

2023

ESG FORUM

19 JUNE 2023

PRESENTATION AND INVESTOR DISCUSSION PACK

Approved for distribution by ANZ's Continuous Disclosure Committee
ANZ Group Holdings Limited ABN 16 659 510 791
9/833 Collins Street Docklands Victoria 3008 Australia



DISCLAIMER & IMPORTANT NOTICE

The material in this presentation is general background information about ANZ's activities current as at the date of the presentation. 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 may contain forward-looking statements or opinions including statements regarding our intent, belief or current expectations with respect to ANZ's business operations, market conditions, results of operations and financial condition, approach to climate change and other ESG issues, capital adequacy, specific provisions and risk management practices. When used in this presentation, the words 'plan', 'forecast', 'estimate', 'project', 'intend', 'anticipate', 'believe', 'expect', 'may', 'probability', 'risk', 'will', 'seek', 'would', 'could', 'should' and similar expressions, as they relate to ANZ and its management, are intended to identify forward-looking statements or opinions. Those statements: are usually predictive in character; or may be affected by inaccurate assumptions or unknown risks and uncertainties; or may differ materially from results ultimately achieved. 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. ANZ does not undertake 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.



CONTENTS

Chief Executive Officer	3
Purpose, strategy & customer proposition	4 - 6
ESG governance including annual materiality process	7 - 12
ESG focus area – housing	13
Group Executive, Institutional	14
Our Environmental Sustainability strategy	15
Continuing our support for the transition to net zero	16
Customer engagement to support biodiversity	17
Head of Research, Development and Financial Wellbeing & Managing Director, Australia Retail Distribution	18
Financial wellbeing	19-20
Identifying and engaging with at-risk customers	21
A focus on accessibility and inclusion	22



2023

ESG FORUM

SHAYNE ELLIOTT

CHIEF EXECUTIVE OFFICER



OVERVIEW

Integrated approach to purpose, strategy & ESG

Focus on how we govern ESG and our annual materiality assessment

The progress we're making in environmental sustainability

Financial wellbeing and customer fairness



THE INTEGRATION OF PURPOSE, STRATEGY AND CUSTOMER PROPOSITION





VALUE CREATION MODEL





ANNUAL ESG MATERIALITY ASSESSMENT

This year's engagement highlighted **six of our most material ESG issues**¹ including our three **areas we care about most**

Customer experience

Offering affordable, accessible and responsible financial products and services that meet customer needs. This includes clear and transparent communications, selling practices, lending practices, and hardship and collections policies.

Environmental sustainability

Managing the business risks, opportunities and impact of our financing activities on climate change, biodiversity and nature, including our support to customers.

Ethics, conduct and culture

A strong corporate culture known for ethics, integrity and conducting our business responsibly and aligned to our purpose and values.

Financial wellbeing

Building financial knowledge and resilience through our products, services and partnerships. This will help our people, customers and communities meet their current financial commitments and future goals.

Housing

Improving the availability of and access to suitable and affordable housing for all Australians and New Zealanders.

Information security

Responding and continuously adapting to scams, fraud and cyberattacks that threaten the confidentiality and security of systems and data.

1. Topics are listed in alphabetical order, not ranked



ESG GOVERNANCE OVERVIEW

Indicative responsibilities demonstrate how committees manage ESG

Ethics, Environment, Social and Governance (EESG) Board Committee

Purpose: oversee measures to advance ANZ’s purpose, focusing on ethical, environmental, social and governance matters

Oversight of the Ethics and Responsible Business Committee	Review and monitor ethical and ESG risks and opportunities
Oversight and approval of ANZ’s sustainability objectives	Oversight and approval of corporate governance policies and principles
Oversight and approval of ESG reporting	Oversight of elements of Whistleblowing, including the policy and the ANZ Code of Conduct and Ethics

Ethics and Responsible Business Management Committee (ERBC)

