



# ANZ Plus – Session 2

## Strategy, features & migration readiness



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24 March 2025

# Important information

## Forward-looking statements

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# Agenda

1

Retail banking and our transformation  
Maile Carnegie

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2

What's next for ANZ Plus  
Mo Khalil

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3

Moving our customers to ANZ Plus  
Christine Linden

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4

Q&A

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# ANZ Plus – Session 2

Strategy, features & migration readiness



- 1 Retail banking and our transformation  
Maile Carnegie

# Our Retail technology, systems and processes were complex

Duplicated capabilities and information

Limited re-use

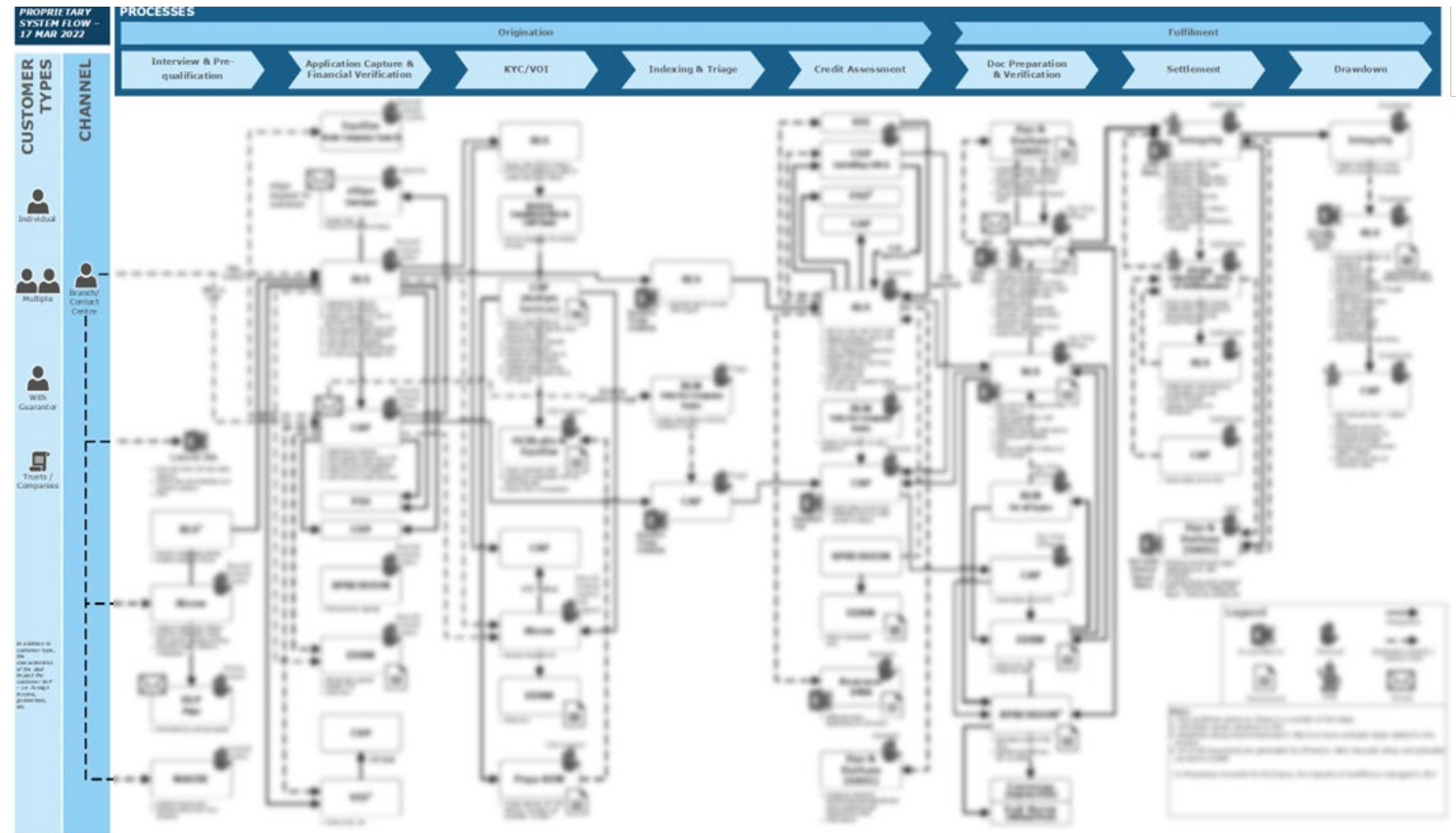
Limited capacity for change

Not multi-channel

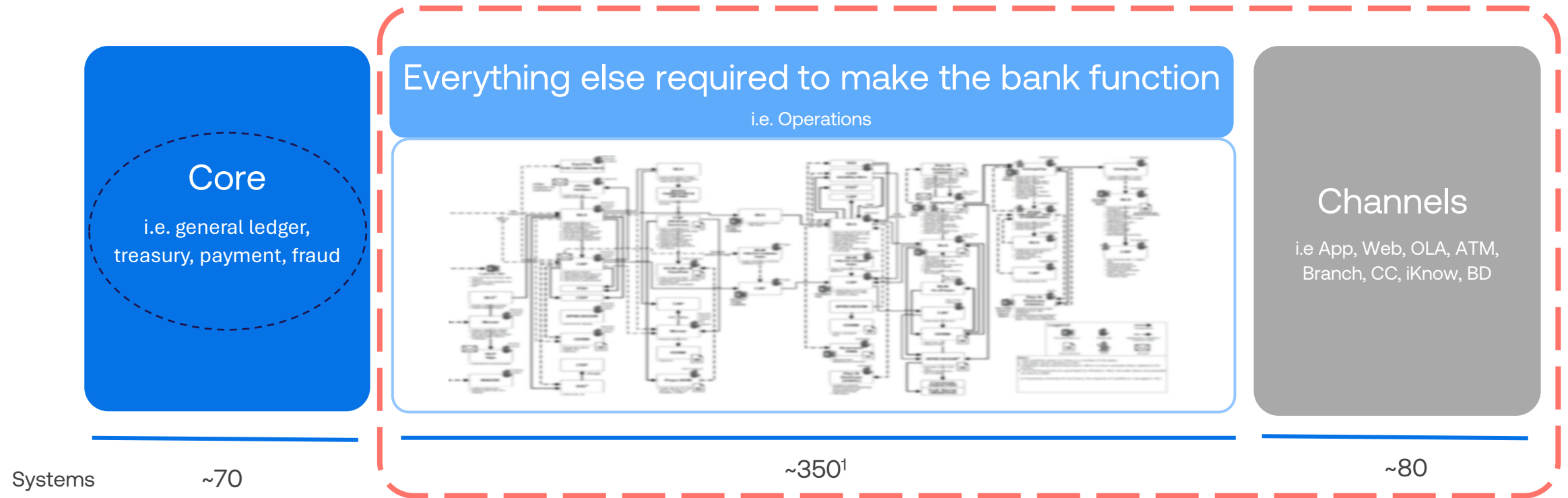
Slow moving data

Multiple systems to service

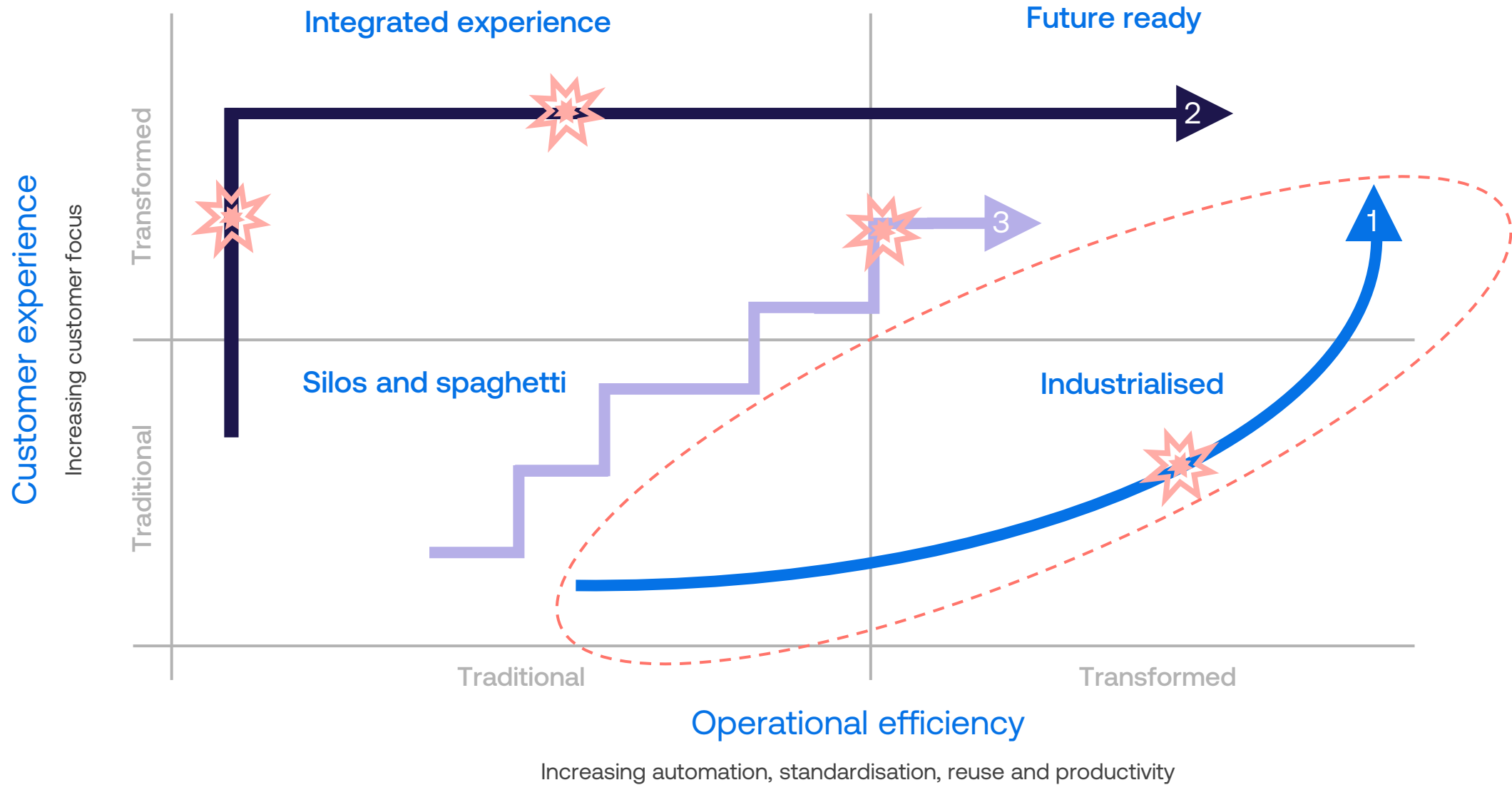
No complete view of customer



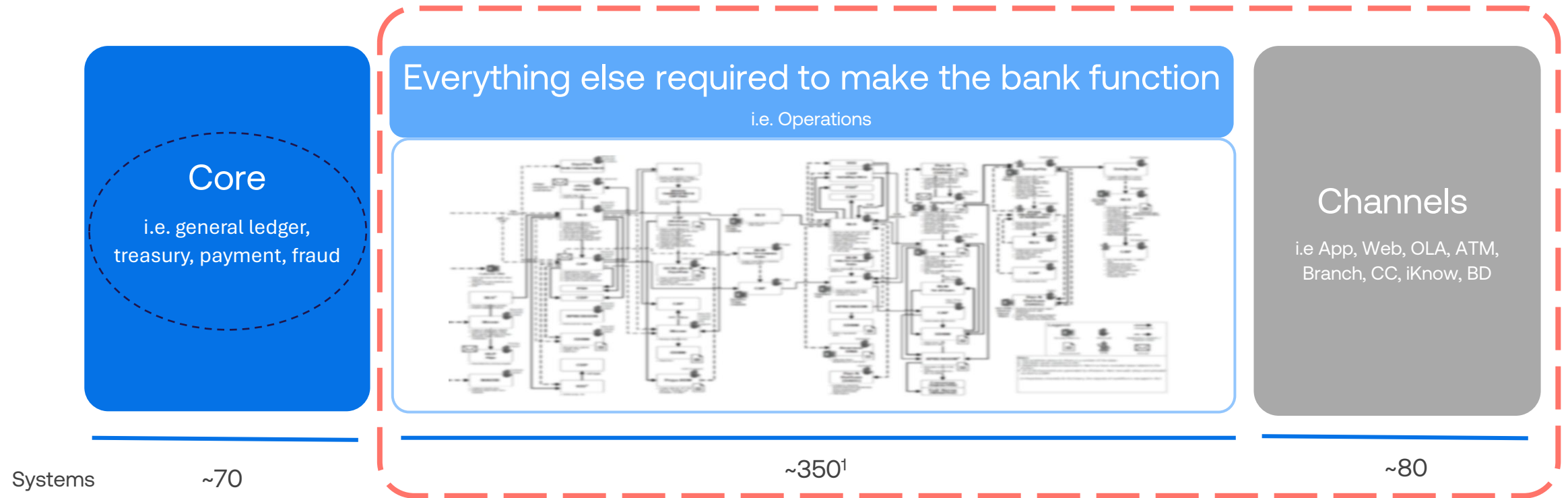
# ANZ's Retail transformation choices



# The pathway options to future readiness



# ANZ's Retail transformation choices





ANZ Plus is on the leading edge in its adoption of serverless technologies in financial services. Experiences such as real-time notifications of transactions are powered by Google Cloud's scalable infrastructure, freeing the Plus team to focus on a differentiated customer proposition.



"Salesforce helps ANZ Plus grow trusted relationships through personalisation to serve customers with the right information in the moments that matter. We help ANZ Plus to increase productivity and reduce the cost to serve with AI and process automation, including Coach Assist to summarize case notes. We also help ANZ Plus scale its compliance efforts with built-in controls for important features like complaints resolution.

