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# AGM

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Group Chief Executive Officer

6 NOVEMBER 2025

# FY 2025 Financial Highlights

A good year



Revenue<sup>1</sup>

**\$363.5m**

↑ +1% on pcp



EBITDA to shareholders<sup>2</sup>

**\$38.4m**

↑ +4% on pcp



EPSA<sup>2</sup>

**12.00 cps**

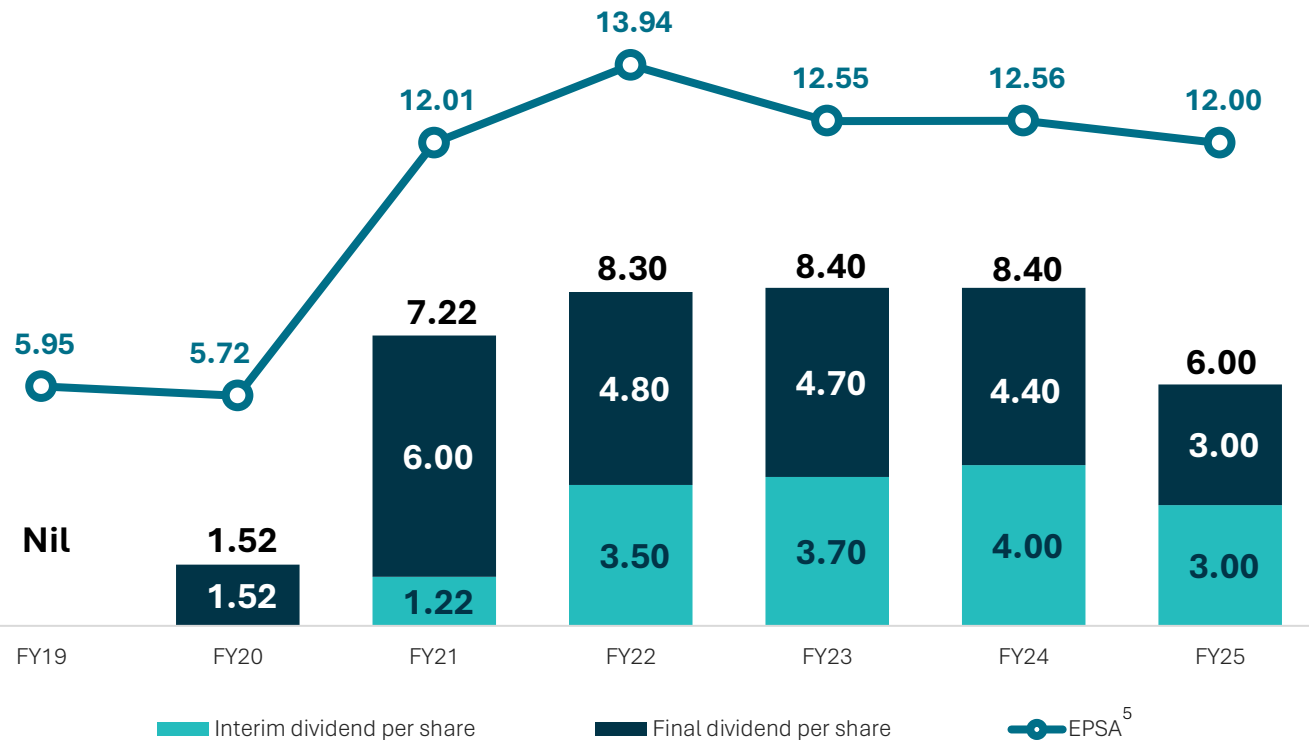
↓ -4% on pcp

1. Underlying revenue excludes interest income (FY25 \$4.2m, FY24 \$3.4m). Prior comparative information has been adjusted to conform with reclassifications between Revenue and other profit and loss line items affecting the current year presentation.  
2. Underlying basis attributable to shareholders. Excludes profit on sales of assets (FY25 \$3.6m, FY24 \$0.1m after tax), impairment charge (FY25 \$nil, FY24 \$4.3m after tax), share-based payment expense in relation to share options issuance to non-executive directors (FY25 \$2.4m, FY24 \$nil after tax), transaction costs (FY25 \$nil, FY24 \$0.1m after tax) and COG's 21.45% and 19.89% proportionate share of Eartypay Limited and Centrepoint Alliance Limited's (i) amortisation of acquired intangibles (FY25 \$0.5m, FY24 \$0.2m after tax), (ii) redundancy and restructuring costs (FY25 \$nil, FY24 \$0.1m after tax), (iii) transaction costs (FY25 \$0.2m, FY24 \$nil after tax) and (iv) the release of contingent consideration for the acquisition of FAM by CAF (FY25 \$0.2m, FY24 \$nil after tax)

# Dividends and EPSA

Solid EPSA yield

Cents per share



Final Dividend declared of

