Pinnacle

30 October 2026

By Electronic Lodgement

Market Announcements Office
ASX Ltd
39 Martin Place
Sydney NSW 2000

Dear Sir/Madam

2026 Annual General Meeting – Managing Director's Address

Please find attached a copy of the Managing Director's address which will be delivered at the Pinnacle Investment Management Group Limited (ASX: PNI) Annual General Meeting this morning.

Authorised by:

Terence Kwong
Company Secretary

Thank you Alan. Good morning everyone.

Refer to slide 23

The slide on the screen, slide 23, sets out the topics I plan to cover today. I'll begin with key themes and outcomes for our company for the 2026 financial year, and briefly review the financial results. I'll then provide an update on the September quarter, the first quarter of the new 2027 financial year.

From there I'll turn to our growth agenda, including an update on Affiliates and growth initiatives. I'll talk about the themes we see in our industry around the world, and why we believe our model is well placed for them. And I'll finish with our progress in the area of corporate sustainability, and the work of the PNI Foundation.

Before I begin, a word about two significant milestones. This year marks twenty years since the formal commencement of Pinnacle Investment Management, and ten years since we became a listed pure-play funds management company.

Over the last 20 years, we have seen enormous changes in geopolitics and global inflation expectations, together with associated central bank responses to those changes, leading to significant volatility across all investment markets. Add in a pandemic, together with unprecedented technological change over the period, and you create an investment climate of both unexpected headwinds and opportunities.

Over this time, we have provided for our clients an increased diversity of asset class opportunity. 20 years ago, we were two Affiliates with just over $1billion AUM, and today we are $238 billion with 18 Affiliates and a UK-headquartered asset management business across multiple asset classes.

We have purposefully pursued this diversification, believing this will serve our clients best whilst trying to stay true to our "best in breed" philosophy, recognising there will be periods when certain classes of asset outperform, and others underperform as the cycles continue.

My message to shareholders on these milestones is very similar to what I have shared with our people, both employees of Pinnacle itself and people in the Affiliates: It is of course appropriate for us to reflect on what is, in our industry, objectively a long time.

We are, I think, rightly proud of what we have achieved over the past 20 years. And this gives us strong confidence that we can continue for many years growing at very high rates.

But we must seek a confidence that is grounded in reality. In a clear-eyed knowledge of the risks and challenges inherent in our industry, and in the humility and determination to navigate them well. That is the balance we must strike, and strike continually.

I do feel tremendous pride in what the Pinnacle family has achieved over these twenty years. I have had the privilege of working with so many truly exceptional people. But I am by nature someone who looks ahead, who is focused on what is not yet done, and I am even more excited by what lies in front of us, than by what has been achieved to date.

Since Pinnacle became listed ten years ago, we have compounded earnings per share at 27% a year. Dividends per share at 34% a year. Funds under management at 28% a year. Shareholders who have been with us since the first day of listing have earned a total return of around 30% a year, compounded.

But the most important success of all is the investment performance of our Affiliates. A remarkably consistent record, with more than 80% of strategies outperforming their benchmarks over every rolling five-year period in our history.

Performance for clients is paramount, everything else follows from it.

It has not always been plain sailing. We have had periods of worry and of frustration. But we have been resilient, dogged and determined, because we have never lost belief in our mission and our purpose… and we never lose focus on what matters most - our clients.

After twenty years, I truly believe we are only just beginning. I'll share more on that when I come to growth later in this presentation.

I would like to thank our clients, our industry partners, the Affiliates, our people, and the shareholders who have been an important part of the journey. Our purpose, to enable better lives through investment excellence, is one that many of you share and it is one that we can only deliver together.

Now, to the 2026 financial year.

FY2026 key themes and outcomes

Refer to slide 24

This slide, 24, serves as a reminder of our progress to date, in building a high-quality, scalable multi-Affiliate platform that has compounded earnings and dividends through cycles. Our platform has proven diversified and resilient, with multiple growth drivers, which I will address in more detail a little later. We have continued to evolve our platform to meet the needs of our many clients, in an expanding number of markets. And as I have just mentioned, we place investment excellence at its core.

In FY 2026, we delivered record net inflows, record funds under management, and the strongest growth in our international business seen to date.

It was also a year of significant investment in the future of the business, and one in which performance fees, while solid, were below the exceptional outcome of the prior year.

Refer to slide 25

The slide now on the screen, slide 25, is from our annual results presentation on the 4th of August, and sets out how we summarise the key themes and outcomes for the 2026 financial year, under four headings.

