

2025 Full Year Results

Scott Wharton
Managing Director and CEO

Jason King
Chief Financial Officer



Personal use only

Acknowledgement of Country

Smartgroup acknowledges the Custodians of Country throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past and present and thank them for their ongoing custodianship of this land and community.

Artist Statement

Co-existing with Mother Earth from the first days of understanding of kinship and the importance of caring for Country. Preparing for the future and prospering by putting country first which started through gatherings of our ancient ancestors which continues through time to this day, Country has always been an important part of First Peoples of Australia cultures.

Country has sustained us, revitalised, and rejuvenated our mind, body, and spirit for many millennia. And by putting Country first it will continue to do so. It has been our most important commandment handed to us down throughout the generations through loving careful instructions. A nourishing thought for the ages of our continuous culture on this ancient landscape.

Narrative written by Jade Kennedy of the Tatti-Tatti/ WadiWadi/Muddi-Muddi - West Kulin Nation and Wajak/Kaardjin - Noongar Nation.



Kengatha-nak-thangi Grow Mother Country

ersonal use only

- 01 — 2025 Full Year Highlights
- 02 — Strategic Priorities Update
- 03 — 2025 Full Year Performance
- 04 — Summary and Outlook

01 — 2025 Full Year Highlights

ersonal use only



2025 Financial Highlights


Revenue
\$329.3m
+8%
v pcp


EBITDA
\$135.3m
+14%
v pcp


NPATA¹
\$80.2m
+11%
v pcp


Return on Equity²
30%
+1ppt
v pcp


EBITDA Margin
41%
+2ppt
v pcp


Total Dividends³
53cps
+9%
v pcp

2025 Operational Highlights



Customer Growth

- 491,000 active customers at December, +46,000 v pcp (up 10%)
- 85,300 novated leases under management, +11,000 v pcp (up 15%)
- 35,200 fleet-managed vehicles, +2,900 v pcp (up 9%)



Novated Leasing

- +7% growth in leasing settlements v pcp
- BEV new vehicle orders grew 49% v pcp
- ICE new vehicle orders grew 4% v pcp
- Yield was stable in 2025
- Digital distribution channels driving growth



Strategic Priorities

- Delivered 16%¹ improvement in customers per operations FTE v pcp
- Expanded fleet funding offering with external funding provider
- New strategic partnerships, including BMW Financial Services and Volkswagen Financial Services Australia



Sustainability

- ESG risk rating of 11.1, ranked 96th percentile globally by Sustainalytics
- 85th percentile in S&P Global Corporate Sustainability Assessment for 2025
- Recognised by Diversity Council Australia as an Inclusive Employer for 2025-2026, a citation held since 2019
- Launched our Sustainability Strategy 2028: An Empowered Future

Investment proposition



Industry leading digital platform

- Continued investment in capability and technology
- Market leading scale
- Demonstrated improvements in operating efficiency and superior customer experience

1,645¹ customers / operations FTE
(up 16% on pcp)

Large addressable market with high client retention

- Large existing customer base
- Long-term client contracts in attractive and growing segments
- Strong tailwinds: EV incentives, population growth, resilience through the cycle

~2.5m
potential customers in existing client base

Attractive financial profile

- Strong organic growth profile
- Significant recurring revenue from client base
- Improving margins supported by scalable business model

14%
revenue² CAGR (3y)

41%
EBITDA margin in 2025

Capital light business model

- Strong cash flow conversion
- Flexible balance sheet with minimal residual value exposure
- Consistent returns to shareholders

122%
cash conversion as % of NPATA

0.3x
net debt / EBITDA³

Leading player with diversified exposure

- Positioned as #1 in salary packaging and novated leasing⁵
- Broad product offering including exposure to fleet
- Diversified customer base delivering resilient growth

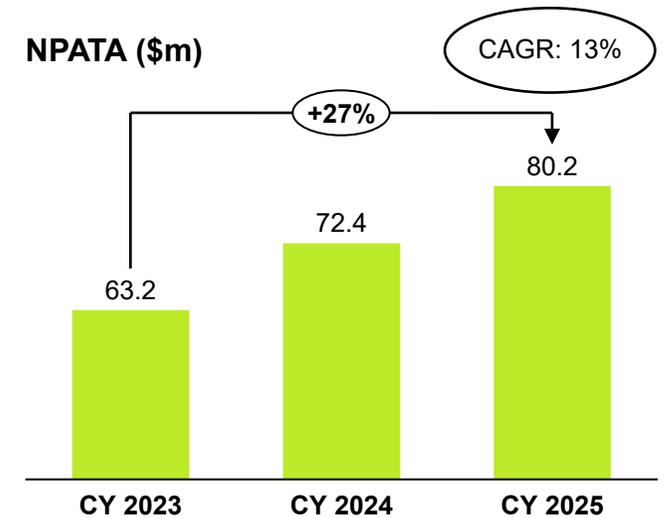
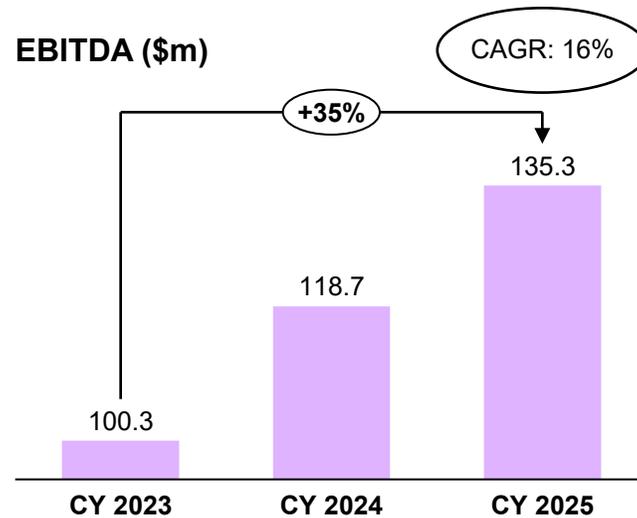
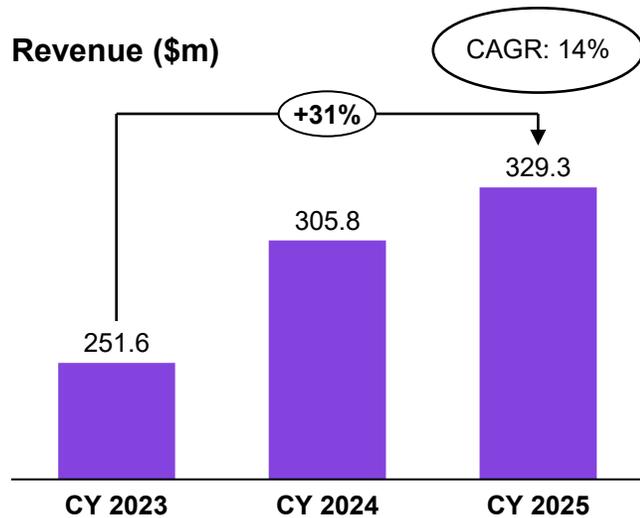
584,000
LTM salary packaging customers⁴

