Equity Trustees

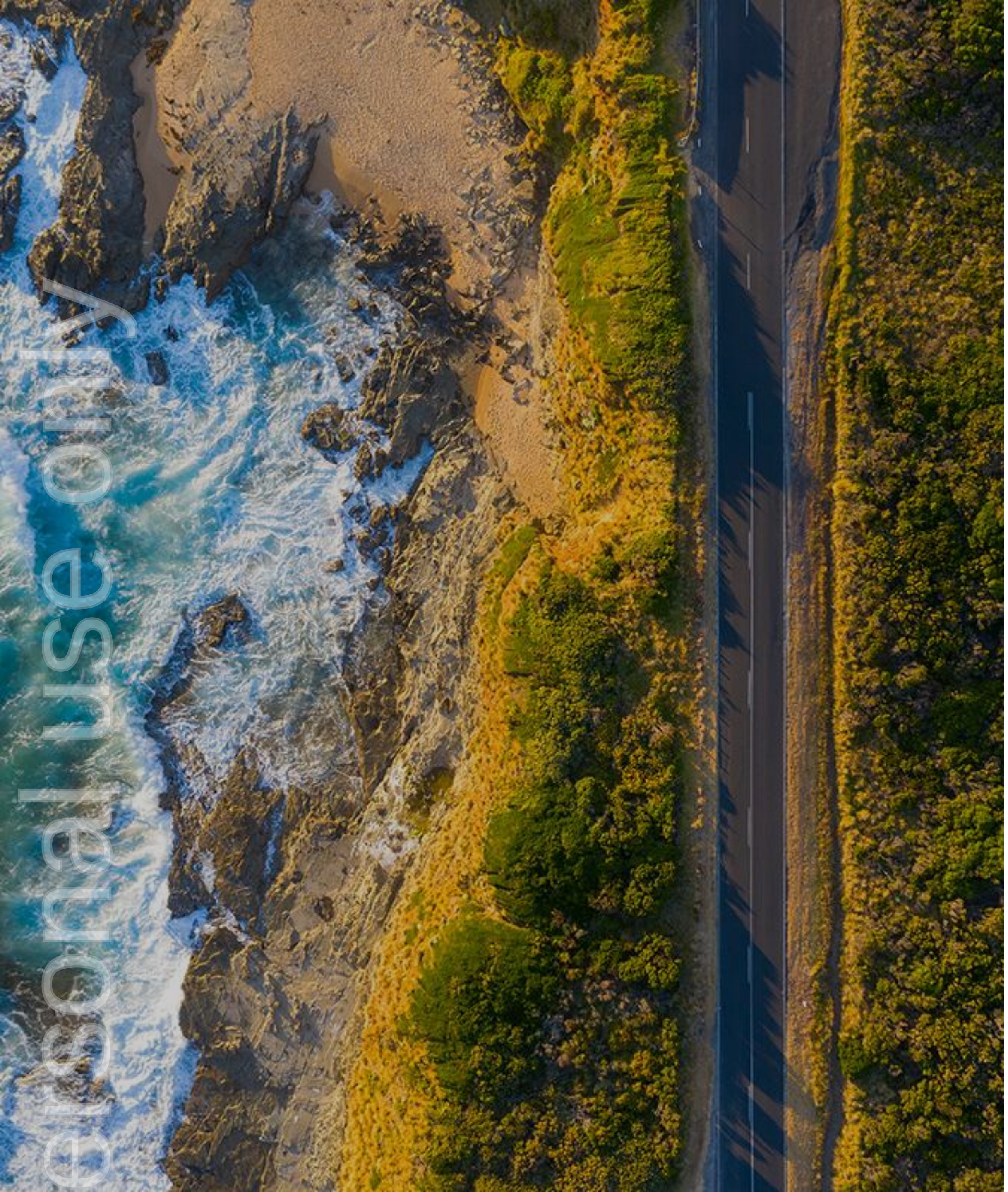
Investor presentation

Results for year ended 30 June 2026

Mick O’Brien, Managing Director
Johanna Platt, Chief Financial Officer

EQT HOLDINGS LIMITED (ASX: EQT)

27 August 2026



Agenda

1. **Business Performance Update**
   Mick O’Brien – Managing Director

2. **Financial Review**
   Johanna Platt – Chief Financial Officer

3. **Strategy & Outlook**
   Mick O’Brien – Managing Director

4. **Questions**

Business Performance Update

Mick O’Brien, Managing Director

FY26 drivers and key activity

Equity Trustees delivers 33% growth in continuing operations profit and emerges as a higher-quality, focused trustee services business

01

Core business continues to deliver with revenue up 9.4%, NPAT up 32.7% and margin expansion 580bps as Equity Trustees transitions to a simplified, higher return business

02

Margin growth from realisation of Trustee and Wealth Services (TWS) productivity improvements post-implementation of NavOne trustee platform

03

New business activity ongoing continued new business momentum in Corporate Trustee Services (CTS) and Health and Personal Injury business

04

Super Trustee Services (STS) strategic review refocusing on our core CTS and TWS businesses following the strategic repositioning announced in June 2026

05

Intensifying regulatory oversight & engagement is driving increased resourcing and exposure to regulator action

06

Shield & First Guardian legal proceedings being managed closely

Decision to exit superannuation trusteeship business splits Equity Trustees into continuing (Trustee and Wealth Services and Corporate Trustee Services) and discontinued operations (Superannuation trusteeship activities) for reporting purposes

Key FY26 Financial Metrics

Continuing operations delivered accelerated growth and the Group results are impacted by the proposed exit from superannuation trusteeship

Continuing operations

$33.9m
NPAT
up 32.7%

TWS NPBT: up 24.8%
CTS NPBT: up 15.3%

$167m
Revenue
up 9.4%

TWS: 7.7%
CTS: 13.8%

$191.9b
FUMAS
up 15.1%

TWS: down 1.2%
CTS: up 17.2%

Group[1]

$26.4m
NPAT
down 20.5%

Includes $13.1m impairment

98.64
EPS
down 20.6%

3-year CAGR: 10.1%
(continuing operations 126.65, up 32.5%)

76 cps
Full Year Dividend
down 35 cps

Payout ratio: 77.1%
Interim : 56 cps
Final : 20 cps

[1] Group includes continuing and discontinued operations

About Equity Trustees

TWS and CTS form a focused, simplified continuing EQT business

Continuing Operations

Trustee and Wealth Services (TWS)

- Estate Planning
- Estate Management
- Philanthropy
- Wealth Management/Advice
- Asset Management
- Trustee Services (Personal, Charitable, Health & Personal Injury, Community)

