

ASX release

23 October 2025

2025 AGM Addresses

IAG's 2025 AGM commences at 9.30am today, 23 October 2025.

Attached are the AGM addresses to be delivered by the Chair, Mr Tom Pockett, and Managing Director and CEO, Mr Nick Hawkins, as well as the direct and proxy votes received in advance of the meeting.

IAG advises that the CEO's address includes details of an upgrade to FY26 guidance on page four of the CEO Address and in his slides (pages 9 and 18 of this announcement).

Meeting materials, including the Notice of Meeting and Online Voting Guide are available in the Investor Centre of IAG's website. A recording of the meeting will be available on the site shortly after the meeting concludes.

The 2025 AGM will be livestreamed at meetnow.global/IAG2025.

If you experience any difficulty participating via the Computershare Online Platform or the phoneline, please call the helpline number: +61 3 9415 4024.

This release has been authorised by the Group Company Secretary

About IAG

IAG is the parent company of a general insurance group with operations in Australia and New Zealand. IAG's main businesses underwrite over \$17 billion of insurance premium per annum under many leading brands, including: NRMA Insurance, RACV (under a distribution agreement with RACV), RACQI (under a distribution agreement with RACQ), CGU and WFI (Australia); and NZI, State, AMI and Lumley (New Zealand). For further information, please visit www.iag.com.au.

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Annual General Meeting

23 October 2025

Chair Address to 2025 AGM

Tom Pockett, Chair

This year our company has taken further steps to improve the way we support our customers and communities, and embrace new opportunities that will deliver growth.

Improving customer service

We've maintained our focus on meeting the needs of our existing 8.3 million customers, including by paying claims totalling \$10.2 billion. For retail customers in Australia, this is a settlement rate of around 98%.

We're working on faster, more empathetic and more personal services to help customers recover from adversity. This includes a strengthened claims response and improved customer communication, as well as building on improvements to our claims processes already delivered following the 2022 Floods, and the Parliamentary Inquiry which followed.

We have enhanced our catastrophe management plan, including a 24/7 Major Event Command Centre at our Hurstville office in Sydney; and disaster fact sheets to help inform customers before and during a major event.

Customer experience measures are high in both Australia and New Zealand, and renewal rates remain strong, reflecting the confidence our customers have in our brands, and the quality of our services.

We achieved these results as we marked a significant milestone in May this year, with NRMA Insurance celebrating 100 years of helping Australians.

Our customer outcomes reflect our people's enthusiasm and efforts to deliver on our purpose and strategy. It's therefore pleasing that our Annual Culture Survey of employees shows high levels of engagement with the company, and their work.

Building preparedness and resilience

We also continued to deliver on our purpose to make your world a safer place, by building individual, community and national preparedness and resilience. Just this month, NRMA Insurance launched its Help Fund, a multi-million-dollar initiative that aims to support climate resilience in Australia. In its first year, the Fund will provide \$1 million across three key pillars: supporting climate tech innovation, offering targeted climate resilience training to provide industry leaders with knowledge and tools to lead for a better tomorrow, and backing community-led resilience.

Compared to previous years that have been characterised by increasing catastrophic events beyond our expectations, this year these events were more in line with our expectations.

Despite this, we know that climate change continues to drive an increase in the frequency and impact of major disasters. We therefore consider the medium term and adopt a prudent approach to reserving for extreme weather events.

While the impacts of inflation on premiums are abating, there is significant political and social interest in ensuring the availability of insurance and tackling rising costs. This is particularly the case where communities face acute flood risks.

As an industry, we are actively engaged in exploring potential solutions that can be delivered in collaboration with governments and other stakeholders. These solutions can minimise the impact of major weather events. They include better land use planning in flood prone areas, as well as enhanced building standards that help minimise the impact of events.

Such measures will help ensure Australia and New Zealand remain insurable. We also continue to advocate for state taxes on your insurance policies to be removed as these taxes add directly to the cost of your insurance.

Investing for growth

Five years ago, we set our strategy to create a stronger, more resilient IAG. Since then, we have invested significantly for growth. We have made good progress on the Retail Enterprise Platform that supports our expanding direct businesses in Australia and New Zealand, as well as the growth aspirations for our Direct and Partner brands in these countries.

