

2025 Investor Briefing

Strategy update

13 October 2025

Approved for distribution by ANZ's Continuous Disclosure Committee



Important information

Forward-looking statements

The material in this presentation contains general background information about the ANZ Group's activities current as at 12 October 2025. It is information given in summary form and does not purport to be complete.

It is not intended to be and should not be relied upon as advice to investors or potential investors, and does not take into account the investment objectives, financial situation or needs of any particular investor. These should be considered, with or without professional advice, when deciding if an investment is appropriate.

This presentation contains certain forward-looking statements or opinions including statements regarding our intent, belief or current expectations with respect to the ANZ Group's business operations, market conditions, results of operations and financial condition, capital adequacy, sustainability objectives or targets, specific provisions and risk management practices. When used in the presentation, the words 'forecast', 'estimate', 'goal', 'target', 'indicator', 'plan', 'pathway', 'ambition', 'modelling', 'project', 'intend', 'anticipate', 'believe', 'expect', 'may', 'probability', 'risk', 'will', 'seek', 'would', 'could', 'should' and similar expressions, as they relate to the ANZ Group and its management, are intended to identify forward-looking statements or opinions. Forward-looking statements or opinions may also be otherwise identified within this presentation, including by the use of footnotes. Those statements are usually predictive in character; or may be affected by inaccurate assumptions or unknown risks and uncertainties or other factors, many of which are beyond the control of the ANZ Group or may not be known to the ANZ Group at the time of the preparation of the ANZ 2030 strategy, such as general global economic conditions, external exchange rates, competition in the markets in which the ANZ Group will operate, and the regulatory environment. Each of these statements and related actions is subject to a range of assumptions and contingencies, including the actions of third parties. As such, these statements should not be relied upon when making investment decisions.

These statements only speak as at the date of publication and no representation is made as to their correctness on or after this date. Forward-looking statements constitute 'forward-looking statements' for the purposes of the *United States Private Securities Litigation Reform Act of 1995*. No member of the ANZ Group undertakes any obligation to publicly release the result of any revisions to these forward-looking statements to reflect events or circumstances after the date hereof to reflect the occurrence of unanticipated events.

There can be no assurance that actual outcomes will not differ materially from any forward-looking statements or opinions contained herein.

Unless otherwise indicated, all market share information in these presentations is based on management estimates having regard to internally available information, all amounts in this document are in Australian dollars, and all financial performance metrics are on a cash profit basis. Sum of parts within charts and commentary may not equal totals due to rounding.



2025 Investor Briefing

Strategy update

Nuno Matos

Chief Executive Officer



ANZ 2030

Purpose of today

Reflections on first 150 days

Strengths and opportunities for ANZ

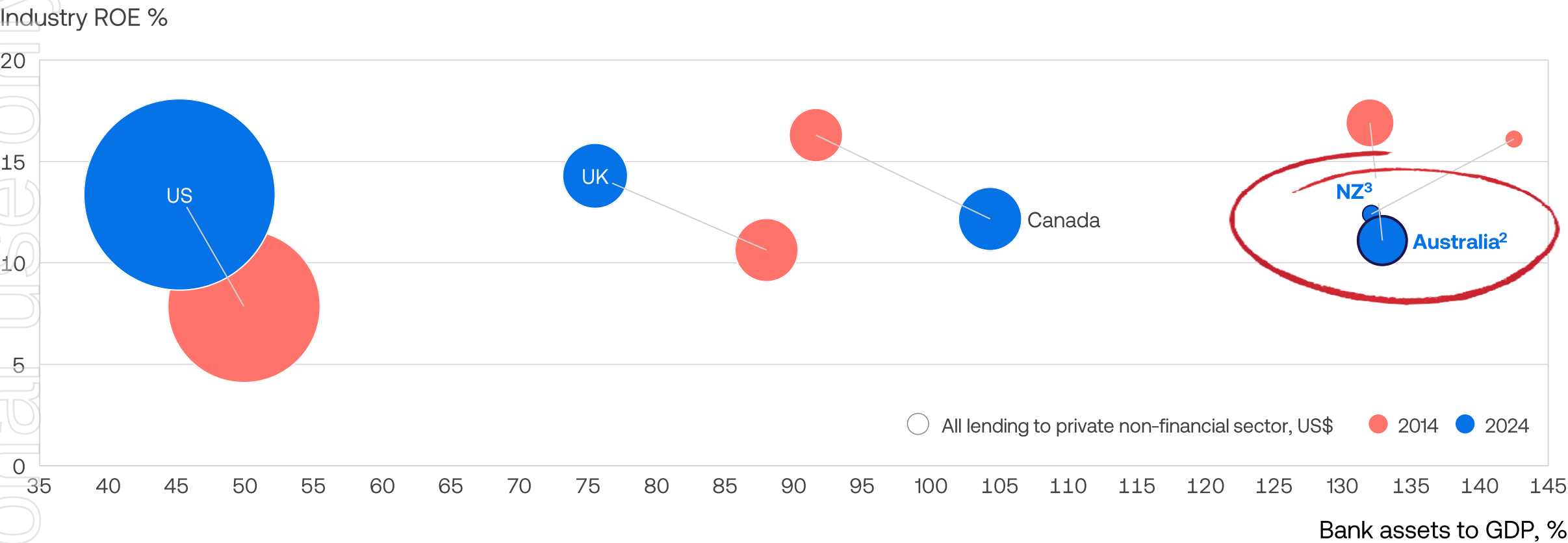
Update on our strategy, including

- immediate priorities
- broader areas of strategic focus out to 2030

Financial commentary

Banking in Australia & New Zealand is highly competitive; and our banks are central to providing credit

