

Owner, Driver – Partner

Empowering your firm for success

Owner



There is no question of who owns and runs our business. We do. Access to capital and experienced leadership from CountPlus gives us the confidence and clarity to *truly own* our firm, our client relationships and strategic growth.

Member firm principal, CBD-based

OD-P Member since 2018

Turnover \$8.5M and Equity 40% (amount held by CUP)

Driver



The Board and independent chair now in place have created the strategy, the benchmarks and accountability for our firm to track *and drive* its performance. Prior to CountPlus our process was quite loose. With CountPlus we now have a respectful, transparent process that primarily delivers purpose, accountability and a cohesive performance culture for our firm, our people and clients.

Member firm principal, Regional

OD-P Member since 2019

Turnover \$10.5M and Equity 35% (amount held by CUP)

Partner



We feel we have a really *strong partner* in CountPlus, the independent Chair and governance structure brings corporate thinking to our firm. The beauty of being part of the ‘family photograph’ is that there are no ‘rock stars’ – just good people with a track record of success who want to help one another to succeed. This is true of the CountPlus partnership but also of the organic partnerships we have created amongst other member firms within the CountPlus community.

Member firm principal, CBD-based

OD-P Member since 2015

Turnover \$6M and Equity 40% (amount held by CUP)

A Family Photograph: What constitutes your entry to the CountPlus picture?

- A focus on the importance of **culture, people** and **values**
- Clear **client-first culture**
- **Strong leadership** with a track record of success
- **Growth mindset** and an inquiring mindset regarding innovation
- Willingness to embrace a **partnership relationship** and be a part of the **CountPlus community**

Deal Breakers? Every family has rules. Here are ours:

- No 'celebrities'
- No "fear of reprisal" culture
- Leaders who lack the 3 C's – Character, Competence and Coachability
- No high gearing...but appropriate debt is okay
- Poor Governance structures

Vision & Leadership

CountPlus member firms typically remark that a CountPlus partnership helps to drive their firm's own vision of success. Along the way, helping to support the leadership strengths within the firm both by raising the bar on critical governance initiatives, strategic planning and all-important business metric measurement and accountability.

Additionally, access to capital from a willing partner on the journey for growth enables firms to plan their internal process to attract and retain talent, and for succession planning through 'skin in the game' options from within a team that has grown its bench strength, culture and client focus.



Having CountPlus on board is like having another active partner in our firm. The insight, transparency and leadership attributes they bring to the table really helps to articulate our own vision with an eye to what's important for the firm and its future leaders.

Managing Partner – CountPlus Member Firm

Financial Performance & Stability

Recent tuck-in transactions have greatly assisted CountPlus member firms to galvanise their growth ambitions and shore up the financial strength and stability of their balance sheet. Access to the M&A expertise of CountPlus has proven pivotal; much due diligence and research process work has been conducted jointly in the genuine spirit of growth, mutual respect and best interest.

Also, the confidence of knowing the firm is part of a national network – itself possessed of a strong balance sheet, minimal debt and poised for growth – is a boost to the regional, suburban or CBD-based firm looking for strategic ventures that help bolster its market position and client service lines.



Working with the executives at CountPlus we were able to make a strategic acquisition relying on the diligence of their advice which is akin to an in-house corporate advisory. The rigour and confidence is affirming and helps to set our growth mindset on achievable, practical goals.

Managing Partner and Founder – CountPlus Member Firm

Community

It takes a village to raise a child. It takes a strong community to steer the adult well. Managing partners of Count Plus firms have lamented the absence in 2020, due to the COVID-19 pandemic, of the CountPlus National Congress. This Congress brings the community of national firms together to share ideas, discuss challenges, strategise to overcome issues... and celebrate wins.

Many CountPlus firm principals and senior staff attend as a 'must do' event – not just for the social aspects but importantly for the knowledge that the person sitting next to you has walked in your shoes, may have overcome similar challenges and together you have on-tap sounding boards, confidential allies and a common purpose.



We usually send 12 leaders from our firm to the annual Congress. They get so much out of it and come back highly motivated, keen to embed the learnings and consolidate the new relationships as part of the value of being involved in our firm. This adds tremendously to the internal culture of the business.

