

6 May 2025

Company Announcements Office  
ASX Limited  
20 Bridge Street  
SYDNEY NSW 2000

## Presentation to the Macquarie Australia Conference and update on FY25 business performance

nib Group Managing Director and Chief Executive Officer, Ed Close, will deliver the attached presentation at the Macquarie Australia Conference, on 6 May 2025.

The presentation contains an update on FY25 business performance, including an updated nib NZ outlook and confirmation that nib is exploring strategic options for nib Travel.

We anticipate nib Group will remain within its FY25 Group Underlying Operating Profit (UOP) guidance range of \$235 million to \$250 million.

This announcement has been authorised for release by Roslyn Toms, nib Company Secretary.



**Roslyn Toms**  
Company Secretary

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# Macquarie Australia Conference

Ed Close

nib Group, Chief Executive Officer  
and Managing Director

6 May 2025





nib acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and pays respect to Elders past and present across all the lands on which we operate.

We acknowledge the rich and meaningful contribution they make to life and culture in Australia, and we aim to be a partner in improving the quality of life and health of Aboriginal and Torres Strait Islander peoples.



Image: nib Innovate Reconciliation Action Plan artwork 'The Beginning' by Michelle Kerrin, descendant of the Arrernte and Luritja clan groups from the Northern Territory, born and raised on the lands of the Larrakia people.

# Disclaimer

**The material in this presentation is current as at the date of preparation, being 5 May 2025 and is given in summary form. It is intended to be read in conjunction with the verbal presentation delivered on the date of the presentation. Figures provided for the 4 months from 1 January 2025 to 30 April 2025 have not been subject to audit.**

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## **Other information**

This presentation should be read in conjunction with other publicly available material. Further information including historical results and a description of the activities of nib is available on our website: [nib.com.au/shareholders](https://nib.com.au/shareholders).

As referenced in this presentation, if there is a percentage increase (or decrease) between comparative periods, the change shown is the difference between those two percentages.

Any discrepancies between totals and sums of components in this presentation are due to rounding.





# Our purpose, vision and mission.

## Purpose:

# Your better health and wellbeing.

### Vision:

nib is a leader in private health insurance, disability support and health services across Australia and New Zealand, reshaping the industry through bold innovation, strategic disruption and trusted partnerships.

### We Protect

our customers by ensuring healthcare is more accessible and affordable. Through great value insurance, we provide financial security and peace of mind when it matters most.

### We Connect

our customers to trusted providers and partners, simplifying the healthcare and disability journey with transparency, technology, and human expertise.

### We Empower

individuals with the insights, tools, and support to take control of their health, wellbeing, and financial future.

### Mission:

We deliver great value health insurance and support services to protect, connect and empower you to access healthcare when and where you need.




# nib at a glance

As a leading health insurer nib supports more than 1.9 million people across Australia and New Zealand. Our differentiated model, built on strong distribution, digital-first experiences, and superior risk selection enables above system growth and margin performance.

We're expanding in Health Services, improving outcomes and affordability for over 200,000 Australians, and scaling in disability plan management, supporting more than 43,000 NDIS participants by leveraging our core insurance capabilities.

nib's integrated platform delivers exceptional customer experiences and sustained financial performance across our core PHI and adjacent markets.

