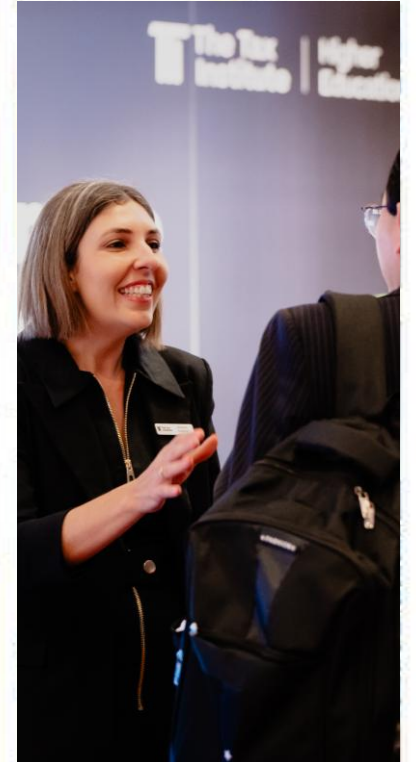


Member Consultation

February 2026

The Tax Institute acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.



Agenda

Purpose of this session

Background to the discussions with IPA

- Strategic priorities
- Financial position
- Technology
- Member demographics

What are we trying to achieve?

- Our aims
- Why now?

The proposal

- The options considered
- Proposed amalgamation structure
- What this means for members
- Why IPA?
- Key benefits

Your comments, feedback and input

Next steps

Purpose of the session

1. Provide you with the background information you need to understand why and how we arrived at the current proposal.
2. Explain more about what the proposed opportunity would mean for you, your fellow members and the future of The Tax Institute.
3. Give you the opportunity to raise questions, concerns, feedback or potential impacts. Your views will help inform due diligence and decision-making.

Question 1

What is your overall feeling regarding the proposed amalgamation with IPA?

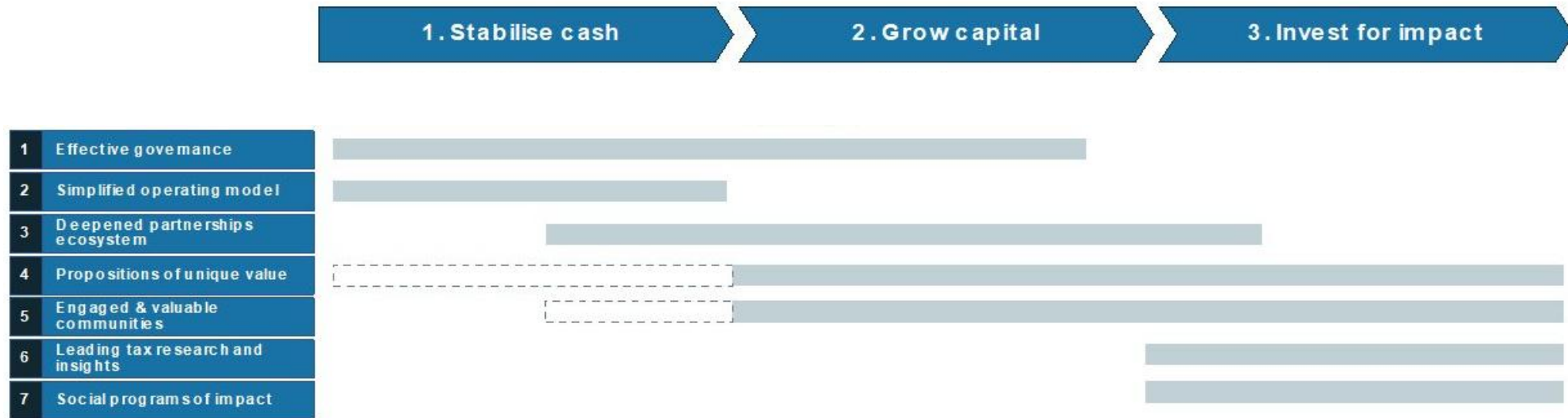
Background



Strategic priorities: 2023 reset

Three years ago, the Institute undertook a full strategic reset to address declining financial performance coming out of the COVID-19 pandemic.

Our aims were to stabilise our cashflow, grow capital and invest in key areas for maximum impact.



NOTES:

In FY 2023, we incurred significant losses as a consequence of declining financial performance and increasing costs, following a period of significant investment in our intangible assets.

