

Strong growth continues at HUB24

Company/ASX Code	HUB
AGM time and date	Thursday, 20 November 2025 at 1.00pm
Location	Warrane Theatre, Museum of Sydney, corner Bridge Street and Phillip Street, Sydney
Registry	Automic Registry Services
Type of meeting	Hybrid
Monitor	Richard Jackson and Lewis Gomes
Pre-AGM Meeting	Paul Rogan, Chairman and James Cordukes, Head of Investor Relations

Monitor Shareholding: The individual involved in the preparation of this voting intention has a shareholding in this company.

1. How we intend to vote

No.	Resolution description	
1	Adoption of Remuneration Report	For
2	Re-election of Director – Anthony (Tony) McDonald	For
3	Approval of HUB24 Performance Rights Plan	For
4	Increasing the maximum aggregate remuneration for NEDs	For
5	Approval of issue of performance rights to Andrew Alcock	For

2. Summary of Issues and Voting Intentions for AGM

HUB24's custodial investment and superannuation platform, which is the company's core business, continued to perform very strongly in FY25, with custodial platform funds under administration (FUA) increasing 34% or \$28.3bn over FY25 to \$112.7bn.

The company enjoys healthy operating leverage. While overall revenue increased 24% to \$406.6m in FY25, operating expenses increased only 17% so that underlying EBITDA increased 38% to \$162.4m.

Overall statutory NPAT increased 68% to \$79.5M. The full year fully franked dividend per share increased 47% to 56.0 cents per share. Underlying diluted earnings per share increased 45% to \$1.18 cents per share.

HUB24's balance sheet is in good shape, with net cash of \$84.8m up \$26.8m after applying \$54.0m to the purchase of shares on market which are retained in a trust to satisfy future share-based remuneration obligations. Share-based remuneration payments are expensed over time, including \$13.9m in FY25.

See [ASA Voting guidelines](#) and [Investment Glossary](#) for definitions.

3. Matters Considered

HUB24's custodial investment and superannuation platform, which is the company's core business, continued to perform very strongly in FY25. Arguably the HUB24 platform is Australia's leading platform, with industry leading Adviser satisfaction and the strongest gain in market share, which increased 1.4% to 8.7% in FY25. The HUB24 custodial platform funds under administration increased 34% or \$28.3bn over FY25 to \$112.7bn. The company expects the growth to continue as it has indicated a FUA 'target' of \$148b to \$162b in FY27.

Australia's investment platform industry remains dominated by 'legacy' platforms developed by the major banks and investment managers such as AMP and IOOF prior to their withdrawal from the industry after the Hayne Royal Commission. In an industry where high operational leverage delivers significant scale benefits, two major legacy platforms, which each have market share of 13.0%, are currently under a cloud. CFS Edge, 55% owned by American private equity firm KKR, and 45% by the CBA, is struggling, despite substantial investment, with KKR reported to be reviewing its position. Macquarie Wrap has been damaged by the recent failure of the Shield mastertrust, which could result in a loss for Macquarie of approx. \$100m.

Subsequent to FY25 year end, a key risk for superannuation platform trustees and, indirectly, operators, was highlighted by the collapse of two investments, including the Shield mastertrust, offered on some superannuation platforms, resulting in extensive investor losses, costs for platform operators and legal proceedings. Approx 45% of HUB24 custodial FUA is in the superannuation platform. HUB24 had not offered the failed investments on its platform, as it rejected the offer to do so, and is not implicated.

Earlier in 2025 APRA, which is responsible for the regulation of superannuation platforms, undertook a 'thematic' review of platforms, covering 95% of nationwide platform assets, which naturally included EQT the Independent Trustee of the HUB24 superannuation platform. APRA will provide each participating platform with an individual assessment letter. HUB24 is confident of the rigour of their investment vetting processes and will comply in full should any enhancements to their processes are required by APRA.

Accounts and reports

HUB24 recorded another highly successful year of continued strong growth. Statutory NPAT increased 68% to \$79.5M. The full year fully franked dividend per share increased 47% to 56.0 cents per share. Underlying diluted earnings per share increased 45% to \$1.18 cents per share.

These outcomes continue the pattern of recent years. In the four years to FY25 revenue has grown by a compound annual growth rate (CAGR) of 38%, while underlying EBITDA grew 46% and operating cashflow 54%.

The company enjoys healthy operating leverage. While overall revenue increased 24% to \$406.6m in FY25, operating expenses increased only 17% so that underlying EBITDA increased 38% to \$162.4m.