 **2 million+**  
Total nib group relationships

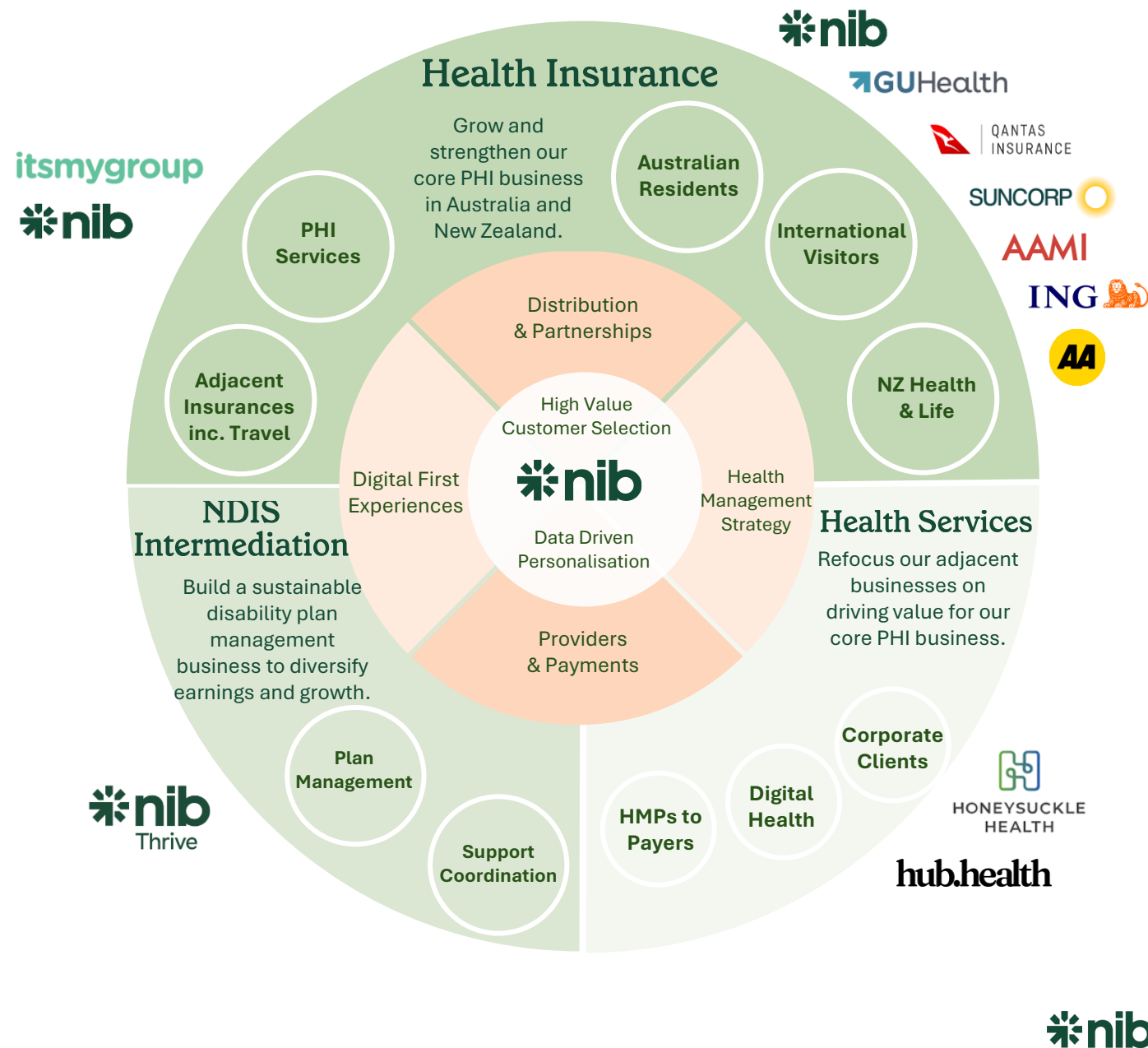
 **200,000+**  
Australians served by nib Health Services