85,300
novated leases under management

1. 2025 average active salary packages / average salary packaging operations FTE (inc temps).
 2. 2022 Gross Revenue was \$224.7m compared to \$329.3m in 2025.
 3. (Corporate debt – cash) / LTM EBITDA.
 4. Includes customers that maximise FBT caps before December each year, then restart at the start of the next FBT year.
 5. Based on publicly available customer numbers.

Disciplined execution

Consistent delivery of strong financial performance since launch of Strategic Priorities



02 — Strategic Priorities Update

ersonal use only



Our Strategic Priorities and focus

Our ambition

Smarter Benefits for a Smarter Tomorrow

Simplifying benefits and adding value to our clients and customers, while enabling businesses to attract and retain great teams as we build a more sustainable Australia.

Our focus

Smarter Experiences

Market-leading customer experience, helping customers and employers work with us how and when they want

Smarter Products

Simple and innovative products and services to help customers do more and save more

Working Smarter

Simple and scalable operations, with improved capability that puts the customer first

Our Strategic Priorities

Customer-focused, digital and efficient salary packaging offering

Leadership in Novated Leasing via EVs

Innovation of propositions to meet growing customer needs

Targeted investment in fleet capabilities

- Digitise operations and enhance self-service to delight clients and customers
- Simplify and consolidate the core technologies and drive scale benefits including moving to a single brand
- Maintain a market-leading proposition for EVs through sustained digital investment
- Accelerate our digital sales engine
- Expand our novated leasing offering to meet a broader set of needs
- Scale our benefits program
- Continue to support client demand for tailored products
- Increase capability via expanded fleet funding offerings

Strategic roadmap

Feb 24 Announced Strategic Priorities

2024

2025

2026

2027

2028+

Realise scale benefits – targeting mid-40s EBITDA margin during the year

Phase 1: Focus on growth and demand generation through digital marketing, improved digital assets and excellent customer experience

Phase 2: Focus on building a scalable platform, removal of duplication and cost efficiencies through brand alignment, technology modernisation, automation, and AI

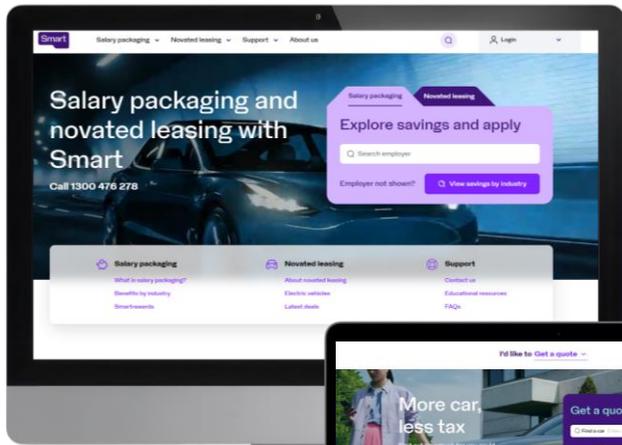
Phase 3: Focus on innovation of propositions with more benefits and new products

Phase 1: Our digital investments

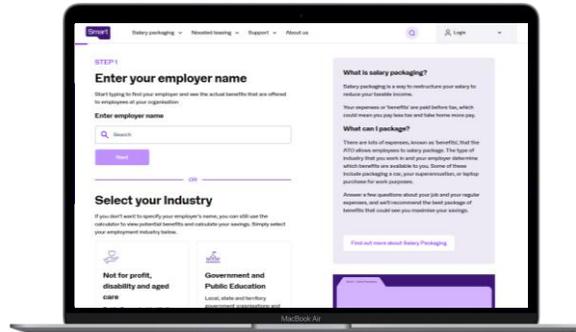
Delivered in CY24 and CY25

CY26

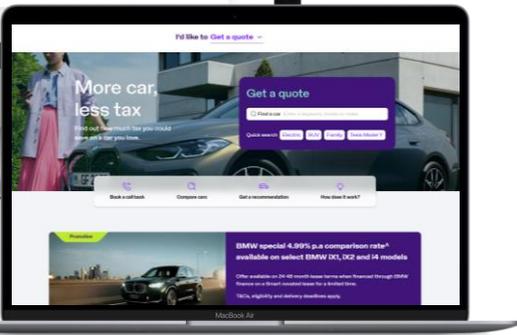
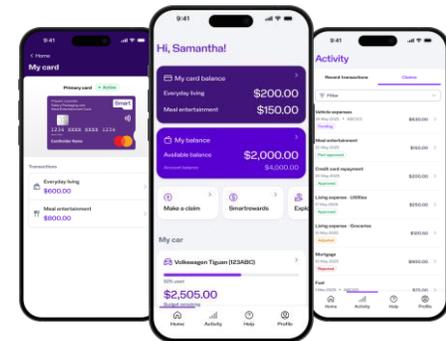
New digital home smart.com.au



