



ANZ Group Reward Principles

Following are the ANZ Group Reward Principles. These Principles guide ANZ's Group Performance & Remuneration Framework and are central to ANZ's Performance & Remuneration Policy, which is reviewed and approved by the Board on a regular basis. Their purpose is to drive the alignment of the Performance & Remuneration Framework to ANZ's business plan, strategic objectives, and risk management framework.

Our Reward Principles support the achievement of ANZ's purpose and strategy by:

- a. attracting, motivating and keeping great people;
- b. rewarding our people for doing the right thing having regard to our customers and shareholders;
- c. focusing on how things are achieved (our behaviours (supported by our Values and Code of Conduct), culture and risk) as much as what is achieved (outcomes against objectives);
- d. being fair and simple to understand; and
- e. in relation to Third Party Service Providers, identifying and mitigating material conflicts to the objectives of the Performance & Remuneration Framework that may result from the remuneration arrangements with Third Party Service Providers.