



3rd February, 2021

By Electronic Lodgement

Market Announcements Office
ASX Ltd
20 Bridge Street
SYDNEY NSW 2000

Dear Sir/Madam

Pinnacle Investment Management Group Limited (ASX: PNI) 2021 interim financial results

Pinnacle Investment Management Group Limited (**PNI**) is pleased to advise shareholders that the highlights of the financial results for the six months ended 31 December 2020 (**1H FY21**) are as follows:

- > Net profit after tax (**NPAT**) attributable to shareholders of \$30.3 million, up 120% from \$13.8 million in the Prior Corresponding Period (**1H FY20, PCP**)
- > Basic earnings per share (**EPS**) attributable to shareholders of 17.5 cents, up 116% from 8.1 cents in 1H FY20
- > Diluted EPS attributable to shareholders of 16.7 cents, up 117% from 7.7 cents in 1H FY20
- > Fully franked interim dividend per share of 11.7 cents, up 70% from 1H FY20
- > Pinnacle's share of Affiliates' NPAT \$31.8 million, up 80% from \$17.7 million in 1H FY20
 - including share of performance fees earned by Pinnacle Affiliates of \$11.0 million in 1H FY21 (\$0.1 million in the PCP)¹; and
 - share of Coolabah Capital Investments Pty Limited (CCI) NPAT from December 2019
- > Aggregate Affiliates' funds under management (FUM) of \$70.5 billion at 31 December 2020 (at 100%):
 - up \$11.8 billion or 20% from \$58.7 billion at 30 June 2020
 - up \$8.9 billion or 14% from \$61.6 billion at 31 December 2019
- > Aggregate Retail FUM of \$16.7 billion at 31 December 2020 (at 100%):
 - up 28% from \$13.1 billion at 30 June 2020
 - up 17% from \$14.3 billion at 31 December 2019
- > Net inflows for 1H FY21 of \$5.5 billion, including \$1.9 billion retail (no inflows from LICs/LITs)
- > Continued Affiliate medium-term outperformance – 86% of 5-Year Affiliate strategies have outperformed as at 31 December 2020
- > Cash and Principal Investments of \$51.4 million at 31 December 2020. \$30m debt facility from CBA – fully drawn down in December 2019

¹Adjusting for Pinnacle's share of performance fees earned by Affiliates, Pinnacle's share of NPAT from Pinnacle Affiliates of \$20.8 million (excluding Pinnacle's share of performance fees of \$11.0 million) is up 18% on the \$17.6m share of NPAT from Pinnacle Affiliates in 1H FY20 (excluding Pinnacle's share of performance fees of \$0.1 million)

Composition of Group Results

The profit after tax attributable to shareholders for 1H FY21 was \$30.3 million, representing basic earnings per share of 17.5 cents, compared with 8.1 cents per share in the PCP.

Following the market dislocation in 2H FY20, with deferrals in certain institutional allocations and lower net retail inflows compared to previous periods, net inflows recovered strongly in 1H FY21, across both retail and institutional channels, with record flows generated in total, and from retail. These flows, together with the rising market, drive higher profitability in the Pinnacle Affiliates as well as in Pinnacle parent, where certain distribution fees are based on net inflows (in addition to regular base fees).

Expenses in Pinnacle parent are up \$0.6m or 4% on the PCP. Adjusting for realized and unrealized gains/losses on Principal Investments of a net \$0.6m loss in 1H FY21 and a net \$0.3m loss in 1H FY20, and for the 'full-year effect' of interest on the CBA facility (\$0.2m) and amortization relating to the PL8 top-up costs (\$0.2m), expenses are approximately the same as in the PCP (note that these losses on Principal Investments include losses on hedging equity market exposures).

Pinnacle's share of net profit after tax from its equity interests in Affiliates was \$31.8m, up 80% from \$17.7 million in the PCP. Four Affiliates earned performance fees totalling \$45.2 million (at 100%; Pinnacle share after tax \$11.0 million) in 1H FY21, compared with a total of \$0.5 million in 1H FY20 (at 100%; Pinnacle share after tax \$0.1 million). The diversity of strategies with performance fee potential is now large (and growing), and performance fees of virtually every strategy are distinct from each other. Base management fee revenues in the Affiliates, at 100%, were also up 18% compared with the PCP. Share of net profits from Affiliates includes contribution from CCI from 16th December 2019.

	H1 FY21 (\$M)	H1 FY20 (\$M)	% Change
PINNACLE			
Revenue ¹	14.4	11.4	26%
Expenses ^{2,3}	(15.9)	(15.3)	4%
Share of Pinnacle Affiliates net profit after tax ⁴	31.8	17.7	80%
Net profit before tax (NPBT) from continuing operations	30.3	13.8	120%
Taxation	-	-	
NPAT from continuing operations	30.3	13.8	120%
Discontinued operations	-	-	0%
NPAT attributable to shareholders	30.3	13.8	120%
NPAT attributable to shareholders - excluding net gains/losses on PI	29.5	13.4	120%
NPAT attributable to shareholders - excluding net gains/losses on PI and Pinnacle net share of Affiliate performance fees	18.5	13.3	39%
Basic earnings per share:			
From continuing operations	17.5	8.1	116%
Total attributable to shareholders	17.5	8.1	116%
Diluted earning per share:			
From continuing operations	16.7	7.7	117%
Total attributable to shareholders	16.7	7.7	117%

¹ Includes dividends and distributions received on Principal Investments. These were \$1.4m in 1H FY21, compared with \$0.6m in 1H FY20

² Includes interest cost on the CBA facility of \$258k in 1H FY21 (\$37k in 1H FY20) and amortization of the PL8 offer costs of \$429k in 1H FY21 (\$265k in 1H FY20)

³ Includes mark-to-market and realized gains/losses on Principal Investments, net of hedging. These were total net losses of \$0.6m in 1H FY21 (increases 'expenses'), compared with total net losses of \$0.3m in 1H FY20 (increases 'expenses'). Adjusting for these, expenses increased by \$0.3m, or 2%

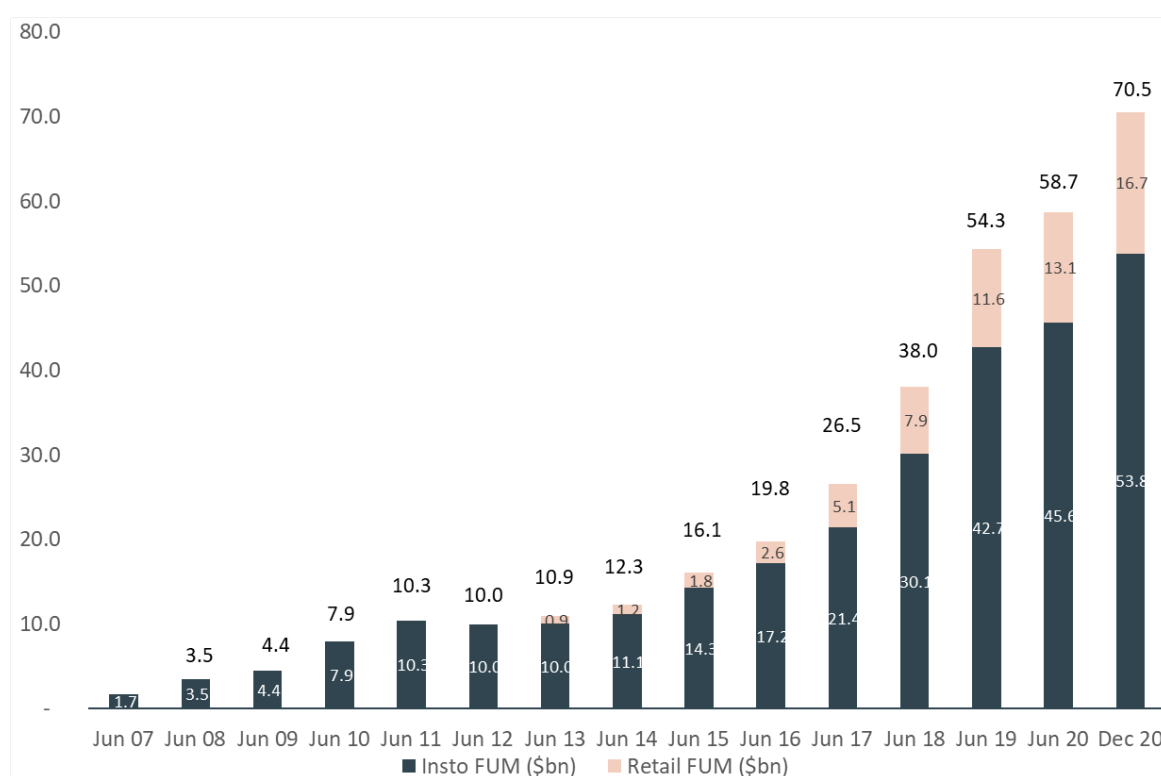
⁴ Includes share of CCI profits from 16th December 2019. Includes Pinnacle's share of Affiliate performance fees of \$11.0 million in 1H FY21 (\$0.1 million in 1H FY20)

FUM Update

The aggregate FUM of PNI's sixteen Affiliates as at 31 December 2020 was \$70.5 billion, reflecting:

- > an increase in FUM of \$11.8 billion or 20% during the six months ended 31 December 2020, comprising net inflows of \$5.5 billion and increases due to market movements/investment performance of \$6.3 billion
- > a compounded annual growth rate (CAGR) of 22% p.a. over the last 10 years (21% excluding 'acquired' FUM)

Pinnacle Affiliates – FUM Growth¹



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.

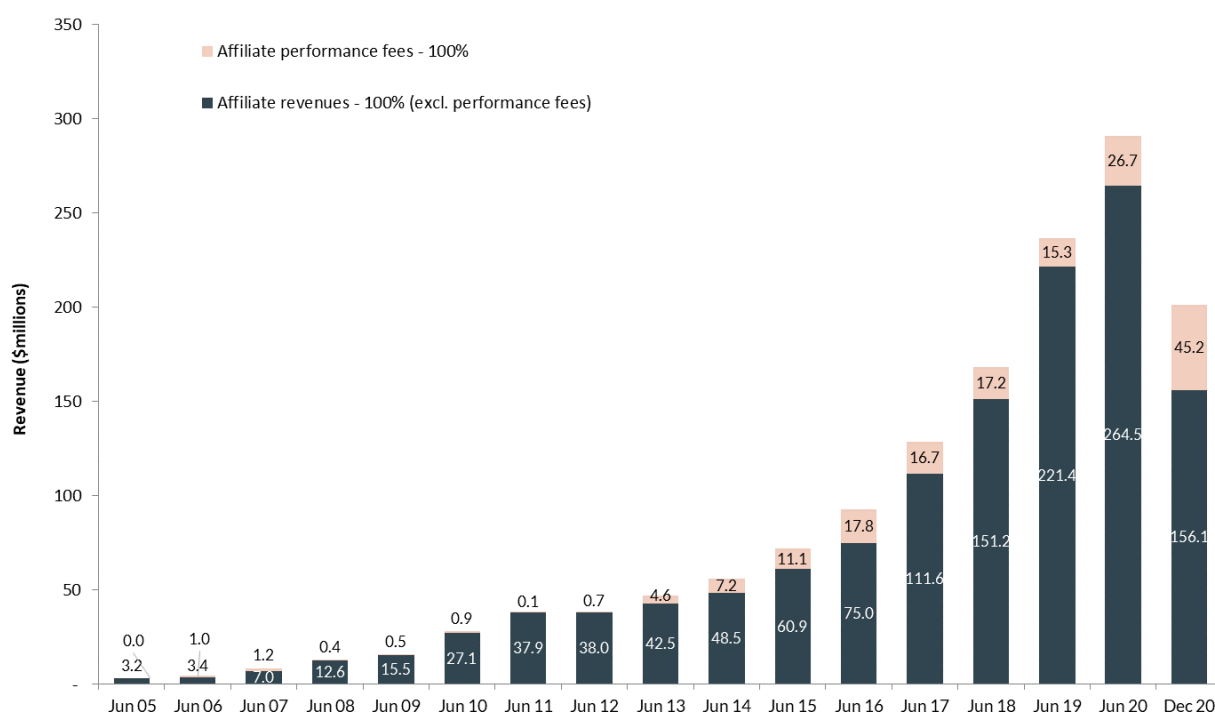
Retail FUM Update

Aggregate Retail FUM stood at \$16.7 billion at 31 December 2020, reflecting an increase in FUM of \$3.6 billion or 28% during the six months ended 31 December 2020, comprising net inflows of \$1.9 billion and increases due to market movements/investment performance of \$1.7 billion.

Retail net inflows for the six-month period were our highest to date, and included no inflows from LICs/LITs.

Pinnacle Affiliates – Revenue Growth²

	H1 FY21 (\$M)	H1 FY20 (\$M)	% Change
PINNACLE AFFILIATES (100% aggregated basis)			
FUM (\$billion) ²	70.5	61.6	14%
Revenue (\$million) ¹	201.3	132.5	52%
Net profit before tax	118.2	67.5	75%
Tax expense	(33.3)	(19.4)	72%
Net profit after tax (NPAT)	84.9	48.1	77%
Pinnacle share of Affiliates' NPAT	31.8	17.7	80%



¹ Affiliate revenues are shown at 100% to indicate trend. Includes CCI revenues from 16th December 2019. 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

Dividend

The Board has resolved to pay a fully franked interm dividend of 11.7 cents per share to shareholders recorded on the register on 5th March 2021 and payable on 19th March 2021, which represents a payout ratio of 70% of diluted EPS. Excluding Pinnacle's share of Affiliate performance fees, the payout ratio is 110% of diluted EPS.

The Dividend Reinvestment Plan (**DRP**) is applicable to this dividend. Please contact our share registry, Computershare Investor Services Pty Limited by calling 1300 850 505 or online at www.investorcentre.com/contact to obtain a DRP election form to participate in the DRP in respect of this dividend.

Throughout the half year, and consistent with prior periods, the Group has continued to invest in medium-term 'Horizon 2' initiatives, including offshore distribution, and in servicing new, not-yet-profitable Affiliates, laying the foundation for future revenue growth.

We recognize that there remains a great deal of uncertainty around global economic conditions due to, inter alia, the continuing COVID-19 crisis, post-Brexit uncertainty in the EU and continuing tensions between the US and China, any of which could have a significant impact on wider market conditions. We are nevertheless confident that our business is well-placed and there is cause for optimism for what lies ahead.

1H FY21 results teleconference

Investors and analysts are invited to attend a teleconference on 4 February 2021 with Alan Watson (Chairman), Ian Macoun (Managing Director), Andrew Chambers (Executive Director and Head of Institutional & International Distribution), Dan Longan (Chief Financial Officer) and Ramsin Jajoo (Head of Retail Distribution) who will discuss the half year FY2021 financial results and answer questions.

Please note that the call will be available via teleconference only. There will be no live audience. However, a recording of the call will be made available on Pinnacle's website shortly after it is completed.