Managing Principal – CountPlus Member Firm

People & Culture

One of the visible litmus tests that an organisation is thriving – living its values and realising its goals – is the engagement levels of its people. Engaged people in turn contribute to a strong team culture. Many CountPlus member firms point to the turnaround in firm culture attributable to being a part of the network. The catalyst for fundamental changes in people and culture may come from focus areas that at first appear counterintuitive.

Like the obligation and accountability of higher governance standards. Firms remark that the discipline of attending regular Board meetings, of being held accountable to agreed benchmarks and to buying into a collective vision has a ‘trickle down’ positive impact on teams. Also, when issues require additional support, the expertise of a Human Resources executive at CountPlus has considerable practical advantages and benefits.



The HR support is fantastic. We are a mid-sized business and do not carry that level of expertise in-house. To be able to dial it in from CountPlus makes a great difference and helps us with the confidence that our people are being treated appropriately, with the inclusiveness that commands the respect and buy-in of our team.

Managing Partner – CountPlus Member Firm

Social Responsibility

Whether an accounting firm engaged in advisory and taxation services or a multi-discipline firm giving additional wealth advice or financial planning and asset protection counsel, no firm operates in isolation from the people and communities it serves. The families, small and medium sized business owners and their teams may be clients but also often form part of close-knit communities.

A core attribute of the CountPlus approach is to understand that the CountPlus reputation is the sum of what the community thinks of it.

The pro-bono and philanthropic approach of CountPlus has seen several member firms lift their presence in community, giving back, engaging staff and clients in a wholly meaningful and measurable way. It goes to one of the core CountPlus values of trust: that which is earned through character, competence and coachability.



Anything is possible with the right people and the right thinking around you.

Managing Partner – CountPlus Member Firm

Products & Services

We live in a world of immense challenge and equally large opportunity. The convergence of professional accounting services into full-service, accounting-led financial advice offerings is one of the significant opportunities being pursued by CountPlus members. Additional service lines like financial planning is not only about increasing revenues or client footprint: a core buy-in philosophy of CountPlus is its insistence that firms operate to make a ‘decent profit, decently’. Meaning the client-centric service ethic trumps product sales. Conflicted remuneration does not lead the firm’s decision making.

Member firms with a culture of transparency and client best interest know this rule intuitively and support the pioneering work CountPlus has done to set policies and procedures that support a virtuous circle of client value, success and satisfaction.



For us, the financial planning practice is smaller but growing and a great complement to the core audit and tax business. We are pleased with its progress and can already see the merit of the converged professional model. I believe this would only be effective within the safe pair of hands that is CountPlus, and its stated values and client centric approach to offering a ‘servant leadership’ model.

Managing Director – CountPlus Member Firm

Partnering with CountPlus

About Us

Serving the unmet need for quality advice

A proud 40-year heritage



Our Network

A growing national footprint

We've joined with accounting and advice firms across Australia that identify with our vision for success. Our partners are diverse and each is successful in their own way. They range from accounting and business advisory groups to financial planning specialists, brokerage firms and financial planning dealerships.

At the core of CountPlus is our innovative "Owner, Driver – Partner" relationship model, allowing select firms to preserve their unique identity while leveraging the benefits of belonging to a national group with a strong balance sheet

Vision, Purpose and Values

What do we want to be?

To become Australia's leading network of professional accounting and advice firms, aligned through shared values, mutual success and our sense of community.

Our purpose

CountPlus collaborates with leading accounting and advice firms for the long-term success of our clients, people and shareholders.

How will we measure this?

Our values

Trust

That is earned through character, competence and coachability

Commitment

We do what we say we will do

Teamwork

We believe in the collective wisdom of the team

	Firms	People	Focus	Financial	Community
Strategic Drivers	We provide financial and intellectual investment capital	We invest in people and build leaders	We believe in excellence = process x culture	We will make a decent profit, decently	Our reputation is the sum of what the community thinks of us
Priority outcomes	<p>All principals are aligned owners with CountPlus</p> <p>CountPlus is a participatory investor in professional advice firms</p> <p>We add value through strategy, people systems, structure & governance, culture and leadership</p>	<p>A recognition culture that incentivises the demonstration of our values</p> <p>We assist firms build a bench strength of leaders and stars</p> <p>Our leaders are coaches</p> <p>We are who we promote</p>	<p>We build firms that transcend generations</p> <p>Culture is our competitive advantage</p> <p>We systemise the routine, but we lead people</p> <p>We invest in technology that is additive to our core business</p>	<p>Efficient and disciplined use of capital</p> <p>We invest in people that fit our family photograph</p> <p>We deliver returns to our shareholders by providing advice that makes a positive difference in the lives of our clients</p>	<p>Redefine our network as a complementor to our firm's success</p> <p>Engage with Professional Associations for best practice</p> <p>Establish pro-bono and philanthropic team from within our firms</p>
Winning steps	Successful Firms	Leaders and Stars	Best Practice Enabled	Sustainable and Profitable Firms	Engaged Leaders and Teams