We have improved performance and margin in our Intermediated business in Australia during the year, and have embarked on a significant technology transformation, called the Commercial Enterprise Platform, which will deliver improved business efficiency, an uplift in customer experience and also support business growth.

Pursuing growth

During the year, we embarked on two significant transactions that we believe will deliver considerable growth for our company. Last November, we announced an \$855 million 25-year exclusive strategic alliance with the Royal Automobile Club of Queensland to provide general insurance products and services for the club's 1.7 million members¹. This transaction was completed on 1 September 2025, and we were pleased to welcome some 840 new colleagues into IAG on that day.

In May, we announced a \$1.3 billion strategic alliance with The Royal Automobile Club of Western Australia to provide general insurance products and services for its 1.3 million members¹. This is still subject to regulatory approval.

These alliances build on our successful track record of partnering with leading member-based motoring organisations which share our purpose and values. In both cases, the associations and their members will benefit from our financial stability, advanced technology platforms, global reinsurance arrangements, and customer-centric claims processes.

Sustainability

Climate Ambition

Regarding Sustainability, our group Climate Ambition is to focus on 'Empowering better choices for a safer place'. This has three key pillars: Innovate, Educate, and Collaborate.

We also refreshed our approach to climate scenario planning analysis to identify our most material risks and opportunities under escalating global warming scenarios. The process and outcomes are described in more detail in our Sustainability Report.

Supporting diversity

We have a Gender Representation Target of 40–60% at each level of senior management, which we define as CEO and three levels below. At 30 June, female representation was 37.5% in our Group Leadership Team; 34.6% in our Executive General Managers; and 47.3% in their direct reports. We continue to focus on programs that will enable us to achieve our targets.

¹ For further information on these alliances, see page 158 of the Financial Report within the 2025 Annual Report.

The Board has a gender diversity target to have 40% women, 40% men and 20% of any gender represented on the Board. Currently, we have 40% representation of women on the Board. Three of our Board Committees are also chaired by women.

Reconciliation Action Plans

FY25 included the final year of our three-year Reconciliation Action Plan, and I'm pleased to report that we completed 95% of the Plan's deliverables. The next iteration of our Plan (from FY26–FY28) includes a commitment to spend \$10 million with Indigenous suppliers over the next three years.

FY25 results and financial strength

Now to take a look at our financial results.

Our FY25 results reflected our strong performance: our reported gross written premium increased by 4.3% to \$17.1 billion; our insurance profit was \$1.7 billion, which equates to a reported insurance margin of 17.5%; the underlying insurance margin of 15.5% was 100 basis points higher than FY24; and we achieved net profit after tax of almost \$1.4 billion.

As I noted last year, it is critical we maintain our financial strength so we can continue to attract the investor and reinsurance capital we need to provide products and services to our customers.

Returns to shareholders

Shareholders benefitted from the company's strong financial performance through a final dividend of 19.0 cents per share, franked to 40%. The full year dividend of 31.0 cents per share equates to a payout ratio of approximately 65% of reported net profit after tax, excluding the after-tax impact from releases from the business interruption claim provision.

It's pleasing to see recognition of the company's strategy and performance with Total Shareholder Return growth of 125% over the last three years, compared to 46% for the broader index.

Our Board

We benefit from having a Board with a mix of relevant business, executive and professional experience. We value the range and variety of ideas that our Directors provide. Shortly, you will have the opportunity to hear from the newest member of our Board, JoAnne Stephenson.

JoAnne joined us as an Independent Non-Executive Director in May this year, and is standing for election at this meeting. She brings additional insurance and other financial services, risk management, and transformational change skills, which supplement those of the existing Directors.

The items put before this meeting include a resolution seeking approval to increase the Independent Non-Executive Director Fee Pool Cap by \$700,000, to \$4.7 million per annum, with effect from 1 July 2025. The primary driver of the proposed increase is to meet APRA requirements that boards of regulated subsidiaries have independent and non-executive directors.

It's also designed to help enable IAG to attract and retain high quality and suitably qualified Independent Non-Executive Directors and manage an orderly renewal of the IAG and subsidiary Boards. We're therefore pleased to see that shareholders understood this reasoning and supported the increase.