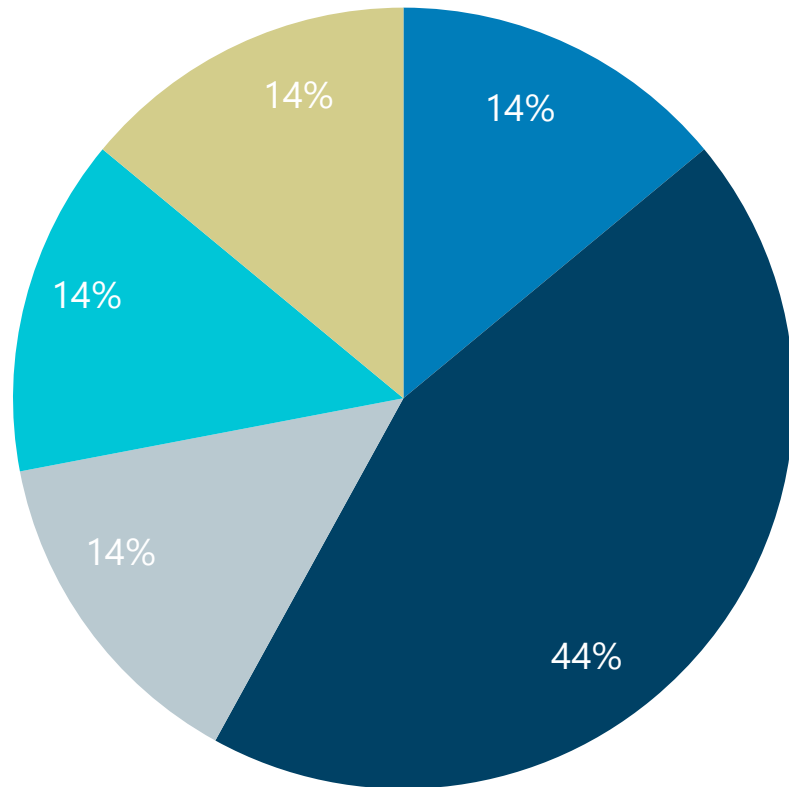
Purpose: seeks to ensure ANZ operates responsibly and achieves fair, ethical and balanced stakeholder outcomes

Discuss and decide on ethical and ESG risks and opportunities	Establish decision-making principles and guide choices on industry sectors, customers and transactions we bank and how we bank
Review the fairness of ANZ’s approach to customers	Monitor progress against ANZ’s sustainability priorities including ESG targets and the ‘What We Care About Most’ agenda
Brand and values are aligned with our community investment, strategic partnerships and corporate sponsorships	Review and decide sensitive wholesale transactions



BOARD COMMITTEE GOVERNING OUR APPROACH

Board Ethics, Environment, Social and Governance (EESG) Committee – Indicative agenda and topics¹



Our purpose

- Housing
- Financial wellbeing
- Environmental sustainability

How we measure and communicate

- Annual reporting suite, inc. ESG reporting and external assurance
- Setting and monitoring ESG targets
- External ESG ratings

Who we bank

- Climate change commitment and transition plans for largest emitting customers
- Biodiversity
- Emerging ESG issues

How we bank

- Accessibility and disability inclusion
- Family violence
- ANZ’s Reconciliation Action Plan

Governance

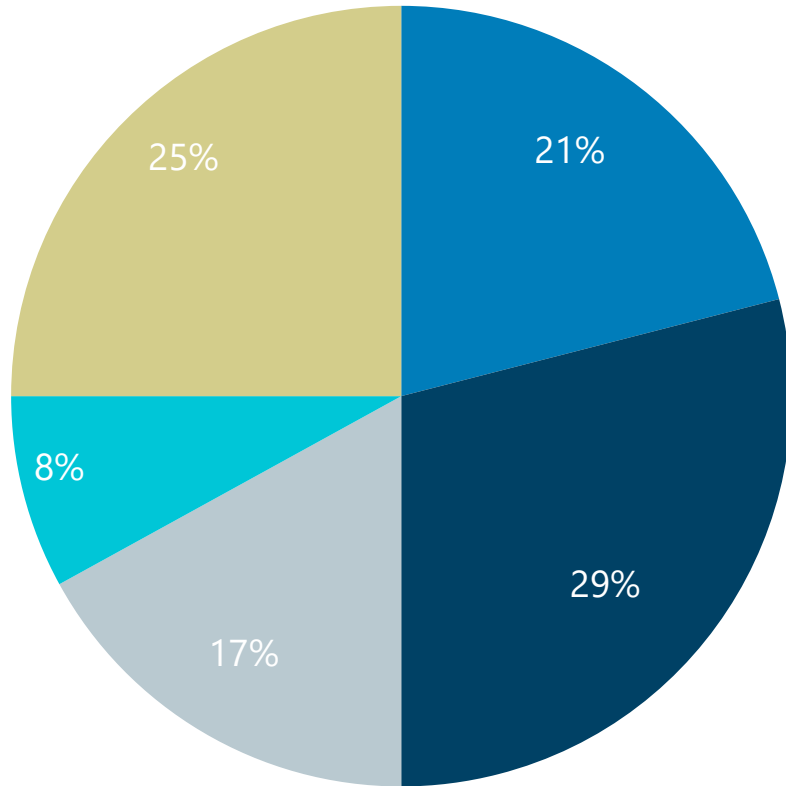
- Whistleblower program
- ESG target benchmarking
- Review of Ethics and Responsible Business Committee minutes
- Modern slavery