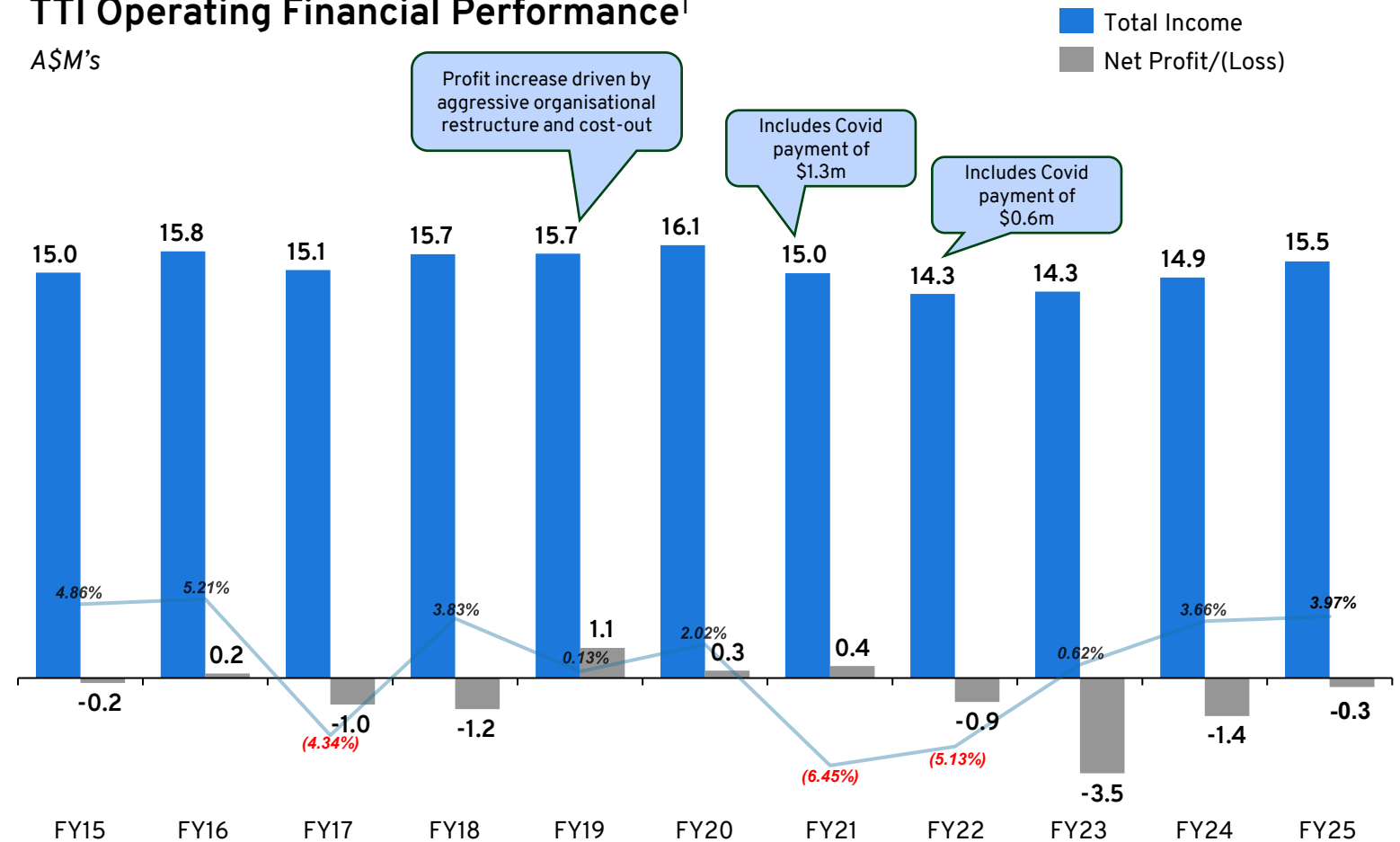
The combination of these challenges drove the necessity for a full strategic reset of the Institute, the primary focus of which was to stabilise cash in the first instance, then grow capital to facilitate the investments we need to take the Institute into the future.

Financial position

This strategic focus and continuing efforts to refocus our workforce has resulted in improving revenue and profitability. Our business fundamentals are sound and our revenue trend is promising.

TTI Operating Financial Performance¹

A\$M's



Notes: 1) FY14 to FY21 have been converted from calendar year financials to financial year for comparison in this chart; Operating Income include Covid Support payments; Net profit after investment income and intercompany transfers

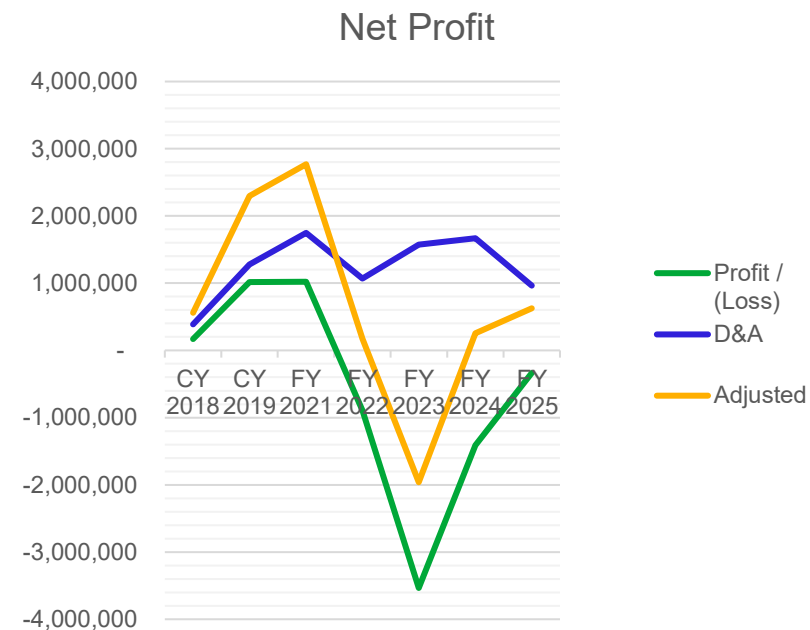
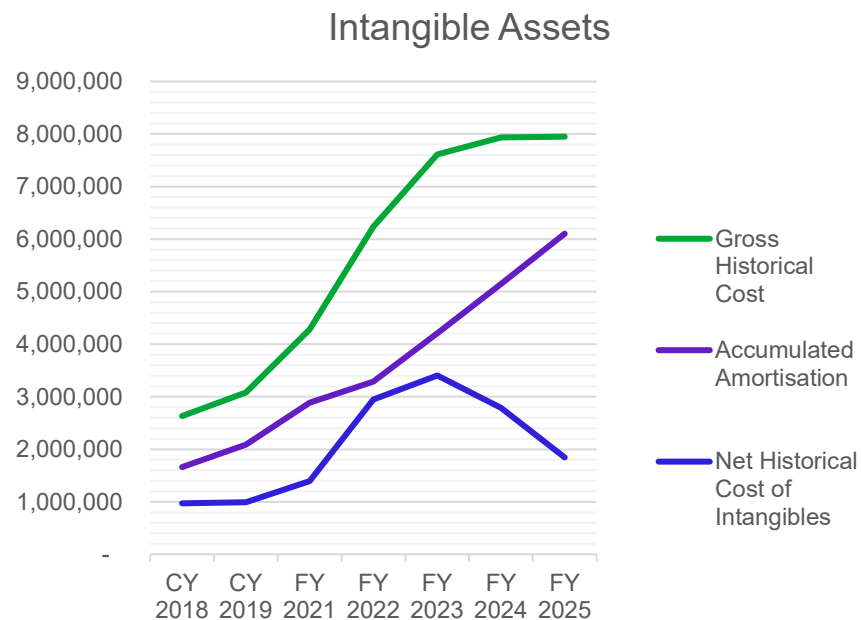
NOTES:

