capacity wherever appropriate and, consequently, are better placed to receive higher fees (including, in many cases, performance fees) in capacity-constrained strategies
- Large superannuation funds continue to be willing to pay substantial fees for investment strategies and managers that produce attractive investment performance – pressure for them to deliver performance to members
- Performance fees can often be a ‘win-win’ and provide attractive economics for our strongly performing managers
- We continue to diversify our asset class offerings
- We are diversifying the markets into which we are offering our investment strategies

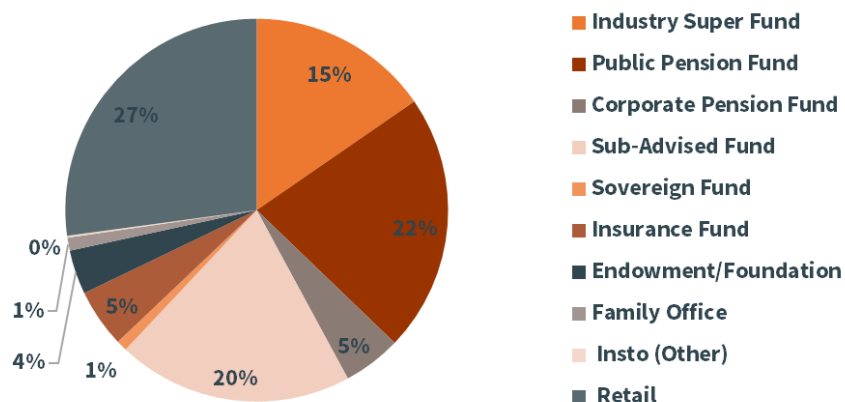
Total FUM at 30 Jun 2016



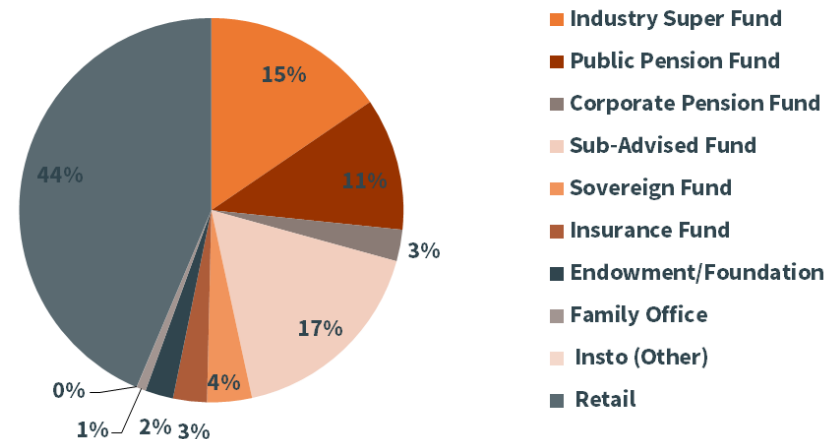
Total FUM at 31 Dec 2019



Total Revenues at 30 Jun 2016



Total Revenues at 31 Dec 2019



- 170+ individual institutional clients at 31 December 2019, compared with ~60 at 30 June 2016
- Growth in Retail FUM as a proportion of total FUM (at 100%) and as a proportion of total revenues (at 100%)
- Increasingly diversified client base