New digital packaging journey

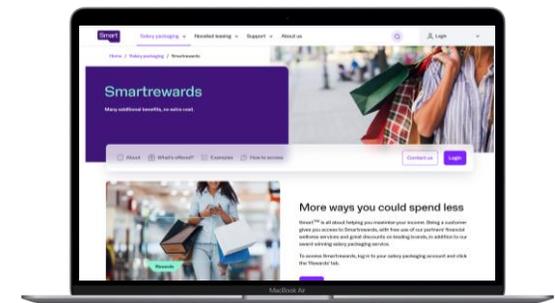


New App



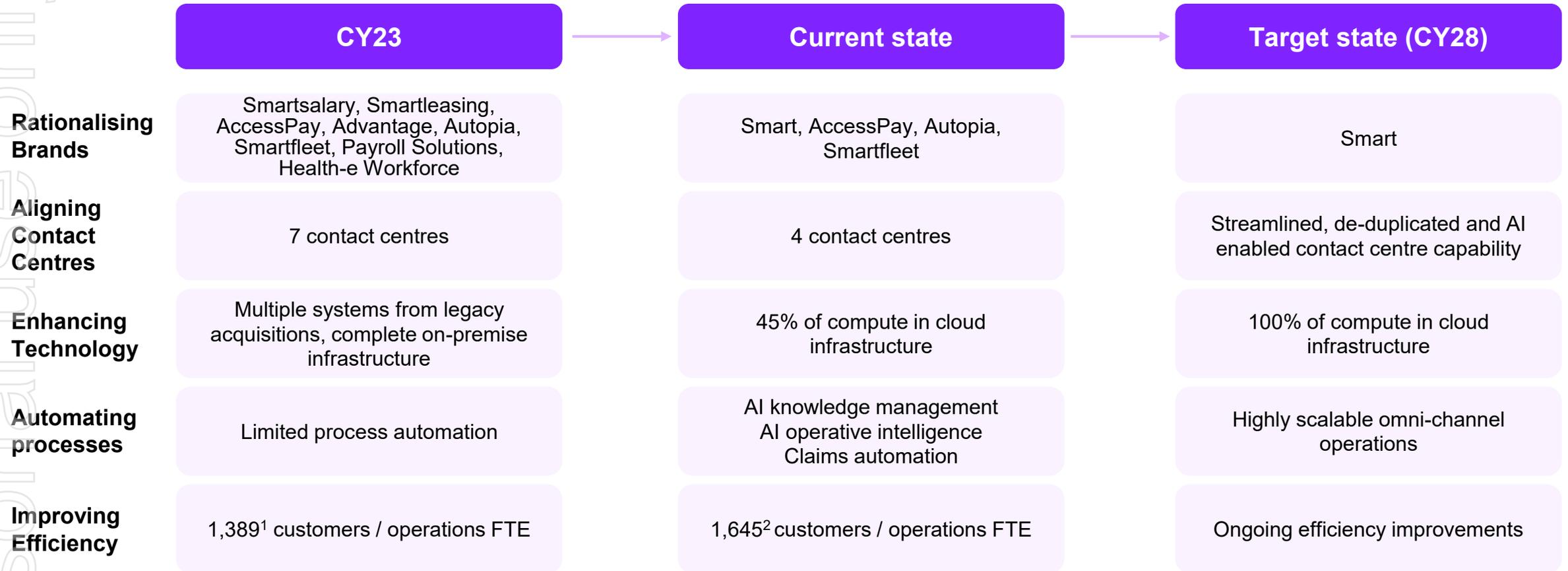
Enhanced Car Leasing Portal

Enhanced rewards platform



Personal use only

Phase 2: Our scalable platform



Delivering Smarter benefits for a Smarter tomorrow

Disciplined execution of Strategic Priorities in 2025

Customer-focused, digital and efficient salary packaging offering

- Launched new digital salary packaging sign-up journey
- Delivered ~16%¹ customers / operations FTE v 2024
- smart.com.au, new digital home, attracted ~3m total users since launch in late 2024
- Embedded AI-driven sentiment analysis across customer interactions as part of business-as-usual operations
- Further alignment across brands, systems and operations

Leadership in Novated Leasing via EVs

- Increased number of settlements by 7% in 2025 v pcp
- Grew BEV and ICE new car orders by 49% and 4% v pcp respectively
- Delivered tailored solutions for SME clients through Autopia
- Continued improvements to enhance our car leasing portal to support novated leasing at scale
- Developed new portal to support novated leasing distribution partners

