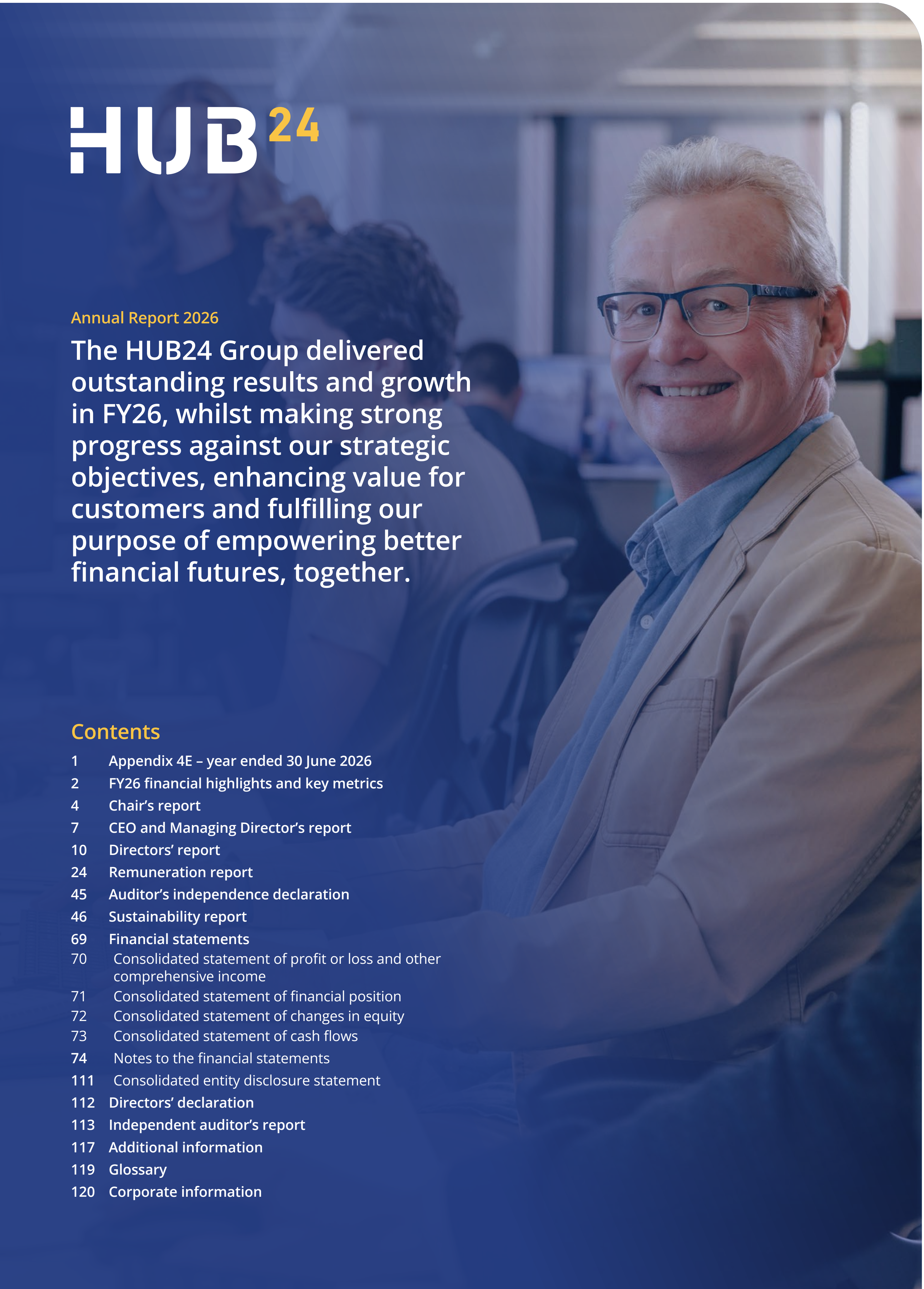
HUB24

Empowering better financial futures, together

Annual Report 2026



HUB24

Annual Report 2026

The HUB24 Group delivered outstanding results and growth in FY26, whilst making strong progress against our strategic objectives, enhancing value for customers and fulfilling our purpose of empowering better financial futures, together.

Contents

Appendix 4E

Year ended 30 June 2026 under ASX Listing Rule 4.3A

Results for announcement to the market

Current period: 1 July 2025 to 30 June 2026
Prior corresponding period: 1 July 2024 to 30 June 2025

Key information	Year ended June 2026 $'000	Year ended June 2025 $'000	% change
Revenue from ordinary activities [1]	**501,089**	406,573	23%
Net profit after tax for the period attributable to equity holders	**121,385**	85,257	42%

1. Includes revenue from customers, interest and other income. See page 76 and note 2.1 for further details.

	Cents	Cents	% change
Basic earnings per share	**147**	98	50%
Diluted earnings per share	**146**	96	52%

Dividends	Amount per security cents	Franking %	Total Amount $'000
Interim dividend (per share)	**36.0**	100	29,439
Final dividend (per share)	**42.0**	100	34,345

Subsequent to the year ended 30 June 2026, the Directors have determined a fully franked final dividend of 42.0 cents per share at a 30% tax rate (a fully franked 32.0 cents per share final dividend was paid following the year ended 30 June 2025). The final dividend is payable on 13 October 2026 and is not recognised as a liability as at 30 June 2026.

Dates for the dividend are as follows	
Ex-date	7 September 2026
Record date	8 September 2026
Dividend payment date	13 October 2026

Explanation of results

Refer to the Directors' Report and review of operations for further explanation.

	Year ended 30 June 2026	Year ended 30 June 2025
Net tangible assets (per fully paid ordinary share) [1]	**$1.79**	$1.23

1. Net tangible assets (NTA) used for the calculation of NTA per fully paid ordinary share are inclusive of both right of use asset and lease liabilities.

Entities over which control has been gained or lost during the period

During the year ended 30 June 2026, the following controlled entities ceased to be controlled when the HUB24 Group placed PHL Securities Pty Ltd into members' voluntary liquidation, Planner Holdings Pty Limited and TopDocs Pty Ltd were voluntarily deregistered. Following deregistration, the entities ceased to exist as a legal entity. Please refer to note 6.1 in the financial report for more information.

Information about the audit

This report is based on the consolidated financial statements which have been audited by the HUB24 Group's auditors, Deloitte Touche Tohmatsu.

FY26 financial highlights and key metrics

GROUP

Total revenue[1]

$501.1m ▲ 23%

Underlying EBITDA[2]

$211.4m ▲ 30%

Underlying NPAT[3]

$137.3m ▲ 40%

Statutory NPAT

$120.2m ▲ 51%

Underlying EBITDA margin

42.2% ▲ 230bps

Underlying diluted earnings per share

167¢ ▲ 42%

Fully franked final dividend

42.0¢ per share ▲ 31%

Interim dividend was 36.0 cents per share, taking the total FY26 dividend to 78.0 cents per share (up 39%)
FY25 final dividend: 32.0 cents per share

All percentage changes shown above are relative to FY25, unless stated otherwise.

1. Includes revenue from customers, interest and other income. See page 76 and Note 2.1 for more information.
2. Refer to Note 2.1 for more information.
3. Refer to Directors' Report for more information on Group Underlying NPAT.
4. Platform net inflows of $18.9 billion, an increase of 20% when excluding large migrations of $4.0 billion in FY25.
5. Custodial adminstration services.
6. Non-custodial administration services as Portfolio Administration and Reporting Services (PARS).
7. Number of Class accounts as at 30 June 2026 consists of Class Super, Class Portfolio and Class Trust licenses.
8. Documents paid on-demand and by subscription customers for the last 12 months.
9. Number of active companies as at 30 June 2026.

PLATFORM

Platform revenue

$406.9m ▲ 26%

Platform net inflows

$18.9b ▼ (4%)[4]

Platform FUA[5]

$139.5b ▲ 24%

PARS FUA[6]

$24.8b ▲ 5%

Number of active advisers

5,649 ▲ 11%

TECH SOLUTIONS

Tech Solutions revenue

$84.0m ▲ 9%

Class number of accounts[7]

226,767 ▲ 5%

NowInfinity document orders[8]

245,359 ▲ 15%

Companies on Corporate Messenger[9]

943,039 ▲ 11%

Chair's report

Total Revenue
$501.1m

Platform revenue
$406.9m

Tech Solutions revenue
$84.0m

On behalf of the Board, I am pleased to share HUB24 Group's FY26 Annual Report. I am proud to work alongside a talented team dedicated to enabling financial professionals to empower better financial futures for more Australians while creating long-term value for our stakeholders.

Paul Rogan
Chair, HUB24 Limited

Delivering shareholder outcomes

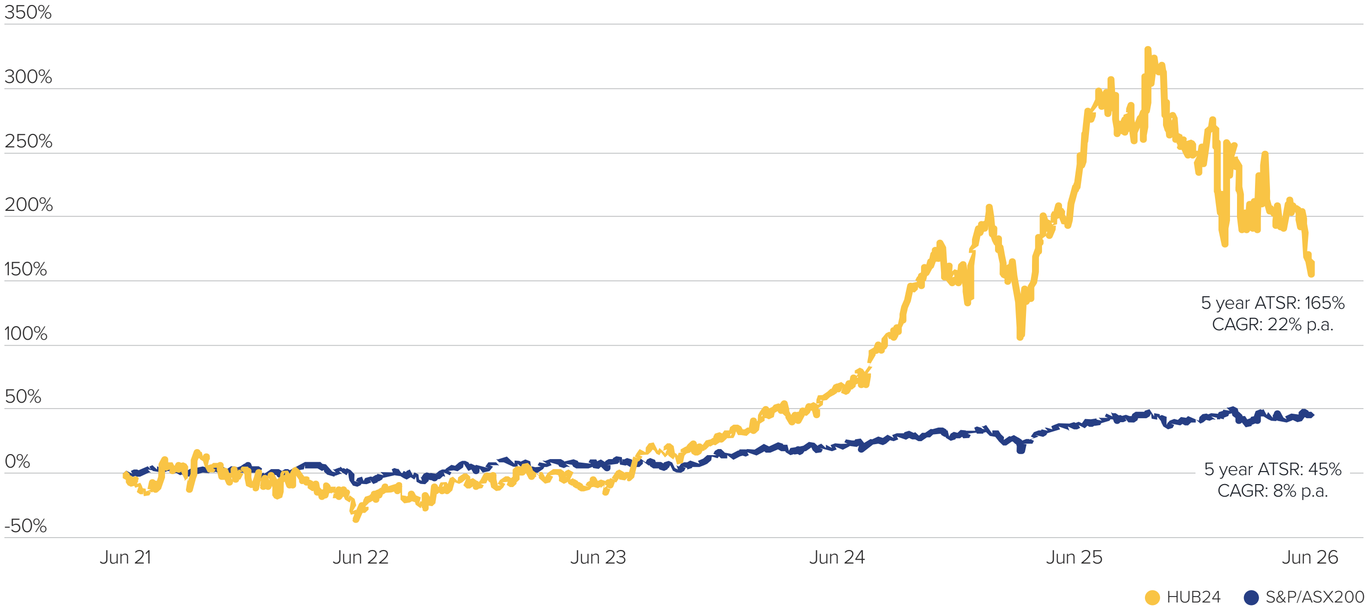
HUB24 Group delivered strong financial results in FY26, building on the performance achieved in recent years. Underlying Net Profit After Tax (UNPAT) increased 40% on FY25 to $137.3 million, while Statutory NPAT increased 51% to $120.2 million. Underlying Earnings Per Share (diluted) was 167 cents, (up 42% on FY25).

During FY26, we made further progress delivering our strategic objectives whilst continuing to develop innovative products and solutions that drive productivity for financial professionals and better outcomes for their clients. Supported by strong customer advocacy, the HUB24 platform again achieved industry-leading net inflows and industry recognition, reinforcing our position as a market leader.

HUB24's total Funds Under Administration (FUA) increased 20% to $164.3 billion as at 30 June 2026, comprising Platform FUA of $139.5 billion and Portfolio Administration & Reporting Services (PARS) FUA of $24.8 billion. During FY26, the Platform delivered record annual net inflows of $18.9 billion (when excluding large migrations) and further increased market share. HUB24 ranked first for quarterly net inflows for a tenth consecutive quarter and achieved the largest annual market share gain of all platform providers.

As shown in the chart below, HUB24 Group has generated strong long-term returns for shareholders with an Absolute Total Shareholder Return (ATSR) of 165% over the past five years, compared to the ASX200 at 45%.

HUB24 vs S&P/ASX200 5-year ATSR[1]



1. ATSR data sourced from Morningstar 1 July 2021 – 30 June 2026.

Key financial highlights

Our preferred measure of profitability is Underlying Earnings Before Interest, Tax, Depreciation, Amortisation and Notable items (UEBITDA). This increased 30% to $211.4 million for FY26 ($162.4 million in FY25). Group Revenue increased 23% to $501.1 million ($406.6 million in FY25), reflecting strong momentum across the Platform, Tech Solutions and Corporate segments. These strong results incorporate significant investment in developing innovative products and solutions, some of which are highlighted in the Managing Director and CEO's letter.

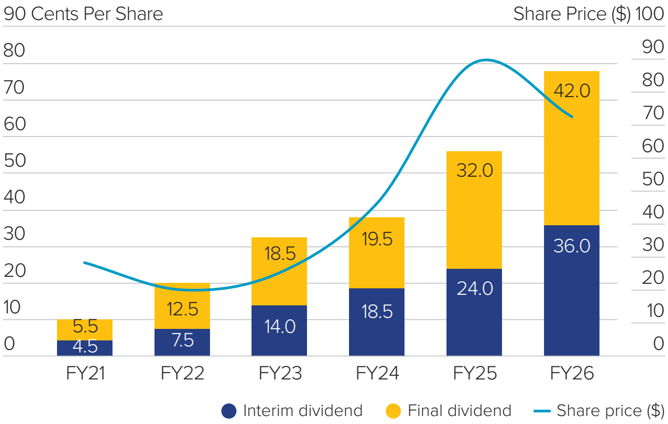
Disciplined capital management

The Group's financial performance supported continued operating cash flow generation and a strong balance sheet, providing flexibility to invest in future opportunities while maintaining a disciplined approach to capital management.

The Board seeks to balance investment in future growth initiatives with delivering returns to shareholders through a sustainable dividend policy. Consistent with this approach, the Board has declared a full-year dividend of 78.0 cents per share (fully franked), representing an increase of 39% on FY25 and within our target payout range of 40% - 60% of UNPAT.

During the year, the Group continued to implement strategies to mitigate the dilutionary impacts of employee share schemes, supporting long-term shareholder value, including purchasing $56 million worth of shares on market.

Share Price and Dividend Trends



Delivering on our strategic objectives

As we execute our strategy, HUB24 is well positioned to create long-term value by bringing together the Group's market-leading platform, SMSF accounting, corporate compliance, and client portal capabilities. During FY26, we strengthened our position across our core propositions while investing in areas that support future value creation. A key focus has been leveraging the breadth of capabilities across the Group to deliver more connected experiences and improve productivity for financial professionals.

Sound corporate governance

The Board remains committed to maintaining strong corporate governance practices that support sustainable long-term performance and effective management of risk.

Throughout FY26, we reviewed and continued to strengthen our governance framework through ongoing assessment of our culture, conduct and risk management practices.

As part of our ongoing focus on governance, effective 1 May 2026 we restructured the committees serving the Board to reflect the following changes:

- Creating a separate Audit Committee (chaired by Ms Rachel Grimes AM) and Risk Committee (chaired by Ms Michelle Tredenick OAM).
- Creating a separate Nomination Committee (chaired by me) and People and Culture Committee (chaired by Mr Tony McDonald).

The revised committee structure reflects the continued growth and increasing scale of the Group and aligns Board governance arrangements with those of comparable ASX-listed companies. It also supports Board succession planning and the continued development of skills, experience and diversity across the Board.

During the year the Board executed its succession plan and I was pleased to recently announce the appointment of Mr Andrew Formica who joined the Board effective 1 July 2026. Andrew will commence transitioning the Chair of the People and Culture Committee role from Mr Tony McDonald in the first half of FY27, who will retire from the Board in calendar 2027. In light of Tony's intentions, the Board continues to assess its preferred Board size, skills and succession requirements.

In FY26, HUB24 Group exercised the call option to acquire HTFS Nominees Pty Ltd, the current trustee of HUB24 Super, from Equity Trustees (EQT), subject to regulatory approval. As HUB24 Super has grown significantly in scale, and the HUB24 Group has expanded its capabilities, we are now well positioned to bring the trustee function in-house. In anticipation of the transition, the Board and management have commenced preparatory work to establish an Office of the Trustee and an independent Trustee Board, supported by robust governance frameworks aligned to relevant APRA and ASIC standards. This important step will support the long-term financial interests of HUB24 Super members, and we will continue to work closely with EQT and regulators throughout FY27 to complete the transition, fulfil all regulatory obligations, maintain best practice governance standards, and ensure the effective establishment of the Trustee Board, governance processes and resources. We are also advanced in the process of appointing an independent Chair-Elect for HTFS Nominees as a key part of this transition.

Chair's report

Executive leadership, people and culture

Our people remain central to HUB24's success, underpinned by our values-based culture. As outlined in our Remuneration Report and Sustainability Supplement, employee engagement rose again in FY26 to 80%, up from 78% in FY25, reflecting our focus on building a values-led and high-performing culture.

In line with our workforce growth, we have invested in our workplaces including expanding and enhancing office space and bringing our Sydney and Melbourne-based teams together into consolidated locations. We also balanced supporting flexible and hybrid working arrangements for our people with face to face collaboration to deliver positive customer outcomes.

Gender diversity remains a key focus across the organisation, including in Board composition and succession planning. As at 30 June 2026, the Board maintained gender balance, with 50% male / female representation. At an organisational level, we are progressing towards our target of 40% female, 40% male and 20% open representation, maintaining strong female participation across leadership and the broader workforce in FY26.

The HUB24 Group conducted an employee risk culture survey for the fourth consecutive year, achieving a strong result that demonstrated effective risk management behaviours and practices across the organisation. HUB24 further strengthened our risk culture through comprehensive training for all employees, reinforcing expectations and responsibilities in relation to business ethics, integrity and compliance.

During FY26, we invested in learning and development initiatives that support professional growth, technical capability, leadership development, and succession planning. We also maintained a strong focus on communication and ensuring our people understand and contribute to our strategic priorities.

We support the next generation of talent through our early careers programs and pleasingly, HUB24 Group was recognised for our early careers and graduate programs, including being named on the Australian Association of Graduate Employers' list of top small graduate programs and included for the second year running in the top 20 small intern programs.

Executive remuneration

The Board seeks to ensure executive remuneration remains aligned with shareholder interests, business performance, and the delivery of long-term value.

After consultation with external consultants and shareholders, adjustments were made to executive remuneration for FY26 to align with benchmarks across the financial services and technology sectors. This ensures the executive remuneration framework remains relevant and appropriately balanced between fixed and variable incentives, recognising HUB24's growth and evolution.

A review of remuneration arrangements for the Board and executives for FY27 is underway in consultation with external consultants. Proposed changes will take into account regulatory requirements with respect to the insourcing of the HTFS Super Trustee and ensure they remain appropriate for the scale, complexity and strategic priorities of the HUB24 Group. Further information will be provided in the AGM Notice of Meeting when issued.

A sustainable future

At HUB24, we recognise that sustainability is important to creating long-term value for our customers, people, shareholders and the broader community.

During FY26, we advanced our sustainability priorities across customer and innovation, cyber security, privacy and data, business ethics and integrity, talent and workforce, community investment, and environmental responsibility. Sustainability considerations remain embedded in our decision-making, helping us manage risk, identify opportunities, and support the long-term success of the business.

HUB24 details the management of environmental, social and governance issues through a range of regulatory and voluntary disclosures. This year, we adopted the AASB S2 sustainability reporting requirements and published our inaugural statutory Sustainability Report (as part of our 2026 Annual Report) outlining how the Group identifies, assesses and manages climate-related risks and opportunities. We also published our Modern Slavery Statement and Sustainability Supplement, providing transparency on our approach to managing environmental, social and governance (ESG) matters and our progress against key priorities.

Environmental impact was further reduced in FY26 through the consolidation of offices into more energy-efficient locations, supporting our goal of achieving net zero Scope 1 and 2 emissions by 2030.

Through HUBempower, HUB24 supported employee-led giving, volunteering and community partnerships, strengthening our connection with the communities in which we operate and helping create positive social impact.

The year ahead

HUB24 is well positioned to continue to deliver long-term value for customers and shareholders. Our priorities are disciplined execution of our strategy and continued delivery of innovative solutions that drive productivity and enable financial professionals and their clients to achieve better outcomes.

On behalf of the Board, I thank the entire HUB24 team for their commitment and contribution throughout the year. I also thank my fellow Board members for their guidance and stewardship, and our shareholders for their continued support.

As we look to the future, we are confident in the outlook for the business and our ability to continue empowering better financial futures, together.

Paul Rogan
Chair, HUB24 Limited

CEO and Managing Director's report

I am pleased to provide an update on the HUB24 Group's performance for FY26, a year in which we delivered strong financial results, further consolidated our market-leading position, and continued to invest in delivering innovative products and solutions that enable financial professionals to deliver better outcomes for their clients.

Andrew Alcock
Managing Director and CEO

FY26 was an exceptional year for the HUB24 Group.

Against a backdrop of ongoing change across the wealth industry, we continue to deepen customer relationships, strengthen our proposition, and leverage our Group capabilities to deliver greater value for financial professionals and their clients.

In an environment of increasing complexity, evolving client expectations and growing demand for advice, our focus remains on addressing these challenges through solutions that improve productivity, increase choice and flexibility, and enable better client outcomes.

As demand for advice continues to grow, financial professionals are increasingly seeking integrated solutions that help them operate more efficiently, strengthen client engagement, and navigate a changing regulatory environment. By leveraging our Group capabilities across platform, technology and data solutions, HUB24 is well positioned to support these evolving needs.

Our performance during the year reflects the trust our customers place in HUB24, the strength of our integrated platform, technology and data solutions, and the commitment of our people.

Platform segment results

Key performance metrics

- Platform revenue increased by 26% to $406.9 million (from $323.3 million in FY25)
- Expenses grew by 22% to $220.2 million ($180.4 million in FY25)
- Platform FUA increased 24% to $139.5 billion ($112.7 billion in FY25)
- Active advisers on the platform increased 11% to 5,649
- Underlying EBITDA increased by 31% to $186.7 million ($142.9 million in FY25)

The Platform segment delivered outstanding performance during FY26, underpinned by our market-leading platform proposition, commitment to customer service excellence and the strength of our customer relationships.

HUB24 was again recognised by both advisers and the industry throughout the year, being named Australia's Best Platform for the fourth consecutive year and retaining industry-leading Net Promoter Scores.[1]

1. Investment Trends 2025 Platform Competitive Analysis and Benchmarking Report. Retained highest NPS within Investment Trends 2026 Adviser Technology Needs Report and Wealth Insights Platform NPS Report, May 2026 (for All Users).

Investment Trends 2025 Platform Competitive Analysis and Benchmarking Report

The HUB24 Group was awarded:

- #1 Best Platform Overall
- #1 Best Platform Managed Accounts Functionality
- #1 Best in Product Offering
- #1 Best in Decision Support Tools
- #1 Best in Reporting
- #1 Best Online Business Management

Investment Trends 2026 Managed Accounts Report

- #1 Overall Satisfaction

Adviser Ratings 2026 Australian Financial Advice Landscape Report

The HUB24 Platform was ranked:

- #1 NPS

HUB24 ranked first in nine platform capability categories, including:

- #1 Overall Platform Functionality
- #1 Client Experience
- #1 Ease of Client Onboarding
- #1 Investment Options
- #1 Quality of Reporting

Investment Trends 2026 Adviser Technology Needs Report

HUB24 ranked first by advisers for:

- #1 NPS
- #1 Actual Advocacy

HUB24 achieved highest adviser satisfaction in nine categories, including:

- #1 Managed Accounts Capabilities
- #1 Client Onboarding Tools
- #1 Tax Reporting & Optimisation
- #1 Online Transaction Capabilities
- #1 Range of Investments & Products

2026 Wealth Insights Platform Service Level Report

- #1 Platform Offering
- #1 BDM Support
- #1 Reporting & Communication
- #1 IT & Web Functionality
- #1 Image & Reputation

Wealth Insights Platform NPS Report

- #1 NPS for all platform users

CEO and Managing Director's report

HUB24's non-custodial Portfolio, Administration and Reporting Services (PARS) provides administration, corporate action management and tax reporting services for financial professionals and their clients. PARS FUA increased to $24.8 billion during FY26 and the total number of PARS accounts increased to 9,519 (up 10% from FY25).

myprosperity continues to play an important role in the Group's broader offering, with its client portal enabling a holistic view of household wealth and secure digital engagement between financial professionals and their clients. The myprosperity portal is now used by 545 accounting and financial advisory firms (up 3% from FY25), representing approximately 132,000 households (up 23% on FY25).

HUB24 Platform

During FY26, the HUB24 Platform achieved strong results, with industry-leading and record net inflows of $18.9 billion and total Platform FUA increasing 24% to $139.5 billion. This performance was supported by continued growth in adviser adoption, with active advisers using HUB24 increasing by 552 during the year to 5,649.[1]

The strength of our proposition, combined with customer advocacy from new and existing advisers and licensees, contributed to industry-leading inflows and continued market share gains. In the latest available Plan for Life data, HUB24 ranked first for quarterly and annual net inflows for a tenth consecutive quarter. HUB24 also achieved the largest annual market share gain of all platform providers, increasing market share to 9.9% as at 31 March 2026 (up from 8.6% in the pcp), and is ranked the sixth largest platform by FUA.[2]

Throughout FY26, we continued to invest in solutions that improve adviser productivity, enhance client engagement, and support clients across different life stages. This included the broad launch of Engage, our market-leading reporting capability, which brings together on-platform and off-platform assets in an interactive reporting experience. Strong adoption, together with recognition as Best New Feature for Client Outcomes, highlights adviser demand for reporting solutions that deliver deeper insights, greater flexibility, and more engaging client experiences.[3]

We also enhanced the platform with our multi-step transitions capability, which enables advisers to implement complex advice strategies more efficiently, including establishing new accounts, pension transitions and recontributions. This capability was recognised as Most Innovative New Feature in FY26.[3]

Further enhancements included upgrades to our third-party managed fund clearing capability, broadening access to investment options for high-net-worth and more complex clients, and the integration of third-party rebalancing capabilities into our managed portfolio offer, enabling advisers to deliver more tailored solutions and support improved client outcomes.

During the year, HUB24 launched the lifetime super solution with life insurer TAL, expanding the range of retirement options available on the platform and providing advisers with choice and flexibility to deliver better client outcomes.

Available through HUB24 Super, the lifetime super account meets the requirements of an Innovative Retirement Income Stream, delivering income for life, the benefits of an account-based pension, and access to concessional Centrelink asset test treatment.

Our integrated Non-Custodial Service and HUB24 Private Invest solutions also gained momentum during the year, with combined FUA exceeding $1 billion. These solutions are designed to support advisers working with high-net-worth and more complex clients, providing greater flexibility, consolidated reporting and access to a broader range of investment options.

Tech Solutions segment results

Key performance metrics

- Revenue increased by 9% to $84.0 million ($77.1 million in FY25)
- Expenses grew by 10% to $54.7 million ($49.9 million in FY25)
- Underlying EBITDA increased by 8% to $29.3 million ($27.2 million in FY25)

Tech Solutions delivered consistent revenue growth, driven by strong momentum in Class and NowInfinity. Growth in Class accounts continues to accelerate with the largest increase in accounts since FY18, while NowInfinity grew the number of companies administered on its platform at more than twice system growth.

Class and NowInfinity

Class and NowInfinity play an important role in helping accountants and auditors streamline administration, improve productivity, meet regulatory obligations, and deliver better outcomes for their clients.

During FY26, Class introduced a range of enhancements designed to improve efficiency and further enhance client experience and engagement. These included Intelligent Matching to simplify transaction reconciliation and reduce manual processing, an AI-powered Self-Managed Super Fund (SMSF) Financial Reporting Video, direct document feeds from leading providers and integrated commercial property valuations.

Together, these enhancements help accountants reduce manual work, improve efficiency across key SMSF administration processes, and focus more time on supporting their clients.

NowInfinity announced a multi-year program of enhancements designed to deliver greater productivity and improved client experiences for accountants, financial advisers and legal professionals. A key initiative was the introduction of a new identity and verification solution, supporting customers with evolving regulatory obligations through streamlined identity capture, verification and secure record keeping.

myhub

We made significant progress in FY26 on our strategy to leverage our Group capabilities and footprint to deepen customer relationships and deliver greater value for financial professionals and their clients.

The Group continued to collaborate with licensees and advice

1. Platform net inflows of $18.9 billion in FY26 were a record when excluding large migrations.
2. Plan for Life data. Industry net inflows and market share gains are for the year to 31 March 2026.
3. 2026 SuitabilityHub Platform Market Wrap Report.

practices in FY26 to progress the development of the myhub ecosystem infrastructure. This open architecture capability provides access to leading advice technology and leverages AI-powered natural language prompting to address productivity challenges for advice practices. myhub will incorporate the HUB24 Group capabilities – including the HUB24 platform, Class, and myprosperity – alongside services and solutions from third-party providers.

The development of myhub builds on the work of HUB24's Innovation Lab, which continues to explore how emerging technologies, including artificial intelligence, can be applied to improve productivity, reduce administrative burden, and enhance customer outcomes for financial professionals.

A pilot of myhub is expected to launch to select clients in 1HFY27 as we continue to bring together the Group's capabilities.

Industry advocacy, engagement and governance

Improving access to quality professional advice is critically important in helping Australians make informed decisions about saving, investing and preparing for retirement.

As the advice profession continues to evolve, advisers face increasing regulatory obligations, growing client expectations, and ongoing productivity challenges. Technology, innovation and an effective regulatory framework all have an important role to play in supporting a sustainable advice profession and improving access to advice for more Australians.

During FY26, we engaged with government, regulators and industry bodies on reforms that support better consumer outcomes, improve access to advice, and encourage innovation across the financial services industry. We also continued to advocate for policy settings that support member choice, strengthen Australia's retirement system, and recognise the important role financial advice plays in helping Australians achieve better financial outcomes.

Trust, governance and consumer protection remain fundamental to HUB24's approach. As a provider of platform, technology and data solutions, we are committed to supporting financial professionals with solutions that help them manage regulatory requirements, operate more efficiently, and deliver better outcomes for their clients. This commitment is supported by a robust investment governance framework, specialist expertise and strong risk management disciplines, helping ensure we continue to meet the evolving needs of customers while maintaining appropriate oversight and governance.

Our people

Our people are critical to delivering our purpose and strategic priorities. Their expertise and commitment to our customers underpin our ability to deliver innovative solutions and exceptional service, helping create value for our customers and shareholders.

HUB24 Group's culture and ways of working remain key enablers of our strategy and a point of differentiation and we continue to attract, develop and retain key talent. During FY26, we maintained organic headcount growth, building a diverse and capable workforce totalling 1,096 full time equivalents (FTE), increased from 962 in FY25.

We continued to invest in our people and enhance our employee experience in FY26, including expanding our benefits to better support employees at all life stages (including enhancements to our parental leave offering, employee carer support to elderly and disabled family members, and fitness and wellbeing benefits). We also supported employee development and growth, including creating career pathways for our employees, investing in graduate development and AI capabilities and talent and leadership bench strength.

As our business continues to grow, we remain focused on building the leadership, talent and capabilities required to deliver our strategic priorities. Following the recent retirement of our Chief Information Officer (CIO), we strengthened our executive leadership team with the appointment of Jason Hair in August 2026 as Chief Operating & Innovation Officer. This newly created role incorporates the CIO's responsibilities within a broader remit spanning innovation and strategy implementation. The expanded role reflects the Group's ongoing investment in technology and innovation to further strengthen our ability to execute at pace, leverage emerging technologies, and deliver solutions that create value for our customers.[1]

I would like to thank our team for their contribution throughout FY26 and the role they play in enabling better financial futures for more Australians.

Looking ahead

The HUB24 Group's vision is to lead the wealth industry as the best provider of integrated platform, technology and data solutions. As demand for professional advice continues to grow, our focus remains on leveraging our Group capabilities to develop innovative solutions that enable financial professionals to deliver better outcomes for their clients.

We are uniquely positioned to capitalise on structurally growing markets and industry transformation. Strong demand for financial advice continues to be driven by demographic trends, a growing demand for retirement solutions, and intergenerational wealth transfer. Australia's growing compulsory superannuation system, reinforced by the proposed tax changes announced in the Federal Budget, further highlights the importance of professional advice and the long-term attractiveness of the superannuation system.

These structural drivers, together with ongoing transformation across the wealth industry, continue to create opportunities for HUB24. By leveraging our Group capabilities, we are well positioned to enable financial professionals to address increasing complexity, improve productivity and deliver better outcomes for their clients.

Strong momentum across the Group, our focus on executing for our customers, and our strong pipeline provide us with confidence to announce our FY28 Platform FUA target of \$186 – \$200 billion.[2]

We look forward to engaging with shareholders at our Annual General Meeting in November 2026. I would like to thank our customers for their trust, our shareholders for their support, and our people for their contribution throughout FY26.

Andrew Alcock
Managing Director and CEO, HUB24 Limited

1. Alongside Jason Hair's appointment, former Chief Operating Officer, Craig Lawrenson assumed the title of Chief Executive, Platform, reflecting his end-to-end leadership of HUB24's platform business.
2. The company expects strong growth and increasing profitability moving forward subject to consistent and stable investment markets and HUB24's terms of business that may affect platform FUA and revenue.

Directors' report

Your Directors present their report together with the financial statements on the Consolidated Group (referred to hereafter as "HUB24 Group") consisting of HUB24 Limited (referred to hereafter as "the Company") and the entities it controlled for the full year ended 30 June 2026 ("FY26") and the Auditor's Report thereon.

The Directors' Report has been prepared in accordance with requirements of the *Corporations Act 2001*;

the information below forms part of this Directors' Report:

- Directors' interest in shares of the Company on page 39;
- Remuneration Report on pages 24 to 44; and
- Auditor's Independence Declaration on page 45.