FUMAS: $16.7b
Revenue: $110.0m

Corporate Trustee Services (CTS)

- Corporate Trustee Services
- Custody & Real Assets
- Debt & Securitisation Services

FUMAS: $174.2b
Revenue: $53.2m

Discontinued Operations

- STS: Superannuation Trusteeship

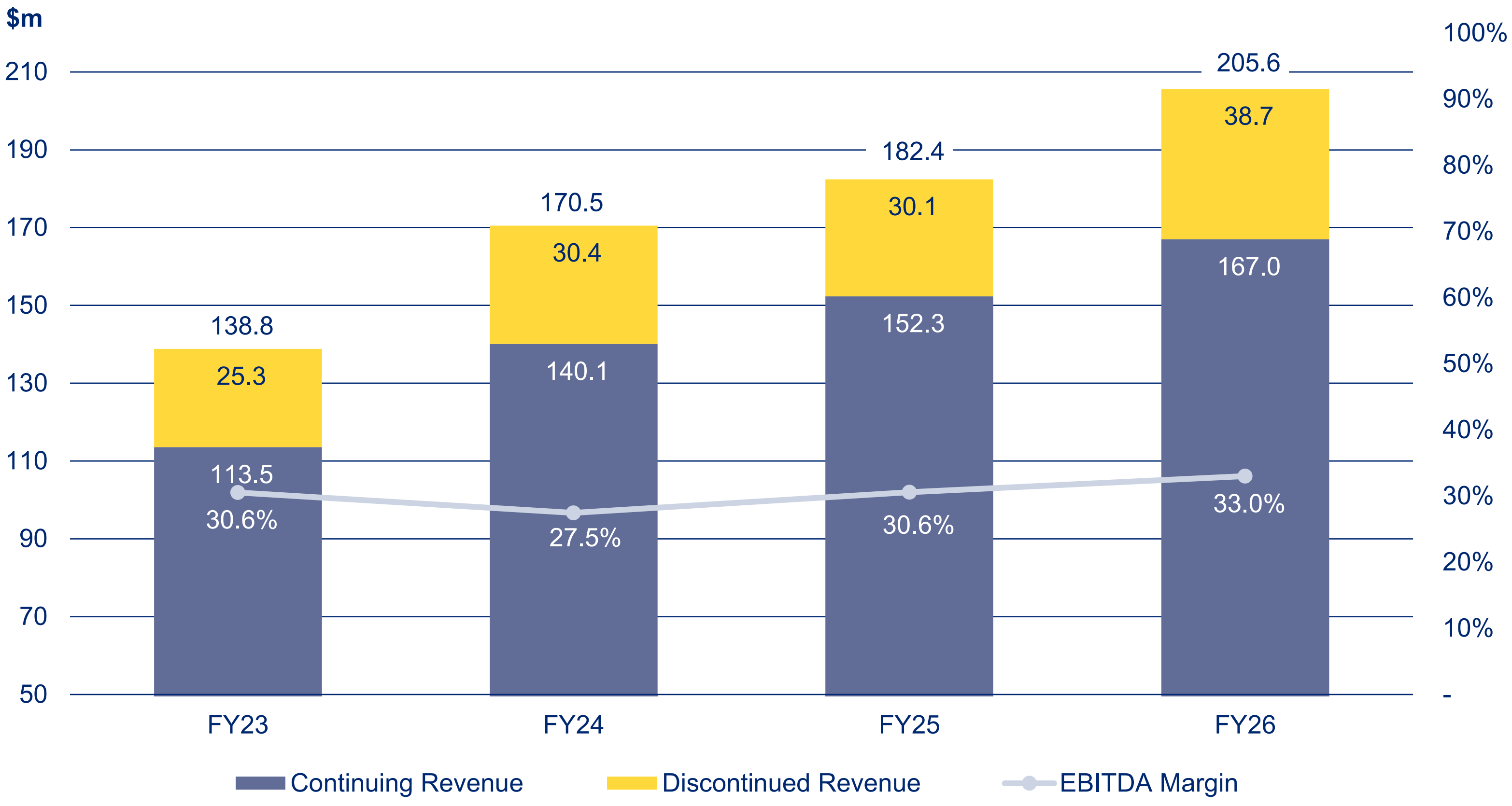
FUMAS: $101.6b
Revenue: $38.7m

Corporate Shared Services

FUMAS at 30 June 2026
Revenue for FY26
Continuing Operations includes a small portion currently attributed to STS including FUMAS of $1.0b and Revenue of $3.7m (not shown above)

Group revenue and EBITDA margin

Topline momentum and margin expansion whilst absorbing expense impacts on STS performance

