

27 October 2017

Chairman's and Managing Director's Address to Shareholders

In accordance with Listing Rule 3.13.3, attached is the Chairman's and the Managing Director's address to be delivered to shareholders at the EQT Holdings Limited 2017 Annual General Meeting today.

Also attached is an extract of the slide presentation to be shown at the meeting.

For further information please contact:

Investors and analysts

Mick O'Brien
Managing Director
+61 3 8623 5202
mobrien@eqt.com.au

Media

Alicia Kokocinski
Senior Manager, Marketing and Communications
+61 3 8623 5396 / 0403 172 024
akokocinski@eqt.com.au

Equity Trustees was established in 1888 to provide independent and impartial trustee and executor services to help families throughout Australia protect their wealth. As one of Australia's largest listed independent trustees, we offer a diverse range of services to individuals, families and corporate clients including aged care advice, asset management, estate planning, philanthropic services and responsible entity services for external fund managers.

EQT Holdings Limited is a public company listed on the Australian Securities Exchange (ASX: EQT).

This ASX announcement was prepared by EQT Holdings Limited and is only provided for information purposes. It does not contain investment recommendations nor does it provide investment advice.

Chairman's address

Shareholders, ladies and gentlemen, good morning.

My name is Tony Killen; I have, for a short time longer, the honour of being your Chairman.

On behalf of my fellow Directors, the Executives and Employees of EQT Holdings Limited it gives me great pleasure to welcome you to the 2017 Annual General Meeting.

Before we start the formalities, please join me in viewing this short video. Each year we seek to highlight a particular part of the business and illustrate the wonderful work our staff do for our clients. Last year it was philanthropy. This year it is Estate Management. Estate Management video]

It is good to be part of a group whose work for its clients is intrinsically worthwhile.

A quorum is present and I declare the meeting open.

I can confirm that the Notice of Meeting was dispatched to all Shareholders in accordance with the Company's Constitution. I will take the Notice of Meeting as read.

We have received no apologies. Are there any apologies from the floor?

I would like to introduce to you my colleagues on the Board.

Mick O'Brien was appointed Managing Director in July last year. Mick joined Equity Trustees in July 2014 as a non-executive director, having been formerly Chief Executive Officer of Invesco Australia and before that, Chief Investment Officer of AXA Australia and New Zealand. Mick is a member of the Board Risk Committee.

The Honourable Jeffrey Kennett AC joined the Board in September 2008 and is a member of the Remuneration, Human Resources and Nominations Committee and Chair of our managed investment schemes Compliance Committee.

Ms Alice Williams joined the Board in September 2007 and is Chair of the Remuneration, Human Resources and Nominations Committee and a member of our managed investment schemes Compliance Committee.

Ms Anne O'Donnell joined the Board in September 2010. Anne was a member of the Board Audit and Board Risk Committee during the year, and now remains as a member of the Remuneration, Human Resources and Nominations Committee.

Mr Kevin Eley joined the Board in November 2011. Kevin is Chair of the Audit Committee and Chair of the Risk Committee.

Mr Glenn Sedgwick joined the Board in August last year and is a member of the Audit Committee and Risk Committee.

Our newest member of the Board is Mr Jim Minto who was appointed to the Board in March of this year. He has a diverse career in financial services, with directly relevant experience in key areas of our business and a strong focus on risk management, technology, sustainability, and regulation. I will ask Mr Minto to introduce himself and speak to his background more fully when we come to consider the item on the agenda dealing with his election to the Board.

Mr Minto is a member of the Board Risk Committee, the Board Audit Committee, and the Remuneration, Human Resources and Nominations Committee.

Also representing the company here today is our Company Secretary, Ms Carmen Lunderstedt, and a number of other Executive Leadership Team members.

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Finally, in the audience I would like to welcome Mr Craig Henderson from Allens, our legal advisers, and Messrs Neil Brown and Mark Stretton from Deloitte, our auditors. These two firms have long standing relationships with the company and we appreciate their continuing support and assistance.

I should acknowledge that Neil Brown has overseen the audit of the Company for the last 5 years and consequently Deloitte's will be rotating the designated partner managing the audit from 2018. Mark Stretton will be taking on that role. Thank you Neil for your contribution over that time and welcome to you Mark.

Turning to the agenda for today's meeting. First I will review the company's activities and results for the financial year to 30 June 2017. Mick will then update you on our strategy and outlook. Then we'll proceed to the formal part of the meeting, with several items of business.

2017 has been a year of considerable achievement under a revitalised management team led by our Managing Director, who was appointed to the role in July of last year. The team is focussed, energetic and enterprising as the announcements of recent days I hope illustrate.

Earlier in the year we completed the acquisition of Sandhurst trusts and estates and established an ongoing relationship with Bendigo and Adelaide Bank. This acquisition will be earnings accretive in 2018.

The reorganisation of the Group under the holding company structure together with the Operating Model Review, which achieved \$2.7m of annualised savings, have sharpened the focus of both Board and Management and produced efficiencies feeding through to improved service to clients and lower costs.