When compared with its global peers, ANZ Plus is now one of the best companies in the world at responding to customer feedback and building new customer experiences."



*Frank Fillmann | Executive Vice President & General Manager | Australia & New Zealand | Salesforce*



# Operating a more efficient and secure bank



## More attractive

Greater propensity  
to join



## More engaging

Higher customer  
lifetime value



## More efficient

Faster to deploy, lower cost  
to onboard, serve & engage



## More secure

More resilient  
systems & services

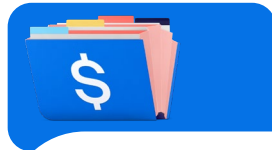


# We are taking a different approach to simplification

Building ANZ Plus is one element of the ongoing transformation of the Retail division



Build, prove and scale ANZ Plus platforms, products, services and channels



Simplify our existing business:

- Product
- Channels
- Operating model
- Technology



Move our customers to ANZ Plus



Decommission what we don't need and drive productivity





# ANZ Plus – Session 2

## Strategy, features & migration readiness



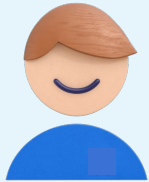
2

What's next for ANZ Plus  
Mo Khalil

# Our progress to date

Customers

**1m+**



Deposits

**\$19.9 B**



Main bank

**55%**



Coach NPS<sup>1</sup>

**+44**



Join NPS<sup>1</sup>

**+58**



Cost to acquire<sup>2</sup>

**45% lower**



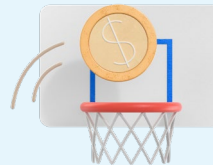
Cost to serve<sup>2</sup>

**35% lower**



Using FWB features<sup>3</sup>

**248 K**



Play Store

**4.7**



App Store

**4.8**



1. As at 01/03/25

2. FY24 – ANZ Plus deposit costs only. Cost to Serve based on variable costs in nature (includes distribution, operations and product costs)