Innovation of propositions to meet growing customer needs

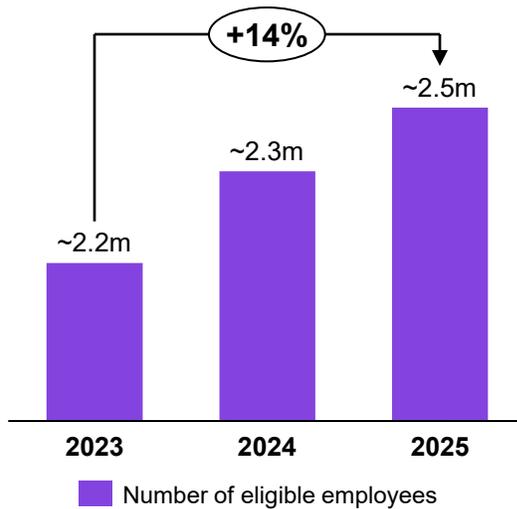
- Operationalised Intellihub's Enreal, offering solar, battery, and energy optimisation solutions
- Delivered new strategic partnerships, including BMW Financial Services
- Launched mortgage referral offering with Finspo
- Partnered with Karmo to deliver flexible novated leasing subscription
- Introduced financial advice and accounting referral offering with Count

Targeted investment in fleet capabilities

- Increased vehicles under management by 9% in 2025 v pcp
- Onboarded an external funding provider for fleet, Volkswagen Financial Services Australia, with encouraging early feedback from clients
- Delivered operational improvements for our clients
- Expanded the fleet team to build capability and support growth

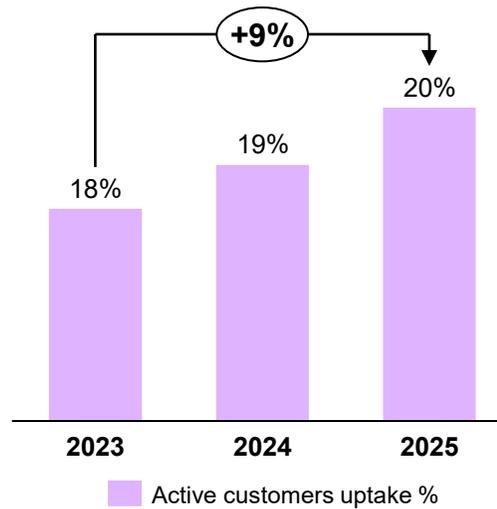
Growing customer relationships and scalability

Increase in eligible customer base¹ since announcing Strategic Priorities



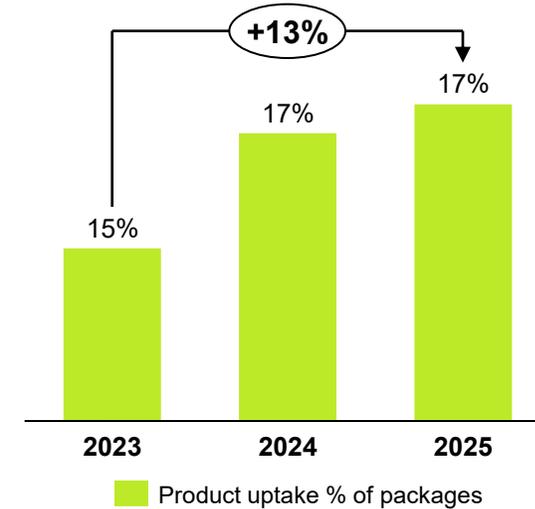
- Focus on increasing eligible customer numbers to leverage the scale of our platform

Relative improvement in customer uptake² since announcing Strategic Priorities



- Focus on the organic opportunity to expand uptake into our existing client base

Relative improvement in product uptake since announcing Strategic Priorities



- Focus on expanding our products and services to better meet customer needs and increase retention

ersonal use only

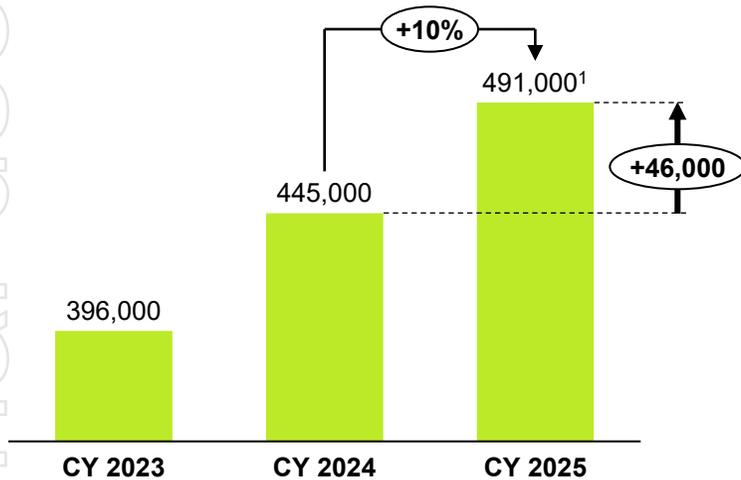
03 — 2025 Full Year Performance



ersonal use only

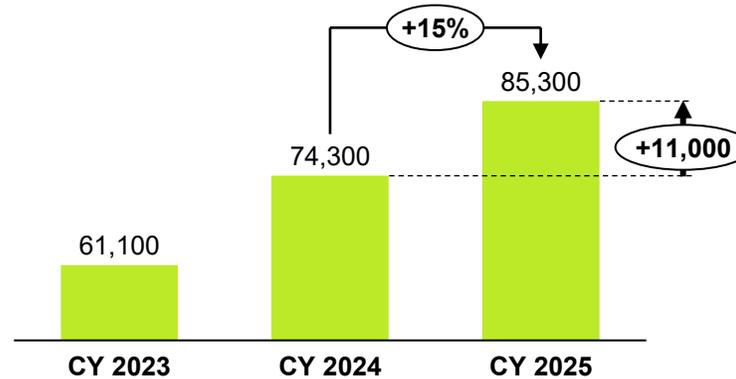
Record customer numbers across all key product lines