Date: Thursday, 4th February 2021

Time: 9.00 am (AEDT)

If you would like to join via teleconference, please pre-register using the following participant registration link: <http://apac.directeventreg.com/registration/event/9755308>

Once registered, an email will be sent with a full list of participant dial in numbers as well as an unique registrant ID. This registrant ID is to be kept confidential and not shared with other participants.

Please contact Ian Macoun on +61 2 8970 7700 for shareholder enquiries and Jarrad Brevi at +61 433 489 870 for media enquiries, if you require any further information.

Authorised by:

Calvin Kwok

Company Secretary



PINNACLE INVESTMENT MANAGEMENT GROUP LIMITED (PNI)

Interim Results – 1H FY21

3 February 2021

ersonal use only

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- First Half FY21 (1H FY21) Financial Highlights – Ian Macoun, Managing Director
- 1H FY21 Business Highlights – Ian Macoun, Managing Director
 - FUM and Flows
 - Other Business Highlights
- 1H FY21 Results Discussion – Dan Longan, Chief Financial Officer
- Performance Fees – Ian Macoun, Managing Director
- Funds Under Management
- Growth & Resilience
- Institutional & International Funds Market – Andrew Chambers, Executive Director
- Retail Funds Market – Ramsin Jajoo, Director – Head of Retail
- Additional Material

- Strong financial outcome, strong growth in FUM and strong net inflows
- Growth in size and breadth of Affiliate base is delivering clear benefits to shareholders:
 - Greater diversification across different asset classes and investment strategies
 - Enhanced performance fee potential across a range of strategies and market conditions
- Growing size and diversification (by client-type and domicile) of the client base, enabling further FUM growth and resilience to challenges within any particular client group
- Continuation of strong investment performance
- Entering 2H FY21 the firm is growing rapidly, ready to take advantage of opportunities that may materialise and prepared to react to any further external adversity (having responded well to date to the COVID-19 crisis)

- Net profit after tax (NPAT) attributable to shareholders of \$30.3 million, up 120%^{1,2} from \$13.8 million in the prior corresponding period (PCP)
- Basic earnings per share (EPS) attributable to shareholders of 17.5 cents, up 116% from 8.1 cents in the PCP⁴
- Diluted EPS attributable to shareholders of 16.7 cents, up 117% from 7.7 cents in the PCP⁴
- Share of NPAT from Pinnacle Affiliates of \$31.8 million, up 80% from \$17.7 million in the PCP
 - including share of performance fees earned by Pinnacle Affiliates post-tax of \$11.0 million in 1H FY21 (\$0.1 million in the PCP)³; and
 - share of Coolabah Capital Investments Pty Limited (CCI) NPAT from Dec 2019
- Cash and Principal Investments (PI) of \$51.4 million at 31 December 2020
- Fully franked interim dividend of 11.7 cents per share⁵ payable on 19 March 2021, up 70% from 6.9 cents in the PCP

¹Adjusting for the net return on Principal Investments, NPAT (excluding the positive net return on PI of \$785k in 1H FY21) of \$29.5million is up 120% on the \$13.4m NPAT in 1H FY20 (excluding the positive net return on PI of \$385k in 1H FY20)

²Adjusting for the net return on Principal Investments and Pinnacle's share of Affiliate performance fees, NPAT (excluding the positive net return on PI of \$785k and share of Affiliate performance fees post-tax of \$11.0m in 1H FY21) of \$18.5million is up 39% on the \$13.3m NPAT in 1H FY20 (excluding the positive net return on PI of \$385k and share of Affiliate performance fees of \$0.1 million in 1H FY20)

³Adjusting for Pinnacle's share of performance fees earned by Affiliates, share of NPAT from Pinnacle Affiliates of \$20.8million (excluding Pinnacle's share of performance fees post-tax of \$11.0 million) is up 18% on the \$17.6m share of NPAT from Pinnacle Affiliates in 1H FY20 (excluding Pinnacle's share of performance fees of \$0.1 million)

⁴Adjusting for the net return on Principal Investments, Basic EPS attributable to shareholders of 17.1 cents is up 117% on 7.9 cents in 1H FY20 and Diluted EPS of 16.2 cents is up 116% on 7.5 cents in 1H FY20. Adjusting for the net return on Principal Investments and Pinnacle's share of Affiliate performance fees, Basic EPS attributable to shareholders of 10.7 cents is up 35% on 7.9 cents in 1H FY20 and Diluted EPS of 10.2 cents is up 38% on 7.4 cents in 1H FY20

⁵Payout ratio 70% of diluted EPS. Excluding Pinnacle's share of Affiliate performance fees, the payout ratio is 110% of diluted EPS. FY20 payout ratio was 86% of diluted EPS

	H1 FY21 (\$M)	H1 FY20 (\$M)	% Change
PINNACLE			
Revenue ¹	14.4	11.4	26%
Expenses ^{2,3}	(15.9)	(15.3)	4%
Share of Pinnacle Affiliates net profit after tax ⁴	31.8	17.7	80%
Net profit before tax (NPBT) from continuing operations	30.3	13.8	120%
Taxation	-	-	
NPAT from continuing operations	30.3	13.8	120%
Discontinued operations	-	-	0%
NPAT attributable to shareholders	30.3	13.8	120%
<i>NPAT attributable to shareholders - excluding net gains/losses on PI</i>	29.5	13.4	120%
<i>NPAT attributable to shareholders - excluding net gains/losses on PI and Pinnacle net share of Affiliate performance fees</i>	18.5	13.3	39%
Basic earnings per share:			
From continuing operations	17.5	8.1	116%
Total attributable to shareholders	17.5	8.1	116%
Diluted earning per share:			
From continuing operations	16.7	7.7	117%
Total attributable to shareholders	16.7	7.7	117%

¹Includes dividends and distributions received on Principal Investments. These were \$1.4m in 1H FY21, compared with \$0.6m in 1H FY20

²Includes interest cost on the CBA facility of \$258k in 1H FY21 (\$37k in 1H FY20) and amortization of the PL8 offer costs of \$429k in 1H FY21 (\$265k in 1H FY20)

³Includes mark-to-market and realized gains/losses on Principal Investments, net of hedging. These were total net losses of \$0.6m in 1H FY21 (increases 'expenses'), compared with total net losses of \$0.3m in 1H FY20 (increases 'expenses'). Adjusting for these, expenses increased by \$0.3m, or 2%

⁴Includes share of CCI profits from 16th December 2019. Includes Pinnacle's share of Affiliate performance fees post-tax of \$11.0 million in 1H FY21 (\$0.1 million in 1H FY20)

- Aggregate Affiliates' FUM of \$70.5 billion at 31 December 2020 (at 100%)¹
 - Up \$11.8 billion or 20% from \$58.7 billion at 30 June 2020
 - Up \$8.9 billion or 14% from \$61.6 billion at 31 December 2019
 - Aggregate Retail FUM (at 100%) now \$16.7 billion; up 28% from \$13.1 billion at 30 June 2020; up 17% from \$14.3 billion at 31 December 2019
- Equities markets rallied strongly in the six months to 31 December 2020, from their lows in February:
 - S&P/ASX 300 index up 12.2% in the six months to 31 December 2020; having been down 11.9% in 2H FY20
 - MSCI World Index up 23.1% in the six months to 31 December 2020; having been down 7.1% in 2H FY20
- Of the \$11.8 billion increase in FUM in the six months to 31 December 2020:
 - FUM increases due to market movements/investment performance were \$6.3 billion (\$1.7 billion of which was retail); decreases due to market movements/investment performance during 2H FY20 were \$3.9 billion (\$1.2 billion of which was retail)
 - FUM increases due to net inflows were \$5.5 billion (\$1.9 billion of which was retail)
- Increasingly diversified client base - 190+ institutional clients (some with whom we have multiple relationships) at 31 December 2020, compared with ~60 at 30 June 2016²

¹FUM 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

²see Slide 38 for further detail

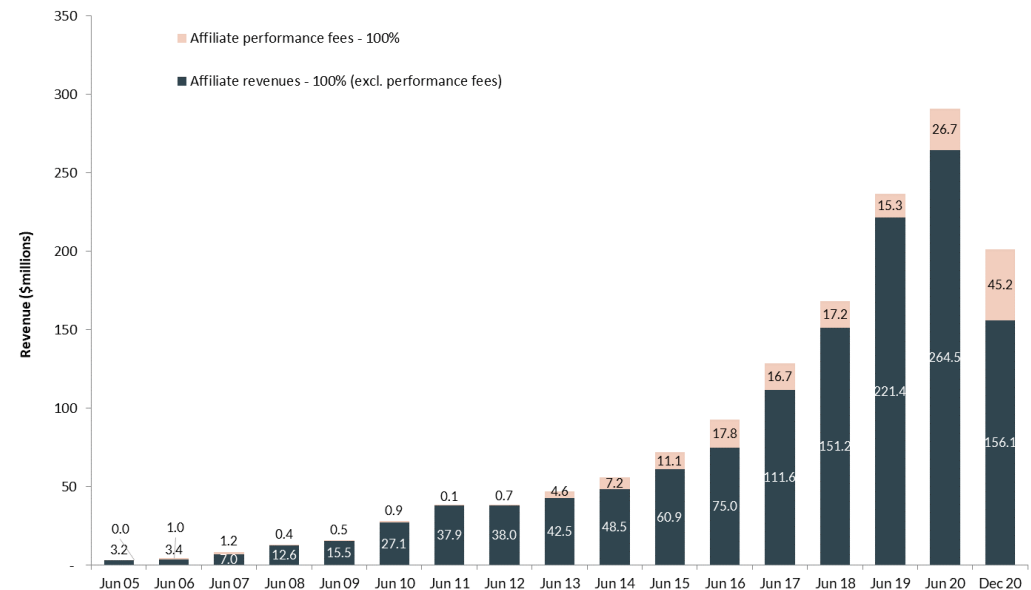
- Net inflows for the six months 31 December 2020 (1H FY21) of \$5.5 billion
 - \$1.0 billion in the six months ended 30 June 2020 (2H FY20)
 - \$2.0 billion in the six months ended 31 December 2019 (1H FY20)
- Retail net inflows for 1H FY21 of \$1.9 billion (no inflows from LICs/LITs)
 - \$19m (\$68m less LIC outflows¹ of \$49m) in 2H FY20
 - \$0.9 billion in 1H FY2020 (of which \$0.2 billion was LICs/LITs)
 - an exceptionally strong result following the turbulence in 2H FY20. Hyperion has been a particularly strong performer, with significant contributions also from Coolabah, Firetrail, Metrics, ResCap and Solaris
- Institutional net inflows for 1H FY21 of \$3.6 billion
 - \$0.9 billion in 2H FY20
 - \$1.1 billion in 1H FY20
 - as we have indicated previously, a number of institutional allocators ‘deferred’ decision-making in 2H FY20 given the widespread uncertainty. Allocation has resumed in 1H FY21 and our institutional prospects remain strong (pleasingly, from an increasingly diverse client set, by geography and client-type)
 - recognising that institutional flows are ‘lumpy’, we are nevertheless encouraged by the result for the half and the prospects for the coming months

¹due to buybacks. No new LIC or LIT issues were completed during 2H FY20 or 1H FY21

- Four Affiliates earned performance fees totalling \$45.2 million (at 100%; Pinnacle post-tax share \$11.0 million) in 1H FY21
- The diversity of strategies with performance fee potential is now large (and growing), and performance fees of virtually every strategy are distinct from each other (performance fees are based on individual strategy alpha, not on market gains). Further detail is set out in slides 14-19
- Other highlights in the six months to 31 December 2020 include:
 - Metrics launched their Direct Income Fund, an unlisted trust available to retail investors, in July 2020
 - Solaris Australian Equity Income Fund launched to retail investors in August 2020
 - Longwave secured its maiden institutional mandate in September 2020
 - Aikya secured its maiden institutional mandate in October 2020

- Total Affiliate revenues¹ were \$201.3m during 1H FY21, including \$45.2m (22%) in performance fees; in 1H FY20, total Affiliate revenues were \$132.5m, which included \$0.5m (0.4%) in performance fees
- This represents 52% growth in total Affiliate revenue (18% excluding performance fees)

	H1 FY21 (\$M)	H1 FY20 (\$M)	% Change
PINNACLE AFFILIATES (100% aggregated basis)			
FUM (\$billion) ²	70.5	61.6	14%
Revenue (\$million) ¹	201.3	132.5	52%
Net profit before tax	118.2	67.5	75%
Tax expense	(33.3)	(19.4)	72%
Net profit after tax (NPAT)	84.9	48.1	77%
Pinnacle share of Affiliates' NPAT	31.8	17.7	80%



¹Affiliate revenues are shown at 100% to indicate trend. Includes CCI revenues from 16th December 2019. Pinnacle owns significant minority stakes in each Affiliate and accounts for its share of Affiliates' NPAT

²Includes \$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

- Revenue growth returning with costs controlled in Pinnacle Parent:
 - Typically, Pinnacle Parent revenues are stronger in the second-half, when certain ‘success-based’ distribution fees crystallize and become payable
 - As shareholders will be aware, the ‘skew’ in our results was less pronounced than usual in FY20 with the COVID-19 pandemic and resulting market dislocation having a major impact on our flows and revenues in the second-half
 - Revenues have grown 26% on the PCP, driven by very strong inflows in the half (which impact certain distribution fees)
 - Continuing ‘P&L investment’ in support of Horizon 2 initiatives (particularly offshore distribution, and the cost of Pinnacle servicing new Affiliates)
 - Positive net return on Principal Investments of \$785k, compared with positive net return of \$385k in 1H FY20¹
 - Interest cost on the CBA facility (\$258k) and amortization of the costs associated with the PL8 top-up in 1H FY21 (\$429k) included within ‘other expenses’ for 1H FY21. These commenced part-way through 1H FY20 and were \$37k and \$265k respectively in the PCP. Revenues associated with the PL8 top-up (which ‘offset’ against the amortization) were \$455k² in 1H FY21
 - Expenses are up \$0.6m or 4% on the PCP. Adjusting for realized and unrealized gains/losses on Principal Investments of a net \$0.6m loss in 1H FY21 and a net \$0.3m loss in 1H FY20, and for the ‘full-year effect’ of interest on the CBA facility (\$0.2m) and amortization relating to the PL8 top-up costs (\$0.2m), expenses are approximately the same as in the PCP (note that these losses on Principal Investments include losses on hedging equity market exposures)

¹Includes realized and unrealized mark-to-market gains/losses, dividends and distributions on PI

²This is in addition to ‘up-front’ distribution fees Pinnacle earned on the capital raise