New appointments were made to the board strengthening the collective skills and experience around the board table and with an eye to orderly succession planning which is now taking place. We completed an external review of the board as a whole, which we do every three years. The findings were that the Board was operating collaboratively and efficiently and its composition was appropriately diverse and experienced.

Management has focussed on improving staff engagement with promising early results. The Melbourne office has enjoyed a complete refurbishment and for the first time since the ANZ acquisition all staff are located in the one office. Teamwork and morale have improved as a result.

For the first time the Company conducted a formal survey of client satisfaction, achieving an overall satisfaction rating of 80%, which is encouraging. In all, we consider the Group is well placed. We operate in growing markets supported by a by no means yet mature superannuation system, growing personal wealth and by demographic change. We have a strong balance sheet, with low gearing. We are confident of maintaining the profit growth achieved in the latest year and have started the new year well.

Our aspiration is to be Australia's leading specialist trustee company, our strategy is to play to our particular strengths and capabilities, and to pursue growth organically, through partnerships and acquisitions.

Net Profit After Tax for the year was up 16.2% to \$15.4m. Profits were underpinned by growing funds under management/supervision and strong cost control. Earnings per Share increased by 15% to 77cps.

Directors declared a final dividend of 36cps, fully franked, taking dividends for the year to 71cps, up 3 cps over the previous year.

Both operating businesses performed well with Corporate Trustee Services enjoying a particularly strong year.

Equity Trustees Philanthropy distributed \$67m to a range of wonderfully deserving programs, a number of which have been highlighted in the Shareholder Review.

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Since we announced our results at the end of August, we have closed three significant transactions adding to the momentum of the business and in the case of Treasury Capital, taking us in to the global marketplace for responsible entity services.

On the 13th of this month, we announced the acquisition of a 60% interest in Treasury Capital Limited in the UK. This is a start-up led by three highly regarded experienced practitioners in the field of responsible entity services in Europe. By virtue of this investment EQT gains exposure to the global funds management business which is roughly 30 times bigger than our home market. This initiative is a significant step in the evolution of our venerable company on the threshold of its 130th birthday.

On Monday, we announced that we had been appointed as the Trustee of the Aon Master Trust which has \$3.2B in funds under management. This single appointment doubles the scale of our Superannuation Trustee business. A materially improved profit contribution from this part of our business may be anticipated as a result.

And on Wednesday, we announced the acquisition of OneVue's Responsible Entity business which enhances our position as the leading provider of RE services in Australia.

Finally, we launched our first Reconciliation Action Plan which documents the commitment this Company is making to lessening Indigenous disadvantage.

The Managing Director will elaborate on each of these initiatives in his address, as well as speak to the progress of the Company in more detail, and I now invite him to the microphone.

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Managing Director's address

Thank you Tony.

Good morning ladies and gentlemen.

Tony has taken you through the results for 2017 and now I want to spend some time talking to you about our plans for the future.

All of the team are here this morning so let me introduce them.

We've had a stable Leadership Team for the year. Harvey Kalman leads the Corporate Trustee Services business and has been with Equity Trustees for 17 years. Ian Westley, leading the Trustee Wealth Services Private Clients has been with us 10 years and Mark Blair, leading Superannuation Portfolio Services, has been with us, two years – all experienced specialists in their respective fields.

Our CFO, Philip Gentry also leads our Technology and Operations area and has been with us just on 18 months. Sharni Redenbach, in the important role of General Manager, Human Resources, has been here over one year and our support areas all have experienced leaders, including, Alicia Kokocinski, our Senior Manager of Marketing & Communications, Carmen Lunderstedt introduced to you before, Lance Pupelis, Head of Asset Management, Gary Karatjas, acting as the Chief Risk Officer and Phing Lee, our Chief Technology Officer.

Our Vision is to be Australia's leading specialist trustee company. The important word here is 'specialist'. This is our only business, so we put all of our capital, all of our intellect and all of our efforts into this single pursuit.

You'll notice we say 'Australia' in the statement, but we have a picture of the globe. There is good reason for the picture because we are at this important juncture of expanding our corporate business offshore.

Tony talked about the results in 2017 but I do think it's worth sharing the growth in funds in both parts of the business because it's an important platform for 2018.

Our Corporate Trustee business increased from \$57bn to \$60bn in the course of the year, despite the transfer out of our largest \$10bn client. It really was extraordinary growth. Whilst not as spectacular, our Trustee Wealth Services business has also grown strongly in the year.

We want to build on that momentum. Our plans are to continue to focus on areas of the wealth value chain where we have clear leadership. We believe our focus as a specialist trustee holds us in great stead in the marketplace.

Because we don't compete with our partners in Advice or Funds Management, it makes Equity Trustees the preferred partner for many financial services groups. This strategy underpinned by very attractive industry fundamentals is a great platform for growth. The reality is we have many opportunities in front of us and our growth prospects are not just one dimensional.

We are looking at a range of organic opportunities as well as partnerships and appropriately targeted acquisitions – the latter two approaches, clearly demonstrated by our three announcements in the last week and a half.