Active salary packages



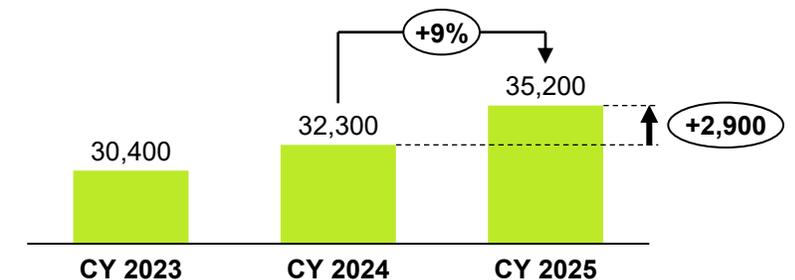
- Onboarding of new clients and increased uptake in existing clients

Novated leases under management



- Strong settlement levels and vehicle supply have seen continued growth in novated leases under management

Fleet managed vehicles



- Improved client relationship management and business development activities

1. In the last 12 months, Smartgroup provided salary packaging services to 584,000 customers. Includes customers that maximise FBT caps before December each year, then restart at the start of the next FBT year.

Resilient leasing demand and yield sustained

	H1 2025 v H2 2024	H2 2025 v H1 2025	H2 2025 v pcp	CY 2025 v pcp
Volume				
New lease vehicle orders ¹	+10%	-2%	+8%	+13%
Total settlement volume ²	+3%	+4%	+7%	+7%
- New lease vehicle settlement ¹	+6%	+4%	+10%	+11%
- Refinance vehicle settlement	-7%	-1%	-8%	-8%
Yield	-3%	+5%	+2%	0%
	H2 2024	H1 2025	H2 2025	CY 2025
Pipeline	\$12.0m	\$13.0m	\$9.8m	\$9.8m
Delivery timeframe ³	45 days	39 days	31 days	35 days
New vehicles % of total orders ¹	82%	84%	85%	84%

Strong customer demand

- Continued customer interest in novated leasing
- Enhanced marketing activities across multiple channels and ongoing customer education

Volume

- The amount of pipeline unwind reduced in 2025 relative to 2024. The growth rate in new lease vehicle settlements in 2025 reflects this higher base

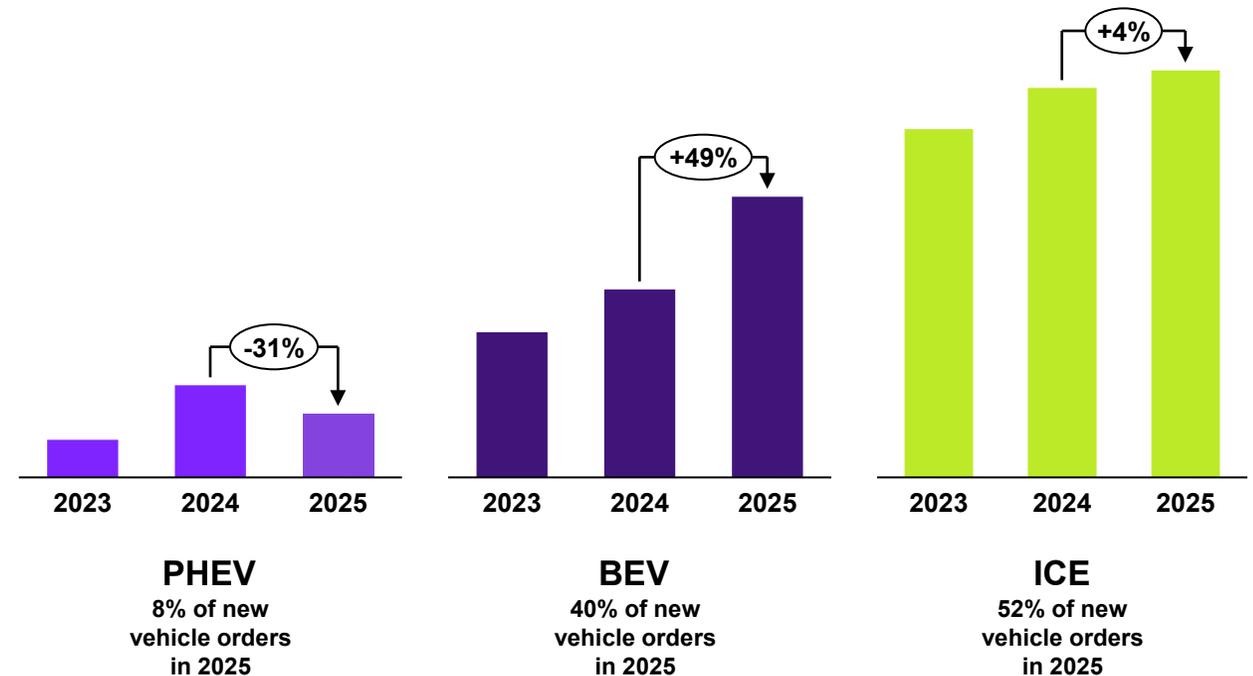
Yield focus

- Yield stable v 2024
- Ongoing focus on yield management

Momentum Continues: EV and ICE new orders rising

- Availability of EVs remains good, with new models expected throughout the year
- From 1st April 2025, the Discount Policy ceased applying to PHEVs
- The decline in PHEV demand has been offset by demand for BEVs. BEV new vehicle orders increased +49% vs pcp, while PHEV new vehicle orders declined -31% vs pcp
- ICE new vehicle orders grew 4% vs pcp
- In 2025, ICE, BEV and PHEV vehicles were 52%, 40% and 8% of new car lease orders, respectively

New-vehicle orders growth (PHEV, BEV, ICE)