What We Do

CountPlus partners and collaborates with leading accounting and advice firms to deliver advice that secures financial wellbeing.

CountPlus seeks to enhance the success of the firms we partner with, without loss of ownership, drive, identity or control.

This unique partnership allows firms to better meet current and future challenges by providing strategic support, funding capital, scalable benefits and succession planning, as well as access to a professional community who want to protect and grow what they have worked so hard to build.

- Formalised best practice governance and stewardship measures with a strategic planning overlay, risk management focus, quality assurance program and accountability framework that separates governance, practice management and shareholder matters.
- Capital available for acquisitions/tuck-ins with disciplined M&A capability.
- Access to low interest debt facility with senior banking team Support funding available for key staff into equity partnerships.
- Provide liquidity in shareholding of firms, reduce key person risk.
- Sharing of best practice capabilities amongst firms.
- Benchmarking on key measures and tools to assist improvement.
- Consistent and disciplined approach to practice management.
- Ability to leverage cost efficiencies with service providers.
- Access to capital.
- Revenue opportunities with aligned service providers.
- Access to General Counsel Services, Human Resources, Business Development and Marketing, Corporate Finance and M&A.

Our value proposition

... Delivering Value Added Services to People Delivering Value Added Services

CountPlus Owner, Driver – Partner

- Governance
- Financial
- Accountability
- People and Talent
- Business planning
- Growth Funding
- Succession
- Resource Sharing
- Training
- Scale
- IT
- Risk Management
- Count Financial Co-operative Buying Power
- Best Practice Enabler
- Change Management
- M & A Capability
- Leadership
- Legal Services
- Community

Governance

- Best Practice Model
- Portfolio of Independent Chairs to access
- Templates to help guide you
- Experienced team that can help with business decisions
- Access to business training and education tools

Financial

- Lockup days (Debtors & WIP) < 85 days
- EBITA Margin > 20%
- Total Employment Cost < 60%
- Budget templates
- Key metric sharing
- Bank funding

Accountability

- Member Firms **Managing Principal** who is designated point of contact
- Specialised Committee with best practice **QA Specialist Manager**
- Quality assurance program independent of CAANZ and CPA providing our own firm and peer review model providing greater depth, speed and overall efficiency

People and Talent

- Employment templates
- HR framework and helpdesk
- Leadership training and development
- Remuneration benchmarking
- KPI guidance
- People and culture surveys and feedback

Business Planning

- Strategic focus and measurable objectives
- Operational planning linked to KPIs
- Business Development growth program

What sets us apart

... A Partner Developer, not a Corporate

CountPlus Owner, Driver – Partner

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- Accountability
- People and Talent
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Growth Funding

- Capital available for acquisitions/tuck-ins for Member Firms
- Access to **low interest debt facility** with senior banking team support, fast turnaround and non-recourse, no personal guarantees
- Providing support for the integration of other services, e.g. financial advice and business advisory

Succession

- No need to hold key-person insurance as we provide financial support to address liquidity issues
- Funding available for key staff into equity partnerships
- Access to low interest debt facility with senior banking team support, fast turnaround and non-recourse, no personal guarantees
- Deliver leadership development and mentoring programs

Resource Sharing

- The **Business Development Growth Program** is illustrative of how CountPlus can leverage its network to develop growth strategies for all Member Firms
- Facilitation of a Cloud-based group wide Enterprise Risk Management Solution

Training

- Coordinated networking via peer groups, conferences and development days
- Increased support resources (including via our Chief Operating Officer)
- Implement performance review and personal development frameworks