Banking industry ROE & banking assets to private sector, as share of GDP for select OECD nations¹



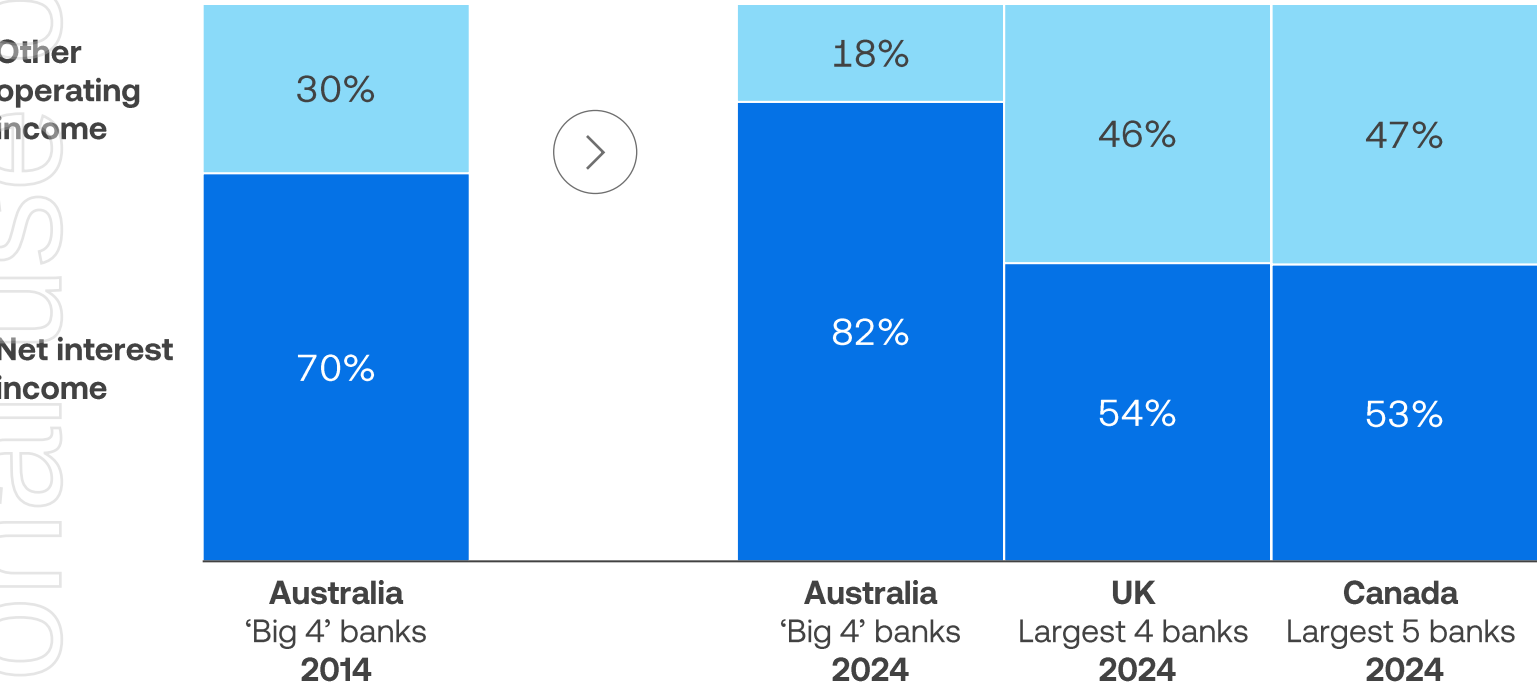
1. Credit from domestic banks to the private non-financial sector (households, NPISHs, and non-financial corporations); data presented for Australia, New Zealand, and a selection of comparable countries which were initial OECD members
2. ROE is calculated by an equity-weighted average of the Big 4 banks less their NZ subsidiaries; the 2014 value excludes ANZ as no reliable equity split publicly available
3. ROE is calculated by an equity-weighted average of ANZ NZ, ASB Bank of NZ, and WBC NZ in 2024; the 2014 value excludes ANZ NZ as no reliable equity split publicly available



Industry highly ‘commoditised’; and increasingly disintermediated

Australia’s majors are far more reliant on net interest income vs. fees

Net interest income vs. other operating income, 100%



Note: UK banks include Barclays, HSBC, Lloyds Banking Group and NatWest; Canada banks include Royal Bank of Canada, Toronto-Dominion Bank, Bank of Montreal, Canadian Imperial Bank of Commerce and Scotiabank