For several years now we have been explaining our strategy of increasing the diversity and robustness of our business – more Affiliates, more asset classes, more distribution channels, and more geographies. We have been candid in that this strategy can suppress earnings in the short term, particularly where we are building new capabilities from scratch under Horizon 2 or paying for new capabilities under Horizon 3.

The 2026 financial year showed the growing benefits of this strategy… A step-change in the scale and reach of the platform, and a year of investment that offset a portion of the associated revenue growth.

I'll take the four headings in turn.

The first is strong core earnings growth. Net profit after tax was $176.7 million, up 31% on the prior year, and diluted earnings per share were 78.1 cents, up 25%. Excluding the non-cash gain of $46.2 million arising from our move to full ownership of Pacific Asset Management, which accounting standards require us to recognise when an investment held as an associate becomes a subsidiary, and excluding the returns on our principal investments, which is how we think about the underlying earnings power of the business, net profit

was $138.0 million, up 21%. Affiliate margins on funds management activities, before performance fees, were around 10% higher than in the prior year, reflecting the growing weight of retail and international business in the mix.

We continued to invest in our distribution teams in Australia and offshore, and in product and innovation, which I will have more to speak about later in this presentation. The number of people employed in Pinnacle Parent globally rose from 144 to 182 over the year, and total people costs rose by $12.2 million, or 28%, to $55.5 million. Together with the consolidation of Pacific Asset from April, this lifted Pinnacle Parent expenses to $95.3 million.

Pinnacle Parent revenues from Affiliates – the fees we earn for distribution, operations, risk, technology and responsible entity services, excluding Pacific Asset and principal investments – rose by $25.3 million, or 50%, to $76.1 million. These are core, repeatable revenues, and they grew faster than our costs. That is the pattern we expect to continue: resourcing for growth easily funded by the revenue that growth produces, with the operating leverage of the platform showing through as funds under management and Affiliate revenues compound.

The second heading is record net inflows.

Net inflows for the year were $33.4 billion, compared with $23.1 billion in the prior year, which itself was a record. $16.3 billion of the $33.4 billion was in the second half. Importantly, net inflows were positive and substantial across all three of our channels: $10.2 billion from Australian retail investors, equivalent to 26% of opening retail FUM; $10.9 billion from Australian institutions, 12% of opening institutional FUM; and $12.3 billion from international clients, 24% of opening international FUM and more than two and a half times the prior year.

International flows were the largest contributor for the first time. Funds under management closed the year at $229.4 billion, up 28% on opening FUM, and approximately one-third of that is now from clients outside Australia.

The third heading is continuing investment excellence, which remains the foundation of everything else. 81% of Affiliate strategies with a track record of five years or more had outperformed their benchmarks over five years at the end of June, and 21% had outperformed by more than 5% a year.

The past year was not an easy one for some investment styles. Confusion and exuberance in both directions around artificial intelligence, a war that moved the oil price, and persistent inflation concerns made for

volatile markets, and styles such as quality and growth, which have enjoyed favourable conditions for much of the past decade, met headwinds. Not every high-quality manager outperforms in every period. What is notable is how the composition of our outperformers changes through time.

We stay in close contact with every Affiliate, and we retain high conviction in those whose shorter-term numbers have been below their usual standard. Their time will come again.

Performance fees sit under this heading too. Twelve Affiliates earned performance fees in the 2026 financial year, totalling $146.6 million at the Affiliate level, despite the challenges for some investment styles I have just described. That is a solid outcome, but it was 5% below the prior year, and because of the mix of strategies that earned them, Pinnacle's share after tax was $35.6 million, down from $46.6 million. Performance fees are a significant and ongoing component of our earnings, they are also variable from year to year, and the 2025 outcome, led by Hyperion, was exceptional. The opportunity continues to grow. There are now 35 strategies with the ability to earn material performance fees, on $61 billion of funds under management, up from 31 strategies on $50 billion a year earlier, and at the end of June 67% of that FUM was at its high watermark and 80% was at or within 2% of it.

The fourth heading is the evolution of Pinnacle into a global platform.

We now manage $75 billion for clients in more than 50 countries outside Australia, of which $33 billion is from wholesale and retail investors, and our model of supported independence is resonating strongly across the globe.

We have demonstrated that we can execute and grow rapidly across Horizons 2 and 3 internationally: under Horizon 2, more than $50 billion of FUM has been built from scratch across Aikya, Palisade Real Assets, Langdon and Life Cycle, with Life Cycle alone reaching $42 billion in less than two and a half years and now the largest Affiliate on our platform by FUM.