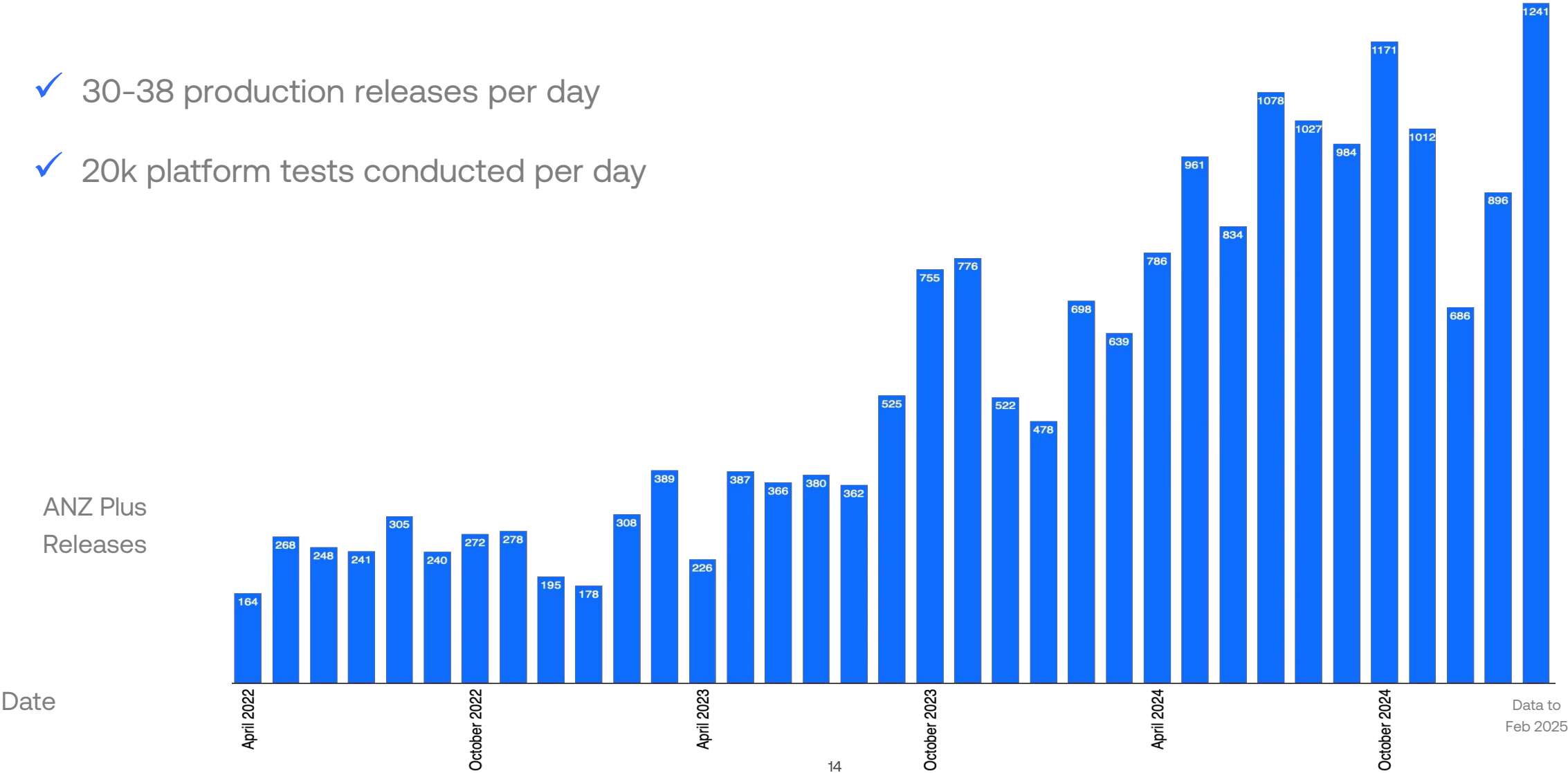
3. Active customers using FWB features

All other data points as at 15/03/25



# Delivering more rapidly

- ✓ 30-38 production releases per day
- ✓ 20k platform tests conducted per day



# Everyday banking



By the end of 2025

## Products & Options

1. Flex Saver
2. ANZ Save Qualifier
3. International Money Transfers

## Features & Experience

1. Money Management & Expense Prediction
2. ANZ Plus 3rd Party Add Ons:
  - CashRewards
  - Qantas Frequent Flyer
3. Pay Day Rules

## Channels & Services

1. Web Banking 1.0
2. Multi-Lingual Coach Support
3. Migration Experience Support & Feedback

By the end of 2026

1. Credit Cards
2. Term Deposits
3. Additional Saver Products

1. Multiple Financial Wellbeing Features

1. Web Banking
2. AI Multi-Lingual Real Time Coach Translation



# Home loans



By the end of 2025

## Products & Options

Refinance to ANZ Plus:

1. *Investor P&I Variable*