 **4<sup>th</sup> largest**  
PHI provider in AU

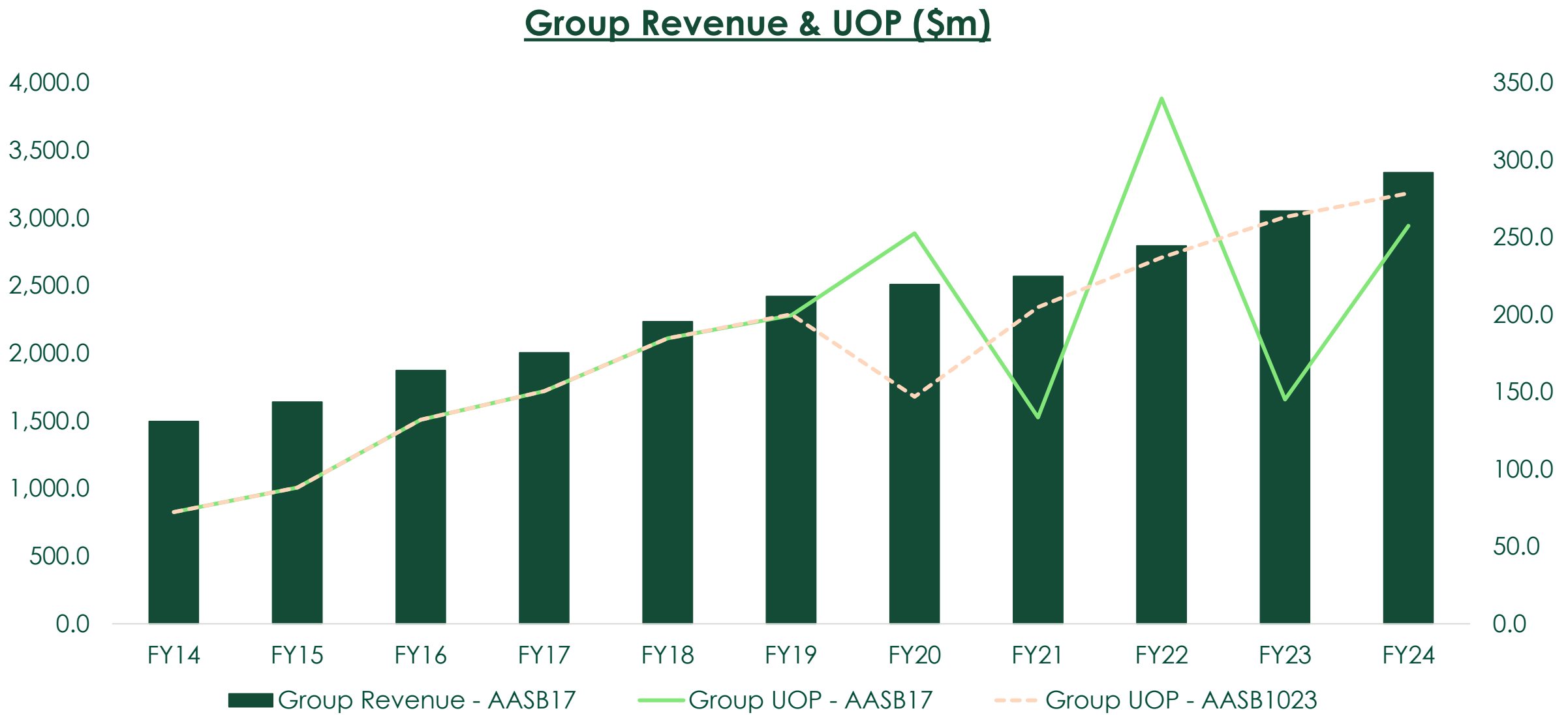
 **2<sup>nd</sup> largest**  
PHI provider in NZ