Our value proposition

... A Network, Using its Network to Leverage Knowledge and Expertise

CountPlus Owner, Driver – Partner

- Governance
 - Financial
 - Accountability
 - People and Talent
 - Business planning
 - Growth Funding
 - Succession
 - Resource Sharing
 - Training
- **Scale**
 - **IT**
 - **Risk Management**
 - **Count Financial Co-operative Buying Power**
 - Best Practice Enabler
 - Change Management
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Scale	<ul style="list-style-type: none"> • The size and scale of CountPlus reduces operating risk for Member Firms • Key person risk, a significant risk for individual firms is absorbed within the CountPlus model saving on costly insurance premiums
IT	<ul style="list-style-type: none"> • Focus group to explore and recommend implementation of best practice cloud-based solutions • Network Intranet facilitating content knowledge and resource sharing • Cyber security focus with ongoing assessment and mitigation strategies
Risk Management	<ul style="list-style-type: none"> • Access to Group Professional Indemnity and legal assistance with complaints handling • Access to a Risk Management Framework and cloud-based solutions • Cybersecurity reviews, education, and awareness updates
Financial Planning Services (AFSL)	<ul style="list-style-type: none"> • Count Financial acquisition with AFSL marks a strategic shift in advice space for CountPlus to converged model of accounting and advice • Advice is core in CountPlus converged model, underpins fee for service • Control quality of advice process via licensee • Access to industry leading tech-providers integrated with our version of XPLAN.
Co-operative Buying Power	<ul style="list-style-type: none"> • CountPlus manages significant group-wide procurement deals for its network: <ul style="list-style-type: none"> • Xero, all Member Firms are platinum partners • Significant discounts passed onto Member Firms and Advisers: <i>Class Super, IBISWorld, Futrli, NowInfinity, Xplan, Tendersearch, Protecht, FeeSynergy</i>

Our value proposition

... Value Added Services at No Added Cost to Member Firms

CountPlus Owner, Driver – Partner

- Governance
- Financial
- Accountability
- People and Talent
- Business planning
- Growth Funding
- Succession
- Resource Sharing
- Training
- Scale
- IT
- Risk Management
- Count Financial Co-operative Buying Power
- **Best Practice Enabler**
- **Change Management**
- **M&A Capability**
- **Leadership**
- **Legal Services**
- **Community**

Best Practice Enabler

- **Business Advisory Network** comprising Member Firms tasked with keeping relevant, best practice professional advice firms:
 - The future of compliance
 - The meaning of a true advisor
 - Offshoring and outsourcing

Change Management

- **The Management Principals Advisory Committee** formed from seven Member Firms across the network to consult with MFs to understand and solve topical issues confronting the network

M&A Capability

- Access to CountPlus professional staff to assist with managing MF acquisitions allowing Principals to focus on what they do best – meeting clients' expectations
- Advice on strategic fit, valuation, pricing, due diligence, negotiations, legal documentation, as well as acquisition integration

Leadership

- In conjunction with leading Australian education institutions, dedicated programs providing ongoing support and education for Principals and rising stars:
 - Melbourne University: Masters of Organisation Leadership
 - Australian Institute of Management: Rising Stars

Legal Services

- Shareholder and employment agreements
- Access to General Council
- Access to CountPlus professional staff to assist MFs in all their commercial contracts and agreements
- Access to a HR and Employment Law Specialist using CountPlus' standard approach to resolution of common employment matters, such as terminations, unfair dismissal, redundancies, performance management / approval and interpreting the Fair Work Act legislation

Community

- Access to 'MyCountPlus' intranet with peer sharing and firm profiles
- Managing Principals meet monthly for virtual sharing sessions
- Managing Principals Conference
- Managing Principals Advisory Council
- Annual Congress
- Count Financial Foundation – philanthropic giving
- Best Practice sharing amongst firms
- Resource Sharing amongst firms

Count Financial

40-year anniversary of Count Financial – History of Count Financial

Count Financial celebrates 40 years of financial advice to Australians.

