9 November 2026

Market Announcements Office
ASX Limited
Exchange Place
Level 27
39 Martin Place
SYDNEY NSW 2000

Australia and New Zealand Banking Group Limited (**ANZBGL**)
2026 Annual Report

ANZBGL today released its 2026 Annual Report.

It has been approved for distribution by ANZBGL's Board of Directors.

Yours faithfully

Simon Pordage
Company Secretary
Australia and New Zealand Banking Group Limited

Australia and New Zealand Banking Group Limited

2026 Annual Report

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Australia and New Zealand Banking Group Limited ABN 11 005 357 522

2026 ANZBGL Annual Report
anz.com/annualreport

2026 Basel III Pillar 3 Disclosure
anz.com/results

2026 United Kingdom Disclosure and Transparency Rules Submission (released no later than 30 November 2026) anz.com/results

ANZ Group Holdings Limited ABN 16 659 510 791

2026 ANZGHL Annual Report
anz.com/annualreport

2026 Full Year Results Announcement
anz.com/results

2026 Corporate Governance Statement
anz.com/corporategovernance

2026 Data and Frameworks Pack
anz.com/esgreport

2026 Modern Slavery and Human Trafficking Statement (released no later than 31 March 2027) anz.com/esgreport

2026 Voluntary Tax Transparency Report
anz.com/annualreport



Our 2026 reporting suite

Annual Report structure

This reports provides stakeholders with detailed information on Australia and New Zealand Banking Group Limited (ANZBGL)'s performance and challenges. This report covers ANZBGL and its subsidiaries, referred to as “the Group” or “our” or “we”.

The various elements of the Directors’ Report, including the Operating and Financial Review, are covered on pages 1 to 57. Commentary on our performance overview contained on pages 42 to 57 references information reported in the Financial Report pages 104 to 237.

The Remuneration Report on pages 58 to 99 and the Financial Report on pages 104 to 237 have been audited by KPMG.

Reporting boundaries and periods

This report covers all ANZBGL operations worldwide over which, unless otherwise stated, we had control for the financial year 1 October 2025 to 30 September 2026, referred to as "2026" or "this year". Monetary amounts in this document are reported in Australian dollars, unless otherwise stated.

Acquisitions

On 31 July 2024, the Group acquired 100% of the shares in SBGH Limited, the immediate holding company of Norfina Limited (Suncorp Bank). On 31 July 2026, the Group acquired 100% of the shares in Worldline Australia Pty Ltd (now known as Payment Acceptance Australia Pty Ltd). Following each of these acquisitions, Suncorp Bank and Payment Acceptance Australia Pty Ltd commenced a phased transition to adopt the policies, standards and processes of ANZ.

During the transition period, Suncorp Bank and Payment Acceptance Australia Pty Ltd will be subject to a combination of ANZ policies and their own policies. Where Suncorp Bank is excluded in the report, this is denoted. Where Payment Acceptance Australia Pty Ltd is included in the report, this is denoted.

Disclaimer and important notices

The material in this report contains information about the activities of the Group current as at 6 November 2026. It is information given in summary form and should be considered together with other information published by ANZ.

This is general purpose financial and sustainability reporting prepared for shareholders. It is not intended to be and should not be relied upon as financial 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.

Forward-looking statements

This report may contain certain forward-looking statements including statements regarding our intent, belief or current expectations with respect to the Group’s business operations, market conditions, results of operations and financial condition, capital adequacy, sustainability objectives or targets, specific provisions and risk management practices. These matters are subject to risks and uncertainties that could cause the actual results and financial position of the Group to differ materially from the information presented herein. Such forward-looking statements are made as at the date of this report and are provided to assist investors with their understanding of the Group and its activities. When used in the report, the words ‘guidance’, ‘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 Group and its management, are intended to identify forward-looking statements. Forward-looking statements may also be otherwise identified within this report, including by the use of footnotes. Those statements, including in respect of ANZ’s 2030 Strategy, immediate priorities and targets, are not guarantees or predictors of future performance, and may be affected by inaccurate assumptions or unknown risks and uncertainties or other factors, many of which are beyond the control of the Group or may not be known to the Group at the time of the preparation of the report, such as instability in global economic conditions, external exchange rates, competition in the markets in which the Group will operate, and the regulatory environment. Each of these statements and related actions is also subject to a range of assumptions and contingencies, including the actions of third parties, interdependencies between strategic and regulatory programs of work, management decisions, execution risk, and is based on corporate plans that are subject to change and may vary materially as plans continue to be developed. As such, these statements should not be relied upon in isolation when making investment decisions.

There can be no assurance that actual outcomes will not differ materially from any forward-looking statements contained herein. Also see the Risk management section on pages 30 to 41 in relation to risks that may affect forward-looking statements, and the ‘Key Judgements and Estimates’ identified in various places in the Annual Report. To the maximum extent permitted by law, the Group makes no assurance, guarantee or warranty (express or implied) that the forward-looking statements will be realised.

The forward-looking statements only speak as at 6 November 2026 and no representation is made as to their correctness after this date. Unless required by law, no member of the Group undertakes to publicly release the result of any revisions to these statements to reflect events or circumstances after this date.

Financial information in this document is presented on a cash profit basis unless otherwise stated. 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 profit. For the definition of cash profit refer to page 44 of the Performance Overview.

Our operating environment

With a presence in 29 markets, ANZ has a unique perspective on the global economy, trade flows and supply chains. This direct view helps ANZ understand how customer needs are changing across retail, business and institutional banking, helping us to respond effectively in a way that helps customers, shareholders, and the broader community. ANZ's diversified business structure is well placed to follow our customers' activities.



Resilient growth, with Asia a bright spot

Despite these cross currents, economic growth across ANZ's footprint remained resilient. Interest rates rose, and companies' appetite to borrow and deposit margins have, in general, remained healthy.

GDP growth in Australia slowed only mildly. New Zealand picked up further after 2025's recovery, and China continued its gradual, structural deceleration.

Asia's manufacturing and trade prowess was evident in 2026. Regional export growth over the last two years has been the strongest in more than a decade. More than three-quarters of this growth has been in electronics-related sectors, reflecting the AI boom, and a doubling in China's exports of solar-related components from March.

Continued disruption

ANZ's operating environment remained dynamic throughout 2026. The oil shock added to a series of recent challenges, including tariffs, geopolitical instability, and ongoing global conflict. The year was also characterised by the most impactful and volatile phase of the AI investment boom thus far.

The boom has boosted investment in Australia and trade across Asia. But higher oil prices and weaker trade in non-electronic sectors created challenges in some jurisdictions and contributed to financial market volatility. ANZ continues to support our customers as they adapt to the environment and pursue emerging opportunities.



New Zealand's ongoing recovery

New Zealand continued to recover from the 2024 recession, with low interest rates, high commodity prices and high levels of business confidence contributing to a recovery in employment and increased business and housing credit demand.

The pace of recovery remained modest reflecting ongoing spare capacity in the labour market, subdued migration, a soft housing market and cautious consumer sentiment as the oil shock exacerbated cost-of-living pressures. Economic performance continued to vary across regions, with the South Island recording a stronger recovery than other parts of the country as agriculture and tourism outperform.

Australia's evolving landscape

The Australian housing market has, in the past six months, experienced one of its deepest downturns in a decade. Higher interest rates and oil prices, tax changes and affordability pressures have all contributed to declining auction clearance rates and prices, while average selling times increased. Housing credit growth has slowed as a result, but construction activity has been resilient.

The implications of the housing slowdown for GDP have been modest to date. Business borrowing has remained solid, as has been the case for a number of years. A record pipeline of non-residential construction is promising, supported in part by technology-related investment.

Cost-of-living pressures have contributed to another inconsistent year for consumer lending outside housing. Credit quality in the mortgage portfolio shows early signs of weakening.

Australia's strong fiscal position and diversification from the US dollar have seen Australian dollar-denominated bond issuance rise to be one of the more active markets.

Technology leaps forward

The rise of AI has deepened and broadened the disruptive impact of technology. ANZ is taking a deliberately focused approach to AI, prioritising opportunities that deliver clear benefits for customers and employees, while maintaining trust, investment discipline and appropriate risk management. AI has presented opportunities for funding and capital raising, and its economic effects can be seen in Australian investment and Asian trade. Over time these effects are expected to become more pervasive, driving broader changes across society, institutions, regulation and cyber risk. Lending opportunities have required thoughtful execution.

Our business model

Australia

ANZ is one of Australia's oldest banking institutions, with origins dating back to 1828. Our retail, business and private-banking businesses serve more than eight million customers, supported by an extensive network of branches, business centres and digital channels. The acquisition of Suncorp Bank further enhanced our scale, particularly in Queensland. This helps strengthen our ability to support customers.

Australia Retail provides banking products and services to Australian consumers, including home loans, deposits, credit cards and personal loans.

For more information on Australia Retail see page 14.

Total customers: 6.57m

Business & Private Bank[1] provides banking products and services to small-to-medium enterprises, large commercial customers, as well as high-net-worth individuals and family groups in Australia.

For more information our Business & Private Bank see page 15.

Total customers: 590k

Suncorp Bank provides banking products and services to retail, commercial, small-to-medium enterprises and agribusiness customers in Australia.

In 2027 Suncorp Bank customers will migrate across to Australia Retail, Business & Private Bank and Institutional.

Total customers: 1.25m

NZ & Pacific

ANZ is a leading retail and business bank in the region, serving nearly one in two New Zealanders through one of the country's most extensive banking networks. As New Zealand's oldest bank, we combine local expertise, trusted customer relationships and a strong regional presence to support households and businesses.

New Zealand provides banking products and services to New Zealand customers through Personal, Business, Funds Management and Agribusiness units.

For more information on New Zealand see page 17.

Total customers: 2.72m

Pacific provides banking products and services to retail and commercial customers, and to governments located in the Pacific region.

Operates across 8 Pacific markets

Institutional

ANZ is the leading institutional bank across Australia and New Zealand, supporting many of the region's largest corporations, financial institutions and government customers. Through our network across 29 markets, we help customers manage trade, capital flows, payments, risk and investment activity across key markets.

Our transaction banking, corporate finance and markets businesses provide financing, payments, liquidity, foreign exchange, debt capital markets and risk-management solutions, connecting customers to opportunities across Australia, New Zealand and Asia, while supporting trade and investment flows in some of the world's most active economic corridors.

For more information on Institutional see page 16.

#1 for Overall Lead Bank Penetration, as recognised in the Coalition Greenwich Voice of Client – 2026 Australia Large Corporate Relationship Banking Study.

Group Centre

ANZ's Group Centre supports the customer-facing divisions, and includes Group Operations, Technology, and other enablement functions including corporate affairs, finance, internal audit, legal, risk management, shared services, and talent & culture. It also includes the Group's minority investments in Asia.

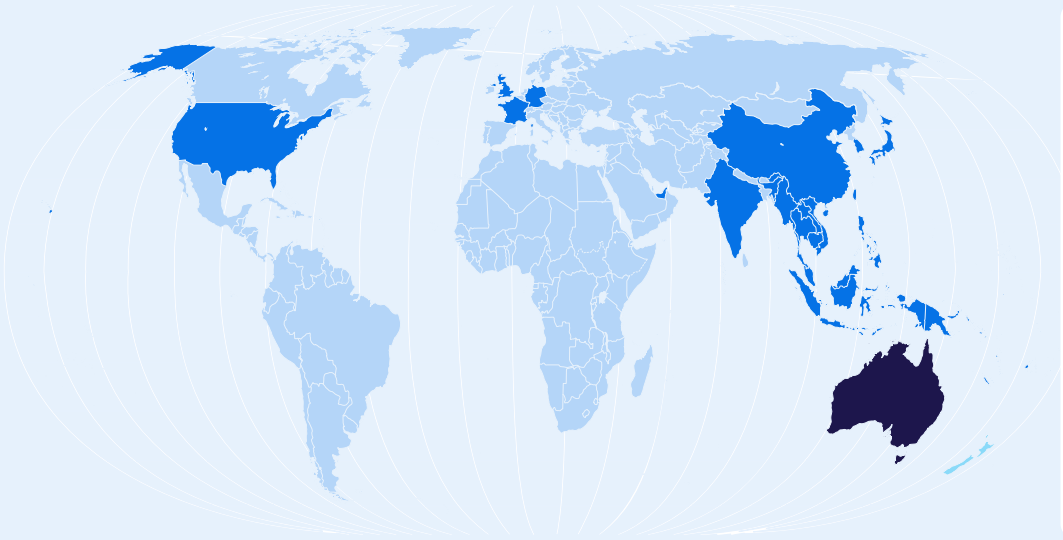
[1] Formerly Australia Commercial.

Our stakeholders

We build and maintain relationships with stakeholders across our value chain to support long-term value and deliver our strategy. Our approach to stakeholder engagement aims to provide direct access for stakeholders, allowing us to respond to issues early and take stakeholder concerns into account when making decisions.

Stakeholder	How we engage
Customers	We engage with customers through our branches, contact centres, home loan specialists, private bankers, relationship managers and digital channels. This helps us understand customer needs, respond to issues early and improve products and services.
Employees	We use surveys and other listening channels to understand employee experience and capture feedback on culture, values and behaviours. This informs how we support our people and maintain a safe, inclusive and effective workplace.
Government	We engage with ministers and public officials at state and national levels. This includes participation in consultations and parliamentary inquiries to contribute to policy development.
Industry associations[1]	We participate in industry forums and discussions. This allows us to contribute to industry dialogue and submissions on the issues affecting customers and the broader community.
Investors	We provide timely, transparent information through market disclosures, investor and analyst briefings, our Annual General Meeting and our shareholder website. This enables informed decision-making and maintains investor confidence.
Non-government organisations (NGOs)	We work with NGOs through partnerships and ongoing relationships. This helps us understand external perspectives and improve how we support customers and communities.
Regulators	We maintain relationships with various regulators across the jurisdictions in which we operate. We engage through formal meetings, regular reporting, information requests and regulatory processes. This supports financial stability, protects consumers and helps maintain trust in the financial system.
Suppliers	We engage with suppliers and service providers including technology vendors, infrastructure partners and professional services firms.

Our international presence and profit composition by geography[2]



Australia
Retail | Commercial | Institutional
$4,542 million

New Zealand
Retail | Commercial | Institutional
$1,946 million

Rest of world
Retail & Commercial (Pacific only) | Institutional
$1,054 million

[1] Key memberships include the Australian Banking Association, the Business Council of Australia, the New Zealand Banking Association, and Business New Zealand. Our key membership payments are included in the 2026 Data and Frameworks Pack available at anz.com/esgreport.
[2] On a cash profit basis. Excludes non-core items included in statutory profit. It is provided to assist readers in understanding the ongoing activities of the group. For further information on adjustments between statutory and cash profit see page 46.

Strategic review

Through the ANZ 2030 strategy, our ambition is to unlock our potential to win the preference of customers, shareholders and the community.

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- Delivering value 22





Cargo Crew, ANZ customer since 2010



Our strategy ANZ 2030

In October 2025, we launched the ANZ 2030 strategy with an ambition to win the preference of customers, shareholders and the community.

Our strategy is focused on four 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.

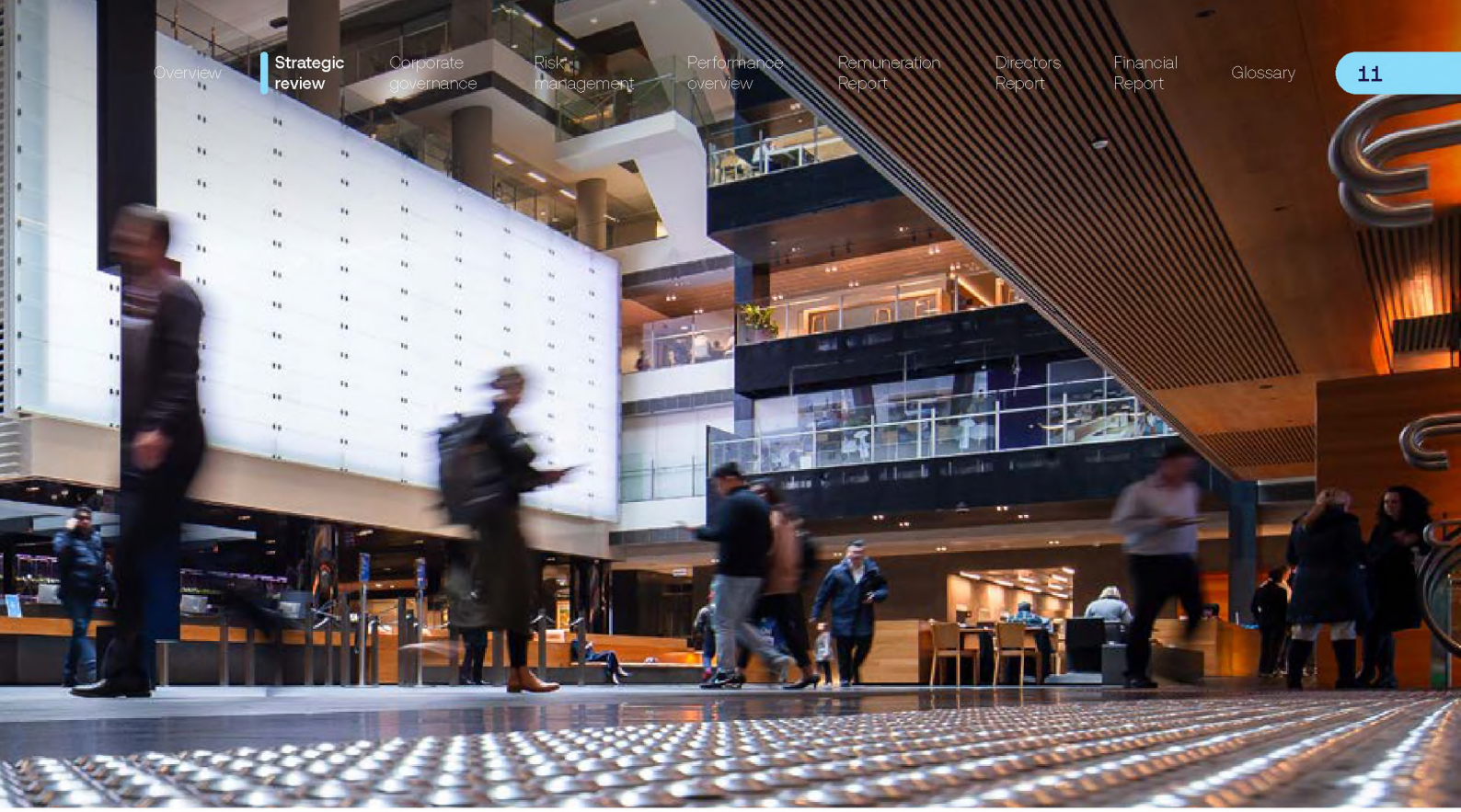
Delivering value
To sustainably improve our financial performance, we will create lasting value by delivering higher returning growth and results that matter for our stakeholders.

Measured by

- Strategic Net Promoter Score (NPS)
- Main Financial Institution (MFI)
- Relationship strength for Institutional
- Cost to income ratio
- 2026 cost savings
- Suncorp Bank synergies
- NFR remediation progress
- Common Equity Tier 1 (CET1) Capital Ratio
- Return on Tangible Equity (ROTE)
- Revenue/Risk Weighted Assets

Supported by our core enablers

Culture | People | Technology



ANZ 2030 - two phases to our strategy

1 First phase – across 2026 and 2027

Delivering on immediate priorities to get the basics right

- Substantial improvement in productivity
- Initial investment for growth

2 Second phase – beyond 2027

Realise the benefits of these strong foundations

- Accelerate growth
- Outperform the market

In each phase
improve returns and deliver value

We are delivering on our five immediate priorities

1. **Embed new leadership team and continue to drive a cultural reset**
   Refreshed leadership team in place and new values launched.
2. **Integrate Suncorp Bank faster to deliver value**
   On track to complete a safe and secure migration of Suncorp Bank customers to ANZ by June 2027.
3. **Accelerate the delivery of the single customer front-end**
   On track to deliver to all Retail and SME customers by September 2027.
4. **Reduce duplication and simplify the organisation**
   $902m in gross cost savings in 2026.
5. **Enhance non-financial risk management to improve resilience**
   On track to deliver the activities in the Root Cause Remediation Plan.

ANZ's five immediate priorities

The first phase of the ANZ 2030 strategy is centred on five immediate priorities designed to strengthen performance today while establishing the foundations for long-term growth and value creation.

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

ANZ 2030 recognises that leadership, culture and accountability are fundamental to long-term success. Our refreshed Executive Committee is now in place, with Tammy Medard most recently joining as Group Executive, Business & Private Bank. We also launched our new values to support our plan to evolve our culture. This brings risk culture, behaviour and performance into one consistent framework.

Together, these changes are strengthening clarity, accountability and execution discipline across the Group.

They are helping build a simpler and more focused organisation that delivers better customer outcomes and improved productivity, while reinforcing our standards of conduct, risk management and accountability.

Put customers first

Own the outcome

Deliver with excellence

Work as one

2. Integrate Suncorp Bank faster to deliver value

The acquisition of Suncorp Bank strengthens ANZ's position in Queensland and expands our retail and commercial banking presence in one of Australia's fastest-growing markets. It also provides opportunities to deepen customer relationships, leverage complementary capabilities and extend ANZ's reach.

ANZ is progressing the integration program to realise benefits sooner and simplify operations. The integration combines the strengths of ANZ and Suncorp Bank to improve customer outcomes through access to a broader ANZ branch network, enhanced digital capabilities and a wider range of banking solutions.

For information on cost synergies see page 20.

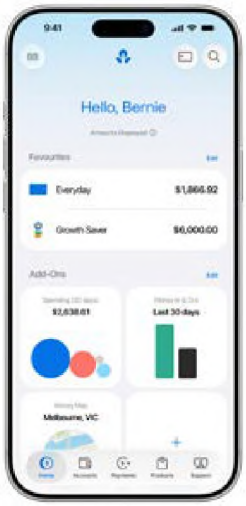


3. Accelerate the delivery of the single customer front-end to our retail and small business customers

ANZ is accelerating the rollout of our single customer front-end. The initiative is central to the bank's ambition to raise the standard of every digital interaction and deliver a more intuitive, personalised and connected customer experience. We are delivering a modern digital platform that enables customers to interact with the bank more effectively, while supporting the faster delivery of new products and services.

The initiative is also an important part of simplifying ANZ's technology environment. By modernising and consolidating systems, ANZ is reducing complexity, improving efficiency and creating a more scalable platform for future growth.

For more information our single customer front-end see page 14.



4. Reduce duplication and simplify the organisation

Improving productivity and reducing organisational complexity are central to the first phase of ANZ 2030. We are simplifying processes, sharpening prioritisation, streamlining governance and strengthening procurement and vendor management, while reducing complexity across operations and technology.

Together, these initiatives are creating a more agile organisation that can respond more quickly to customer needs and emerging opportunities. By reducing duplication and improving efficiency, we can invest in activities that differentiate ANZ, strengthen customer outcomes and support stronger financial performance over time.

For more information on how we are simplifying the organisation see page 20.



5. Enhance non-financial risk management to improve resilience

Trust, safety and strong risk management are fundamental to ANZ's long-term success. Through ANZ 2030, we are strengthening our approach to non-financial risk management with a focus on customer outcomes, accountability and organisational resilience.

This work spans operational risk, compliance, customer protection, conduct and governance. We are enhancing oversight, strengthening accountability and simplifying our risk management processes. Programs including PACT support our regulatory commitments and simplify how we work. This enables faster, more consistent decision-making across the Group to help protect customers, maintain trust and strengthen resilience.

For more information on the PACT program see page 40.

PACT program of work

Design — Establish the foundations by defining the frameworks and ways of working needed to drive better outcomes.

Implement — Adopt and integrate the updated ways of working, processes and systems to improve customer and business outcomes.

Embed — Reinforce behavioural changes and continuously improve how we operate, delivering consistent and sustainable customer and business outcomes.

Customer first



Making it easier to send money overseas

Customers can now make near real-time international transfers through the ANZ Plus App to more destinations, making it easier to send money overseas.

Australia Retail

Differentiated propositions for customer segments

- Build a stronger proposition for affluent customers
- Support people relocating to Australia
  - Launched digital international money transfers and made it easier for customers moving to Australia to start banking with us before they arrive

Strengthen proprietary origination

- Grow our home lending workforce
  - Recruited more branch lenders and expanded Saturday trading in targeted branches
- Make it easier to buy a first home
  - Joined the Australian Government's 5% Deposit Scheme

Elevate channel experiences

- Simpler digital banking
  - Progressed our single customer front-end, bringing more accounts, products and payments together in one place in the ANZ App
- Better tools for our bankers
  - Introduced tools to help bankers find answers faster and better support customers
- Improve our contact centres
  - Continued to modernise our contact centres, including upgrading our technology platform and improving customer experience

Key performance indicators

Customers	MFI share[1]	NPS[2]
6.57m	11.3%	+5.2
	-0.4 vs Sep 25	+3.5 pts vs Sep 25

[1] Roy Morgan Single Source, Aged 14+, 12 months to September 2026. ANZ includes ANZ Plus. MFI relationship is based on who consumers perceive to be their main bank.
[2] Consumer Atlas - RFI Global. Using a scale of 0-10, customers are asked how likely they are to recommend their Main Financial Institution (MFI) to a friend or colleague. Net Promoter Score = % Promoters (score 9-10) - % Detractors (score 0-6). *"Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld. Net Promoter ScoreSM and Net Promoter SystemSM are service marks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

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

Business & Private Bank

Frontline that matches our ambition

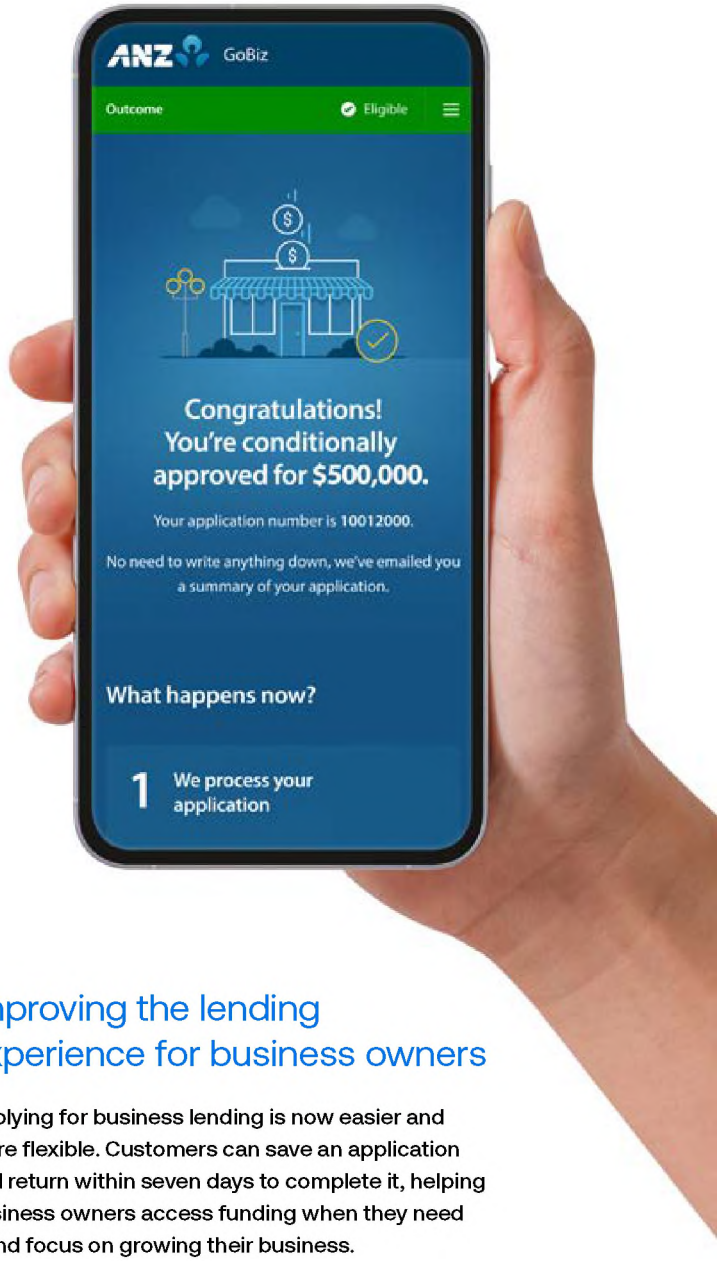
- More bankers
  - Continued to grow our frontline banker workforce, with delivery on track against our ANZ 2030 ambition
- Better tools and systems
  - Rolled out a new AI-enabled customer relationship management tool, helping bankers have more informed and personalised customer conversations
- Banker Academy
  - Launched our Banker Academy with Melbourne Business School, with the first graduates already serving customers

The right platform for the right customer

- Transactive Global for mid-market customers
  - Delivered the first stage of an improved experience, making it simpler to access our institutional banking capabilities
- Digital for small business
  - Developing a simpler digital experience for small business customers, on track for September 2027

Build on strong Private Bank foundations

- Strong customer growth
  - Maintained strong growth across deposits, investments and lending
- Invest in our frontline
  - Continued investment in relationship manager capacity
- Strengthen our wealth proposition
  - Progressing work to modernise our wealth offering



Improving the lending experience for business owners

Applying for business lending is now easier and more flexible. Customers can save an application and return within seven days to complete it, helping business owners access funding when they need it and focus on growing their business.

Customers
590k

MFI share[1]
17.1%
+ 0.7 vs Sep 25

NPS[2]
-5.0
-3.2 pts vs Sep 25

[1] Business Atlas - RFI Global. Covers Business/Commercial customers (except Private Bank) with annual turnover <$100M. MFI relationship is based on who consumers perceive to be their main bank.
[2] Business Atlas - RFI Global. Covers Business/Commercial customers (except Private Bank) with annual turnover <$100M. Using a scale of 0-10, customers are asked how likely they are to recommend their Main Financial Institution (MFI) to others for business banking. Net Promoter Score = % Promoters (score 9-10) - % Detractors (score 0-6). *"Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld. Net Promoter ScoreSM and Net Promoter SystemSM are service marks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

Customer first

Institutional

Capital management to optimise returns

- Strengthened capital management
  - Increased our use of capital efficiency tools to support additional customer growth
  - Expanded our capital management team

Targeted customer acquisition

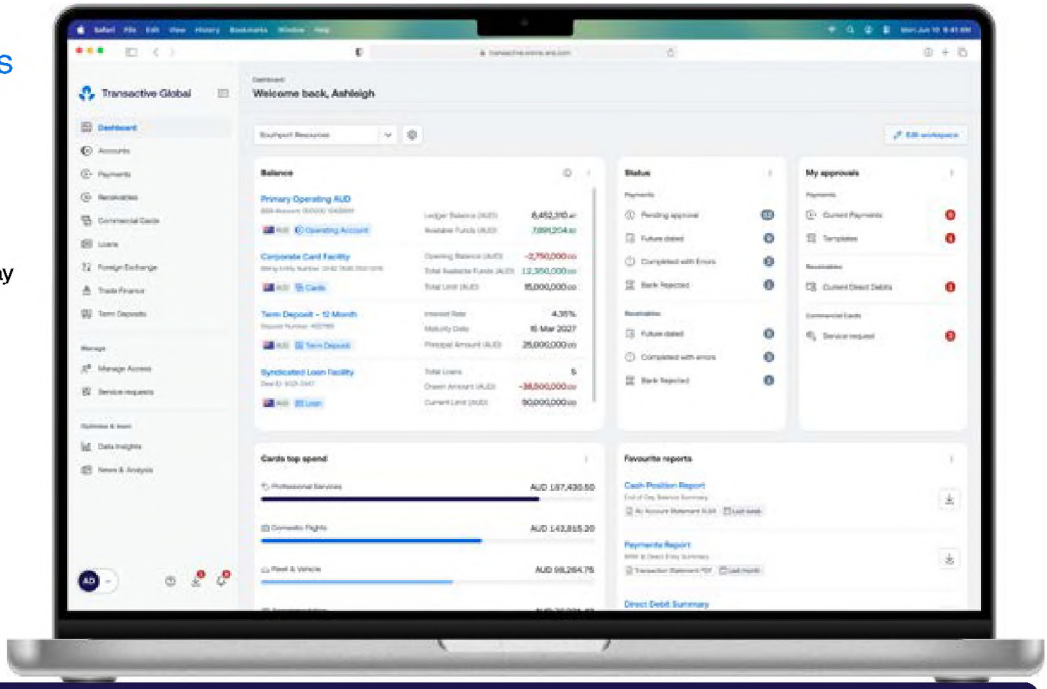
- Onboarded new sector-leading financial institutions and multinational customers across the region

Market-leading platforms

- Improved digital experience
  - Enhanced Transactive Global, our leading digital banking platform, including the introduction of self-service term deposits
- Safer payments
  - Introduced Confirmation of Payee functionality
- Broaden our international capabilities
  - Expanded our European presence through a new France subsidiary

Helping Australia's superannuation system adapt

ANZ has enhanced its superannuation payment capabilities to support Payday Super, including real-time payments and reporting. We are also piloting further features to help validate employer contribution details before payment.



Key performance indicators

Leading Institutional Bank

across Australia (#2) and New Zealand (#1) for relationship strength and quality and the best bank for Corporate Banking in Asia (#1)[1]

[1] No.2 Relationship Strength Index in the Coalition Greenwich Voice of Client 2026 Australia Large Corporate Relationship Banking Study and No. 1 Relationship Strength Index in the Coalition Greenwich Voice of Client 2026 NZ Large Corporate Relationship Banking Study. Best Bank for Corporate Banking in Asia in the Coalition Greenwich Voice of Client 2026 Asian Corporate Banking Study.

New Zealand

Re-platforming for the future

- Faster home lending
  - Launched ANZ Apply, giving customers an indicative home loan decision in around five minutes
- Simpler digital banking
  - Launched a faster digital term deposit journey on our modern platform

Refreshed segment propositions

- Wealth and affluent customers
  - Strengthened our wealth proposition through new partnerships, while developing our affluent customer proposition with Australia Retail
- Customer rewards
  - Launched ANZ Loop, providing personalised cashback offers for customers

Investing in business bankers

- More bankers in the market
  - Increased frontline capacity focused on areas where we see opportunities to grow
- Better tools and capabilities
  - Improved data, insights and lending capabilities to help bankers better support customers

ANZ Loop



ANZ Loop gives customers automatic cashback on eligible purchases from participating retailers and brands when they pay with their personal ANZ Visa Debit or credit card.

MFI share (Personal)[1]	MFI share (Business)[1]	NPS (Personal)[2]	NPS (Business)[2]
33.6%	31.3%	+26.8	-2.5
+1.5% vs Sep 25	+1.2% vs Sep 25	+8.1 pts vs Sep 25	+2.2 pts vs Sep 25

[1] Personal MFI - Insights HQ Retail Market Monitor (RMM) 12 month rolling data (sample size 1,125 per month), customers are asked "Which of these is your main provider of financial services?". RMM age criteria changed from 15-79 years to 18-79 years in October 2025. Prior period numbers have been restated to align with current methodology. Business MFI - Business Finance Monitor (BFM) - Kantar BFM weighted 4 quarter rolling average across different business segments (sample size 8,801) customers are asked "Who would you regard as your business's/organisation's main bank?"

[2] Insights HQ Retail Market Monitor (RMM) 6 month rolling average (sample size 1,125 per month) and Business Finance Monitor (BFM) weighted 4 quarter rolling average (sample size 2,732). RMM age criteria changed from 15-79 years to 18-79 years in October 2025. Net Promoter Score = % Promoters (score 9-10) - % Detractors (score 0-6). *"Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld. Net Promoter ScoreSM and Net Promoter SystemSM are service marks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

Customer first

Supporting our customers

Access to banking

Putting customers first is central to ANZ 2030. We're focused on providing customers with great digital experiences and personal support when they need it. We help customers to access and manage their banking in ways that meet their needs through our branches and broader service network.

In 2026, ANZ improved access to in-person banking services by offering Saturday trading to 31 branches and extending our reach through Bank@Post, with more than 3,300 locations across Australia. These initiatives help customers bank when and where it suits them.

Customer vulnerability and financial hardship

We provide extra care for customers experiencing vulnerability and work with customers facing financial hardship to understand their circumstances and identify appropriate support.

In 2026, we enhanced our approach to customer vulnerability by making it easier to identify customers that may need additional support. We strengthened the guidance and tools available to employees, helping deliver more responsive and compassionate customer care. We also took action to improve outcomes for customers, informed by observations from ASIC's regulatory investigation.

Customer complaints

Customer complaints provide important insights into where experiences have fallen short, helping us resolve issues and improve our products, services and processes.

Under the PACT program, we strengthened complaints issues management this year. Enhanced insights, improved processes and targeted employee training are helping strengthen resolution quality.

Supporting our customers' transition

Our Climate & Nature Strategy sets out how we respond to climate and nature-related risks and opportunities in support of our purpose and the Group's ANZ 2030 strategy. Our vision is to finance a sustainable and orderly transition and to be a trusted partner for our customers, supporting them to adjust to a changing environment and economy.

For more information on supporting our customers' transition see ANZGHL's Sustainability Report.

Helping customers bank safely

Cyber security

Cyber security is critical to protecting our customers, safeguarding information and supporting the safe, resilient operation of ANZ. Protecting customers and their information is fundamental to maintaining trust. We continue to strengthen our cyber security capabilities and the safeguards that support data protection and privacy. We monitor performance, test controls and assess emerging risks and technology changes to strengthen our ability to prevent, detect, respond to and recover from cyber incidents.

Fraud, scams and financial crime

Protecting customers and communities from fraud, scams and financial crime is fundamental to maintaining trust in ANZ, helping our customers bank safely and safeguarding the integrity of the financial system. We continually review and strengthen our fraud and scam prevention capabilities as threats become more sophisticated. This includes adapting controls, investing in education for customers and employees, and working with government, regulators, law enforcement and industry partners to support intelligence sharing and broader customer protections. We also invest in data, analytics, technology and specialist capability to detect, deter and disrupt financial crime.

Data protection and privacy

Protecting personal information and respecting privacy helps safeguard customers from harm while maintaining trust in ANZ. Our privacy and data protection practices support the responsible handling of personal information throughout its lifecycle, underpinned by governance, accountability and oversight.



First Nations and Tākiri-ā-Rangi – Te Ao Māori strategies

ANZ's First Nations Strategy in Australia and Tākiri-ā-Rangi–Te Ao Māori Strategy in New Zealand strengthen how we support customers, communities and economic participation. ANZ's inaugural ten-year First Nations Strategy (Australia) '*Fuelling the Fire*' aligns the ambition of ANZ's purpose to the aspirations and priorities of First Nations peoples with a clear focus on advancing economic self-determination.

In New Zealand, our Tākiri-ā-Rangi – Te Ao Māori Strategy, sets a long-term direction to 2040 for how the bank reflects and responds to the cultural diversity of Aotearoa New Zealand.





Listening to our customers

Net Promoter Score[1] measures customers' willingness to recommend ANZ. It indicates customer advocacy and helps us understand what is working well and where we can improve the experiences that matter most.

Australia Retail NPS

+5.2

+3.5 pts vs Sep 25

Business & Private Bank NPS

-5.0

-3.2 pts vs Sep 25

New Zealand NPS (Personal)

+26.8

+8.1 pts vs Sep 25

New Zealand NPS (Business)

-2.5

+2.2 pts vs Sep 25

[1] See pages 14 to 17 for more details on NPS source and methodology.

Simplicity

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

Automation and AI

- Expanded AI capabilities across banker, servicing and workflow activities
- Embedded AI tools that improve preparation, insights and customer conversations
- Implemented enterprise-wise AI governance, prioritisation and risk controls

Investment portfolio review

- Exited non-core portfolio investments and redirected capital toward core banking and strategic priorities
- Stopped initiatives not aligned to ANZ 2030 and redirected investment toward higher-value priorities
- Established a more disciplined investment portfolio governance model, improving allocation of capital and delivery capacity

External spend optimisation

- Reduced Managed Services use through insourcing and demand management initiatives
- Optimised external spend through supplier consolidation and tighter procurement controls

Organisational simplification

- Simplified organisational structures and operating models, reducing management layers and duplication across the Group
- Embedded cost management units across the Group, strengthening cost discipline and accountability
- Accelerated delivery of Suncorp Bank integration synergies

Key performance indicators

Cost to Income ratio[1]
49.4%

Gross cost savings in 2026
$902m

Suncorp Bank cost synergies
$82m

[1] On a Cash profit basis.

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 Group.

Capital and balance sheet

- Strong capital, funding and liquidity position
  - Maintained strong capital, funding and liquidity while continuing to support customer growth and strategic investment
- One of only 13 banks globally in the AA band by all three rating agencies[1]

Credit quality

- Reshaped lending book, driving good risk outcomes
  - Maintained credit loss rates near historical lows despite increased economic and geopolitical uncertainty
- 83% of wholesale lending to investment grade counterparties

Non-financial risk management

- A better-run bank
  - On track to deliver our Root Cause Remediation Plan



ANZ's values and Code of Conduct work together to provide a clear and consistent approach to behaviour, accountability and risk management.

Key performance indicators

CET1 ratio

12.0%

NFR remediation progress

on track

to deliver our RCRP

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

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.

Improved returns and value for shareholders[1]

Revenue to risk-weighted assets

4.82%

+8 bps vs Sep 25

Return on tangible equity (ROTE)

11.6%

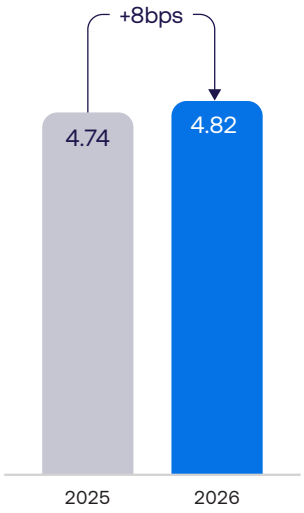
+76 bps vs Sep 25

[1] On a Cash profit basis and excludes 2025 significant items.

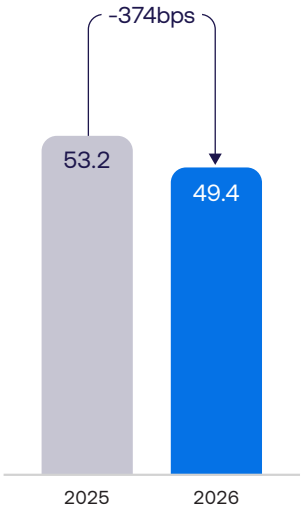
ANZ 2030 is underpinned by clear measurement framework. We have established a scorecard aligned to each pillar of ANZ 2030 and committed to reporting on our progress through consistent metrics and quarterly updates.

Tracking our progress against key financial metrics

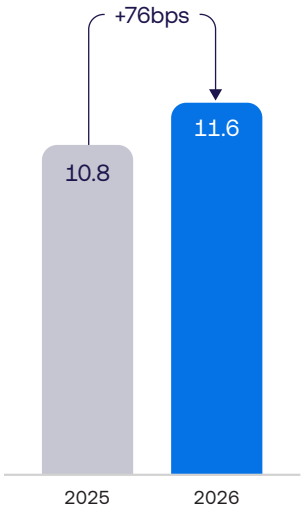
Revenue to risk-weighted assets[1] %



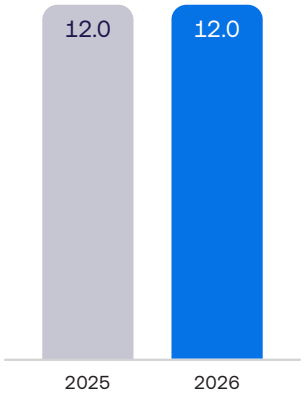
Cost to income ratio[1] %



Return on tangible equity[1] %



CET1 ratio, %



[1] On a Cash profit basis and excludes 2025 significant items.

Governance

Strong governance supports how we deliver ANZ 2030. It enables effective oversight, accountability and disciplined decision making.

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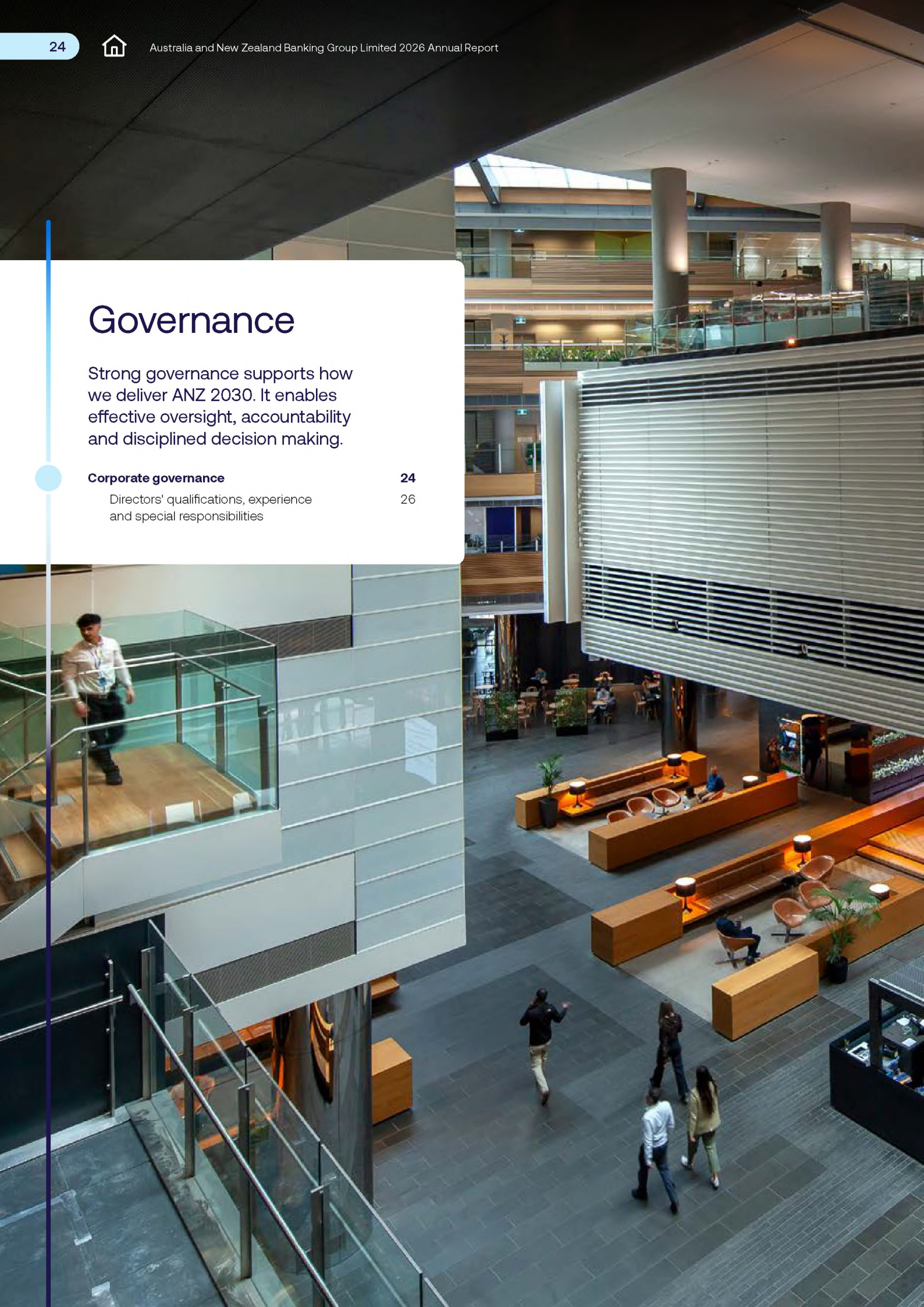
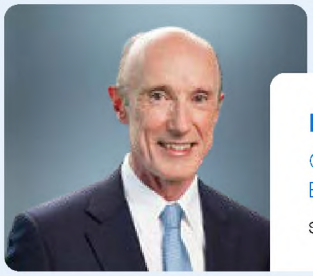




Directors

As at the date of this report, there are ten members on the Board of Directors of ANZBGL. Their names, positions within ANZBGL and relevant other directorships are described below.

Rachel Slade joined the Board on 13 July 2026 as Non-Executive Director. Graham Hodges ceased as a Non-Executive Director on 8 February 2026 at the conclusion of his three-year term, having joined the Board in February 2023.



Paul O'Sullivan

Chairman, Independent Non-Executive Director

since November 2019

Relevant other directorships

Chairman: ANZGHL (from 2022), Western Sydney Airport Corporation (from 2017) and St Vincent's Health Australia (from 2025, Director from 2019).

Relevant former directorships held in last three years include

Former Chairman: Singtel Optus Pty Limited (2014-2025, Director from 2004) and Norfina Limited (Suncorp Bank) (2025-2025, Director from 2025).

Former Director: Indara Digital Infrastructure (formerly Australian Tower Network Pty Ltd) (2021-2023).



Nuno Matos

Chief Executive Officer and Executive Director

since May 2025

Relevant other directorships

Chairman: Australian Banking Association Council (from 2025).

Director: ANZGHL (from 2025) and the Financial Markets Foundation for Children (from 2025).



John Cincotta

Independent
Non-Executive Director
Since February 2024

Relevant other directorships

Director: Norfina Limited (Suncorp Bank) (from 2024) and ASX Clearing and Settlement Boards (from 2025).

Relevant former directorships held in last three years include

Former Director: Barrenjoey Capital Partners Group Holdings Pty Limited (2020-2024).



Richard Gibb

Independent
Non-Executive Director
Since February 2024

Relevant other directorships

Chairman: Norfina Limited (Suncorp Bank) (from 2025, Director from 2025).

Director: ANZGHL (from 2024) and Austal Limited (from 2025).

Senior Advisor: Privatus Capital Partners (from 2024).

Relevant former directorships held in last three years include

Former Director: Credit Suisse (Australia) Limited (2019-2024).



Alison Gerry

Independent
Non-Executive Director
Since May 2025

Relevant other directorships

Chairman: Infratil Limited (from 2022, Director from 2014).

Director: ANZGHL (from 2025), Air New Zealand Limited (from 2021) and Sharesies Australia Limited (from 2026).

Relevant former directorships held in last three years include

Former Chairman: Sharesies Group Limited (2017-2025).

Former Director: ANZ Bank New Zealand Limited (2019-2025).



Holly Kramer

Independent
Non-Executive Director
Since August 2023

Relevant other directorships

President: Commonwealth Remuneration Tribunal (from 2024).

Director: ANZGHL (from 2023), Telstra Group Limited (from 2026), McKinnon (from 2024, Chairman 2024 to 2026) and Fonterra Co-operative Group Limited (from 2020).

Member: Board Advisory Group, Bain & Company (from 2021).

Senior Advisor: Pollination (from 2023).

Relevant former directorships held in last three years include

Former Director: Endeavour Group Limited (2021-2023) and Woolworths Group Limited (2016-2025).

Former Pro Chancellor: Western Sydney University (2018-2024).



Christine O'Reilly

Independent
Non-Executive Director

Since November 2021

Relevant other directorships

Chairman: Australia Pacific Airports Corporation (from 2024).

Director: ANZGHL (from 2022), Norfina Limited (Suncorp Bank) (from 2024), BHP Group Limited (from 2020) and Infrastructure Victoria (from 2023).

Relevant former directorships held in last three years include

Former Director: The Baker Heart & Diabetes Institute (2013-2023) and Stockland (2018-2024).



Jeff Smith

Independent
Non-Executive Director

Since August 2022

Relevant other directorships

Director: ANZGHL (from 2022), ANZ Group Services Pty Ltd (from 2022), Sonrai Security Inc (from 2021) and Pexa Group Limited (from 2023).



Rachel Slade

Independent
Non-Executive Director

Director since July 2026

Relevant former directorships held in last three years include

None



Scott St John

Independent
Non-Executive Director

Since March 2024

Relevant other directorships

Chairman: ANZ Bank New Zealand Limited (from 2024, Director from 2021) and Mercury NZ Limited (from 2024, Director from 2017).

Director: ANZGHL (from 2024) and the NEXT Foundation (from 2017).

Relevant former directorships held in last three years include

Former Chairman: Fisher & Paykel Healthcare Corporation Limited (2020- 2024, Director from 2015).

Former Director: Fonterra Co-operative Group Limited (2016-2024).

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Risk management

At ANZ, risk is everyone's responsibility. Managing risk with clarity, accountability and discipline supports delivery of ANZ 2030.

Risk management **30**

Risk management framework 32

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Risk management

At ANZ, risk management is critical for the Group to deliver on ANZ 2030. In an increasingly complex and dynamic environment, our ability to identify, assess and manage risk can help us honour our customer commitments, maintain trust, protect our stakeholders, and achieve sustainable growth.

Our Risk Management Framework

ANZ's Risk Management Framework (RMF) is designed to support our strategic objectives and aligns with APRA's CPS 220 standard.

The Board is responsible for establishing and overseeing ANZ's RMF, which is supported by the Group's underlying systems, data, policies, governance, processes, and controls, as well as a three lines of defence model.

The RMF supports ANZ's ability to manage its material risks, including obligations to customers and relevant stakeholders. ANZ categorise these material risks as strategic, financial and non-financial risk.

The four key pillars of our RMF are the Risk Management Strategy (RMS), the Risk Appetite Statement (RAS), the Strategic Planning Process (SPP), and ANZ's values and culture.

Strategic planning process

The SPP outlines ANZ's approach to implementing our strategic plan, including consideration of strategic priorities, investment allocation, resource allocation, material risks, emerging risks, external and internal environment, risk appetite and risk view.

Risk Management Strategy

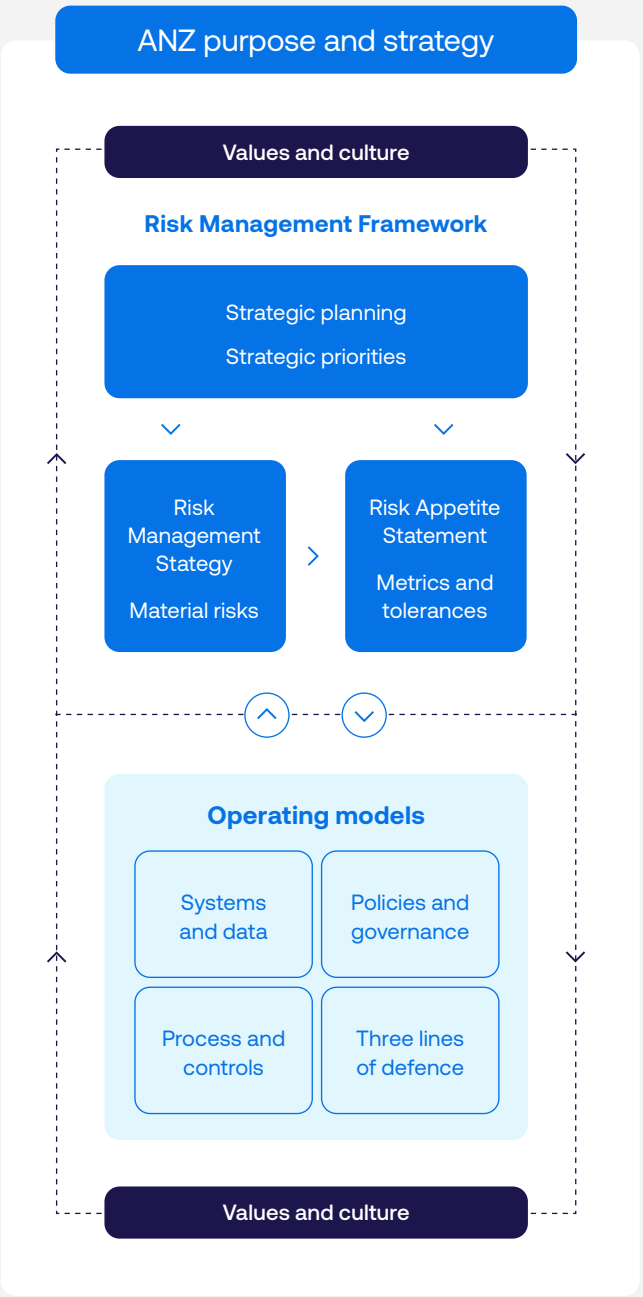
The RMS sets out the Board-approved expectations and principles for managing risk across ANZ in support of the Group's purpose and strategic priorities. It reinforces the idea that effective risk management is fundamental to sustainable performance, customer trust and long-term value creation. It makes it clear that managing risk is the responsibility of everyone at ANZ. The RMS outlines ANZ's approach to identifying, assessing and managing the material and emerging risks faced across the Group, with reference to the relevant frameworks, policies and standards.

Risk Appetite Statement

The RAS defines the maximum level of risk the Group is willing to accept in pursuing its strategic objectives and its operating plans considering the interests of its shareholders, depositors and customers.

Values and culture

ANZ's culture is anchored in our values. They define what is expected, how we operate and make decisions to earn trust, deliver strong performance and manage risk responsibly.



Three lines of defence

ANZ's three lines of defence model supports effective risk management, clear accountability and appropriate oversight across the Group. The model provides a clear framework for risk ownership, independent oversight and assurance, supporting sound risk management outcomes and effective governance across ANZ.

Line of defence	Purpose	Activities	Who at ANZ
Line 1	**Own, identify, manage and control risks, and obligations**, taking accountability for delivering the right outcomes for customers, employees and shareholders.	Proactively **own, identify, measure, manage**, control and monitor risks and obligations in day-to-day operations Ensure activities remain within approved risk appetite and according to policies and standards.	CEO Executive leadership and teams
Line 2	**Independently advise, oversee, and challenge** Line 1 on risk management practices and their application.	Specialist risk teams **set risk framework and policies, recommend appetite** Provide **expert advise and guidance** on how policies and frameworks are applied Monitor adherence and provide **independent review and challenge** to Line 1 risk management.	Risk
Line 3	**Independently reviews and assures** risk management effectiveness.	**Evaluates** the adequacy and effectiveness of governance, risk management and controls across Line 1 and Line 2. Provide **independent and objective assurance.**	Internal Audit function

Our risk culture

Risk culture is part of ANZ's overall culture. It reflects how our values, behaviours and decision-making practices shape the identification, management and escalation of risk. A strong risk culture supports fair customer outcomes, sustainable performance, effective risk management and maintaining the trust of customers, shareholders, regulators and the community.

In 2026, ANZ strengthened its approach to assessing risk culture by applying a risk-specific lens to organisational culture, drawing on employee feedback and operational outcomes. This provides a more integrated view of how ANZ's values, Code of Conduct and expected behaviours are reflected in decision-making, accountability and risk outcomes across the Group.

The 2026 assessment reinforced the importance of the Group's risk-culture priorities, and identified opportunities to further improve the consistency of risk-management behaviours and outcomes across ANZ. It also provides a baseline to monitor progress, inform management action and support ANZ's focus on strengthening its risk management foundations as part of ANZ 2030.

Governance

Risk governance and oversight are embedded in day-to-day activities and supported by committees and forums across the Group.

The Board has delegated authority to the Board Risk Committee (BRC) to oversee of the implementation and operation of the Group RMF. The BRC and other Risk Management committees and forums monitor known and emerging risks, review management plans and oversee progress in addressing known issues.

Suncorp Bank currently operates an independent RMF. Suncorp Bank's RMF will be retired and transitioned to the ANZ RMF once Suncorp Bank's migration is complete.

Board of Directors

Principal Board Committees

- **Audit Committee**
- **Risk Committee**
- **Digital Business & Technology Committee**
- **Nomination & Board Operations Committee**
- **People & Culture Committee**

Group

Executive Committee

ANZ's most senior executive meet regularly to discuss performance and review shared initiatives

- Group Asset and Liability Committee
  - Capital and Stress Testing Oversight Committee
- Executive Risk Committee
  - Credit Ratings System Oversight Committee
  - Market Risk Model Oversight Committee
- Climate & Environment Committee[1]
- Investment Committee
- Group Executive People Forum
- Enterprise Accountability Group

Division

- Divisional Risk Management Committees
- Divisional Initiatives Review Committees/Project Advisory Councils
- Divisional/ Functional Accountability Groups

Country

- Regional or Country Risk Management Committees
- Country Assets and Liability Committees

1. In September 2026, the Climate & Environment Committee was renamed the Climate & Nature Committee.

External environment

ANZ's financial performance is closely linked to the political, economic and financial conditions in the markets and regions in which ANZ, its customers and its counterparties operate. The current external environment is shaped by significant global events that may impact economic stability, regulatory settings and financial markets.

Geopolitics

ANZ faces a complex and evolving geopolitical environment across its 29 markets. Conflicts on multiple continents continue to pose escalation and supply chain risks.

ANZ was the first Australian bank to establish a dedicated Geopolitical Risk function. Amid increased regulatory focus on this issue, the Group continued to build upon this foundation in 2026, increasing the pace of assessment and advice year on year.

This included the establishment of a Geopolitical Risk policy to formalise existing approaches to how ANZ identifies, assesses, manages and monitors geopolitical risk. More briefings to clients and expanded engagement across the bank was also provided to uplift geopolitical understanding. The team provided quarterly updates to key senior risk committees, worked closely with Country Risk and in-country teams to monitor and risk manage regional flashpoints, and was an essential element of the enterprise-wide uplift of geopolitical risk management required by the Council of Financial Regulators.

Technological transformation

The financial landscape is significantly transforming as regulation and risks evolve, digitisation and real-time payment systems are adopted, and customer expectations continue to heighten. At the same time, the industry is adopting the International Organization for Standardization (ISO) 20022 messaging standard, which provides a more consistent and detailed way for financial institutions to exchange payment and transaction information.

Financial crime

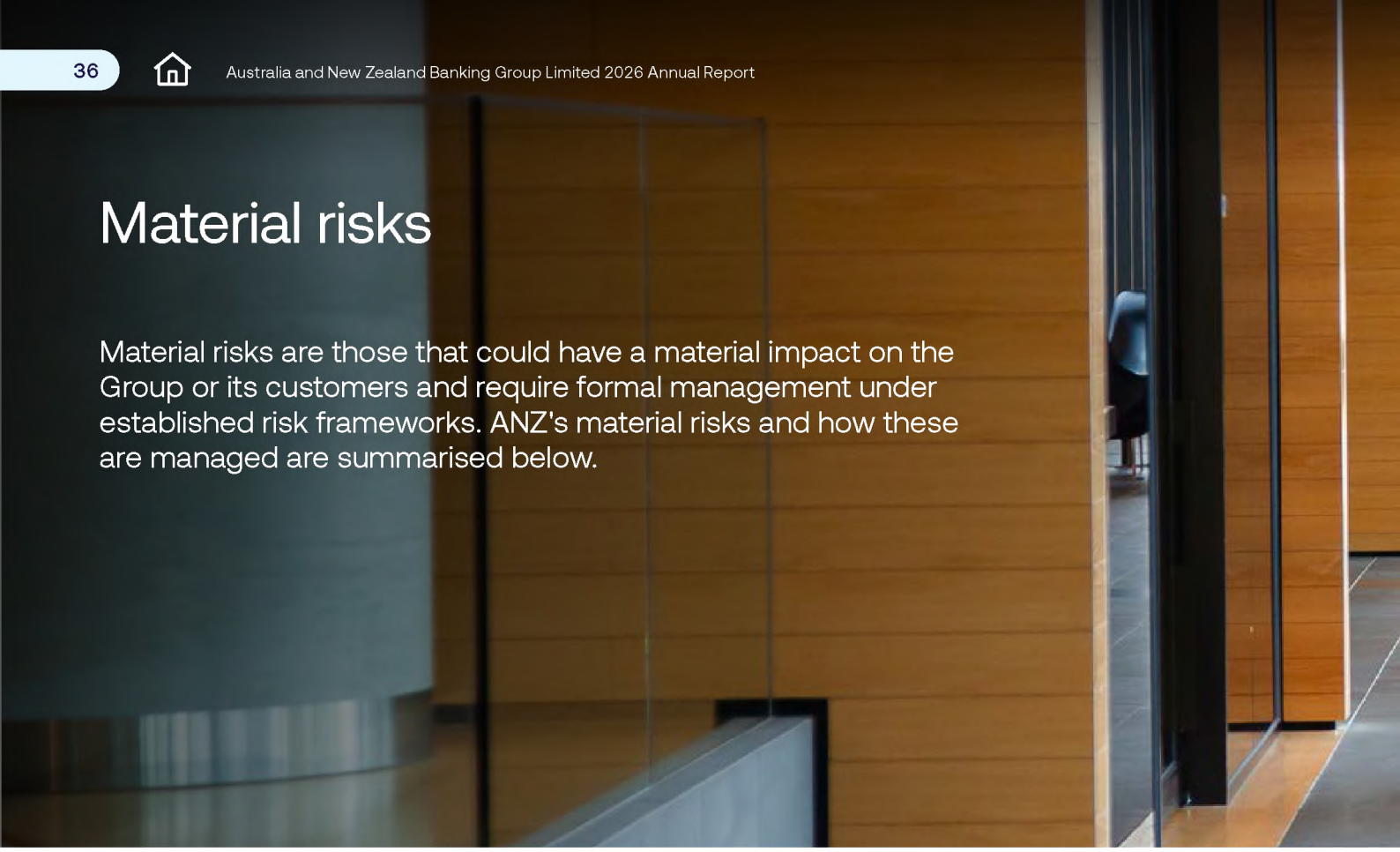
As geopolitical tensions evolve, some jurisdictions are introducing anti-foreign sanctions laws and other countermeasure regimes to protect economic sovereignty and reduce the impact of sanctions imposed by other countries on domestic entities. In Australia we are seeing a large amount of regulatory change to strengthen and modernise regimes to tackle financial crime across anti-money laundering/counter terrorism financing (AML/CTF), sanctions, fraud and scams.

ANZ monitors the external threat environment to identify emerging risks and support compliance. We strengthen our controls, education and industry collaboration to help prevent and respond to these threats and protect customers.

Artificial intelligence

Rapid advances in artificial intelligence (AI) are also reshaping the external and internal environment. Used responsibly, AI offers significant opportunities to improve customer experiences, strengthen risk management and drive operational efficiency. AI is also expected to contribute to broader economic growth, including increased investment in digital infrastructure and data centres to support growing computing and data requirements.

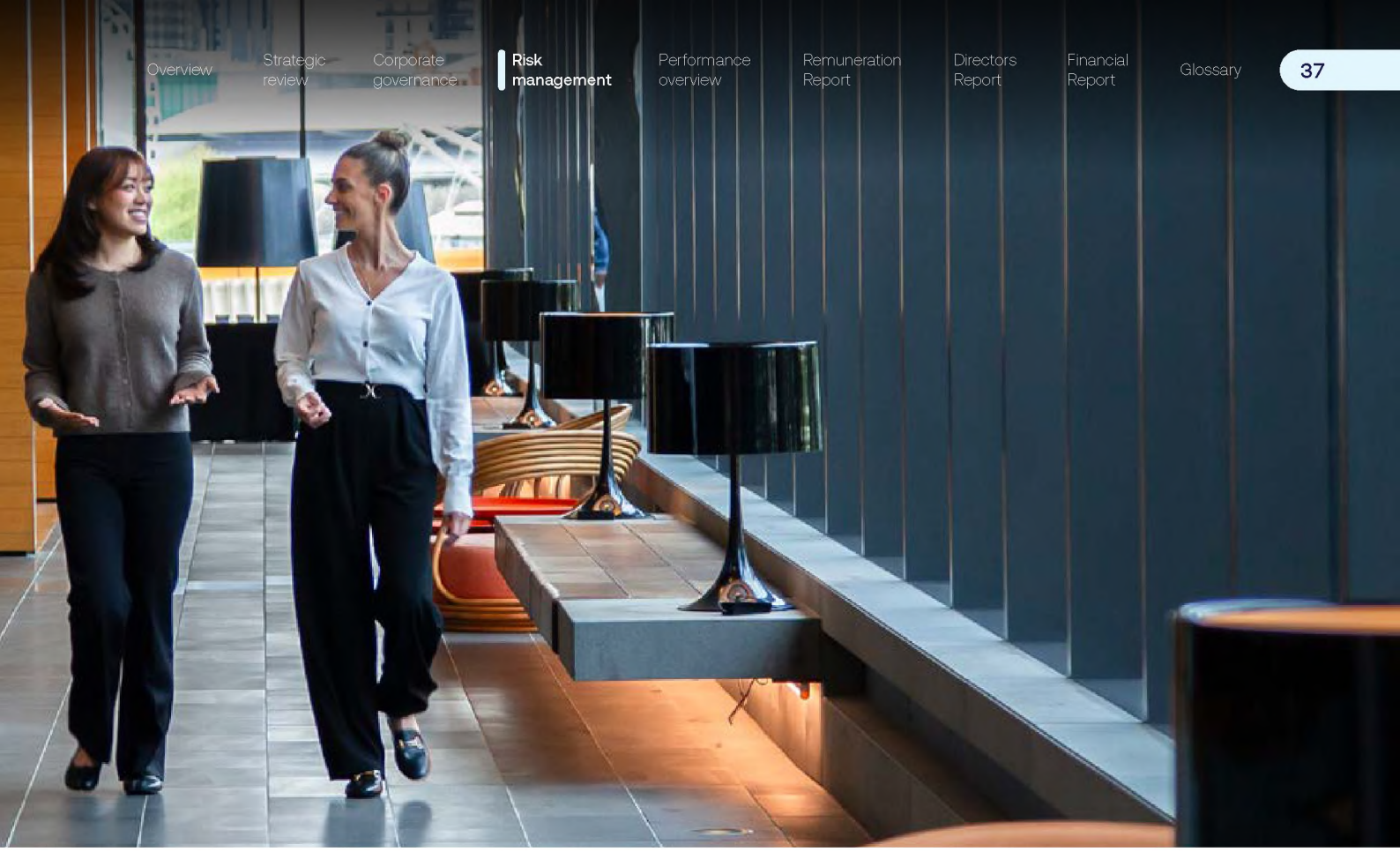
As organisations adapt to this change, delayed adoption may result in lost productivity, reduced competitiveness and an inability to meet evolving customer expectations. At the same time, AI can increase the sophistication of scams and cyber threats, create new dependencies on third-party technology providers, and raise broader considerations relating to the workforce, financial inclusion and community trust. These factors make robust governance, human oversight and accountability essential to the safe and responsible use of AI.



Material risks

Material risks are those that could have a material impact on the Group or its customers and require formal management under established risk frameworks. ANZ's material risks and how these are managed are summarised below.

Risk type	Description	Managing the risk
Strategic risk	The risk ANZ may make inappropriate strategic decisions, does not effectively execute the approved strategy, or does not respond effectively to changes in the operating environment or evolving external conditions.	ANZ manages strategic risk as an integral part of strategy development, planning and decision-making, with a focus on how uncertainty, change and external conditions may affect the achievement of strategic objectives.
Reputational risk	The risk ANZ's behaviour or associations cause stakeholders (customers, broader community, shareholders, regulators, government bodies and political stakeholders, advocacy groups, media and employees) to hold an adverse opinion of ANZ Group which, in turn, negatively affects the ANZ Group's value or operations.	ANZ seeks to minimise, mitigate and respond to reputational considerations in relevant policy documents and existing risk frameworks by proactively identifying, acting upon and monitoring those risks in accordance with the relevant policies and procedures, engaging with and considering the perspectives of stakeholders.
Climate risk	Refers to the strategic, financial and non-financial risks to ANZ arising from climate change, including as a result of physical impacts, transitioning to a lower carbon economy, or potential litigation or regulatory action if ANZ fails to adequately consider or respond to the impacts of climate change.	ANZ recognises climate risk as a standalone Material Risk. Climate risk is also considered a cross-cutting risk, reflecting its transmission to ANZ through other Material Risk categories. Where climate risk increases other Material Risks, the relevant risk management frameworks operate as the primary controls. The Social & Environmental Risk Policy, the Social & Environmental Risk Standard, and the Climate Risk Standard are the guiding documents for the management of climate risk. The Policy and Standards are supported by the application of relevant tools and procedures.



Risk type	Description	Managing the risk
Capital adequacy risk	The risk of loss arising from ANZ failing to maintain the level of capital required by prudential regulators and other key stakeholders (shareholders, debt investors, depositors, rating agencies, etc.) to support the ANZ consolidated operations and risk appetite.	Capital management is performed through an Internal Capital Adequacy Assessment Process (ICAAP), involving detailed strategic and capital planning over a medium-term time horizon. The Capital Plan is reviewed monthly to track financial performance, economic conditions, and strategic initiatives, with regular updates to the Board.
Liquidity and Funding risk	The risk ANZ is unable to meet its payment obligations as they fall due, including: • repaying depositors or maturing wholesale debt; or • ANZ having insufficient capacity to fund increases in assets.	The Liquidity Framework, Liquidity Management Policy and Standard outline the approach for identifying, measuring, monitoring and managing liquidity risk. Liquidity limits are cascaded to the country level, based on a liquidity stress testing framework.
Wholesale Credit risk	The risk of financial loss resulting from a counterparty failing to fulfil its credit obligations, or from a decrease in credit quality of a counterparty resulting in a deterioration of value. ANZ wholesale segmentation primarily includes Basel asset classes Sovereign, Financial Institution, Corporate and Qualifying Central Counterparties.	The Wholesale Credit Framework outlines credit principles, policy and requirements, providing overarching direction across the full credit life cycle. In addition, the Country Risk Framework includes the country risk policy and limit framework that guide risk management.

Material risks

Risk type	Description	Managing the risk
Retail credit risk	The risk of financial loss resulting from a counterparty meeting the APS113 definition of Retail failing to fulfil its credit obligations, or from a decrease in credit quality of a counterparty resulting in a deterioration of value.	The Retail Credit Framework is top down, defined by Credit Principles, Retail Credit Policy and Retail Credit Requirements, providing overarching direction across the full credit lifecycle.
Market risk	The risk stems from ANZ's trading and balance sheet activities and is the risk to ANZ's earnings arising from: • changes in interest rates, foreign exchange rates, credit spreads, volatility, correlations; or • fluctuations in bond, commodity or equity prices.	Market risk is managed through the Market Risk Framework, underlying policies, and an independent risk measurement and capital allocation approach.
Financial crime and fraud risk	The risk of facilitating financial crime and fraud including non-compliance with ANZ policies, or regulatory expectations.	ANZ manages financial crime risk through a comprehensive framework designed to prevent, detect and respond to money laundering and proliferation/ terrorism financing, sanctions risks, bribery and corruption and fraud. The framework is supported by clearly articulated policies and standards that promote ethical conduct, regulatory compliance and effective financial crime controls across ANZ. Fraud risk is governed through the Anti-Fraud Policy and Standard, which set minimum requirements for identifying, investigating and reporting fraud and scam activity, with a focus on protecting customers and the broader community.
Conduct risk	The risk of loss or damage arising from the failure of ANZ, its employees or agents to appropriately consider the interests of consumers, the integrity of the financial markets, and the expectations of stakeholders in conducting ANZ Group business activities.	Conduct Risk is managed within ANZ NFR Framework. In addition, ANZ applies a global, principles-based Conduct Risk Framework that establishes a values-driven, customer-centric approach to identifying, managing, and monitoring conduct risk across the bank.
Compliance risk	The risk of failure to act in accordance with laws, regulations and regulatory expectations in the jurisdictions in which ANZ operates, leading to regulatory censure or penalties.	Compliance Risk is managed within ANZ NFR Framework. ANZ seeks to avoid breaches of regulations, laws and industry codes and will not tolerate wilful, systemic or repeated non-compliance. Where isolated instances of non-compliance occur despite adequate controls, ANZ will identify, escalate, remediate and report them promptly and will use those instances to strengthen its compliance posture.