2. *Investor IO Variable*
3. *Owner Occupier P&I Variable*
4. *Owner Occupier IO Variable*
5. Multi-Property Customers
6. Cash Out
7. Top-ups
8. Offset

## Features & Experience

1. Home loan calculator on ANZ Plus website
2. Test drive your home loan
3. Home loan Insights/Explore
4. My Home value

## Channels & Services

1. App
2. Web 1.0
3. Broker (pilot)
4. Mobile Lenders (refer)
5. Proprietary Lenders (assist)

By the end of 2026

1. *New purchases x4*
2. *Fixed Loans x8*
3. Self-Employed

1. Negotiated pricing
2. Introducer commissions
3. Open banking in the home loan

1. App
2. Web
3. Broker
4. Mobile Lenders
5. Proprietary Lenders

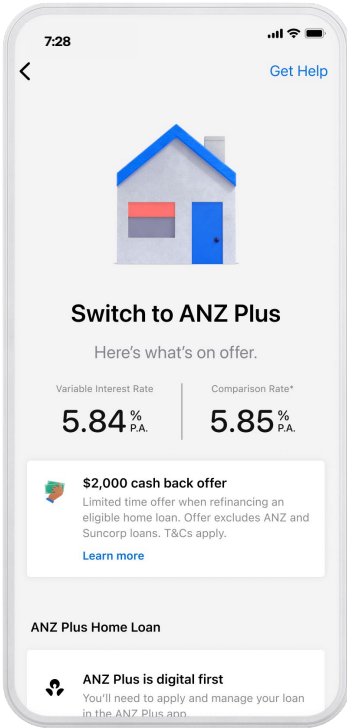




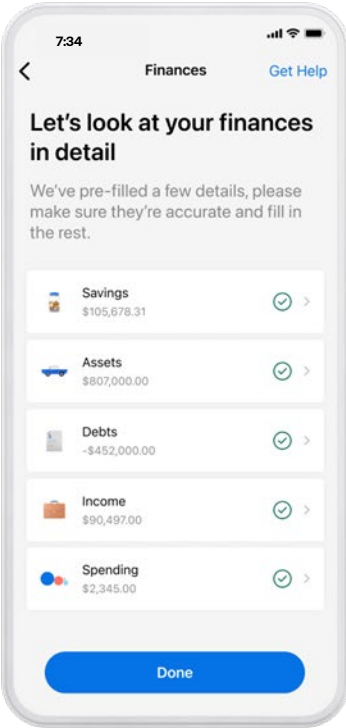
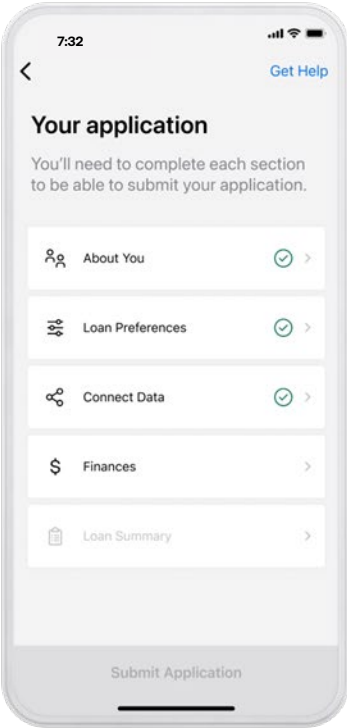
# Refinance your home loan in minutes

10 mins<sup>1</sup>

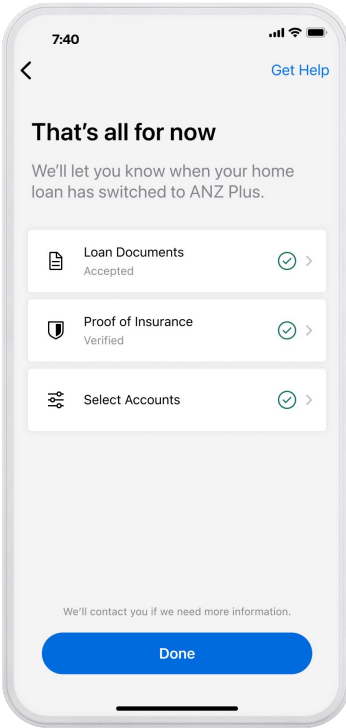
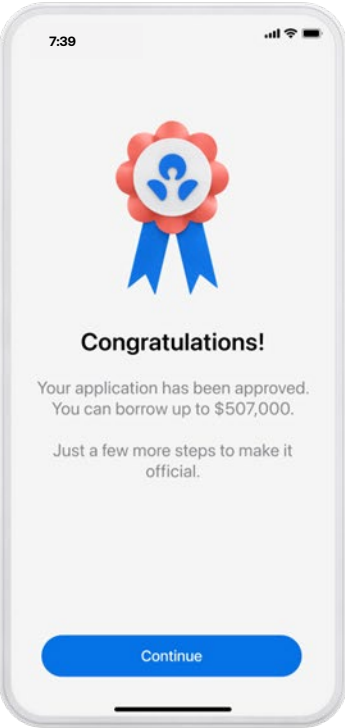
Loan application created, submitted, approved