Vale David Armstrong

On a very sad note, today I pay tribute to our former Director, David Armstrong, who retired from the Board on 12 September due to illness, and passed away shortly after. David joined our Board in September 2021 and was Chair of the Board Audit Committee until he retired. He was also a member of the Board Risk Committee.

David's wisdom, curiosity, and intelligence contributed greatly to our company. In addition to applying his audit and assurance experience, David willingly shared his knowledge and understanding of financial services regulation, and contributed to our understanding of changing reporting environments.

He will be sadly missed by everyone at IAG. On behalf of the company, we continue to extend our deepest condolences to his family.

I make one final, personal, comment about our Board. You'll see that I am standing for re-election at this meeting, and I will speak in support of that resolution later. While I am seeking re-election, I confirm that this is the final time I will do so. I will be happy to take questions when we get to that resolution.

Conclusion

In closing, I thank shareholders for your support of our efforts to make your world a safer place.

I also thank our Managing Director and CEO, Nick Hawkins, his leadership team and everyone at IAG for all that you have achieved on behalf of our shareholders.

I look forward to your ongoing support as we continue to invest in growth, and in improving our customers' experience.

I now invite Nick to provide more details about IAG's achievements.

About IAG

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23 October 2025

CEO Address to 2025 AGM

Nick Hawkins, Managing Director and Chief Executive Officer

Thanks, Tom, and good morning, ladies and gentlemen.

I also acknowledge the traditional owners of the lands on which we meet, the Gadigal people of the Eora nation, and pay my respects to their elders, past, present and emerging.

I'm very pleased to have the opportunity to talk about how our business is performing – particularly what's ahead of us, in what I see as an exciting opportunity for your company.

FY25 summary

So, let's look at where we are at with our strategy and outcomes. In summary:

- We are successfully pursuing the strategy we set five years ago to create a stronger, more resilient IAG.
- We're delivering for our customers and our communities, paying out around \$10 billion in claims and retaining very strong customer engagement scores, and retention metrics.
- We've delivered strong financial outcomes which met, or exceeded, our expectations.
- We've delivered a scalable technology platform for our retail businesses.
- We've set the business up for growth with over 66,000 net new customers in our retail business.

And we have undertaken two significant acquisitions – RACQ and RAC. The RACQ acquisition completed on 1 September, and we're excited about providing general insurance products and services to RACQ's 1.7 million members, and all Queenslanders.

I'll build on this high-level overview with more details about what we are doing to continue delivering strong outcomes for all our key stakeholders.

FY25 Shareholder outcomes

I'll start with all of you: our shareholders. I've listed our key FY25 achievements on the slide, but I want to speak more about the future.

Our objective is to continue to deliver strong returns to our shareholders, including through improved share price, increased dividends, and strong financial results.

We will maintain our focus on being strongly capitalised, because we want to make sure we are always there for our customers when they need us.

Our strong capital position also supports our growth agenda. We are funding the capital required for the RACQ and RAC alliances from organic capital generation.

We will also continue to embrace innovative capital solutions that protect our balance sheet.

A good example of this is the additional reinsurance protection which has now been in place for a complete year. This allows us to mitigate natural perils volatility for five years, and provides adverse protection for long-tail reserves.

This cover benefits you, our shareholders, and our customers, by providing greater certainty over the cost of natural perils cover, stabilised earnings and reduced capital requirements.

In FY25, we improved our return on equity to 19.4%, assisted by lower perils and some reserve releases. We maintained our target to deliver a 15% reported insurance margin and a reported return on equity of 15% on a 'through the cycle' basis.

FY25 Customer outcomes

Moving now to our customers. Here, we continue to focus on improved customer service, new products and community initiatives.

A key enabler for delivering these outcomes is our investment in our Retail Enterprise Platform. This single digital platform has reshaped how we serve our millions of retail customers. It is simplifying how we operate, and enabling us to deliver better experiences for customers, and to move and grow faster. That means we can deliver superior experiences and better meet their needs.

We are now embarking on a Commercial Enterprise Platform that will deliver a similar transformation for our Intermediated businesses.

Even though inflationary pressures on supply chain and claims are easing, we know that many customers are still experiencing financial stress. To minimise the impact of premium increases, we are focussed on disciplined cost management, technology investment, and service improvement.