Strong earnings growth, from sustained revenue uplift

- Revenue growth driven by novated leasing and new clients
- Reduced product costs from lower average product attachment in H1 2025 and improved supplier pricing
- Staff expenses increased as a result of investments in resourcing to deliver Strategic Priorities, and wage inflation
- Other expenses were driven by marketing investment, and expenses relating to technology investments
- EBITDA margin at 41%, up 2ppt v pcp
- NPATA grew 11% to \$80.2 million v pcp

\$m	CY 2025 ¹	CY 2024	Change %
Revenue	329.3	305.8	8%
Product costs (cost of sales)	(11.3)	(13.9)	(19%)
Net revenue	318.0	291.9	9%
Staff expenses	(127.8)	(124.1)	3%
Other expenses	(54.9)	(49.1)	12%
Total operating expenses	(182.7)	(173.2)	5%
Operating EBITDA	135.3	118.7	14%
Operating EBITDA margin	41%	39%	+2ppt
Net finance costs	(4.1)	(3.4)	20%
Depreciation	(7.6)	(6.6)	15%
Amortisation	(7.5)	(4.2)	80%
Joint venture contribution	-	0.2	Nm
Tax expense	(36.0)	(32.3)	11%
NPATA²	80.2	72.4	11%

1. A reconciliation of the statutory accounts to adjusted earnings is contained in the Appendix.
2. NPATA is net profit after tax, adjusted to exclude significant non-operating items (tax-effected).

High cash conversion at 122% of NPATA

- Full year receipts grew in line with revenue
- CY25 technology capex \$12.6m in line with guidance
- CY26 technology capex expected to be ~\$11-13m
- Expanding fleet funding offering by onboarding an external funding provider

\$m	CY 2025 ¹	CY 2024	Change %
Receipts from customers (inc GST)	388.3	352.5	10%
Payments to suppliers and employees (inc GST)	(263.2)	(243.9)	8%
Interest received from operations	7.5	7.3	3%
Interest paid	(4.9)	(5.0)	(1%)
Interest paid on lease liabilities	(0.5)	(0.5)	1%
Income taxes paid	(29.4)	(32.3)	(9%)
Net cash from operating activities	97.8	78.1	25%
<i>As a % of NPATA</i>	<i>122%</i>	<i>108%</i>	
Capitalised IT development costs	(12.6)	(12.0)	5%
Payments for funding of motor vehicles	(10.6)	(9.8)	8%
Other PP&E capex	(3.0)	(1.4)	(113%)

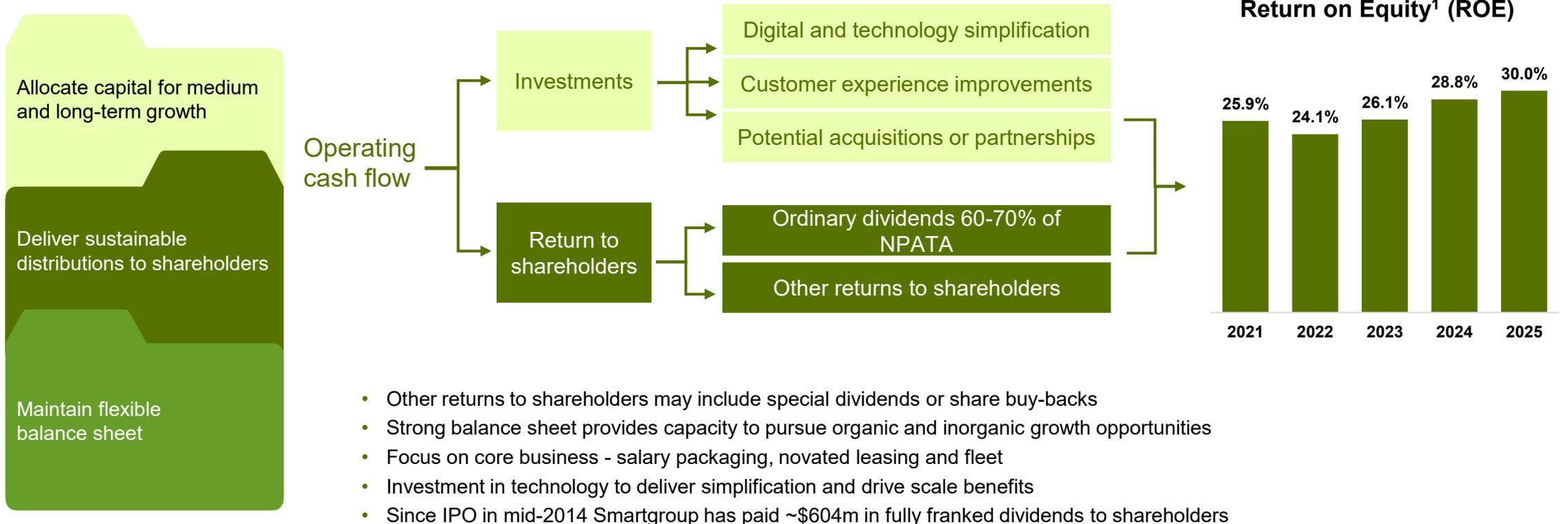
Strong and flexible balance sheet with 0.3x leverage

- Low leverage and high cash generation support future investment opportunities
- Decrease in net debt position from higher cash inflows driven by strong EBITDA performance and favourable timing of working capital movements

\$m	31 Dec 2025	31 Dec 2024
<i>Cash</i>	43.4	34.6
<i>Other current assets¹</i>	309.4	285.5
Current assets	352.8	320.1
Non-current assets	355.7	333.2
Total assets	708.5	653.4
Current liabilities ¹	342.9	313.2
<i>Borrowings</i>	80.7	79.2
<i>Other non-current liabilities</i>	7.8	2.7
Non-current liabilities	88.5	81.9
Total liabilities	431.4	395.1
Net assets	277.1	258.3
Net corporate debt²	38.1	45.4
Net corporate debt/last 12 months EBITDA	0.3	0.4