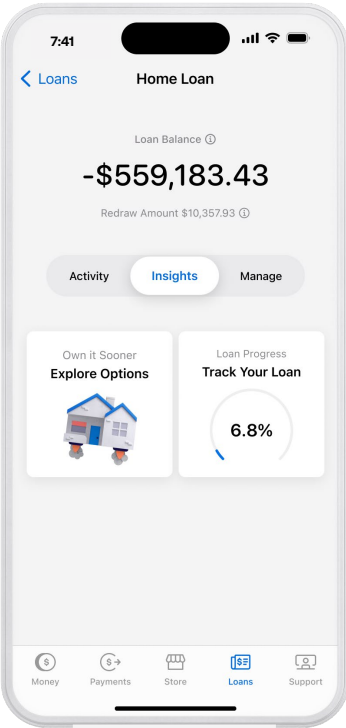
Apply via  
the App



Data driven finances and  
instant credit decisions



Automated  
settlement



Digital loan  
management

1. Example based on customer experience



# Customer feedback

I loved the convenience of doing the entire application in the app and it saved a lot of hassle by prefilling a lot of detail for me.

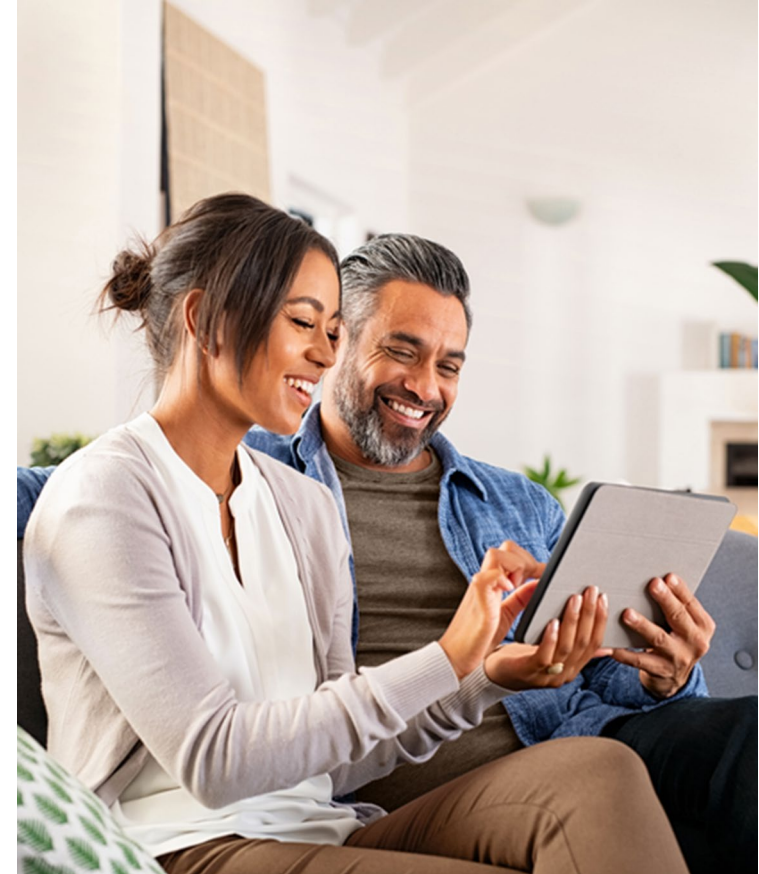
I can't get over how easy the process was, it only took a few minutes of my time and I did it via the app

It was one the best and most easiest experiences I have ever dealt with and super quick. Well done.

The person who helped us was amazing. Kept us informed. Very polite always here to help. Amazing service

That was fast. Thanks

What an excellent quick process and great customer service



# Lender feedback

I started a new ANZ Plus customer home loan application this afternoon at around 1:30 PM.

The ANZ Plus coach picked up the application and began messaging the customer within 20 minutes.

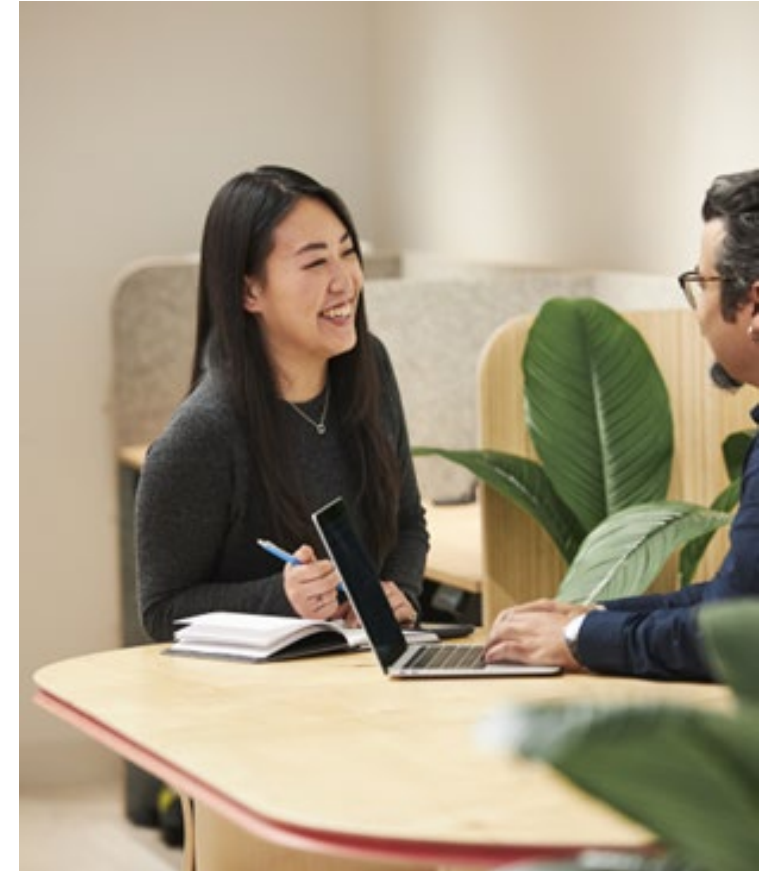
After a few back-and-forth messages between the coaches and the customer, the loan was approved, the letter of offer was sent and signed, and now it is in COM status and waiting to book settlement

- all within less than 3 hours!