Directors

The following persons were Directors of the Company, from the beginning of the financial year and up to the date of this report, unless otherwise stated:

- Mr Paul Rogan (Chair)
- Mr Andrew Alcock (Managing Director)
- Mr Andrew Formica (appointed 1 July 2026)
- Ms Rachel Grimes AM
- Ms Catherine Kovacs
- Mr Anthony McDonald
- Ms Michelle Tredenick OAM

Joint Company Secretaries

- Mr Andrew Brown
- Ms Kitrina Shanahan

At the commencement of the reporting period to 30 April 2026, the HUB24 Limited Board had two standing Committees established to assist with the discharge of its responsibilities:

- Audit, Risk and Compliance Committee ('ARCC'), and
- Remuneration and Nomination Committee ('R&NC').

The HUB24 Limited Board considered its Committee structures and determined to replace the ARCC with an Audit Committee and a Risk Committee, and the R&NC with a Nomination Committee and a People and Culture Committee, effective 1 May 2026. These changes are designed to enable greater focus in each Committee's areas of responsibility and to increase capacity in light of the Group's growth.

HUB24 Limited Board

Provides leadership and strategic guidance for the delivery of the HUB24 Group's purpose

Audit Committee

Review and monitoring of corporate reporting integrity, internal control, financial reporting, and ESG reporting and disclosure.

Nomination Committee

Review and monitoring of Board performance and composition, CEO/MD and NED succession planning, remuneration framework and performance of NEDs.

Risk Committee

Review and monitoring the effectiveness of the HUB24 Group's risk culture, risk management and compliance framework and controls, including internal audit.

People and Culture Committee

Review and monitoring remuneration and performance frameworks (excluding NED's), values and culture, and Work, Health and Safety.

Board of Directors

Paul Rogan

Chair and Independent Non-Executive Director

Experience & Qualifications

Bachelor of Business (University of Technology Sydney), Fellow of the Australian Institute of Company Directors, Fellow of Certified Practicing Accountants Australia.

Paul has significant senior executive experience in the financial services and wealth management sectors.His more recent executive roles at Challenger Limited (ASX: CGF) included Chief Executive, Distribution, Product and Marketing, Executive General Manager, Capital, Risk and Strategy and Group CFO. Prior to that Paul held the roles of CEO of the UK and Irish subsidiaries of MLC/NAB, and CEO of MLC Building Society.

Paul is also Chair of Household Capital Pty Ltd, and Non-Executive Director of Raiz Invest Limited (ASX: RZI), IDP Education Limited (ASX: IEL) and Smartgroup Corporation Ltd (ASX: SIQ).

Term

Appointed Non-Executive Director on 20 December 2017 and as the Chair on 16 November 2023.

Listed Company Directorships (within the last 3 years)

- Raiz Invest Limited (ASX: RZI) (appointed 13 January 2025)
- IDP Education Limited (ASX: IEL) (appointed 15 September 2025)
- Smartgroup Corporation Ltd (ASX: SIQ) (appointed 2 March 2026)

Board Committee Memberships

- Member of the Audit, Risk and Compliance Committee (retired 30 April 2026)
- Member of the Remuneration and Nomination Committee (retired 30 April 2026)
- Chair of the Nomination Committee (appointed 1 May 2026)
- Member of the Audit Committee (appointed 1 May 2026)
- Member of the Risk Committee (appointed 1 May 2026)
- Member of the People and Culture Committee (appointed 1 May 2026)

Andrew Alcock

Managing Director
Executive Director

Experience & Qualifications

Bachelor of Business (Accounting) (University of Technology Sydney), Graduate of the Australian Institute of Company Directors.

Andrew was appointed Chief Executive Officer of HUB24 Limited in 2013 and Managing Director in 2014. Under his leadership, HUB24 has evolved from a new entrant platform business to a market-leading provider of integrated platform, data and technology solutions to the wealth industry. Working closely with the leadership team, Andrew has driven HUB24's significant growth, with the HUB24 platform business now administering more than $150 billion in client assets and the HUB24 Group now including the Class, myprosperity, NowInfinity and HUBconnect businesses.

With nearly 30 years' experience in wealth management, Andrew brings deep expertise across advice, platforms, superannuation, insurance and technology. He has held senior executive roles at Genesys Wealth Advisers Limited, Tyndall and Asteron, following a successful early career in information technology.

Additionally, Andrew was previously CEO of Australian Administration Services (a subsidiary of Link Group, now MUFG Pension and Market Services) where he led the delivery of superannuation administration and technology services to some of Australia's largest superannuation funds.

Term

Appointed Managing Director on 29 August 2014.

Listed Company Directorships (within the last 3 years)

Nil

Board Committee Memberships

Nil

Directors' report

Board of Directors continued

Andrew Formica

Independent Non-Executive Director

Experience & Qualifications

Master of Economics (Macquarie University), MBA (London Business School), Fellow of the Institute of Actuaries (Australia and United Kingdom).

Andrew is a highly regarded international investment management executive with more than 30 years' experience across capital markets and funds management, including over 15 years as Chief Executive Officer leading complex multinational organisations across Europe, North America, Asia-Pacific and Australia.

Andrew is Deputy Chairman of Magellan Financial Group Ltd and a Non-Executive Director of Barrenjoey Capital Partners Group Holdings Pty Limited and Vinva Holdings Pty Ltd. He was previously Chief Executive Officer of Jupiter Asset Management and Co-Chief Executive Officer of Janus Henderson Investors. Prior to that, Mr Formica was Chief Executive Officer of Henderson Global Investors.

Term

Appointed Non-Executive Director on 1 July 2026.

Listed Company Directorships (within the last 3 years)

- Magellan Financial Group Limited (ASX: MFG) (appointed 26 July 2023)

Board Committee Memberships

- Member of the Audit Committee (appointed 1 July 2026)
- Member of the Nomination Committee (appointed 1 July 2026)
- Member of the People and Culture Committee (appointed 1 July 2026)

Rachel Grimes AM

Independent Non-Executive Director

Experience & Qualifications

Bachelor of Business (Accounting) (University of Technology Sydney), Fellow of Chartered Accountants Australia and New Zealand, Fellow of Certified Practicing Accountants Australia, Fellow of Institute of Public Accountants and is a Member of Australian Institute of Company Directors.

Rachel has significant senior executive experience in the financial services and wealth management sectors. Her more recent executive roles include Chief Financial Officer at Challenger Limited (ASX: CGF) and General Manager Finance at Westpac (ASX: WBC).

Rachel became a Member of the Order of Australia in 2022 for her significant service to business in the field of accountancy, and to professional associations.

Rachel is also a Non-Executive Director of L1 Group Limited (ASX: L1G) (formerly Platinum Asset Management Limited (ASX: PTM)) and Chair of L1 Global Long Short Fund Limited (ASX: GLS) (formerly Platinum Capital Limited (ASX: PMC)), Australian Payments Plus Limited, Angusknight Pty Limited, DigiCo Infrastructure REIT (ASX: DGT), and the Accounting Professional & Ethical Standards Board. Furthermore, Rachel is the Chair of the Surfing Australia Finance and Risk Committee and is a member of the Australian Government Financial Reporting Council and Chair of their Nominations Committee.

Term

Appointed Non-Executive Director on 29 May 2023.

Listed Company Directorships (within the last 3 years)

- L1 Group Limited (ASX: L1G) (formerly Platinum Asset Management Limited (ASX: PTM) (appointed 2 September 2024)
- L1 Global Long Short Fund Limited (ASX: GLS) (appointed 2 October 2025)
- DigiCo Infrastructure REIT (ASX: DGT) (appointed 20 November 2024)

Board Committee Memberships

- Chair of the Audit, Risk and Compliance Committee (retired 30 April 2026)
- Chair of the Audit Committee (appointed 1 May 2026)
- Member of the Risk Committee (appointed 1 May 2026)
- Member of the Nomination Committee (appointed 1 May 2026)

Board of Directors continued

Catherine Kovacs
Independent Non-Executive Director

Experience & Qualifications

Bachelor of Commerce (University of NSW), Master of Applied Finance (Macquarie University), Fellow of the Australian Institute of Company Directors.

Catherine has over 30 years' experience in the financial services industry, having held senior executive leadership roles at Westpac Banking Corporation (ASX: WBC), Ellerston Capital Limited, Macquarie Group Limited (ASX: MQG) and BT Financial Group.

Catherine is also a Non-Executive Director of Magellan Financial Group Limited (ASX: MFG), OFX Group Limited (ASX: OFX), Kincoppal-Rose Bay School of the Sacred Heart School Board and Grapple Holding Pty Ltd.

Term

Appointed Non-Executive Director on 19 July 2021.

Listed Company Directorships (within the last 3 years)

- Magellan Financial Group Limited (ASX: MFG) (appointed 6 November 2023)
- OFX Group Limited (ASX: OFX) (appointed 22 February 2021)

Board Committee Memberships

- Member of the Audit, Risk and Compliance Committee (retired 30 April 2026)
- Member of the Remuneration and Nomination Committee (retired 30 April 2026)
- Member of the Audit Committee (appointed 1 May 2026)
- Member of the Risk Committee (appointed 1 May 2026)
- Member of the Nomination Committee (appointed 1 May 2026)
- Member of the People and Culture Committee (appointed 1 May 2026, retired 30 June 2026)

Anthony McDonald
Independent Non-Executive Director

Experience & Qualifications

Bachelor of Laws (LLB) & Bachelor of Commerce (Marketing) (University of NSW).

Anthony (Tony) McDonald co-founded financial planning firm Snowball Group Limited in 2000, which merged with Shadforth Financial Group in 2011 to become ASX-listed SFG Australia Limited.

As a financial services executive, Tony worked in a variety of senior roles with the Snowball Group Limited, SFG Australia Limited, Jardine Fleming Holdings Limited (Hong Kong), and Pacific Mutual Australia Limited. Prior to entering the financial services industry, Tony worked as a solicitor with two global law firms.

Tony is the Chair Emeritus of Newington College Council and a Non-Executive Director of Fourth Line Pty Ltd.

Term

Appointed Non-Executive Director on 1 September 2015.

Listed Company Directorships (within the last 3 years)

- Diverger Limited (ASX: DVR – delisted) (appointed 1 February 2021, resigned 1 March 2024)

Board Committee Memberships

- Chair of the Remuneration and Nomination Committee (retired 30 April 2026)
- Chair of the People and Culture Committee (appointed 1 May 2026)
- Member of the Nomination Committee (appointed 1 May 2026)

Michelle Tredenick OAM
Independent Non-Executive Director

Experience & Qualifications

Bachelor of Science (University of Queensland), Fellow of the Australian Institute of Company Directors.

Michelle has over 30 years' experience in financial services, having held senior executive leadership roles at National Australia Bank (ASX: NAB), MLC and Suncorp (ASX: SUN), including Chief Information Officer, Head of Strategy and Corporate Development and senior leadership roles managing corporate superannuation, insurance and wealth management businesses.

In 2025, Michelle was awarded the Medal of the Order of Australia (OAM) for service to business in a range of Board roles.

Michelle is also a Non-Executive Director of First Sentier Group Limited, IAG Limited (ASX: IAG) and its subsidiaries as well as IDP Education Limited (ASX: IEL).

Term

Appointed Non-Executive Director on 11 June 2024.

Listed Company Directorships (within the last 3 years)

- IAG Limited (ASX: IAG) (appointed 13 March 2018)
- IDP Education Limited (ASX: IEL) (appointed 12 September 2022)

Board Committee Memberships

- Member of the Remuneration and Nomination Committee (retired 30 April 2026)
- Chair of the Risk Committee (appointed 1 May 2026)
- Member of the Nomination Committee (appointed 1 May 2026)
- Member of the People and Culture Committee (appointed 1 May 2026)

Directors' report

Joint Company Secretaries

The name and details of the Company Secretaries in office during the 2026 financial year and at the date of this report are as follows:

Andrew Brown
Diploma in Law, FCG, MAICD

Company Secretary

Andrew has extensive experience in the financial services industry. Prior to joining the Company, Andrew held senior governance and compliance management positions at Challenger Limited.

Andrew was appointed Company Secretary on 30 April 2021.

Kitrina Shanahan
CIMA, CPA, AGSM MBA

Company Secretary and Chief Financial Officer

Kitrina has over 25 years of experience in finance, governance and risk. Prior to HUB24, Kitrina was Chief Financial Officer Insurance at Westpac Banking Corporation. She has also held roles across BT Financial Group as Deputy Chief Financial Officer and as Group Financial Controller at Westpac Banking Corporation. With deep experience in platforms, advice and broader financial services, Kitrina has executive leadership experience delivering large strategic transformation projects.

Kitrina was appointed Company Secretary and Chief Financial Officer on 7 September 2020.

Operating and financial review

Group overview

HUB24 Limited ("the Company") is a financial services company that was established in 2007 and is a leading provider of integrated platform, technology and data solutions to the Australian wealth industry.

HUB24 Limited is listed on the Australian Securities Exchange (ASX) under the code 'HUB' and includes the award-winning HUB24 platform, the Class and NowInfinity businesses, HUBconnect and the myprosperity business. HUB24 Limited is a constituent of the S&P/ASX 100 Index and as at 30 June 2026 had a market capitalisation of approximately $5.9 billion.

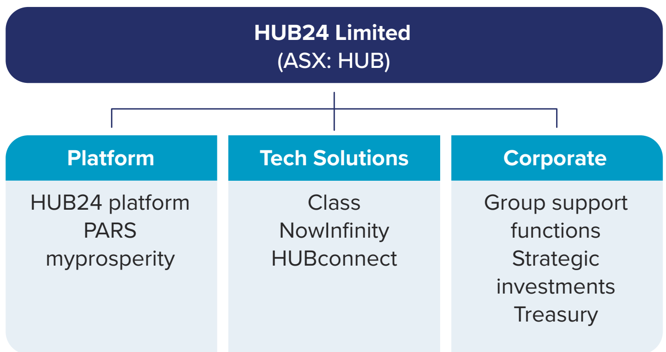
The HUB24 Group's purpose is to *"empower better financial futures, together."* To fulfil this purpose, the HUB24 Group delivers platform and technology solutions that empower financial professionals to deliver better financial futures for their clients.

The HUB24 Group's head office is based in Sydney and it provides its products and services across all Australian states and territories.

As at 30 June 2026, the HUB24 Group employed 1,096 people on a full-time equivalent (FTE) basis (FY25: 962).

Operating segments and principal activities

The HUB24 Group operates two revenue generating segments and a Corporate segment as shown in the diagram below:



Platform

The Platform segment comprises the HUB24 investment and superannuation platform (HUB24 platform), Portfolio Administration and Reporting Services (PARS) and myprosperity.

HUB24 platform

The HUB24 Group is an issuer of financial services products including the HUB24 platform, which is used by financial professionals to efficiently administer, invest and report on their clients' assets. The HUB24 platform offers a comprehensive range of investment products to suit individual client needs through superannuation or other legal structures.

As one of the fastest growing platform providers in the market, the HUB24 platform is recognised for providing choice and innovative product solutions. It offers financial professionals and their clients a comprehensive range of investment options, including market-leading managed portfolio solutions, and enhanced transaction and reporting functionality.

Operating and financial review continued

PARS

The HUB24 Group also offers PARS, a non-custody portfolio service which provides administration, corporate action management and tax reporting services for financial professionals and their clients with a 'whole of wealth' view of their assets.

myprosperity

myprosperity is a leading provider of client portals for accountants and financial professionals. The all-in-one secure portal delivers a total view of household wealth, making it easier for households to collaborate with their financial professionals across all aspects of their financial lives. myprosperity's client portal is used by 545 accounting and financial advisory firms, representing circa 132,000 households.[1]

Tech Solutions

The Tech Solutions segment comprises Class, NowInfinity and HUBconnect.

Class and NowInfinity

Class delivers trust accounting, portfolio management, legal entity documentation, corporate compliance and Self-Managed Super Fund (SMSF) administration solutions to around 6,800 customers[2] across Australia who utilise Class to drive business automation, increase profitability and deliver quality client service.

Class' core offering is SMSF administration software. Its solutions have gained industry recognition for product innovation.

Customers using the Class Super, Class Portfolio and Class Trust solutions represented circa 227,000 accounts as at 30 June 2026.

NowInfinity operates in the legal entity document and corporate compliance segments.

HUBconnect

HUBconnect provides technology and data services to the wealth industry, delivering innovative solutions to enable financial professionals to efficiently run their businesses and service their clients.

HUBconnect leverages data and technology capability to provide solutions that solve common challenges faced by stockbrokers, licensees and professional advisers in the delivery of financial advice.

HUBconnect Broker has a long history of working with stockbrokers to deliver innovative business reporting and support tools. HUBconnect Broker streamlines and integrates client data and connects to a range of broking business reporting and back-office support tools that provide key insights and enable the efficient delivery of stockbroking operations.

For financial advisers and licensees, HUBconnect utilises innovative technology such as machine learning, artificial intelligence, and natural language processing. HUBconnect integrates, refines, stores, and supplies structured and unstructured data.

Through integrated data feeds, automated reporting and analytics, HUBconnect delivers efficiencies for some of the time-consuming and costly processes that increase the cost of delivering advice. HUBconnect serves a growing number of respected and high-profile financial services companies and their clients.

Corporate

The Corporate segment comprises Group support functions together with strategic investments, dividends and interest earnings. As all strategic investments are minority non-controlling holdings, dividends from these investments are recognised within this segment, and valuation movements on these investments are recognised at fair value through other comprehensive income. Further information around the Group's strategic investments can be seen within the capital management section below.

Review and results of operations

The key items regarding the Group's performance for FY26 were:

Funds under administration[3]

- Total Funds Under Administration (FUA) increased by 20% to $164.3 billion (FY25: $136.4 billion);
- Platform FUA[4] increased by 24% to $139.5 billion (FY25: $112.7 billion); and
- PARS FUA[5] increased by 5% to $24.8 billion (FY25: $23.7 billion).

Revenue

- HUB24 Group operating revenue[6] increased by 23% to $501.1 million (FY25: $406.6 million);
- Platform revenue increased by 26% to $406.9 million (FY25: $323.3 million); and
- Tech Solutions revenue increased by 9% to $84.0 million (FY25: $77.1 million).

Expenses excluding share-based payments, depreciation, amortisation, interest and tax.

- Group Expenses increased by 19% to $289.7 million (FY25: $244.2 million).

Underlying EBITDA and Underlying Net Profit After Tax

- The HUB24 Group's preferred measure of profitability is Underlying Earnings Before Interest, Tax, Depreciation and Amortisation (UEBITDA) before Notable Items (refer to note 2.1), increased by 30% to $211.4 million (FY25: $162.4 million); and
- Underlying Net Profit After Tax represents NPAT before acquisition related amortisation. Underlying NPAT increased by 40% to $137.3 million (FY25: $97.8 million).

1. HUB24 data as at 30 June 2026.
2. Class service providers include practices of accountants, administrators and advisers as at 30 June 2026.
3. Non-IFRS measures.
4. Platform FUA refers to the custodial portfolio.
5. PARS FUA refers to the non-custodial portfolio.
6. Group operating revenue refers to revenue from ordinary activities which includes revenue from customers, interest and other income. See page 76 and note 2.1 for further details.

Directors' report

Review and results of operations continued

Items recognised below Underlying NPAT

- Acquisition related amortisation of $24.5 million (FY25: $26.1 million) includes Class of $19.7 million, myprosperity of $2.4 million, Xplore of $1.3 million and Ord Minnett PARS servicing rights of $1.1 million.

Reconciliation of Underlying NPAT to Statutory NPAT	Year ended 30 June 2026 $ million	Year ended 30 June 2025 $ million
Underlying NPAT	137.3	97.8
Acquisition related amortisation	(24.5)	(26.1)
Tax effect on acquisition related amortisation	7.4	7.8
Statutory NPAT	120.2	79.5

Statutory NPAT

- Statutory Net Profit After Tax (NPAT) increased by 51% to $120.2 million (FY25: $79.5 million).

Cash flows

- The HUB24 Group generated strong operating cash flows of $177 million, up 19% from $149.0 million in 2025.

Capital management

The Group maintains committed banking facilities of $86 million (FY25: $86 million) with Commonwealth Bank of Australia (CBA) to support liquidity management and future growth opportunities. During FY26, the Group amended its existing facilities, including extending the maturity period to 2 July 2029, providing continued funding flexibility to support ongoing operations and strategic growth initiatives.

The HUB24 Group has access to a $5 million working capital facility, which remained undrawn during the period (FY25: $5 million, undrawn).

The HUB24 Group has in place a revolving line of credit facility which covers the whole Group totalling $31 million (FY25: $31 million). $1 million remained undrawn during the period (FY25: $1 million, undrawn).

In addition, an accordion facility of $50 million is available to the HUB24 Group specifically for strategic transactions[1], which remained undrawn during the period (FY25: $50 million, undrawn).

The HUB24 Group, through its licensed subsidiaries, continued to fully comply with the minimum regulatory capital requirements for Investor Directed Portfolio Service (IDPS) Operators and providers of custodial services during the year ended 30 June 2026.

During FY26, the HUB24 Group purchased $56 million of Treasury Shares on market to service the HUB24 Group's Employee Share Plans (FY25: $54 million).

The HUB24 Group has provided a loan facility of up to $100 million (FY25: $100 million) to HTFS Holdings Pty Ltd (HTFS), a wholly owned subsidiary of EQT Holdings Limited which is the Trustee of the HUB24 Super Fund ("the Fund"). At 30 June 2026, $77.5 million was drawn (FY25: $5 million), and further tranches are able to be drawn down to the $100 million limit. The facility is on an arm's length basis at an interest rate of 10% per annum and supports the Trustee in meeting the Operational Risk Financial Requirement (ORFR) under Australian Prudential Regulation Authority (APRA) Prudential Standard SPS 114 and enhanced operational risk obligations under CPS 230, both effective from 1 July 2025.

The HUB24 Group is a strategic shareholder in Count Limited (ASX: CUP) (Count), a diversified financial services business providing integrated accounting and wealth management services to the Australian market. On 8 April 2026 the HUB24 Group participated in the Count capital raise investing a further $7.1 million. During FY26 the HUB24 Group reinvested $1.0 million of dividends under Count's dividend reinvestment plan. The HUB24 Group has a minority shareholding of 13.03% in Count (FY25: 11.79%).

On 31 October 2025, the HUB24 Group became a strategic shareholder in Finura Digital Pty Ltd (Finura), a wealth technology services and applications developer focused on providing applications that solve critical problems in financial advice. The HUB24 Group has a minority shareholding of 25% in Finura. During FY26, the HUB24 Group entered into a loan agreement with Finura, a related party, where Finura has access up to $2 million. The loan agreement for the purpose of continued development of advice products and advice delivery tools, is entered into on an arm's length basis at an interest rate of the Reserve Bank of Australia (RBA) cash rate plus 4% per annum. $1 million was drawn during the period and further tranches are able to be drawn down, up to the $2 million limit.

The HUB24 Group is a strategic shareholder in WeReach Alternatives Pty Ltd (Reach), an alternatives-focused platform that provides access to global private equity and credit funds. The HUB24 Group has a minority shareholding of 11.33% in Reach (FY25: 11.33%). During FY26, the HUB24 Group entered into a loan agreement with Reach, a related party, where Reach has access up to $3 million. The loan agreement is entered into on an arm's length basis at an interest rate of the RBA cash rate plus 4% per annum. $1 million was drawn during the period and further tranches are able to be drawn down, up to the $3 million limit.

During FY26, the HUB24 Group invested $1.8 million in another technology start-up company specialising in AI-driven solutions across superannuation, wealth management and data operations.

Net cash and cash equivalents after deducting borrowings was $41.0 million at 30 June 2026 ($84.8 million at 30 June 2025).

1. Subject to standard lending terms and conditions.

Review and results of operations continued

Performance Rights (PARs)

The following PARs were issued in accordance with schemes approved by shareholders:

- 163,472 PARs were issued to employees, executives and the Managing Director in the financial year ended 30 June 2026 (FY25: 289,333).

These schemes contain ambitious targets, in order to incentivise and align key employees towards the HUB24 Group achieving its strategic objectives.

Please refer to the 2025 AGM Notice of Meeting issued on 17 October 2025 for further information.

Significant changes in the state of affairs

There have been no other significant changes in the nature or state of affairs of the HUB24 Group.

Dividends

Subsequent to 30 June 2026, the Directors have determined a final dividend of 42.0 cents per share fully franked to be paid on 13 October 2026.

Together with the fully franked interim dividend of 36.0 cents per share, the fully franked full year dividend of 78.0 cents per share represents a 39% increase in dividends for shareholders (FY25: 56.0 cents per share) and a payout ratio of 46% of Underlying NPAT (FY25: 47%).

The Board's dividend policy targets a payout ratio between 40% and 60% of the HUB24 Group's annual Underlying Net Profit After Tax over the medium term subject to prevailing market conditions and alternate uses of capital.

Significant events occurring after balance sheet date

Subsequent to year end, the following items have occurred:

- Directors have determined a fully franked final dividend of 42.0 cents per share (a fully franked final dividend of 32.0 cents per share was determined in FY25).

No other significant matter or circumstance has arisen since 30 June 2026 that has significantly affected, or may significantly affect the HUB24 Group's operations, the results of those operations, or the HUB24 Group's state of affairs in future financial years.

Likely developments

The Group will continue to pursue it's strategic priorities of delivering customer value and growth, creating integrated wealth technology and platform solutions and collaborating to shape the future of the wealth industry.

The Company has exercised the call option to acquire HTFS Nominees Pty Limited (HTFS), the trustee of the HUB24 Super Fund and a subsidiary of EQT Holdings Limited (EQT). When HTFS Nominees Pty Limited was appointed, an agreement between EQT and the HUB24 Group was entered into providing a strategic option to enable the HUB24 Group to acquire the trustee entity, with due diligence now completed. The consideration to be paid to EQT for the acquisition of HTFS is nominal. The acquisition is subject to APRA and other regulatory approvals and is expected to complete by the end of 2026. HTFS will continue to provide trustee services to the HUB24 Super Fund until the transition is complete.

For further information about likely developments in the operations of the Group in future financial years, refer to the Operating and Financial Review on pages 14 to 15. The expected results from those operations in future financial years have not been included because they are likely to result in unreasonable prejudice to the Group, and depend on factors such as general economic conditions, the risks outlined and the success of the HUB24 Group strategies, some of which are outside the control of the Group.

Global economic impacts

The current geopolitical events and global inflation concerns have had a global market impact and uncertainty exists as to their implications. Such disruptions can adversely affect the Group's assets, liabilities, performance and liquidity.

Market volatility may impact FUA and trading based fees, and any movement in the RBA Official Cash Rate may impact cash account fee income. Net inflows have proven to be resilient, our new business pipeline remains strong and assisted FUA transitions are continuing.

Directors' report

Review and results of operations continued

Risk management

The HUB24 Group has adopted the Australian Securities Exchange (ASX) Corporate Governance Principles and Recommendations (4th Edition) and is committed to recognising and managing risk. We recognise risk as the effect of uncertainty, both positive and negative, on our objectives and we manage risk to create and sustain value for shareholders and other stakeholders. We foster a risk aware culture with consideration of risk supporting our formulation of strategy and informing business decision-making.

Our Board-approved Risk Appetite Statement and Risk Management Framework (RMF) considers the full scope of risks we face, including emerging risks. These have been organised into the twelve material risks with a description of the risk and a high level overview of how these risks are managed. This is not intended to be a comprehensive or exhaustive list of all risks the business is exposed to or controls operated by the business. Investors should form their own assessment and conclusions.

Executive Accountability applies for each of our twelve material risks and risk management is regularly monitored and reported against the Board's approved Risk Appetite using Key Risk Indicators and metrics that determine the level of management attention applied. While the HUB24 Group seeks to manage risks to prevent adverse outcomes, there are aspects of each of the risks below that are outside the control of the HUB24 Group, the Board and the Executive.

In FY26, the Board separated Cyber Risk and Technology Risk into two distinct risk categories, recognising their different threat landscapes, risk drivers, and risk management requirements. Cyber Risk relates to internal and external threats, including malicious attacks and cyber security incidents, while Technology Risk focuses on the reliability, resilience and performance of the Group's systems, infrastructure and technology services. The change enables more targeted risk management through the Group's risk profile, and associated risk appetite and tolerance settings. Risks associated with emerging and frontier technologies were managed across the Cyber, Technology and Data Risk domains in FY26.

The HUB24 Group adopts the Three Lines of Accountability model as set out in its RMF. The first line (business) owns and manages risk. The second line (Risk and Compliance) provide oversight, challenge and support to ensure risks are effectively managed. The third line (Internal Audit) provides independent assurance over the effectiveness of governance, risk management and internal controls. Executive Management is accountable for managing risk within appetite, supported by the Group Risk and Compliance function and independent assurance from Internal Audit.

The Board determined to replace the Audit, Risk and Compliance Committee (ARCC) with a separate Risk Committee and Audit Committee effective 1 May 2026. The former Committee and these new Committees assist the Board in providing oversight and ensuring the soundness of HUB24 Group's Risk Management Framework and internal control systems. Where reporting on activities has been undertaken by the former Audit, Risk and Compliance Committee during FY26, references to Audit, Risk and Compliance Committee have been retained.

The HUB24 Group maintains full membership of the Financial Services Council and seeks early engagement on industry consultations which could impact the Group's regulatory and compliance environment, and which could potentially impact the Group's strategic objectives.

During the year, the HUB24 Group also became a member of the Association of Superannuation Funds of Australia (ASFA).

Review and results of operations continued

Risk	Description	Management of risks
Strategic	The risk that the Group makes inappropriate strategic choices, does not implement its strategies successfully, or does not respond effectively to changes in the operating environment.	• HUB24 undertakes regular competitor and market analysis, including product benchmarking and performance reviews, to inform product development and strategic decision-making. Outcomes are reviewed by management and incorporated into business planning processes. • HUB24 has a business planning process to consider, set and monitor business objectives and strategy including the pursuit of opportunities through appropriate investment and monitoring against financial and resourcing capacity. • The Head of Government & Industry Affairs coordinates HUB24's participation in government, Treasury and industry consultations and monitors emerging policy and regulatory developments that may impact the Group's strategic objectives.
Operational	The risk of loss resulting from inadequate or failed internal processes, people and systems or from external events.	• Product performance, pricing and customer outcomes are monitored through regular review of key metrics, complaints data and client feedback, with issues escalated to management and governance forums and remediation actions tracked. • HUB24 has Business Continuity Management processes to ensure that adequate arrangements are made should systems or premises become unavailable. • Complaints are managed by teams within each business (including Platform, Class and myprosperity), with oversight processes in place to ensure compliance with regulatory timeframes and consistent reporting of trends. Trends and root causes are analysed and reported to management to identify and address recurring issues. • Processes are in place for the selection, approval and ongoing monitoring of outsource providers, including periodic performance reviews and escalation of material issues. • Administration processes and procedures are documented and available to employees. Monitoring and exception reporting is used to detect errors, with issues investigated and remediated as required. Process controls are in place for transaction processing, including separation of duties. • HUB24 has internal controls in place to mitigate the risk of inappropriate access to funds.
Compliance & Conduct	The risk of failing to abide by compliance obligations required of us or otherwise failing to have behaviours and practices that deliver suitable, fair and clear outcomes for our customers and that support market integrity.	• HUB24 maintains a centralised register of policies to enable compliance with key regulatory requirements. • HUB24 maintains a centralised regulatory change framework and register to identify, assess and track relevant regulatory change through to implementation. • HUB24 has implemented a Group Incident and Breach Management Policy. • HUB24 has established and maintains an operationally independent Group Risk and Compliance function led by the Chief Risk Officer (CRO). • HUB24 has operationalised a Code of Conduct which outlines the standards of behaviour expected from all people. • HUB24 has a Group Compliance Policy that covers forms of misconduct. • HUB24's Whistleblower framework supports a "speak up" culture, providing confidential reporting channels and protections in line with legislative requirements.
Data	The risk that the Group's ability to securely, accurately, and appropriately collect, store, govern, use, and dispose of data is compromised, potentially leading to regulatory, operational, strategic, or reputational impacts.	• HUB24 has data governance framework including privacy policies and controls in place to identify, classify and protect confidential data (electronic or physical) from unauthorised access. • HUB24 conducts regular upskilling of employees on cyber and data risks through training and simulation exercises. • HUB24 has internal controls in place to mitigate the risk of inappropriate or unauthorised access to data. • HUB24 maintains a dedicated Data Governance function to oversee data governance practices across the Group.

Directors' report

Review and results of operations continued

Risk	Description	Management of risks
Reputation	The risk of key stakeholders forming negative perceptions or unrealistic expectations of the Group.	• Customer enquiries and complaints are managed through defined support and dispute resolution processes, with service levels monitored and outcomes reported to management to identify and address emerging issues. • HUB24 carries out regular monitoring of media to understand the perception of the HUB24 Group brands. • Investor communications and ASX disclosures are managed through defined governance processes, ensuring accuracy, completeness and timeliness, with oversight from senior management.
Sustainability Risk	The risk that the Group's reputation is damaged due to a failure to address existing or emerging environmental, social or governance issues.	• HUB24 details the management of environmental, social and governance issues through a range of regulatory and voluntary disclosures. • HUB24 has adopted the AASB S2 sustainability reporting obligations for FY26. This statutory Sustainability Report is available in the 2026 Annual Report and details how the Group manages climate-related risks and opportunities. • HUB24 publishes a Modern Slavery Statement in accordance with the Modern Slavery Act, which outlines how the Group identifies and addresses risks of modern slavery across its operations and supply chains. This statement is available on the corporate governance website. • HUB24 also publishes a voluntary Sustainability Supplement, providing transparency on key ESG risk areas, mitigants and focus areas across the Group. This report is made with reference to the Global Reporting Initiative (GRI) and is available on the corporate governance website.
Financial	The risk that Group does not achieve its financial objectives or fails to comply with financial disclosure, liquidity, capital and tax requirements.	• HUB24 has an established Group Finance function which is responsible for preparing financial disclosures, managing capital and liquidity risk and complying with corporate tax requirements. • HUB24 monitors the external environment and provides recommendation to the Executive and Board on actions to manage interest rate and market risk. • HUB24 has a capital adequacy framework in place for assessing, measuring and monitoring financial resources in accordance with regulatory requirements and banking covenants. • HUB24 has in place a business planning process that determines the appropriate investment needed to execute on strategic and business objectives. • Annual budget is approved by the Board and monitored, with cash flow projections, via monthly and ad hoc reports.
Distribution	The risk of inappropriate market distribution, including our approach to sales and distribution strategies, channels, clients and/or inappropriate management of client and customer relationships and activities.	• Distribution relationships are actively managed through structured engagement and periodic review of AFS licensees and key partners, with performance and conduct monitored. • HUB24 conducts due diligence on AFS licensees and other users before granting access to the platform and performs ongoing monitoring throughout the relationship. • HUB24 monitors platform activity on an ongoing basis to identify any inappropriate activity. • Advice governance is overseen by a Board-delegated committee in accordance with the Group Advice Licensee Governance Framework, FSC Standard 31 and applicable regulatory requirements.