 **~10%**  
NDIS plan management market share

 **450,000+**  
Travel policies sold in FY24

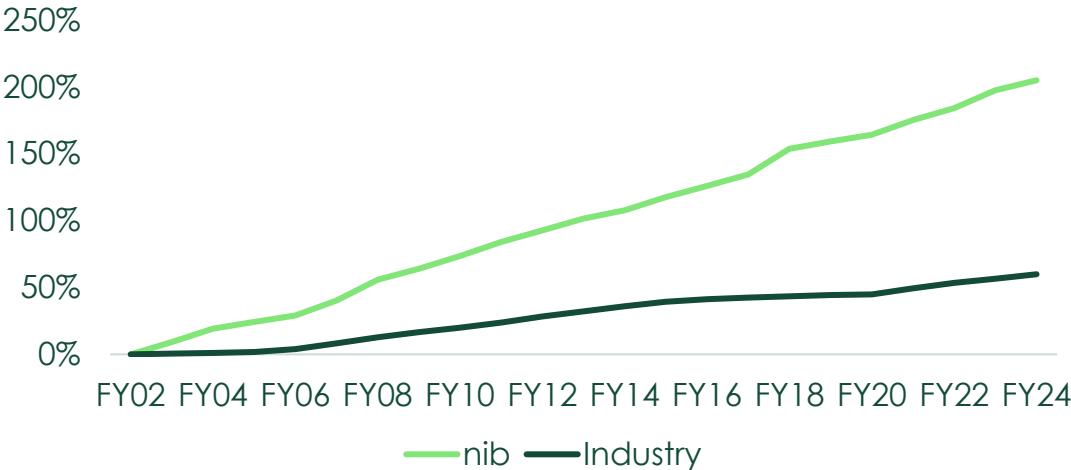


# Consistent revenue growth and earnings contribution

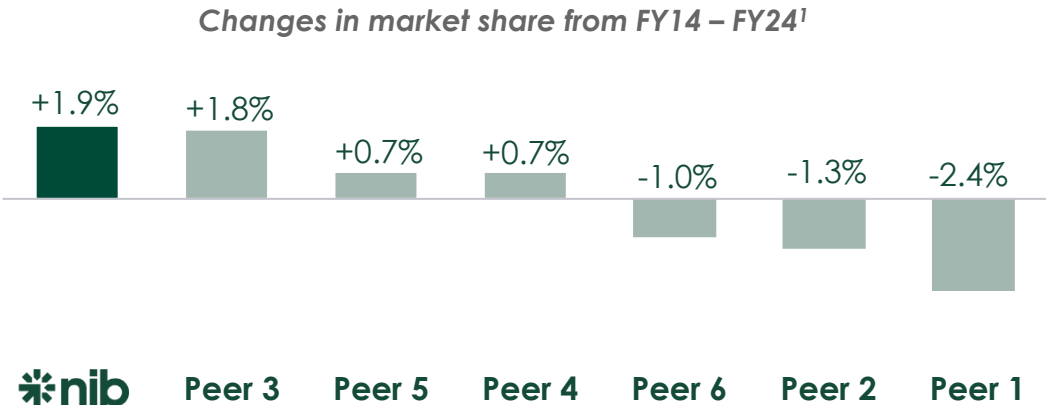


# Strong track record of arhi outperforming industry

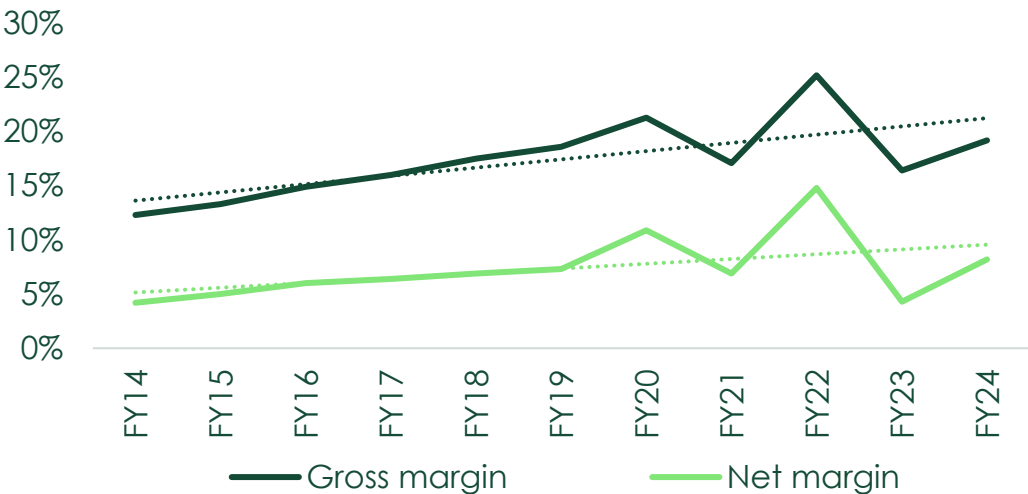
## Strong and sustainable policyholder growth