It was great to be able to refer that customer through to Plus as it then allowed them (a branch lender) to spend their time working on another complex bridging application but ultimately serviced two customers at once

I just got an auto approved Plus refinance! Customer accepted the offer and set the repayment amount next to me!

The whole process took 10 minutes, from the start of the application to an accepted offer! What an experience



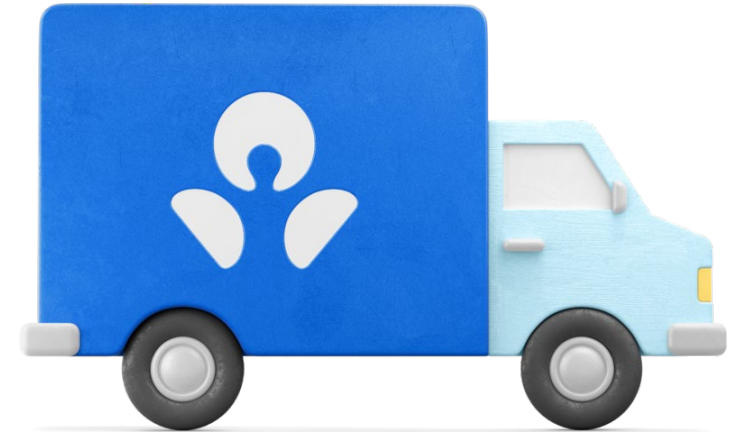
# Our 2025 focus



Continue to add new features  
for customers and coaches to  
drive the scale of ANZ Plus



Building out our Home Loan  
Proposition across Mobile,  
Coaches, and Broker



New features and  
enhancements to support our  
customers migrating





# ANZ Plus – Session 2

## Strategy, features & migration readiness



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Moving our customers to ANZ Plus  
Christine Linden

# Multiple move pathways



Est. 1828

~6m retail customers



Est. 2022

1m retail customers



Est. 1902

1.2m retail & commercial  
customers



# Continuing to simplify to be future ready

Simple product  
offering

Simple technology  
architecture

Simple Terms  
& Conditions



# Building and testing industrialised migration capabilities



## Target destination

ANZ Plus  
landing pad



## Customer proposition & journey

Banking continuity  
Data quality  
Journeys tested



## Safely execute migration events

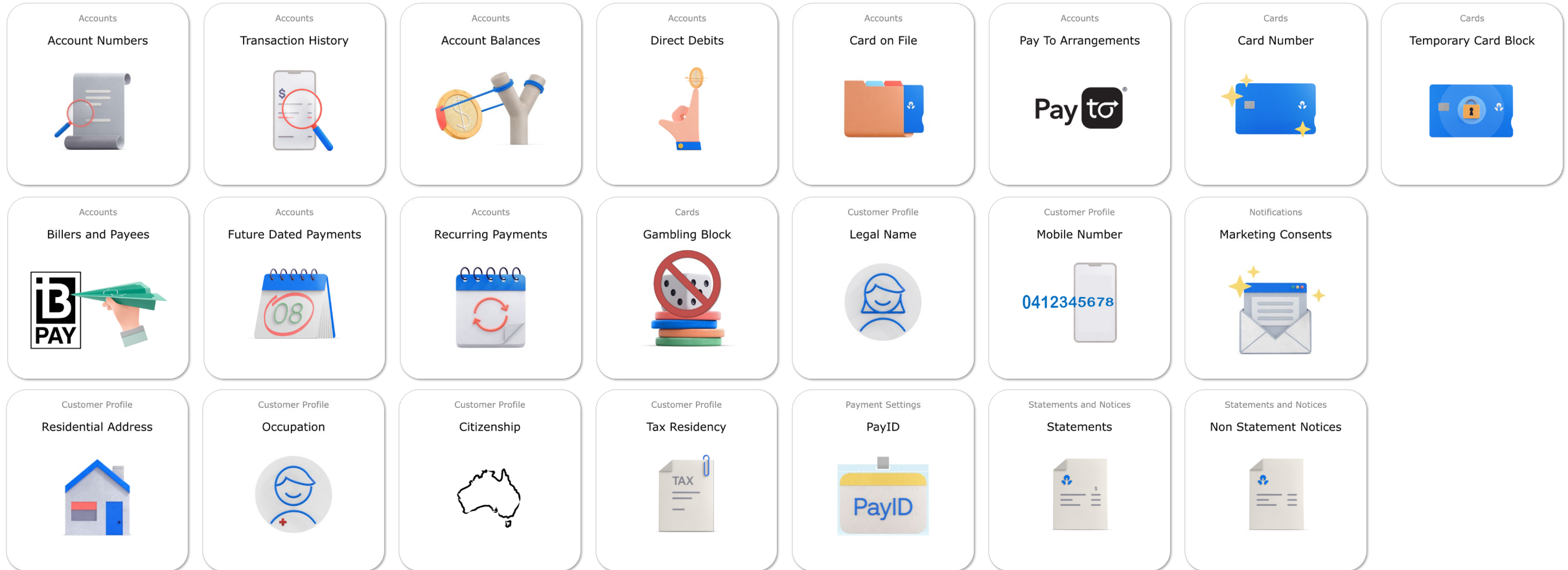
Tech move tools  
Extensive testing  
Hypercare





# Making migration seamless: customer data

What we'll move to ANZ Plus to support a simple upgrade experience and continuity of banking for our customers



# Building and testing industrialised migration capabilities



Target  
destination

ANZ Plus  
landing pad



Customer proposition  
& journey

Banking continuity  
Data quality  
Journeys tested



Safely execute  
migration events

Tech move tools  
Extensive testing  
Hypercare



# Multiple move pathways



Est. 1828

~6m retail customers



Est. 2022

1m retail customers



Est. 1902

1.2m retail & commercial  
customers



**Q&A**





# ANZ Plus – Session 2

Additional information



# The Bank we're Building

“Our strategy is to improve the financial wellbeing and sustainability of customers through excellent services, tools and insights.”