- Significant growth (\$14.1 million, or 80%) in Pinnacle's share of Affiliate profits compared with 1H FY20¹:
 - Performance fees (at 100%) of \$45.2 million in 1H FY21, across four Affiliates (Pinnacle share post-tax of \$11.0 million); \$0.5 million (at 100%) in 1H FY20 in only two Affiliates. Further detail is set out in slides 14-19
 - Adjusting for Pinnacle's share of performance fees earned by Affiliates, share of NPAT from Pinnacle Affiliates of \$20.8million (excluding Pinnacle's share of performance fees post-tax of \$11.0 million) is up 18% on the \$17.6m share of NPAT from Pinnacle Affiliates in 1H FY20 (excluding Pinnacle's share of performance fees of \$0.1 million)
 - Strong growth in underlying Affiliate revenues of 18% (at 100%) compared with 1H FY20, excluding performance fees, and aggregate Affiliate profitability of 16% (at 100%) compared with 1H FY20, excluding performance fees
 - Continuing investment in additional resourcing by certain Affiliates ahead of future growth (including Metrics, Firetrail, Coolabah, Resolution Capital and Antipodes)
 - Direct cost of Two Trees, Longwave, Riparian, Reminiscent Capital and Aikya included as negative NPAT

¹Includes share of CCI profits from 16th December 2019

	31 Dec 2020 (\$M)	30 Jun 2020 (\$M)	Change
CURRENT ASSETS			
Cash and cash equivalents	10.8	16.1	(33%)
Financial assets	40.6	34.0	19%
Total cash and financial assets	51.4	50.1	3%
Other current assets	17.0	17.3	(2%)
Total current assets	68.4	67.4	1%
NON-CURRENT ASSETS			
Investments in affiliates	174.8	161.9	8%
Other non-current assets	9.5	9.3	2%
Total non-current assets	184.3	171.2	8%
Total Assets	252.7	238.6	6%
Debt facility	30.0	30.0	0%
Other liabilities	16.9	20.1	16%
Total liabilities	46.9	50.1	6%
Net assets	205.8	188.5	9%
Net shareholders' equity	205.8	188.5	9%

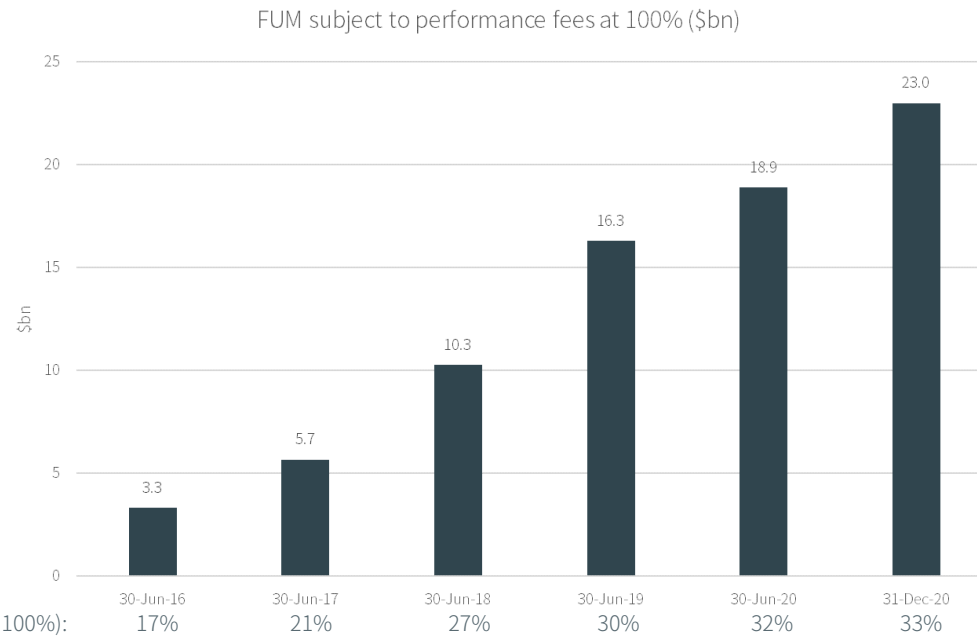
- Cash and Principal Investments of \$51.4m
 - Includes \$38.7m invested in strategies managed by Pinnacle Affiliates
 - Excludes \$10m of cash applied for Affiliate equity recycling loans, working capital loans and additional Affiliate equity purchased
- \$30m debt facility from CBA fully drawn
- Excludes impact of interim dividend of 11.7 cents per share payable on 19th March 2021 and dividends (including dividends derived from performance fees) received or to be received from Affiliates since 31st December
- Franking credit balance (\$33.6m) at 30% company tax rate would enable potential fully franked dividends of \$78.4m
- Investments in Affiliates represents the 'equity accounted' value, i.e., investment cost, plus Pinnacle's share of profits, less Pinnacle's share of dividends received. The balance is tested for impairment at each reporting period (currently none). Pinnacle's share of Affiliate performance fees that crystallized at 31 December (\$11m, post-tax) are included in Pinnacle's share of profits and increase the carrying value of the investments; any associated dividends will reduce the carrying value when paid

“The reputations and future success or otherwise of investment management companies are often determined by their behaviour and performance during periods of crisis and their capacity to resume growth depends on the strength of the capabilities with which they emerge from such crises.”

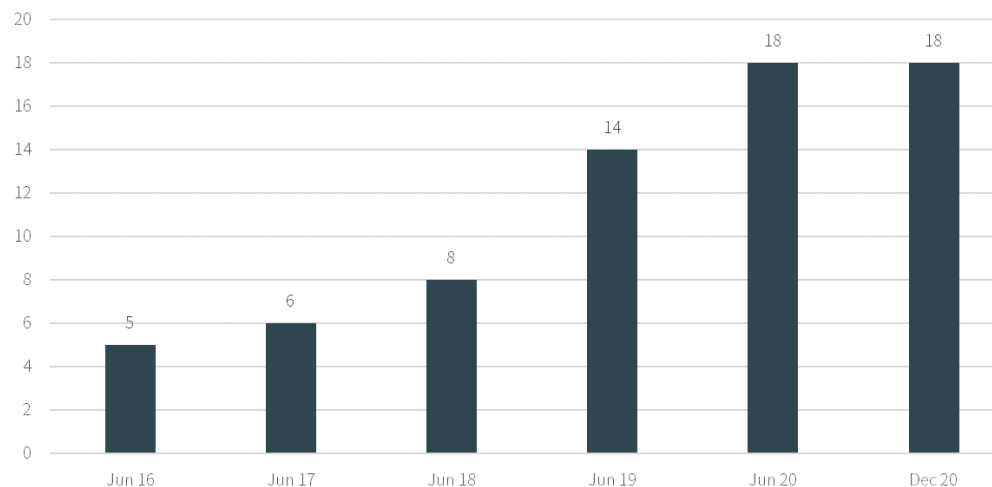
[PNI – previous presentations]

- ‘Business as usual’ with working from home (moved early and seamlessly) and virtually no travel. Flexible model in future.
- Close attention paid to the 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 (including further strengthening our core capabilities) to ensure we come out stronger than ever, poised to resume growth, to take advantage of opportunities that may materialise, and to react to any possible further external adversity
- No job cuts or stand-downs
- Most Affiliates have delivered investment performance to expectations or better

- Potential aggregate performance fees are both sizeable and repeatable each year
- Deliberate strategy to seek performance fee structures as an alternative to higher base fees – they are direct substitutes and a means of maximising average annual revenue, particularly in capacity-constrained strategies and/or strategies in extremely high demand, and further align client outcomes with performance
- A healthy mixture of ‘base only’ fees and ‘lower base plus performance’ fees yields optimal overall business outcomes – ample consistent base fee revenues, but maximising average annual revenue by a diversified range of substantial performance fees. We are delighted with the ‘mix’ we have achieved
- Whilst recognizing it may be difficult to estimate, we believe that a substantial quantum of performance fees should be included in revenue forecasts to reflect realistic expected outcomes



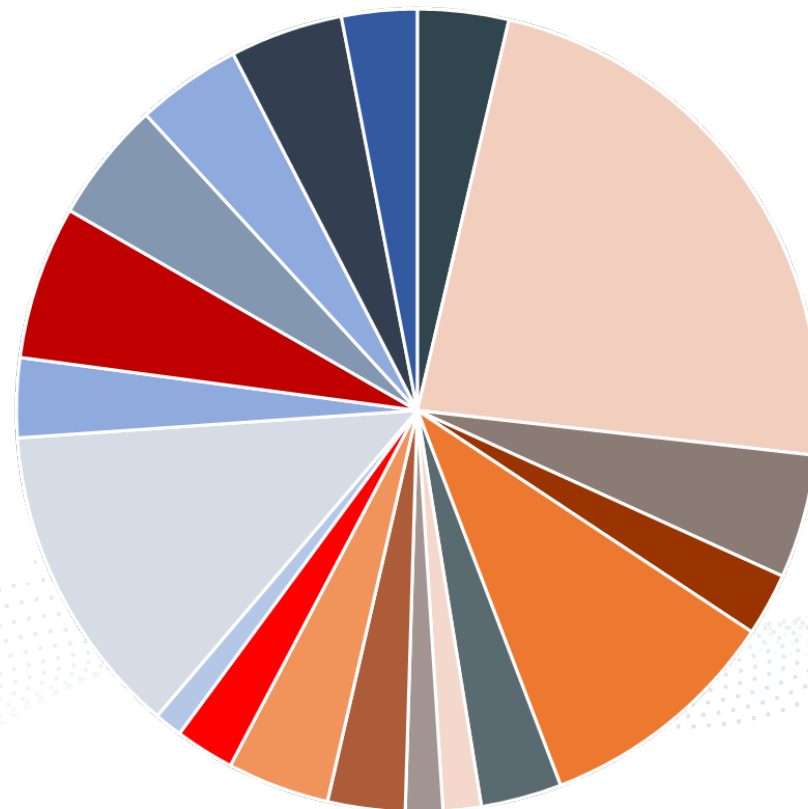
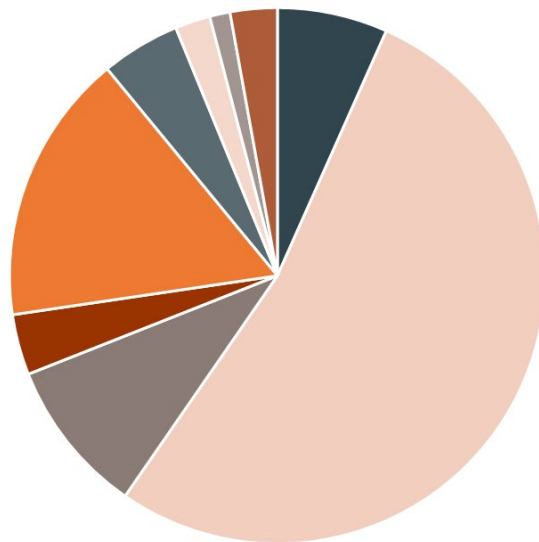
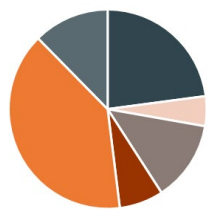
Number of strategies with the potential to deliver significant performance fees



- The volume of FUM with performance fee potential has increased significantly
- The number and diversity of strategies with significant performance fee potential continues to increase (improving the annual reliability of overall performance fee revenue)
- Likelihood of performance fee success is not correlated to equity market level – based on performance relative to individual hurdles¹
- Likelihood of performance fees is distinct between individual strategies – indeed, some possibility of inverse correlation – e.g., growth vs. value?

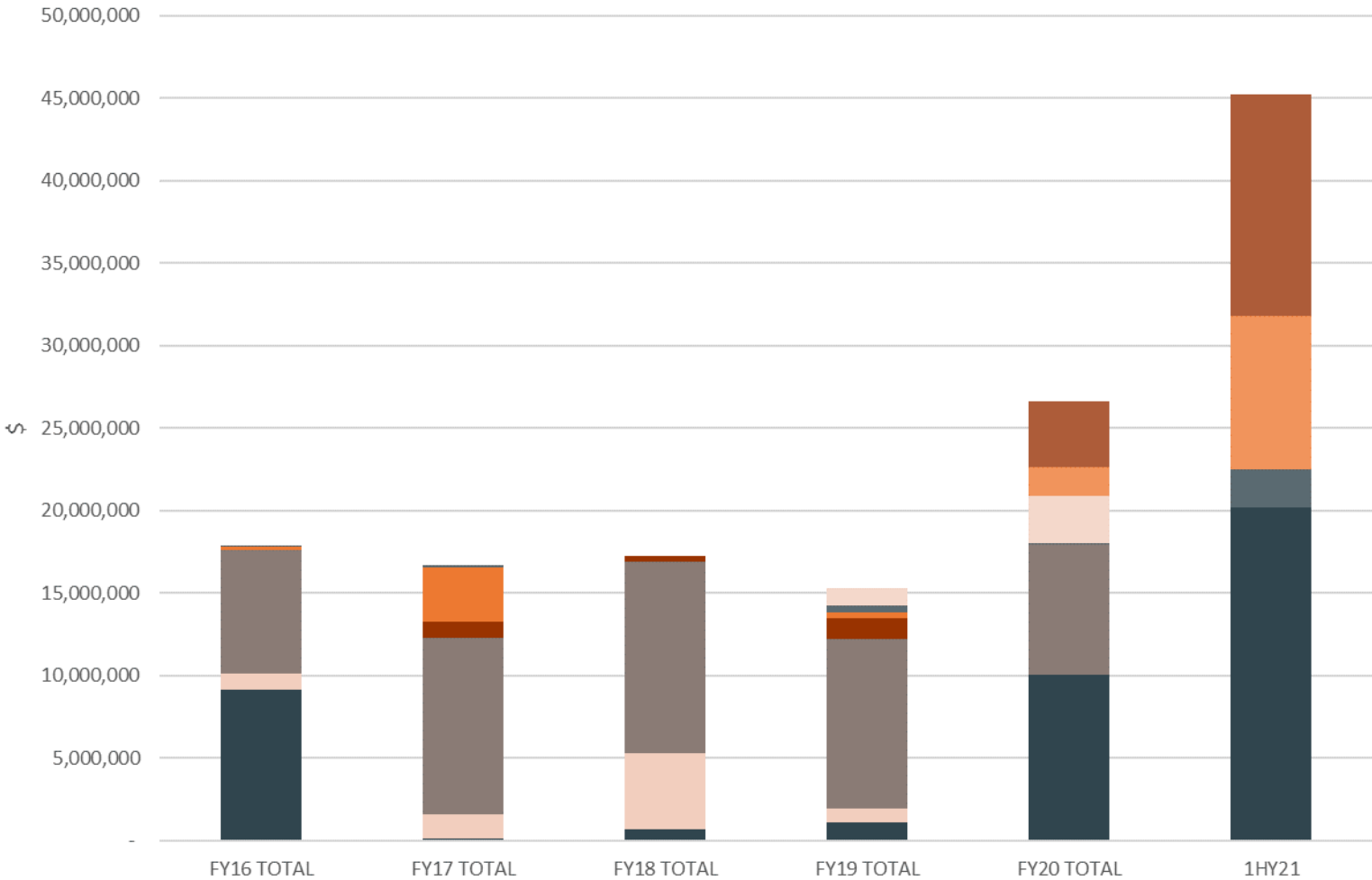
¹In ResCap and Hyperion Global a performance fee is payable only if a positive absolute return is generated. If not, any alpha accrued is carried forward to future periods. These are the only two currently impacted by market movements.