Strategic risk · Financial risk · Non-financial risk

Risk type	Description	Managing the risk
Operational risk & resilience risk	The risk of loss resulting from inadequate or failed internal processes, people, systems, or from external events that could impair ANZ's ability to prevent, withstand, adapt to, and recover from disruptions.	Operational risk and resilience is managed within ANZ's NFR Framework, applying a risk-based approach to the identification, assessment, management, reporting, and escalation of operational risks and related obligations. This approach promotes consistency across the organisation while accommodating the specific regulatory requirements of each jurisdiction in which ANZ operates.
Technology risk	The risk of technology system outage, including degradation of systems, such as hardware, software and networks.	Technology risk is managed within ANZ's NFR Framework. In addition, it is managed through controls embedded across the full technology lifecycle. Technology assets are governed and maintained throughout their lifespan, technology changes are executed in a disciplined and controlled manner, operational processes ensure system availability and timely incident resolution, and continuity arrangements provide for effective recovery of technology services following disruption.
Data risk	The risk of failing to appropriately collect, use, manage, maintain, and dispose of data. Includes all types of data, for example, customer data, employee data, and ANZ Group's proprietary data.	Data risk is managed within ANZ Group's NFR Framework. In addition, the Enterprise Data Governance Framework sets the requirements for effective data management and drives the uplift of data capability across the organisation. The Framework establishes clear data ownership structures, mandates controls across the full data lifecycle, and defines processes for data management related incident and breach reporting.
Information security and cyber risk	The risk of information security incidents, including the loss and theft of data/information. This covers all types of data (e.g. customer, employee, and ANZ's proprietary data) and includes the failure to comply to rules concerning information security.	Information security and cyber risk is managed within ANZ's NFR Framework. In addition, ANZ manages information security and cyber risk through a well-defined, policy-led, controls-driven framework supported by enterprise-wide capabilities and specialist security functions. The approach safeguards the confidentiality, integrity, and availability of ANZ's systems, data and services, thereby reducing the risk of information security incidents and supporting compliance with regulatory obligations.

For further information about the principal risks and uncertainties that ANZBGL faces, refer to Principal Risks and Uncertainties section contained within the '2026 United Kingdom Disclosure and Transparency Rules Submission' available at **anz.com/shareholder/centre/reporting/regulatory-disclosure**

Strengthening resilience through enhancing non-financial risk management

Strengthening how ANZ identifies, manages and responds to non-financial risk (NFR) is central to the effective operation of our business. It supports sound decision-making, can help protect customers, and enables more consistent outcomes across the organisation.

In 2026, ANZ continued its increased focus on NFR. PACT, which stands for People, Accountability, Customers and Trust, was established to improve ANZ's group-wide non-financial risk management. The group-wide NFR uplift program aims to reset how ANZ employees manage, govern and own risk. Actions this year created clear expectations for how staff work, make decisions and demonstrate accountability in practice.

PACT

The program supports ANZ's delivery of the Root Cause Remediation Plan (RCRP), a commitment of the Court Enforceable Undertaking (CEU) entered into with the Australian Prudential Regulation Authority (APRA) in 2025.

Following ongoing conversations between ANZ and APRA regarding their concerns about the bank's non-financial risk management practices and risk culture, the CEU was entered into for matters relating to non-financial risk management practices and risk culture.

The RCRP is a multi-year program developed in response to findings relating to ANZ's non-financial risk management practices and culture.

PACT program of work

Design – Establish the foundations by defining the frameworks and ways of working needed to drive better outcomes.

Implement – Adopt and integrate the updated ways of working, processes and systems to improve customer and business outcomes.

Embed – Reinforce behavioural changes and continuously improve how we operate, delivering consistent and sustainable customer and business outcomes.

Embedding sustainable change

The objective of the RCRP is to support sustainable improvements in how ANZ manages non-financial risk and strengthens its culture.

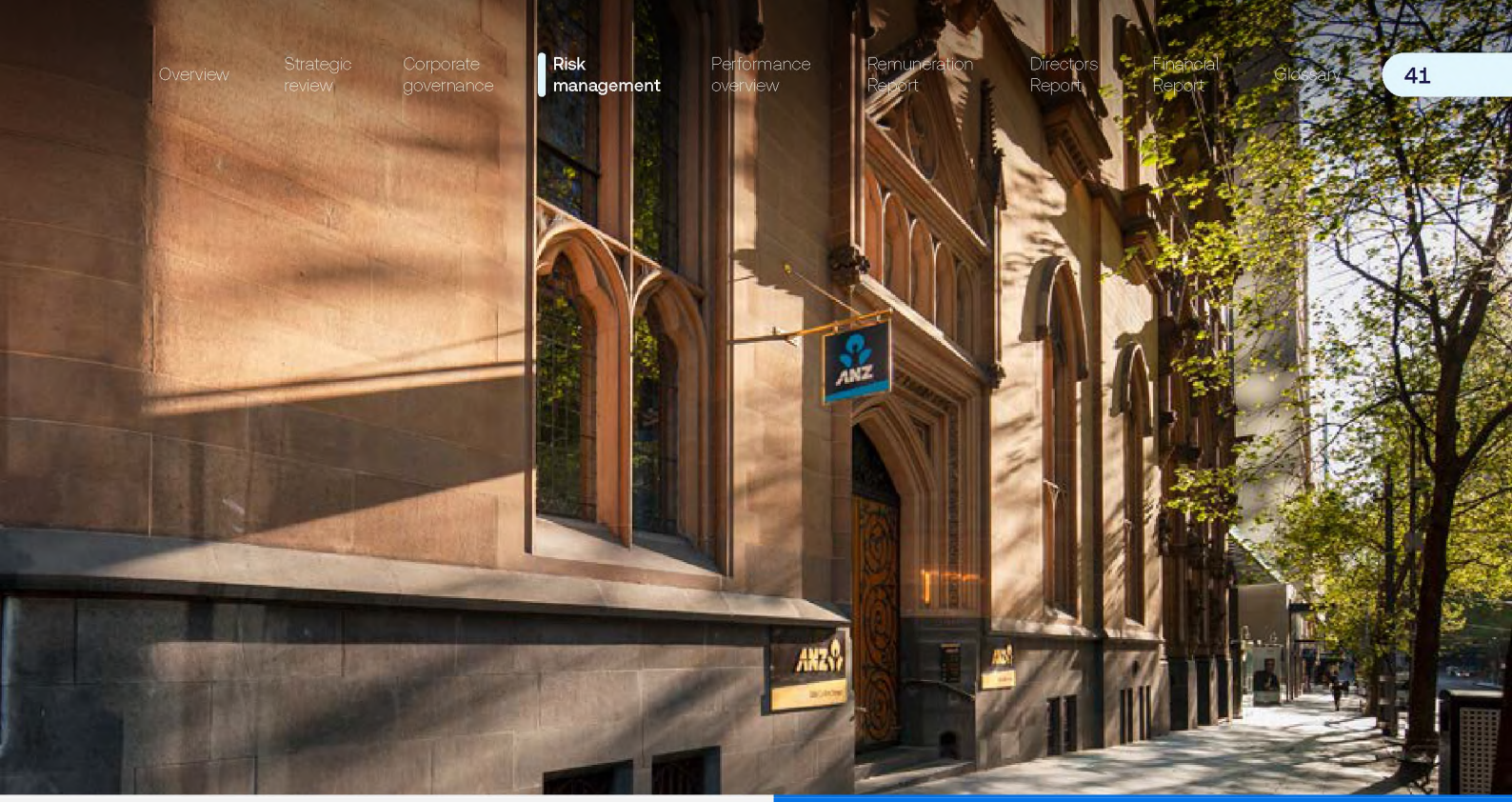
This requires evidence that changes are consistently applied, considered in everyday decisions and producing their intended outcome.

In practice, sustainable change means:	better outcomes for customers
	clear ownership and accountability
	consistent application of frameworks, controls and governance
	measurable outcomes that demonstrate improved performance
	ongoing monitoring and continuous improvement.

PACT 2026 focus

Some of the key achievements across the year include:

- commencing a cultural reset with the introduction of ANZ's new values and refreshed Code of Conduct
- creating a new process to measure employee performance and remuneration
- renewing a focus on training and capability with learning rolled out to all employees
- introducing a new NFR structure across ANZ to ensure we have the right people in the right roles across our risk and business teams
- establishing a Chief Transformation Office to lead the new delivery model and investment prioritisation process
- Improving ANZ's group-wide non financial risk management frameworks, policies and standards.



Independent assessment and accountability

ANZ appointed independent expert Promontory to provide assurance for the RCRP, assessing progress against the plan and its commitments under the CEU with APRA.

Independent assessment extends beyond whether individual milestones have been delivered. It also considers whether the changes are becoming embedded across ANZ and are likely to be effective and sustainable over time.

Promontory's reports are available on **anz.com/nfr-uplift/** and form an important part of ANZ's accountability and transparency in delivering the RCRP.

Looking ahead

The work being delivered through PACT supports ANZ's commitment to operating effectively and sustainably. Stronger non-financial risk management, governance, accountability and risk culture will help ANZ better protect customers, meet its obligations, make sound decisions and deliver more consistent outcomes across the Group.

This year was one of transition, but significant work remains. The next phase will focus on implementing the changes across the organisation and assessing whether they are effective, sustainable and delivering better outcomes for customers and the Group.

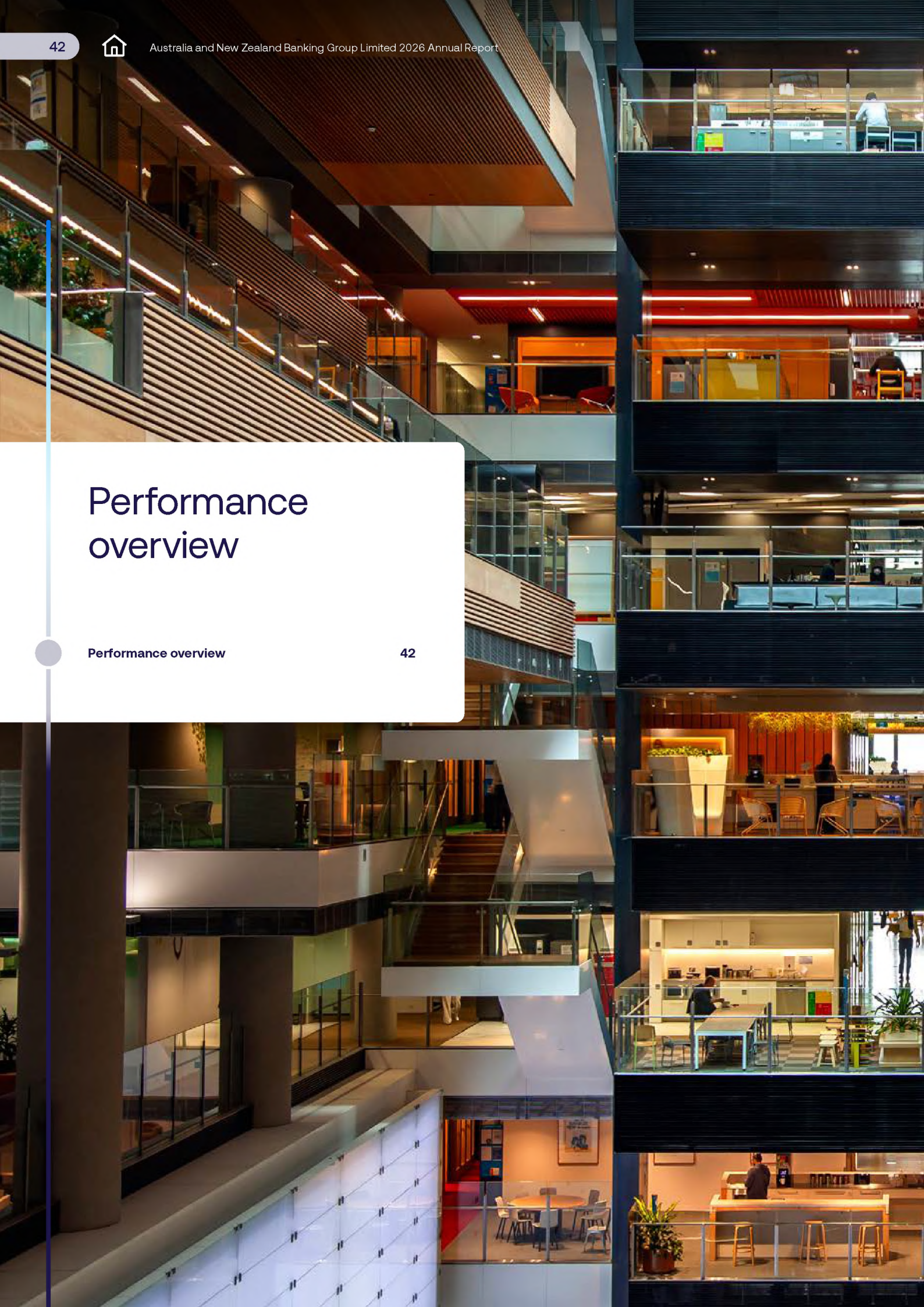
Stronger and resilient

Building a stronger, more resilient organisation is a key part of ANZ 2030. Strengthening non-financial risk management supports this ambition by helping ANZ better protect customers, meet its obligations, make sound decisions and deliver consistent outcomes across the Group.

The RCRP is ANZ's plan to deliver on our commitments under the CEU. It includes target states and deliverables across seven core workstreams:

- governance
- accountability and operating model
- non-financial risk frameworks and processes
- culture
- performance and remuneration
- capabilities
- data and systems.

As at 30 September 2026, the program is proceeding substantially in line with schedule.



Performance overview

Performance overview 42



Performance overview

The following sections comprise the Operating and Financial Review:

- The results of the Group's operations and its financial position are outlined on pages 44 to 57;
- The Group's strategy and prospects are outlined on pages 4 to 23; and
- Discussion of the Group's approach to risk management, including a summary of key material risks, is outlined on pages 32 to 41.

Discussion or disclosure of further business strategies and prospects for future financial years have not been included in this report because, in the opinion of the directors, it would be likely to result in unreasonable prejudice to the Group.

Group profit results

	2026		2025	
Income Statement	Statutory $m	Cash $m	Statutory $m	Cash $m
Net interest income	17,866	17,866	17,903	17,903
Net fee and commission income	1,941	1,941	1,888	1,888
Other income	2,277	2,614	2,357	2,070
Operating income	22,084	22,421	22,148	21,861
Operating expenses	(11,207)	(11,084)	(12,866)	(12,723)
Profit before credit impairment and income tax	10,877	11,337	9,282	9,138
Credit impairment (charge)/release	(585)	(585)	(435)	(435)
Profit before income tax	10,292	10,752	8,847	8,703
Income tax expense	(3,033)	(3,172)	(2,771)	(2,731)
Non-controlling interests	(38)	(38)	(41)	(41)
Profit attributable to shareholders of the Company	7,221	7,542	6,035	5,931

Statutory profit attributable to shareholders of the Company increased $1,186 million (20%) on the prior year to $7,221 million.

The Group uses cash profit, a non-IFRS measure, to assess the performance of its business activities and enable comparison with our peer group. We calculate cash profit by adjusting statutory profit for non-core items. In general, it represents the financial performance of our core business activities. We use cash profit internally to set targets and incentivise our Senior Executives and leaders through our remuneration plans. Refer to page 46 for adjustments between statutory and cash profit. The adjustments made in arriving at cash profit are included in statutory profit which is subject to audit within the context of the external auditor's audit of the 2026 Financial Report. Cash profit is not subject to audit by the external auditor. The adjustments between statutory and cash profit have been determined on a consistent basis across 2026 and 2025.

ANZ Worldline acquisition

The Group acquired Payment Acceptance Australia Pty Ltd, formerly Worldline Australia Pty Ltd (ANZ Worldline), via the acquisition of 100% of its ordinary shares on 31 July 2026. Consideration of $55 million was paid in acquiring the company. On completion, the Group provisionally accounted for $122 million of net tangible liabilities and $178 million of goodwill initially allocated to our Institutional and Business and Private Bank divisions while the Group completes its purchase price allocation.

Group profit results (continued)

2025 Significant items

There were no matters presented as significant items impacting statutory and cash profit in 2026. During 2025, the Group recognised several significant items which impacted statutory and cash profit as summarised below:

PT Panin impairment

The Group recognised a pre-tax charge of $285 million (after-tax: $285 million) in respect of an impairment of the Group's equity accounted investment in PT Bank Pan Indonesia Tbk (PT Panin) to adjust its carrying value in line with its value-in-use (VIU) calculation. This was recognised in the Group Centre division. This had no impact to CET1 capital as it resulted in an equivalent reduction in capital deductions.

Staff redundancies

In September 2025, the Group announced changes to simplify the bank, strengthen focus on its priorities and deliver for its customers, and recognised a pre-tax charge of $579 million (after-tax: $408 million) across the Group for staff redundancies.

ASIC settlement

In September 2025, the Group entered into an agreement with the Australian Securities and Investments Commission (ASIC) to resolve five matters within its Australia Markets and Australia Retail businesses that were the subject of separate regulatory investigations, and recognised a pre-tax charge of $271 million (after-tax: $264 million) comprising $240 million of ASIC penalties and $31 million of various costs associated with the matters. This was recognised across the Australia Retail and Institutional divisions.

Suncorp Bank migration

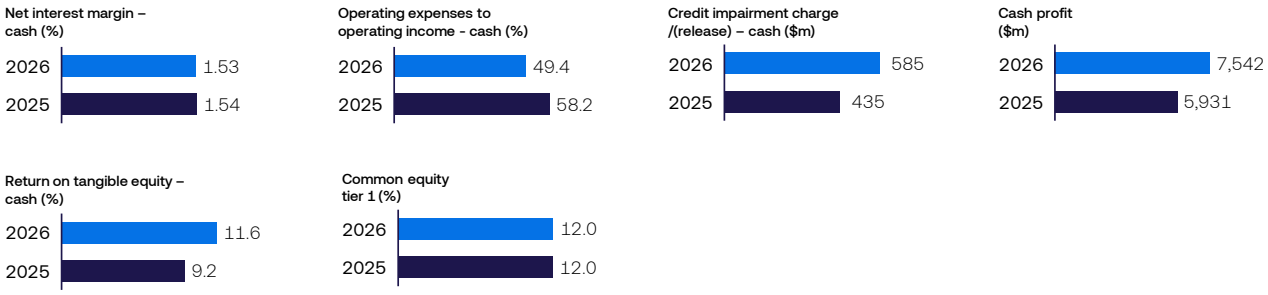
Following the decision to bring forward the integration of Suncorp Bank by June 2027 to accelerate value creation for shareholders, to benefit customers and to significantly reduce operational complexity, the Group recognised a pre-tax charge of $97 million (after-tax: $68 million) relating to costs associated with existing contracts that extend beyond the revised migration date. This was recognised in the Suncorp Bank division.

The financial impacts from these significant items are summarised below:

Cash Profit Impact	Australia Retail $m	Business & Private Bank $m	Institutional $m	New Zealand $m	Suncorp Bank $m	Pacific $m	Group Centre $m	Total $m
Operating income	-	-	-	-	-	-	(285)	(285)
Operating expenses	(410)	3	(165)	(11)	(169)	(3)	(192)	(947)
Profit/(Loss) before income tax	(410)	3	(165)	(11)	(169)	(3)	(477)	(1,232)
Income tax (expense)/benefit	88	(1)	10	3	50	1	56	207
Cash profit	(322)	2	(155)	(8)	(119)	(2)	(421)	(1,025)

Group performance

Key measures of our financial performance are set out below.



Adjustments between statutory profit and cash profit ($m)

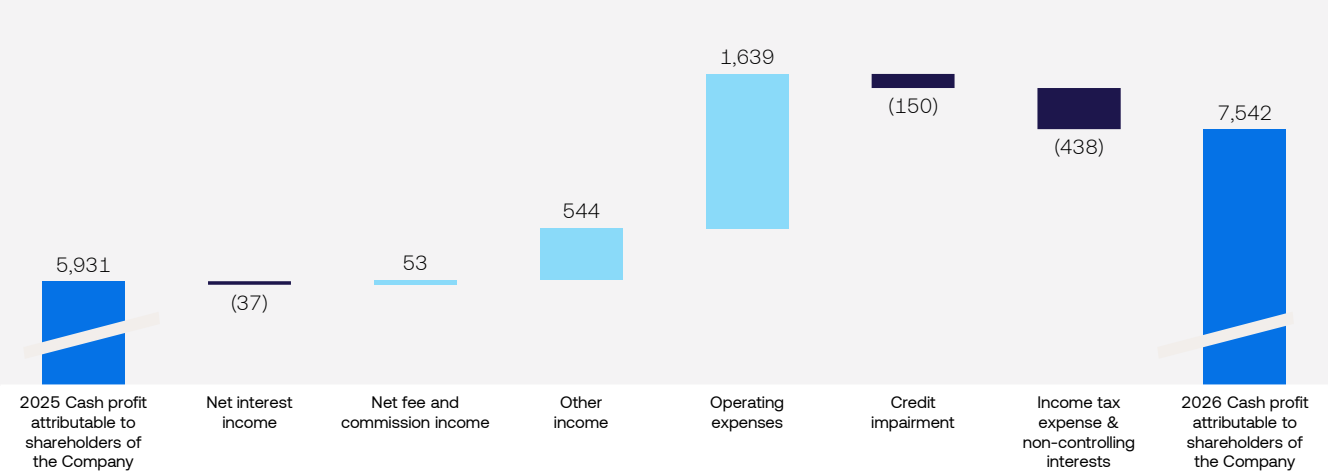


Adjustments between statutory profit and cash profit are summarised below:

Adjustment	Comment for the adjustment
Economic hedges 2026: $268 million loss 2025: $128 million gain **Revenue and expense hedges** 2026: $33 million gain 2025: $76 million gain	The Group enters into economic hedges to manage its interest rate and foreign exchange risk which, in accordance with accounting standards, result in fair value gains and losses being recognised within the Income Statement. We remove the fair value adjustments from cash profit since the profit or loss resulting from the hedge transactions will reverse over time to match with the profit or loss from the economically hedged item as part of cash profit. This includes gains and losses arising from derivatives not designated in accounting hedge relationships but which are considered to be economic hedges, including hedges of foreign currency debt issuances and foreign exchange denominated revenue and expense streams, primarily NZD and USD (and USD correlated), as well as ineffectiveness from designated accounting hedges. Losses on economic hedges in 2026 related to funding-related derivatives mainly from the strengthening of the AUD against the USD and the narrowing of AUD/USD cross currency basis spreads. Gains on economic hedges in 2025 related to funding-related swaps, principally from the strengthening of the USD against the AUD and NZD. The gain on revenue and expense hedges in 2026 was driven by the appreciation of the AUD against the USD and NZD. The gain on revenue and expense hedges in 2025 was driven by the appreciation of the AUD against the NZD.
Amortisation of acquired intangibles 2026: $86 million loss 2025: $100 million loss	The acquisition of Suncorp Bank resulted in the recognition of intangible assets of $685 million comprising core deposit and brand intangibles, which are being amortised over their useful lives ranging between 3 to 6 years. The amortisation is removed from cash profit as the assets and associated amortisation only arise through acquisition accounting and would not occur in the ordinary course of business. The carrying value of the acquired intangible assets is $419 million as at 30 September 2026 (2025: $542 million).

Group cash profit performance

Cash profit ($m)



	2026 $m	2025 $m	Movt
Net interest income	**17,866**	17,903	0%
Net fee and commission income	**1,941**	1,888	3%
Other income	**2,614**	2,070	26%
Operating income	**22,421**	21,861	3%
Operating expenses	**(11,084)**	(12,723)	-13%
Profit before credit impairment and income tax	**11,337**	9,138	24%
Credit impairment (charge)/release	**(585)**	(435)	34%
Profit before income tax	**10,752**	8,703	24%
Income tax expense	**(3,172)**	(2,731)	16%
Non-controlling interests	**(38)**	(41)	-7%
Cash profit attributable to shareholders of the Company	**7,542**	5,931	27%

Cash profit attributable to shareholders of the Company increased $1,611 million (27%) compared with 2025.

Net interest income decreased $37 million (flat) driven by a 1 bps decrease in net interest margin, partially offset by a $9.8 billion (1%) increase in average interest earning assets. The decrease of 1 bps was driven by unfavourable assets pricing, and unfavourable impact from markets activities, partially offset by higher earnings on capital and replicating portfolio. The increase in average interest earning assets was driven by higher average trading assets and investment securities from higher markets activities.

Net fee and commission income increased $53 million (3%), driven by lower customer remediation in the Australia Retail and Business & Private Bank divisions and higher markets activities, partially offset by lower transaction fees in the Institutional division.

Other income increased $544 million (26%) driven by a $285 million impairment of PT Bank Pan Indonesia Tbk (PT Panin) in the prior year, and higher realised gains on economic hedges against foreign currency denominated revenue streams offsetting unfavourable foreign currency translations elsewhere in the Group.

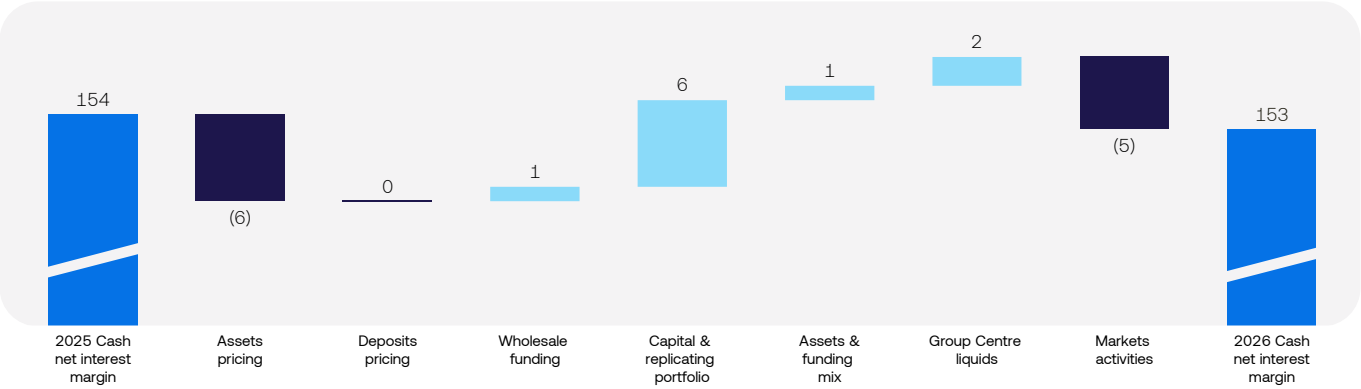
Operating expenses decreased $1,639 (13%), driven by lower restructuring expenses, lower personnel expenses, benefits from productivity initiatives, ASIC settlement in the prior year, and lower technology costs. This was partially offset by provision for the New Zealand loan information litigation.

Credit impairment increased $150 million (34%) driven by a $108 million increase in collectively assessed credit impairment, due to a deterioration in economic outlook partially offset by a reduction in management temporary adjustments, and a $42 million increase in individually assessed credit impairment due to increases across the Institutional, Australia Retail and New Zealand divisions .

Analysis of cash profit performance

Net interest income

Group net interest margin (bps)



	2026 $m	2025 $m	Movt
Net interest income[1]	17,866	17,903	0%
Net interest margin (%) [1]	1.53	1.54	-1 bps
Average interest earning assets	1,170,155	1,160,327	1%
Average deposits and other borrowings	984,950	971,840	1%

1. Includes the major bank levy of -$467 million (2025: -$451 million).

Net interest income decreased $37 million (flat) driven by a 1 bps decrease in net interest margin, partially offset by a $9.8 billion (1%) increase in average interest earning assets.

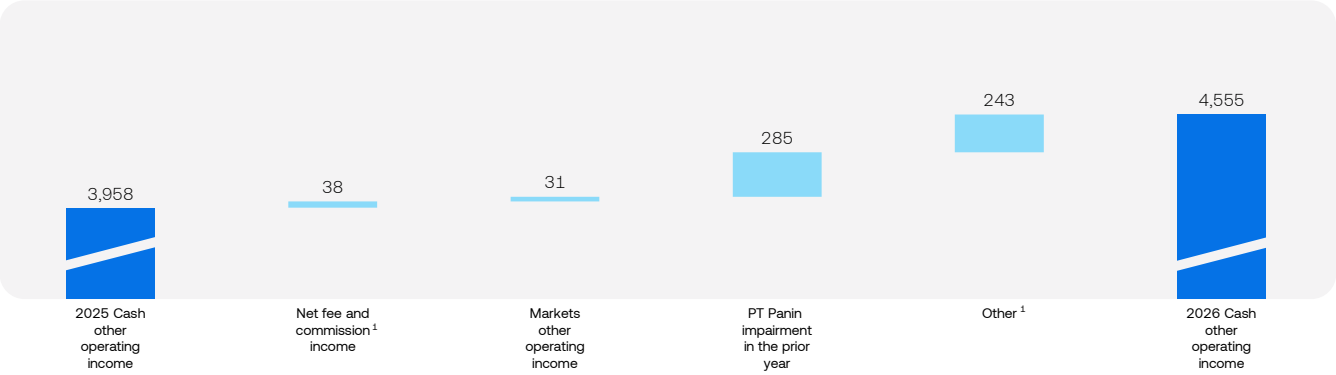
Net interest margin decreased 1 bps driven by unfavourable assets pricing impacts due to pricing competition and timing impact of RBA rate changes, and unfavourable markets activities from higher average interest earning assets relative to the rest of the Group. This was partially offset by favourable wholesale funding, higher earnings on capital and replicating portfolio, and reduction in the average liquid asset balance in the Group Centre division.

Average interest earning assets increased $9.8 billion (1%) driven by higher trading assets and investment securities from higher Markets activities, partially offset by lower cash and liquid assets and lower average net loans and advances as lending growth across customer divisions was offset by lower reverse repurchase agreements and the impact of foreign currency translation.

Average deposits and other borrowings increased $13.1 billion (1%) driven by growth in at-call deposits, term deposits and deposits from banks and repurchase agreements. This was partially offset by a reduction in commercial paper and the impact of foreign currency translation.

Other operating income

Other operating income ($m)



1. Excluding income from markets activities.

	2026 $m	2025 $m	Movt
Net fee and commission income	1,941	1,888	3%
Other income	2,614	2,070	26%
Total	4,555	3,958	15%

The following table presents other operating income from markets activities separately from non-markets net fee and commission income and other income to provide greater insight into the underlying drivers of other operating income.

	2026 $m	2025 $m	Movt
Net fee and commission income[1]	1,828	1,790	2%
Other operating income from markets activities	1,892	1,861	2%
PT Panin impairment	-	(285)	-100%
Other[1]	835	592	41%
Total cash other operating income	4,555	3,958	15%

1. Excluding income from markets activities.

The Group's markets business is managed on a total revenue basis. Net interest income, Net fee and commission income and Other income, viewed individually, are not a true reflection of the overall return and financial performance of the business. These income components from markets activities are presented in the table below, with corresponding commentaries provided for total income from markets activities.

Income from markets activities	2026 $m	2025 $m	Movt
Net interest income[1]	175	278	-37%
Net fee and commission income	113	98	15%
Other income	1,779	1,763	1%
Total	2,067	2,139	-3%

1. Net interest income includes funding costs in the Franchise trading book, where the related revenue is recognised as Other income.

Net fee and commission income increased $38 million (2%) driven by lower customer remediation partially offset by lower transaction fees.

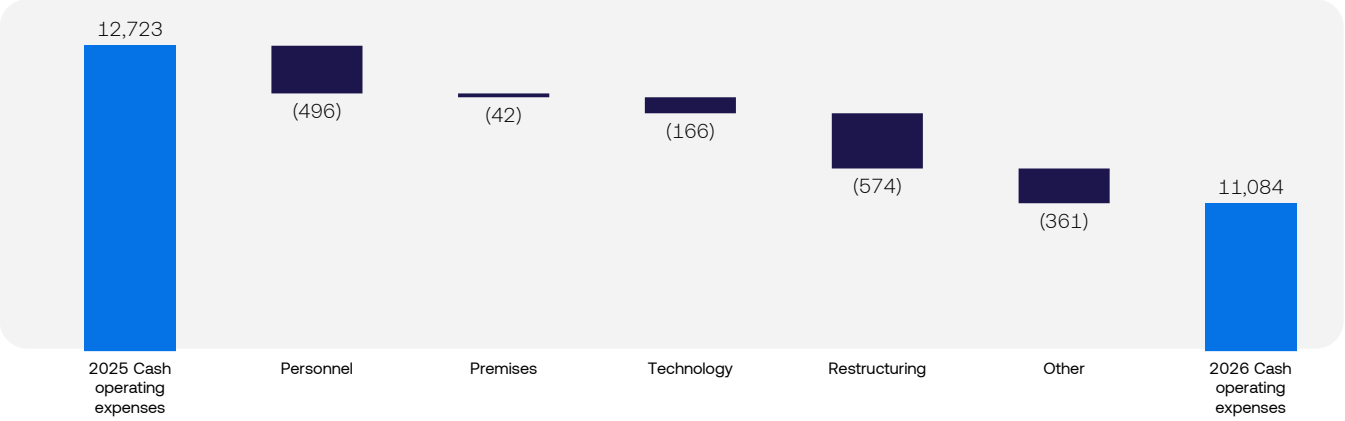
Income from markets activities decreased $72 million (3%) driven by a $120 million decrease in Franchise Revenue reflecting lower Foreign Exchange revenue due to lower margins and unfavourable trading conditions, and lower Rates revenue due to lower customer activity and unfavourable trading conditions. This was partially offset by a $49 million increase in Balance Sheet revenue from higher average levels of investment securities, increased yields, and realised gains from disposal of investment securities as part of rebalancing liquid asset portfolios.

PT Panin impairment of $285 million in the prior year.

Other income increased $243 million (41%) driven by higher realised gains on economic hedges against foreign currency denominated revenue streams offsetting unfavourable foreign currency translations elsewhere in the Group, the ANZ Worldline step acquisition gain, and higher realised gains from liquid asset portfolio rebalancing activity, partially offset by lower foreign exchange income.

Operating expenses

Operating expenses ($m)



	2026 $m	2025 $m	Movt
Personnel	6,218	6,714	-7%
Premises	694	736	-6%
Technology	2,054	2,220	-7%
Restructuring	190	764	-75%
Other	1,928	2,289	-16%
Total cash operating expenses	11,084	12,723	-13%
Full time equivalent staff	39,157	42,183	-7%
Average full time equivalent staff	40,630	42,201	-4%

Personnel expenses decreased $496 million (7%) driven by lower average FTEs and benefits from productivity initiatives, partially offset by inflationary impacts on salary and wages.

Premises expenses decreased $42 million (6%) mainly driven by lower depreciation charges.

Technology expenses decreased $166 million (7%) driven by ongoing technology simplification and lower amortisation from change in useful lives of select strategic software assets, partially offset by inflationary impacts on vendor costs.

Restructuring expenses decreased $574 million (75%) driven by significant operating model changes announced in the prior year, partially offset by ongoing operational changes across the Group Centre, Institutional and New Zealand divisions.

Other expenses decreased $361 million (16%) driven by the ASIC settlement ($271 million) in the prior year, lower investment spend, and benefits from productivity initiatives. This was partially offset by provision for the New Zealand loan information litigation ($105 million).

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Credit impairment

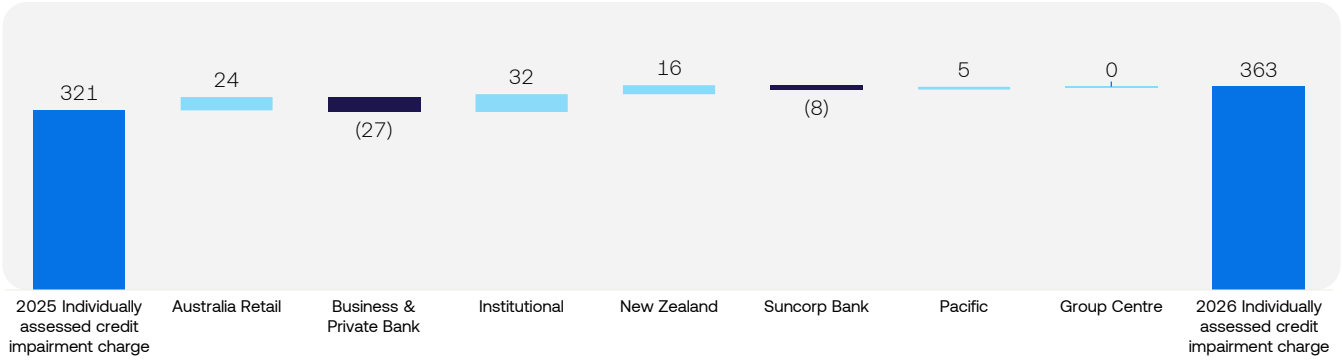
	2026	2025	Movt
Collectively assessed credit impairment charge/(release) ($m)	222	114	95%
Individually assessed credit impairment charge/(release) ($m)	363	321	13%
Credit impairment charge/(release) ($m)	585	435	34%
Total allowance for expected credit losses (ECL) ($m)	4,903	4,778	3%
Credit risk weighted assets ($b)	377	370	2%
Total allowance for ECL as % of credit risk weighted assets	1.30%	1.29%	
Total non-performing exposures ($m)	9,048	8,442	7%
Total allowance for ECL for non-performing exposures ($m)	1,090	1,050	4%
Total allowance for ECL for non-performing exposures as a % of non-performing exposures	12.0%	12.4%	
Non-performing not well secured exposures ($m)	1,298	1,248	4%

Collectively assessed credit impairment charge/(release) ($m)



The collectively assessed impairment charge of $222 million for 2026 was driven by a deterioration in economic outlook associated with geopolitical disruptions and housing market weakness, portfolio growth, certain methodology changes to ECL modelled outcomes, and the impact from ANZ Worldline acquisition recognised in the Group Centre division. This was partially offset by a reduction in management temporary adjustments, and an improvement in credit risk profile.

Individually assessed credit impairment charge/(release) ($m)



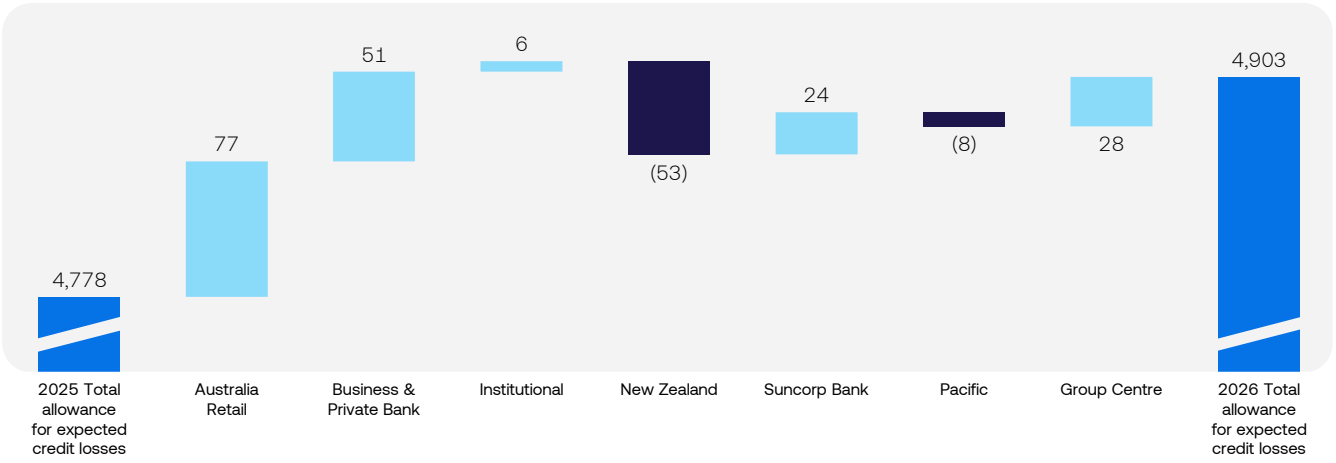
The individually assessed credit impairment charge increased $42 million (13%) driven by the Institutional division ($32 million) due to new impairments on several single-name exposures and lower write-backs and recoveries, the Australia Retail division ($24 million) due to lower recoveries in the unsecured portfolios, and the New Zealand division ($16 million) due to higher impairment flows in the Personal portfolio. This was partially offset by the Business & Private Bank division ($27 million) due to lower impairment flows mainly in the small to medium commercial customer portfolio, and the Suncorp Bank division ($8 million) due to the commercial property portfolio impairment in the prior year.

Non-performing not well secured exposures by division ($m)



Non-performing not well-secured exposures increased $50 million (4%) driven by the Australia Retail division ($33 million) in the home loan and unsecured portfolios, the Business & Private Bank division ($26 million) in the large commercial customer portfolio, and the New Zealand division ($15 million) in the Personal portfolio. This was partially offset by a decrease in the Institutional division ($25 million) reflecting write-offs and repayments relating to several single-name customers.

Total allowance for expected credit losses ($m)



The allowance for ECL increased $125 million (3%) driven by a $151 million increase in collectively assessed allowance for ECL, partially offset by a $26 million decrease in individually assessed allowance for ECL.

The increase in collectively assessed allowance for ECL was driven by deterioration in economic outlook associated with geopolitical disruptions and housing market weakness ($182 million), portfolio growth ($50 million), certain methodology changes to ECL modelled outcomes ($40 million), and the impact from ANZ Worldline acquisition recognised in the Group Centre division ($30 million). This was partially offset by a reduction in management temporary adjustments ($70 million), an improvement in credit risk profile ($10 million), and the impact of foreign currency translation ($71 million).

The decrease in individually assessed allowance for ECL was driven by a decrease in the Business & Private Bank division ($20 million) due to lower impairment flows mainly in the small to medium commercial customer portfolio and higher write-offs, and the Institutional division ($18 million) due to higher write-offs. This was partially offset by the Suncorp Bank division due to lower write-backs.

Divisional performance

The Group operates on a divisional structure with seven divisions: Australia Retail, Business & Private Bank (formerly known as Australia Commercial), Institutional, New Zealand, Suncorp Bank, Pacific, and Group Centre.

During 2026, the Group made the following changes to better align its divisional reporting with how the Group manages customer relationships, allocates resources and measures divisional performance. These changes have no impact on the Group's statutory profit, cash profit, net assets or capital position.

Better aligning divisional reporting to customer relationship management

The Group has reclassified home loans and associated offset accounts for business and private bank customers from the Australia Retail division to the Business & Private Bank division, together with the associated revenue and expenses. The change aligns divisional reporting with Business & Private Bank division's ownership and management of the business-owners home-owners customer segment.

In addition, a share of Markets' Foreign Exchange and Payments & Cash Management revenues generated from retail and business & private bank customers, previously reported in the Institutional division, is now recognised in the respective Australia Retail and Business & Private Bank divisions in Australia and in the New Zealand division. This change strengthens accountability and alignment between product manufacturing and distribution, with a greater focus on growing these important offerings for customers.

Group Centre allocations

The Group has also reduced costs and capital in the Group Centre division through reallocation to divisions to better align resource consumption and capital usage with the economic activity and revenue generation of each division, consistent with the approach of global peers.

Prior period comparatives have been restated for these changes.

2026	Australia Retail	Business & Private Bank	Institutional	New Zealand	Suncorp Bank	Pacific	Group Centre	Group
Net interest margin[1]	2.12%	3.03%	0.69%	2.52%	1.98%	3.23%	n/a	1.53%
Operating expenses to operating income	52.5%	43.2%	45.2%	42.0%	51.7%	68.6%	n/a	49.4%
Cash profit ($m)	1,708	1,655	2,427	1,429	546	48	(271)	7,542
Net loans and advances ($b)	280.0	155.8	233.6	118.6	72.2	1.8	-	861.9
Customer deposits ($b)	179.9	142.5	336.4	97.6	54.6	3.9	-	814.8
Number of FTE	5,077	2,650	3,483	6,795	2,096	934	18,122	39,157

2025	Australia Retail	Business & Private Bank	Institutional	New Zealand	Suncorp Bank	Pacific	Group Centre	Group
Net interest margin[1]	2.09%	2.96%	0.76%	2.59%	2.08%	3.34%	n/a	1.54%
Operating expenses to operating income	73.3%	47.3%	47.9%	38.9%	62.9%	73.1%	n/a	58.2%
Cash profit ($m)	771	1,456	2,447	1,622	418	43	(826)	5,931
Net loans and advances ($b)	269.0	147.0	216.1	122.9	73.2	1.7	0.1	830.0
Customer deposits ($b)	171.1	134.4	282.2	101.6	56.2	3.7	-	749.2
Number of FTE	6,168	2,727	3,799	6,632	2,588	985	19,284	42,183

1. The net interest margin excluding Markets business unit was 2.28% (2025: 2.25%) for the Group and 2.16% (2025: 2.23%) for the Institutional division.

Divisional performance

Australia Retail

Lending volumes increased driven by home loans. **Net interest margin** increased driven by higher earnings on replicating portfolio, favourable deposit margin and lower net funding costs. This was partially offset by lower asset margin due to competition and timing impact of RBA rate changes. **Net fee and commission income** increased driven by lower customer remediation. **Operating expenses** decreased driven by lower restructuring expenses, ASIC settlement in the prior year, lower investment spend and productivity initiatives. This was partially offset by inflationary impacts. **Credit impairment** decreased driven by lower collectively assessed credit impairment, partially offset by higher individually assessed credit impairment due to lower recoveries in the unsecured portfolios.

Business & Private Bank

Lending volumes increased across Business Banking and Home Loans. **Net interest margin** increased driven by higher earnings on replicating portfolio, and favourable deposit margin. This was partially offset by lower asset margin due to competition and timing impact of RBA rate changes, and unfavourable deposit mix from shift into lower margin term deposits. **Net fee and commission income** increased driven by higher funds management income and lower customer remediation. **Operating expenses** decreased driven by productivity initiatives, partially offset by higher investment spend, restructuring expenses, and inflationary impacts. **Credit impairment** increased driven by higher collectively assessed credit impairment, partially offset by lower individually assessed credit impairment due to lower impairment flows mainly in the small to medium commercial customer portfolio.

Institutional

Lending volumes increased with growth across all business units. **Net interest margin (excl. Markets)** decreased driven by lower asset margin due to lending competition, and higher funding costs, partially offset by favourable funding mix. **Net fee and commission income** decreased driven by lower transaction fees in Transaction Banking, partially offset by higher income from markets activities. **Other income** decreased driven by lower foreign exchange income in Transaction Banking, partially offset by higher income from markets activities. **Operating expenses** decreased driven by ASIC settlement in the prior year, lower investment spend, and productivity initiatives, partially offset by higher restructuring expenses and inflationary impacts. **Credit impairment** increased driven by higher collectively assessed credit impairment, and higher individually assessed credit impairment due to new impairments on several single-name exposures and lower write-backs and recoveries.

New Zealand

Lending volumes increased driven by home loans and Business & Agri. **Net interest margin** decreased driven by lower deposit margin, partially offset by favourable lending margin, and favourable deposit mix. **Net fee and commission income** increased driven by higher card scheme incentive fees partially offset by higher card costs. **Operating expenses** increased driven by provision for the New Zealand class action, inflationary impacts, and higher investment spend, partially offset by productivity initiatives. **Credit impairment** increased driven by lower collectively assessed credit impairment release and higher individually assessed credit impairment due to higher impairment flows in the Personal portfolio.

Suncorp Bank

Lending volumes decreased driven by business and home loans. **Net interest margin** decreased driven by lower impact from unwind of purchase price accounting (PPA) fair value adjustment, lower asset margin due to competition and timing impact of RBA rate changes, partially offset by higher earnings on capital and replicating portfolio, favourable deposit margin, and improved liquid asset spreads. **Other income** increased driven by higher realised gains from liquid asset portfolio rebalancing activity. **Operating expenses** decreased driven by lower restructuring expenses, lower investment spend, lower personnel costs, and productivity initiatives, partially offset by inflationary impacts. **Credit impairment** decreased driven by lower individually assessed credit impairment due to impairments taken in the commercial property portfolio in the prior year, and lower collectively assessed credit impairment.

Pacific

Cash profit increased driven by lower operating expenses.

Group Centre

Operating income increased driven by higher realised gains on economic hedges against foreign currency denominated revenue streams offsetting unfavourable foreign currency translations elsewhere in the Group, and PT Panin impairment in the prior year. **Operating expenses** decreased driven by lower staff redundancies. **Credit impairment** increased driven by an increase in allowance for collectively assessed credit impairment recognised in accordance with Australian Accounting Standards on acquisition of ANZ Worldline.

Financial position of the Group

Condensed balance sheet

	As at		
	2026 $b	2025 $b	Movt
Assets			
Cash / Settlement balances owed to ANZ / Collateral paid	212.2	188.4	13%
Trading assets and investment securities	214.0	213.8	0%
Derivative financial instruments	58.5	47.5	23%
Net loans and advances	861.9	830.0	4%
Other	18.7	18.0	4%
Total assets	1,365.3	1,297.7	5%
Liabilities			
Settlement balances owed by ANZ / Collateral received	46.6	38.5	21%
Deposits and other borrowings	1,011.9	956.4	6%
Derivative financial instruments	51.1	43.9	16%
Debt issuances	163.8	169.3	-3%
Other	20.1	19.1	5%
Total liabilities	1,293.5	1,227.2	5%
Total equity	71.8	70.4	2%

Cash / Settlement balances owed to ANZ / Collateral paid increased $23.8 billion (13%) driven by increases in short-dated reverse repurchase agreements ($16.9 billion), balances with central banks ($11.0 billion), and overnight interbank deposits ($7.4 billion). This was partially offset by a decrease in settlement balances owed to ANZ ($6.6 billion), and the impact of foreign currency translation.

Derivative financial assets and liabilities increased $11.0 billion (23%) and $7.2 billion (16%) respectively, mainly driven by market movements, primarily the appreciation of the AUD against USD and global rate rises from major central banks and the Group's risk positioning at the reporting date.

Net loans and advances increased $31.9 billion (4%) driven by increases across the Institutional (excluding Markets) division ($19.5 billion) due to higher core lending volumes, the Australia Retail ($10.9 billion) and New Zealand ($5.1 billion) divisions due to home loan growth, the Business & Private Bank division ($8.8 billion) due to higher business lending volumes and home loan growth, and Markets ($3.3 billion) mainly due to an increase in reverse repurchase agreements. This was partially offset by the impact of foreign currency translation.

Settlement balances owed by ANZ / Collateral received increased $8.1 billion (21%) driven by increases in trade-dated liabilities and an increase in collateral received, partially offset by the impact of foreign currency translation.

Deposits and other borrowings increased $55.5 billion (6%) driven by higher customer deposits across the Institutional ($64.4 billion), Australia Retail ($8.8 billion), Business & Private Bank ($8.0 billion), and New Zealand ($3.9 billion) divisions, and an increase in deposits from banks and repurchase agreements ($5.4 billion). This was partially offset by decreases in certificates of deposit ($7.8 billion), commercial paper ($3.5 billion), and the impact of foreign currency translation.

Debt issuances decreased $5.5 billion (3%) driven by maturities of subordinated debt, and the impact of foreign currency translation.

Liquidity

	Average	
	2026	2025
Total liquid assets ($b) [1]	308.2	312.8
Liquidity Coverage Ratio (LCR) [1]	132%	132%

1. Full year average, calculated as prescribed per APRA Prudential Standard (APS 210 Liquidity) and consistent with APS 330 requirements.

The Group holds a portfolio of high quality unencumbered liquid assets in order to protect the Group's liquidity position in a severely stressed environment, as well as to meet regulatory requirements. High Quality Liquid Assets comprise three categories, with the definitions consistent with Basel 3 LCR:

- Highest-quality liquid assets (HQLA1): Cash, highest credit quality government, central bank or public sector securities eligible for repurchase with central banks to provide same-day liquidity.
- High-quality liquid assets (HQLA2): High credit quality government, central bank or public sector securities, high quality corporate debt securities and high quality covered bonds eligible for repurchase with central banks to provide same-day liquidity.
- Alternative liquid assets (ALA): Eligible securities listed by the RBNZ not already included in HQLA1 or HQLA2.

The Group monitors and manages the size and composition of its liquid assets portfolio on an ongoing basis in line with regulatory requirements and the risk appetite set by the ANZBGL Board.

The LCR remained above the regulatory minimum of 100% throughout this period.

Funding

	2026 $b	2025 $b
Wholesale funding instruments	247.1	265.7
Customer deposits	814.8	749.2
Other liabilities	231.7	212.3
Equity	71.8	70.4
Total liabilities and equity	1,365.4	1,297.6
Net Stable Funding Ratio	116%	115%

The ANZBGL Group targets a diversified funding base, avoiding undue concentrations by investor type, maturity, market source and currency.

Net Stable Funding Ratio remained above the regulatory minimum of 100% throughout this period.

During 2026, the ANZBGL Group issued $40.4 billion of term wholesale funding (excluding unsubordinated debt with tenors of up to 18 months).

Capital management

	2026	2025	Movt
Common Equity Tier 1 (Level 2)			
- APRA Basel III	**12.0%**	12.0%	
Credit risk weighted assets ($b)	**377.3**	369.6	2%
Total risk weighted assets ($b)	**485.9**	458.5	6%
APRA Leverage Ratio	**4.3%**	4.4%	

The Group's capital management framework includes managing to Board approved risk appetite settings and maintaining all regulatory requirements. APRA requirements at Level 1 and Level 2 include ANZ operating at or above APRA's expectation for Domestic Systemically Important Banks (D-SIBs).

APRA, under the authority of the *Banking Act 1959*, sets minimum regulatory requirements for banks including what is acceptable as regulatory capital and provides methods of measuring the risks incurred by ANZ Bank Group.

The ANZ Bank Group's Common Equity Tier 1 ratio was 12.0% based on APRA Basel III standards, exceeding APRA's minimum requirements. It decreased 4 bps driven by dividend paid during the year, a reduction from higher credit RWA due to lending growth, and a reduction from higher IRRBB RWA driven by higher market interest rate. This was partially offset by cash earnings and reinvestment of NOHC surplus capital during the year.

At 30 September 2026, ANZ Bank Group's APRA Leverage Ratio was 4.3% which is above the 3.5% minimum for internal ratings-based (IRB) ADIs, including ANZ.

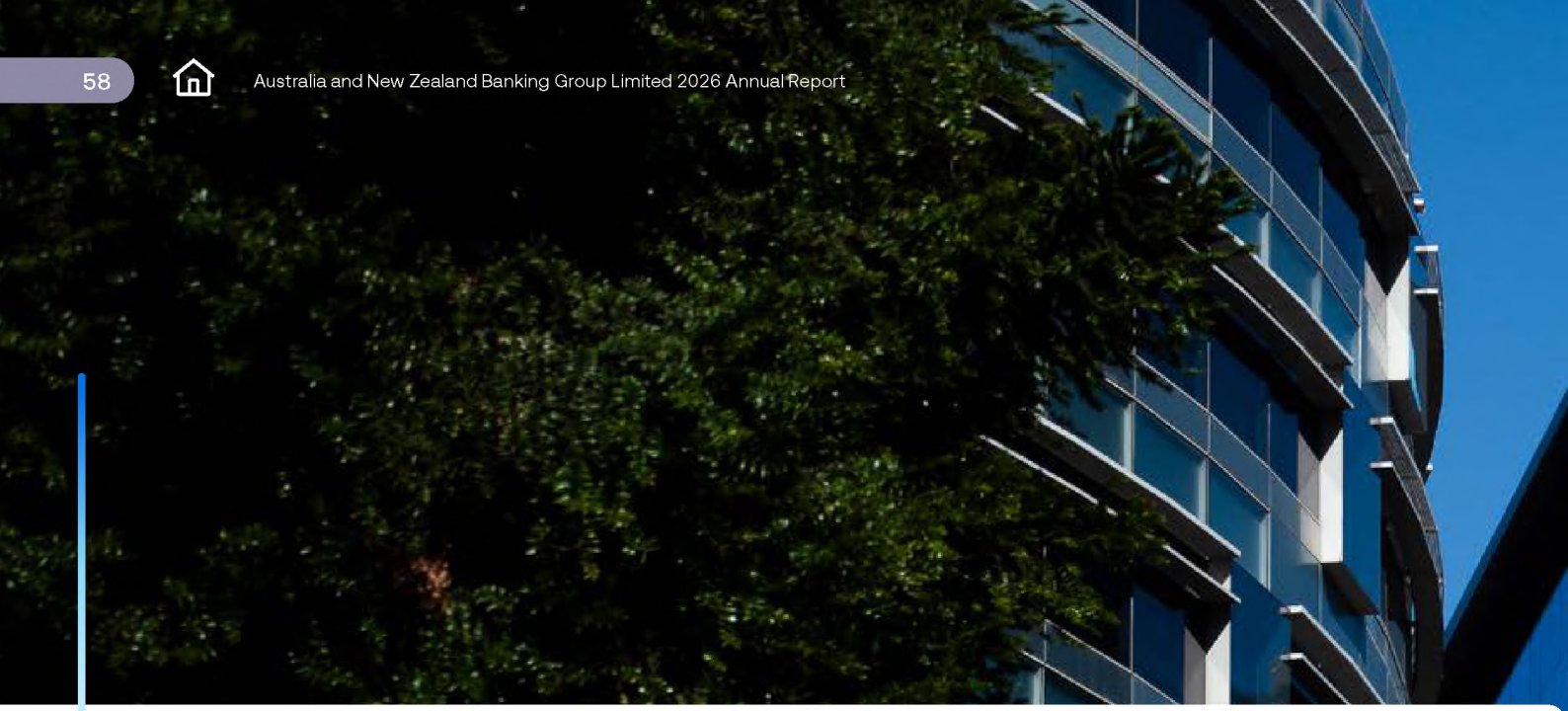
Dividends

ANZBGL paid the following dividends during the year:

- $2,407 million 2025 final dividend to ANZ BH Pty Ltd on 19 December 2025;
- $2,441 million 2026 interim dividend to ANZ BH Pty Ltd on 1 July 2026.

On 6 November 2026, the Directors proposed to pay a 2026 final dividend to ANZ BH Pty Ltd. The final dividend amount and timing is yet to be finalised but will be an amount equal to the external dividend payment made by ANZGHL (which excludes the amount participating in ANZGHL's Bonus Option Plan).

Further details on dividends paid during the year ended 30 September 2026, are set out in Note 6 Dividends in the Financial Report.



Remuneration Report

This report outlines ANZ's 2026 remuneration outcomes, reflecting strong Group performance and significant progress in the first year of delivering ANZ 2030.

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ANZ

Remuneration Report



Holly Kramer
Chair – People & Culture Committee

2026 Remuneration Report – audited

Dear Shareholder,

The Board and I are pleased to share with you the 2026 remuneration outcomes for ANZ's management team, which reflect the strong results delivered in the first year of the ANZ 2030 strategy. As you will see from the Group Scorecard outcome of 109%, Nuno and his team have delivered on the majority of the challenging tasks that were set out for them in 2026. The financial results on a cash profit basis for net profit after tax (NPAT) ($7.591b), return on tangible equity (RoTE) (11.6%) and cost to income (CTI) ratio (49.3%) reflect disciplined execution amid a year of strengthening the foundations of the Group: our talent, technology, non-financial risk (NFR) management, cost base, capital position, and, most importantly, our customer-centric values and culture. These results translated into improved outcomes for our shareholders, with a total shareholder return (TSR) over the period of 20.7%.

One important aspect of 2026 was a focus on the programs fundamental to the delivery of ANZ 2030. These include the migration of Suncorp Bank customers, the development of a single customer digital interface and the implementation of the People, Accountability, Customers and Trust (PACT) program, our transformation of the NFR environment across the bank. All of these programs are currently on track for their delivery milestones.

Throughout this period of extraordinary change, we have maintained a focus on our employees and their wellbeing, with employee engagement and other metrics showing widespread endorsement of our future direction.

2026 Group Scorecard: Above Target

The Board assessed performance using the 2026 ANZ Group Scorecard, which delivered an Above Target result of 109%. The Group Scorecard is an important factor in determining the Short Term Variable Remuneration (STVR) for our executives, and it is also relevant for the Group's overall variable remuneration pool and the reward for our teams more broadly.

The scorecard outcome reflects strong performance across most objectives, noting the Board allowed adjustment for four financial items primarily due to strategic decisions made under prior management and events relating to prior periods (see section 6.1.1 for further detail). The strength of the result was not solely based on the level of earnings delivered. The Board also considered the sustainability of performance, including improved management discipline and clearer evidence management actions are establishing a more sustainable platform for growth.

The scorecard result was modified downward, however, by the Risk Modifier, from a pre-risk adjusted scorecard outcome of 112% to 109%. This reflects the average assessment of both financial and NFR management across each division. In the Board's view, ANZ made significant progress against its strategic NFR priorities, and managed credit and market risk effectively through challenging macroeconomic and geopolitical conditions. However, the modifier of 97% recognises both the notably improved NFR risk management across the business, as well as the fact we are still on a journey to sustainably embed best practice risk behaviours and outcomes.

2026 Variable remuneration decisions

Short Term Variable Remuneration (STVR)

In determining STVR outcomes, the Board considered Group and Divisional Scorecard performance, individual "How" assessments of leadership and risk behaviours, accountability for adverse outcomes and consequences previously applied.

The Board awarded the Group Chief Executive Officer (CEO) an STVR of $2.4m, or 96% of his maximum opportunity. This reflects Nuno's strong leadership in all aspects of the transformation of our business. Within this financial year, he built not only a world class team but also laid the groundwork for accountability and disciplined execution. He is an exemplar of our values and has established strong relationships with the Group's many stakeholders.

For the Disclosed Executives, the Board determined STVR outcomes ranging from 71% to 92% of maximum opportunity. For more information, see section 6.1.2.

Long Term Variable Remuneration (LTVR)

The LTVR program is comprised of two components: performance rights (50%) and restricted rights (50%). Performance rights are tested against TSR hurdles and restricted rights are subject to risk based pre grant and pre vest assessments.

1. 2026 LTVR vesting:

i. For the 2023 performance rights, 84% vested and 16% lapsed, with performance hurdles tested in September 2026.
ii. For the 2023 restricted rights, the Board used a risk-based pre vest test to determine outcomes based on individual executive assessments. For relevant Disclosed Executives, the Board determined that the restricted rights will vest in full (with the exception of the former Chief Risk Officer). For four former executives not disclosed in this report, 100% downward adjustments were applied.
iii. For the 2021 performance rights granted as part of the previous LTVR program, 21% vested and the remaining 79% lapsed, as performance hurdles were not met when tested in November 2025.

2. 2027 LTVR awarded:

i. The maximum opportunity of LTVR is 135% of fixed remuneration for most executives. There is a risk-based pre grant assessment for the restricted rights. The Board has determined that 2027 LTVR should be awarded in full to the Group CEO, subject to shareholder approval at the 2026 Annual General Meeting (AGM).
ii. The Board has also awarded 2027 LTVR in full to Disclosed Executives.

Malus

Following disappointing NFR outcomes, the Board exercised its discretion in 2025 to downward adjust STVR and LTVR outcomes for the majority of executives at that time. The Board also applied malus to former executives, who were no longer eligible for an STVR in 2025. The Board took a holistic view of 2024 and 2025 impacts for all executives to ensure that consequences were proportionate to their collective and individual accountability.

We stated in both years that we made our decisions based on what was known at the time. And that in each case, the Board ensured that there was sufficient unvested equity on foot should we determine that further action was required.

After careful consideration, and based on our assessment of the further impacts of known risk matters and the emergence of new matters that came to light in 2026, the Board decided to lapse the remaining equity on foot for the former Group CEO.

The Board believes the resulting outcomes are appropriately differentiated, proportionate and aligned with long term shareholder interests.

Looking ahead to 2027

Group Scorecard

ANZ's performance and remuneration approach continues to evolve alongside the ANZ 2030 strategy. In 2027, the Group Scorecard objectives are aligned to our strategic pillars: Customer First (20%), Simplicity (10%), Resilience and Risk (25%), Delivering Value (40%) and People (5%).

Executive fixed remuneration

Taking into consideration market relativities, the Board increased the fixed remuneration for the Group CEO from $2.5m to $2.65m, and for two Disclosed Executives, Tammy Medard and Donald Patra, effective from 1 October 2026.

Non-Executive Director fees

In 2026, there was no change to Non-Executive Director fees. For 2027, we are introducing a Non-Executive Director Fee Sacrifice Plan to support directors to increase their ANZ shareholdings.

Conclusion

Thank you for your support over recent years, which have been challenging for the Board, Management and Shareholders alike. With delivery of the first year of ANZ 2030, we are confident the transformation of ANZ is underway. We look forward to continuing this momentum in 2027.

On behalf of the Board, I wish to thank Nuno and the entire ANZ team for their passion and commitment to becoming a more valuable Group that puts its customers at the heart of everything we do.



Holly Kramer
Chair – People & Culture Committee

Summary of outcomes

Remuneration decisions for 2026 and 2027

Group CEO:

- No fixed remuneration increase for 2026. Fixed remuneration increase to $2,650,000 for 2027, effective 1 October 2026, following Board approval in October 2026.
- Awarded 2026 STVR of $2,400,000 (96% of maximum opportunity), reflecting his overall performance assessment of Above Target.
- Awarded 2026 LTVR of $4,691,250 which included a 'top up' in recognition of commencement as Group CEO (following 2025 AGM shareholder approval).
- For 2027, LTVR of $3,577,500 approved by the Board following restricted rights pre grant assessment (subject to 2026 AGM shareholder approval).
- Received 2026 total remuneration of $3,660,000 (see section 6.3).

Disclosed Executives:

- Fixed remuneration increases for 2026, received by three Disclosed Executives (E Clements, F Faruqui and A Watson) effective 1 October 2025, to maintain or improve market positioning, approved by the Board in October 2025. No other adjustments to fixed remuneration for Disclosed Executives in 2026.
- For 2027, effective from 1 October 2026, fixed remuneration increases approved for two Disclosed Executives (T Medard to $1,200,000 and D Patra to $1,200,000) taking into consideration market relativities.
- 2026 STVR outcomes averaging 83% of maximum opportunity, with individual outcomes ranging from 71% to 92% of maximum opportunity.
- 2026 LTVR awarded at 50% to 100% of full opportunity following pre grant assessment of restricted rights in October 2025.
- 2027 LTVR awarded at 100% of full opportunity following pre grant assessment of restricted rights in October 2026.

NEDs:

- No increase to Non-Executive Director fees for 2026.
- The Board has adopted a Non-Executive Director Fee Sacrifice Plan (NED Plan) under which Non-Executive Directors have the opportunity to acquire ANZ ordinary shares by sacrificing all or part of their pre-tax base director fees. The Plan will commence in financial year 2027 and is designed to further align the interests of the Non-Executive Directors who participate in the NED Plan with those of shareholders.

Performance rights and restricted rights vesting outcomes:

- For the 2021 performance rights LTVR award granted in late 2021, 21% vested and the remaining 79% lapsed in 2026, as performance hurdles were not met when tested in November 2025 – end of the performance period.
- At the end of 2026, the performance hurdle outcomes for the 2023 LTVR award were as follows:
  - Restricted rights component: On a Group basis, pre vest assessment outcome of 100%, however an individual adjustment of 50% was applied to K Corbally.
  - Performance rights component: TSR hurdle resulted in 84% vested and 16% lapsed.

Non-Executive Director appointments and conclusions

The Board has approved the following **appointments and conclusions** regarding Non-Executive Directors. Fees are in line with ANZ's Non-Executive Director remuneration structure.

Non-Executive Director	Additional details
Rachel Slade - Director Commenced 13 July 2026	Rachel joined the Boards of ANZ Group and ANZBGL as a Non-Executive Director.
Graham Hodges - Former Director (ANZBGL only) Retired on 8 February 2026	-

Disclosed Executives' appointments and conclusions

The Board has approved the following **external appointments** regarding Disclosed Executives. Fixed and variable remuneration is in line with ANZ's executive performance and remuneration framework.

Disclosed Executives	Additional details
Stephen White **Group Chief Operations Officer** Commenced with ANZ 29 October 2025	Stephen commenced with ANZ as Group Executive, Operations and from 1 May 2026 his title changed to Group Chief Operations Officer. As part of Stephen's employment arrangement, he was: • awarded compensation for deferred remuneration forfeited and bonus opportunity forgone as a result of joining ANZ totaling $6.404m delivered as cash ($1.762m) and deferred equity ($4.642m), subject to downward adjustment discretions including clawback. • provided relocation benefits (see section 6.4 for more details).

Disclosed Executives	Additional details
Pedro Rodeia **Group Executive, Australia Retail** Commenced with ANZ 17 November 2025	As part of Pedro's employment arrangement, he was: • awarded compensation for bonus opportunity forgone as a result of joining ANZ totaling $500k delivered as cash ($300k) and deferred equity ($200k), subject to downward adjustment discretions including clawback. • provided relocation benefits (see section 6.4 for more details).
Donald Patra **Group Chief Information Officer** Commenced with ANZ 24 November 2025	As part of Donald's employment arrangement, he was: • provided relocation benefits (see section 6.4 for more details).
Christine Palmer **Group Chief Risk Officer** Commenced with ANZ 1 December 2025	LTVR differs to preserve the independence of the role and to minimise any conflicts of interest in carrying out the risk control function across ANZ. As part of Christine's employment arrangement, she was: • provided relocation benefits (see section 6.4 for more details).

The Board has approved the following **internal appointments** regarding Disclosed Executives. Fixed and variable remuneration is in line with ANZ's executive performance and remuneration framework.

Disclosed Executives	Additional details
Tammy Medard **Group Executive, Business & Private Bank** Commenced in role 20 April 2026	-
Ben Kelleher **Incoming Group Executive and CEO, New Zealand** Commencing in role 1 October 2026	-

The Board has approved the following **conclusions** regarding Disclosed Executives:

Disclosed Executives	Additional details
Bruce Rush **Former Acting Group Executive, Australia Retail** Concluded in role 16 November 2025	2026 STVR prorated for time in role, in accordance with ANZ's executive performance and remuneration framework Board approved arrangements for the acting role. 2026 LTVR was awarded at full opportunity as approved by the Board, noting LTVR is awarded at the start of the financial year.
Michael Bullock **Former Acting Group Chief Information Officer** Concluded in role 23 November 2025	Michael was Acting Group Executive, Technology & Group Services and from 17 October 2025 his title changed to Acting Group Chief Information Officer. 2026 Variable Remuneration (VR) prorated for time in role, in accordance with ANZ's executive performance and remuneration framework Board approved arrangements for the acting role.
Kevin Corbally **Former Chief Risk Officer** Concluded in role 30 November 2025	2026 STVR prorated for time in role, in accordance with ANZ's executive performance and remuneration framework. As previously disclosed in the 2025 Remuneration Report, Kevin was not eligible to receive 2026 LTVR following change in role.
Clare Morgan **Former Group Executive, Business & Private Bank** Concluded in role 19 April 2026 and ceased employment 31 August 2026	Clare was Group Executive, Australia Commercial and from 13 October 2025 her title changed to Group Executive, Business & Private Bank. 2026 STVR prorated for time in role, in accordance with ANZ's executive performance and remuneration framework. As previously disclosed in the 2025 Remuneration Report, 2026 LTVR was awarded at 75% of full opportunity, delivered as part performance rights and part restricted rights, noting that the 2026 LTVR restricted rights were impacted by the risk based pre grant assessment (see section 6.2.1).
Antonia Watson **Group Executive and CEO, New Zealand** Concluded in role and ceased employment 30 September 2026	2026 STVR in accordance with ANZ's executive performance and remuneration framework. As previously disclosed in the 2025 Remuneration Report, 2026 LTVR was awarded at 100% of full opportunity, delivered as part performance rights and part restricted rights (see section 6.2.1).

The Remuneration Report for Australia and New Zealand Banking Group Limited (ANZBGL) outlines our remuneration strategy and structure and the remuneration practices that apply to Key Management Personnel (KMP). This report has been prepared, and audited, as required by the *Corporations Act 2001*. It forms part of the Directors' Report.

This report includes disclosures for the full financial year 2026 – 1 October 2025 to 30 September 2026. Ordinary shares and employee equity i.e. deferred shares, deferred share rights, performance rights and restricted rights held prior to 3 January 2023[1] were previously ANZBGL related equity – post the listing of ANZGHL the equity was converted to ANZGHL related equity. **References to 'the Board' throughout this report mean the Boards of ANZGHL and ANZBGL**.

The ANZ Group Scorecard approach disclosures in section 5.3 and the 2026 ANZ Group Scorecard outcomes disclosures in section 6.1.1 relate to ANZGHL rather than ANZBGL given this forms the basis for determining performance and remuneration outcomes for the Group CEO and Disclosed Executives.

1 Key Management Personnel (KMP)

1.1 KMP detail

1.1 KMP detail

KMP are Directors of the Group (or entity) whether executive directors or otherwise, and those personnel with a key responsibility for the strategic direction and management of the Group (or entity), i.e. members of the Group Executive Committee (ExCo) who have Financial Accountability Regime (FAR) Accountability and who report to the Group CEO, referred to as Disclosed Executives.

The KMP whose remuneration is disclosed in this year's report are:

Name	Position	Term as KMP
2026 Non-Executive Directors – Current		
P O'Sullivan	Chairman	Full year
J Cincotta	Director (ANZBGL Non-Executive Director only)	Full year
A Gerry	Director	Full year
R Gibb	Director	Full year
H Kramer	Director	Full year
C O'Reilly	Director	Full year
R Slade	Director	Commenced from 13 July 2026
J Smith	Director	Full year
S St John	Director	Full year
2026 Non-Executive Directors – Former		
G Hodges	Former Director (ANZBGL Non-Executive Director only)	Retired from 8 February 2026

[1] ANZ Group Holdings Limited (ANZGHL) replaced Australia and New Zealand Banking Group Limited (ANZBGL) as the listed entity on 3 January 2023 under a scheme of arrangement approved by shareholders at the AGM on 15 December 2022.