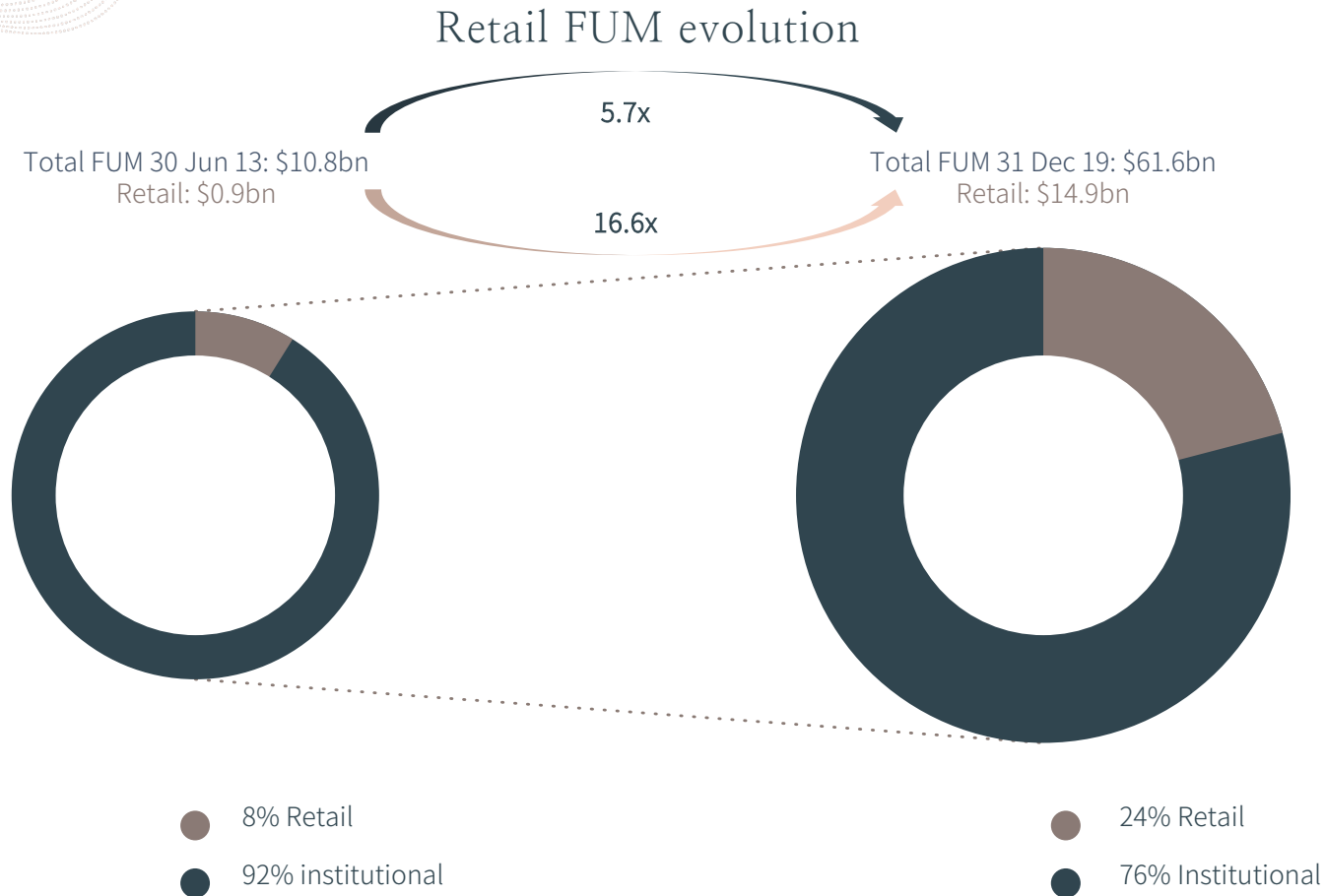
- Distribution executives based in London, New York, Auckland, Sydney and Melbourne covering investors in the Americas, Europe, Middle East & Africa and Asia-Pacific time zones
- ~A\$4bn+ of aggregate FUM from international investors and invested in international pooled funds
 - FUM sourced from 15 individual countries across the Americas, EMEA and Asia-Pacific regions
 - Over A\$1bn+ in global funds: UCITS, Cayman & US CITs
- New business won in FY20 from a diverse range of investors and domiciles
 - US, UK, Canada, Middle East, Switzerland, Japan, South Korea, South Africa & New Zealand
 - Pension Funds, Sovereign Wealth Funds, Sub-Advisory, Private Banks, Insurance Companies
- New UCITS liquid alternatives funds launched with institutional commitments
 - Systematic Global Macro
 - Global Equity Market Neutral
- Forthcoming launch of Reminiscent Capital
 - Discretionary Asia Macro Cayman Fund to be launched in H2
 - Led by David Adams (ex-Brean Howard, Morgan Stanley)
- Pinnacle has recently recruited two senior distribution executives – one in the US, with a focus on the Americas; one focused on Japan