Strategies to increase growth and reduce costs have been successful. Top line revenue growth has been trending in the right direction, and our losses are reducing. However, the regrowth of our capital has been slower than desired. This is now restricting our ability to invest appropriately.

Financial Performance Snapshot

Profit before depreciation and amortisation continues to improve with heightened depreciation and amortisation commencing normalisation – lessening over coming financial years.

This demonstrates the impact significant investments have on our finances and operational stability.



NOTES:

A major contributor to our losses has been the continued impact of high depreciation and amortisation – the impact of which is lessening over the coming years.

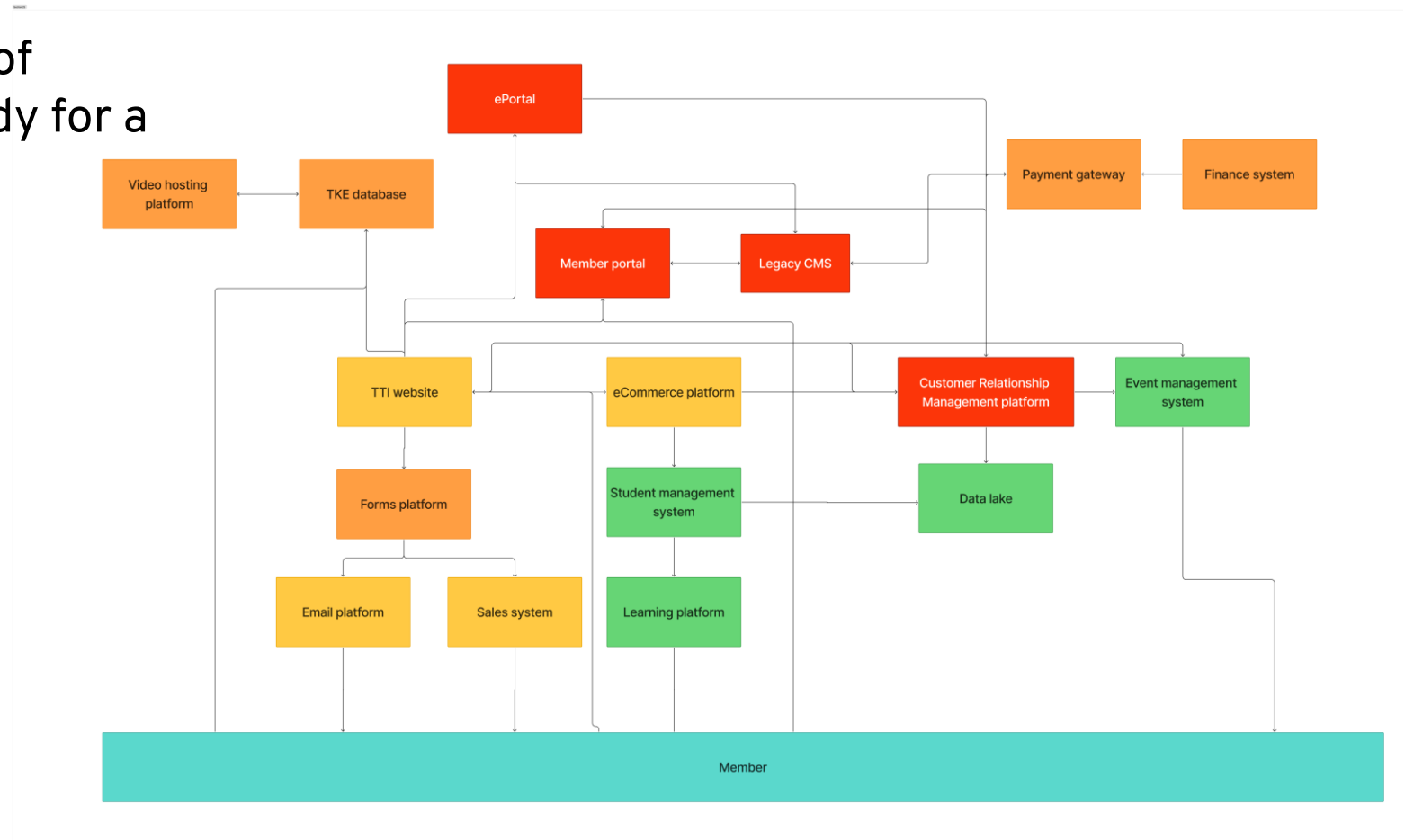
Removing the impact of depreciation and amortisation, you can see the business has returned to a sustainable position. However, we need to continue to invest – in our technologies, our member experiences and our member benefits. Without a necessary level of investment, we are at risk of falling behind in a changing world.