In particular, we want to help customers



Save for, buy and own a liveable home



Start or buy and sustainably grow their business



Move capital and goods around the region and sustainably grow their business



# ANZ FY25 priorities



# Dual Platform Future – resilient, low cost, agile

## ANZ Plus

Contemporary digital platform with features designed to help customers improve their financial wellbeing



Consistently high onboarding NPS<sup>1</sup>

Launched My Accounts, leveraging Open Banking allowing customers to import balances and transaction details from other Australian banks

## ANZ Transactive Global

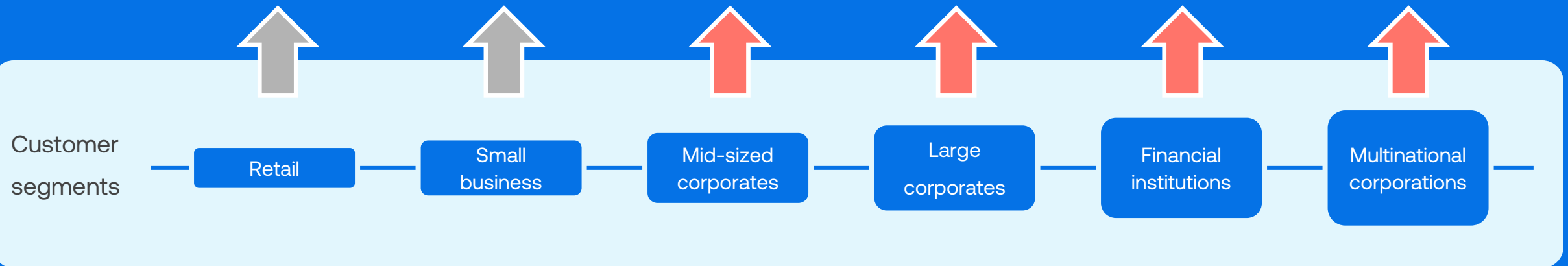
Secure, configurable platform offering seamless access to core banking services such as Cash Mgt, FX, Trade Finance, Loans, Commercial Cards, Data Insights



#1 Market Penetration for Overall Transactional Banking 2016-24 (Aus)<sup>2</sup>

#1 Market Penetration for Overall Transactional Banking 2010-24 (NZ)<sup>3</sup>

#1 Transaction Banking Product Development and Innovation 2023-24 (Aus)<sup>2</sup>

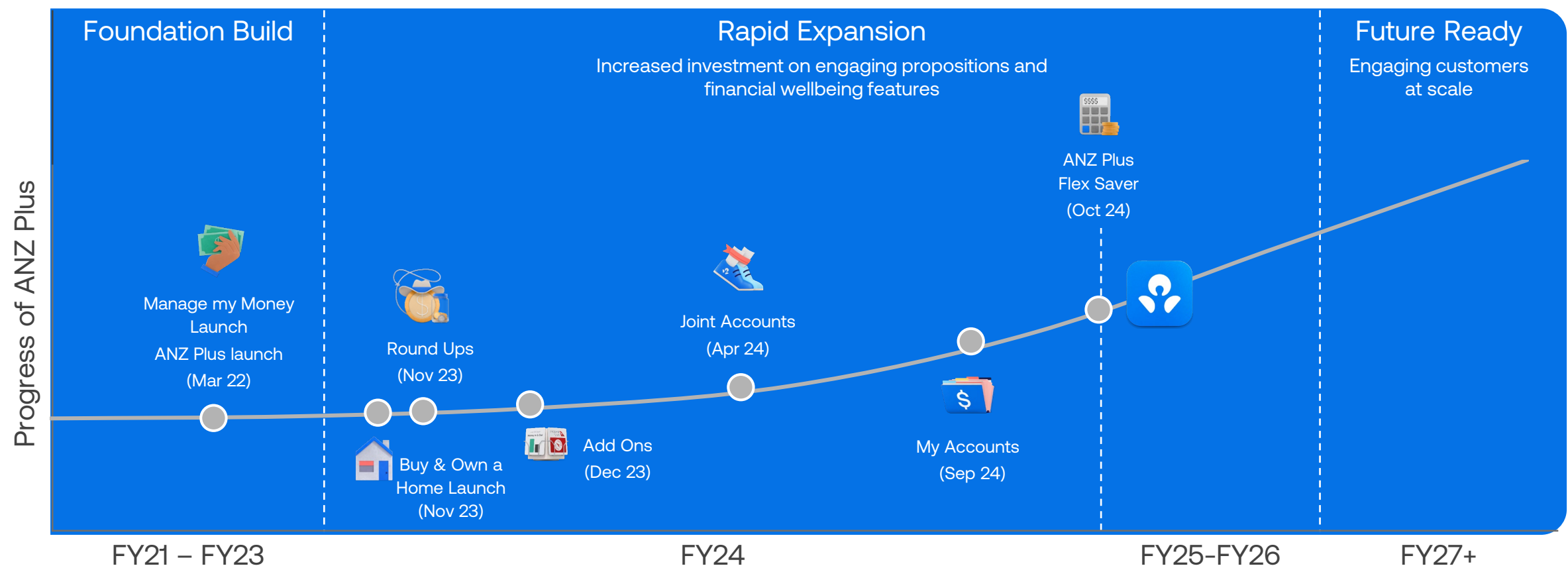


1. Onboarding Net Promoter Score of 57 (Sep 24), 56 (Mar 24), 56 (Sep 23)
2. Coalition Greenwich (formerly Peter Lee Associates), 2024 Large Corporate and Institutional Transaction Banking Survey, Australia
3. Coalition Greenwich (formerly Peter Lee Associates), 2024 Large Corporate and Institutional Transaction Banking Survey, New Zealand