Date	30 June 2016	30 June 2018	31 December 2020
FUM (\$bn)	\$3.3bn	\$10.3bn	\$23.0bn
Significant strategies	5	8	18

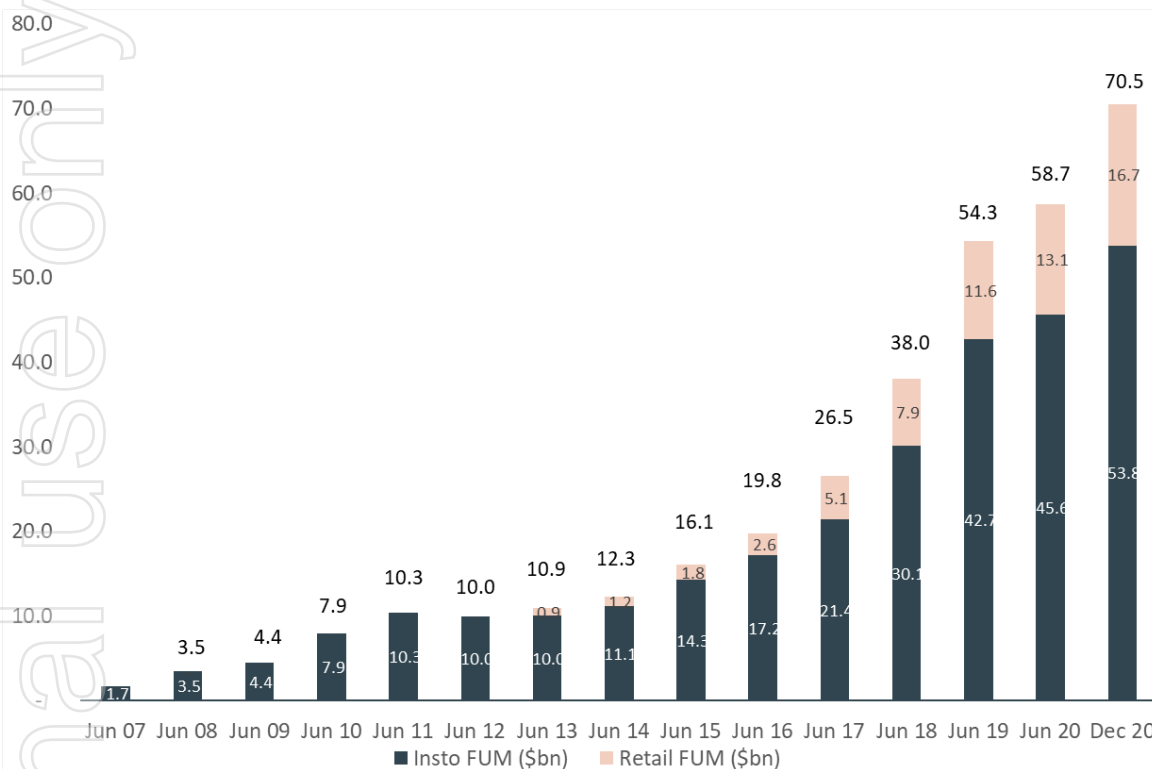


Large and increasing performance fee FUM and strategy diversity

Performance fees (at 100%) - by Affiliate



- 2H v 1H - the potential and reliability of performance fees are, logically, greater in 2H than 1H
 - 7 out of 18 strategies that currently have potential to deliver significant performance fees crystallise only in 2H
 - Thus, 11 of 18 strategies have the potential to deliver significant performance fees in 1H but all 18 have such potential in 2H (of course, the range of possible outcomes remains large every half, and it is by no means guaranteed that in any particular year 2H will exceed 1H)
 - Palisade, ResCap, Metrics, and Solaris have annual fees that crystallise on 30 June
 - 2H includes some in 'higher reliability' category (Palisade, Metrics) in current environment
- Size - three main factors:
 - The size/volume of FUM with performance fee potential (currently 18 strategies have sufficient FUM to potentially deliver meaningful fees). See slide 40
 - The size of alpha (outperformance v benchmark)
 - The extent to which a strategy is currently at or below the 'high water mark'
- Diversity
 - Variety of strategies with performance fee potential is now large (and growing)
 - Performance fees of virtually every strategy uncorrelated with every other strategy (independent alpha sources)
 - Performance fees are based on individual strategy alpha, not on market gains or market level
 - This increases the likelihood of Pinnacle as a whole achieving substantial performance fees each and every year
- FUM subject to performance fees expected to grow
 - Hyperion Global, ResCap retail experiencing strong growth
 - Affiliate growth - Aikya, Longwave and Reminiscent
 - New Strategies - Firetrail, Spheria Global, Solaris Australian Equity Income
 - Large Capacity – Antipodes, both credit Affiliates (Metrics, Coolabah) each have very large additional capacity
 - Regain 'high water mark' - Antipodes and Firetrail High Conviction - large FUM, currently below 'high water mark'

Gross FUM growth (\$bn)¹

- FUM of \$70.5bn as at 31 December 2020
- FUM has grown at a CAGR of 22% p.a. over the last ten years (21% excluding \$6.8bn 'acquired' in July 2018 and 3.0 billion 'acquired' in December 2019)
- Increase in FUM of \$11.8bn in the six months to 31 December 2020
 - Net inflows of \$5.5bn
 - Increases due to market movements/investment performance of \$6.3bn
- Of the \$5.5bn of net inflows in the six months to 31 December 2020, \$1.9bn was retail (no inflows in LICs/LITs)
- Retail flows increasing - \$0.6bn in the three months to 30 September, \$1.3bn in the three months to 31 December
- Institutional pipeline remains strong and diversified – onshore and offshore

¹Pinnacle FUM is 100% of FUM managed by Pinnacle Affiliates. Includes \$6.8 billion 'acquired' in July 2018 and \$3.0 billion 'acquired' in December 2019.

	Pinnacle (total)	Hyperion	Plato	Solaris	RCL	Palisade	Antipodes	Spheria	Two Trees	Firetrail	Metrics ⁴	Omega	Longwave	Riparian	Coolabah	Reminiscent	Aikya
	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m)	(\$m) ¹	(\$m) ¹	(\$m)	(\$m)	(\$m) ²	(\$m)	(\$m)
FUM History (at 100%)																	
31 Dec 20	70,482	9,945	6,266	9,971	11,317	2,384	8,542	1,539	63	5,496	5,087	4,424	178	4	5,002	22	243
30 Jun 20	58,671	7,847	5,175	8,548	8,979	2,244	7,957	1,210	91	4,110	4,439	4,303	3	3	3,737	24	2
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	-	-	-	-	-	-	-	-	-
31 Dec 16	23,339	5,664	3,536	5,032	5,274	1,456	2,191	186	-	-	-	-	-	-	-	-	-
30 Jun 16	19,756	5,633	3,067	4,595	4,576	1,436	449	-	-	-	-	-	-	-	-	-	-
30 Jun 15*	15,995	5,474	2,265	2,938	3,980	1,126	212	-	-	-	-	-	-	-	-	-	-
30 Jun 14*	12,232	4,886	986	2,537	2,933	890	-	-	-	-	-	-	-	-	-	-	-
30 Jun 13*	10,846	4,032	742	2,649	2,694	729	-	-	-	-	-	-	-	-	-	-	-
30 Jun 12*	9,790	3,158	332	3,855	1,864	581	-	-	-	-	-	-	-	-	-	-	-
30 Jun 11	10,336	3,229	525	4,421	1,758	403	-	-	-	-	-	-	-	-	-	-	-

*Pinnacle (total) includes FUM of a former Pinnacle Affiliate

Change in FUM - at 100%

30 Jun 20 - 31 Dec 2020	20.1%	26.7%	21.1%	16.6%	26.0%	6.2%	7.4%	27.2%	-31.1%	33.7%	14.6%	2.8%	5826.3%	44.6%	33.8%	-9.4%	13063.9%
PNI ownership³		49.9%	42.7%	40.0%	44.5%	37.6%	23.5%	40.0%	44.0%	23.5%	35.0%	45.0%	40.0%	40.0%	25.0%	40.0%	32.5%
PNI effective FUM - 31 December 20	26,681	4,963	2,675	3,988	5,036	896	2,007	615	28	1,292	1,780	1,989	71	2	1,250	9	79

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

⁴ FUA of \$6.2bn including leverage, at 31 December 2020. Metrics earns fees on the full FUA figure

Continuing strong investment performance of Affiliates to 31 December 2020

86% of Pinnacle Affiliates' strategies and products (with a track record exceeding 5 years) have outperformed their benchmarks over the 5 years to 31 December 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.

	5Y (p.a.)	10Y (p.a.)	Inception (p.a.)	Inception date
Pinnacle Investment Management				
Hyperion Asset Management - Gross Performance				
Hyperion Australian Growth Companies Fund	14.90%	14.19%	13.88%	10/1/2002
<i>Outperformance</i>	6.06%	6.44%	4.90%	
Hyperion Small Growth Companies Fund	14.35%	18.83%	18.32%	10/1/2002
<i>Outperformance</i>	3.89%	15.06%	10.82%	
Hyperion Australian Equities Composite	15.03%	14.39%	14.47%	11/1/1996
<i>Outperformance</i>	6.19%	6.64%	5.64%	
Hyperion Global Growth Companies Fund (Class B Units)	26.19%		26.55%	5/22/2014
<i>Outperformance</i>	14.69%		13.72%	
Plato Investment Management - Gross Performance				
Plato Australian Shares Equity Income Fund - Class A	10.83%		12.95%	9/9/2011
<i>Outperformance</i>	0.49%		1.28%	
Plato Global Shares Income Fund	4.62%		4.20%	11/30/2015
<i>Outperformance</i>	-6.32%		-6.03%	
Solaris Investment Management - Gross Performance				
Solaris Core Australian Equity Fund	8.74%	8.92%	6.52%	1/9/2008
<i>Outperformance</i>	0.02%	1.08%	1.46%	
Solaris Total Return Fund (including franking credits)	10.28%		9.93%	1/13/2014
<i>Outperformance</i>	0.06%		0.81%	
Resolution Capital - Gross Performance				
Resolution Capital Real Assets Fund	10.80%	13.30%	9.27%	9/30/2008
<i>Outperformance</i>	3.41%	2.05%	2.99%	
Resolution Capital Global Property Securities Fund	5.96%	10.31%	10.14%	9/30/2008
<i>Outperformance</i>	3.10%	2.64%	4.26%	
Palisade Investment Partners - Gross Performance				
Palisade Diversified Infrastructure Fund	12.00%	12.10%	6.70%	8/1/2008
Palisade Australian Social Infrastructure Fund	11.90%		13.70%	5/31/2011
Antipodes Partners - Gross Performance				
Global Fund	10.36%		10.37%	7/1/2015
<i>Outperformance</i>	-0.59%		0.37%	
Global Long Only	12.69%		12.03%	7/1/2015
<i>Outperformance</i>	1.75%		2.03%	
Asia Fund	13.75%		12.14%	7/1/2015
<i>Outperformance</i>	1.49%		2.95%	
Omega Global Investors - Gross Performance				
Omega Global Corp Bonds Fund	5.36%	6.28%	6.49%	3/11/2010
<i>Outperformance</i>	-0.77%	-0.64%	-0.71%	
Omega Global Listed Infrastructure Fund	6.26%		9.55%	8/3/2012
<i>Outperformance</i>	0.06%		0.52%	
Metrics Credit Partners - Gross Performance				
DASLF	4.91%		5.25%	6/4/2013
<i>Outperformance</i>	3.44%		3.42%	
SPDF	8.36%		8.27%	11/26/2015
<i>Outperformance</i>	6.90%		6.78%	
Coolabah Capital Investments - Gross Performance				
Smarter Money (Active Cash) Fund Assisted	3.57%		4.46%	2/28/2012
<i>Outperformance</i>	2.34%		2.60%	
Smarter Money Higher Income Fund Assisted	4.21%		4.12%	8/31/2014
<i>Outperformance</i>	2.98%		2.70%	

Affiliates' investment performance – 31 December 2020

	1Y (p.a.)	3Y (p.a.)	5Y (p.a.)	10Y (p.a.)	Inception (p.a.)	Inception date
Pinnacle Investment Management						
Hyperion Asset Management - Gross Performance						
Hyperion Australian Growth Companies Fund	33.91%	21.29%	14.90%	14.19%	13.88%	10/1/2002
<i>Outperformance</i>	32.17%	14.42%	6.06%	6.44%	4.90%	
Hyperion Small Growth Companies Fund	34.54%	21.16%	14.35%	18.83%	18.32%	10/1/2002
<i>Outperformance</i>	25.33%	14.58%	3.89%	15.06%	10.82%	
Hyperion Australian Equities Composite	33.66%	21.92%	15.03%	14.39%	14.47%	11/1/1996
<i>Outperformance</i>	31.93%	15.05%	6.19%	6.64%	5.64%	
Hyperion Global Growth Companies Fund (Class B Units)	55.77%	34.64%	26.19%		26.55%	5/22/2014
<i>Outperformance</i>	49.64%	22.99%	14.69%		13.72%	
Plato Investment Management - Gross Performance						
Plato Australian Shares Equity Income Fund - Class A	4.57%	10.20%	10.83%		12.95%	9/9/2011
<i>Outperformance</i>	2.21%	2.05%	0.49%		1.28%	
Plato Global Shares Income Fund	-10.03%	1.78%	4.62%		4.20%	11/30/2015
<i>Outperformance</i>	-15.76%	-9.37%	-6.32%		-6.03%	
Solaris Investment Management - Gross Performance						
Solaris Core Australian Equity Fund	-3.51%	5.65%	8.74%	8.92%	6.52%	1/9/2008
<i>Outperformance</i>	-4.91%	-1.08%	0.02%	1.08%	1.46%	
Solaris Total Return Fund (including franking credits)	-3.02%	7.22%	10.28%		9.93%	1/13/2014
<i>Outperformance</i>	-5.38%	-0.93%	0.06%		0.81%	
Solaris Australian Equity Long Short Fund	-8.62%	5.71%			10.13%	3/1/2017
<i>Outperformance</i>	-10.02%	-1.02%			2.21%	
Solaris Australian Equity Income Fund	-0.08%	8.29%			10.12%	12/12/2016
<i>Outperformance</i>	-2.44%	0.14%			0.25%	
Resolution Capital - Gross Performance						
Resolution Capital Real Assets Fund	3.52%	9.57%	10.80%	13.30%	9.27%	9/30/2008
<i>Outperformance</i>	7.48%	3.72%	3.41%	2.05%	2.99%	
Resolution Capital Global Property Securities Fund	-8.38%	3.19%	5.96%	10.31%	10.14%	9/30/2008
<i>Outperformance</i>	5.36%	3.06%	3.10%	2.64%	4.26%	
Palisade Investment Partners - Gross Performance						
Palisade Diversified Infrastructure Fund	6.00%	10.00%	12.00%	12.10%	6.70%	8/1/2008
Palisade Australian Social Infrastructure Fund	10.40%	10.20%	11.90%		13.70%	5/31/2011
Antipodes Partners - Gross Performance						
Global Fund	5.22%	6.25%	10.36%		10.37%	7/1/2015
<i>Outperformance</i>	-0.68%	-4.30%	-0.59%		0.37%	
Global Long Only	7.40%	8.36%	12.69%		12.03%	7/1/2015
<i>Outperformance</i>	1.49%	-2.20%	1.75%		2.03%	
Asia Fund	15.45%	10.05%	13.75%		12.14%	7/1/2015
<i>Outperformance</i>	1.56%	1.41%	1.49%		2.95%	
Spheria Asset Management - Gross Performance						
Microcap Fund	19.41%	8.27%			14.30%	5/16/2016
<i>Outperformance</i>	10.20%	1.69%			4.57%	
Smaller Companies Fund	15.35%	9.46%			12.24%	7/11/2016
<i>Outperformance</i>	6.14%	2.89%			3.36%	
Opportunities Fund	9.81%	9.47%			12.11%	7/11/2016
<i>Outperformance</i>	-3.55%	1.22%			1.12%	
Global Microcap Fund	25.78%				25.67%	3/1/2019
<i>Outperformance</i>	8.79%				12.36%	