Source: McKinsey analysis

Brokers writing almost
3 in 4 mortgages in Australia

74%

of new mortgages were written by brokers
in 2024

vs

56%

in 2019



The Australia market offers great opportunities

Large market, growing population and growing customer base

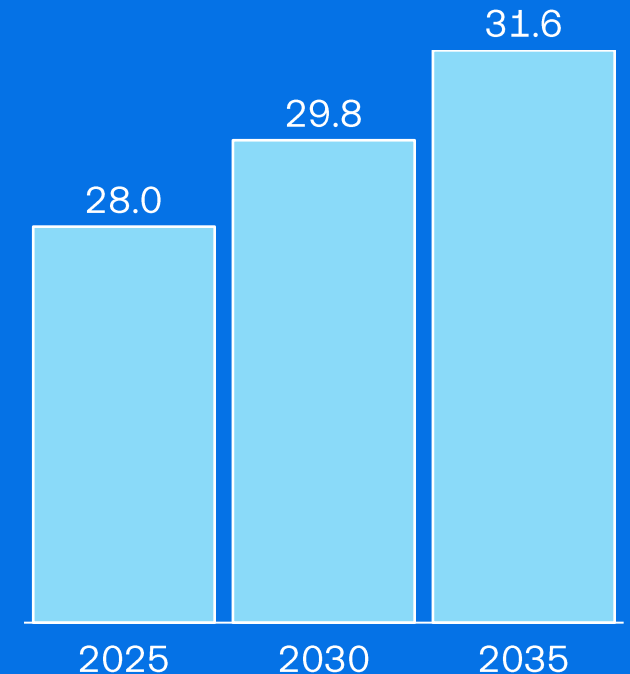
Stable economy and strong governance

Stronger asset quality and better credit ratings for Australian Banks provides a better ratings outcome¹

Source: Australian Centre for Population, Macrobond, ANZ Research

1. Relative to global peers

Australian population estimates, million people



ANZ's distinctive portfolio

Two scale markets, two market-leading positions and a well-diversified business model

Australia Retail	Australia Commercial	Institutional	New Zealand
~8 million customers	~700,000 customers	#1 Institutional Bank across Australia, New Zealand and Asia for relationship strength & quality ¹	#1 market leader
Top 4 major bank	Top 4 major bank		
Significant opportunity to grow	Significant opportunity to grow	Extend leadership	Extend leadership

ANZ network presence

- Australia – Retail, Commercial, Institutional
- New Zealand – Retail, Commercial, Institutional
- International – Institutional, Retail & Commercial in Pacific

1. Coalition Greenwich Large Corporate Relationship Banking survey (Australia, New Zealand) and Coalition Greenwich Voice of Client Asian Corporate Banking Study



ANZ  **2030**



Unlocking our potential to win the preference of customers, shareholders and the community

Strategic pillars



Customer first

With market leading, differentiated and superior propositions, we will raise the standard of every digital and human interaction for our customers.



Simplicity

To set the market standard for productivity, we will deliver organisational simplification, divest non-core assets and improve efficiency.



Resilience

Leading the industry in trust, safety and risk management, we will adhere to the highest standards of non-financial risk management and strengthen end-to-end accountability across the bank.



Delivering value

To sustainably improve our financial performance, we will create lasting value by delivering higher returning growth and results that matter for our stakeholders.