Review and results of operations continued

Risk	Description	Management of risks
People	The risk that the Group does not have sufficiently capable people or does not create an environment that is conducive to achieving our strategy.	• Employment obligations and people-related risks are managed through established people and culture processes, including advisory support, policy frameworks and oversight of workforce practices. • HUB24 conducts periodic culture and engagement surveys to facilitate feedback on culture, working practices and other people related issues. • HUB24 has operationalised the Code of Conduct across the Group. • HUB24 utilises a centralised training system to roll-out mandatory training to all employees across the Group to ensure employees have the capabilities to execute their roles and the Group's strategy in accordance with regulatory requirements. • HUB24 carries out recruitment processes which include the creation of job descriptions with clear accountabilities, skill and capability requirements. Onboarding due diligence includes probity and other background checks prior to commencing employment.
Financial Crime & Fraud	The risk that the Group fails to prevent illicit activities such as fraud, money laundering, terrorism financing, corruption or comply with sanction requirements.	• Financial crime risks are managed through transaction monitoring and sanctions screening controls, with alerts investigated, escalated and reported in accordance with regulatory requirements. • HUB24 has implemented policies and guidance in relation to the acceptance and offering of gifts and hospitality. • HUB24 has process controls in place for transaction monitoring, including dual authorisation and separation of duties to mitigate the risk of internal fraud. • Suspicious Matters are raised and reported in accordance with regulatory requirements. • HUB24 has established a reasonable implementation plan to support compliance with the AML/CTF reforms and is progressing associated deliverables.
Cyber	The risk that an unauthorised party inappropriately accesses, manipulates, or damages the Group's technology or data.	• HUB24 maintains key policies, procedures and controls to prevent, detect, respond to and recover from cybersecurity threats. • HUB24 conducts independent testing of network security to identify and resolve vulnerabilities. • HUB24 maintains a dedicated Data Governance function to oversee data governance practices across the Group.
Technology	The risk that the Group's hardware, software, networks and/or applications experience an outage, malfunction, are unavailable, are unable to recover from an outage or unavailability, or are not fit for purpose.	• HUB24 has developed the Group's Crisis Management Plan and incorporates cyber and technology elements. A simulation exercise is conducted as part of the annual review of the Plan. • HUB24 applies formal change management controls, including testing, approval and segregation of duties, to support the secure and reliable implementation of technology changes.

Directors' report

Review and results of operations continued

Environmental regulation and performance

The Directors are not aware of any material non-compliance with environmental regulations pertaining to the operations or activities during the period covered by this report.

A new Commonwealth climate-related financial disclosure regime is being phased in for many entities in Australia, and HUB24 Limited has adopted the *AASB S2 Climate-related Disclosures* standard for the financial year ending 30 June 2026. This Statutory Sustainability Report incorporated in the 2026 Annual Report.

The HUB24 Group also released its voluntary 2026 Sustainability Supplement in August 2026. This Supplement covers the 2026 financial year from 1 July 2025 to 30 June 2026, reflecting the HUB24 Group's most material sustainability risks & opportunities with reference to the Global Reporting Initiative (GRI).

Non-audit services

During the year Deloitte Touche Tohmatsu (Deloitte), the Group's auditor (Auditor) provided other services in addition to their statutory duties.

In accordance with advice received from the Audit Committee, the Directors are satisfied that the provision of non-audit services during FY26 by the Auditor is compatible with and did not compromise the general standard of auditor independence requirements of the *Corporations Act 2001* for the following reasons:

- The Audit Committee reviewed the non-audit services to ensure that they do not impact the integrity and objectivity of the Auditor and are of the view that they do not impact the integrity and objectivity of Deloitte; and
- The fact that none of the non-audit services provided by Deloitte during the financial year had the characteristics of acting in a management or decision-making capacity for the Company, acting as advocate for the Company or jointly sharing economic risks and rewards.

Details of the amounts paid to the Auditor, which includes amounts paid for non-audit services and other assurance services, are set out in note 8.3 to the Financial Statements.

A copy of the Auditor's Independence Declaration, as required under Section 307C of the *Corporations Act 2001*, is included at the end of the Remuneration Report.

Officers of the Group who are former Directors of Deloitte

There are no officers of the Company who are former Directors or Partners of Deloitte.

Proceedings on behalf of the Company

No person has applied to the Court under section 237 of the *Corporations Act 2001* for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

Rounding of amounts

In accordance with ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183, amounts have been rounded off in the Directors' Report and the Financial Report to the nearest thousand dollars or, in certain cases, to dollars where indicated.

Directors', officers', and auditors' indemnity and insurance

Insurance of Directors and Officers

During FY26 the Company paid a premium in respect of insuring all past and present directors and officers of the HUB24 Group against liability, except willful breach of duty, of a nature that is required to be disclosed under section 300(8) of the *Corporations Act 2001*. In accordance with commercial practice, the amount of the premium and the nature of the liabilities covered by the insurance policy is prohibited to be disclosed by the confidentiality clause of the contract of insurance.

Indemnification of Directors, Officers and Auditor

As permitted by HUB24's Constitution, the Company indemnifies current and past officers and directors to the extent permitted by law and subject to the restrictions in section 199A of the Corporations Act and any other applicable law against any liability including reasonable legal costs incurred in defending an action that arises as a result of actions as an officer or director.

The Company has entered into Deeds of Access, Insurance and Indemnity policies for each of its directors and officers.

To the extent permitted by law the Company has agreed to indemnify its auditor, Deloitte, as part of the terms of its audit engagement agreement dated 14 January 2026.

The Company has not otherwise, during or since the end of FY26, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the HUB24 Group or of any related body corporate against a liability incurred as such an officer or auditor.

Review and results of operations continued

Meeting of directors

The HUB24 Limited Board met 11 times during the financial year ended 30 June 2026. All Directors have a standing invitation to attend Board Committee meetings.

The table below:

- includes the names of Directors holding office at any time during the financial year; and
- the number of Board and Board Committee meetings held during the financial year that the Director as a member of the Board or Board Committee was eligible to attend and the number of meetings attended by each Director.

The table below excludes the attendance of those Directors who attended Board Committee meetings of which they were not a member.

	HUB24 Limited Board		Audit, Risk & Compliance Committee[2]		Remuneration & Nomination Committee[3]		Audit Committee		Risk Committee		People and Culture Committee		Nomination Committee	
Director name	Chair Mr Paul Rogan		Chair Ms Rachel Grimes AM		Chair Mr Anthony McDonald		Chair Ms Rachel Grimes AM		Chair Ms Michelle Tredenick OAM		Chair Mr Anthony McDonald		Chair Mr Paul Rogan	
Attended/Held (A/H)	A	H	A	H	A	H	A	H	A	H	A	H	A	H
Mr Paul Rogan	11	11	4	4	7	7	1	1	1	1	1	1	1	1
Mr Andrew Alcock (Managing Director)[1]	11	11	—	—	—	—	—	—	—	—	—	—	—	—
Ms Rachel Grimes AM	11	11	4	4	—	—	1	1	1	1	—	—	1	1
Ms Catherine Kovacs	11	11	4	4	7	7	1	1	1	1	1	1	1	1
Mr Anthony McDonald	10	11	—	—	6	7	—	—	—	—	1	1	—	1
Ms Michelle Tredenick OAM	11	11	—	—	7	7	—	—	1	1	1	1	1	1

1. The Managing Director and CEO attends all Committee meetings as a standing invitee of these Committees.
2. Effective 1 May 2026 the Board determined to replace the Audit, Risk and Compliance Committee with an Audit Committee and a Risk Committee.
3. Effective 1 May 2026 the Board determined to replace the Remuneration and Nomination Committee with a People and Culture Committee and a Nomination Committee.

This Directors' report is made in accordance with a resolution of Directors.

Mr Paul Rogan
Chair, Independent Non-Executive Director
Sydney
18 August 2026

Mr Andrew Alcock
Managing Director
Sydney
18 August 2026

Remuneration report

Message from the Chair, People and Culture Committee

Anthony (Tony) McDonald
Chair, People and Culture Committee

The HUB24 Group ("the Company") delivered another strong year in FY26, underpinned by the capability of our people and the strength of our values-led culture. Throughout the year, we continued to invest in employee development and further increased employee engagement.

Our remuneration approach has continued to ensure a balanced approach on competitive fixed remuneration, short-term incentives (STI) linked to annual performance, and long-term incentives (LTI) for key executives. In line with our consistent growth, we continue to invest in developing our talent and leadership in support of succession and long-term sustainability for the business.

We believe our people, culture and remuneration strategies are differentiators for us in the market and support strong outcomes for clients, shareholders, and people.

To our shareholders

I am pleased to present the HUB24 Group's FY26 Remuneration Report, on behalf of the Board and the HUB24 Group's People and Culture and Nomination Committees.

The Remuneration Report outlines our remuneration philosophy, framework and alignment of outcomes for our Key Management Personnel (KMP) across the HUB24 Group's focus areas of financial, strategic, operational, and people and culture. The intent of this report is consistent with previous years, ensuring shareholder visibility of the relationship between performance and remuneration outcomes. The HUB24 Group's remuneration approach continues to align individual remuneration outcomes (including STIs and LTIs) to the HUB24 Group's strategic objectives.

We remain committed to competitive remuneration that helps attract, retain and motivate high-calibre people aligned to our values and focused on delivering for clients and shareholders. We regularly review market data and remuneration benchmarks to ensure our approach remains current and appropriate.

Remuneration changes during FY26

During FY26, the Board engaged Mercer as external advisers to undertake a benchmark remuneration review of key executive roles and non-executive directors against the external market to identify market remuneration trends, taking into consideration the increasing demands on executives based on the growth in scale and complexity of the HUB24 Group's business.

Benchmark remuneration data was considered across the financial services, fintech, technology, superannuation industry sectors and ASX listed peer groups to ensure an appropriate comparison set reflecting HUB24's market position, including its entry into the ASX100. The Board has also considered data and input from industry leading remuneration providers and independent consultants. External input has been sought and discussed by the Committee with respect to competitive market practices, industry and market movements and remuneration strategy and design.

Our executive remuneration framework is designed to provide competitive fixed and variable remuneration, with the opportunity to achieve top quartile outcomes through strong and successful execution of the HUB24 Group's Strategic Development Plan. Long-term incentives remain strongly aligned to the delivery of sustainable financial performance.

In consideration of benchmarking data, market practice and external specialist input, the Board approved the following FY26 for executive remuneration:

- **Review and adjustment to executive total remuneration opportunities,** ensuring Fixed Remuneration (see section 4), STI (section 5) and LTI (section 5) opportunities appropriately reflecting HUB24 Group's market position, the responsibilities of KMP roles, and market practices. These adjustments were consistent with ensuring Total Remuneration of key executives remained competitive in top quartile benchmarks.
- **FY26 LTI opportunities** were offered to the CEO and key executives as foreshadowed in the FY25 remuneration report and consistent with the FY25 LTI offer (incorporating two components: a Standard LTI and a Strategic Development LTI). Achievement of both of these goals is intended to deliver superior shareholder value over the long term, linked to growth in key financial metrics (outlined further in section 5). The Managing Director's offer was approved by shareholders at the 2025 Annual General Meeting.
- **Non-Executive Director (NED) fees** were increased to reflect market benchmarks (outlined further in section 7).
- **Minimum Shareholding** requirements for NEDs and KMP were tested and met during the reporting period.

FY26 remuneration outcomes

Incentive outcomes for KMP were determined as part of the annual remuneration cycle in September 2025, with consideration given to market benchmarking and retention of KMP through an appropriate balance of fixed remuneration, STIs and LTIs.

STI outcomes for FY26 are aligned to achievement of key performance indicators (KPIs), across operational excellence, financial performance, customer outcomes, and strategic delivery to maximise shareholder value. Achievement in line with base and stretch KPI measures was used to assess performance over the FY26 financial year.

The Managing Director achieved 96% of the aggregate FY26 KPI targets, including both base and stretch components. (Refer to section 4 for further detail).

LTI issued in FY24 is expected to fully vest, with the FUA performance hurdle achieved at 30 June 2026 and the Relative Total Shareholder Return (RTSR) measure expected to be met on 15 September 2026.

The Board remains of the view that retaining high-performing executives, with remuneration outcomes aligned to sustainable shareholder value creation, is critical to the HUB24 Group's continued success.

FY27 Remuneration changes

The Board continues to monitor market developments in remuneration practices, with a focus on maintaining an appropriate comparator group across the financial services and technology sectors. In doing so, the Board has taken into account HUB24 Group's growth and evolution, including its increased scale and complexity, to ensure the executive remuneration framework remains relevant and appropriately balanced between fixed and variable incentives.

A detailed review of all remuneration elements, including fixed remuneration, STI and LTI, is taking place in consultation with external remuneration consultants. Consistent with prior practice, approved changes will take effect from 1 September 2026. Executive remuneration changes for FY27 will be informed by appropriate market benchmarks and relevant regulatory requirements.

Looking ahead, the Board remains committed to evolving remuneration structures in line with the Group's growth, market practice, and long-term shareholder value creation.

In readiness for the transition of the Super Fund Trustee, HUB24 will continue to strengthen remuneration frameworks and governance in line with applicable regulatory requirements and ensure outcomes remain aligned with the members' interests.

The momentum built during FY26 in strengthening our culture and employee experience will remain a key focus in the year ahead, alongside continued investment in talent development and succession planning.

On behalf of the Board, I would like to thank HUB24's people and management team for their ongoing commitment and contribution. Their performance, together with our strong and distinctive culture and high levels of employee engagement, has been central to the Group's success in FY26 and positions us well for the year ahead.

Anthony (Tony) McDonald

Chair, People and Culture Committee

18 August 2026

Remuneration report

This Remuneration Report (on pages 24 to 44) sets out the HUB24 Group's remuneration framework and details of remuneration outcomes for KMP for the year ended 30 June 2026 (FY26).

AASB 124 Related Party Disclosures defines KMP as those executives and non-executive directors with the authority and responsibility for planning, directing and controlling the activities of the HUB24 Group, either directly or indirectly, being the Non-Executive Directors (NEDs), Managing Director and Chief Executive Officer (MD), Chief Information Officer (CIO), Director, Strategic Development, Chief Operating Officer (COO) and the Chief Financial Officer (CFO).

The FY26 Remuneration Report has been prepared and audited in accordance with the disclosure requirements of the *Corporations Act 2001*.

Section

1 Key Management Personnel (KMP)

The KMP for FY26 were:

Name	Role in FY26	Term as KMP in FY26
FY26 Independent Non-Executive Directors (NEDs)		
Paul Rogan	Independent Non-Executive Director, Chair HUB24 Limited Board	Full year
Rachel Grimes AM	Independent Non-Executive Director	Full year
Catherine Kovacs	Independent Non-Executive Director	Full year
Anthony (Tony) McDonald	Independent Non-Executive Director	Full year
Michelle Tredenick OAM	Independent Non-Executive Director	Full year
Executive KMP		
Andrew Alcock	Managing Director	Full year
Paul Biggs[1]	Chief Information Officer	Full year
Jason Entwistle	Director, Strategic Development	Full year
Craig Lawrenson	Chief Operating Officer	Full year
Kitrina Shanahan	Chief Financial Officer and Joint Company Secretary	Full year

In FY26, there were no changes to the individuals designated as KMP compared to those assessed as KMP in FY25.

1. P. Biggs's title changed on 15 December 2025 (formerly Chief Product and Technology Officer) reflecting adjustment of duties, and ceased to be a KMP from 1 July 2026.

2 Remuneration snapshot

Our remuneration framework is designed to support the HUB24 Group's objectives by engaging exceptional people to deliver strong shareholder and customer value and growth in an innovative and collaborative manner. Our remuneration principles outlined below continue to shape our remuneration framework.

Our remuneration principles

Remuneration				
Provide competitive and fair rewards to attract, motivate and retain high calibre individuals to drive HUB24's success.	Ensure our people are rewarded via market competitive remuneration structures and practices.	Design incentive schemes to reward achievement of bold targets aligned to HUB24 Group strategy.	Ensure key people are aligned to shareholder interest via long-term equity incentives.	Align incentives to cultural and compliance outcomes, subject to deductions for significant non-compliance.

Executive KMP remuneration

The HUB24 Group's Executive KMP Remuneration Framework is made up of three components that, when combined, create the total remuneration opportunity.

Fixed Remuneration (FR) FR consists of Base Salary, Superannuation and Benefits.	Short Term Incentive (STI) STI is paid in three instalments, with 50% paid at the end of the performance year, and 25% paid upon each 12 month anniversary.	Long Term Incentive (LTI) LTI is delivered as Performance Award Rights (PARs).
FR is assessed with a view to attract and retain high calibre Executive KMP with the capability and experience to deliver outcomes in line with our business strategy. FR is reviewed annually based on individual performance and relevant market remuneration. External advice on market practice and comparisons is sought to determine appropriate FR outcomes.	STI is designed to reward Executive KMP for achievements against a structured quantitative and qualitative scorecard, as determined by the Board. The scorecard measures include 'target' and 'stretch' KPIs. Deferral periods applied to Executive KMP STI payments act as a malus and clawback mechanism intended to protect shareholder interests. The STI program for the Managing Director will be subject to the following gate openers, as determined by the Board: • Profitability and affordability of STIs across the Group • Role modelling values and behaviour, maintaining the Group's culture • Ensuring effective risk & compliance and maintaining of the Group's risk and compliance standards The STI structure also includes specific clawback provisions for malfeasance, material changes in circumstances and other proscribed conditions.	LTI rewards Executive KMP for long-term performance, delivering ongoing value creation for shareholders. The FY26 grant is based on: • Earnings Per Share (EPS) and RTSR over a three-year period ("Standard LTI"); and • Key financial hurdles of growth in Custodial Funds Under Administration (FUA) and execution of the Strategic Plan over a three to four year period ("Strategic Development LTI").[1]

Consistent with the previous reporting period, LTI has been issued with performance hurdles based on EPS and RTSR (which measures the Company's Total Shareholder Return (TSR) performance relative to the TRS performance of the ASX300 Diversified Financials Index (the Index)).

In order to align the long-term interests of shareholders with remuneration outcomes that appropriately motivate, incentivise and retain key Executives, for each year's grant, the Board will consider the appropriate terms and conditions that reflect the HUB24 Group's specific requirements. Details in relation to the FY27 LTI will be provided in the 2026 Notice of Annual General Meeting.

1. The Strategic Development LTI was issued for FY25 and FY26 only, and will not be issued in FY27.

Remuneration report

2 Remuneration snapshot continued

FY26 Executive KMP remuneration mix

The following diagrams set out the timing and weighting of each remuneration component for the Managing Director and other Executive KMP based on their maximum potential STI and LTI opportunities. Further detail on each remuneration component is set out in section 5.

	FY26	FY27	FY28	FY29
FR	Base salary, superannuation and other fixed remuneration benefits			
STI	Assessed over a 1 year period against financial, strategic, operational and people & culture performance metrics	50%	25%	25%
LTI	Delivered in Performance Award Rights (PARs) and assessed against: **Standard LTI** – Earnings Per Share (**EPS**) – 60% – Relative Total Shareholder Return (**RTSR**) – 40%	**Strategic Development LTI** – Growth in Custodial Funds Under Administration (**FUA**) – 50% – Execution of the Strategic Plan (with key financial metrics) – 50%		100%

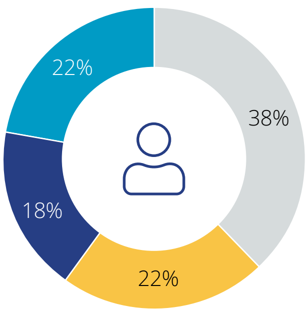
STI is paid in cash unless the executive elects to receive up to 50% of the total STI in Shares.

12 months' disposal restriction applies to any Shares acquired from the exercise of vested PARs.

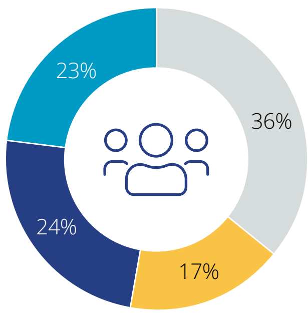
PARs issued under the Strategic Development LTI will not vest unless threshold levels of performance (as prescribed under the Standard LTI) for EPS growth or RTSR are met.

FY26 Executive remuneration mix (at maximum)

The charts below show Managing Director and KMP Pay Mix at Maximum for FY26, reflective of face value (as compared with fair value in FY25). These charts do not represent actual remuneration received for FY26.



CEO & Managing Director
- Strategic Development LTI
- Standard LTI
- Fixed Remuneration
- STI



Other Executive KMP (average)
- Strategic Development LTI
- Standard LTI
- Fixed Remuneration
- STI

3 Business performance in FY26

$164.3b	$18.9b	$211.4m	$137.3m	193%
Total FUA	Net flows	Underlying EBITDA[1]	Underlying NPAT[2]	3 Year Absolute Total Shareholder Return[3]

1. Refer to Directors' Report for more information on Underlying EBITDA.
2. Refer to Directors' Report for more information on Underlying Net Profit after tax.
3. Absolute TSR for the period 1 July 2023 to 30 June 2026.

The table below details the HUB24 Group's performance against key financial and operational metrics for the five-year period ended 30 June 2026.

	FY26	FY25	FY24	FY23	FY22
PARS FUA ($b)	24.8	23.7	20.3	17.6	15.9
Platform FUA ($b)	139.5	112.7	84.4	62.7	49.7
Revenue ($m)	501.1	406.6	327.3	279.5	192.5
Underlying EBITDA ($m)[1]	211.4	162.4	118.0	102.4	70.4
Underlying Net Profit after tax ($m)[2]	137.3	97.8	67.8	58.8	35.9
Earnings per share (statutory basic) (cents)	147.45	98.17	58.15	47.69	20.18
Dividends per share ($)	0.78	0.56	0.38	0.325	0.20
Total dividends paid and payable ($m)	63.8	45.5	30.9	26.3	16.0
Share Price – closing ($)	72.72	89.17	46.50	25.45	20.27
TSR in the financial year[3]	(18%)	93%	85%	27%	(29%)

1. Refer to Directors' Report for more information on Underlying EBITDA.
2. Refer to Directors' Report for more information on Underlying Net Profit after tax.
3. TSR is calculated using the closing and opening share price and dividends for the financial year.

Remuneration report

4 Executive KMP remuneration outcomes

Executive KMP delivered strong results against their KPIs for FY26. HUB24 Group performance and the resulting shareholder value creation over the longer-term leads us to expect that the LTI issued in 2024 will vest at 100% once tested on 15 September 2026 using the 40 day volume weighted average price (VWAP) spanning the FY26 full year results announcement.

Fixed remuneration

Consistent with previous practice, the Board sought advice from external advisers in benchmarking Executive KMP remuneration against both financial services and fintech comparator groups with similar scale, revenue and market capitalisation, in addition to wealth management businesses within larger financial institutions. Industry experience continues to be highly valued in the market and retaining our Executive team in a competitive labour environment is a critical focus.

Consideration of detailed market data against several external groups of talent competitors ensures that appropriate adjustments to fixed remuneration arrangements can be made which also align to shareholder interests. Effective 1 September 2025, the Board made fixed remuneration adjustments to Executive KMP of between 6.9% and 8.3%, as shown in the fixed remuneration table below, to align total remuneration to the market reflecting HUB24 Group's growth and the responsibilities of these key roles. Other Executive increases were between 5.3% and 21.0%.

These FY26 fixed remuneration adjustments were made ensuring that the executive remuneration framework continues to support the achievement of our strategy and the future needs of our business by attracting, motivating and retaining key executive talent.

Name	Fixed Remuneration effective 1 September 2025	Fixed Remuneration effective 1 September 2024
A. Alcock – Managing Director	$1,075,000[1]	$1,000,000
P. Biggs – Chief Information Officer[2]	$650,000	$600,000
J. Entwistle – Director, Strategic Development	$860,000	$800,000
C. Lawrenson – Chief Operating Officer	$600,000	$560,000[3]
K. Shanahan – Chief Financial Officer and Joint Company Secretary	$775,000	$725,000

1. Fixed remuneration effective from 1 September 2025, as outlined in the notice to the 2025 AGM.
2. P. Biggs's title changed on 15 December 2025 (formerly Chief Product and Technology Officer) reflecting adjustment of duties, and ceased to be a KMP from 1 July 2026.
3. A higher duties allowance of $40,000 was included in the total remuneration from 1 March 2025 to reflect additional responsibilities undertaken prior to his permanent appointment, effective 1 September 2025.

4 Executive KMP remuneration outcomes continued

The Managing Director's FY26 scorecard capturing corporate and individual goals, their weighting and the performance level achieved are summarised below. Further detail on the STI structure is provided in section 5.

Short term incentive arrangements were also considered as part of the remuneration benchmarking process, with FY26 STI arrangements for Executive KMP increasing by between 25% to 40%. The Managing Director's STI maximum remained at 125%. STI deferral arrangements apply over a 2 year period (50% up front and 25% in years 2 and 3).

Measure	FY26 outcome	Commentary
Financial Performance (30% weighting)		**Result: 30%**
Profitability		• Group underlying EBITDA of $211.4m up 30% on last year and UNPBT of $169.3m up 35% on last year.
		• Group UEBITDA margin of 42.2%.
		• Delivery of ongoing margin improvement.
Strategy & Growth Objectives (40% weighting)		**Result: 37%**
Platform growth		• Industry leading platform annual net flows of $18.9b.
Future growth		• Strong opportunity pipeline developed to support future FUA growth. 5,649 active advisers using platform. 148 new licensee agreements.
Executing Strategy		• Product and service initiatives to maintain current market leadership. • Product and service initiatives that increase the customer value proposition and creates new opportunities for growth. • Leverage group capabilities to deliver integrated platform, technology and data solutions. • Growth and momentum across Class and NowInfinity business lines. • Base objective met. Stretch partially met.
Stakeholder Delivery & Execution (30% weighting)		**Result: 29%**
Customer experience and market leadership		• Customer satisfaction: Industry leading satisfaction rates maintained. • Various awards and recognition including: – Ranked first for NPS from Wealth Insights & Adviser Ratings – Ranked first for overall adviser satisfaction from Wealth Insights – Achieved Best Platform award from Investment Trends and first for NPS. • HUB24 platform usage across advisers and licensees increased year-on-year, with the number of advisers using the platform increasing by 11%, and an industry leading retention rate.
People, Development & Culture		• Improvement in employee engagement. • Improved employee retention measures. • Retained score in employee sentiment relating to risk culture in relation to HUB24 being a business that operates with honesty and integrity. • Improved engagement result for Wellbeing: 86% (+1ppt YOY).

Outcome | Base and stretch targets apply | Base target only | Stretch target only

Remuneration report

4 Executive KMP remuneration outcomes continued

Measure	FY26 outcome	Commentary
Stakeholder Delivery & Execution continued		**Result: 29%**
Leadership Development		• Continued focus on employee development, leadership development and succession planning. • Evolved organisation structure to enable strategy delivery, increase capabilities, create opportunities and decrease risk. • Developed leadership capability for executives and senior managers.
Risk & Compliance		• Effective operation of risk and compliance framework with continuing maturation of people, system, processes and culture to support robust risk and compliance outcomes. • Maintained appropriate risk culture. • Implementation of Regulatory change.
Future Readiness		• Appropriate maturation of cyber resilience, data protection and privacy. • Continued investment in systems and processes to ensure operational continuity, scalability and provide foundations for future growth. • Improved efficiency and scale of core processes. • Supported scale and future expansion through infrastructure, resourcing and logistics. • Increased industry leadership across relevant government and regulatory matters including participation in industry bodies to support better outcomes for our customers.
Strategic Program		• Embedded enterprise wide program outcome delivery aligned to strategy. • Developed an approach for leveraging new technologies incorporating customer value proposition improvement, operating efficiency, quality and compliance. • Embedded enterprise PMO across the group including reporting, prioritisation, roadmaps and execution.
		Total Overall Outcome: 96%

Outcome Base and stretch targets apply Base target only Stretch target only

FY26 outcomes for Executive KMP against their maximum opportunities are disclosed below.

Name	STI maximum Opportunity	% of maximum STI earned	% of maximum STI forfeited
A. Alcock – Managing Director	$1,343,750	96.0%	4.0%
P. Biggs – Chief Information Officer [1]	$487,500	92.5%	7.5%
J. Entwistle – Director, Strategic Development	$1,075,000	94.2%	5.8%
C. Lawrenson – Chief Operating Officer	$450,000	92.8%	7.2%
K. Shanahan – Chief Financial Officer and Joint Company Secretary	$775,000	96.8%	3.2%

1. P. Biggs's title changed on 15 December 2025 (formerly Chief Product and Technology Officer) reflecting adjustment of duties, and ceased to be a KMP from 1 July 2026.

4 Executive KMP remuneration outcomes continued

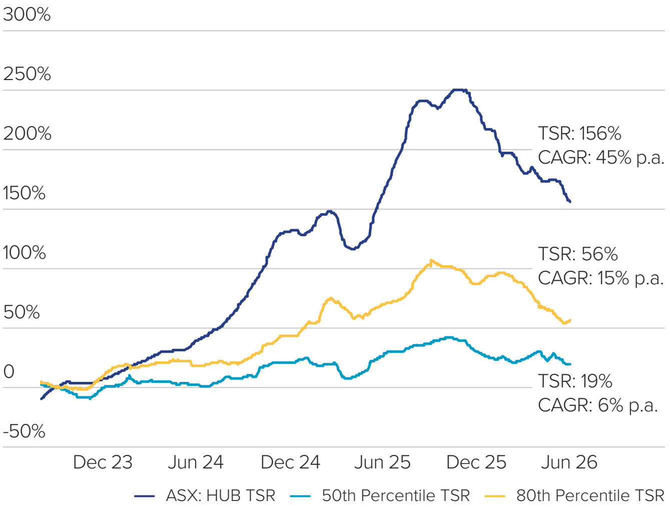
LTI vesting outcomes – link to performance

The FY24 LTI had two performance hurdles: RTSR hurdle, which will be tested using the 40 day VWAP spanning 20 days either side of the FY26 full year results announcement (being 15 September 2026) and FUA growth for the three year period ending 30 June 2026.

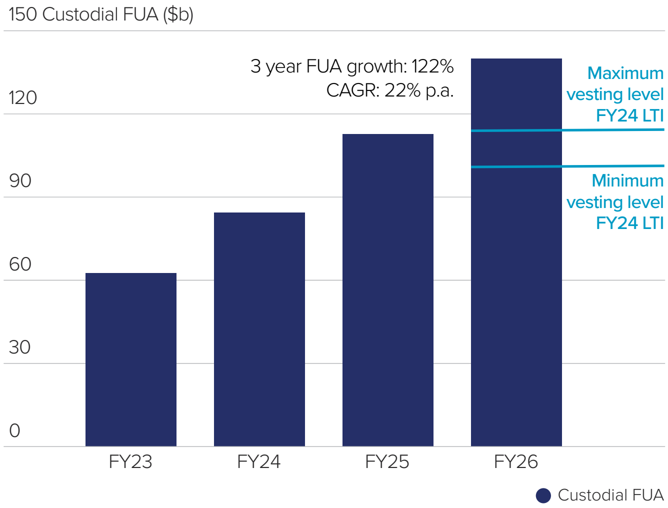
The FUA hurdle (which is 50% of the performance measures) has been fully achieved. The remaining 50% that relates to the RTSR hurdle requires final performance testing on 15 September 2026.

If tested, as at the date of this report, the RTSR stretch target would have been achieved. The following graphs show the Company's TSR performance relative to the TSR performance of the ASX300 Diversified Financials Index (the Index) and FUA performance over the three year FY24 LTI performance period.

HUB24 vs ASX300 Diversified Financials Index (the Index) TSR [1]



HUB24 Platform FUA



1. TSR data sourced from AON PeerTracker for the performance testing period, based on the VWAP measurement period from August 2023 to 30 June 2026.

FY24 LTI grant performance conditions

Measure	Weighting	Vesting criteria	Result (% vested)
RTSR	50%	The CAGR in the RTSR over the three-year period until 15 September 2026 is assessed as follows: • Threshold: The Company's TSR is at a threshold of the 50th percentile performance when compared against the companies in the Index – 25% vesting; and • Stretch: the Company's TSR is at a threshold of 80th percentile performance when compared against the companies in the Index – 100% vesting. • Straight-line vesting will occur between threshold and stretch.	To be tested 15 September 2026
Growth in FUA	50%	The growth in FUA over the three-year period until 30 June 2026, assessed via a calculated score assessing relative growth of custody FUA, as follows: • Zero vesting if the FUA did not exceed 59.5% representing approximately $100 billion growth by 30 June 2026; • 25% vesting if the FUA reached 59.5% representing approximately $100 billion growth by 30 June 2026; • 100% vesting if the FUA reached 78.6% representing approximately $112 billion by 30 June 2026; and • Straight-line vesting will occur between 59.5% and 78.6% growth representing approximately $100 billion and $112 billion (for between 25% and 100% vesting).	100%

Remuneration report

5 Executive KMP remuneration structure

STI (FY26)

The objective of the STI is to reward Executive KMP for delivery against tailored KPIs aligned to key strategic goals and creation of shareholder value. Below we have set out the key terms of the STI for FY26:

Element	Description
Opportunity	Managing Director: 125% of Fixed Remuneration at maximum. Other Executive KMP: 75–125% of Fixed Remuneration at maximum.
Delivery	STI is paid in three instalments, with 50% paid at the end of the performance year, and 25% paid upon each 12 month anniversary. These deferral periods are intended to enhance malus and clawback mechanisms and mitigate risk. STI is offered in cash, however, at the election of Executive KMP, 50% of the total STI earned can be delivered in Shares.
Performance period	1 year (i.e. 1 July to 30 June).
Performance measures	HUB24 Group's STI strategy aims to focus Executive KMP on a balance of financial, operational, people and culture and strategic targets. This ensures Executive KMP are rewarded for achievements that are fundamental to the success of the HUB24 Group. The STI program for the Managing Director will be subject to certain KPI gate openers, outlined in section 2. The weightings for each category in the Managing Director's FY26 scorecard are outlined below: • **Strategic & Growth Objectives** (40% weighting) • **Financial Performance** (30% weighting) • **Stakeholder Delivery and Execution** (30% weighting) **Strategy & Growth Objectives** represent HUB24 Group's go-forward growth strategy and assess progress of the business and its new initiatives to ensure the HUB24 Group's longevity and success, incorporating organic custodial flows and pipeline activity, as well as delivery of priority strategic initiatives in line with agreed milestones. It intentionally focuses on both current growth and setting the business up well for future growth; **Financial Performance measures** represent key drivers of the HUB24 Group's financial performance to ensure sustainable and profitable growth: Underlying EBITDA and Operating Cashflow aimed at protecting revenue margins and profitability from the impact of competitive pressures, while also providing a framework for delivering shareholder returns; **Stakeholder Delivery & Execution measures** represent key metrics related to HUB24 Group's interactions with stakeholders. This includes maintaining market leadership (service and experience), fostering a great work environment, developing our people within a positive risk compliance culture to deliver shareholder outcomes. This also incorporates building sustainable and scalable capability for the future and includes secure and cyber resilient technology and developing people talent and succession. The Board determines the weighting and mix of performance measures for Executive KMP in order to deliver long-term sustainable shareholder value.