Technology

Our tech stack is currently in need of major investment so that we're ready for a digital future.

Legend:

- High priority upgrade – unstable legacy tech
- Medium priority upgrade – inefficient systems causing subpar member experience
- Low priority investment – system is stable or recently upgraded, but underutilised due to need for further investment
- Upgraded – recently upgraded or stable system



NOTES:

Technology is one area in need of significant investment. Outside of employment costs, technology is our largest operating cost. We undertook strategic review and assessed the cost of improvements required, which are over and above our current cash reserves.

The volume and the interconnectedness of legacy systems in need of upgrade means we don't have the cash reserves to address the issues in a way that creates meaningful change for members and keeps up with the demand for upgrades and maintenance that a modern tech stack requires.

Member feedback on technology



The tax search function is very cumbersome when undertaking research.

Access avenues online sometimes a bit convoluted.

I do not like the search engine. Very poor. It is an absolute mission to research papers to assist with tax matters.

The website is not as efficient as it could be. Some things can be difficult to find.

Weakness is search engine on the portal when looking for articles on a subject matter. Really bad.

Member website needs to be overhauled as it is not easy to use.

Fix the portals - search speed and accuracy.

Difficulty of accessing - **I gave up on your website as it is so painful** - perhaps you fixed it, but it was too late for me.

The website isn't very easy to navigate and doesn't always appear to be up to date.

Website is slow and search functions are poor. It probably needs an upgrade.

The 'Portal' is slow and clunky.

Really poor settings section in member portal, i have continued to update and save address settings, however the next time I review they are incorrect - very frustrating.

Improve the website experience and navigation. It currently is subpar.

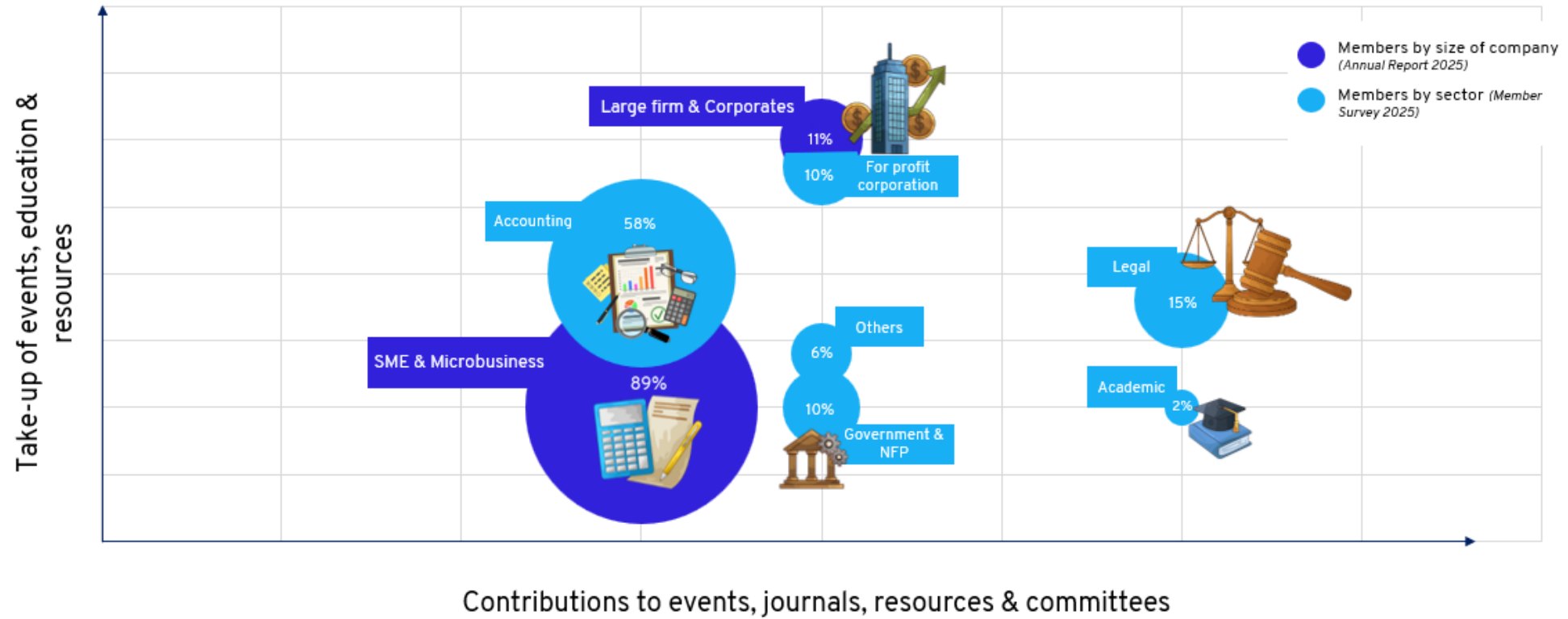
Fix your search engine.