Organic growth is very important and we are always looking at new solutions in growth areas. Two good examples are the new Giving Consultancy service we are using with potential new high net worth Living Donors and some of the Funds of One structures we are using in our Corporate Trustee business for other Superannuation funds. A good example of a new market for us is the Compensatory Trust market where we didn't traditionally compete but now feel we are leading in this area.

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We also feel with better use of technology and organising our business development resources, we can better cross-sell to our diverse client base.

And finally organically, we are making the business more contemporary. If you get the chance, please visit our new offices at 575 Bourke Street. We are working on refreshing the Brand and hopefully you've already noticed the new flavour in our Annual Report, where our focus is on our people, our clients and the impact we make on the community.

Partnerships have always been a cornerstone for this business and we continue to build our networks and capitalise with our partners. The Aon arrangement is a tremendous example of key partnerships which we can comfortably consummate.

We will make sensible add-on acquisitions which are aligned to our strategy. The two recent announcements again are excellent examples of add-on acquisitions, importantly, in our core business.

For Trustee Wealth Services, our focus is on leveraging our client base. We are market leaders in Estate Planning and Management and we can more effectively cross-sell and retain clients as we plan to digitise our Will Bank, dedicate specialist business development resources and focus on the client experience.

Trust management is a core capability of the business. And whilst we have traditionally provided trusts in the lifecycle area, we see we can apply our core trustee skills to many similar spaces, such as Compensatory Trusts and in the Indigenous space.

Finally, I want to make a point of our Philanthropy business. It will be a big focus for us. We've appointed a new General Manager, Jodi Kennedy and we plan to expand our Living Donor business on the back of the depth of expertise we have in this area. As a clear leader in the market, we think we can capitalise further on the depth of our experience.

The Sandhurst Estates and Trusts business was acquired earlier this year and I'm pleased to say the business is now completely integrated into Equity Trustees. We have maintained a presence in Bendigo and the Bendigo Bank has been great in introducing us to the community. The referral agreement with the Bank is working well – they have provided us access to all their financial planners. We expect the results in 2018 to be as we've previously stated, i.e. increased revenue of \$2m p.a. and increased earnings of over \$1m p.a.

In our Superannuation business in TWS, we provide our Trustee for Partner model that leverages our strength as a specialist trustee, allowing partners to focus on their Superannuation offer, distribution and servicing clients and relieve them of a lot of the hassles of governance. We are seeing increasing demand for this service as the market consolidates.

We can also undertake fund mergers for those funds that may not be sustainable. We have great experience in this area reorganising some 14 funds in the last two years – including three with the more specialised MySuper licences.

Earlier this week, we announced we had been appointed as the Superannuation trustee to the \$3.2bn Aon Master Trust and that we have entered into a strategic alliance with Aon to jointly develop the business and ultimately bring our two major Superannuation funds together.

The appointment and alliance is testament to our strategy, i.e. 1. for Equity Trustees to specialise in trusteeship and 2. to partner with other major financial services firms, and certainly Aon is a blue chip partner. This deal effectively doubles the size of our Superannuation business bringing the total Funds Under Supervision up to \$6.2bn.

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We saw great growth in our Corporate Trustee business last year and it's clear our model and strength of our team, their experience and expertise puts us in a very strong position to continue to grow this business.

It was notable in 2017, that we were successful in winning some of the highest quality Australian Equity managers who were looking to enter the retail market – we were delighted to be able to assist these managers.

The business has continued to develop as we structure funds for an increasingly diverse range of needs which has broadened the need for our services.

We have been at the forefront of working with the Government in designing the regulatory regime for the new Corporate Collective Investment Vehicles and we plan to be leading the market in new fund designs to assist our clients expand their businesses.

Finally, we continue to focus on building the Corporate Trustee business into other areas where our expertise and licences can assist. In particular, to securitisations, debt issues and trusts for offshore real-estate investors.

When you lead a particular market with a service, it's important to consider how you can extend that leading position into other markets or products or services. The reality is that the funds management industry is already a global business. Almost half of our client base are off shore managers, so we are already participating globally.

Many think the Australian funds management market is huge and quickly growing, but at A\$3 trillion, it is only about 3% of the US\$70 trillion global market.

The industry already has funds managers, auditors and custodians working on a global basis and for some decades now there have been obvious geographical centres that have become hubs for management of Collective Investment Vehicles, notably Luxembourg, Ireland, the UK and the Cayman Islands.

And whilst the new Collective Investment Vehicle regime and Asian Fund Passport initiative will be important in many Asian markets, the main offshore vehicles used in the larger Asian markets now, and for many years to come are likely to be vehicles from the locations I mentioned previously.

There is significant opportunity for EQT as we see the fiduciary role go global similar to other parts of the funds management industry. The rationale is clear and is driven by regulatory action and increased global connectivity.

The trends provide a significant opportunity for EQT given the size of our global client base and the strength of our team and capability. We believe there is great demand for a model that allows our clients to expand their distribution as widely as possible whilst being agnostic to the domicile of their funds.