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Affiliates' investment performance – 31 December 2020

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	1Y (p.a.)	3Y (p.a.)	5Y (p.a.)	10Y (p.a.)	Inception (p.a.)	Inception date
Pinnacle Investment Management						
Two Trees Investment Management - Gross Performance						
Global Macro Fund - USD Composite	7.36%				-2.28%	3/07/2018
Outperformance	-7.75%				-3.77%	
Firetrail Investments - Gross Performance						
High Conviction Fund	4.45%				5.31%	3/14/2018
Outperformance	3.05%				-2.28%	
Absolute Return Fund	26.18%				10.16%	3/14/2018
Outperformance	25.86%				9.20%	
Small Companies Fund*					41.88%	2/20/2020
Outperformance					39.41%	
Omega Global Investors - Gross Performance						
Omega Global Corp Bonds Fund	6.92%	5.21%	5.36%	6.28%	6.49%	3/11/2010
Outperformance	-0.10%	-0.44%	-0.77%	-0.64%	-0.71%	
Omega Global Listed Infrastructure Fund	-9.07%	2.25%	6.26%		9.55%	8/3/2012
Outperformance	0.19%	-0.40%	0.06%		0.52%	
Metrics Credit Partners - Gross Performance						
DASLF	4.82%	5.09%	4.91%		5.25%	6/4/2013
Outperformance	4.57%	3.90%	3.44%		3.42%	
SPDF	8.23%	8.49%	8.36%		8.27%	11/26/2015
Outperformance	7.98%	7.30%	6.90%		6.78%	
SPDF II	8.01%	8.57%			8.73%	10/9/2017
Outperformance	7.75%	7.39%			7.50%	
REDF	8.05%	8.74%			8.72%	10/9/2017
Outperformance	7.79%	7.55%			7.49%	
WIT	6.16%	6.48%			6.45%	10/9/2017
Outperformance	5.83%	5.48%			5.41%	
CT	11.96%				11.71%	12/26/2018
Outperformance	11.71%				10.86%	
Longwave Capital Partners - Gross Performance						
Longwave Australian Small Companies Fund	9.60%				16.04%	2/1/2019
Outperformance	0.05%				3.27%	
Reminiscent Investment Management - Gross Performance						
Curve Global Macro Fund (Class I)	8.32%				9.47%	2/1/2019
Outperformance	8.00%				8.10%	
Curve Global Macro Fund (Class Z)	9.14%				11.23%	2/1/2019
Outperformance	8.82%				9.86%	
Coolabah Capital Investments - Gross Performance						
Smarter Money (Active Cash) Fund Assisted	2.99%	3.06%	3.57%		4.46%	2/28/2012
Outperformance	2.74%	2.09%	2.34%		2.60%	
Smarter Money Higher Income Fund Assisted	3.98%	3.59%	4.21%		4.12%	8/31/2014
Outperformance	3.73%	2.62%	2.98%		2.70%	
Smarter Money Long Short Credit Fund Assisted	9.12%	7.20%			7.32%	8/31/2017
Outperformance	8.87%	6.23%			6.29%	
Coolabah Active Composite Bond Strategy	8.39%	7.99%			7.07%	3/31/2017
Outperformance	3.91%	2.58%			2.11%	
Coolabah Long-Short Active Credit Alpha Strategy	9.22%	8.20%			7.92%	2/28/2017
Outperformance	5.47%	3.73%			3.33%	
HBRD	3.99%	4.89%			5.05%	11/30/2017
Outperformance	1.23%	1.42%			1.56%	

*Effective performance

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Pinnacle Affiliates continue to win major industry awards

2020 Zenith Fund Awards:

- Resolution Capital – Global REIT Category Winner (sixth consecutive year)
- Metrics – Listed Investment Companies Category Winner (second consecutive year)
- Firetrail - Alternative Strategies Category Winner
- Pinnacle – Distributor of the Year Finalist
- Antipodes Partners – International Equities – Alternative Strategies Category Finalist

2020 Money Management Fund Manager of the Year:

- Resolution Capital – Global REIT Category Finalist
- Hyperion – Global Equities Category Finalist

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

2020 Australian Alternative Investment Awards:

- Metrics – Best 2020 Alternative Investment Manager Award

2019 Zenith Fund Awards:

- Pinnacle – Distributor of the Year Winner (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

2019 Australian Alternative Investment Awards:

- Metrics – Best Private Debt Fund Category Winner

2018 Professional Planner | Zenith Fund Awards:

- Pinnacle – Distributor of the Year Winner (third consecutive year)
- Resolution Capital – Global REIT Category Winner (fifth consecutive year)
- Solaris Investment Management - Australian Equities – Alternat. 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

2018 Lonsec/Money Management Fund Manager of the Year:

- Resolution Capital – Global REIT Category Finalist

2018 SuperRatings & Lonsec Fund of the Year Awards:

- Metrics – Listed Fund Award Winner

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 Winner (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

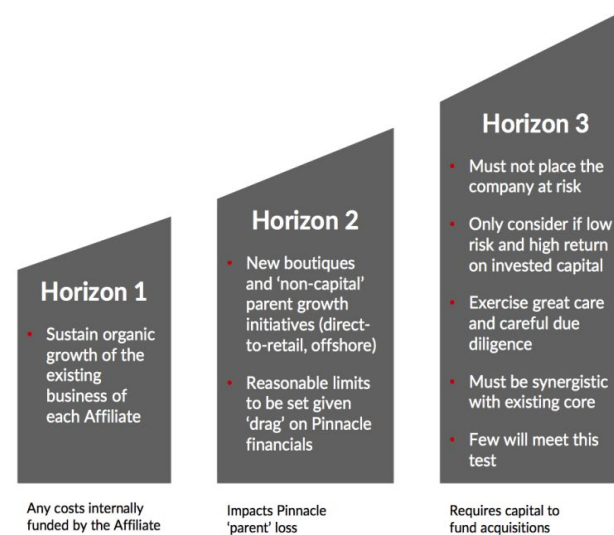
2016 Morningstar Fund Manager of the Year Awards:

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

- Clear evidence of strategy execution success
- Growth and Resilience simultaneously delivered
- An exceptional platform in place to move ahead with sustained growth from a proven business model and philosophy

- For several years, we have been consistently implementing our strategy:
 - A 'pure play' investment management firm comprising only the best investment professionals, focused on investment excellence
 - Highly-regarded distribution teams, the best in the Australian retail and institutional markets
 - High-quality shared common infrastructure
 - Multiple Ways of Winning, irrespective of market conditions (both at the Affiliate level and the Pinnacle level)
- Three Horizons of Growth
- Adding new assets classes and investment strategies, diversifying...
- Over the past few years, including the COVID-19 crisis, this strategy has delivered:
 - Horizon 1 – NPAT has grown at a CAGR of 45% in the five years to 31 December 2020; FUM has grown at a CAGR of 30% in the five years to 31 December 2020 (26% excluding 'acquired' FUM)
 - Horizon 2 – Built 'from scratch' Hyperion, Plato, Solaris, Palisade, Antipodes, Spheria, Firetrail...
 - Horizon 3 – Acquired interests in, then grew: ResCap, Metrics, Coolabah

- 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



- 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 (and continuing to evolve and grow in size and sophistication) our 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 and further growth
 - Global equities (developed & emerging markets)
 - Fixed income
 - Private capital (debt & equity)
 - Absolute return (single & multi-asset)
- Stable/robust, diversified platform enabling strong further growth
 - Continuing investment excellence (strong reputation for such)
 - Widespread industry recognition and support
 - 'Article of faith' reputation for performance, quality and capability excellence
- Further investment in distribution capability
 - Retail
 - International
- Proven ability to quickly build high quality investment managers and facilitate substantial success for them
- Existing Affiliates are increasingly able to build or buy (with Pinnacle backing) then grow additional new businesses - 'Affiliates within Affiliates'
- Expanding distribution and 'infrastructure' capability, all of high quality
- Critical to maintain highest standards of service and support to Pinnacle Affiliates
- Strong and flexible balance sheet

Result: additional growth, corporate stability/robustness, better meeting clients' evolving and expanding needs

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

HYPERION
ASSET MANAGEMENT

49.9%

\$9.9bn
Global & Australian
Growth equities
1998

Plato
INVESTMENT MANAGEMENT

42.7%

\$6.3bn
Global & Australian
Systematic equities
2006

PALISADE

37.6%

\$2.4bn
Private Infrastructure
2007

RESOLUTION
CAPITAL

44.5%

\$11.3bn
Global & Australian
REITs
2007

SOLARIS
investment management

40.0%

\$10.0bn
Core & L/S Australian
equities
2008

Antipodes

23.5%

\$8.5bn
Global L/S & long only
equities
2015

spheria
ASSET MANAGEMENT

40.0% (5)

\$1.5bn
Global & Australian
Small & Micro-Cap
equities 2016

Two Trees
INVESTMENT MANAGEMENT

44.0%

\$0.1bn
Systematic Global
Macro
2017

Firetrail
INVESTMENTS

23.5% (5)

\$5.5bn
High Conviction & L/S
Australian equities
2018



45.0% (5)

\$4.4bn
Smart Beta Plus
2008 (3)

METRICS

35.0%

\$5.1bn*
Private Credit
2011 (2)

LONGWAVE
CAPITAL

40.0% (5)

\$0.2bn
Quantamental equities
/Multi-Asset
2018

RIPARIAN
CAPITAL PARTNERS

40.0%

\$0bn
Water, Agriculture and
Food
2019

REMINISCENT
CAPITAL

40.0%

\$0bn
Discretionary Asia
Macro
2019

COOLABAH CAPITAL
INVESTMENTS

25.0%

\$5.0bn
Public Credit
2011 (4)

AIKYA

32.5%

\$0.2bn
Global Emerging
Market Equities
2019

* FUA of \$6.2bn including leverage, at 31 December 2020. Metrics earns fees on the full FUA figure

1. Gross FUM as at 31 December 2020

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

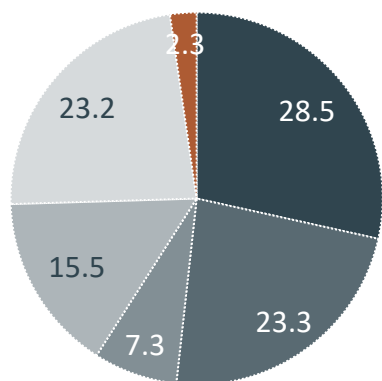
Resilience has been enhanced by progressive diversification of:

1. Asset classes
2. Client type
3. Client domicile
4. Percentage of funds exposed to performance fees

30 June 2016

Total FUM \$19.8bn

Hyperion 28.5% (largest affiliate)

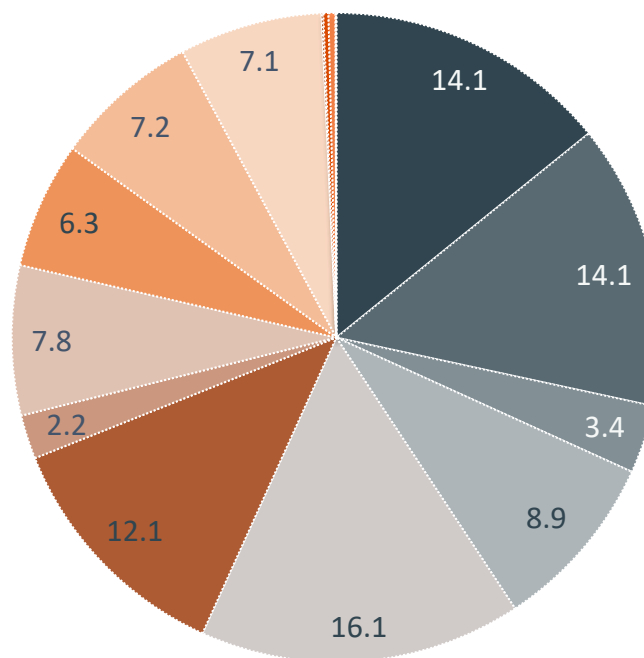


■ Hyperion
■ Solaris
■ Palisade
■ Plato
■ Resolution Capital
■ Antipodes

31 December 2020

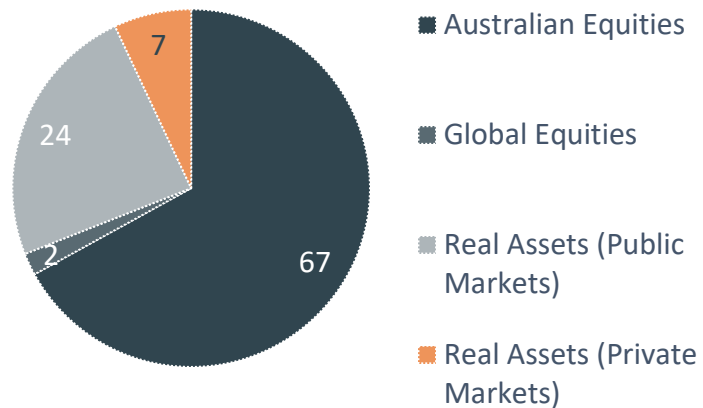
Total FUM \$70.5bn

RCL 16.1% (largest affiliate)