1. FY23 to date (October 2022 to June 2023)



EXECUTIVE COMMITTEE GOVERNING OUR APPROACH

Ethics and Responsible Business Committee (ERBC) – Indicative agenda and topics¹



Our purpose

- Housing
- Financial wellbeing
- Environmental sustainability

How we measure and communicate

- Reviewing and monitoring ESG targets
- External ESG ratings

Who we bank

- Customer reviews
- Climate change commitment and transition plans for 100 of our largest emitting business customers
- Biodiversity
- Sensitive sector transactions

How we bank

- Product fairness
- Accessibility
- Scams and data security

Governance

- Materiality Assessment
- ESG stakeholder engagement framework
- Preparing for expanded ESG reporting






1. FY23 to date (October 2022 to June 2023)



HOW WE MEASURE AND COMMUNICATE

External report card

ESG ratings are reported regularly to the Board Ethics, Environment, Social and Governance (EESG) Committee with context provided for any material shifts.

Agency	Rating type	Scale (best to worst)	2020	2021	2022	2023	Year-on-year
 S&P Global	S&P Global Corporate Sustainability Assessment (CSA)	100 – 0	85	85	83	To be released ~November	Declined ¹
 CDP	CDP Climate Change Questionnaire	A – D-	A-	A-	A-	To be released ~November	Stable
 SUSTAINALYTICS a Morningstar company	Sustainalytics ESG Risk Rating	0 – 100	23.2	24.2	19.4	18.9	Improved
 ISS ESG	ISS ESG Corporate Ratings Assessment	A+ – D-	C	C	C	C	Stable
 MSCI ESG RATINGS	MSCI ESG Rating	AAA – CCC	A	A	AA	AA	Stable

1. The S&P CSA score decline is attributable to increased expectations regarding decarbonisation strategies – with a re-rating across the banking sector



ETHICAL DECISION MAKING FRAMEWORK

Our ethical decision making framework assists our staff when deliberating complex issues to consider both what we should do and what we can do in various scenarios.

The framework is made up of seven principles



Protect and enhance each person's ability and freedom to choose



Minimise potential and actual harm, especially for the vulnerable



Support progressive practices that benefit people, communities, and industries



Have the greatest impact on what we care about most



Show leadership: challenge convention and complacency



Advance ANZ's strategic and commercial interests



Be proud to offer a complete public account of our decisions and actions



IMPROVING THE AVAILABILITY OF SUITABLE AND AFFORDABLE HOUSING

> \$4.4b

Funded and facilitated to deliver more affordable, accessible and sustainable homes to buy and rent since 2018 in Australia & New Zealand.

Our commitment is to deliver \$10 billion by 2030.

AUSTRALIA

Assemble – Homes for change

End-to-end “build-to-rent” developer and operations manager.

Building secure, social and affordable “build-to-rent-to-own” and “build-to-rent” apartments in suburbs where this type of housing is needed most.



NEW ZEALAND

Good Energy Home Loan¹

Supported 4,800 households with over NZ\$200 million in new lending², since launch in 2022.

Blueprint to Build

Supported over 8,000 customers build a new home through the provision of NZ\$4.5 billion of discounted lending.