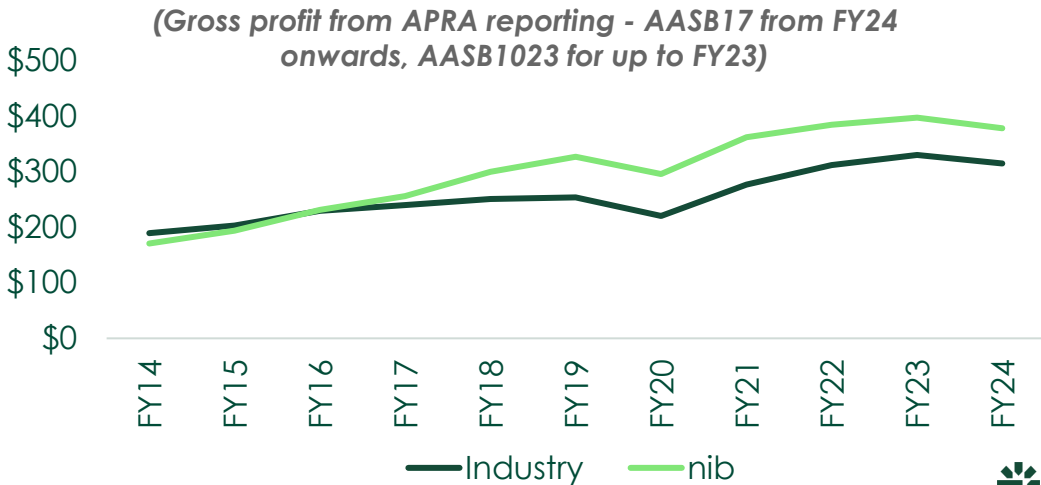
## Consistent market share momentum



## Disciplined margin management



## Above industry profit per person



1. Industry data source: APRA Annual Private Health Insurance Statistics.



# PHI Market Attractiveness

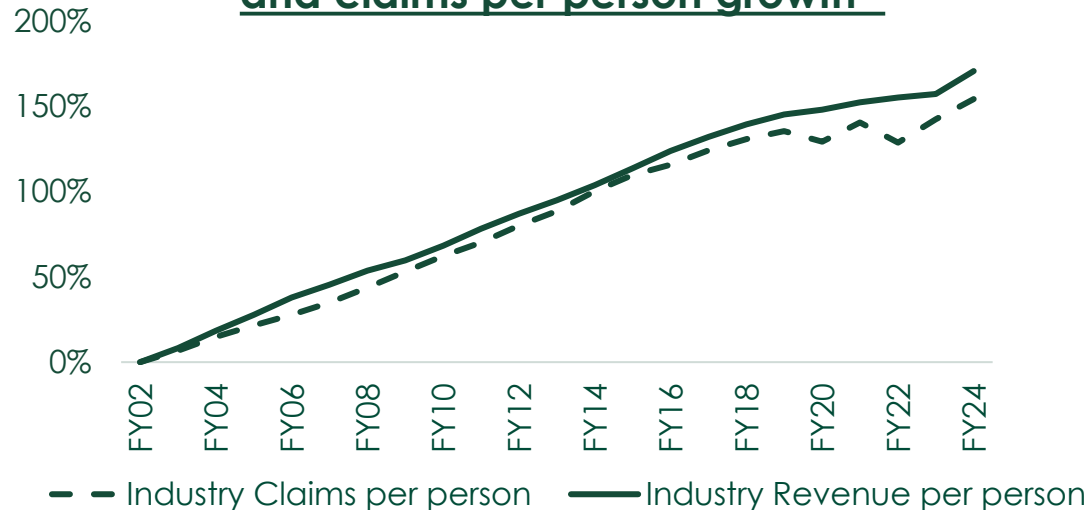
**Attractive and stable market supported by government participation incentives, and high barriers to entry.**

- Industry claims stabilising post COVID period.
- Stable industry participation and population growth supporting ongoing growth opportunities.
- Rational and sustainable price increases.
- PHI remains a mandatory requirement for key visa segments, underpinning International Visitor base demand.
- Increasing public health system pressure driving greater consumer uptake.