- Count Financial established in August 1980.
- Firm continues to deliver positive outcomes for our Member firms and their clients.
- A proud legacy of accounting-led, client centric advice

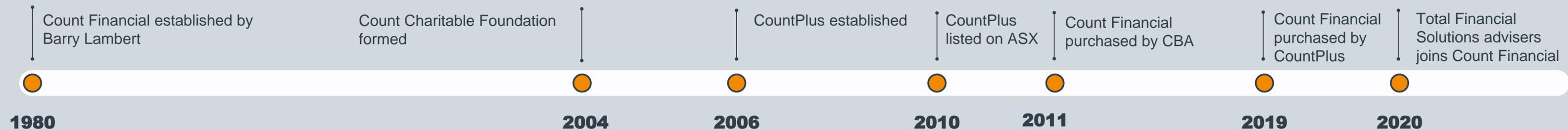
With superior client outcomes, the accounting-led financial advice model has endured for 40 years

How it began...

Count Financial founded by Barry Lambert in 1980.

Began as an idea for accountants to provide financial advice – transforming into a network of expertise and experience over 40 years.

Count Financial today is a broad, diverse network with around 127 Member firms located across Australia.



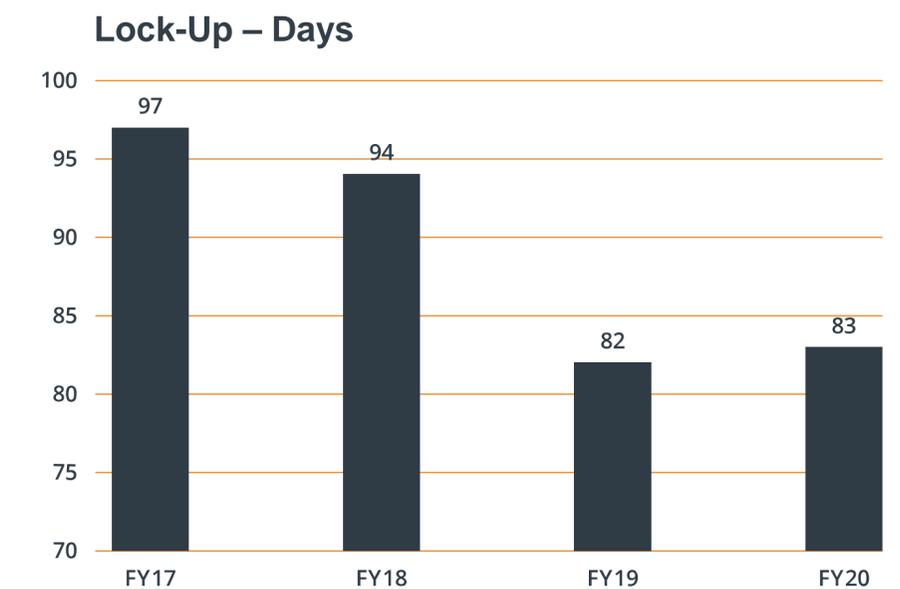
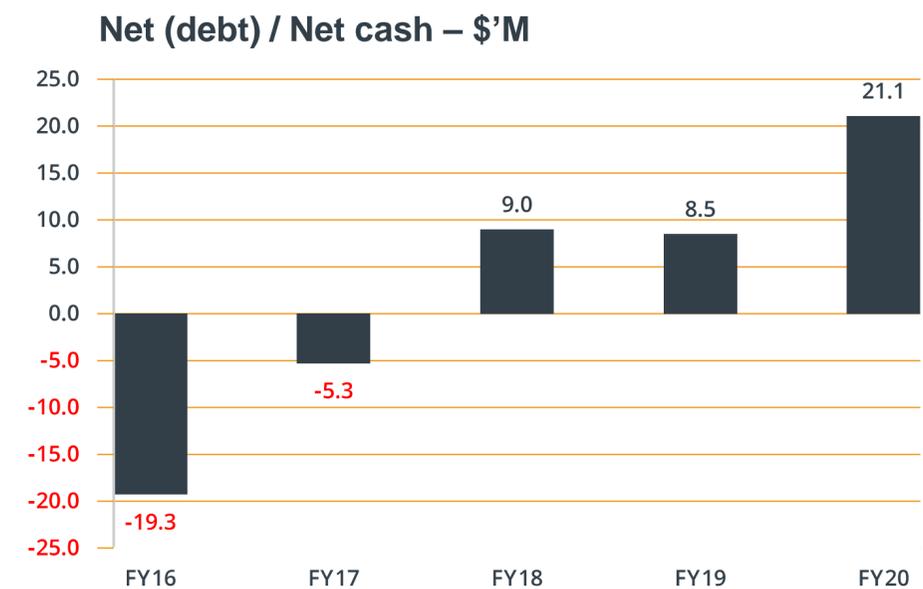
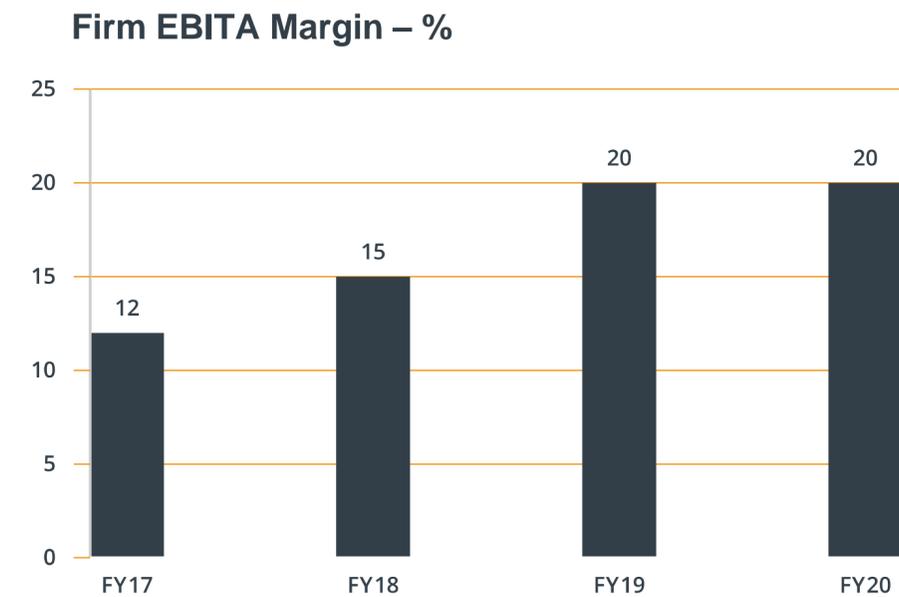
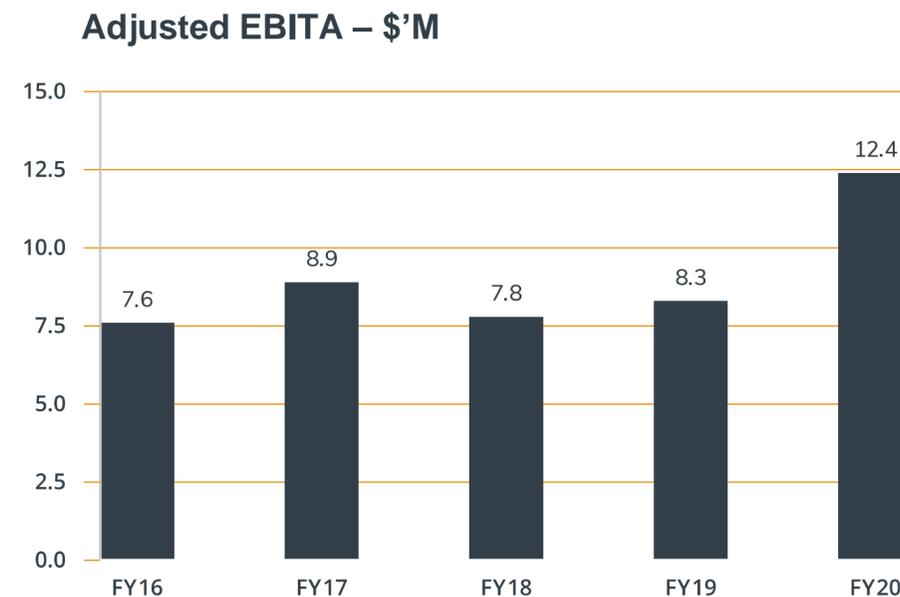
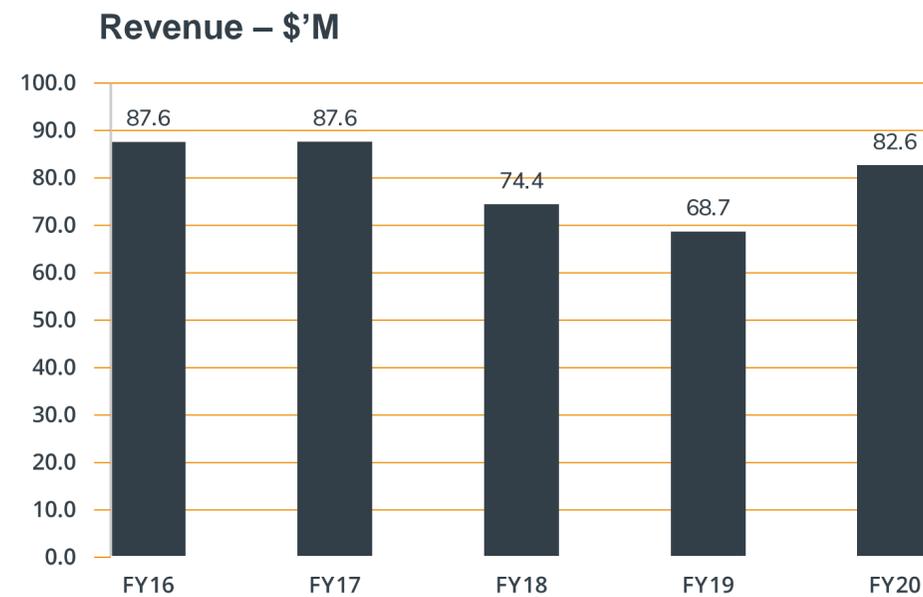
Financial Advice - a value proposition for all stakeholders