We will continue to promote opportunities for customers to receive pricing benefits when they take action to reduce risk, and pass on pricing benefits to communities where investment in mitigation has reduced risk.

We head into FY26 with customer experience measures remaining high in both Australia and New Zealand, and renewal rates showing signs of improving from their already high levels.

Importantly, there's some real growth momentum in our retail businesses.

FY25 People outcomes

Moving to our people. Here, we are building a high-performing workplace by strengthening our culture, and fostering a safe inclusive and supportive workplace.

Through our IAG Academy, we are developing the future-ready skills our people need to meet customers' needs and expectations.

We're transforming our workforce for the future, using a Jobs and Skills Framework and AI-assisted tools that support development, task efficiency and innovation.

We have an Inclusive Innovation program to equip our people to deliver value through digital, and operate with an innovative mindset to help us grow with our customers.

And we are working to inspire sustainable action. We want to empower our people to create sustainable value, proactively building our reputation, and managing our risks. This objective includes our commitments to gender equity and pay parity, Indigenous engagement, and accessibility and inclusion.

FY25 Community outcomes

As the largest general insurer in Australia and New Zealand, we feel we have a responsibility to help communities meet the challenges of a changing climate.

To help communities which are at greater risk, we are working alongside businesses, governments, communities and individuals to deliver on our purpose: to make your world a safer place. We are working with others in the insurance industry to advocate for a system-wide approach and delivery of practical, long-term solutions including:

- Investing in flood mitigation
- Better land use planning
- Building more resilient homes
- More community education, and
- Addressing taxes and reducing the burden of some regulation.

We are also using our skills, knowledge and experience to support initiatives and organisations that enhance preparedness, recovery, and community and financial resilience.

As one example, we partner with the Australian Red Cross, to run EmergencyRedi™ Workshops to help people prepare for extreme weather events. These benefit everyone in the community. We're lucky enough to have some of the Red Cross team here today, in the Smith Room where lunch is served after our meeting. If you haven't already talked to this team, I strongly recommend a visit so you can ensure you and your families are as safe as possible!

FY25 Environment outcomes

Moving to the environment.

Here, by way of example, our focus includes supporting sustainable practices in the repair industry.

In Australia, we have a pilot program to enhance the use of recycled automotive components, by repurposing parts from written-off vehicles in collaboration with automotive dismantlers and selected partner repairers. The program is designed to reduce carbon emissions, support sustainable repair practices, and extend the lifecycle of vehicle components, ultimately minimising the environmental impact across our supply chain.

In New Zealand, we are focusing on how we can encourage repair over replacement in our motor supply chain. We are also piloting a parts-harvesting initiative in Auckland, salvaging suitable parts from total-loss motor vehicles for reuse in repairs.

We continue to transition our tool of trade fleet to low-emissions vehicles – we're at 100% in New Zealand, and 48% in Australia.

In New Zealand, our AMI MotorHub courtesy car fleet now includes EVs, so customers have an opportunity to trial an EV as part of their claims experience.

With regard to responsible investment, we are driving down the carbon footprint and intensity of our Australian and global listed equity investment mandates.

And we are continuing our partnership with the Aboriginal Carbon Foundation, which supports the development of First Nations-led carbon farming and cultural fire management projects. These deliver environmental, social and economic benefits to Indigenous communities across Australia.

FY26 guidance update

Having discussed our financial results and outcomes for our stakeholders, I want to provide some comments in relation to our FY26 financial guidance.

We initially issued statements around premium growth and profitability to the investment market in August as part of our FY25 results.

I am pleased that for the first quarter of the financial year, the underlying business continues the positive momentum from FY25 and is tracking in line with our expectations.

Australian and New Zealand Commercial and Retail insurance markets are competitive, but our retention rates remain strong and we continue to see some positive customer growth.

Profitability has been strong as we benefited from a relatively benign first quarter natural perils experience. However we are mindful that conditions can change quickly and have not adjusted our pre-RACQ perils expectation for FY26.

We've also had the benefit of strong investment markets with our high quality fixed income portfolio providing positive active returns with no signs of any underlying stress in any of our investment assets.