1. <https://www.anz.co.nz/personal/home-loans-mortgages/loan-types/good-energy/>

2. As of 30 April 2023



2023

ESG FORUM

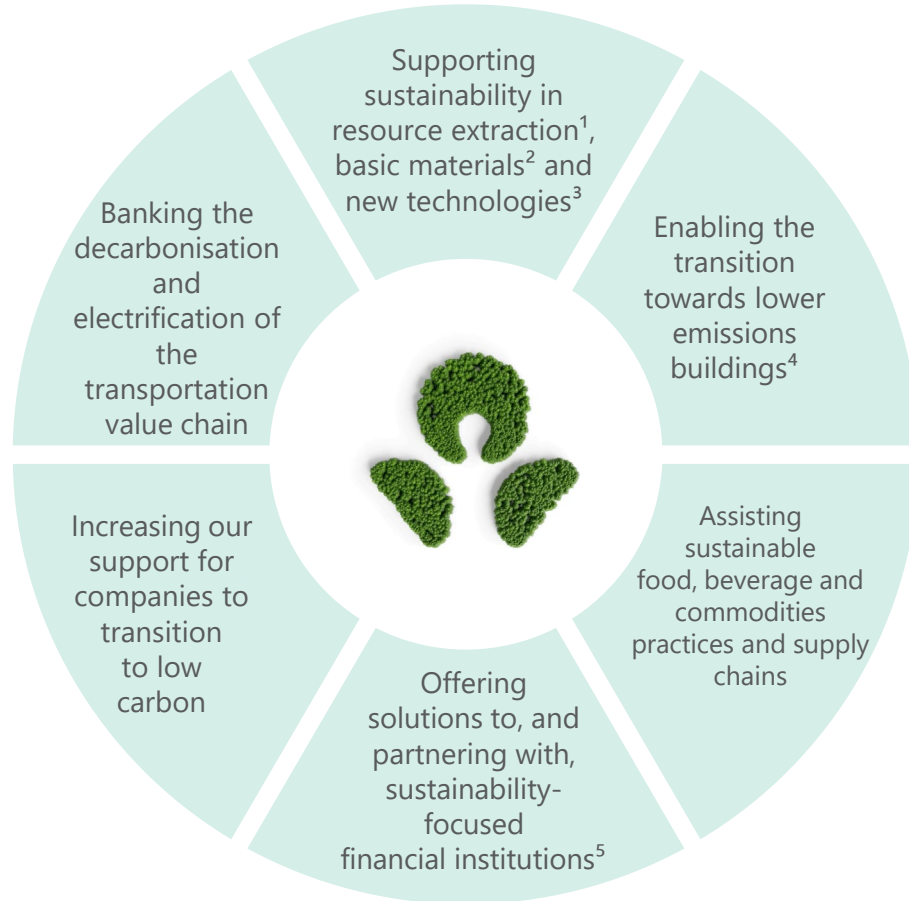
MARK WHELAN

GROUP EXECUTIVE, INSTITUTIONAL



OUR ENVIRONMENTAL SUSTAINABILITY STRATEGY

Key priority areas and sectors we will pursue



New social and environmental sustainability target to support our strategy

\$100b

By 2030
(Commenced 1 April 2023)

To support outcomes for our customers, including initiatives that:

- help lower carbon emissions
- protect nature and biodiversity
- increase access to affordable housing
- promote financial wellbeing

Target will be periodically reviewed and revised to ensure it continues to match our ambition.

Previous \$50 billion by 2025 sustainable solutions target was closed in March 2023, reaching \$47.09 billion⁶.

1. Supporting sustainable resource extraction in areas such as iron ore, lithium, nickel, cobalt, rare earths, copper and bauxite
 2. Supporting basic materials production including green steel and low-carbon aluminium production
 3. Supporting new technology projects focused on upstream hydrogen and carbon capture use and storage
 4. Initial focus on financing high-efficiency residential buildings and retrofits
 5. Supplying green investment options for environmental sustainability-focused funds/insurers and partnering with financial institutions to deliver alternative capital
 6. New \$100b social and environmental sustainability target from 1 April 2023 was established as previous \$50b sustainable solutions target was on track to be met well in-advance of 2025. Previous \$50b target balance of \$47.09b as at 31 March 2023 does not contribute to the new target. For more information see Climate Change Commitment at <https://www.anz.com.au/about-us/esg/environmental-sustainability/climate-change/>



CONTINUING OUR SUPPORT FOR THE TRANSITION TO NET ZERO

An update on our sectoral decarbonisation targets

2021

First Australian bank to join the Net-Zero Banking Alliance (NZBA).