HUB24 has two divisions, Investment Platforms and Tech Solutions.

HUB24's growth is underpinned by the continued strength of their investment platform business, comprising; the HUB24 custodial investment and superannuation platform, PARS a non-custodian admin and reporting service, and myprosperity a client portal for accountants and financial advisers. Although platform business FUA increased 30% to \$136.4 platform revenue growth was modestly slower at 28% due mainly to the effects of the platforms' tiered fee structure and fee caps. Operating expenses grew 20% so that underlying EBITDA rose 39% to \$142.9m with margins rising 3.5% to 44.2%.

The FUA of the non-custodial platform PARS business grew much more modestly by \$1.7bn or 8% to 23.7bn. The underlying EBITDA of the PARS business does not appear to be separately disclosed. myprosperity is loss making, losing underlying EBITDA of \$3.7m up from a loss of \$1.4m.

HUB's Tech Solutions businesses are; Class a leading SMSF administration software business, NowInfinity a document storage and compliance business, and HUBconnect which provides tech services to stockbrokers and wealth advisers. The Tech Solutions division is dominated by Class. While Class is well regarded, the business appears relatively mature, with the number of SMSFs using Class growing at CAGR of only 2.5% over the past five years.

Class was acquired by HUB24 in early 2022 through a scheme of arrangement valuing Class at approx. \$386m a 71.6% premium to the share price at that time. HUB issued approximately 11 million shares, increasing its share count by 16%. HUB's share price slipped from around \$30 when the acquisition was announced in October bottoming around \$20 in May 2022 before resuming its upward trajectory. Since FY23 Tech Solutions revenue growth has averaged 7%, although underlying EBITDA growth has been a little higher at 12%, as operating expense growth has been modest, with EBITDA reaching \$27.2m in FY25. It is reassuring that the Strategic Long Term Incentive component of the CEO's remuneration requires improvement in HUB24's software and technology businesses and Class, NowInfinity and myprosperity in particular.

HUB24's balance sheet is in good shape, with net cash of \$84.8m up \$26.8m after applying \$54.0m to the purchase of shares on market which are retained in a trust for to satisfy future share-based remuneration obligations. Share-based remuneration payments are expensed over time, including \$13.9m in FY25.

Financial performance

(As at FYE)	2025	2024	2023	2022	2021
NPAT (\$m)	79.5	47.2			
UPAT (\$m)	97.8	67.8	58.8	35.9	15.4
Share price (\$)	89.17	46.50	25.5	20.3	28.5
Dividend (cents)	56	38	32.5	20	10
Simple TSR (%)	93%	85%	27%	(29%)	208%
EPS (cents)	98.2	58.2	47.7	20.2	14.8
CEO total remuneration, actual (\$m)	\$4.205m	\$3.819m			

Simple TSR is calculated by dividing (change in share price plus dividend paid during the year, excluding franking, by the share price at the start of the year.

Governance and culture

HUB24 has a Board of six, with a 50/50 gender mix. Five of the six Directors are independent, including the Chair. Three of the four Key Management Personnel (KMP) are male. No Director has more than two other Non-Executive Director (NED) roles.

HUB24 policy, introduced this year, is that the CEO must hold 100% of annual fixed remuneration in shares, KMP 50% and NED 100%. This policy is satisfied.

The Board has extensive experience in Financial Advice and Wealth Management, together with broader Financial Services experience. While the emphasis on financial services is highly relevant, as the Company acknowledges that at heart a 'tech' business, additional expertise in technology businesses is needed in the Board. The addition of Michelle Tredenick to the Board in June 2024 was the first step in addressing this need, as Michelle's past roles included Chief Information Officer at Suncorp. The retirement of Anthony McDonald during FY26 will create another opportunity to add tech expertise. The addition of a seventh NED, which is consistent with the growing scale and complexity of the company, will be a further opportunity.

Key events

FY25 was another year of ongoing operational success for HUB24. Highlights included:

- A record company and industry level of net inflows.
- Being voted by Advisors as Australia's best platform for the third year in a row.
- Having the highest net inflows from super member switching across all super funds, as reported by APRA.

Key events in the development of the company's core business, included:

- The acquisition of a small interest in Reach Alternative Investments, a platform specialising in private market investments, a rapidly growing market segment.
- The launch of HUB24 Private Invest, a new platform for investors meeting the 'sophisticated investor' requirements.

Key board or senior management changes

There were no changes to the Board in FY25.

