

2025 Annual General Meeting – CEO & MD's Address

Tuesday 21 October 2025

In accordance with Listing Rule 3.13.3, Bendigo and Adelaide Bank Limited (**ASX:BEN**) provides Richard Fennell's CEO & MD Address to be delivered at BEN's Annual General Meeting (AGM) today at 11.00am (AEDT) in Bendigo.

The AGM can be viewed on the BEN website at <http://www.bendigoadelaide.com.au/agm2025> by clicking the links and following the instructions set out in the 2025 Notice of Annual General Meeting and Virtual Meeting Online Guide.

In the 2025 Financial Year, Bendigo Bank has continued to demonstrate the value of a balanced approach in a competitive and challenging environment.

Bendigo Bank occupies a unique place for customers and communities, and we must work hard to ensure we continue to meet their expectations while delivering improved returns, for you, our shareholders.

Over the last 12 months, the Bank has continued the important foundational work that is setting us up for sustained success, while keeping our commitment to supporting customers whenever they need us.

The work being performed to simplify and modernise continues, and the Bank remains on track to reach the target state of one core banking system by the end of the year – down from 8 in 2019 – further streamlining the business.

After six years of reducing complexity, building capability and telling our story to more Australians than ever before, the time is now right for us to focus on the next horizon, without losing sight of what has made our Bank successful over so many years, our support for our customers and their communities.

Last financial year, Bendigo Bank finalised a refreshed strategy for the next five-year period and shared it with our people. I'm pleased to also share it with you today. Importantly, our longstanding purpose of feeding into the prosperity of our customers and the community has not changed.

Our 2030 strategy is underpinned by five pillars: 1) Make life easy with digital, 2) Operate simply and efficiently, 3) Deepen customer relationships, 4) Set the benchmark for trust and societal impact, and 5) Reinvent banking for a new generation with Up.

These areas of focus will be supported by key enablers, uplifting our risk management capabilities, streamlining our technology foundations, and strengthening our performance culture through an operating model that aligns with our strategic objectives.

We have refreshed our targets with a return on equity target of more than 10% by 2030, generating improved returns for our shareholders. This target will help to guide our strategy, decision making and execution.

To deliver on this target, we will immediately focus on the following areas:

- optimising our deposit franchise – by taking a deposit led approach to growth, utilising lower cost deposits as our primary source for funding
- enhancing productivity – using strategic partnerships to support innovation, offsetting increased amortisation costs and enabling access to market leading technology
- and finally, delivering sustainable growth – by prioritising lending growth in our highest-returning channels, focusing on segments and opportunities that exceed our cost of capital.

The ability to execute these initiatives and deliver on the strategy will be supported by our newly created Strategic Execution Office, which reports directly to me. I look forward to updating you on our progress in future years.

With this renewed focus, we're doubling down on what matters most - helping our customers thrive and strengthening Australian communities. A new, more modern operating model that leverages strategic partnerships and innovation for structural efficiencies and better customer experiences will be central to our success.

In the final quarter of Financial Year 25, the Bank began the first phase of a productivity program impacting over 100 roles across several business functions.

The Bank consults with its employees whenever changes are proposed that impact them, ensuring those affected have the support they need. The health and wellbeing of our people is a key consideration in the planning and implementation of workplace change.

Later phases of this productivity program will likely result in further, necessary changes to our workforce as the Bank prioritises investment in continued innovation and development that supports the evolving expectations of our customers.

As we continue to innovate and make changes, we know that we must engage authentically, staying true to our values and our identity as a proud regional bank.

The Bank is committed to being open and honest with our people about changes that will set us up for success, in line with our strategic pillar to operate simply and efficiently. Last financial year, the Bank's disciplined approach to the allocation of capital and the pricing of our products continued to deliver benefits for stakeholders.

Following a first half that saw a significant increase in demand for our products that placed margins under pressure, the second half saw the Bank deliver more moderate growth and a stabilisation of the Net Interest Margin at 1.88%, leading to cash earnings of \$514.6 million.

Expenses were higher year-on-year, largely due to the planned increase in investment spend, with total operating expenses up 7.7%. The increase in costs was due to wage and price inflation, increased technology costs and software amortisation.

Pleasingly, our business-as-usual expenses – which exclude investment spend – were well below inflation for the second half. We continue to target BAU cost growth to be no higher than inflation through the cycle.

Our customer numbers have continued to grow faster than any other major or regional bank, rising 11% to 2.9 million customers as of 30 June 2025. Demand for our lending and deposit products continued to grow over the year, increasing 6.3% and 6.6% respectively.

Customers want to bank with us, and are attracted to our quality products, personal service and unique purpose. Our high standing with our customers is reflected in our Net Promoter Score (NPS) which remains strong at +28.0 points, well above the industry average.

We do not take our market leading customer advocacy scores for granted. Maintaining our culture, and our customer and community focus continues to be among our highest priorities.

As part of our year-end processes, the Bank is required to test the carrying value of its goodwill. Following a review, the Bank determined to record an impairment to the value of its goodwill by \$539.5 million. This decision, driven by heightened levels of global uncertainty and the outlook for longer term discount rates, has not impacted the Bank's ability to pay a dividend nor its regulatory capital levels.

The Bank's full year dividend of 63 cents for Financial Year 25 was stable on the previous year, and our Common Equity Tier 1 ratio of 11.00% as of 30 June 2025 remains well above the Australian Prudential Regulation Authority's definition of unquestionably strong.

Our strong capital levels will ensure Bendigo Bank is well positioned to support our customers through both good times and challenging times. Pleasingly most of our customers continue to show great resilience, with 87% of our home loan customers maintaining a financial buffer, including 42% at least one year ahead on repayments and 31% two years ahead.

The outlook for underlying credit quality remains strong as the impact of interest rate cuts come through. After a period of sustained cost of living pressures, the Bank has been pleased to offer many homeowners interest rate relief with three 25 basis point reductions to the standard variable rate in FY25.

One of my personal highlights for the year was the finalisation of my Executive team with the addition of Fiona Thompson as Chief People Officer in December 2024, Kerrie Noonan as Chief Risk Officer in February 2025 and Kieran O'Meara as Chief Technology Officer in April 2025.

These additions complement the September 2024 internal appointments of Taso Corolis as Chief Customer Officer Consumer Banking, Sarah Bateson as Chief Marketing Officer, and Xavier Shay as Chief Digital Officer, in addition to his existing role as CEO of Up. We are fortunate to have such high-quality leaders with deep expertise and strong experience.

Before I conclude, I want to convey to you just how excited I am about the future of Bendigo Bank. I am confident we have the right team in place to execute on the strategy and preserve what makes our Bank special, by reaching refreshed targets and improving returns for you, our shareholders.

On behalf of the Board of Directors and Executive team, I would like to thank our many talented and dedicated team members for their hard work and commitment, and our shareholders for your ongoing support as we continue to sharpen our focus on driving value and sustainable returns.

ENDS

Approved for release by:

Bendigo & Adelaide Bank Limited Board

Media enquiries

James Frost
Head of Public Relations
m 0419 867 219
e james.frost@bendigoadelaide.com.au

Investor enquiries

Sam Miller
General Manager of Investor Relations and ESG
m 0402 426 767
e sam.miller@bendigoadelaide.com.au