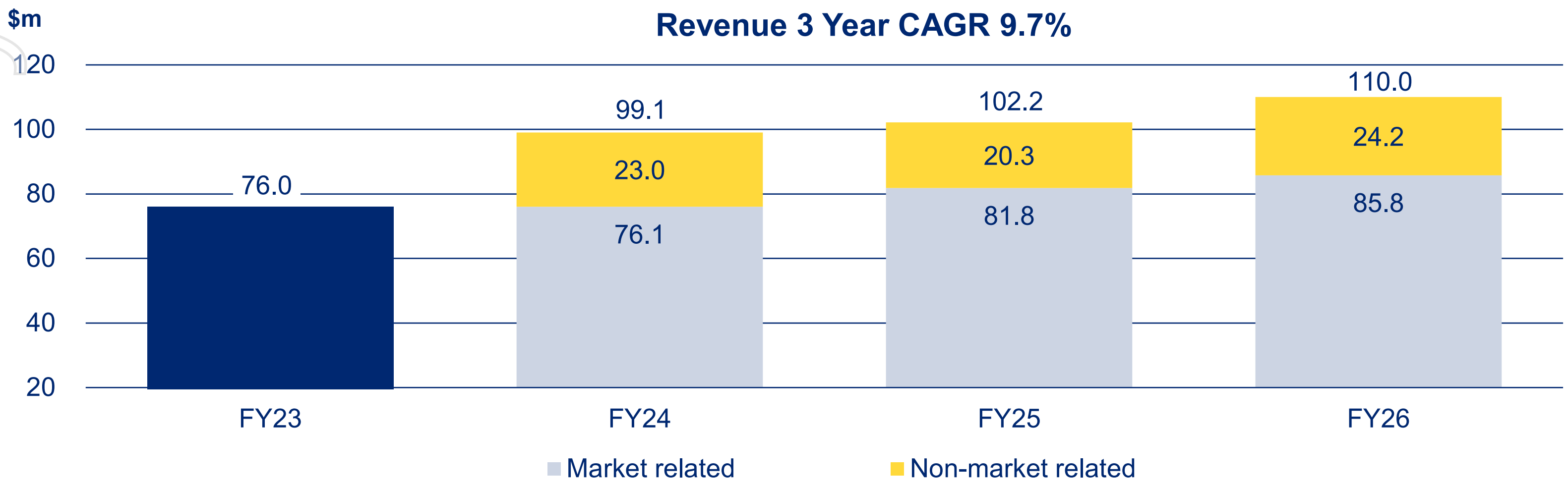


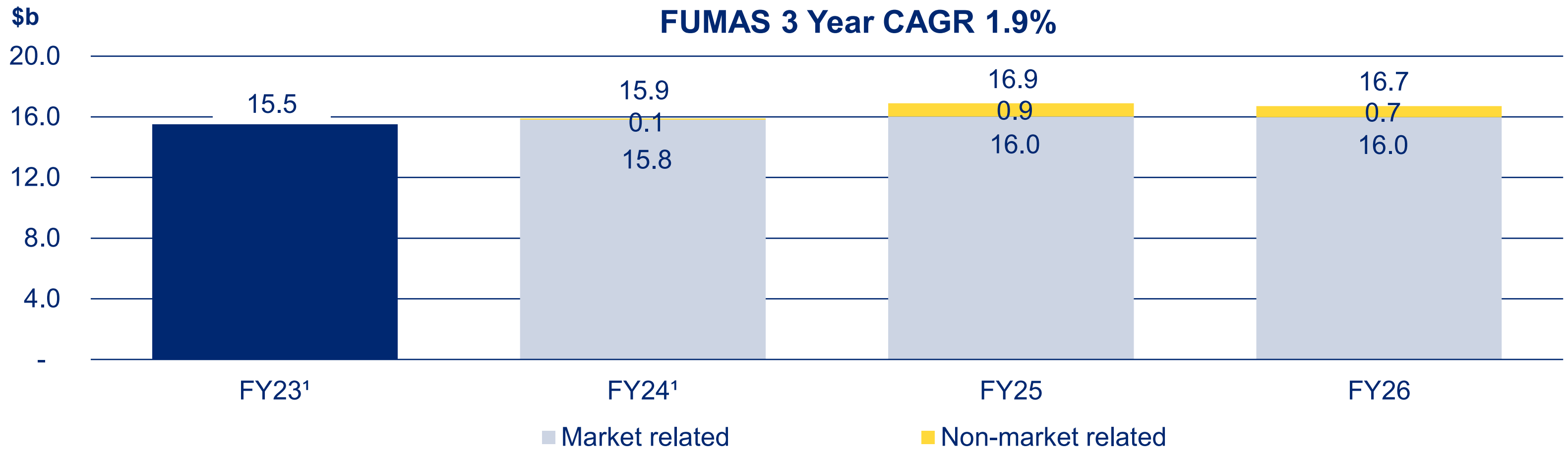
Discontinued revenue includes CTS-EU and discontinued STS
EBITDA Margin is calculated as Group EBITDA divided by Group Revenue (Group includes discontinued and continued operations)
EBITDA excludes all interest (including ORFR interest), tax, depreciation and amortisation
Totals may be subject to rounding

- Consistent revenue growth across the continuing operations of TWS and CTS highlighting the resilience and diversity across the business and client base
- 3% impact on FY26 EBITDA margin due to additional consulting and legal fees from Shield / First Guardian action and regulator activity, primarily on STS
- EBITDA margins negatively impacted between FY23 to FY25 due to non-operating expenses relating to AET integration