**3.0 cps<sup>1</sup>** (FY24: 4.4 cps<sup>1</sup>)



Payout ratio of

**50.6%<sup>2</sup>** (F24: 67.7%<sup>2</sup>)



Dividend yield of

**3.8%<sup>3</sup>**



Dividend yield grossed up for franking benefit of

**5.4%<sup>4</sup>**

1. Dividends are fully franked  
 2. Total dividends divided by NPATA  
 3. FY25 total dividends divided by the COG closing share price at 30 June 2025  
 4. FY25 total dividends (grossed up by 30%) divided by the COG closing share price at 30 June 2025  
 5. Earnings per share adjusted for the amortisation of acquired intangible and calculated using the Weighted Average Number of Outstanding Shares for each FY

# FY 2025 Financial Highlights



**Strong growth from our Novated Leasing segment continues.**



Our primary sectors, infrastructure and construction, within **the Finance Broking & Aggregation segment have continued to perform well in FY 2025, with Net Assets Financed of \$8.4bn** despite the end of the instant tax write-off incentive (June 2024).



During 2H 25, **we have divested from our non-core investments in Earlpay Limited ('EPY')'s 21.45% and Centrepont Alliance Limited ('CAF')'s 19.89%** as we focus on our core operating segments.



**Underlying performance<sup>1</sup> was up 4% on PCP after allowing for the diminished contribution of COG's TL Commercial lease business (in run-off).** NPATA to shareholders is \$24.0m (FY24: \$24.2m), 1% down on PCP. EPSA is 12.00cps (FY24: 12.56cps).

<sup>1</sup> Underlying net profit after tax to shareholders and before amortisation of acquired intangibles.