5 Executive KMP remuneration structure continued

LTI (FY26)

The objective of the LTI Plan is to reward Executive KMP for delivering sustained growth in shareholder value and to provide the HUB24 Group with the ability to attract, motivate and retain high calibre senior leaders in a competitive employment market.

In FY26, the LTI again had two components:

1. Standard LTI; and
2. Strategic Development LTI.

The key terms are below of each element is outlined below.

Standard LTI

Element	Description
Opportunity	Managing Director: 150% of Fixed Remuneration. Other Executive KMP: 75–125% of Fixed Remuneration.
Delivery	PARs (100%). The number of PARs allocated to each individual is determined by dividing the LTI opportunity by the market value of a HUB24 share (VWAP calculated over 40 days).
Performance period	The Standard LTI performance period is 3 years. A further 12-month disposal restriction applies to Shares issued upon the exercise of vested PARs.
Exercise price	No exercise price will be payable in respect of the issue of Shares on exercise of the PARs.
Expiry period	15 years from the date of issue.
Financial performance measures	**Standard LTI Performance Measures** Growth in EPS – 60% Performance Rights will be subject to Performance Condition 1 (PC1) – an underlying Earnings Per Share (EPS) vesting condition based on the Company's Compound Annual Growth Rate (CAGR) in EPS over the three-year performance period from 1 July 2025 to 30 June 2028. The vesting is calibrated as follows: • zero vesting will occur if the CAGR in EPS is less than 13%; • 50% vesting will occur if the CAGR in EPS is 13%; • 100% vesting will occur if the CAGR in EPS is 17% or above; and • and vesting between 13% and 17% per annum CAGR in EPS will be on a straight-line basis between these two levels. Relative TSR – 40% Performance Rights will be subject to Performance Condition 2 (PC2) – the achievement of a performance hurdle measuring the Relative Total Shareholder Return (RTSR) against the ASX 300 Diversified Financials Index (the Index) over the three-year period. The vesting is calibrated as follows: • zero vesting will occur when the Company's TSR is below a threshold of the 50th percentile performance when compared against the companies in the Index; • 50% vesting will occur when the Company's TSR is at a threshold of 50th percentile performance when compared against the companies in the Index; • 100% vesting will occur when the Company's TSR is at a threshold of 75th percentile performance when compared against the companies in the Index; and • vesting between 50th percentile and 75th percentile performance against the companies in the Index will be on a straight-line basis between these two levels.

Remuneration report

5 Executive KMP remuneration structure continued

Strategic development LTI

Element	Description
Opportunity	Managing Director: 225% of Fixed Remuneration. Other Executive KMP: 113–281% of Fixed Remuneration.
Delivery	PARs (100%). The number of PARs allocated to each individual is determined based on the 40 trading day VWAP of Shares as traded on ASX during the period straddling the announcement of the Company's FY25 results on 19 August 2025 of $106.06.
Performance period	Three years (a fourth year retest may apply to Performance Condition 4). A further 12-month disposal restriction applies to Shares issued upon the exercise of vested PARs.
Exercise price	No exercise price will be payable in respect of the issue of Shares on exercise of the PARs.
Expiry period	15 years from the date of issue.
Financial performance measures	**Strategic Development LTI Performance Measures:** Growth in Custodial FUA – 50% Performance Rights will be subject to Performance Condition (PC3) – growth in custodial ('Platform') FUA which has been set to between $170 billion and $185 billion which represents a three-year compound annual growth rate (CAGR) of FUA between 14.70% and 18.00% per annum, and a FUA growth of between 50.8% and 64.2%, over the three years to 30 June 2028. The vesting is calibrated as follows: • zero vesting will occur if the CAGR in custodial FUA is below a minimum level of 14.70% per annum (an increase of 50.8% over three years representing approximately $170 billion by 30 June 2028); • 50% vesting will occur if the CAGR in custodial FUA reaches 14.70% per annum (an increase of 50.8% over three years representing approximately $170 billion by 30 June 2028); • 100% vesting will occur if the CAGR in custodial FUA reaches 18.00% per annum (an increase of 64.2% over three years representing approximately $185 billion by 30 June 2028); and • vesting between 14.70% and 18.00% per annum CAGR in custodial FUA (representing approximately $170 billion and approximately $185 billion in FUA) (for between 25% and 100% vesting) will be on a straight-line basis between these two levels. Execution of Strategic Plan – 50% Performance Rights will be subject to Performance Condition (PC4) – the successful execution of the HUB24 Group's Strategic Plan through the delivery of key financial performance indicators. The Strategic Plan intends to extend the HUB24 Group's market leadership, services and grow market share to deliver increased shareholder value. The Strategic Plan includes various initiatives to be undertaken by the Company including strategies which aim to leverage the capabilities of the various HUB24 Group companies to build a market leading wealth management ecosystem for financial professionals in conjunction with other industry participants. In measuring whether the performance conditions attaching to the PC4 Performance Rights have been satisfied, the Board will have regard to the following financial and growth KPIs over the three year period from 01 July 2025 to 30 June 2028, for which internal measures are held but due to their commercial sensitivity will not be publicly disclosed: • the growth which has occurred in the Group's customer annual recurring revenue (ARR) for software and technology services; • revenue derived from third party ecosystem participants including financial advice licensees, technology and data solution providers and other financial services companies; • other revenue opportunities which have been identified and / or delivered as a result of the evolution and execution of the Strategic Plan; and • the growth which has occurred in customer numbers across the Company's Class, NowInfinity and myprosperity business units. Whilst the PC4 performance hurdles are not disclosed due to commercial sensitivity the Board may consider disclosing them following the vesting period. For any component of the Strategic Development LTI to vest, the minimum performance conditions required to also meet either the PC1 or the PC2 performance conditions (as set out above in the Standard LTI performance measures) must be met. Any Performance Rights subject to PC4 that have not vested as at 30 June 2028 will be subject to a retest on 30 June 2029. The Board has proposed this retest as it recognises that delivering on the Company's Strategic Plan will be incremental over time and may take longer than the three year performance period which has been set for the PC4 Performance Rights. It also provides an opportunity to continue to incentivise executives for an additional 12-month period to seek to achieve the objectives of the Strategic Plan. Any Performance Rights subject to PC4 that have not vested as at 30 June 2029 will lapse.

The FY26 MD remuneration was disclosed and approved by shareholders at the AGM held on the 20 November 2025.

5 Executive KMP remuneration structure continued

General terms applying to variable awards

The occurrence of particular events may affect the grant and vesting of the STI and LTI. The table below outlines how these awards may be treated, noting that the Board retains absolute discretion with respect to the incentive plans.

Element	STI	LTI
Treatment on cessation of employment	The Board has discretion to determine how to treat an executive's STI in the case of cessation of employment, taking into account the circumstances of the executive's departure. This applies to in-year STI as well as deferred STI which may be forfeited in specific circumstances.	Unless the Board exercises its discretion, vested Options and PARs will remain on-foot and unvested Options and PARs will remain on-foot to be tested in the ordinary course.
Change of control	The Board has discretion to determine how STI is treated in the event of a change of control event (CoC), depending on the circumstances of transaction.	Upon a CoC event, LTI grants will vest on a pro rata "period of time" basis unless the Board exercises discretion to allow the grant to vest in full, dependent upon circumstances.
Clawback and malus	The Board has the discretion to reduce, cancel or recover any and all awards in 'for cause' circumstances including serious misconduct.	
Board discretion	Awards under the STI and LTI are subject to Board discretion at all times, including the Board's ability to reduce or waive any performance condition at any time and in any particular case.	

During FY26, 593,163 shares were issued to satisfy the LTI exercises. The remaining exercises settled using treasury shares.

6 KMP employment agreements

Remuneration and other terms of employment for Executive KMP are formalised in employment agreements.

All Executive KMP have ongoing employment agreements. HUB24 may terminate the employment agreement by providing 12 month written notice or providing payment in lieu of the notice period (based on the fixed component of the relevant KMP's remuneration).

The major provisions of the Executive KMP employment agreements relating to remuneration are set out below. Salaries set out below reflect arrangements as at 30 June 2026 and are subject to review by the People and Culture Committee on an annual basis.

Name	Fixed remuneration (including superannuation)	Notice period – either party	Contractual termination payments
A. Alcock – Managing Director	$1,075,000	12 months	Nil
P. Biggs – Chief Information Officer [1]	$650,000	12 months	Nil
J. Entwistle – Director, Strategic Development	$860,000	12 months	Nil
C. Lawrenson – Chief Operating Officer	$600,000	12 months	Nil
K. Shanahan – Chief Financial Officer and Joint Company Secretary	$775,000	12 months	Nil

KMP have no entitlement to termination payments in the event of termination for misconduct.

1. P. Biggs's title changed on 15 December 2025 (formerly Chief Product and Technology Officer) reflecting adjustment of duties, and ceased to be a KMP from 1 July 2026.

Remuneration report

7 NED remuneration

On appointment to the Board, all NEDs enter into an agreement with HUB24 in the form of a letter of appointment. The letter summarises the Board's policies and terms, including compensation relevant to the office of Non-Executive Director.

Remuneration policy and arrangements

The objective of the HUB24 Group's policy regarding NED fees is to set aggregate remuneration at a level which provides the HUB24 Group with the ability to attract, motivate and retain NEDs of the highest calibre whilst incurring a cost which is acceptable to shareholders.

The Remuneration and Nomination Committee (now Nomination Committee) may from time to time receive advice from independent remuneration consultants or utilise market base comparative data to ensure NED fees and payments are appropriate and in line with the market.

NED fees (including superannuation) are limited to a maximum aggregate amount approved by shareholders. The current limit of $1,750,000 per financial year was approved by HUB24 shareholders at the 2025 AGM. The total of Board and Committee fees, including superannuation paid to NEDs in FY26 remained within the shareholder approved NED fee pool.

NED remuneration comprises Board fees, Committee fees and superannuation contributions at the statutory superannuation guarantee contribution rate. The payment of additional fees for serving on a Committee recognises the additional time commitment required by NEDs who serve on a Committee.

Having regard to NED remuneration at peer companies, recognising NED experience and the increased scale of the HUB24 Group, the Board approved an increase to all NED Board and Committee fees effective 1 September 2025.

HUB24's current Board and Committee fees are as per the table below (inclusive of superannuation).

Board fees are not paid to the Managing Director and Chief Executive Officer. Executive KMP do not receive fees for directorships of any subsidiaries.

The Chair of the Board receives a higher Board Chair fee to reflect the additional time commitment and responsibilities of the role and does not receive any additional fees for participation in Board Committees.

Board and Committee Fees 01 July 2025 to 30 April 2026

Board and Committee Fees (inclusive of superannuation)	Year	Board Fee	Audit, Risk and Compliance Committee[1]	Remuneration and Nomination Committee[2]
Chair	**2026**	**$360,000**		
	2025	$350,000		
Member Fee	**2026**	**$170,000**	**$20,000**	**$20,000**
	2025	$165,000	$16,000	$16,000
Committee Chair Fee	**2026**		**$40,000**	**$40,000**
	2025		$32,000	$32,000

Board and Committee Fees 01 May 2026 to 30 June 2026

Board and Committee Fees (inclusive of superannuation)	Year	Board Fee[5]	Audit Committee[1]	Risk Committee[1]	People and Culture Committee[2]	Nomination Committee[2]
Chair	**2026**	**$360,000**				
	2025	$350,000				
Member Fee	**2026**	**$170,000**	**$10,000**	**$10,000[3]**	**$20,000**	**—**
	2025	$165,000	—	—	—	—
Committee Chair Fee	**2026**		**$40,000**	**$40,000**	**$40,000**	**—[4]**
	2025		—	—	—	—

1. Effective 1 May 2026 the Board determined to replace the Audit, Risk and Compliance Committee with an Audit Committee and a Risk Committee.
2. Effective 1 May 2026 the Board determined to replace the Remuneration and Nomination Committee with a People and Culture Committee and a Nomination Committee.
3. For the period 1 May to 30 June 2026 Ms Grimes AM did not receive a member fee.
4. Mr Rogan as Chair of the Nomination Committee does not receive a Chair Committee Fee.
5. Board member fees are inclusive of Nomination Committee fees.

7 NED remuneration continued

Additional fees and retirement allowances

No additional amounts are paid to each NED other than reimbursements for reasonable travel, accommodation and other expenses incurred as a consequence of their attendance at Board meetings and otherwise in the execution of their duties as Directors. NEDs do not currently participate in any short-term or long-term incentive arrangements and are not entitled to any retirement schemes or retirement benefits other than statutory superannuation benefits.

NED statutory remuneration

The remuneration of NEDs for the year ended 30 June 2026 and 30 June 2025 is detailed below.

		Short-term benefits			Post Employment Benefits	End of service	Share-based payments		Total remuner-ation
Non-Executive Directors		Cash Salary and fees $	Bonus $	Non-monetary benefits $	Super-annuation $	Long Service Leave $	Shares $	Opinion & PARS $	Total $
P. Rogan	FY26	328,319	—	—	30,000	—	—	—	358,319
	FY25	309,324	—	—	29,798	—	—	—	339,122
R. Grimes AM	FY26	185,558	—	—	22,267	—	—	—	207,825
	FY25	171,899	—	—	19,768	—	—	—	191,667
C. Kovacs	FY26	185,558	—	—	22,267	—	—	—	207,825
	FY25	171,899	—	—	19,768	—	—	—	191,667
A. McDonald	FY26	185,558	—	—	22,267	—	—	—	207,825
	FY25	171,899	—	—	19,768	—	—	—	191,667
M. Tredenick OAM	FY26	190,230	—	—	4,928	—	—	—	195,158
	FY25	178,514	—	—	4,621	—	—	—	183,135
Total	FY26	1,075,223	—	—	101,729	—	—	—	1,176,952
	FY25	1,003,535	—	—	93,723	—	—	—	1,097,258

NED shareholdings – minimum shareholding requirement (MSR)

With effect from 16 December 2024 the HUB24 Group requires NEDs to hold the greater of 1,000 ordinary fully paid shares (as required under the current Company Constitution), or the amount equal to the annual base NED Board fee in HUB24 ordinary fully paid shares and maintain it during their tenure.

The requirement must be met within a three year period (from the later of 16 December 2024 or the date of their appointment) and if the base NED Board fee is increased then the NED has a further 3 years to meet the increased amount of the base NED Board fee.

Compliance with the minimum shareholding requirement is assessed annually.

Based on the NED's shareholdings at 30 June 2026, all NEDs have met and exceeded the NED MSR.

The number of ordinary shares in HUB24 held during the financial year by each NED, including their personally related parties, is set out below.

Non-Executive Directors	Balance at the beginning of the financial year	Other changes during the year	Balance at the end of the financial year[1]
P. Rogan	45,000	(10,000)	35,000
R. Grimes AM	3,000	750	3,750
C. Kovacs	3,750	(1,150)	2,600
A. McDonald	31,043	(4,570)	26,473
M. Tredenick OAM	2,800	—	2,800

1. Mr Andrew Formica (appointed Non-Executive Director on 1 July 2026) met the NED MSR on 26 June 2026 with 2,453 ordinary fully paid shares held.

Remuneration report

8 Remuneration governance

The HUB24 Group's remuneration governance structure provides oversight over the HUB24 Group's remuneration practices and policies.

Activities of the Remuneration and Nomination Committee (now the People and Culture Committee and the Nomination Committee) are governed by their Charters. The Charters for the new Committees are available on HUB24's website at www.HUB24.com.au

The following diagram illustrates the HUB24 Group's remuneration governance framework. The Board has the ultimate responsibility for the oversight of the executive remuneration framework including variable pay outcomes, policies and processes, informed by the Remuneration & Nomination Committee (now People and Culture Committee and Nomination Committee) recommendations.

HUB24 Board

People and Culture Committee (formerly Remuneration and Nomination Committee)

The People and Culture Committee is delegated responsibility by the Board for amongst other matters, reviewing and making recommendations on remuneration policies for the HUB24 Group, including policies governing the remuneration of executives.

The People and Culture Committee assists the Board in its oversight of:

- remuneration policy for Executive KMP;
- the remuneration framework for Executive KMP, including STI and LTI plans;
- the HUB24 Group's compliance with applicable legal and regulatory requirements in respect of remuneration matters;
- approval of the allocation of shares and incentives under the HUB24 Group's schemes;
- monitoring and reporting any gender or other inappropriate bias in remuneration for Directors, senior executives and other employees;
- promoting diversity within the HUB24 Group; and
- monitoring and reporting on Work, Health and Safety (WHS) matters within the HUB24 Group.

Specific responsibilities are detailed in the Committee's Charter which is reviewed annually.

The People and Culture Committee consists only of independent Non-Executive Directors.

Nomination Committee (formerly Remuneration and Nomination Committee)

The Nomination Committee reviews and makes recommendations to the Board in relation to HUB24's remuneration framework for NEDs, including the process by which any pool of Directors' fees approved by shareholders is allocated to NEDs.

Management

Management provides relevant information to both the People and Culture Committee and Nomination Committee to assist with its decision-making and advises both Committees of statutory requirements.

Management may also seek advice from external advisers as required.

The Managing Director is responsible for reviewing the performance of the HUB24 Group's Executive KMP and the People and Culture Committee reviews the Managing Director's performance.

External Advisors

External advisors may be engaged directly by the People and Culture Committee and the Nomination Committee to provide advice or information relating to KMP remuneration that is free from the influence of management.

During FY26, the Committees and management received external benchmarking advice from selected remuneration consultants.

Gender pay equity

The HUB24 Group is committed to all employees being remunerated fairly and equitably. Annual gender pay equity reviews are completed and submitted via the Workplace Gender Equality Agency (WGEA) process and outcomes are made available to our employees and reviewed at the People and Culture Committee (formerly the Remuneration and Nomination Committee). During FY26 the HUB24 Group submitted the WGEA Pay Gap Statement to provide context to our gender pay gap results which were published by WGEA relating to the 2025-2026 period.

Securities trading policy

All employees and directors are required to comply with the HUB24 Group Securities Trading Policy at all times and in respect of all HUB24 shares held. Trading is subject to pre-clearance and is not permitted during restricted periods unless there are exceptional circumstances.

Loans and transactions

The HUB24 Group has not provided any loans or entered into transactions with any KMP and/or related parties in FY26 (FY25: Nil).

9 Other statutory disclosures

Statutory remuneration disclosures are prepared in accordance with Australian Accounting Standards and include share-based payments expensed during the financial year, calculated in accordance with AASB 2 Share-based Payments.

Executive KMP statutory remuneration

The remuneration of KMPs for the year ended 30 June 2026 and 30 June 2025 is detailed below.

		Short-term benefits			Post Employment Benefits	End of service	Share-based payments		Total remuneration	
Executive KMP		Cash Salary and fees[1] $	Bonus $	Non-monetary benefits $	Super-annuation $	Long Service Leave $	Shares $	Options & PARS $	Total $	Performance related [2] %
A. Alcock	FY26	1,032,511	812,285	19,754	30,000	39,574	—	2,257,276	4,191,400	73%
	FY25	927,864	615,502	20,516	29,932	74,762	—	2,536,549	4,205,125	75%
P. Biggs [3]	FY26	611,678	294,113	—	30,000	20,102	955	574,429	1,531,277	57%
	FY25	562,157	220,138	—	29,932	15,086	1,000	617,359	1,445,672	58%
J. Entwistle	FY26	820,011	634,874	—	30,000	31,230	955	2,011,012	3,528,082	75%
	FY25	734,650	483,491	—	29,932	60,809	1,000	2,207,549	3,517,431	77%
C. Lawrenson	FY26	564,425	268,239	—	30,000	8,153	955	570,414	1,442,186	58%
	FY25	494,903	235,782	—	29,932	31,654	1,000	607,745	1,401,016	60%
K. Shanahan	FY26	736,678	456,501	19,754	30,000	21,794	955	1,247,599	2,513,281	68%
	FY25	666,323	301,850	14,314	29,932	17,483	1,000	844,643	1,875,545	61%
Total	FY26	3,765,303	2,466,012	39,508	150,000	120,853	3,820	6,660,730	13,206,226	
	FY25	3,385,897	1,856,763	34,830	149,660	199,794	4,000	6,813,845	12,444,789	

1. Includes movements in leave balances.
2. STI Performance and Options and PARs.
3. P. Biggs's title changed on 15 December 2025 (formerly Chief Product and Technology Officer) reflecting adjustment of duties, and ceased to be a KMP from 1 July 2026.

Remuneration report

9 Other statutory disclosures continued

KMP interests in options and PARs

We have detailed beneficial interests in Options and PARs granted as at 30 June 2026 in the table below. We discuss the service and performance criteria for the equity awards vesting in FY26 in section 4.

Executive KMP	Type	Balance at 1 July 2025	Granted	Exercised	Lapsed/ Forfeited	Other transactions	Balance at 30 June 2026
A. Alcock	Options	—	—	—	—	—	—
	PARs	530,986	38,010	426,463	—	—	142,533
P. Biggs	Options	—	—	—	—	—	—
	PARs	113,763	—	77,939	—	—	35,824
J. Entwistle	Options	27,435	—	27,435	—	—	—
	PARs	403,663	34,969	270,000	—	—	168,632
C. Lawrenson	Options	10,380	—	10,380	—	—	—
	PARs	122,069	10,607	83,708	—	—	48,968
K. Shanahan	Options	10,974	—	10,974	—	—	—
	PARs	144,378	21,450	87,568	—	—	78,260
Total	**Options**	**48,789**	**—**	**48,789**	**—**	**—**	**—**
	PARs	**1,314,859**	**105,036**	**945,678**	**—**	**—**	**474,217**

KMP options

The table below sets out details of Options held by the Executive KMP during the year ended 30 June 2026.

Executive KMP	Financial year of grant	Financial year in which options may vest	Number of options held	Value of options held at grant $	Number of options exercised during the year	Number of options lapsed/ forfeited during the year
A. Alcock	—	—	—	—	—	—
P. Biggs	—	—	—	—	—	—
J. Entwistle	2021	2024	27,435	304,117	27,435	—
C. Lawrenson	2021	2024	10,380	115,062	10,380	—
K. Shanahan	2021	2024	10,974	121,647	10,974	—

The assessed fair value at grant date of the Options granted to individuals is allocated over the period from grant date to expected vesting date and the amount is included in the remuneration tables in this section of this Remuneration Report. Fair values at grant date are independently determined using the Black Scholes and the Hoadleys 1 Hybrid ESO model that takes into account the exercise price, term of the Option, share price at grant date, expected price volatility of the underlying share price and the risk free rate for the term of the Option.

9 Other statutory disclosures continued

KMP PARs

The table below sets out details of PARs held by the Executive KMP during the year ended 30 June 2026.

Executive KMP	Financial year of grant	Financial year in which PARs may vest	Number of PARs held[2]	Fair value of PARs held at grant $	Face value of PARs held at grant $	Number of PARs vested during the year	Number of PARs lapsed/ forfeited during the year
A. Alcock	2026	2028	38,010	3,692,174	4,281,446[1]	—	—
	2025	2028	55,340	3,704,164	—	—	—
	2025	2027	17,475	1,247,016	—	—	—
	2024	2027	31,708	877,000	—	—	—
	2023	2026	53,163	1,168,722	—	53,163	—
	2022	2025	35,901	800,882	—	—	—
	2021	2025	270,000	5,532,300	—	270,000	—
	2021	2024	31,395	546,587	—	—	—
	2020	2023	21,932	206,507	—	—	—
	2018	2022	14,072	157,034	—	—	—
P. Biggs	2025	2028	22,913	1,557,482	—	—	—
	2025	2027	5,242	374,226	—	—	—
	2024	2027	7,669	200,357	—	—	—
	2023	2026	12,939	284,449	—	12,939	—
	2021	2025	65,000	1,331,850	—	65,000	—
J. Entwistle	2026	2028	34,969	3,416,560	—	—	—
	2025	2028	53,009	3,579,477	—	—	—
	2025	2027	13,981	998,104	—	—	—
	2024	2027	24,922	651,092	—	—	—
	2023	2026	41,751	917,845	—	41,751	—
	2021	2025	270,000	5,532,300	—	270,000	—
C. Lawrenson	2026	2028	10,607	1,030,338	—	—	—
	2025	2028	12,738	844,924	—	—	—
	2025	2027	4,544	324,396	—	—	—
	2024	2027	7,839	204,801	—	—	—
	2023	2026	13,240	291,064	—	13,240	—
	2022	2025	9,002	210,732	—	—	—
	2021	2025	65,000	1,331,850	—	65,000	—
	2021	2024	9,706	217,030	—	—	—
K. Shanahan	2026	2028	21,450	2,097,377	—	—	—
	2025	2028	34,757	2,356,222	—	—	—
	2025	2027	8,447	603,031	—	—	—
	2024	2027	13,606	355,457	—	—	—
	2023	2026	22,568	496,134	—	22,568	—
	2021	2025	65,000	1,331,850	—	65,000	—

1. A. Alcock grant issued in Financial Year 2026 has a face value of $4,281,446 based on the closing share price of $112.64 for ASX:HUB on 16 October 2025 (being the day before the issue of the Notice of Annual General Meeting).
2. This details PARs that were held during the year ended 30 June 2026. For a listing of PARs held as at 30 June 2026, refer to the table on page 42.

Remuneration report

9 Other statutory disclosures continued

The assessed fair value at grant date of the PARs granted to individuals is allocated over the period from grant date to expected vesting date and the amount is included in the remuneration tables in this section of this Remuneration Report. Fair values at grant date are independently determined using the Black Scholes and the Hoadleys 1 Hybrid ESO model that takes into account the term of the PAR, share price at grant date, probability of service condition being met, expected volatility of the underlying share price and risk free rate.

PARs granted carry no dividend or voting rights.

Executive KMP shareholdings

The number of ordinary shares held in HUB24 during the financial year by each Executive KMP, including their personally related parties, is set out below.

Executive KMP	Balance at the start of the financial year	Received due to tax exempt share plan issue	Other changes during the year	Balance at the end of the financial year
A. Alcock	920,080	—	—	920,080
P. Biggs	137,834	9	74,395	212,238
J. Entwistle	607,420	9	147,435	754,864
C. Lawrenson	22,671	9	71,510	94,190
K. Shanahan	39,962	9	58,629	98,600

Auditor’s independence declaration

Deloitte.

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18 August 2026

The Board of Directors
HUB24 Limited
Level 17, 5 Martin Place
Sydney, NSW 2000

Dear Directors

Auditor’s Independence Declaration to HUB24 Limited

In accordance with section 307C of the *Corporations Act 2001*, I am pleased to provide the following declaration of independence to the Directors of HUB24 Limited.

As lead audit partner for the audit of the financial report and review of the sustainability report of HUB24 Limited for the financial year ended 30 June 2026, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the *Corporations Act 2001* in relation to the audit of the financial report and review of the sustainability report; and
- Any applicable code of professional conduct in relation to the audit or review.

Yours faithfully

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Nicholas Rozario
Partner
Chartered Accountants

Sustainability report

Contents

Introduction

1. This report represents the climate-related financial disclosures report for HUB24 Limited and its controlled entities (collectively referred to as 'the Group' or 'HUB24') for the year ended 30 June 2026.
2. Currency amounts are in Australian dollars, unless otherwise stated.
3. This report has been prepared to ensure substantive provisions are in accordance with the *Corporations Act 2001* and *AASB S2 Climate-related Disclosures*, the mandatory Australian Sustainability Reporting Standard (ASRS) that has been issued by the Australian Accounting Standards Board (AASB). This report has been prepared for the same consolidated reporting entity and reporting period as the Group's Consolidated Financial Statements.
4. HUB24 is applying first-year transition relief in this disclosure as permitted under AASB S2, specifically related to the disclosure of comparatives and to the disclosure of scope 3 emissions.
5. The forward-looking statements, management judgements and assumptions in this report are based on information available as at the date of this report and no representation is made as to their correctness after this date.

   These statements are not guarantees or predictions of future performance or outcomes. The forward-looking statements involve known and unknown risks, uncertainties and other factors, many of which are beyond our control and which may cause actual outcomes to differ materially from those expressed in the statements contained in this report. As this report captures the management judgements and assumptions of HUB24 at a point in time, HUB24 does not undertake to publicly update any forward-looking statements in this report, whether as a result of new information or future events.

   Forward-looking statements can generally be identified by the use of words such as 'forecast', 'estimate', 'plan', 'will', 'anticipate', 'may', 'should', 'expect', 'intend', 'guidance', 'likely', and other similar expressions. Similarly, statements that describe HUB24's objectives, plans, goals or expectations are forward-looking statements.

   Readers should seek their own professional independent advice, depending on their specific investment objectives, financial situation or particular needs, and should not rely on forward-looking statements. Forward-looking statements should be considered together with the risks, uncertainties and assumptions associated with the relevant statements.

   This report contains statements that have been prepared by HUB24 on the basis of information from publicly available sources and other third-party sources.

1. Climate governance

HUB24 views good governance as essential in the performance and sustainability of our business. This section outlines the governance structures in place that support governance of climate-related risks and opportunities.

HUB24 Limited Board

Provides leadership and strategic guidance for the delivery of the HUB24 Group's purpose

Audit Committee

Review and monitoring of corporate reporting integrity, internal control, financial reporting, and ESG (including climate-related) reporting and disclosure.

Risk Committee

Review and monitoring the effectiveness of the HUB24 Group's risk cutture, risk management and compliance framework and controls, including internal audit, ESG (including climate-related) risks and opportunities.

Nomination Committee

Review and monitoring of board performance and composition, CEO/MD and NED succession planning, remuneration framework and performance of NEDs, including evaluating the balance of skills and capabilities (including climate-related) on the Board.

MD/Chief Executive Officer

The implementation of strategy, risk management (including climate-related risks and opportunities) and operations of the business of HUB24, is delegated, by the Board, to the MD and is supported by the Executive Leadership Team.

Executive Leadership Team

The Executive Leadership Team is responsible for providing accurate, timely and clear information on HUB24's operations, financial performance, compliance with material legal and regulatory requirements (including climate-related risks and opportunities).

Sustainability Council

Management group responsible for developing and implementing HUB24's sustainability and ESG Strategy, including climate change.

Climate working group

Cross functional working group implementing the AASB S2 standard.

Board | Management | Climate-related information flow

At the commencement of the reporting period to 30 April 2026, the Board had two standing Committees established to assist with the discharge of its responsibilities:

- Audit, Risk and Compliance Committee ('ARCC'), and
- Remuneration and Nomination Committee ('R&NC').

The Board considered its Committee structures and determined to replace the ARCC with an Audit Committee and a Risk Committee, and the R&NC with a Nomination Committee and a People and Culture Committee, effective 1 May 2026. These changes are designed to enable greater focus in each Committee's areas of responsibility and to increase capacity in light of the Group's growth.

Sustainability report

1. Climate governance continued

1.1 Board oversight

1.1.1 The Board

The role of the Board of Directors (the Board) is to promote the long term interests of HUB24 Limited (HUB24) and its controlled entities (HUB24 Group) including its shareholders, taking into account HUB24's broader responsibilities to its customers, its people and the communities in which it operates.

The role of the Board includes providing leadership and strategic guidance for the HUB24 Group and delivery of the HUB24 Group's purpose, setting the strategic objectives and risk appetite of the Group.

As set out in its charter, the Board is responsible for the oversight of the Group's ESG (including climate-related) risks and opportunities identification and approving, on recommendation from the Audit Committee, reporting and disclosures, including climate-related disclosures.

In FY26, the Board reviewed its Committee structures. From 1 May 2026, the Audit Committee, Risk Committee and Nomination Committee supported the Board on it's oversight of climate-related matters.

The Board considers climate-related matters at least annually, and approved the FY26 Sustainability Report in accordance with AASB S2 and authorised its release to the market.

1.1.2. Nomination Committee

The Board has delegated the Nomination Committee, under a formal charter, to support the oversight and management of evaluating the balance of skills, knowledge and experience on the Board. The Board's skills and experience are assessed annually. A component of this assessment is a self-assessment, which includes a determination of a Director's experience in setting and monitoring progress towards sustainability aspirations, and understanding the potential risks and opportunities from an environmental and social perspective, under the category of 'Environmental and Social', which includes climate change.

The Board has and will continue to broaden its breadth of skills and expertise via a combination of continuing education and updates from internal and external experts to keep abreast of developments in climate-change oversight, and will continue to evaluate its Board composition in light of these and other items. For more information, refer to the Corporate Governance Statement.

1.1.3. Audit Committee

The Board has delegated the Audit Committee, under a formal charter, to support the Board on its oversight and management of accounting, reporting and disclosure matters, including climate-related risks and opportunities. The Audit Committee considers the Sustainability Report annually and recommends the Board approve it as part of year end.

1.1.4. Risk Committee

The Board has delegated the Risk Committee, under a formal charter, to support the Board in its responsibilities for overseeing the Group's identification, mitigation and management of ESG risks and opportunities, including climate-related risks and opportunities. For the reporting period, these climate matters were considered by the ARCC (refer section 1.1.4).

1.1.5 Audit, Risk and Compliance Committee (ARCC)

Between 1 July 2025 and 30 April 2026, the Board delegated to the ARCC, under a formal charter, responsibility for overseeing the Group's identification, mitigation of ESG risks and opportunities, including climate-related risks and opportunities.

In FY26, the ARCC considered climate matters across three meetings, including:

- A roadmap to implement the AASB S2 standard, including key deliverables to achieve compliance,
- The Group's climate-related risks and opportunity (CRRO) assessment, including inherent risks, controls and residual risk ratings,
- The Group's climate resiliency assessment, using scenario analysis, and
- Draft Sustainability disclosures.