Trustee and Wealth Services

Estate Management activity providing revenue upside



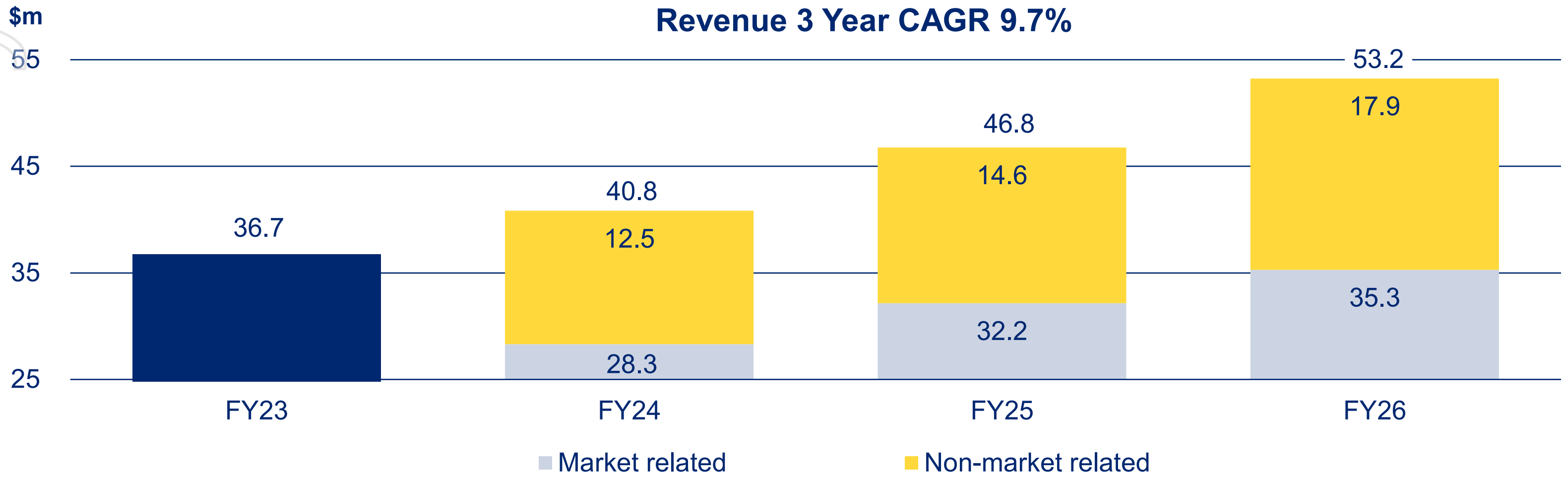


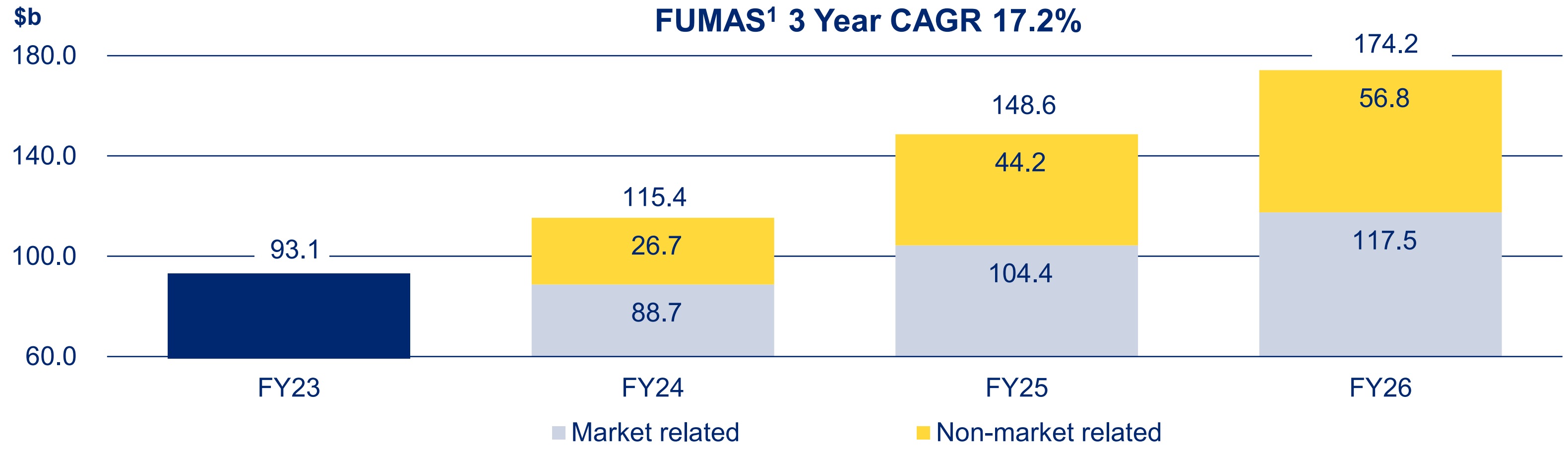
TWS remains a leader in an attractive, structurally growing market, benefiting from increasing trust complexity, strong recurring revenues and increasing demographic tailwinds

- Revenue increased 7.7% over pcp
- Revenue included one-off benefits in Estate Management ($1.3m) and Health and Personal Injury ($0.6m)
- Health and Personal Injury revenue increased $2.3m or 12% vs pcp
- Estate Management revenue increased $2.1m or 25.1% vs pcp, from accelerated probate timing (one-off benefit) and higher active estates with elevated average balances
- FUMAS reduced marginally in FY26 due to the loss of a community trust late in the year that will impact FY27

Corporate Trustee Services

New funds & FUMAS driving revenue growth





¹ FUMAS excludes CTS-EU for all periods

Greater regulatory complexity and general growth in investments is driving demand for independent responsible entity services. CTS, as market leader, is well placed to capitalise on this demand.

- Revenue increased 13.8% versus pcp, with 2H26 revenue up 11.5% on 1H26
- $7.4m of revenue growth due to 104 new client appointments (including 9 listed schemes) in FY26 ($4.4m) and the balance from the annualised benefit of FY25 appointments
- Existing client growth contributed $1.2m incremental revenue and $7.8bn FUMAS over pcp. Client losses were $1.9m in revenue
- The mix of clients continues to evolve and the business plans to undertake a strategic pricing review to optimise ROI on regulatory capital

Our FY26 Strategic Targets

Positive progress made across organisational objectives, however regulatory uncertainty impacting shareholder returns

T1

Improving client satisfaction

***NPS**
+43 ↑ 34 vs FY25

***NLS**
+67 ↑ 40 vs FY25

***SAT**
85% ↑ 12% vs FY25

Our clients are surveyed every year and action taken to improve their experience

T2

Lifting employee engagement

Engagement
72 steady vs FY25

Enablement
74 ↑ 5 vs FY25

Our goal is to have highly engaged and enabled employees to support our clients

T3

Growing shareholder value

Dividends
76c ↓ 35c vs FY25

FY26 TSR[1]
(49.8)%

EPS[2]
98.64 ↓ 25.62 vs FY25

Our goal is to ensure the long-term health of the Group and returns for shareholders

T4

Deepening community impact

Charitable Giving
$210.6m ↑ 23.6% vs FY25

We are proud of the trust placed in us to deepen our impact on the community

* Results on a like-for-like basis
1 Total Shareholder Return includes final dividend
2 Statutory Earnings Per Share

Superannuation Trustee Services exit

Simplifies Group activities and enhances strategic focus

The Board of EQT Holdings Limited (EQTH) completed a strategic review of the STS business during 2H26 resulting in the decision to exit the STS business. This impacts the two RSEL subsidiary entities, HUB24 Superannuation Nominees (HTFSN) and Equity Trustees Superannuation Limited (ETSL).

Progress update on the exit:

- On 21 April 2026 HUB24 exercised its call option to acquire the HTFSN entity. Completion of the transaction is subject to APRA approval and is expected to occur by the end of 2026
- Directors of ETSL are assessing options for the transition of funds under its trusteeship
- The exit process will require EQTH to repay loans of $35.8m taken out to support the trustee capital required for ETSL
- We will update the market on the exit process which includes the possible sale of the business in coming months
- We anticipate a substantial portion of the proceeds of a sale would be used towards funding the repayment of the ORFR loans

Superannuation Trustee Services updates

Continue to positively contribute to regulatory reviews; effort ongoing for Shield / First Guardian

National Press Club address

Assistant Treasurer and Minister for Financial Services made an address to the National Press Club on 19th August. Key aspects were:

- Lead generation – prohibition on unlicensed real-time communication about super
- Financial Advice – trustees to set advice fee caps and balance thresholds
- Super Trustee – require remediation processes for losses arising from option failures and access to capital for high risk options
- Managed Investment Schemes – Enhanced risk-based supervision through improved data collection and compliance audits

Equity Trustees welcomes initiatives that strengthen the superannuation and investment systems and protect consumers. We also support further change to the implementation of stronger independence between Responsible Entities and Investment Managers, given this was a key failure for both Shield and First Guardian.