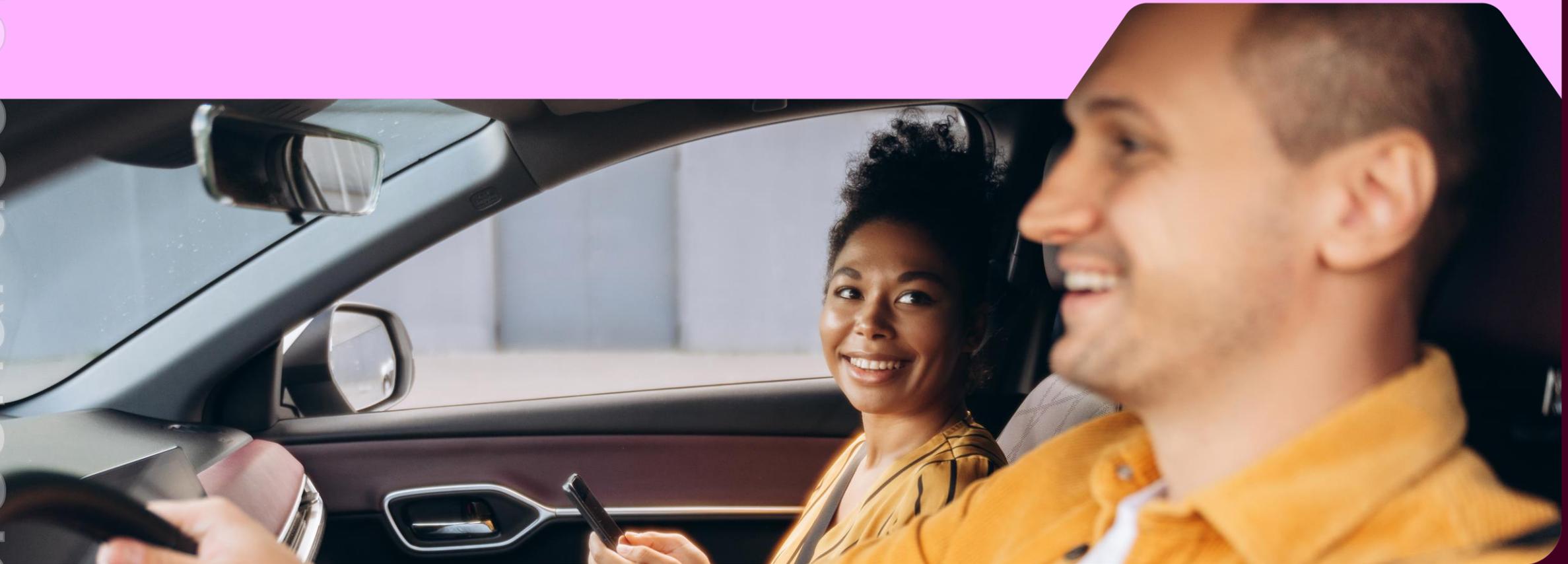
1. Includes restricted cash of \$269.3m (31 December 2024: \$245.1m). This is entirely offset by salary packaging liability.
2. Excludes capitalised borrowing costs of \$0.8m (31 December 2024: \$0.8m).

Disciplined approach to maximising shareholder returns



04 — Summary and Outlook

ersonal use only



2025 Summary



Revenue

\$329.3m

+8%
v pcp



Salary Packages
+46,000

v pcp
from existing clients
and client wins



NL volume

7%

v pcp
growth in
leasing settlements



Conversion

122%

of NPATA
operating cash flow
conversion



NPATA¹

\$80.2m

+11%
v pcp



Leases

+11,000

v pcp
Novated Leases under
management



CY25 dividends

53 cps

+9%
v pcp
fully franked²



Strong
progress on
Strategic
Priorities

Outlook

CY 2026

- Supportive environment for further growth - demand for novated leasing remains robust – January 2026 new lease vehicle orders and settlements increased on pcip
- January yield increased on pcip
- Continuing to build novated leasing distribution partnerships to drive growth
- Competitive environment across all product lines
- Scheduled review of the Electric Car Discount Policy is underway
- ~\$11-13m expected software capex spend in 2026

Medium-term (2027+)

- Based on current market conditions, we are targeting mid-40s EBITDA margin during 2027
- Post 2027, with sustained investment, there are opportunities to further elevate business performance