Under Horizon 3, we note the ongoing success from the more recent transactions involving US-based private markets manager VSS, Advantage Partners, Japan's largest home-grown private markets platform, and our UK partners in Pacific Asset Management.

Pacific Asset continues to grow strongly. Assets under management were US$24.4 billion at the 30th of June, up from US$21.0 billion three months earlier, with US$653 million of net inflows in the June quarter. When we first invested in Pacific Asset, its run-rate earnings were around £9.4 million a year; by the time we

moved to full ownership they were £17.9 million, and they have grown since. There is further detail on Pacific Asset in the FY26 in review section of this deck.

In August we were delighted to welcome Pacific Asset's chief executive, Matthew Lamb, to the Pinnacle board as an executive director. He joins us today by video link from the UK.

Matt's appointment reflects the weight the United Kingdom now carries in our group (with Aikya, Life Cycle, and Pacific Asset and its partner boutiques all based in London), and the importance of having that business represented at the board table.

Internationally domiciled Affiliates now account for around 40% of total funds under management, and the business is, as we put it to investors in Boston in August, Australia-listed but not Australia-dependent. I'll come back to each of these when I turn to growth.

Refer to slide 26

Referring now to slide 26. The growth we have delivered to date has come from executing our unique model and our three horizons of growth in parallel, across an expanding set of markets, and that is what we will keep doing. The model is globally distinct, and it is difficult for others to replicate. Equity ownership of high-performing investment managers, combined with market-leading distribution, generates strong and growing cash flows.

The appeal of supported independence has proved universal, to investment managers and clients alike. And the model is replicable across asset classes, geographies and product formats, in a total addressable market, particularly internationally, that is very large and still growing.

That is the basis on which we believe high rates of EPS growth can be sustained.

FY2026 financial results

Refer to slide 27

Slide 27 sets out the financial highlights for the 2026 financial year. We reported net profit after tax of $176.7 million, up 31% on the prior year's $134.4 million. Diluted earnings per share were 78.1 cents, up 25% on 62.4 cents. We declared a final dividend of 31.0 cents per share, up 15% on last year's final dividend of 27.0 cents, taking total dividends for the year to 60.0 cents per share, in line with the prior year and 72% franked.

Aggregate Affiliate funds under management at 100% stood at $229.4 billion at the 30th of June 2026. That was up $50.0 billion, or 28%, from $179.4 billion a year earlier. Of the increase, $33.4 billion was net inflows, $11.8 billion was market movements, and $4.8 billion was funds under management acquired with our interest in Advantage Partners. Aggregate retail funds under management were $50.7 billion, up $11.0 billion, or 28%, on a year earlier. Funds under management sourced from international clients were $74.9 billion, up 46%.

Affiliate funds management revenue at 100% was $1,152.4 million, up $251.6 million, or 28%. Of that, $1,005.8 million was base management fees, up $258.5 million, or 35%, and $146.6 million was performance fees, down 5% from $153.5 million. Affiliate margins on funds management activities, before performance fees, were around 10% higher than in the prior year, reflecting the growing weight of retail and international business in the mix. Pinnacle's share of performance fees after tax was $35.6 million, compared with $46.6 million in the prior year, and Pinnacle's share of Affiliate net profit after tax was $136.0 million, up 5%.

Total net inflows for the year were $33.4 billion, of which $10.2 billion was retail, $12.3 billion was from international investors, and $10.9 billion was from Australian institutions.

Refer to slide 28

Slide 28 has more details on our core earnings growth.

Refer to slide 29

Slide 29 shows our record of earnings growth over the ten full years since Pinnacle became listed in 2016. Over that period net profit after tax has compounded at 40.7% a year, or 36.5% on an underlying basis, and diluted earnings per share at 27% a year.

Refer to slide 30

Slide 30 has more on performance fees, we continue to grow FUM that has the ability to earn performance fees.

Refer to slide 31

Slide 31 shows our funds under management and net flow history. Funds under management have grown at a compound annual rate of 27.8% over the past ten years, or 25.1% if we exclude FUM acquired in Horizon 3 transactions.

Refer to slide 32

Slide 32 shows how the composition of that FUM has changed. In June 2016, international clients accounted for half a billion dollars, around 2% of our funds under management; today they account for $74.9 billion, or a third, across more than 50 countries.