On September 1, we announced the completion of the acquisition of RACQ's insurance underwriting business and commenced a long-term strategic alliance with RACQ. This marks a key step in the ongoing delivery of trusted, locally serviced general insurance products for Queenslanders.

Today we are upgrading our FY26 guidance to include that transaction.

We expect our premium growth to increase from 'low-to-mid-single-digit' to 'approximately 10%' reflecting the acquisition of RACQI for 10 months of the financial year.

Additionally, the reported insurance profit guidance increases by \$100 million from a range of '\$1.45 billion to \$1.65 billion' to a range of '\$1.55 billion to \$1.75 million', which includes an increase in the perils allowance to reflect the addition of the RACQ portfolio.

All of this equates to a reported insurance margin of 14% to 16% which has been maintained.

Our operations

I'll finish with this slide which I showed at last year's Annual General Meeting.

It captures the material changes we have made to the way we operate IAG, and how we have structured the organisation around our retail and intermediated businesses.

We own or partner with some of the best retail insurance brands in the world, and these businesses are well-positioned for growth.

We have modern, leading, scalable technology that supports our brands, and our partner brands, with insurance products that meet customer and member needs.

And we're now investing in our commercial businesses so they can build on the underwriting and claims improvements they have delivered, and continue to improve their financial contribution to IAG.

Our technology investments put us in a better position to partner with other organisations, and this was a significant factor in announcing two strategic alliances with motor clubs.

While we have completed the acquisition of RACQ's insurance business, the transaction with RAC in Western Australia is still awaiting ACCC approval. Together, in combination with RACQ and RAC, we will be supporting over 10 million Australians and New Zealanders and writing over \$21 billion in annual premiums.

And we will continue to work to deliver sustainable shareholder returns, which will be characterised by:

- A stable margin with low volatility;
- Capital efficiency and improving ROE; and
- Organic capital generation to fund our growth.

I'd like to thank the 13,000-strong team at IAG for their ongoing commitment to our customers and the communities in which we operate.

And I'll now hand back to Tom, for the formal items of business at this meeting.

Thank you.

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Nick Hawkins
Managing Director and
Chief Executive Officer





Supported customers & communities

\$10.2bn claims paid

Customer experience¹ **+45** Australia **+55** NZ

\$8.8m invested in community initiatives

#1 most trusted insurance brand²

Strong financial outcomes

NPAT **\$1,359m** FY24 \$898m

GWP **\$17,106m** FY24 \$16,400m

Insurance profit **\$1,743m** FY24 \$1,438m

Growth momentum

>5m Customer policies on Retail Enterprise Platform

New strategic alliances³ **RACQ** and **RAC**

3m new members | **\$3bn** additional GWP

Strong capital position

Efficient capital platform

Organic funding of growth opportunities

¹ Customer experience is measured by transactional net promoter score (tNPS). tNPS provides a measure of customer experience across IAG's key brands (excluding partner brands) that correlates to complaints, attrition, and gross written premium.

² Roy Morgan Trusted Brand Awards for 2024

³ Acquisition of RAC Insurance is subject to satisfaction of all requirements and conditions (including regulatory approvals) and completion of the transaction.

Shareholder outcomes FY25

We aspire to deliver sustainable top quartile total shareholder returns



31.0cps

Full year dividend
(up 14.8% on FY24 full year dividend)

19.4%

Return on equity
(up from 13.5% in FY24)

Strong capital position at 30 June

\$3,939m

Common Equity Tier 1 (CET1) capital

551,355

Shareholders at 30 June 2025

30.7%

Total shareholder return
(29.4% in FY24)

\$6,510m

Total regulatory capital

Customer outcomes FY25

Helping customers manage risk and recover from adversity



6.3m

Direct customers in Australia and New Zealand at 30 June 2025

\$10.2bn

Claims paid in FY25

98% settlement rate for Australian retail customers

Customer experience¹

AU:+45.1 NZ:+54.5

(AU: +46.8 in FY24) (NZ: +50.0 in FY24)

Retail Enterprise Platform

- Supports four direct brands and 23 partner brands
- Over 6m personal assets insured

Pricing benefits for risk reduction

- Bushfire Resilience App
- ROLLiN' Safe'n Sure App

Enhanced preparation and response for severe weather claims

- Major Event Command Centre (Hurstville)
- Reduced claims handling times and improved communication
- Better identification and support for vulnerable customers