Core enablers

 Culture

 People

 Technology

ANZ 2030 – Two phases to our strategy

First phase – Across FY26 & FY27

Delivering on immediate priorities to get the basics right

- › Substantial improvement in productivity
- › Initial investment for growth

Second phase – Beyond FY27

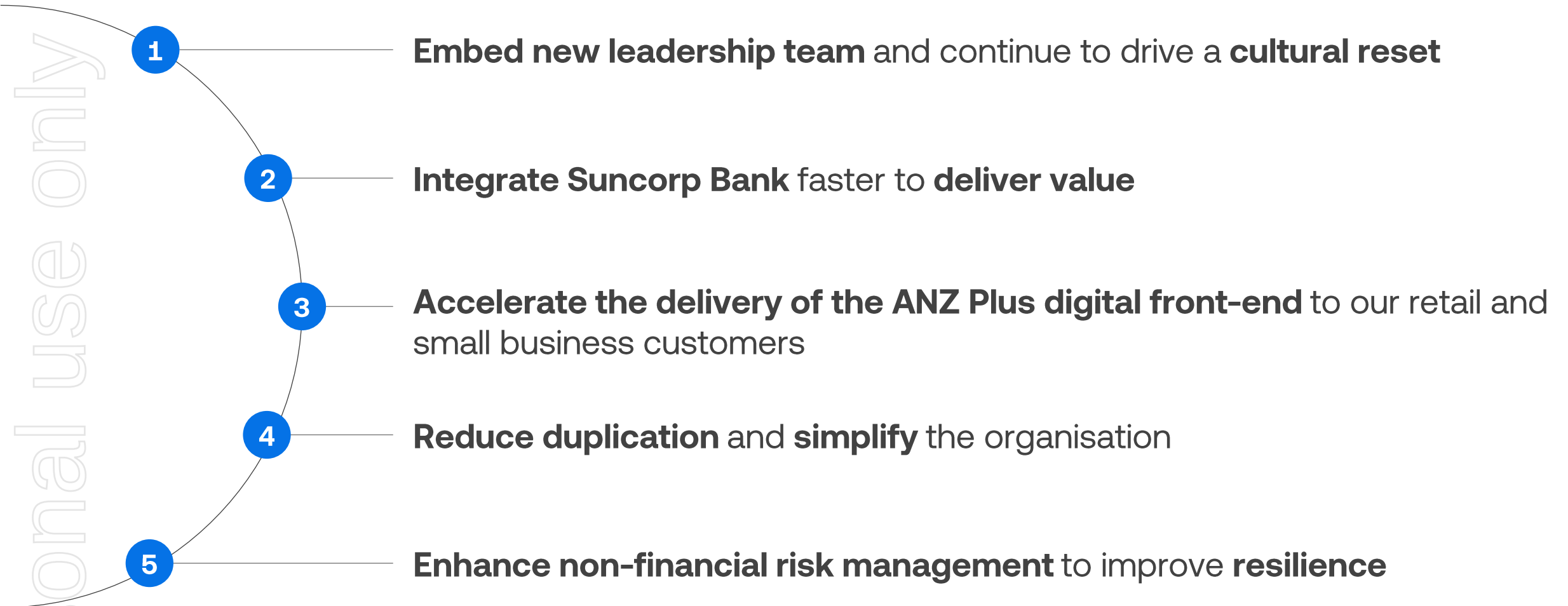
Realise the benefits of these strong foundations

- › Accelerate growth
- › Outperform the market

In both phases – Continuously improving our returns and delivering value



Five immediate priorities



1. Embed new leadership team and continue to drive a cultural reset

A blend of local and global talent and experience



Nuno Matos

Chief Executive Officer



Pedro Rodeia

Group Executive Australia Retail
(Commencing Nov 25)



Clare Morgan

Group Executive Australia
Commercial



Mark Whelan

Group Executive
Institutional



Antonia Watson

Group Executive & CEO New
Zealand



Farhan Faruqi

Chief Financial Officer



Stephen White

Group Executive Operations
(Commencing Nov 25)



Christine Palmer

Group Chief Risk Officer
(Commencing Dec 25)



Donald Patra

Group Chief Information Officer
(Commencing Nov 25)



Elisa Clements

Group Executive
Talent & Culture

A culture based on talent and performance that focuses on customers' needs, promotes healthy and sustainable ambition, external competitiveness, and a desire to outperform while ensuring compliance with no short cuts



2. Integrate Suncorp Bank faster to deliver value¹

Suncorp Bank performing strongly

Since deal announcement in July 2022:

+19%

growth in customer deposits

+18%

growth in net loans and advances

Path forward to migrate Suncorp Bank

Safe and secure migration of Suncorp Bank customers to ANZ **by June 2027**

ANZ brand, wider range of products and expanded branch network

ANZ will meet all Federal and Queensland **Government commitments**

Earlier and higher cost synergies to be realised

Estimated full run-rate annualised pre-tax cost synergies of **\$500m by FY29**

Vast majority captured in FY28

3. Accelerate the delivery of the ANZ Plus digital front-end to our retail and small business customers¹

Today

Three technology stacks across ANZ, ANZ Plus and Suncorp Bank

3 x digital front-ends

3 x middleware platforms

2 x core banking systems

By Sep 2027

Upgrade 8 million retail customers in Australia to the ANZ Plus front-end. New, superior, single channel experience

1 x digital front-end

2 x middleware platforms

1 x core banking system

Post 2027

Completing the re-platforming of the middleware and eliminating existing middleware legacy platforms