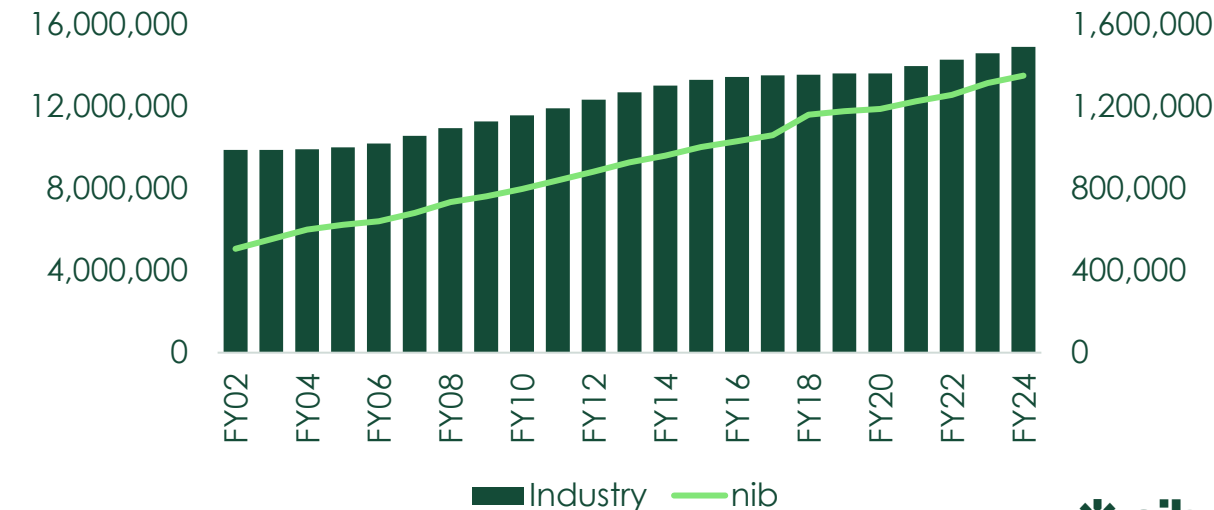
**As Australia's fourth largest PHI, nib is strategically positioned to continue growth and strong performance.**

- Diversified brand and distribution model drives reach and consistent market share gains.
- Agile product and pricing technology enables flexibility and speed to market for owned and partner brands.
- Deep risk selection and segmentation capabilities underpin margin outperformance.
- Integrated health services platform enhances customer value and supports claims cost management.

**Cumulative arhi industry revenue and claims per person growth <sup>1</sup>**



**Persons covered by PHI (arhi) <sup>2</sup>**



1. Industry data source: APRA Annual Private Health Insurance Statistics.

2. Industry data source: APRA customership Trends Report.

# nib Strategy.

1.

Grow and strengthen our core PHI businesses in Australia and New Zealand.

Australian Residents	<div>✓ Grow share in 'high value' segments with a distinctive proposition and diversified distribution model.</div> <div>✓ Scale up our health partner strategy to improve customer health outcomes and claims management, powered by Honeysuckle Health.</div> <div>✓ Enhance customer satisfaction and operational efficiency via a seamless digital first experience.</div> <div>✓ Drive customer lifetime value and retention through needs-based product expansion.</div>
International Visitors	<div>✓ Maintain strong margins and profitability by scaling our digital-first customer experience and tailored segment propositions.</div> <div>✓ Selectively pursue high-value growth opportunities through targeted segment expansion and deepen existing strategic partner relationships.</div>
New Zealand	<div>✓ Execute claims inflation recovery plan through targeted repricing, product and network optimisation, and disciplined cost management</div> <div>✓ Drive sustainable growth across D2C, B2B Groups, Toi Ora, and International Students segments.</div> <div>✓ Accelerate advisor distribution and grow customer lifetime value through our new Life &amp; Living proposition.</div>

2.

Refocus adjacent businesses on driving value for core PHI businesses as first priority.

- ←
- ✓ Refocus Health Services to deliver greater value for our core PHI businesses, B2B Clients and Payer Partnerships.

✓ Execute strategic review of nib Travel, and expand adjacent insurance partnerships to drive PHI customer lifetime value.

✓ Establish a sustainable PHI services business in partnership with ItsMyGroup to strengthen our PHI Distribution and scale.

3.

Build a sustainable disability plan management business to diversify earnings and growth.

- 
- ✓ Drive organic customer growth through a best-in-class participant and provider value proposition.

✓ Enhance cost efficiency by leveraging PHI capabilities and scaled automation across our plan management operations.

4.

Increase Group productivity & efficiency through our people and technology.

- ✓ Accelerate productivity and cost efficiency through scaled use of digital, AI, and automation.