Retail market developments

- Royal Commission flow on effects
- Dismantling of vertical integration (~1,600 AFSL closures past 2 years)
- Education standards lifted with FASEA
- Geopolitical concerns
 - US-China Trade Conflict
 - Brexit
 - Hong Kong
 - Coronavirus
- Continued rise of the non-aligned adviser
 - Pinnacle distribution reach across ~9,500 advisers and ~3,500 practices
 - Leverage network effect to promote new capabilities
 - Rise of managed accounts supportive of blending active strategies with low cost passive
- Increased industry demand for Fixed Income and Alternatives
 - Net flows strong for Fixed Income Managed Funds (\$2.4b for CY19)¹
 - Demand for Listed Fixed Income options - MXT, ETFs
 - Long Short, Infrastructure and Agriculture thematic continues to be strong

¹Source: Morningstar, Pinnacle

Growth in Retail FUM

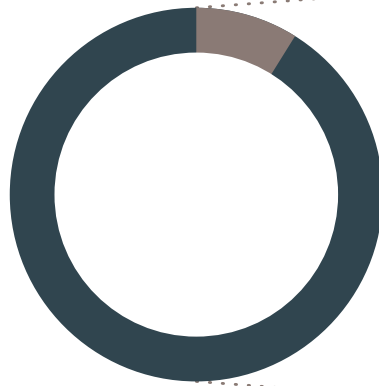


- Pinnacle has invested significantly in retail distribution and has generated substantial retail FUM in the last 6.5 years (~\$12bn of retail FUM growth)
- Initiatives include growth of internal and external sales teams, direct retail and exchange traded funds (open & closed ended)

Growth in Performance Fee FUM

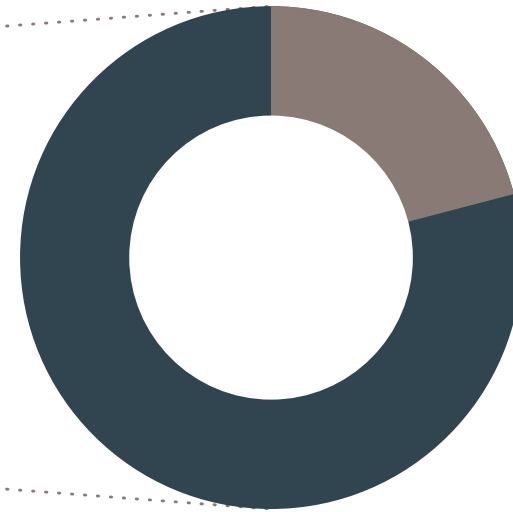
Affiliates' FUM (at 100%) subject to performance fees

Total FUM 30 Jun 16: \$19.8bn
Subject to performance fees: \$3.3bn



17% Perf fees
83% No perf fees

Total FUM 31 Dec 19: \$61.6bn
Subject to performance fees: \$19.1bn



31% Perf fees
69% No perf fees

- Significant growth in both absolute and percentage of FUM subject to performance fees
- Diversification across asset classes
- Performance fees add diversity to revenue sources, being uncorrelated with market movements and each Affiliate's performance being uncorrelated with the others' and with other revenue. Other than in Palisade, performance fees will be additional to budgeted/forecast revenues.

Pinnacle Affiliates continue to win major industry awards

2020 Morningstar Fund Manager of the Year Awards:

- Hyperion – Winner, Domestic Equities – Large Cap
- Hyperion – Finalist, Domestic Equities – Small Caps
- Hyperion – Finalist, Australian Fund Manager of the Year

2019 Zenith Fund Awards:

- Pinnacle – Distributor of the Year (fourth consecutive year)
- Resolution Capital – Global REIT Category Winner (sixth consecutive year)
- Metrics – Listed Investment Entities Category Winner
- Solaris Investment Management – Australian Equities – Alternative Strategies Category Winner
- Solaris Investment Management – Australian Equities – Large Cap Category Finalist
- Antipodes Partners – International Equities – Alternative Strategies Category Finalist

2019 Lonsec/Money Management Fund Manager of the Year:

- Solaris – Equities (Long/Short) Category Winner
- Antipodes Partners – Equities (Long/Short) Category Finalist
- Metrics – Listed Products Category Finalist