Set emissions pathways and targets for¹:

- **Power generation**
- **Large-scale commercial real estate**

2022

Announced four additional sectoral pathways and targets for¹:

- **Oil & gas**
- **Aluminium**
- **Cement**
- **Steel**

2023

Plan to disclose two new pathways for:

- **Thermal coal**
- **Transport**, made up of three sub-sectors:
 - **Auto-manufacturing,**
 - **airlines** and
 - **shipping**

- We remain on track, by the end of 2024, to set 2030 interim targets for nine priority sectors aimed at ensuring at least 75% of our portfolio emissions are on a net zero pathway.
- Our pathways steer lending decisions in line with the Paris Agreement goals. We expect the transition is likely to be uneven – and there will be challenges in some sectors more than others².

1. For more information on ANZ's existing pathways see ANZ's 2022 Climate-related Financial Disclosures: <https://www.anz.com.au/content/dam/anzcom/shareholder/2022-anz-climate-related-financial-disclosures-report.pdf>

2. For more information see ANZ's Financed Emissions Calculation Methodology: <https://www.anz.com.au/content/dam/anzcomau/about-us/2022-anz-financed-emissions-calculation-methodology.pdf>



CUSTOMER ENGAGEMENT TO SUPPORT BIODIVERSITY

100 of our largest emitting business customers¹

- Biodiversity risk is recognised across our 'sensitive sector' lending policies.
- It is a focus area acknowledged in our Climate Change Commitment and has been included in discussions with our largest emitting business customers.²
- Engagement is helping refine our screening, improving our knowledge, enhancing capacity to further engage.
- Findings from customer engagement include:
 - customers have an increased willingness to improve governance and strengthening how they measure impacts on nature
 - customers are less progressed in setting biodiversity targets and disclosure, compared with climate transition plans.
- Actions helping us consider biodiversity impacts and dependencies and inform our approach include:
 - joining the TNFD³ Forum
 - participating in a pilot study and provided feedback on the learnings and existing barriers to adopting and implementing the TNFD Framework in the Australian context⁴
 - joining the United Nations Principles for Responsible Banking – Nature Target Setting Working Group which is developing guidelines on nature target setting and considering how banks can contribute to the Global Biodiversity Framework.

1. As at 30 September 2022

2. In FY22

3. Taskforce on Nature-related Financial Disclosures

4. We acknowledge the Department of Climate Change, Energy, the Environment and Water for sponsoring the pilot study, which was facilitated by EY



2023

ESG FORUM

MOHAMED KHALIL

HEAD OF RESEARCH, DEVELOPMENT AND FINANCIAL WELLBEING

KATHERINE BRAY

MANAGING DIRECTOR, AUSTRALIA RETAIL DISTRIBUTION



FINANCIAL WELLBEING – CENTRAL TO OUR STRATEGY

ANZ is committed to improving the financial wellbeing of our people, customers and communities by helping them make the most of their money throughout their lives

CUSTOMERS

- Strong uptake of ANZ Plus savings goal functionality with 27% of Plus customers having set a savings goal since October 2022¹
- Financial Wellbeing Hub content in Australia and New Zealand with personalised messaging
- Delivering proactive customer support including communications and webinars to help customers as they head into challenging economic times

COMMUNITY

- Long running financial education programs - MoneyMinded, Saver Plus and MoneyBusiness – are delivered with government and community partners
- Training and employment opportunities to support economic participation for under-represented groups including Indigenous Traineeships, Given the Chance and Return to Work
- Signed the United Nations Environment Program Finance Initiative Commitment to Financial Health and Inclusion

CAPABILITY

- Regular research of Australian and New Zealand Financial Wellbeing with quarterly snapshots through the ANZ Roy Morgan Financial Wellbeing Indicator
- Enhancing capability in line with commitments in our Reconciliation Action Plan, Accessibility and Inclusion Plan, and Financial Inclusion Action Plan
- Building internal capability with financial wellbeing and behavioural science expertise