Regulatory

We have actively engaged in regulatory and policy consultation processes which have direct potential to impact the independent trustee model and broader consumer interests, including:

Submissions to Treasury:

- **Enhancing oversight and governance of managed investment schemes**
- **Curbing lead generation activity**
- **Enhancing member protections in the superannuation system**

Submission to ASIC:

- **CP388: Net Tangible Assets requirements for responsible entities**

Shield / First Guardian

- The legal proceedings relating to these schemes remain in progress, and ETSL remains committed to defending its position
- ASIC is seeking civil penalties, compensation and remediation orders and costs in the Federal Court. Defence has been lodged with the Federal Court for both matters
- Estimated net investment loss for ETSL members is $74m for Shield, $70m for First Guardian[1]
- We have notified our Professional Indemnity insurance providers. The claim in respect of Shield has been accepted and First Guardian is under consideration[2]

[1] Source: Liquidator reports
[2] Levels of coverage will not be disclosed to the market

FY26 final dividend determination

Prudent capital management preserves balance sheet position through a period of transition

Outcome

- FY26 final dividend of 20cps, fully franked
- FY26 full year dividend of 76cps, representing a 77.1% payout ratio of FY26 Group NPAT
- Payout ratio is calculated on statutory Group NPAT and includes the impact of the $13.1m non-cash impairment recognised in FY26
- Dividend payout ratio is within the Board's target range of 70% - 90% of Group NPAT

Rationale

- 30 June 2026 balance sheet remains stable with capital and solvency metrics supporting current operations
- While continuing operations NPAT increased 33%, the Board has elected to retain a portion of profits to preserve capital flexibility through the STS exit and ongoing regulatory matters during this transitional period
- Dividend decision balances shareholder returns with the capital requirements associated with the STS exit and ongoing regulatory matters

Financial Review

Johanna Platt, Chief Financial Officer

Group FY26 Segment Financial Performance

Resilient NPBT margin for continued operations

FY26 $m	TWS	CTS	STS	Group total	Discontinued operations	Continuing operations
Revenue	110.0	53.2	42.4	205.6	38.7	167.0
Operating Expenses	(73.3)	(31.2)	(55.0)	(159.6)	(42.6)	(117.0)
NPBT	36.7	22.0	(12.7)	46.0	(3.9)	49.9
NPBT Margin %	*33.3%*	*41.4%*	*(30.0%)*	*22.4%*	*(10.1%)*	*29.9%*
NPAT				26.4	(7.5)	33.9
FUMAS ($b)	16.7	174.2	102.6	293.5	101.6	191.9
Headcount				487	43	444

Totals may be subject to rounding

- FY26 segment results are presented for continued and discontinued operations
- STS segment represents the combined results for ETSL and HTFS Nominees (HUB24). NPBT includes $3.9m of legal and advisory costs relating to Shield and First Guardian, $2.3m of costs relating to regulatory notices and $13.1m impairment of goodwill
- STS discontinued operations is HUB24 and ETSL trustee appointments
- STS continuing operations revenue of $3.7m represents a share of interest income from corporate cash held and retained investment mandate appointments
- STS continuing operations allocation of Group corporate overhead expenses is $12.4m and these shared costs will be retained in the medium term. These will be allocated to TWS and CTS upon the cessation of the STS segment

Group Financial Performance FY26 v FY25

Continuing operations NPBT result highlights core business strength

	FY26 $m	FY25[1] $m	FY26 v FY25 %
Revenue	167.0	152.7	9.4%
Operating Expenses	(117.0)	(111.0)	5.5%
Non-Operating Expenses	0.0	(4.9)	(100.0%)
Total Expenses	(117.0)	(115.9)	1.0%
NPBT	49.9	36.8	35.8%
NPBT Margin (%)	*29.9%*	*24.1%*	*580bps*
Tax	(16.0)	(11.2)	42.8%
NPAT from Discontinued Operations net of NCI	(7.5)	7.4	n.m.
NPAT	26.4	33.2	(20.5%)
FUMAS ($b)	191.9	165.5	15.1%

[1] Prior period restated to reflect continuing operations
n.m. percentage change is not meaningful due to the movement from positive to negative
Totals may be subject to rounding

Revenue growth of 9.4% over pcp:

- **TWS up $7.8m** – new business and market performance in Health and Personal Injury and increased activity in Estate Management
- **CTS up $6.5m** – new business $7.4m, net flows & investment markets $1.2m, offset by closed / lost clients ($1.9m)

Total Expense growth of 1.0% over pcp:

- **$4.9m decrease in non-operating:** completion of AET integration and technology projects during FY25
- **$2.1m reduction in employment costs:** reflecting lower incentive costs and AET reductions of 45 FTE in FY25, partly offset by CTS growth and salary increases
- **$6.5m increase in consulting and legal:** Shield & First Guardian matters ($3.9m) and investment in governance and other regulator activity ($2.6m)
- **$1.5m increase in recurring technology expenses:** higher run-rate costs for upgraded technology services and licensing fees for headcount growth

Discontinued loss of $7.5m includes a $13.1m impairment of the STS business

Group Financial Performance 2H26 v 1H26

Increasing consulting & legal costs impacted HoH results

	2H26 $m	1H26 $m	2H26 v 1H26 %
Revenue	84.1	82.9	1.4%
Expenses	(59.0)	(58.0)	1.8%
NPBT	25.0	24.9	0.6%
NPBT Margin (%)	*29.8%*	*30.0%*	*(26bps)*
Tax	(8.1)	(8.0)	1.4%
NPAT from Discontinued Operations net of NCI	(11.2)	3.7	n.m.
NPAT	5.8	20.6	(71.8%)
FUMAS ($b)	191.9	188.1	2.0%

n.m. percentage change is not meaningful due to the movement from positive to negative
Totals may be subject to rounding

Half on half revenue growth of 1.4%:

- **11.2% CTS** – continued growth from higher FUMAS from new business, net flows and markets
- **-3.2% TWS** – impacted by elevated revenue in 1H26 from one-off benefits in Estate Management and Health and Personal Injury

Half on half expense growth of 1.8%:

- **$2.8m increase in consulting & legal expenses**: increase resulting from Shield & First Guardian matters in STS and increased regulator activity in CTS
- **$5.3m decrease in people expenses:** increased headcount offset by lower incentive costs
- **$2.6m increase in rectification costs for prior period client activities:** Full year cost incurred in 2H26