We announced on 13 October, the acquisition of Treasury Capital Limited. Treasury Capital provides Authorised Corporate Director services, which are equivalent to Responsible Entity services in Australia. The company can provide fund solutions in the UK and importantly, can passport into Ireland providing solutions for UCITS funds.

We're delighted with the partners we've selected – they are experienced professionals and will be totally aligned with EQT. They operate in a similar manner to us, i.e. independently with an open architecture approach to service providers. EQT has acquired 60% of the business and 100% of the preference shares. The business is a perfect entry for us in our first offshore venture. It gives us people, expertise and licences and enables us to more broadly service our clients.

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Earlier this week we also announced we had entered into an agreement to acquire OneVue's Responsible Entity business. We believe this acquisition further enhances our position as the leading provider of RE services in Australia. We will be bringing on 27 new funds and A\$2.3bn of assets. The purchase price for the business was \$3.5m along with regulatory capital of \$5m, the majority of which should be recoverable. We believe the business offers Equity Trustees considerable synergies and efficiencies.

Each of these initiatives will increase earnings in the future. The OneVue acquisition and the Aon appointment and partnership will be EPS accretive in FY18, and given Treasury Capital's start up nature, we expect it to be EPS accretive in FY19. Overall, the three initiatives in combination are expected to be mid-high single digit accretive in FY19.

Each of the two acquisitions was funded from existing cash, and the debt facility.

I cannot miss this opportunity to talk to you about wonderful work done by our Philanthropy team and our clients in supporting wonderful causes in the community. Let me highlight three excellent examples out of hundreds.

Three of our major Foundations support Wintringham. Wintringham is a not for profit specialising in housing and care for the homeless and vulnerable. The largest support for Wintringham since its establishment has come from the Wicking Trust, which is over \$100m in value and Equity Trustees is the sole trustee of the trust. Last year we provided \$140,000 of funding to Wintringham which looks after the care and needs of over 1500 older people every single night.

The Mason Foundation, which supports medical research into chronic fatigue syndrome and Alzheimer's disease, distributed more than \$1m in the previous year to these causes.

And finally, the Grosvenor Foundation, which distributed \$130,000 last year and is a Foundation that supports the aged care sector and smaller grassroots organisations.

A great example of an organisation funded by this Foundation is Yalari, led by Waverley Stanley who you may have seen on Australian Story two weeks ago. Yalari provides secondary school scholarships to indigenous children from regional and remote communities to attend leading boarding schools.

That's a picture of John with Waverley at John's graduation. John is a student who was funded by the Foundation to attend Geelong Grammar School for his final six years and I'm sure he has a great future in front of him.

Tony mentioned previously that we've just launched our first Reconciliation Action Plan which commits the Company to actions that we hope will lessen Indigenous disadvantage.

Equity Trustees plays an important role as trustee of a number of Indigenous trusts that are helping indigenous communities in the West and we would like to do a lot more because we think we can make a difference. We of course, also have a major impact through our various philanthropic grants targeted to the indigenous community.

Our whole Board and Leadership team are behind this effort and we're really looking forward to the difference we can make.

I showed a similar slide to this last year. It shows six key performance drivers for the business and we use these drivers to help steer our decisions and motivate our staff. Importantly, the drivers are focused on each of our stakeholders – Clients, Staff, Shareholders and the Community.

We performed our first client satisfaction survey during the year and pleasingly, 80% of our clients were satisfied or very satisfied with our services. A 'Net Promoter Score' is a common industry measure of clients' willingness to recommend us to others and our first survey result of +12 was very pleasing.

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We measure staff engagement each year and whilst the current result is not where we want it long term, we had a very pleasing uplift in engagement to 58%, an 18% increase.

Our total Funds Under Management, Advice, Administration and Supervision increased to close to A\$70bn, +6% increase but an underlying 26% growth rate.

The fourth measure is still under construction and it will focus the organisation on sales and particularly the value of long term sales as we move into 2018.

The fifth measure is an operating margin which stayed at 32% and finally, I mentioned on the earlier slide, our incredible community impact. All in all, we are very satisfied with the scorecard. Now all these drivers have led to a 15% increase in earnings per share.

So, in summary, the Company is well positioned following our recent investments. The momentum is very strong. We are focused on areas where we have leading capability.

The last month has heralded four exciting initiatives for the business.

I want to publicly thank my Leadership team and all our staff for their hard work and thank the Board for their support.

Finally, thank you to all our shareholders for their support of the Company.