Refer to slide 33

Slide 33 is important. You can see how private markets strategies have grown from $1.5 billion to $37.8 billion over the same period and are now 16% of the total. We believe this will grow much further in time. We believe there is a great need for more high quality private market asset managers globally.

Refer to slide 34

On slide 34, Retail and international FUM together, which carry higher fee rates than domestic institutional business, are now 55% of funds under management and around two-thirds of base Affiliate revenue.

September quarter: the first quarter of FY2027

Refer to slide 35

Turning now to the September quarter, the first quarter of this new financial year on slide 35.

The aggregate of Affiliates' funds under management is now $238.1 billion at the 30th of September 2026. This is up $8.7 billion, or 4%, from $229.4 billion at June 30. It is up by $6.3 billion, or 3%, excluding FUM ‘acquired’ by Antipodes through their transaction with Bennelong Funds Management during the quarter.

Total net inflows for the three months to the 30th of September were $5.9 billion, of which $2.7 billion was Australian retail, $400 million was from international clients, and $2.8 billion was from Australian institutional

investors. Included within these flows was $804 million into PAM, of which $600 million was into its Model Portfolio Solutions, or managed accounts, during the quarter.

Refer to slide 36

Turning to slide 36, we highlight some key themes during the quarter. Aggregate net inflows were again positive across all three channels. The notable Australian wholesale and retail net inflows were driven by resilient demand for active global equities strategies, global listed credit, Australian equities and real assets. International retail inflows were driven by managed accounts with $600 million of net inflow into PAM's model portfolio solutions, and demand for developed market equities, EM strategies, and investment-grade credit.

While domestic institutional flows were robust, this was offset by international institutional net outflows. As we have said many times, these flows are lumpy and can vary significantly over short periods. There are well-known headwinds in private credit, which we are expecting to impact flows over the short term, albeit we retain our confidence in Metrics and the asset class over the medium to long-term.

At the end of September, 20 of the 35 strategies with the ability to earn material performance fees were at their high watermark, representing 65% of performance fee FUM, and 80% were at or within 2%, compared with 67% and 80% at the end of June. Several of these strategies crystallise their performance fees only at the end of June, so the first-half performance fee outcome depends mainly on our equity strategies.

Refer to slides 37 to 42

Finally, most Affiliates and strategies continue to deliver performance to expectations or better. Slides 37-42 provide the specifics of the five-year performance track records of Affiliate funds and strategies. 81% of Affiliates strategies and products with track records exceeding 5 years have outperformed benchmarks over the 5 years to 30 September 2026.

Three horizons of growth

Refer to slide 44

Referring to slide 44, I'd like to remind shareholders that we think about growth in terms of three horizons, pursued in parallel and mutually reinforcing. The discipline that runs through all three is the same: stimulate progress, while at all times preserving the core.

Horizon 1 is the main game. It is continuing to win net inflows into the existing strategies of our existing Affiliates, through our existing distribution channels. We remain very confident of our ability to do that, and in particular, to grow Affiliate revenue.

Horizon 2 is where we build new Affiliates from scratch and new capabilities in partnership with Affiliates. It is the subject of a great deal of activity within Pinnacle and within Affiliates.

Horizon 2 costs moderate short-term profitability, and we are candid about that, but every current initiative is at break-even or better, and across the mature initiatives the return on the capital we have put in exceeds ten times. It remains a vital and differentiated part of our strategy.

Horizon 3 is where we use capital to buy into existing businesses. Our criteria has not changed: the opportunity must be strategically attractive and diversifying relative to the current composition of the platform; it must be in an asset class that clients want, such as private credit, infrastructure, real estate, private equity or hedge funds; the capital involved must never put the company at risk; and there must be a clear synergy with what Pinnacle does, so that our distribution and operating platform can accelerate the Affiliate's growth.

I will now provide some further details on our Horizon 2 and 3 initiatives.

Refer to slide 45

Slide 45 expands on how we can move ahead with sustained growth.

Refer to slide 46

On slide 46, we show the track record of Horizon 2 investment initiatives. Cumulative returns across all mature Horizon 2 initiatives (excluding any consideration of increased capital value) has been greater than 10x our capital outlay. For the first time in 2026, all Affiliates were at, or exceeding, run-rate profitability.

Refer to slide 47

On slide 47, we highlight the build-out of our listed products capability which is a key Horizon 2 growth initiative. Several new listed investment solutions were launched by Pinnacle Affiliates in the past year, including the Solaris Equity Income Plus Limited Listed Investment Company, and Active ETFs which

provide listed access to existing managed funds were launched by Firetrail, Spheria, Plato, Coolabah, and Longwave.

