



Address by Hugh Humphrey

Chief Executive Officer and Managing Director

Count Limited
2025 Annual General Meeting

Monday, 10 November 2025
At 10:00am (Sydney time)

Contact details

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This address has been authorised for release
to the ASX by the Board of Count Limited.

CEO Address

Thank you Ray, and good morning everyone.

Let me begin by thanking Ray and the Board for their ongoing support throughout the 2025 financial year. At Count, we remain committed to delivering integrated accounting and wealth solutions for our clients, and I am proud to share our progress as we continue to celebrate our 45 years as an Australian made, Australian owned business.

FY25: A year of growth and strategic delivery

FY2025 has been a landmark year for Count. Our refreshed strategic plan, underpinned by four pillars and three enablers, and all wrapped in our enterprise risk management frameworks, has guided us to deliver on our bold ambition: to be the leading provider of integrated accounting and wealth services in Australia. Our dynamic perspective – identifying insights from the past, maximising the present, and planning for the future – continues to set us apart.

We are proud to be an Australian listed company producing strong returns for our shareholders. With a heritage spanning 45 years in operation, we believe we are uniquely placed to provide our shareholders with investment exposure to the attractive financial advice sector, with demand underpinned by an ageing population, increasing wealth and the complexity of investment options.

We delivered strong operational performance alongside quality acquisitions, completing 11 transactions last year and deploying approximately \$11 million in capital. Our organic growth continues to be robust with over \$5.1 billion of funds under management within our Count Investment Solutions as at 1 October 2025. Our M&A strategy remains a key driver of growth, with a strong pipeline of opportunities ahead.

We finalised the Diverger integration and achieved cost synergies of \$5.1 million, a significant increase to our original announcement of targeting \$3 million of cost synergies. Our Equity Partnership average EBITA margin has increased from 21% to 23%. Our Services segment has maintained strong margins at 30%.

Our financial highlights over the period include +67% increase in underlying EBITA growth to \$27.7 million and +89% increase in underlying NPAT attributable to Count shareholders growth to \$10.9 million.

These results reflect not only the successful integration of acquisitions, including Diverger, but also the strength of our underlying business and how well-positioned Count is to capture further growth opportunities across the accounting and wealth sector.

Celebrating our 45 years of operations, we have received multiple industry awards during the period including CoreData 2025 Advice Network of the Year, finalist to the 2025 IMA Award for innovation and the 2025 SMSF Adviser Award – Training & Education Provider of the Year. The industry recognition is evidence of category leadership across our businesses, and provides us with the foundations to pursue operational excellence and deepen our customer-obsessed culture.

Looking ahead: FY26 and beyond

Our Q1 FY2026 trading update showed continued momentum, with unaudited revenue of \$42.3 million (up +12.5% on Q1 FY2025) and unaudited underlying EBITA of \$7.6 million (up +12.7% on Q1 FY2025). Funds under management has grown to \$5.1 billion as at 1 October 2025, having successfully completed the transition of approximately \$890m of the Count Portfolios.

The Q1 FY2026 financial performance reflects higher than expected Equity Partnerships segment revenues due to seasonality, strong market conditions and net inflows for Count Investment Solutions FUM and the impact of prior and current period acquisitions.

Our acquisition pipeline continues to be very healthy with several discussions in progress. To date, we have completed six acquisitions already in FY26. Our net debt to underlying EBITA was at 0.8x as at 30 June 2025, with significant headroom in our debt facilities to support further growth.

Our flywheel business model—integrating accounting and wealth management, deepening client relationships, and improving returns through corporate services—remains central to our strategy.

This tightly integrated model is critical to our success and will create superior returns, particularly with a strong wealth focus in the context of underlying intergenerational wealth transfer megatrend and the growing demand for financial planning.

We are committed to driving further growth in Equity Partnerships particularly in increasing our wealth revenues within the segment, expanding our investment solutions, and enhancing our platform of services, including AFSL, education, IT managed services, and outsourcing.

In closing

As we celebrate 45 years of operations, I want to thank our Board, our executive team and all Count Group employees for their dedication and contribution to another successful year. I also thank our shareholders for your ongoing support and confidence in our business.

Our disciplined execution against clear strategic priorities has positioned Count as a leader in the Australian financial services landscape. With strong industry tailwinds and a robust growth pipeline, we are well placed to continue delivering value for our clients, partners, and shareholders.

Thank you, and before I hand back to our Chair, I invite any questions from shareholders regarding this address.

Hugh Humphrey

Chief Executive Officer and Managing Director