The website is terrible, it is clunky and does not work. It needs improvement.

NOTES:

Our current technology has given rise to significant adverse member feedback and poor member experience and significant constraints on internal productivity. Here is a snapshot of some of the member feedback we've received around technology that shows just how important it is for us to address this challenge.

Member demographics



NOTES:

It's crucial to balance the needs of all stakeholders within our community.

SME & microbusinesses working in accounting make up the bulk of our membership. However, legal practitioners, who contribute significantly to our events, resources and education, and large firms and corporates who are some of our biggest up-takers on events and education, are active and valued parts of our membership.

It's this diversity that make us leaders, and that will ensure that TTI remains a powerhouse into the future.

Tax is an aging profession and so The Tax Institute has an aging membership.

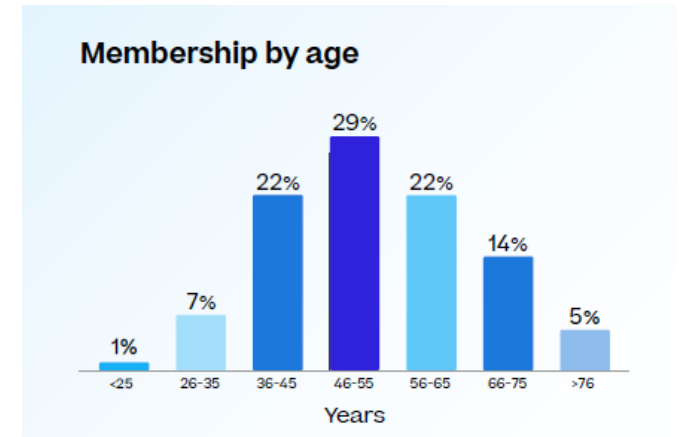
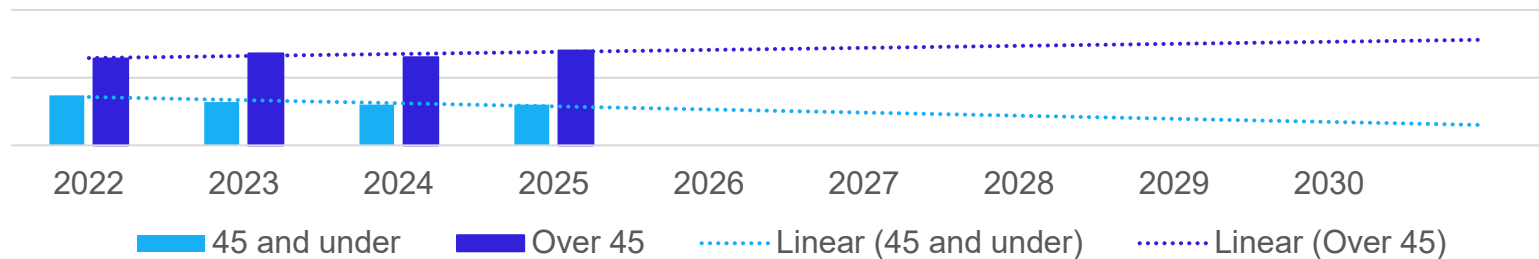
In 2022, 64% of our members were over 45. In 2025, 70% were over 45.

Since 2022, the average age of our members has risen from 51 to 54.

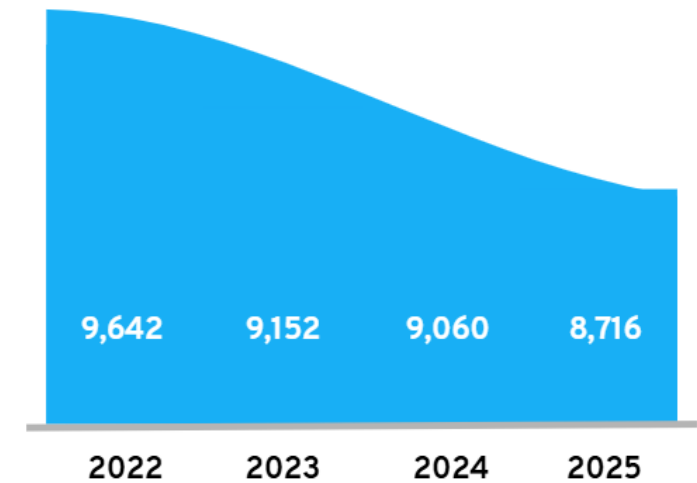
This is not a problem unique to us – TPB data shows that 50% of tax practitioners in Australia are over 50, while only 1% are under 30.

Less young people are entering the profession. In years to come, this means a smaller member community to power The Tax Institute.