1 x digital front-end

1 x middleware platform

1 x core banking system

4. Reduce duplication and simplify the organisation¹

Estimated pre-tax annual gross cost savings of around \$800 million in FY26

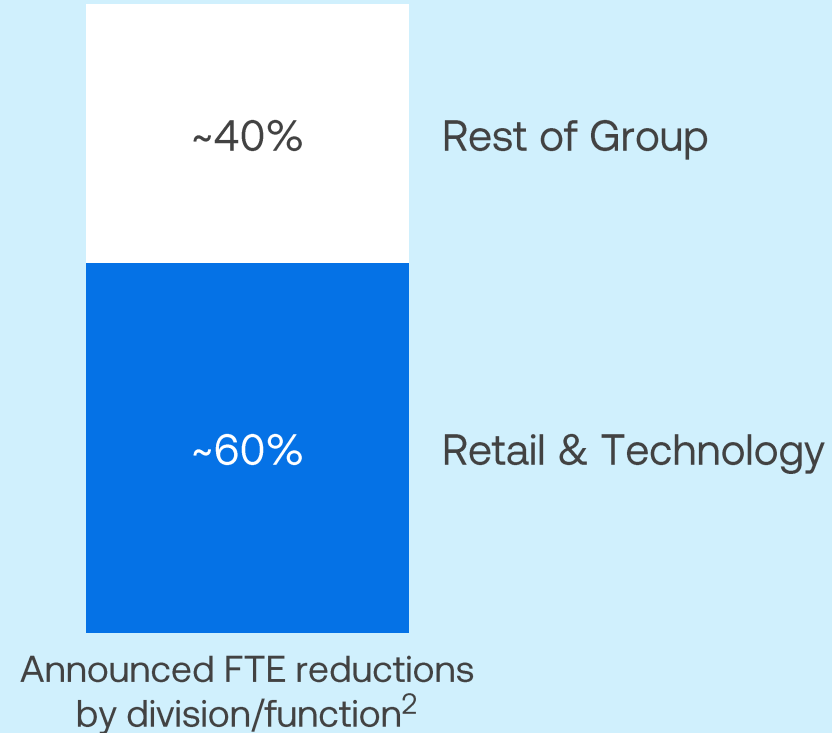
Stop initiatives not aligned to our strategy

Prioritise what will make the most difference to our customers

Improve productivity through a simpler organisational structure and operating model

Exit non-bank activities that lack economic or strategic rationale

Changes to better focus on priorities



1. This page contains forward looking statements. These statements are subject to the disclaimer on page 2

2. Approximately 3,500 employees expected to depart the Group by September 2026 as announced on 9 September 2025



5. Enhance non-financial risk management to improve resilience

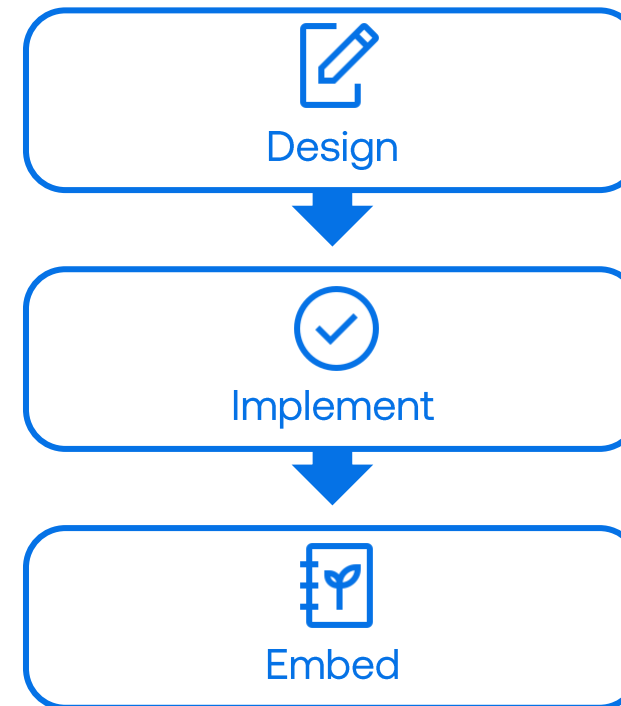
Significant amount of work already underway

Settlement with ASIC in relation to matters within Markets and Australia Retail. Established an **ASIC Matters Resolution Program** within Australia Retail

Appointed the right leadership to deliver this work, weekly forum to oversee progress

Delivered a comprehensive Root-Cause Remediation Plan to APRA as required by the CEU

Expected three year program of work¹



¹ The first year is dedicated to design, followed by two years to implement and embed

Unlocking our potential to win the preference of customers, shareholders and the community

Strategic pillars



Customer first

With market leading, differentiated and superior propositions, we will raise the standard of every digital and human interaction for our customers.



Simplicity

To set the market standard for productivity, we will deliver organisational simplification, divest non-core assets and improve efficiency.



Resilience

Leading the industry in trust, safety and risk management, we will adhere to the highest standards of non-financial risk management and strengthen end-to-end accountability across the bank.



Delivering value

To sustainably improve our financial performance, we will create lasting value by delivering higher returning growth and results that matter for our stakeholders.

Core enablers

 Culture

 People

 Technology



Customer first

Australia Retail¹



Differentiated propositions for customer segments

Mass affluent segment

People relocating to Australia



Strengthen proprietary origination

Invest and train mortgage sales force

Increase lenders in branches, up to 50% more over next 5 years



Elevate channel experiences

ANZ Plus single customer front-end

Invest in bankers' tools

Re-platforming our contact centre experience

Customer first

Australia Commercial¹



Front line that matches our ambition

Increase bankers by close to 50%

Better tools and systems

Commercial Bankers Academy



The right platform for the right customer

Transactive Global to the middle-market segment

ANZ Plus single customer front-end to small business by end of FY27



Build on strong Private Bank foundations

More relationship managers

Improve quality of offering

Leverage mass affluent segment work

Customer first

Institutional



Targeted customer acquisition

Financial Institutions; Corporates with links to Australia and New Zealand; and multi-nationals operating intra-Asia



Market leading platforms

Extending our leading position in payments, cash management and market flow products in Australia and New Zealand