1. Climate governance continued

1.2 Management's Role

Under Board delegation, the CEO has responsibility for the day-to-day operations of the Group, including but not limited to the implementation of strategy and risk management, including climate-related matters. The CEO, with support from the Executive leadership team, identifies and monitors climate-related risks and opportunities. An overview of their individual roles with respect to climate-related matters is described in Table 1. Oversight is exercised through reporting to and engagement with the Board and its Committees on climate-related matters as outlined in section 1.1.

Table 1: Key management roles and responsibilities

Role	Responsibilities
CEO	Delegated responsibility for climate-related matters as they relate to the implementation of the Group's Strategy.
Chief Financial Officer (CFO)	Delegated responsibility for operationalising the development and implementation of the Group's climate-related strategy including development of policies and frameworks, overseeing financial disclosures (including climate-related disclosures), and coordinating stakeholders.
Chief Risk Officer (CRO)	Delegated responsibility for the implementation of policy and risk management frameworks that support the Group in identifying, assessing and managing risk across the Group, including climate-related risks and opportunities.

1.2.1 Sustainability Council

HUB24 has a cross functional management body that supports stakeholder coordination and the implementation of the Group's Sustainability Strategy, which includes climate-related matters. During FY26, the council comprised of the CFO, CRO, Chief People Officer, Chief Technology & Product Officer and other functional business leads. Climate-related matters are reported to the Board Committees (outlined in section 1.1.) via the CEO and Executive Team.

1.3 Strategy and decision-making

In FY26, climate-related risks and opportunities have been identified, assessed and managed through the Group Risk Management Framework (RMF), which sets out the processes and controls through which the Board and its Committees oversee material risks and opportunities and their integration into strategic decision-making. Climate-related risks and opportunities were assessed using HUB24's risk assessment methodology, including consideration of likelihood and consequence, prioritisation and trade-offs within the context of the Group's Strategy, decision making and overall risk profile. More information on HUB24's risk management processes are outlined in Section 3. No major transactions with material climate-related exposures occurred in FY26.

1.4 Controls and procedures

Management uses a range of existing controls and procedures to manage the impacts of climate-related risks and opportunities through the RMF. Controls integrated into other risk systems, including GS007 controls, are documented within the Group Risk and Compliance (GRC) system. The specific controls and mitigants for the Group's material risks are detailed in Table 2 (Section 2.1).

Management monitors alignment to the Board's Risk Appetite Statement through quarterly internal reporting. HUB24's Incident Management Policy is applied where any risk tolerance, policy or procedural breaches are identified.

1.5 Target setting and performance monitoring

The Board previously approved HUB24's 2030 scope 1 and 2 emissions reduction target, from its FY22 base year. The Board and its Committees have continued to monitor progress against this target at least annually.

HUB24 does not consider climate-related risks and opportunities or its emissions reduction target directly in KMP remuneration, as exposures do not warrant alignment with remuneration outcomes. Further details on remuneration structure, including key performance metrics are detailed in the Remuneration Report.

Sustainability report

2. Strategy

This section provides information about the assessment of material climate-related risks and opportunities impacting HUB24's strategy and business model.

2.1 Climate-related risks and opportunities

In FY26, HUB24 undertook an assessment of the climate-related risks and opportunities that could be reasonably expected to affect the Group's prospects. This assessment identified three material risks and no material opportunities. Details on the processes to identify, assess and monitor climate-related impacts are outlined in Section 3 Risk Management. The assessment is based on best estimates, available data and current analysis at the time of this Sustainability Report, which may change in the future.

Table 2 details the potential effects of these risks on the Group's business model and value chain, concentration in the value chain and the Group's strategic responses through its key controls and mitigants over different time horizons.

Table 2: Material climate-related risks that could reasonably be expected to affect the Group's prospects

Risk description Time horizons	Potential impacts, concentration and mitigations
Natural hazard business disruption: Risk of increased frequency and severity of natural hazards causing significant business disruptions. **Risk type:** Physical **Time horizon of effects:** Long term	**Potential effects on business model and value chain** • Higher frequency and intensity of natural hazards, specifically flood and storm, could disrupt HUB24's own operations across existing office sites, reducing ability to service clients. • These disruptions could increase operational costs, and reduce client satisfaction and revenues if outages persist. **Concentration in value chain** • The Group's core operations are in metropolitan and capital cities, and remote employees are typically clustered around cities, which limits direct exposure to higher risk regions. However, current office locations in Brisbane and Gold Coast have been identified as exposed to higher flood and storm risk over the long term. • Potential impacts of natural hazards to suppliers and clients were not identified as material given the diversified nature and size of the Group's supply chains and client base. **Current and anticipated controls and mitigants** • Business Continuity Plans (BCP) and redundancies for critical activities, material service providers and customer services. • Disaster Recovery Plans (DRP) are in place specifically for IT systems and infrastructure to ensure service continuity during natural disasters. • Crisis Response Planning (includes natural hazards). • Secure remote access for employees during site closures.

2. Strategy continued

Risk description Time horizons	Potential impacts, concentration and mitigations
Corporate policy and regulatory change: risk of increased compliance burden from new climate-related laws and regulations, increasing litigation and liability risks. **Risk type:** Transition **Time horizon of effects:** Short and medium term	**Potential effects on business model and value chain** • The Group may be impacted by changes in climate-related laws and regulations and regulatory enforcement priorities in Australia and in the financial services sector, arising from its responsibilities for corporate disclosures, market announcements, investor communications and marketing materials. • Climate-related policy and regulation change increases compliance requirements, and increases risks of potential breach notices, litigation, penalties and reputational impacts. **Concentration in value chain** • These changes can impact HUB24 Limited as a listed entity, as well as subsidiaries in the Group. **Current and anticipated controls and mitigants** • Ongoing regulatory monitoring of ASIC, APRA, Treasury, and international regulatory developments. • Governance forums are in place to monitor regulatory change risks through Management and the Board. • The Group engages with industry bodies to contribute to consultations on incoming legislation and regulation. • Investment in internal capability to comply with new and emerging climate-related obligations. • Vendor Management Framework due diligence requirements to ensure service providers comply with regulatory regulators. • Breach and incident procedures to identify and respond to regulatory issues.
Product investment monitoring: Risk of greater regulatory focus on ESG (including climate-related) claims, evolving expectations on investment product governance and labelling. **Risk type:** Transition **Time horizon of effects:** Short and medium term	**Potential effects on business model and value chain** • The Platform offers a wide range of investment products issued by external Responsible Entities. These products are subject to regulatory scrutiny for ESG (including climate-related) claims and evolving expectations on investment product governance and ensuring they are "true to label". • Heightened regulatory scrutiny and evolving expectations regarding ESG and climate-related disclosures, product governance and distribution practices may increase oversight, due diligence and monitoring requirements for ESG-labelled products offered on the Platform, including in relation to climate-related claims made by third-party issuers and Responsible Entities. • These can lead to higher compliance costs to monitor ESG (including climate-related) labelled products to meet regulatory standards, with increased risks of potential breach notices, litigation and penalties, as well as reputational impacts if green washing concerns arise. **Concentration in value chain** • Subsidiaries in the Group that have specific responsibilities as AFSL holders or provide services to Responsible Entities. **Current and anticipated controls and mitigants** • The Platform has onboarding due diligence processes for Managed Portfolios of ESG or climate labelled portfolios, which consider investment objectives, capabilities and third-party ratings. • ESG labelled managed funds undergo a review of manager capability. • The Product Disclosure Committee is a management forum which oversees the updates and accuracy of content in Product Disclosure Statements (PDS). • The Investment Risk team conducts ongoing monitoring to assess compliance with investment mandates, including asset-class range limits and other portfolio constraints.

Sustainability report

2. Strategy continued

2.2 Time horizon definitions

Table 3: Time horizon definitions

Time horizon	Definition	Rationale for HUB24
Short term	≤1 year	Aligns to annual reporting cycles, budgeting and financial plans, risk processes and RMF updates. Includes short term investment product options and data services (e.g. cash and term deposits) available on the Platform.
Medium term	1–5 years	Aligns to 5-year finance plan, incorporates HUB24's scope 1 and 2 emission reduction target to 2030. Includes investment product time horizons for cash/conservative to balanced managed portfolios available on the Platform.
Long term	5–25 years (to 2050)	Aligns to Platform and Class technology effective economic lives (5-10 years) and includes typical investment product time horizons for balanced to high growth managed portfolios and lifetime superannuation products on the Platform. 2050 is identified as the end point for assessment of climate impacts based on alignment to national targets.

2.3 Strategic responses

HUB24 has not made, and does not anticipate, making significant changes to its business model or resource allocation to address these climate-related risks, given the Group's key controls and mitigants and anticipated residual impacts. The Group expects that its key controls and mitigants detailed in Table 2 can adapt to meet future requirements, which is further detailed in Section 2.5.

Based on the limited potential of climate-related risks and opportunities to impact HUB24's strategy, the Group has not prepared a specific Climate Transition Plan. HUB24 recognises that stakeholders expect the Group to take steps to reduce its own impact on the environment, and this is reflected through its scope 1 and 2 emissions reduction target detailed in Section 4.2. Given the relatively small scope 1 and 2 footprint of the group, the target is expected to be achieved largely through office relocations and procurement of renewable electricity, which does not represent a material cost.

2.4 Current and anticipated financial effects of climate-related risks

HUB24 has undertaken an assessment to determine the current and anticipated financial effects of the identified climate-related risks. These risks have not had a material impact on HUB24's financial position, financial performance or cashflows for the current reporting period. The Group has not identified any significant risk of material adjustment to carrying amounts of assets and liabilities in the next reporting period.

The anticipated effects of the material climate risks, taking into account HUB24's strategic responses, controls and mitigants are outlined in Table 4. Anticipated effects are mostly disclosed on a qualitative basis because many of the effects are not separately identifiable or involve significant uncertainty.

Table 4: Anticipated financial effects

Risk description	Anticipated financial effects over time horizons
Natural hazard business disruption: Risk of increased frequency and severity of natural hazards causing significant business disruptions. **Risk type:** Physical **Time horizon of effects:** Long term **Potential financial impacts:** • increase in administration expenses • decrease in revenue from customers • cash outflows from operating activities	• The Group is exposed to natural hazard risk primarily through potential disruption to operations and service continuity, including impacts on premises access, workforce availability and broader business activities. • In the short to medium term, physical and operational disruptions from natural hazards are not expected to result in material financial impacts. The Group's operating model, including dispersed locations, business continuity arrangements, flexible working arrangements and insurance coverage, is expected to continue to limit disruption and associated financial consequences from individual events. • Over the long term, climate-related trends may increase the frequency or severity of natural hazards in certain locations. Severe events could result in more significant financial impacts, including temporary disruption costs, restoration and fit-out costs, reputational damages and higher ongoing insurance premiums. However, due to the limitations in currently available data and significant uncertainty in estimating long-term event frequency and severity, there is a high degree of measurement uncertainty associated with these potential financial effects. To manage this exposure, the Group continues to implement mitigation and adaptation measures (refer Table 2), which are expected to strengthen operational resilience and mitigate future impacts.

2. Strategy continued

Risk description	Anticipated financial effects over time horizons
Corporate policy and regulatory change: Risk of increased compliance burden from new climate-related laws and regulations, increased litigation and liability risks. **Risk type:** Transition **Time horizon of effects:** Short and Medium term **Potential financial impacts:** • increase in provisions, administration expenses • decrease in revenue from customers • cash outflows from operating activities	• The Group is exposed to an environment of evolving ESG and climate-related regulation, arising from its responsibility for related corporate disclosures, market announcements and investor communications. • Over the short to medium term, the Group has implemented controls and mitigations to manage legal, reputational, and regulatory impacts, including green washing risks, at a corporate level. Notwithstanding these measures, a residual risk of a greenwashing-related regulatory or legal event remains. The potential impact of such event would depend on its scale and the extent of investor reliance on the relevant disclosures and, if significant, could result in material consequences, which include regulatory penalties, remediation and compliance costs, and reputational impacts that could adversely affect revenue. Recent ASIC enforcement actions have resulted in civil penalties, which provides a reference for the potential scale of regulatory consequences.However, due to the significant uncertainty regarding the timing, nature and magnitude of any such event across a range of possible regulatory scenarios, potential impacts on the Group are not considered to be reliably quantifiable at this stage. • Over the long term, the Group expects to continue strengthening its corporate disclosure control environment in response to evolving regulatory expectations. These measures are expected to reduce the likelihood and severity of potential financial impacts over time and will be incorporated into the Group's ongoing risk management and strategic planning processes.
Product investment monitoring: Risk of greater regulatory focus on ESG (including climate-related) claims, evolving expectations on investment product governance and labelling. **Risk Type:** Transition **Time horizon of effects:** Short and medium term **Potential financial impacts:** • increase in provisions, administration expenses • decrease in revenue from customers • cash outflows from operating activities	• The Platform is exposed is exposed to climate-related product investment monitoring risk due to its role as a financial services platform provider, where products labelled as ESG or climate-related are made available to investors. Ongoing oversight is required to ensure those products remain consistent with disclosures and contractual requirements agreed with external Responsible Entities. • Heightened regulatory and stakeholder expectations regarding products being "true to label" increase the risk that deficiencies in monitoring could give rise to greenwashing-related concerns at a product level. To manage this risk, controls have been established across the product lifecycle, which are intended to reduce the likelihood of product-level misalignment with ESG or climate-related claims, but can not eliminate the risk entirely. • Over the short and medium term, residual risks remain that ESG or climate-related claims may be inaccurate or misalign with underlying mandates, giving rise to possible financial effects. Where significant, impacts could include regulatory scrutiny or enforcement action and penalties, remediation costs, increased compliance and assurance costs, contractual disputes with external Responsible Entities, and associated reputational impacts. Due to the high degree of measurement uncertainty associated with estimating the scope, likelihood and magnitude of product-level outcomes, the related financial effects cannot be reliably quantifiable at this stage; however, recent ASIC greenwashing enforcement actions could provide an indicative external reference point. • Over the long term, higher regulatory expectations on product monitoring and greenwashing may require further investment in systems, processes and capabilities supporting ESG and climate-related oversight. These enhancements are expected to reduce the likelihood and severity of potential financial impacts associated with product-level greenwashing risk.

2.5 Climate resilience and scenario analysis

In FY26, HUB24 undertook a scenario analysis assessment to inform the climate resilience of its strategy and business model. The assessment indicated that HUB24's business, with reference to the material climate-related risks, is broadly resilient based on the information available as at the reporting date.

Given HUB24's business model, sector exposure and value chain, the Group has undertaken a largely qualitative scenario analysis exercise, with a view to improve data, methdologies and approaches over time. There are significant uncertainties involved in understanding future policy actions by governments across jurisdictions, particularly over long time horizons.

Sustainability report

2. Strategy continued

2.5.1 Climate scenario inputs and assumptions

A summary of the scenarios is provided in Table 5. Scenarios are tools for analysis and should not be regarded as predictions or forecasts. HUB24 does not assign likelihood to either of the scenarios occurring. The scenarios have been selected to inform a resilience assessment of the business model, considering the identified material climate-related risks.

Table 5: Scenario inputs and assumptions

	Scenario 1 – Net Zero 2050	Scenario 2 – Current Policies
Basis for selection	• The Net Zero 2050 scenario provides a higher transition risk and lower physical risk scenario to test the Group's business model with reference to the identified climate-related risks and opportunities. • This scenario meets the legislative requirements for a scenario limiting warming to 1.5 degrees, aligned to Paris Agreement ambition.	• The Current Policies scenario provides a contrasting scenario of lower transition risks and high physical risks to test the Group's strategy and business model. • The scenario meets the legislative requirement for a scenario that well exceeds 2.0 degrees by 2100.
Parameters and assumptions		
Source	• Network for Greening the Financial System (NGFS) – Net Zero 2050	• Network for Greening the Financial System (NGFS) – Current Policies
Warming by 2050	• 1.5 degrees	• >2.0 degrees
Key additional assumptions	• Assumes full implementation of Australian Government's Sustainable Finance Strategy for all time horizons. • Assumes higher interoperability of cross-jurisdiction climate-related regulation (e.g. accounting standards, taxonomies and labelling regimes) over medium and long term, reducing complexity for compliance. • Assumes greater regulatory scrutiny of platform providers across all time horizons and enhanced monitoring and distribution obligations for true to label investment options. • Sustainable product labelling regime is introduced, requiring more complex data feeds and oversight and monitoring of ESG style products on the Platform. • Additional assumptions related to macroeconomic trends and energy usage were not relevant to the assessment with the identified climate-related risks and opportunities.	• Assumes Sustainable Finance Strategy undergoes changes to reduce scope and requirements of climate-related regulations similar to other jurisdictions. • Assumes lower interoperability of cross jurisdiction climate-related regulation (e.g. accounting standards, taxonomies and labelling regimes), increasing transition complexities. • Assumes some regulatory scrutiny of platform providers in short-term leading to enhanced monitoring and distribution obligations for true to label investment options. • Additional assumptions related to macroeconomic trends and energy usage were not relevant to the assessment with the identified climate-related risks and opportunities.
Scope of operations	• Physical risks: All business units in the Group were considered in the assessment, A specific focus was on office locations in Brisbane and Cold Coast due to heightened vulnerability to flood and coastal inundation, leading to business and client service disruptions. • Transition risks: All business units in Group were considered in the assessment, with a specific focus on the Investment Platform given its significance to Group performance and its role as a distributor of third-party products.	
Time horizons	• The same time horizons were used in the scenario analysis as defined in Section 2.2.	

2. Strategy continued

2.5.2 Climate scenario assessment results and resilience

Table 6: Scenario Analysis and Resilience Assessment results

	Scenario 1 – Net Zero 2050	Scenario 2 – Current Policies
Scenario narrative	Key characteristics: *Higher transitions risks* *Lower physical risks* In this scenario, global warming is limited to 1.5°C through stringent climate policies and innovation, reaching global net zero CO_2 emissions around 2050. Assumes that ambitious climate policies are introduced immediately.	Key characteristics: *Lower transitions risks* *Higher physical risks* This scenario assumes that only currently implemented policies are preserved, leading to high physical risks. Emissions grow until 2080 leading to about 3°C of warming and severe physical risks.
Strategy and business model implications	Physical risks • In this scenario we would expect shorter, less significant disruptions to these offices compared to the Current Policies scenario, leading to less significant cost and revenue implications. Transition risks • In the Net Zero scenario, transition risks arising from sustainable finance regulation, accounting standards, disclosure regimes and increased regulator scrutiny on distribution obligations and greenwashing could increase costs and outflows due to possible non-compliance, regulator action in short and medium term notably for the Platform. • Over medium and long term, higher global interoperability of standards and policy changes in this scenario means costs to integrate global and domestic assets and relevant data would remain lower than Current Policies.	Physical risks • In this scenario, high warming and increased flood and rain events for vulnerable locations (e.g. Brisbane and Gold Coast) are expected to be much higher in frequency and intensity. • This leads to potentially longer and more significant disruptions, requiring activation of the business continuity plans, higher operational costs and potential revenue challenges if service disruption is extended. Transition Risks • In this scenario, some impacts may eventuate from climate-related regulation and sustainable finance regulation over all time horizons, however this is lower than the Net Zero scenario. • Lower global interoperability of sustainable finance regulations can increase costs of implementation and likelihood of non-compliance over all time horizons compared to the Net Zero scenario. This would drive higher costs to implement and additonal compliance risks in the short to medium term. However long term costs may be lower if sustainable finance related regulation is scaled back in some jurisdictions.

Sustainability report

2. Strategy continued

	Scenario 1 – Net Zero 2050	Scenario 2 – Current Policies
Capacity to adjust or adapt strategy	**Planned investments in mitigation and resilience:** • There is significant uncertainty over the long time horizon, however HUB24 expects that current controls and mitigation activities will be adequate (with minor adaptations) for lower physical risk impacts in this scenario. • Expect that controls can adapt and expand to address a range of regulatory expectations. Higher regulatory expectations on product monitoring and greenwashing may require further investment in internal capability and data/information systems to meet changing expectations. **Financial resources flexibility:** • HUB24 has capital management plans in place that can adapt and support changes to the sustainability of the business, including possible changes to controls and mitigants in future periods. **Ability to deploy, repurpose, upgrade or decommission assets:** • Despite the lower physical impacts in this scenario, HUB24 expects over the long term to see more sites move to climate resilient buildings as part of lease renewals, enhancing multi region redundancies. • Platform functionality can be updated through product development processes to operationalise ESG or climate-related data, monitoring and assurance processes building on controls and mitigants in place.	**Planned investments in mitigation and resilience:** • There is significant uncertainty over long time horizon, however we expect that controls and mitigation activities can adapt to the higher physical risks (e.g. flooding) through continued adaptation of Business Continuity Plans and Disaster Recovery Planning, office relocations and supply chain diversification. • Expect that the range of existing controls and mitigants can adapt to the address a lower range of regulatory expectations in this scenario compared to Net Zero. **Financial resources flexibility:** • HUB24 has capital management plans in place that can adapt and support changes to the sustainability of the business, including possible changes to controls and mitigants in future periods. **Ability to deploy, repurpose, upgrade or decommission assets:** • Over the long term, HUB24 expects to see more sites move to climate resilient buildings as part of lease renewals, enhancing multi region redundancies. • Platform functionality could be updated through product development processes to operationalise ESG and climate-related data, which are not expected to be material.

3. Risk Management

This section provides information about the risk management processes in place to identify, assess and monitor climate-related risks and opportunities impacting HUB24's strategy and business model.

3.1 Risk management processes

The Group's overall approach to identifying, assessing, prioritising and monitoring of risks is performed in accordance with the RMF, which is applied consistently across all material risk types. As part of the RMF, the Group undertakes risk profiling activities to identify and assess risks that could impact the achievement of its strategic objectives.

In FY26, the Group conducted a dedicated climate-related risks and opportunity identification and assessment process as outlined in Table 7, following the approach as set out in the RMF. This process was conducted by a cross functional working group from our Finance, Risk, ESG and relevant business teams. Potential downside impacts were considered for climate-related risks, while potential benefits were assessed for climate-related opportunities.

Scenario analysis was not used to determine the identification of risks and opportunities. Scenario analysis was applied to test the resilience of the Group's strategy (refer to section 2.5).

3.2 Climate risk and opportunity process

The Group's process for identifying, assessing, prioritising and monitoring climate-related risks and opportunities is summarised below.

Table 7: Summary of climate-related risk and opportunity process

Activity	Key steps
Identify	• A list of seven potentially relevant climate risks and two opportunities were identified using a combination of internal and external inputs, including: – Review of third-party guidance from TCFD (now ISSB) materials and industry reports. – Value chain analysis across the wealth, accounting and technology industry relevant to the Group's core products. – Peer review of the risks and opportunities disclosed by other listed financial services and technology companies. – Cross-functional internal stakeholder interviews.
Assess	• Identified climate-related risks and opportunities were assessed using the Group's standard risk assessment methodology, including: – Assessment of inherent risk using the Group's risk impact matrix, which considers likelihood and consequence prior to the application of controls. – Assessment of residual risk after considering the effectiveness of existing controls and mitigants. • Consequences were assessed using both quantitative and qualitative criteria in line with the RMF, including: – Financial impacts, assessed at a Group level primarily by reference to EBITDA. – Non-financial impacts, including impacts to customers, employees, reputation and regulatory compliance. • Likelihood was assessed based on both the probability of occurrence and expected frequency, using the Group's standard likelihood scale as defined in the RMF.

Sustainability report

3. Risk Management continued

Activity	Key steps
Prioritise	• The inherent and residual risk and opportunity ratings were used to prioritise three climate-related risks most likely to be material, as detailed in this report. This prioritisation informed further analysis, including financial impact assessment and climate-related scenario analysis. • Climate-related risks and opportunities were reconciled against other risk types within the Group Risk Taxonomy to ensure consistency and completeness. Climate-related risks and opportunities are incorporated into the Group Risk Profile under Sustainability Risk and are considered alongside other material risks. • The Group's Risk Appetite Statement establishes the boundaries for acceptable risk taking across all material risk types, including sustainability and climate-related risks and opportunities, and is used to inform prioritisation and escalation decisions.
Monitor	Climate-related risks and opportunities are monitored as part of the Group's ongoing enterprise risk management processes. Climate-related risks and opportunities are subject to the same review, escalation and reporting cadence as other material risks under the Group's enterprise risk management processes. This includes: • Embedding climate-related risks within the Group Risk Taxonomy to support ongoing identification and monitoring • Reporting climate-related risks and opportunities through the Group's Board Committees as outlined in Section 1.1.

3.3 Inputs and parameters

The Group used a range of internal and external data and inputs to inform the climate risks and opportunities process, including:

- Third party guidance from TCFD (now ISSB), IFRS and other industry materials
- Internal strategy work, industry analysis, and sustainability disclosures or annual reports of other listed companies
- Industry and government reports, including Responsible Investment Association of Australasia (RIAA), Morningstar and Australian Climate Service
- Internal operational and financial data

The assessment covered the Group's value chain and operating subsidiaries. It did not include minority financial equity investments.

3.4 Changes from previous reporting periods

The process to identify, assess, prioritise and monitor the material climate risks and opportunities was a new process introduced in FY26. This process builds on the existing risk management foundations set out in the RMF which is consistent with previous reporting periods.

4. Metrics and Targets

This section provides information about HUB24's climate-related metrics and targets.

4.1 Greenhouse gas (GHG) emissions scope 1 and 2

The Group measures its GHG in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004). The absolute gross scope 1 and 2 emissions for the Group, expressed in metric tonnes of carbon dioxide equivalent (tCO_2-e) are outlined in Table 8.

HUB24 applies an operational control approach to define the organisational boundary for GHG reporting. This is considered the most appropriate method for measuring GHG emissions, as it captures all entities over which HUB24 has operational authority and aligns to boundary setting in other financial reporting.

Table 8: Absolute Scope 1 and 2 emissions

GHG emissions (tCO_2-e)	FY26
Scope 1	
Refrigerants	3
Scope 2	
Location-based	241
Market-based	0
Total scope 1 and 2 (location-based)	244
Total scope 1 and 2 (market-based)	3

4.2 Climate-related targets

HUB24 recognises the growing impacts of climate change and remains committed to supporting the transition to a decarbonised world. As part of this commitment, HUB24 has previously set a voluntary, absolute target over all its direct operations to achieve Net Zero scope 1 and 2 emissions by 2030 from its FY22 base year. This target was approved by the Board and performance against the target is monitored annually.

In FY26, HUB24 made progress towards its target through an ongoing office relocation and consolidation strategy to more efficient premises, and procuring 100% renewable electricity by purchasing GreenPower through our retailers. Where GreenPower was unavailable due to metering and billing arrangements, LGCs have been procured and retired for residual consumption.

HUB24 has not set quantitative targets related to scope 3 emissions due to challenges with data availability and meaningful influence to reduce emissions related to these sources.

Table 9: Climate-related targets

Target Metric	Units	Base year	Base year value	Target year	FY26 performance	FY25 performance
Net zero scope 1 and 2 GHG emissions (market-based)	tCO_2e	FY22	236	FY30	3	161

Notes:
- This target has been informed by the Paris Agreement, SBT 1.5 trajectory, government targets, and a company specific emissions reduction plan. It is not validated by SBTi or a third party.
- Target is inclusive of all relevant greenhouse gas emissions per GHG protocol expressed in tonnes of carbon dioxide equivalent (CO_2-e).
- To offset residual scope 1 emissions, HUB24 expects to procure a small quantity of carbon offsets to achieve its target by FY30. These are not a material cost and are expected to be sourced from reputable third-party schemes in future periods.

Sustainability report

4. Metrics and Targets continued

4.3 Other metrics

While HUB24 provides asset administration and technology solutions to support clients and external responsible entities manage investment portfolios, which may be exposed to climate-risks and opportunities, these funds are not consolidated to the HUB24 balance sheet for the purposes of the accounting standards. HUB24 does not undertake asset management activities, which are conducted by the underlying managers on the Platform.

HUB24 has assessed the assets and business activities that could be impacted by climate-related risks and opportunities over the short and medium term.

The Group has been assessed as vulnerable to transition risks including climate-related policy and regulatory change and product monitoring risks over the short and medium term. The impacts of these risks including possible impacts related to green washing penalties and reputation damage. The business activities vulnerable to these transition risks include corporate disclosures, ESG themed or labelled investment options, and related product disclosure statements (PDS). For example, in FY26, approximately $4.2b (4%) of ETF and Managed Fund FUA was assessed as ESG (including climate) themed based on RIAA certifications.

The Group does not expect material financial impacts in the short and medium term arising from physical risks. The Group has not identified opportunities likely to have a material effect on financial performance over its short and medium time horizons.

The Group has not committed additional capital to address climate-related risks or opportunities over the short or medium term. Investments related to controls and mitigants are considered business as usual and cannot be separately quantified.

4.4 Internal carbon prices and remuneration

The Group does not use an internal price on carbon in decision making, given the relatively low exposures to this transition risk. Further details on assumptions used in scenario analysis is provided in Section 2.5.

The Group does not directly tie its executive remuneration outcomes to its climate targets due to the relatively low direct exposure to climate-related risks and opportunities. Refer to the Remuneration Report for more information.

4.5 Measurement approaches

The Group measures its scope 1 and 2 GHG emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. Further details are outlined in Table 10.

Table 10: Scope 1 and 2 measurement approaches

Emissions	Calculation methodology	Key inputs and assumptions
Scope 1	Estimated using the refrigerant leakage methodology.	• Actual refrigerant charges from units in HUB24 Group office locations. • Emission factors and global warming potentials are sourced from the Global Warming Potential of the refrigerant (AR6). • Leakage rate is sourced from NGER Measurement Determination.
Scope 2	Calculated from actual invoice data for approximately 9 months of the reporting period and estimates used for the remaining portion of the reporting period, to enable timely completion of inventory.	• Location-based approach reflects the average emissions intensity of the grid, based on HUB24 office locations. • Electricity emissions factors are from Australian National Greenhouse Accounts (NGA) factors (AR 5) for the relevant period. • Market-based approach derives emission factors from contractual instruments, such as the purchase of GreenPower®.

Directors Declaration

Under section 296A of the *Corporations Act 2001* for the year ended 30 June 2026, the Directors of HUB24 Limited declare that, in the Directors' opinion:

The consolidated entity has taken reasonable steps to ensure the substantive provisions of the Sustainability Report for the year ended 30 June 2026 are in accordance with the *Corporations Act 2001*, including complying with:

1. the Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures, and any further requirements contained in section 296C(2); and
2. the requirements of the climate statement disclosures contained in section 296D.

This declaration is made in accordance with a resolution of the Directors pursuant to section 296A(6) of the *Corporations Act 2001* as modified by section 1707C(2).

On behalf of the Directors

Mr Paul Rogan
Chair, Independent Non-Executive Director
Sydney
18 August 2026

Mr Andrew Alcock
Managing Director
Sydney
18 August 2026

Limited assurance statement

Deloitte.

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Independent Auditor's Review Report to the Members of HUB24 Limited

Review Conclusion

We have conducted a review of the following specified Sustainability Disclosures in the Sustainability Report of HUB24 Limited (the "Company") and its controlled entities (the "Group") for the year ended 30 June 2026 as required by Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* ("ASSA 5010") issued by the Auditing and Assurance Standards Board ("AUASB"):

Sustainability Disclosures	Reporting requirement of Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* ("AASB S2") (including related general disclosures required by Appendix D)	Location in the Sustainability Report
Governance	**Paragraph 6**	**Section 1 *Climate Governance* on pages 47 to 49**
Strategy (risk and opportunities)	**Subparagraphs 9(a), 10(a) and 10(b)**	**Section 2 *Strategy* on pages 50 to 51**
Scope 1 and 2 emissions	**Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)**	**Section 4.1 *Greenhouse gas (GHG) emissions Scope 1 and 2* on pages 59 to 60**

The requirements of AASB S2 identified in the table above form the criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the "Act").

We have not become aware of any matter in the course of our review that makes us believe that the Sustainability Disclosures specified in the table above do not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*.

Basis for Conclusion

Our review has been conducted in accordance with Australian Standard on Sustainability Assurance ASSA 5000 *General Requirements for Sustainability Assurance Engagements* ("ASSA 5000") issued by the AUASB. Our review includes obtaining limited assurance about whether the specified Sustainability Disclosures are free from material misstatement.

In applying the relevant criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the '*Summary of the Work Performed'* section of our report below.

Our responsibilities under ASSA 5000 are further described in the '*Auditor's Responsibilities'* section of this report.

We are independent of the Group in accordance with the applicable ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024) (the "Code"), together with the ethical requirements in the Act, that are relevant to our review of the specified Sustainability Disclosures and public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code.

We confirm that the independence declaration required by the Act, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

Our firm applies Australian Standard on Quality Management ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

The directors of the Group are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2026 but does not include the specified Sustainability Disclosures and our auditor's report thereon.

Our conclusion on the specified Sustainability Disclosures does not cover the other information and we do not express any form of assurance conclusion thereon. The other information includes the Financial Report and Remuneration Report upon which we have performed an audit and issued a separate auditor's report.

In connection with our review of the specified Sustainability Disclosures, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the specified Sustainability Disclosures, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the Specified Sustainability Disclosures

The Directors of the Group are responsible for:

a) The preparation of the specified Sustainability Disclosures in accordance with the Act; and
b) Designing, implementing and maintaining such internal control necessary to enable the preparation of the specified Sustainability Disclosures, in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Inherent Limitations in Preparing the Specified Sustainability Disclosures

Greenhouse gas emissions quantification is subject to significant measurement uncertainty, which arises because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases. The comparability of sustainability information between entities and over time may be affected by inconsistencies in the methods to estimate or measure those emissions, due to different, but acceptable, methods applied.

Limited assurance statement

The specified Sustainability Disclosures include judgements and assumptions about future events and circumstances. Actual outcomes may differ from those described and, accordingly, the disclosures are subject to a higher level of inherent uncertainty.

Auditor's Responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the specified Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of a review in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the specified Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- Performed inquiries and walkthroughs to obtain an understanding of the reporting process for preparing the specified Sustainability Disclosures, including the identification of individuals involved and an understanding of key systems used.
- With respect to Governance disclosures:
  - Inquired with management and personnel responsible for the oversight of climate-related risk and opportunities to obtain an understanding of the Group's processes, controls and procedures to monitor, manage and oversee its climate-related risks and opportunities; and
  - Performed walkthroughs and inspected the Group's internal information (e.g. Board meeting minutes, terms of reference, committee charters and internal policies).
- With respect to Strategy (risk and opportunities) disclosures:
  - Obtained an understanding of the Group's process for identifying and assessing its climate-related risks and opportunities across its reporting boundary, including management's materiality assessment process, by performing inquiries to understand the sources of the information used by management and inspecting the Group's internal documentation of this process; and
  - Assessed whether the climate-related risks and opportunities disclosed are appropriate and complete, based on management's process and judgements, and whether they have been accurately described and classified.