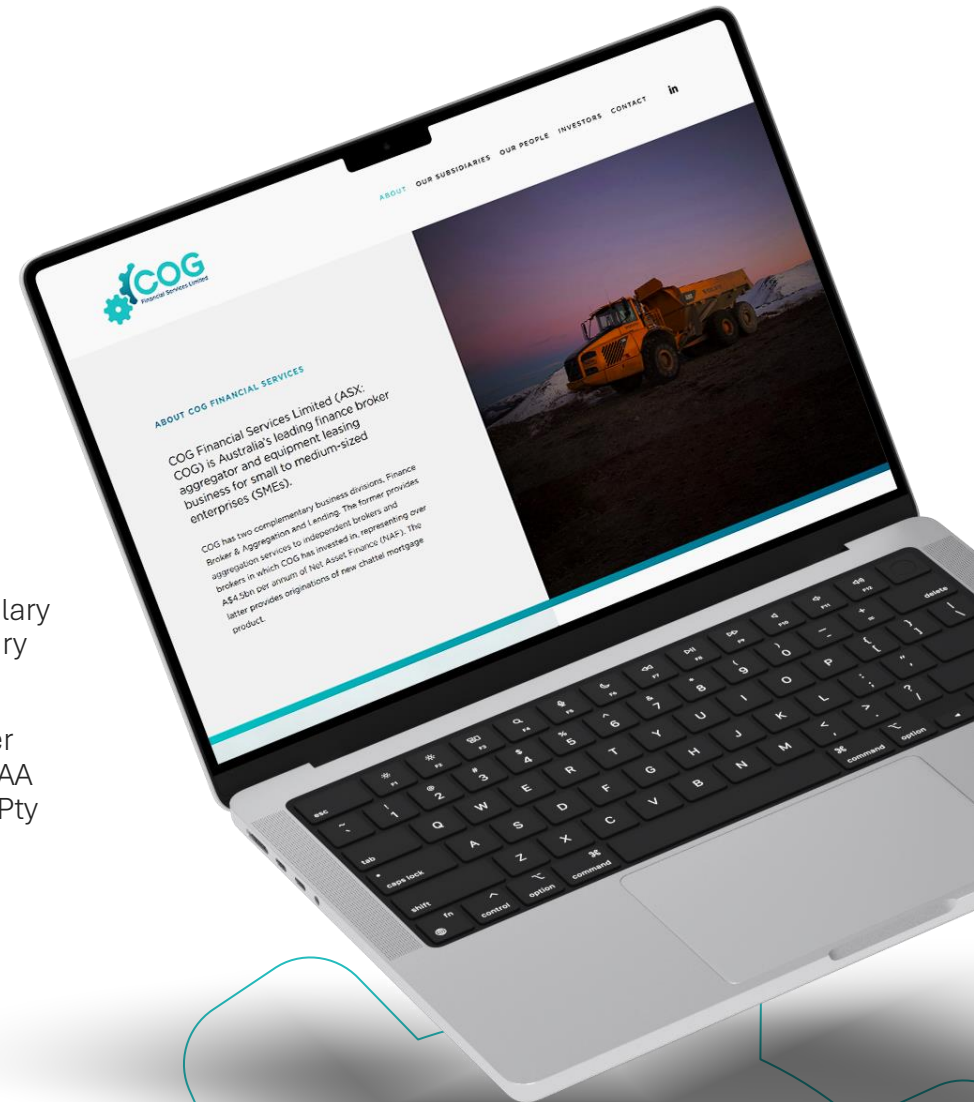


**Continued execution of our acquisition strategy, where targets can be secured at the right price. Acquisitions since 1 July 2024 were made for an amount of \$15.1m, with the major acquisitions including:**

- An additional 5% equity interest in QPF, effective 1 July 2024.
- 100% of the salary packaging business known as Community Salary Packaging through COG's subsidiary Paywise, effective 11 July 2024.
- 70% of the business and consumer lending finance broker known as AAA Finance and Insurance (Australia) Pty Ltd, effective 1 May 2025.



We declared a final dividend of 3.0 cents in relation to the year ended 30 June 2025.



# Solid Volumes

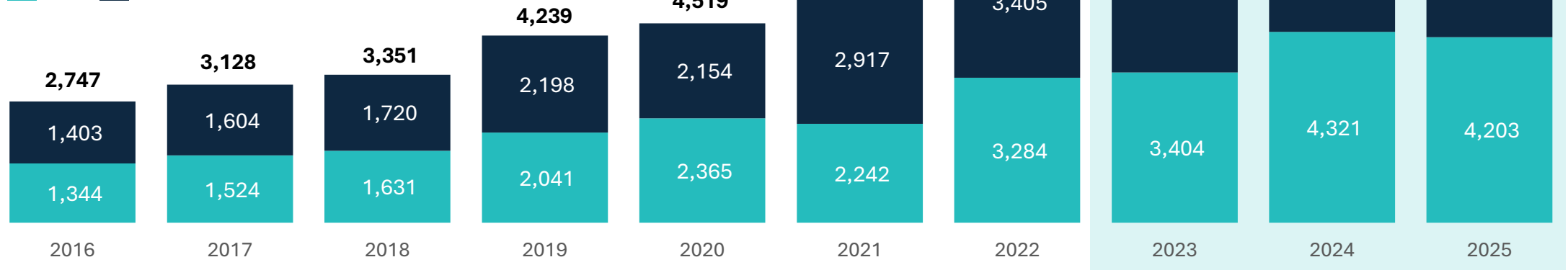
Despite losing instant tax asset write-off that ended in FY 24

(in \$ millions)

## \$8.4bn

net assets financed  
in FY 2025

■ 1H ■ 2H



1. Calculated as the Compound Annual Growth Rate (CAGR) for the last 3 financial years

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# COG FY 2026

Two Core Profit drivers

## Broking & Aggregation



Aggregation

Core Broking

Peer to Peer

## Salary Packaging / Novated leasing



### Growth in the core segments is solid

- ✓ Market grows at GPD plus asset price inflation
- ✓ Year to year more variable.