Broaden these capabilities across our international network



Capital management to optimise returns

New capital management structure

Enhance our capabilities in originate-to-distribute and balance sheet recycling



Customer first

New Zealand



Re-platformed for the future

Bring customer experience in line with leadership position, by redesigning the customer journey



Refreshed segment propositions

Bespoke propositions to customer segments, including affluent and small business customers



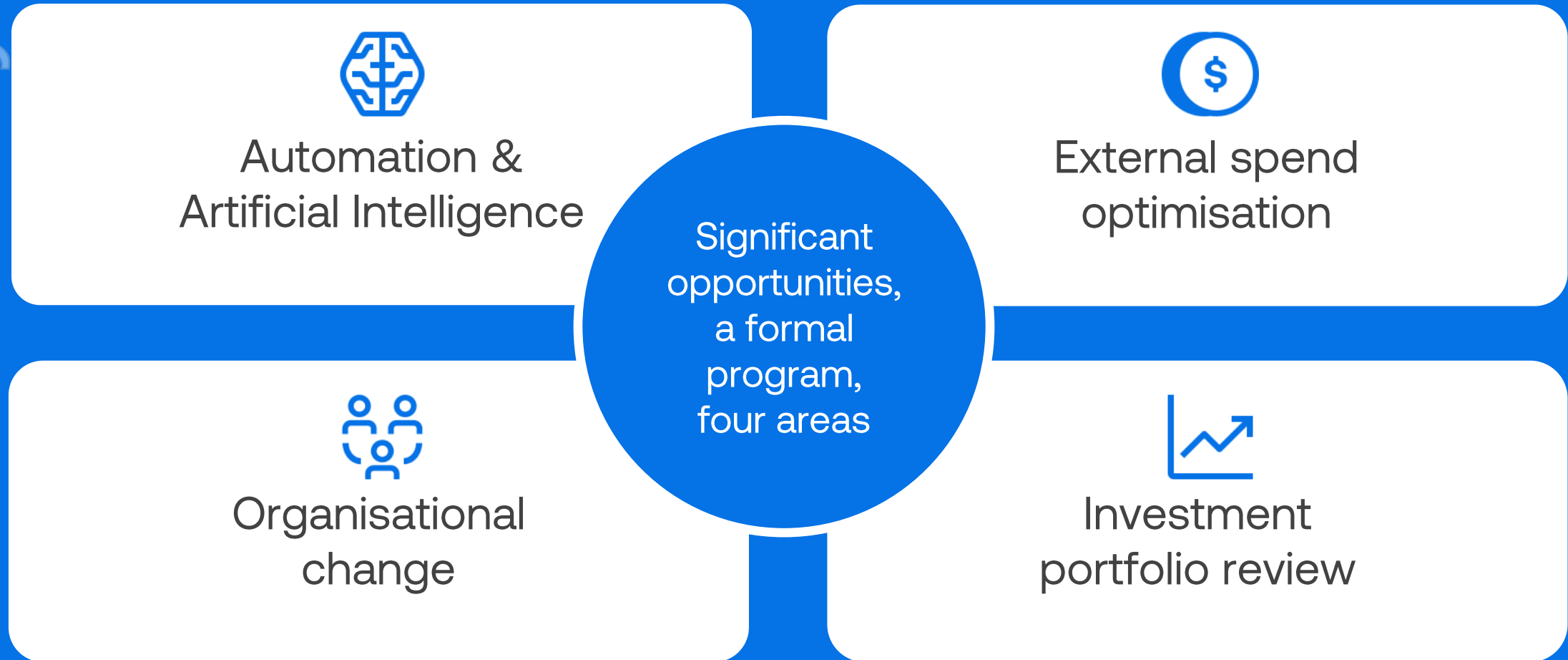
Investing in business bankers

Provide business relationship managers the right tools to outperform in target segments



Simplicity

ersonal use only



Resilience



Capital & balance sheet

Strong capital, funding and liquidity position

One of only 11 banks globally in the AA band by all three rating agencies¹



Credit quality

Reshaped lending book, drive good risk outcomes, believe structural in nature

83% of wholesale lending to investment grade counterparties



Non-Financial Risk management

A better run bank

1. Based on global comparable banks with an issuer rating and debt rated in the AA band from all 3 major ratings agencies



2025 Investor Briefing

Strategy update

Farhan Faruqui

Chief Financial Officer





Delivering value

To sustainably improve our financial performance, we will create lasting value by delivering higher returning growth and results that matter for our stakeholders.