1. As at 30 March 2023



FINANCIAL WELLBEING – ANZ PLUS

ANZ Plus: digital first a plus for financial wellbeing

Financial wellbeing is the guiding principle for ANZ Plus

Provides tools and insights to help customers better manage their money by spending less, saving more and building healthy money habits

Active saving - a key behavioural driver of financial wellbeing¹

ANZ Plus allows you to set and track multiple goals and earn interest on all goals under your ANZ Save account

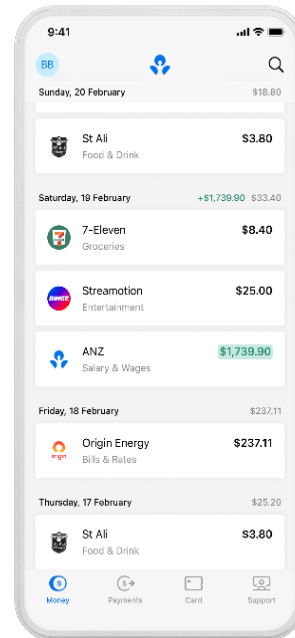
Customers have visibility of their spending

ANZ Plus shows money in and money out, spending by category, detailed transaction data and upcoming expense predictions

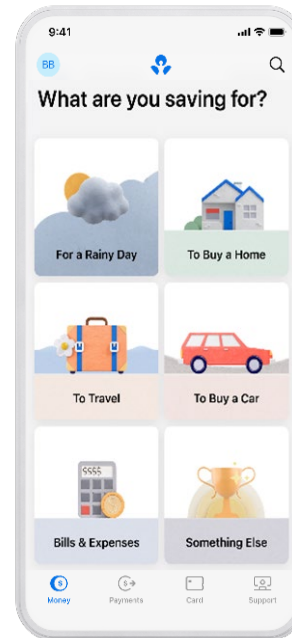
Financial Wellbeing appointments with a Coach

Available for ANZ Plus customers via phone or in Store

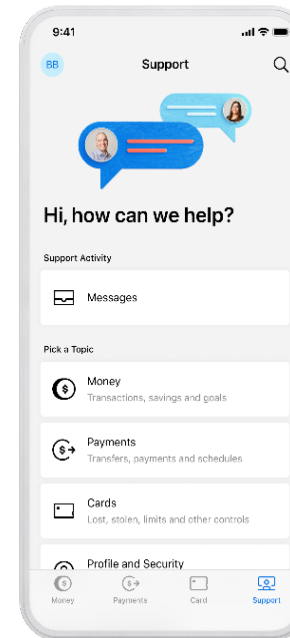
MORE VISIBILITY AND CONTROL



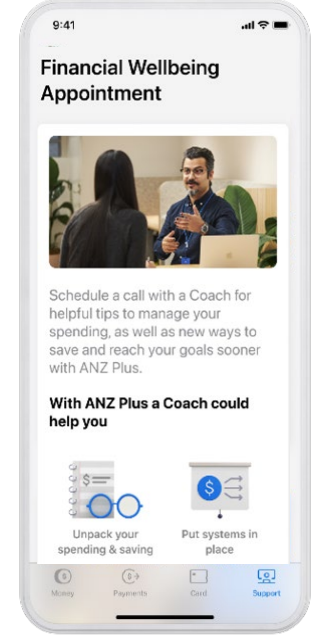
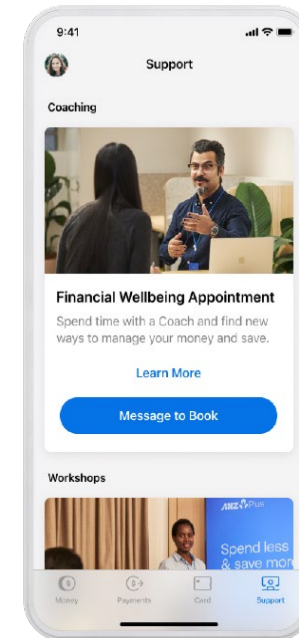
SET MULTIPLE SAVINGS GOALS