Name	Position	Term as KMP
2026 Group CEO and Disclosed Executives – Current		
N Matos	Group CEO and Executive Director *Title changed effective 1 May 2026 from CEO and Executive Director*	Full year
E Clements	Group Chief People Officer *Title changed effective 1 May 2026 from Group Executive, Talent & Culture*	Full year
F Faruqui	Group Chief Financial Officer *Title changed effective 1 May 2026 from Chief Financial Officer*	Full year
T Medard	Group Executive, Business & Private Bank	Commenced in role from 20 April 2026
C Palmer	Group Chief Risk Officer	Commenced with ANZ from 1 December 2025
D Patra	Group Chief Information Officer	Commenced with ANZ from 24 November 2025
P Rodeia	Group Executive, Australia Retail	Commenced with ANZ from 17 November 2025
A Watson	Group Executive and CEO, New Zealand	Full year - concluded in role and ceased employment 30 September 2026
M Whelan	Group Executive, Institutional	Full year
S White	Group Chief Operations Officer *Title changed effective 1 May 2026 from Group Executive, Operations*	Commenced with ANZ from 29 October 2025
2026 Disclosed Executives – Former		
M Bullock	Former Acting Group Chief Information Officer *Title changed effective 17 October 2025 from Acting Group Executive, Technology & Group Services*	Concluded in role effective 23 November 2025
K Corbally	Former Chief Risk Officer	Concluded in role 30 November 2025
C Morgan	Former Group Executive, Business & Private Bank *Title changed effective 13 October 2025 from Group Executive, Australia Commercial*	Concluded in role 19 April 2026 and ceased employment 31 August 2026
B Rush	Former Acting Group Executive, Australia Retail	Concluded in role 16 November 2025

ANZ's ExCo changed substantially during 2026, with several executives commencing during or shortly before the year. Performance and remuneration outcomes are assessed having regard to each executive's responsibilities and period in role.

There are no additional changes to KMP to those announced since the end of 2026 up to the date of signing the Directors' Report.

② Remuneration governance

2.1 The People & Culture Committee

2.1 The People & Culture Committee

2.1.1 Role of the People & Culture Committee

The Board is ultimately responsible for and oversees ANZ Group's Performance and Remuneration Framework and its effective application throughout the ANZ Group. The People & Culture Committee's role is to assist the Board in its oversight of the effective operation of the Performance and Remuneration Framework and other talent and culture matters. It has been delegated authority to act as the remuneration committee for ANZBGL. During the year the People & Culture Committee met on six occasions and reviewed and approved, or made recommendations to the Board on matters including:

- performance and remuneration outcomes (including the consideration of significant/material/relevant risk and internal audit matters that have either occurred or came to light during the year) for the Group CEO and other key executives broader than those disclosed in the Remuneration Report, and fees for the Non-Executive Directors;
- matters related to Performance and Remuneration Framework effectiveness and compliance with APRA's Prudential Standard *CPS 511 Remuneration*;
- changes to ANZ's Performance and Remuneration Framework;
- the review of ANZ's Board level Performance and Remuneration Policies, and the Accountability and Consequence Framework;
- annual objectives setting, reporting and assessment of the ANZ Group Scorecard and annual variable remuneration spend;
- the release, further deferral or application of malus of deferred remuneration or clawback;
- key senior executive appointments and terminations;
- building capabilities required to deliver on our strategy;
- succession plans for key senior executives; and
- culture, diversity and inclusion, and employee engagement.

Shareholder feedback

Following the vote on our 2025 Remuneration Report, we continued to engage with shareholders during 2026 to better understand their perspectives. The feedback has helped inform the way we explain our approach to performance, risk and accountability in this report.

2.1.2 Link between remuneration and risk

The People & Culture Committee has a strong focus on the relationship between business performance, risk management and remuneration, aligned with our business strategy. The chairs of the Risk and Audit Committees and the full Board (ANZGHL and ANZBGL) are in attendance for specific People & Culture Committee meetings. A number of joint meetings of the People & Culture, Risk and Audit Committees were held to review material risk, conduct and audit matters, and 2026 performance and variable remuneration recommendations at the Group, Group CEO and Disclosed Executive level.

This governance process provides the Board with risk, financial, people and audit perspectives before it determines Group, Divisional and individual performance and remuneration outcomes.

To further strengthen the link between remuneration and risk:

- the Board had three Non-Executive Directors, in addition to the Chairman, in 2026 who served on both the People & Culture Committee and the Risk Committee;
- the People & Culture Committee has free and unfettered access to risk and financial control personnel, noting that the Group Chief Risk Officer and Group Chief Financial Officer attend People & Culture Committee meetings for specific agenda items;
- the Group Chief Risk Officer together with Group Chief People Officer and Chief Internal Audit Executive provide an independent report to the People & Culture Committee on the most material risk, conduct and audit events to help inform considerations of performance, remuneration, accountability[1] and consequences at the Group, Divisional and individual level;
- the chairs of the Risk and Audit Committees are asked to provide input to ensure appropriate consideration of all relevant risk and internal audit issues;
- risk is considered at several points across the framework: through Group and Divisional Scorecards and Risk Modifiers, individual risk leadership and values, LTVR restricted rights pre grant and pre vest assessments, and where appropriate – malus or clawback. The Board's consideration of risk with respect to these various mechanisms is guided by the following three principles:

1. A primary point of consequence

Group-wide or systemic matters will generally affect Group outcomes; Division-specific matters will generally affect Divisional outcomes; individual consequences reflect the executive's accountability[1] and risk leadership.

2. Fair and proportionate outcomes over time

Adjustments to in-year awarded STVR is ordinarily the primary remuneration consequence. LTVR adjustments, malus or clawback may be used where that consequence is unavailable or insufficient, or where a later development represents a distinct dimension of the matter.

3. Board judgement, informed by cumulative consequences

The Board considers severity, accountability, period of responsibility, customer and stakeholder impacts, and consequences already applied.

[1] The term 'accountability' is used in the broader sense – i.e. taken to mean that the Group CEO/Disclosed Executives are ultimately responsible for the effective management of risk and the performance of the Group, and therefore should bear appropriate consequences for the impacts of the matters. As used in this report, the term should not be taken to mean accountability under FAR, unless otherwise stated. Where referring to FAR accountability, the term 'Accountability' will be capitalised.

2.1.3 Board discretion

Variable remuneration is 'at-risk' remuneration and can range from zero to maximum opportunity. At the end of the financial year, the Board[1] approves variable remuneration recommendations for the Group CEO and each Disclosed Executive following detailed discussions, assessment, and comprehensive analysis of performance from a number of sources.

The Board may apply its discretion when determining Group CEO and Disclosed Executive outcomes including:

- the outcomes of the ANZ Group and Divisional Scorecards;
- STVR and LTVR outcomes for each financial year (including LTVR pre vest assessment); and
- downward adjustment of variable remuneration before any scheduled vesting of deferred remuneration and as part of consequence management, in accordance with applicable law and any terms and conditions provided. This may include in-year adjustment, further deferral/ freezing, malus or clawback, as shown below.

Downward adjustment of variable remuneration

The Board may choose to exercise the following options or a combination of these, but will consider their use, if any of the circumstances specified by Prudential Standard *CPS 511 Remuneration* occur.

1. In year adjustment	2. Further deferral/freezing	3. Malus	4. Clawback
Typically, the primary adjustment mechanism, which reduces the amount of variable remuneration an employee may have otherwise been awarded for that year.	Delays the decision to pay/allocate variable remuneration, or further defers the vesting of deferred remuneration or freezes vested/unexercised shares and rights. This typically applies where an investigation is pending/underway.	Is an adjustment to reduce the value of all or part of deferred remuneration before it has vested. Malus is used in cases of more serious performance or behaviour issues, or for former employees, or where necessary to ensure an overall proportionate outcome.	Is the recovery of variable remuneration that has already vested or been paid (up to two years from vesting/payment or a longer period as determined by Board discretion, policy or applicable law). This would typically only be considered if the other types of downward adjustment are considered inadequate given the severity of the situation.

In 2026, the Board exercised its discretion to apply malus to all the remaining unvested deferred remuneration held by the former Group CEO, taking into consideration the principles outlined in section 2.1.2. This results in approximately $22.28m of forfeited variable remuneration over the period financial years 2024 to 2026.[2]

2.1.4 Conflicts of interest

To help mitigate potential conflicts of interest:

- management are not in attendance when their own performance or remuneration is being discussed by the People & Culture Committee or Board;
- the Group Chief Risk Officer's remuneration arrangements differ to other Disclosed Executives to preserve the independence of the role;
- the Enterprise Accountability Group (EAG) also has processes in place to help mitigate conflicts of interest as outlined in section 7; and
- the People & Culture Committee seeks input from a number of sources to inform their consideration of performance and remuneration outcomes for the Group CEO and Disclosed Executives as outlined in sections 2.1.5 and 5.

2.1.5 External advisors provided information but not recommendations

The People & Culture Committee can engage independent external advisors as needed.

Throughout the year, the People & Culture Committee and management received information from the following external advisors: Ashurst Perkins Coie, Deloitte, EY, Herbert Smith Freehills Kramer, PayIQ Executive Pay and PricewaterhouseCoopers. This information related to market data, market practices, analysis and modelling, legislative requirements and the interpretation of governance and regulatory requirements.

During the year, ANZ did not receive any remuneration recommendations from external advisors about the remuneration of KMP.

ANZ employs in-house remuneration professionals who provide recommendations to the People & Culture Committee and the Board. The Board made its decisions independently, using the information provided and with careful regard to ANZ's key strategic priorities, ambition and values, risk appetite, and the ANZ Group Performance and Remuneration Framework, ANZ's Board level Performance and Remuneration Policies and ANZ's Performance and Reward Principles.



More details about the role of the People & Culture Committee, including its Charter, can be found on our website.
Go to **anz.com > Our company > Strong governance framework > ANZ People & Culture Committee Charter**

[1] Remuneration arrangements for the Group Executive and CEO, New Zealand are determined and approved by the ANZ NZ Board in consultation with and endorsed by the Board, consistent with their respective regulatory obligations. [2] As per the approach disclosed in the 2025 Remuneration Report, the total opportunity forfeited represents the total STVR/ LTVR forfeited (compared to maximum/full opportunity) plus the estimated full face value of forfeited equity.

③ Executive performance and remuneration approach

3.1 Summary of approach

3.1 Summary of approach

The following overview highlights how the executive performance and remuneration framework supports ANZ's ambition and strategy and is aligned to shareholder interests.

ANZ's ambition and strategy[1]

Is underpinned by our Performance and Remuneration Policies which include our Performance and Reward Principles:

Attract and retain people	Reward sustainable performance	Differentiate performance and reward outcomes	Be fair and transparent

With remuneration delivered to our Group CEO and Disclosed Executives through:

Fixed remuneration (FR)	Performance linked variable remuneration	
	Short Term Variable Remuneration (STVR)	Long Term Variable Remuneration (LTVR)

Linked to shareholder interests through:

- Substantial shareholding requirements, see section 8.3 – around 80% of variable remuneration at maximum opportunity is deferred into ANZ equity and 75% for the Group Chief Risk Officer to ensure alignment with shareholder interests and to ensure focus on long-term value creation
- Significant variable remuneration deferral up to 5 and 6 years in ANZ equity
- Significant weighting to the LTVR component, i.e. around 60% of variable remuneration, which includes Relative and Absolute TSR hurdles
- Consideration of the shareholder experience in respect of the share price and dividend in determining individual outcomes

With respect to our Performance and Reward Principles, these were refined in 2026 to better support ANZ 2030 by helping to attract and retain people; reward sustainable performance that delivers good customer outcomes, long term shareholder value and sound risk management; differentiate reward based on both what is achieved and how it is achieved – including demonstration of our values; and making the connection between performance, behaviour and reward, more transparent.

[1] See the Strategic review section of the Annual Report

④ Five-year performance

4.1 Five-year ANZ financial performance summary
4.2 Historical performance and remuneration outcomes

4.1 Five-year ANZ financial performance summary

When determining variable remuneration outcomes for the Group CEO, Disclosed Executives and employees, a range of different financial indicators are considered. The Group uses cash profit as a measure of performance for the Group's ongoing business activities, as this provides a better basis to assess Group and Divisional performance against earlier periods and against peer institutions.

The adjustments made in arriving at cash profit are included in statutory profit which is subject to audit. Although cash profit is not audited, the external auditor has informed the Audit Committee that the adjustments between statutory and cash profit have been determined on a consistent basis, except for the inclusion of the amortisation of intangible assets recognised on the Suncorp Bank acquisition which commenced in 2025.

2026 statutory profit is up 23% compared to the prior financial year, while cash profit is up 31%, with both measures impacted by significant items during 2025.

ANZ's financial performance[1], including cash profit[2], over the last five years.

	2022	2023	2024	2025	2026
Statutory profit attributable to shareholders of the company ($m)	7,119	7,106	6,535	5,891	7,270
Cash profit ($m, unaudited)	6,496	7,413	6,725	5,787	7,591
Cash profit - continuing operations ($m, unaudited)	6,515	7,413	6,725	5,787	7,591
Cash profit before credit impairment and tax - continuing operations ($m, unaudited)	8,968	10,766	10,068	9,019	11,405
Return on equity – cash – continuing operations (%, unaudited)	10.4	11.0	9.7	8.1	10.6
Basic earnings per share - cash - continuing operations (cents, unaudited)	228.8	247.3	224.3	194.7	252.6

[1] The Group completed the divestment of its Aligned Dealer Group business, its Onepath Pensions and Investment business, and life insurance business across the 2020 and 2019 financial years. The financial results of these divested businesses were treated as discontinued operations in 2022. The Group ceased reporting discontinued and continuing operations from completion in 2022. [2] Cash profit excludes non-core items included in statutory profit. The net after tax loss adjusted from statutory profit to arrive at cash profit was $321 million for 2026, made up of several items. It is provided to assist readers understand the results of the core business activities of the Group.

4.2 Historical performance and remuneration outcomes

The table shows financial, shareholder and variable remuneration outcomes by role type over five years, noting that changes have occurred to incumbents in the Group CEO and Disclosed Executive populations during this period. Remuneration outcomes are influenced by financial performance, non-financial performance, risk and Board judgement and therefore may not move in direct proportion to any single financial measure.

	2022	2023	2024	2025	2026
Group CEO STVR outcome (% of maximum opportunity)	74%	96%	52%	0%	96%
Disclosed Executive STVR outcome (average % of maximum opportunity)	78%	89%	60%	10%	83%
Disclosed Executive STVR outcome (range % of maximum opportunity)	71% to 96%	80% to 100%	40% to 71%	0% to 64%	71% to 92%
LTVR performance rights vesting outcome (% vested)	51.6%	n/a	0%	25%	21% and 84%
Share price[1] at 30 September ($)	22.8	25.66	30.48	33.21	38.31
Total dividend (cents per share)	146	175	166	166	166
Total shareholder return (12 month %)	-14	20	27	15.1	20.7

[1] On 1 October 2021, opening share price was $27.43.

5 Executive performance and remuneration framework

5.1 Remuneration structure
5.2 Remuneration mix
5.3 STVR remuneration detail
5.4 LTVR remuneration detail

5.1 Remuneration structure

There are two core components of remuneration at ANZ – fixed remuneration and at-risk variable remuneration.

In structuring remuneration, the Board aims to find the right balance between fixed and variable remuneration (at-risk), the way it is delivered (cash versus deferred remuneration) and appropriate deferral time frames.

The Board sets and reviews annually the Group CEO and Disclosed Executives' FR based on financial services market relativities and reflecting each executive's responsibilities, performance, qualifications and experience. FR is delivered as cash and superannuation contributions.

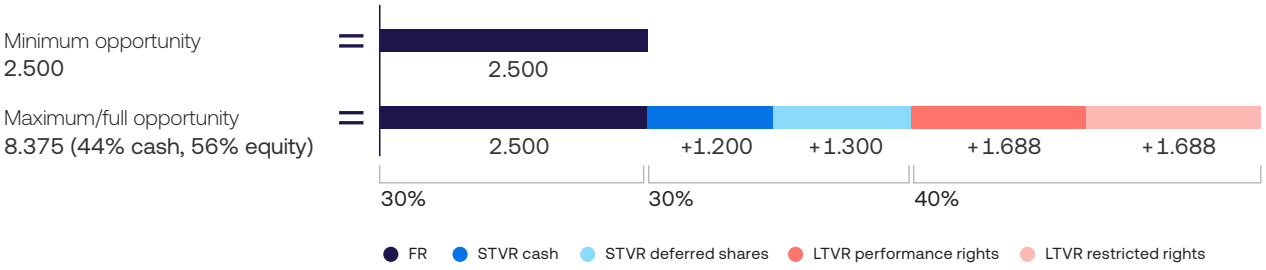
The Group CEO and Disclosed Executives' variable remuneration is comprised of STVR and LTVR, consistent with external market practice. Information relating to variable remuneration delivery is detailed in sections 5.3 and 5.4.

5.2 Remuneration mix

The Group CEO and Disclosed Executives[1] have an aligned remuneration mix of 30% FR, 30% STVR and 40% LTVR at maximum/full opportunity, and structure, with the exception of longer deferral for the Group CEO in line with APRA's deferral[2] requirements.

Group CEO

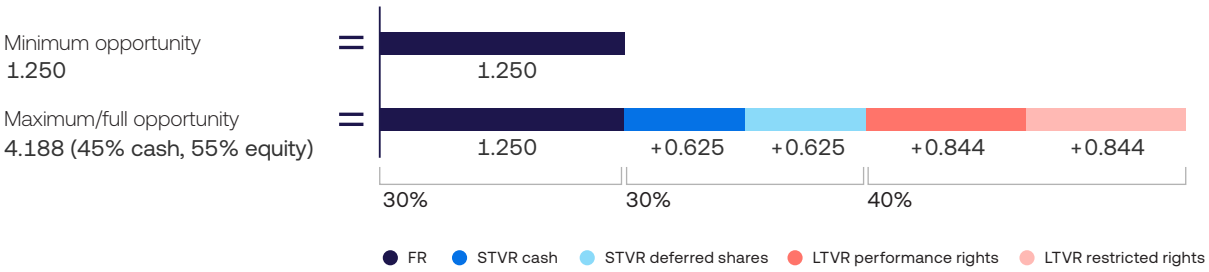
Remuneration mix – Group CEO ($m)



Disclosed Executives

The dollar amounts in the below example are for illustrative purposes only, and are based on the FR value of $1.25m.

Remuneration mix – Disclosed Executives[1] ($m)



[1] Excluding the Group Chief Risk Officer and acting Group Executive roles.
[2] At target performance, 63% of variable remuneration for the Group CEO and Disclosed Executives, and 56% of variable remuneration for the Group Chief Risk Officer is deferred for at least four years from the date the Board approved the variable remuneration in October, and the date shareholders approve the Group CEO's LTVR, noting that this complies with the FAR minimum deferral requirement of 60% for the Group CEO and 40% for Disclosed Executives.

Group Chief Risk Officer

To preserve the independence of the role and to minimise any conflicts of interest in carrying out the risk control function across the organisation, the Group Chief Risk Officer's remuneration arrangements differ to other Disclosed Executives.

While the STVR opportunity of 100% of FR is the same as the Group CEO and Disclosed Executives, the LTVR opportunity is different, i.e. 100% of FR instead of 135% of FR, reflecting the delivery of LTVR as 100% restricted rights instead of 50% performance rights and 50% restricted rights. Maximum variable remuneration opportunity is 200% of FR for the Group Chief Risk Officer. The Group Chief Risk Officer's remuneration mix at maximum opportunity is 33.3% FR/33.3% STVR/33.3% LTVR.

Former Chief Risk Officer

For K Corbally, in addition to the details above relating to the differing arrangements more broadly for the Chief Risk Officer role, to ensure compliance with FAR and CPS 511 deferral requirements for his time as a Disclosed Executive in 2026, his STVR will be delivered as 60% cash and 40% shares deferred evenly over years 4 and 5.

Former Acting Group Executive, Australia Retail

Due to the acting nature of B Rush's appointment, and that this role was classified as a FAR Accountable Person for Suncorp Bank, his remuneration arrangements differed to other Disclosed Executives. For the time spent in this former acting role, his FR was set at $1.15 million per annum from 2 July 2025. His STVR maximum opportunity was set at 125% of FR and LTVR at 100% of FR at full opportunity. His remuneration mix at maximum opportunity was therefore 31% FR/38% STVR/31% LTVR. To ensure compliance with FAR and CPS 511 deferral requirements, his STVR will be delivered as 50% cash and 50% shares deferred over years 2 to 3, with his LTVR delivered as 100% restricted rights deferred over years 4 and 5.

Former Acting Group Chief Information Officer

Due to the acting nature of M Bullock's appointment, his remuneration arrangements differed to other Disclosed Executives. For the time spent in this former acting role, his FR was set at $1 million per annum from 5 August 2025. His Variable Remuneration (VR) maximum opportunity was set at 210% of FR at full opportunity. His remuneration mix at maximum opportunity was therefore 32% FR/68% VR. To ensure compliance with FAR and CPS 511 deferral requirements, his VR will be delivered as 60% cash and 40% shares deferred over years 4 and 5.

5.3 STVR remuneration detail

STVR is primarily determined based on consideration against scorecard performance (Group/Division) and individual performance ('How' Modifier). The following summarises the STVR calculation.

FAR Compliance Gateway

'What' assessment

ANZ Group Scorecard assessment %		Divisional Scorecard assessment %	
Weighting		**Weighting**	
Group CEO:	100%	Group CEO:	n/a
Group CRO, GE NZ:	25%	Group CRO, GE NZ:	75%
Frontline DEs:	40%	Frontline DEs:	60%
Enablement DEs:	50%	Enablement DEs:	50%

'How' Modifier %

Key Inputs:

- Risk Standards assessment
- Values assessment

Overall Performance Assessment %

Key Inputs:

- Informs STVR outcome

Notes:

- Risk Standards Assessment: Includes consideration of i) control function reports from the Group Chief Risk Officer on risk management, Group Chief Financial Officer on financial performance, Group Chief People Officer on talent and culture matters and Chief Internal Audit Executive on internal audit matters; and ii) material risk, audit and conduct events that have either occurred or come to light during the year.
- Performance arrangements for the Group Chief Risk Officer are addressed additionally by the Risk Committee of the Board. Performance arrangements for the Group Executive & CEO New Zealand are determined and approved by the ANZ NZ HR Committee/ANZ NZ Board in consultation with and endorsed by the People & Culture Committee/Board, consistent with their respective regulatory obligations.

Key features of the STVR are detailed in the table below:

STVR element	Detail
Objective	To align with the achievement of stretching performance objectives that support our business strategy and drive long-term sustainable outcomes for shareholders, with material weight provided to non-financial measures in accordance with Prudential Standard *CPS 511 Remuneration*.
Performance period	One year.
Maximum opportunity	100% of FR.
Eligibility	Group CEO and Disclosed Executives.
Link to performance	Based on Group and individual performance: • Compliance with the FAR is the gateway that requires the Accountable Person to meet their obligations in line with their Accountability Statement under the FAR. • The 'What' assessment comprises the outcome of the ANZ Group Scorecard and Divisional Scorecard. Each Scorecard is subject to a Risk Modifier. Note for the Group Chief Risk Officer (CRO), Risk is incorporated in the Scorecard rather than as a separate Modifier. • The 'How' Modifier is used to adjust the 'What' assessment outcome. It considers a macro view of the individual's approach to risk and demonstration of our values.
2026 ANZ Group Scorecard performance objectives and Risk Modifier	• For 2026, the Board retained the scorecard architecture from 2025 and refined the approach used to assess performance, summarised below. The 2026 Group Scorecard contains weighted objectives and key performance indicators (KPIs), with threshold, target and exceed reference points. KPI outcomes produce an initial formulaic assessment, which represent the primary assessment of performance. However, the Board may apply a Board judgement overlay in certain circumstances taking into consideration relevant contextual factors, before applying the Risk Modifier to determine the final Group Performance Assessment.  • At the start of each year, the ANZ Group Scorecard is agreed upon by the Board and is designed to be stretching. • The 2026 Group Scorecard was designed to focus management on the outcomes the Board considered most important to the delivery of ANZ 2030 and sustainable long-term performance. The selected KPIs provide measurable evidence of progress across four areas: – **Financial performance (45%)** – NPAT, RoTE and Operating Expenses on a cash basis measure earnings delivery, returns and cost discipline, providing a balanced assessment of earnings, returns and cost discipline in support of ANZ 2030 financial ambitions. – **Customer outcomes and strategic delivery (25%)** – customer advocacy measures across ANZ's key businesses, together with progress on the Suncorp Bank migration and a single ANZ Plus Front-End, assess customer outcomes and delivery of the customer platforms central to realising value from the Suncorp Bank acquisition and supporting future growth.

STVR element	Detail
2026 ANZ Group Scorecard performance objectives and Risk Modifier	– **Non-financial risk (NFR) and remediation (25%) –** delivery of the Root Cause Remediation Plan and Resolution of ASIC Matters measures progress against material risk and regulatory commitments, including the sustainable uplift of ANZ's control environment and delivery of fair customer outcomes. – **People and climate/environment (5%) –** the Inclusion Index and Climate & Environment Index recognise that an inclusive workforce and delivery of material climate and environmental targets support sustainable performance and long-term stakeholder confidence. • Together, these measures balance financial delivery with customer, strategic, risk, people and climate/environment outcomes. The Board also considers the quality and sustainability of performance through its judgement overlay and the Risk Modifier. • Threshold, target and exceed levels are informed by the plan, prior performance, external context and the degree of stretch judged appropriate by the Board. Performance between reference points is assessed proportionately where appropriate. • The Risk Modifier considers a holistic assessment of financial and NFR discipline in support of good customer and regulatory outcomes. Where the same matter is relevant to both a scorecard objective and the Risk Modifier, the Board considers the combined effect and calibrates the outcome so that each mechanism reflects a distinct aspect of the matter and the overall impact remains proportionate. • See section 6.1.1 for the 2026 Group Scorecard detail and outcomes.
Divisional Scorecards	At the start of each year, stretching performance objectives are set for Disclosed Executives through Divisional Scorecards, aligned with the ANZ Group Scorecard. For Disclosed Executives, STVR is assessed on 'What' assessment (ANZ Group Scorecard and Divisional Scorecards) x 'How' Modifier. The weighting to Divisional Scorecards varies from 50% to 75% for Disclosed Executives.
Scorecard weightings	The ANZ Group Scorecard weighting for the 'What' assessment component varies based on role focus. • 100% weighting for Group CEO; • 50% weighting for enablement Disclosed Executives: Group Chief Financial Officer, Group Chief People Officer, Group Chief Information Officer and Group Chief Operations Officer; • 40% weighting for frontline Disclosed Executives: Group Executive Australia Retail, Group Executive Business & Private Bank, and Group Executive Institutional; • 25% weighting for Group Chief Risk Officer, and Group Executive & CEO New Zealand.
Delivery vehicles and security issued	50% cash, 50% deferred shares (DS). The number of deferred shares to be granted is calculated based on the volume weighted average price (VWAP) of the shares traded on the ASX in the five trading days leading up to and including 1 October, i.e. in line with the beginning of the financial year. Allocations prior to the 2022 financial year were based on the VWAP in the five trading days leading up to and including the date of grant. In some cases, we may grant deferred share rights to executives instead of deferred shares. Each deferred share right entitles the holder to one ordinary share.
Delivery[1] and deferral period	Year 1 Cash 50% Year 2 DS 25% Year 3 DS 25%
Downward adjustment including malus and clawback	Subject to the Board's ongoing discretion to apply in-year adjustments, malus and clawback – considered by the Board before any scheduled release of deferred remuneration.

[1] If the Group CEO receives above target STVR, the amount above target will be delivered as 40% cash and 60% deferred shares (20% year 4, 20% year 5, 20% year 6) to ensure compliance with the minimum deferral requirements with respect to FAR and APRA's Prudential Standard *CPS 511 Remuneration*.

5.4 LTVR remuneration detail

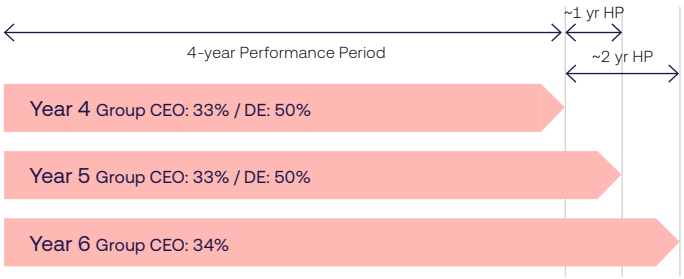
The LTVR has two components – LTVR performance rights and LTVR restricted rights. The weighting of LTVR at full opportunity is 50:50 for the Group CEO and Disclosed Executives with the exception of the Group Chief Risk Officer and former Acting Group Executive, Australia Retail, whose allocations are/were 100% LTVR restricted rights. The former Acting Group Chief Information Officer was not eligible to receive LTVR.

Having a risk-based focus reflects the intent of APRA's Prudential Standard *CPS 511 Remuneration* in ensuring remuneration arrangements appropriately incentivise individuals to prudently manage risks. The performance conditions are designed to ensure there is focus on both material risk events and building a strong risk culture over the longer term.

The award of restricted rights ensures that LTVR provides material weight to non-financial measures (as required under *CPS 511 Remuneration*), as well as supporting long-term alignment with shareholders.

The following tables detail features of the LTVR performance rights and LTVR restricted rights. This is the LTVR approach that applied to the 2026 LTVR award granted in November 2025.

5.4.1 LTVR common features – Group CEO and Disclosed Executives (DEs)

LTVR element	Detail
Objective	To align with the achievement of stretching performance objectives that support our business strategy and drive long-term sustainable outcomes for shareholders, with material weight provided to non-financial measures in accordance with Prudential Standard *CPS 511 Remuneration*.
Full opportunity	Group CEO and Disclosed Executives[1]: 135% of FR • Performance rights component: 67.5% of FR • Restricted rights component: 67.5% of FR Group Chief Risk Officer and former Acting Group Executive, Australia Retail: 100% of FR • Restricted rights: 100% of FR
Performance period	Four years. Therefore the 2026 LTVR award period is from 1 October 2025 to 30 September 2029.
Deferral period	The deferral period is the sum of the four-year performance period and the applicable holding period. Deferral period = 4-year Performance Period + Holding Period (HP) 
Holding period	The holding period commences the day after the end of the four-year performance period, and finishes on the 4th, 5th or 6th anniversary of grants.
Exercise period	LTVR rights can only be exercised at the end of the relevant deferral period when the rights become exercisable. There is a two-year exercise period which commences at the end of the relevant deferral period.
Delivery vehicle and security issue	Each LTVR right is a right to acquire one ordinary ANZ share at nil cost subject to achieving the applicable performance conditions.
Satisfying vesting	On vesting, the Board may determine to settle the relevant LTVR rights with a cash equivalent payment, rather than with shares.
Downward adjustment including malus and clawback	Subject to the Board's ongoing discretion to apply malus and clawback – considered by the Board before any scheduled release of deferred remuneration.

[1] Excluding the Group Chief Risk Officer and former Acting Executives.

5.4.2 LTVR performance rights – Group CEO and Disclosed Executives excluding the Group Chief Risk Officer[1]

LTVR performance rights element	Detail
Link to performance	Relative and Absolute Total Shareholder Returns outcomes.
Performance measures	The performance rights are subject to two performance hurdles: • 75% weighting – Relative Total Shareholder Return (RTSR) measures ANZ's share price movement, dividends paid, and any return on capital compared with the RTSR performance over the performance period of a comparator group of companies comprising select financial services companies as detailed below. • 25% weighting – Compound annual growth rate of Absolute Total Shareholder Return (ATSR) equaling or exceeding ANZ's weighted average cost of capital (WACC). The ATSR hurdle is an internal hurdle focused on ANZ achieving or exceeding a threshold level of growth being the WACC over the performance period. Value is created for shareholders when the ATSR exceeds ANZ's WACC. The Board will review and approve any changes to the WACC on a quarterly basis throughout the performance period, based on the output from the Capital Asset Pricing Model (CAPM) methodology, which takes into consideration the risk-free bond rate, the market risk premium and the beta – i.e. the volatility of ANZ's historical share price relative to the market.
Performance hurdles	**RTSR**

If ANZ's TSR when compared to the TSR of the constituents of the comparator group:	The percentage of performance rights which will vest is:
Does not reach the 50th percentile	0%
Reaches or exceeds the 50th percentile	50%, plus 2% for every one percentile increase above the 50th percentile up to the 75th percentile
Reaches or exceeds the 75th percentile	100%

ATSR

If the ATSR of ANZ:	The percentage of performance rights which will vest is:
Does not reach the threshold[2]	0%
Reaches the threshold	50%
Exceeds the threshold but does not reach 150% of threshold	Progressive pro-rata vesting between 50% and 100%, on a straight line basis
Reaches or exceeds 150% of threshold	100%

Calculating TSR performance	When calculating performance against TSR, we: • reduce the impact of share price volatility – by using an averaging calculation over a 90-trading day period for start and end values; • ensure an independent measurement – by engaging the services of an external organisation, to calculate ANZ's performance against both RTSR and ATSR hurdles; and • test the performance against the relevant hurdle once only at the end of the four-year performance period – the rights lapse if the performance hurdle is not met – there is no retesting.
Comparator companies	When considering an appropriate cohort of peers for benchmarking RTSR performance, the Board takes into consideration organisations with a similar scope of activities, common geographical focus, broadly comparable risk compliance and regulatory profiles, and relative stability and transparency across market cycles. The Select Financial Services (SFS) comparator group is made up of: Bank of Queensland Limited; Bendigo and Adelaide Bank Limited; Commonwealth Bank of Australia Limited; Macquarie Group Limited; National Australia Bank Limited; Standard Chartered PLC; and Westpac Banking Corporation.
Dividends	A dividend equivalent payment is made in respect of performance rights that vest. These are accrued from the beginning of the holding period to the end of the relevant deferral period. For example, performance rights with a five-year deferral period will have dividends accrued for approximately a one-year period.
Grant value and calculation of number of rights	The number of performance rights before any consideration of the pre grant assessment outcome is calculated as follows: Group CEO and Disclosed Executives (excluding the Group Chief Risk Officer and former Acting Group Executives): FR x 67.5% / five-day VWAP[3] = estimated number of performance rights granted

[1] Also excluding former Acting Group Executives. [2] Based on the WACC at the start of the performance period, the ATSR threshold was 10% and the full vesting level was based on an ATSR of 15%; this may be subject to change based on the WACC over the performance period unless the Board exercises discretion to set it otherwise. [3] The value the Board uses to determine the number of performance rights to be allocated to the Group CEO and Disclosed Executives is the face value of ANZGHL shares traded on the ASX in the five trading days leading up to and including 1 October (beginning of the financial year and LTVR performance period).

5.4.3 LTVR restricted rights – Group CEO and Disclosed Executives[1]

LTVR restricted rights element	Detail		
Link to performance	Subject to both a pre grant and pre vest assessment based on risk-based measures.		
Pre grant and pre vest assessments	Restricted rights are subject to two risk-based assessments at different points. The pre grant assessment determines whether the value of restricted rights to be granted should be reduced, whereas the pre vest assessment determines whether restricted rights already granted should vest at the end of the four-year performance period. In determining the pre vest outcome, the Board considers remuneration consequences already applied for the same matters, so that the total consequence is fair and proportionate and does not duplicate impacts already applied.		
	Step 1 **Assess Prudential soundness**	**Step 2** **Assess risk measures**	**Step 3** **Apply Board judgement and discretion**
	Assessment of applicable capital and liquidity prudential minimums over the relevant assessment period.	Assessment of material risk outcomes[2] and APRA's active supervision. Pre vest also considers risk culture across the performance period.	Consideration of the severity and impact of matters, consequences already applied and whether any further Group-level or individual level reduction is appropriate.
Dividends	A dividend equivalent payment is made in respect of restricted rights that vest. These are accrued from the beginning of the deferral period to the end of the relevant deferral period. For example, restricted rights with a five-year deferral period will have dividends accrued for approximately a five-year period.		
Grant value and calculation of number of rights	The number of restricted rights before any consideration of the outcome from the pre grant assessment is calculated as follows: Group CEO and Disclosed Executives (excluding Group Chief Risk Officer): FR x 67.5% / five-day VWAP[3] = estimated number of restricted rights granted Group Chief Risk Officer and former Acting Group Executive, Australia Retail: FR x 100% / five-day VWAP[3] = estimated number of restricted rights granted		

[1] Excluding former Acting Group Chief Information Officer. [2] Material risk outcomes are identified through ANZ's Accountability and Consequence Framework, including input from Divisional and enterprise accountability processes and independent control functions. The most material matters relevant to the Group CEO and Disclosed Executives are considered by the People & Culture Committee and Board. Further information is provided in section 7. [3] The value the Board uses to determine the number of restricted rights to be allocated to the Group CEO and Disclosed Executives is the face value of ANZGHL shares traded on the ASX in the five trading days leading up to and including 1 October (beginning of the financial year and LTVR performance period).

6 Executive remuneration outcomes

6.1 Short term variable remuneration (STVR)

6.2 Long term variable remuneration (LTVR)

6.3 2026 Total received remuneration

6.4 2026 Statutory remuneration – Group CEO and Disclosed Executives

Remuneration outcomes have been presented in the following three ways:

01. **Awarded remuneration – STVR and LTVR** (Sections 6.1.2, 6.2.1)	Reflects actual cash and the deferred component of STVR and LTVR awarded in the year. As non-cash components are subject to future vesting outcomes, the awarded value may be higher or lower than the future realised value.
02. **Received remuneration** (Sections 6.2.1, 6.3)	Reflects the actual remuneration received in the year, i.e. cash paid and the value of previously awarded STVR deferred shares and LTVR performance rights/restricted rights which vested in the year.
03. **Statutory remuneration** (Section 6.4)	Reflects remuneration in accordance with Australian Accounting Standards which includes FR and the amortised accounting value of equity based variable remuneration, not the actual awarded or received value in respect of the relevant financial year, i.e. includes the value of STVR and LTVR expensed in the year. This is different to remuneration received in 2026, which includes prior year awards which vested.

6.1 Short term variable remuneration (STVR)

6.1.1 ANZ Group Scorecard – 2026 outcomes

The following outlines **ANZ's 2026 Group Scorecard**, including a summary of outcomes for each Scorecard objective which informs the **overall assessment for 2026**.

The Group Scorecard accounts for 100% of the Group CEO's STVR, 25% to 50% of Disclosed Executives' STVR and is an input into the overall employee variable remuneration pool.

Overall, 2026 was a strong year for ANZ, with the Group delivering improved earnings and returns while growing the business and making significant progress on the foundations for ANZ 2030. Disciplined margin, balance sheet and cost management, improved capital strength and productivity, stronger customer franchises and progress on strategic and risk priorities contributed to the result. Importantly, ANZ exited financial year 2026 with stronger management disciplines and a more resilient franchise, better positioned to deliver sustainable growth and execute ANZ 2030. The Board also recognised areas where further improvement is required, particularly in parts of the customer experience and the broader control environment.

2026 ANZ Group Scorecard and Risk Modifier

		Objective	Objective weight	KPI	75% Threshold	100% Target	125% Exceed	Weighted result
Financial	1	**Deliver strong financial outcomes;** focused on high quality and disciplined growth and returns measured on a cash profit basis	45%	NPAT ($m)				59%
				RoTE				
				Operating Expenses ($m)				
Strategic	2	**Improve customer outcomes through scaling customer platforms** to attract and retain quality and profitable retail and commercial customers and deliver value from the **Suncorp Bank** acquisition	25%	NPS measures:				25%
				Australia Retail				
				Business & Private Bank				
				New Zealand				
				Institutional				
				Suncorp Bank customers migrated				
				A single ANZ Plus Front-End delivered (for Classic, Plus and Suncorp Bank customers)				
	3	Enhance the identification, assessment, and mitigation of **NFRs** to strengthen organisational resilience, ensure regulatory compliance, and support fair customer outcomes and market integrity	25%	100% of 2026 Design and Implement activities delivered as per the Root Cause Remediation Plan in a fit-for-purpose manner for PACT program				23%
				Resolution of ASIC Matters related to Retail and Business & Private Bank businesses in accordance with committed actions and timeframes				
	4	Enhance our **employee value proposition** and our **social license** to operate	5%	Improved Inclusion Index *(comprised of 3 measures: Women in Leadership, WGEA gender pay gap, and Our Voice Inclusion Score)*				6%
				Deliver 2026 Climate & Environment (C&E) strategy, as evidenced by delivery against C&E Index measures				
Group Scorecard (pre Risk Modifier)								112%
Risk Modifier								97%
Overall ANZ Group Scorecard Assessment								109%

Below threshold · Between threshold and target · Met / close to target · Met / close to exceed

Additional information

ANZ delivered strong financial performance in 2026, with earnings and returns above plan and operating expenses managed below plan. Actual scorecard outcomes were NPAT of $7,591 million, RoTE of 11.6% and Operating Expenses of $11,074 million. The result reflected stronger revenue, disciplined margin and balance sheet management and continued productivity delivery, which enabled ANZ to absorb a range of external and operating cost pressures. Improved capital strength and sharper financial management discipline also strengthened ANZ's capacity to invest in growth and deliver ANZ 2030. In determining the scorecard outcome, the Board adjusted four financial items, taking into account factors including strategic decisions made under prior management, events relating to prior periods and matters not contemplated in the Operating Plan. These included the acquisition of the remaining 51% interest in Worldline Australia Pty Ltd, the New Zealand High Court judgment relating to the Credit Contracts and Consumer Finance Act 2003 and two historical operational matters arising in prior performance periods. On this adjusted basis, NPAT was $7,722 million, RoTE was 11.8% and Operating Expenses were $10,896 million. The adjustment increased the overall scorecard assessment by six percentage points.

ANZ strengthened customer relationships and progressed important customer platform priorities during 2026. Australia Retail Net Promoter Score (NPS) improved to +5.2, New Zealand delivered strong Personal main financial institution growth and Personal NPS of +24. Institutional maintained strong relationship positions, ranking #2 overall in Australia while remaining #1 in its target market, #1 in New Zealand and joint #1 in Asia. In Business & Private Bank, relationship depth improved, with growth in customers identifying ANZ as their main financial institution; however, NPS was -6.5, reflecting weaker customer advocacy in the portfolio-managed segment. Overall, the year reflected stronger customer engagement and relationship growth across ANZ's key franchises, alongside clear opportunities to further improve customer experience.

ANZ also made substantial progress on the customer platforms and migration activity supporting future franchise growth. The Suncorp Bank migration program and delivery of a Single Customer Front-End remained on track, while Suncorp Bank maintained its customer franchise and customer experience measures. These initiatives are important foundations for a simpler customer experience and realising value from the Suncorp Bank acquisition.

ANZ made substantial progress in delivering its priority NFR and remediation commitments during 2026, strengthening the foundations for a more resilient and better controlled Group. Promontory's (independent reviewer) assessment supported ANZ's view that the overall program remained on track, while assessment and implementation of the broader multi-year program continue.

For the Resolution of ASIC Matters program, all customer remediation within scope has been completed (ahead of schedule). Key service standards remain stable and within target for Breach Reporting, Hardship and Deceased Estates. Performance against key Event management measures remains below target and a focus. Delivery of the broader compliance uplift remained behind the Board approved plan and further work is required to complete and sustainably embed compliance. Promontory continues to provide independent oversight of the Program, assessing ANZ's delivery against its commitments.

The Inclusion Index outcome was mixed. Women in leadership increased by 1.3 percentage points to 41.8%, above target, and the Workplace Gender Equality Agency (WGEA) median base salary gender pay gap narrowed by 0.6 percentage points. These positive outcomes were partly offset by a 2.0 percentage point decline in the Our Voice Inclusion Score to 74%.

The Climate & Environment Index exceeded target. During 2026, ANZ achieved $30.06 billion towards its sustainable finance target, taking cumulative progress to $114.05 billion and exceeding its target to fund and facilitate at least $100 billion by the end of 2030. Eight of ten sectoral pathways were assessed as on track and all 2026 Climate Risk Plan actions were executed, with targeted actions underway for the remaining pathways.

Risk management and operational resilience continued to improve during 2026. ANZ made significant progress against its strategic NFR priorities, and managed credit and market risk effectively through challenging macroeconomic and geopolitical conditions. Progress on priority remediation also strengthened the management and visibility of material risks. The 97% Risk Modifier was informed by the Divisional Risk Modifiers and reflects the Board's holistic assessment of financial and NFR discipline across the Group. It recognises the improvement achieved, while also acknowledging that further work is required to strengthen the control environment.

6.1.2 Group CEO and Disclosed Executives STVR – 2026 outcomes

The STVR awarded tables show a year-on-year comparison of STVR awarded to the Group CEO, and Disclosed Executives for the 2025 and 2026 performance periods. STVR awarded reflects actual cash and the deferred shares component of STVR **awarded** in respect of the relevant financial year. As non-cash components are subject to future vesting outcomes, the awarded value may be higher or lower than the future realised value.

Group CEO: Nuno Matos

The Board assessed Nuno's performance as Above Target for 'What' and Exceeded for 'How' and determined that an STVR outcome of $2.4m (96% of maximum opportunity) appropriately reflected a year of strong performance.

In his first full year as Group CEO, Nuno demonstrated strong leadership of ANZ's transformation, establishing a new leadership team and clearer accountabilities, and strengthening execution and management disciplines across the Group. He led ANZ's growth while improving earnings, returns, capital strength, productivity and cost outcomes, and made substantial progress on priority remediation, customer platforms and the foundations for ANZ 2030.

Nuno role modelled ANZ's values, demonstrated strong risk leadership and built constructive relationships with key stakeholders. While the Board recognises that ANZ 2030 remains at an early stage and that significant work remains, Nuno has positioned ANZ well to progress its strategic ambitions.

The Board assessed the Group CEO's 2026 performance as follows:

'What' assessment		**'How'** assessment	
Basis:	**Assessed as:**	**Basis:**	**Assessed as:**
ANZ Group Scorecard (section 6.1.1) (100% weighting)	Above Target / 109%	→ Risk Standards → Values	Overall: Exceeded

Board discretion: No adjustment

Overall performance assessment of 96% of maximum (aligned to STVR outcome)

Awarded STVR in the relevant financial year – Group CEO

			Actual STVR			STVR as % of
	Financial year	STVR maximum opportunity $	Total STVR $	STVR cash $	STVR deferred shares $	Maximum opportunity
Group CEO						
N Matos[1]	2026	2,500,000	2,400,000	1,160,000	1,240,000	96%
	2025	975,000	-	-	-	0%

[1] 2025 STVR based on time as a Group CEO.

Note that STVR target is 80% of fixed remuneration, and STVR maximum opportunity is 100% of fixed remuneration.

Disclosed Executives

STVR outcomes for Disclosed Executives continue to differ year-on-year demonstrating the variability in performance and the at-risk nature of this element of remuneration (i.e. it is not guaranteed and can range from zero to maximum opportunity).

2026 STVR outcomes for Disclosed Executives ranged from 71% to 92% of maximum opportunity. This reflects their individual and Divisional performance and the overall assessment of Group performance.

Awarded STVR in the relevant financial year – Disclosed Executives

			Actual STVR			STVR as % of
	Financial year	STVR maximum opportunity $	Total STVR $	STVR cash $	STVR deferred shares / deferred share rights $	Maximum opportunity
Current Disclosed Executives						
E Clements	2026	975,000	895,000	447,500	447,500	92%
	2025	850,000	-	-	-	0%
F Faruqui	2026	1,338,750	1,215,000	607,500	607,500	91%
	2025	1,275,000	-	-	-	0%
T Medard[1]	2026	506,250	445,000	222,500	222,500	88%
C Palmer[1]	2026	1,162,000	970,000	485,000	485,000	83%
D Patra[1]	2026	935,000	835,000	417,500	417,500	89%
P Rodeia[1]	2026	1,131,000	890,000	445,000	445,000	79%
A Watson[2]	2026	1,137,398	876,217	438,109	438,109	77%
	2025	1,115,606	692,131	346,066	346,066	62%
M Whelan	2026	1,500,000	1,335,000	667,500	667,500	89%
	2025	1,500,000	-	-	-	0%
S White[1]	2026	1,380,000	1,205,000	602,500	602,500	87%
Former Disclosed Executives						
M Bullock[1]	2026	315,000	225,000	135,000	90,000	71%
	2025	336,000	155,000	93,000	62,000	46%
K Corbally[1]	2026	221,000	165,000	99,000	66,000	75%
	2025	1,300,000	-	-	-	0%
C Morgan[1]	2026	632,500	480,000	240,000	240,000	76%
	2025	1,150,000	-	-	-	0%
B Rush[1]	2026	186,875	160,000	80,000	80,000	86%
	2025	359,375	228,519	114,260	114,260	64%

[1] STVR based on time as a Disclosed Executive in 2025 (M Bullock, B Rush), 2026 (T Medard, C Palmer, D Patra, P Rodeia, S White, M Bullock, K Corbally, C Morgan, B Rush).
[2] Paid in NZD and converted to AUD. Year to date average exchange rate used to convert NZD to AUD as at 30 September for the relevant year.

6.2 Long term variable remuneration (LTVR)

LTVR rewards the achievement of longer-term strategic objectives, drives outperformance relative to peers, and supports sustained long-term value for stakeholders.

6.2.1 Group CEO and Disclosed Executives LTVR – 2026 outcomes

2026 vesting outcomes for historical LTVR awards

This section covers historical LTVR awards that either vested during 2026 or reached the end of their performance period at 30 September 2026.

2021 performance rights – vested in 2026 following testing in November 2025

2021 performance rights granted to Disclosed Executives in November 2021 as 2021 LTVR, reached the end of their performance period in November 2025. Based on performance against hurdles, 21% of the performance rights vested. The remaining 79% of rights lapsed and executives received no value from this proportion of the awards.

			Over four years				
Hurdle	Grant date	First date exercisable	ANZ TSR/ CAGR[1] TSR	Median TSR/ CAGR[1] TSR threshold target	Upper quartile TSR/CAGR[1] TSR maximum target	% vested	Overall performance rights outcome
75% relative TSR Select Financial Services (SFS) comparator group	22-Nov-21	22-Nov-25	51.59%	83.78%	99.85%	0%	21% vested and 79% lapsed
25% absolute CAGR[1] TSR	22-Nov-21	22-Nov-25	10.97%	8.1%	12.2%	85%	

[1] Compound Annual Growth Rate (CAGR).

2023 LTVR – performance period ended 30 September 2026

Changes were introduced to the executive remuneration structure in 2022 following the introduction of *CPS 511 Remuneration*. With the redesign of LTVR at that time, the change in the award of LTVR from the end of the year to the beginning of the year resulted in no 2022 LTVR; rather, 2023 LTVR was awarded in November 2022. The four-year performance period was from 1 October 2022 to 30 September 2026 and the following sets out the performance hurdle outcomes for the restricted right and performance right components of the 2023 LTVR award.

2023 LTVR restricted rights pre vest assessment

This was the first LTVR restricted rights award under ANZ's current senior executive remuneration structure to be subject to a pre vest assessment.

At the end of the performance period, the Board considered the pre vest assessment factors stepped out in section 5.4.3 together in determining whether the restricted rights should vest in full.

Step	Action	Outcome
Step 1	Assess Prudential soundness across the four-year performance period	Met the applicable capital and liquidity prudential minimums
Step 2	Assess material risk outcomes, APRA active supervision and risk culture	As per the risk adjustment principles outlined in section 2.1.2, the various risk matters at both a Group and Division level were considered and in-year impacts applied to STVR via Group and, where relevant, Divisional Risk Modifiers over the four-year period. Therefore, assessed as met on a Group basis.
Step 3	Apply Board judgement, including prior consequences and Group versus individual accountability	The Board applied its judgement in determining pre vest adjustments at an individual level to ensure proportionate outcomes over time, reflecting their respective accountabilities, periods of responsibility, remuneration consequences already applied, and risk culture considerations over the four-year period.
Group level pre vest assessment outcome		100%
Individual level, where different		**Former Disclosed Executive:** 50% for K Corbally **Four former executives:** 0% for four former executives

2023 LTVR performance rights TSR hurdle outcomes

Based on performance against hurdles, 84% of the performance rights vested. The remaining 16% of rights lapsed and executives received no value from this proportion of the awards.

			Over four years				
Hurdle	Grant date	First date exercisable	ANZ TSR/ CAGR[1] TSR	Median TSR/ CAGR[1] TSR threshold target	Upper quartile TSR/CAGR[1] TSR maximum target	% vested	Overall performance rights outcome
75% relative TSR Select Financial Services (SFS) comparator group	22-Nov-22	22-Nov-26	100.95%	80.41%	134.13%	78.23%	84% vested and 16% lapsed
25% absolute CAGR[1] TSR	22-Nov-22	22-Nov-26	19.08%	9.125%	13.688%	100%	

[1] Compound Annual Growth Rate (CAGR).

2026 Awarded LTVR and pre grant assessment outcome related to the 2025 review

This section relates to 2026 LTVR awards allocated in November 2025 as part of the 2025 review process, whereas the next section (6.2.2) relates to 2027 LTVR awards to be allocated in November/December 2026 as part of the 2026 review process.

2026 LTVR related to the 2025 review

- **Group CEO LTVR:** 2026 LTVR was subject to shareholder approval at the 2025 AGM. 2026 LTVR award of $4,691,250, delivered in the form of 50% performance rights and 50% restricted rights. 2026 LTVR included a 'top up' in recognition of his commencement as Group CEO in 2025 (noting that N Matos did not receive a 2025 LTVR award).
- **Disclosed Executives' LTVR:** 2026 LTVR awarded between 50% and 100% of their full opportunity, delivered as part performance rights and part restricted rights.

2026 restricted rights pre grant assessment outcome related to the 2025 review

As disclosed in the 2025 Remuneration Report, the Board applied the risk-based pre grant assessment to the restricted rights component of 2026 LTVR, taking into account findings from the independent reviews into the NFR Root Causes and Markets matters. The Group level outcome was 100%, with individual adjustments applied where appropriate. In determining these outcomes, the Board considered the future focused nature of the award and cumulative remuneration consequences to ensure the outcomes were proportionate.

Step	Action	2026 outcome related to the 2025 review
Step 1	Assess Prudential Soundness	Met
Step 2	Assess material risk outcomes and APRA active supervision	Not met
Step 3	Apply Board judgement, including prior consequences and Group versus individual accountability	Differentiated outcomes at individual level taking into consideration total consequences to ensure proportionate outcome
Pre grant assessment outcome		0% to 100%

2026 performance rights related to the 2025 review

The performance rights component of 2026 LTVR was awarded at full opportunity (in line with the framework) and is subject to TSR hurdles, which will determine the level of vesting and subsequent value of performance rights at the end of the performance period on 30 September 2029.

2026 Awarded LTVR related to the 2025 review – Group CEO and Disclosed Executives

		Actual LTVR			LTVR as % of
	LTVR full opportunity[1] $	Total LTVR $	LTVR performance rights $	LTVR restricted rights $	Full opportunity
Group CEO and Current Disclosed Executives					
N Matos[2]	4,691,250	**4,691,250**	2,345,625	2,345,625	100%
E Clements	1,316,250	**1,316,250**	658,125	658,125	100%
F Faruqui	1,807,313	**1,807,313**	903,656	903,656	100%
T Medard[3]	698,625	**698,625**	349,312	349,312	100%
C Palmer	1,400,000	**1,400,000**	-	1,400,000	100%
D Patra	1,485,000	**1,485,000**	742,500	742,500	100%
P Rodeia	1,755,000	**1,755,000**	877,500	877,500	100%
A Watson[4]	1,659,749	**1,659,749**	829,875	829,875	100%
M Whelan	2,025,000	**1,012,500**	1,012,500	-	50%
S White	2,025,000	**2,025,000**	1,012,500	1,012,500	100%
Former Disclosed Executives					
M Bullock[5]	-	-	-	-	-
K Corbally[6]	-	-	-	-	-
C Morgan	1,552,500	**1,164,375**	776,250	388,125	75%
B Rush	800,000	**800,000**	-	800,000	100%

[1] LTVR full opportunity based on FR at start of financial year. [2] N Matos did not receive a 2025 LTVR award. Approval was sought from shareholders at the 2025 AGM to 'top up' his 2026 LTVR award in recognition of his commencement as Group CEO in 2025. LTVR full opportunity is inclusive of 'top up'. [3] LTVR full opportunity and 2026 LTVR for T Medard prorated for time in role. [4] Awarded in NZD and converted to AUD. Year to date average exchange rate used to convert NZD to AUD as at 30 September for the relevant year. [5] M Bullock was not eligible to receive 2026 LTVR, in accordance with the remuneration structure for his role. [6] K Corbally was not eligible to receive 2026 LTVR, due to conclusion in role.

6.2.2 Group CEO and Disclosed Executives LTVR – 2027 outcomes

2027 Awarded LTVR and pre grant assessment outcome related to the 2026 review

2027 LTVR related to the 2026 review

- **Group CEO LTVR:** 2027 LTVR will be subject to shareholder approval at the 2026 AGM. 2027 LTVR award of $3.5775m, delivered in the form of 50% performance rights and 50% restricted rights.
- **Disclosed Executives' LTVR:** 2027 LTVR awarded at 100% of full opportunity, delivered as part performance rights and part restricted rights (except for the Group Chief Risk Officer whose LTVR will be delivered wholly in restricted rights).

2027 restricted rights pre grant assessment outcome related to the 2026 review

Step	Action	2027 outcome related to the 2026 review
Step 1	Assess Prudential Soundness	Met
Step 2	Assess material risk outcomes and APRA active supervision	No adjustment - risk matters at both a Group and Division level have been considered and in-year impacts applied to STVR where relevant
Step 3	Apply Board judgement, including prior consequences and Group vs individual accountability	No adjustment
Pre grant assessment outcome		100%

2027 performance rights related to the 2026 review

The performance rights component of 2027 LTVR was awarded at full opportunity (in line with the framework) and is subject to TSR hurdles, which will determine the level of vesting and subsequent value of performance rights at the end of the performance period on 30 September 2030.

6.3 2026 Total received remuneration

This table shows the remuneration the Group CEO and Disclosed Executives actually received in relation to the 2026 financial year as cash paid, or in the case of prior equity awards, the value which vested or lapsed/forfeited in 2026, i.e. vesting/lapse/forfeiture from November 2025. See section 10.1.1 for details on deferred variable remuneration which vested or lapsed/forfeited during the 2026 year.

Fixed remuneration increases were received by three Disclosed Executives (E Clements, F Faruqui and A Watson) effective 1 October 2025 to maintain or improve market positioning, approved by the Board in October 2025. There were no other adjustments to fixed remuneration for Disclosed Executives in 2026.

2026 Total received remuneration – Group CEO and Disclosed Executives

Received value includes the value of prior equity awards which vested in that year

	Fixed remuneration $	Cash variable remuneration $	Total cash $	Deferred variable remuneration which vested in Nov 2025[1] $	Other remuneration which vested during the year[1,6] $	Actual remuneration received[2] $	Deferred variable remuneration which lapsed/ forfeited in Nov 2025[1,3] $
Group CEO and Current Disclosed Executives							
N Matos	2,500,000	1,160,000	**3,660,000**	-	-	**3,660,000**	-
E Clements	975,000	447,500	**1,422,500**	386,525	-	**1,809,025**	-
F Faruqui	1,338,750	607,500	**1,946,250**	1,159,331	-	**3,105,581**	(1,486,141)
T Medard[4]	506,250	222,500	**728,750**	-	-	**728,750**	-
C Palmer[4]	1,162,000	485,000	**1,647,000**	-	-	**1,647,000**	-
D Patra[4]	935,000	417,500	**1,352,500**	-	-	**1,352,500**	-
P Rodeia[4,6]	1,131,000	445,000	**1,576,000**	-	300,000	**1,876,000**	-
A Watson[5]	1,137,398	438,109	**1,575,507**	1,020,122	-	**2,595,629**	(1,406,648)
M Whelan	1,500,000	667,500	**2,167,500**	1,223,170	-	**3,390,670**	(1,658,403)
S White[4,6]	1,380,000	602,500	**1,982,500**	-	2,291,988	**4,274,488**	-
Former Disclosed Executives							
M Bullock[4]	150,000	135,000	**285,000**	364,233	-	**649,233**	-
K Corbally[4]	221,000	99,000	**320,000**	1,498,230	-	**1,818,230**	-
C Morgan[4]	1,058,000	240,000	**1,298,000**	358,257	-	**1,656,257**	-
B Rush[4]	149,966	80,000	**229,966**	-	-	**229,966**	-

[1] Point in time value of previously deferred remuneration granted as deferred shares and/or rights, and is based on the one day VWAP of ANZGHL shares traded on the ASX on the date of vesting or lapsing/forfeiture multiplied by the number of deferred shares and/or rights. See section 10.1.1 for details. [2] The sum of fixed remuneration, cash STVR and deferred variable remuneration which vested during the year. [3] The lapsed/forfeited values relate to 79% of the performance rights awarded in November 2021 lapsing in November 2025 due to the performance hurdles not being met. [4] Fixed remuneration based on time as Disclosed Executive (T Medard, C Palmer, D Patra, P Rodeia, S White, M Bullock, K Corbally, C Morgan, B Rush). [5] Paid in NZD and converted to AUD. Year to date average exchange rate used to convert NZD to AUD as at 30 September for the relevant year. [6] Other remuneration for P Rodeia relates to the employment arrangements of bonus opportunity forgone as a result of joining ANZ, that was paid as cash. Other remuneration for S White relates to deferred remuneration forfeited and bonus opportunity forgone as a result of joining ANZ, that was deferred as deferred share rights or paid as cash and vested during the year. Part of the amount vested is still unexercisable and subject to retention periods. See section Disclosed Executives' appointments and conclusions for details.

6.4 2026 Statutory remuneration – Group CEO and Disclosed Executives

The following table outlines the statutory remuneration disclosed in accordance with Australian Accounting Standards. While it shows the fixed remuneration awarded (cash and superannuation contributions) and also the cash component of the 2026 variable remuneration award, it does not show the actual variable remuneration awarded or total received in 2026 (see sections 6.1.2, 6.2.1 and 6.3). Instead, the table shows the amortised accounting value for this financial year of deferred remuneration (including prior year awards).

2026 ANZGHL and ANZBGL Statutory remuneration – Group CEO and Disclosed Executives

		Short–term employee benefits				Post–employment	Long–term employee benefits
	Financial year	Cash salary[1] $	Non monetary benefits[2] $	Total cash incentive[3] $	Other cash[4] $	Super contributions[5] $	Long service leave accrued during the year[6] $
Group CEO and Current Disclosed Executives							
N Matos[8]	2026	2,500,000	32,958	1,160,000	-	-	37,034
	2025	975,000	52,228	-	-	-	14,408
E Clements[9]	2026	927,959	12,388	447,500	-	47,041	47,719
	2025	819,551	12,710	-	-	30,449	24,259
F Faruqui[9]	2026	1,283,750	19,153	607,500	-	55,000	23,586
	2025	1,245,051	24,043	-	-	29,949	18,636
T Medard[8]	2026	478,441	5,262	222,500	-	27,809	32,081
C Palmer[8]	2026	1,162,000	106,151	485,000	-	-	17,273
D Patra[8]	2026	935,000	115,481	417,500	-	-	13,884
P Rodeia[8]	2026	1,131,000	67,975	445,000	300,000	-	16,778
A Watson[9,10]	2026	1,078,036	37,431	438,109	-	59,362	-
	2025	1,056,978	18,938	346,066	-	60,279	8,542
M Whelan	2026	1,445,000	11,693	667,500	-	55,000	22,221
	2025	1,470,051	10,210	-	-	29,949	20,239
S White[8]	2026	1,325,000	73,795	602,500	1,762,000	55,000	20,516
Former Disclosed Executives							
M Bullock[8]	2026	121,116	56,651	135,000	-	28,884	2,222
	2025	151,781	8,774	93,000	-	8,219	2,313
K Corbally[8]	2026	213,500	1,988	99,000	-	7,500	3,274
	2025	1,270,051	10,210	-	-	29,949	17,940
C Morgan[8,11]	2026	1,012,788	12,714	240,000	-	45,212	-
	2025	1,119,551	22,124	-	-	30,449	17,267
B Rush[8]	2026	141,796	-	80,000	-	8,170	2,222
	2025	280,910	-	114,260	-	7,487	22,945

[1] Cash salary includes any adjustments required to reflect the use of ANZ's Lifestyle Leave Policy for the period in the KMP role. [2] Non monetary benefits generally consist of company-funded benefits (and the associated Fringe Benefits Tax) such as car parking, taxation services and costs met by the Company in relation to relocation/accommodation. [3] The total cash incentive relates to the cash component of STVR only. The relevant amortisation of the STVR deferred components is included in share-based payments and has been amortised over the vesting period. The total STVR was approved by the ANZBGL and ANZGHL Boards in October 2026, and in addition for A Watson by the ANZ NZ Board in October 2026. 100% of the cash component of the STVR awarded for the 2025 and 2026 years vested to the executive in the applicable financial year. [4] Other cash (P Rodeia, S White) and other equity allocations (C Morgan, P Rodeia, S White) relate to the employment arrangements of deferred remuneration forfeited and bonus opportunity forgone as a result of joining ANZ. [5] For Australian based executives other than N Matos, C Palmer, D Patra and P Rodeia, the 2025 and 2026 superannuation contributions reflect the Superannuation Guarantee Contribution based on the Maximum Contribution Base. As N Matos, C Palmer, D Patra and P Rodeia are holders of long stay visas, their fixed remuneration does not include the Superannuation Guarantee Contribution, however they are able to elect voluntary superannuation contributions. A Watson participates in KiwiSaver where ANZ provides an employer superannuation contribution matching member contributions up to 4% of total gross pay. KiwiSaver employer superannuation contributions are also contributed on top of cash STVR at the time of payment. [6] For Australian based executives, long service leave accrued takes into consideration the impact of changes to the Superannuation Guarantee percentage. Year-on-year fluctuations in long service leave accrued relate to the impact of historical fixed remuneration increases on the accrual as calculated at the end

Share–based payments[7]							
Total amortisation value of							
Variable remuneration				Other equity allocations[4]			
Deferred shares $	Deferred share rights $	Restricted rights $	Performance rights $	Deferred shares $	Deferred share rights $	Termination benefits $	Total remuneration $
439,751	-	325,069	199,036	-	-	-	4,693,848
-	-	-	-	-	-	-	1,041,636
252,308	-	291,593	162,176	-	-	-	2,188,684
177,824	-	170,159	92,268	-	-	-	1,327,220
338,295	-	586,909	337,255	-	-	-	3,251,448
318,456	1,023	418,445	342,243	-	-	-	2,397,846
202,421	-	4,617	3,037	-	-	-	976,168
					-		
190,077	-	195,818	-	-	-	-	2,156,319
163,623	-	103,851	69,764	-	-	-	1,819,103
174,401	-	143,753	83,785	72,207	-	-	2,434,899
308,996	438,108	1,695,381	953,535	-	-	63,095	5,072,053
408,520	-	370,899	310,191	-	-	-	2,580,413
337,485	-	515,027	390,284	-	-	-	3,444,210
290,184	-	490,988	393,757	-	-	-	2,705,378
-	-	165,872	96,676	195,251	1,247,741	-	5,544,351
4,971	22,512	-	-	-	-	-	371,356
3,889	28,963	-	-	-	-	-	296,939
89,534	13,909	658,451	-	-	-	-	1,087,156
262,990	106,601	627,587	-	-	-	-	2,325,328
76,008	240,000	1,257,994	878,374	-	-	38,970	3,802,060
181,405	-	322,058	176,676	55,156	-	-	1,924,686
56,410	-	34,368	-	-	-	-	322,966
14,852	-	28,580	-	-	-	-	469,034

of each financial year and the Superannuation Guarantee percentage. [7] As required by AASB 2 *Share-based payments*, the amortisation value includes a proportion of the fair value (taking into account market-related vesting conditions) of all equity that had not yet fully vested as at the commencement of the financial year. The fair value is determined at grant date and is allocated on a straight-line basis over the relevant vesting period. The amount included as remuneration neither relates to, nor indicates, the benefit (if any) that the executive may ultimately realise if the equity becomes exercisable. No terms of share-based payments have been altered or modified during the financial year. There were no cash settled share-based payments or any other form of share-based payment compensation during the financial year for the Group CEO or Disclosed Executives. [8] Remuneration based on time as a KMP in either 2025 (N Matos, M Bullock, B Rush) or 2026 (T Medard, C Palmer, D Patra, P Rodeia, S White, M Bullock, K Corbally, C Morgan, B Rush). [9] 2026 fixed remuneration reflects increases applied to 1 October 2025 to maintain or improve market positioning (E Clements, F Faruqui and A Watson). [10] Paid in NZD and converted to AUD. 2026 remuneration for A Watson based on time as a KMP up to date of cessation 30 September 2026. Share-based payments include the expensing treatment on cessation of employment - unvested deferred remuneration remains subject to vesting conditions. Termination benefits reflect payment for accrued long service leave in accordance with her contract, payable on cessation of employment. [11] 2026 remuneration for C Morgan based on time as a KMP up to date of cessation 31 August 2026 (noting that her annual FR for 2026 was $1.150m). Share-based payments include the expensing treatment on cessation of employment for unvested deferred remuneration - unvested deferred remuneration remains subject to vesting conditions. Termination benefits reflect payment for accrued annual leave in accordance with her contract, payable on cessation of employment.

7 Accountability and Consequence Framework

7.1 Board considerations of consequences for material risk, audit and conduct matters
7.2 Role of the Enterprise Accountability Group
7.3 Risk role models and speak up culture
7.4 Application of consequences

ANZ's Accountability and Consequence Framework is an integral part of our enterprise approach to meeting the requirements of APRA's Prudential Standard *CPS 511 Remuneration*.

When things go wrong, we fix them and hold executives (both current and former) to account where appropriate. We also seek to learn from root causes of non-financial risk and audit events, mitigate the risk of future recurrences and continuously seek to strengthen our risk culture.

7.1 Board consideration of consequences for material risk, audit and conduct matters

Accountability and consequences for our most senior executives including the Group CEO and Disclosed Executives are determined by the People & Culture Committee and the Board. The key considerations supporting decisions on material matters and consequences are outlined in section 2. The outcomes may affect Group and/or Divisional performance. Individual consequences are applied to those accountable for the relevant matter and may include: counselling, formal warnings, impacts to in-year performance and remuneration outcomes, malus and ultimately termination of employment or clawback for the most serious issues.

7.2 Role of the Enterprise Accountability Group

The Enterprise Accountability Group (EAG) is the governance mechanism for the Accountability and Consequence Framework.

The EAG is chaired by the Group CEO, and its members include the Group Chief Risk Officer, Group Chief Financial Officer and Group Chief People Officer. It operates under the delegated authority of the People & Culture Committee, and is responsible for:

- supporting the Board in monitoring the ongoing effectiveness of ANZ's Accountability and Consequence Framework;
- reviewing the most material risk, audit and conduct matters to determine accountability and consequences, where appropriate;
- providing guidance to Divisions and considering initiatives across Divisions to strengthen risk behaviours;
- acknowledging material positive risk events;
- approving the release or application of downward adjustment for deferred variable remuneration (excluding the Group CEO and Disclosed Executives).

The EAG has processes in place to mitigate potential conflicts of interest when determining accountability and consequences for relevant matters.

For example, the review leader and scope for all accountability reviews must be approved by the Group Chief Risk Officer (or in the case of an event involving the Risk Division, by the Group CEO), to ensure the review lead is capable of undertaking an impartial and unbiased review.

7.3 Risk role models and speak up culture

In 2026, 142 individuals were recognised for role modelling outstanding risk behaviours through their efforts to identify, manage and mitigate the organisation's risks and contribute to a strong risk culture.

Further, we continue to raise employee awareness of, and promote the various ways employees can speak up and raise issues and ideas for improvement including via:

- targeted jurisdiction and business-specific awareness sessions;
- digital communications designed to build confidence and trust in the Whistleblower Program and process;
- monitoring of responses in employee engagement surveys.

Our Voice is ANZ's employee survey that captures employee sentiment across engagement, wellbeing, inclusion, speak-up culture and leadership. In 2026, specific questions were included relating to expressing ideas, asking questions, and raising concerns without fear of reprisals or negative consequences. Data from our May 2026 survey showed that 79% of employees[1] (vs 80% in August 2025) feel confident to speak up at ANZ.

7.4 Application of consequences

In 2026, there were 2,204 employee relations cases involving alleged breaches of our Code of Conduct (1,569 in 2025), with 670 resulting in a formal consequence or the employee leaving ANZ (567 in 2025). Outcomes following investigations of breaches this year included 139 terminations, 405 warnings and 126 employees leaving ANZ. The increase in cases has been mainly driven by an increased focus on office attendance non-compliance.

For our senior leadership population (senior executives, executives and senior managers), 34 current and former employees (36 in 2025) had a consequence applied as a result of the application of our Code of Conduct Policy and/or findings of accountability for a risk, audit or conduct matter.

[1] Consists of three statements:
1) In my team, it feels safe to ask questions, make mistakes, highlight problems and take other social risks
2) When I speak up, I feel like my ideas, opinions and concerns are heard.
3) I can raise issues and concerns in ANZ without fear of reprisals or negative consequences.

⑧ Internal governance

8.1 Group CEO and Disclosed Executives' contract terms and equity

8.2 Hedging prohibition

8.3 Group CEO and Disclosed Executives' minimum shareholding requirement (MSR)

8.1 Group CEO and Disclosed Executives' contract terms and equity treatment

The details of the contract terms and the equity treatment on termination (in accordance with the Conditions of Grant) relating to the Group CEO and Disclosed Executives are below. Although they are similar, they vary in some cases to suit different circumstances.

Type of contract	Permanent ongoing employment contract.
Notice on resignation	• 12 months by Group CEO; • 6 months by Disclosed Executives.[1]
Notice on termination by ANZ[2]	• 12 months by ANZ for Group CEO and Disclosed Executives.[3] However, ANZ may immediately terminate an individual's employment at any time in the case of serious misconduct. In that case, the individual will be entitled only to payment of fixed remuneration up to the date of their termination and their statutory entitlements.
How unvested equity is treated on leaving ANZ	Executives who resign or are terminated will forfeit all their unvested deferred equity – unless the Board determines otherwise. If an executive is terminated due to redundancy or they are classified as a 'good leaver', unless the Board determines otherwise, then: • their STVR (deferred shares/share rights)[4] remain on foot and are released at the original vesting date; • their LTVR (performance rights/restricted rights)[4] remain on foot and are released at the original vesting date (to the extent that the performance hurdles are met). On an executive's death or total and permanent disablement, their deferred equity vests. Unvested equity remains subject to malus post termination.
Change of control (applies to the Group CEO only)	If a change of control or other similar event occurs, then we will test the performance conditions applying to the Group CEO's LTVR (performance rights/restricted rights). They will vest to the extent that the performance conditions are satisfied.