2018 Professional Planner | Zenith Fund Awards:

- Pinnacle – Distributor of the Year (third consecutive year)
- Resolution Capital – Global REIT Category Winner (fifth consecutive year)
- Solaris Investment Management – Australian Equities – Alternative Strategies Category Winner
- Antipodes Partners – International Equities – Alternative Strategies Category Finalist
- Antipodes Partners – International Equities – Global Category Finalist
- Hyperion – International Equities – Global Category Finalist
- Spheria Asset Management – Australian Equities – Small Cap Category Finalist

2019 Australian Alternative Investment Awards:

- Metrics – Best Private Debt Fund Category Winner

2018 Lonsec/Money Management Fund Manager of the Year:

- Resolution Capital – Global REIT Category Finalist

2017 Lonsec/Money Management Fund Manager of the Year:

- Antipodes Partners – Equities (Long/Short) Category Winner
- Antipodes Partners – Global Equities (Broad Cap) Category Winner
- Antipodes Partners – Emerging Manager Category Winner
- Antipodes Partners – Overall Fund Manager of the Year Finalist
- Spheria Asset Management – Emerging Manager Finalist

2017 Professional Planner | Zenith Fund Awards:

- Pinnacle – Distributor of the Year (second consecutive year)
- Resolution Capital – Global REIT Category Winner (fourth consecutive year)
- Antipodes Partners – International Equities – Alternative Strategies Category Winner (second consecutive year)
- Antipodes Partners – International Equities – Global Category Winner
- Antipodes Partners – Overall Fund Manager of the Year

2016 Morningstar Fund Manager of the Year Awards:

- Hyperion – Australian Fund Manager of the Year
- Hyperion – Domestic Equities Category Winner, Australia
- Hyperion – Domestic Equities Small Caps Category Winner, Australia

The Zenith Fund Awards are determined using proprietary methodologies. Fund Awards were issued October 11, 2019 and are solely statements of opinion and do not represent recommendations to purchase, hold or sell any securities or make any other investment decisions. Fund Awards are current for 12 months from the date awarded and are subject to change at any time. Fund Awards for previous years are referenced for historical purposes only.

- Pinnacle achieved carbon neutrality for the 2019 financial year
 - Tracking and measuring carbon footprint for air travel, travel via cars to client meetings as well as staff travel to and from work
 - Seeking to avoid travel in favour of video conferencing where possible
 - Donation made to Greenfleet to offset these emissions. Greenfleet is a leading Australian not-for-profit environmental organisation that takes practical climate action by offsetting carbon emissions through restoring forests
 - Move to Green Energy by end calendar year 2020
- Implemented a project to remove all single use plastic from the firm by end of calendar year 2020
- Sustainable use of resources
 - Target to reduce printing across the firm by 25% in 2020
 - Switching to more eco-friendly products (e.g., cleaning products)
 - Identifying where we can increase our recycling efforts
- Gender Equality: dedicated Females in Finance scholarship programs
- Through the Pinnacle Charitable Foundation, we are supporting a number of key social priorities, including the following, by donating in excess of \$400k per annum:
 - Human Rights: legal assistance for victims of domestic and family violence and sexual abuse;
 - Indigenous: development of corporate procurement initiatives for Indigenous communities and support for education scholarships for secondary school students;
 - Children: children facing acute or systemic disadvantage as well as medical research seeking treatments / cures for children's genetic diseases; and
 - Mental Health: partnering with the suicide prevention charity R U OK? to develop and deliver the nationwide 'Are They Triple OK?' Campaign supporting police and emergency services workers and volunteers

RESOLUTION CAPITAL

- Principles for Responsible Investment (PRI) signatory since 2010
- UN Global Compact signatory (2019)
- Member of GRESB since 2017
- Active engagement with investee companies – ESG disclosure, board diversity, GRESB participation, governance practices
- ESG screen in infrastructure securities within Real Assets strategy
- ESG Committee including staff from across all areas of the business

Plato

- Principles for Responsible Investment (PRI) signatory since 2011
- Member of the Climate Action 100+ investor group
- Founding member of ESG Research Australia
- Signatory to the Montreal Carbon Pledge and active subscriber to carbon databases
- Built dedicated ESG tilted and Carbon Light portfolios for clients
- Women in Finance Scholarships at 3 universities
- Actively vote shares and engage with companies on important ESG issues