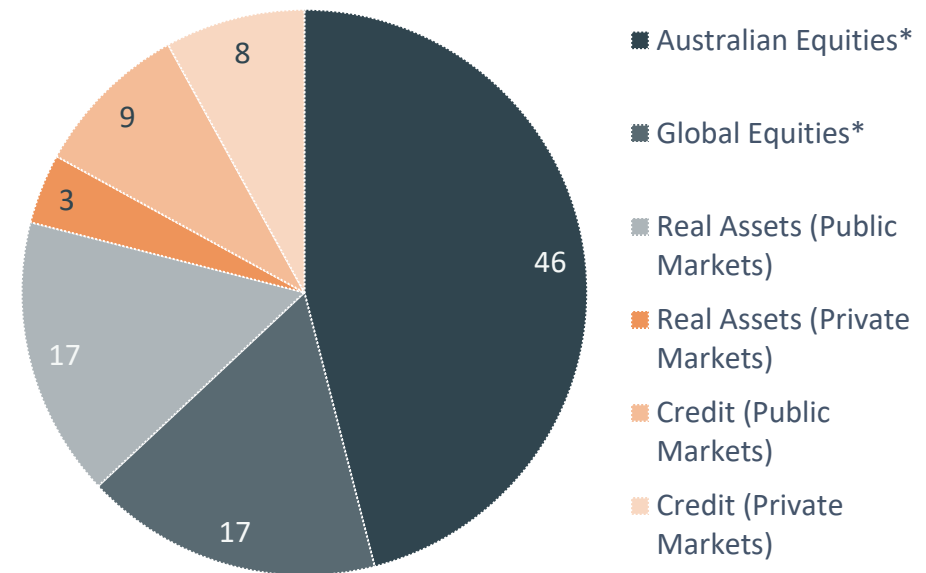


■ Hyperion
■ Solaris
■ Palisade
■ Plato
■ Resolution Capital
■ Antipodes
■ Spheria
■ Firetrail
■ Omega
■ Metrics
■ Coolabah
■ Two Trees
■ Longwave
■ Aikya
■ Reminiscent
■ Riparian

FUM by Asset Class
30 Jun 2016 (%)



FUM by Asset Class
31 December 2020 (%)



- Less than half of total FUM (at 100%) was in Australian equities at 31 December 2020
- Investment in new Affiliates adds to diversification
- Increasing exposure to global equities, private capital, fixed interest and credit, and liquid alternatives
- *Equities exposure is further diversified by style and market cap

Institutional – Domestic

International

Retail – Intermediated

Retail – Direct

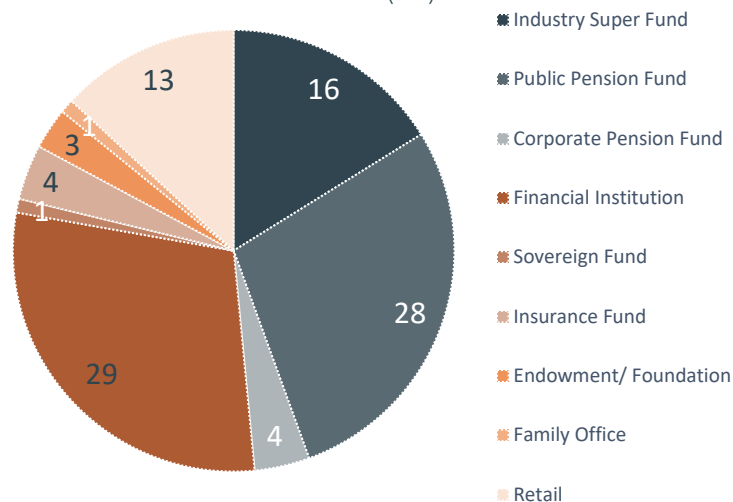
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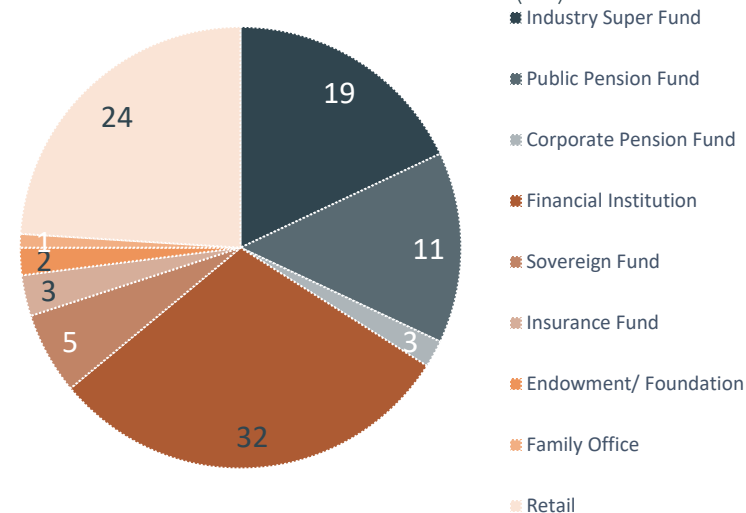
Growth in Client Type and Breadth

38

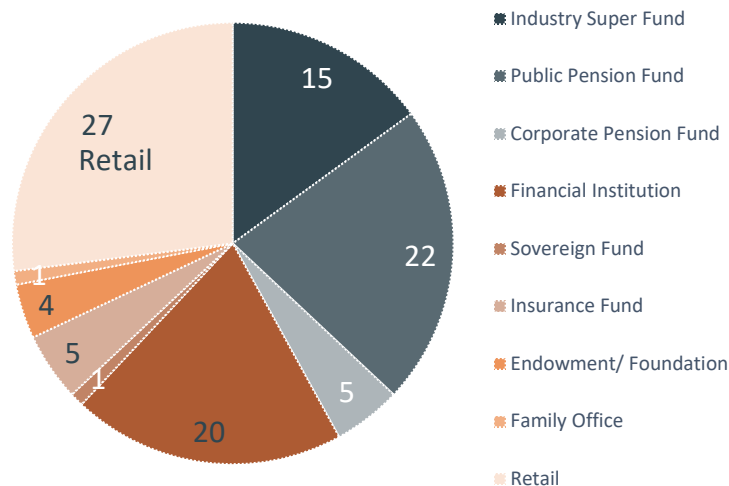
Total FUM at 30 June 2016 (%)



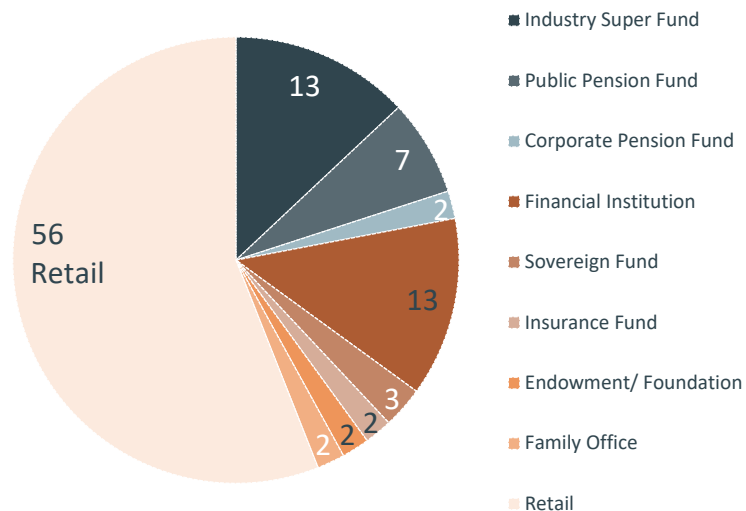
Total FUM at 31 December 2020 (%)



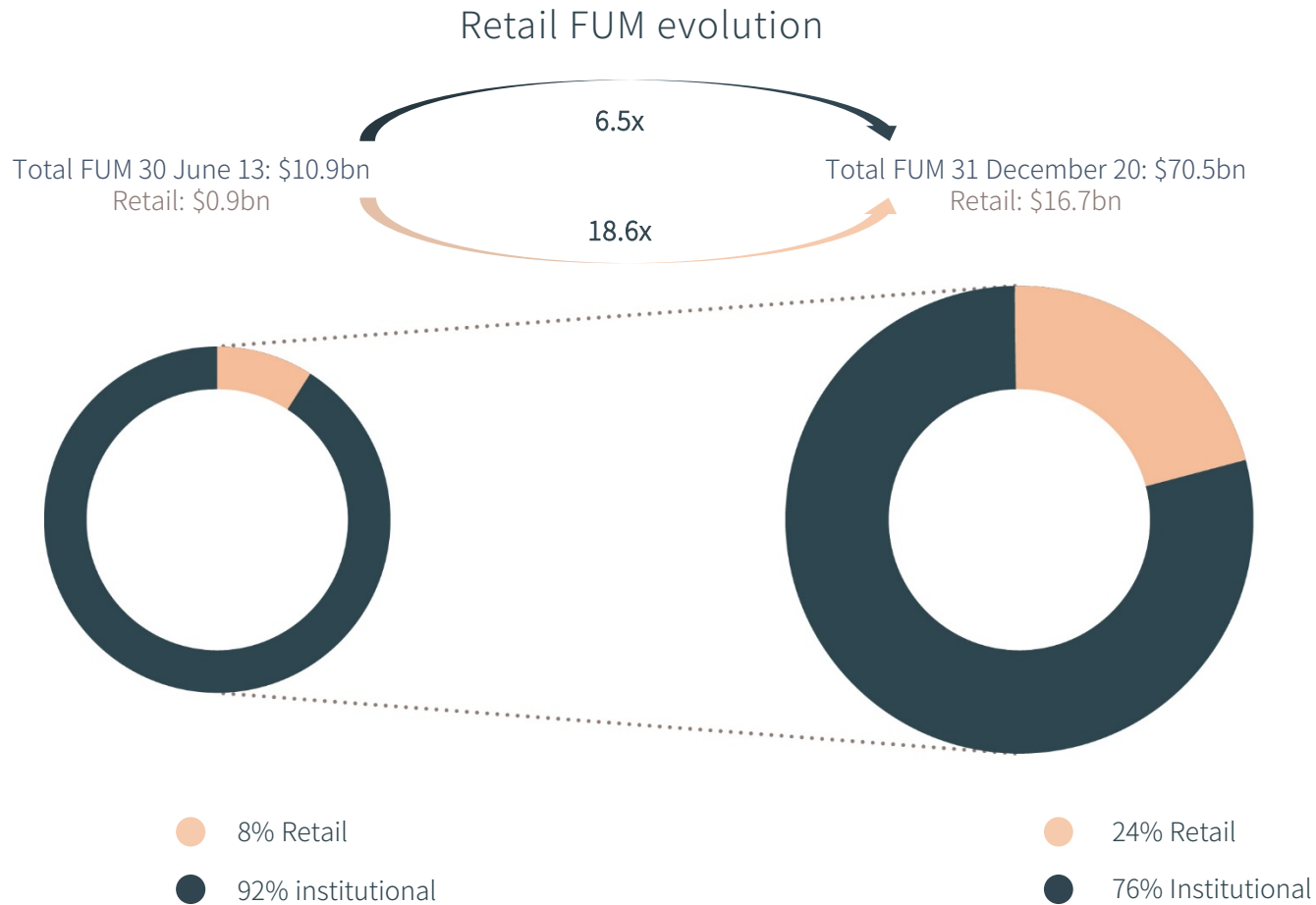
Total Affiliate Revenues at 30 June 2016 (%)



Total Affiliate Revenues at 31 Dec 2020 (%)



- 190+ individual institutional clients (some with whom we have multiple relationships) at 31 December 2020, compared with ~60 at 30 June 2016
- Growth in Retail as a proportion of total FUM (at 100%) and as a proportion of total revenues (at 100%)
- Increasingly diversified client base



- Pinnacle has invested significantly in retail distribution and has generated substantial retail FUM in the last 7 years (~\$16bn of retail FUM growth)
- Initiatives include growth of internal and external sales teams, LIC/LITs and exchange traded funds (open & closed ended)

ersonal use only

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

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

Total FUM 31 December 20: \$70.5bn
Subject to performance fees: \$23.0bn



- 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.

1. Steady conversion of mandate pipeline

- Robust equity market performance has underwritten the confidence of asset owners to make decisions
- All pre-pandemic mandate search processes resumed during the half; some have concluded and now funded
- Maiden mandates secured for Aikya and Longwave

2. Significant volume of new searches initiated

- Valuation - Public real assets - global REITs
- Defence, diversity and yield - Private credit (IG and Sub-IG); Public credit - zero duration; high liquidity
- Capacity and performance - Public equities - Australian equities
- Industry consolidation – Scale benefits across all asset classes

3. Client rebalancing becoming more systematic and frequent

- Market returns
- Excess returns

4. Annual performance test of MySuper funds has the potential to influence market demand

- From July 2021, the worst performing MySuper funds over two consecutive years will be unable to accept new members
- APRA's exclusive use of 'public markets' benchmarks may result in:
 - Higher hurdles for active equity management and private markets real assets
 - Lower hurdles for public and private credit, alternatives and public real assets
- No immediate concerns for funds that have 'banked outperformance'

1. New institutional mandates funded from international investors

- Aikya
- Antipodes
- Hyperion
- ResCap
- Palisade

2. Mandates secured from the AMER, EMEA and APAC regions

- Private Pension Plans
- Sovereign Funds
- Endowments
- Wealth Managers
- Insurance Companies

3. Japanese distribution partnerships established for several affiliates targeting

- Public and Private Pension Plans (DB & DC)
- Financial Institutions
- Retail Investors

4. Expansion of offshore pooled fund range to meet international allocator and asset consultant demand

- Aikya
- Antipodes
- Metrics
- Riparian

- **Fundamentals in place for sustained sales growth**
 - High performing affiliates with strong local and international consultant ratings
 - Diverse stable of affiliates (asset class, style, strategy, maturity) ensures “all-weather” relevance to our clients
 - Highly motivated and resourceful sales team with deep asset owner and consultant networks
- **Our competitive strengths enable us to better adapt to Australian institutional consolidation**
 - High conviction strategies complement growing ‘core’ internal team capabilities
 - ‘Supported’ start-ups offer the capacity, fees, alpha potential and financial viability that large, growing investors need
 - Incumbency provides Pinnacle Affiliates a seat at the table in portfolio rationalizations
 - Retail and international distribution platforms enable us to ‘recycle liberated capacity’ from Australian institutions into a more diverse and higher margin client base
- **International distribution delivering a ‘budding’ source of current and future FUM growth**
 - Over a decade of building global investor networks, strategies and infrastructure
 - International business making a significant contribution to net flows
 - Fiduciary outsourcing, virtual due diligence and local distribution bridging distance between Australian based Pinnacle Affiliates and the world's largest pools of capital

Record retail flows achieved on the back of strong investment performance, adaptation to the environment leading to a significant lift in sales activity levels and continued focus on high performance operating model