EQT Holdings Limited Annual General Meeting

27 October 2017



Mr Tony Killen OAM, Chairman





Estate Management



Board of Directors



JA (Tony) Killen OAM
Chairman and
Independent Director



Mick O'Brien
Managing Director



**The Hon Jeffrey G
Kennett AC**
Independent Director



Alice JM Williams
Independent Director



Anne M O'Donnell
Independent Director



Kevin J Eley
Independent Director



**D. Glenn
Sedgwick**
Independent Director



James Minto
Independent Director

Agenda



2017 Highlights

Strategy Update

Items of Business

Questions

Year of achievement following business transition



- Significant improvement in performance
 - Businesses performing strongly
 - Reduced expenses
 - Increased profit
 - Strong underlying growth in funds
- Successful business transition
 - Corporate restructure completed and delivering better than anticipated
 - Sandhurst acquisition complete and earnings accretive FY18
 - Board strengthened
- Forging ahead: a growth agenda
 - Attractive industry fundamentals
 - Leveraging our core strengths and capabilities
 - Pursuing growth – organic, partnerships and acquisitions

Significant improvement in performance



- Very strong Corporate Trustee Services (CTS) performance
- Improving Trustee & Wealth Services (TWS) momentum
- Reduction in both operating and one-off costs
- Significant improvement in staff and client engagement
- \$67m in philanthropy grants
- FUMAS* up 6.4% to \$69.7b
- Net profit after tax (NPAT) up 16.2% to \$15.4m
- Basic EPS up 15.0% to 77 cents
- Total dividend for the year of 71 cents, up from 68 cents in 2016

Strong momentum post year-end



Strategic initiatives since results announcement

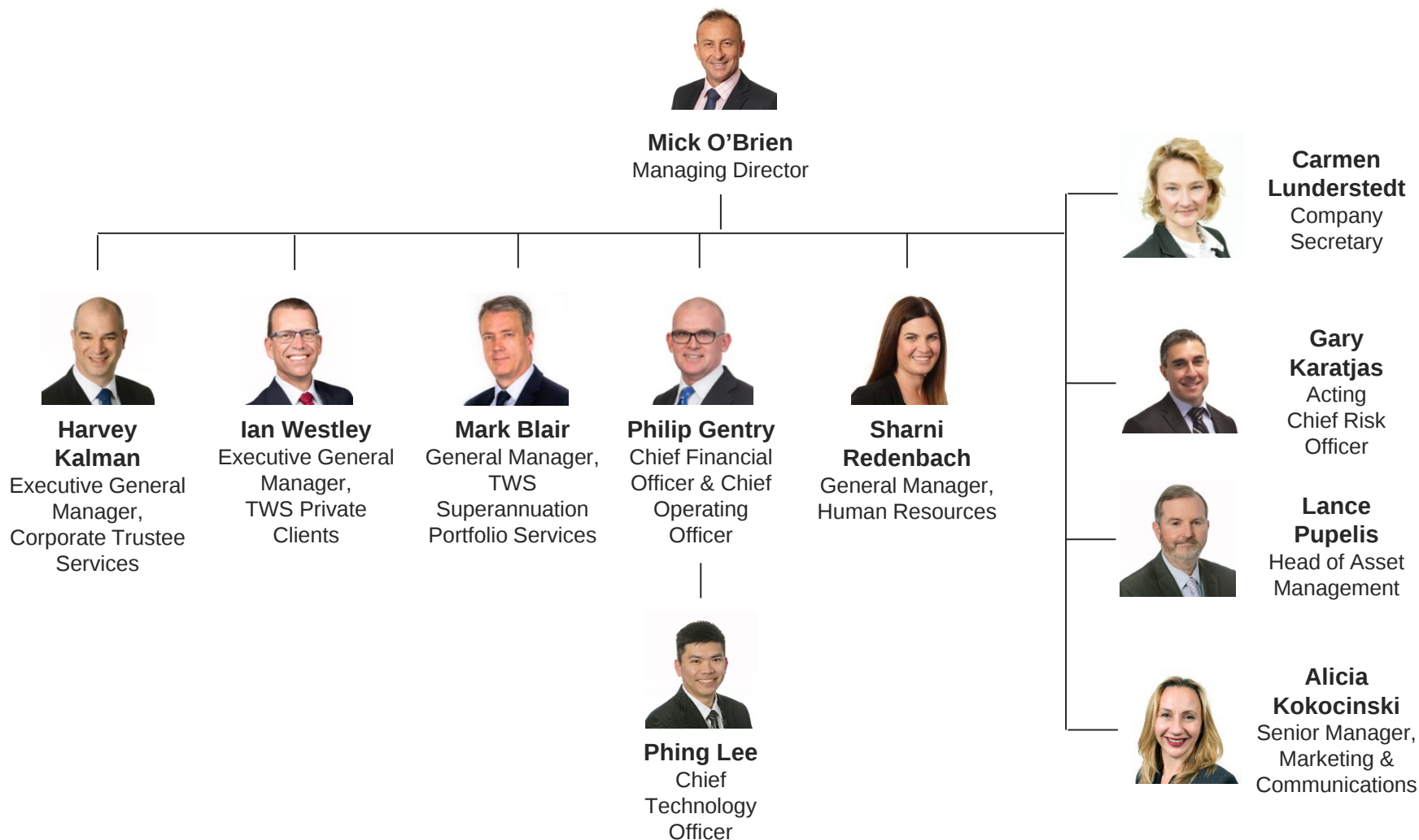
- Acquisition of majority stake in UK-based Treasury Capital Limited (TCL)
 - Tapping into global expansion opportunity
 - Positioning EQT as provider of choice for independent fiduciary services to funds managers globally
- Strategic alliance with Aon – appointment as trustee to the Aon Master Trust
 - Doubles the scale of Superannuation Trustee business
- Acquisition of OneVue Responsible Entity business
 - Strengthening position as leading provider of Responsible Entity services in Australia
- Committed to our first Reconciliation Action Plan
 - Strengthens our commitment to reduce Indigenous disadvantage