Our aging membership base



Total members at EOFY



NOTES:

In 2022, 64% of our members were over 45. In 2025, 70% were over 45. Since 2022, the average age of our members has risen from 51 to 54.

This is not a problem unique to us – TPB data shows that 50% of tax practitioners in Australia are over 50, while only 1% are under 30. Less young people are entering the profession. In years to come, this means a smaller member community to power The Tax Institute.

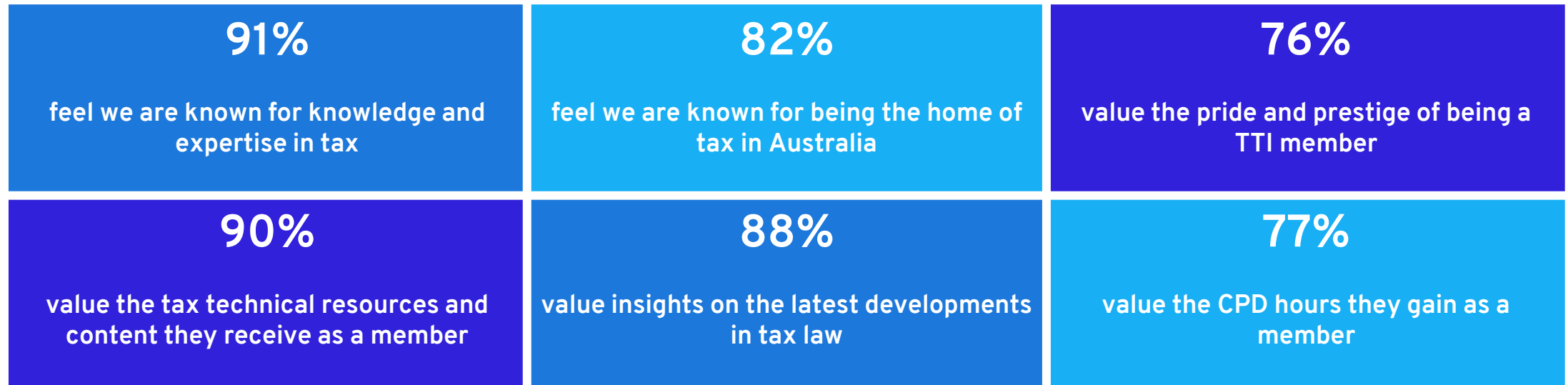
Joining forces with a like-minded community helps us bolster our community and stand as a strong, united voice.

**What are we trying to
achieve?**



Our aims

1. Protect what the Institute is today and what our members are proud of



The Tax Institute is and always will be the home of tax in Australia, built by and for you.

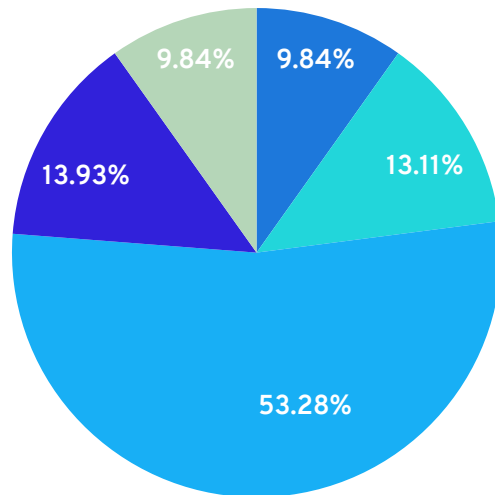
Notes:

Our member survey shows that members are proud of our tax expertise and place in the market. That's why we've started the discussion around this opportunity, ensuring that retaining our brand, name, identity, designations and focus on tax are all non-negotiable. We will remain the home of tax in Australia.

Our aims

2. Address the need for significant investments, as identified by the Board and member feedback

Areas where we can improve membership experience



■ Advocacy ■ Engagement ■ Service delivery ■ Technology ■ Other

Member feedback highlights an appetite for:

- 1) A better digital experience on the website and member portal
- 2) Increased engagement in regional centres
- 3) Continued robust advocacy in the tax space, with an added global perspective
- 4) Increased resources and CPD available free to members
- 5) Insights tailored to different parts of the tax profession, including SME practitioners, corporates, law and general accounting
- 6) The ability to witness Statutory Declarations as a CTA
- 7) More varied and tailored delivery of benefits and services, such as:
 - Support for tax technical queries
 - Print delivery of resources

Notes:

Member feedback has shown an immediate need to invest in systems, technology and the improvement of member benefits. Our investable funds have not returned to the necessary levels to facilitate the level of investment needed, so we are looking at the big picture for a solution.

We're exploring a vision for a future where we create prompt step change in our technology and services to further enhance your member experience.



Why now?

Today we are:

- ✓ Financially stable and able to support day-to-day operation → but not to undertake major, needed investment
- ✓ Delivering highly valued services, resources and benefits → but not in a position to improve delivery of services or introduce new ones
- ✓ Dealing with outdated but fundamentally functional technology → which will quickly become unsustainable to maintain

We want to explore our future opportunities to invest and grow **now**, from a place of stability.

The longer we delay, the further we fall behind and the more limited our options for building a modern Institute become.

Question 2

What is your understanding about why we are exploring this opportunity?

The proposal



What options have we considered?