SOLARIS investment management

- Principles for Responsible Investment (PRI) signatory since 2010
- Responsible Investment Association Australasia (RIAA) member
- Global Investor Statement on Climate Change Signatory
- Signatory to “Investor Statement on Bangladesh”
- Participant in PRI Climate Change Corporate Lobbying Engagement
- Signatory to the Montreal Carbon Pledge and Paris Pledge for Action
- Signatory to PRI Investor Statement in support of Modern Slavery Act
- Climate Action 100+ Signatory
- Signatory to Global Investor Statement on Antibiotic Stewardship (Member of FAIRR)
- Member RIAA Human Rights Working Group (Investor Toolkit – Human Rights with Focus on Supply Chain – Guidance for Investors re Modern Slavery Act)
- Member RIAA Corporate Engagement Working Group
- TCFD Supporter

PALISADE

- Principles for Responsible Investment (PRI) signatory
- GRESB participant
- Active role in Women’s Infrastructure Network
- Renewable energy portfolio powers over 350,000 homes and abates over 1 million tonnes of CO2 per year
- Sunshine Coast Airport is the first and only carbon neutral airport in Australia
- Very active at management sites in reducing power usage through solar installations, LED lights etc. Darwin and Alice Springs airports have on-site award-winning solar developments.

- Pinnacle acquired a 25% equity interest in Coolabah Capital Investments Pty Ltd (CCI) in December 2019, for \$29.1m, together with a further \$5m payable upon the business achieving certain milestones over the next 18 month to 4.5 year period
- Funded by a facility from the CBA
- Established in 2011, CCI is a leading long-only and long-short active investment-grade credit manager that is responsible for managing numerous institutional mandates, the Smarter Money Investments' product suite, and the BetaShares Active Australian Hybrid ETF (ASX:HBRD)
- As at 31 December 2019, CCI was responsible for managing over \$3 billion of institutional and retail investments
- CCI and Pinnacle have entered into a global distribution partnership in which Pinnacle will share revenues from capital raised in the institutional, retail and offshore distribution channels
- CCI has delivered consistently outstanding results for their clients by generating alpha from liquid, high-grade credit. More than 90% of the FUM is subject to performance fees, providing strong alignment with clients.
- CCI's offerings do not overlap with those of existing Pinnacle Affiliates and the acquisition further diversifies Pinnacle's portfolio of Affiliates, particularly in Fixed Income and Alternatives

1. Large team focussed exclusively on Australian investment-grade fixed-income (\$3bn FUM, \$4bn AUM)
 - 4x portfolio managers, 9x analysts, and 21x staff in total
 - CCI's staff own 75% of business – remaining 25% held by Pinnacle
 - Chaired by Melda Donnelly (ex-CEO QIC, VFMC Deputy Chair) with Independent Director Bob Henricks (ex-Chair Energy Super)
 - CIO has advised multiple Prime Ministers on RMBS/ABS securitisation policies worth over \$17bn
2. Sophisticated credit valuation systems
 - 20-30x internally developed bond valuation models reprice, and factor-adjust, all bonds globally live
 - Uses internally-developed artificial intelligence to shadow credit-rate all bonds globally
 - Unprecedented trade-by-trade transparency for clients
3. A leading credit alpha generator
 - CCI minimises fixed-income betas: interest rate duration risk; credit default risk; and illiquidity risk
 - CCI exploits bond mis-pricings that generate large capital gains that augment yields
 - >98% win ratio on >8,500 bond sales since 2012
 - Credit alpha is crucial in a world where interest rates are declining (alpha has strong convexity)
4. Ability to customise mandates to client's precise preferences
 - Currently running >15 portfolios including long-only cash plus, long duration, and levered long-short
 - CCI is the investment manager for Smarter Money Investments' products and BetaShares Active Hybrid ETF
5. Strong track-record through very volatile credit spread environment
 - Very high risk-adjusted returns in top decile of peers across all strategies over all periods
 - Notwithstanding huge financial spread volatility in 2012, 2013, 2015, 2016, and 2018