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- With respect to Scope 1 and 2 emissions disclosures:
    - Obtained an understanding of the measurement approach, inputs and assumptions used to measure the Group's greenhouse gas emissions through inquiries, walkthroughs and inspection of calculations and underlying support;
    - Performed analytical procedures;
    - Agreed a sample of the underlying emissions data to supporting documentation and checked the mathematical accuracy of management's calculations;
    - Assessed the relevance and reliability of emissions factors used by management; and
    - Evaluated whether management has appropriately applied the requirements of AASB S2 and the GHG Protocol in developing estimates used to report emissions, and whether the methods for developing such estimates are appropriate and have been applied consistently.
- Reconciled the specified Sustainability Disclosures in the sustainability report to underlying supporting calculations and/or testing.
- Evaluated the overall presentation of the specified Sustainability Disclosures in the sustainability report and considered whether the specified Sustainability Disclosures as a whole are disclosed in accordance with the relevant requirements of AASB S2.

Our procedures did not include assessing the adequacy of design or operating effectiveness of controls, assessing the adequacy of the Group's governance framework and processes or separately developing our own estimate to compare with the Group's estimates.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Nicholas Rozario
Partner
Chartered Accountants

Sydney, 18 August 2026

Additional climate-related information

The forward-looking statements, management judgment and assumptions in the additional climate-related information are based on information available as at the date of publication and no representation is made as to their correctness after this date.

These statements are not guarantees or predictions of future performance or outcomes. As this additional climate-related information captures the management judgments and assumptions of HUB24 at a point in time, HUB24 does not undertake to publicly update any forward-looking statements, whether as a result of new information or future events.

Forward-looking statements can generally be identified by the use of words such as ‘forecast’, ‘estimate’, ‘plan’, ‘will’, ‘anticipate’, ‘may’, ‘should’, ‘expect’, ‘intend’, ‘guidance’, ‘likely’, and other similar expressions. Similarly, statements that describe HUB24’s objectives, plans, goals or expectations are forward-looking statements.

Readers should seek their own professional independent advice, depending on their specific investment objectives, financial situation or particular needs, and should not rely on forward-looking statements. Forward-looking statements should be considered together with the risks, uncertainties and assumptions associated with the relevant statements.

This additional climate-related information contains statements that have been prepared by HUB24 on the basis of information from publicly available sources and other third-party sources.

The following additional information is provided in relation to HUB24’s Scope 3 greenhouse gas (GHG) emissions for the year ended 30 June 2026.

HUB24 is applying first-year transition relief in this disclosure as permitted under AASB S2, specifically related to the disclosure of comparatives and to the disclosure of scope 3 emissions. Notwithstanding this, HUB24 has elected to voluntarily disclose its Scope 3 GHG emissions for FY26, prepared in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard, as this information is considered useful.

This disclosure is presented as additional information and does not form part of the Sustainability Report. For Scope 1 and Scope 2 GHG emissions, refer to Section 4 of the Sustainability Report. HUB24 will develop its Scope 3 disclosures in line with AASB S2 requirements for FY27.

Scope 3 GHG emissions

Operational boundary

HUB24’s Scope 3 emissions boundary is defined in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard and includes relevant upstream and downstream emission categories applicable to its operations.

The below table lists the relevant Scope 3 categories for HUB24 FY26 Inventory.

Table 11. Absolute scope 3 emissions (metric tonnes of carbon dioxide equivalent – tCO_2-e)

Scope 3 emissions	FY26
1 – Purchased goods and services	7,768
2 – Capital goods	1,056
3 – Fuel and energy related services	5
4 – Upstream transportation and distribution	14
5 – Waste generated in operations	40
6 – Business travel	1,183
7 – Employee commuting	1,075
8 – Upstream leased assets	268
15 – Investments	508
Scope 3 Total	**11,917**

Measurement approaches and relevance of downstream Scope 3 emissions

The methodologies applied are consistent with those used in prior reporting periods, with Scope 3 emissions calculated using a combination of spend-based, activity-based and proxy data methodologies, depending on data availability and category relevance.

Table 12: Scope 3 emissions measurement approaches

Scope 3 Categories	Calculation methodology	Key inputs and assumptions
1. Purchased goods and services	Estimated using the spend-based method. Estimates are extrapolated where information is unavailable.	• HUB24 financial system extracts showing annual spend by general ledger names. • Emission factors for purchasing categories are sourced from the Industrial Ecology Virtual Laboratory (IELab). • Estimates for water consumption based on actual National Australian Built Environment Rating System (NABERS) Water Ratings for HUB24 offices where available.
2. Capital goods	Estimated using the spend-based method.	• Industry average emissions factors from IELab. • Includes construction materials, ICT services equipment and machinery.
3. Fuel and energy related services	Calculated based on the electricity consumption used in Scope 2 emissions inventory.	• Includes transmission and distribution losses from upstream purchased fuels. • Scope 3 emission factors by state are sourced from NGA for relevant period.
4. Upstream transportation and distribution	Estimated using the spend-based method.	• Accounts for postage, courier and freight services. • Industry average emission factors for purchasing categories from IELab.
5. Waste generated in operations	Estimated using building level waste intensities applied proportionately to HUB24 tenancies. Extrapolations are used for sites where actual waste ratings are unavailable.	• Actual NABERS Waste intensities for relevant buildings where available. • Extrapolations are used for sites where actual ratings are unavailable. • Emission factors are sourced from NGA for relevant period.
6. Business travel	Air travel emissions are calculated from actual booking data. Ground transport is calculated using a spend-based method. Accommodation is estimated using actual booking data.	• Air travel emission factors are sourced from Department for Environment Food & Rural Affairs (DEFRA) for relevant period. • Ground transport is converted to distance based on state averages and used relevant NGA factors. • Median hotel emission factors from Cornell Hotel Sustainability Benchmarking Index 2024.
7. Employee commuting	Commuting is estimated using the average-date method from national commuting patterns. Work from home emissions are estimated average FTE working from home per month.	• Commuting is estimated using national data on commuting patterns from the Australian Bureau of Statistics (ABS) and NGA emission factors, assuming average building utilisation is 2-3 days out of 5 for all sites nationally. • Home energy intensities are from International Energy Agency (IEA), average full time equivalent working from home per month and relevant NGA factors for each state.
8. Upstream leased assets	Estimated base building energy consumption from actual building ratings, proportionately allocated to HUB tenancies. Extrapolations are used where ratings do not exist.	• Base building NABERS ratings or benchmarked equivalents to source natural gas, electricity, refrigerant and diesel use. • Emission factors for relevant state are sourced from NGA.
9. Downstream transportation and distribution	Not relevant. As a wealth technology company, HUB24 does not offer physical products and therefore there are no emissions from this source.	
10. Processing of sold products	Not relevant. HUB24 services do not include physical products, therefore there are no emissions from further processing.	

Additional climate-related information

Scope 3 Categories	Calculation methodology	Key inputs and assumptions
11. Use of sold products	Emissions resulting from electricity usage to power our clients use of our wealth technology solutions have not yet been estimated. HUB24 has applied the transition relief available under AASB S2 and will consider appropriate methodologies in future period.	
12. End of life treatments of sold products	Not relevant. HUB24 does not produce physical products, therefore there are no emissions from disposal at end of life of products.	
13. Downstream leased assets	Emissions from downstream leased assets reduced to zero in FY25 following the closure of the facility previously reported.	
14. Franchises	Not relevant. HUB24 does not operate franchise businesses, therefore there are no emissions from this source.	
15. Investments	Shareholder interests in minority stake entities, calculated using the revenue-based method, determining the proportional emissions from on balance-sheet equity and debt investments held by HUB24. Financed emission for clients' funds on the Platform are not considered applicable to HUB24's business activities as an administrator and technology provider. Financed emissions might be considered by underlying asset managers on the Platform who undertake asset management activities.	• Emission factors are industry-based factors sourced from IELabs. • This category does not include the financed emissions associated with the underlying investment options on the platform.

Financial statements

For the year ended 30 June 2026

Consolidated financial statements

Notes to the financial statements

Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
Income			
Revenue from customers	2.1, 2.2	490,884	400,399
Interest and other income	2.3	10,205	6,174
Total income		501,089	406,573
Expenses			
Platform and tech solutions fees	2.4	(27,865)	(32,209)
Employee related expenses	2.4	(200,944)	(165,426)
Depreciation and amortisation expense	2.4	(49,020)	(45,442)
Administrative expenses	2.4	(60,900)	(46,573)
Share-based payments expense	7.1	(13,351)	(13,948)
Interest expense – lease liability	3.4.2	(2,366)	(1,966)
Interest expense – other		(1,815)	(1,890)
Total expenses		(356,261)	(307,454)
Profit before income tax		144,828	99,119
Income tax expense	5.1	(24,628)	(19,634)
Profit after income tax for the year		120,200	79,485
Other comprehensive income/(loss)			
Items that will not be reclassified subsequently to profit or loss			
Net change in fair value of financial assets at fair value through other comprehensive income	4.5.4	1,693	7,954
Income tax relating to items that will not be reclassified subsequently to profit or loss	4.5.4	(508)	(2,182)
Total comprehensive income for the year attributable to ordinary equity holders of HUB24 Limited		121,385	85,257

	Notes	Cents	Cents
Earnings per share, attributable to ordinary equity holders of HUB24 Limited			
Basic earnings per share	2.5	147	98
Diluted earnings per share	2.5	146	96

The consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Consolidated statement of financial position

As at 30 June 2026

	Notes	2026 $'000	2025 $'000
Assets			
Current assets			
Cash and cash equivalents	4.7	70,986	114,833
Trade and other receivables	3.1	55,551	44,064
Current tax receivables		—	518
Prepayments		15,644	10,053
Other current assets		519	547
Total current assets		142,700	170,015
Non-Current assets			
Equity securities	4.2	35,000	21,110
Loans receivable	4.3	78,547	7,172
Intangible assets (including goodwill)	3.5	406,660	430,122
Right of use assets	3.4.1	37,685	27,166
Property, plant and equipment		9,157	6,238
Other non-current assets		354	590
Total non-current assets		567,403	492,398
Total assets		710,103	662,413
Liabilities			
Current liabilities			
Trade and other payables	3.2	19,592	19,227
Provisions	3.3	40,669	35,110
Current tax payables		3,799	—
Borrowings	4.4	—	29,975
Lease liabilities	3.4.2	2,613	2,879
Other current liabilities		292	272
Total current liabilities		66,965	87,463
Non-current liabilities			
Lease liabilities	3.4.2	39,067	26,183
Provisions	3.3	10,497	8,020
Borrowings	4.4	29,975	—
Deferred tax liabilities (net of deferred tax assets)	5.2	10,338	10,054
Other non-current liabilities		516	807
Total non-current liabilities		90,393	45,064
Total liabilities		157,358	132,527
Net assets		552,745	529,886
Equity			
Issued capital	4.5.1	406,154	432,511
Profit reserve	4.5.3	—	48,927
Share-based payments reserves	4.5.2	22,284	38,866
Equity securities at FVOCI [1] reserve	4.5.4	6,275	5,090
Retained earnings		118,032	4,492
Total equity		552,745	529,886

1. Fair Value through Other Comprehensive Income (FVOCI).

The consolidated statement of financial position should be read in conjunction with the accompanying notes.

Consolidated statement of changes in equity

For the year ended 30 June 2026

	Notes	Issued capital $'000	Share-based payments reserves $'000	Profit reserves $'000	Equity securities at FVOCI reserve $'000	Retained earnings $'000	Total $'000
Consolidated 2026							
Opening balance as at 1 July 2025		432,511	38,866	48,927	5,090	4,492	529,886
Total comprehensive income for the year		—	—	—	1,185	120,200	121,385
Transfer to retained earnings		—	—	(22,779)	—	22,779	—
Transactions with owners in their capacity as owners							
Dividends paid on ordinary shares		—	—	(26,148)	—	(29,439)	(55,587)
Shares issued transaction costs		(140)	—	—	—	—	(140)
Shares issued through employee share option plan		14,619	(13,719)	—	—	—	900
Options and rights exercised	4.5.1	15,037	(14,340)	—	—	—	697
Options and rights granted – employees		—	11,477	—	—	—	11,477
Treasury Shares purchased on-market	4.5.1	(55,873)	—	—	—	—	(55,873)
Balance as at 30 June 2026		**406,154**	**22,284**	**—**	**6,275**	**118,032**	**552,745**
Consolidated 2025							
Opening balance as at 1 July 2024		476,986	34,157	84,234	(682)	(74,993)	519,702
Total comprehensive income for the year		—	—	—	5,772	79,485	85,257
Transactions with owners in their capacity as owners							
Dividends paid on ordinary shares		—	—	(35,307)	—	—	(35,307)
Shares issued transaction costs		(133)	—	—	—	—	(133)
Shares issued through employee share option plan		967	—	—	—	—	967
Options and rights exercised	4.5.1	8,691	(7,095)	—	—	—	1,595
Options and rights granted – employees		—	11,804	—	—	—	11,804
Treasury Shares purchased on-market	4.5.1	(54,000)	—	—	—	—	(54,000)
Balance as at 30 June 2025		**432,511**	**38,866**	**48,927**	**5,090**	**4,492**	**529,886**

The consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

Consolidated statement of cash flows

For the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
Cash flows from operating activities			
Receipts from customers		480,354	394,608
Payments to suppliers and employees		(288,833)	(237,817)
Interest received	2.3	8,496	5,051
Interest paid on lease liability	3.4.2	(2,366)	(1,966)
Short-term lease payments	3.4.2	(184)	(128)
Income tax payment		(20,535)	(10,749)
Net cash inflow from operating activities	4.7	176,932	148,999
Cash flows from investing activities			
Payments for office equipment		(5,120)	(5,335)
Payments for intangible assets		(18,000)	(19,118)
Payment for investment in equity securities	4.2	(9,051)	(1,700)
Loan facility advance [1]		(74,500)	(5,250)
Dividends received from investment in equity securities		—	439
Net cash outflow from investing activities		(106,671)	(30,964)
Cash flows from financing activities			
Payment for issuance of shares	4.5.1	(140)	(133)
Proceeds from issues of shares		697	1,595
Treasury Shares purchased on-market	4.5.1	(55,873)	(54,000)
Repayment of lease liabilities	3.4.2	(3,205)	(3,405)
Dividends paid on ordinary shares	4.5.3	(55,587)	(35,307)
Net cash outflow from financing activities		(114,108)	(91,250)
Net increase/(decrease) in cash and cash equivalents		(43,847)	26,785
Cash and cash equivalents at the beginning of year		114,833	88,048
Cash and cash equivalents at end of year	4.7	70,986	114,833

1. Cash flows relating to loan facilities have been reclassified from financing activities to investing activities to reflect their nature as loans made to another party.

The consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the financial statements

1 Overview

1.1 Corporate information

The Annual Report of HUB24 Limited ("the Company") and its controlled entities ("HUB24 Group") for the year ended 30 June 2026 was authorised for issue in accordance with a resolution of the Board of Directors on 18 August 2026 and covers the company as an individual entity as well as the HUB24 Group consisting of the Company and its subsidiaries as required by the *Corporations Act 2001*.

HUB24 Limited is a public company limited by shares. It was incorporated and is domiciled in Australia. Its shares are publicly traded on the Australian Securities Exchange (ASX: HUB).

The nature of the operations and principal activities of the HUB24 Group are described in the Directors' Report.

1.2 Basis of preparation

This general purpose consolidated financial report for the year ended 30 June 2026 has been prepared in accordance with Australian Accounting Standards (AAS) as issued by the Australian Accounting Standards Board and the *Corporations Act 2001*, as appropriate for profit orientated companies. The financial statements have also been prepared under the historical cost convention, except for, where applicable, the revaluation of certain classes of assets and liabilities.

Parent entity information

In accordance with the *Corporations Act 2001*, these financial statements present the results of the HUB24 Group only. Supplementary information about the parent entity is disclosed in note 6.2.

Compliance with International Financial Reporting Standards (IFRS)

The financial report complies with AAS and IFRS Accounting Standards as issued by the International Accounting Standards Board.

New and amended Accounting Standards and Interpretations

New and amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are now effective are detailed in note 8.1. These Accounting Standards and Interpretations did not have any notable impact on the financial performance or position of the HUB24 Group. The HUB24 Group has not adopted any Accounting Standards and Interpretations that have been issued or amended but are not yet effective.

Rounding

The HUB24 Group is of a kind referred to in the *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183*.

The HUB24 Group has elected to round off amounts in the Annual Report (and subsequent reports) for the current period and prior comparative period to the nearest thousand dollars or, in certain cases, to dollars in accordance with that instrument.

Going concern

The financial report has been prepared on a going concern basis. The Directors have, at the time of approving the financial statements, a reasonable expectation that the HUB24 Group have adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Principles of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- Has the power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with the HUB24 Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between the members of the Group are eliminated on consolidation.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company.

Functional and presentation currency

Items included in the financial statements of each of the HUB24 Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars ($), which is the Company's functional and presentation currency.

Comparatives

Where required by the Accounting Standards and/or for improved presentation purposes, certain comparative figures have been adjusted to conform to changes in presentation for the current year.

1.3 Critical accounting judgements and estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management regularly evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses.

Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results.

The current geopolitical events and global inflation concerns have had a global market impact and uncertainty exists as to their implications. Such disruptions can adversely affect the assets, liabilities, performance and liquidity.

Market volatility may impact Funds Under Administration (FUA) and trading based fees, and any movement in the Reserve Bank of Australia (RBA) Official Cash Rate may impact cash account fee income. Net inflows have proven to be resilient, our new business pipeline remains strong and assisted FUA transitions are continuing.

Our estimates and assumptions have been prepared based upon conditions existing at the date of this report. The key areas in which critical estimates and judgements are applied are as follows:

- recognition of intangible assets and impairment testing (note 3.5)
- valuation of share-based payments (note 7.1)

2 Group performance

Overview

This section provides analysis and commentary on the HUB24 Group's operating activities.

The HUB24 platforms are used by financial advisers to efficiently administer their clients' investments held through a custodial agreement, and PARS is a non-custody portfolio service which provides administration, corporate action management and tax reporting services for stockbrokers and financial advisers.

The HUB24 Group provides technology and data services to the wealth industry, bringing innovative solutions to support licensees, accountants, advisers and stockbrokers to deliver services to their clients, these services are provided through Class and NowInfinity businesses and HUBconnect. Class is a market-leading Self-Managed Super Fund (SMSF) administration software provider. Their customers include accountants, SMSF administrators, investment advisers, financial planners and lawyers. Class' revenue comprises both subscription and recurring pay per use (PPU) transactional revenue.

myprosperity is a leading provider of client portals for accountants and financial advisers. myprosperity's revenue comprises subscription revenue.

2.1 Operating segments

Overview

Information is provided by operating segment to assist the understanding of the HUB24 Group's performance. The operating segments are consistent with the basis on which information is provided to the HUB24 Group Executive (identified as the Chief Operating Decision Maker ("CODM")) for measuring performance, being the basis upon which the HUB24 Group's operating activities are managed within the various markets in which the HUB24 Group operates. The Board and Group Executive reviews segment revenues and profits (Underlying EBITDA) on a monthly basis.

No single customer contributed 10 per cent or more to the HUB24 Group's income in either 2026 or 2025. The HUB24 Group's operating segments are as follows:

Platform

Platform operating segment comprises the platform (Custody), PARS (Non-Custody) and myprosperity businesses. The segment provides development of investment and superannuation platform services to financial advisers, stockbrokers, accountants and their clients.

Tech Solutions

Tech Solutions segment comprises Class and NowInfinity businesses and HUBconnect. Class and NowInfinity provide cloud-based wealth accounting and corporate compliance services to its clients. Fees are generated via licensing, subscription and PPU fees.

HUBconnect provides application and technology products for the financial services sector. Fees are generated from license and consulting services relating to data management, software and infrastructure.

Corporate

Provision of support services to the two operating segments which includes property, strategy, finance, risk and compliance, legal, human resources, and other corporate services. Investments in equity securities are also recognised within this segment.

Notes to the financial statements

2 Group performance continued

	Platform $'000	Tech Solutions $'000	Corporate $'000	Total $'000
Year ended 30 June 2026				
Sales to external customers	406,862	84,022	—	490,884
Interest and other income	—	—	10,205	10,205
Revenue from ordinary activities [1]	406,862	84,022	10,205	501,089
Expenses	(220,163)	(54,695)	(14,851)	(289,709)
Underlying EBITDA	186,699	29,327	(4,646)	211,380
Share-based payments expense (including payroll tax)	—	—	(13,351)	(13,351)
Depreciation and amortisation	(22,109)	(26,911)	—	(49,020)
Interest expense	—	—	(4,181)	(4,181)
Profit/(loss) before income tax	164,590	2,416	(22,178)	144,828
Income tax benefit/(expense)	(49,377)	(725)	25,474	(24,628)
Profit/(loss) after income tax	115,213	1,691	3,296	120,200
Year ended 30 June 2025				
Sales to external customers	323,286	77,113	—	400,399
Interest and other income	—	—	6,174	6,174
Revenue from ordinary activities [1]	323,286	77,113	6,174	406,573
Expenses	(180,349)	(49,963)	(13,896)	(244,208)
Underlying EBITDA	142,937	27,150	(7,722)	162,365
Share-based payments expense (including payroll tax)	—	—	(13,948)	(13,948)
Depreciation and amortisation	(19,905)	(25,537)	—	(45,442)
Interest expense	—	—	(3,856)	(3,856)
Profit/(loss) before income tax	123,032	1,613	(25,526)	99,119
Income tax benefit/(expense)	(36,909)	(484)	17,759	(19,634)
Profit/(loss) after income tax	86,123	1,129	(7,767)	79,485

1. Includes revenue from customers, interest and other income.

2 Group performance continued

2.2 Revenue

	2026 $'000	2025 $'000
Platform fees	406,862	323,286
Tech Solutions fees	84,022	77,113
• License fees	71,437	65,906
• Transaction fees	10,109	8,806
• Commissions	2,476	2,401
Total	490,884	400,399

Accounting policies

The HUB24 Group operates two revenue generating segments. Revenue is measured by reviewing each revenue contract and its respective services to customers to determine its performance obligation while allocating the transaction price to each performance obligation either over time or at a point in time. The performance obligations identified are:

Platform Revenue

Fees charged

- FUA fee revenue is recognised over time which include tiered administration fees and fees on client funds held as cash. FUA fees are accrued daily, paid monthly in arrears for the ongoing provision for agreed services.
- Transaction fees are recognised at a point in time when platform trading for equities, managed funds and insurance occurs.
- Subscription fee revenue is recognised over time over the duration of the agreement or for as long as the customer has been provided access, the fee is fixed or determinable and collectability is probable.

Tech Solutions Revenue

Fees charged

- License fee revenue is recognised over time over the duration of the agreement, performance delivery of agreed services or for as long as the customer has been provided access, the fee is fixed or determinable and collectability is probable.
- Transaction fee revenue is recognised at a point in time when the documents are sold to customers on a PPU basis, or when advice is provided to clients on a time and materials basis.
- Commissions revenue is recognised commission and partner fees at the point in time of sale of a third party's products to customers which provides these customers with a right to access such products.

Notes to the financial statements

2 Group performance continued

2.3 Interest and other Income

	2026 $'000	2025 $'000
Interest income	9,120	5,193
Other income [1]	1,085	981
	10,205	6,174

1. Includes dividends from equity securities, deferred research and development credits and foreign exchange movements.

Accounting policies
Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable.

2.4 Expenses

	Notes	2026 $'000	2025 $'000
a) Platform and tech solutions fees			
Platform fees		23,347 [1]	28,831
Tech solutions fees		4,518	3,378
		27,865	32,209
b) Employee benefits expenses			
Wages and salaries (including superannuation and payroll tax)		192,278	157,616
Other employee benefits expenses		4,575	3,442
Travel and entertainment		4,091	4,368
		200,944	165,426
c) Depreciation and amortisation			
Depreciation of right-of-use assets		4,903	4,742
Depreciation of office equipment		2,655	2,357
Amortisation of intangible assets	3.5	41,462	38,343
		49,020	45,442
d) Administrative expenses			
Corporate fees		4,444	3,865
Professional and consultancy fees		18,315	12,738
Information services and communication		31,537	26,543
Property and occupancy costs		1,345	1,089
Other administrative expenses		5,259	2,338
		60,900	46,573

1. In FY26 $4 million of insurance premiums paid were reclassed to revenue, offsetting the collection of insurance premiums.

2 Group performance continued

2.5 Earnings per share

Overview

Earnings per share (EPS) is the amount of profit or loss after income tax attributable to each share. Diluted EPS adjusts the EPS for the impact of shares that are not yet issued but which may be in the future, such as shares potentially issuable from rights, options and employee share-based payments plans.

	2026 Cents	2025 Cents
Earnings per share, attributable to ordinary equity holders of HUB24 Limited		
Basic earnings per share	147	98
Diluted earnings per share	146	96

2.5.1 Earnings used for earnings per share measures

Earnings per share is based on profit or loss after income tax attributable to ordinary equity holders of the Company, as follows:

	2026 $'000	2025 $'000
Profit after income tax attributable to the owners of HUB24 Ltd used in calculating basic and diluted earnings per share	120,200	79,485

2.5.2 Weighted average number of ordinary shares

	2026 Number	2025 Number
Weighted average number of ordinary shares used in calculating basic earnings per share		
Effect of dilutive potential ordinary shares:	81,521,356	80,970,592
• Share rights	569,723	2,019,786
• Share options	—	38,581
Weighted average number of ordinary shares used in calculating diluted earnings per share	**82,091,079**	**83,028,959**

Notes to the financial statements

3 Financial position

3.1 Trade and other receivables

Overview

Trade and other receivables are principally amounts owed to the HUB24 Group by Platform or Tech Solutions customers. Due to the short-term nature of these receivables, their carrying value is assumed to approximate their fair value.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables. Collectability of trade receivables is reviewed on an ongoing basis at an operating segment level.

	2026 $'000	2025 $'000
Trade receivables [1]	54,296	43,550
Other receivables	1,255	514
	55,551	44,064

1. Net of an allowance for expected credit losses of $530 thousand (FY25: $515 thousand).

Accounting policies

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

The HUB24 Group's impairment model calculates expected credit losses on trade receivables using a provision matrix. Under the model, historic provision rates with current and forward looking estimates are used.

The HUB24 Group measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses (ECL). The ECL on trade receivables are estimated using a provision matrix by applying historical loss rates to the trade receivable balances and adjusted for forward looking factors to reflect general economic conditions of the industry in which the debtors operate and assessment of both the current as well as the forecast direction of conditions at the reporting date.

3.2 Trade and other payables

	2026 $'000	2025 $'000
Trade payables	1,354	2,440
Other payables [1]	18,238	16,787
Total trade and other payables	19,592	19,227

1. Other payables includes accruals, deferred revenue and other payables due. Deferred revenue included in other payables in FY26 is $2.9 million (FY25: $2.4 million).

Accounting policies

Trade and other payables are carried at amortised cost and represent liabilities for goods and services provided to the HUB24 Group prior to the end of the period that are unpaid and arise when the HUB24 Group becomes obliged to make future payments in respect of the purchase of these goods and services.

3 Financial position continued

3.3 Provisions

Overview

Provisions are recognised when the HUB24 Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the HUB24 Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When the effect of the time value of money is material, provision is discounted using the current pre-tax rate that reflects the risks specific to the liability.

Employee benefits

Short and long-term benefits

Liabilities for wages and salaries, short-term incentives, including non-monetary benefits and annual leave expected to be settled within 12 months (short-term) and long service leave after 12 months (long-term) of the reporting date are recognised in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled.

Deferred short-term incentive

The provision represents the deferred portion of STI bonus of senior staff members relating to the financial year.

Other Provisions

Third party claims

The estimate of ongoing claims made by third parties in respect of services.

Restructuring provision

The Group has recognised $182k in FY26 for redundancy provisions. (FY25: $nil).

Lease make good provision

The provision represents the present value of estimated costs of improvements to the leased premises of the Group at the end of the respective lease term.

	2026 $'000	2025 $'000
Current Liabilities		
Employee benefits – long service leave	4,114	3,022
Employee benefits – short-term incentive	27,706	23,025
Employee benefits – annual leave	8,667	7,549
Current Employee benefits	40,487	33,596
Third party claims	—	1,192
Restructuring provision	182	—
Lease make good provision	—	322
Current Liabilities	40,669	35,110
Non-current Liabilities		
Employee benefits – long service leave	5,137	4,622
Employee benefits – deferred short-term incentive	3,404	2,060
Non-current Employee benefits	8,541	6,682
Lease make good provision	1,956	1,338
Non-current liabilities	10,497	8,020
Total Provisions	51,166	43,130

Notes to the financial statements

3 Financial position continued

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

Consolidated	Employee benefits $'000	Third party claims $'000	Restructuring provision $'000	Lease make good provision $'000	Total $'000
2026					
Carrying amount at the start of the year	40,278	1,192	—	1,660	43,130
Additional provisions recognised/(released)	8,750	(1,192)	182	296	8,036
Carrying amount at the end of the year	**49,028**	**—**	**182**	**1,956**	**51,166**
2025					
Carrying amount at the start of the year	33,097	133	665	1,410	35,305
Additional provisions recognised/(released)	7,181	1,059	(665)	250	7,825
Carrying amount at the end of the year	**40,278**	**1,192**	**—**	**1,660**	**43,130**

3.4 Right of use assets and lease liabilities

3.4.1 Right of use assets

Right of Use	2026 $'000	2025 $'000
Cost	44,509	34,891
Accumulated Depreciation	(6,824)	(7,725)
Net book amount	**37,685**	**27,166**
Reconciliations of the carrying amounts at the beginning and end of the year		
Opening net book amount	27,166	14,637
Additions	15,422	19,676
Disposals	—	(2,405)
Depreciation charge	(4,903)	(4,742)
Closing net book amount	**37,685**	**27,166**

The additions to right of use assets during FY26 were $15.4 million (FY25: $19.7 million). These relate to the following:

- An extension of the existing HUB24 Sydney CBD office leases by 15 months, executed in August 2025.
- A new 5-year property lease with an option for a further 5-year extension for an additional floor at HUB24 Sydney CBD office was signed, commencing January 2026.

3.4.2 Lease liabilities

	2026 $'000	2025 $'000
Current	2,613	2,879
Non-current	39,067	26,183
	41,680	**29,062**
Reconciliations of the carrying amounts at the beginning and end of the year		
Opening net book amount	29,062	15,247
Additions	15,823	19,658
Disposals	—	(2,438)
Lease payments	(5,571)	(5,371)
Interest payments	2,366	1,966
Closing net book amount	**41,680**	**29,062**

3 Financial position continued

	Undiscounted value of minimum lease payments $'000	Interest $'000	Present value of minimum lease payments $'000
30 June 2026			
Within 1 year	5,110	(2,497)	2,613
After 1 year and less than 5 years	22,172	(8,043)	14,129
More than 5 years	28,312	(3,374)	24,938
Total	55,594	(13,914)	41,680
30 June 2025			
Within 1 year	4,997	(2,118)	2,879
After 1 year and less than 5 years	16,065	(6,792)	9,273
More than 5 years	19,816	(2,906)	16,910
Total	40,878	(11,816)	29,062

Accounting policies

The HUB24 Group leases various property and equipment. Lease agreements are negotiated on an individual basis with bespoke terms and conditions and are typically made for fixed periods of 2 to 7 years, with extension options for our premises typically for a further 5 years.

The HUB24 Group recognises a right-of-use asset and a lease liability at the lease commencement date, i.e. when the underlying asset is first available for use.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the HUB24 Group's incremental borrowing rate, being the rate that the lessee would pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

The lease liability is subsequently increased by the interest cost on the lease liability and decreased by lease payments made. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, a change in the estimate of the amount expected to be payable under a residual value guarantee, or as appropriate, changes in the assessment of whether purchase; renewal or termination options are reasonably certain to be exercised.

The HUB24 Group has applied judgement to determine the lease term for some lease contracts in which it is a lessee that includes purchase, renewal, or termination options. The assessment of whether the HUB24 Group is reasonably certain to exercise such options impacts the lease term, which affects the value of lease liabilities and right-of-use assets recognised.

The Consolidated statement of profit or loss and other comprehensive income and the related Notes to the Financial Statements show the following amounts relating to leases:

	2026 $'000	2025 $'000
Depreciation charge on right-of-use assets	4,903	4,742
Interest expense on lease liabilities	2,366	1,966
Expenses relating to short-term leases	184	128
	7,453	6,836

The total cash outflow for leases in the year ended 30 June 2026 was $5.6 million (FY25: $5.4 million).

Notes to the financial statements

3 Financial position continued

3.5 Intangible assets

Overview

Intangible assets are assets with no physical substance. The most significant classes of intangible assets of the HUB24 Group by Cash Generating Unit (CGU) are detailed below.

Platforms Segment			Tech Solutions Segment
Goodwill on acquisitions			
Investment Platform CGU	PARS CGU	myprosperity CGU	Class CGU
Software Customer relationships	Customer relationships	Software Customer relationships	Software Customer relationship Brand

The table above is representative of the FY26 and FY25 Intangible assets. Refer to table below for the movement.

Consolidated	Computer Software $'000	Customer Relationship $'000	Brand $'000	Goodwill $'000	Total $'000
Year ended 30 June 2026					
At cost	215,239	103,630	8,761	246,246	573,876
Accumulated amortisation and impairment	(136,527)	(30,689)	—	—	(167,216)
Net carrying amount	78,712	72,941	8,761	246,246	406,660
Reconciliations of the carrying amount at the beginning and end of the financial year					
Opening carrying amount	96,022	79,093	8,761	246,246	430,122
Other additions [1]	18,000	—	—	—	18,000
Addition through acquisition	—	—	—	—	—
Amortisation from acquisition	(18,344)	(6,152)	—	—	(24,496)
Amortisation	(16,966)	—	—	—	(16,966)
Closing carrying amount	78,712	72,941	8,761	246,246	406,660
Year ended 30 June 2025					
At cost	197,239	103,630	8,761	246,246	555,876
Accumulated amortisation and impairment	(101,217)	(24,537)	—	—	(125,754)
Net carrying amount	96,022	79,093	8,761	246,246	430,122
Reconciliations of the carrying amount at the beginning and end of the financial year					
Opening carrying amount	109,052	85,288	8,761	246,246	449,347
Other additions [1]	19,118	—	—	—	19,118
Addition through acquisition	—	—	—	—	—
Amortisation from acquisition	(19,924)	(6,152)	—	—	(26,076)
Amortisation	(12,224)	(43)	—	—	(12,267)
Closing carrying amount	96,022	79,093	8,761	246,246	430,122

1. Other additions relate to internally generated software across the Platform and Tech Solutions segments.

3 Financial position continued

Accounting policies

Indefinite life intangible assets

Goodwill

Goodwill acquired in a business combination is initially measured at cost being the excess of the cost of the business combination over the HUB24 Group's interest in the net fair value of the acquirer's identifiable assets, liabilities and contingent liabilities.