[1] 3 months for former Acting Group Executive roles. [2] For E Clements, F Faruqui, T Medard, C Palmer, D Patra, P Rodeia, M Whelan, S White, K Corbally, C Morgan and B Rush, their contracts state that in particular circumstances they may be eligible for a retrenchment benefit in accordance with the relevant ANZ policy, as varied from time to time. For A Watson and M Bullock, notice on retrenchment is 6 weeks and compensation on retrenchment is calculated on a scale up to a maximum of 79 weeks after 25 years' service. [3] 3 months by ANZ for M Bullock and 6 months for B Rush. [4] For grants awarded from and including 20 August 2025, where all 'good leaver' criteria are satisfied the employee must also agree to enter into a separation agreement with ANZ.

8.2 Hedging prohibition

All deferred equity must remain at-risk until it has fully vested. Accordingly, executives and their associated persons must not enter into any schemes that specifically protect the unvested value of equity allocated. If they do so, then they would forfeit the relevant equity.

8.3 Group CEO and Disclosed Executives' minimum shareholding requirement (MSR)

We expect the Group CEO and each Disclosed Executive to hold ANZ issued securities. The Group CEO and Disclosed Executives are required:

- to accumulate ANZ issued securities – over a five-year period from their appointment to the value of:
  - 150% of fixed remuneration for each Disclosed Executive;
  - 200% of fixed remuneration for the Group CEO; and
- to maintain this shareholding while they are an executive of ANZ.

Executives are permitted to sell ANZ issued securities to meet taxation obligations on employee equity even if below the approved requirement. However, tax obligations for the purpose of these requirements are limited to that arising from the initial taxing point event (i.e. when the deferred shares vest or rights are exercised).

Eligible holdings include vested and unvested ANZ equity, excluding performance rights and restricted rights.

The requirements for Disclosed Executives were revised effective 2026 to 150% of fixed remuneration and to exclude unvested restricted rights from the holdings calculation. As at 30 September 2026, one current Disclosed Executive who had completed the five-year accumulation period was below the revised requirement as a consequence of the change in methodology, having previously met the requirement. Executives are not expected to acquire additional ordinary shares solely to meet the MSR.

9 Non-Executive Director remuneration

9.1 Non-Executive Director remuneration structure
9.2 2026 Statutory remuneration – Non-Executive Directors
9.3 2026 Other remuneration – Non-Executive Directors

9.1 Non-Executive Director remuneration structure

The People & Culture Committee reviewed Non-Executive Director fees and determined not to increase fees for 2026.

The fee structure is applicable to Non-Executive Directors of ANZGHL and ANZBGL and provides a single fee covering both Boards (i.e. membership of ANZGHL and ANZBGL Boards/Committees). Currently the fee structure applies irrespective of whether Non-Executive Directors serve on one or more Boards.

Non-Executive Directors receive a fee for being a Director of the Board, and additional fees for either chairing, or being a member of a Board Committee. The Chairman of the Board does not receive additional fees for serving on a Board Committee.

In setting Board and Committee fees, the following are considered: general industry practice, ASX Corporate Governance Principles and Recommendations, the responsibilities and risks attached to the Non-Executive Director role, the time commitment expected of Non-Executive Directors on Group and Company matters, and fees paid to Non-Executive Directors of comparable companies.

ANZ compares Non-Executive Director fees to a comparator group of Australian listed companies with a similar market capitalisation, with particular focus on the major financial services institutions. This is considered an appropriate group, given similarity in size and complexity, nature of work and time commitment by Non-Executive Directors.

To maintain Non-Executive Director independence and impartiality:

- Non-Executive Director fees are not linked to the performance of the Group; and
- Non-Executive Directors are not eligible to participate in any of the Group's variable remuneration arrangements.

The current aggregate fee pool for Non-Executive Directors of $4 million was approved by shareholders at the 2012 AGM. This fee pool applies to Non-Executive Directors of ANZGHL (and excludes fees paid to individuals who are a Non-Executive Director of ANZBGL only). Where an ANZGHL Non-Executive Director receives Non-Executive Director fees for other ANZ entities, the total of those fees contributes to the aggregate fee pool. The annual total of Non-Executive Directors' fees for 2026, including superannuation contributions, is within this agreed limit.

This table shows the Non-Executive Director fee policy structure for 2026, which remains unchanged since 2024.

ANZGHL and ANZBGL Non-Executive Director fee policy structure – 2026

	Chair fee	Member fee
Board[1,2]	$850,000	$245,000
Audit Committee	$68,000	$34,000
Risk Committee	$68,000	$34,000
People & Culture Committee	$68,000	$34,000
Digital Business & Technology Committee	$68,000	$34,000

[1] Including superannuation. [2] The Chairman of the Board does not receive additional fees for serving on a Board Committee. The Chairman of the Board and Non-Executive Directors do not receive a fee for serving on the Nomination and Board Operations Committee

Non-Executive Director minimum shareholding requirement (MSR)

We expect our Non-Executive Directors to hold ANZ shares. Non-Executive Directors are required:

- to accumulate ANZ shares – over a five-year period from their appointment to the value of:
  - 100% of the Non-Executive Director member fee for Directors;
  - 100% of the Chairman fee for the Chairman; and
- to maintain this shareholding while they are a Director of ANZ.

Based on the ANZ share price as at 30 September 2026, all Non-Executive Directors who have served five years met their holding requirement.

9.2 2026 Statutory remuneration – Non-Executive Directors

The following table outlines the statutory remuneration of Non-Executive Directors disclosed in accordance with Australian Accounting Standards.

2026 ANZGHL and ANZBGL Statutory remuneration – Non-Executive Directors

		Short-term NED benefits		Post-employment	
	Financial year	Fees[1] $	Non monetary benefits[2] $	Super contributions[1] $	Total remuneration[3] $
Current Non-Executive Directors					
P O'Sullivan	2026	804,732	-	45,268	850,000
	2025	820,051	-	29,949	850,000
J Cincotta	2026	276,464	-	36,536	313,000
	2025	283,051	-	29,949	313,000
A Gerry[4]	2026	315,205	-	31,795	347,000
	2025	102,703	-	11,169	113,872
R Gibb	2026	338,652	-	42,348	381,000
	2025	351,051	-	29,949	381,000
H Kramer	2026	315,205	-	31,795	347,000
	2025	363,347	-	29,949	393,296
C O'Reilly	2026	342,643	-	38,357	381,000
	2025	351,051	-	29,949	381,000
R Slade[4]	2026	47,554	-	5,707	53,261
J Smith	2026	345,589	-	35,411	381,000
	2025	351,051	-	29,949	381,000
S St John	2026	282,116	-	30,884	313,000
	2025	314,699	-	29,949	344,648
Former Non-Executive Directors					
G Hodges	2026	101,025	4,683	11,133	116,841
	2025	283,051	-	29,949	313,000
Total of all Non-Executive Directors	2026	3,169,185	4,683	309,234	3,483,102
	2025	3,220,055	-	250,761	3,470,816

[1] Year-on-year differences in fees relate to Committee membership changes, changes to the superannuation Maximum Contribution Base and effective from 1 July 2026, the Payday Super legislation. [2] Non monetary benefits generally consist of company-funded benefits (and the associated Fringe Benefits Tax) such as farewell gifts from the ANZ Board. [3] Long-term benefits and share-based payments do not apply for the NEDs. [4] Remuneration based on time as a Non-Executive Director in either 2025 (A Gerry) or 2026 (R Slade and G Hodges).

9.3 2026 Other remuneration – Non-Executive Directors

The following table outlines fees awarded to Non-Executive Directors relating to other ANZ entities, paid in addition to fees relating to the ANZGHL and ANZBGL Boards/Committees (see section 9.2), noting that during the year the Norfina Limited (Suncorp Bank) Board met on fifteen occasions.

2026 Other ANZ entities remuneration – Non-Executive Directors

		Other ANZ entities	
	Financial year	ANZ Bank New Zealand Limited NZD	Norfina Limited (Suncorp Bank) AUD
Current Non-Executive Directors			
P O'Sullivan[1]	2026	-	-
	2025	-	97,893
J Cincotta[2]	2026	-	211,000
	2025	-	247,275
A Gerry	2026	-	-
	2025	-	-
R Gibb[1]	2026	-	360,000
	2025	-	84,822
H Kramer	2026	-	-
	2025	-	-
C O'Reilly[2]	2026	-	211,000
	2025	-	247,275
R Slade	2026	-	-
J Smith	2026	-	-
	2025	-	-
S St John[3]	2026	385,000	-
	2025	385,000	-
Former Non-Executive Directors			
G Hodges	2026	-	-
	2025	-	-

[1] Fees relate to role as Chair of Norfina Limited (Suncorp Bank) Board. [2] Fees relate to role as Non-Executive Director of Norfina Limited (Suncorp Bank) Board. [3] Fees relate to role as Chair and Non-Executive Director of ANZ Bank New Zealand Limited Board.

10 Other statutory information

10.1 Equity holdings

10.2 Loans

10.3 Other transactions

10.1 Equity holdings

For the equity granted to the Group CEO and Disclosed Executives in November/December 2025, all deferred shares were purchased on the market. For deferred share rights and performance rights, which vested to Disclosed Executives in November 2025, where the rights were not able to be satisfied through the reallocation of previously forfeited shares they were satisfied through the on market purchase of shares.

10.1.1 Group CEO and Disclosed Executives' equity granted, vested, exercised/sold and lapsed/forfeited

The table below sets out details of deferred shares and rights that we granted to the Group CEO and Disclosed Executives:

- during the 2026 year, relating to 2025 Performance and Remuneration Review outcomes and contractual arrangements on commencement of employment with ANZ; or
- in prior years and that then vested, were exercised/sold or which lapsed/were forfeited during the 2026 year.

Equity granted, vested, exercised/sold and lapsed/forfeited – Group CEO and Disclosed Executives

							Vested			Lapsed/ Forfeited			Exercised/Sold					
Name	Type of equity[1]	Number granted[2]	Equity fair value (for 2026 grants only) $	Grant date	First date exercisable	Date of expiry	Number	%	Value[3] $	Number	%	Value[3] $	Number	%	Value[3] $	Vested and exercisable as at 30 Sep 2026[4]	Vested and unexercisable as at 30 Sep 2026[4]	Unexercisable as at 30 Sep 2026[5]
Group CEO and Current Disclosed Executives																		
N Matos	RR	23,413	29.65	18-Dec-25	18-Dec-29	17-Dec-31	-	-	-	-	-	-	-	-	-	-	-	23,413
	RR	23,413	28.24	18-Dec-25	18-Dec-30	17-Dec-32	-	-	-	-	-	-	-	-	-	-	-	23,413
	RR	24,123	26.89	18-Dec-25	18-Dec-31	17-Dec-33	-	-	-	-	-	-	-	-	-	-	-	24,123
	PR	17,560	20.68	18-Dec-25	18-Dec-29	17-Dec-31	-	-	-	-	-	-	-	-	-	-	-	17,560
	PR	5,853	12.22	18-Dec-25	18-Dec-29	17-Dec-31	-	-	-	-	-	-	-	-	-	-	-	5,853
	PR	17,560	18.85	18-Dec-25	18-Dec-30	17-Dec-32	-	-	-	-	-	-	-	-	-	-	-	17,560
	PR	5,853	12.20	18-Dec-25	18-Dec-30	17-Dec-32	-	-	-	-	-	-	-	-	-	-	-	5,853
	PR	18,092	17.27	18-Dec-25	18-Dec-31	17-Dec-33	-	-	-	-	-	-	-	-	-	-	-	18,092
	PR	6,030	12.14	18-Dec-25	18-Dec-31	17-Dec-33	-	-	-	-	-	-	-	-	-	-	-	6,030
E Clements	DS	3,032		22-Nov-22	22-Nov-25	-	3,032	100	105,943	-	-	-	-	-	-	3,032	-	-
	DS	4,102		22-Nov-23	22-Nov-25	-	4,102	100	143,331	-	-	-	-	-	-	4,102	-	-
	DS	3,928		01-Oct-24	22-Nov-25	-	3,928	100	137,251	-	-	-	-	-	-	3,928	-	-
	RR	9,953	28.71	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	9,953
	RR	9,953	27.35	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	9,953
	PR	7,465	18.99	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	7,465
	PR	2,488	10.78	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	2,488
	PR	7,465	17.31	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	7,465
	PR	2,488	10.82	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	2,488
F Faruqui	DS	2,620		22-Nov-21	22-Nov-25	-	2,620	100	91,547	-	-	-	(493)	19	17,234	2,127	-	-
	DS	11,843		01-Oct-23	22-Nov-25	-	11,843	100	413,815	-	-	-	-	-	-	11,843	-	-
	DS	7,242		01-Oct-24	22-Nov-25	-	7,242	100	253,048	-	-	-	-	-	-	7,242	-	-
	RR	13,666	28.71	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	13,666
	RR	13,666	27.35	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	13,666
	PR	40,505		22-Nov-21	22-Nov-25	22-Nov-27	-	-	-	(40,505)	100	(1,415,314)	-	-	-	-	-	-
	PR	13,501		22-Nov-21	22-Nov-25	22-Nov-27	11,474	85	400,921	(2,027)	15	(70,827)	-	-	-	11,474	-	-
	PR	10,250	18.99	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	10,250
	PR	3,416	10.78	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	3,416
	PR	10,250	17.31	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	10,250
	PR	3,416	10.82	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	3,416

							Vested			Lapsed/ Forfeited			Exercised/Sold					
Name	Type of equity[1]	Number granted[2]	Equity fair value (for 2026 grants only) $	Grant date	First date exercisable	Date of expiry	Number	%	Value[3] $	Number	%	Value[3] $	Number	%	Value[3] $	Vested and exercisable as at 30 Sep 2026[4]	Vested and unexercisable as at 30 Sep 2026[4]	Unexercisable as at 30 Sep 2026[5]
T Medard[6]	RR	5,283	31.82	20-Aug-26	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	5,283
	RR	5,283	30.38	20-Aug-26	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	5,283
	PR	3,962	23.15	20-Aug-26	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	3,962
	PR	1,320	13.92	20-Aug-26	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	1,320
	PR	3,962	22.19	20-Aug-26	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	3,962
	PR	1,320	13.83	20-Aug-26	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	1,320
C Palmer[6]	RR	21,173	33.37	27-Feb-26	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	21,173
	RR	21,173	31.78	27-Feb-26	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	21,173
D Patra[6]	RR	11,229	33.37	27-Feb-26	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	11,229
	RR	11,229	31.78	27-Feb-26	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	11,229
	PR	8,422	25.09	27-Feb-26	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	8,422
	PR	2,807	15.60	27-Feb-26	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	2,807
	PR	8,422	22.80	27-Feb-26	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	8,422
	PR	2,807	15.47	27-Feb-26	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	2,807
P Rodeia[6]	DS	1,657	40.03	27-Feb-26	27-Feb-28	-	-	-	-	-	-	-	-	-	-	-	-	1,657
	DS	1,708	40.03	27-Feb-26	27-Feb-29	-	-	-	-	-	-	-	-	-	-	-	-	1,708
	DS	1,657	40.03	27-Feb-26	27-Feb-27	-	-	-	-	-	-	-	-	-	-	-	-	1,657
	RR	13,271	28.71	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	13,271
	RR	13,271	27.35	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	13,271
	PR	9,953	18.99	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	9,953
	PR	3,317	10.78	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	3,317
	PR	9,953	17.31	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	9,953
	PR	3,317	10.82	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	3,317
A Watson	DS	2,480		22-Nov-21	22-Nov-25	-	2,480	100	86,655	-	-	-	(851)	34	30,918	1,629	-	-
	DS	5,247		01-Oct-23	22-Nov-23	-	-	-	-	-	-	-	(5,247)	100	203,195	-	-	-
	DS	9,328		01-Oct-23	22-Nov-25	-	9,328	100	325,936	-	-	-	-	-	-	9,328	-	-
	DS	1,451		01-Oct-24	22-Nov-24	-	-	-	-	-	-	-	(1,451)	100	56,191	-	-	-
	DS	4,961		01-Oct-24	22-Nov-24	-	-	-	-	-	-	-	(4,961)	100	192,119	-	-	-
	DS	9,162		01-Oct-24	22-Nov-24	-	-	-	-	-	-	-	(9,162)	100	354,807	-	-	-
	DS	9,328		01-Oct-24	22-Nov-24	-	-	-	-	-	-	-	(9,328)	100	348,908	-	-	-
	DS	6,527		01-Oct-24	22-Nov-25	-	6,527	100	228,064	-	-	-	-	-	-	6,527	-	-
	DS	5,234	33.13	01-Oct-25	22-Nov-26	-	-	-	-	-	-	-	-	-	-	-	-	5,234
	DS	5,233	33.13	01-Oct-25	22-Nov-27	-	-	-	-	-	-	-	-	-	-	-	-	5,233
	RR	12,551	28.71	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	12,551
	RR	12,551	27.35	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	12,551
	PR	38,338		22-Nov-21	22-Nov-25	22-Nov-27	-	-	-	(38,338)	100	(1,339,595)	-	-	-	-	-	-
	PR	12,779		22-Nov-21	22-Nov-25	22-Nov-27	10,860	85	379,467	(1,919)	15	(67,053)	(10,860)	85	381,669	-	-	-
	PR	9,413	18.99	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	9,413
	PR	3,137	10.78	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	3,137
	PR	9,413	17.31	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	9,413
	PR	3,137	10.82	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	3,137
M Whelan	DS	2,924		22-Nov-21	22-Nov-25	-	2,924	100	102,170	-	-	-	(2,924)	100	102,218	-	-	-
	DS	4,869		01-Oct-22	22-Nov-25	-	4,869	100	170,131	-	-	-	(4,869)	100	170,212	-	-	-
	DS	14,409		01-Oct-23	22-Nov-25	-	14,409	100	503,475	-	-	-	(14,409)	100	503,714	-	-	-
	PR	45,200		22-Nov-21	22-Nov-25	22-Nov-27	-	-	-	(45,200)	100	(1,579,365)	-	-	-	-	-	-
	PR	15,066		22-Nov-21	22-Nov-25	22-Nov-27	12,804	85	447,394	(2,262)	15	(79,038)	(12,804)	85	449,849	-	-	-
	PR	11,484	18.99	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	11,484
	PR	3,828	10.78	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	3,828
	PR	11,484	17.31	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	11,484
	PR	3,828	10.82	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	3,828

Name	Type of equity[1]	Number granted[2]	Equity fair value (for 2026 grants only) $	Grant date	First date exercisable	Date of expiry	Vested Number	Vested %	Vested Value[3] $	Lapsed/ Forfeited Number	Lapsed/ Forfeited %	Lapsed/ Forfeited Value[3] $	Exercised/Sold Number	Exercised/Sold %	Exercised/Sold Value[3] $	Vested and exercisable as at 30 Sep 2026[4]	Vested and unexercisable as at 30 Sep 2026[4]	Unexercisable as at 30 Sep 2026[5]
S White[6]	DS	6,414	34.95	28-May-26	27-Feb-27	-	-	-	-	-	-	-	-	-	-	-	-	6,414
	DS	6,414	34.95	28-May-26	27-Feb-28	-	-	-	-	-	-	-	-	-	-	-	-	6,414
	DS	6,442	34.95	28-May-26	27-Feb-29	-	-	-	-	-	-	-	-	-	-	-	-	6,442
	DS	6,442	34.95	28-May-26	27-Feb-30	-	-	-	-	-	-	-	-	-	-	-	-	6,442
	DSR	1,477	34.52	28-May-26	20-Aug-26	20-Aug-26	1,477	100	54,770	-	-	-	(1,477)	100	54,770	-	-	-
	DSR	9,781	33.53	28-May-26	31-Mar-27	31-Mar-27	-	-	-	-	-	-	-	-	-	-	-	9,781
	DSR	4,465	32.92	28-May-26	20-Aug-27	20-Aug-27	-	-	-	-	-	-	-	-	-	-	-	4,465
	DSR	8,598	31.98	28-May-26	31-Mar-28	31-Mar-28	-	-	-	-	-	-	-	-	-	-	-	8,598
	DSR	4,681	31.40	28-May-26	20-Aug-28	20-Aug-28	-	-	-	-	-	-	-	-	-	-	-	4,681
	DSR	4,983	30.50	28-May-26	31-Mar-29	31-Mar-29	-	-	-	-	-	-	-	-	-	-	-	4,983
	DSR	4,909	29.94	28-May-26	20-Aug-29	20-Aug-29	-	-	-	-	-	-	-	-	-	-	-	4,909
	DSR	5,146	28.56	28-May-26	20-Aug-30	20-Aug-30	-	-	-	-	-	-	-	-	-	-	-	5,146
	DSR	3,523	27.24	28-May-26	20-Aug-31	20-Aug-31	-	-	-	-	-	-	-	-	-	-	-	3,523
	DRR	13,599	33.53	28-May-26	31-Mar-27	31-Mar-27	13,599	100	475,218	-	-	-	-	-	-	-	13,599	13,599
	DRR	20,636	31.98	28-May-26	31-Mar-28	31-Mar-27	-	-	-	-	-	-	-	-	-	-	-	20,636
	DRR	286	31.40	28-May-26	20-Aug-28	20-Aug-27	-	-	-	-	-	-	-	-	-	-	-	286
	DRR	18,327	30.50	28-May-26	31-Mar-29	31-Mar-28	-	-	-	-	-	-	-	-	-	-	-	18,327
	DRR	300	29.94	28-May-26	20-Aug-29	20-Aug-28	-	-	-	-	-	-	-	-	-	-	-	300
	DRR	12,477	29.09	28-May-26	31-Mar-30	31-Mar-29	-	-	-	-	-	-	-	-	-	-	-	12,477
	DRR	315	28.56	28-May-26	20-Aug-30	20-Aug-29	-	-	-	-	-	-	-	-	-	-	-	315
	DRR	5,731	27.74	28-May-26	31-Mar-31	31-Mar-30	-	-	-	-	-	-	-	-	-	-	-	5,731
	DRR	330	27.24	28-May-26	20-Aug-31	20-Aug-30	-	-	-	-	-	-	-	-	-	-	-	330
	DRR	346	25.98	28-May-26	20-Aug-32	20-Aug-31	-	-	-	-	-	-	-	-	-	-	-	346
	RR	15,313	28.71	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	15,313
	RR	15,313	27.35	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	15,313
	PR	11,484	18.99	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	11,484
	PR	3,828	10.78	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	3,828
	PR	11,484	17.31	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	11,484
	PR	3,828	10.82	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	3,828
Former Disclosed Executives																		
M Bullock[7]	DS	938	33.13	01-Oct-25	22-Nov-28	-	-	-	-	-	-	-	-	-	-	-	-	938
	DS	937	33.13	01-Oct-25	22-Nov-29	-	-	-	-	-	-	-	-	-	-	-	-	937
	DSR	5,120		22-Nov-22	22-Nov-25	22-Nov-25	5,120	100	178,902	-	-	-	(5,120)	100	178,902	-	-	-
	DSR	3,609		22-Nov-23	22-Nov-25	22-Nov-25	3,609	100	126,105	-	-	-	(3,609)	100	126,105	-	-	-
	DSR	1,695		22-Nov-24	22-Nov-25	22-Nov-25	1,695	100	59,226	-	-	-	(1,695)	100	59,226	-	-	-
	DSR	1,193	33.24	22-Nov-25	22-Nov-26	22-Nov-26	-	-	-	-	-	-	-	-	-	-	-	1,193
	DSR	1,253	31.66	22-Nov-25	22-Nov-27	22-Nov-27	-	-	-	-	-	-	-	-	-	-	-	1,253
	DSR	1,355	30.15	22-Nov-25	22-Nov-28	22-Nov-28	-	-	-	-	-	-	-	-	-	-	-	1,355
K Corbally[7]	DS	4,431		22-Nov-21	22-Nov-25	-	4,431	100	154,827	-	-	-	-	-	-	4,431	-	-
	DS	10,511		01-Oct-23	22-Nov-25	-	10,511	100	367,272	-	-	-	-	-	-	10,511	-	-
	DS	5,106		01-Oct-24	22-Nov-25	-	5,106	100	178,412	-	-	-	-	-	-	5,106	-	-
	DSR	22,830		22-Nov-21	22-Nov-25	22-Nov-25	22,830	100	797,719	-	-	-	(22,830)	100	797,719	-	-	-

Name	Type of equity[1]	Number granted[2]	Equity fair value (for 2026 grants only) $	Grant date	First date exercisable	Date of expiry	Vested			Lapsed/ Forfeited			Exercised/Sold			Vested and exercisable as at 30 Sep 2026[4]	Vested and unexercisable as at 30 Sep 2026[4]	Unexercisable as at 30 Sep 2026[5]
							Number	%	Value[3] $	Number	%	Value[3] $	Number	%	Value[3] $			
C Morgan[7]	DS	4,934		01-Oct-23	22-Nov-25	-	4,934	100	172,402	-	-	-	-	-	-	4,934	-	-
	DS	5,319		01-Oct-24	22-Nov-25	-	5,319	100	185,855	-	-	-	-	-	-	5,319	-	-
	RR	5,870	28.71	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	5,870
	RR	5,870	27.35	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	5,870
	PR	8,805	18.99	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	8,805
	PR	2,935	10.78	22-Nov-25	22-Nov-29	21-Nov-31	-	-	-	-	-	-	-	-	-	-	-	2,935
	PR	8,805	17.31	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	8,805
	PR	2,935	10.82	22-Nov-25	22-Nov-30	21-Nov-32	-	-	-	-	-	-	-	-	-	-	-	2,935
B Rush[7]																		

[1] Types of equity: Deferred shares (DS), deferred share rights retention (DRR), restricted rights (RR) and performance rights (PR). DRR has a 12-month retention period past the vesting date.
[2] For the purpose of the five highest paid executive disclosures, Executives are defined as Disclosed Executives or other members of the ExCo. For the 2026 financial year the five highest paid executives include five Disclosed Executives. Rights granted to Disclosed Executives as remuneration in 2026 are included in the table. No rights have been granted to the Group CEO, Disclosed Executives or the five highest paid executives since the end of 2026 up to the Directors' Report sign-off date.
[3] The point in time value of deferred shares and or rights is based on the one day VWAP of ANZGHL shares traded on the ASX on the date of vesting, lapsing/forfeiture or exercising/sale/transfer out of trust, multiplied by the number of deferred shares and/ or rights. The exercise price for all rights is $0.00. No terms or conditions of grant of the share-based payment transactions have been altered or modified during the reporting period.
[4] The number vested and exercisable is the number of shares, and/or rights that remain vested as at 30 September 2026 (or the date ceased as a KMP). The number vested and unexercisable is the number of shares, and/or rights that vested that are subject to a subsequent retention period as at 30 September 2026.
[5] Performance rights granted in prior years (by grant date) that remained unexerciseable at 30 September 2026 (or date ceased as a KMP) include: (see table on the right).
[6] Equity transactions disclosed from date commenced as a Disclosed Executive.
[7] Equity transactions disclosed up to date ceased as a Disclosed Executive. There were no disclosable transactions for B Rush.

	Nov-22	Nov-23	Nov-24	Nov-25
N Matos	-	-	-	70,948
E Clements	-	21,316	18,778	19,906
F Faruqui	36,572	33,976	28,170	27,332
T Medard	-	-	-	10,564
C Palmer	-	-	-	-
D Patra	-	-	-	22,458
P Rodeia	-	-	-	26,540
A Watson	32,442	30,098	24,956	25,100
M Whelan	42,716	39,970	33,140	30,624
S White	-	-	-	30,624
M Bullock	-	-	-	-
K Corbally	-	-	-	-
C Morgan	18,421	30,244	25,408	23,480
B Rush	-	-	-	-

Performance rights historically granted to N Matos were approved by shareholders at the relevant ANZ AGMs in accordance with ASX Listing Rule 10.14.

10.1.2 Non-Executive Director, Group CEO and Disclosed Executives' equity holdings

The table below sets out details of equity held directly, indirectly or beneficially by each Non-Executive Director, the Group CEO and Disclosed Executives, including their related parties.

Equity holdings – Non-Executive Director, Group CEO and Disclosed Executives

Name	Type of equity	Opening balance at 1 Oct 2025	Granted during the year as remuneration[1]	Received during the year on exercise of options or rights	Resulting from any other changes during the year[2]	Closing balance at 30 Sep 2026[3,4]
Current Non-Executive Directors						
P O'Sullivan	Ordinary shares	4,350	-	-	41,903	46,253
	Capital notes 7	9,250	-	-	(9,250)	-
J Cincotta	Ordinary shares	-	-	-	1,115	1,115
A Gerry	Ordinary shares	-	-	-	1,243	1,243
R Gibb	Ordinary shares	2,032	-	-	2,470	4,502
	Capital notes 7	340	-	-	340	-
	Capital notes 8	341	-	-	341	-
H Kramer	Ordinary shares	7,593	-	-	-	7,593
C O'Reilly	Ordinary shares	6,400	-	-	308	6,708
R Slade	Capital notes 6	290	-	-	-	290
J Smith	Ordinary shares	2,779	-	-	-	2,779
S St John	Ordinary shares	3,500	-	-	750	4,250
Former Non-Executive Directors						
G Hodges	Ordinary shares	184,401	-	-	-	184,401
Group CEO and Current Disclosed Executives						
N Matos	Restricted rights	-	70,949	-	-	70,949
	Performance rights	-	70,948	-	-	70,948
E Clements	Deferred shares	37,936	-	-	-	37,936
	Ordinary shares	4,502	-	-	1,998	6,500
	Restricted rights	38,220	19,906	-	-	58,126
	Performance rights	40,094	19,906	-	-	60,000
F Faruqui	Deferred shares	28,947	-	-	(493)	28,454
	Ordinary shares	86,849	-	-	(46,132)	40,717
	Restricted rights	95,900	27,332	-	-	123,232
	Performance rights	156,235	27,332	-	(42,532)	141,035
T Medard[5]	Deferred shares	34,156	-	-	-	34,156
	Ordinary shares	-	-	-	802	802
	Restricted rights	-	10,566	-	-	10,566
	Performance rights	-	10,564	-	-	10,564
C Palmer[5]	Restricted rights	-	42,346	-	-	42,346
D Patra[5]	Restricted rights	-	22,458	-	-	22,458
	Performance rights	-	22,458	-	-	22,458
P Rodeia[5]	Deferred shares	-	5,022	-	-	5,022
	Ordinary shares	-	-	-	118	118
	Restricted rights	-	26,542	-	-	26,542
	Performance rights	-	26,540	-	-	26,540
A Watson	Deferred shares	55,011	10,467	-	(31,000)	34,478
	Ordinary shares	33,858	-	-	(6,215)	27,643
	Restricted rights	85,004	25,102	-	-	110,106
	Performance rights	138,613	25,100	(10,860)	(40,257)	112,596

Name	Type of equity	Opening balance at 1 Oct 2025	Granted during the year as remuneration[1]	Received during the year on exercise of options or rights	Resulting from any other changes during the year[2]	Closing balance at 30 Sep 2026[3,4]
M Whelan	Deferred shares	27,071	-	-	(22,202)	4,869
	Ordinary shares	2,102	-	12,804	22,970	37,876
	Restricted rights	112,516	-	-	-	112,516
	Performance rights	176,092	30,624	(12,804)	(47,462)	146,450
S White[5]	Deferred shares	-	25,712	-	-	25,712
	Ordinary shares	-	-	1,477	-	1,477
	Deferred share rights	-	47,563	(1,477)	-	46,086
	Deferred share rights retention	-	72,347	-	-	72,347
	Restricted rights	-	30,626	-	-	30,626
	Performance rights	-	30,624	-	-	30,624
Former Disclosed Executives						
M Bullock[6]	Deferred shares	-	1,875	-	-	1,875
	Employee Share Offer	85	-	-	-	85
	Ordinary shares	-	-	10,424	-	10,424
	Deferred share rights	18,013	3,801	(10,424)	-	11,390
K Corbally[6]	Deferred shares	25,154	-	-	-	25,154
	Ordinary shares	723	-	22,830	-	23,553
	Capital notes 6	1,400	-	-	-	1,400
	Deferred share rights	22,830	-	(22,830)	-	-
	Restricted rights	143,800	-	-	-	143,800
C Morgan[6]	Deferred shares	33,696	-	-	-	33,696
	Ordinary shares	2,851	-	-	1,763	4,614
	Restricted rights	71,534	11,740	-	-	83,274
	Performance rights	74,073	23,480	-	-	97,553
B Rush[6]	Deferred shares	2,225	-	-	-	2,225
	Ordinary shares	63	-	-	-	63
	Restricted rights	23,566	-	-	-	23,566

[1] Details of options/rights granted as remuneration during 2026 are provided in the previous table. [2] Shares resulting from any other changes during the year include the net result of any shares purchased (including under the ANZ Share Purchase Plan), forfeited, sold or acquired under the Dividend Reinvestment Plan. [3] The following shares (included in the holdings above) were held on behalf of the Non-Executive Directors, Group CEO and Disclosed Executives (i.e., indirect beneficially held shares) as at 30 September 2026 (or the date ceased as a KMP): P O'Sullivan - 46,253, J Cincotta - 0, A Gerry - 1,243, R Gibb - 4,502, H Kramer - 7,593, C O'Reilly - 0, R Slade - 290, J Smith - 0, S St John - 4,250, G Hodges - 45,584, N Matos - 0, E Clements - 37,936, F Faruqui - 28,454, T Medard - 34,156, C Palmer - 0, D Patra - 0, P Rodeia - 5,022, A Watson - 34,478, M Whelan - 41,977, S White - 25,712, M Bullock - 1,960, K Corbally - 26,554, C Morgan - 33,696, B Rush - 2,225. [4] As at 30 September 2026 (or the date ceased as a KMP) zero options/rights were vested and unexerciseable except for the following: S White - 13,599; and zero rights were vested and exercisable except for the following: F Faruqui - 14,985. [5] Commencing balance is based on holdings as at the date of commencement as a KMP. [6] Concluding balance is based on holdings as at the date ceased as a KMP.

10.2 Loans

10.2.1 Overview

When we lend to Non-Executive Directors, the Group CEO or Disclosed Executives, we do so in the ordinary course of business and on normal commercial terms and conditions that are no more favourable than those given to other employees or customers – this includes the term of the loan, the security required and the interest rate. Details of the terms and conditions of lending products can be found on **anz.com**. No amounts have been written off during the period, or individual assessed allowance for expected credit losses raised in respect of these balances.

Total loans to Non-Executive Directors, the Group CEO and Disclosed Executives, including their related parties at 30 September 2026 (including those with balances less than $100,000) was $23,640,993 (2025: $24,585,194) with interest paid of $906,103 (2025: $812,868) during the period.

10.2.2 Non-Executive Director, Group CEO and Disclosed Executives' loan transactions

The table below sets out details of loans outstanding to Non-Executive Directors, the Group CEO and Disclosed Executives including their related parties, if – at any time during the year – the individual's aggregate loan balance exceeded $100,000.

Loan transactions – Non-Executive Director, Group CEO and Disclosed Executives

Names	Opening balance at 1 Oct 2025[1] $	Closing balance at 30 Sep 2026 $	Interest paid and payable in the reporting period[2] $	Highest balance in the reporting period $
Current Non–Executive Directors				
H Kramer	3,466,670	3,164,572	173,927	3,493,887
S St John	1,099,683	1,002,866	49,745	1,025,719
Former Non-Executive Directors				
G Hodges[4]	1,139,656	1,004,828	35,980	1,163,494
Group CEO and Current Disclosed Executives				
N Matos	24,222	94,918	441	120,829
E Clements[3]	11,373,577	10,905,647	435,404	11,436,974
T Medard[3]	6,010,551	6,010,421	122,329	6,010,562
M Whelan	1,447,730	1,404,317	88,218	1,520,999
Total	24,562,089	23,587,569	906,044	24,772,464

[1] Opening balances have been adjusted for new and leaving KMP. [2] Actual interest paid after considering offset accounts. The loan balance is shown gross, however the interest paid takes into account the impact of offset amounts. [3] Includes the business loan of a related party. [4] Closing balance is as at date ceased in a KMP role.

10.3 Other transactions

Other transactions with Non-Executive Directors, the Group CEO and Disclosed Executives, and their related parties included deposits and guarantees.

Other transactions – Non-Executive Director, Group CEO and Disclosed Executives

	Opening balance at 1 Oct 2025[1] $	Closing balance at 30 Sep 2026[2,3] $
Total KMP deposits	24,499,397	26,629,100
Total KMP guarantees received	253,463	215,975

[1] Opening balance is at 1 October 2025 or the date of commencement as a KMP if part way through the year and it has been adjusted to take into account timing variances. [2] Closing balance is at 30 September 2026 or at the date ceased in a KMP role if part way through the year. [3] Interest received on deposits for 2026 was $526,830 (2025: $757,649).

Other transactions with KMP and their related parties included amounts paid to the Group in respect of bank fees and charges. The Group has reimbursed KMP for the costs incurred for security and secretarial services associated with the performance of their duties.

These transactions are conducted on normal commercial terms and conditions are no more favourable than those given to other employees or customers.

Directors' Report

The Directors' Report for the financial year ended 30 September 2026 has been prepared in accordance with the requirements of the *Corporations Act 2001*. The information below forms part of this Directors' Report:

- Our operating environment on pages 4 to 5;
- Our business model on pages 6 to 7;
- Operating and financial review on pages 44 to 57;
- Dividends on page 57;
- Information on the Directors on pages 26 to 28;
- Remuneration report on pages 60 to 99.

Significant changes in state of affairs

There have been no significant changes in the Group's state of affairs.

Events since the end of the financial year

There have been no significant events from 30 September 2026 to the date of signing this report.

Litigation and regulatory matters

The Board continues to monitor significant proceedings, investigations and reviews and the Group's engagement with its regulators and other bodies in relation to matters under investigation and review. Further details are provided in Note 31 Commitments, contingent liabilities and contingent assets.

Participation in political party activities

We aim to assist the democratic process in Australia by attending, hosting, and participating in paid events hosted by the major federal political parties. For the year ended 30 September 2026, we contributed $115,230 to participate in political activities hosted by the Australian Labor Party, the Liberal Party of Australia and the National Party of Australia. These activities included speeches, political functions and conferences, and policy dialogue forums.

We disclose these contributions to the Australian Electoral Commission (AEC), noting the AEC's reporting year is a different period to the Group's financial year.

Modern slavery reporting

The Group is subject to the Australian *Modern Slavery Act 2018 (Cth)* and the United Kingdom *Modern Slavery Act 2015*.

Our annual Modern Slavery and Human Trafficking Statement covers the actions we have taken to identify, assess and manage modern slavery risks in our operations and supply chain.

We published our 2025 Modern Slavery and Human Trafficking Statement in March 2026. Our Modern Slavery and Human Trafficking Statements are available at **anz.com/esgreport**. Our 2026 Modern Slavery and Human Trafficking Statement will be published no later than March 2027.

Environmental regulation

We recognise the expectations of our stakeholders to operate in a way that mitigates our environmental impact.

In Australia, we meet the requirements of the *National Greenhouse and Energy Reporting Act 2007 (Cth)*, which imposes reporting obligations where energy production, usage or greenhouse gas emissions trigger specified thresholds.

We do not believe that our operations are subject to any particular and significant environmental regulation under a law of the Commonwealth of Australia or of an Australian State or Territory. We may become subject to environmental regulation as a result of our lending activities in the ordinary course of business and have developed policies, which are reviewed on a regular basis, to help identify and manage such environmental matters and regulations.

Climate-related disclosures

ANZGHL, the ultimate parent of ANZBGL has elected to prepare a sustainability report for the ANZGHL consolidated entity for the financial year under section 292A(2) of the *Corporations Act 2001 (Cth)*. As such ANZBGL has not prepared a separate sustainability report for the financial year. The sustainability report for the consolidated entity is included in the 2026 ANZGHL Annual Report and is prepared under Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures*.

The Group has current obligations in relation to mandatory publication of climate-related disclosures under the *New Zealand Financial Markets Conduct Act 2013* (FMCA). ANZBGL, ANZ Bank New Zealand and ANZ New Zealand Investments Limited are Climate Reporting Entities (CREs) under the FMCA. For the financial year ended 30 September 2026:

- ANZ Bank New Zealand publishes an annual climate statement for itself and its subsidiaries in accordance with Part 7A of the FMCA. These can be accessed at **anz.co.nz/about-us/corporate-responsibility/environment/**. The climate statement for the reporting period ended 30 September 2026 will be published no later than 31 January 2027.
- ANZBGL is relying on the exemption in clause 6 of the Financial Markets Conduct (Climate-related Disclosures – Australia and New Zealand Banking Group Limited) Exemption Notice 2024.
- ANZ New Zealand Investments Limited is relying on the Financial Markets Authority's 'no-action' relief relating to the anticipated removal of managed investment scheme managers from the climate-reporting regime under the Financial Markets Conduct Amendment Bill.

The effect of relying on this exemption and the 'no-action' relief is that these entities are not required to comply with the climate reporting obligations (including preparation and lodgement of climate statements) and the record-keeping obligations imposed under Part 7A of the FMCA for the financial year ended 30 September 2026.

External auditor

The Group's external auditor is KPMG. The Group appointed Peat, Marwick, Mitchell & Co (predecessor to KPMG) in 1969.

The Board announced on 2 October 2026 that ANZ will commence a competitive tender process to select the next provider of the ANZ Group's external audit services. ANZ intends to conclude the competitive tender process by the end of April 2027, with the new external audit services firm to commence in the financial year commencing 1 October 2028. Given the tenure of the incumbent provider, KPMG will not be eligible to participate in the tender process.

As we continue the tender process, the Board Audit Committee resolved to reappoint KPMG for the 30 September 2027 financial year audit. KPMG regularly rotates the Group Lead Audit Engagement Partner and the Engagement Quality Control Review Partner with the most recent rotation being for the financial years ended 30 September 2023 and 30 September 2026, respectively.

Non-audit services

Our Stakeholder Engagement Model for Relationship with the External Auditor (the Policy), which incorporates requirements of the *Corporations Act 2001* and industry best practice, prevents the external auditor from providing services that are perceived to be in conflict with the role of the external auditor or breach independence requirements. This includes consulting advice and sub-contracting of operational activities normally undertaken by management, and engagements where the external auditor may ultimately be required to express an opinion on their own work.

Specifically, the Policy:

- limits the scope of non-audit services that may be provided;
- requires that audit, audit-related and permitted non-audit services be considered in light of independence requirements and for any potential conflicts of interest before they are approved by the Audit Committee, or approved by the Chair of the Audit Committee (or delegate) and notified to the Audit Committee; and
- requires pre-approval before the external auditor can commence any engagement for the Group.

Further details about the Policy can be found in ANZGHL's Corporate Governance Statement.

The external auditor has confirmed to the Audit Committee that it has:

- implemented procedures to ensure it complies with independence rules in applicable jurisdictions; and
- complied with applicable policies and regulations in those jurisdictions regarding the provision of non-audit services, and the Policy.

The Audit Committee has reviewed the non-audit services provided by the external auditor during the 2026 financial year, and has confirmed that the provision of these services is consistent with the Policy, compatible with the general standard of independence for auditors imposed by the *Corporations Act 2001* and did not compromise the auditor independence requirements of the *Corporations Act 2001*.

This has been formally advised by the Audit Committee to the Board of Directors.

The categories of non-audit services supplied to the Group during the year ended 30 September 2026 by the external auditor, KPMG, or by another person or firm on KPMG's behalf, and the amounts paid or payable (including GST) by the Group are as follows:

	Amount paid/ payable $'000's	
Non-audit services	2026	2025
Methodology, procedural, operational and administrative reviews	220	264
Total	220	264

Further details on the compensation paid to KPMG are provided in Note 32 Auditor Fees to the financial statements including details of audit-related services provided during the year of $7.74 million (2025: $7.95 million).

For the reasons set out above, the Directors are satisfied that the provision of non-audit services by the external auditor during the year ended 30 September 2026 is compatible with the general standard of independence for external auditors imposed by the *Corporations Act 2001* and did not compromise the auditor independence requirements of the *Corporations Act 2001*.

Directors' and Officers' Indemnity

ANZBGL's Constitution (Rule 9.1) permits ANZBGL to:

- Indemnify any officer or employee of ANZBGL or any of its related bodies corporate, or its auditor, against liabilities (so far as may be permitted under applicable law) incurred as such an officer, employee or auditor to a person (other than ANZBGL or a related body corporate), including liabilities incurred as a result of appointment or nomination by ANZBGL or related body corporate as a trustee or as an officer or employee of another corporation; and
- Make payments in respect of legal costs incurred by an officer or employee or auditor in defending an action for a liability incurred as such an officer, employee or auditor, or in resisting or responding to actions taken by a government agency, a duly constituted Royal Commission or other official inquiry, a liquidator, administrator, trustee in bankruptcy or other authorised official.

Our policy is that our employees should be protected from any liability they incur as a result of acting in the course of their employment, subject to appropriate conditions.

Under the policy, we will indemnify employees and former employees against any liability they incur to any third party as a result of acting in good faith in the course of their employment and this extends to liability incurred as a result of their appointment/nomination by or at the request of the ANZ Group as an officer or employee of another corporation or body or as a trustee.

The indemnity is subject to applicable law and certain exceptions.

ANZBGL has entered into Indemnity Deeds with each of its Directors, with certain secretaries and former Directors of ANZBGL, and with certain employees and other individuals who act as directors or officers of related bodies corporate or of another company, to indemnify them against liabilities and legal costs of the kind mentioned in ANZBGL's Constitution.

During the financial year, we have paid premiums for insurance for the benefit of the Directors and employees of the Group. In accordance with common commercial practice, the insurance prohibits disclosure of the nature of the liability insured against and the amount of the premium.

Key management personnel and employee share and option plans

The Remuneration Report contains details of Non-Executive Directors (NEDs), the Chief Executive Officer (CEO) and Disclosed Executives' equity holdings and options/rights issued during the 2026 financial year.

Note 29 Employee Share and Option Plans in the 2026 Financial Report contains details of the 2026 financial year and as at the date of signing the Directors' Report:

- Options/rights issued over shares granted to employees;
- Shares issued as a result of the exercise of options/rights granted to employees; and
- Other details about share options/rights issued, including any rights to participate in any share issues.

The names of all persons who currently hold options/rights are entered in the register kept by ANZGHL pursuant to section 170 of the *Corporations Act 2001*. This register may be inspected free of charge.

Rounding of amounts

ANZBGL is a company of the kind referred to in *Australian Securities and Investments Commission Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183* dated 24 March 2026 and, in accordance with that Instrument, amounts in the consolidated financial statements and this Directors' Report have been rounded to the nearest million dollars unless specifically stated otherwise.

This report is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Directors.





Paul D O'Sullivan
Chairman

Nuno A Matos
Managing Director

6 November 2026

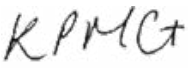
Lead Auditor's Independence Declaration

The Lead Auditors Independence Declaration given under section 307C of the *Corporations Act 2001* is set out below and forms part of the Directors' Report for the year ended 30 September 2026.

To: the Directors of Australia and New Zealand Banking Group Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Australia and New Zealand Banking Group Limited for the financial year ended 30 September 2026, there have been:

- No contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- No contraventions of any applicable code of professional conduct in relation to the audit.





KPMG

6 November 2026

Maria Trinci
Partner

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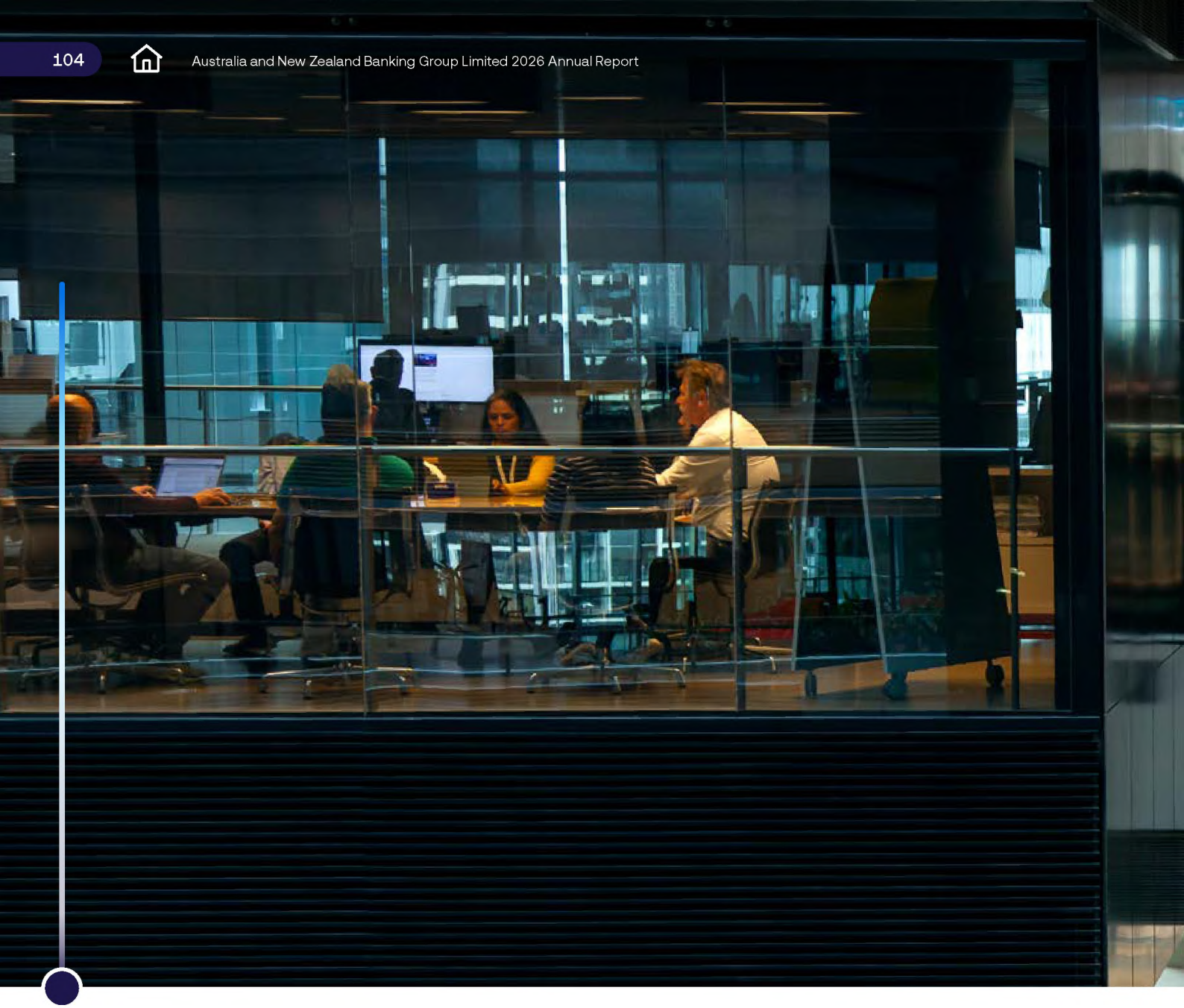

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Income Statement

		Consolidated		The Company	
For the year ended 30 September	Note	2026 $m	2025 $m	2026 $m	2025 $m
Interest income[1]		60,306	63,959	48,603	50,309
Interest expense		(42,440)	(46,056)	(36,713)	(38,727)
Net interest income	2	17,866	17,903	11,890	11,582
Net fee and commission income	3	1,941	1,888	1,606	1,540
Other income	3	2,277	2,357	3,526	3,912
Operating income		22,084	22,148	17,022	17,034
Operating expenses	4	(11,207)	(12,866)	(8,750)	(10,081)
Profit before credit impairment and income tax		10,877	9,282	8,272	6,953
Credit impairment (charge)/release	13	(585)	(435)	(528)	(428)
Profit before income tax		10,292	8,847	7,744	6,525
Income tax expense	5	(3,033)	(2,771)	(1,823)	(1,486)
Profit for the year		7,259	6,076	5,921	5,039
Comprising:					
Profit attributable to shareholders of the Company		7,221	6,035	5,921	5,039
Profit attributable to non-controlling interests		38	41	-	-

1. Includes interest income calculated using the effective interest method on financial assets measured at amortised cost or fair value through other comprehensive income of $55,703 million (2025: $59,066 million) in the Group and $43,177 million (2025: $44,346 million) in the Company.

The notes appearing on pages 112 to 227 form an integral part of these financial statements.

Statement of Comprehensive Income

For the year ended 30 September	Consolidated 2026 $m	Consolidated 2025 $m	The Company 2026 $m	The Company 2025 $m
Profit for the year	**7,259**	6,076	**5,921**	5,039
Other comprehensive income				
Items that will not be reclassified subsequently to profit or loss				
Investment securities - equity securities at FVOCI	**40**	(137)	**39**	(137)
Other reserve movements[1]	**(83)**	(59)	**(33)**	(39)
Income tax attributable to the above items	**18**	50	**20**	54
Items that may be reclassified subsequently to profit or loss				
Foreign currency translation reserve	**(2,169)**	(602)	**(497)**	208
Cash flow hedge reserve	**(1,862)**	843	**(1,506)**	723
FVOCI reserve	**626**	508	**513**	455
Income tax attributable to the above items	**393**	(377)	**285**	(350)
Share of associates' other comprehensive income[2]	**(51)**	12	**-**	-
Total comprehensive income for the year	**4,171**	6,314	**4,742**	5,953
Comprising total comprehensive income attributable to:				
Shareholders of the Company	**4,190**	6,308	**4,742**	5,953
Non-controlling interests[1]	**(19)**	6	**-**	-

1. The Group includes foreign currency translation differences attributable to non-controlling interests of -$57 million (2025: -$35 million).
2. The Group's share of associates' other comprehensive income includes:

	2026 $m	2025 $m
May be reclassified subsequently to profit or loss:		
FVOCI reserve gain/(loss)	(49)	18
Will not be reclassified subsequently to profit or loss:		
Defined benefits gain/(loss)	(2)	(6)
Total	**(51)**	**12**

The notes appearing on pages 112 to 227 form an integral part of these financial statements.

Balance Sheet

As at 30 September	Note	Consolidated 2026 $m	Consolidated 2025 $m	The Company 2026 $m	The Company 2025 $m
Assets					
Cash and cash equivalents	8	188,028	155,209	178,070	145,060
Settlement balances owed to ANZ		15,979	23,394	15,260	22,030
Collateral paid		8,155	9,831	7,112	8,552
Trading assets	9	50,794	48,248	43,335	40,608
Derivative financial instruments	10	58,461	47,480	61,168	50,531
Investment securities	11	163,200	165,540	135,798	136,585
Net loans and advances	12	861,890	829,986	650,951	612,855
Regulatory deposits		567	541	257	245
Due from controlled entities		-	-	19,689	24,390
Shares in controlled entities	24	-	-	24,942	24,488
Investment in associates	25	1,020	1,140	-	-
Current tax assets		33	25	32	24
Deferred tax assets	5	3,805	3,327	3,239	2,953
Goodwill and other intangible assets	20	5,700	5,762	1,091	999
Premises and equipment		2,306	2,283	1,702	1,693
Other assets		5,411	4,905	3,621	3,456
Total assets		1,365,349	1,297,671	1,146,267	1,074,469
Liabilities					
Settlement balances owed by ANZ		36,433	31,144	32,318	27,189
Collateral received		10,157	7,428	9,216	6,579
Deposits and other borrowings	14	1,011,916	956,401	812,081	751,573
Derivative financial instruments	10	51,138	43,902	54,525	47,769
Due to controlled entities		-	-	27,210	27,055
Current tax liabilities		481	537	154	172
Deferred tax liabilities	5	230	226	188	183
Payables and other liabilities	15	16,779	15,147	13,797	12,153
Employee entitlements		652	688	511	488
Other provisions	21	1,970	2,479	1,450	1,959
Debt issuances	16	163,777	169,274	126,982	133,491
Total liabilities		1,293,533	1,227,226	1,078,432	1,008,611
Net assets		71,816	70,445	67,835	65,858
Equity					
Ordinary share capital	22	29,139	27,053	29,062	26,976
Reserves	22	(4,394)	(1,379)	(1,896)	(735)
Retained earnings	22	46,386	44,032	40,669	39,617
Share capital and reserves attributable to shareholders of the Company		71,131	69,706	67,835	65,858
Non-controlling interests	22	685	739	-	-
Total equity		71,816	70,445	67,835	65,858

The notes appearing on pages 112 to 227 form an integral part of these financial statements.

Cash Flow Statement

For the year ended 30 September	Consolidated 2026 $m	Consolidated 2025 $m	The Company 2026 $m	The Company 2025 $m
Profit for the year	**7,259**	6,076	**5,921**	5,039
Adjustments to reconcile to net cash provided by/(used in) operating activities:				
Credit impairment charge	**585**	435	**528**	428
Impairment of investment in associates	**-**	285	**-**	-
Depreciation and amortisation	**972**	1,100	**659**	750
Goodwill and other intangible assets impairments	**13**	71	**13**	70
Net derivatives/foreign exchange adjustment	**(12,727)**	3,868	**(12,110)**	3,972
Other non-cash movements	**(178)**	10	**(72)**	104
Net (increase)/decrease in operating assets:				
Collateral paid	**1,211**	579	**1,041**	603
Trading assets	**3,078**	(20,740)	**2,808**	(19,217)
Net loans and advances	**(48,004)**	(29,236)	**(42,571)**	(20,605)
Net intra-group loans and advances	**-**	-	**4,740**	1,665
Other assets	**(18)**	26	**73**	(477)
Net increase/(decrease) in operating liabilities:				
Deposits and other borrowings	**79,867**	50,130	**72,543**	39,097
Settlement balances owed by ANZ	**6,361**	15,331	**5,866**	16,056
Collateral received	**3,172**	595	**3,010**	234
Other liabilities	**648**	(2,502)	**946**	(1,670)
Total adjustments	**34,980**	19,952	**37,474**	21,010
Net cash provided by/(used in) operating activities[1]	**42,239**	26,028	**43,395**	26,049
Cash flows from investing activities				
ANZ Worldline acquisition, net of cash acquired[2]	**(28)**	-	**(28)**	-
Investment securities assets:				
Purchases	**(89,531)**	(83,292)	**(61,344)**	(71,410)
Proceeds from sale or maturity	**87,658**	59,746	**59,122**	51,074
Net movement in shares in controlled entities	**-**	-	**(205)**	(163)
Net investments in other assets	**(729)**	(453)	**(534)**	(470)
Net cash provided by/(used in) investing activities	**(2,630)**	(23,999)	**(2,989)**	(20,969)
Cash flows from financing activities				
Deposits and other borrowings (repaid)/drawn down[3]	**(1,076)**	(1,429)	**-**	-
Debt issuances:[4]				
Issue proceeds	**51,621**	45,938	**40,340**	37,241
Redemptions	**(48,231)**	(38,584)	**(39,486)**	(31,346)
Dividends paid[5]	**(4,883)**	(4,665)	**(4,848)**	(4,627)
On-market purchase of treasury shares	**(37)**	(126)	**(37)**	(126)
Repayment of lease liabilities	**(311)**	(377)	**(258)**	(305)
Issuance of ordinary shares	**1,930**	-	**1,930**	-
Net cash provided by/(used in) financing activities	**(987)**	757	**(2,359)**	837
Net increase/(decrease) in Cash and cash equivalents	**38,622**	2,786	**38,047**	5,917
Cash and cash equivalents at beginning of year	**155,209**	150,965	**145,060**	137,288
Effects of exchange rate changes on Cash and cash equivalents	**(5,803)**	1,458	**(5,037)**	1,855
Cash and cash equivalents at end of year	**188,028**	155,209	**178,070**	145,060

1. Net cash provided by/(used in) operating activities for the Group includes interest received of $59,801 million (2025: $64,001 million), interest paid of $42,164 million (2025: $46,965 million) and income taxes paid of $2,915 million (2025: $3,080 million). Net cash provided by/(used in) operating activities for the Company includes interest received of $48,367 million (2025: $50,320 million), interest paid of $36,340 million (2025: $39,189 million) and income taxes paid of $1,869 million (2025: $2,053 million).
2. Non-cash movements on the acquisition of Payment Acceptance Australia Pty Ltd (ANZ Worldline) include the settlement of $138 million of net receivable balances and the acquisition of the 49% non-controlling interest previously held by NBH Pty Limited for $27 million immediately following the acquisition of the controlling interest.
3. Relates to central bank term funding facilities.
4. Non-cash movements on Debt issuances include a gain of $8,888 million (2025: $5,542 million loss) from unrealised movements primarily due to fair value hedging adjustments and foreign currency translation differences for the Group, and include a gain of $7,363 million (2025: $4,647 million loss) from unrealised movements primarily due to fair value hedging and foreign exchange losses for the Company.
5. Cash outflow for shares purchased to satisfy the dividend reinvestment plan are classified in Dividends paid.

The notes appearing on pages 112 to 227 form an integral part of these financial statements.

Statement of Changes in Equity

Consolidated	Ordinary share capital $m	Reserves $m	Retained earnings $m	Share capital and reserves attributable to shareholders of the Company $m	Non-controlling interests $m	Total equity $m
As at 1 October 2024	27,065	(1,678)	42,602	67,989	771	68,760
Profit or loss for the year	-	-	6,035	6,035	41	6,076
Other comprehensive income for the year	-	296	(23)	273	(35)	238
Total comprehensive income for the year	-	296	6,012	6,308	6	6,314
Transactions with equity holders in their capacity as equity holders:						
Dividends paid	-	-	(4,580)	(4,580)	(38)	(4,618)
Other equity movements:						
Employee share and option plans	(12)	(1)	2	(11)	-	(11)
Other items	-	4	(4)	-	-	-
As at 30 September 2025	27,053	(1,379)	44,032	69,706	739	70,445
Profit or loss for the year	-	-	7,221	7,221	38	7,259
Other comprehensive income for the year	-	(3,010)	(21)	(3,031)	(57)	(3,088)
Total comprehensive income for the year	-	(3,010)	7,200	4,190	(19)	4,171
Transactions with equity holders in their capacity as equity holders:						
Dividends paid	-	-	(4,848)	(4,848)	(35)	(4,883)
Other equity movements:						
Employee share and option plans	56	(5)	2	53	-	53
Issuance of ordinary shares	2,030	-	-	2,030	-	2,030
As at 30 September 2026	29,139	(4,394)	46,386	71,131	685	71,816

The notes appearing on pages 112 to 227 form an integral part of these financial statements.

Statement of Changes in Equity (continued)

The Company	Ordinary share capital $m	Reserves $m	Retained earnings $m	Total equity $m
As at 1 October 2024	26,988	(1,676)	39,184	64,496
Profit for the year	-	-	5,039	5,039
Other comprehensive income for the year	-	942	(28)	914
Total comprehensive income for the year	-	942	5,011	5,953
Transactions with equity holders in their capacity as equity holders:				
Dividends paid	-	-	(4,580)	(4,580)
Other equity movements:				
Employee share and option plans	(12)	(1)	2	(11)
As at 30 September 2025	26,976	(735)	39,617	65,858
Profit for the year	-	-	5,921	5,921
Other comprehensive income for the year	-	(1,156)	(23)	(1,179)
Total comprehensive income for the year	-	(1,156)	5,898	4,742
Transactions with equity holders in their capacity as equity holders:				
Dividends paid	-	-	(4,848)	(4,848)
Other equity movements:				
Employee share and option plans	56	(5)	2	53
Issuance of ordinary shares	2,030	-	-	2,030
As at 30 September 2026	29,062	(1,896)	40,669	67,835

The notes appearing on pages 112 to 227 form an integral part of these financial statements.

Notes to the Consolidated Financial Statements

1. About our financial statements

General information

These are the consolidated financial statements for Australia and New Zealand Banking Group Limited (the Company or ANZBGL) and its controlled entities (together, the Group or Consolidated Entity) for the year ended 30 September 2026. The Company is a publicly listed company incorporated and domiciled in Australia with debt listed on securities exchanges. The Company is a subsidiary of ANZGHL and is regulated by APRA as an Authorised Deposit-taking Institution (ADI). The address of the Company's registered office and its principal place of business is ANZ Centre, 833 Collins Street, Docklands, Victoria, Australia 3008. The Group provides banking and financial services to individuals and business customers and operates in and across 29 markets.

On 6 November 2026, the Directors resolved to authorise the issue of these financial statements. Information in the financial statements is included only to the extent we consider it material and relevant to the understanding of the financial statements. A disclosure is considered material and relevant if, for example:

- the amount is significant in size (quantitative factor);
- the information is significant by nature (qualitative factor);
- the user cannot understand the Group's results without the specific disclosure (qualitative factor);
- the information is critical to a user's understanding of the impact of significant changes in the Group's business during the period - for example, business acquisitions or disposals (qualitative factor);
- the information relates to an aspect of the Group's operations that is important to its future performance (qualitative factor); and
- the information is required under legislative requirements of the *Corporations Act 2001*, the *Banking Act 1959 (Cth)* or by the Group's principal regulators, including the Australian Securities and Investments Commission (ASIC) and the Australian Prudential Regulation Authority (APRA).

This section of the financial statements:

- outlines the basis upon which the Group's financial statements have been prepared; and
- discusses any new accounting standards or regulations that directly impact the financial statements.

Basis of preparation

This financial report is a general purpose (Tier 1) financial report prepared by a 'for profit' entity, in accordance with Australian Accounting Standards (AASs) and other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the *Corporations Act 2001*, and International Financial Reporting Standards (IFRS) and interpretations published by the International Accounting Standards Board (IASB).

We present the financial statements of the Group and the Company in Australian dollars, which is the Company's functional and presentation currency. We measure the financial statements of each entity in the Group using the currency of the primary economic environment in which that entity operates (the functional currency). We have rounded values to the nearest million dollars ($m), unless otherwise stated, as permitted under the *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183*. The Group has chosen to apply *ASIC Corporations (Parent Entity Financial Statements) Instrument 2021/195* and has presented separate financial statements of both the Group and the Company in this Financial Report.

Certain comparative amounts have been restated to conform with the basis of preparation in the current year.

Basis of measurement and presentation

The financial information has been prepared on a historical cost basis - except the following assets and liabilities which we have stated at their fair value:

- derivative financial instruments and in the case of fair value hedging, a fair value adjustment made to the underlying hedged item;
- financial instruments held for trading;
- financial assets and financial liabilities designated at fair value through profit or loss (FVTPL); and
- financial assets at fair value through other comprehensive income (FVOCI).

In accordance with AASB 119 *Employee Benefits* we have measured defined benefit obligations using the Projected Unit Credit Method.

Basis of consolidation

The consolidated financial statements of the Group comprise the financial statements of the Company and all its subsidiaries. An entity, including a structured entity, is considered a subsidiary of the Group when we determine that the Company has control over the entity. Control exists when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. We assess power by examining existing rights that give the Company the current ability to direct the relevant activities of the entity. We have eliminated, on consolidation, the effect of all transactions between entities in the Group.

1. About our financial statements (continued)

Foreign currency translation

Transactions and balances

Foreign currency transactions are translated into the relevant functional currency at the exchange rate prevailing at the date of the transaction. At the reporting date, monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the relevant spot rate. Any foreign currency translation gains or losses that arise are included in profit or loss in the period they arise.

We measure translation differences on non-monetary items classified as FVTPL and report them as part of the fair value gain or loss on these items. For non-monetary items classified as investment securities measured at FVOCI, translation differences are included in other comprehensive income.

Financial statements of foreign operations that have a functional currency that is not Australian dollars

The financial statements of our foreign operations are translated into Australian dollars for consolidation into the Group financial statements using the following method:

Foreign currency item	Exchange rate used
Assets and liabilities	The reporting date rate
Equity	The initial investment date rate
Income and expenses	The average rate for the period – but for a significant transaction if we believe the average rate is not reasonable, then we use the rate at the date of the transaction

Exchange differences arising from the translation of financial statements of foreign operations are recognised in the foreign currency translation reserve in equity. When we dispose of a foreign operation, the cumulative exchange differences are transferred to profit or loss.

Fiduciary activities

The Group provides fiduciary services to third parties including custody, nominee and trustee services. This involves the Group holding assets on behalf of third parties and making decisions regarding the purchase and sale of financial instruments. If the Group is not the beneficial owner or does not control the assets, then we do not recognise these transactions in these financial statements, except when required by accounting standards or another legislative requirement.

Key judgements and estimates

In the process of applying the Group's accounting policies, management has made a number of judgements and applied estimates and assumptions about past and future events. Further information on the key judgements and estimates that we consider material to the financial statements are contained within each relevant note to the financial statements.

The global economy continues to face challenges reflecting the impacts of uncertainties from continuing trade and geopolitical tensions, and impacts from climate change, which contribute to an elevated level of estimation uncertainty involved in the preparation of these financial statements.

The Group has made various accounting estimates in this Financial Report based on forecasts of economic conditions which reflect expectations and assumptions used at 30 September 2026 about future events considered reasonable in the circumstances. Thus, there is a considerable degree of judgement involved in preparing these estimates. Actual economic conditions are likely to be different from those forecast since anticipated events frequently do not occur as expected, and the effect of these differences may significantly impact accounting estimates included in these financial statements. The significant accounting estimates impacted by these forecasts and associated uncertainties are predominantly related to expected credit losses and recoverable amounts of non-financial assets including investments in associates.

The impact of these uncertainties on each of these accounting estimates is discussed in the relevant notes in this Financial Report, along with assumptions and judgements made in relation to other key estimates. Readers should consider these disclosures in light of the inherent uncertainties described above.

1. About our financial statements (continued)

Accounting standards adopted in the period

There were no new accounting standards or interpretations adopted in 2026 that had a significant effect on the Group.

Accounting policies have been consistently applied to all periods presented, unless otherwise noted.

Accounting standards not early adopted

A number of new standards, amendments to standards and interpretations have been published but are not mandatory for the financial statements for the year ended 30 September 2026 and have not been applied by the Group in preparing these financial statements. Further details of these are set out below.

AASB 18 *Presentation and Disclosure in Financial Statements*

AASB 18 *Presentation and Disclosure in Financial Statements* (AASB 18) updates and replaces requirements for the presentation and disclosure of information in financial statements. Adopting the requirements in the financial year beginning 1 October 2027 will not impact the measurements applied in the financial statements and will have no impact on net profit after tax or net assets. Based on the continuing assessment of the adoption impact:

- The Group has determined that it has specified main business activities of providing financing to customers and investing in assets, which will determine the classification of income and expenses into the new mandatory income statement categories of operating, investing, financing, discontinued operations and income tax. A substantial proportion of the Group's pre-tax net income will be classified in the operating category;
- In the Income Statement, the Group will present a new subtotal of Operating Profit that will include credit impairment losses but exclude income and expense from equity-accounted associates and joint ventures and other investing and financing activities. The Group will present additional information about the components of operating expenses on the face of the Income Statement;
- In the Cash Flow Statement, opening position for the reconciliation of cash flows from operating activities will be the new measure of Operating Profit, instead of profit for the year;
- In the notes to the financial statements, the Group will disclose details about management-defined performance measures, including Cash Profit and related financial ratios, when these measures represent management's view of an aspect of the Group's results taken as a whole. The disclosures will include a reconciliation to profit for the year as reported on the Income Statement. Currently, except for the reconciliation of Cash Profit to Profit attributable to shareholders, such disclosures of non-IFRS information are presented outside the financial statements in investor presentations;
- The Group will not be eligible to change the measurement of investment in associates and joint ventures from the equity method to fair value through profit or loss at the date of transition.

The Group continues to assess the impact of adopting AASB 18 and further impacts may be identified.

Classification and measurement amendments to AASB 9 *Financial Instruments*

In July 2024, the AASB issued AASB 2024-2 *Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments* which amends requirements related to settling financial liabilities using an electronic payment system and assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance and similar features. Adoption of these amendments in the financial year beginning 1 October 2026 will not have a material impact on the Group, because the Group's existing accounting policies align to the amended requirements.

Nature-dependent electricity contracts

In February 2025, the AASB issued AASB 2025-1 *Amendments to Australian Accounting Standards – Contracts Referencing Nature-dependent Electricity* which enhances guidance on the application of the 'own-use' exemption on nature dependent power purchase agreements (PPAs) and hedge accounting requirements for PPAs that are classified as derivative financial instruments. The amendments also introduce new disclosure requirements for certain PPAs. Adoption of these amendments in the financial year beginning 1 October 2026 will not have a material impact on the Group, as the Group does not undertake significant PPA transactions.

Other amendments

Other new accounting standards and amendments to existing standards that have not been adopted in 2026 are not likely to result in a material impact to the Group's financial statements.

Related pronouncement of the AASB

AASB Sustainability Reporting Standards

In September 2024, the AASB published two sustainability standards: AASB S1 *General Requirements for Disclosure of Sustainability-related Financial Information*, a voluntary standard for general sustainability-related financial disclosures, and AASB S2 *Climate-related Disclosures* (AASB S2), a mandatory standard that requires disclosure of climate-related financial risks and opportunities that could reasonably be expected to affect the Group's cash flows, access to finance or cost of capital over the short, medium or long term. AASB S2 has been adopted for the Group for the financial year beginning 1 October 2025.

2. Net interest income

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Interest income by type of financial asset				
Financial assets at amortised cost	49,530	53,121	38,152	39,516
Investment securities at FVOCI	6,173	5,945	5,025	4,830
Trading assets	2,018	1,923	1,717	1,622
Financial assets at FVTPL	2,585	2,970	2,658	3,015
External interest income	60,306	63,959	47,552	48,983
Controlled entities' income	-	-	1,051	1,326
Interest income	60,306	63,959	48,603	50,309
Interest expense by type of financial liability				
Financial liabilities at amortised cost	(39,525)	(42,982)	(32,651)	(34,290)
Securities sold short	(383)	(397)	(349)	(359)
Financial liabilities at FVTPL	(2,065)	(2,226)	(1,981)	(2,161)
External interest expense	(41,973)	(45,605)	(34,981)	(36,810)
Controlled entities' expense	-	-	(1,265)	(1,471)
Subtotal	(41,973)	(45,605)	(36,246)	(38,281)
Major bank levy	(467)	(451)	(467)	(446)
Interest expense	(42,440)	(46,056)	(36,713)	(38,727)
Net interest income	17,866	17,903	11,890	11,582

Recognition and measurement

Net interest income

Interest income and expense

We recognise interest income and expense in net interest income for all financial instruments, including those classified as held for trading, assets measured at FVOCI, and assets and liabilities designated at FVTPL. We use the effective interest rate method to calculate the amortised cost of assets held at amortised cost and to recognise interest income on financial assets measured at amortised cost and FVOCI. The effective interest rate is the rate that discounts the stream of estimated future cash receipts or payments over the expected life of the financial instrument or, when appropriate, a shorter period, to the net carrying amount of the financial asset or liability. For assets subject to prepayment, we determine their expected life on the basis of historical behaviour of the particular asset portfolio taking into account contractual obligations and prepayment experience.