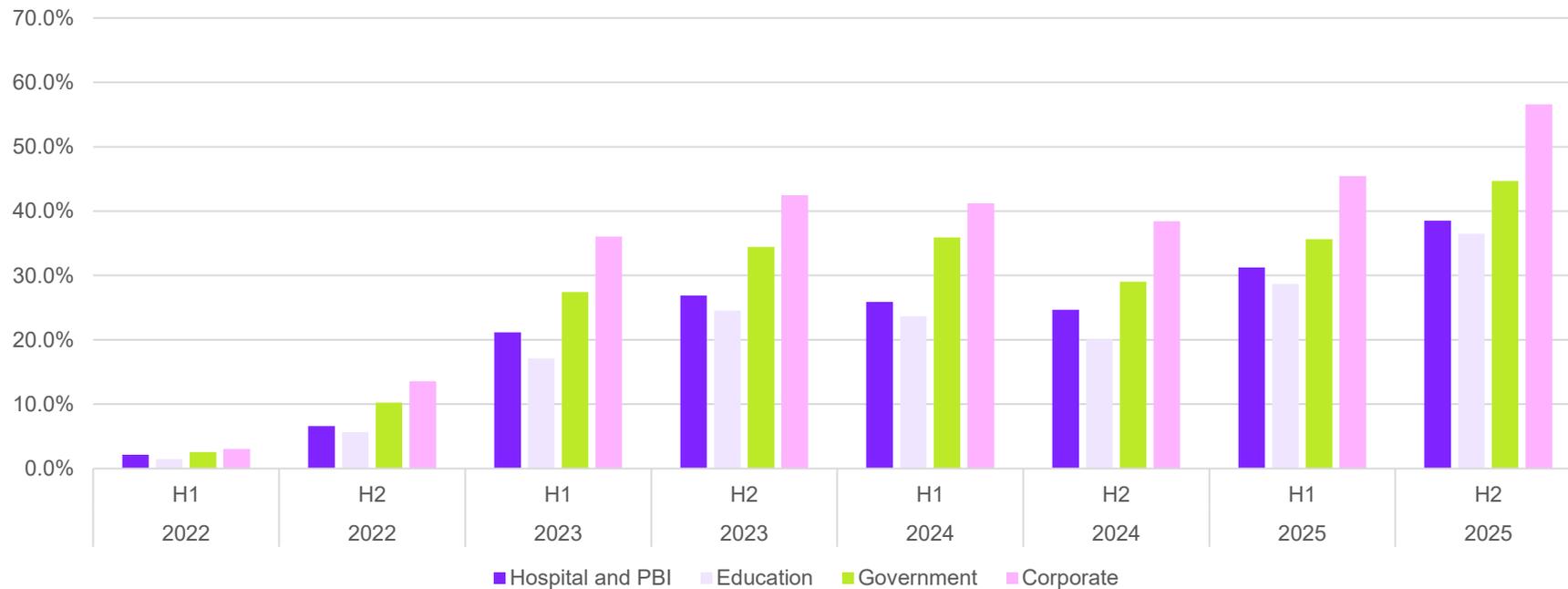


05 — Appendix

ersonal use only

BEV orders continue to grow across all segments

BEV¹% of new car orders
(excludes used and refinanced)



1. Includes BEVs below the luxury car tax threshold of \$91,387.

Reconciliation of earnings to statutory financial statements

\$m	CY 2025	CY 2024
Net revenue	318.0	291.9
Operating EBITDA	135.3	118.7
One-off costs	-	(0.5)
Segment results	135.3	118.2
Net finance costs	(4.1)	(3.4)
Depreciation expense	(7.6)	(6.6)
Amortisation expense	(7.5)	(4.2)
Gain on sale of businesses	-	3.7
PBT (statutory)	116.1	107.7
Income tax expense	(36.7)	(32.1)
NPAT (statutory)	79.4	75.6
Addback: after tax impact of disposals	0.8	(3.2)
NPATA	80.2	72.4
Shares on issue (millions)	135.6	133.9
NPATA per share (cps)	59.1	54.1

Balance sheet

\$m	31 Dec 2025 statutory	31 Dec 2024 statutory
Cash	43.4	34.6
Restricted cash	269.3	245.1
Trade and other current assets	40.1	40.4
Current assets	352.8	320.1
Property and equipment	4.4	2.7
Smartgroup funded vehicles	22.9	18.4
Right-of-use assets – other	10.3	2.5
Intangible assets	303.2	298.1
Other non-current assets	14.9	11.6
Non-current assets	355.7	333.2
Total assets	708.5	653.4
Trade and other payables	37.4	39.7
Customer salary packaging liabilities	269.3	245.1
Lease liabilities	8.7	2.1
Provisions and other liabilities	35.3	29.0
Non-current interest-bearing loans	80.7	79.2
Total liabilities	431.4	395.1
Net assets	277.1	258.3
Issued capital	264.9	264.1
Retained earnings & reserves	12.2	(5.8)
Total capital	277.1	258.3
Net corporate debt	38.1	45.4
Net corporate debt / LTM EBITDA	0.3	0.4

Important notice and disclaimer

Disclaimer

This presentation has been prepared by Smartgroup Corporation Ltd (ACN 126 266 831) (“Smartgroup”) and is general background information about Smartgroup’s activities current as at the date of this presentation. The information is given in summary form and does not purport to be complete.

To the extent that certain statements contained in this presentation may constitute “forward-looking statements” or statements about “future matters”, the information reflects Smartgroup’s intent, belief or expectations at the date of this presentation. Smartgroup gives no undertaking to update this information over time (subject to legal or regulatory requirements). Any forward-looking statements, including projections, guidance on future revenues, earnings and estimates, are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause Smartgroup’s actual results, performance or achievements to differ materially from any future results, performance or achievements expressed or implied by these forward-looking statements. Any forward-looking statements, opinions and estimates in this presentation are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends, which are based on interpretations of current market conditions. Neither Smartgroup, nor any other person, gives any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward-looking statements in this presentation will actually occur. Past performance is no guarantee of future performance.

No representation or warranty, express or implied, is made as to the accuracy, adequacy or reliability of any statements, estimates or opinions or other information contained in this presentation. To the maximum extent permitted by law, Smartgroup, its subsidiaries and their respective directors, officers, employees and agents disclaim all liability and responsibility for any direct or indirect loss or damage which may be suffered by any recipient through use of or reliance on anything contained in or omitted from this presentation. No recommendation is made as to how investors should make an investment decision. Investors must rely on their own examination of Smartgroup, including the merits and risks involved. Investors should consult with their own professional advisors in connection with any acquisition of securities.

Non-International Financial Reporting Standards (Non-IFRS) information

This presentation presents financial information on both a statutory basis (prepared in accordance with Australian accounting standards which comply with International Financial Reporting Standards (IFRS) and non-IFRS basis.

Investor contact

Aline van Deventer
ir@smartgroup.com.au
0423 553 434



ersonal use only