NPBT margin held relatively steady with a decrease of 26bps

NPAT decreased by 71.8% impacted by the $13.1m impairment of the STS business

Continuing Operations Expenses FY25 v FY26

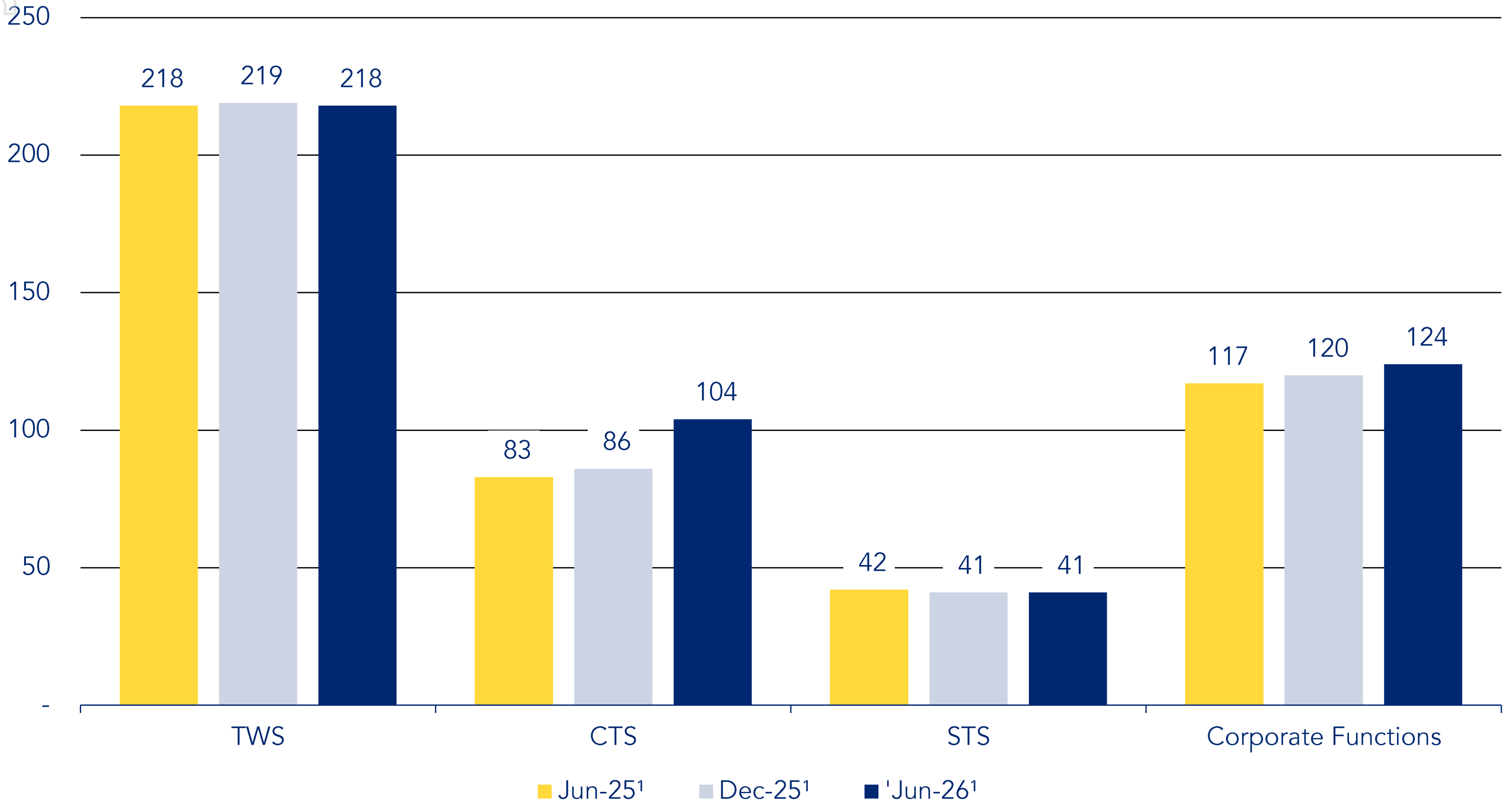
Litigation and regulatory costs accounted for ~80% of the increase in expenses

- One-off items include FY25 Non-Operating Expense savings of $4.9m and Shield / First Guardian-related costs of $3.9m
- CTS consulting expenses increased by $2.3m, reflecting heightened regulatory oversight and compliance requirements
- CTS people costs increased by $1.1m, driven by annual salary increases and strategic headcount growth, partly offset by lower incentive expenses
- TWS results were adversely impacted by $1.5m higher rectification costs for prior period client activity. A related contingent asset will partially offset this impact in FY27
- TWS people expenses reduced by $1.9m, driven by the completion of AET integration activities during FY25 and lower incentive expenses

Investing for future growth

Strengthening capability for sustainable growth

Group Headcount



[1] Includes fixed-term employees & contractors and excludes external consultants
[2] Prior periods adjusted for employee transfers between Corporate Functions and TWS

Total employees increased by 27 to 487 at 30 June 2026.

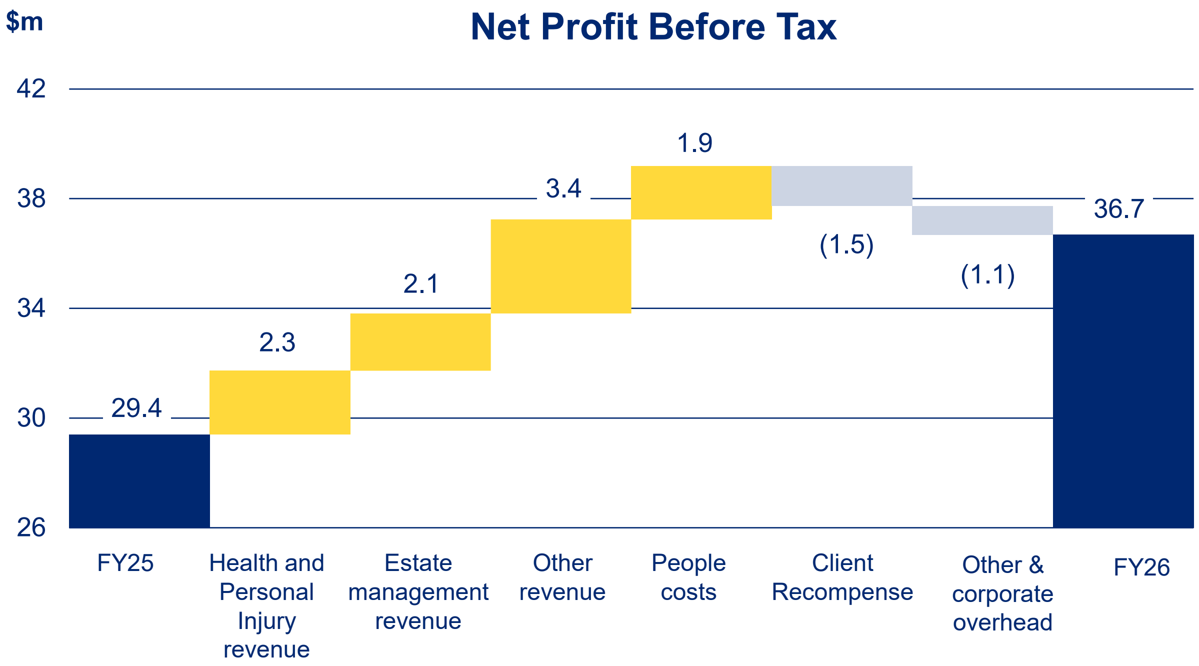
- CTS: increased by 21 employees to support business growth and increased focus on governance
- STS: 41 roles impacted in discontinued operations
- TWS: headcount remained stable[2]
- Corporate Functions: increase in the Risk Team, reflecting a planned capability uplift and the filling of previously vacant roles.