IN-APP SUPPORT



FINANCIAL WELLBEING COACH APPOINTMENTS



1. Findings from ANZ's Adult Financial Wellbeing Survey



IDENTIFYING AND ENGAGING WITH AT-RISK CUSTOMERS

Targeted communications

- Designed to encourage at-risk customers to take steps to avoid falling behind on loan repayments and to contact ANZ as early as possible if they are experiencing financial difficulty

Identifying customers at risk of missing repayments

- A broader scope of attributes beyond financial difficulty are considered to assist with early identification of a wider range of customers at-risk of missing repayments so we can offer assistance to help these customers manage their loans

Customers experiencing financial hardship

- Identified common reasons customers provide for experiencing financial hardship, such as reduced income, over-commitment, medical illness, separation or natural disasters

1. Proactive Hardship

Identify **common reasons** for customers entering hardship

2. Repayment Management

Identify and **address** root cause(s) for non-payment relapse

3. Non-Payment Propensity

Assessing customers' likelihood of meeting **on-going** payment obligations



Hi Jeffrey, we'd like to let you know you have an upcoming Personal Loan payment for account ending in 3089 due on DD/MM/YYYY.

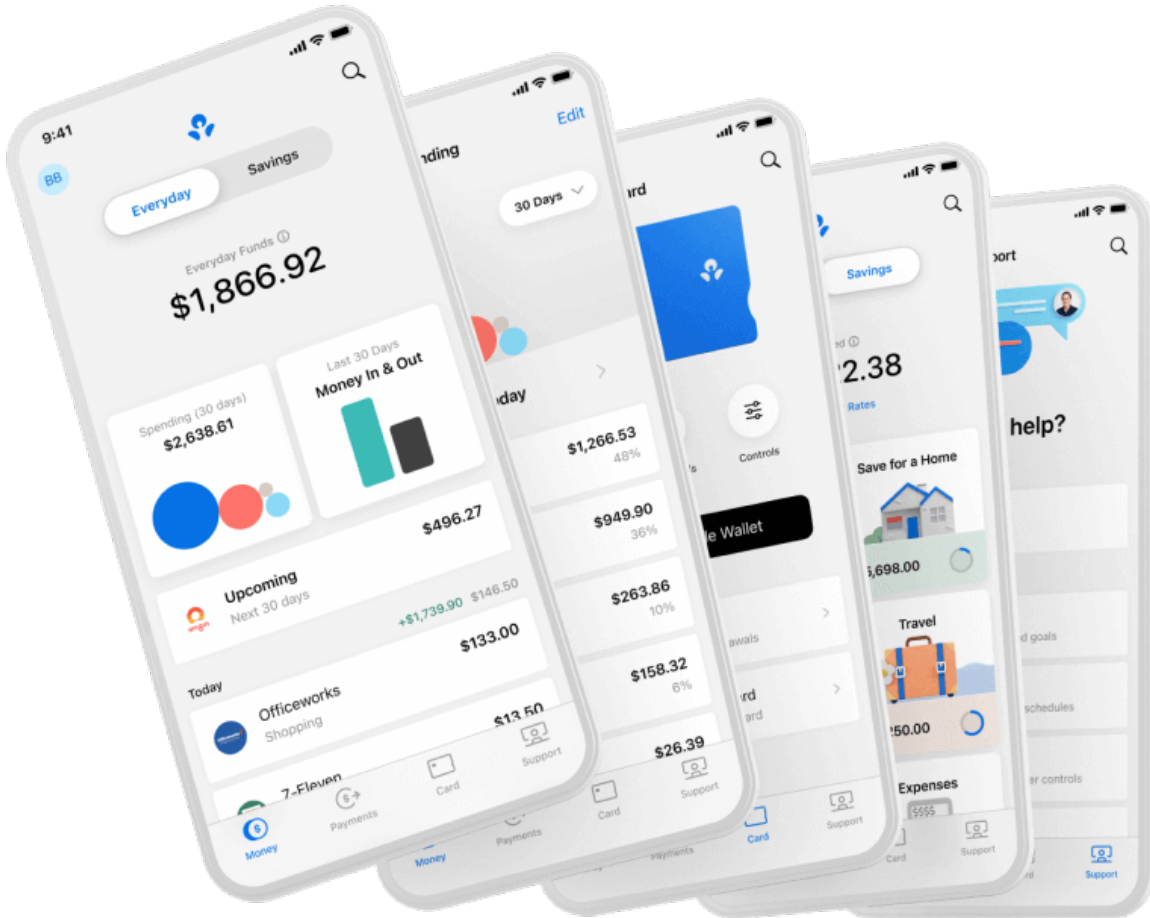
We've noticed that you recently missed a payment on your account. You can set up a Direct Debit so your Personal Loan repayment is made automatically. This reduces the chance of being charged late fees.