What you can expect going forward

- 1 **Consistent set of metrics**, aligned with strategic pillars
- 2 **Quarterly trading updates**, in line with peers
- 3 **Consistent disclosures**, including the drivers of performance in results



Delivering value

Financial outcomes of immediate priorities¹

Integrate Suncorp Bank faster to deliver value

Estimated total cost synergies (pre-tax)

\$500m

per annum full run-rate from FY29,
this represents ~50-55% of Suncorp Bank's cost base²

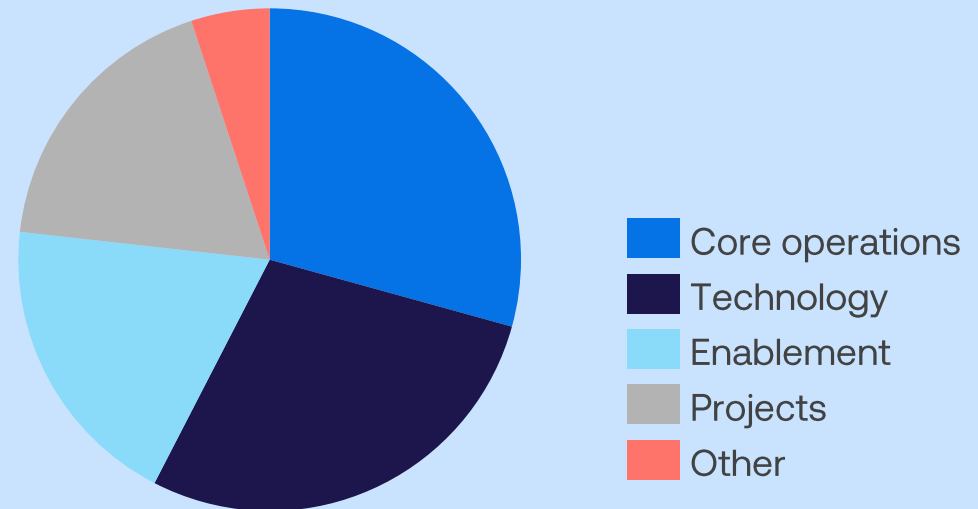
Compared to ~\$260m originally estimated

Estimated integration costs (pre-tax)

\$745m

Compared to ~\$680m originally estimated

Composition of total estimated cost synergies



1. This page contains forward looking statements. These statements are subject to the disclaimer on page 2

2. For example, this represents 55% of Suncorp Bank FY24 expenses (based on 2 months annualised expenses under ANZ ownership, excluding accelerated software amortisation charge of \$36m).



Delivering value

Financial outcomes of immediate priorities¹

Productivity program of initiatives

Estimated gross cost savings in FY26

\$800m

Includes:

- **Role reductions as announced last month**
- **Merging teams and streamlining support functions**
- **Exiting non-core businesses** such as Cashrewards
- **Reducing the direct reports to the Executive Committee**

1. This page contains forward looking statements. These statements are subject to the disclaimer on page 2



Delivering value

Improved and sustainable returns¹

FY26

FY27

FY28

FY29

FY30

Delivering
improvements
in ROTE & CTI

- Delivering value through improved productivity in first phase
- Directing more resources to drive revenue into second phase
- Actions underway with benefits to be realised from FY26 onwards

An investment
envelope of
~\$1.5b annually

- Disciplined approach to investment spend moving through phases
- Driving more value per dollar of spend

1. This page contains forward looking statements. These statements are subject to the disclaimer on page 2



A resilient capital position¹

To support our strategic pillars and deliver value for shareholders

Increased capital requirements

- **End-of-year specific items** that impact capital, two thirds have already been announced²: the restructuring charges and the ASIC settlement

Maintaining a resilient balance sheet and strengthening our capital position

Supporting capital actions

- Cease the remaining ~\$800 million of the share buy-back, and return surplus capital to ANZBGL⁴
- Expect to apply a 1.5% discount on, and not neutralise, the next two Dividend Reinvestment Plans

CET1 impacts from actions

~\$1bn
(21bp)⁴

~\$750m
(16bp)⁵ per dividend

Dividend & franking³

- Board is confident in the strategy and, with the capital actions, expects the Final 2025 Dividend to remain unchanged from the first half (subject to final determination by the Board)
- The franking rate for that Dividend also expected to be maintained

1. This page contains forward looking statements. These statements are subject to the disclaimer on page 2

2. In addition, we are reviewing other large and notable items to be included in our FY25 results that do not impact our capital. These predominantly relate to potential adjustments to the carrying value of our Asian investments. These are being finalised and will be disclosed as part of normal year-end process

3. Final 2025 Dividend is subject to determination by the Board, taking into account the full year audited results scheduled to be released on 10 November 2025.

4. ~\$1bn of surplus capital, including the remaining share buy-back of \$825m and other capital of ~\$200m, will be transferred from ANZGHL to ANZBGL. CET1 impact based on 30 June 2025 RWA.

5. Assumes a 30% DRP participation rate and, for illustrative purposes, an 83cps dividend. The application of a discount to, and determination not to neutralise, the DRP for the Interim 2026 dividend is subject to ANZ's capital position at the relevant time and determination by the Board to pay a dividend for that period. CET1 impact based on 30 June 2025 RWA.