TWS Performance FY26 v FY25

NPBT margin improvement post implementation of NavOne platform

	FY26 $m	FY25 $m	FY26 v FY25
Revenue	110.0	102.2	7.7%
Operating Expenses	(73.3)	(72.8)	0.8%
NPBT	36.7	29.4	24.8%
NPBT Margin (%)	*33.3%*	*28.8%*	*457bps*
FUMAS ($b)	16.7	16.9	(1.2%)

Totals may be subject to rounding



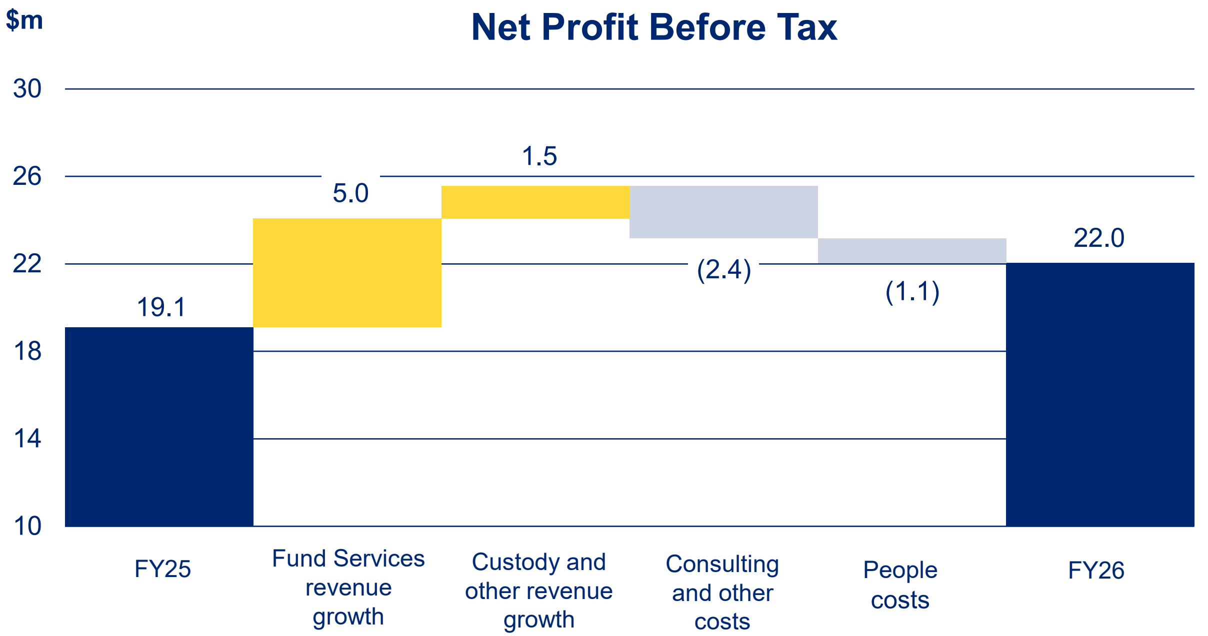
- Strong result with profit margins increasing by 457bps due to combined benefit of topline growth and cost management vs pcp
- Health and Personal Injury business unit continues to win a high proportion of new business opportunities driving 12% revenue growth in FY26 of $2.3m
- Estate Management efficiencies have assisted in accelerating the estate process for clients (one-off benefit) and the business has managed a higher number of active estates at higher average balances leading to 25% revenue growth of $2.1m in FY26. Revenue was higher from non-recurring benefits in Estate Management from improved processes and other adjustments by $2.5m compared to the future run rate
- Other revenue increase by $3.4m driven by revenue growth in Charitable, Personal and Community Trusts and Philanthropy
- People costs reduction in FY26 following completion of the AET integration during FY25 and reduced incentives
- Increase in rectification costs for prior period client activity of $1.5m from a one-off client matter. A related contingent asset will result in some offset in FY27

CTS Performance FY26 v FY25

Topline growth continues from ongoing new business activity

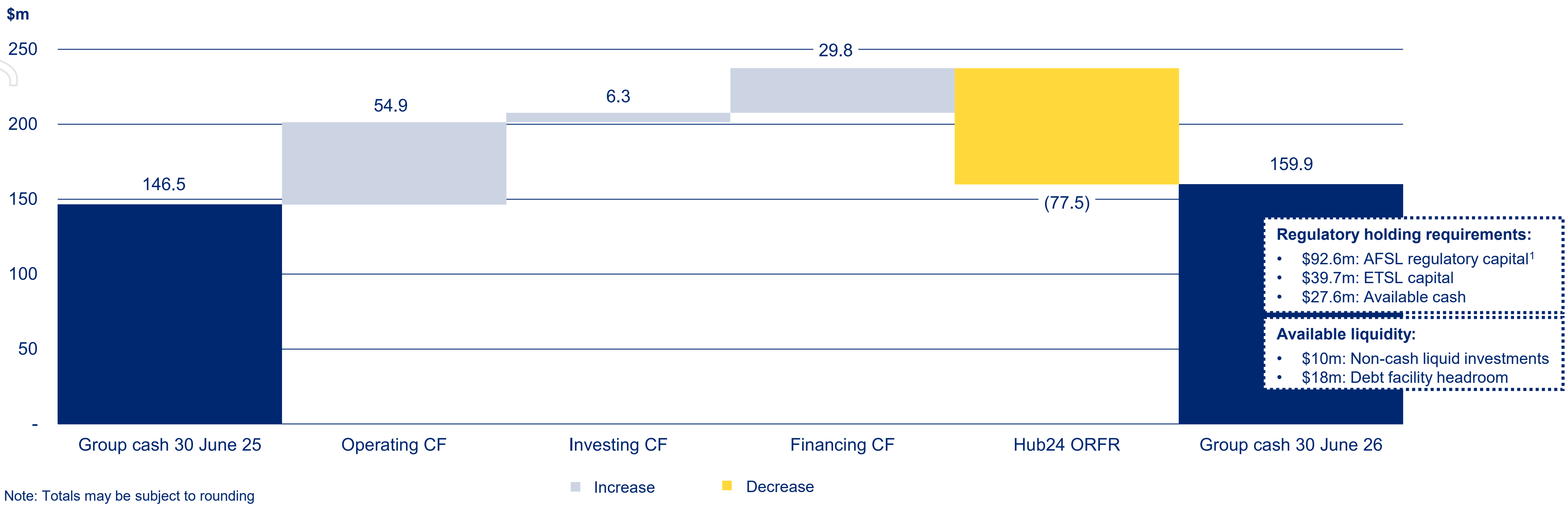
	FY26 $m	FY25 $m	FY26 v FY25
Revenue	53.2	46.8	13.8%
Operating Expenses	(31.2)	(27.7)	12.8%
NPBT	22.0	19.1	15.3%
NPBT Margin (%)	*41.4%*	*40.9%*	*54bps*
FUMAS ($b)	174.2	148.6	17.2%