NRMA Insurance

- 100th anniversary, May 2025
- Repositioned as a Help Company

CGU and WFI

- Commercial Enterprise Platform
- Underwriting Workbench – Commercial Property
- CGU Padlock on PolicyPlace

New Zealand

- Expanded AMI MotorHub and AMI HomeHub networks
- Continued NZI Electrical Inspectors program
- Exclusive partnership with Ag Guard for rural underwriting

¹ Customer experience is measured by transactional net promoter score (tNPS). tNPS provides a measure of customer experience across IAG's key brands (excluding partner brands) that correlates to complaints, attrition, and gross written premium.

People outcomes FY25

Our people help bring our purpose to life and deliver our strategy



73%

Engagement score
(up from 72% in FY24)



0.82

Rolling lost time injury
frequency rate
(improved from 1.4 in FY24)



First

Access and Inclusion Plan

Group Diversity, Equity and Inclusion Strategy
launched



Silver

Australian Workplace
Equality Index outcome
(improvement from
Bronze in FY24)

People strategy refreshed

- Build a high-performing workplace
- Develop future-ready skills
- Amplify the human in digital
- Inspire sustainable action

IAG Academy

Over 57,000 courses completed since 2021 establishment

Aboriginal and Torres Strait Islander employment

Key focus on career development and employee retention

Gender Representation

Target of 40–60% at each level of senior management (CEO and three levels below)

Indigenous Engagement Strategy

Supporting Aboriginal and Torres Strait Islander people of Australia and Māori of Aotearoa New Zealand

Community outcomes FY25

We help build more resilient communities

\$8.8m

Invested in community initiatives

\$0.9m

Spent with Indigenous suppliers

5,220

People reached through Australian Red Cross EmergencyRedi™ workshops (up to 30 June 2025)

5.3m

People reached by the NRMA Insurance Wild Weather Tracker

GIVIT

Partnership with NRMA Insurance and RACV

Financial Inclusion Action Plan

Updated and now at Build level

\$500,000

NRMA Insurance Help Package

Partnership with GIVIT and Lifeline Australia to support communities affected by Tropical Cyclone Alfred

Help Nation program partners

- Australian Red Cross
- Lifeline Australia
- NSW Rural Fire Service
- South Australian State Emergency Service
- Resilient Building Council

WFI Insurance support for rural initiatives

- Farm Safe Australia Safer Farms report
- Rural Aid donation
- Great Australian Charity Drive
- AgCarE partnership

New Zealand Community support

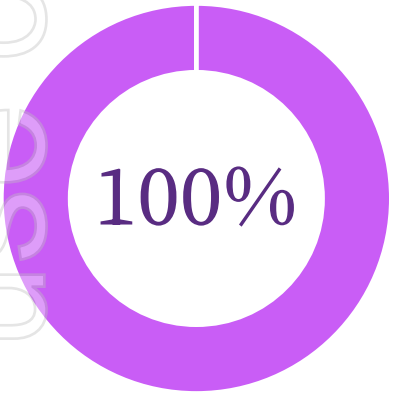
- AMI partnership with Habitat for Humanity
- Auckland Pride Month
- Te Matatini o Te Kāhui Maunga 2025
- NZI Driver Reviver and Truckie Rest Zones

Community focused support in Australia

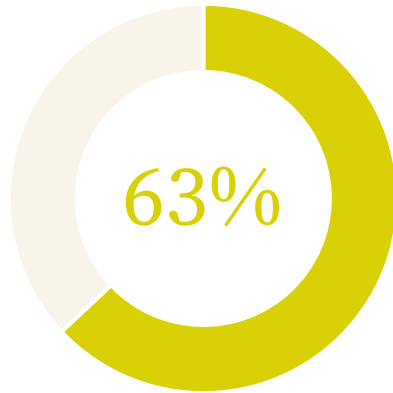
- Community cricket clubs
- Adelaide Fringe partnership
- McGrath Foundation
- Surfing Australia
- Adelaide Oval