Following initial recognition, goodwill is measured at cost less any accumulated impairment losses and is tested for impairment at least annually or whenever there is an indication for impairment.

For the purpose of impairment testing, goodwill is allocated to the CGU or group of CGUs that are expected to benefit from synergies arising from the acquisition. Operating segments reflect the level at which goodwill is monitored for impairment by management and is the level at which the HUB24 Group monitors and manage its operations. As the HUB24 Group acquires or disposes of operations, or reorganises the way that operations are managed, reporting structures may change, giving rise to a reassessment of operating segments, CGUs and the allocation of goodwill to those operating segments periodically.

When the recoverable amount of the CGU (or group of CGUs) is less than the carrying amount, an impairment loss is recognised.

Brand names

Brand names acquired in a business information including Class are recognised at cost. Subsequently, brand names are not amortised but tested for impairment at least annually or whenever there is an indication of impairment.

Finite Life intangible assets (Software and customer relationships)

Intangible assets acquired are initially measured at cost. The cost of an intangible asset acquired in a business combination is its fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is recognised in profit or loss as an expense in the year in which the expenditure is incurred.

An intangible asset's recoverable value is the greater of its value in use and its fair value less cost to sell. For intangible assets with a finite life, if there are indicators that the intangible asset's recoverable value has fallen below its carrying value (e.g. due to changing market conditions), an impairment test is performed and a loss is recognised for the amount by which the carrying value exceeds the asset's recoverable value.

Estimate of useful lives for finite life intangible assets

Intangible assets with finite lives are amortised over their useful life. The amortisation period and the amortisation method for an intangible asset with a finite useful life is reviewed at least at each reporting date and changes are accounted for prospectively.

The amortisation expense on intangible assets with finite lives is recognised in profit or loss in the expense category consistent with the function of the intangible asset.

The HUB24 Group has recognised internally generated intangible assets associated with the development of new information technology infrastructure. These assets have a finite useful life in range of up to 10 years and are amortised on a straight line basis from the date each asset is determined to be available for use.

Management have assessed the useful life of finite life software intangible assets as follows:

	Operating segment	
Intangible	**Platform**	**Tech solutions**
Core databases	FY26: 10 years (FY25: 10 years)	FY26: 5 years (FY25: 5 years)
Applications	FY26: 10 years (FY25: 10 years)	FY26: 5 years (FY25: 5 years)
User Interfaces and Product Development	FY26: 5 years (FY25: 5 years)	FY26: 5 years (FY25: 5 years)

Management have separately assessed the useful life of finite life customer relationship intangible assets as between 8 – 23 years.

Critical accounting judgements and estimates

The assessment of useful life is a key management judgement and the useful life adopted could change significantly as a result of technical innovations or some other event. The amortisation charge will increase where the useful lives are deemed shorter than previously estimated, or technically obsolete or non-strategic assets that have been abandoned or sold will be written down or off.

Notes to the financial statements

3 Financial position continued

Accounting policies

Impairment testing of goodwill and intangible assets

The recoverable amount of goodwill and other intangible assets with an indefinite useful life have been determined based on a value-in-use calculation derived from cash flow forecasts for each group of CGUs, which make up the HUB24 Group operating segments. Cash flow forecasts are based on a combination of extrapolated performance to date and management's expectations of future performance based on prevailing and anticipated market factors. Cash flows beyond the forecasting period are extrapolated using a terminal value. The cash flows are then used to calculate the net present value and compared to the carrying value.

Key assumptions by each operating segment are detailed below:

Platforms Segment

Cash generated by the Platform segment has been used to assess the recoverable amount for all intangible assets associated with the Platforms segment.

Assumptions

1. Management have estimated revenue growth of the Platform segment, which reflect the forecast assumptions for the year ended 30 June 2026 at a 5 year CAGR of 11% (FY25: 12%) with reference to current client transition rates, industry data and pipeline monitoring;
2. Post-tax discount rate – 12.25% (FY25: 9.25%) which approximates the weighted average cost of capital of the Platforms segment;
3. Terminal growth rate – 2.5% (FY25: 2.5%);
4. The level of capital expenditure has been maintained into the terminal value to replenish the existing asset base; and
5. Tax rate (effective) – 30% (FY25: 30%).

There were no other key assumptions used for the Platform segment intangible value in use calculation.

Based on the above assessment there was no impairment of the Platform segment intangible in FY26 (FY25: nil).

Sensitivities of assumptions

The recoverable amount of the Platform segment materially exceeds its carrying amount. Sensitivity analysis demonstrates that the valuation remains supported under a range of plausible downside scenarios.

Tech Solutions Segment

The Group has undertaken a detailed impairment assessment as at 30 June 2026.

The result of the detailed impairment assessment as at 30 June 2026 concluded that the recoverable amount for this segment is greater than its carrying value. The key assumptions that have been adopted in respect of the impairment assessment include:

1. Management have estimated revenue growth of the Tech Solutions segment, which reflect the forecast assumptions for the year ended 30 June 2026 at a 5 year CAGR of 6% (FY25: 5 year CAGR of 6%), with reference to current client rates, industry data and pipeline monitoring;
2. Post-tax discount rate – 10% (FY25: 9.75%). This has been determined based on the weighted average cost of capital for the Tech Solutions segment;
3. Terminal growth rate – 2.5% (FY25: 2.5%);
4. Period over which cash flows have been discounted – 5 years (FY25: 5 years); and
5. Tax rate (effective) – 26% [1] (FY25: 25%).

Sensitivities of assumptions

If the post-tax discount rate was 1.8% higher (11.8% instead of 10%), or if there were a 2.5% decrease in the terminal growth rate (0% instead of +2.5%) the recoverable amount of the Tech Solutions segment would equal the carrying amount.

Projected outcomes for Tech Solutions exclude benefits from future revenue initiatives currently in development that involve leveraging the Group's larger distribution footprint and technology capabilities.

Critical accounting judgements and estimates

When assessing for impairment of intangible assets, significant judgement is needed to determine the appropriate cash flows, discount rate and terminal growth rates applied to the calculations. The key assumptions applied and their sensitivity to the result are outlined above.

1. Corporate tax rate of 30% has been adopted; however, the effective tax rate has been reduced to 26% to reflect expected benefits arising from eligible Research and Development (R&D) tax incentives.

4 Capital structure and financing

4.1 Financial instruments

The carrying amount for each category of financial instruments, measured in accordance with AASB 9 Financial Instruments are as follows:

Consolidated	2026 $'000	2025 $'000
Financial assets		
Cash and cash equivalents	70,986	114,833
Trade & other receivables	55,551	44,064
Equity securities	35,000	21,110
Loans receivable	78,547	7,172
Total financial assets	240,084	187,179
Financial liabilities		
Trade & other payables	19,592	19,227
Borrowings	29,975	29,975
Lease liabilities	41,680	29,062
Total financial liabilities	91,247	78,264

For all in the above table, the fair value is approximate to the carrying value, as they are either short-term in nature or subject to variable interest rates that reflect current market conditions. Where applicable, expected credit losses have been assessed and are included in the determination of the carrying values of these instruments.

The HUB24 Group, through training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees and consultants understand their roles and obligations.

The Board determined to replace the Audit, Risk and Compliance Committee (ARCC) with a separate Risk Committee (RC) and Audit Committee (AC) effective 1 May 2026. The former Committee and these new Committees oversee how management monitors compliance with the HUB24 Group's financial risk management policies, procedures and reviews the adequacy of the risk management framework in relation to financial risks faced. The former Committee and these new Committees are assisted by external professional advisers from time to time.

The Group's material financial instruments consist of deposits with banks, external borrowings, loans, equity securities, accounts receivable and payable, and lease liabilities. The financial instruments the Group hold, gives rise to the following risks:

- Interest rate risk
- Credit risk
- Liquidity risk
- Market risk
- Foreign exchange risk

The exposure of the above risks is outlined in the disclosures below.

Notes to the financial statements

4 Capital structure and financing continued

Interest rate risk

Interest rate risk is the risk that RBA Official Cash Rate changes potentially affecting the HUB24 Group's income. Price risk arises from fluctuations in the market value of interest-bearing financial instruments as interest rates change.

The Group is not materially exposed to movements in short-term variable interest rates on cash and cash equivalents, loans receivable and borrowings. All other financial assets and liabilities are non-interest bearing. The Directors believe a 0.5% decrease is a reasonable sensitivity given current market conditions. A 0.5% increase and a 0.5% decrease in interest rates would increase/decrease profit and loss in the consolidated entity and the Company by:

Consolidated	2026 $'000	2025 $'000
Cash and cash equivalents at end of period	70,986	114,833
Loans receivable	78,547	7,172
Borrowings	(29,975)	(29,975)
Financial Instruments subject to interest rate risk at the end of period	**119,558**	**92,030**
Cash and cash equivalents at end of period	70,986	114,833
0.5% increase in interest rate	355	574
0.5% decrease in interest rate	(355)	(574)
Loans receivable	78,547	7,172
0.5% increase in interest rate	393	36
0.5% decrease in interest rate	(393)	(36)
Borrowings	(29,975)	(29,975)
0.5% increase in interest rate	(150)	(150)
0.5% decrease in interest rate	150	150
Net impact on profit after tax		
Profit for the year	120,200	79,485
0.5% increase in interest rate	120,797	79,946
0.5% decrease in interest rate	119,602	79,025

Credit risk

Exposure to credit risk relating to financial assets arises from the potential non-performance by counterparties of contract obligations that could lead to a financial loss to the Group. The Group's objective in managing credit risk is to minimise the credit losses incurred, mainly on trade and other receivables and loans.

Credit risk is managed through maintaining procedures ensuring, to the extent possible, that customers and counterparties to transactions are of sound credit worthiness and the monitoring of the financial stability of significant customers and counterparties. Such monitoring is used in assessing receivables for impairment. In addition, credit risk exposures and receivable balances are monitored on an ongoing basis with the objective that the HUB24 Group's exposure to bad debts is not significant.

Management has assessed the expected credit losses on trade receivables, generally 30 days from the date of invoice and have used a provision matrix to measure the HUB24 Group's impairment losses. For fees with longer settlements, terms are specified in the individual client contracts. In the case of loans advanced, the terms and assessments are specific to each loan.

4 Capital structure and financing continued

Credit risk exposures

The maximum exposure to credit risk by class of recognised financial assets at the end of the reporting period is equivalent to the carrying value and classification of those financial assets as presented in the statement of financial position.

The Group advanced a $77.5 million loan to HTFS Holdings Pty Ltd (HTFS), a wholly owned subsidiary of EQT Holdings Limited (ASX: EQT), which is the Trustee for the HUB24 Super Fund (the Fund). The loan agreement is entered into on an arm's length basis at a fixed interest rate of 10% per annum.

The capital received by the Trustee is reserved for the purpose of meeting the Operational Risk Financial Requirement (ORFR) for the Fund in accordance with Australian Prudential Regulation Authority (APRA) Prudential Standard SPS114. The credit risk on this facility is low.

The Group advanced loans of $1 million each to Finura and Reach, both related parties, to support strategic growth initiatives, including the continued development of advice products and advisory capabilities and investment in the growing alternatives market (carried at $1 million net of expected credit loss assessment). The loans were entered into on arm's length terms, bearing interest at the RBA cash rate plus 4% per annum.

Liquidity risk

Liquidity risk is the risk that the HUB24 Group will not be able to meet its financial obligations as they fall due. The HUB24 Group's approach to managing liquidity risk is to ensure, as far as possible, that it will always maintain banking/credit facilities and typically ensures that it has sufficient cash on demand, or access to banking facilities (e.g. overdrafts) to meet operational expenses for a period of 30 days, excluding the potential impact of extreme circumstances that cannot be reasonably predicted.

The HUB24 Group forecasts and actual cash flows are continuously monitored, matching the maturity of assets and liabilities, to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the HUB24 Group's reputation.

Financing arrangements and capital management

A company is generally limited in the risk-taking activities that it can engage in by the amount of capital it holds, with capital acting as a buffer against risk, ensuring that there are sufficient resources to enable the company to continue normal business in the event of an unexpected loss.

It is noted that the HUB24 Group, through its licensed subsidiaries, fully complied with the minimum regulatory capital requirements for Investor Directed Portfolio Service (IDPS) Operators and providers of custodial services for the year ended 30 June 2026 so as to ensure ongoing capital adequacy. There were no material changes to the HUB24 Group's capital management approach during the period.

The Group had access to the following borrowing facilities during the reporting period:

Consolidated	2026 $'000	2025 $'000
Financial Instruments		
Floating rate – Expiring within one year (bank overdraft facility)	5,000	5,000
Floating rate – 3 year term (revolving loan facility)	31,000	31,000
Accordion facility	50,000	50,000
Drawn at balance date	29,975	29,975

The overdraft, loan and accordion facilities are guaranteed by HUB24 Limited and its operating subsidiaries: Agility Applications Pty Ltd; HUB24 Management Services Pty Ltd; HUB24 Administration Pty Ltd; HUB24 Custodial Services Ltd; HUBconnect Pty Ltd; Xplore Wealth Pty Limited; Investment Administration Services Pty Limited; Margaret Street Financial Holdings Pty Ltd; Margaret Street Administration Services Pty Ltd; Margaret Street Promoter Services Pty Ltd; Margaret Street Attorney Services Pty Ltd; Class Pty Limited; Class Technology Pty Ltd; Class Investment Reporter Pty Ltd; NowInfinity Pty Ltd; NowInfinity 3505 Pty Ltd; myprosperity Pty Ltd; myprosperity Aust Pty Ltd.

The Group's regulatory capital requirements are ring-fenced from the CBA security arrangements.

Notes to the financial statements

4 Capital structure and financing continued

Maturity analysis of financial liabilities

The risk implied from the values shown in the table below is based on best estimates and reflect a balanced view of contractual undiscounted cash flows. Leasing obligations, trade payables and other financial liabilities mainly originate from the financing of assets used in our ongoing operations such as office equipment, platform development and investments in working capital e.g. receivables. These liabilities are considered in the Group's overall liquidity risk.

Consolidated	0-1 month $'000	1-3 months $'000	4-12 months $'000	1-5 years $'000	5 years plus $'000	Total $'000
30 June 2026						
Consolidated financial liabilities						
Trade and other payables	12,378	1,753	5,461	—	—	19,592
Borrowings	163	307	1,393	33,721	—	35,584
Lease Liability	414	828	3,868	22,172	28,312	55,594
	12,955	2,888	10,722	55,893	28,312	110,770
30 June 2025						
Consolidated financial liabilities						
Trade and other payables	13,834	1,482	3,908	3	—	19,227
Borrowings	141	278	31,216	—	—	31,635
Lease Liability	430	861	3,705	16,065	19,817	40,878
	14,405	2,621	38,829	16,068	19,817	91,740

Market risk

Market risk is the risk that changes in market prices will affect the HUB24 Group's income. Price risk specifically refers to the risk of fluctuations in the fair value of financial assets due to changes in market prices.

The HUB24 Group balance sheet is not materially exposed to movements in market prices.

The net fair value of financial assets and liabilities approximates their carrying values and the methods for estimating fair values are outlined in the relevant notes to the financial statements, excluding other loans receivable.

Foreign exchange risk

Foreign currency exchange rate risk is the risk that the fair value or future cash flow of an exposure will fluctuate because of a change in foreign currency rates. The HUB24 Group's exposure to the risk of a change in foreign currency relates primarily to the HUB24 Group's operating activities (when revenue and expenses are denominated in a foreign currency).

The HUB24 Group balance sheet is not materially exposed to movements in exchange rates.

Fair value measurement

The fair value of the Group's financial instruments approximate to the carrying value, as they are either short-term in nature or subject to variable interest rates that reflect current market conditions.

No other financial instruments for the year ended 30 June 2026 required fair value assessment (FY25: nil).

4 Capital structure and financing continued

4.2 Equity securities

Accounting policies

Equity securities are measured at FVOCI where they are not held for trading, the group does not have control or significant influence over the investee and where an irrevocable decision is made to measure them at FVOCI.

These securities are measured at fair value with unrealised gains and losses recognised in Other Comprehensive Income (OCI) except for dividend income which is recognised in the income statement. The cumulative gain or loss recognised in OCI is not subsequently recognised in the income statement when the instrument is disposed.

For all financial instruments disclosures, these are at fair value which is approximate to the carrying value and reflect the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

On initial recognition, the transaction price generally represents the fair value of the financial instrument unless there is observable information from an active market to the contrary.

Overview

Listed Equity Securities

The HUB24 Group has a 13.03% (FY25: 11.79%) investment in Count Limited (Count), an ASX-listed diversified financial services business providing integrated accounting and wealth management services to the Australian market. The increased holding reflects $7.1 million invested during FY26 as part of the Count capital raise and $1.0 million of dividends reinvested under Count's dividend reinvestment plan.

Unlisted Equity Securities

The HUB24 Group has a 11.33% (FY25: 11.33%) investment in Reach. Reach is an alternatives-focused platform that provides access to global private equity and credit funds.

The HUB24 Group has a 25.00% (FY25: nil) investment in Finura, the holding is a result of converting the 30 June 2025 loan balance into equity in accordance with the terms of the loan facility (see note 4.3). Finura is a wealth technology services and applications developer focused on providing applications that solve critical problems in financial advice.

During FY26, the HUB24 Group invested $1.8m in another technology start-up company specialising in AI-driven solutions across superannuation, wealth management and data operations.

All investments are recognised as an equity security and revalued through other comprehensive income for presentation and disclosure purposes.

The following table summarises the attribution of financial instruments measured at fair value to the fair value hierarchy.

FVOCI financial assets	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Fair value as at 30 June 2026				
Listed equity securities	29,182	—	—	29,182
Unlisted equity securities	—	—	5,818	5,818
Total FVOCI financial assets – equity securities	**29,182**	**—**	**5,818**	**35,000**
Fair value as at 30 June 2025				
Listed equity securities	19,410	—	—	19,410
Unlisted equity securities	—	—	1,700	1,700
Total FVOCI financial assets – equity securities	**19,410**	**—**	**1,700**	**21,110**

There were no transfers between the fair value hierarchy levels during the period.

Notes to the financial statements

4 Capital structure and financing continued

Reconciliation of non-market observables

The following table shows a reconciliation of movements of unlisted equity investments categorised within Level 3.

	30 June 2026 $'000	30 June 2025 $'000
Unlisted Equity Investments		
Opening fair value of investments	1,700	—
Investment made in the period	4,118	1,700
Unrealised gains/(losses) in other comprehensive income	—	—
Closing fair value of investments	**5,818**	**1,700**

Critical accounting judgements and estimates

Financial instruments measured at fair value are categorised under a three level hierarchy, reflecting the availability of market observable inputs when estimating the fair value. If different levels of inputs are used to measure a financial instrument's fair value, the classification within the hierarchy is based on the lowest level input that is significant to the fair value measurement.

The three levels are set out below.

Level 1 Unadjusted quoted prices in active markets are the valuation inputs for identical assets or liabilities (i.e. listed securities).

Level 2 Valuation inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices) are used.

Level 3 There are valuation inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The unobservable inputs into the valuation of the Group's Level 3 assets and liabilities are determined based on the best information available, including the Group's own assessment of the assumptions that market participants would use in pricing the asset or liability. Examples of unobservable inputs are estimates about the timing and amount of cash flows, discount rates, earnings multiples and internal credit ratings.

4.3 Loans receivable

Overview

The Group has advanced a $77.5 million loan (FY25: $5 million) to HTFS, a wholly owned subsidiary of EQT Holdings Limited (ASX: EQT), which is the Trustee for the HUB24 Super Fund ("the Fund"). The loan agreement is entered into on an arm's length basis at an interest rate of 10% per annum. The limit of the facility is $100 million (FY25: $100 million), with further tranches available up to the limit.

The facility enables the Trustee to meet the ORFR for the Fund in accordance with APRA Prudential Standard SPS 114, effective from 1 July 2025. This arrangement also supports the Trustee in meeting enhanced operational risk obligations under CPS 230 (effective 1 July 2025). Funds drawn are reserved for ORFR purposes, and additional drawdowns may occur as needed to maintain or replenish the ORFR in compliance with these updated prudential standards.

The Group has also advanced a $1 million loan to Finura, a related party in which the Group has a 25% holding (see note 4.2), who used the proceeds solely for the purpose of development of advice production and advice delivery tools. This is a new loan agreement for FY26, following the conversion of the FY25 loan balance into equity. The FY26 loan is entered into on an arm's length basis at an interest rate of the RBA cash rate plus 4% per annum from the date the loan is advanced up to and including the date on which the amount of the loan is either repaid in full or exchanged for equity. The limit of the new facility is $2 million (excluding accrued interest).

The Group has also advanced a $1 million loan to Reach, a related party in which the Group has a 11.33% holding (see note 4.2), who used the proceeds for the purpose of strategic investment aimed at long-term exposure to the growing alternatives market. The loan agreement is entered into on an arm's length basis at an interest rate of the RBA cash rate plus 4% per annum from the date the loan is advanced up to and including the date on which the amount of the loan is either repaid in full or exchanged for equity. The limit of the facility is $3 million (excluding accrued interest).

4 Capital structure and financing continued

	2026 $'000	2025 $'000
ORFR Loan	77,500	5,000
Other Loans	1,047	2,172
Total loans receivable	78,547	7,172

4.4 Borrowings

Loan Facility	2026 $'000	2025 $'000
Current	—	29,975
Total Current	—	29,975
Non-current	29,975	—
Total Non-current	29,975	—
Total Group Borrowings	29,975	29,975

HUB24 Group facilities

The HUB24 Group has in place loan facilities with the CBA.

Facility	Facility Limit $'000	FY26 Amount drawn down $'000	FY26 Amount undrawn $'000	FY25 Amount drawn down $'000	FY25 Amount undrawn $'000	Interest rate	Commitment Fee	Maturity date
Overdraft	5,000	—	5,000	—	5,000	Reference rate on that date less a margin of 6.96% per annum	0.50% per annum	Rolling facility
Loan facility	31,000	29,975	1,025	29,975	1,025	BBSY + ~1.6% (range: ±0.3%) based on covenant performance, paid quarterly	Undrawn commitment fee of 0.40% per annum	2 July 2029
Accordion facility	50,000	—	50,000	—	50,000	BBSY + ~1.6% (range: ±0.3%) based on covenant performance, paid quarterly	No associated line fees	2 July 2029
Total	86,000	29,975	56,025	29,975	56,025			

Other notes

- The overdraft, loan and accordion facilities are guaranteed by HUB24 Limited and its operating subsidiaries.
- The loan facility and overdraft facility have common and referrable security charges with each facility.
- The Accordion facility terms are aligned to those of the loan facility.
- The HUB24 Group's regulatory capital requirements are ring-fenced from the CBA security arrangements.

Notes to the financial statements

4 Capital structure and financing continued

4.5 Contributed equity and reserves

4.5.1 Issued capital

Overview

Ordinary shares in the Company rank after all creditors, have no par value and entitle the holder to participate in dividends and the proceeds on winding up of the Company in proportion to the number of shares held.

During the current year, the HUB24 Group issued share capital and purchased shares on market (Treasury Shares) for the purposes of settling employee share scheme options and performance rights (PARS), utilising a share-based payments reserve for this purpose. The HUB24 Group has discretion in settling employee share scheme options and PARs via the issuance of Treasury Shares or via issuance of new ordinary shares.

Incremental costs directly attributable to the issue of new equity instruments are shown in equity as a deduction, net of GST from the proceeds.

	2026 Number	2025 Number	2026 $'000	2025 $'000
Issued and paid-up capital				
Ordinary shares, fully paid	81,773,777	81,172,820	429,708	464,296
Treasury Shares	(271,540)	(442,694)	(23,554)	(31,785)
Total issued and paid up capital	**81,502,237**	**80,730,126**	**406,154**	**432,511**
Movements in issued and paid up capital				
Beginning of the financial year	81,172,820	81,157,658	464,296	480,543
Shares issued through employee share option plan	600,957	15,162	14,619	967
Options and rights exercised	753,103	464,918	15,037	8,691
Treasury Shares issued from Trust	(753,103)	(464,918)	(64,104)	(25,772)
Total shares	**81,773,777**	**81,172,820**	**429,848**	**464,429**
Shares issued transaction costs	—	—	(140)	(133)
End of the financial year	**81,773,777**	**81,172,820**	**429,708**	**464,296**
Movement in Treasury Shares				
Beginning of the financial year	442,694	108,630	31,785	3,557
Employee share issue	(753,103)	(464,918)	(64,104)	(25,772)
Treasury Shares purchased on-market	581,949	798,982	55,873	54,000
End of the financial year	**271,540**	**442,694**	**23,554**	**31,785**

Fully paid ordinary shares carry one vote per share and carry the right to dividends.

Ordinary shares – for the year ended 30 June 2026

On 11 October 2025, the HUB24 Group issued 7,794 shares to eligible employees under the HUB24 Employee Share Scheme.

Ordinary shares – for the year ended 30 June 2025

On 11 October 2024, the HUB24 Group issued 15,162 shares to eligible employees under the HUB24 Employee Share Scheme.

4 Capital structure and financing continued

4.5.2 Share-based payments reserves

	2026 $'000	2025 $'000
Share-based payments share reserve	22,284	38,866
Movement in reserve		
Opening balance	38,866	34,157
Reserve reclassified to share capital through exercised options and rights	(28,059)	(7,095)
Employee Share-based payments expense	11,477	11,804
Closing Balance	22,284	38,866

For accounting policy refer to note 7.1.

4.5.3 Profit reserves

Overview

During the year, the balance of the profits reserve was transferred to retained earnings as management determined that a separate profits reserve was no longer required. To the extent possible under the *Corporations Act 2001* and applicable tax laws, future dividends may be paid from retained earnings.

	2026 $'000	2025 $'000
Opening balance	48,927	84,234
Transfer to retained earnings	(22,779)	—
Dividends paid on ordinary shares	(26,148)	(35,307)
Closing Balance	—	48,927

4.5.4 Equity securities at Fair Value through Other Comprehensive Income reserve

	2026 $'000	2025 $'000
Opening balance	5,090	(682)
Net gains/(losses) from changes in fair value	1,693	7,954
Income tax effect	(508)	(2,182)
Closing Balance	6,275	5,090

Notes to the financial statements

4 Capital structure and financing continued

4.6 Dividends

Overview

The HUB24 Group's dividend policy is a target payout ratio of 40%-60% of the HUB24 Group's Underlying Net Profit After Tax.

The dividend policy is designed to ensure that shareholders are rewarded relative to Underlying Net Profit After Tax and maintain sufficient capital for future investment and growth of the business, subject to market conditions.

	2026 Final	2026 Interim	2025 Final	2025 Interim
Dividend cents per share	42.0	36.0	32.0	24.0
Franking percentage	100	100	100	100
Dividend payout ($'000)	34,345	29,439	26,148	19,481
Payout ratio	50%	43%	47%	46%
Payment Date	13 October 2026	21 April 2026	14 October 2025	15 April 2025

The Board has elected to determine a final dividend of 42.0 cents per share franked at 100%.

Franking credits

Franking credits available as at 30 June 2026 to shareholders of the Company amount to $11.7 million (2025: $10.2 million) at the 30 percent corporate tax rate.

4 Capital structure and financing continued

4.7 Reconciliation of cash flows

Accounting policies

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at bank and short-term deposits with an original maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are shown within borrowings current liabilities in the balance sheet.

For the purposes of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

Consolidated	2026 $'000	2025 $'000
a) Reconciliation of the net profit/(loss) after tax to cash flow from operations		
Net profit/(loss) after tax for the year	120,200	79,485
Non-cash items		
Depreciation and amortisation	49,020	45,442
Share-based payments expense – Employee	12,376	12,772
Fair value losses on fixed assets	—	(36)
Dividends received from investment in equity securities	(959)	(780)
Changes in operating assets and liabilities		
(Increase)/decrease in trade and other receivables	(11,171)	(6,412)
(Increase)/decrease in current tax receivables	518	7,601
(Increase)/decrease in deferred tax assets	(224)	1,283
(Increase)/decrease in other assets	1,053	(217)
Increase/(decrease) in trade and other payables	365	4,643
Increase/(decrease) in provisions	1,955	5,218
Increase/(decrease) in current tax payables	3,799	—
Net cash flow from operating activities	176,932	148,999
b) Reconciliation of cash and cash equivalents		
Cash and cash equivalents comprises		
Cash at bank	70,986	114,833

c) Terms and conditions

For the purposes of the Statement of cash flows, cash and cash equivalents includes cash at bank, deposits held at call with financial institutions, other short term, highly liquid investments with maturities of three months or less, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

4.8 Commitments and contingencies

The HUB24 Group had bank guarantees totalling $6.7 million as at 30 June 2026 (30 June 2025: $5.0 million), issued under its CBA banking facilities in relation to property leases. Other than these bank guarantees there were no other commitments or contingencies.

Notes to the financial statements

5 Income tax

5.1 Reconciliation of prima facie tax to income tax expense

	2026 $'000	2025 $'000
a) Income tax expense		
Current tax expense	27,799	21,482
Decrease/(increase) in deferred tax assets	1,076	(5,659)
Prior period tax under/(over) provision	(1,774)	564
(Decrease)/Increase in deferred tax liabilities	(2,473)	3,247
Income tax expense	24,628	19,634
b) Reconciliation of income tax expense to pre-tax accounting profit		
Profit before income tax expense	144,828	99,119
Prima facie income tax at 30%	43,448	29,736
Tax effect of amounts which are not deductible (taxable) in calculating taxable income		
Non-deductible expenses	83	83
Non-assessable income	(16)	(21)
Other deductible amounts	(11,176)	(7,107)
Tax credits (carry forward losses, franking credits)	(5,938)	(3,621)
Prior period deferred tax under/(over) provision	(1,773)	564
Income tax expense	24,628	19,634

Accounting policies

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities based on the current year's taxable income. The tax rates and legislation used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Tax consolidation

Members of the tax consolidated entity and the tax sharing arrangement
The HUB24 Group and its 100% owned Australian resident subsidiaries have formed a tax consolidated entity. HUB24 Limited is the head entity of the tax consolidated entity. Members of the HUB24 Group have entered into a tax sharing agreement.

Tax effect accounting by members of the tax consolidated group
The head entity and the controlled entities in the tax consolidated group continue to account for their own current and deferred tax amounts as per UIG 1052 Tax Consolidation Accounting. The consolidated group has applied the consolidated group allocation approach in determining the appropriate amount of current taxes and deferred taxes to allocate to members of the tax consolidated group. The current and deferred tax amounts are measured in a systematic manner that is consistent with the broad principles in AASB 112 Income Taxes.

In addition to its own current and deferred tax amounts, the head entity also recognises current tax liabilities (or assets) and the deferred tax assets and liabilities arising from unused tax losses and unused tax credits (if any) assumed from controlled entities in the tax consolidated group.

5 Income tax continued

5.2 Deferred taxes

	2026 $'000	2025 $'000
a) Deferred tax asset		
Deferred tax asset comprises temporary differences attributable to		
Accrued expenses	600	752
Provisions	15,454	12,736
Blackhole expenses	63	394
Carry forward tax losses	1,602	3,378
Employee share costs	7,066	9,535
Lease liabilities	1,199	569
Deferred revenue	866	706
Closing Balance	26,850	28,070
Movements		
Opening balance	28,070	22,608
Prior period deferred tax provision	(144)	(197)
Recognised in the Statement of profit or loss	(1,076)	5,659
Closing balance	26,850	28,070
b) Deferred tax liability		
Temporary differences attributable to		
Investments	2,689	2,181
Intangibles	34,303	35,816
Depreciable assets	196	127
Closing balance	37,188	38,124
Movements		
Opening balance	38,124	29,197
Prior period deferred tax provision	1,029	3,498
Recognised in the statement of profit or loss	(2,473)	3,248
Recognised in other comprehensive income	508	2,181
Closing balance	37,188	38,124
Net deferred tax asset/(Net deferred tax liability)	(10,338)	(10,054)

5.3 Other taxes

Revenues, expenses and assets are recognised net of the amount of GST except:

- When the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable;
- Receivables and payables, which are stated with the amount of GST included (UIG 1031.8). The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position; and
- Cash flows are included in the statement of cash flow on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority is classified as part of operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

Notes to the financial statements

6 Group structure

6.1 Controlled entities

	% Equity Interest	
	as at 30 June 2026	as at 30 June 2025
Operating Entities		
HUB24 Custodial Services Ltd	100	100
HUB24 Management Services Pty Ltd [1]	100	100
HUB24 Administration Pty Ltd [1]	100	100
HTFS HoldCo Pty Ltd	100	—
Firstfunds Pty Ltd [1]	100	100
HUBconnect Pty Ltd [1]	100	100
Agility Applications Pty Ltd [1]	100	100
Xplore Wealth Pty Ltd [1]	100	100
Investment Administration Services Pty Limited	100	100
Margaret Street Financial Holdings Pty Ltd [1]	100	100
Margaret Street Administration Services Pty Ltd [1]	100	100
Margaret Street Promoter Services Pty Ltd	100	100
Myhub solutions Pty Ltd [1]	100	—
HUB24 Limited Employee Share Trust	100	100
Class Pty Limited [1]	100	100
Class Technology Pty Ltd [1]	100	100
Class Investment Reporter Pty Ltd [1]	100	100
NowInfinity Pty Ltd [1]	100	100
NowInfinity 3505 Pty Ltd [1]	100	100
myprosperity Pty Ltd [1]	100	100
myprosperity Aust Pty Ltd [1]	100	100
Non-operating Entities		
DIY Master Pty Ltd	100	100
HUB24 Services Pty Ltd	100	100
Planner Holdings Pty Limited [2]	—	100
PHL Securities Pty Ltd [3]	—	100
Margaret Street Attorney Services Pty Ltd	100	100
myprosperity UK Pty Ltd	100	100
Topdocs Pty Ltd [2]	—	100
Xplore Business Services Pty Ltd [1]	100	100

1. Entities included within the Scope of HUB24 Limited Deed of Cross Guarantee (DOCG) and pursuant to ASIC Corporations (wholly-Owned Companies) Instrument 2016/785. These controlled entities are relieved from the Corporations Act requirement for the preparation, audit and lodgement of financial reports.
2. Entities voluntarily deregistered during the 2026 financial year. The deregistered entities had been dormant and were no longer required for ongoing business purposes.
3. Entity voluntarily liquidated during the 2026 financial year. The liquidated entity had been dormant and was no longer required for ongoing business purposes.