- Discretionary Asian Macro investment firm with three investment professionals led by David Adams (ex-Brean Howard Asia and Morgan Stanley Australia)
- Reminiscent aims to deliver attractive, uncorrelated absolute returns through a concentrated, directional and dynamic investment portfolio of fixed income, foreign exchange and equities with an Asian focus.
- Provides Pinnacle with further diversification and growth into liquid alternatives, an offshore client base and USD revenue stream
- Global Macro hedge fund AUM is US\$227bn globally, accounting for 7% of total hedge fund AUM. After 2019 saw the best returns for the category in the last five years, allocators are again looking to allocate capital to this part of the hedge fund market
- Discretionary Asian macro has wide appeal to international institutional investors given the market inefficiencies in the region, under-allocations (and therefore demand) from Northern Hemisphere allocators as well as the shortage of institutional quality offerings in the space
- Reminiscent will launch their Asia Macro Cayman fund for international investors in Q2 2020 following a promising piloting program in CY19

- Ageing population in OECD markets creating significant demand for capital stable, income producing assets
- Commercial and investment bank regulatory change around the globe creating opportunity for alternative credit managers to fill the 'funding gap'
- Alternative credit products designed to mitigate against traditional fixed income risks (e.g. duration & market risk)
- Rise of stock exchanges as a preferred platform for 'whole-of-portfolio' administration creating demand for non-equity, diversifying products such as alternative credit, fixed income and absolute return
- 'Fixed Income/Credit assets have always been an important part of any balanced portfolio
- Some reduction in liquidity in 'credit' offerings will be well explained and rewarded with higher average returns

Capabilities



Corporate Loans
LBO Debt
Real Estate Debt
Project Finance & Infrastructure Debt



Active Cash
Higher Income
Active Composite Bonds
Long Short Credit
Active Hybrids



Australian Fixed Interest
Global Fixed Interest
Global Credit

- Pinnacle is passionate about enabling better lives through investment excellence. This belief is strongly demonstrated through Pinnacle's commitment - together with the Affiliates - to the Pinnacle Charitable Foundation
- The Foundation's focus is on backing the growth of creative and clever Australian charities, which are enabling better lives through driving positive, long term social change
- Support is frequently provided at an early stage, offering seed funding to young, passionate organisations as they seek to make a tangible impact within their communities
- Financially backed by Pinnacle and with access to extensive pro bono services across investment management, portfolio reporting, finance and IT, the Foundation operates with low overheads and high impact. Its investment strategy aims to provide reasonable capital protection whilst driving growth over the longer term. Investments are held in a range of suitable products offered across Affiliates - which all rebate associated management fees
- During the 2019 calendar year, Pinnacle made cash contributions of over \$310,000 to the Foundation (\$225,000 in 2018)
- The Foundation donated \$327,000 and was supported by Pinnacle Affiliates which contributed an additional \$130,000 via direct support to jointly funded charity partners
- These combined donations of over \$450,000 were predominantly directed to 10 charity partners across five identified priority areas:
 - mental health awareness, and prevention / early intervention strategies to reduce mental illness;
 - children facing acute or systemic disadvantage;
 - legal assistance for victims of domestic violence and sexual abuse;
 - medical research seeking treatments / cures for children's genetic diseases and for Alzheimer's disease; and
 - development of corporate procurement initiatives for Indigenous communities
- In addition, a matched employee workplace giving program offered by Pinnacle and several Affiliates in 2019 resulted in further donations of over \$61,000 being made to 45 charities
- Pinnacle and the Foundation have also launched a special workplace giving appeal in support of national bushfire recovery, with each entity committing to matching employee donations made in February 2020

Affiliate Summaries

Australian Equities



Australian High Conviction Equities

- Concentrated portfolio
- Unconstrained by style or market cap
- Thematic risk management reduces unintended risks
- 90% of alpha comes stock selection
- Highly experienced Team



Australian Growth Equities

- High quality, structural growth businesses
- Sustainable competitive advantages
- High return on capital
- Predictable earnings, low debt
- Concentrated portfolio (~20 holdings)
- Low turnover
- Headquartered in Brisbane, Australia



Australian Style Neutral Equities

- Analysts Empowered as Portfolio Managers
- 100% short term incentives linked to client alpha (no alpha, no bonus)
- Portfolio risk directly aligned with expected stock returns
- No style bias
- Headquartered in Brisbane, Australia