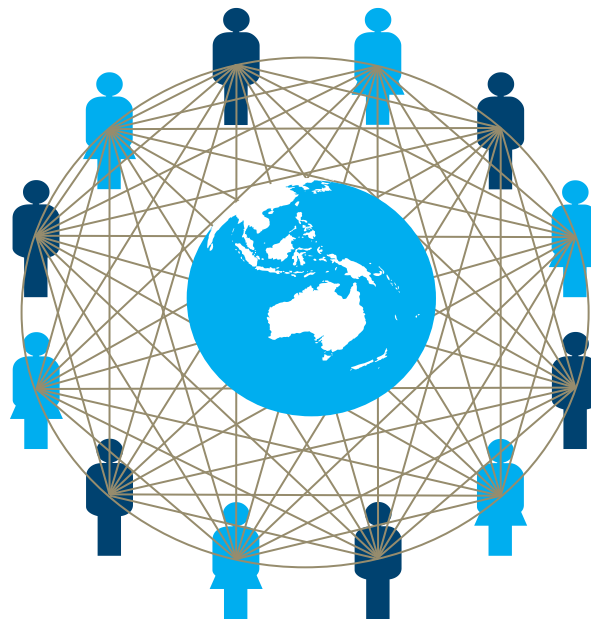
Mr Mick O'Brien, Managing Director



Leadership Team

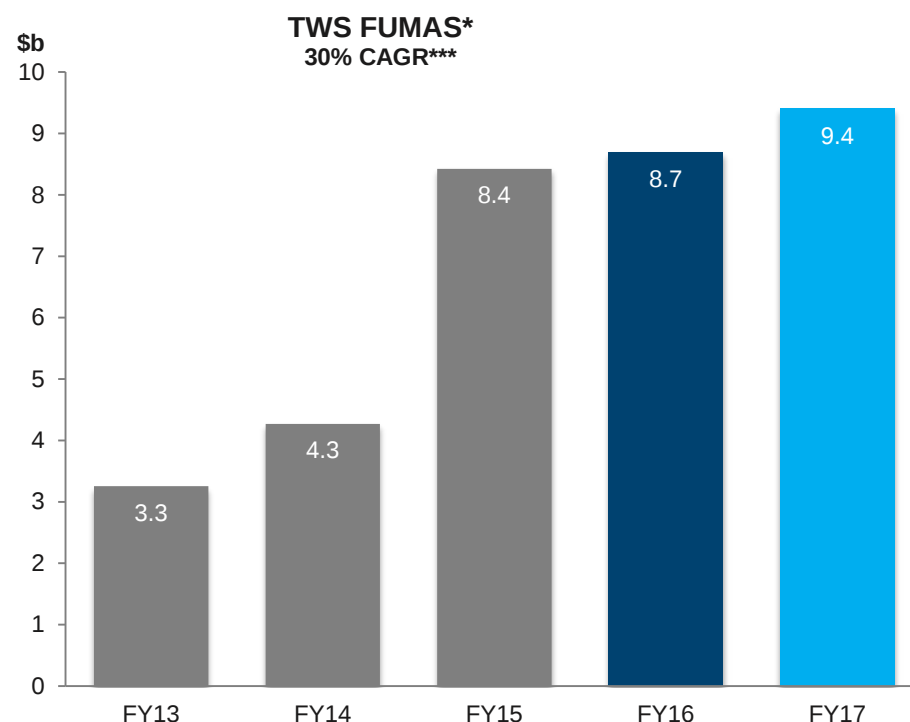
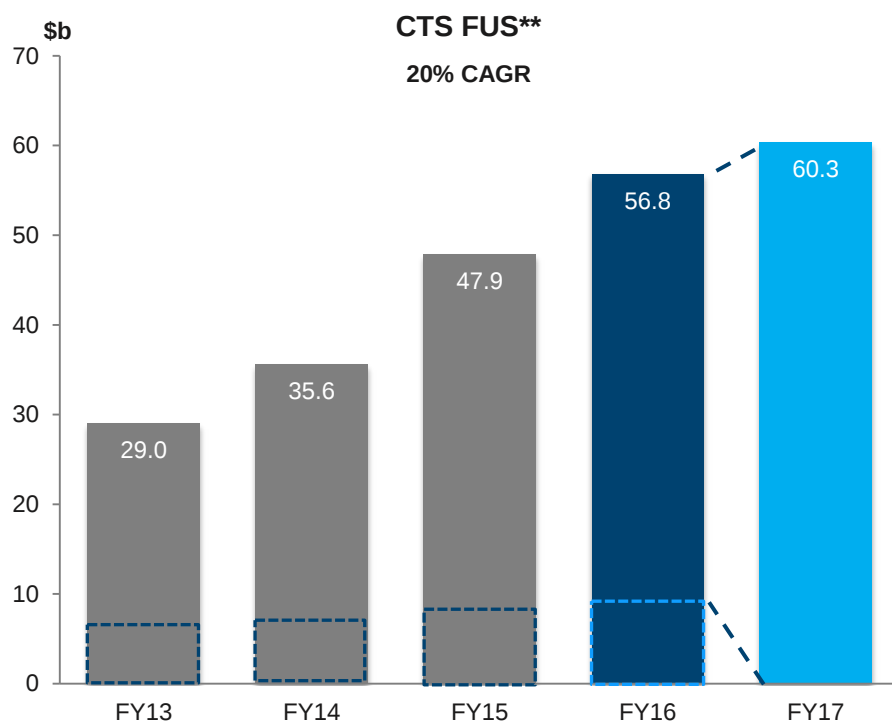