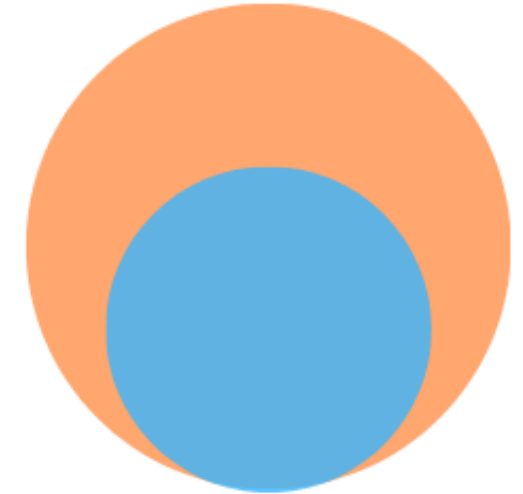
Going it alone

- ✓ Retain complete control of brand and organisation
- × Change in key services and platforms would be too gradual to make an impact
- × Long-term sustainability is uncertain



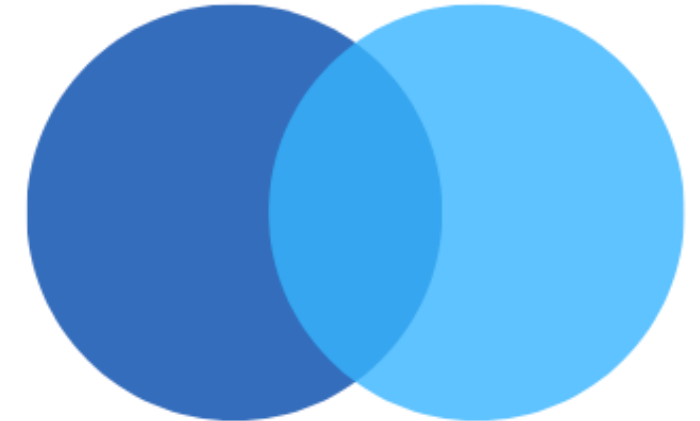
White labeling & joint venture

- ✓ Retain control of brand and organisation
- ✓ Utilise existing infrastructure for prompt step change in key areas
- × Data security concerns
- × Upfront capital needed for transitioning to white label platforms



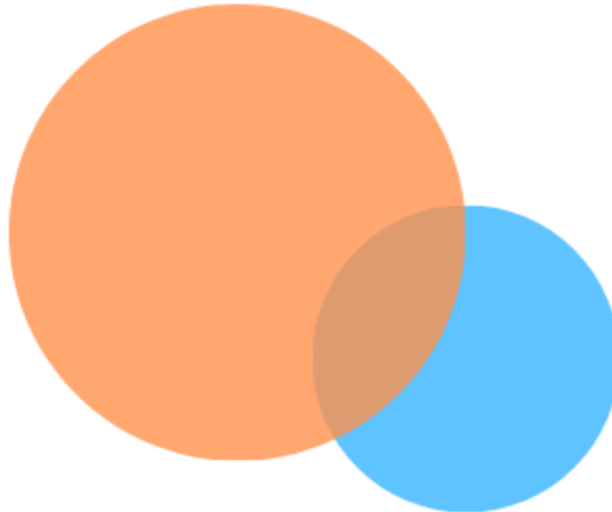
Joining a group of like-minded professionals

- ✓ Retain control of brand and organisation
- ✓ Utilise existing infrastructure for prompt step change in key areas



Full merger

- ✓ Utilise existing infrastructure for prompt step change in key areas
- × Loss of identity and member control of organisation



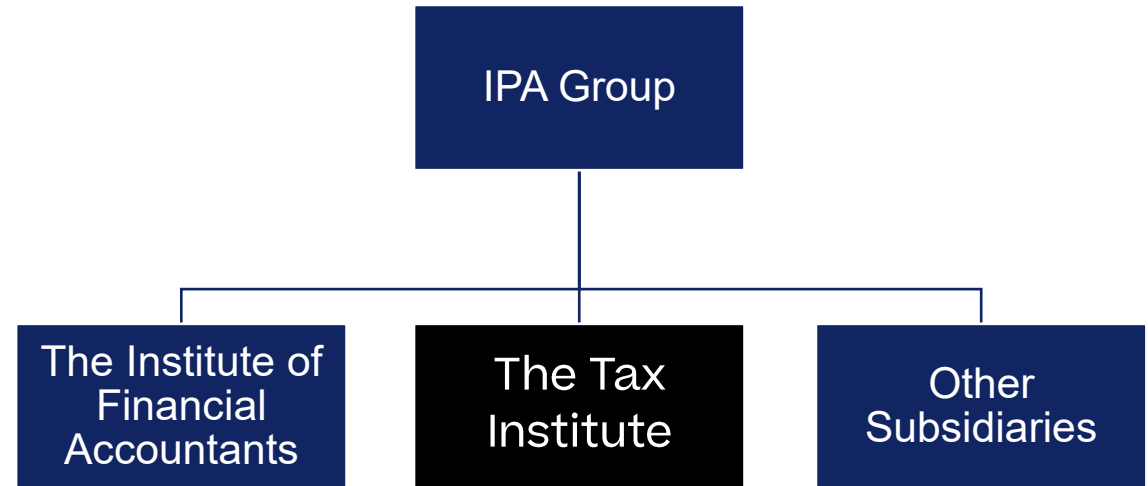
Notes:

We have considered various options as a path forward for the Institute. Each one presents advantage sand disadvantages, but after careful consideration, the Board deemed joining a like-minded professional group to be the option that best allowed us to leverage existing infrastructure to improve our services while retaining our own identity.