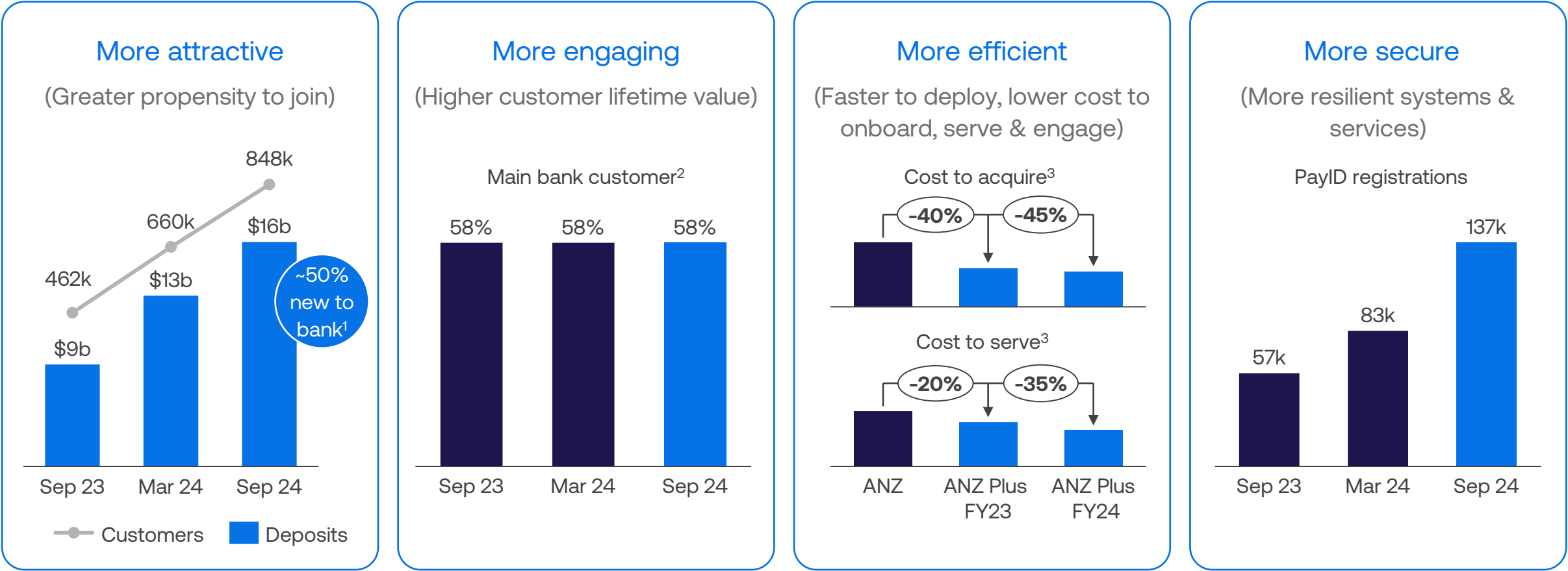


# The bank we're building: ANZ Plus

ANZ Plus - rapidly launching new features and propositions



# ANZ Plus: Growing customers, deepening engagement, delivering value



1. % of New to Bank Customers (Monthly) as a % of total customers joining in the month of Sep 24

2. Deposit of at least \$2k of salary (monthly) or \$6k of salary (in 3 months) & make 4+ transactions (monthly)

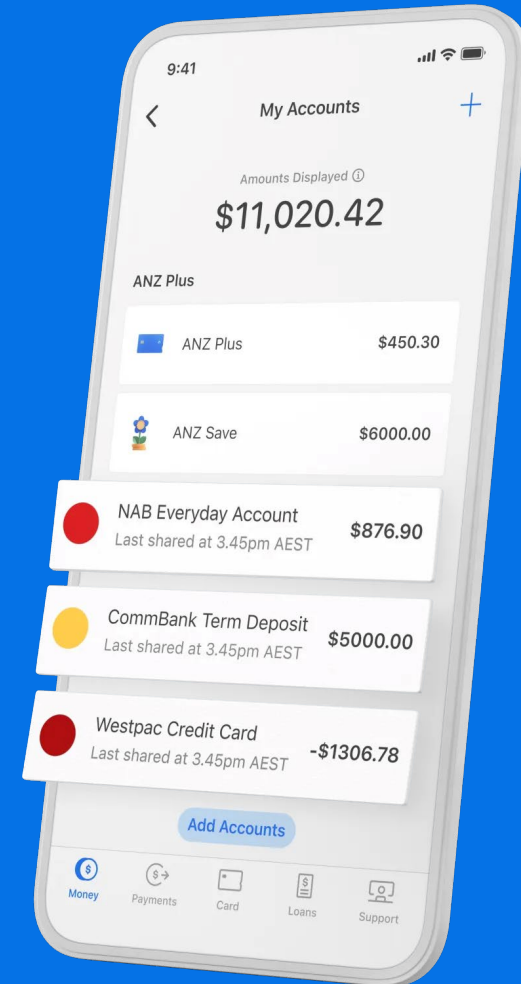
3. FY24 - ANZ Plus deposit costs only. Cost to serve based on variable costs including distribution, operations and product costs

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# ANZ My Accounts

## Seeing other banks? View your accounts in the ANZ Plus app.

My Accounts lets you add and view your eligible accounts from other banks in the ANZ Plus app.<sup>1</sup>



1. Only eligible accounts shown. Amounts shown may not reflect your personal situation or money available to spend. See [ANZ Plus App T&Cs](#) for more information. Information on third party accounts is sourced from those third parties with your consent. Third parties have not endorsed the My Accounts feature.



# Financial Summary Full Year 2024 – Banking<sup>1</sup>

excluding Suncorp Bank

FY24, \$m	Australia Retail		Australia Commercial		New Zealand Division (NZD)		Institutional (ex Markets)		Pacific	
	\$	% of Banking	\$	% of Banking	\$	% of Banking	\$	% of Banking	\$	% of Banking
Total income	5,887	32%	3,506	19%	3,841	21%	4,705	26%	214	1%
Operating expenses	3,516	42%	1,507	18%	1,492	18%	1,701	20%	138	2%
Profit before credit impairment charge	2,371	24%	1,999	20%	2,349	24%	3,004	31%	76	1%
Cash profit	1,607	24%	1,342	20%	1,666	24%	2,141	31%	60	1%
Net Interest Margin	1.91%	n/a	2.59%	n/a	2.57%	n/a	2.38%	n/a	Not material	Not material
Risk Adjusted Margin (Net Interest Income / Avg credit RWA)	4.97%	n/a	8.69%	n/a	5.80%	n/a	3.68%	n/a	Not material	Not material
Risk Adjusted Returns (Net profit after tax / Avg total RWA)	1.26%	n/a	2.88%	n/a	2.33%	n/a	1.86%	n/a	Not material	Not material

1. Banking includes Australia Retail, Australia Commercial, New Zealand Division, Institutional (excluding Markets), Pacific 36





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