EQT aims to be
Australia's leading specialist trustee
company



Strong growth in funds

Growth in funds under management, administration, advice and supervision



*FUMAS: Funds under management, administration, advice and supervision

**FUS: Funds under supervision

***Note – Increase in TWS FUMAS from FY14 to FY15 was largely due to the acquisition of ANZ Trustees

 PIMCO FUS

Forging ahead: a growth agenda



- Targeting market leadership in areas of the wealth chain where we have competitive advantage
 - Playing to our strengths
 - Leveraging our unique position and specialist capability
 - The preferred partner of other financial services and legal firms
 - Underpinned by attractive market fundamentals
- Pursuing growth in all lines of business through
 - Organic initiatives
 - Partnerships
 - Acquisitions

Pursuing a clear growth strategy



Organic

- Developing innovative new solutions in key growth areas
- Targeting new markets
- Improved service and cross-sell across our client base
- Aligning our approach to meet increasing market globalisation
- Continuing to modernise the business

Partnerships

- Partnerships to strengthen and continue to grow our core businesses

Acquisitions

- Add-on acquisitions of similar businesses in Australia
- Offshore opportunities for Corporate Trustee Services

Estate planning

- Leveraging our Will Bank for growth – 50,000 Wills+
- Re-align distribution focus to shift to Will reviews and increased executorial appointments from external partners

Estate management

- Focus on client experience
- Create increased cross sell opportunities

Trust management

- Targeting specialist areas
 - Compensatory trusts
 - Indigenous trusts

Philanthropy services

- Leverage our leading granting expertise to grow Living Donor business
- Capitalise on thought leadership position

Sandhurst Estates integration complete



- Purchase price \$5.0m – funded out of existing liquidity and cash
- No material impact on capital requirements
- Transition and integration successfully completed on time and on budget
- Five year mutual referral agreement with Bendigo and Adelaide Bank
- Maintaining Bendigo presence
- EPS accretive in FY18
 - Increased Revenue ~\$2m+ p.a.
 - Increased EBITDA ~\$1m+ p.a.

Superannuation Services focus



Trustee for Partner

- Leveraging the strength of our brand as the specialist independent trustee
- Partnering with superannuation fund providers where trustee services are not core (promoters, administrators, employers, insurers, etc)
- EQT assumes responsibility for trustee services and partners manage the superannuation offer and distribution

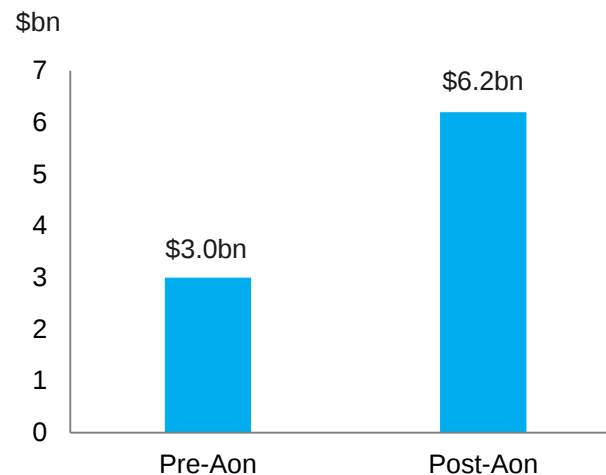
Fund Mergers

- For funds with unsustainable business models, use extensive experience to merge funds to achieve scale and consolidate providers

Strategic alliance with Aon



- Appointment as Trustee to the Aon Master Trust and Aon Eligible Rollover Fund
- Entered into strategic alliance to jointly develop this business
- Doubles funds under trusteeship



- Strong endorsement of our Trustee for Partner Strategy
- Consistent with our focus on select blue chip partners

Growth of existing business

- Continuing promotion of core Responsible Entity service to existing and new funds managers
- Capitalise on trend for quality Australian managers to enter retail market
- Utilise our leading expertise to structure attractive solutions for superannuation fund providers, i.e. Funds of One Asset
- Be at the leading edge of product design to assist clients with the Corporate Collective Investment Vehicle (CCIV) regulatory change
 - Provide fund structures to allow clients to expand their distribution
 - Provide fund structures for expansion into Asia