Preferred option

Structure of the proposed amalgamation

- TTI and IPA remain separate legal entities, limited by Guarantee (IPA would be the sole member of the legal entity)
- TTI's current By-Laws will be retained (changes would need to be approved by our National Council)
- TTI Committees and Councils will be retained
- TTI members will remain in control of The Tax Institute – it's advocacy, direction and output
- The events and education you know and love will continue
- Existing member benefits will remain, with the opportunity for expanded offerings



**If you have an interest in tax,
then The Tax Institute remains
your home**

The Tax Institute will remain the only membership body focussed solely on tax, tax practitioners and tax specialists

What this means for..

Tax lawyers, Large firm accountants & Government employees	SME accountants	CTA members	CA/CPA members	IPA and TTI dual members	Academics	Students
Improved access to the same high quality and targeted tax expertise as always						
A better website and member portal experience						
More streamlined opportunities to volunteer and build your profile						
Greater professional opportunities across industry sectors	Access to more diverse member benefits and CPD opportunities geared toward SMEs	Retain the prestige of your CTA designation as its profile grows	You continue to hold memberships with each organisation separately. Your postnominals do not change.		Academic memberships will remain available without change	The Institute's education programs will continue to be delivered without change
		The profile of your prestigious CTA designation will grow amongst a larger audience of tax professionals and the general public	Increased alignment in advocacy activity and resources available from TTI and IPA			
						Free student memberships will remain available without change

Why IPA?

In considering our options for joining a group of like-minded professionals, one of our main priorities was protecting what the Institute is today and what our members are proud of.

We chose to explore this opportunity with IPA in particular because:

1. They have a proven track record with amalgamation that allows each organisation to retain its brand and identity.
2. We want to ensure our members' influence and impact are not significantly diluted, as they may be by partnering with a significantly larger organisation. We are adamant that the Institute should remain driven by its members, for its members.

We feel that a partnership with IPA represents the best opportunity to move forward while continuing to be The Tax Institute you know and the home of tax in Australia.

Key Benefits

Key benefits for TTI Members	Key benefits for IPA Members	Shared benefits
<p>TTI can leverage IPA's existing infrastructure to improve our tech stack without further major financial investment</p>	<p>TTI's prestige and excellent reputation within the tax specialty will raise IPAs profile within that space</p>	<p>Our community grows, working to mitigate the impacts of an aging profession</p>
<p>TTI can increase accessibility of existing member benefits and explore delivery of new services, such as access to the IPA's online technical support service</p>	<p>TTI's leading tax education programs benefit IPA members and are an avenue to engage new members</p>	<p>Our shared voice in advocacy efforts across the tax and accounting space grows stronger</p>
<p>Creates an opportunity to explore issuing CTA members with Practicing Certificates, including coverage under the IPA's Professional Standards Scheme</p>	<p>Creates a streamlined opportunity for IPA members to embark on a path to the CTA designation</p>	

Summary

What our members are asking for	How the proposal seeks to address this
A financially sustainable Tax Institute for years to come	Sharing of back-office, IT and accommodation will see significant future cost savings (current estimates between \$2.5m and \$3.5m p.a.).
An Institute that is second to none on tax technical insight and recognised as the Home of Tax	A bigger TPA team supported by members
A reliable digital experience on the website, member portal and all interactions with TTI	Leveraging an existing tech stack that TTI can transition to swiftly post-agreement means our technology can be brought up-to-date quickly, ensuring a better overall digital experience. Pooled IT resources mean the platforms can be maintained along with a rapidly changing digital landscape.
Prompt, efficient and effective engagement with TTI staff	A larger and better resourced team means your needs are met promptly by staff who are well-trained and working within efficient systems that allow us to tailor your experience.
Increased engagement in regional centres and more ways for regional members to access services	A larger and better resourced team allows us to innovate in how to better reach members outside major city centres. Increased resources and better service delivery overall will increase access for remote members.
Increased technical tools and resources spanning all parts of the tax profession, available as part of your membership	A larger technical team with a broader spectrum of expertise allows us to deliver more and varied benefits to members
Tailored and practical delivery of member benefits, both existing (e.g. print delivery of resources) and new (e.g. online technical support for tax queries)	Leveraging existing service delivery platforms allows us to introduce new ways of supporting members, including opportunities to leverage IPA's support services.
Continuing strong advocacy both within the Australian tax system and globally	A larger overall community strengthens our voice in advocacy spaces, while ensuring TTI members continue to drive the agenda and direction of our efforts. IPA's global reach provides a pathway to advocacy on a greater level.
The ability to witness Statutory Declarations and hold a Practising Certificate as a CTA	Opens the opportunity to explore extending IPA's provision of practicing certificates to TTI members.

Question 3

What is your understanding of the current proposal?

Open Forum

Please submit your questions via the QR code.

Questions are moderated and may not appear immediately.



Question 4

What is your overall feeling regarding the proposed amalgamation with IPA following this consultation session?

Next Steps





**The home of tax,
built by you.
Always.**