Please call ANZ on +61 3 8595 2642 or 1300 756 981 (from overseas, call charges may apply) to discuss any changes to your situation that may be affecting your ability to pay the amount due.



A FOCUS ON ACCESSIBILITY AND INCLUSION

ANZ Plus



ANZ Breathe Branches





2023

ESG FORUM

Q&A



2023

ESG FORUM

[FURTHER INFORMATION](#)



OUR ESG RELATED DISCLOSURES

The screenshot shows the ANZ ESG reporting page. At the top, there is a navigation bar with 'Personal', 'Business', and 'Institutional' tabs, a search bar, and a 'Log in' button. Below this, a secondary navigation bar lists various ESG topics: 'ESG', 'Financial wellbeing', 'Environment', 'Housing', 'Responsible banking', 'Community', 'Diversity & Inclusion', 'Policies & Practices', and 'ESG reporting'. The main content area features the heading 'Our Environmental, Social and Governance (ESG) approach' and a large image of a woman in a field. Below the heading, there is a 'Jump to' section with links for 'ESG news', 'ESG targets', and 'Reporting'. A 'Focus areas' section is also visible, with icons and brief descriptions for 'Financial wellbeing', 'Environmental sustainability', 'Housing', and 'Fair and responsible banking'.

ESG Supplement

ESG information & progress against our ESG targets

<https://www.anz.com.au/about-us/esg/reporting/>

ESG Briefings

Annual event to brief investors on ESG matters

<https://www.anz.com/shareholder/centre/reporting/ESG/>

Climate Change Disclosures

Climate change commitment and climate related financial disclosures

<https://www.anz.com.au/about-us/esg/environmental-sustainability/climate-change/>

Human Rights

Our approach to human rights

<https://www.anz.com.au/about-us/esg/fair-responsible-banking/human-rights/>

Housing

ANZ-CoreLogic Housing Affordability Report, the pre-eminent guide to trends & drivers of housing affordability across Australia

<https://www.anz.com.au/about-us/esg/housing/>

Financial Wellbeing

Our financial wellbeing programs, incl. ANZ Roy Morgan financial wellbeing indicator

<https://www.anz.com.au/about-us/esg/financial-wellbeing/>



SHAREHOLDER CENTRE & INVESTOR RELATIONS CONTACTS

ANZ Shareholders Centre

Calendar and events



Financial calendar

Key financial dates for the ANZ.
[Learn more](#)

Financial results

Information pertaining to the latests financial results.
[Learn more](#)

Annual General Meeting

Latest AGM information including notice of meeting.
[Learn more](#)

ESG briefing

Annual event providing update on progress on ESG matters.
[Learn more](#)

Investor toolkit



ASX announcements

Latest ANZ announcements and archive.
[Learn more](#)

Share price details

Customisable and downloadable share price chart.
[Learn more](#)

Share registry profile

Ownership by type and domicile over time.
[Learn more](#)

Other information

Financial summaries, capital management and more.
[Learn more](#)

Latest reports



Annual Report / Reviews

A suite of reports for a wide range of stakeholders.
[Learn more](#)

Environment, Social and Governance

ESG framework, targets and progress.
[Learn more](#)

Results announcements

Financial disclosures, investor packs and more.
[Learn more](#)

Other reporting

Regulatory disclosures, Trading updates, NZ disclosure statements and more.
[Learn more](#)

ANZ Debt Investors Centre

Equity Investors

Jill Campbell
Group General Manager
Investor Relations
+61 3 8654 7749
+61 412 047 448
jill.campbell@anz.com

Cameron Davis
Executive Manager
Investor Relations
+61 3 8654 7716
+61 421 613 819
cameron.davis@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

Steven Aquilina
Associate Director
Debt Investor Relations
+61 3 8654 7778
+61 447 744 542
steven.aquilina@anz.com