Extending into new markets in Australia

- Introduce structured finance offerings (securitisations, debt offers and real estate trusts) to key market participants in Australia

Offshore expansion

- Global
 - Global funds management market is over US\$70 trillion with a high proportion invested via Collective Investment Vehicles (CIVs)
 - A number of offshore locations are established centres of CIVs – Luxembourg, Dublin, London and Cayman Islands
 - Funds managers domicile funds in these locations to export to multiple distribution markets
- Asia
 - CIVs from global CIV centres can be utilised in Asian markets
 - Australian fund managers can utilise Australian CIVs in countries signed to the Asian Funds Passport
- Significant opportunities for EQT

Significant opportunities for EQT



Fiduciary going global

- Other funds management industry services are now largely global – (e.g. custody, investment management, audit)
- Fiduciary market is evolving and globalisation is accelerating

Strong rationale for independent fiduciary

- Regulatory driven
- Global connectivity, consistent service levels, established substance, proven risk & compliance frameworks

Significant opportunity for EQT as a global fiduciary

- Significant opportunities for EQT to
 - Cross-sell to EQT global client base
 - Become the 'fiduciary of choice' outside investment managers' primary markets (where they are their own fiduciaries)
- Global relationship pricing
- Indifferent to domicile (Australia, Asia, Luxembourg, Ireland, UK or Cayman)

Acquisition of majority stake in TCL



Treasury Capital Limited (TCL)

- Authorised Corporate Director (ACD) – Responsible Entity equivalent
- Holds licenses in the UK which have been passported into Ireland
- Experienced, local management – fully aligned with EQT
- Similar approach to EQT (open architecture, independent model)

Acquisition strategy

- EQT has acquired 60% of ordinary equity plus 100% of preference shares
- Manageable first step overseas for EQT
 - UK has similar legal system and language
 - Relatively small acquisition but expect strong growth over time
- Positions EQT as a provider of choice for independent trustee services globally
- Aim to grow the TCL client base by
 - Using TCL expertise, knowledge and networks
 - Providing increased service offering to EQT's existing clients

Acquisition of OneVue RE business



Strengthens position as the leading provider of Responsible Entity services in Australia

- Acquisition further builds CTS' scale, contributing:
 - 26 managed investment schemes
 - ~\$2.3 billion funds under supervision
- Expect synergies from applying our expertise and generating efficiencies as part of a larger RE
 - Headcount increase of ~2 FTE
- \$3.5m purchase price plus \$5m in regulatory capital
 - Expect to recover the majority of regulatory capital when the business is consolidated
- Equity Trustees also entered into an agreement for OneVue to provide unit registry services

Financial impact of strategic initiatives



Initiatives are expected to be mid-high single digit EPS accretive by FY19.

Forecast EPS impact

	FY18F ¹	FY19
Treasury	Neutral	+
OneVue RE business	+	+
Aon	+	+

- Mildly EPS accretive in FY18 (noting only a part year)
- Mid-high single digit EPS accretion in FY19

Funding

- Funded via a combination of cash and debt



Philanthropy – examples of projects



Combining strength to empower change

- **Wintringham** is supported by Wicking Trust, Grosvenor Foundation and the Knight Estate
- Victorian-based welfare company specialising in the housing and care of older people who are homeless or vulnerable
- Combined trust support of Wintringham in FY17 \$140,000



Mason Foundation distributed more than \$1m in FY17

- Supports medical and scientific research on chronic fatigue syndrome and Alzheimer's disease



Grosvenor Foundation* distributed nearly \$130,000 in FY17

- Supports aged care sector and smaller grassroots organisations
- **Yalari**, a program offering secondary school scholarships at leading boarding schools to indigenous children from regional & remote communities

*Equity Trustees is a co-trustee

Reconciliation Action Plan (RAP)



- First Reflect RAP has been formally endorsed approved by Reconciliation Australia
- RAP formalises our public commitment to:
“contribute to greater equality in social and economic outcomes between our First Australians and the broader community”
- Uniquely placed to improve social and economic outcomes for Aboriginal and Torres Strait Islander people
- Our extensive Philanthropy program continues to make a significant contribution



Performance drivers

			Actual FY17	% Change	
T1		Improve client satisfaction	NPS +12	n/a	
T2		Lifting employee Engagement	58%	+18%	
T3		Increase total FUMAS	~\$69.7b	+6% +26% ⁿ	 EPS Growth 15%
T4		Growing sales value	Focus for FY18		
T5		Enhancing operating margin	32%	-	
T6		Deepening community impact	\$67m	-4% +6% ⁿ	

Summary and outlook



- Well positioned following restructure and recent investments
- Attractive industry fundamentals
- Leading market positions in chosen sectors of wealth management chain
- Unique proposition that provides specialist advantage
- Good underlying organic growth momentum
- Strategic initiatives to capitalise on emerging opportunities
- Further opportunities in Australia and offshore
- Encouraging outlook for FY18 and beyond

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