1. Secular trends impacting intermediated advice channel have accelerated under COVID-19 conditions:

- Adviser exodus continues (15% decline in FY20)¹
- Continued uncertainty around regulatory reform, with increased compliance affecting productivity and profitability
- Rise in corporate activity and industry fragmentation both across advice and service providers
- Switching from 'retail/personal advice' to 'wholesale' licensing
- Greater scrutiny of 'value' has seen increase in low-cost passive and highly-rated strong performing active managers

2. Transformation of products and services to meet the changing needs of investors

- Rise of managed accounts, SMAs and quoted unit products (dual structure)
- Opportunity for highly-rated boutiques to participate (scale) with better margins than institutional market
- Strong results for Pinnacle Affiliates participating in discrete Managed Accounts/SMAs with \$196M net new flows during 1H FY21 and total FUM of \$638M as at 31 December 2020
- Continued strong flows in ETPs has resulted in innovative dual structure (unlisted and listed) products coming to market with Pinnacle Affiliates scheduled for new launches in 2H FY21
- Rationalised several retail products and strategies in 2020 to ensure solutions remain highly competitive and continue to meet the 'best interest duties' for investors

1- Adviser Ratings, "Adviser Musical Chairs Report", Quarter 2, 2020 pg.3

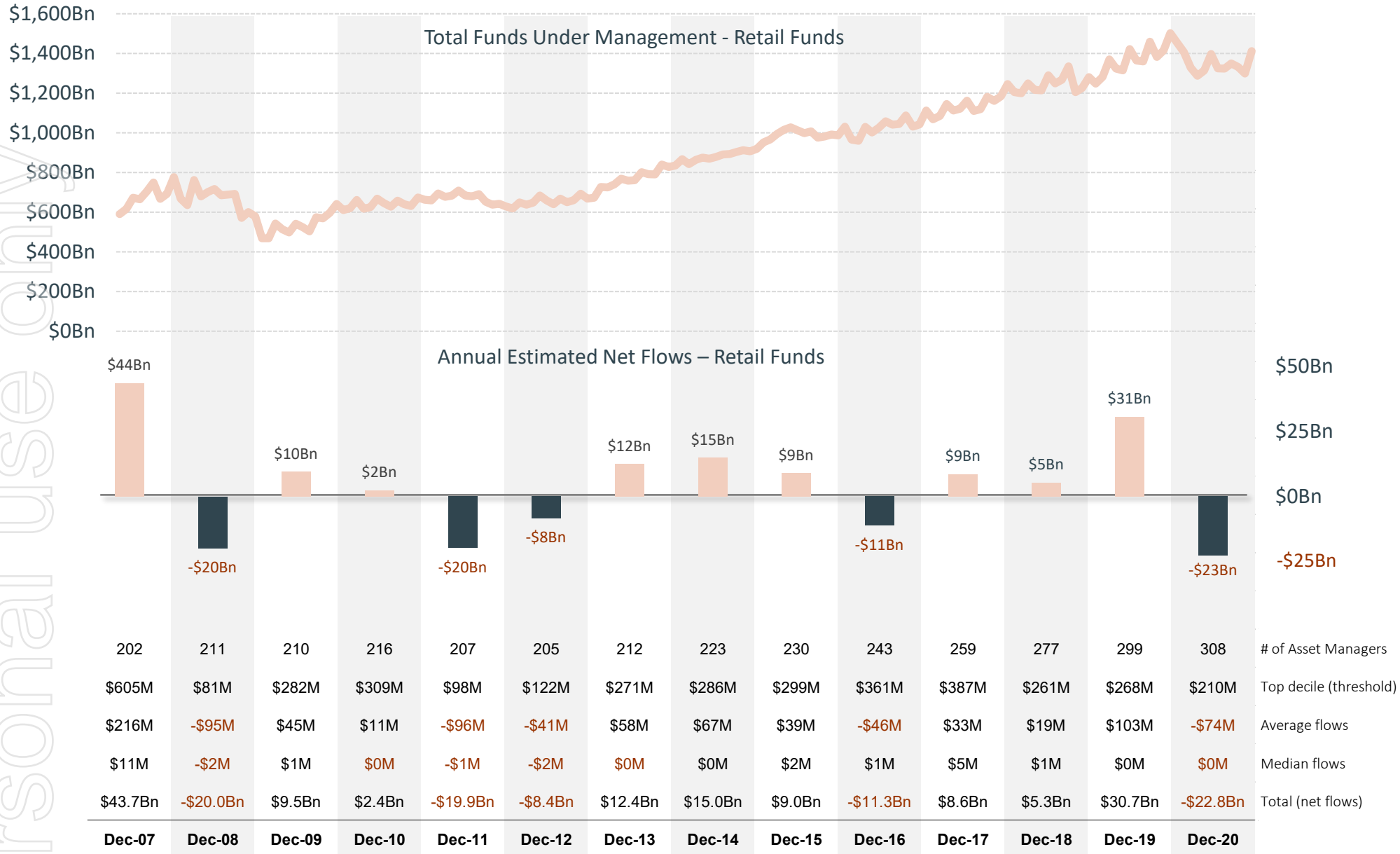
3. Transition from 'analogue' to 'digital' distribution practices

- Highly competitive environment for share of voice with increasingly time-poor advisers/investors
- Optimised engagement through best practice thought-leadership and consultative practices
- Shift from long-term campaign planning to co-ordinated, topical, nimble go-to-market content dissemination
- Multi-channel content amplification: virtual events, digital round tables, webinars, podcasts, Q&A videos, social, eDMs
- Market-leading MarTech Stack (client engagement, high value lead generation and revenue growth through optimised marketing automation tools)

4. 'Business Intelligence'

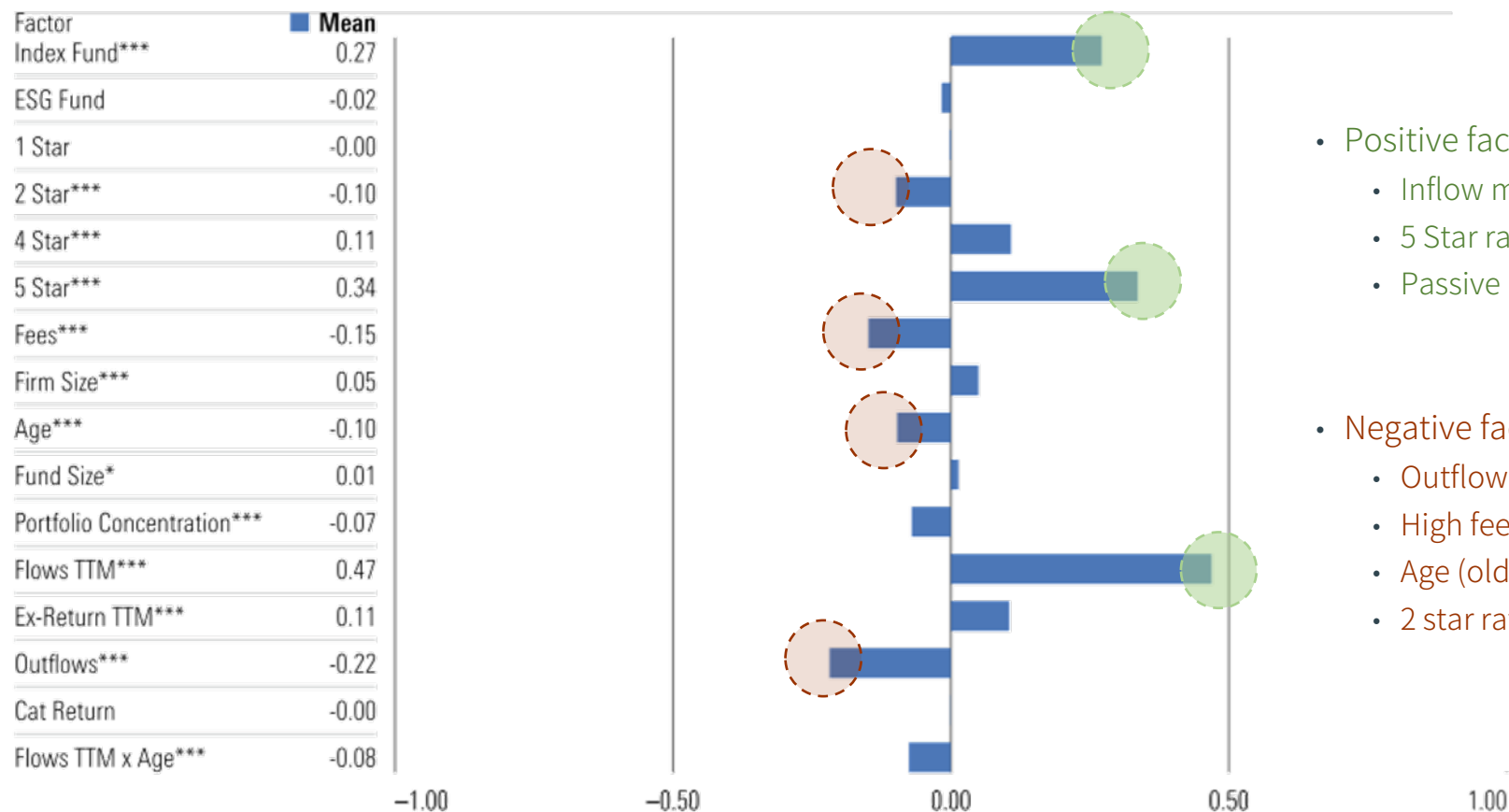
- Utilising data insights and analytics to lift productivity and deliver superior, personalised experiences, growth and measurable ROI
- Enhanced and expanded our existing adviser CRM by an additional 5K+ dataset to continue to lift our sales across the segment (>17K advisers are currently on CRM)
- Focusing on talent growth and acquisition in line with digital distribution practices and consistent with high performance culture

Total size and net flows in retail asset management industry – narrower range of winners! 48



Australia Equity Factor Premia

Morningstar runs a monthly cross-sectional regression of the fund's growth rate against their fund characteristics.



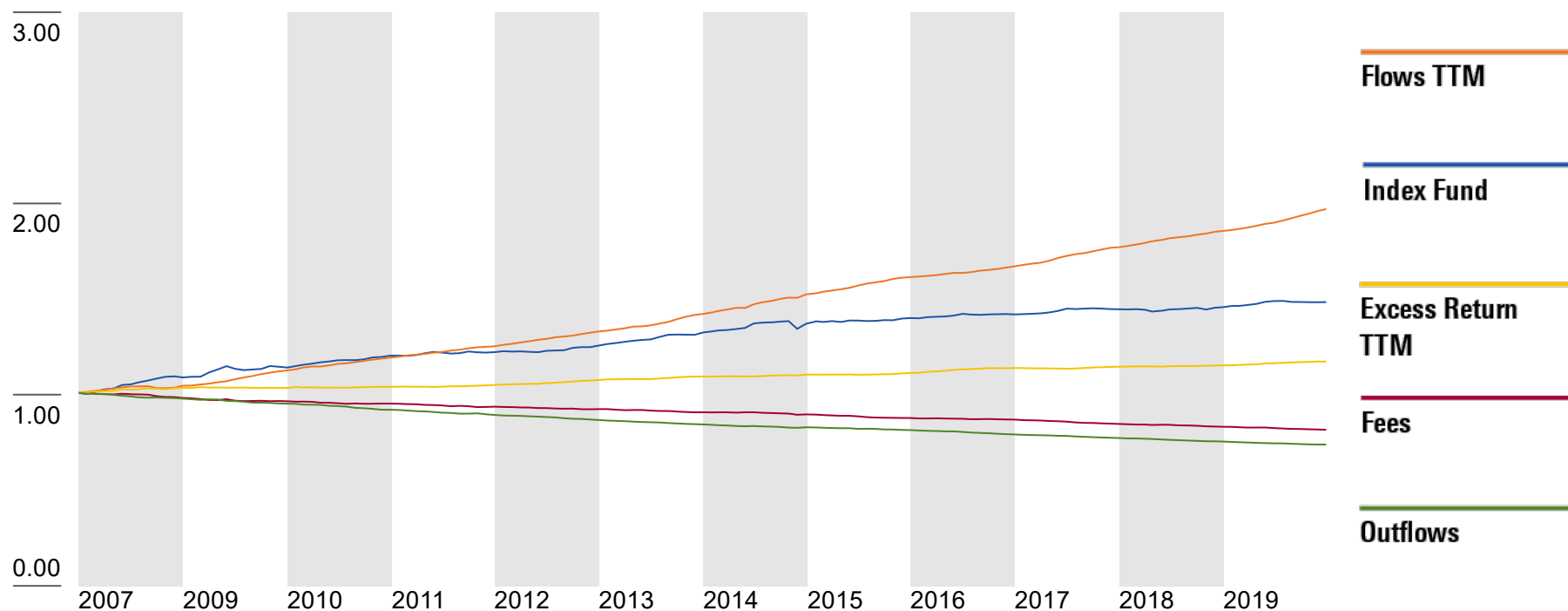
- Positive factors:
 - Inflow momentum
 - 5 Star rated
 - Passive
- Negative factors:
 - Outflow momentum
 - High fees
 - Age (older funds)
 - 2 star rated

Source: Morningstar. Inc Data as of October 2020

Statistical significance levels are marked next to each factor (*** = significant at 99th level; ** = 95th; * = 90th; No stars is 'not statistically significant').

Factor Statistics - Persistence

The facto premia correlations are persisted through time. The fees and outflows are negative while five-star, positive growth rates and index funds are consistently positive.