Totals may be subject to rounding



- Strong topline growth through combined impact of new business and growth from existing clients, positive investment markets
- NPBT margin improvement of 54 bps from strong topline growth exceeding higher people and consulting costs in FY26
- Revenue up $6.5m: $7.4m new business and $1.1m net flows/markets, partly offset by $1.9m lost from terminating clients
- People costs up $1.1m due to additional staff for growth, compliance and regulatory oversight and remuneration review, partially offset by reduced incentive costs
- Consulting cost increased $2.3m to support the program design of multiyear operating model transformation and support on regulator activity. Other cost increases were largely offset by smaller cost savings across other consultant activity and general expenses

FY26 cash flow



Note: Totals may be subject to rounding
[1]AFSL regulatory capital of $92.6m applies from 1 July 2026

- $146.5m Group cash at 30 June 25
- $54.9 after tax operating cash flow, an increase of $14.6m over FY25 driven by increased receipts / revenue growth
- $6.3m investing cash flow, interest received exceeding capex cash payments
- $29.8m financing cash flow to support additional ORFR capital offset by interest and s paid
- $77.5m ORFR capital held on balance sheet of HUB24 RSEL entity (HTFS Nominees) excluded as classified as assets held for sale

FY27 priorities to build capital flexibility

Manage capital impacts of STS exit

- Upon retirement as superannuation trustee of individual funds, EQTH repays ORFR loans – total value across relevant clients of $35.8m
- Discussions with prospective third parties on the sale of a superannuation trustee service business are ongoing and EQTH currently expects a transaction to be agreed in the coming months
- Post exit of all superannuation trustee appointments, consider Group liquidity management options, having regard to capital requirements and regulatory considerations
- Exit from the superannuation trustee business line is expected to be completed by end of FY27

Regulatory Capital

- Support CTS growth in regulatory capital
- Undertake strategic pricing review to optimise ROI on regulatory capital

Broader considerations

- Explore options for capital flexibility and capacity including refinancing opportunities
- Continue to assess opportunities to enhance capacity following completion of the STS exit

Strategy & Outlook

Mick O’Brien, Managing Director

Strong market position and value drivers

Post-STS, Equity Trustees is a focused, high margin business, with strong recurring revenue and structural tailwinds

Strong market demand & structural tailwinds
- Independent trustee model backed by regulatory framework
- Intergenerational wealth transfer estimated between $3.5 trillion and $5.3 trillion over 20 years
- Superannuation growth driving investment vehicle demand

High quality recurring revenue
- Broad based, highly recurring, long-term revenue
- Diversified revenue streams across service and customer segments

Market leadership
- Market leadership in key growth segments
- Favourable conditions support Equity Trustee’s position in the market

Increased opportunity for digitised offerings
- Developing digital client solutions
- Nascent distribution channels

Organisational quality
- Experienced leadership team with a refined focus on the core growth businesses
- Highly engaged and enabled employees

Investment in strategic capability
- Ongoing strategic investment across technology, people and process to develop operational leverage

FY27 strategic priorities

Invest to drive growth and operational leverage in our high margin core businesses

1. Leverage market leadership in CTS and TWS to continue business momentum
2. Deploy further advances in technology to improve service offering, build efficiency and manage risk
3. Develop digital capabilities in Estate Planning and Management
4. Finalise and complete STS exit plan
5. Maintain balance sheet flexibility
6. Continue management of Shield and First Guardian proceedings

Business Outlook

The core EQT business is growing strongly. The STS exit simplifies the group and positions EQT for higher-quality earnings and long-term value creation

Our expectations are subject to

- Normal investment market conditions
- No material adverse change in market sentiment
- Successfully managing further change in the regulatory environment

In FY27 we expect

- Continued momentum from our continuing core businesses TWS and CTS
- Complete exit of STS by end of FY27
- Investment of approximately $5m in business transformation across CTS operational capability and digitised risk monitoring, digital customer experience offerings and increased risk and governance resources
- Continue to incur expenses relating to ETSL litigation

Questions

Glossary of Terms

Term	Definition
AET	Australian Executor Trustees (business acquired by EQT in November 2023)
CAGR	Compound annual growth rate
CTS	Corporate Trustee Services
CTS-EU	Former Corporate Trustee Services business segment (UK and Ireland)
Discontinued Operations	Operating results of Discontinued STS and CTS-EU and associated costs to dispose of the segments
EBITDA	Earnings before Interest, Tax, Depreciation and Amortisation
EPS	Earnings per share
ETSL	Equity Trustees Superannuation Limited
FUMAS	Funds Under Management and Supervision
M&A	Mergers and Acquisitions
MIS	Managed Investment Schem
NCI	Non-Controlling Interests
NLS	Net Loyalty Score
Non-Operating Expenses	Items not a part of normal operations of the business, includes the impact of the integration of AET and the three-year technology modernisation program
NPAT	Net Profit After Tax
NPBT	Net Profit Before Tax
NPS	Net Promoter Score
Payout Ratio	Declared / earnings per share
SAT	Client Satisfaction Score
Statutory EPS	Basic EPS from Continuing & Discontinued operations
STS	Superannuation Trustee Services
TWS	Trustee Wealth Services
TSR	Total shareholder return

EQT Holdings Limited
ABN 22 607 797 615
Level 22, 530 Collins Street
Melbourne VIC 3000
1300 133 472
www.eqt.com.au

DISCLAIMER

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