Our Corporate Results

CountPlus Headline Results

Turnaround in performance for CountPlus has been delivered



Source: CountPlus Annual Reports : FY11 – FY20
CountPlus analysis

CountPlus Financial Track Record

Improved earnings; strengthened cash position

Financial Results summary	FY20	FY19	Movement – FY20 vs FY19	
	\$'000	\$'000	\$'000	%
Revenue from operating activities	82,607	68,646	13,961	20
Adjusted Earnings before interest, tax and amortisation (“EBITA”)	12,391	8,262	4,129	50
Adjusted Net profit after tax (“NPAT”)	7,684	5,002	2,682	54
Adjusted Net profit attributable to CountPlus shareholders	5,950	3,681	2,269	62
Adjusted Net profit after tax before amortisation (“NPATA”)	9,086	6,442	2,644	41
Share of associates earnings	2,179	1,553	626	40
Cash at bank	25,842	10,258	15,584	Large
Reported earnings per share – cents	14.30	1.48	12.82	Large
Adjusted earnings per share – cents	5.37	3.33	2.04	61
Net tangible assets per share – cents	35.78	22.65	13.13	58

Note: Adjusted is defined as reported results adjusted for one-off, non-recurring items.

For FY20: Split of EBITA between 1H and 2H is \$5.091M and \$7.300M representing a split of 41% and 59%.

For FY19: Split of EBITA between 1H and 2H is \$4.716M and \$3.546M representing a split of 57% and 43%.

Partner Firms – 100% aggregation of converged accounting & financial planning firms

Acquisitions to drive growth

Pro forma P&L analysis	FY20	FY19	Movement
	\$'000	\$'000	%
Total Revenue from operating activities	102,263	89,852	14
Operational Salaries	(56,793)	(48,322)	(18)
Contribution margin	45,470	41,530	9
Other income	2,859	1,255	128
Operating expenses*	(28,132)	(25,093)	(12)
Firm EBITA	20,197	17,692	14
Interest income	27	28	(4)
Amortisation	(642)	(815)	21
Interest expense*	(1,052)	(491)	(114)
Profit before tax	18,530	16,414	13
Income tax expense	(5,546)	(5,194)	(7)
Net profit after tax	12,984	11,220	16

Key points to note:

- This analysis is prepared by aggregating all CountPlus entities at 100% including associates excluding Count Financial, Total Financial Solutions and Corporate Office in order to ensure comparability.
- This analysis reflects the underlying performance of all partner firms, ignoring the impact of shareholding to facilitate a year-on-year “same firm” comparison.

Note:

* The introduction of AASB16 – Leases has resulted in a \$749,000 increase in interest expense previously disclosed as operating expenses.

For FY20: Split of Revenue between 1H and 2H is \$50.898M and \$51.365M representing a split of 50% and 50%.
For FY19: Split of Revenue between 1H and 2H is \$44.164M and \$45.688M representing a split of 49% and 51%.



Thank You

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