Environment outcomes

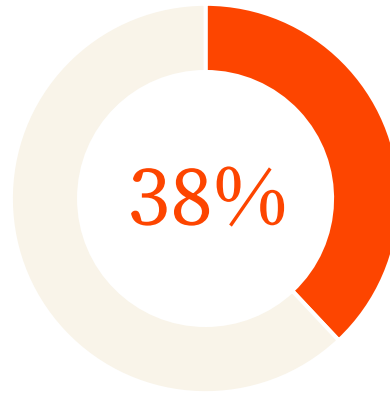
Managing our environmental impacts by reducing our footprint and improving energy and waste efficiency



Renewable Energy target achieved¹



of tool of trade vehicles transitioned to low-emissions or EV²



Scope 1 and 2 emissions reduction³ (compared to a FY24 baseline)

¹ This target uses market contractual instruments. The 2025 result was achieved in the fourth quarter.

² Tool of trade vehicles exclude salary sacrifice vehicles. Low emissions vehicles include hybrid and battery-electric vehicles.

³ Scope 1 GHG emissions are direct emissions from our owned and controlled sources. Scope 2 GHG emissions are indirect emissions from the generation of purchased energy. This result uses a Scope 2 market-based approach.

⁴ In partnership with Ipsos.

EV Industry Research

- Changing Gears: The Road Ahead for Electric Vehicle Adoption in Australia⁴
- Changing Gears: The Future of Battery Safety, Sustainability and Electrical Vehicle Repairs⁴
- Battery Research Project: Safe use and storage of lithium-ion batteries

Sustainability Faculty

- New addition to IAG Academy
- Building a shared understanding of sustainability
- Empowering our people to integrate sustainability into everyday decision making



GWP growth

Approximately 10%

This reflects premium increases that cover moderating claims inflation combined with direct customer and volume growth.

Reported insurance profit

\$1,550m to \$1,750m

broadly equates to a **reported insurance margin of 14.0% to 16.0%**, assuming:

- FY26 natural peril allowance of \$1,470 million;
- no material prior period reserve releases or strengthening; and
- no material movement in macro-economic conditions including foreign exchange rates or investment markets.

IAG's FY26 guidance

aligns to the targets to deliver a

15%

reported insurance margin and reported ROE

on a 'through the cycle' basis.

IAG supporting ~10m customers with leading brands across Australia & New Zealand
 Annual GWP of ~\$21bn



Retail ~\$14.5bn

Direct

Australia



New Zealand



Partner

Australia



New Zealand



Building connected customers (NRMA Road & Motoring Services, MotorServe, AMI HomeHub, AMI Motor Hub etc)

Providing leading insurance products into partner ecosystems

Organic and inorganic growth enabled by Retail Enterprise Platform

Intermediated ~\$6.5bn

Australia



New Zealand



Efficiency improvement accelerated by Commercial Enterprise Platform

Strong shareholder returns

Stable margin with low volatility | Capital efficiency/allocation improving ROE | Organic capital generation to fund growth

Preliminary voting results – 2025 AGM resolutions

Direct and proxy votes	For		Against		Open	
	Number of votes	% of votes	Number of votes	% of votes	Number of votes	% of votes
2. Re-election & Election of Directors						
2(a) Re-election of Tom Pockett	1,293,466,239	95.67%	52,981,534	3.92%	5,492,153	0.41%
2(b) Re-election of Helen Nugent	1,293,130,935	95.65%	53,371,605	3.94%	5,496,956	0.41%
2(c) Re-election of Scott Pickering	1,336,310,825	98.85%	10,074,851	0.74%	5,531,163	0.41%
2(d) Re-election of George Savvides	1,315,275,708	97.29%	31,024,180	2.30%	5,534,796	0.41%
2(e) Election of JoAnne Stephenson	1,153,025,513	85.30%	193,161,138	14.29%	5,585,480	0.41%
3. Adoption of Remuneration Report	1,307,843,657	97.01%	34,766,620	2.58%	5,549,914	0.41%
4. Allocation of rights to Nick Hawkins, Managing Director and Chief Executive Officer	1,322,803,434	98.11%	20,187,895	1.49%	5,442,078	0.40%
5. Increase to Independent Non-Executive Director Fee Pool	998,648,382	73.89%	347,414,350	25.70%	5,512,827	0.41%