The KMP team did not change during FY25. The KMP features several long-term employees including;

- CEO Andrew Alcock 12 years
- Director Strategic Development Jason Entwisle 15 years
- COO Craig Lawrenson 8 years

When CEO Andrew Alcock joined HUB24, the firm had 27 staff, \$350m in FUA and was loss making.

It is also important to recognise the crucial technological expertise of KMP Jason Entwistle, Director Strategic Development and his key role in guiding the company's technological development for over 15 years. Jason is undoubtedly the doyen of investment platforms in Australia. In 1990 he was involved in creating the groundbreaking Navigator master trust. Subsequently in 2001 he co-founded Australia's first online platform, which was acquired by the CBA and rebranded CFS FirstWrap.

As a result of their long service with the firm and HUB24's substantial share price growth (from approx. \$1.00 in early 2015 to approx. \$115 today) Andrew Alcock and Jason Entwisle have HUB24 holdings of approx. \$100m and \$60m respectively.

Sustainability/ESG

HUB24 is well placed from an ESG and Sustainability perspective, with DEI a strength. Regarding Sustainability, HUB24 is committed to being Net Zero by 2030 for Scope 1 and 2 emissions.

4. Rationale for Voting Intentions

Resolution 1: Adoption of Remuneration Report (For)

The CEO' package for FY26 comprises:

1. Fixed Remuneration of \$1,075,000 which is in line with the market median
2. Short Term Incentive (STI) of \$895,833 target and \$1,343,750 maximum paid in cash, with 50% paid upfront with 25% deferred one year and 25% deferred two years. STI is tested against a mix of key performance indicators covering financial performance, strategy, and stakeholder outcomes.
3. Standard Long-Term Incentive (Std LTI) of \$1,096,500 target and \$1,612,500 maximum is satisfied by the issue of performance rights. 60% of Std LTI is tested against CAGR in EPS over the three years to FY28, with 50% vesting at 13% rising to 100% at 17%. 40% of Std LTI is tested against relative total shareholder return compared to a peer group, with 50% vesting if TSR is at the peer group median rising to 100% at the 75th percentile.
4. Strategic Long-Term Incentive (Strat LTI) of \$1,935,000 target and \$2,418,750 maximum is also satisfied by the issue of performance rights and is subject to at least partial satisfaction of the Std LTI. 50% of Strat LTI is tested against CAGR in custodial Funds Under Administration (FUA) in the HUB24 platform over the three years to FY28, 50% vesting at 14.7% rising to 100% at 18.0% which is equal to FY28 FUA of \$170b and \$185b respectively. 50% of Strat LTI is tested against targets related to achievement of HUB24's strategic plan.

The Fixed Remuneration, STI and Std LTI are in line with the peer group median. If the Strategic LTI is achieved in full the target FY26 MD remuneration would be in the top quartile of the peer group. HUB24's growth and TSR have been remarkable. The Board rightly places significant emphasis on retention of the CEO and KMP and HUB24's remuneration policy reflects that emphasis. The Key Management Personnel remuneration framework is the similar to that of the CEO, although the fixed remuneration varies.

The Strategic LTI is the key incentive mechanism. It has two components, firstly, CAGR in Funds Under Administration (FUA) in the HUB24 platform over the three years to FY28 revenue and, secondly, targets relating to execution of the strategic plan.

The targets in CAGR in FUA in the HUB24 platform over the three years to FY28 for 50% vesting is 14.7% rising to 100% at 18.0% which is equal to FY28 FUA of \$170b and \$185b respectively. The target CAGR rates are lower than the 24% CAGR in the 4 years to FY25 including the slower growing PARS and 34% in FY25 for the HUB24 platform alone. It could be argued that the targets are more demanding than they appear, as they imply sustaining an excellent growth rate for a further three years with relatively limited slowing from the rate of recent years. The withdrawal of major banks from financial planning in the years following the Hayne Royal Commission in 2019 created uniquely favourable conditions for high inflows to HUB24. Nonetheless as HUB24 platform FUA as at 14 August 2025 has already reached \$118.0b, reaching \$170b and \$185b by FY28 implies CAGR of around 15% and 18% respectively.

The targets relating to execution of the strategic plan relate to, among other things, revenue from the software and technology services businesses and customer numbers for the Class, NowInfinity and myprosperity businesses, which is appropriate as performance in these areas has been underwhelming.