We recognise fees and costs, which form an integral part of the financial instrument (for example loan origination fees and costs), using the effective interest rate method. These are presented as part of interest income or expense depending on whether the underlying financial instrument is a financial asset or financial liability.

Major Bank Levy

The Major Bank Levy Act 2017 (major bank levy) applies a rate of 0.06% to certain liabilities of ANZBGL. The major bank levy represents a finance cost, and it is presented as interest expense in the Income Statement.

3. Other operating income

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Fee and commission income				
Lending fees[1]	418	436	370	389
Non-lending fees	2,070	2,283	1,353	1,501
Commissions	61	63	38	37
Funds management income	254	251	39	29
External fee and commission income	2,803	3,033	1,800	1,956
Controlled entities' income	-	-	202	189
Fee and commission income	2,803	3,033	2,002	2,145
Fee and commission expense	(862)	(1,145)	(396)	(605)
Net fee and commission income	1,941	1,888	1,606	1,540
Other income				
Net foreign exchange earnings and other financial instruments income[2]	1,984	2,348	1,505	1,751
Net income from insurance business	99	95	-	-
Share of associates' profit/(loss)	101	106	-	-
BoT dividend	20	21	-	-
PT Panin impairment	-	(285)	-	-
Dividends received from controlled entities	-	-	1,758	2,016
Other	73	72	263	145
Other income	2,277	2,357	3,526	3,912
Other operating income	4,218	4,245	5,132	5,452

1. Lending fees recognised in other operating income exclude fees treated as part of the effective yield calculation, which are recognised in Interest income.
2. Includes fair value movements (excluding realised and accrued interest) on derivatives not designated as accounting hedges entered into to manage interest rate and foreign exchange risk, ineffective portions of cash flow hedges, and fair value movements in financial assets and liabilities designated at FVTPL.

3. Other operating income (continued)

Recognition and measurement

Other operating income

Fee and commission revenue

We recognise fee and commission revenue arising from contracts with customers (a) over time when the performance obligation is satisfied across more than one reporting period, or (b) at a point in time when the performance obligation is satisfied immediately or is satisfied within one reporting period.

- lending fees exclude fees treated as part of the effective yield calculation of interest income. Lending fees include certain guarantee and commitment fees where the loan or guarantee is not likely to be drawn upon, and other fees charged for providing customers a distinct good or service that are recognised separately from the underlying lending product.
- non-lending fees include fees associated with deposit and credit card accounts, interchange fees and fees charged for specific customer transactions such as international transaction fees. Where the Group provides multiple goods or services to a customer under the same contract, the Group allocates the transaction price of the contract to distinct performance obligations based on the relative stand-alone selling price of each performance obligation. Revenue is recognised as each performance obligation is satisfied.
- commissions represent fees from third parties where we act as an agent by arranging a third party (such as an insurance provider) to provide goods and services to a customer. In such cases, we are not primarily responsible for providing the underlying good or service to the customer. If the Group collects funds on behalf of a third party when acting as an agent, we only recognise the net commission retained as revenue. When the commission is variable based on factors outside our control (such as a trail commission), revenue is only recognised if it is highly probable that a significant reversal of the variable amount will not be required in future periods.
- funds management income represents fees earned from customers for providing financial advice and asset management services. Revenue is recognised either at the point the financial advice is provided or over the period in which the asset management services are delivered. Performance fees associated with funds management activities are only recognised when it becomes highly probable the performance hurdle will be achieved.

Net foreign exchange earnings and other financial instruments income

We recognise the following as net foreign exchange earnings and other financial instruments income:

- exchange rate differences arising on the settlement of monetary items and translation differences on monetary items translated at rates different to those at which they were initially recognised or included in a previous financial report;
- fair value movements (excluding realised and accrued interest) on derivatives not designated as accounting hedges that we use to manage interest rate and foreign exchange risk on funding instruments;
- the ineffective portions of fair value hedges, cash flow hedges and net investment hedges;
- immediately upon sale or repayment of a hedged item, the unamortised fair value adjustments to items designated as fair value hedges and amounts accumulated in equity related to designated cash flow hedges;
- fair value movements on financial assets and financial liabilities at FVTPL or held for trading;
- amounts released from the FVOCI reserve when a debt instrument classified as FVOCI is sold; and
- the gain or loss on derecognition of financial assets or liabilities measured at amortised cost.

Gain or loss on disposal of non-financial assets

The gain or loss on the disposal of assets is the difference between the carrying value of the asset and the proceeds of disposal net of costs. This is recognised in Other income in the year in which control of the asset transfers to the buyer.

Net income from insurance business

Net income from insurance business represents the operating income from the issuance of lenders mortgage insurance contracts and reinsurance contracts held measured in accordance with AASB 17 *Insurance contracts* and recognised over the coverage period during which insurance contract services are provided.

Share of associates' profit/(loss)

The equity method is applied to accounting for associates. Under the equity method, our share of the after tax results of associates is included in the Income Statement and the Statement of Comprehensive Income.

4. Operating expenses

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Personnel				
Salaries and related costs	5,556	5,955	3,926	4,017
Superannuation costs	506	505	395	393
Equity-settled share-based payments	91	121	81	108
Other	65	133	44	89
Personnel	6,218	6,714	4,446	4,607
Premises				
Rent	84	87	55	56
Depreciation	436	458	318	327
Other	174	191	129	135
Premises	694	736	502	518
Technology				
Depreciation and amortisation[1]	413	496	341	422
Subscription licences and outsourced services	1,326	1,331	861	866
Other	315	393	163	236
Technology	2,054	2,220	1,365	1,524
Restructuring	190	764	100	544
Other				
Advertising and public relations	181	216	128	164
Professional fees	734	957	637	841
Freight, stationery, postage and communication	201	179	132	125
Card processing fees	108	87	102	83
Amortisation and impairment of other intangible assets	123	144	-	-
Non-lending losses, frauds and forgeries[2]	218	383	89	360
Other	486	466	1,249	1,315
Other	2,051	2,432	2,337	2,888
Operating expenses	11,207	12,866	8,750	10,081

1. The Group revised the amortisation period of select strategic infrastructure internally-developed software assets. This change in estimate was effective from 1 October 2025 and resulted in a decrease in amortisation expense by $54 million. Refer to Note 20 Goodwill and other intangible assets for further information.
2. Includes $105 million of provision for the New Zealand loan information litigation for the Group (2025: nil) and $10 million of ASIC penalties (2025: $240 million) for the Group and the Company.

4. Operating expenses (continued)

Recognition and measurement

Operating expenses

Operating expenses are recognised as services are provided to the Group, over the period in which an asset is consumed, or once a liability is created.

Salaries and related costs - annual leave, long service leave and other employee benefits

Wages and salaries, annual leave and other employee entitlements expected to be paid or settled within twelve months of employees rendering service are measured at their nominal amounts using remuneration rates that the Group expects to pay when the liabilities are settled.

We accrue employee entitlements relating to long service leave using an actuarial calculation. It includes assumptions regarding staff departures, leave utilisation and future salary increases. The result is then discounted using market yields at the reporting date. The market yields are determined from a blended rate of high quality corporate bonds with terms to maturity that closely match the estimated future cash outflows.

If we expect to pay short term cash bonuses, then a liability is recognised when the Group has a present legal or constructive obligation to pay this amount (as a result of past service provided by the employee) and the obligation can be reliably measured.

Personnel expenses also include share-based payments which may be cash or equity settled. We calculate the fair value of equity settled remuneration at grant date, which is then amortised over the vesting period, with a corresponding increase in share capital or the share option reserve as applicable. When we estimate the fair value, we take into account market vesting conditions, such as share price performance conditions. We take non-market vesting conditions, such as service conditions, into account by adjusting the number of equity instruments included in the expense.

After the grant of an equity-based award, the amount we recognise as an expense is reversed when non-market vesting conditions are not met, for example an employee fails to satisfy the minimum service period specified in the award due to resignation, termination or notice of dismissal for serious misconduct. However, we do not reverse the expense if the award does not vest due to the failure to meet a market-based performance condition.

Further information on share-based payment schemes operated by the Group during the current and prior year is included in Note 29 Employee share and option plans.

5. Income tax

Income tax expense

Reconciliation of the prima facie income tax expense on pre-tax profit with the income tax expense recognised in profit or loss:

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Profit before income tax	**10,292**	8,847	**7,744**	6,525
Prima facie income tax expense at 30%	**3,087**	2,654	**2,323**	1,958
Tax effect of permanent differences:				
Share of associates' (profit)/loss	**(30)**	(32)	**-**	-
Interest on convertible instruments	**95**	105	**95**	105
Overseas tax rate differential	**(144)**	(159)	**(81)**	(85)
Provision for foreign tax on dividend repatriation	**18**	33	**14**	29
Non-deductible ASIC penalties	**3**	72	**3**	72
PT Panin impairment	**-**	86	**-**	-
Rebatable and non-assessable dividends	**-**	-	**(527)**	(605)
Other	**(9)**	18	**(18)**	8
Subtotal	**3,020**	2,777	**1,809**	1,482
Income tax (over)/under provided in previous years	**13**	(6)	**14**	4
Income tax expense	**3,033**	2,771	**1,823**	1,486
Current tax expense	**3,087**	3,154	**1,749**	1,695
Adjustments recognised in the current year in relation to the current tax of prior years	**13**	(6)	**14**	4
Deferred tax expense/(income) relating to the origination and reversal of temporary differences	**(67)**	(377)	**60**	(213)
Income tax expense	**3,033**	2,771	**1,823**	1,486
Australia	**1,742**	1,299	**1,496**	1,082
Overseas	**1,291**	1,472	**327**	404
Income tax expense	**3,033**	2,771	**1,823**	1,486
Effective tax rate	**29.5%**	31.3%	**23.5%**	22.8%

5. Income tax (continued)

Deferred tax assets and liabilities

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Deferred tax assets balances comprise temporary differences attributable to:				
Amounts recognised in the Income Statement:				
Collectively assessed allowances for expected credit losses	1,289	1,249	1,013	952
Individually assessed allowances for expected credit losses	109	114	78	84
Provision for employee entitlements	324	316	272	236
Other provisions	326	403	237	317
Software	1,104	1,105	957	969
Lease liabilities	474	492	382	390
Other	235	241	175	188
Total	3,861	3,920	3,114	3,136
Amounts recognised directly in Other Comprehensive Income:				
Foreign currency translation reserve	72	36	-	-
Cash flow hedge reserve	517	-	450	-
FVOCI reserve	22	232	22	232
Other reserves	16	9	15	7
Total	627	277	487	239
Total deferred tax assets (before set-off)	4,488	4,197	3,601	3,375
Set-off of deferred tax balances pursuant to set-off provisions	(683)	(870)	(362)	(422)
Net deferred tax assets	3,805	3,327	3,239	2,953

	2026 $m	2025 $m	2026 $m	2025 $m
Deferred tax liabilities balances comprise temporary differences attributable to:				
Amounts recognised in the Income Statement:				
Intangible assets	126	163	-	-
Provision for foreign tax on dividend repatriation	102	113	54	64
Right-of-use assets	395	420	319	334
Other	165	182	103	74
Total	788	878	476	472
Amounts recognised directly in Other Comprehensive Income:				
Cash flow hedge reserve	23	65	-	2
FVOCI reserve	53	102	36	91
Defined benefit obligations	47	50	36	39
Other reserves	2	1	2	1
Total	125	218	74	133
Total deferred tax liabilities (before set-off)	913	1,096	550	605
Set-off of deferred tax balances pursuant to set-off provisions	(683)	(870)	(362)	(422)
Net deferred tax liabilities	230	226	188	183

5. Income tax (continued)

Tax consolidation

The Company and all its wholly owned Australian resident entities are part of a tax-consolidated group under Australian taxation law. ANZGHL is the head entity of the tax-consolidated group. We recognise each of the following in the separate financial statements of members of the tax consolidated group on a 'group allocation' basis: tax expense/income, and deferred tax liabilities/assets that arise from temporary differences for members of the tax-consolidated group. ANZGHL (as head entity of the tax-consolidated group) recognises current tax liabilities and assets of the tax-consolidated group.

Under a tax funding arrangement between the entities in the tax-consolidated group, amounts are recognised as payable to or receivable by each member of the tax-consolidated group in relation to the tax contribution amounts paid or payable between members of the tax-consolidated group and the head entity ANZGHL.

Members of the tax-consolidated group have also entered into a tax sharing agreement that provides for the allocation of income tax liabilities between the entities were the head entity to default on its income tax payment obligations.

Unrecognised deferred tax assets and liabilities

Unrecognised deferred tax assets related to unused realised tax losses (on revenue account) total $1 million (2025: $2 million) for the Group and $1 million (2025: $1 million) for the Company.

Unrecognised deferred tax liabilities related to additional potential foreign tax costs (assuming all retained earnings in offshore branches and subsidiaries are repatriated) total $258 million (2025: $263 million) for the Group and $29 million (2025: $29 million) for the Company.

Recognition and measurement

Income tax expense

Income tax expense comprises both current and deferred taxes and is based on the accounting profit adjusted for differences in the accounting and tax treatments of income and expenses (that is, taxable income). We recognise tax expense in profit or loss except when the tax relates to items recognised directly in equity and other comprehensive income, in which case we recognise the tax directly in equity or other comprehensive income respectively.

Current tax expense

Current tax is the tax we expect to pay on taxable income for the year, based on tax rates (and tax laws) which are enacted at the reporting date. We recognise current tax as a liability (or asset) to the extent that it is unpaid (or refundable).

Deferred tax assets and liabilities

We account for deferred tax using the balance sheet method. Deferred tax arises because the accounting income is not always the same as the taxable income. This creates temporary differences, which usually reverse over time. Until they reverse, we recognise a deferred tax asset, or liability, on the balance sheet. We measure deferred taxes at the tax rates that we expect will apply to the period(s) when the asset is realised, or the liability settled, based on tax rates (and tax laws) that have been enacted or substantially enacted at the reporting date.

We offset current and deferred tax assets and liabilities only to the extent that:

- they relate to income taxes imposed by the same taxation authority;
- there is a legal right and intention to settle on a net basis; and
- it is allowed under the tax law of the relevant jurisdiction.

The Group does not recognise or disclose any deferred taxes arising from tax law enacted or substantively enacted in the jurisdictions in which the Group operates to implement the Pillar Two Model Rules published by The Organisation for Economic Co-Operation and Development.

Key judgements and estimates

Judgement is required in determining provisions held in respect of uncertain tax positions. The Group estimates its tax liabilities based on its understanding of the relevant law in each of the countries in which it operates and seeks independent advice where appropriate.

6. Dividends

Ordinary share dividends

Dividends determined by the Company's Board are recognised with a corresponding reduction of retained earnings on the dividend payment date. Accordingly, the final dividend proposed for the current financial year is paid in the following financial year.

Dividends	Amount per share	Total dividend $m
Financial Year 2025		
2024 final dividend paid to ANZ BH Pty Ltd	82 cents	2,472
2025 interim dividend paid to ANZ BH Pty Ltd	70 cents	2,108
Dividends paid during the year ended 30 September 2025		4,580
Financial Year 2026		
2025 final dividend paid to ANZ BH Pty Ltd	80 cents	2,407
2026 interim dividend paid to ANZ BH Pty Ltd	79 cents	2,441
Dividends paid during the year ended 30 September 2026		4,848

Dividends proposed and to be paid after year-end	Payment date	Amount per share	Total dividend[1] $m
2026 final dividend	18 December 2026	81 cents	2,503

1. The Company's 2026 final dividend is yet to be finalised but will be an amount equal to the external dividend payment made by ANZGHL (which excludes the amount participating in ANZGHL's Bonus Option Plan).

Restrictions on the payment of dividends

APRA's written approval is required before paying dividends on the ordinary shares of the Company if:

- the aggregate dividends exceed the Company's after tax earnings (in calculating those after tax earnings, we take into account any payments made on senior capital instruments) in the financial year to which they relate; or
- any of the Company's Common Equity Tier 1 capital ratios falls within capital buffers specified by APRA.

If the Company fails to pay a distribution on its ANZ Capital Notes on the scheduled payment date, it may (subject to a number of exceptions) be restricted from resolving to pay or paying any dividend on the Company's ordinary shares.

7. Segment reporting

Description of segments

The Group's operating segments are presented on a basis that is consistent with the information provided internally to the Chief Executive Officer (CEO), who is the chief operating decision maker. This reflects the way the Group's businesses are managed, rather than the legal structure of the Group.

We measure the performance of operating segments on a cash profit basis. To calculate cash profit, we exclude items from profit after tax attributable to shareholders. The adjustments include impacts of economic hedges and revenue and expense hedges which represent timing differences that will reverse through earnings in the future. A number of intangible assets were recognised as part of the Suncorp Bank acquisition accounting and the amortisation of these intangible assets is treated as a cash profit adjustment. Transactions between divisions across segments within the Group are conducted on an arm's-length basis and where relevant disclosed as part of the income and expenses of these segments.

The reportable segments are divisions engaged in providing either different products or services or similar products and services in different geographical areas. They are as follows:

Australia Retail

The Australia Retail division provides a full range of banking services to Australian consumers. This includes Home Loans, Deposits, Credit Cards and Personal Loans. Products and services are provided via the branch network, home loan specialists, contact centres, a variety of self-service channels (digital and internet banking, website, ATMs and phone banking) and third-party brokers.

Business & Private Bank

The Business & Private Bank (formerly Australia Commercial) division provides a full range of banking products and financial services, including Business Banking and Home Loans, to small and medium enterprises, large commercial customers, and high net-worth individuals and family groups in Australia.

Institutional

The Institutional division services global institutional and corporate customers, and governments across Australia, New Zealand and International (including Papua New Guinea (PNG)) via the following business units:

- **Transaction Banking** provides customers with working capital and liquidity solutions including documentary trade, supply chain financing, commodity financing as well as cash management solutions, deposits, payments and clearing.
- **Corporate Finance** provides customers with loan products, loan syndication, specialised loan structuring and execution, project and export finance, debt structuring and acquisition finance, and sustainable finance solutions.
- **Markets** provides customers with risk management services in foreign exchange, interest rates, credit, commodities, and debt capital markets in addition to managing the Group's interest rate exposure and liquidity position.

New Zealand

The New Zealand division comprises the following business units:

- **Personal** provides a full range of banking and wealth management services to consumer and private banking customers. We deliver our services via our internet and app-based digital solutions and a network of branches, mortgage specialists, private bankers and contact centres.
- **Business & Agri** provides a full range of banking services through our digital, branch and contact centre channels, and traditional relationship banking and sophisticated financial solutions through dedicated managers. These cover privately owned small and medium enterprises, and the agricultural business segment.

Suncorp Bank

The Suncorp Bank division provides banking and related services to retail, commercial, small and medium enterprises and agribusiness customers in Australia.

Pacific

The Pacific division provides products and services to retail and commercial customers (including multi-nationals) and to governments located in the Pacific region, excluding PNG which forms part of the Institutional division.

Group Centre

The Group Centre division supports the customer-facing divisions, and includes Group Operations, Technology, and other enablement functions including corporate affairs, finance, internal audit, legal, risk management, shared services, and talent & culture. It also includes the Group's minority investments in Asia.

Operating Segments

During 2026, the Group made the following changes to better align its divisional reporting with how the Group manages customer relationships, allocates resources and measures divisional performance. These changes have no impact on the Group's statutory profit, cash profit, net assets or capital position.

Better aligning divisional reporting to customer relationship management

The Group has reclassified home loans and associated offset accounts for business and private bank customers from the Australia Retail division to the Business & Private Bank division, together with the associated revenue and expenses.

7. Segment reporting (continued)

Operating segments

In addition, a share of Markets' Foreign Exchange and Payments & Cash Management revenues generated from retail, business and private bank customers, previously reported in the Institutional division, is now recognised in the respective Australia Retail and Business & Private Bank divisions in Australia and in the New Zealand division.

Group Centre allocations

The Group has also reduced costs and capital in the Group Centre division through reallocation to divisions.

Prior period comparatives have been restated for these changes with no impact to Group results.

Consolidated

Year ended 30 September 2026	Australia Retail $m	Business & Private Bank $m	Institutional $m	New Zealand $m	Suncorp Bank $m	Pacific $m	Group Centre $m	Group Total $m
Net interest income	4,896	4,070	3,905	3,036	1,570	107	282	17,866
Net fee and commission income	546	309	665	377	46	11	(13)	1,941
Other income[1,2]	126	97	1,829	40	43	76	403	2,614
Operating income[1,2]	5,568	4,476	6,399	3,453	1,659	194	672	22,421
Operating expenses[3]	(2,922)	(1,934)	(2,894)	(1,450)	(858)	(133)	(893)	(11,084)
Cash profit/(loss) before credit impairment and income tax	2,646	2,542	3,505	2,003	801	61	(221)	11,337
Credit impairment (charge)/release	(200)	(174)	(144)	(22)	(21)	4	(28)	(585)
Cash profit/(loss) before income tax	2,446	2,368	3,361	1,981	780	65	(249)	10,752
Income tax (expense)/benefit[1,2,3]	(738)	(713)	(934)	(552)	(234)	(15)	14	(3,172)
Non-controlling interests	-	-	-	-	-	(2)	(36)	(38)
Cash profit/(loss)	1,708	1,655	2,427	1,429	546	48	(271)	7,542
Economic hedges[1]								(268)
Revenue and expense hedges[2]								33
Amortisation of acquired intangibles[3]								(86)
Profit attributable to shareholders of the Company								7,221
Includes non-cash items:								
Share of associates' profit/(loss)	-	-	-	-	-	-	101	101
Depreciation and amortisation[4]	(38)	(8)	(91)	(84)	(64)	(9)	(555)	(972)
Software impairment	-	-	-	-	-	-	(13)	(13)
Equity-settled share-based payment expenses	(2)	(4)	(58)	(3)	(3)	-	(21)	(91)
Credit impairment (charge)/release	(200)	(174)	(144)	(22)	(21)	4	(28)	(585)

Financial position	Australia Retail $m	Business & Private Bank[5] $m	Institutional[5] $m	New Zealand $m	Suncorp Bank $m	Pacific $m	Group Centre $m	Group Total[5] $m
Goodwill	100	133	1,150	1,408	1,346	-	-	4,137
Investment in associates	-	-	-	-	-	-	1,020	1,020
Total external assets	282,825	156,444	685,810	121,492	87,109	3,433	28,236	1,365,349
Total external liabilities	183,515	147,811	561,121	115,520	79,213	3,989	202,364	1,293,533

1. The cash profit adjustment for economic hedges applies to the Institutional, New Zealand, Suncorp Bank and Group Centre divisions with $384 million loss recognised in Other income and $116 million benefit recognised in Income tax expense.
2. The cash profit adjustment for revenue and expense hedges applies to the Group Centre division with $47 million gain recognised in Other income and $14 million expense recognised in Income tax expense.
3. The cash profit adjustment for amortisation of acquired intangibles applies to the Suncorp Bank division with $123 million loss recognised in Operating expenses and $37 million benefit recognised in Income tax expense.
4. Group total depreciation and amortisation includes $123 million of amortisation of acquired intangibles recognised as a cash profit adjustment and applies to the Suncorp Bank division.
5. Assets acquired and liabilities assumed from the ANZ Worldline acquisition are disclosed on a provisional basis in the Group Centre division, with $178 million goodwill recognised and allocated to the Institutional and Business & Private Bank divisions, pending completion of the purchase price allocation. Refer to Note 24 Controlled entities for further information.

7. Segment reporting (continued)

Operating segments

Consolidated

Year ended 30 September 2025	Australia Retail $m	Business & Private Bank $m	Institutional $m	New Zealand $m	Suncorp Bank $m	Pacific $m	Group Centre $m	Group Total $m
Net interest income	4,662	3,836	4,201	3,230	1,640	108	226	17,903
Net fee and commission income	503	286	677	383	53	12	(26)	1,888
Other income[1,2]	133	109	1,841	43	13	77	(146)	2,070
Operating income[1,2]	5,298	4,231	6,719	3,656	1,706	197	54	21,861
Operating expenses[3]	(3,881)	(2,002)	(3,217)	(1,422)	(1,073)	(144)	(984)	(12,723)
Cash profit/(loss) before credit impairment and income tax	1,417	2,229	3,502	2,234	633	53	(930)	9,138
Credit impairment (charge)/release	(246)	(145)	(31)	19	(36)	4	-	(435)
Cash profit/(loss) before income tax	1,171	2,084	3,471	2,253	597	57	(930)	8,703
Income tax (expense)/benefit[1,2,3]	(400)	(628)	(1,024)	(631)	(179)	(12)	143	(2,731)
Non-controlling interests	-	-	-	-	-	(2)	(39)	(41)
Cash profit/(loss)	771	1,456	2,447	1,622	418	43	(826)	5,931
Economic hedges[1]								128
Revenue and expense hedges[2]								76
Amortisation of acquired intangibles[3]								(100)
Profit attributable to shareholders of the Company								6,035
Includes non-cash items:								
Share of associates' profit/(loss)	-	-	-	-	-	-	106	106
Depreciation and amortisation[4]	(33)	(8)	(102)	(99)	(69)	(9)	(637)	(1,100)
Investment in associates impairment	-	-	-	-	-	-	(285)	(285)
Software impairment	(6)	-	-	-	-	-	(64)	(70)
Equity-settled share-based payment expenses	(7)	(5)	(73)	(3)	(2)	(1)	(30)	(121)
Credit impairment (charge)/release	(246)	(145)	(31)	19	(36)	4	-	(435)

Financial position	Australia Retail $m	Business & Private Bank $m	Institutional $m	New Zealand $m	Suncorp Bank $m	Pacific $m	Group Centre $m	Group Total $m
Goodwill	100	-	1,193	1,526	1,346	-	-	4,165
Investment in associates	-	-	-	-	-	-	1,140	1,140
Total external assets	271,591	147,507	631,835	126,104	89,369	3,354	27,911	1,297,671
Total external liabilities	174,581	139,962	502,717	120,656	82,791	3,858	202,661	1,227,226

1. The cash profit adjustment for economic hedges applies to the Institutional, New Zealand, Suncorp Bank and Group Centre divisions with $178 million gain recognised in Other income and $50 million expense recognised in Income tax expense.
2. The cash profit adjustment for revenue and expense hedges applies to the Group Centre division with $109 million gain recognised in Other income and $33 million expense recognised in Income tax expense.
3. The cash profit adjustment for amortisation of acquired intangibles applies to the Suncorp Bank division with $143 million loss recognised in Operating expenses and $43 million benefit recognised in Income tax expense.
4. Group total depreciation and amortisation includes $143 million of amortisation of acquired intangibles recognised as a cash profit adjustment and applies to the Suncorp Bank division.

7. Segment reporting (continued)

Segment income by products and services

The primary sources of our external income across all divisions are interest income and other operating income, which includes net fee and commission income, net foreign exchange earnings and other financial instruments income. The Australia Retail, Business & Private Bank, New Zealand, Suncorp Bank, and Pacific divisions derive income from products and services in retail and commercial banking. The Institutional division derives its income from institutional products and market services. No single customer amounts to greater than 10% of the Group's income.

Geographical information

The reportable segments operate across three geographical regions as follows:

- Australia Retail division - Australia
- Business & Private Bank division - Australia
- Institutional division - all three geographical regions
- New Zealand division - New Zealand
- Suncorp Bank division - Australia
- Pacific division - Rest of World
- Group Centre division - all three geographical regions

The Rest of World geography includes Asia, Pacific, Europe and the Americas.

The following table sets out total operating income earned and assets to be recovered in more than one year based on the geographical regions in which the Group operates.

	Australia		New Zealand		Rest of World		Total	
	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Total operating income	**14,498**	14,180	**4,526**	4,893	**3,060**	3,075	**22,084**	22,148
Assets to be recovered in more than one year[1]	**544,639**	524,001	**118,893**	123,343	**35,801**	36,347	**699,333**	683,691

1. Represents Net loans and advances based on the contractual maturity.

Financial assets and other trading assets

Outlined below is a description of how we classify and measure financial assets relevant to Notes 8 to 13.

Classification and measurement

Financial assets - general

There are three measurement classifications for financial assets under AASB 9 *Financial Instruments* (AASB 9): amortised cost, FVTPL and FVOCI. Financial assets are classified into these measurement classifications on the basis of two criteria:

- the business model within which the financial asset is managed; and
- the contractual cash flow characteristics of the financial asset (specifically whether the contractual cash flows represent solely payments of principal and interest).

The resultant financial asset classifications are as follows:

- Amortised cost: Financial assets with contractual cash flows that comprise solely payments of principal and interest and which are held in a business model whose objective is to collect their cash flows;
- FVOCI: Financial assets with contractual cash flows that comprise solely payments of principal and interest and which are held in a business model whose objective is to collect their cash flows or to sell the assets; and
- FVTPL: Any other financial assets not falling into the categories above are measured at FVTPL.

Fair value option for financial assets

A financial asset may be irrevocably designated on initial recognition:

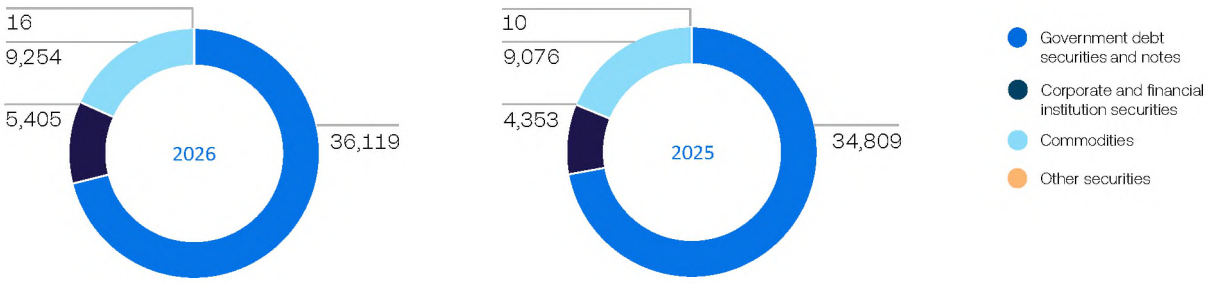
- at FVTPL when the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise; or
- at FVOCI for investments in equity securities, where that instrument is neither held for trading nor contingent consideration recognised by an acquirer in a business combination.

8. Cash and cash equivalents

Cash and cash equivalents comprise coins, notes, money at call, reverse repurchase agreements of less than 3 months, balances held with central banks and other banks, and other cash equivalents that are readily convertible to known amounts of cash with insignificant risk of changes in value.

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Coins, notes and cash at bank	1,346	1,203	966	824
Reverse repurchase agreements	72,906	56,428	70,156	54,773
Balances with central banks	108,396	92,436	102,808	85,711
Balances with other banks and other cash equivalents	5,380	5,142	4,140	3,752
Cash and cash equivalents	188,028	155,209	178,070	145,060

9. Trading assets



	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Government debt securities and notes	36,119	34,809	29,892	28,601
Corporate and financial institution securities	5,405	4,353	4,396	3,086
Commodities	9,254	9,076	9,031	8,911
Other securities	16	10	16	10
Total	50,794	48,248	43,335	40,608

Recognition and measurement

Trading assets are financial instruments or other assets we either:

- Acquire principally for the purpose of selling in the short-term; or
- Hold as part of a portfolio we manage for short-term profit making.

Trading assets include commodity inventories measured at fair value less cost to sell in accordance with the broker trader exemption under AASB 102 *Inventories*.

We recognise purchases and sales of trading assets on trade date:

- Initially, we measure them at fair value; and
- Subsequently, we measure them in the Balance Sheet at their fair value with any change in fair value recognised in profit or loss.

Assets disclosed as Trading assets are subject to the general classification and measurement policy for Financial Assets outlined at the commencement of the Group's financial assets disclosures on page 128.

Key judgements and estimates

Judgement is required when applying the valuation techniques used to determine the fair value of trading assets not valued using quoted market prices. Refer to Note 18 Fair value of financial assets and financial liabilities for further details.

10. Derivative financial instruments

Consolidated Fair value	Assets 2026 $m	Liabilities 2026 $m	Assets 2025 $m	Liabilities 2025 $m
Derivative financial instruments - held for trading	58,160	(50,615)	47,242	(43,564)
Derivative financial instruments - designated in hedging relationships	301	(523)	238	(338)
Derivative financial instruments	58,461	(51,138)	47,480	(43,902)

The Company Fair value	Assets 2026 $m	Liabilities 2026 $m	Assets 2025 $m	Liabilities 2025 $m
Derivative financial instruments - held for trading	61,058	(54,291)	50,418	(47,607)
Derivative financial instruments - designated in hedging relationships	110	(234)	113	(162)
Derivative financial instruments	61,168	(54,525)	50,531	(47,769)

Features

Derivative financial instruments are contracts:

- Whose value is derived from an underlying price index (or other variable) defined in the contract - sometimes the value is derived from more than one variable;
- That require little or no initial net investment; and
- That are settled at a future date.

Movements in the price of the underlying variables, which cause the value of the contract to fluctuate, are reflected in the fair value of the derivative.

Purpose

The Group's derivative financial instruments have been categorised as follows:

Trading	Derivatives held in order to: • meet customer needs for managing their own risks. • manage risks in the Group that are not in a designated hedge accounting relationship (some elements of balance sheet management). • undertake market making and positioning activities to generate profits from short-term fluctuations in prices or margins.
Designated in Hedging Relationships	Derivatives designated into hedge accounting relationships in order to minimise profit or loss volatility by matching movements in underlying positions relating to: • hedges of the Group's exposures to interest rate risk and currency risk. • hedges of other exposures relating to non-trading positions.

Types

The Group offers or uses four different types of derivative financial instruments:

Forwards	A contract documenting the rate of interest, or the currency exchange rate, to be paid or received on a notional principal amount at a future date.
Futures	An exchange traded contract in which the parties agree to buy or sell an asset in the future for a price agreed on the transaction date, with a net settlement in cash paid on the future date without physical delivery of the asset.
Swaps	A contract in which two parties exchange one series of cash flows for another.
Options	A contract in which the buyer of the contract has the right - but not the obligation - to buy (known as a 'call option') or to sell (known as a 'put option') an asset or instrument at a set price on a future date. The seller has the corresponding obligation to fulfil the transaction to sell or buy the asset or instrument if the buyer exercises the option.

10. Derivative financial instruments (continued)

Risks managed

The Group offers and uses the instruments described above to manage fluctuations in the following:

Foreign Exchange	Currencies at current or determined rates of exchange.
Interest Rate	Fixed or variable interest rates applying to money lent, deposited or borrowed.
Commodity	Soft commodities (that is, agricultural products such as wheat, coffee, cocoa and sugar) and hard commodities (that is, mined products such as gold, oil and gas).
Credit	Risk of default by customers or third parties.

The Group uses a number of central clearing counterparties and exchanges to settle derivative transactions. Different arrangements for posting of collateral exist with these exchanges:

- some transactions are subject to clearing arrangements which result in separate recognition of collateral assets and liabilities, with the carrying values of the associated derivative assets and liabilities held at their fair value.
- other transactions, are legally settled by the payment or receipt of collateral which reduces the carrying values of the related derivative instruments by the amount paid or received.

Derivative financial instruments – held for trading

The majority of the Group's derivative financial instruments are held for trading. The fair value of derivative financial instruments held for trading is:

Consolidated Fair value	Assets 2026 $m	Liabilities 2026 $m	Assets 2025 $m	Liabilities 2025 $m
Interest rate contracts				
Forward rate agreements	83	(3)	51	(12)
Futures contracts	103	(39)	65	(123)
Swap agreements	13,545	(17,153)	9,390	(9,993)
Options	1,791	(1,241)	1,071	(1,077)
Total	15,522	(18,436)	10,577	(11,205)
Foreign exchange contracts				
Spot and forward contracts	16,477	(15,230)	14,183	(13,592)
Swap agreements	23,132	(14,186)	18,673	(13,819)
Options	795	(1,131)	739	(962)
Total	40,404	(30,547)	33,595	(28,373)
Commodity and other contracts	2,227	(1,627)	3,052	(3,974)
Credit default swaps	7	(5)	18	(12)
Derivative financial instruments - held for trading[1]	58,160	(50,615)	47,242	(43,564)

1. Includes derivatives held for balance sheet management which are not designated into accounting hedge relationships.

10. Derivative financial instruments (continued)

Derivative financial instruments – held for trading (continued)

The majority of the Company's derivative financial instruments are held for trading. The fair value of derivative financial instruments held for trading is:

The Company Fair Value	Assets 2026 $m	Liabilities 2026 $m	Assets 2025 $m	Liabilities 2025 $m
Interest rate contracts				
Forward rate agreements	84	(3)	55	(16)
Futures contracts	54	(37)	61	(33)
Swap agreements	15,917	(19,449)	12,003	(12,713)
Options	1,790	(1,240)	1,069	(1,076)
Total	17,845	(20,729)	13,188	(13,838)
Foreign exchange contracts				
Spot and forward contracts	15,790	(15,068)	13,574	(13,208)
Swap agreements	24,375	(15,708)	19,807	(15,543)
Options	783	(1,127)	736	(960)
Total	40,948	(31,903)	34,117	(29,711)
Commodity and other contracts	2,239	(1,627)	3,057	(4,010)
Credit default swaps	26	(32)	56	(48)
Derivative financial instruments - held for trading[1]	61,058	(54,291)	50,418	(47,607)

1. Includes derivatives held for balance sheet management which are not designated into accounting hedge relationships.

10. Derivative financial instruments (continued)

Derivative financial instruments – designated in hedging relationships

Under the accounting policy choice provided by AASB 9, the Group has continued to apply the hedge accounting requirements of AASB 139 *Financial Instruments: Recognition and Measurement* (AASB 139).

There are three types of hedge accounting relationships the Group utilises:

	Fair value hedge	Cash flow hedge	Net investment hedge
Objective of this hedging arrangement	To hedge our exposure to changes to the fair value of a recognised asset or liability or unrecognised firm commitment caused by interest rate or foreign currency movements.	To hedge our exposure to variability in cash flows of a recognised asset or liability, a firm commitment or a highly probable forecast transaction caused by interest rate, foreign currency and other price movements.	To hedge our exposure to exchange rate differences arising from the translation of our foreign operations from their functional currency to Australian dollars.
Recognition of effective hedge portion	The following are recognised in profit or loss at the same time: • all changes in the fair value of the underlying item relating to the hedged risk; and • the change in the fair value of the derivatives.	We recognise the effective portion of changes in the fair value of derivatives designated as a cash flow hedge in the cash flow hedge reserve.	We recognise the effective portion of changes in the fair value of the hedging instrument in the foreign currency translation reserve (FCTR).
Recognition of ineffective hedge portion	Recognised immediately in Other income.		
If a hedging instrument expires, or is sold, terminated, or exercised; or no longer qualifies for hedge accounting	When we recognise the hedged item in profit or loss, we recognise the related unamortised fair value hedge adjustment in profit or loss. This may occur over time if the hedged item is amortised to profit or loss as part of the effective yield over the period to maturity.	Only when we recognise the hedged item in profit or loss is the amount previously deferred in the cash flow hedge reserve transferred to profit or loss.	The amount we defer in the foreign currency translation reserve remains in equity and is transferred to profit or loss only when we dispose of, or partially dispose of, the foreign operation.
Hedged item sold or repaid	We recognise the unamortised fair value hedge adjustment immediately in profit or loss.	Amounts accumulated in equity are transferred immediately to profit or loss.	The gain or loss, or applicable proportion, we have recognised in equity is transferred to profit or loss on disposal or partial disposal of a foreign operation.

10. Derivative financial instruments (continued)

Derivative financial instruments – designated in hedging relationships (continued)

The fair value of derivative financial instruments designated in hedging relationships is:

Consolidated	2026 Nominal amount $m	2026 Assets $m	2026 Liabilities $m	2025 Nominal amount $m	2025 Assets $m	2025 Liabilities $m
Fair value hedges						
Foreign exchange spot and forward contracts	-	-	-	599	-	(1)
Interest rate swap agreements	179,819	225	(209)	192,596	46	(273)
Interest rate futures contracts	748	5	-	599	1	(1)
Cash flow hedges						
Interest rate swap agreements	160,000	52	(313)	133,923	136	(62)
Foreign exchange swap agreements	656	19	-	705	52	-
Foreign exchange spot and forward contracts	239	-	(1)	177	3	(1)
Derivative financial instruments - designated in hedging relationships	341,462	301	(523)	328,599	238	(338)

The Company	2026 Nominal amount $m	2026 Assets $m	2026 Liabilities $m	2025 Nominal amount $m	2025 Assets $m	2025 Liabilities $m
Fair value hedges						
Foreign exchange spot and forward contracts	-	-	-	599	-	(1)
Interest rate swap agreements	149,385	77	(206)	158,334	33	(143)
Interest rate futures contracts	748	5	-	599	1	(1)
Cash flow hedges						
Interest rate swap agreements	115,364	9	(27)	95,734	24	(16)
Foreign exchange swap agreements	656	19	-	705	52	-
Foreign exchange spot and forward contracts	239	-	(1)	177	3	(1)
Derivative financial instruments - designated in hedging relationships	266,392	110	(234)	256,148	113	(162)

10. Derivative financial instruments (continued)

Derivative financial instruments – designated in hedging relationships (continued)

The maturity profile of the nominal amounts of our hedging instruments held is:

Consolidated Nominal amount		Average Rate	Less than 3 months $m	3 to 12 months $m	1 to 5 years $m	After 5 years $m	Total $m
As at 30 September 2026							
Fair value hedges							
Interest rate	Interest rate	3.30%	4,248	18,111	84,653	73,555	180,567
Cash flow hedges							
Interest rate	Interest rate	3.92%	8,740	38,612	110,321	2,327	160,000
Foreign exchange[1]	AUD/USD FX rate	0.74	61	178	-	656	895
	USD/EUR FX rate	0.91					
As at 30 September 2025							
Fair value hedges							
Interest rate	Interest rate	2.89%	7,619	20,388	94,000	71,188	193,195
Foreign exchange	HKD/AUD FX rate	5.14	599	-	-	-	599
Cash flow hedges							
Interest rate	Interest rate	3.22%	11,883	42,949	78,576	515	133,923
Foreign exchange[1]	AUD/USD FX rate	0.74	66	111	-	705	882
	USD/EUR FX rate	0.91					

1. Hedges of foreign exchange risk cover multiple currency pairs. The table reflects the larger currency pairs only.

10. Derivative financial instruments (continued)

Derivative financial instruments – designated in hedging relationships (continued)

The Company Nominal amount		Average Rate	Less than 3 months $m	3 to 12 months $m	1 to 5 years $m	After 5 years $m	Total $m
As at 30 September 2026							
Fair value hedges							
Interest rate	Interest rate	3.40%	4,089	13,104	68,330	64,610	150,133
Foreign exchange	HKD/AUD FX rate	-	-	-	-	-	-
Cash flow hedges							
Interest rate	Interest rate	4.03%	4,542	27,309	81,206	2,307	115,364
Foreign exchange[1]	AUD/USD FX rate USD/EUR FX rate	0.74 0.91	61	178	-	656	895
As at 30 September 2025							
Fair value hedges							
Interest rate	Interest rate	2.88%	7,619	17,741	69,868	63,705	158,933
Foreign exchange	HKD/AUD FX rate	5.14	599	-	-	-	599
Cash flow hedges							
Interest rate	Interest rate	3.01%	5,449	29,828	59,963	494	95,734
Foreign exchange[1]	AUD/USD FX rate USD/EUR FX rate	0.74 0.91	66	111	-	705	882

1. Hedges of foreign exchange risk cover multiple currency pairs. The table reflects the larger currency pairs only.

10. Derivative financial instruments (continued)

Derivative financial instruments – designated in hedging relationships (continued)

The impacts of ineffectiveness from our designated hedge relationships by type of hedge relationship and type of risk being hedged are:

Consolidated	Ineffectiveness			
As at 30 September 2026	Change in value of hedging instrument[2] $m	Change in value of hedged item $m	Hedge ineffectiveness recognised in profit or loss[3] $m	Amount reclassified from the cash flow hedge reserve or FCTR to profit or loss[4] $m
Fair value hedges[1]				
Interest rate	3,541	(3,554)	(13)	-
Foreign exchange	34	(34)	-	-
Cash flow hedges[1]				
Interest rate	(2,048)	1,839	(209)	(17)
Foreign exchange	(4)	4	-	(1)
Net investment hedges[1]				
Foreign exchange	26	(26)	-	-
As at 30 September 2025				
Fair value hedges[1]				
Interest rate	(151)	170	19	-
Foreign exchange	(28)	28	-	-
Cash flow hedges[1]				
Interest rate	856	(852)	4	(6)
Foreign exchange	4	(4)	-	(7)
Net investment hedges[1]				
Foreign exchange	23	(23)	-	-

The Company	Ineffectiveness			
As at 30 September 2026	Change in value of hedging instrument[2] $m	Change in value of hedged item $m	Hedge ineffectiveness recognised in profit or loss[3] $m	Amount reclassified from the cash flow hedge reserve or FCTR to profit or loss[4] $m
Fair value hedges[1]				
Interest rate	2,737	(2,763)	(26)	-
Foreign exchange	34	(34)	-	-
Cash flow hedges[1]				
Interest rate	(1,703)	1,496	(207)	(5)
Foreign exchange	(4)	4	-	(1)
As at 30 September 2025				
Fair value hedges[1]				
Interest rate	109	(95)	14	-
Foreign exchange	(28)	28	-	-
Cash flow hedges[1]				
Interest rate	735	(731)	4	(5)
Foreign exchange	4	(4)	-	(7)

1. All hedging instruments are classified as derivative financial instruments.
2. Changes in value of hedging instruments is before any adjustments for Settle to Market clearing arrangements.
3. Recognised in Other income.
4. Recognised in Net interest income and Other income.

10. Derivative financial instruments (continued)

Derivative financial instruments – designated in hedging relationships (continued)

The hedged items in relation to the Group's fair value hedges are:

Consolidated	Balance sheet presentation	Hedged risk	Carrying amount Assets $m	Carrying amount Liabilities $m	Accumulated fair value hedge adjustments on the hedged item Assets $m	Accumulated fair value hedge adjustments on the hedged item Liabilities $m
As at 30 September 2026						
Fixed rate loans and advances	Net loans and advances	Interest rate	1,416	-	(92)	-
Fixed rate deposits and other borrowings	Deposits and other borrowings	Interest rate	-	(2,111)	-	39
Fixed rate debt issuance	Debt issuances	Interest rate	-	(58,632)	-	2,846
Fixed rate investment securities at FVOCI[1]	Investment securities	Interest rate	109,753	-	(4,289)	-
Equity securities at FVOCI[1]	Investment securities	Foreign exchange	-	-	37	-
Total			111,169	(60,743)	(4,344)	2,885
As at 30 September 2025						
Fixed rate loans and advances	Net loans and advances	Interest rate	982	-	(25)	-
Fixed rate deposits and other borrowings	Deposits and other borrowings	Interest rate	-	(2,267)	-	6
Fixed rate debt issuance	Debt issuances	Interest rate	-	(71,300)	-	1,068
Fixed rate investment securities at FVOCI[1]	Investment securities	Interest rate	113,397	-	973	-
Equity securities at FVOCI[1]	Investment securities	Foreign exchange	599	-	71	-
Total			114,978	(73,567)	1,019	1,074

1. The carrying amount of debt and equity instruments at FVOCI does not include the fair value hedge adjustment. The fair value hedge adjustment is included in other comprehensive income.

The cumulative amount of fair value hedge adjustments relating to ceased hedge relationships remaining on the Balance Sheet is $37 million (2025: nil).

The hedged items in relation to the Company's fair value hedges are:

The Company	Balance sheet presentation	Hedged risk	Carrying amount Assets $m	Carrying amount Liabilities $m	Accumulated fair value hedge adjustments on the hedged item Assets $m	Accumulated fair value hedge adjustments on the hedged item Liabilities $m
As at 30 September 2026						
Fixed rate loans and advances	Net loans and advances	Interest rate	1,416	-	(92)	-
Fixed rate deposits and other borrowings	Deposits and other borrowings	Interest rate	-	(2,111)	-	39
Fixed rate debt issuance	Debt issuances	Interest rate	-	(46,768)	-	2,455
Fixed rate investment securities at FVOCI[1]	Investment securities	Interest rate	92,353	-	(3,837)	-
Equity securities at FVOCI[1]	Investment securities	Foreign exchange	-	-	37	-
Total			93,769	(48,879)	(3,892)	2,494
As at 30 September 2025						
Fixed rate loans and advances	Net loans and advances	Interest rate	982	-	(25)	-
Fixed rate deposits and other borrowings	Deposits and other borrowings	Interest rate	-	(2,267)	-	6
Fixed rate debt issuance	Debt issuances	Interest rate	-	(58,131)	-	786
Fixed rate investment securities at FVOCI[1]	Investment securities	Interest rate	93,143	-	548	-
Equity securities at FVOCI[1]	Investment securities	Foreign exchange	599	-	71	-
Total			94,724	(60,398)	594	792

1. The carrying amount of debt and equity instruments at FVOCI does not include the fair value hedge adjustment. The fair value hedge adjustment is included in other comprehensive income.

The cumulative amount of fair value hedge adjustments relating to ceased hedge relationships remaining on the Balance Sheet is $37 million (2025: nil).

10. Derivative financial instruments (continued)

Derivative financial instruments – designated in hedging relationships (continued)

The hedged items in relation to the Group's cash flow and net investment hedges are:

		Cash flow hedge reserve		Foreign currency translation reserve	
		Continuing hedges	Discontinued hedges	Continuing hedges	Discontinued hedges
Consolidated	Hedged risk	$m	$m	$m	$m
As at 30 September 2026					
Cash flow hedges					
Floating rate loans and advances	Interest rate	(1,966)	15	-	-
Floating rate customer deposits	Interest rate	333	2	-	-
Foreign currency debt issuances	Foreign exchange	(10)	-	-	-
Highly probable forecast transactions	Foreign exchange	(1)	-	-	-
Net investment hedges					
Foreign operations	Foreign exchange	-	-	68	23
As at 30 September 2025					
Cash flow hedges					
Floating rate loans and advances	Interest rate	407	15	-	-
Floating rate customer deposits	Interest rate	(187)	4	-	-
Foreign currency debt issuances	Foreign exchange	(8)	-	-	-
Highly probable forecast transactions	Foreign exchange	2	-	-	-
Net investment hedges					
Foreign operations	Foreign exchange	-	-	42	23

		Cash flow hedge reserve		Foreign currency translation reserve	
		Continuing hedges	Discontinued hedges	Continuing hedges	Discontinued hedges
The Company	Hedged risk	$m	$m	$m	$m
As at 30 September 2026					
Cash flow hedges					
Floating rate loans and advances	Interest rate	(1,653)	(1)	-	-
Floating rate customer deposits	Interest rate	163	2	-	-
Foreign currency debt issuances	Foreign exchange	(10)	-	-	-
Highly probable forecast transactions	Foreign exchange	(1)	-	-	-
As at 30 September 2025					
Cash flow hedges					
Floating rate loans and advances	Interest rate	(23)	(1)	-	-
Floating rate customer deposits	Interest rate	30	5	-	-
Foreign currency debt issuances	Foreign exchange	(8)	-	-	-
Highly probable forecast transactions	Foreign exchange	2	-	-	-

10. Derivative financial instruments (continued)

Derivative financial instruments – designated in hedging relationships (continued)

The table below details the reconciliation of the Group's cash flow hedge reserve by risk type:

Consolidated	Interest rate $m	Foreign currency $m	Total $m
Balance at 1 October 2024	(419)	(3)	(422)
Fair value gains/(losses)	852	4	856
Transferred to profit or loss	(6)	(7)	(13)
Income taxes and others	(252)	1	(251)
Balance at 30 September 2025	**175**	**(5)**	**170**
Fair value gains/(losses)	**(1,839)**	**(4)**	**(1,843)**
Transferred to profit or loss	**(17)**	**(1)**	**(18)**
Income taxes and others	**555**	**1**	**556**
Balance at 30 September 2026	**(1,126)**	**(9)**	**(1,135)**

Hedges of net investments in a foreign operation resulted in a $26 million increase in FCTR during the year (2025: $23 million increase).

The table below details the reconciliation of the Company's cash flow hedge reserve by risk type:

The Company	Interest rate $m	Foreign currency $m	Total $m
Balance at 1 October 2024	(500)	(3)	(503)
Fair value gains/(losses)	731	4	735
Transferred to profit or loss	(5)	(7)	(12)
Income taxes and others	(218)	1	(217)
Balance at 30 September 2025	**8**	**(5)**	**3**
Fair value gains/(losses)	**(1,496)**	**(4)**	**(1,500)**
Transferred to profit or loss	**(5)**	**(1)**	**(6)**
Income taxes and others	**451**	**1**	**452**
Balance at 30 September 2026	**(1,042)**	**(9)**	**(1,051)**

10. Derivative financial instruments (continued)

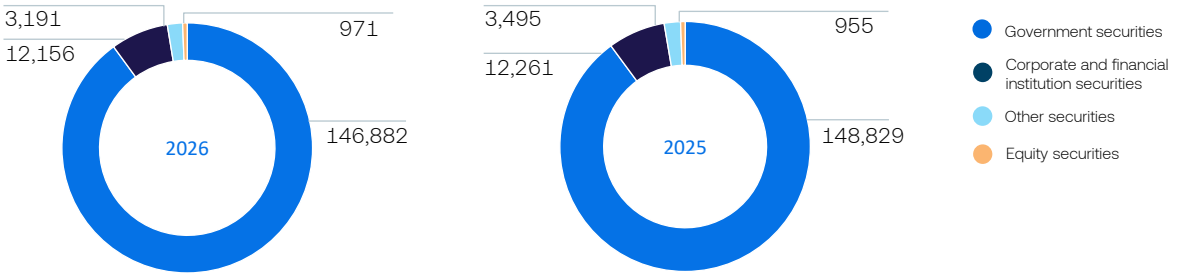
Recognition and measurement

Recognition	Initially and at each reporting date, we recognise all derivatives at fair value. If the fair value of a derivative is positive, then we carry it as an asset, but if its value is negative, then we carry it as a liability. Valuation adjustments are integral in determining the fair value of derivatives. This includes: • a credit valuation adjustment (CVA) to reflect the counterparty risk and/or event of default; and • a funding valuation adjustment (FVA) to account for funding costs and benefits in the derivatives portfolio.
Derecognition of assets and liabilities	We remove derivative assets from our Balance Sheet when the contracts expire or we have transferred substantially all the risks and rewards of ownership. We remove derivative liabilities from our Balance Sheet when the Group's contractual obligations are discharged, cancelled or expired. With respect to derivatives cleared through a central clearing counterparty or exchange, derivative assets or liabilities may be derecognised in accordance with the principle above when collateral is settled, depending on the legal arrangements in place for each instrument.
Impact on the Income Statement	The recognition of gains or losses on derivative financial instruments depends on whether the derivative is held for trading or is designated in a hedge accounting relationship. For derivative financial instruments held for trading, gains or losses from changes in the fair value are recognised in profit or loss. For an instrument designated in a hedge accounting relationship, the recognition of gains or losses depends on the nature of the item being hedged. Refer to the table on page 133 for details of the recognition approach applied for each type of hedge accounting relationship. Sources of hedge accounting ineffectiveness may arise from differences in the interest rate reference rate, margins, or rate set differences and differences in discounting between the hedged items and the hedging instruments.
Hedge effectiveness	To qualify for hedge accounting under AASB 139, a hedge relationship is expected to be highly effective. A hedge relationship is highly effective only if the following conditions are met: • the hedge is expected to be highly effective in achieving offsetting changes in fair value or cash flows attributable to the hedged risk during the period for which the hedge is designated (prospective effectiveness); and • the actual results of the hedge are within the range of 80-125% (retrospective effectiveness). The Group monitors hedge effectiveness on a regular basis but at a minimum at each reporting date.

Key judgements and estimates

Judgement is required when we select the valuation techniques used to determine the fair value of derivatives, particularly the selection of valuation inputs that are not readily observable, and the application of valuation adjustments to certain derivatives. Refer to Note 18 Fair value of financial assets and financial liabilities for further details.

11. Investment securities



	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Investment securities measured at FVOCI				
Debt securities	155,235	156,373	129,196	128,972
Equity securities	971	955	966	950
Investment securities measured at amortised cost				
Debt securities	6,444	7,520	5,086	5,971
Investment securities measured at FVTPL				
Debt securities	550	692	550	692
Total	163,200	165,540	135,798	136,585

The maturity profile of investment securities is as follows:

Consolidated As at 30 September 2026	Less than 3 months $m	3 to 12 months $m	1 to 5 years $m	After 5 years $m	No maturity $m	Total $m
Government securities	13,401	19,258	58,494	55,729	-	146,882
Corporate and financial institution securities	1,127	1,727	9,012	290	-	12,156
Other securities	981	464	509	1,237	-	3,191
Equity securities	-	-	-	-	971	971
Total	15,509	21,449	68,015	57,256	971	163,200
As at 30 September 2025						
Government securities	10,402	17,206	66,723	54,498	-	148,829
Corporate and financial institution securities	235	1,824	9,956	246	-	12,261
Other securities	572	389	985	1,549	-	3,495
Equity securities	-	-	-	-	955	955
Total	11,209	19,419	77,664	56,293	955	165,540

During the year, the Group recognised a net gain of $122 million (2025: $28 million) in Other income from the recycling of gains/losses previously recognised in Other comprehensive income in respect of debt securities at FVOCI.

11. Investment securities (continued)

The Company As at 30 September 2026	Less than 3 months $m	3 to 12 months $m	1 to 5 years $m	After 5 years $m	No maturity $m	Total $m
Government securities	12,227	17,265	47,175	45,690	-	122,357
Corporate and financial institution securities	969	1,061	6,969	290	-	9,289
Other securities	981	464	508	1,233	-	3,186
Equity securities	-	-	-	-	966	966
Total	14,177	18,790	54,652	47,213	966	135,798
As at 30 September 2025						
Government securities	9,482	15,546	51,301	46,466	-	122,795
Corporate and financial institution securities	235	1,327	7,549	246	-	9,357
Other securities	571	389	985	1,538	-	3,483
Equity securities	-	-	-	-	950	950
Total	10,288	17,262	59,835	48,250	950	136,585

During the year, the Company recognised a net gain of $87 million (2025: $16 million) in Other income from the recycling of gains/losses previously recognised in Other comprehensive income in respect of debt securities at FVOCI.

Recognition and measurement

Investment securities are those financial assets in security form (that is, transferable debt or equity instruments) that are not held for trading purposes. By way of exception, bills of exchange (a form of security/transferable instrument) which are used to facilitate the Group's customer lending activities are classified as Loans and advances (rather than Investment securities) to better reflect the substance of the arrangement.

Equity investments not held for trading purposes may be designated at FVOCI on an instrument-by-instrument basis. If this election is made, gains or losses are not reclassified from Other comprehensive income to profit or loss on disposal of the investment. However, gains or losses may be reclassified within equity.

Assets disclosed as Investment securities are subject to the general classification and measurement policy for financial assets outlined at the commencement of the Group's financial asset disclosures on page 128. Additionally, expected credit losses associated with Investment securities - debt securities at amortised cost and Investment securities - debt securities at FVOCI are recognised and measured in accordance with the accounting policy outlined in Note 13 Allowance for expected credit losses. For Investment securities - debt securities at FVOCI, the allowance for Expected Credit Loss (ECL) is recognised in the FVOCI reserve in equity with a corresponding charge to profit or loss.

Key judgements and estimates

Judgement is required when we select valuation techniques used to determine the fair value of assets not valued using quoted market prices, particularly the selection of valuation inputs that are not readily observable. Refer to Note 18 Fair value of financial assets and financial liabilities for further details.

12. Net loans and advances

The following table provides details of Net loans and advances:

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Overdrafts	6,087	6,019	4,814	4,665
Credit cards	6,024	6,205	5,023	5,125
Commercial bills	3,284	3,739	3,284	3,739
Term loans – housing	514,897	503,997	357,039	341,805
Term loans – non-housing	330,697	309,086	280,203	256,681
Other	934	955	939	965
Subtotal	861,923	830,001	651,302	612,980
Unearned income[1]	(642)	(641)	(594)	(599)
Capitalised brokerage and other origination costs[1]	4,589	4,500	3,358	3,426
Gross loans and advances	865,870	833,860	654,066	615,807
Allowance for expected credit losses (refer to Note 13)	(3,980)	(3,874)	(3,115)	(2,952)
Net loans and advances	861,890	829,986	650,951	612,855
Residual contractual maturity:				
Within one year	162,557	146,295	140,134	123,248
More than one year	699,333	683,691	510,817	489,607
Net loans and advances	861,890	829,986	650,951	612,855
Carried on Balance Sheet at:				
Amortised cost	830,330	799,588	620,485	583,639
Fair value through profit or loss	31,560	30,398	30,466	29,216
Net loans and advances	861,890	829,986	650,951	612,855

1. Amortised over the expected life of the loan.

Recognition and measurement

Loans and advances are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are facilities the Group provides directly to customers or through third party channels.

Loans and advances are initially recognised at fair value plus transaction costs directly attributable to the issue of the loan or advance, which are primarily brokerage and other origination costs which we amortise over the estimated life of the loan. Subsequently, we then measure loans and advances at amortised cost using the effective interest rate method, net of any allowance for ECL, or at fair value when they are specifically designated on initial recognition as FVTPL, are classified as held for sale or when held for trading. Refer to Note 18 Fair value of financial assets and financial liabilities for further details.

We classify contracts to lease assets and hire purchase agreements as finance leases if they transfer substantially all the risks and rewards of ownership of the asset to the customer or an unrelated third party. We include these facilities in 'Other' in the table above.

The Group enters into transactions in which it transfers financial assets that are recognised on its Balance Sheet. When the Group retains substantially all of the risks and rewards of the transferred assets, the transferred assets remain on the Group's Balance Sheet, however if substantially all the risks and rewards are transferred, the Group derecognises the asset. If the risks and rewards are partially retained and control over the asset is lost, the Group derecognises the asset. If control over the asset is not lost, the Group continues to recognise the asset to the extent of its continuing involvement.

We separately recognise the rights and obligations retained, or created, in the transfer of assets as appropriate.

Assets disclosed as Net loans and advances are subject to the general classification and measurement policy for financial assets outlined on page 128. Additionally, expected credit losses associated with loans and advances at amortised cost are recognised and measured in accordance with the accounting policy outlined in Note 13 Allowance for expected credit losses.

13. Allowance for expected credit losses

Consolidated	2026 Collectively assessed $m	2026 Individually assessed $m	2026 Total $m	2025 Collectively assessed $m	2025 Individually assessed $m	2025 Total $m
Net loans and advances at amortised cost	3,614	366	3,980	3,512	362	3,874
Off-balance sheet commitments	896	7	903	833	37	870
Investment securities - debt securities at amortised cost	20	-	20	34	-	34
Total	4,530	373	4,903	4,379	399	4,778
Other comprehensive income						
Investment securities - debt securities at FVOCI[1]	13	-	13	13	-	13

The Company	2026 Collectively assessed $m	2026 Individually assessed $m	2026 Total $m	2025 Collectively assessed $m	2025 Individually assessed $m	2025 Total $m
Net loans and advances at amortised cost	2,849	266	3,115	2,687	265	2,952
Off-balance sheet commitments	729	4	733	682	33	715
Investment securities - debt securities at amortised cost	2		2	3	-	3
Total	3,580	270	3,850	3,372	298	3,670
Other comprehensive income						
Investment securities - debt securities at FVOCI[1]	9	-	9	9	-	9

1. For FVOCI assets, the allowance for ECL does not alter the carrying amount which remains at fair value. Instead, the allowance for ECL is recognised in Other comprehensive income with a corresponding charge to profit or loss.

The following tables present the movement in the allowance for ECL for the year.

Net loans and advances - at amortised cost

Allowance for ECL is included in Net loans and advances.

Consolidated	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 1 October 2024	1,276	1,653	443	303	3,675
Transfer between stages	170	(173)	(106)	109	-
New and increased provisions (net of releases)	(116)	91	270	447	692
Write-backs	-	-	-	(137)	(137)
Bad debts written off (excluding recoveries)	-	-	-	(346)	(346)
Foreign currency translation and other movements[1]	3	(13)	14	(14)	(10)
As at 30 September 2025	1,333	1,558	621	362	3,874
Transfer between stages	263	(250)	(104)	91	-
New and increased provisions (net of releases)	(43)	115	165	476	713
Write-backs	-	-	-	(101)	(101)
Bad debts written off (excluding recoveries)	-	-	-	(434)	(434)
Foreign currency translation and other movements[1]	(27)	(21)	4	(28)	(72)
As at 30 September 2026	1,526	1,402	686	366	3,980

1. Other movements include the impacts of discount unwind on individually assessed allowance for ECL.

13. Allowance for expected credit losses (continued)

The Company	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 1 October 2024	1,006	1,150	339	220	2,715
Transfer between stages	99	(101)	(91)	93	-
New and increased provisions (net of releases)	(47)	82	240	341	616
Write-backs	-	-	-	(76)	(76)
Bad debts written off (excluding recoveries)	-	-	-	(296)	(296)
Foreign currency translation and other movements[1]	11	(1)	-	(17)	(7)
As at 30 September 2025	1,069	1,130	488	265	2,952
Transfer between stages	174	(180)	(77)	83	-
New and increased provisions (net of releases)	(1)	104	155	350	608
Write-backs	-	-	-	(51)	(51)
Bad debts written off (excluding recoveries)	-	-	-	(367)	(367)
Foreign currency translation and other movements[1]	(12)	(1)	-	(14)	(27)
As at 30 September 2026	1,230	1,053	566	266	3,115

1. Other movements include the impacts of discount unwind on individually assessed allowance for ECL or the impact of divestments completed during the year.

Off-balance sheet commitments - undrawn and contingent facilities

Allowance for ECL is included in Other provisions.

Consolidated	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 1 October 2024	658	156	27	5	846
Transfer between stages	18	(18)	(3)	3	-
New and increased provisions (net of releases)	(43)	25	6	31	19
Write-backs	-	-	-	(3)	(3)
Foreign currency translation	10	(3)	-	1	8
As at 30 September 2025	643	160	30	37	870
Transfer between stages	28	(27)	(2)	1	-
New and increased provisions (net of releases)	78	6	3	5	92
Write-backs	-	-	-	(37)	(37)
Foreign currency translation	(17)	(6)	-	1	(22)
As at 30 September 2026	732	133	31	7	903

13. Allowance for expected credit losses (continued)

The Company	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 1 October 2024	573	96	22	2	693
Transfer between stages	13	(14)	(2)	3	-
New and increased provisions (net of releases)	(36)	12	3	29	8
Write-backs	-	-	-	(2)	(2)
Foreign currency translation and other movements	13	1	1	1	16
As at 30 September 2025	563	95	24	33	715
Transfer between stages	15	(14)	(2)	1	-
New and increased provisions (net of releases)	43	13	5	3	64
Write-backs	-	-	-	(33)	(33)
Foreign currency translation	(12)	(1)	-	-	(13)
As at 30 September 2026	609	93	27	4	733

Investment securities - debt securities at amortised cost

Allowance for ECL is included in Investment securities.

Consolidated	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2025	34	-	-	-	34
As at 30 September 2026	20	-	-	-	20

The Company	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2025	3	-	-	-	3
As at 30 September 2026	2	-	-	-	2

Investment securities - debt securities at FVOCI

As FVOCI assets are measured at fair value, there is no separate allowance for ECL. Instead, the allowance for ECL is recognised in Other comprehensive income with a corresponding charge to profit or loss.

Consolidated	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2025	13	-	-	-	13
As at 30 September 2026	13	-	-	-	13

The Company	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2025	9	-	-	-	9
As at 30 September 2026	9	-	-	-	9

13. Allowance for expected credit losses (continued)

Credit impairment charge - Income Statement

Credit impairment charge/(release) analysis

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
New and increased provisions (net of releases)[1,2]				
- Collectively assessed	222	114	235	155
- Individually assessed	573	590	437	466
Write-backs[3]	(138)	(140)	(84)	(78)
Recoveries of amounts previously written-off	(72)	(129)	(60)	(115)
Total credit impairment charge	585	435	528	428

1. Includes the impact of transfers between collectively assessed and individually assessed.
2. New and increased provisions (net of releases) includes:

	Consolidated				Company			
	2026		2025		2026		2025	
	Collectively assessed $m	Individually assessed $m	Collectively assessed $m	Individually assessed $m	Collectively assessed $m	Individually assessed $m	Collectively assessed $m	Individually assessed $m
Net loans and advances at amortised cost	146	567	136	556	175	433	182	434
Off-balance sheet commitments	86	6	(15)	34	60	4	(24)	32
Investment securities - debt securities at amortised cost	(10)	-	-	-	-	-	2	-
Investment securities - debt securities at FVOCI	-	-	(7)	-	-	-	(5)	-
Other financial assets	-	-	-	-	-	-	-	-
Total	222	573	114	590	235	437	155	466

3. Consists of write-backs in Net loans and advances at amortised cost of $101 million (2025: $137 million) for the Group and $51 million (2025: $76 million) for the Company, and Off-balance sheet commitments of $37 million (2025: $3 million) for the Group and $33 million (2025: $2 million) for the Company.

The contractual amount outstanding on financial assets that were written off during the year and that are still subject to enforcement activity is $201 million (2025: $134 million) for the Group and $179 million (2025: $116 million) for the Company.

13. Allowance for expected credit losses (continued)

Recognition and measurement

Expected credit loss model

The measurement of expected credit losses reflects an unbiased, probability weighted prediction which evaluates a range of scenarios and takes into account the time value of money, past events, current conditions and forecasts of future economic conditions.

Expected credit losses are either measured over 12 months or the expected lifetime of the financial asset, depending on credit deterioration since origination, according to the following three-stage approach:

- Stage 1: At the origination of a financial asset, and where there has not been a Significant Increase in Credit Risk (SICR) since origination, an allowance for ECL is recognised reflecting the expected credit losses resulting from default events that are possible within the next 12 months from the reporting date. For instruments with a remaining maturity of less than 12 months, expected credit losses are estimated based on default events that are possible over the remaining time to maturity.
- Stage 2: Where there has been a SICR since origination, an allowance for ECL is recognised reflecting expected credit losses resulting from all possible default events over the expected life of a financial instrument. If credit risk were to improve in a subsequent period such that the increase in credit risk since origination is no longer considered significant, the exposure returns to a Stage 1 classification with ECL measured accordingly.
- Stage 3: Where there is objective evidence of impairment, an allowance equivalent to lifetime ECL is recognised.

Expected credit losses are estimated on a collective basis for exposures in Stage 1 and Stage 2, and on either a collective or individual basis when transferred to Stage 3.

For financial assets that are credit-impaired on initial recognition, lifetime ECL are incorporated into the calculation of the effective interest rate on initial recognition. Consequently, these assets do not carry an expected credit loss allowance on initial recognition. The amount recognised as a provision for credit losses after initial recognition is equal to the change in the lifetime expected credit loss since initial recognition.

Measurement of expected credit loss

ECL is calculated as the product of the following credit risk factors at a facility level, discounted to incorporate the time value of money:

- Probability of default (PD) - the estimate of the likelihood that a borrower will default over a given period;
- Exposure at default (EAD) - the expected balance sheet exposure at default taking into account repayments of principal and interest, expected additional drawdowns and accrued interest; and
- Loss given default (LGD) - the expected loss in the event of the borrower defaulting, expressed as a percentage of the facility's EAD, taking into account direct and indirect recovery costs.

These credit risk factors are adjusted for current and forward-looking information through the use of macroeconomic variables.

Expected life

When estimating ECL for exposures in Stage 2 and 3, the Group considers the expected lifetime over which it is exposed to credit risk.

For non-retail portfolios, the Group uses the maximum contractual period as the expected lifetime for non-revolving credit facilities. For non-retail revolving credit facilities, such as corporate lines of credit, the expected life reflects the Group's contractual right to withdraw a facility as part of a contractually agreed annual review, after taking into account the applicable notice period.

For retail portfolios, the expected lifetime is determined using a behavioural term, taking into account expected prepayment behaviour and events that give rise to substantial modifications.

Definition of default, credit impaired and write-offs

The definition of default used in measuring ECL is aligned to the definition used for internal credit risk management purposes across all portfolios. This definition is also in line with the regulatory definition of default. Default occurs when there are indicators that a debtor is unlikely to fully satisfy contractual credit obligations to the Group, or the exposure is 90 days past due.

Financial assets, including those that are well secured, are considered credit impaired for financial reporting purposes when they default.

When there is no realistic probability of recovery, loans are written off against the related impairment allowance on completion of the Group's internal processes and when all reasonably expected recoveries have been collected. In subsequent periods, any recoveries of amounts previously written-off are recorded as a release to the credit impairment charge in the Income Statement.

Modified financial assets

If the contractual terms of a financial asset are modified or an existing financial asset is replaced with a new one for either credit or commercial reasons, an assessment is made to determine if the changes to the terms of the existing financial asset are considered substantial. This assessment considers both changes in cash flows arising from the modified terms as well as changes in the overall instrument risk profile; for example, changes in the principal (credit limit), term, or type of underlying collateral. Where a modification is considered non-substantial, the existing financial asset is not derecognised and its date of origination continues to be used to determine SICR. Where a modification is considered substantial, the existing financial asset is derecognised and a new financial asset is recognised at its fair value on the modification date, which also becomes the date of origination used to determine SICR for this new asset.

13. Allowance for expected credit losses (continued)

Recognition and measurement (continued)

Significant increase in credit risk

Stage 2 assets are those that have experienced a SICR since origination. In determining what constitutes a SICR, the Group considers both qualitative and quantitative information:

i. Internal credit rating grade

For the majority of portfolios, the primary indicator of a SICR is a significant deterioration in the internal credit rating grade of a facility since origination and is measured by the application of thresholds.