Tracking our progress

Key performance indicators

Pillar

Customer
First



Simplicity



Resilience



Delivering
Value



Key performance indicator

Strategic net promoter score (NPS),¹ #

Net MFI customer growth in Retail & Commercial,² #

Relationship strength position for Institutional,³ #

Cost to income ratio (CTI), %

Deliver gross cost savings in FY26

Suncorp Bank cost synergies

NFR remediation progress

Common Equity Tier 1 (CET1) Capital Ratio

Return on tangible equity (ROTE), %

Revenue / Risk-weighted assets, %

1. Separate for Australia Retail, Australia Commercial, New Zealand Personal & New Zealand Business

2. For Australia Retail and Commercial MFI relationships are based on who consumers perceive to be their main bank. New Zealand Retail MFI definition: customers with income greater than or equal to \$1000 in a month or customers with deposits greater than or equal to \$2000 in the month or customers with POS transactions in at least 8 different merchants in a month. NZ Business MFI is definition: More than 5 POS transactions or at least 10 customer-initiated transactions.

3. Coalition Greenwich Large Corporate Relationship Banking survey (Australia, New Zealand) and Coalition Greenwich Voice of Client Asian Corporate Banking Study



Our targets¹

- ✓ Increase Return on Tangible Equity (ROTE) from 10.3% in FY24 towards **12% by FY28** and towards **13% by FY30**
- ✓ Achieve a cost-to-income ratio in the **mid-40s percent by FY28** and **sustained through to FY30**, including
 - ✓ Estimated gross cost savings of **\$800 million** to be delivered in FY26
 - ✓ Estimated Suncorp Bank synergies of **\$500 million** with full run-rate synergies realised in FY29

1. This page contains forward looking statements. These statements are subject to the disclaimer on page 2. Based on Cash Profit. Cash profit, a non-IFRS measure, represents the Group's preferred measure of the result of its core business activities, enabling readers to assess Group and divisional performance against prior periods and against peer institutions. To calculate cash profit, the Group excludes non-core items from statutory. The adjustments made in arriving at cash profit are included in statutory profit which is subject to review within the context of the external auditor's review of the Condensed Consolidated Financial Statements. Cash profit is not subject to review by the external auditor



Tracking our progress

Key performance indicators

Pillar	Key performance indicator	Targets ⁴
Customer First	Strategic net promoter score (NPS), ¹ # Net MFI customer growth in Retail & Commercial, ² # Relationship strength position for Institutional, ³ #	Achieve a cost-to-income ratio in the mid-40s% by FY28 and sustained through to FY30
Simplicity	Cost to income ratio (CTI), % Deliver gross cost savings of \$800m in FY26 Suncorp Bank cost synergies of \$500 million	Estimated gross cost savings of \$800 million to be delivered in FY26 Estimated Suncorp Bank synergies of \$500 million with full run-rate synergies realised in FY29
Resilience	NFR remediation progress Common Equity Tier 1 (CET1) Capital Ratio	
Delivering Value	Return on tangible equity (ROTE), % Revenue / Risk-weighted assets, %	Increase Return on Tangible Equity (ROTE) from 10.3% in FY24 towards 12% by FY28 and towards 13% by FY30

1. Separate for Australia Retail, Australia Commercial, New Zealand Personal & New Zealand Business

2. For Australia Retail and Commercial MFI relationships are based on who consumers perceive to be their main bank. New Zealand Retail MFI definition: customers with income greater than or equal to \$1000 in a month or customers with deposits greater than or equal to \$2000 in the month or customers with POS transactions in at least 8 different merchants in a month. NZ Business MFI is definition: More than 5 POS transactions or at least 10 customer-initiated transactions.

3. Coalition Greenwich Large Corporate Relationship Banking survey (Australia, New Zealand) and Coalition Greenwich Voice of Client Asian Corporate Banking Study

4. This page contains forward looking statements. These statements are subject to the disclaimer on page 2



Unlocking our potential to win the preference of customers, shareholders and the community

Strategic pillars



Customer first

With market leading, differentiated and superior propositions, we will raise the standard of every digital and human interaction for our customers.



Simplicity

To set the market standard for productivity, we will deliver organisational simplification, divest non-core assets and improve efficiency.



Resilience

Leading the industry in trust, safety and risk management, we will adhere to the highest standards of non-financial risk management and strengthen end-to-end accountability across the bank.



Delivering value

To sustainably improve our financial performance, we will create lasting value by delivering higher returning growth and results that matter for our stakeholders.

Core enablers

 Culture

 People

 Technology

ANZ  2030





Group Investor Relations

Kylie Bundrock
Group General Manager
Investor Relations and M&A
+61 403 738 809
kylie.bundrock@anz.com

Cameron Davis
Executive Manager
Investor Relations
+61 421 613 819
cameron.davis@anz.com

Pavita Sivakumar
Senior Manager
Investor Relations
+61 466 848 027
pavita.sivakumar@anz.com

Retail investors

Michelle Weerakoon
Manager
Shareholder Services & Events
+61 3 8654 7682
+61 411 143 090
michelle.weerakoon@anz.com

Debt investors

David Goode
Head of
Debt Investor Relations
+61 410 495 399
david.goode@anz.com

Liam Toohey
Associate Director
Debt Investor Relations
+61 477 329 372
liam.toohey@anz.com

ANZ Shareholder Centre
<https://www.anz.com/shareholder/centre/>

ANZ Debt Investors Centre
<https://www.anz.com/debtinvestors/centre/>