6 Group structure continued

6.2 Parent entity financial information

Significant accounting policies

The accounting policies of the parent entity are consistent with those of the HUB24 Group except for investments in subsidiaries which are accounted for at cost, less any impairment, in the parent entity.

Summary financial information

Set out below is the supplementary information about the parent entity.

	2026 $'000	2025 $'000
Statement of profit or loss and other comprehensive income		
Profit after income tax	116,254	25,592
Total comprehensive income	**116,254**	**25,592**

Notes to the financial statements

6 Group structure continued

Consolidated	2026 $'000	2025 $'000
Statement of financial position		
Assets		
Current assets		
Cash and cash equivalents	162	2,224
Trade and other receivables	645	533
Other current assets	2,414	2,046
Total current assets	3,221	4,803
Non-Current assets		
Investment in subsidiaries	476,869	476,869
Equity securities	35,000	21,110
Intangible assets (including goodwill)	4,753	5,829
Deferred tax assets (net of deferred tax liabilities)	7,876	8,389
Loans receivable	78,547	7,172
Total non-current assets	603,045	519,369
Total assets	606,266	524,172
Liabilities		
Current liabilities		
Trade and other payables	93,226	29,992
Borrowings	—	29,975
Other current liabilities	54	54
Total current liabilities	93,280	60,021
Non-current liabilities		
Borrowings	29,975	—
Deferred income	163	217
Total non-current liabilities	30,138	217
Total liabilities	123,418	60,238
Net assets	482,848	463,934
Equity		
Issued capital	406,154	432,511
Reserves	28,559	60,038
Retained earnings	48,135	(28,615)
Total equity	482,848	463,934

Contingent liabilities

The parent entity did not have any contingent liabilities as at 30 June 2026 or 30 June 2025.

Capital commitments

The parent entity had no capital commitments as at 30 June 2026 or 30 June 2025.

Deferred tax asset

In addition to its own current and deferred tax amounts, the parent entity also recognises current tax liabilities (or assets) and the deferred tax assets arising from unused tax losses and unused tax credits (if any) assumed from controlled entities in the HUB24 Group. Refer to Note 5 for further details.

Guarantees entered into by the parent entity in relation to the debts of its subsidiaries

The parent entity entered into a Deed of cross guarantee (DOCG) with the wholly owned controlled entities marked 1 in note 6.1.

6 Group structure continued

6.3 Deed of cross guarantee (DOCG) financials

Pursuant to ASIC Corporations (wholly Owned Companies) Instrument 2016/785 ("instrument") the wholly owned controlled entities footnoted 1 in note 6.1 are relieved from the *Corporations Act 2001* requirement for preparation, audit and lodgment of financial reports and Directors' report.

The effect of the Deed is that the Company guarantees to each creditor payments in full of any debt in the event of winding up of any of the parties to the Deed under certain provisions of the *Corporations Act 2001*. If a winding up occurs under other provisions of the *Corporations Act 2001*, the Company will only be liable in the event that after six months any creditors have not been paid in full. The subsidiaries are also given a similar guarantee in the event that the Company is wound up.

The following wholly-owned subsidiaries became a party to the HUB24 Limited DOCG during the year ended 30 June 2026:

- myprosperity Pty Ltd
- myprosperity Aust Pty Ltd
- Myhub solutions Pty Ltd

The subsidiaries have been included in 2026 as if they were in the DOCG since the beginning of the financial year. Prior year comparatives do not include the new parties.

A combined statement of comprehensive income and combined statement of financial position, comprising the Company and the controlled entities which are party to the Deed, are set out below.

	2026 $'000	2025 $'000
Income		
Revenue	104,595	94,546
Interest and other income	51,737	52,194
Total income	**156,332**	**146,740**
Expenses		
Platform and tech solutions fees	(5,176)	(4,290)
Employee related expenses	(52,291)	(51,896)
Depreciation and amortisation expense	(39,620)	(37,337)
Administrative expenses	(25,416)	(20,298)
Share-based payments expense	(13,351)	(13,948)
Interest expense – lease liability	(2,366)	(1,954)
Interest expense – other	(1,815)	(1,890)
Total expenses	**(140,035)**	**(131,613)**
Profit/(loss) before income tax	**16,297**	**15,127**
Income tax benefit/(expense)	13,928	8,704
Profit after income tax for the year	**30,225**	**23,831**

Notes to the financial statements

6 Group structure continued

	2026 $'000	2025 $'000
Assets		
Current assets		
Cash and cash equivalents	19,856	68,606
Trade and other receivables	11,867	9,259
Current tax receivables	—	518
Prepayments	15,455	9,955
Other current assets	519	540
Total current assets	**47,697**	**88,878**
Non-Current assets		
Investment in subsidiaries	17,926	104,055
Equity securities	35,000	21,110
Intangible assets (including goodwill)	406,660	423,233
Loans receivable	78,547	7,172
Other non-current assets	353	590
Right of use assets	37,685	27,142
Property, plant and equipment	9,157	6,208
Total non-current assets	**585,328**	**589,510**
Total assets	**633,025**	**678,388**
Liabilities		
Current liabilities		
Trade and other payables	18,377	14,817
Provisions	40,669	33,856
Current tax liabilities	3,799	—
Borrowings	—	29,975
Lease liabilities	2,613	2,851
Other current liabilities	292	272
Total current liabilities	**65,750**	**81,771**
Non-current liabilities		
Lease liabilities	39,067	26,183
Provisions	10,497	8,020
Borrowings	29,975	—
Deferred tax liabilities (net of deferred tax assets)	11,087	10,296
Deferred income	163	217
Other non-current liabilities	352	590
Total non-current liabilities	**91,141**	**45,306**
Total liabilities	**156,891**	**127,077**
Net assets	**476,134**	**551,311**
Equity		
Issued capital	404,020	488,430
Profit reserve	—	27,812
Share-based payments reserves	22,284	38,866
Equity securities at FVOCI reserve	6,275	5,090
Retained earnings	43,555	(8,887)
Total equity	**476,134**	**551,311**

7 Employee remuneration

7.1 Share-based payments

Overview

Share-based payments are equity-based compensation schemes provided to employees, executives, and managing directors.

There are currently four plans in place to provide these benefits, collectively known as the Plans:

- The Performance Rights (PARs);
- The Employee Share Option Plan (ESOP);
- Deferred STI Scheme – Restricted Shares; and
- The Employee Share Scheme (ESOT).

The HUB24 Group can either issue shares from time to time, or meet any obligation via Treasury Shares acquired on-market.

7.1.1 Recognised share-based payments expense

During the year ended 30 June 2026, the HUB24 Group recognised $12.4 million ($13.4 million when including the impact of payroll tax) of equity-settled share-based payments transactions (FY25: $12.8 million, $13.9 million when including the impact of payroll tax).

Accounting policies, critical accounting judgements and estimates

At each subsequent reporting date until vesting, the vesting probability is assessed and upon Board approval, the cumulative charge will be reflected to the statement of profit or loss and other comprehensive income and share-based payments reserve. This takes into account factors such as the likelihood of employee turnover during the vesting period and the likelihood of nonmarket performance conditions being met.

Calculating the fair value of share-based payments can be complex. Independent consultants use Monte Carlo model and Black-Scholes option pricing model to value options and rights. This calculation includes any market performance conditions and the impact of any non-vesting conditions. Once the fair value has been determined at grant date, it is not revised.

The impact of any service and non-market vesting conditions is excluded from the fair value. Instead, this is included in assumptions about the number of options that are expected to vest. These assumptions are revised at the end of each reporting period. The impact of any revision to original estimates is recognised as an expense in the Consolidated Statement of profit or loss and other comprehensive income, with a corresponding adjustment to equity.

Notes to the financial statements

7 Employee remuneration continued

7.1.2 Types of share-based payments plans

1. PARs

The PARs are the HUB24 Group's primary incentive plan and issued to grant PARs to employees and executives. Each right entitles the holder to receive one ordinary share at no cost upon vesting, subject to service and performance. Holders are required to remain employed with the HUB24 Group from the grant date through to the relevant performance test date. Vested rights are generally subject to a 12 month restriction on sale following exercise, except where proceeds are used to fund associated tax liabilities, and PARs lapse if not exercised within 15 years from the date of grant.

The following table provides the details of unvested PARs as at 30 June 2026:

Grant Date	Vesting Period	Performance Conditions
19 December 2025 (MD and Employee)	3 years	**First Offer** The First Offer is subject to the following performance conditions: • Performance condition 1 (PC1) 60% assessed against the Company's Compound Annual Growth Rate (CAGR) in Earnings Per Share (EPS) over the three-year performance period from 1 July 2025 to 30 June 2028. • Performance condition 2 (PC2) 40% assessed against the Relative Total Shareholder Return (RTSR) against the ASX 300 Diversified Financials Index over the three-year period. **Additional PARs Offer (Gated Conditions)** The Additional PARs Offer is only eligible to vest if the minimum performance condition under either PC1 or PC2 of the First Offer is achieved. Once this gateway condition is satisfied, vesting of the Additional PARs Offer is subject to the following additional performance conditions: Performance condition 3 (PC3) 50% assessed against the growth in custodial FUA which has been set to approximately $185 billion representing a CAGR in FUA over the three-year period of between 14.7% and 18.0% per annum, and a FUA growth of between 50.8% and 64.2%, over the three-year period to 30 June 2028. Performance condition 4 (PC4) 50% assessed against the successful execution of the HUB24 Group's Strategic Plan. The Strategic Plan intends to extend the HUB24 Group's market leadership, services, and grow market share to deliver increased shareholder value over the three-year period to 30 June 2028.
20 December 2024 /21 January 2025 (MD and Employee)	3–4 years	**First Offer** The First Offer is subject to the following performance conditions: • Performance condition 1 (PC1) 60% assessed against the Company's Compound Annual Growth Rate (CAGR) in Earnings Per Share (EPS) over the three-year performance period from 1 July 2024 to 30 June 2027. • Performance condition 2 (PC2) 40% assessed against the RTSR against the ASX 300 Diversified Financials Index over the three-year period. **Additional PARs Offer (Gated Conditions)** The Additional PARs Offer is only eligible to vest if the minimum performance condition under either PC1 or PC2 of the First Offer is achieved. Once this gateway condition is satisfied, vesting of the Additional PARs Offer is subject to the following additional performance conditions: Performance condition 3 (PC3) 50% assessed against the growth in custodial FUA which has been set to between $150 billion and $160 billion which represents a four-year compound annual growth rate (CAGR) of FUA between 15.50% and 17.40% per annum, and a FUA growth of between 77.8% and 89.6%, over the four-year period to 30 June 2028. Performance condition 4 (PC4) 50% assessed against the successful execution of the HUB24 Group's Strategic Plan. The Strategic Plan intends to extend the HUB24 Group's market leadership, services and grow market share to deliver increased shareholder value over the four-year period to 30 June 2028.

7 Employee remuneration continued

Grant Date	Vesting Period	Performance Conditions
23 November 2023 / 3 November 2023 (MD and Employee)	3 years	50% assessed against the growth in custody FUA which has been set to between $100 billion and $112 billion which represents a three-year compound annual growth rate (CAGR) of FUA between 16.84% and 21.33% per annum, and a FUA growth of between 59.5% and 78.6%, over the three-year period to 30 June 2026. 50% assessed against the RTSR, measured by comparing the Company's Total Share Return (TSR) performance against the TSR performance of companies in the S&P/ASX 300 Diversified Financials Index (Index) over the next three years.
30 May 2023 (myprosperity)	3 years	90% remains unvested and to be assessed against the successful achievement of the financial revenue milestones over the three-year period to 30 June 2026. This portion did not meet the hurdles and lapsed early July 2026. Note that 10% was previously assessed against successful delivery of the HUB24 Group Simple Portal by 30 September 2023 and the HUB24 Group Portal by 30 June 2024. This portion was vested in early July 2026.

The following table provides the details of vested PARs during the financial year ended 30 June 2026:

Grant Date	Vesting Period	Performance Conditions
7 December 2022 (MD and Employee)	3 years	50% assessed against the growth in custody FUA with performance targets set between $85 billion and $100 billion which represents a three-year compound annual growth rate (CAGR) of FUA between 19.59% and 26.25% per annum, and a FUA growth of between 71% and 101%, over the three-year period to 30 June 2025. 50% assessed against achievement of an Absolute Total Shareholder return (ATSR) of 10% to 15% per annum over the three years.
7 December 2022 (Employee)	3 years	100% assessed against the effective protection of the business in relation to key legal matters across the HUB24 Group over the three-year period 30 June 2025; and effective protection of the business in relation to key risk and compliance matters across the HUB24 Group over the three-year period to 30 June 2025.

The following table provides details of outstanding awards of PARs granted under PARs.

Period	Outstanding 1 July	Granted	Exercised	Forfeited	Outstanding 30 June	Exercisable 30 June
2026	2,019,786	163,472	(1,289,246)	(27,144)	866,868	208,192
2025	2,431,541	289,333	(381,893)	(319,195)	2,019,786	208,840

The weighted average remaining contractual life was 12.6 years (FY25: 11.7 years).

Notes to the financial statements

7 Employee remuneration continued

The fair value of the PARs granted during the period has been independently calculated at the grant date using the Monte Carlo model and Black Scholes option pricing model.

The following table lists the inputs to the models used for the valuation of PARs granted during the financial year ended 30 June 2026.

Rights for MD and Employee	EPS target Rights	RTSR target Rights
Dividend Yield (%)	0.6%	0.6%
Expected Volatility (%)	39%	39%
Risk-free Interest Rate (%)	3.8%	3.8%
Life (years)	2.9	2.9
Spot price on Valuation Date ($)	$103.44	$103.44
Valuation date	20 November 2025	20 November 2025
Model used	Monte-Carlo Simulation & Black Scholes	

Rights for MD and Employee	FUA target Rights	ARR for software and technology services target Rights
Dividend Yield (%)	0.6%	0.6%
Expected Volatility (%)	39%	39%
Risk-free Interest Rate (%)	3.8%	3.9%
Life (years)	2.6	3.6
Spot price on Valuation Date ($)	$103.44	$103.44
Valuation date	20 November 2025	20 November 2025
Model used	Monte-Carlo Simulation & Black Scholes	

2. The Employee Share Option Plan (ESOP)
The ESOP is a legacy award that provides eligible employees and executives with options to acquire fully paid ordinary HUB24 shares at a fixed exercise price after a vesting period. For the remaining options exercised in FY26, these were granted in the 2020 and 2021 financial years. For these plans 50% of the vesting was assessed against ATSR and 50% was assessed against the compound annual growth rate (CAGR) in FUA. The vesting period was three years. All options have been exercised by 30 June 2026, and no options remained outstanding at the financial year end.

The following table provides details of outstanding awards of share options granted under ESOP.

Period	Outstanding 1 July	Granted	Exercised	Forfeited	Outstanding 30 June	Exercisable 30 June
2026	48,861	—	(48,789)	(72)	—	—
2025	183,231	—	(132,929)	(1,441)	48,861	48,861

The weighted exercise price at date of exercise was $14.29 (FY25: $14.29), and the weighted average share price at the date of exercise was $98.28 (FY25: $68.64). The weighted average remaining contractual life was 0.6 years in FY25, with no options remaining in FY26.

7 Employee remuneration continued

3. Deferred STI Scheme – Restricted Shares

The Deferred STI Scheme provides a portion of eligible employees' short-term variable remuneration in the form of equity instruments (restricted shares). Under the scheme, a portion of the STI award is delivered as mandatory deferral of a portion of the STI outcome into restricted shares. These are granted following determination of the STI outcome and are subject to a service-based vesting condition.

Restricted shares generally vest after a two-year restriction period, subject to the participant remaining employed with the HUB24 Group. Upon vesting, the shares are released to the employee. Shares are forfeited where the relevant service conditions are not met.

Note that this differs from the arrangements disclosed in the Remuneration Report related to STI outcomes and deferral arrangements for Key Management Personnel.

The following table provides details of outstanding awards of restricted shares granted under Deferred STI Scheme.

Period	Outstanding 1 July	Granted	Released	Forfeited	Outstanding 30 June
2026	13,494	9,785	(13,107)	(1,554)	8,618
2025	—	13,792	—	(298)	13,494

The weighted average share price at grant date was $112.72 (2025: $63.41).

4. The Employee Share Scheme (ESOT)

Under the ESOT, eligible employees can receive up to $1,000 worth of shares each year.

The number of shares a participant receives is calculated by dividing the award amount by the market price of a HUB24 share. The market price is determined using the 40-day VWAP of HUB24 shares prior to the grant date. Shares granted are restricted from sale for the earlier of 3 years or until such time as the participant ceases employment with the HUB24 Group.

During the financial year ended 30 June 2026, the Board approved an award of $1,000 to each eligible employee in recognition of their contribution during the previous financial year.

The following table provides details of shares granted under ESOT.

Period	Allocation date	Participants	Number of shares allocated per participant	Total Number of shares allocated	Issue price $	Total Fair value ($'000)
2026	12 November 2025	866	9	7,794	115.44	900
2025	11 October 2024	798	19	15,162	63.80	967

7.2 Key management personnel

Key management personnel compensation

Consolidated	2026 $'000	2025 $'000
Short term employment benefits	7,346	6,281
Post employment benefits	372	443
Share-based payments	6,665	6,818
	14,383	13,542

Key management personnel (KMP) are those who, directly or indirectly, have authority and responsibility for planning, directing and controlling the activities of the HUB24 Group. The KMP are outlined in the Remuneration Report on page 26.

Notes to the financial statements

8 Other information

8.1 New and revised accounting standards and other developments

Adoption of new and revised Accounting Standards and Interpretations

The adoption of new amendments to accounting standards have not had a material impact on the financial position or performance of the HUB24 Group for the financial year ended 30 June 2026.

New and revised Accounting Standards and Interpretations on issue but not yet adopted

Set out below are the relevant new and revised standards and interpretations issued by the AASB which are not mandatory for the current reporting period.

Date Issued	Pronouncement	periods beginning on or after
June 2024	AASB 18 Presentation and Disclosure in Financial Statements	1 January 2027

Other developments

In Australia, sustainability standards have been finalised and passed by Parliament under the Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Bill 2024 (Cth).

These requirements necessitate the Group to begin reporting climate-related financial information in accordance with the Australian Sustainability Reporting Standards (ASRS). The ASRS were approved by the Australian Accounting Standards Board (AASB) in September 2024, and HUB24 Limited has adopted the AASB S2 sustainability reporting obligations for the financial year ending 30 June 2026.

8.2 Significant events after report date

Subsequent to year end, the following items have occurred:

- Directors have determined a fully franked final dividend of 42.0 cents per share (a fully franked dividend of 32.0 cents per share was determined in FY25).

No other significant matter or circumstance has arisen since 30 June 2026 that has notably affected, or may significantly affect the HUB24 Group's operations, the results of those operations, or the HUB24 Group's state of affairs in future financial years.

8.3 Remuneration of auditors

Total fees paid to Deloitte Touche Tohmatsu (Deloitte) were $2.2m, of this $199k or 10% (FY25: $268k or 16%) related to non-assurance services.

During the year the following fees were paid or payable for services provided by Deloitte:

Consolidated	2026 $'000	2025 $'000
Audit and review of financial statements provided by Deloitte	751	715
Limited assurance of sustainability report	75	—
Group and controlled entities Statutory assurance services [1]	183	175
Other assurance services [2] (i.e. regulatory compliance audits such as the Group's GS007/ISAE3402 controls assurance reports)	966	755
Total assurance services	**1,975**	**1,645**
Taxation services	141	185
Other services	58	83
Total non-assurance services [3]	**199**	**268**
Total fees	**2,174**	**1,913**

1. Statutory assurance services relate to audit engagements required for the Group's Australian Financial Services Licenses (AFSL) held.
2. Other assurance services relate to engagements pertaining to the Group's GS007 / ISAE 3402 controls assurance reports.
3. The ratio of total non-assurance fees to total assurance fees for the year amounted to 10% (2025: 16%).

Consolidated entity disclosure statement

Entity name	Entity Type	Place formed or Incorporated	% of share capital held	Tax residency
HUB24 Custodial Services Ltd	Body Corporate	Australia	100	Australian
HUB24 Management Services Pty Ltd	Body Corporate	Australia	100	Australian
HUB24 Administration Pty Ltd	Body Corporate	Australia	100	Australian
HTFS HoldCo Pty Ltd	Body Corporate	Australia	100	Australian
Firstfunds Pty Ltd	Body Corporate	Australia	100	Australian
HUBconnect Pty Ltd	Body Corporate	Australia	100	Australian
Agility Applications Pty Ltd	Body Corporate	Australia	100	Australian
Xplore Wealth Pty Ltd	Body Corporate	Australia	100	Australian
Xplore Business Services Pty Ltd	Body Corporate	Australia	100	Australian
Investment Administration Services Pty Limited	Body Corporate	Australia	100	Australian
Margaret Street Financial Holdings Pty Ltd	Body Corporate	Australia	100	Australian
Margaret Street Administration Services Pty Ltd	Body Corporate	Australia	100	Australian
Margaret Street Promoter Services Pty Ltd	Body Corporate	Australia	100	Australian
Myhub solutions Pty Ltd	Body Corporate	Australia	100	Australian
DIY Master Pty Ltd	Body Corporate	Australia	100	Australian
HUB24 Limited Employee Share Trust	Trust	Australia	100	Australian
Class Pty Limited	Body Corporate	Australia	100	Australian
Class Technology Pty Ltd	Body Corporate	Australia	100	Australian
Class Investment Reporter Pty Ltd	Body Corporate	Australia	100	Australian
NowInfinity Pty Ltd	Body Corporate	Australia	100	Australian
NowInfinity 3505 Pty Ltd	Body Corporate	Australia	100	Australian
myprosperity Pty Ltd	Body Corporate	Australia	100	Australian
myprosperity Aust Pty Ltd	Body Corporate	Australia	100	Australian
myprosperity UK Pty Ltd	Body Corporate	Australia	100	Australian
HUB24 Services Pty Ltd	Body Corporate	Australia	100	Australian
Margaret Street Attorney Services Pty Ltd	Body Corporate	Australia	100	Australian

Directors' declaration

In the Directors' opinion:

a. the financial statements and notes set out on pages 69 to 110 are in accordance with the *Corporations Act 2001*, including:

   i. giving a true and fair view of the consolidated entity's financial position as at 30 June 2026 and of its performance for the financial year ended on that date, and

   ii. complying with the Australian Accounting Standards and the *Corporations Regulations 2001*, and other mandatory professional reporting requirements; and

b. the financial statements and notes comply with IFRS Accounting Standards as disclosed in Note 1, and

c. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable, and

d. the consolidated entity disclosure statement is true and correct.

This declaration has been made after receiving the declarations by the Chief Executive Officer and Chief Financial Officer required by section 295A of the *Corporations Act 2001*.

Signed in accordance with a resolution of Directors.

Mr Paul Rogan
Chair, Independent Non-Executive Director
Sydney
18 August 2026

Mr Andrew Alcock
Managing Director
Sydney
18 August 2026

Independent auditor’s report

Deloitte Touche Tohmatsu
ABN 74 490 121 060
Quay Quarter Tower

50 Bridge Street
Sydney, NSW, 2000
Australia

Phone: +61 2 9322 7000
www.deloitte.com.au

Independent Auditor’s Report to the Members of HUB24 Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of HUB24 Limited (the “Company”) and its controlled entities (the “Group”) which comprises the consolidated statement of financial position as at 30 June 2026**,** the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, the consolidated entity disclosure statement and the Directors’ declaration.

In our opinion, the accompanying Financial Report of the Group is in accordance with the *Corporations Act 2001*, including:

- Giving a true and fair view of the Group’s financial position as at 30 June 2026 and of its financial performance for the year then ended; and
- Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the Directors of the Company, would be in the same terms if given to the Directors as at the time of this auditor’s report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent auditor's report

Deloitte.

<table>
<tr><th>Key Audit Matter</th><th>How the scope of our audit responded to the Key Audit Matter</th></tr>
<tr>
<td>
Impairment of goodwill
Refer to Note 3.5 Intangible assets
As at 30 June 2026, goodwill amounted to $246 million (2025: $246 million) and comprised 35% of the Group's total assets. The goodwill balance was allocated across the Group's operating segments as follows:
<table>
<tr><th></th><th>$'000</th></tr>
<tr><td>Platform Segment</td><td>68,206</td></tr>
<tr><td>Technology Solutions Segment</td><td>178,040</td></tr>
<tr><td>Total</td><td>246,246</td></tr>
</table>
Evaluation of the recoverable amount used for impairment testing requires significant judgement. This includes the estimation of future cash flows, discount and terminal growth rates used in the value-in-use models prepared by Management. The key audit matter is pinpointed to the future cash flows and discount rates applied.
</td>
<td>
Specific to the evaluation of the recoverable amount, in conjunction with our valuation specialists, our procedures included, but were not limited to:

Assessing the design and implementation of relevant controls in place associated with the preparation of the value-in-use models;
Obtaining and evaluating Management's reports to understand and challenge the valuation methodology and key assumptions used in determining the recoverable amount such as:

Revenue and expenses projections used in the forecasted cash flows by comparing them to historical results, and where appropriate, market evidence; and
Discount rates applied.

Testing the mathematical accuracy and integrity of the value-in-use model; and
Assessing Managements' consideration of the sensitivity to a change in key assumptions (free cash flows and discount rates) that individually or collectively would be required for goodwill to be impaired and considered the likelihood of such a movement in those key assumptions.

In addition, our procedures involved assessing the adequacy of the relevant disclosures in the Notes to the financial statements.
</td>
</tr>
</table>

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Group's Annual Report for the year ended 30 June 2026, but does not include the Financial Report and our auditor's report thereon.

Our opinion on the Financial Report does not cover the other information and we do not express any form of assurance conclusion thereon. The other information includes the sustainability report upon which we have performed a review of specified Sustainability Disclosures and issued a separate auditor's review report.

In connection with our audit of the Financial Report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The Directors are responsible:

- For the preparation of the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group in accordance with Australian Accounting Standards; and

- For such internal control as the Directors determine is necessary to enable the preparation of the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and is free from material misstatement, whether due to fraud or error.

In preparing the Financial Report, the Directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Financial Report, including the disclosures, and whether the Financial Report represents the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the Group's Financial Report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may

Independent auditor's report

Deloitte.

reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 24 to 44 of the Directors' Report for the year ended 30 June 2026**.**

In our opinion, the Remuneration Report of HUB24 Limited for the year ended 30 June 2026, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The Directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Nicholas Rozario
Partner
Chartered Accountants

Sydney, 18 August 2026

Additional information

Additional information required by the Australian Securities Exchange Limited and not shown elsewhere in this report is as follows. This information is current as at 31 July 2026.

Distribution of equity securities

Ordinary share capital – 81,773,777 fully paid ordinary shares are held by 14,323 individual security holders. All issued ordinary shares carry one vote per share without restriction and carry the rights to dividends.

The number of security holders, by size of holding, in each class are:

Fully paid ordinary shares – holding ranges	Number of Shareholders	Total Number of Shares	% of Total Issued Shares
1 to 1,000	12,580	2,423,895	2.97
1,001 to 5,000	1,411	2,944,906	3.60
5,001 to 10,000	173	1,253,575	1.53
10,001 to 100,000	126	3,804,465	4.65
100,001 and over	33	71,346,936	87.25
Total	**14,323**	**81,773,777**	**100.00**

There were 315 shareholders holding less than a marketable parcel of 6 securities, based on a close price of $85.21 as at 31 July 2026, and they hold 781 securities.

Options and PARs

Nil options and 866,868 PARs are held. Options and PARs do not carry a right to vote.

Substantial shareholders

As at 31 July 2026 the following substantial shareholdings have been disclosed to the Company via substantial holding notices provided:

Substantial Holder	Number of Ordinary Shares Held	% of total shares issued[1]
Pinnacle Investment Management Group Limited (and its subsidiaries)	6,536,291	7.99
Hyperion Asset Management Limited	5,778,479	7.07
State Street Corporation (and its subsidiaries)	5,261,323	6.48
TAL Dai-ichi Life Australia Pty Ltd (TAL) (and its associates comprising Daiichi Life Group, Inc (Daiichi) and Daiichi's controlled entities)	5,180,077	6.33
Challenger Limited (and its associated entities)	5,043,204	6.17
Vanguard Group (and its controlled entities)	4,542,748	5.60
Mitsubishi UFJ Financial Group, Inc.	4,307,048	5.27
First Sentier Group Limited (and its related bodies corporate)	4,307,048	5.27
Commonwealth Bank of Australia (CBA) (and its related bodies corporate)	4,101,221	5.02
Comet Asia Holdings II Pte. Ltd., Comet Asia Holdings I Pte. Ltd., KKR Asia III Fund Investments Pte. Ltd. and KKR Asian Fund III L.P (collectively the KKR Entities)	4,089,916	5.00
Superannuation and Investments HoldCo Pty Ltd (and its related bodies corporate)	4,089,916	5.00

1. As at the date of the substantial shareholder's last notice lodged with the ASX.

Additional information

20 largest shareholders at 31 July 2026	Number held	%IC
HSBC Custody Nominees (Australia) Limited	23,984,177	29.33
Citicorp Nominees Pty Limited	15,389,114	18.82
J P Morgan Nominees Australia Pty Limited	13,403,071	16.39
BNP Paribas Nominees Pty Ltd <Agency Lending A/C>	3,248,206	3.97
BNP Paribas Noms Pty Ltd	2,918,763	3.57
Citicorp Nominees Pty Limited <Colonial First State INV A/C>	2,452,579	3.00
Thorney International Pty Ltd	1,342,861	1.64
BNP Paribas Nominees Pty Ltd <HUB24 Custodial Serv Ltd>	1,187,013	1.45
Mr Andrew Alcock	920,080	1.13
UBS Nominees Pty Ltd	674,296	0.82
HSBC Custody Nominees (Australia) Limited <NT-Comnwlth Super Corp A/C>	661,416	0.81
Mr Jason Entwistle	650,165	0.80
Troncell Pty Ltd PTY LTD <P D Klibble Family A/C>	615,000	0.75
Netwealth Investments Limited <Wrap Services A/C>	544,877	0.67
Lister & Associates Pty Ltd <C & C Super Fund A/C>	522,488	0.64
BNP Paribas Noms (NZ) Ltd	350,306	0.43
Thorney Holdings Proprietary Limited	300,000	0.37
Firstfunds Limited <Employee Share Ownership A/C>	271,540	0.33
HSBC Custody Nominees (Australia) Limited - A/C 2	268,075	0.33
Mrs Jasmin Zheng-Min Zhao Litster	239,311	0.29
Total of Top 20 Holdings	**69,848,338**	**85.54**

Corporate Governance Statement

The Board is committed to a high standard of corporate governance, and is responsible for establishing, maintaining and monitoring the HUB24 Group corporate governance framework.

The Corporate Governance Statement and further details about corporate governance policies, Board and Committee charters may be accessed via the Company's website: www.hub24.com.au/shareholder-centre/corporate-governance

Glossary

Active Advisers	Number of registered advisers with a FUA balance on the HUB24 platform
EBITDA	Earnings before interest, tax, depreciation and amortisation
Funds under administration (FUA)	Funds under administration is the value of customer portfolios invested onto the platform
IDPS	Investor Directed Portfolio Service
MIS	Managed Investment Scheme
Net Tangible Asset per fully paid ordinary share	Total Assets less Total Liabilities adjusted for Intangible Assets, divided by the number of outstanding ordinary paid shares
Notable Items	Includes amortisation relating to the acquisition of Class, Xplore, Ord Minnett and myprosperity
ORFR	Operational Risk Financial Requirement relates to the HUB24 Superannuation Fund's requirement to hold adequate reserves against operational losses in accordance with APRA Prudential Standard SPS 114
PARs	Performance Rights
PARS FUA	Portfolio and Reporting Services – refers to non-custodial administration services
Platform FUA	Refers to the custodial administration services
PPA	The final purchase price accounting for the Xplore, Class and myprosperity acquisitions
PPU	Pay Per Unit
SMSF	Self-managed super fund
Statutory NPAT	Statutory Net Profit After Tax is a company's profit after all expenses, including taxes, have been deducted from revenue. As reported in its financial statements in accordance with accounting standards
STI/LTI	Short-term incentive/Long-term incentive
Underlying EBITDA	Refers to EBITDA excluding share based payments and acquisition amortisation
Underlying EBITDA margin (%)	Underlying EBITDA divided by total revenue
Underlying diluted earnings per share	Represents a company's profitability on a per-share basis, considering the potential dilution from outstanding convertible securities and other dilutive instruments, and excluding the impact of unusual or non-recurring items
Underlying NPAT	Underlying Net Profit After Tax is a non-GAAP (Generally Accepted Accounting Principles) measure that adjusts statutory NPAT to exclude one-off charges, profit or loss from sale of assets or impact of non-recurring events

Corporate information

HUB24 Limited
ACN 124 891 685

Principal registered office in Australia
Level 17, 5 Martin Place, Sydney NSW 2000

Directors
Mr Paul Rogan (Chair and Independent Non-Executive Director)
Mr Andrew Alcock (Managing Director)
Mr Andrew Formica (Independent Non-Executive Director) (appointed 1 July 2026)
Ms Rachel Grimes AM (Independent Non-Executive Director)
Ms Catherine Kovacs (Independent Non-Executive Director)
Mr Anthony McDonald (Independent Non-Executive Director)
Ms Michelle Tredenick OAM (Independent Non-Executive Director)

Company Secretaries
Mr Andrew Brown
Ms Kitrina Shanahan

Auditor
Deloitte Touche Tohmatsu
Quay Quarter Tower,
50 Bridge St, Sydney NSW 2000

Share Registry
Automic Group
GPO Box 5193
Sydney NSW 2001
Telephone: 1300 288 664
Outside Australia: +61 2 9698 5414
Email: hello@automicgroup.com.au
Website: www.automicgroup.com.au
HUB24 Limited shares are listed on the Australian Securities Exchange (**ASX: HUB**)

Electronic Communications
HUB24 encourages our shareholders to receive investor communications electronically, including the Annual Report.

These reports are available on our website at www.hub24.com.au.
To register for electronic investor communications,
please go to www.automicgroup.com.au
and register for online services.

Website
www.hub24.com.au

LinkedIn
www.linkedin.com/company/hub-24/

hub24.com.au