For non-retail portfolios, a SICR is determined by comparing the Customer Credit Rating (CCR) applicable to a facility at reporting date to the CCR at origination of that facility. A CCR is assigned to each borrower which reflects the PD of the borrower and incorporates both borrower and non-borrower specific information, including forward-looking information. CCRs are subject to review at least annually or more frequently when an event occurs which could affect the credit risk of the customer.

For retail portfolios, a SICR is determined, depending on the type of facility, by either comparing the scenario weighted lifetime PD at the reporting date to that at origination, or by reference to customer behavioural score thresholds. The scenario weighted lifetime probability of default may increase significantly if:

- there has been a deterioration in the economic outlook, or an increase in economic uncertainty; or
- there has been a deterioration in the customer's overall credit position, or ability to manage their credit obligations.

ii. Backstop criteria

The Group uses 30 days past due arrears as a backstop criterion for both non-retail and retail portfolios. For retail portfolios only, facilities are required to demonstrate three to six months of good payment behaviour prior to being allocated back to Stage 1.

Forward-looking information

Forward-looking information is incorporated into both our assessment of whether a financial asset has experienced a SICR since origination and in our estimate of ECL. In applying forward-looking information for estimating ECL, the Group considers four probability-weighted forecast economic scenarios as follows:

i. Base case scenario

The base case scenario is the Group's view of future macroeconomic conditions. It reflects the same basis of assumptions used by management for strategic planning and budgeting, and also informs the Group Internal Capital Adequacy Assessment Process which is the process the Group applies in strategic and capital planning over a 3-year time horizon;

ii. Upside scenario

The upside scenario is fixed by reference to average economic cycle conditions (not economic conditions prevailing at balance date) and is based on a combination of more optimistic economic events and uncertainty over long term horizons; and

iii. Downside and iv. Severe downside scenario

The downside and severe scenarios assume an economic downturn, both domestically and globally. Forecast macroeconomic variables for such scenarios are developed internally, reflecting plausible scenarios unfolding over a 5-year period given current economic conditions. Compared to the base case, these assumptions reflect higher inflation, declining asset prices, and increases to unemployment. The impacts to underlying macroeconomic variables are deeper in the case of the severe scenario.

The four scenarios are described in terms of macroeconomic variables used in the PD, LGD and EAD models (collectively the ECL models) depending on the lending portfolio and country of the borrower. Examples of the macroeconomic variables include unemployment rates, Gross Domestic Product (GDP) growth rates, residential property price indices, commercial property price indices and consumer price indices.

Probability weighting of each scenario is determined by management considering the risks and uncertainties surrounding the base case economic scenario, as well as specific portfolio considerations where required. The Group Asset and Liability Committee (GALCO) is responsible for reviewing and approving the base case economic scenario and the Executive Risk Committee (ERC) approves the downside and severe downside economic scenario and the probability weights applied to each scenario.

Where applicable, temporary adjustments may be made to account for situations where known or expected risks have not been adequately addressed in the modelling process.

13. Allowance for expected credit losses (continued)

Key judgements and estimates

Collectively assessed allowance for expected credit losses

For collectively assessed ECL, exposures are grouped based on shared credit risk characteristics, including product, portfolio type and geography. In estimating collectively assessed ECL, the Group makes judgements and assumptions in relation to:

- the selection of an estimation technique or modelling methodology; and
- the selection of inputs for those models, and the interdependencies between those inputs.

The following table summarises the key judgements and assumptions in relation to the model inputs and the interdependencies between those inputs, and highlights significant changes during the current period. The judgements and associated assumptions have been made within the context of the uncertainty as to how various factors might impact the global economy and reflect historical experience and other factors that are considered to be relevant, including expectations of future events that are believed to be reasonable under the circumstances. The Group's ECL estimates are inherently uncertain and, as a result, actual results may differ from these estimates.

Judgement/Assumption	Description	Considerations for the year ended 30 September 2026
Determining when a SICR has occurred or reversed	In the measurement of ECL, judgement is involved in determining whether there has been a SICR since initial recognition of a loan, which would result in it moving from Stage 1 to Stage 2. This is a key area of judgement since transition from Stage 1 to Stage 2 increases the ECL from an allowance based on the PD in the next 12 months, to an allowance for lifetime ECL. Subsequent decreases in credit risk resulting in transition from Stage 2 to Stage 1 may similarly result in significant changes in the ECL allowance. The setting of precise SICR trigger points requires judgement which may have a material impact upon the size of the ECL allowance. The Group monitors the effectiveness of SICR criteria on an ongoing basis.	The determination of SICR was consistent with prior period.
Measuring both 12-month and lifetime expected credit losses	The PD, LGD and EAD factors used in determining ECL are point-in-time measures reflecting the relevant forward-looking information determined by management. Judgement is involved in determining which forward-looking information is relevant for particular lending portfolios and for determining each portfolio's point-in-time sensitivity. In addition, judgement is required where behavioural characteristics are applied in estimating the lifetime of a facility which is used in measuring ECL.	The PD, LGD and EAD models are subject to the Group's model risk policy that stipulates periodic model monitoring and re-validation, and defines approval procedures and authorities according to model materiality. There were no material changes to the policy.
Base case economic forecast	The Group derives a forward-looking 'base case' economic scenario which reflects ANZ Economics' view of future macroeconomic conditions.	There have been no changes to the types of forward-looking variables (key economic drivers) used as model inputs. The base case assumptions have been updated to reflect a gradual moderation in inflation in Australia and New Zealand. Growth is expected to remain subdued in the near term due to higher interest rates, elevated energy costs and global uncertainty. In Australia, GDP growth remains below potential and unemployment is expected to rise modestly before monetary policy easing supports a recovery. In New Zealand, growth is expected to recover gradually, supported by strong export incomes and a weaker exchange rate. Housing market conditions remain soft in both countries. The expected outcomes of key economic drivers for the base case scenario at 30 September 2026 are described below under the heading "Base case economic forecast assumptions".

13. Allowance for expected credit losses (continued)

Key judgements and estimates (continued)

Judgement/Assumption	Description	Considerations for the year ended 30 September 2026
Downside and severe downside scenarios	The Group produces downside and severe downside scenarios for ECL measurement purposes.	The severe downside scenario assumptions have been updated to reflect a deterioration in global economic conditions, characterised by higher inflation, weaker growth and tighter financial conditions than assumed in the base case. Economic activity is expected to contract, unemployment to rise materially and asset prices to decline across a range of markets. In Australia and New Zealand, housing and commercial property prices experience significant corrections while restrictive monetary policy settings weigh on household spending and business investment. These assumptions reflect a scenario in which heightened geopolitical tensions, disruptions to global energy supply and broader supply chain pressures result in a sustained deterioration in the global economic outlook. Similar assumptions are also used in the downside scenario, but with lesser impacts.
Probability weighting of each economic scenario (base case, upside, downside and severe downside scenarios)	Probability weighting of each economic scenario is determined by management considering the risks and uncertainties surrounding the base case economic scenario at each measurement date. The assigned probability weightings in Australia, New Zealand and Rest of World are subject to a high degree of inherent uncertainty and therefore the actual outcomes may be significantly different to those projected.	Probability weightings in Australia, New Zealand and Rest of World have been updated, with additional weight applied to the severe downside scenario relative to the prior year, reflecting our assessment of the continuing downside risks in local and global economies, and uncertainties related to foreign policies. The probability weightings for current and prior periods are as detailed in the section below under the heading 'Probability weightings'.
Management temporary adjustments	Management temporary adjustments to the ECL allowance are used in circumstances where it is judged that our existing inputs, assumptions and model techniques do not capture all the risk factors relevant to our lending portfolios. Emerging local or global macroeconomic, microeconomic or political events, and natural disasters that are not incorporated into our current parameters, risk ratings, or forward-looking information are examples of such circumstances.	Management have continued to apply adjustments to accommodate risks associated with higher inflation and interest rates experienced over the last few years. Management overlays have been made for risks particular to home loans, credit cards and commercial lending in Australia, and for property lending in New Zealand. The total amount of adjustments has decreased from the prior year as anticipated risks are now represented in the portfolio credit profiles. Management overlay at 30 September 2026 was $405 million (2025: $498 million) for the Group and $349 million (2025: $407 million) for the Company. Management has considered and concluded no temporary adjustment is required at 30 September 2026 to the ECL in relation to climate or weather-related events during the period.

13. Allowance for expected credit losses (continued)

Key judgements and estimates (continued)

Base case economic forecast assumptions

Continuing uncertainties described above increase the risk of the economic forecast resulting in an understatement or overstatement of the ECL balance.

The economic drivers of the base case economic forecasts, reflective of ANZ Economics' view of future macroeconomic conditions used at 30 September 2026 are set out below. For the years following the near-term forecasts below, the ECL models apply simplified assumptions for the economic conditions to calculate lifetime loss.

	Calendar year		
	2026	2027	2028
Australia			
GDP (annual % change)	1.9	1.3	2.0
Unemployment rate (annual average)	4.4	4.7	4.7
Residential property prices (annual % change)	(4.3)	(3.4)	4.3
Consumer price index (annual average % change)	3.9	2.8	2.5
New Zealand			
GDP (annual % change)	1.7	2.6	2.8
Unemployment rate (annual average)	5.6	5.4	5.0
Residential property prices (annual % change)	(1.0)	2.0	4.0
Consumer price index (annual average % change)	3.6	2.0	2.0
Rest of World			
GDP (annual % change)	2.2	2.1	2.3
Consumer price index (annual average % change)	3.7	2.4	2.2

13. Allowance for expected credit losses (continued)

Key judgements and estimates (continued)

Probability weightings

Probability weightings for each scenario are determined by management considering the risks and uncertainties surrounding the base case economic scenario including the uncertainties described above.

The assigned probability weightings in Australia, New Zealand and Rest of World are subject to a high degree of inherent uncertainty and therefore the actual outcomes may be significantly different to those projected. The Group considers these weightings in each geography to provide estimates of the possible loss outcomes and taking into account short- and long-term inter-relationships within the Group's credit portfolios. The average weightings applied across the Group are set out below:

	Consolidated		The Company	
	2026	2025	2026	2025
Base	46%	46%	46%	45%
Upside	1%	1%	0%	0%
Downside	39%	40%	40%	42%
Severe downside	14%	13%	14%	13%

ECL - Sensitivity analysis

Given current economic uncertainties and the judgement applied to factors used in determining the expected default of borrowers in future periods, expected credit losses reported by the Group should be considered as a best estimate within a range of possible estimates.

The table below illustrates the sensitivity of collectively assessed ECL to key factors used in determining it as at 30 September 2026. The totals for each scenario are approximate levels of ECL assuming 100% weighting was applied to that scenario, applying scenario specific management temporary adjustments where appropriate, and holding all other management temporary adjustments constant:

	Consolidated		The Company	
	ECL allowance $m	Impact $m	ECL allowance $m	Impact $m
If 1% of Stage 1 facilities were included in Stage 2	4,582	52	3,623	43
If 1% of Stage 2 facilities were included in Stage 1	4,524	(6)	3,575	(5)
100% upside scenario	1,838	(2,692)	1,484	(2,097)
100% base scenario	2,428	(2,102)	1,946	(1,635)
100% downside scenario	5,130	600	3,987	406
100% severe downside scenario	9,980	5,450	7,788	4,207

Individually assessed allowance for expected credit losses

In estimating individually assessed ECL, the Group makes judgements and assumptions in relation to expected repayments, the realisable value of collateral, business prospects for the customer, competing claims and the likely cost and duration of the work-out process. Judgements and assumptions in respect of these matters have been updated to reflect amongst other things, the uncertainties described above.

Financial liabilities

Outlined below is a description of how we classify and measure financial liabilities relevant to Note 14 to 16.

Classification and measurement



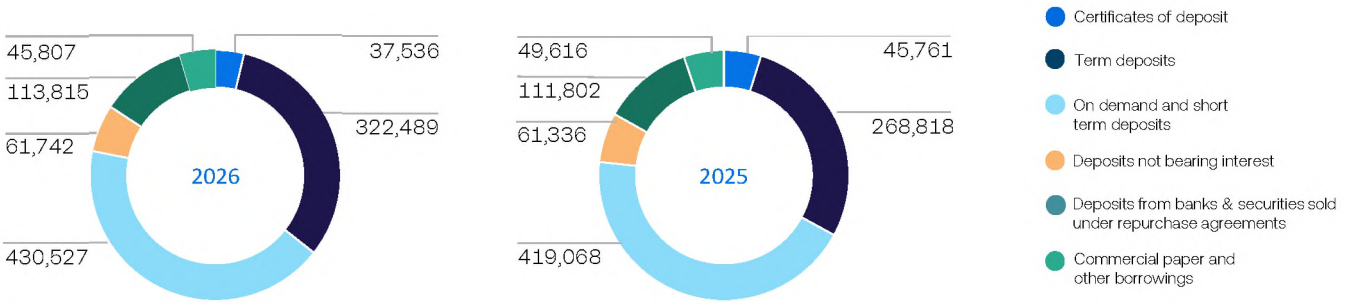
Financial liabilities

Financial liabilities are measured at amortised cost, or FVTPL when they are held for trading. Additionally, financial liabilities can be designated at FVTPL where:

- the designation eliminates or significantly reduces an accounting mismatch which would otherwise arise;
- a group of financial liabilities are managed and their performance are evaluated on a fair value basis, in accordance with a documented risk management strategy; or
- the financial liability contains one or more embedded derivatives unless:
  a) the embedded derivative does not significantly modify the cash flows that otherwise would be required by the contract; or
  b) the embedded derivative is closely related to the host financial liability.

Where financial liabilities are designated as measured at fair value, gains or losses relating to changes in the entity's own credit risk are included in Other comprehensive income, except where doing so would create or enlarge an accounting mismatch in profit or loss.

14. Deposits and other borrowings



	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Certificates of deposit	37,536	45,761	30,970	40,386
Term deposits	322,489	268,818	253,546	198,052
On demand and short term deposits	430,527	419,068	337,424	319,973
Deposits not bearing interest	61,742	61,336	41,320	42,085
Deposits from banks & securities sold under repurchase agreements	113,815	111,802	107,919	106,861
Commercial paper and other borrowings	45,807	49,616	40,902	44,216
Deposits and other borrowings[1]	**1,011,916**	**956,401**	**812,081**	**751,573**
Residual contractual maturity:				
Within one year	997,966	944,664	805,029	745,129
More than one year	13,950	11,737	7,052	6,444
Deposits and other borrowings	**1,011,916**	**956,401**	**812,081**	**751,573**
Carried on Balance Sheet at:				
Amortised cost	955,858	898,713	763,715	700,582
Fair value through profit or loss[2]	56,058	57,688	48,366	50,991
Deposits and other borrowings	**1,011,916**	**956,401**	**812,081**	**751,573**

1. Customer deposits balance of $814,758 million (2025: $749,222 million) for the Group and $632,290 million (2025: $560,110 million) for the Company includes Term deposits, On demand and short term deposits and Deposits not bearing interest.
2. These mainly comprise securities sold under repurchase agreements of $50,691 million (2025: $52,254 million) and commercial paper of $3,416 million (2025: $3,659 million) for the Group and securities sold under repurchase agreements of $46,513 million (2025: $49,216 million) for the Company.

Recognition and measurement

For deposits and other borrowings that:

- are not designated at FVTPL on initial recognition, we measure them at amortised cost and recognise their interest expense using the effective interest rate method; and
- are managed on a fair value basis, reduce or eliminate an accounting mismatch or contain an embedded derivative, we designate them as measured at FVTPL.

Refer to Note 18 Fair value of financial assets and financial liabilities for further details.

For deposits and other borrowings designated at fair value, we recognise the amount of fair value gain or loss attributable to changes in the Group's own credit risk in other comprehensive income in retained earnings. We recognise any remaining amount of fair value gain or loss directly in profit or loss. Once we have recognised an amount in other comprehensive income, we do not later reclassify it to profit or loss.

Securities sold under repurchase agreements represent a liability to repurchase the financial assets that remain on our balance sheet since the risks and rewards of ownership remain with the Group. Over the life of the repurchase agreement, we recognise the difference between the sale price and the repurchase price and charge it to interest expense in profit or loss.

15. Payables and other liabilities

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Payables and accruals	6,255	6,246	4,961	4,679
Liabilities at fair value	4,840	3,960	4,548	3,775
Lease liabilities	1,695	1,723	1,360	1,352
Trail commission liabilities	2,111	2,106	1,711	1,715
Other liabilities	1,878	1,112	1,217	632
Payables and other liabilities	16,779	15,147	13,797	12,153

Recognition and measurement

The Group recognises liabilities when there is a present obligation to transfer economic resources as a result of past events.

Below is the measurement basis for each item classified as other liabilities:

- Payables, accruals and other liabilities are measured at the contractual amount payable or the best estimate of consideration required to settle the payable.
- Liabilities at fair value relate to securities sold short, which we classify as held for trading and measure at FVTPL based on quoted prices in active markets.
- Lease liabilities are initially measured at the present value of the future lease payments using the Group's incremental borrowing rate at the lease commencement date. The carrying amount is then subsequently adjusted to reflect the interest on the lease liability, lease payments that have been made and any lease reassessments or modifications.
- Trail commission liabilities are measured based on the present value of expected future trail commission payments taking into consideration average behavioural loan life and outstanding balances of broker originated loans.

16. Debt issuances

The Group, primarily via ANZBGL and some of its banking subsidiaries (including ANZ Bank New Zealand and Norfina Limited (Suncorp Bank)), uses a variety of funding programmes to issue senior debt (including covered bonds and securitisations) and subordinated debt. The difference between senior debt and subordinated debt is that, in a winding up of an issuer, holders of senior debt of that issuer rank in priority to holders of subordinated debt of that issuer. Subordinated debt will be repaid by the relevant issuer only after the repayment of claims of its depositors and other creditors (including the senior debt holders) of that issuer.

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Senior debt	101,818	106,782	78,265	83,768
Covered bonds	14,361	12,985	10,952	8,433
Securitisation	7,621	5,396	-	-
Total unsubordinated debt	123,800	125,163	89,217	92,201
Subordinated debt				
- ANZBGL Additional Tier 1 capital	5,970	7,452	5,967	7,479
- ANZBGL Tier 2 capital	31,798	33,811	31,798	33,811
- Other subordinated debt securities	2,209	2,848	-	-
Total subordinated debt	39,977	44,111	37,765	41,290
Total debt issued	163,777	169,274	126,982	133,491
Residual contractual maturity[1]:				
Within one year	36,295	43,080	29,385	36,053
More than one year	126,682	123,905	97,597	95,918
No maturity date (instruments in perpetuity)	800	2,289	-	1,520
Total debt issued	163,777	169,274	126,982	133,491
Carried on Balance Sheet at:				
Amortised cost	160,048	166,504	123,253	129,703
Fair value through profit or loss	3,729	2,770	3,729	3,788
Total debt issued	163,777	169,274	126,982	133,491

1. Based on the final maturity date or, in the case of Additional Tier 1 capital securities, the mandatory conversion date (if any).

Total debt issued by currency

The table below shows the Group's issued debt by currency of issue, which broadly represents the debt holders' base location.

		Consolidated		The Company	
		2026 $m	2025 $m	2026 $m	2025 $m
USD	United States dollars	41,199	49,563	33,836	42,455
EUR	Euro	23,085	27,751	17,152	21,687
AUD	Australian dollars	82,183	76,329	59,696	55,333
NZD	New Zealand dollars	1,067	1,675	55	62
JPY	Japanese yen	2,131	2,603	2,131	2,603
GBP	Pounds sterling	10,027	8,940	10,027	8,940
HKD	Hong Kong dollars	2,597	949	2,597	949
Other	Chinese yuan and Singapore dollars	1,488	1,464	1,488	1,462
Total debt issued		163,777	169,274	126,982	133,491

Subordinated debt

Subordinated debt is primarily issued externally by the Group out of its banking subsidiaries ANZBGL and ANZ Bank New Zealand. ANZ Holdings (New Zealand) Limited has also issued a perpetual subordinated debt security. The externally issued subordinated debt constitutes subordinated debt of both the Group and the relevant issuer. Not all subordinated debt will rank equally on a Group basis. This is as a result of different issuers and terms applicable to subordinated debt issued by those issuers.

At 30 September 2026, all subordinated debt issued by ANZBGL qualifies as regulatory capital for ANZBGL. Depending on their terms and conditions, the subordinated debt instruments issued by ANZBGL are classified as either Additional Tier 1 (AT1) capital for ANZBGL (in the case of the ANZ Capital Notes (ANZ CN)) or Tier 2 capital for ANZBGL (in the case of the term subordinated notes) for APRA's capital adequacy purposes.

Subordinated debt issued by ANZ Bank New Zealand constitutes tier 2 capital for ANZ Bank New Zealand for the purposes of the Reserve Bank of New Zealand's (RBNZ) capital requirements but does not constitute regulatory capital for the group for APRA's capital adequacy purposes. Subordinated debt issued by ANZ Holdings (New Zealand) Limited does not constitute regulatory capital for APRA's and the RBNZ's capital adequacy purposes.

16. Debt issuances (continued)

AT1 capital

All outstanding AT1 capital instruments issued by ANZBGL (which are in the form of ANZ CNs) are Basel III fully compliant instruments (refer to Note 23 Capital management for further information about Basel III) for APRA's capital adequacy purposes. Each of the ANZ CNs rank equally with each other.

Distributions on the AT1 capital instruments are non-cumulative and subject to the issuer's absolute discretion and certain payment conditions (including regulatory requirements). Distributions on ANZ CNs are franked in line with the franking applied to ANZGHL's ordinary shares.

The AT1 capital instruments provide the issuer with an early redemption or conversion option on a specified date and in certain other circumstances (such as a tax or regulatory event). This redemption option is subject to APRA's prior written approval.

Each of the AT1 capital instruments will immediately convert into a variable number of ANZGHL's ordinary shares (based on the average market price of the shares immediately prior to conversion less a 1% discount, subject to a maximum conversion number of ANZGHL's ordinary shares) if:

- ANZBGL's Common Equity Tier 1 capital ratios are equal to or less than 5.125% - known as a Common Equity Capital Trigger Event; or
- APRA notifies ANZBGL that, without the conversion or write-off of certain securities or a public sector injection of capital (or equivalent support), it considers that ANZBGL would become non-viable – known as a Non-Viability Trigger Event.

The AT1 capital instruments mandatorily convert into a variable number of ANZGHL's ordinary shares (based on the average market price of the shares immediately prior to conversion less a 1% discount):

- on a specified mandatory conversion date; or
- on an earlier date under certain circumstances as set out in the terms.

However, this mandatory conversion is deferred for a specified period if certain conversion tests are not met.

If the AT1 capital securities convert, and the holders receive ANZGHL ordinary shares, then:

- the AT1 capital securities are transferred by the holders to ANZGHL for their face value;
- ANZBGL shall redeem the securities and simultaneously issue ordinary shares to its parent ANZ BH Pty Ltd (based on ANZBGL's share price calculated by reference to its consolidated net assets, subject to a maximum conversion number); and
- ANZ BH Pty Ltd will issue shares to ANZGHL (based on ANZ BH Pty Ltd's share price calculated by reference to its consolidated net assets, subject to a maximum conversion number).

Preference shares issued by ANZ Bank New Zealand will constitute AT1 capital for ANZ Bank New Zealand for the purposes of the RBNZ's capital requirements, however they do not constitute AT1 capital for the Group as the terms of the preference shares do not satisfy APRA's capital requirements. Externally issued preference shares are included within non-controlling interests in Note 22 Equity.

APRA has confirmed that its phase out of AT1 capital instruments will commence in January 2027. Refer to Note 23 Capital Management for more details on APRA's AT1 phase out.

The tables below show key details of the ANZBGL's AT1 capital instruments on issue:

			Consolidated		The Company	
			2026 $m	2025 $m	2026 $m	2025 $m
ANZBGL's Additional Tier 1 capital (perpetual subordinated securities)[1]						
ANZ Capital Notes						
AUD	1,500m	ANZ CN6	**1,494**	1,492	**1,494**	1,492
AUD	1,310m	ANZ CN7	**1,303**	1,301	**1,303**	1,301
AUD	1,500m	ANZ CN8	**1,489**	1,487	**1,487**	1,485
AUD	1,700m	ANZ CN9	**1,684**	1,683	**1,683**	1,681
ANZ Capital Securities						
USD	1,000m	ANZ Capital Securities[2]	-	1,489	-	1,520
Total ANZBGL Additional Tier 1 capital[3]			**5,970**	7,452	**5,967**	7,479

1. Carrying values are net of issuance costs.
2. The ANZ Capital Securities were redeemed in full on 15 June 2026.
3. This forms part of ANZBGL's qualifying AT1 capital. Refer to Note 23 Capital management for further details.

16. Debt issuances (continued)

ANZ Capital Notes

	ANZ CN6	ANZ CN7	ANZ CN8
Issuer	ANZBGL	ANZBGL	ANZBGL
Issue date	8 July 2021	24 March 2022	24 March 2023
Issue amount	$1,500 million	$1,310 million	$1,500 million
Face value per note	$100	$100	$100
Distribution frequency	Quarterly in arrears	Quarterly in arrears	Quarterly in arrears
Distribution rate	Floating rate: (90 day Bank Bill rate+3.0%)x(1-Australian corporate tax rate)	Floating rate: (90 day Bank Bill rate+2.7%)x(1-Australian corporate tax rate)	Floating rate: (90 day Bank Bill rate+2.75%)x(1-Australian corporate tax rate)
Issuer's early redemption or conversion option	20 March 2028	20 March 2029	20 March 2030
Mandatory conversion date	20 September 2030	20 September 2031	20 September 2032
Common Equity Capital Trigger Event	Yes	Yes	Yes
Non-Viability Trigger Event	Yes	Yes	Yes
Carrying value (net of issue costs)	$1,494 million (2025: $1,492 million)	$1,303 million (2025: $1,301 million)	$1,489 million (2025: $1,487 million)

	ANZ CN9
Issuer	ANZBGL
Issue date	20 March 2024
Issue amount	$1,700 million
Face value per note	$100
Distribution frequency	Quarterly in arrears
Distribution rate	Floating rate: (90 day Bank Bill rate+2.9%)x(1-Australian corporate tax rate)
Issuer's early redemption or conversion option	20 March 2031
Mandatory conversion date	20 September 2033
Common Equity Capital Trigger Event	Yes
Non-Viability Trigger Event	Yes
Carrying value (net of issue costs)	$1,684 million (2025: $1,683 million)

ANZ Capital Securities

Issuer	ANZBGL, acting through its London branch
Issue date	15 June 2016
Issue amount	USD 1,000 million
Face value	Minimum denomination of USD 200,000 and an integral multiple of USD 1,000 above that
Interest frequency	Semi-annually in arrears
Interest rate	Fixed at 6.75% p.a. until 15 June 2026. Reset on 15 June 2026 and each 5 year anniversary to a floating rate: 5 year USD mid-market swap rate + 5.168%
Issuer's early redemption option	These securities were redeemed on 15 June 2026
Common Equity Capital Trigger Event	Yes
Non-Viability Trigger Event	Yes
Carrying value (net of issue costs)	Nil (2025: $1,489 million)

16. Debt issuances (continued)

Tier 2 capital

Convertible term subordinated notes issued by ANZBGL are Basel III fully compliant instruments for APRA's capital adequacy purposes. Each of ANZBGL's term subordinated notes rank equally with each other. If a Non-Viability Trigger Event occurs, each of the convertible term subordinated notes will immediately convert into ANZGHL ordinary shares (based on the average market price of the ANZGHL shares immediately prior to conversion less a 1% discount, subject to a maximum conversion number).

If the Tier 2 capital securities convert, and the holders receive ANZGHL ordinary shares, then ANZBGL shall issue ordinary shares to its parent ANZ BH Pty Ltd (based on ANZBGL's share price calculated by reference to its consolidated net assets, subject to a maximum conversion number) and ANZ BH Pty Ltd will issue shares to ANZGHL (calculated on the same basis).

The table below shows the subordinated debt issued by ANZBGL constituting Tier 2 capital:

					Consolidated		The Company	
Currency	Face value	Maturity	Next optional call date – subject to APRA's prior approval	Interest rate	2026 $m	2025 $m	2026 $m	2025 $m
ANZBGL Tier 2 capital (term subordinated notes)								
JPY	20,000m	2026	N/A	Fixed	-	204	-	204
USD	1,500m	2026	N/A	Fixed	-	2,238	-	2,238
AUD	225m	2032	2027	Fixed	225	225	225	225
AUD	265m	2039	N/A	Fixed	171	189	171	189
AUD	1,250m	2031	2026 [1]	Floating	-	1,250	-	1,250
USD	1,500m	2035	2030	Fixed	1,808	1,971	1,808	1,971
AUD	330m	2040	N/A	Fixed	202	223	202	223
AUD	195m	2040	N/A	Fixed	118	130	118	130
EUR	750m	2031	2026 [1]	Fixed	-	1,314	-	1,314
GBP	500m	2031	2026 [1]	Fixed	-	986	-	986
AUD	1,450m	2032	2027	Fixed	1,432	1,445	1,432	1,445
AUD	300m	2032	2027	Floating	300	300	300	300
JPY	59,400m	2032	2027	Fixed	535	598	535	598
SGD	600m	2032	2027	Fixed	680	726	680	726
AUD	900m	2034	2029	Fixed	871	905	871	905
USD	1,250m	2032	N/A	Fixed	1,659	1,880	1,659	1,880
EUR	1,000m	2033	2028	Fixed	1,617	1,807	1,617	1,807
AUD	1,000m	2038	2033	Fixed	967	1,005	967	1,005
AUD	275m	2033	2028	Fixed	275	275	275	275
AUD	875m	2033	2028	Floating	875	875	875	875
AUD	1,435m	2034	2029	Floating	1,435	1,435	1,435	1,435
AUD	850m	2034	2029	Fixed	850	813	850	813
USD	1,000m	2034	2029	Fixed	1,394	1,538	1,394	1,538
AUD	1,900m	2039	2034	Fixed	1,796	1,936	1,796	1,936
USD	1,250m	2035	2034	Fixed	1,607	1,843	1,607	1,843
SGD	600m	2034	2029	Fixed	680	736	680	736
AUD	500m	2035	2030	Fixed	485	508	485	508
AUD	1,250m	2035	2030	Floating	1,250	1,246	1,250	1,246
EUR	1,000m	2035	2030	Fixed	1,562	1,779	1,562	1,779
USD	1,250m	2036	2035	Fixed	1,673	1,937	1,673	1,937
AUD	750m	2040	2035	Fixed	686	752	686	752
AUD	750m	2045	N/A	Fixed	667	742	667	742
GBP	500m	2036	2031	Fixed	902	-	902	-

1. Redeemed in full on an optional call date during 2026.

16. Debt issuances (continued)

Currency	Face value	Maturity	Next optional call date – subject to APRA's prior approval	Interest rate	Consolidated 2026 $m	Consolidated 2025 $m	The Company 2026 $m	The Company 2025 $m
ANZBGL Tier 2 capital (term subordinated notes)								
AUD	275m	2037	2032	Fixed	260	-	260	-
AUD	725m	2037	2032	Floating	722	-	722	-
EUR	750m	2038	2033	Fixed	1,169	-	1,169	-
AUD	250m	2041	2036	Fixed	246	-	246	-
AUD	750m	2041	2036	Floating	734	-	734	-
AUD	750m	2046	N/A	Fixed	730	-	730	-
EUR	750m	2036	2031	Fixed	1,215	-	1,215	-
Total ANZBGL Tier 2 capital[1,2]					31,798	33,811	31,798	33,811

1. Carrying values are net of issuance costs, and, where applicable, include fair value hedge accounting adjustments.
2. This forms part of ANZBGL's qualifying Tier 2 capital. Refer to Note 23 Capital management for further details.

Other subordinated debt securities

The term subordinated notes issued by ANZ Bank New Zealand constitute tier 2 capital under RBNZ requirements. However, they do not (among other things) contain a Non-Viability Trigger Event and therefore do not meet APRA's requirements for Tier 2 capital instruments in order to qualify as regulatory capital for the Group.

ANZ Holdings (New Zealand) Limited externally issued $800 million perpetual subordinated notes in 2024, however, they do not constitute regulatory capital for either APRA's or RBNZ's capital adequacy purposes.

Currency	Face value	Maturity	Next optional call date[1]	Interest rate	Consolidated 2026 $m	Consolidated 2025 $m	The Company 2026 $m	The Company 2025 $m
Perpetual subordinated notes issued by ANZ Holdings (New Zealand) Limited[2]								
AUD	800m	Perpetual	2030	Floating	800	800	-	-
Term subordinated notes issued by ANZ Bank New Zealand Limited								
NZD	600m	2031	2026[3]	Fixed	-	526	-	-
USD	500m	2032	2027	Fixed	705	746	-	-
USD	500m	2034	2029	Fixed	704	776	-	-
Other subordinated debt[4]					2,209	2,848	-	-

1. Subject to APRA's or RBNZ's prior approval (as applicable).
2. The perpetual subordinated notes were issued by ANZ Holdings (New Zealand) Limited on 18 September 2024 with the proceeds invested in perpetual preference shares issued internally by ANZ Bank New Zealand (which constitute additional tier 1 capital for ANZ Bank New Zealand for the purposes of RBNZ's capital requirements but not for the purposes of APRA's capital requirements).
3. ANZ Bank New Zealand's NZD 600m term subordinated notes were redeemed in full on 17 September 2026.
4. ANZ Bank New Zealand externally issued NZD 550 million of perpetual preference shares on 18 July 2022 and NZD 275 million of perpetual preference shares on 19 March 2024. These perpetual preference shares constitute AT1 capital for ANZ Bank New Zealand for the purposes of RBNZ's capital requirements but not for the purposes of APRA's capital requirements. These preference shares are included within non-controlling interests in Note 22 Equity.

Recognition and measurement

Debt issuances are initially recognised at fair value and are subsequently measured at amortised cost, except where designated at FVTPL. Interest expense on debt issuances is recognised using the effective interest rate method. Where the Group enters into a fair value hedge accounting relationship, the fair value attributable to the hedged risk is reflected in adjustments to the carrying value of the debt.

Subordinated debt with capital-based conversion features (i.e. Common Equity Capital Trigger Events or Non-Viability Trigger Events) are considered to contain embedded derivatives that we account for separately at FVTPL. The embedded derivatives arise because the number of shares issued on conversion following any of those trigger events is subject to the maximum conversion number, however they have no significant value as of the reporting date given the remote nature of those trigger events.

17. Financial risk management

Risk management framework and model

Introduction

The use of financial instruments is fundamental to the Group's businesses of providing banking and other financial services to our customers. The associated financial risks (primarily credit, market, and liquidity risks) are a significant portion of the Group's key material risks.

We disclose details of all key material risks impacting the Group, and further information on the Group's risk management activities, in the Governance and Risk Management sections of this Annual Report.

This note details the Group's financial risk management policies, processes and quantitative disclosures in relation to the key financial risks.

Material financial risks	Key sections applicable to this risk
Credit risk The risk of financial loss resulting from: a counterparty failing to fulfil its obligations; or a decrease in credit quality of a counterparty resulting in a financial loss.	• Credit risk overview, management and control responsibilities • Maximum exposure to credit risk • Credit quality • Concentrations of credit risk • Collateral management
Market risk The risk to the Group's earnings arising from: changes in interest rates, foreign exchange rates, credit spreads, volatility and correlations; or fluctuations in bond, commodity or equity prices.	• Market risk overview, management and control responsibilities • Measurement of market risk • Traded and non-traded market risk • Equity securities designated at FVOCI • Foreign currency risk – structural exposure
Liquidity and funding risk The risk that the Group is unable to meet payment obligations as they fall due, including: repaying depositors or maturing wholesale debt; or having insufficient capacity to fund increases in assets.	• Liquidity risk overview, management and control responsibilities • Key areas of measurement for liquidity risk • Liquidity risk outcomes • Residual contractual maturity analysis of the Group's liabilities

17. Financial risk management (continued)

Overview

An overview of our risk management framework

This overview is provided to aid the users of the financial statements in understanding the context of the financial disclosures required under AASB 7 *Financial Instruments: Disclosures*. It should be read in conjunction with the Governance and Risk Management sections of this Annual Report.

The Board is responsible for establishing and overseeing the Group's Risk Management Framework (RMF). The Board has delegated authority to the Board Risk Committee (BRC) to develop and monitor compliance with the Group's risk management policies. The BRC reports regularly to the Board on its activities.

The Board approves the strategic objectives of the Group including:

- the Risk Appetite Statement (RAS), which sets out the Board's expectations regarding the degree of risk that the Group is prepared to accept in pursuit of its strategic objectives and business plan; and
- the Risk Management Strategy (RMS), which describes the Group's strategy for managing risks and the key elements of the RMF that give effect to this strategy. This includes a description of each material risk, and an overview of how the RMF addresses each risk, with reference to the relevant policies, standards and procedures. It also includes information on how the Group identifies, measures, evaluates, monitors, reports and controls or mitigates material risks.

The Group, through its training and management standards and procedures, aims to maintain a disciplined and robust control environment in which all employees understand their roles and obligations. At ANZ, risk is everyone's responsibility.

The Group has an independent risk management function, headed by the Chief Risk Officer who:

- is responsible for overseeing the risk profile and the risk management framework;
- can effectively challenge activities and decisions that materially affect the Group's risk profile; and
- has an independent reporting line to the BRC to enable the appropriate escalation of issues of concern.

The Internal Audit Function reports directly to the Board Audit Committee (BAC). Internal Audit provides:

- an independent evaluation of the Group's RMF annually that seeks to ensure compliance with, and the effectiveness of, the risk management framework;
- facilitation of a comprehensive review every three years that seeks to ensure the appropriateness, effectiveness and adequacy of the risk management framework; and
- recommendations to improve the framework and/or work practices to strengthen the effectiveness of day-to-day operations.

17. Financial risk management (continued)

Credit risk

Credit risk overview, management and control responsibilities

Granting credit facilities to customers is one of the Group's major sources of income. As this activity is also a principal risk, the Group dedicates considerable resources to its management. The Group assumes credit risk in a wide range of lending and other activities in diverse markets and in many jurisdictions. Credit risks arise from traditional lending to customers as well as from interbank, treasury, trade finance and capital markets activities around the world.

Our credit risk management framework ensures we apply a consistent approach across the Group when we measure, monitor and manage the credit risk appetite set by the Board. The Board is assisted and advised by the BRC in discharging its duty to oversee credit risk. The BRC:

- assists the Board in setting the credit risk appetite and credit strategies; and
- approves credit transactions beyond the discretion of executive management.

We quantify credit risk through an internal credit rating system (masterscales) to ensure consistency across exposure types and to provide a consistent framework for reporting and analysis. The system uses models and other tools to measure the following for customer exposures:

Probability of Default (PD)	Expressed by a Customer Credit Rating (CCR), reflecting the Group's assessment of a customer's ability to service and repay debt.
Exposure at Default (EAD)	The expected balance sheet exposure at default taking into account repayments of principal and interest, expected additional drawdowns and accrued interest at the time of default.
Loss Given Default (LGD)	Expressed by a Security Indicator (SI) ranging from A to G. The SI is calculated by reference to the percentage of loan covered by security which the Group can realise if a customer defaults. The A-G scale is supplemented by a range of other SIs which cover factors such as cash cover and sovereign backing. For retail and some small business lending, we group exposures into large homogenous pools – and the LGD is assigned at the pool level.

Our specialist credit risk teams develop and validate the Group's PD and LGD rating models. The outputs from these models drive our day-to-day credit risk management decisions including origination, pricing, approval levels, regulatory capital adequacy, economic capital allocation, and credit provisioning.

All customers with whom the Group has a credit relationship are assigned a CCR at origination via either of the following assessment approaches:

Large and more complex lending	Retail and some small business lending
Rating models provide a consistent and structured assessment, with judgement required around the use of out-of-model factors. We handle credit approval on a dual approval basis, jointly with the business writer and an independent credit officer.	Automated assessment of credit applications using a combination of scoring (application and behavioural), policy rules and external credit reporting information. If the application does not meet the automated assessment criteria, then it is subject to manual assessment.

We use the Group's internal CCRs to manage the credit quality of financial assets. To enable wider comparisons, the Group's CCRs are mapped to external rating agency scales as follows:

Credit Quality Description	Internal CCR	ANZ Customer Requirements	Moody's Ratings	S&P Global Ratings
Strong	CCR 0+ to 4-	Demonstrated superior stability in their operating and financial performance over the long-term, and whose earnings capacity is not significantly vulnerable to foreseeable events.	Aaa - Baa3	AAA - BBB-
Satisfactory	CCR 5+ to 6-	Demonstrated sound operational and financial stability over the medium to long-term, even though some may be susceptible to cyclical trends or variability in earnings.	Ba1 - B1	BB+ - B+
Weak	CCR 7+ to 8=	Demonstrated some operational and financial instability, with variability and uncertainty in profitability and liquidity projected to continue over the short and possibly medium term.	B2 - Caa	B - CCC
Defaulted	CCR 8- to 10	When doubt arises as to the collectability of a credit facility, the financial instrument (or 'the facility') is classified as defaulted.	N/A	N/A

17. Financial risk management (continued)

Credit risk (continued)

Maximum exposure to credit risk

For financial assets recognised on the Balance Sheet, the maximum exposure to credit risk is the carrying amount. In certain circumstances there may be differences between the carrying amounts reported on the Balance Sheet and the amounts reported in the tables below. Principally, these differences arise in respect of financial assets that are subject to risks other than credit risk, such as equity instruments which are primarily subject to market risk, or bank notes and coins.

For undrawn facilities, this maximum exposure to credit risk is the full amount of the committed facilities. For contingent exposures, the maximum exposure to credit risk is the maximum amount the Group would have to pay if the instrument is called upon.

The table below shows our maximum exposure to credit risk of on-balance sheet and off-balance sheet positions before taking account of any collateral held or other credit enhancements.

	Reported		Excluded[1]		Maximum exposure to credit risk	
Consolidated	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
On-balance sheet positions						
Net loans and advances	861,890	829,986	-	-	861,890	829,986
Other financial assets:						
Cash and cash equivalents	188,028	155,209	1,346	1,203	186,682	154,006
Settlement balances owed to ANZ	15,979	23,394	15,979	23,394	-	-
Collateral paid	8,155	9,831	-	-	8,155	9,831
Trading assets	50,794	48,248	9,254	9,076	41,540	39,172
Derivative financial instruments	58,461	47,480	-	-	58,461	47,480
Investment securities						
- debt securities at amortised cost	6,444	7,520	-	-	6,444	7,520
- debt securities at FVOCI	155,235	156,373	-	-	155,235	156,373
- equity securities at FVOCI	971	955	971	955	-	-
- debt securities at FVTPL	550	692	-	-	550	692
Regulatory deposits	567	541	-	-	567	541
Other financial assets[2]	4,526	4,042	-	-	4,526	4,042
Total other financial assets	489,710	454,285	27,550	34,628	462,160	419,657
Subtotal	1,351,600	1,284,271	27,550	34,628	1,324,050	1,249,643
Off-balance sheet positions						
Undrawn and contingent facilities[3]	251,095	241,224	-	-	251,095	241,224
Total	1,602,695	1,525,495	27,550	34,628	1,575,145	1,490,867

1. Coins, notes and cash at bank within Cash and cash equivalents; trade dated assets within Settlement balances owed to ANZ; precious metal exposures and carbon credits within Trading assets; and equity securities within Investment securities were excluded as they do not have credit risk exposure.
2. Other financial assets mainly comprise accrued interest and acceptances.
3. Undrawn and contingent facilities include guarantees, letters of credit and performance-related contingencies, net of collectively assessed and individually assessed allowance for ECL.

17. Financial risk management (continued)

Credit risk (continued)

The Company	Reported 2026 $m	Reported 2025 $m	Excluded[1] 2026 $m	Excluded[1] 2025 $m	Maximum exposure to credit risk 2026 $m	Maximum exposure to credit risk 2025 $m
On-balance sheet positions						
Net loans and advances	650,951	612,855	-	-	650,951	612,855
Other financial assets:						
Cash and cash equivalents	178,070	145,060	966	824	177,104	144,236
Settlement balances owed to ANZ	15,260	22,030	15,260	22,030	-	-
Collateral paid	7,112	8,552	-	-	7,112	8,552
Trading assets	43,335	40,608	9,031	8,911	34,304	31,697
Derivative financial instruments	61,168	50,531	-	-	61,168	50,531
Investment securities						
- debt securities at amortised cost	5,086	5,971	-	-	5,086	5,971
- debt securities at FVOCI	129,196	128,972	-	-	129,196	128,972
- equity securities at FVOCI	966	950	966	950	-	-
- debt securities at FVTPL	550	692	-	-	550	692
Regulatory deposits	257	245	-	-	257	245
Due from controlled entities	19,689	24,390	-	-	19,689	24,390
Other financial assets[2]	3,104	2,895	-	-	3,104	2,895
Total other financial assets	463,793	430,896	26,223	32,715	437,570	398,181
Subtotal	1,114,744	1,043,751	26,223	32,715	1,088,521	1,011,036
Off-balance sheet positions						
Undrawn and contingent facilities[3]	209,801	201,252	-	-	209,801	201,252
Total	1,324,545	1,245,003	26,223	32,715	1,298,322	1,212,288

1. Coins, notes and cash at bank within Cash and cash equivalents; trade dated assets within Settlement balances owed to ANZ; precious metal exposures, and carbon credits within Trading assets; and equity securities within Investment securities were excluded as they do not have credit risk exposure.
2. Other financial assets mainly comprise accrued interest and acceptances.
3. Undrawn and contingent facilities include guarantees, letters of credit and performance-related contingencies, net of collectively assessed and individually assessed allowance for ECL.

17. Financial risk management (continued)

Credit risk (continued)

Credit quality

An analysis of the Group's credit risk exposure is presented in the following tables based on the Group's internal credit quality rating by stage without taking account of the effects of any collateral or other credit enhancements:

Net loans and advances

Consolidated	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2026					
Strong	545,102	17,945	-	-	563,047
Satisfactory	185,355	43,246	-	-	228,601
Weak	14,094	15,637	-	-	29,731
Defaulted	-	-	7,574	1,138	8,712
Gross loans and advances at amortised cost	744,551	76,828	7,574	1,138	830,091
Allowance for ECL	(1,526)	(1,402)	(686)	(366)	(3,980)
Net loans and advances at amortised cost	743,025	75,426	6,888	772	826,111
Loans and advances at FVTPL					31,560
Loans and advances purchased credit impaired[1]					272
Unearned income					(642)
Capitalised brokerage and other origination costs					4,589
Net carrying amount					861,890
As at 30 September 2025					
Strong	515,360	12,698	-	-	528,058
Satisfactory	193,577	36,906	-	-	230,483
Weak	17,922	14,787	-	-	32,709
Defaulted	-	-	6,955	1,018	7,973
Gross loans and advances at amortised cost	726,859	64,391	6,955	1,018	799,223
Allowance for ECL	(1,333)	(1,558)	(621)	(362)	(3,874)
Net loans and advances at amortised cost	725,526	62,833	6,334	656	795,349
Loans and advances at FVTPL					30,398
Loans and advances purchased credit impaired[1]					380
Unearned income					(641)
Capitalised brokerage and other origination costs					4,500
Net carrying amount					829,986

1. Represents Stage 3 exposures from Suncorp Bank at the date of acquisition recognised net of allowance for ECL.

17. Financial risk management (continued)

Credit risk (continued)

Net loans and advances

The Company	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2026					
Strong	421,214	15,442	-	-	436,656
Satisfactory	122,856	33,325	-	-	156,181
Weak	10,147	11,161	-	-	21,308
Defaulted	-	-	5,993	698	6,691
Gross loans and advances at amortised cost	554,217	59,928	5,993	698	620,836
Allowance for ECL	(1,230)	(1,053)	(566)	(266)	(3,115)
Net loans and advances at amortised cost	552,987	58,875	5,427	432	617,721
Loans and advances at FVTPL					30,466
Unearned income					(594)
Capitalised brokerage and other origination costs					3,358
Net carrying amount					650,951
As at 30 September 2025					
Strong	389,749	10,607	-	-	400,356
Satisfactory	127,996	26,591	-	-	154,587
Weak	13,035	9,972	-	-	23,007
Defaulted	-	-	5,219	595	5,814
Gross loans and advances at amortised cost	530,780	47,170	5,219	595	583,764
Allowance for ECL	(1,069)	(1,130)	(488)	(265)	(2,952)
Net loans and advances at amortised cost	529,711	46,040	4,731	330	580,812
Loans and advances at FVTPL					29,216
Unearned income					(599)
Capitalised brokerage and other origination costs					3,426
Net carrying amount					612,855

17. Financial risk management (continued)

Credit risk (continued)

Off-balance sheet commitments - undrawn and contingent facilities

Consolidated	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2026					
Strong	216,008	1,522	-	-	217,530
Satisfactory	29,384	3,247	-	-	32,631
Weak	680	948	-	-	1,628
Defaulted	-	-	187	22	209
Gross undrawn and contingent facilities subject to ECL	246,072	5,717	187	22	251,998
Allowance for ECL included in Other provisions (refer to Note 21)	(732)	(133)	(31)	(7)	(903)
Net undrawn and contingent facilities subject to ECL	245,340	5,584	156	15	251,095
As at 30 September 2025					
Strong	208,112	1,422	-	-	209,534
Satisfactory	27,128	3,287	-	-	30,415
Weak	691	1,225	-	-	1,916
Defaulted	-	-	142	87	229
Gross undrawn and contingent facilities subject to ECL	235,931	5,934	142	87	242,094
Allowance for ECL included in Other provisions (refer to Note 21)	(643)	(160)	(30)	(37)	(870)
Net undrawn and contingent facilities subject to ECL	235,288	5,774	112	50	241,224

The Company	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2026					
Strong	183,080	1,323	-	-	184,403
Satisfactory	22,420	2,457	-	-	24,877
Weak	481	598	-	-	1,079
Defaulted	-	-	166	9	175
Gross undrawn and contingent facilities subject to ECL	205,981	4,378	166	9	210,534
Allowance for ECL included in Other provisions (refer to Note 21)	(609)	(93)	(27)	(4)	(733)
Net undrawn and contingent facilities subject to ECL	205,372	4,285	139	5	209,801
As at 30 September 2025					
Strong	175,480	1,212	-	-	176,692
Satisfactory	21,768	2,169	-	-	23,937
Weak	543	619	-	-	1,162
Defaulted	-	-	110	66	176
Gross undrawn and contingent facilities subject to ECL	197,791	4,000	110	66	201,967
Allowance for ECL included in Other provisions (refer to Note 21)	(563)	(95)	(24)	(33)	(715)
Net undrawn and contingent facilities subject to ECL	197,228	3,905	86	33	201,252

17. Financial risk management (continued)

Credit risk (continued)

Investment securities - debt securities at amortised cost

Consolidated	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2026					
Strong	5,079	-	-	-	5,079
Satisfactory	1,342	-	-	-	1,342
Weak	43	-	-	-	43
Gross investment securities - debt securities at amortised cost	6,464	-	-	-	6,464
Allowance for ECL	(20)	-	-	-	(20)
Net investment securities - debt securities at amortised cost	6,444	-	-	-	6,444
As at 30 September 2025					
Strong	5,937	-	-	-	5,937
Satisfactory	193	-	-	-	193
Weak	1,424	-	-	-	1,424
Gross investment securities - debt securities at amortised cost	7,554	-	-	-	7,554
Allowance for ECL	(34)	-	-	-	(34)
Net investment securities - debt securities at amortised cost	7,520	-	-	-	7,520

The Company	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2026					
Strong	4,880	-	-	-	4,880
Satisfactory	165	-	-	-	165
Weak	43	-	-	-	43
Gross investment securities - debt securities at amortised cost	5,088	-	-	-	5,088
Allowance for ECL	(2)	-	-	-	(2)
Net investment securities - debt securities at amortised cost	5,086	-	-	-	5,086
As at 30 September 2025					
Strong	5,776	-	-	-	5,776
Satisfactory	153	-	-	-	153
Weak	45	-	-	-	45
Gross investment securities - debt securities at amortised cost	5,974	-	-	-	5,974
Allowance for ECL	(3)	-	-	-	(3)
Net investment securities - debt securities at amortised cost	5,971	-	-	-	5,971

17. Financial risk management (continued)

Credit risk (continued)

Investment securities - debt securities at FVOCI

Consolidated	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2026					
Strong	155,235	-	-	-	155,235
Investment securities - debt securities at FVOCI	155,235	-	-	-	155,235
Allowance for ECL recognised in Other comprehensive income	(13)	-	-	-	(13)
As at 30 September 2025					
Strong	156,373	-	-	-	156,373
Investment securities - debt securities at FVOCI	156,373	-	-	-	156,373
Allowance for ECL recognised in Other comprehensive income	(13)	-	-	-	(13)

The Company	Stage 1 $m	Stage 2 $m	Stage 3 Collectively assessed $m	Stage 3 Individually assessed $m	Total $m
As at 30 September 2026					
Strong	129,196	-	-	-	129,196
Satisfactory	-	-	-	-	-
Investment securities - debt securities at FVOCI	129,196	-	-	-	129,196
Allowance for ECL recognised in Other comprehensive income	(9)	-	-	-	(9)
As at 30 September 2025					
Strong	128,972	-	-	-	128,972
Satisfactory	-	-	-	-	-
Investment securities - debt securities at FVOCI	128,972	-	-	-	128,972
Allowance for ECL recognised in Other comprehensive income	(9)	-	-	-	(9)

17. Financial risk management (continued)

Credit risk (continued)

Other financial assets

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Strong	281,836	234,025	286,024	242,327
Satisfactory[1]	18,467	21,170	17,113	20,673
Weak	178	569	151	238
Total carrying amount	300,481	255,764	303,288	263,238

1. Includes Investment Securities - debt securities at FVTPL of $550 million (2025: $692 million) for the Group and $550 million (2025: $692 million) for the Company.

Concentrations of credit risk

Credit risk becomes concentrated when a number of customers are engaged in similar activities, have similar economic characteristics, or have similar activities within the same geographic region – therefore, they may be similarly affected by changes in economic or other conditions. The Group monitors its credit portfolio to manage risk concentration and rebalance the portfolio. The Group also applies single customer counterparty limits to protect against unacceptably large exposures to one single customer.

Composition of financial instruments that give rise to credit risk by industry group are presented below:

	Loans and advances		Other financial assets		Off-balance sheet credit related commitments		Total	
Consolidated	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Agriculture, forestry, fishing and mining	41,768	41,326	869	785	13,644	13,517	56,281	55,628
Business services	10,328	7,845	464	227	7,094	5,968	17,886	14,040
Construction	6,644	6,508	75	46	6,720	6,657	13,439	13,211
Electricity, gas and water supply	10,854	11,590	1,139	876	11,075	11,192	23,068	23,658
Entertainment, leisure and tourism	14,322	13,750	112	91	4,099	3,829	18,533	17,670
Financial, investment and insurance	89,097	86,293	309,247	265,023	53,373	51,424	451,717	402,740
Government and official institutions	5,927	2,436	138,729	143,039	1,512	1,173	146,168	146,648
Manufacturing	29,609	26,053	2,249	1,573	24,993	23,205	56,851	50,831
Personal lending	521,686	510,894	1,524	1,449	68,207	67,961	591,417	580,304
Property services	73,833	69,285	1,364	1,452	19,575	19,513	94,772	90,250
Retail trade	11,903	11,480	122	71	7,514	6,418	19,539	17,969
Transport and storage	11,313	11,644	1,332	790	8,914	8,736	21,559	21,170
Wholesale trade	15,525	12,706	884	1,107	12,591	11,439	29,000	25,252
Other	19,114	18,191	4,070	3,162	12,687	11,062	35,871	32,415
Gross total	861,923	830,001	462,180	419,691	251,998	242,094	1,576,101	1,491,786
Allowance for ECL	(3,980)	(3,874)	(20)	(34)	(903)	(870)	(4,903)	(4,778)
Subtotal	857,943	826,127	462,160	419,657	251,095	241,224	1,571,198	1,487,008
Unearned income	(642)	(641)	-	-	-	-	(642)	(641)
Capitalised brokerage and other origination costs	4,589	4,500	-	-	-	-	4,589	4,500
Maximum exposure to credit risk	861,890	829,986	462,160	419,657	251,095	241,224	1,575,145	1,490,867

17. Financial risk management (continued)

Credit risk (continued)

Composition of financial instruments that give rise to credit risk by industry group are presented below:

	Loans and advances		Other financial assets		Off-balance sheet credit related commitments		Total	
The Company	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Agriculture, forestry, fishing and mining	24,583	23,024	808	734	11,631	11,579	37,022	35,337
Business services	9,456	6,958	445	208	6,514	5,334	16,415	12,500
Construction	5,330	5,100	69	39	5,427	5,636	10,826	10,775
Electricity, gas and water supply	10,122	10,452	910	563	9,673	9,551	20,705	20,566
Entertainment, leisure and tourism	12,501	11,876	93	77	3,634	3,367	16,228	15,320
Financial, investment and insurance	84,258	82,798	313,272	274,403	50,114	49,879	447,644	407,080
Government and official institutions	5,920	2,430	112,096	113,973	954	565	118,970	116,968
Manufacturing	26,248	22,709	2,042	1,486	22,727	20,599	51,017	44,794
Personal lending	362,550	347,395	935	813	45,792	45,321	409,277	393,529
Property services	59,594	53,790	1,290	1,286	17,538	17,568	78,422	72,644
Retail trade	10,034	9,713	112	63	6,653	5,546	16,799	15,322
Transport and storage	10,387	10,525	1,324	765	7,688	7,781	19,399	19,071
Wholesale trade	13,395	10,850	838	1,054	11,228	9,836	25,461	21,740
Other	16,924	15,360	3,338	2,721	10,961	9,405	31,223	27,486
Gross total	651,302	612,980	437,572	398,185	210,534	201,967	1,299,408	1,213,132
Allowance for ECL	(3,115)	(2,952)	(2)	(3)	(733)	(715)	(3,850)	(3,670)
Subtotal	648,187	610,028	437,570	398,182	209,801	201,252	1,295,558	1,209,462
Unearned income	(594)	(599)	-	-	-	-	(594)	(599)
Capitalised brokerage and other origination costs	3,358	3,426	-	-	-	-	3,358	3,426
Maximum exposure to credit risk	650,951	612,855	437,570	398,182	209,801	201,252	1,298,322	1,212,289

17. Financial risk management (continued)

Credit risk (continued)

Collateral management

We use collateral for on and off-balance sheet exposures to mitigate credit risk if a counterparty cannot meet its repayment obligations. Where there is sufficient collateral, an expected credit loss is not recognised. This is largely the case for certain lending products, such as margin loans and reverse repurchase agreements that are secured by the securities purchased using the lending. For some products, the collateral provided by customers is fundamental to the product's structuring, so it is not strictly the secondary source of repayment - for example, lending secured by trade receivables is typically repaid by the collection of those receivables. During the period there was no change in our collateral policies.

The nature of collateral or security held for the relevant classes of financial assets is as follows:

Net loans and advances	
Loans - housing and personal	Housing loans are secured by mortgage(s) over property and additional security may take the form of guarantees and deposits. Personal lending (including credit cards and overdrafts) is predominantly unsecured. If we take security, then it is restricted to eligible vehicles, motor homes and other assets.
Loans - business	Business loans may be secured, partially secured or unsecured. Typically, we take security by way of a mortgage over property and/or a charge over the business or other assets. If appropriate, we may take other security to mitigate the credit risk, such as guarantees, standby letters of credit or derivative protection.
Other financial assets	
Trading assets, Investment securities, Derivatives and Other financial assets	For trading assets, we do not seek collateral directly from the issuer or counterparty. However, the collateral may be implicit in the terms of the instrument (for example, with an asset-backed security). The terms of debt securities may include collateralisation. For derivatives we have large individual exposures to single name counterparties such as central clearing houses, financial institutions, and other institutional clients. Open derivative positions with these counterparties are aggregated and cash collateral (or other forms of eligible collateral) is exchanged daily through the respective Credit Support Annex agreements. The collateral is provided by the counterparty when their position is out of the money (or provided to the counterparty by the Group when our position is out of the money). Credit risk will remain where the full amount of the derivative exposure is not covered by any collateral.
Off-balance sheet positions	
Undrawn and contingent facilities	Collateral for off-balance sheet positions is mainly held against undrawn facilities, and they are typically performance bonds or guarantees. Undrawn facilities that are secured include housing loans secured by mortgages over residential property and business lending secured by commercial real estate and/or charges over business assets.

The table below shows the estimated value of collateral we hold and the net unsecured portion of credit exposures:

	Maximum exposure to credit risk		Total value of collateral[1]		Unsecured portion of credit exposure	
Consolidated	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Net loans and advances	861,890	829,986	716,326	698,418	145,564	131,568
Other financial assets	462,160	419,657	84,969	67,960	377,191	351,697
Off-balance sheet positions	251,095	241,224	87,507	87,629	163,588	153,595
Total	1,575,145	1,490,867	888,802	854,007	686,343	636,860

	Maximum exposure to credit risk		Total value of collateral[1]		Unsecured portion of credit exposure	
The Company	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Net loans and advances	650,951	612,855	518,457	493,566	132,494	119,289
Other financial assets	437,570	398,182	76,779	61,133	360,791	337,049
Off-balance sheet positions	209,801	201,252	60,517	60,363	149,284	140,889
Total	1,298,322	1,212,289	655,753	615,062	642,569	597,227

1. In estimating the value of collateral for housing loans, customers are assumed to be meeting their insurance obligations for the properties over which the mortgages are secured.

17. Financial risk management (continued)

Market risk

Market risk overview, management and control responsibilities

Market risk stems from the Group's trading and balance sheet management activities and the impact of changes and correlations between interest rates, foreign exchange rates, credit spreads, commodities and the volatility within these asset classes.

Within overall strategies and policies established by the BRC, business units and risk management have joint responsibility for the control of market risk at the Group level. The Market Risk team (a specialist risk management unit independent of the business) allocates market risk limits at various levels and monitors and reports on them daily. This detailed framework allocates individual limits to manage and control exposures using risk factors and profit and loss limits.

Management, measurement and reporting of market risk is undertaken in two broad categories:

Traded Market Risk	Non-Traded Market Risk
Risk of loss from changes in the value of financial instruments due to movements in price factors for both physical and derivative trading positions. Principal risk categories monitored are: Currency risk – potential loss arising from changes in foreign exchange rates or their implied volatilities. Interest rate risk – potential loss from changes in market interest rates or their implied volatilities. Credit spread risk – potential loss arising from a movement in margin or spread relative to a benchmark. Commodity risk – potential loss arising from changes in commodity prices or their implied volatilities.	Risk of loss associated with the management of non-traded interest rate risk, liquidity risk and foreign exchange exposures. This includes interest rate risk in the banking book. This risk of loss arises from adverse changes in the overall and relative level of interest rates for different tenors, differences in the actual versus expected net interest margin, and the potential valuation risk associated with embedded options in financial instruments and bank products.

Measurement of market risk

We primarily manage and control market risk using Value at Risk (VaR), sensitivity analysis and stress testing.

VaR measures the Group's possible daily loss based on historical market movements. The Group's VaR approach for both traded and non-traded risk is historical simulation. We use historical changes in market rates, prices and volatilities over a 500 business day window using a one-day holding period. Back testing is used to ensure our VaR models remain accurate.

The Group measures VaR at a 99% confidence interval which means there is a 99% chance that a loss will not exceed the VaR for the relevant holding period.

17. Financial risk management (continued)

Market risk (continued)

Traded and non-traded market risk

Traded market risk

The table below shows the traded market risk VaR on a diversified basis by risk categories:

	2026				2025			
Consolidated	As at $m	High for year[1] $m	Low for year[1] $m	Average for year[1] $m	As at $m	High for year[1] $m	Low for year[1] $m	Average for year[1] $m
Traded value at risk 99% confidence								
Foreign exchange	1.7	6.1	1.7	3.3	1.7	8.9	1.7	3.4
Interest rate	3.7	6.8	3.6	5.2	3.9	8.5	3.8	5.5
Credit	3.7	5.1	2.1	3.5	2.9	8.2	1.8	4.1
Commodities	7.2	13.3	5.2	8.0	8.9	11.3	2.3	6.3
Diversification benefit[2]	(8.2)	n/a	n/a	(10.2)	(8.6)	n/a	n/a	(9.6)
Total VaR	8.1	13.2	7.5	9.8	8.8	13.5	6.8	9.7

	2026				2025			
The Company	As at $m	High for year[1] $m	Low for year[1] $m	Average for year[1] $m	As at $m	High for year[1] $m	Low for year[1] $m	Average for year[1] $m
Traded value at risk 99% confidence								
Foreign exchange	1.7	5.5	1.7	3.3	1.8	9.1	1.8	3.1
Interest rate	3.6	7.4	3.6	5.0	4.0	7.4	3.8	5.3
Credit	3.5	5.0	2.0	3.5	3.0	8.1	1.6	3.9
Commodity	7.3	13.0	5.1	8.0	9.2	11.5	2.1	6.0
Diversification benefit[2]	(8.2)	n/a	n/a	(10.2)	(9.6)	n/a	n/a	(9.1)
Total VaR	7.9	13.8	7.0	9.6	8.4	13.5	6.3	9.2

1. 2026 VaR includes Suncorp Bank data post-integration into Group data, 2025 VaR excludes Suncorp Bank data.
2. The diversification benefit reflects risks that offset across categories. The high and low VaR figures reported for each factor did not necessarily occur on the same day as the high and low VaR reported for the Group as a whole. Consequently, a diversification benefit for high and low would not be meaningful and is therefore omitted from the table.

17. Financial risk management (continued)

Market risk (continued)

Non-traded market risk

Balance sheet risk management

The principal objectives of balance sheet risk management are to maintain acceptable levels of interest rate and liquidity risk to mitigate the negative impact of movements in interest rates on the earnings and market value of the Group's banking book, while ensuring the Group maintains sufficient liquidity to meet its obligations as they fall due.

Interest rate risk management

Non-traded interest rate risk relates to the potential adverse impact of changes in market interest rates on the Group's future Net interest income. This risk arises from two principal sources, namely mismatches between the repricing dates of interest bearing assets and liabilities; and the investment of capital and other non-interest bearing liabilities and assets. Interest rate risk is reported using VaR and scenario analysis (based on the impact of a 1% rate shock). The table below shows VaR figures for non-traded interest rate risk for the combined Group as well as Australia, New Zealand and Rest of World geographies which are calculated separately.

	2026				2025			
Consolidated	As at $m	High for year[1] $m	Low for year[1] $m	Average for year[1] $m	As at $m	High for year[1] $m	Low for year[1] $m	Average for year[1] $m
Non-traded value at risk 99% confidence								
Australia	129.6	133.4	108.1	120.5	98.8	99.3	84.4	91.8
New Zealand	27.3	27.3	20.3	23.4	23.6	25.5	20.6	23.1
Rest of World	28.8	36.9	28.8	31.6	29.7	37.7	22.3	31.5
Diversification benefit[2]	(28.9)	n/a	n/a	(41.5)	(51.4)	n/a	n/a	(48.8)
Total VaR	156.8	156.8	120.0	134.0	100.7	101.8	94.6	97.6

	2026				2025			
The Company	As at $m	High for year[1] $m	Low for year[1] $m	Average for year[1] $m	As at $m	High for year[1] $m	Low for year[1] $m	Average for year[1] $m
Non-traded value at risk 99% confidence								
Australia	116.0	118.1	97.5	107.6	99.3	99.3	84.4	91.8
New Zealand	0.0	0.1	0.0	0.0	0.0	0.1	0.0	0.0
Rest of World	28.9	37.3	28.9	31.7	29.1	38.5	22.4	31.9
Diversification benefit[2]	(17.5)	n/a	n/a	(28.1)	(32.3)	n/a	n/a	(30.0)
Total VaR	127.4	127.4	99.4	111.2	96.1	99.7	89.6	93.7

1. 2026 VaR includes Suncorp Bank data post-integration into Group data, 2025 VaR excludes Suncorp Bank data.
2. The diversification benefit reflects risks that offset across categories. The high and low VaR figures reported for each factor did not necessarily occur on the same day as the high and low VaR reported for the Group as a whole. Consequently, a diversification benefit for high and low would not be meaningful and is therefore omitted from the table.

17. Financial risk management (continued)

Market risk (continued)

We undertake scenario analysis to stress test the impact of extreme events on the Group's market risk exposures. We model a 1% overnight parallel positive shift in the yield curve to determine the potential impact on our Net interest income over the next 12 months. This is a standard risk measure which assumes the parallel shift is reflected in all wholesale and customer rates.

The table below shows the outcome of this risk measure for the current and previous financial years, expressed as a percentage of reported Net interest income.

	Consolidated		The Company	
	2026	2025	2026	2025
Impact of 1% rate shock on the next 12 months' net interest income				
As at period end	0.18%	1.52%	0.56%	1.48%
Maximum exposure	1.28%	1.58%	1.21%	1.53%
Minimum exposure	0.18%	1.09%	0.01%	0.89%
Average exposure (in absolute terms)	0.70%	1.33%	0.63%	1.17%

Equity securities designated at FVOCI

Our investment securities contain equity investment holdings which predominantly comprise Bank of Tianjin and other unlisted equities. The market risk impact on these equity investments is not captured by the Group's VaR processes for traded and non-traded market risks. Therefore, the Group regularly reviews the valuations of the investments within the portfolio and assesses whether the investments are appropriately measured based on the recognition and measurement policies set out in Note 11 Investment securities.

Foreign currency risk – structural exposures

Our investment of capital in foreign operations - for example, branches, subsidiaries or associates with functional currencies other than the Australian Dollar - exposes the Group to the risk of changes in foreign exchange rates. Variations in the value of these foreign operations arising as a result of exchange differences are reflected in the foreign currency translation reserve in equity. Where considered appropriate, the Group enters into hedges of the foreign exchange exposures from its foreign operations.

Similarly, the Group may enter into economic hedges against larger foreign exchange denominated revenue streams (primarily New Zealand Dollar, US Dollar and US Dollar correlated). The primary objective of hedging is to ensure that, if practical, the effect of changes in foreign exchange rates on the consolidated capital ratios are minimised.

17. Financial risk management (continued)

Liquidity and funding risk

Liquidity risk overview, management and control responsibilities

Liquidity risk is the risk that the Group is either:

- unable to meet its payment obligations (including repaying depositors or maturing wholesale debt) when they fall due; or
- does not have the appropriate amount, tenor and composition of funding and liquidity to fund increases in its assets.

Management of liquidity and funding risks are overseen by GALCO. The Group's liquidity and funding risks are governed by a set of Board-approved principles and include:

- maintaining the ability to meet all payment obligations in the immediate term;
- ensuring that the Group maintains Board-approved 'survival horizons' under a range of idiosyncratic, and general market, liquidity stress scenarios, at a country and Group-wide level, to meet cash flow obligations over the short to medium term;
- maintaining strength in the Group's balance sheet structure to ensure long term resilience in the liquidity and funding risk profile;
- ensuring the liquidity management framework is compatible with local regulatory requirements;
- preparing daily liquidity reports and scenario analysis to quantify the Group's positions;
- targeting a diversified funding base to avoid undue concentrations by investor type, maturity, market source and currency;
- holding a portfolio of high-quality liquid assets to protect against adverse funding conditions and to support day-to-day operations; and
- establishing detailed contingency plans to cover different liquidity crisis events.

The Group operates under a non-operating holding company structure whereby:

- ANZBGL operates its own liquidity and funding program, governance frameworks and reporting regime reflecting its ADI operations;
- ANZGHL (parent entity) has no material liquidity risk given the structure and nature of the balance sheet; and
- ANZ Non-Bank Group is not expected to have separate funding arrangements and will rely on ANZGHL for funding.

A separate liquidity policy has been established for ANZGHL and ANZBGL Group to reflect the differing nature of liquidity risk inherent in each business model. ANZGHL will ensure that the parent entity and ANZ Non-Bank Group hold sufficient cash reserves to meet operating and financing requirements.

Key areas of measurement for liquidity risk

Scenario modelling of funding sources

The Group's liquidity risk appetite is defined by a range of regulatory and internal liquidity metrics mandated by the ANZBGL Board. The metrics cover a range of scenarios of varying duration and level of severity.

The objective of this framework is to:

- Provide protection against shorter term extreme market dislocation and stress.
- Maintain structural strength in the balance sheet by ensuring that an appropriate amount of longer-term assets are funded with longer-term funding.
- Ensure that no undue timing concentrations exist in the Group's funding profile.

Key components of this framework include the Liquidity Coverage Ratio (LCR), which is a severe short term liquidity stress scenario, the Net Stable Funding Ratio (NSFR), a longer-term structural liquidity measure (both of which are mandated by banking regulators including APRA), and internally-developed liquidity scenarios for stress-testing purposes.

Liquid assets

The Group holds a portfolio of high quality (unencumbered) liquid assets to protect its liquidity position in a severely stressed environment and to meet regulatory requirements. High-quality liquid assets comprise three categories consistent with Basel III LCR requirements:

- Highest-quality liquid assets (HQLA1)- cash and highest credit quality government, central bank or public sector securities eligible for repurchase with central banks to provide same-day liquidity.
- High-quality liquid assets (HQLA2)- high credit quality government, central bank or public sector securities, high-quality corporate debt securities and high-quality covered bonds eligible for repurchase with central banks to provide same-day liquidity.
- Alternative liquid assets (ALA) - eligible securities listed by RBNZ not already included in HQLA1 or HQLA2.

The Group monitors and manages the size and composition of its liquid assets portfolio on an ongoing basis in line with regulatory requirements and the risk appetite set by the ANZBGL Board.

17. Financial risk management (continued)

Liquidity and funding risk (continued)

Liquidity risk outcomes[1]

Liquidity Coverage Ratio – ANZBGL Group's Liquidity Coverage Ratio (LCR) averaged 132% for 2026 (2025: 132%), above the regulatory minimum of 100%.

Net Stable Funding Ratio – ANZBGL Group's Net Stable Funding Ratio (NSFR) as at 30 September 2026 was 116% (2025: 115%), above the regulatory minimum of 100%.

1. This information is not within the scope of the external audit of the Group Financial Report by the Group's external auditor, KPMG. The Liquidity Coverage Ratio and Net Stable Funding Ratio are non-IFRS disclosures and are disclosed as part of the Group's APS 330 *Public Disclosure* and disclosed in APRA Reporting Form ARF 210 *Liquidity* which will be subject to specific procedures in accordance with Prudential Standard APS 310 *Audit and Related Matters*.