During FY25 HUB24 implemented several improvements to its Remuneration framework included;

1. A minimum shareholding requirement was introduced for all Directors and key management personnel (KMP) of 100% of fixed remuneration or annual fees for the MD and NEDs and 50% for KMP. The targets met the requirements as at 30 June 2025.
2. The deferral period for STI was increased from one year to two years.
3. The member listed peer group was improved, including increasing from 11 to 20 members and increasing the role of technology firms.

These improvements built on significant changes in FY24 which included changing the Standard LTI benchmarks from CAGR in FUA and absolute TSR to EPS growth and relative TSR and calculating performance rights based on market value rather than fair value.

All shares granted in relation to performance rights are satisfied by shares purchased on-market.

The ASA believes that a remuneration framework focusing on key staff retention, through providing appropriate incentives, is warranted and supports the remuneration framework adopted by the Board and the ASA will vote all undirected proxies in favour of the resolution. The remarkable performance of the company over recent years demonstrates that the remuneration received has clearly been earned.

Resolution 2: Re-election of Director – Anthony (Tony) McDonald (For)

Tony McDonald is standing for re-election but has flagged his intention to retire when a suitable replacement has been recruited. Mr McDonald has a background in financial planning and has been a Director of HUB24 for over a decade. As noted earlier the retirement will create an opportunity to add technology expertise to the Board.

The ASA supports this proposal and will vote all undirected proxies in favour of the resolution.

Resolution 3: Approval of HUB24 performance rights plan (For)

This resolution seeks approval from shareholders “to continue to issue securities under the HUB24 Performance Rights Plan”. Details of this plan and the reasons for this resolution are given in the Notice of Meeting (Page 20). This is essentially a procedural resolution which enables a continuation of the plans described in Resolution 1. Given the ASA’s support for Resolution 1, it follows that the ASA will vote all undirected proxies in favour of this resolution.

Resolution 4: Increasing the maximum aggregate remuneration for NEDs (For)

It is proposed to increase the total NED fees from \$1.3m to \$1.75m. HUB24 currently has four NEDs which is below the usual number for a company in the ASX100 and inconsistent with the increased scale and complexity of the business. Accordingly, HUB24 intend to add another NED which will also provide scope to add additional technology expertise to the Board. NED fees have also been modestly increased, in line with the peer group median. After allowing for the increase in fees, adding another NED would push the total NED fees above the existing limit of \$1.3m.

The ASA supports this proposal and will vote all undirected proxies in favour of the resolution.

Resolution 5: Approval of issue of Performance Rights to Andrew Alcock (For)

This resolution seeks approval to grant 38,010 Performance Rights to the CEO as part of his FY26 remuneration package covering his LTI award as described in Resolution 1. The grant covers both the Standard LTI and Strategic Execution LTI to a total value of \$4,031,250 as described in the Notice of Meeting (Page 24) and in Appendix 1 of this Voting Intention. The number of rights is determined from dividing this total value by the 40-day trading VWAP of shares during the period straddling the announcement of the company's FY25 results on 19 August 2025, being \$106.06.

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Appendix 1

Remuneration framework detail

CEO rem. Framework for FY26	Target* \$m	% of Total	Max. Opportunity \$m	% of Total
Fixed Remuneration	\$1,075,000	21.5%	\$1,075,000	16.7%
STI - Cash	\$895,833	17.9%	\$1,343,750	20.8%
LTI – Standard	\$1,096,500	21.9%	\$1,612,500	25.0%
LTI – Strategic	\$1,935,000	38.7%	\$2,418,750	37.5%
Total	\$5,002,333	100.0%	\$6,450,000	100%

The amounts in the table above are the amounts that are envisaged in the design of the remuneration plan. *Target remuneration is sometimes called budgeted remuneration and is what the company expects to award the CEO in an ordinary year, with deferred amounts subject to hurdles in subsequent years before vesting. Some remuneration framework set a maximum opportunity amount, but not all.

In the case of the target remuneration in HUB24's CEO remuneration framework for FY26 shown above, HUB24 have calculated the target remuneration based on Mercer's benchmarking process. To increase the comparability of executive remuneration Mercer's benchmarking methodology calculates a Target Remuneration by adjusting the STI and LTI to reflect different performance metrics across peers. These include: (i) Maximum STI is assumed to be 150% of the Target STI; (ii) LTIs with external performance metrics such as RTSR are discounted by 50%; (iii) LTIs with internal performance metrics (i.e all other metrics) such as HUB24's EPS, FUA and execution of strategic plan hurdles) are discounted by 20%; and (iv) LTIs with no performance metrics are not discounted.