Australian Smart Beta Plus and Managed Volatility equities

- Smart Beta Plus
- Proprietary Reverse Optimization approach
- Identify beta factors driving market returns
- Overlay beta returns with orthogonal alphas
- Fully Systematic
- Headquartered in Melbourne, Australia



Australian Accumulation, Managed Volatility and Tax-Exempt equities

- Customised alpha models and portfolio construction for accumulation, retirement and absolute return solutions
- Factors tailored to Australian market idiosyncracies
- Systematic implementation of fundamental ideas
- 11 senior investment professionals; 5 PhDs
- Headquartered in Sydney, Australia



Australian Small Cap Growth Equities

- High quality, structural growth businesses
- Sustainable competitive advantages
- High return on capital
- Predictable earnings, low debt
- Concentrated portfolio (~20 holdings)
- Low turnover
- Headquartered in Brisbane, Australia



Australian Small Cap Quality Equities

- Quantamental approach delivers repeatable investment edge
- Quality is the long-term driver of small cap excess returns
- Embed quality to remove the negative tail in returns
- Fundamental understanding determines how value is created or destroyed by companies for shareholders
- Quantitative methods provide discipline, repeatability and controls behavioural biases
- Index agnostic and unconstrained



Australian Micro, Small Cap and Mid Cap Equities

- Under-researched stock universe in ex-50 universe provides fertile ground for higher alpha
- Quality orientation
- Focus on recurring cashflows
- Conservative balance sheets
- Headquartered in Sydney, Australia

Global Equities



Global Value Equities (Long Only and Long-Short)

- Pragmatic Value
- Absolute return
- Margin of safety (min 15% absolute return)
- Multiple ways of winning
- Limit correlated alpha clusters
- 24 investment professionals
- Headquartered in Sydney, Australia
- London investment office



Global Growth Equities

- High quality, structural growth businesses
- Sustainable competitive advantages
- High return on capital
- Predictable earnings, low debt
- Concentrated portfolio (~20 holdings)
- Low turnover
- Headquartered in Brisbane, Australia



Global Income Equities

- Endowment objective: compound capital over the long term and distribute dividend income in excess of 5% PA
- Systematic implementation of fundamental ideas
- 11 senior investment professionals; 5 PhDs
- Delivers 4% excess dividend income above the MSCI World net of fees and withholding tax
- Headquartered in Sydney, Australia



Global Micro Caps

- Greater potential for long term capital appreciation
- Under-researched stock universe (40% no coverage) provides fertile ground for higher alpha
- Greater geographic diversification (32% US)
- Quality orientation
- Focus on recurring cashflows
- Conservative balance sheets
- Headquartered in Sydney, Australia

Global Emerging Market & Asian Equities



Global Emerging Market Equities

- High quality
- Absolute return
- Concentrated portfolio
- Long term sustainable growth
- Stewardship and Sustainability
- Headquartered in London, United Kingdom



Asia Value Equities (Long Only and Long-Short)

- Pragmatic Value
- Absolute return
- Margin of safety (min 15% absolute return)
- Multiple ways of winning
- Limit correlated alpha clusters
- 24 investment professionals
- Headquartered in Sydney, Australia
- London investment office

Real Assets (Private & Public Markets)



Australasian Private Infrastructure

- Mid-Market focus results in better acquisition multiples and portfolio yield
- Actively involved in the operational management and governance of the assets unlocks embedded value
- Owns airports, seaports, portside bulk liquid storage, gas pipelines, solar and wind renewable energy assets, subsea data cables, waste management facilities, social infrastructure PPPs
- Unique risk management framework - credit approach to asset selection and financial structuring and VaR approach to portfolio construction
- Headquartered in Sydney, Australia, office in Melbourne, Australia



Australasian Private Agriculture, Food & Water

- Real asset backed investments
- Uncorrelated exposure to traditional asset classes
- Inflation protection
- Mid-Market value focus
- Off market acquisitions
- Commodity agnostic and counter-cyclical
- Change of land use and asset optimisation to improve earnings
- Partnership approach with operators
- Headquartered in Brisbane, Australia, office in New York, USA