Liquidity crisis contingency planning

Group maintains APRA-endorsed liquidity crisis contingency plans for analysing and responding to a liquidity threatening event at a country and Group-wide level. Key liquidity contingency crisis planning requirements and guidelines include:

Ongoing business management	Early signs/mild stress	Severe stress
• establish crisis/severity levels • liquidity limits • early warning indicators	• monitoring and review • management actions not requiring business rationalisation	• activate contingency funding plans • management actions for altering asset and liability behaviour
Assigned responsibility for internal and external communications and the appropriate timing to communicate.		

Since the precise nature of any stress event cannot be known in advance, the plans are designed to be flexible to the nature and severity of the stress event with multiple variables able to be accommodated in any plan.

Group funding

The Group monitors the composition and stability of its funding so that it remains within the Group's funding risk appetite. This approach ensures that an appropriate proportion of the Group's assets are funded by stable funding sources, including customer deposits; longer-dated wholesale funding (with a remaining term exceeding one year); and equity.

Funding plans prepared	Considerations in preparing funding plans
• 3 year financial plan prepared annually • annual funding plan as part of the Group's planning process • forecasting in light of actual results as a calibration to the annual plan	• customer balance sheet growth • changes in wholesale funding including: targeted funding volumes; markets; investors; tenors; and currencies for senior, secured, subordinated, hybrid transactions and market conditions • liquidity stress testing

17. Financial risk management (continued)

Liquidity and funding risk (continued)

Residual contractual maturity analysis of the group's liabilities

The tables below provide residual contractual maturity analysis of financial liabilities as at 30 September within relevant maturity groupings. All outstanding debt issuance and subordinated debt is profiled on the earliest date on which the Group may be required to pay. All at-call liabilities are reported in the 'Less than 3 months' category unless there is a longer minimum notice period. The amounts represent principal and interest cash flows and therefore may differ from equivalent amounts reported on Balance Sheet.

It should be noted that this is not how the Group manages its liquidity risk. The management of this risk is detailed on page 180.

Consolidated	Less than 3 months $m	3 to 12 months $m	1 to 5 years $m	After 5 years $m	Total $m
As at 30 September 2026					
Settlement balances owed by ANZ	36,433	-	-	-	36,433
Collateral received	10,157	-	-	-	10,157
Deposits and other borrowings	817,686	187,827	14,494	381	1,020,388
Liability for acceptances	488	-	-	-	488
Debt issuances[1]	6,362	38,942	122,271	23,096	190,671
Derivative liabilities (excluding those held for balance sheet management)[2]	45,383	-	-	-	45,383
Lease liabilities	98	272	866	914	2,150
Derivative assets and liabilities (balance sheet management)[3]					
- Funding:					
Receive leg	(71,568)	(74,861)	(87,539)	(16,532)	(250,500)
Pay leg	71,891	75,403	89,819	17,200	254,313
- Other balance sheet management:					
Receive leg	(250,717)	(56,337)	(59,514)	(26,153)	(392,721)
Pay leg	249,096	55,626	54,941	24,252	383,915
As at 30 September 2025					
Settlement balances owed by ANZ	31,144	-	-	-	31,144
Collateral received	7,428	-	-	-	7,428
Deposits and other borrowings	793,371	157,254	12,472	174	963,271
Liability for acceptances	222	-	-	-	222
Debt issuances[1]	9,987	43,588	115,444	23,013	192,032
Derivative liabilities (excluding those held for balance sheet management)[2]	40,814	-	-	-	40,814
Lease liabilities	104	275	876	960	2,215
Derivative assets and liabilities (balance sheet management)[3]					
- Funding:					
Receive leg	(49,005)	(71,961)	(89,534)	(16,260)	(226,760)
Pay leg	49,288	70,441	87,590	15,939	223,258
- Other balance sheet management:					
Receive leg	(148,344)	(38,507)	(42,114)	(22,286)	(251,251)
Pay leg	146,126	36,191	39,138	21,043	242,498

1. Callable wholesale debt instruments have been included at their next call date. Balance includes subordinated debt instruments that may be settled in cash or in equity, at the option of the Group and subordinated debt issued by ANZ Bank New Zealand which constitutes Tier 2 capital under RBNZ requirements but does not qualify as the APRA tier 2 requirements.
2. The full mark-to-market after any adjustments for Settle to Market of derivative liabilities (excluding those held for balance sheet management) is included in the 'Less than 3 months' category.
3. Includes derivatives designated into hedging relationships of $523 million (2025: $338 million) and $5,232 million (2025: $2,750 million) categorised as held for trading but form part of the Group's balance sheet managed activities.

At 30 September 2026, $197,905 million (2025: $193,177 million) of the Group's undrawn facilities and $54,093 million (2025: $48,917 million) of its issued guarantees mature in less than 1 year, based on the earliest date on which the Group may be required to pay.

17. Financial risk management (continued)

Liquidity and funding risk (continued)

The Company	Less than 3 months $m	3 to 12 months $m	1 to 5 years $m	After 5 years $m	Total $m
As at 30 September 2026					
Settlement balances owed by ANZ	32,318	-	-	-	32,318
Collateral received	9,216	-	-	-	9,216
Deposits and other borrowings	662,924	147,388	7,156	373	817,841
Liability for acceptances	432	-	-	-	432
Debt issuances[1]	5,048	29,388	94,176	21,455	150,067
Derivative liabilities (excluding those held for balance sheet management)[2]	49,441	-	-	-	49,441
Lease liabilities	66	178	569	704	1,517
Derivative assets and liabilities (balance sheet management)[3]					
- Funding:					
Receive leg	(69,032)	(62,231)	(71,496)	(16,532)	(219,291)
Pay leg	69,327	63,676	74,522	17,200	224,725
- Other balance sheet management:					
Receive leg	(241,021)	(51,219)	(48,737)	(24,100)	(365,077)
Pay leg	239,282	50,674	44,474	22,370	356,800
As at 30 September 2025					
Settlement balances owed by ANZ	27,189	-	-	-	27,189
Collateral received	6,579	-	-	-	6,579
Deposits and other borrowings	629,810	119,311	6,777	170	756,068
Liability for acceptances	191	-	-	-	191
Debt issuances[1]	8,670	34,992	87,918	20,973	152,553
Derivative liabilities (excluding those held for balance sheet management)[2]	44,833	-	-	-	44,833
Lease liabilities	82	210	656	793	1,741
Derivative assets and liabilities (balance sheet management)[3]					
- Funding:					
Receive leg	(45,806)	(62,809)	(71,426)	(15,446)	(195,487)
Pay leg	46,086	61,848	70,843	15,166	193,943
- Other balance sheet management:					
Receive leg	(138,769)	(33,681)	(34,322)	(20,873)	(227,645)
Pay leg	136,414	31,317	31,279	19,587	218,597

1. Callable wholesale debt instruments have been included at their next call date. Balance includes subordinated debt instruments that may be settled in cash or in equity, at the option of the Company.
2. The full mark-to-market after any adjustments for Settle to Market of derivative liabilities (excluding those held for balance sheet management) is included in the 'Less than 3 months' category.
3. Includes derivatives designated into hedging relationships of $234 million (2025: $162 million) and $4,850 million (2025: $2,774 million) categorised as held for trading but form part of the Company's balance sheet managed activities.

At 30 September 2026, $161,711 million (2025: $156,746 million) of the Company's undrawn facilities and $48,823 million (2025: $45,221 million) of its issued guarantees mature in less than 1 year, based on the earliest date on which the Company may be required to pay.

18. Fair value of financial assets and financial liabilities

Classification of financial assets and financial liabilities

The Group recognises and measures financial instruments at either fair value or amortised cost, with a significant number of financial instruments on the Balance Sheet at fair value.

Fair value is the best estimate of the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date.

The following table sets out the classification of financial assets and liabilities according to their measurement bases together with their carrying amounts as recognised on the Balance Sheet.

		2026			2025		
Consolidated	Note	At amortised cost $m	At fair value $m	Total $m	At amortised cost $m	At fair value $m	Total $m
Financial assets							
Cash and cash equivalents	8	136,716	51,312	188,028	105,965	49,244	155,209
Settlement balances owed to ANZ		15,979	-	15,979	23,394	-	23,394
Collateral paid		8,155	-	8,155	9,831	-	9,831
Trading assets	9	-	50,794	50,794	-	48,248	48,248
Derivative financial instruments	10	-	58,461	58,461	-	47,480	47,480
Investment securities	11	6,444	156,756	163,200	7,520	158,020	165,540
Net loans and advances	12	830,330	31,560	861,890	799,588	30,398	829,986
Regulatory deposits		567	-	567	541	-	541
Other financial assets		4,526	-	4,526	4,042	-	4,042
Total		1,002,717	348,883	1,351,600	950,881	333,390	1,284,271
Financial liabilities							
Settlement balances owed by ANZ		36,433	-	36,433	31,144	-	31,144
Collateral received		10,157	-	10,157	7,428	-	7,428
Deposits and other borrowings	14	955,858	56,058	1,011,916	898,713	57,688	956,401
Derivative financial instruments	10	-	51,138	51,138	-	43,902	43,902
Other financial liabilities[1]		9,317	4,840	14,157	8,789	3,960	12,749
Debt issuances	16	160,048	3,729	163,777	166,504	2,770	169,274
Total[1]		1,171,813	115,765	1,287,578	1,112,578	108,320	1,220,898

1. Comparative information has been restated to align to current period presentation.

18. Fair value of financial assets and financial liabilities (continued)

Classification of financial assets and financial liabilities (continued)

The Company	Note	2026 At amortised cost $m	2026 At fair value $m	2026 Total $m	2025 At amortised cost $m	2025 At fair value $m	2025 Total $m
Financial assets							
Cash and cash equivalents	8	128,591	49,479	178,070	96,920	48,140	145,060
Settlement balances owed to ANZ		15,260	-	15,260	22,030	-	22,030
Collateral paid		7,112	-	7,112	8,552	-	8,552
Trading assets	9	-	43,335	43,335	-	40,608	40,608
Derivative financial instruments	10	-	61,168	61,168	-	50,531	50,531
Investment securities	11	5,086	130,712	135,798	5,971	130,614	136,585
Net loans and advances	12	620,485	30,466	650,951	583,639	29,216	612,855
Regulatory deposits		257	-	257	245	-	245
Due from controlled entities		18,805	884	19,689	22,443	1,947	24,390
Other financial assets		3,104	-	3,104	2,895	-	2,895
Total		798,700	316,044	1,114,744	742,695	301,056	1,043,751
Financial liabilities							
Settlement balances owed by ANZ		32,318	-	32,318	27,189	-	27,189
Collateral received		9,216	-	9,216	6,579	-	6,579
Deposits and other borrowings	14	763,715	48,366	812,081	700,582	50,991	751,573
Derivative financial instruments	10	-	54,525	54,525	-	47,769	47,769
Due to controlled entities		24,963	2,247	27,210	26,731	324	27,055
Other financial liabilities[1]		7,305	4,548	11,853	6,775	3,775	10,550
Debt issuances	16	123,253	3,729	126,982	129,703	3,788	133,491
Total[1]		960,770	113,415	1,074,185	897,559	106,647	1,004,206

1. Comparative information has been restated to align to current period presentation.

18. Fair value of financial assets and financial liabilities (continued)

Financial assets and financial liabilities measured at fair value

The fair valuation of financial assets and financial liabilities is generally determined at the individual instrument level.

If the Group holds offsetting risk positions, then the portfolio exception in AASB 13 *Fair Value Measurement* (AASB 13) is used to measure the fair value of such groups of financial assets and financial liabilities. The Group measures the portfolio based on the price that would be received to sell a net long position (an asset) for a particular risk exposure, or to transfer a net short position (a liability) for a particular risk exposure.

Fair value designation

The Group designates certain loans and advances, deposits and other borrowings and debt issuances as FVTPL:

- where they contain separable embedded derivatives and are managed on a fair value basis, the total fair value movements are recognised in profit or loss in the same period as the movement on any associated hedging instruments; or
- in order to eliminate an accounting mismatch which would arise if the assets or liabilities were otherwise carried at amortised cost. This mismatch arises due to measuring the derivative financial instruments (used to mitigate interest rate risk of these assets or liabilities) at FVTPL.

The Group's approach ensures that it recognises the fair value movements on the assets or liabilities in profit or loss in the same period as the movement on the associated derivatives.

The Group may also designate certain loans and advances, deposits and other borrowings and debt issuances as FVTPL where they are managed on a fair value basis to align the measurement with how the financial instruments are managed.

Fair value approach and valuation techniques

The Group uses valuation techniques to estimate the fair value of assets and liabilities for recognition, measurement and disclosure purposes where no quoted price in an active market for that asset or liability exists. This includes the following:

Asset or liability	Fair value approach
Financial instruments classified as: Derivative financial assets and financial liabilities (including trading and non-trading) Repurchase agreements < 90 days Net loans and advances Deposits and other borrowings Debt issuances	Discounted cash flow techniques are used whereby contractual future cash flows of the instrument are discounted using wholesale market interest rates, or market borrowing rates for debt or loans with similar maturities or yield curves appropriate for the remaining term to maturity.
Other financial instruments held for trading: Securities sold short Debt and equity securities	Valuation techniques are used that incorporate observable market inputs for financial instruments with similar credit risk, maturity and yield characteristics. Equity securities where an active market does not exist are measured using comparable company valuation multiples (such as price-to-book ratios).
Financial instruments classified as: Investment securities – debt or equity	Valuation techniques use comparable multiples (such as price-to-book ratios) or discounted cashflow (DCF) techniques incorporating, to the extent possible, observable inputs from instruments with similar characteristics.

There were no significant changes to valuation approaches during the current or prior periods.

18. Fair value of financial assets and financial liabilities (continued)

Fair value hierarchy

The Group categorises assets and liabilities carried at fair value into a fair value hierarchy in accordance with AASB 13 based on the observability of inputs used to measure the fair value:

- Level 1 - valuations based on quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 - valuations using inputs other than quoted prices included within Level 1 that are observable for a similar asset or liability, either directly or indirectly; and
- Level 3 - valuations where significant unobservable inputs are used to measure the fair value of the asset or liability.

There were no significant changes to levelling approaches during the current or prior periods. The following table presents assets and liabilities carried at fair value in accordance with the fair value hierarchy:

	Fair value measurements							
	Quoted price in active markets (Level 1)		Using observable inputs (Level 2)		Using unobservable inputs (Level 3)		Total	
Consolidated	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Assets								
Cash and cash equivalents (measured at fair value)	-	-	**51,312**	49,244	-	-	**51,312**	49,244
Trading assets[1]	**33,687**	30,508	**17,107**	17,720	-	20	**50,794**	48,248
Derivative financial instruments[1]	**363**	115	**58,081**	47,343	**17**	22	**58,461**	47,480
Investment securities[1]	**122,737**	121,790	**33,060**	35,287	**959**	943	**156,756**	158,020
Net loans and advances[1]	-	-	**31,560**	30,310	-	88	**31,560**	30,398
Total	**156,787**	152,413	**191,120**	179,904	**976**	1,073	**348,883**	333,390
Liabilities								
Deposits and other borrowings (designated at fair value)	-	-	**56,058**	57,688	-	-	**56,058**	57,688
Derivative financial instruments[1]	**132**	469	**51,000**	43,419	**6**	14	**51,138**	43,902
Other financial liabilities	**4,489**	3,517	**351**	443	-	-	**4,840**	3,960
Debt issuances (designated at fair value)	-	-	**3,729**	2,770	-	-	**3,729**	2,770
Total	**4,621**	3,986	**111,138**	104,320	**6**	14	**115,765**	108,320

1. During 2026, $1,048 million of assets were transferred from Level 1 to Level 2 (2025: $6,621 million transferred from Level 1 to Level 2) and $5,935 million of assets were transferred from Level 2 to Level 1 (2025: $868 million transferred from Level 2 to Level 1) and $14 million of assets were transferred from Level 3 to Level 2 (2025: $49 million transferred from Level 3 to Level 2) for the Group due to a change in the observability of market price and/or valuation inputs. There were no other material transfers between Level 1, Level 2 and Level 3 during the year. Transfers into and out of levels are measured at the beginning of the reporting period in which the transfer occurred.

	Fair value measurements							
	Quoted price in active markets (Level 1)		Using observable inputs (Level 2)		Using unobservable inputs (Level 3)		Total	
The Company	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Assets								
Cash and cash equivalents (measured at fair value)	-	-	**49,479**	48,140	-	-	**49,479**	48,140
Trading assets[1]	**29,567**	25,768	**13,768**	14,820	-	20	**43,335**	40,608
Derivative financial instruments[1]	**313**	112	**60,839**	50,399	**16**	20	**61,168**	50,531
Investment securities[1]	**103,309**	101,450	**26,448**	28,226	**955**	938	**130,712**	130,614
Net loans and advances	-	-	**30,466**	29,128	-	88	**30,466**	29,216
Due from controlled entities	**109**	19	**775**	1,928	-	-	**884**	1,947
Total	**133,298**	127,349	**181,775**	172,641	**971**	1,066	**316,044**	301,056
Liabilities								
Deposits and other borrowings (designated at fair value)	-	-	**48,366**	50,991	-	-	**48,366**	50,991
Derivative financial instruments[1]	**130**	379	**54,389**	47,376	**6**	14	**54,525**	47,769
Other financial liabilities	**4,212**	3,334	**336**	441	-	-	**4,548**	3,775
Debt issuances (designated at fair value)	-	-	**3,729**	3,788	-	-	**3,729**	3,788
Due to controlled entities	-	-	**2,247**	324	-	-	**2,247**	324
Total	**4,342**	3,713	**109,067**	102,920	**6**	14	**113,415**	106,647

1. During 2026, $1,048 million of assets were transferred from Level 1 to Level 2 (2025: $4,964 million transferred from Level 1 to Level 2) and $4,441 million of assets were transferred from Level 2 to Level 1 (2025: $751 million transferred from Level 2 to Level 1) and $14 million of assets were transferred from Level 3 to Level 2 (2025: $49 million transferred from Level 3 to Level 2) for the Company due to a change in the observability of market price and/or valuation inputs. There were no other material transfers between Level 1, Level 2 and Level 3 during the year. Transfers into and out of levels are measured at the beginning of the reporting period in which the transfer occurred.

18. Fair value of financial assets and financial liabilities (continued)

Fair value measurement incorporating unobservable market data

Level 3 fair value measurements

Level 3 financial instruments are a net asset of $970 million (2025: $1,059 million) for the Group and $965 million (2025: $1,052 million) for the Company. The assets and liabilities which incorporate significant unobservable inputs are:

- equity and debt securities for which there is no active market or traded prices cannot be observed;
- loans and advances measured at fair value for which there is no observable market data; and
- derivatives referencing market rates that cannot be observed primarily due to lack of market activity.

Level 3 transfers

During the year $14 million of assets were transferred from Level 3 to Level 2 due to a change in the observability of market valuations inputs for the Group or the Company (2025: $49 million of assets were transferred from Level 3 to Level 2).

The material Level 3 financial instruments are listed as below:

i) Investment securities - equity holdings classified as FVOCI

Bank of Tianjin (BoT)

The Group holds an investment in the Bank of Tianjin. The investment is valued based on comparative price-to-book (P/B) multiples (a P/B multiple is the ratio of the market value of equity to the book value of equity). The extent of judgement applied in determining the appropriate multiple and comparator group from which the multiple is derived resulted in the Level 3 classification. As at 30 September 2026, the BoT equity holding balance was $858 million (2025: $843 million). The increase in the BoT fair valuation was due to a change in the P/B multiple and book value used in the valuation and foreign currency translation impacts over the year.

Other equity investments

The Group holds $101 million (2025: $100 million) and the Company holds $97 million (2025: $95 million) of unlisted equities classified as FVOCI, for which there are no active markets or traded prices available, resulting in a Level 3 classification. The small increase in unlisted equity holdings balance was mainly due to a small upward revaluation of the equity instruments as well as FX impact during the year.

ii) Net loans and advances - classified as FVTPL

Syndicated loans

The Group holds nil (2025: $88 million) of syndicated loans for sale which are measured at FVTPL, for which there is no observable market data available. The decrease in the Level 3 loan balances was mainly due to loans being early repaid or written off, as well as a transfer of assets from Level 3 to Level 2 due to a change in the observability of market valuation inputs.

Sensitivity to Level 3 data inputs

When we make assumptions due to significant inputs to a valuation not being directly observable (Level 3 inputs), then changing these assumptions changes the Group's estimate of the instrument's fair value. Favourable and unfavourable changes are determined by changing the primary unobservable parameters used to derive the fair valuation.

Investment securities - equity holdings

The valuations of the equity investments are sensitive to variations in selected unobservable inputs, with valuation techniques used including P/B multiples and DCF. If for example, a 10% increase or decrease to the primary input into the valuations were to occur (such as the P/B multiple), it would result in a $96 million (2025: $94 million) increase or decrease in the fair value of the portfolio, which would be recognised in equity in the Group ($95 million for the Company (2025: $94 million)), with no impact to net profit or loss.

Other

The remaining Level 3 balance is immaterial and changes in inputs have a minimal impact on net profit and net assets of the Group.

Deferred fair value gains and losses

Where fair value is determined using unobservable inputs significant to the fair value of a financial instrument, the Group does not immediately recognise the difference between the transaction price and the amount determined based on the valuation technique (day one gain or loss) in profit or loss. After initial recognition, the Group recognises the deferred amount in profit or loss on a straight-line basis over the life of the transaction or until all inputs become observable. Day one gains and losses which have been deferred are not material.

18. Fair value of financial assets and financial liabilities (continued)

Financial assets and financial liabilities not measured at fair value

The financial assets and financial liabilities listed below are carried at amortised cost on the Group's Balance Sheet. While this is the value at which we expect the assets will be realised and the liabilities settled, the Group provides an estimate of the fair value of the financial assets and financial liabilities at balance date in the table below.

Fair values of financial assets and liabilities carried at amortised cost not included in the table below approximate their carrying values. These financial assets and liabilities are either short term in nature or are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

			Categorised into fair value hierarchy							
	At amortised cost		Quoted price in active markets (Level 1)		Using observable inputs (Level 2)		Using unobservable inputs (Level 3)		Total fair value	
Consolidated	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Financial assets										
Investment securities	**6,444**	7,520	**-**	-	**6,448**	7,523	**-**	-	**6,448**	7,523
Net loans and advances	**830,330**	799,588	**-**	-	**13,059**	12,167	**816,902**	788,001	**829,961**	800,168
Total	**836,774**	807,108	**-**	-	**19,507**	19,690	**816,902**	788,001	**836,409**	807,691
Financial liabilities										
Deposits and other borrowings	**955,858**	898,713	**-**	-	**955,563**	898,984	**-**	-	**955,563**	898,984
Debt issuances	**160,048**	166,504	**27,293**	30,546	**133,135**	137,715	**-**	-	**160,428**	168,261
Total	**1,115,906**	1,065,217	**27,293**	30,546	**1,088,698**	1,036,699	**-**	-	**1,115,991**	1,067,245

			Categorised into fair value hierarchy							
	At amortised cost		Quoted price in active markets (Level 1)		Using observable inputs (Level 2)		Using unobservable inputs (Level 3)		Total fair value	
The Company	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
Financial assets										
Investment securities	**5,086**	5,971	**-**	-	**5,089**	5,974	**-**	-	**5,089**	5,974
Net loans and advances	**620,485**	583,639	**-**	-	**11,869**	11,617	**608,475**	572,044	**620,344**	583,661
Total	**625,571**	589,610	**-**	-	**16,958**	17,591	**608,475**	572,044	**625,433**	589,635
Financial liabilities										
Deposits and other borrowings	**763,715**	700,582	**-**	-	**763,513**	700,668	**-**	-	**763,513**	700,668
Debt issuances	**123,253**	129,703	**26,277**	27,316	**97,171**	103,740	**-**	-	**123,448**	131,056
Total	**886,968**	830,285	**26,277**	27,316	**860,684**	804,408	**-**	-	**886,961**	831,724

18. Fair value of financial assets and financial liabilities (continued)

Financial assets and financial liabilities not measured at fair value (continued)

The following table sets out the Group's basis of estimating the fair values of financial assets and liabilities carried at amortised cost where the carrying value is not typically a reasonable approximation of fair value.

Financial asset and liability	Fair value approach
Investment securities - debt securities at amortised cost	Calculated based on quoted market prices or observable inputs as applicable. If quoted market prices are not available, we use a discounted cash flow model using a yield curve appropriate for the remaining term to maturity of the debt instrument. The fair value reflects adjustments to credit spreads applicable for that instrument.
Net loans and advances to banks	Discounted cash flows using prevailing market rates for loans with similar credit quality.
Net loans and advances to customers	Present value of future cash flows, discounted using a curve that incorporates changes in wholesale market rates, the Group's cost of wholesale funding and the customer margin, as appropriate.
Deposit liability without a specified maturity or at call	The amount payable on demand at the reporting date. We do not adjust the fair value for any value we expect the Group to derive from retaining the deposit for a future period.
Interest bearing fixed maturity deposits and other borrowings and acceptances with quoted market rates	Market borrowing rates of interest for debt with a similar maturity are used to discount contractual cash flows to derive the fair value.
Debt issuances	Calculated based on quoted market prices or observable inputs as applicable. If quoted market prices are not available, we use a discounted cash flow model using a yield curve appropriate for the remaining term to maturity of the debt instrument. The fair value reflects adjustments to credit spreads applicable to the Group for that instrument.

Key judgements and estimates

A significant portion of financial instruments are carried on the Balance Sheet at fair value. The Group therefore regularly evaluates the key valuation assumptions used in the determination of the fair valuation of financial instruments incorporated within the financial statements, as this can involve a high degree of judgement and estimation in determining the carrying values at the balance sheet date.

In determining the fair valuation of financial instruments, the Group has considered the impact of related economic and market conditions on fair value measurement assumptions and the appropriateness of valuation inputs in these estimates, notably valuation adjustments, as well as the impact of these matters on the classification of financial instruments in the fair value hierarchy.

Most of the valuation models the Group uses employ only observable market data as inputs. For certain financial instruments, we may use data that is not readily observable in current markets. If we use unobservable market data, then we need to exercise more judgement to determine fair value depending on the significance of the unobservable input to the overall valuation. Generally, we derive unobservable inputs from other relevant market data and compare them to observed transaction prices where available. When establishing the fair value of a financial instrument using a valuation technique, the Group also considers any required valuation adjustments in determining the fair value. We may apply adjustments (such as CVAs and FVAs – refer to Note 10 Derivative financial instruments) to reflect the Group's assessment of factors that market participants would consider in determining fair value of a particular financial instrument.

19. Offsetting

We offset financial assets and financial liabilities on the Balance Sheet (in accordance with AASB 132 *Financial Instruments: Presentation*) when there is:

- a current legally enforceable right to set off the recognised amounts in all circumstances; and
- an intention to settle the asset and liability on a net basis, or to realise the asset and settle the liability simultaneously.

The following table identifies financial assets and financial liabilities which have not been offset but are subject to enforceable master netting agreements (or similar arrangements) and the related amounts not offset in the Balance Sheet. We have not taken into account the effect of over-collateralisation.

			Amount subject to master netting agreement or similar			
Consolidated	Total amounts recognised in the Balance Sheet $m	Amounts not subject to master netting agreement or similar $m	Total $m	Financial instruments[4] $m	Financial collateral (received)/ pledged[4] $m	Net amount $m
As at 30 September 2026						
Derivative financial assets[1]	58,461	(1,815)	56,646	(36,408)	(15,079)	5,159
Reverse repurchase, securities borrowing and similar agreements[2]						
- at amortised cost	21,595	(673)	20,922	-	(20,922)	-
- at fair value through profit or loss	78,866	(11,336)	67,530	(2,944)	(64,509)	77
Total financial assets	158,922	(13,824)	145,098	(39,352)	(100,510)	5,236
Derivative financial liabilities[1]	(51,138)	2,569	(48,569)	36,408	6,208	(5,953)
Repurchase, securities lending and similar agreements[3]						
- at amortised cost	(2,728)	2,401	(327)	-	327	-
- at fair value through profit or loss	(50,691)	8,749	(41,942)	2,944	38,980	(18)
Total financial liabilities	(104,557)	13,719	(90,838)	39,352	45,515	(5,971)
As at 30 September 2025						
Derivative financial assets[1]	47,480	(1,886)	45,594	(29,164)	(12,710)	3,720
Reverse repurchase, securities borrowing and similar agreements[2]						
- at amortised cost	7,184	(351)	6,833	(58)	(6,775)	-
- at fair value through profit or loss	74,634	(10,802)	63,832	(2,442)	(61,314)	76
Total financial assets	129,298	(13,039)	116,259	(31,664)	(80,799)	3,796
Derivative financial liabilities[1]	(43,902)	1,732	(42,170)	29,164	5,979	(7,027)
Repurchase, securities lending and similar agreements[3]						
- at amortised cost	(3,885)	2,803	(1,082)	58	1,024	-
- at fair value through profit or loss	(52,254)	5,856	(46,398)	2,442	43,955	(1)
Total financial liabilities	(100,041)	10,391	(89,650)	31,664	50,958	(7,028)

1. Derivative assets and liabilities recognised in the Balance Sheet reflect the impact of certain central clearing collateral arrangements, whereby collateral that qualifies as legal settlement has reduced the carrying value of those associated derivative balances.
2. Reverse repurchase agreements:
   - with less than 3 months to maturity are presented in the Balance Sheet within Cash and cash equivalents; or
   - with 3 months or more to maturity are presented in the Balance Sheet within Net loans and advances.
3. Repurchase agreements are presented on the Balance Sheet within Deposits and other borrowings.
4. The amount of financial instruments and financial collateral disclosed is limited to the net balance sheet exposure of the relevant financial assets or liabilities, and any over-collateralisation is excluded from the tables.

19. Offsetting (continued)

The Company	Total amounts recognised in the Balance Sheet $m	Amounts not subject to master netting agreement or similar $m	Amount subject to master netting agreement or similar: Total $m	Financial instruments[4] $m	Financial collateral (received)/ pledged[4] $m	Net amount $m
As at 30 September 2026						
Derivative financial assets[1]	61,168	(1,118)	60,050	(41,193)	(14,146)	4,711
Reverse repurchase, securities borrowing and similar agreements[2]						
- at amortised cost	20,676	-	20,676	-	(20,676)	-
- at fair value through profit or loss	76,198	(9,855)	66,343	(2,567)	(63,699)	77
Total financial assets	158,042	(10,973)	147,069	(43,760)	(98,521)	4,788
Derivative financial liabilities[1]	(54,525)	2,042	(52,483)	41,193	6,052	(5,238)
Repurchase, securities lending and similar agreements[3]						
- at amortised cost	(2,621)	2,294	(327)	-	327	-
- at fair value through profit or loss	(46,513)	7,404	(39,109)	2,567	36,524	(18)
Total financial liabilities	(103,659)	11,740	(91,919)	43,760	42,903	(5,256)
As at 30 September 2025						
Derivative financial assets[1]	50,531	(1,048)	49,483	(34,485)	(11,953)	3,045
Reverse repurchase, securities borrowing and similar agreements[2]						
- at amortised cost	6,633	-	6,633	(58)	(6,575)	-
- at fair value through profit or loss	72,686	(9,198)	63,488	(2,098)	(61,314)	76
Total financial assets	129,850	(10,246)	119,604	(36,641)	(79,842)	3,121
Derivative financial liabilities[1]	(47,769)	1,060	(46,709)	34,485	5,944	(6,280)
Repurchase, securities lending and similar agreements[3]						
- at amortised cost	(2,619)	2,561	(58)	58	-	-
- at fair value through profit or loss	(49,216)	4,248	(44,968)	2,098	42,869	(1)
Total financial liabilities	(99,604)	7,869	(91,735)	36,641	48,813	(6,281)

1. Derivative assets and liabilities recognised in the Balance Sheet reflect the impact of certain central clearing collateral arrangements, whereby collateral that qualifies as legal settlement has reduced the carrying value of those associated derivative balances.
2. Reverse repurchase agreements:
   - with less than 90 days to maturity are presented in the Balance Sheet within Cash and cash equivalents; or
   - with 90 days or more to maturity are presented in the Balance Sheet within Net loans and advances.
3. Repurchase agreements are presented on the Balance Sheet within Deposits and other borrowings.
4. The amount of financial instruments and financial collateral disclosed is limited to the net balance sheet exposure of the relevant financial assets or liabilities, and any over-collateralisation is excluded from the tables.

20. Goodwill and other intangible assets

Consolidated	Goodwill[1] 2026 $m	Goodwill[1] 2025 $m	Software 2026 $m	Software 2025 $m	Other Intangibles[2] 2026 $m	Other Intangibles[2] 2025 $m	Total 2026 $m	Total 2025 $m
Balance at start of year	4,165	4,343	996	1,015	601	63	5,762	5,421
Additions[2]	178	(56)	364	396	-	685	542	1,025
Amortisation expense	-	-	(257)	(344)	(123)	(143)	(380)	(487)
Impairment expense	-	-	(13)	(70)	-	(1)	(13)	(71)
Foreign currency exchange difference	(206)	(122)	-	(1)	(5)	(3)	(211)	(126)
Balance at end of year	4,137	4,165	1,090	996	473	601	5,700	5,762
Cost[3]	4,137	4,165	8,282	8,326	755	760	13,174	13,251
Accumulated amortisation	n/a	n/a	(7,192)	(7,330)	(282)	(159)	(7,474)	(7,489)
Carrying amount	4,137	4,165	1,090	996	473	601	5,700	5,762

The Company	Goodwill[1] 2026 $m	Goodwill[1] 2025 $m	Software 2026 $m	Software 2025 $m	Other Intangibles 2026 $m	Other Intangibles 2025 $m	Total 2026 $m	Total 2025 $m
Balance at start of year	62	62	937	933	-	-	999	995
Additions	-	-	330	386	-	-	330	386
Amortisation expense	-	-	(225)	(311)	-	-	(225)	(311)
Impairment expense	-	-	(13)	(70)	-	-	(13)	(70)
Foreign currency exchange difference	-	-	-	(1)	-	-	-	(1)
Balance at end of year	62	62	1,029	937	-	-	1,091	999
Cost[3]	62	62	7,952	7,985	6	6	8,020	8,053
Accumulated amortisation	n/a	n/a	(6,923)	(7,048)	(6)	(6)	(6,929)	(7,054)
Carrying amount	62	62	1,029	937	-	-	1,091	999

1. Goodwill excludes notional goodwill in equity accounted investments.
2. 2026 includes $178 million of provisional goodwill on acquisition of ANZ Worldline. Refer to Note 24 Controlled entities. In 2025, the Group completed its purchase price allocation for the 2024 Suncorp Bank acquisition and recognised a decrease to goodwill of $56 million and an increase to other intangibles of $685 million.
3. Includes impact of foreign currency translation differences.

Impairment testing for cash generating units containing goodwill

Goodwill acquired in a business combination is tested for impairment annually and whenever there are indicators of potential impairment. Goodwill is allocated at the date of acquisition to the cash generating unit (CGU) or group of CGUs that are expected to benefit from the synergies of the related business combination.

Goodwill is considered to be impaired if the carrying amount of the relevant CGU exceeds its recoverable amount. We estimate the recoverable amount of each CGU to which goodwill is allocated using a fair value less costs of disposal (FVLCOD) approach, with a value-in-use (VIU) assessment performed where the FVLCOD is less than the carrying amount.

Goodwill is allocated to the following CGUs based on the lowest level at which goodwill is monitored.

Cash generating units:	2026 $m	2025 $m
Australia Retail	100	100
Business & Private Bank[1]	133	-
Institutional[1]	1,150	1,193
New Zealand[2]	1,408	1,526
Suncorp Bank	1,346	1,346

1. The goodwill arising on acquisition of ANZ Worldline is provisionally allocated to the Institutional ($45 million) and Business & Private Bank ($133 million) CGUs while the Group completes its purchase price allocation.
2. New Zealand CGU also holds $54 million (2025: $59 million) of indefinite life management fee rights.

20. Goodwill and other intangible assets (continued)

We estimate the FVLCOD of each CGU to which goodwill is allocated by applying observable price earnings multiples of comparable companies to the estimated future maintainable earnings of each CGU. A deduction is then made for estimated costs of disposal. The valuation is considered to be level 3 in the fair value hierarchy due to unobservable inputs used in the valuation.

Management's approach and the key assumptions used in determining FVLCOD in 2026 are as follows:

Key assumption	Approach to determining the value (or values) for each key assumption
Future maintainable earnings	Future maintainable earnings for each CGU is estimated as the sum of: • The Group's 2027 financial plan for each CGU (2025: 2026 financial plan); and • An allocation of the central costs recorded outside of the CGUs to which goodwill is allocated. Where relevant, adjustments are made to the Group's financial plan to reflect long-term expectations.
Price/Earnings (P/E) multiple	P/E multiples applicable to each CGU ranging from 12.3x-16.9x (2025: 13.0x-16.3x) have been derived from a comparator group of publicly traded companies, and include a 30% control premium, discussed below. In the case of the Business & Private Bank, New Zealand and Institutional CGUs, management has made downwards adjustments to P/E multiples to address specific factors relevant to those CGUs. A control premium has been applied which recognises the increased consideration a potential acquirer would be willing to pay in order to gain sufficient ownership to achieve control over the relevant activities of the CGU. For each CGU, the control premium has been estimated as 30% of the comparator group P/E multiple based on historical transactions.
Costs of disposal	Costs of disposal have been estimated as 2% (2025: 2%) of the fair value of the CGU based on those observed from historical and recent transactions.

Our impairment testing did not result in the impairment of goodwill in the year ended 30 September 2026 (2025: no impairment).

The FVLCOD estimates for each CGU are sensitive to assumptions about P/E multiples, future maintainable earnings and control premium (30%). However, each CGU would continue to show a surplus in recoverable amount over carrying amount even where other reasonably possible alternative estimates were used.

20. Goodwill and other intangible assets (continued)

Recognition and measurement

The table below details how we recognise and measure different intangible assets:

	Goodwill	Software	Other Intangibles
Definition	Excess amount the Group has paid in acquiring a business over the fair value of the identifiable assets acquired and liabilities assumed.	Purchased software owned by the Group is capitalised. Internal and external costs incurred in building software and computer systems costing greater than $20 million are capitalised as assets. Those less than $20 million are expensed in the year in which the costs are incurred. Costs incurred in planning or evaluating software proposals or in maintaining systems after implementation are not capitalised.	Management fee rights arising from acquisition of funds management business, core deposit intangibles arising from Suncorp Bank acquisition, and other intangible assets arising from contractual rights.
Carrying value	Cost less any accumulated impairment losses. Allocated to the CGU to which the acquisition relates.	Initially, measured at cost or if acquired in a business combination at the acquisition date fair value. Subsequently, carried at cost less accumulated amortisation and impairment losses.	Initially, measured at fair value at acquisition. Subsequently, carried at cost less accumulated amortisation and impairment losses.
Useful life	Indefinite. Goodwill is reviewed for impairment at least annually or when there is an indication of impairment.	Except for major core infrastructure, amortised over periods between 2-5 years; however major core infrastructure may be amortised over 7–10 years subject to approval by the Audit Committee. The Group revised the amortisation period of select strategic internally-developed infrastructure software assets from either 5 or 7 years to 7 or 10 years to better reflect the useful life for these assets. This change in estimate was effective from 1 October 2025 and resulted in a decrease in amortisation expense by $54 million in 2026. Comparative information has not been restated. Purchased software is amortised over 2 years unless it is considered integral to other assets with a longer useful life.	Management fee rights with an indefinite life are reviewed for impairment at least annually or when there is an indication of impairment. Core deposits are amortised over the expected life of 6 years. Other intangible assets are amortised over 3 years.
Depreciation method	Not applicable.	Straight-line method.	Not applicable to indefinite life intangible assets. Straight-line method for assets with a finite life.

20. Goodwill and other intangible assets (continued)

Key judgements and estimates

Management judgement is used to assess the recoverable value of goodwill and other intangible assets, and the useful economic life of an asset, or whether an asset has an indefinite life. We reassess the recoverability of the carrying value at each reporting date.

Goodwill

A number of key judgements are required in the determination of whether or not a goodwill balance is impaired including:

- the level at which goodwill is allocated – consistent with prior periods the CGUs to which goodwill is allocated are the Group's revenue generating segments that benefit from relevant historical business combinations generating goodwill.
- determination of the carrying amount of each CGU which includes an allocation, on a reasonable and consistent basis, of corporate assets and liabilities that are not directly attributable to the CGUs to which goodwill is allocated.
- assessment of the recoverable amount of each CGU including:
    - selection of the model used to determine the fair value – the Group has used the market multiple approach to estimate the fair value; and
    - selection of the key assumptions in respect of future maintainable earnings, the P/E multiple applied, including selection of an appropriate comparator group and determination of an appropriate control premium, and costs of disposal as described above.

Software and other intangible assets

At each reporting date, software and other intangible assets are assessed for indicators of impairment and, where such indicators are identified, an impairment test is performed. In the event that an asset's carrying amount is determined to be greater than its recoverable amount, the carrying amount of the asset is written down immediately. Those assets not yet ready for use are tested for impairment annually.

In addition, the expected useful lives of intangible assets are assessed at each reporting date. The assessment requires management judgement, and in relation to our software assets, a number of factors can influence the expected useful lives. These factors include changes to business strategy, significant divestments and the pace of technological change.

21. Other provisions

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
ECL allowance on undrawn and contingent facilities[1]	903	870	733	715
Customer remediation	229	363	169	267
Restructuring costs	420	620	319	462
Non-lending losses, frauds and forgeries	272	451	108	366
Other	146	175	121	149
Total other provisions	1,970	2,479	1,450	1,959

1. Refer to Note 13 Allowance for expected credit losses for movement analysis.

Consolidated	Customer remediation $m	Restructuring costs $m	Non-lending losses, frauds and forgeries $m	Other $m
Balance at 1 October 2025	363	620	451	175
New and increased provisions made during the year	127	339	133	42
Provisions used during the year	(215)	(368)	(294)	(17)
Unused amounts reversed during the year	(46)	(171)	(18)	(54)
Balance at 30 September 2026	229	420	272	146

The Company	Customer remediation $m	Restructuring costs $m	Non-lending losses, frauds and forgeries $m	Other $m
Balance at 1 October 2025	267	462	366	149
New and increased provisions made during the year	127	265	30	42
Provisions used during the year	(186)	(338)	(269)	(17)
Unused amounts reversed during the year	(39)	(70)	(19)	(53)
Balance at 30 September 2026	169	319	108	121

21. Other provisions (continued)

Customer remediation

Customer remediation includes provisions for expected refunds to customers, remediation project costs and related customer and regulatory claims, penalties and litigation costs and outcomes.

Restructuring costs

Provisions for restructuring costs arise from activities related to changes in the scope of business undertaken by the Group or the manner in which that business is undertaken and include employee termination benefits. Costs relating to on-going activities are not provided for and are expensed as incurred.

Non-lending losses, frauds and forgeries

Non-lending losses include losses arising from certain legal actions and losses arising from forgeries, frauds and the correction of operational issues. The amounts recognised are the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties that surround the events and circumstances that affect the provision.

Other

Other provisions comprise various other provisions including workers compensation, make-good provisions associated with leased premises, warranties and indemnities provided in connection with various disposals of businesses and assets.

Recognition and measurement

The Group recognises provisions when there is a present obligation arising from a past event, an outflow of economic resources is probable, and the amount of the provision can be measured reliably.

The amount recognised is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the timing and amount of the obligation. Where a provision is measured using the estimated cash flows required to settle the present obligation, its carrying amount is the present value of those cash flows.

Key judgements and estimates

The Group holds provisions for various obligations including customer remediation, restructuring costs, non-lending losses, frauds and forgeries and litigation related claims. These provisions involve judgements regarding the timing and outcome of future events, including estimates of expenditure required to satisfy such obligations. Where relevant, expert legal advice has been obtained and, in light of such advice, provisions and/or disclosures as deemed appropriate have been made.

In relation to customer remediation, determining the amount of the provisions, which represent management's best estimate of the cost of settling the identified matters, requires the exercise of significant judgement. It will often be necessary to form a view on a number of different assumptions, including the number of impacted customers, the average refund per customer, the associated remediation project costs, and the implications of regulatory exposures and customer claims having regard to their specific facts and circumstances. There is a heightened level of estimation uncertainty where the customer remediation provision relates to a legal proceeding or matter. The appropriateness of the underlying assumptions is reviewed on a regular basis against actual experience and other relevant evidence including expert legal advice, and adjustments are made to the provisions where appropriate.

22. Equity

Equity

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Ordinary share capital	29,139	27,053	29,062	26,976
Reserves				
Foreign currency translation reserve[1]	(3,074)	(941)	(631)	(134)
Share option reserve	99	104	99	104
FVOCI reserve	(262)	(690)	(313)	(708)
Cash flow hedge reserve	(1,135)	170	(1,051)	3
Transactions with non-controlling interests reserve	(22)	(22)	-	-
Total reserves	(4,394)	(1,379)	(1,896)	(735)
Retained earnings	46,386	44,032	40,669	39,617
Share capital and reserves attributable to shareholders of the Company	71,131	69,706	67,835	65,858
Non-controlling interests	685	739	-	-
Total equity	71,816	70,445	67,835	65,858

1. There was no recycling of the foreign currency translation reserve from Other comprehensive income to profit or loss in 2026 (2025: $15 million gain recognised in Other income following the closure of a number of international entities).

Ordinary share capital

The table below details the movement in ordinary shares and share capital for the year.

	2026		2025	
Consolidated	Number of shares	$m	Number of shares	$m
Balance at start of the year	3,003,366,782	27,053	3,003,366,782	27,065
Employee share and option plans	-	56	-	(12)
Issuance of ordinary shares	86,332,550	2,030	-	-
Balance at end of year	3,089,699,332	29,139	3,003,366,782	27,053

	2026		2025	
The Company	Number of shares	$m	Number of shares	$m
Balance at start of the year	3,003,366,782	26,976	3,003,366,782	26,988
Employee share and option plans	-	56	-	(12)
Issuance of ordinary shares	86,332,550	2,030	-	-
Balance at end of year	3,089,699,332	29,062	3,003,366,782	26,976

22. Equity (continued)

Non-controlling interests

	Profit attributable to non-controlling interests		Equity attributable to non-controlling interests		Dividend paid to non-controlling interests	
Consolidated	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
ANZ Bank New Zealand PPS	35	39	669	725	35	38
Other	3	2	16	14	-	-
Total	38	41	685	739	35	38

ANZ Bank New Zealand Preference Shares

Perpetual Preference Shares (PPS) externally issued by ANZ Bank New Zealand Limited (ANZ Bank New Zealand), a member of the Group, are considered non-controlling interests of the Group.

The key terms of the PPS are as follows:

PPS dividends

Holders of PPS are entitled to receive dividends that are discretionary, non-cumulative and subject to conditions. If a PPS dividend is not paid, there are certain restrictions on the ability of ANZ Bank New Zealand to pay a dividend on its ordinary shares. Holders of the PPS have no other rights to participate in the profits or property of ANZ Bank New Zealand.

Redemption features

Holders of PPS have no right to require that the PPS be redeemed. ANZ Bank New Zealand may, at its option, redeem all of the PPS on an optional redemption date (being each scheduled quarterly dividend payment date from the first optional redemption date), or at any time following the occurrence of a tax event or regulatory event, subject to prior written approval of RBNZ and certain other conditions being met.

22. Equity (continued)

Recognition and measurement

Ordinary shares	Ordinary shares have no par value. They entitle holders to receive dividends, or proceeds available on winding up of the Company, in proportion to the number of fully paid ordinary shares held. They are recognised at the amount paid per ordinary share net of directly attributable costs. Every holder of fully paid ordinary shares present at a meeting of the Company in person, or by proxy, is entitled to: • on a show of hands, one vote; and • on a poll, one vote, for each share held.
Reserves:	
Foreign currency translation reserve	Includes differences arising on translation of assets and liabilities into Australian dollars when the functional currency of a foreign operation (including subsidiaries and branches) is not Australian dollars. In this reserve, we reflect any offsetting gains or losses on hedging these exposures, together with any tax effect.
Share option reserve	Includes amounts which arise on the recognition of share-based compensation expense.
FVOCI reserve	Includes changes in the fair value of certain debt securities and equity securities included within Investment Securities together with any tax effect. In respect of debt securities classified as measured at FVOCI, the FVOCI reserve records accumulated changes in fair value arising subsequent to initial recognition, except for those relating to allowance for ECL, interest income and foreign currency exchange gains and losses which are recognised in profit or loss. As debt securities at FVOCI are recorded at fair value, the balance of the FVOCI reserve is net of the ECL allowance associated with such assets. When a debt security measured at FVOCI is derecognised, the cumulative gain or loss recognised in the FVOCI reserve in respect of that security is reclassified to profit or loss and presented in other operating income. In respect of the equity securities classified as measured at FVOCI, the FVOCI reserve records accumulated changes in fair value arising subsequent to initial recognition (including any related foreign exchange gains or losses). When an equity security measured at FVOCI is derecognised, the cumulative gain or loss recognised in the FVOCI reserve in respect of that security is not recycled to profit or loss.
Cash flow hedge reserve	Includes fair value gains and losses associated with the effective portion of designated cash flow hedging instruments together with any tax effect.
Transactions with non-controlling interests reserve	Includes the impact of transactions with non-controlling shareholders in their capacity as shareholders.
Non-controlling interests	Share in the net assets of controlled entities attributable to equity interests which the Group does not own directly or indirectly.

23. Capital management

Capital management framework

The Group's capital management framework includes managing capital at Level 1 and Level 2.

The Group's framework includes managing to Board approved risk appetite settings and maintaining all regulatory requirements. APRA requirements at Level 1 and Level 2 include the Group operating at or above APRA's expectation for Domestic Systematically Important Banks (D-SIBs) following the implementation of APRA's Capital Reform.

All requirements were satisfied as at 30 September 2026.

Capital management strategy

The Group's capital management strategy aims to protect the interests of depositors, creditors and shareholders. We achieve this through an Internal Capital Adequacy Assessment Process (ICAAP) whereby the Group conducts detailed strategic and capital planning over a 3-year time horizon.

The process involves:

- forecasting economic variables, financial performance of divisions and the financial impact of new strategic initiatives to be implemented during the planning period;
- performing stress tests under different economic scenarios to determine the level of additional capital (stress capital buffer) needed to absorb losses that may be experienced under an economic downturn;
- reviewing capital position and targets against the Group's risk profile; and
- developing a capital plan, taking into account capital ratio targets, ECM requirements, current and future capital issuances requirements and options around capital products, timing and markets to execute the capital plan under differing market and economic conditions.

The capital plan is approved by the Board and updated as required. The Board and senior management are provided with regular updates of the Group's capital position. Any material actions required to ensure ongoing prudent capital management are submitted to the Board for approval. Throughout the year, the Group maintained compliance with all regulatory requirements related to Capital Adequacy in Australia and New Zealand.

Regulatory environment

Australia

As the ANZ Bank Group is an ADI in Australia, it is primarily regulated by APRA under the *Banking Act 1959 (Cth)*. ANZ Bank Group must comply with APRA's minimum regulatory capital requirements, including prudential capital ratios and regulatory capital buffers at specific reporting levels that APRA sets and which are consistent with the global Basel III capital framework. This is the common framework for determining the appropriate level of bank regulatory capital as set by the Basel Committee on Banking Supervision. APRA minimum requirements are summarised below:

Regulatory capital definition

Common Equity Tier 1 (CET1) Capital	Tier 1 Capital	Tier 2 Capital	Total Capital
Equity adjusted for specific items.	CET1 capital plus certain securities with complying loss absorbing characteristics known as Additional Tier 1 Capital.	Subordinated debt instruments which have a minimum term of 5 years at issue date.	Tier 1 plus Tier 2 capital.

APRA Minimum Regulatory Capital Requirements

CET1 Ratio	Tier 1 Ratio	Total Capital Ratio
CET1 capital divided by total risk weighted assets which includes a prudential capital ratio of at least 4.5% and 10.25% inclusive of regulatory buffers.	Tier 1 capital divided by total risk weighted assets which includes a prudential capital ratio of at least 6.0% and 11.75% inclusive of regulatory buffers.	Total capital divided by total risk weighted assets which includes a prudential capital ratio of at least 8.0% and 18.25% inclusive of regulatory buffers (including an additional 3% of additional TLAC for D-SIBs). Refer below for details.

23. Capital management (continued)

Reporting Levels		
Level 1	Level 2	Level 3
The ADI on a stand-alone basis (that is ANZBGL and specified subsidiaries which are consolidated to form the ADI's Extended Licensed Entity).	The consolidated Group less certain subsidiaries and associates that are excluded under prudential standards.	A conglomerate ANZGHL Group at the widest level.

As at 30 September 2026, APRA requires the ADI to hold additional CET1 regulatory buffers as follows:

- a capital conservation buffer (CCB) of 4.75% which is inclusive of the additional 1% surcharge for D-SIBs. APRA has determined that ANZ is a D-SIB.
- a countercyclical capital buffer which is set on a jurisdictional basis. The requirement is currently set at 1% for Australia.

Effective from January 2026 APRA requires all D-SIBs, including the ANZ Bank Group, to hold an increase to minimum Total Capital requirements of 4.5 percentage points of risk-weighted assets (RWA) as Total Loss Absorbing Capacity (TLAC) requirements. APRA expects this to be predominantly met by Tier 2 capital.

In December 2025, APRA finalised its prudential standards relating to the removal of AT1 capital with effect from 1 January 2027. Large internationally active banks, such as the Group, which have received APRA approval to use the Internal Ratings-based Approach to credit risk capital requirements ('Advanced' banks) will be required to:

- replace the current requirement for 1.5% of AT1 capital with 0.25% of CET1 capital and 1.25% of Tier 2 capital;
- increase the minimum CET1 capital requirement from 4.5% to 6%, but remove the Advanced portion of the capital conservation buffer (CCB) of 1.25%;
- keep the total capital minimum, inclusive of APRA buffers, unchanged at 18.25% (including TLAC requirements); and
- increase the Tier 2 requirement (inclusive of TLAC) from 6.5% to 7.75%.

In addition, APRA has replaced references to Tier 1 capital with CET1 capital for the purposes of the leverage ratio and exposure limits including: APS 222 Associations with Related Entities (APS 222), APS 221 Large Exposures (APS 221) and Trans-Tasman funding arrangements. APRA also reduced the minimum leverage ratio by 0.25% from 3.50% to 3.25%.

Insurance and funds management

As required by APRA's Prudential Standards, insurance and funds management activities are:

- de-consolidated for the purposes of calculating capital adequacy; and
- excluded from the risk-based capital adequacy framework.

We deduct the investment in these controlled entities 100% from CET1 capital, and if we include any profits from these activities in the ANZ Bank Group's results, then we exclude them from the determination of CET1 capital to the extent they have not been remitted.

Outside Australia

In addition to APRA, the Group's branch operations and major banking subsidiary operations are also overseen by local regulators such as the Reserve Bank of New Zealand, the US Federal Reserve, the UK Prudential Regulation Authority, the Monetary Authority of Singapore, the Hong Kong Monetary Authority and the China Banking and Insurance Regulatory Commission. They may impose minimum capital levels on operations in their individual jurisdictions.

23. Capital management (continued)

ANZ Bank Group[1]

The following table provides details of ANZ Bank Group's capital adequacy ratios at 30 September:

	Consolidated	
	2026 $m	2025 $m
Qualifying capital		
Tier 1		
Equity including non-controlling interests	**71,816**	70,445
Prudential adjustments to equity	**(411)**	(436)
Gross Common Equity Tier 1 capital	**71,405**	70,009
Deductions	**(13,167)**	(14,825)
Common Equity Tier 1 capital	**58,238**	55,184
Additional Tier 1 capital[2]	**5,829**	7,357
Tier 1 capital	**64,067**	62,541
Tier 2 capital[3]	**35,047**	33,810
Total qualifying capital	**99,114**	96,351
Capital adequacy ratios (Level 2)		
Common Equity Tier 1	**12.0%**	12.0%
Tier 1	**13.2%**	13.6%
Tier 2	**7.2%**	7.4%
Total capital ratio	**20.4%**	21.0%
Risk weighted assets	**485,893**	458,547

1. This information is not within the scope of the external audit of the Group Financial Report by the Group's external auditor, KPMG. The information presented in this table is a regulatory requirement disclosed in Part A of ARF 110 *Capital Adequacy* which will be subject to audit in accordance with Prudential Standard APS 310 *Audit and Related Matters*.
2. This includes Additional Tier 1 capital of $5,970 million (2025: $7,452 million) (refer to Note 16 Debt issuances) and a regulatory adjustments and deductions of -$141 million (2025: -$95 million).
3. This includes Tier 2 capital of $31,798 million (2025: $33,811 million) (refer to Note 16 Debt issuances), a general reserve for impairment of financial assets of $1,931 million (2025: $1,710 million) and regulatory adjustments and deductions of $1,318 million (2025: -$1,711 million).

24. Controlled entities

The ultimate parent of the Group is ANZ Group Holdings Limited	Incorporated in Australia	Nature of Business Holding Company
The Group holds 100% of the voting interests in all controlled entities, unless noted otherwise.		
The material controlled entities of the Group are:		
SBGH Limited	Australia	Holding Company
Norfina Limited	Australia	Banking
SME Management Pty Limited	Australia	Banking
Norfina Covered Bond Trust[1]	Australia	Finance
ANZ Bank (Vietnam) Limited[2]	Vietnam	Banking
ANZ Funds Pty. Ltd.	Australia	Holding Company
ANZ Bank (Kiribati) Limited[2] (75% ownership)	Kiribati	Banking
ANZ Bank (Samoa) Limited[2]	Samoa	Banking
ANZ Bank (Vanuatu) Limited[3]	Vanuatu	Banking
ANZ Holdings (New Zealand) Limited[2]	New Zealand	Holding Company
ANZ Bank New Zealand Limited[2]	New Zealand	Banking
ANZ Investment Services (New Zealand) Limited[2]	New Zealand	Funds Management
ANZ New Zealand (Int'l) Limited[2]	New Zealand	Finance
ANZ New Zealand Investments Holdings Limited[2]	New Zealand	Holding Company
ANZ New Zealand Investments Limited[2]	New Zealand	Funds Management
ANZNZ Covered Bond Trust[1,2]	New Zealand	Finance
ANZ International Private Limited[2]	Singapore	Holding Company
ANZcover Insurance Private Ltd[2]	Singapore	Captive-Insurance
ANZ Lenders Mortgage Insurance Pty. Limited	Australia	Mortgage Insurance
ANZ Residential Covered Bond Trust[1]	Australia	Finance
Australia and New Zealand Bank (China) Company Limited[2]	China	Banking
Australia and New Zealand Banking Group (PNG) Limited[2]	Papua New Guinea	Banking
Institutional Securitisation Services Limited	Australia	Securitisation Manager
PT Bank ANZ Indonesia[2] (99% ownership)	Indonesia	Banking
Payment Acceptance Australia Pty Ltd (formerly Worldline Australia Pty Ltd)	Australia	Finance

1. Not owned by the Group. Control exists as the Group retains substantially all the risks and rewards of the operations.
2. Audited by overseas KPMG firms — either as part of the Group audit, or for standalone financial statements as required.
3. Audited by Law Partners.

Changes to material controlled entities

The Group acquired Payment Acceptance Australia Pty Ltd (formerly Worldline Australia Pty Ltd) via the acquisition of 100% of its ordinary shares on 31 July 2026. Consideration of $55 million was paid in acquiring the company. On completion, the Group provisionally accounted for $122 million of net tangible liabilities and $178 million of goodwill. The goodwill was provisionally allocated to the Institutional and Business and Private Bank divisions while the Group completes its purchase price allocation.

Significant restrictions

Controlled entities that are subject to prudential regulation may be required to maintain minimum capital or other regulatory requirements which may, from time to time, limit the entity's ability to transfer assets, pay dividends or make other capital distributions to the parent entity or to other entities in the Group. The Group manages such restrictions within our risk management framework, as outlined in Note 17 Financial risk management and our capital management strategy, as outlined in Note 23 Capital management.

As at 30 September 2026, restrictions on the ability of an entity within the Group to transfer assets, pay dividends or make other capital distributions to other entities in the Group were not material to the liquidity or capital management of the Group.

24. Controlled entities (continued)

Recognition and measurement

The Group's subsidiaries are those entities it controls through:

- being exposed to, or having rights to, variable returns from the entity; and
- being able to affect those returns through its power over the entity.

The Group assesses whether it has power over those entities by examining the Group's existing rights to direct the relevant activities of the entity.

If the Group sells or acquires subsidiaries during the year, it includes their operating results in the Group results up to the date of disposal or from the date of acquisition. When the Group's control ceases, it derecognises the assets and liabilities of the subsidiary, any related non-controlling interest and other components of equity.

If the Group's ownership interest in a subsidiary changes in a way that does not result in a loss of control, then the Group accounts for that as a transaction with equity holders in their capacity as equity holders.

All transactions between Group entities are eliminated on consolidation.

25. Investment in associates

Significant associates of the Group are:

Name of entity	Principal activity	Ordinary share interest 2026	Ordinary share interest 2025	Carrying amount $m 2026	Carrying amount $m 2025
PT Bank Pan Indonesia Tbk (PT Panin)	Consumer and business bank	39%	39%	1,020	1,140
Total carrying value of associates[1]				1,020	1,140

1. Includes the impact of foreign currency translation recognised in the foreign currency translation reserve.

Financial information on significant associates

Summarised financial information of PT Panin is presented in the table below. The summarised financial information is based on the associates' IFRS financial information and may require the use of unaudited financial information as PT Panin has a 31 December financial year end.

Principal place of business and country of incorporation	PT Bank Pan Indonesia Tbk Indonesia 2026 $m	PT Bank Pan Indonesia Tbk Indonesia 2025 $m
Summarised results		
Operating income	979	1,080
Profit/(Loss) for the year	273	283
Other comprehensive income/(loss)	(134)	76
Total comprehensive income/(loss)	139	359
Less: Total comprehensive (income)/loss attributable to non–controlling interests	(12)	(10)
Total comprehensive income/(loss) attributable to owners of associate	127	349
Summarised financial position		
Total assets[1]	17,501	19,708
Total liabilities[1]	14,572	16,697
Total net assets[1]	2,929	3,011
Less: Non-controlling interests of associate	(302)	(336)
Net assets attributable to owners of associate	2,627	2,675
Reconciliation to carrying amount of Group's interest in associate		
Carrying amount at the beginning of the year	1,140	1,415
Group's share of total comprehensive income/(loss)	49	118
Dividends received from associate	(31)	(37)
Foreign currency translation reserve adjustments	(138)	(71)
Impairment charges[2]	-	(285)
Carrying amount at the end of the year	1,020	1,140
Market value of Group's investment in associate[3]	635	917

1. Includes market value adjustments (including goodwill) and adjustments for any differences in accounting policies the Group made at the time of acquisition.
2. The Group recorded an impairment charge of $285 million in other income based on impairment assessments performed during 2025.
3. Market value is based on a price per share at reporting date and does not include any adjustments for the size of our holding.

25. Investment in associates (continued)

Impairment assessment

The Group assesses the carrying value of its investment in associates for impairment indicators.

The impairment assessment identified that PT Panin had indicators of impairment as a result of its carrying value exceeding its fair value less costs of disposal (FVLCOD) at times during 2026. No impairment was recognised in 2026 (2025: $285 million) as the Group determined its recoverable amount based on its value-in-use (VIU) exceeded its carrying value at 30 September 2026.

Recognition and measurement

An associate is an entity for which the Group has significant influence over its operating and financial policies but which it does not control. The Group accounts for associates using the equity method. Its investments in associates are carried at cost plus the post-acquisition share of changes in the associate's net assets less accumulated impairments. Dividends the Group receives from associates are recognised as a reduction in the carrying amount of the investment. The Group includes goodwill recognised by the associate in the carrying amount of the investment. It does not individually test the goodwill incorporated in the associates carrying amount for impairment.

At least at each reporting date, the Group reviews investments in associates for any indication of impairment. If an indication of impairment exists, then the Group determines the recoverable amount of the associate using the higher of:

- the associate's fair value less cost of disposal; and
- its VIU.

We use a discounted cash flow methodology, and when applicable, other methodologies (such as capitalisation of earnings methodology), to determine the recoverable amount when determining a VIU.

Key judgements and estimates

Significant management judgement is required to determine the key assumptions underpinning the VIU calculation for PT Panin.

Factors that may change in subsequent periods and lead to potential future impairments, or reversals of prior impairments, include changes in forecast earnings levels in the near and medium term and/or changes in the long-term growth forecasts, changes to required levels of regulatory capital and the post-tax discount rate arising from changes in the risk premium or risk-free rates.

The key assumptions used in the VIU calculation are outlined below:

	As at 30 September	
PT Panin	2026	2025
Post-tax discount rate	13.9%	13.7%
Terminal growth	5.2%	5.1%
Expected earnings growth (compound annual growth rate – 5 years)	8.5%	7.7%
Common Equity Tier 1 ratio (5-year average)	12.8%	12.8%

The VIU calculations are sensitive to changes in the underlying assumptions with reasonably possible changes in key assumptions having a positive or negative impact on the VIU outcome, and as such the recoverable amount of the investment.

- A change in the September 2026 post-tax discount rate by +/- 25bps would impact the VIU outcome for PT Panin by $(26 million)/$27 million;
- A change in the September 2026 terminal growth rate by +/- 25bps would impact the VIU outcome for PT Panin by $22 million/($20 million).

26. Structured entities

A Structured Entity (SE) is an entity that has been designed such that voting or similar rights are not the dominant factor in determining who controls the entity. SEs are generally established with restrictions on their ongoing activities in order to achieve narrow and well-defined objectives.

SEs are classified as subsidiaries and consolidated when control exists. If the Group does not control an SE, then it is not consolidated. This note provides information on both consolidated and unconsolidated SEs.

The Group's involvement with SEs is as follows:

Type	Details
Securitisation	The Group establishes SEs to securitise customer loans and advances that it has originated, in order to diversify sources of funding for liquidity management. Securitisation programs include customer loans and advances assigned to bankruptcy remote SEs to provide either security for obligations payable on notes issued by the SEs to external investors or create assets held by the Group eligible for repurchase agreements with applicable central banks. The Group retains control over these SEs and therefore they are consolidated. Refer to Note 27 Assets pledged, collateral accepted, and financial assets transferred for further details. The Group also establishes SEs on behalf of customers to securitise their loans or receivables. The Group may manage these securitisation vehicles or provide liquidity or other support. Additionally, the Group may acquire interests in securitisation vehicles set up by third parties through holding securities issued by such entities. In limited circumstances where control exists, the Group consolidates the SE.
Covered bond issuances	Certain loans and advances have been assigned to bankruptcy remote SEs to provide security for issuances of debt securities by the Group. The Group retains control over these SEs and therefore they are consolidated. Refer to Note 27 Assets pledged, collateral accepted, and financial assets transferred for further details.
Structured finance arrangements	The Group is involved with SEs established: • in connection with structured lending transactions to facilitate debt syndication and/or to ring-fence collateral; and • to own assets that are leased to customers in structured leasing transactions. The Group may manage the SE, hold minor amounts of the SE's capital, or provide risk management products (derivatives) to the SE. In most instances, the Group does not control these SEs. In limited circumstances where control exists, the Group consolidates the SE.
Funds management activities	The Group is the scheme manager for a number of Managed Investment Schemes (MIS) in New Zealand. These MIS are financed through the issue of units to investors and the Group considers them to be SEs. The Group's interests in these MIS are limited to receiving fees for services or providing risk management products (derivatives). These interests do not create significant exposures that would allow the Group to control the funds. Therefore, these MIS are not consolidated.

Consolidated structured entities

Financial or other support provided to consolidated structured entities

The Group provides financial support to consolidated SEs as outlined below.

Securitisation and covered bond issuances	The Group provides lending facilities, derivatives and commitments to these SEs and/or holds debt instruments they have issued.
Structured finance arrangements	The assets held by these SEs are normally pledged as collateral for financing provided. Certain consolidated SEs are financed entirely by the Group while others are financed by syndicated loan facilities in which the Group is a participant. The financing provided by the Group includes lending facilities where the Group's exposure is limited to the amount of the loan and any undrawn amount. Additionally, the Group has provided Letters of Support to these consolidated SEs confirming that the Group will not demand repayment of the financing provided for the ensuing 12-month period.

The Group did not provide any non-contractual support to consolidated SEs during the year (2025: nil). Other than as disclosed above, the Group does not have any current intention to provide financial or other support to consolidated SEs.

26. Structured entities (continued)

Unconsolidated structured entities

Group's interest in unconsolidated structured entities

An 'interest' in an unconsolidated SE is any form of contractual or non-contractual involvement with an SE that exposes the Group to variability of returns from the performance of that SE. These interests include, but are not limited to: holdings of debt or equity securities; derivatives that pass-on risks specific to the performance of the SE, lending, loan commitments, financial guarantees, and fees from funds management activities.

For the purpose of disclosing interests in unconsolidated SEs:

- no disclosure is made if the Group's involvement is not more than a passive interest - for example: when the Group's involvement constitutes a typical customer-supplier relationship. On this basis, exposures to unconsolidated SEs that arise from lending, trading and investing activities are not considered disclosable interests - unless the design of the structured entity allows the Group to participate in decisions about the relevant activities (being those that significantly affect the entity's returns).
- 'interests' do not include derivatives intended to expose the Group to market-risk (rather than performance risk specific to the SE) or derivatives through which the Group creates, rather than absorbs, variability of the unconsolidated SE (such as purchase of credit protection under a credit default swap).

The table below sets out the Group's interests in unconsolidated SEs together with the maximum exposure to loss that could arise from those interests:

	Securitisation		Structured finance		Total	
	2026 $m	2025 $m	2026 $m	2025 $m	2026 $m	2025 $m
On-balance sheet interests						
Investment securities	**1,258**	1,438	**-**	-	**1,258**	1,438
Gross loans and advances	**13,398**	12,008	**52**	48	**13,450**	12,056
Total on-balance sheet	**14,656**	13,446	**52**	48	**14,708**	13,494
Off-balance sheet interests						
Commitments (facilities undrawn)	**6,039**	2,335	**-**	-	**6,039**	2,335
Guarantees	**50**	50	**-**	-	**50**	50
Total off-balance sheet	**6,089**	2,385	**-**	-	**6,089**	2,385
Maximum exposure to loss	**20,745**	15,831	**52**	48	**20,797**	15,879

In addition to the interests above, the Group earned funds management fees from unconsolidated investment funds of $185 million (2025: $188 million) during the year.

The Group's maximum exposure to loss represents the maximum amount of loss that the Group could incur as a result of its involvement with unconsolidated SEs if loss events were to take place - regardless of the probability of occurrence. This does not in any way represent the actual losses expected to be incurred. Furthermore, the maximum exposure to loss is stated gross of the effects of hedging and collateral arrangements entered into to mitigate the Group's exposure to loss.

The maximum exposure to loss has been determined as:

- the carrying amount of Investment securities measured at amortised cost; and
- the carrying amount plus the undrawn amount of any committed loans and advances.

The size of unconsolidated SEs is indicated by total assets which vary by SE with the largest single SE having a value of approximately $4.5 billion (2025: $4.8 billion).

The Group did not provide any non-contractual support to unconsolidated SEs during the year (2025: nil) nor does it have any current intention to provide financial or other support to unconsolidated SEs.

26. Structured entities (continued)

Sponsored unconsolidated structured entities

The Group may also sponsor unconsolidated SEs in which it has no disclosable interest.

For the purposes of this disclosure, the Group considers itself the 'sponsor' of an unconsolidated SE if it is the primary party involved in the design and establishment of that SE and:

- the Group is the major user of that SE; or
- the Group's name appears in the name of that SE, or on its products; or
- the Group provides implicit or explicit guarantees of that SE's performance.

The Group has sponsored the ANZ PIE Fund in New Zealand, which invests only in deposits with ANZ Bank New Zealand. The Group does not provide any implicit or explicit guarantees of the capital value or performance of investments in the ANZ PIE Fund. There was no income received from, nor assets transferred to, this entity during the year.

Key judgements and estimates

Significant judgement is required in assessing whether the Group has control over Structured Entities. Judgement is required to determine the existence of:

- power over the relevant activities (being those that significantly affect the entity's returns);
- exposure to variable returns of the entity; and
- the ability to use its power over the entity to affect the Group's returns.

27. Assets pledged, collateral accepted, and financial assets transferred

Amounts presented as collateral paid and received in the Balance Sheet relate to derivative liabilities and derivative assets respectively. The terms and conditions of those collateral agreements are included in the standard Credit Support Annex that forms part of the International Swaps and Derivatives Association Master Agreement under which most of the Group's derivatives are executed. The following disclosures exclude these balances.

In the normal course of business the Group enters into transactions where it pledges or transfers financial assets directly to third parties or to SEs. These transfers may result in the Group fully, or partially, derecognising those financial assets - depending on the Group's exposure to the risks and rewards or control over the transferred assets. If the Group retains substantially all of the risks and rewards of a transferred asset, the transfer does not qualify for derecognition and the asset remains on the Group's balance sheet in its entirety, with a corresponding liability recognised for proceeds from the transfer.

Securitisations

Net loans and advances include residential mortgages securitised under the Group's securitisation programs which are assigned to bankruptcy remote SEs to provide security for obligations payable on the notes issued by the SEs. The holders of the issued notes have full recourse to the pool of residential mortgages which have been securitised and the Group cannot otherwise pledge or dispose of the transferred assets. In some instances, the Group is also the holder of the securitised notes issued by the SEs.

In addition, the Group is entitled to any residual income of the SEs and sometimes enters into derivatives with the SEs. The Group retains the risks and rewards of the residential mortgages and continues to recognise the mortgages as financial assets and recognises an associated liability for the externally issued notes. The securitised notes issued externally are included within debt issuances.

The Group is exposed to variable returns from its involvement with these securitisation SEs and has the ability to affect those returns through its power over the SEs activities. The SEs are therefore consolidated by the Group.

Covered bonds

The Group operates various global covered bond programs to raise funding in its primary markets. Net loans and advances include residential mortgages assigned to bankruptcy remote SEs associated with these covered bond programs. In respect of each program, a covered bond guarantor has guaranteed payments of interest and principal pursuant to a guarantee which is secured over its assets, including these residential mortgages. Substantially all of the assets of each covered bond guarantor consist of that covered bond guarantor's equitable interests in mortgage loans secured by residential real estate.

The covered bond holders have dual recourse to the issuer and the cover pool of assets. The issuer cannot otherwise pledge or dispose of the transferred assets, however, subject to legal arrangements it may repurchase and substitute assets as long as the required cover is maintained.