### Acquisition Opportunities:

- ✓ Internal – Equity-One

- ✓ Expect continued growth from organic opportunities

### Acquisition Opportunities:

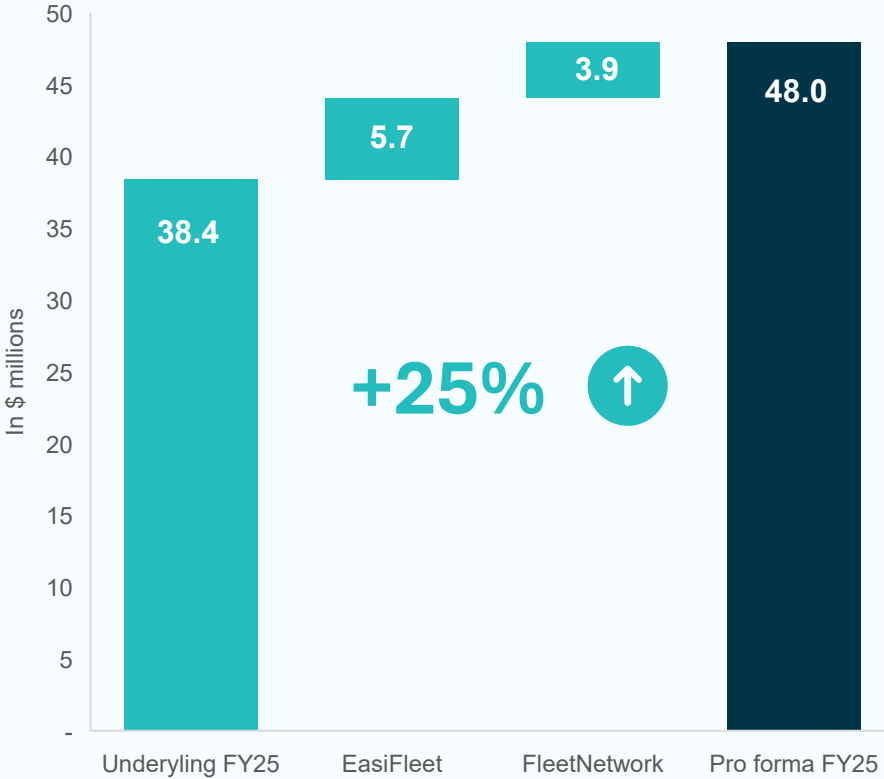
- ✓ Internal - Fleet Network (completed Oct 25)
- ✓ Externally - Focused on salary packaging



# Salary Packaging – the momentum continues

## Acquisitions

### COG Group's EBITDA to shareholders<sup>1,2</sup>



## Organically

### Recent significant client wins<sup>3</sup>

- 18 tender wins
- 4 as panel members
- In total providing access to over 88,000 staff

1. Assuming that EasiFleet is owned by COG for entirety of FY25  
2. Assuming ownership of an additional 14.08% in Fleet Network by COG for the entirety of FY25.  
3. Clients with more than 500 employees

# Looking forward

First quarter trading results in line with budget



The Group's Novated segment continues to deliver outstanding results. We expect ongoing organic growth as we continue to capture opportunities driving uptake with current partners, assisted by current government incentives on electric vehicles.



COG is continuing to invest in key operational areas of its business particularly in functional improvements within the broker aggregation space and on cyber security.



Insurance Broking will be an area of increased focus.



COG will continue to remain active in the identification of strategic acquisitions (at the right price) to add to the organic trajectory of our business segments.



COG expects to continue to pay a fully franked dividend.



Broking & Aggregation and Salary Packaging are exciting and developing sections of the Australia economy.





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