Source: Morningstar, Inc Data as of October 2020

✓ 0

34

Data Set: **Flow Factors** ▾

Show Peer Analytics

<input type="checkbox"/>	Name	Morningstar Category	Total Ret % Rank Cat 3Y mo-end (mo-end)	Morningstar Rating 3Y (mo-end)	Morningstar Sustainability Rating (mo-end)	Morningstar Analyst Rating (day-end)	Morningstar Fee Level Distribution
<input type="checkbox"/>	1 Hyperion Australian Growth Companies	Equity Australia Large Growth	1	★★★★★	★★★★★	Silver	Below Average
<input type="checkbox"/>	2 Hyperion Global Growth Companies B	Equity World Large Growth	3	★★★★★	★★★★	Bronze	High
<input type="checkbox"/>	3 Hyperion Small Growth Companies	Equity Australia Mid/Small Growth	9	★★★★★	★★★★★	Gold	Below Average
<input type="checkbox"/>	4 Resolution Capital GIBL Pty Secs UH SII	Equity Global Real Estate	12	★★★★★	★★★★★	Gold	Average
<input type="checkbox"/>	5 Resolution Capital Real Assets	Equity Australia Real Estate	13	★★★★★	★★★★★	–	Low
<input type="checkbox"/>	6 Smarter Money Platform Investor	Australian Short Term Fixed Interest	16	★★★★	–	–	High
<input type="checkbox"/>	7 MCP Wholesale Investments Trust	High Yield Credit	25	★★★★	–	–	–
<input type="checkbox"/>	8 BetaShares Active Australian Hybrids ETF	Diversified Credit	38	★★★	–	–	–
<input type="checkbox"/>	9 Resolution Capital Global Property Secs	Equity Global Real Estate	45	★★★	★★★★	Gold	Low
<input type="checkbox"/>	10 Plato Australian Shares Income	Equity Australia Large Blend	48	★★★	★★★★	–	Low
<input type="checkbox"/>	11 Smarter Money Higher Income Assisted Inv	Multi-Strategy Income	53	★★★	–	–	Average
<input type="checkbox"/>	12 Solaris Core Australian Equity PA	Equity Australia Large Blend	57	★★★	★★★★	Gold	Low
<input type="checkbox"/>	13 Spheria Australian Smaller Companies	Equity Australia Mid/Small Growth	57	★★★	★★★★	Neutral	Low
<input type="checkbox"/>	14 Spheria Opportunities	Equity Australia Mid/Small Blend	59	★★★	★★★★	–	Low
<input type="checkbox"/>	15 Antipodes Asia P	Equity Asia Pacific w/o Japan	65	★★★	★★★★	–	Low
<input type="checkbox"/>	16 Solaris Core Australian Equity Retail	Equity Australia Large Blend	65	★★	★★★★	Silver	Above Average
<input type="checkbox"/>	17 Solaris Australian Equity Long Short Fd	Equity Australia Large Blend	70	★★	★★★★	Bronze	Below Average

Source: Morningstar Direct, data as at February 2021

Pinnacle as a Responsible Firm

We are focused on continuous improvement, striving to do better by building a long-term, sustainable firm that focuses on our staff, customers and shareholders as well as the communities in which we engage

- Sustainability Committee
 - Pinnacle has established a Sustainability Committee to provide coordination and guidance on the integration of sustainable strategies and practises into the broader business. The Committee has responsibility for:
 - identifying and managing environmental, social and governance concerns;
 - setting and monitoring performance of sustainability targets, assessing climate change risks and opportunities; and
 - establishing and implementing strategies to mitigate material business risks.
 - The Committee will inform Pinnacle's Sustainability Framework which will articulate our strategic commitment to sustainable development
- Carbon Emissions
 - Pinnacle achieved carbon neutrality for the 2019 and 2020 financial years, by continuing to measure and offset carbon emissions through Greenfleet. Greenfleet is a leading Australian not-for-profit environmental organisation that takes practical climate action by offsetting carbon emissions through restoring forests
 - Continuing to avoid travel in favour of video conferencing where possible
 - Moved to 100% green energy in our Sydney office through Powershop. Powershop is owned by a 100% renewable energy company, Meridian Energy, who own and manage hydro-plants and wind farms in Australia
- Pinnacle is committed to addressing its climate change risks and is on target to achieve Climate Active carbon neutral certification, with FY20 the 'base year'
- Sustainable use of resources
 - Exceeded target to reduce printing across the firm by 25% in 2020, to 62%, compared to 2019
 - Identifying where we can increase our recycling efforts
 - Continuing to implement the removal of all single use plastic from the firm

Diversity

- Pinnacle believes that workplace diversity in this context includes but is not limited to gender, gender identity, age, race, disability, nationality, marital status, cultural background, sexual orientation, religious belief and ethnicity
- To support the achievement of these diversity objectives, Pinnacle has undertaken the following initiatives:
 - Equal opportunity recruitment process that draws a diverse pool of both applicants and shortlisted candidates for all positions
 - Flexible work arrangements to assist employees to balance their work, personal and family responsibilities
 - Continuing to encourage women into finance by:
 - Sponsoring Women in Finance scholarships to assist female university students in gaining a greater understanding of and experience in investment management
 - Founding Sponsor of the University of Queensland's first officially sanctioned networking group with a focus on women – UQWN
 - Applying the principle of equality when setting salaries and considering the short-term and long-term incentives of all employees
 - Facilitating a strong return to work and retention rate of employees on parental leave
 - Applying the principle of equality when considering internal promotions and succession planning
 - Comprehensive employee behaviour and grievance resolution policy
- As at 31 December 2020, Pinnacle had a total of 31% females across all positions

People

- Fully supportive of initiatives to optimise the mental health of employees through access to the Employee Assistance Program for employees and family members
- Employees are encouraged to always act in Pinnacle's best interests and maintain a line of sight to long term goals. To help enable this, as at 31 December 2020, approximately 32% of employees had an individual shareholding in the Company
- Committed to instilling a culture that values rest and family time. We provide a flexible working environment that suits our employees' personal circumstances. Several employees are currently on part time working arrangements to enable them to balance family and personal responsibilities

Community

- Through the Pinnacle Charitable Foundation and engaged Affiliates, we are supporting key not-for-profit partners to address a number of social priorities by donating in excess of \$400K per annum:
 - Human Rights: facilitating legal assistance for sufferers of domestic and family violence and sexual abuse, together with advocacy for legislative change to support victims
 - Mental Health: advocating strong mental wellbeing, and fostering programs aimed at prevention and early intervention to reduce the incidence and severity of mental illness in young people
 - Vulnerable children: engaging via professional support with children facing acute or systemic disadvantage
 - Indigenous: offering secondary school educational scholarships at leading Australian boarding schools, for students from rural, regional and remote communities across Australia
 - Environment: regenerating native habitats, including in areas affected by bushfires in 2019 / 2020
 - Impact of COVID-19: developing a national school-based curriculum for use as a resource for teachers, students and parents aimed at embedding principles of kindness and human decency into everyday life for Australia's youth.

Ten affiliates are signatories to the United Nations supported Principles of Responsible Investment (“PRI”):

Affiliate	Signatory to PRI	Incorporate ESG into Investment process	Have an ESG policy
Aikya	Yes	Yes	Yes
Antipodes	Yes	Yes	Yes
Coolabah	No	Yes	Yes
Firetrail	Yes	Yes	Yes
Hyperion	Yes	Yes	Yes
Longwave	Yes	Yes	Yes
Metrics	Yes	Yes	Yes
Omega	No	Yes	Yes
Palisade	Yes	Yes	Yes
Plato	Yes	Yes	Yes
Reminiscent	No	Yes	N/A
ResCap	Yes	Yes	Yes
Riparian	Provisional	Yes	Yes
Solaris	Yes	Yes	Yes
Spheria	Yes	Yes	Yes
Two Trees	No	No	Yes

SOLARIS

investment management

- 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
- Official supporter of the Task Force on Climate-related Financial Disclosure (TCFD)

AIKYA

- PRI signatory
- CDP signatory
- Fundamentally integrate ESG into the investment decision making process
- Set clear sustainability impact goals for the Aikya Portfolio
- Each portfolio company is subjected to detailed ESG analysis, which results in an engagement agenda which Aikya pursue with company management.
- Perform extensive due diligence to establish how companies treat their various stakeholders.
- Require investee companies to meet high standards of governance, and to take their environmental and social responsibilities seriously.

Firetrail

INVESTMENTS

- PRI signatory
- Fundamentally integrate ESG into the investment decision making process
- Philosophy of Ownership, Measurement & Engagement on ESG specific issues
- Actively engage in over 200+ ESG specific company engagements per annum
- Supporter of the 30% Club Australia since it launched in 2015 – to promote diversity in Australian Listed Company Boards
- Key focus on Modern Slavery issues in supply chain analysis in the companies they invest in
- Sponsorship of local community social and sporting groups including Sydney Uni Cricket & Guide Dogs Australia
- Partnership with Mirabel Foundation to support Australian families impacted by drug addiction
- Carbon offsetting for all staff travel on an annual basis since inception

HYPERION

ASSET MANAGEMENT

- PRI signatory since 2009
- Official supporter of the Task Force on Climate-related Financial Disclosure (TCFD)
- Established an ESG Framework
- Effectively carbon negative since 2015 through the purchase of carbon credits
- Established a Carbon Negative Strategy
- Fundamentally integrates ESG into the investment decision making process, which extends to the company’s broader stakeholder group and its supply chain.
- Actively avoids companies with certain poor ESG factors

PALISADE

- 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.
- Active scholarship program, focusing on women and financially disadvantaged students
- *Priority Goals* set by the Palisade team, aligned with UN’s Sustainable Development Goals

RESOLUTION

CAPITAL

- PRI signatory since 2010
- UN Global Compact signatory (2019)
- Member of GRESB since 2017
- Member of ESG Research Australia
- 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
- Measure the carbon footprint of the portfolios they manage

Plato

INVESTMENT MANAGEMENT

- 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

- Pinnacle is passionate about enabling better lives through investment excellence. This belief is strongly reflected in Pinnacle's commitment – together with Affiliates – to the Pinnacle Charitable Foundation
- The Foundation's focus is on growing the sustainability of creative and clever Australian not-for-profit organisations. Partners are actively sought out and invited to apply for support based around exploring new projects, programs and services. In each case the aim is to facilitate the delivery of solutions which can be analysed and assessed, scaled and strengthened, with early stage backing often provided
- Financially underpinned by Pinnacle and with access to extensive in-house pro bono services across investment management, portfolio reporting, finance, marketing and IT, the Foundation operates with low overheads and high impact. Its investment strategy aims to provide capital protection in volatile markets whilst seeking to drive growth over the longer term. Investments are held in a range of Affiliate strategies which offer Australian and global equity exposure, franking credits, monthly income streams, plus a range of non-equity exposed assets
- Annual applications for support are primarily assessed each year in June, with supplementary amounts approved in November. In November 2020 the Foundation donated \$70,000 to continue four existing partnerships into calendar 2021, together with \$110,000 from Affiliates
- Total donations in calendar 2020 by the Foundation were \$316,000, with Affiliates providing a further \$180,000 via direct support to several jointly funded charity partners
- These funds of circa \$500,000 were predominantly directed to 10 not-for-profit partners across five identified priority areas, plus in support of emergency bushfire relief in February 2020. A new partnership with The Kindness Factory was developed in June 2020, in response to the pressures and stresses associated with the impact of COVID-19

- Key focus areas and partners for 2021 are as follows:

- Promotion of strong mental wellbeing, together with support for prevention and early intervention strategies aimed at reducing mental illness and driving down suicide rates. Long-term partnerships are in place with R U OK?, ReachOut Australia and batyr Australia
- Legal assistance and strong advocacy for victims of sexual abuse and domestic violence, through a multi-faceted relationship with the Full Stop Foundation
- Engagement with children from a range of environments who face acute and / or systemic disadvantage, with partnerships in place with The Mirabel Foundation and Yalari
- Capacity building for world-leading medical researchers seeking treatments and cures for children's genetic diseases and for dementia sufferers, through partnering with CMRI (Children's Medical Research Institute) and the Australian Alzheimer's Research Foundation (AARF)
- Increasing awareness of the critical need for kindness, empathy, community and resilience, through support for the national roll-out and development of The Kindness Curriculum in Australian schools





Global Emerging Market Equities

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



Global & Asian Value Equities (Long Only and Long/Short)

- Global & Asian equities (long-only and long-short)
- 'Pragmatic value' investment approach
- Strategies accessible via listed (ASX: APL, AGX1), unlisted and offshore (UCITS, Cayman) vehicles
- Founded 2015
- 30+ staff
- Offices in Sydney, Australia and London, UK

Australian and Global Credit (Long Only and Long/Short)

- Australia's most active credit investor with over \$25 billion of trades in 2020
- Australia's largest long/short active credit manager with over \$1.2bn in long/short strategies and \$5bn in FUM in total
- CCI believes it has the biggest team in investment-grade fixed-income with 26 execs, including 13 analysts and 5 portfolio managers with a total of 4 PhDs
- CCI minimizes client exposures to fixed-income betas: interest rate duration, credit default risk and illiquidity risk
- Applying 30-40 internally developed quant models, CCI seeks to acquire cheap, mispriced bonds paying excess credit spread for their risk factors
- As credit spreads normalise/mean revert towards CCI's fair value targets, clients capture capital gains on top of interest income
- These capital gains are driven by credit alpha, not beta
- Capital gains become increasingly important in a low-yielding world. That is, credit alpha is crucial in a world where interest rates are declining
- CCI has an outstanding macro forecasting track-record
- Headquartered in Sydney, Australia, with offices in London, UK, and Melbourne, Australia





Experts in high conviction investing

- Deep fundamental research approach consistently applied for 15+ years
- Focused on generating alpha from stock selection, whilst reducing exposure to unintended macroeconomic or thematic risks
- Unconstrained approach provides flexibility to invest across different styles (value/growth), sectors and market cap
- Specialists in Australian, Global, Small cap & Long/Short (market-neutral) equities
- Team of 17 investment professionals, headquartered in Sydney, Australia

Australian and Global Growth Equities

- Investment process focused on high quality
- Structural growth businesses with sustainable competitive advantages
- High return on capital
- Predictable earnings and low debt
- Concentrated portfolio
- Low turnover
- Headquartered in Brisbane, Australia

Australian Small-Cap Quality Equities

- Quantamental approach delivers repeatable investment edge
- Investment philosophy centred on the view that quality is the long-term driver of small-cap excess returns
- Quality is embedded 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
- Headquartered in Sydney, Australia

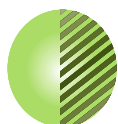




Australasian Private Credit

- 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
- PRI Signatory
- Headquartered in Sydney, Australia, offices in Melbourne, Australia and Auckland, New Zealand

Australian Smart Beta Plus and Managed Volatility Equities, Global Infrastructure Securities, Global Bond 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 sovereign with dedicated allocation to ESG bond mandate
- Headquartered in Melbourne, Australia, with offices in Sydney, Australia

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





Australian Accumulation, Low Volatility and Tax-Exempt Equities, Global Income Equities and Global Long/Short Equities

- Customised alpha models and portfolio construction for accumulation, retirement and absolute return solutions
- Systematic implementation of fundamental ideas
- State of the art technology
- Headquartered in Sydney, Australia

Discretionary Asia Macro

- 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 ETFs with roughly 70% in Asia, 30% in global markets
- Core position focus on medium to longer-term macroeconomic themes
- Short term, idiosyncratic, diversifier trades
- Headquartered in Sydney, Australia



Global Listed Real Assets

- Concentrated portfolio of 'high conviction ideas'
- Multiple Portfolio Manager approach
- Sector based research
- Centralised, proprietary research mitigates regional biases
- PRI and UN Global Compact signatory
- 25-year track record
- Headquartered in Sydney, Australia, investment office in New York, USA



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Australasian Private Agriculture, Food & Water

- Real asset backed investments
- Uncorrelated exposure to traditional asset classes
- Inflation protection
- Mid-Market value focus
- 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



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 Micro, Small-Cap and Mid-Cap Equities, Global and International Micro-Cap Equities

- Greater potential for long term capital appreciation
- Under-researched stock universe provides fertile ground for higher alpha
- Quality orientation
- Focus on recurring cashflows and valuation
- Conservative balance sheets
- Headquartered in Sydney, Australia

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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
- Harnesses the diversifying power of an optimiser through novel volatility and correlation models that drive alpha
- Headquartered in Sydney, Australia

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Q&A