Global Real Estate Securities

- Concentrated portfolio of 'best ideas'
- Multiple Portfolio Manager approach
- Sector based research
- Centralised, proprietary research mitigates regional biases
- UNPRI signatory
- 24 year track record
- Headquartered in Sydney, Australia, investment office in New York, USA



Global Infrastructure Securities

- Smart Beta Plus
- Fully systematic
- Focus on infrastructure with monopolistic characteristics
- 0.5 beta to the global equity market
- Headquartered in Melbourne, Australia, with offices in Sydney, Australia

Credit (Private & Public Markets)



Australasian Private Credit & Direct Lending

- One of Australasia's largest non-bank lenders
- Participation across all loan market segments – leverage finance, project finance, commercial real estate, corporate
- Investment across the capital structure– investment grade debt through to equity, warrants and options
- Deep, active primary and secondary market experience
- Extensive bank, non-bank and borrower networks
- Significant corporate restructuring and workout experience
- Extensive loan distribution experience and networks
- Headquartered in Sydney, Australia, offices in Melbourne, Australia and Auckland, New Zealand



Australian & Global Public Markets Credit

- Australasia's largest and leading 'credit alpha' investor
- CCI minimizes fixed-income betas: interest rate duration, credit default risk and illiquidity risk
- CCI seeks to acquire cheap, mispriced bonds paying excess (credit spread) for their risk factors
- As credit spreads normalise/mean revert, CCI generates capital gains on top of interest paid
- Capital gains generated by credit alpha, not beta
- Capital gains become increasingly important in a low-yielding world (positive convexity)
- 99% win ratio on >9,000 bond sales since 2012
- Credit Alpha is crucial in a world where interest rates are declining (alpha has positive convexity as yields fall)
- >30x internally developed bond valuation models reprice all bonds globally
- Use internally-developed artificial intelligence to shadow credit-rate all bonds globally



Global Sovereign Bonds and Credit

- Smart Beta Plus approach
- Fully systematic
- Identify beta factors driving market returns
- Overlay beta returns with orthogonal alphas
- Proprietary reverse optimization approach
- Launched first global ESG bond mandate

Absolute Return



Absolute Return Equities

- Market neutral exposure with minimal correlation to equities
- Predominantly Australasian equities
- Up to 50% in global equities
- Unconstrained by style or market cap
- Thematic risk management reduces unintended risks
- -10 to +30% net market exposure
- Max 400% Gross Market Exposure
- Highly experienced Team



Global Equity Market Neutral

- Market neutral exposure with minimal correlation to equities
- 5-10% vol target
- -0.1 to + 0.1% Beta target
- 10%+ Alpha
- State of the art technology
- Headquartered in Sydney, Australia



Discretionary Asia Macro

- Led by former Brevan Howard PM
- Highly liquid portfolio, comprised of high conviction investment ideas, uncorrelated with equity market beta
- Reminiscent employs a directional, discretionary Macro strategy using Futures, Options, FX, Simple FX Options and ETS=Fs with roughly 70% in Asia, 30% in global markets
- Core position focus on medium to longer-term macroeconomic themes (60-80% of VAR)
- Short term, idiosyncratic, diversifier trades (20-40% of VAR)
- Headquartered in Sydney, Australia



Systematic Global Macro

- Former GMO SGM team
- Competitive edge is the novel way in which the firm fuses together a deep philosophical understanding of financial economics with rigorous scientific techniques for forecasting returns, volatility and correlations and the way in which they change through time
- Harness the diversifying power of an optimiser through novel volatility and correlation models that drive alpha
- Headquartered in Sydney, Australia



Long Short Credit

- Zero duration long short credit strategy with daily liquidity
- Australasia's largest and leading 'credit alpha' investor
- CCI minimizes fixed-income betas: interest rate duration, credit default risk and illiquidity risk
- CCI seeks to acquire cheap, mispriced bonds paying excess (credit spread) for their risk factors
- As credit spreads normalise/mean revert, CCI generates capital gains on top of interest paid
- Capital gains generated by credit alpha, not beta
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- >30x internally developed bond valuation models reprice all bonds globally
- Use internally-developed artificial intelligence to shadow credit-rate all bonds globally