The Group is required to maintain the cover pool at a level sufficient to cover the bond obligations. In addition, the Group is entitled to any residual income of the covered bond SEs (after all payments to the covered bond holders and external parties) and enters into derivatives with the SEs. The Group retains the majority of the risks and rewards of the residential mortgages and continues to recognise the mortgages as financial assets and recognises an associated liability for the externally issued covered bonds. The covered bonds issued externally are included within debt issuances.

The Group is exposed to variable returns from its involvement with the covered bond SEs and has the ability to affect those returns through its power over the SEs activities. The SEs are therefore consolidated by the Group.

Repurchase agreements

Assets are charged or transferred as collateral to secure liabilities under repurchase agreements.

Where the Group sells securities subject to repurchase agreements and retains substantially all the risks and rewards of ownership, then those assets do not qualify for derecognition. An associated liability is recognised in deposits and other borrowings for the consideration received from the counterparty.

Structured finance arrangements

The Group arranges funding for certain customer transactions through structured leasing. These transactions are recognised on the Group's Balance Sheet as lease receivables or loans. At times, other financial institutions participate in the funding of these arrangements. This participation involves a proportionate transfer of the rights to the assets recognised by the Group. The participating banks have limited recourse to the leased assets and related proceeds. Where the Group continues to be exposed to substantially all of the risks and rewards of the transferred assets through a derivative or other continuing involvement, the Group does not derecognise the lease receivable or loan. Instead, the Group recognises an associated liability representing its obligations to the participating financial institutions.

The tables below set out the balances of assets transferred or pledged that do not qualify for derecognition, along with the associated liabilities.

27. Assets pledged, collateral accepted, and financial assets transferred (continued)

Consolidated	Securitisations[2,3] 2026 $m	Securitisations[2,3] 2025 $m	Covered bonds 2026 $m	Covered bonds 2025 $m	Repurchase agreements 2026 $m	Repurchase agreements 2025 $m	Structured finance arrangements 2026 $m	Structured finance arrangements 2025 $m
Carrying amount of assets transferred[1]	7,691	5,470	25,783	32,510	54,361	57,574	-	3
Carrying amount of associated liabilities	7,621	5,396	14,361	12,985	53,419	56,139	-	3

1. In addition to the assets noted in the above table, there were other assets pledged with a carrying amount of $7,764m (2025: $7,199m). This principally related to those pledged to central banks as security for liabilities.
2. Does not include transfers to internal structured entities where there are no external investors.
3. The securitisation noteholders have recourse only to the pool of residential mortgages which have been securitised. The carrying value of securitised assets and the associated liabilities approximates their fair value.

The Company	Securitisations[2,3] 2026 $m	Securitisations[2,3] 2025 $m	Covered bonds 2026 $m	Covered bonds 2025 $m	Repurchase agreements 2026 $m	Repurchase agreements 2025 $m	Structured finance arrangements 2026 $m	Structured finance arrangements 2025 $m
Carrying amount of assets transferred[1]	5,229	2,005	15,998	21,013	50,019	52,822	-	-
Carrying amount of associated liabilities	5,229	2,005	15,998	21,013	49,134	51,835	-	-

1. In addition to the assets noted in the above table, there were other assets pledged with a carrying amount of $7,628m (2025: $7,047m). This principally related to those pledged to central banks as security for liabilities
2. Does not include transfers to internal structured entities where there are no external investors.
3. The securitisation noteholders have recourse only to the pool of residential mortgages which have been securitised. The carrying value of securitised assets and the associated liabilities approximates their fair value.

Collateral accepted as security for assets

The Group has received collateral associated with various financial transactions. Under certain arrangements the Group has the right to sell, or to repledge, the collateral received. These arrangements are governed by standard industry agreements.

The fair value of collateral we have received and that which we have sold or repledged is as follows:

	Consolidated 2026 $m	Consolidated 2025 $m	The Company 2026 $m	The Company 2025 $m
Fair value of assets which can be sold or repledged	107,621	88,193	104,030	86,006
Fair value of assets sold or repledged	45,166	45,311	44,473	43,764

28. Superannuation and post-employment benefit obligations

Set out below is a summary of amounts recognised in the Balance Sheet in respect of the defined benefit superannuation schemes:

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Defined benefit obligation and scheme assets				
Present value of funded defined benefit obligations	(797)	(917)	(701)	(810)
Fair value of scheme assets	973	1,101	837	956
Net defined benefit asset	176	184	136	146
As represented in the Balance Sheet				
Net liabilities arising from defined benefit obligations included in Payables and other liabilities	(3)	(4)	(3)	(4)
Net assets arising from defined benefit obligations included in Other assets	179	188	139	150
Net defined benefit asset	176	184	136	146
Weighted average duration of the benefit payments reflected in the defined benefit obligation (years)	9.4	10.7	9.4	10.9

As at the most recent reporting dates of the schemes, the aggregate surplus of net market value of assets over the value of accrued benefits on a funding basis was $123 million (2025: $123 million surplus). In 2026, the Group made defined benefit contributions totalling $1 million (2025: $2 million). It expects to make contributions of approximately $1 million next financial year.

Governance of the schemes and funding of the defined benefit sections

The main defined benefit superannuation schemes in which the Group participates operate under trust law and are managed and administered on behalf of the members in accordance with the terms of the relevant trust deed and rules and all relevant legislation. These schemes have corporate trustees, which are wholly owned subsidiaries of the Group. The trustees are the legal owners of the assets, which are held separately from the assets of the Group, and are responsible for setting investment policy and agreeing funding requirements with the employer through the triennial actuarial valuation process.

The Group has defined benefit arrangements in Australia, India, Japan, New Zealand, Philippines, Taiwan and United Kingdom. The defined benefit section of the ANZ Australian Staff Superannuation Scheme, the ANZ UK Staff Pension Scheme and the ANZ National Retirement Scheme in New Zealand are the three largest plans. They have been closed to new members since 1987, 2004 and 1991 respectively. None of the schemes had a material deficit, or surplus, at the last funding valuation. The Group has no present liability under any of the schemes' trust deeds to fund a deficit (measured on a funding basis). A contingent liability of the Group may arise if any of the schemes were wound up.

Recognition and measurement

Defined benefit superannuation schemes

The Group operates a small number of defined benefit schemes. Independent actuaries calculate the liability and expenses related to providing benefits to employees under each defined benefit scheme. They use the Projected Unit Credit Method to value the liabilities. The Balance Sheet includes:

- a defined benefit liability if the obligation is greater than the fair value of the scheme's assets; and
- an asset (capped to its recoverable amount) if the fair value of the scheme's assets is greater than the obligation.

In each reporting period, the movements in the net defined benefit liability/asset are recognised as follows:

- the net movement relating to the current period's service cost, net interest on the defined benefit liability, past service costs and other costs (such as the effects of any curtailments and settlements) as operating expenses;
- remeasurements of the net defined benefit liability/asset (which comprise actuarial gains and losses and return on scheme assets, excluding interest income included in net interest) directly in retained earnings through other comprehensive income; and
- contributions of the Group directly against the net defined benefit position.

Defined contribution superannuation schemes

The Group operates a number of defined contribution schemes. It also contributes (according to local law, in the various countries in which it operates) to Government and other plans that have the characteristics of defined contribution plans. The Group's contributions to these schemes are recognised as personnel expenses when they are incurred.

28. Superannuation and post-employment benefit obligations (continued)

Key judgements and estimates

The main assumptions we use in valuing defined benefit obligations are listed in the table below. A change to any assumptions, or applying different assumptions, could have an effect on the Statement of Comprehensive Income and Balance Sheet.

Consolidated	2026	2025	Sensitivity analysis change in significant assumptions	Increase/(decrease) in defined benefit obligation 2026 $m	2025 $m
Discount rate (% p.a.)	1.8-6.45	1.3-5.65	0.5% increase	(33)	(45)
Future salary increases (% p.a.)	2.0-3.5	2.0-3.0			
Future pension indexation					
In payment (% p.a.)/In deferment (% p.a.)	2.1-3.2/2.9	2.0-3.0/2.5	0.5% increase	23	35
Life expectancy at age 60 for current pensioners			1 year increase	33	35
– Males (years)	26.5-27.8	26.4-27.7			
– Females (years)	29.4-30.1	29.3-30.1			

The Company	2026	2025	Sensitivity analysis change in significant assumptions	Increase/(decrease) in defined benefit obligation 2026 $m	2025 $m
Discount rate (% p.a.)	6.3-6.45	5.1-5.65	0.5% increase	(29)	(41)
Future salary increases (% p.a.)	3.35	3.05			
Future pension indexation					
In payment (% p.a.)/In deferment (% p.a.)	2.7-3.2/2.9	2.6-3.0/2.5	0.5% increase	19	31
Life expectancy at age 60 for current pensioners			1 year increase	29	31
– Males (years)	26.5-27.8	26.4-27.7			
– Females (years)	29.4-29.9	29.3-29.8			

29. Employee share and option plans

The Group operates a number of employee share and option schemes under the ANZ Employee Share Acquisition Plan and the ANZ Share Option Plan. These are Group share-based payment arrangements under which shares in ANZGHL (ANZ shares) are allocated or granted to employees of the Group.

ANZ Employee Share Acquisition Plan

ANZ Employee Share Acquisition Plan schemes that operated during 2026 and 2025 were the Deferred Share Plan and the Variable Pay to Shares (VPS) Offer. The ANZ Incentive Plan (ANZIP) (the variable remuneration plan operating across the Group) has Short Term Variable Remuneration or Variable Remuneration delivered under the Deferred Share Plan or ANZ Share Option Plan for eligible employees.

Deferred Share Plan

i) ANZ Incentive Plan (ANZIP) – Short Term Variable Remuneration (STVR) and Variable Remuneration (VR) – deferred shares

Award Type	STVR (deferred shares)	STVR/VR historical (deferred shares)	VR (deferred shares)	VR historical (deferred shares)
Eligibility	Group Chief Executive Officer (CEO), Group Executive Committee (ExCo) and Chief Internal Audit Executive[1].		All other employees (excluding select roles in the United Kingdom (UK)/China/Hong Kong (HK)[2]) in countries where deferred shares may be granted instead of deferred share rights.	
Financial Year (FY) of grant	2025 and 2024 Performance and Remuneration Review (PRR): granted in FY26 & FY25 Historical grants: on foot during FY26 & FY25	Historical grants: on foot during FY25	Grants from 1 Oct 2024 including 2025 PRR: granted in FY26 & FY25 Historical grants: on foot during FY26 & FY25	Historical grants: on foot during FY25
Grant approach	50% of STVR deferred as shares.	50% of the Group CEO's STVR, 25% of ExCo's VR (except for the Chief Risk Officer), and 33% of the Chief Risk Officer and Chief Internal Audit Executive's VR, deferred as shares.	If VR is at or exceeds AUD 125,000, then 40% of total VR amount is deferred as shares.	If VR is at or exceeds AUD 100,000, then 60% of total VR amount is deferred as shares.
Conditions	Deferred over years two and three, where year 1 includes the performance period (i.e., 1 October to 30 September). Granted in late November.		Deferred over a minimum of four years (including the performance period), vesting no faster than on a pro-rata basis and only after two years (i.e., 33% year two, 33% year three, 34% year four).	Deferred over years two, three and four, where year 1 includes the performance period. Granted in late November.
Allocation value	Deferred shares granted based on the Volume Weighted Average Price (VWAP) of ANZ shares traded on the ASX in the five trading days leading up to and including 1 October.	Deferred shares granted based on the VWAP of ANZ shares traded on the ASX in the five trading days leading up to and including the date of grant.		

1. All ANZGHL/ANZBGL Financial Accountability Regime (FAR) Accountable Executives.
2. Specific deferral arrangements also exist under ANZIP for roles defined as specific country level Material Risk Takers (MRTs), in line with local regulatory requirements.

ii) Exceptional circumstances

Remuneration forgone	In exceptional circumstances, we grant deferred shares to certain employees when they start with the Group to compensate them for remuneration they have forgone from their previous employer. The vesting period generally aligns with the remaining vesting period of the remuneration they have forgone, and therefore varies between grants.
Retention	We may grant deferred shares to high performing employees who are regarded as a significant retention risk to the Group.

29. Employee share and option plans (continued)

iii) Further information

Cessation	Unless the Board[1] decides otherwise, employees forfeit their unvested deferred shares if they resign or are dismissed for serious misconduct. The deferred shares may be held in trust beyond the deferral period.
Dividends	Dividends are reinvested in the Dividend Reinvestment Plan.
Instrument	Deferred share rights may be granted instead of deferred shares in some countries as locally appropriate (see deferred share rights section).
Expensing value (fair value)	We expense the fair value of deferred shares on a straight-line basis over the relevant vesting period and we recognise the expense as a share-based compensation expense with a corresponding increase in equity. Deferred shares are expensed based on the one-day VWAP at the date of grant.
2026 and 2025 grants	During the 2026 year, we granted 1,418,120 deferred shares (2025: 1,441,744) with a weighted average allocation value of $35.69 (2025: $31.99).
Downward adjustment	Deferred shares remain at risk and the Board has the discretion to adjust the number of deferred shares downwards, including to zero at any time before the vesting date (malus), and limited to select employees[2], recovery post vesting (i.e., clawback). The Group's downward adjustment provisions are detailed in section 2.1.3 of the 2026 Remuneration Report. Board discretion was exercised to apply malus to 42,887 deferred shares in 2026 (2025: to 144,946 deferred shares).

1. References to 'the Board' throughout this note means the Boards of ANZGHL and ANZBGL.
2. Clawback applies to the CEO, ExCo and GGM IA (for awards granted in the 2023, 2024 and 2025 financial years), and to select senior employees in jurisdictions where clawback regulations apply.

Variable Pay to Shares (VPS) Offer

Eligibility, grant approach and conditions	VPS provides employees in Australia the opportunity to receive up to $1,000 worth of ANZ shares with concessional tax treatment (where criteria are met). All ANZ shares are held by a custodian or nominee appointed by the Trustee on the Trustee's behalf and are restricted for 3 years. During this time employees benefit from dividend payments which are reinvested through the Dividend Reinvestment Plan (DRP) and have voting entitlements. After the restriction period has been reached the shares can be sold or transferred.
Allocation value	Granted based on the VWAP of ANZ shares traded on the ASX in the five trading days leading up to and including the date of grant.
Expensing value (fair value)	Expensed based on the one-day VWAP at the date of grant.
2026 and 2025 grants	During the 2026 year, we granted 45,538 shares on 22 November 2025 (2025: 48,084) at an issue price of $35.47 (2025: $32.36).

Expensing of the ANZ Employee Share Acquisition Plan

Expensing value (fair value)	The fair value of shares we granted during 2026 under the Deferred Share Plan and VPS Offer, measured as at the date of grant of the shares, is $51.7 million (2025: $47.8 million) based on 1,463,658 shares (2025: 1,489,828) with a weighted average VWAP of $35.30 (2025: $32.06).

29. Employee share and option plans (continued)

ANZ Share Option Plan

Allocation	We may grant selected employees options/rights which entitle them to acquire fully paid ordinary ANZ shares at a fixed price at the time the options/rights vest. Voting and dividend rights will be attached to the ordinary shares allocated on exercise of the options/rights. Each option/right entitles the holder to one ordinary share subject to the terms and conditions imposed on grant. Exercise price of options, determined in accordance with the rules of the plan, is generally based on the VWAP of the shares traded on the ASX in the week leading up to and including the date of grant. For rights, the exercise price is nil.
Rules	Prior to the exercise of the option/right, if ANZ changes its share capital due to a bonus share issue, pro-rata new share issue or reorganisation, the following adjustments are required: • Issue of bonus shares - When the holder exercises their option, they are also entitled to be issued the number of bonus shares they would have been entitled to had they held the underlying shares at the time of the bonus issue; • Pro-rata share offer - We will adjust the exercise price of the option in the manner set out in the ASX Listing Rules; and • Reorganisation - In respect of rights, if there is a bonus issue or reorganisation of ANZ's share capital, then the Board may adjust the number of rights or the number of underlying shares so that there is no advantage or disadvantage to the holder. Holders otherwise have no other entitlements to participate: • in any new issue of ANZ securities before they exercise their options/rights; or • in a share issue of a body corporate other than ANZ (such as a subsidiary). Any portion of the award which vests may, at the Boards discretion, be satisfied by a cash equivalent payment rather than shares.
Expensing value (fair value)	We expense the fair value of options/rights on a straight-line basis over the relevant vesting period and we recognise the expense as a share-based compensation expense with a corresponding increase in equity. Factors considered in determining the fair value include: the market performance conditions, share price volatility, life of the instrument, dividend yield, and share price at grant date.
Satisfying vesting	Any portion of the award of options/rights (that have met the applicable time and performance conditions) may be satisfied by a cash equivalent payment rather than shares at Board discretion. In financial year 2026, all deferred share rights, restricted rights and performance rights (PR) were satisfied through a share allocation, other than 182,879 deferred share rights (2025: 96,757) and 7,302 performance rights (2025: nil) for which a cash payment was made. 2021 performance rights, granted in November 2021, reached the end of their performance period in November 2025. Based on performance against hurdles, 21% of the PR vested. The remaining 79% of rights lapsed and executives received no value from this proportion of the awards. 2020 PR, granted in December 2020, reached the end of their performance period in November 2024. Based on performance against hurdles, 25% of the PR vested. The remaining 75% of rights lapsed and executives received no value from this proportion of the awards.
Cessation	The provisions that apply if the employee's employment ends are in section 8.1 of the 2026 Remuneration Report.
Downward adjustment	As per Deferred Share Plan.

29. Employee share and option plans (continued)

Option plans that operated during 2026 and 2025

i) Long Term Variable Remuneration (LTVR) and Variable Remuneration (VR) - restricted rights (RR), performance rights (PR), and deferred share rights (DSR)

Award Type	LTVR (RR & PR)	LTVR / VR historical (PR)	ANZIP VR (DSR)	ANZIP historical VR (DSR)
Eligibility	Group CEO, ExCo and Chief Internal Audit Executive[1]	Group CEO and ExCo[1]	All other employees (excluding select roles in the UK/China/HK[2]) in countries where DSR may be granted instead of deferred shares	
FY of grant	2025 and 2024 PRR: granted in FY26 & FY25 Historical grants: on foot during FY26 & FY25	Historical grants: on foot during FY25	Grants from 1 Oct 2024 including 2025 PRR: granted in FY26 & FY25 Historical grants: on foot during FY26 & FY25	Historical grants: on foot during FY25
Grant approach	50% of the Group CEO and ExCo's (except for the Chief Risk Officer) LTVR was received as RR and 50% as PR. 100% of the Chief Risk Officer and Chief Internal Audit Executive's LTVR was received as RR.	100% of the Group CEO's LTVR and 50% of ExCo's VR (except for the CRO who received 50% VR as DSR instead) was received as PR.	If VR is at or exceeds AUD 125,000, then 40% of total VR amount is deferred.	If VR is at or exceeds AUD 100,000, then 60% of total VR amount is deferred.
Conditions	RR and PR provide a right to acquire one ordinary ANZ share at nil cost – subject to time and performance conditions. Awarded subject to: • RR: pre grant assessment (risk-based measures) • RR and PR: shareholder approval at Annual General Meeting (AGM) for Group CEO award Performance condition tested at end of four-year performance period: • RR: pre vest assessment (risk-based measures) • PR: relative and absolute Total Shareholder Return (TSR) hurdles Deferral period[3] = four-year performance period (commencing 1 October) + holding period (which commences the day after end of performance period and finishes on the 4th, 5th or 6th anniversary of grants (CEO only for year 6). Further details provided in Section 5.4 of the 2026 Remuneration Report.	Awarded at the end of the year subject to shareholder approval at AGM for Group CEO award. PR performance condition tested (relative and absolute TSR hurdles) at the end of four-year performance period. The four-year performance period commenced on 22 November to 21 November four years later. The deferral period is four years. Further details are provided in Section 5.2.3a of the 2021 Remuneration Report.	DSR provide a right to acquire one ordinary ANZ share at nil cost after a specified vesting period. Deferred over a minimum of four years (including the performance period), vesting no faster than on a pro-rata basis and only after two years (i.e., 33% year two, 33% year three, 34% year four).	DSR provide a right to acquire one ordinary ANZ share at nil cost after a specified vesting period. Deferred over years two, three and four, where year 1 includes the performance period.
Allocation value	Face value of ANZ shares traded on the ASX in the five trading days leading up to and including 1 October (beginning of the financial year).		The fair value at the date of grant is used to determine the number of DSR to be allocated and is also used for expensing purposes. The fair value is adjusted for the absence of dividends during the vesting period.	

1. All ANZGHL/ANZBGL FAR Accountable Executives.
2. Specific deferral arrangements also exist under ANZIP for roles defined as specific country level MRTs, in line with local regulatory requirements.
3. A dividend equivalent payment (DEP) is paid in cash at the end of the relevant deferral period, but is only made to the extent that all or part of the underlying rights meet the relevant performance condition and vest to the individual. Dividend equivalents accrue over the full deferral period for RR, and only during the holding period for PR.

29. Employee share and option plans (continued)

Award Type	LTVR (RR & PR)	LTVR / VR historical (PR)	ANZIP VR (DSR)	ANZIP historical VR (DSR)
Allocation timing	LTVR awarded around late November/December (subject to shareholder approval for Group CEO).		Granted in late November.	
	Start of FY	End of FY		
2026 grants	During 2026, we granted 323,309 RR and 287,576 PR (2025: 253,852 RR and 206,950 PR).		During 2026, we granted 1,573,606 DSR (no performance hurdles) (2025: 1,485,960).	
Downward adjustment	Board discretion was not exercised to apply malus to any RR or PR in 2026 (2025: 42,424 RR and 209,743 PR).		Board discretion was exercised to apply malus to 1,497 deferred share rights in 2026 (2025: 35,802).	

ii) Exceptional circumstances

Remuneration forgone	As per Deferred Share Plan in countries where DSR may be granted instead of deferred shares.
Retention	

Options, deferred share rights, restricted rights and performance rights on issue

As at 6 November 2026, there were 466 holders of 3,624,173 DSR on issue, 19 holders of 1,274,549 RR on issue and 14 holders of 1,093,984 PR on issue.

Options/rights movements

This table shows the options/rights over unissued ANZ shares and their related weighted average (WA) exercise prices as at the beginning and end of 2026 and the movements during 2026:

	Opening balance 1 Oct 2025	Granted	Forfeited[1]	Expired	Exercised	Closing balance 30 Sep 2026
Number of options/rights	6,988,037	2,184,491	(911,962)	0	(2,260,227)	6,000,339
WA exercise price	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
WA closing share price						$36.64
WA remaining contractual life						2.11 years
WA exercise price of all exercisable options/rights outstanding						$0.00
Outstanding number of exercisable options/rights						157,977

1. Refers to any circumstance where equity can be forfeited (for example on cessation, downward adjustment or performance conditions not met).

This table shows the options/rights over unissued ANZ shares and their related weighted average exercise prices as at the beginning and end of 2025 and the movements during 2025:

	Opening balance 1 Oct 2024	Granted	Forfeited[1]	Expired	Exercised	Closing balance 30 Sep 2025
Number of options/rights	8,351,100	1,946,762	(503,804)	0	(2,806,021)	6,988,037
WA exercise price	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
WA closing share price						$30.27
WA remaining contractual life						1.9 years
WA exercise price of all exercisable options/rights outstanding						$0.00
Outstanding number of exercisable options/rights						140,580

1. Refers to any circumstance where equity can be forfeited (for example on cessation, downward adjustment or performance conditions not met).

All of the shares issued as a result of the exercise of options/rights during 2026 and 2025, were issued at a nil exercise price.

29. Employee share and option plans (continued)

As at the date of the signing of the Directors' Report on 6 November 2026:

- no options/rights over ordinary shares have been granted since the end of 2026; and
- no shares have been issued as a result of the exercise of options/rights since the end of 2026.

Fair value assumptions

When determining the fair value, we apply the standard market techniques for valuation, including Monte Carlo and/or Black Scholes pricing models. We do so in accordance with the requirements of AASB 2 *Share-based Payments*. The models take into account early exercise of vested equity, non-transferability and internal/external performance hurdles (if any).

The table below shows the significant assumptions we used as inputs into our fair value calculation of instruments granted during the period. We present the values as weighted averages, but the specific values we use for each allocation are the ones we use for the fair value calculation.

	2026			2025		
	Deferred share rights	Restricted rights	Performance rights	Deferred share rights	Restricted rights	Performance rights
Exercise price ($)	0.00	0.00	0.00	0.00	0.00	0.00
Share closing price at grant date ($)	35.07	36.25	35.66	32.28	32.29	32.26
Expected volatility of ANZ share price (%)[1]	17.5	17.5	17.5	17.5	17.5	17.5
Equity term (years)	2.1	6.5	6.6	2.1	6.5	6.5
Vesting period (years)	2.0	4.5	4.6	2.0	4.5	4.5
Expected life (years)	2.0	4.5	4.6	2.0	4.5	4.5
Expected dividend yield (%)	5.0	5.0	5.0	5.7	5.7	5.8
Risk free interest rate (%)	3.80	4.07	4.04	4.04	4.12	4.13
Fair value ($)	31.71	29.09	17.29	28.86	25.15	11.70

1. Expected volatility represents a measure of the amount by which ANZ's share price is expected to fluctuate over the life of the rights. The measure of volatility used in the model is the annualised standard deviation of the continuously compounded rates of return on the historical share price over a defined period of time preceding the date of grant. This historical average annualised volatility is then used to estimate a reasonable expected volatility over the expected life of the rights.

Satisfying equity awards

All shares underpinning equity awards may be purchased on market, reallocated or be newly issued shares, or a combination.

The equity we purchased on market during 2026 (either under the ANZ Employee Share Acquisition Plan and the ANZ Share Option Plan, or to satisfy options or rights) for all employees amounted to 1,010,548 shares at an average price of $36.12 per share (2025: 3,982,873 shares at an average price of $31.64 per share).

30. Related party disclosures

Key Management Personnel compensation

Key Management Personnel (KMP) are Directors of ANZBGL (whether executive directors or otherwise), and those personnel with a key responsibility for the strategic direction and management of the Group (i.e., members of the Group Executive Committee (ExCo)) who have Financial Accountability Regime (FAR) accountability and who report to the CEO. KMP compensation included within total personnel expenses in Note 4 Operating expenses is as follows:

	Consolidated	
	2026 $'000	2025[1] $'000
Short-term benefits	25,592	18,070
Post-employment benefits	698	633
Other long-term benefits	239	147
Termination benefits	102	2,541
Share-based payments	14,017	17,335
Total	40,648	38,726

1. Includes former disclosed KMP until the end of their employment.

Key Management Personnel loan transactions

Loans made to KMP are made in the ordinary course of business and on normal commercial terms and conditions that are no more favourable than those given to other employees or customers, including the term of the loan, security required and the interest rate. No amounts have been written off during the period, or individual provisions raised in respect of these balances. Details of the terms and conditions of lending products can be found on **anz.com**. The aggregate balance of loans (including credit card balances) made, guaranteed or secured, and undrawn facilities to KMP including their related parties, were as follows:

	Consolidated		The Company	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Loans advanced[1]	23,641	24,585	22,638	23,479
Undrawn facilities[1]	3,649	2,720	2,720	2,616
Interest charged[2]	906	813	856	743

1. Balances are as at balance date (for KMP in office at balance date) or at the date of cessation of former KMP. Comparative balances have been adjusted for balances relating to new KMP, or KMP who departed in the prior year.
2. Interest charged is for all KMP's during the period.

Key Management Personnel holdings of ANZ securities

KMP, including their related parties, held the Company's subordinated debt and shares, share rights and options over shares in ANZGHL directly, indirectly or beneficially as shown below:

	Consolidated	
	2026 Number	2025 Number
Shares, options and rights[1]	2,352,991	1,782,774
Subordinated debt[1]	1,690	11,621

1. Balances are as at balance date (for KMP in office at balance date) or at the date of cessation of former KMP. Comparative balances have been adjusted for balances relating to new KMP, or KMP who departed in the prior year.

30. Related party disclosures (continued)

Other transactions of Key Management Personnel and their related parties

The aggregate of deposits of KMP and their related parties with the Group were $27 million (2025: $24 million) and with the Company were $21 million (2025: $21 million).

Other transactions with KMP and their related parties include amounts paid to the Group in respect of investment management service fees, brokerage and bank fees and charges. The Group has reimbursed KMP for the costs incurred for security and secretarial services associated with the performance of their duties. These transactions are conducted on normal commercial terms and conditions no more favourable than those given to other employees or customers. Gifts were provided to KMP, including on their retirement, amounting to $16,623 during the year (2025: $9,005).

Associates

We disclose significant associates in Note 25 Investment in associates. During the course of the financial year, transactions conducted with all associates were on terms equivalent to those made on an arm's length basis.

	Consolidated		The Company	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Amounts receivable from associates	10	14	-	-
Amounts payable to associates	1,308	1,197	-	-
Deposits from associates[1]	7,206	6,661	-	-
Interest revenue from associates	-	-	-	-
Interest expense to associates	19	55	-	-
Other revenue from associates	-	-	-	-
Other expenses paid to associates	2,896	2,404	-	-
Dividend income from associates	31,245	36,741	-	-
Undrawn facilities	848	914	-	-

1. Comparatives have been amended to include deposits from associates.

There have been no material guarantees given or received. No amounts receivable from associates have been written-off during the period, nor individual provisions raised in respect of these balances.

Subsidiaries

We disclose material controlled entities in Note 24 Controlled entities. During the financial year, subsidiaries conducted transactions with each other and with associates on terms equivalent to those on an arm's length basis. As at 30 September 2026, we consider all outstanding amounts on these transactions to be fully collectible.

Other intragroup transactions include providing management and administrative services, staff training, data processing and technology facilities, transfer of tax losses, and the leasing of premises and equipment. The Company also issued letters of comfort and guarantees in respect of certain subsidiaries in the normal course of business.

30. Related party disclosures (continued)

Related entities

Transactions with related entities include leasing arrangements, funding activities, deposits and tax funding arrangements.

These transactions are conducted on terms equivalent to those on an arm's length basis. As at 30 September 2026, we consider all outstanding amounts on these transactions to be fully recoverable.

The following balances with related ANZ Group entities were outstanding at 30 September:

	2026 $m	2025 $m
Amounts due from ultimate controlling entity[1]	-	29
Amounts due from other related entities	576	630
Amounts due to ultimate controlling entity	183	3
Amount due to parent entity	-	-
Amounts due to other related entities	164	311
Deposits from ultimate controlling entity	138	1,029
Deposits from other related entities	43	135
Undrawn facilities for other related entities	-	122

1. Comparatives have been amended to include intercompany tax receivable from ultimate controlling entity.

The following transactions occurred with related ANZ Group entities:

	2026 $m	2025 $m
Dividend paid to parent entity	4,848	4,580
Capital injection from parent entity	2,029	-
Interest paid to ultimate controlling entity	11	44
Interest paid to other related entities	47	54
Other expenses paid to other related entities	10	19
Interest received from other related entities	46	62
Other revenue received from other related entities	23	27

In addition, ANZBGL:

- has right-of-use assets of $461 million (2025: $498 million) and lease liabilities of $598 million (2025: $618 million) with ANZ Group Services Pty Ltd at 30 September 2026. For the year ended 30 September 2026, the associated depreciation on the right-of-use assets was $37 million (2025: $37 million) and interest paid on the lease liabilities was $35 million (2025: $36 million) (the interest paid on lease liabilities has been included in the table above within interest paid to other related entities), and
- acquired 49% of shares in ANZ Worldline from ANZ NBH Pty Ltd for purchase consideration of $27 million, refer to Note 24 Controlled entities for further information.

31. Commitments, contingent liabilities and contingent assets

Credit related commitments and contingencies

	Consolidated		The Company	
	2026 $m	2025 $m	2026 $m	2025 $m
Contract amount of:				
Undrawn facilities	**197,905**	193,177	**161,711**	156,746
Guarantees and letters of credit	**23,855**	21,514	**22,195**	19,367
Performance related contingencies	**30,238**	27,403	**26,628**	25,854
Total	**251,998**	242,094	**210,534**	201,967

Undrawn facilities

The majority of undrawn facilities are subject to customers maintaining specific credit and other requirements or conditions. Many of these facilities are expected to be only partially used, and others may never be used at all. As such, the total of the nominal principal amounts is not necessarily representative of future liquidity risks or future cash requirements. Based on the earliest date on which the Group may be required to pay, the full amount of undrawn facilities for the Group mature within 12 months.

Guarantees, letters of credit and performance related contingencies

Guarantees, letters of credit and performance related contingencies relate to transactions that the Group has entered into as principal.

Letters of credit involve the Group issuing letters of credit guaranteeing payment in favour of an exporter. They are secured against an underlying shipment of goods or backed by a confirmatory letter of credit from another bank.

Performance-related contingencies are liabilities that oblige the Group to make payments to a third party if the customer fails to fulfil its non-monetary obligations under the contract.

To reflect the risks associated with these transactions, we apply the same credit origination, portfolio management and collateral requirements that we apply to loans. The contract amount represents the maximum potential amount that we could lose if the counterparty fails to meet its financial obligations. As the facilities may expire without being drawn upon, the notional amounts do not necessarily reflect future cash requirements. Based on the earliest date on which the Group may be required to pay, the full amount of guarantees and letters of credit and performance-related contingencies for the Group mature within 12 months.

Contingent liabilities and contingent assets

There are outstanding court proceedings, claims and possible claims for and against the Group. Where relevant, expert legal advice has been obtained and, in the light of such advice, provisions (refer to Note 21 Other provisions) and/or disclosures as deemed appropriate have been made. In some instances we have not disclosed the estimated financial impact of the individual items either because it is not practicable to do so or because such disclosure may prejudice the interests of the Group.

A description of the contingent liabilities and contingent assets as at 30 September 2026 is set out below.

Contingent liabilities

Regulatory, customer and third-party exposures

The Group regularly engages with its domestic and international regulators and other statutory and supervisory bodies. The nature of these regulatory interactions can be wide ranging and include regulatory investigations, surveillance and reviews, reportable situations, formal and informal inquiries and regulatory supervisory activities in Australia, New Zealand and globally. The Group also receives notices and requests for information from its regulators and other bodies from time to time as part of both industry-wide and Group-specific reviews and makes disclosures to its regulators at its own instigation.

Matters in relation to which the Group has recently engaged with its regulators include:

- the ASIC Matters Resolution Program within the Australia Retail division, which covers a range of areas, specifically: ANZ's Online Saver product, hardship processes, deceased estates, breach reporting, event management, customer remediation and complaints;
- anti-money laundering and counter-terrorism financing obligations, processes and procedures, and the Group's implementation plan to meet obligations arising from changes to the *Anti-Money Laundering and Counter-Terrorism Financing Act 2006 (Cth),* a number of which became effective from 31 March 2026;
- *Common Reporting Standard* and *Foreign Account Tax Compliance Act* obligations, processes and reporting;
- technology resilience and operational continuity arrangements; and
- non-financial risk (NFR) management practices including the application of interest and fees on certain products and the financial accountability regime.

The possible exposures associated with the Group's regulatory interactions may include civil enforcement actions, criminal proceedings, fines and penalties, imposition of capital or liquidity requirements, customer remediation, the requirement to conduct independent reviews, sanctions or the exercise of other regulatory powers.

There may also be exposures to customers, third parties and shareholders which are additional to any regulatory exposures. These could include class actions or claims for compensation or other remedies.

The outcomes and total costs associated with these possible regulatory, customer and other exposures remain uncertain.

31. Commitments, contingent liabilities and contingent assets (continued)

Contingent liabilities (continued)

Non-financial risk management enforceable undertaking

On 3 April 2025, the Group announced it had entered into a court enforceable undertaking (CEU) with APRA for matters relating to NFR management practices and risk culture across the Group and accepted an additional operational risk capital overlay of $250 million (overlay increased to $1 billion in total).

The CEU followed ongoing conversations between the Group and APRA regarding APRA's concerns about the Group's NFR management practices and risk culture. It also followed the emergence of issues in ANZBGL's Global Markets business which led to APRA in August 2024 expressing its concerns about the Group's NFR uplift program of work.

As part of the CEU agreed with APRA, the Group appointed an independent reviewer to conduct an enterprise-wide independent review to identify the root causes and behavioural drivers of shortcomings in ANZ's NFR management practices and NFR culture. On 30 September 2025, ANZ submitted its Root Cause Remediation Plan (RCRP) to APRA as required by the CEU. ANZ has appointed Promontory to provide independent assurance of its progress against the RCRP. Promontory released its first report on 30 April 2026 and a copy of this is available on ANZ's website.

The CEU provides that upon any breach of the terms of the CEU, APRA may take regulatory action as it considers appropriate in the circumstances, including action under section 18A of the *Banking Act 1959 (Cth)*.

New Zealand loan information litigation

In September 2021, a representative proceeding was brought against ANZ Bank New Zealand Limited, alleging breaches of disclosure requirements under consumer credit legislation in respect of variation letters sent to certain loan customers. ANZ Bank New Zealand Limited is defending the allegations.

On 4 May 2026, the High Court of New Zealand awarded summary judgment against ANZ Bank New Zealand. ANZ Bank New Zealand's estimate of the maximum potential liability for costs of borrowing arising from this decision is NZD 125 million. ANZ Bank New Zealand has appealed the summary judgment decision.

Security recovery actions

Various claims have been made or are anticipated, arising from security recovery actions taken to resolve impaired assets. These claims will be defended.

Warranties, indemnities and performance management fees

The Group has provided warranties, indemnities and other commitments in favour of the seller/purchaser and other persons in connection with various acquisitions/disposals of businesses and assets and other transactions, covering a range of matters and risks. It is exposed to claims under those warranties, indemnities and commitments, some of which are currently active. The outcomes and total costs associated with these exposures remain uncertain.

The Group has entered into an arrangement to pay performance fees to external fund managers in the event predetermined performance criteria are satisfied in relation to certain Group investments. The satisfaction of the performance criteria and associated performance fee remains uncertain.

Clearing and settlement obligations

Certain group companies have a commitment to comply with rules governing various clearing and settlement arrangements which could result in a credit risk exposure and loss if another member institution fails to settle its payment clearing activities. The Group's potential exposure arising from these arrangements is unquantifiable in advance.

Certain group companies hold memberships of central clearing houses, including ASX Clear (Futures), London Clearing House (LCH) SwapClear, Korea Exchange (KRX), Hong Kong Exchange (HKEX), the Clearing Corporation of India, Taiwan Futures Exchange and the Shanghai Clearing House. These memberships allow the relevant group company to centrally clear derivative instruments in line with cross-border regulatory requirements. Common to all of these memberships is the requirement for the relevant group company to make default fund contributions. In the event of a default by another member, the relevant group company could potentially be required to commit additional default fund contributions which are unquantifiable in advance.

Parent entity guarantees

Certain group companies have issued letters of comfort and guarantees in respect of certain subsidiaries in the normal course of business. Under these letters and guarantees, the issuing entity undertakes to ensure that those subsidiaries continue to meet their financial obligations, subject to certain conditions including that the subsidiary remains a controlled entity.

Contingent assets

National Housing Bank

The Company is pursuing recovery of the proceeds of certain disputed cheques which were credited to the account of a former Grindlays customer in the early 1990s.

The disputed cheques were drawn on the National Housing Bank (NHB) in India. Proceedings between Grindlays and NHB concerning the proceeds of the cheques were resolved in early 2002.

Recovery is now being pursued from the estate of the Grindlays customer who received the cheque proceeds. Any amounts recovered are to be shared between the Company and NHB.

32. Auditor fees

	Consolidated		The Company	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
KPMG Australia				
Audit or review of financial reports[1]	**14,608**	14,923	**12,176**	12,304
Audit-related services[2]	**5,659**	5,643	**4,558**	4,533
Non-audit services[3]	**220**	168	**220**	168
Total[4]	**20,487**	20,734	**16,954**	17,005
Overseas related practices of KPMG Australia				
Audit or review of financial reports[1]	**5,799**	6,163	**2,161**	2,223
Audit-related services[2]	**2,083**	2,303	**1,012**	1,022
Non-audit services[3]	**-**	96	**-**	-
Total	**7,882**	8,562	**3,173**	3,245
Total auditor fees[5]	**28,369**	29,296	**20,127**	20,250

1. Audit or review of financial reports includes fees associated with mandatory climate reporting assurance engagements.
2. Group audit-related services comprise prudential and regulatory services of $6.21 million (2025: $5.29 million), comfort letters $0.64 million (2025: $0.64 million) and other services $0.89 million (2025: $2.02 million).
   Company audit-related services comprise prudential and regulatory services of $4.49 million (2025: $3.94 million), comfort letters $0.59 million (2025: $0.59 million) and other services $0.49 million (2025: $1.03 million).
3. The nature of non-audit services for the Group includes methodology, procedural/operational and administrative reviews. Further details are provided in the Directors' Report.
4. Inclusive of goods and services tax.
5. Total auditor fees do not include fees paid to other audit firms where KPMG is in a joint audit arrangement or not the auditor for the Group amounting to $0.69 million (2025: $0.76 million).
   Total auditor fees do not include fees paid to other audit firms where KPMG is in a joint audit arrangement or not the auditor for the Company amounting to $0.43 million (2025: $0.49 million).

The Group's Policy allows KPMG Australia or any of its related practices to provide assurance and other audit-related services that, while outside the scope of the statutory audit, are consistent with the role of an external auditor. These include regulatory and prudential reviews requested by regulators such as APRA. Any other services that are not audit or audit-related services are non-audit services. The Policy allows certain non-audit services to be provided where the service would not contravene auditor independence requirements. KPMG Australia or any of its related practices may not provide services that are perceived to be in conflict with the role of the external auditor or breach auditor independence. These include consulting advice and subcontracting of operational activities normally undertaken by management, and engagements where the external auditor may ultimately be required to express an opinion on its own work.

33. Events since the end of the financial year

There have been no significant events from 30 September 2026 to the date of signing this report.

Consolidated Entity Disclosure Statement

Basis of preparation

This Consolidated Entity Disclosure Statement has been prepared in accordance with *subsection 295(3A) of the Corporations Act 2001*. The entities listed in the statement are for Australia and New Zealand Banking Group Limited and all its controlled entities as at 30 September 2026 in accordance with *AASB 10 Consolidated Financial Statements*.

Entity Name	Entity Type	Place Formed or Incorporated	% of Share Capital Held	Tax Residency (Australia or Foreign Jurisdiction)
1835 Funding Pty Limited	Body Corporate	Australia	100%	Australia
ACN 008 647 185 Pty Ltd[1]	Body Corporate	Australia	100%	Australia
ANZ Capital No. 1 Pty Ltd	Body Corporate	Australia	100%	Australia
ANZ Commodity Trading Pty Ltd	Body Corporate	Australia	100%	Australia
ANZ Fiduciary Services Pty Ltd	Body Corporate	Australia	100%	Australia
ANZ Funds Pty. Ltd.	Body Corporate	Australia	100%	Australia
ANZ Global Services and Operations Pty Limited	Body Corporate	Australia	100%	Australia
ANZ ILP Pty Ltd	Body Corporate	Australia	100%	Australia
ANZ International Private Limited	Body Corporate	Singapore	100%	Australia
ANZ Leasing (BWC Financing) Pty Ltd	Body Corporate	Australia	100%	Australia
ANZ Lenders Mortgage Insurance Pty. Limited	Body Corporate	Australia	100%	Australia
ANZ Nominees Pty Ltd	Body Corporate	Australia	100%	Australia
ANZ Properties (Australia) Pty Ltd	Body Corporate	Australia	100%	Australia
ANZ Residential Covered Bond Trust	Trust	Australia	N/A	Australia
ANZ Securities (Holdings) Pty Ltd	Body Corporate	Australia	100%	Australia
ANZ Securities Limited	Body Corporate	Australia	100%	Australia
ANZ Wealth Australia Pty Ltd	Body Corporate	Australia	100%	Australia
ANZEST Pty Ltd	Body Corporate	Australia	100%	Australia
APOLLO Series 2008-1R Trust	Trust	Australia	N/A	Australia
APOLLO Series 2017-1 Trust	Trust	Australia	N/A	Australia
APOLLO Series 2017-2 Trust	Trust	Australia	N/A	Australia
APOLLO Series 2018-1 Trust	Trust	Australia	N/A	Australia
APOLLO Series 2022-1 Trust	Trust	Australia	N/A	Australia
APOLLO Series 2023-1 Trust	Trust	Australia	N/A	Australia
APOLLO Series 2024-1 Trust	Trust	Australia	N/A	Australia
APOLLO Series 2025-1 Trust	Trust	Australia	N/A	Australia
APOLLO Warehouse Trust No. 2	Trust	Australia	N/A	Australia
Australia and New Zealand Banking Group Limited	Body Corporate	Australia	N/A	Australia
Esanda Finance Corporation Pty Ltd	Body Corporate	Australia	100%	Australia
Institutional Securitisation Services Limited	Body Corporate	Australia	100%	Australia
Kingfisher Trust 2008-1	Trust	Australia	N/A	Australia
Kingfisher Trust 2016-1	Trust	Australia	N/A	Australia
Kingfisher Trust 2019-1	Trust	Australia	N/A	Australia
Kingfisher Trust 2025-1	Trust	Australia	N/A	Australia
Kingfisher Trust 2026-1	Trust	Australia	N/A	Australia
Kingfisher Trust 2026-2	Trust	Australia	N/A	Australia
Norfina Advances Corporation Pty Limited	Body Corporate	Australia	100%	Australia
Norfina Covered Bond Trust	Trust	Australia	N/A	Australia
Norfina Limited	Body Corporate	Australia	100%	Australia
Payment Acceptance Australia Pty Ltd	Body Corporate	Australia	100%	Australia
Postbank Equity Trust	Trust	Australia	N/A	Australia
Retail Enterprise Services Australia Pty Ltd	Body Corporate	Australia	100%	Australia
SBGH Limited	Body Corporate	Australia	100%	Australia

1. ACN 008 647 185 Pty Ltd is the corporate trustee of Postbank Equity Trust.

Consolidated Entity Disclosure Statement (continued)

Entity Name	Entity Type	Place Formed or Incorporated	% of Share Capital Held	Tax Residency (Australia or Foreign Jurisdiction)
Shout for Good Pty. Ltd.	Body Corporate	Australia	100%	Australia
SME Management Pty Limited	Body Corporate	Australia	100%	Australia
Votraint No. 1103 Pty Limited	Body Corporate	Australia	100%	Australia
Australia and New Zealand Bank (China) Company Limited	Body Corporate	China	100%	China
ANZ Pacific Operations Pte Ltd	Body Corporate	Fiji	100%	Fiji
ANZ Europe, S.A.	Body Corporate	France	100%	France
ANZ Capital Private Limited	Body Corporate	India	100%	India
ANZ Operations And Technology Private Limited	Body Corporate	India	100%	India
ANZ Support Services India Private Limited	Body Corporate	India	100%	India
PT Bank ANZ Indonesia	Body Corporate	Indonesia	99%	Indonesia
ANZ Securities (Japan), Ltd.	Body Corporate	Japan	100%	Japan
ANZ Bank (Kiribati) Limited	Body Corporate	Kiribati	75%	Kiribati
ANZ Bank New Zealand Limited	Body Corporate	New Zealand	100%	New Zealand
ANZ Custodial Services New Zealand Limited	Body Corporate	New Zealand	100%	New Zealand
ANZ Holdings (New Zealand) Limited	Body Corporate	New Zealand	100%	New Zealand
ANZ Investment Services (New Zealand) Limited	Body Corporate	New Zealand	100%	New Zealand
ANZ National Staff Superannuation Limited	Body Corporate	New Zealand	100%	New Zealand
ANZ New Zealand (Int'l) Limited	Body Corporate	New Zealand	100%	New Zealand
ANZ New Zealand Investments Holdings Limited	Body Corporate	New Zealand	100%	New Zealand
ANZ New Zealand Investments Limited	Body Corporate	New Zealand	100%	New Zealand
ANZNZ Covered Bond Trust	Trust	New Zealand	N/A	New Zealand
Arawata Assets Limited	Body Corporate	New Zealand	100%	New Zealand
Endeavour Finance Limited	Body Corporate	New Zealand	100%	New Zealand
Kingfisher NZ Trust 2008-1	Trust	New Zealand	N/A	New Zealand
OneAnswer Nominees Limited	Body Corporate	New Zealand	100%	New Zealand
8 and 9 Chester Limited	Body Corporate	Papua New Guinea	100%	Papua New Guinea
Australia and New Zealand Banking Group (PNG) Limited	Body Corporate	Papua New Guinea	100%	Papua New Guinea
ANZ Global Services And Operations (Manila) Inc	Body Corporate	Philippines	100%	Philippines
ANZ Bank (Samoa) Limited	Body Corporate	Samoa	100%	Samoa
ANZcover Insurance Private Ltd	Body Corporate	Singapore	100%	Singapore
ANZ (Thai) Public Company Limited (in Liquidation)	Body Corporate	Thailand	100%	Thailand
ANZ Pensions (UK) Limited	Body Corporate	United Kingdom	100%	United Kingdom
ANZ Securities, Inc.	Body Corporate	United States	100%	United States
ANZ Bank (Vanuatu) Limited[1]	Body Corporate	Vanuatu	100%	N/A
La Serigne Limited[1]	Body Corporate	Vanuatu	100%	N/A
Whitehall Investments Ltd[1]	Body Corporate	Vanuatu	100%	N/A
ANZ Bank (Vietnam) Limited	Body Corporate	Vietnam	100%	Vietnam

1. Vanuatu does not have a corporate tax regime and therefore the concept of tax residency does not apply.

Consolidated Entity Disclosure Statement (continued)

Key concepts

Determination of tax residency

In determining tax residency, the consolidated entity has applied the following interpretations:

Australian tax residency

"Australian resident" has the meaning provided in the *Income Tax Assessment Act 1997* (ITAA). In applying that definition, the consolidated entity has applied current legislation and judicial precedent, including having regard to the Commissioner of Taxation's public guidance in *Tax Ruling TR 2018/5* and *Practical Compliance Guideline PCG 2018-009*.

Foreign tax residency

Where an entity is shown as being resident in a foreign jurisdiction, this is taken to mean a resident for the purposes of the law of the foreign jurisdiction relating to foreign income tax, within the meaning of the ITAA.

Directors' Declaration

The Directors of Australia and New Zealand Banking Group Limited declare that:

a) In the Directors' opinion:

i) the financial statements and notes of the Company and the Consolidated Entity are in accordance with the *Corporations Act 2001*, including:

A. section 296, that they comply with the Australian Accounting Standards and any further requirements of the *Corporations Regulations 2001*; and

B. section 297, that they give a true and fair view of the financial position of the Company and the Consolidated Entity as at 30 September 2026 and of their performance for the year ended on that date; and

ii) the Consolidated Entity Disclosure Statement required by section 295(3A) of the *Corporations Act 2001* and included on pages 228 to 230 of the financial report is true and correct; and

iii) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

b) The notes to the financial statements of the Company and the Consolidated Entity include a statement that the financial statements and notes of the Company and the Consolidated Entity comply with International Financial Reporting Standards; and

c) The Directors have been given the declarations required by section 295A of the *Corporations Act 2001*.

Signed in accordance with a resolution of the Directors.



Paul D O'Sullivan
Chairman



Nuno A Matos
Managing Director

6 November 2026



To the shareholders of Australia and New Zealand Banking Group Limited

Report on the audit of the Financial Report

Opinion

We have audited the **Financial Report** of Australia and New Zealand Banking Group Limited (the Group Financial Report). We have also audited the Financial Report of Australia and New Zealand Banking Group Limited (the Company Financial Report).

In our opinion, each of the accompanying Group Financial Report and Company Financial Report gives a true and fair view, including of the **Group's** and of the **Company's** financial position as at 30 September 2026 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001*, in compliance with *Australian Accounting* and the *Corporations Regulations 2001*.

The respective **Financial Reports** of the Group and Company comprise:

- Balance Sheets as at 30 September 2026
- Income Statements, Statements of Comprehensive Income, Statements of Changes in Equity, and Cash Flow Statements for the year then ended
- Consolidated Entity Disclosure Statement and accompanying basis of preparation as at 30 September 2026
- Notes, including material accounting policies
- Directors' Declaration

The **Group** consists of Australia and New Zealand Banking Group Limited (the **Company**) and the entities it controlled at the year-end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards and International Standards on Auditing*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the Financial Report section of our report.

We are independent of the Group and Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Key Audit Matters

The **Key Audit Matters** we identified for the Group and Company are:

- Allowance for expected credit losses
- Subjective and complex valuation of certain financial instruments held at fair value
- IT systems and controls.

The **Key Audit Matters** of the Group are:

- Carrying value of investment in PT Bank Pan Indonesia (PT Panin)

Key Audit Matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Report of the current period.

These matters were addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Key Audit Matters (continued)

Allowance for expected credit losses (Group $4,903m; Company: $3,850m)

Refer to Note 13 to the Group and Company Financial Report.

The Key Audit Matter

Allowance for expected credit losses (ECL) is a Key Audit Matter due to the significance of the loans and advances balances to the Group's financial statements and the inherent complexity of the Group's expected credit loss models (ECL models) used to measure ECL allowances. These models are reliant on data and estimates including probability weighted economic scenarios and other key assumptions such as defining a significant increase in credit risk (SICR).

AASB 9 Financial Instruments requires the Group to measure ECL on a forward-looking basis reflecting a range of economic conditions. Temporary adjustments are made by the Group to address known ECL model limitations or emerging trends in the loan portfolios. We exercise significant judgement in challenging the economic scenarios and the judgmental temporary adjustments the Group applies.

Additional judgement is applied in the Group's modelling due to the heightened uncertainty associated with the economic outlook and its impact on customers, increasing our audit effort thereon.

We involved our credit and economic specialists to supplement our senior audit team members who understand the Group's business, industry and economic environment it operates in.

How the matter was addressed in our audit

Working with our credit and economic specialists, our audit procedures included:

- Assessing the Group's accounting policies against the requirements of the accounting standard;
- Testing the Group's key controls in relation to:
  - The ECL model governance, monitoring and validation processes which involved assessment of model performance;
  - The assessment and approval of the forward-looking macroeconomic assumptions and scenario weightings through challenge applied by the Group's internal governance processes;
  - Reconciliation of the data used in the ECL calculation process to gross balances recorded within the general ledger as well as source systems;
  - Customer credit rating (CCR), a key input into the SICR assumption for wholesale loans (non-retail loans). This covered elements such as: approval of new lending facilities against the Group's lending policies, monitoring of counterparty credit quality against the Group's exposure criteria for internal factors specific to the counterparty or external macroeconomic factors, and accuracy and timeliness of CCR and security indicator (SI) assessments against lending policies;
  - IT system controls which record retail loans lending arrears, group exposures into delinquency buckets, and recalculate individual allowances. We tested the automated calculation and key change management controls and evaluated the Group's oversight of the portfolios, focusing on key controls over delinquency monitoring;
  - General Information Technology Controls (GITCs) relating to key IT applications used by the Group to measure ECL allowances as detailed in the IT Systems and Controls Key Audit Matter below.

In addition to controls testing, our procedures included:

- Obtaining an understanding of the Group's processes to determine ECL allowances, evaluating the ECL model methodology against the model methodology document and criteria in the accounting standards;
- Reperforming a sample of credit assessments for a sample of loans, including wholesale loans managed by the Group's workout and recovery team that are assessed as higher risk or impaired;
- For each loan sampled, we challenged the Group's assessment of CCR and SI using relevant information in the loan file, including the customer's financial position, to inform our overall assessment of loan recoverability and the impact on credit allowance;
- Using our understanding of relevant industries and the macroeconomic environment, we compared data and assumptions used by the Group in recoverability assessments to externally sourced evidence, such as, external credit ratings, publicly available audited financial statements and comparable external valuations of collateral held. Where relevant, we assessed the forecast timing of future cash flows in the context of underlying valuations and approved business plans;
- Recalculated the Customer Behaviour Scorecard (CBS), which is a key input into the SICR assumption for retail loans, for a sample of loans;
- Assessing the accuracy of the Group's ECL model estimates by re-performing on a sample basis, the calculation of the ECL allowance for the modelled ECL using our independently derived calculation tools and comparing this to the amount recorded by the Group;
- Challenging the Group's forward-looking macroeconomic assumptions and scenarios incorporated in the Group's ECL models. We compared the Group's forecast GDP, unemployment rates, CPI and property price indices to relevant publicly available macroeconomic information, and considered other known variables and information obtained through our other procedures to identify contradictory indicators;
- Testing the implementation of the Group's SICR methodology by re-performing the staging calculation for a sample of wholesale loans taking into consideration movements in the CCR from loan origination and comparing our result to actual staging applied on an individual account level in the Group's ECL model;
- Assessing the accuracy of the data used in the ECL models by checking a sample of data fields, such as, account balance, CBS and CCR to relevant source systems;

Key Audit Matters (continued)

- Challenging key assumptions used by the Group in their temporary adjustments. This included:
  - Assessing temporary adjustments against the Group's ECL model and data deficiencies identified in the Group's model validation processes, particularly in light of the significant volatility in economic scenarios;
  - Assessing the completeness of temporary adjustments by checking the consistency of risks we identified in the loan portfolios against the Group's assessment;
  - Assessing certain temporary adjustments identified by the Group against internal and external information;
  - Assessing the Group's release of certain key temporary adjustments, including the rationale and underlying documentation;
  - Recalculating a sample of temporary adjustments.
- Assessing the appropriateness of the Group's disclosures in the Financial Report, using our understanding obtained from our testing and against the requirements of the accounting standards.

Subjective and complex valuation of certain financial instruments held at fair value:

Group

- Fair value of level 3 asset and liability positions
- Fair value of certain level 2 asset and liability positions*

Company

- Fair value of level 3 asset and liability positions
- Fair value of level 2 asset and liability positions*

*Certain level 2 assets and liability positions relate to structured notes, derivatives (mainly cancellable swaps and FX options) and fair value adjustments (credit valuation adjustment and funding valuation adjustment) within the level 2 population that are valued using more complex valuation models.

Refer to Note 18 to the Group and Company Financial Reports.

The Key Audit Matter

The fair value of the Group's Level 3 and certain Level 2 financial instruments is determined by the Group's application of valuation techniques which often involve the exercise of judgement and the use of assumptions and estimates.

The valuation of Level 3 and certain Level 2 financial instruments held at fair value is a Key Audit Matter due to:

- The high degree of estimation uncertainty and potentially significant range of reasonable outcomes associated with the valuation of financial instruments classified as Level 3 where significant pricing inputs used in the valuation methodology and models are not observable;
- The complexity and subjectivity associated with the Group's valuation models for certain Level 2 derivatives and structured notes leading to a high degree of estimation uncertainty.

These factors increased the level of judgement applied by us and our audit effort thereon.

In addressing this Key Audit Matter, we involved our valuation specialists to supplement our senior team members who understand the methods, assumptions and data relevant to the Group's valuation of financial instruments.

How the matter was addressed in our audit

Our audit procedures in addressing this Key Audit Matter included:

- Assessing the Group's accounting policies, including those relevant to the fair value of financial instruments, against the requirements of the accounting standard;
- Assessing the population of financial instruments held at fair value by the Group to identify portfolios with a higher risk of misstatement arising from significant judgements over valuation either due to unobservable inputs or complex/subjective models;
- Testing the design and operating effectiveness of key controls relating specifically to these financial instruments, including those in relation to:
  - independent price verification (IPV), including completeness of portfolios and valuation inputs subject to IPV;
  - model validation at inception and periodically, including assessment of model limitations and assumptions;
  - review, approval and challenge of daily profit and loss movements; and
  - review and approval of fair value adjustments (FVAs), including exit price and portfolio level adjustments.
- Working with our valuation specialists, our procedures in relation to the subjective valuation of certain Level 2 and Level 3 financial instruments, included:
  - Assessing key inputs or assumptions using comparable data in the market and available alternatives;
  - Comparing the Group's valuation methodology to industry practice and the criteria in the accounting standards; and
  - Independently revaluing a selection of financial instruments and FVAs of the Group. This involved sourcing independent inputs from comparable data in the market and available alternatives.
- For the Level 3 financial instruments, we assessed the appropriateness of the disclosures in relation to the related estimation uncertainty, including sensitivity disclosures and in the context of the relevant accounting standards.

Key Audit Matters (continued)

Carrying value of investments in PT Bank Pan Indonesia (PT Panin) ($1,020m)

Refer to Note 25 to the Group Financial Report.

The Key Audit Matter

The carrying value of the Group's investment in PT Panin is a Key Audit Matter due to:

- The presence of impairment indicators resulting from the carrying value of the investment in PT Panin exceeding the Fair Value Less Costs of Disposal (FVLCOD) at times throughout the year;
- Historical and current volatility in the market price of the PT Panin shares;
- Judgement required in evaluating key forward-looking assumptions such as expected earnings growth, terminal growth rate and discount rate.

The presence of these conditions necessitated increased judgement by us to assess the Group's valuation methods and associated investment value determined by the Group.

We involved our valuation specialists to supplement our senior team members in assessing this Key Audit Matter.

How the matter was addressed in our audit

Working with our valuation specialists, our procedures included:

- Evaluating the appropriateness of the methods used by the Group to determine recoverable amount against the requirements of the accounting standards;
- Independently evaluating FVLCD method and assessing the market liquidity of the share price at the reporting date, in light of the historical volatility in the market price;
- Independently evaluating the valuation derived from the VIU method used by the Group. This included:
  - Assessing the integrity of the model used, including the accuracy of the underlying calculation formulas;
  - Assessing the Group's key assumptions used in the model by comparing to external observable metrics, historical experience, our knowledge of the market and current market practice;
  - Considering the sensitivity of the model by varying key assumptions within a reasonably possible range. We did this to identify which of those assumptions are the most sensitive to variations and are at higher risk of bias or inconsistency in application and to focus our further procedures;
  - Independently developing a discount rate considered comparable using publicly available market data for comparable entities, adjusted for factors specific to the investment and the market and industry it operates in;
  - Comparing the expected earnings growth contained in the model to the approved PT Panin financial plan, released financial results and available market data;
  - Assessing the accuracy of previous forecasts by comparing them with actual results to inform our evaluation of current forecasts incorporated in the model.
- Assessing the Group's disclosures in the Financial Report using our understanding obtained from our testing and against the requirements of the accounting standards.

IT systems and controls

The Key Audit Matter

The Group's businesses utilise complex, integrated Information Technology (IT) systems to process and record a high volume of transactions. The controls over access, changes to and operation of relevant IT systems are key to the recording of financial information, internal controls and the preparation of financial reports which provide a true and fair view of the Group's financial position and performance.

IT systems and controls, insofar as they enable the recording and reporting of the Group and Company's financial information, are a Key Audit Matter as our audit approach could be significantly impacted by the effective operation of these IT controls. IT specialists are integral within our audit team.

Key Audit Matters (continued)

How the matter was addressed in our audit

Our testing focused on relevant controls embedded in IT systems processing significant financial transactions and balances, and relevant supporting general IT controls.

Working with our IT specialists, our audit procedures included:

- Obtaining an understanding of the Group's IT environment to the extent it related to financial reporting;
- Testing the design and operating effectiveness of the Group's key controls with respect to:
  - User access management, including how users are on-boarded, authenticated and removed on a timely basis from key IT applications and infrastructure. We also tested controls for managing privileged access across relevant IT applications and the underlying infrastructure;
  - IT system change management for systems relevant to financial reporting, including documentation of changes prior to deployment, and testing and approvals of IT applications prior to migration into the production environments of key IT applications. With respect to user job roles, we assessed the appropriateness of users with access to release changes to IT application production environments;
  - Access to and monitoring of system batch job schedules;
- Testing the design and operating effectiveness of key automated business process controls within IT applications. We tested key controls over:
  - Segregation of duties to avoid conflicts from inappropriate role combinations within IT applications
  - System configurations to perform calculations, identification of transactions requiring approval and automated reconciliation controls; and
  - Integrity of data used for key system generated reports that support our audit procedures and the Group's financial reporting controls
- Where automated procedures or general IT controls relevant to financial reporting were managed by systems with identified control deficiencies, performing additional procedures and/or assessing alternate controls that were not reliant on the affected IT control environment.

Other information

Other Information is financial and non-financial information in Australia and New Zealand Banking Group Limited's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Reports does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon, with the exception of the Remuneration Report and our respective assurance opinion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group and Company, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and that is free from material misstatement, whether due to fraud or error
- assessing the Group and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards and International Standards on Auditing will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the Auditing and Assurance Standards Board website at: **https://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf**. This description forms part of our Auditor's Report. These responsibilities also apply to our audits performed in accordance with International Standards on Auditing.

Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of Australia and New Zealand Banking Group Limited for the year ended 30 September 2026, complies with *Section 300A* of the *Corporations Act 2001* and is prepared, in all material respects, in accordance with the accompanying basis of preparation to the Remuneration Report.

Directors' responsibilities

The Directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001* and the accompanying basis of preparation to the Remuneration Report.

Our responsibilities

We have audited the Remuneration Report included in pages 60 to 99 that forms part of the Directors' report, except for items identified as unaudited in section 4.1 on page 69, for the year ended 30 September 2026.

Our responsibility is to express an opinion as to whether the Remuneration Report complies in all material respects with *Section 300A* of the *Corporations Act 2001*, based on our audit conducted in accordance with *Australian Auditing Standards*.

KPMG

KPMG

Maria Trinci
Partner

Melbourne
6 November 2026

Glossary

AASs means Australian Accounting Standards.

AASB means Australian Accounting Standards Board. The term 'AASB' is commonly used when identifying AASs issued by the AASB. In doing so, the term is used together with the AAS number.

ADI means Authorised Deposit-taking Institution as defined by APRA.

ANZ Bank Group means ANZ BH Pty Ltd and each of its subsidiaries, including ANZBGL and ANZ Bank New Zealand Limited.

ANZ Bank New Zealand means ANZ Bank New Zealand Limited.

ANZBGL means Australia and New Zealand Banking Group Limited.

ANZBGL Group means ANZBGL and each of its subsidiaries.

ANZEST means ANZ Employee Share Trust.

ANZ Group means the ANZGHL Group.

ANZGHL means ANZ Group Holdings Limited.

ANZGHL Group means ANZGHL and each of its subsidiaries, including ANZ BH Pty Ltd, ANZ Group Services Pty Ltd and ANZ NBH Pty Ltd.

ANZ Non-Bank Group means ANZ NBH Pty Ltd and each of its subsidiaries, and ANZ Group Services Pty Ltd.

ANZ Economics means ANZ Research Economics, a business unit within ANZ which conducts analysis of key economic inputs and developments and assessment of the potential impacts on the local, regional and global economies.

ANZ Share means a fully paid ordinary share in the capital of ANZ.

APRA means Australian Prudential Regulation Authority.

APS means ADI Prudential Standard.

ASX means Australian Securities Exchange.

AT1 means Additional Tier 1 capital.

BCBS means Basel Committee on Banking Supervision.

Board means ANZBGL Board of Directors.

Cash profit is an additional measure of profit which is prepared on a basis other than in accordance with accounting standards. Cash profit represents the Group's preferred measure of the result of the core business activities of the Group, 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 profit as noted below. These items are calculated consistently period on period so as not to discriminate between positive and negative adjustments.

Gains and losses are adjusted where they are significant, or have the potential to be significant in any one period, and fall into one of three categories:

1. non-core gains or losses included in earnings arising from changes in tax, legal or accounting legislation or other non-core items not associated with the core operations of the Group such as amortisation of intangible assets recognised in a business combination;
2. economic hedging impacts and similar accounting items that represent timing differences that will reverse through earnings in the future; and
3. accounting reclassifications between individual line items that do not impact reported results, such as credit risk on impaired derivatives.

Cash profit is not a measure of cash flow or profit determined on a cash accounting basis.

Collectively assessed allowance for expected credit loss represents the Expected Credit Loss (ECL), which incorporates forward-looking information and does not require an actual loss event to have occurred for a credit loss provision to be recognised.

Company means Australia and New Zealand Banking Group Limited.

Consolidated Entity means ANZBGL (the Company) and its controlled entities.

Covered bonds are bonds issued by an ADI to external investors secured against a pool of the ADI's assets (the cover pool) assigned to a bankruptcy remote special purpose entity. The primary assets forming the cover pool are mortgage loans. The mortgages remain on the issuer's balance sheet. The covered bond holders have dual recourse to the issuer and the cover pool assets. The mortgages included in the cover pool cannot be otherwise pledged or disposed of but may be repurchased and substituted in order to maintain the credit quality of the pool. The Group issues covered bonds as part of its funding activities.

Credit risk is the risk of financial loss resulting from the failure of the Group's customers and counterparties to honour or perform fully the terms of a loan or contract.

Credit risk weighted assets (CRWA) represent assets which are weighted for credit risk according to a set formula as prescribed in APS 112/113.

Customer deposits represent term deposits, on demand and short-term deposits, deposits not bearing interest and borrowing corporations' debt excluding securitisation deposits.

Customer remediation includes provisions for expected refunds to customers, remediation project costs and related customer and regulatory claims, penalties and litigation costs and outcomes.

Derivative credit valuation adjustment - Over the life of a derivative instrument, the Group uses a model to adjust fair value to take into account the impact of counterparty credit quality. The methodology calculates the present value of expected losses over the life of the financial instrument as a function of probability of default, loss given default, expected credit risk exposure at default and an asset correlation factor. Impaired derivatives are also subject to a CVA. It includes funding and credit valuation adjustments net of associated hedges.

Expected credit loss (ECL) The determination of the ECL is dependent on credit deterioration since origination, according to the following three-stage approach:

- Stage 1: At the origination of a financial asset, and subsequently where there has not been a Significant Increase in Credit Risk (SICR) since origination, an allowance for ECL is recognised reflecting the expected credit losses resulting from default events that are possible within the next 12 months from the reporting date. For instruments with a remaining maturity of less than 12 months, expected credit losses are estimated based on default events that are possible over the remaining time to maturity.
- Stage 2: Where there has been a SICR since origination, an allowance for ECL is recognised reflecting expected credit losses resulting from all possible default events over the expected life of a financial instrument. If credit risk were to improve in a subsequent period such that the increase in credit risk since origination is no longer considered significant, the exposure returns to a Stage 1 classification with ECL measured accordingly.
- Stage 3: Where there is objective evidence of impairment, an allowance equivalent to lifetime ECL is recognised.

Fair value is an amount at which an asset or liability could be exchanged between knowledgeable and willing parties in an arm's length transaction.

Full-time equivalent (FTE) employees is the unit of measurement that converts the hours worked of all employees, including all lawful full-time, part-time, fixed term and casual employees of the Group and paid directly via the Group's payroll, to a full-time equivalent basis. It excludes contingent workers, who are generally employed and paid by a third party, consultants, outsourced service providers, other professional service providers, and non-executive directors.

Gross loans and advances (GLA) comprise loans and advances, before the allowance for expected credit losses, plus capitalised brokerage and other origination costs less unearned income.

Group means Australia and New Zealand Banking Group Limited and its subsidiaries.

IFRS means International Financial Reporting Standards.

Individually assessed allowance for expected credit losses is assessed on a case-by-case basis for all individually managed impaired assets taking into consideration factors such as the realisable value of security (or other credit mitigants), the likely return available upon liquidation or bankruptcy, legal uncertainties, estimated costs involved in recovery, the market price of the exposure in secondary markets and the amount and timing of expected receipts and recoveries.

Interest rate risk in the banking book (IRRBB) relates to the potential adverse impact of changes in market interest rates on the Group's future net interest income. The risk generally arises from the risk to earnings or market value as a result of changes in the overall level of interest rates and credit spreads and/or the relativity of these rates across the various tenors.

Level 1 in the context of APRA supervision, Australia and New Zealand Banking Group Limited consolidated with certain approved subsidiaries.

Level 2 in the context of APRA supervision, means consolidated ANZ Bank Group, excluding insurance and funds management entities, commercial non-financial entities and certain securitisation vehicles.

Level 3 in the context of APRA supervision, means ANZ Group, the conglomerate group at the widest level.

Major Bank Levy is a levy applied at 0.06% to certain liabilities of Australian ADIs with total liabilities in excess of $100 billion, including ANZBGL. The levy represents a finance cost, and it is presented as interest expense in the Income Statement.

Net interest margin is net interest income as a percentage of average interest earning assets.

Net loans and advances represent gross loans and advances less allowance for expected credit losses.

Net Stable Funding Ratio (NSFR) is the ratio of the amount of available stable funding (ASF) to the amount of required stable funding (RSF) defined by APRA. The amount of ASF is the portion of an ADI's capital and liabilities expected to be a reliable source of funds over a one year time horizon. The amount of RSF is a function of the liquidity characteristics and residual maturities of an ADI's assets and off-balance sheet activities. ADIs must maintain an NSFR of at least 100%.

Net tangible assets equal share capital and reserves attributable to shareholders of the Company less goodwill and other intangible assets.

Non-performing exposures means exposures that are in default, either because it is considered unlikely that the borrower will be able to repay the exposure in full without recourse to any available security or the borrower is 90 days or more past-due. It includes restructured items, where the original contractual terms have been modified for reasons related to the financial difficulties of customers.

Non-performing well-secured exposures means non-performing exposures for which the fair value of associated security, discounted to allow for reasonable realisation costs, is sufficient to cover payment of principal and any accrued interest.

Non-performing not well-secured exposures means non-performing exposures for which the fair value of associated security, discounted to allow for reasonable realisation costs, is not sufficient to cover payment of principal and any accrued interest.

NZX means New Zealand's Exchange.

RBA means Reserve Bank of Australia, Australia's central bank.

RBNZ means Reserve Bank of New Zealand, New Zealand's central bank.

Regulatory deposits are mandatory reserve deposits lodged with local central banks in accordance with statutory requirements.

Return on average assets is the profit attributable to shareholders of the Company, divided by average total assets.

Return on average equity is the profit attributable to shareholders of the Company, divided by average equity excluding non-controlling interests.

Return on average tangible equity is the profit attributable to shareholders of the Company, divided by average equity excluding non-controlling interests, less average goodwill and other intangible assets.

Risk weighted assets (RWA) are risk weighted according to each asset's inherent potential for default and what the likely losses would be in the case of default. In the case of non-asset backed risks (i.e. market and operational risk), RWA is determined by multiplying the capital requirements for those risks by 12.5.

Settlement balances owed to/by ANZ represent financial assets and/or liabilities which are in the course of being settled. These may include trade dated assets and liabilities, vostro accounts and securities settlement accounts.

Total committed exposures (TCE) means the maximum exposure to credit risk, comprising both on-balance sheet exposures and off-balance sheet commitments, adjusted to exclude netting items, such as provisions for impairment losses, unearned income, and capitalised brokerage and other origination costs. It is a gross measure of credit risk exposure

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