The chart on the right shows our Australian listed product FUM across Affiliates. Active ETF adoption is rising as more IFAs, asset consultants, private banks, and other intermediaries seek exchange-traded access to active investment solutions.

But this is not just an ASX story. Within PAM, there have been continued strong inflows into the NASDAQ-listed Pacific North of South Global EM Equity Active ETF which has grown to over US$450m in AUM.

Refer to slide 48

Slide 48, covers the capacity of our platform. While we have increased FUM, we have deliberately increased platform capacity through strategic diversification. Importantly this provides the opportunity for further growth, without the need for further investment.

Refer to slide 49

Slide 49 covers Horizon 3 and shows the record: Resolution Capital, Metrics, Coolabah and Five V have all grown their earnings at compound rates of between 17% and 43% a year since we partnered with them.

I want to repeat what I said in August. We are not making acquisitions for growth's sake, or because there is any pressure on us to do so; Horizon 1 alone gives us more than enough growth. We undertake Horizon 2 and Horizon 3 initiatives only when the opportunity is compelling, the risk is low, the expected return is high, and our competitive advantage is clear. We are, I think, notorious for how many opportunities we have looked at and not pursued.

Before moving on to sustainability, I want to spend a minute on the international opportunity.

Refer to slide 50

Slide 50, outlines the runway ahead for us in international markets. Despite what is objectively significant growth of our business over the past two decades, Pinnacle Affiliates manage only about 2.7% of the Australian retail market and about 2.5% of the Australian institutional market, up from a quarter of a percent

and about 1%, respectively, on ten years ago. Our share of the international markets we are now active in is a small fraction even of those percentages.

There is a great deal of room to grow.

The Pinnacle model is attracting interest around the world. This has been a year of record consolidation in our industry globally. In many of the major consolidations, a founder-led investment firm gives up its independence to a larger owner.

The Pinnacle model offers the alternative: what we call supported independence, in which the investment team retains majority ownership and full control of the investment process, and Pinnacle provides the distribution, operations, risk, technology and capital that let them concentrate on investing.

That proposition has proved as attractive in London, Tokyo and the United States as it has in Sydney, Brisbane, and Melbourne, and it is why internationally domiciled Affiliates now account for around 40% of our funds under management. We will continue to export it, carefully, with the same discipline we have applied for twenty years.

Corporate sustainability and the PNI Foundation

Refer to slide 52

Slide 52 commences the section on corporate responsibility. Our sustainability agenda is structured around three focus areas: purpose, people and planet. Pinnacle Affiliates approach responsible investment in the ways most relevant to their own strategies, and all of them integrate environmental, social and governance considerations into their investment decisions. Our role is to support and advise; we do not take part in their investment activities.

During the 2026 financial year, we maintained our certification as a family-friendly workplace and continued to embed our work and family action plan; we submitted our fourth voluntary modern slavery statement and are actively working on our FY26 Modern Slavery Statement Submission; and we continued to work towards our 40-40-20 gender target across the board, the leadership team and the workforce. Our women-in-finance scholarships continued, with 11 scholarships across 5 universities. On climate, we have maintained carbon-neutral certification under the Australian Government's Climate Active standard since FY20, and made progress towards our target that all significant suppliers disclose greenhouse gas data aligned with

recognised standards by the 2028 financial year. More detail is set out in our corporate sustainability report on our website, which I encourage you to read.

Refer to slides 53 and 54

Slides 53 and 54 provide an overview of the PNI Foundation. In FY26, the Foundation donated $823,000, with our Affiliates contributing a further $350,000. The Foundation supports 18 principal charity partners that deliver services and programs across four core focus areas.

I would like to thank our Affiliates and the many Pinnacle people who generously give their time, advice and money in support of both the Foundation's operations and our inspiring charity partners.

That concludes the commentary I wanted to provide on the slides and on the performance of the business during the last financial year and the first quarter of the current one.

Before taking your questions, may I conclude by restating that we believe we serve our clients best over the long term by providing them with diversity in asset class opportunity. If we are successful in that, we will also serve our shareholders well. As I have previously said, we know that asset classes move in and out of favour, and we are not blind to the risks that brings; however, if we are able to support “the best of breed” to prosper over the long term, then that bodes well for our clients and our shareholders. Thank you all for your patience and your attention. I'd be pleased to take your questions.