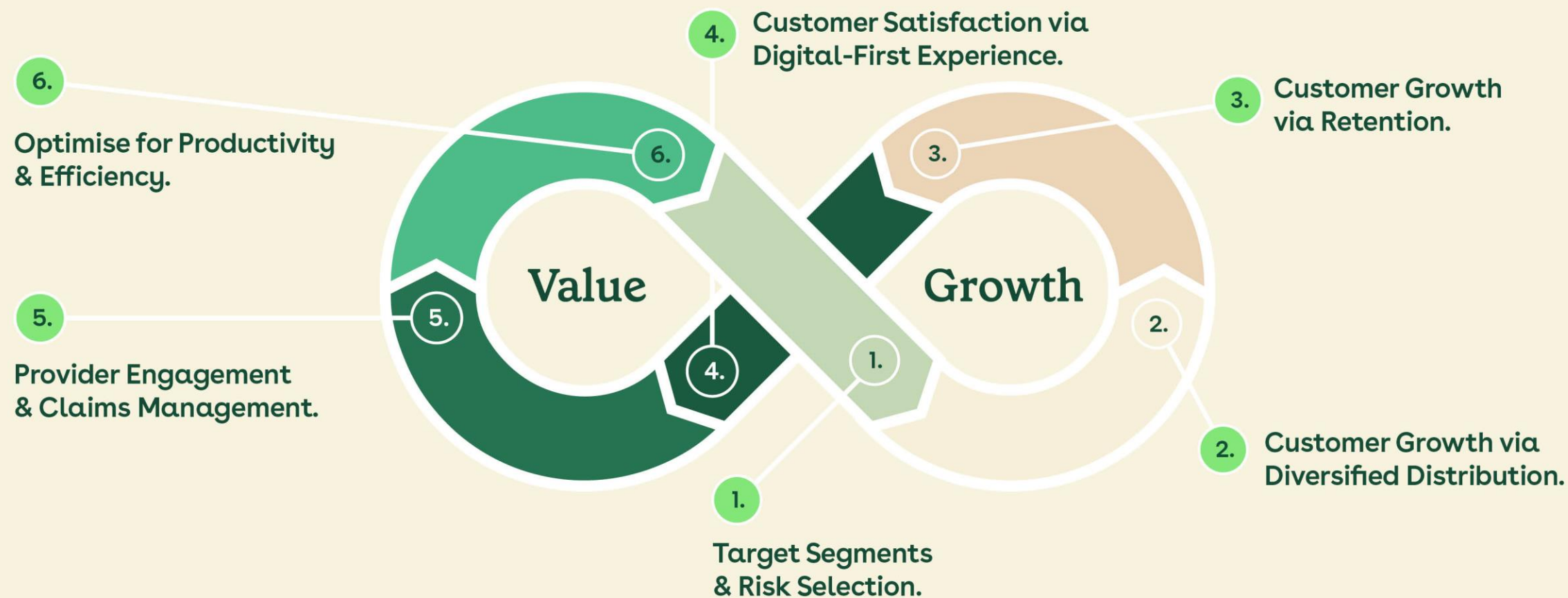
✓ Foster a high-performing, engaged workforce through our 'Life at nib' experience.



## Our Competitive Advantage.

- Distribution & Partnerships
- Digital First, Data, AI
- Providers & Payments
- Health Partner Strategy
- High Value Customer Selection
- Life at nib Employee Experience
- Governance & Risk Culture
- Capital Allocation Discipline

# How we create and capture value in PHI.



nib’s PHI model delivers above-market, sustainable growth by targeting high-value segments, leveraging a multi-brand, multi-channel distribution approach, investing in digital-first customer experiences, and disciplined claims and expense management — with productivity gains reinvested to enhance our value proposition and fuel future growth.



# Progress on our strategic priorities

## Grow and strengthen our core PHI businesses

- ▶ arhi premium increase balancing healthcare access, affordability and ongoing investments in value proposition.
- ▶ Strong PHI demand continues with highest arhi April sales in 10 years. Product, pricing and distribution optimised post industry pricing changes.
- ▶ Australian claims environment remains stable.
- ▶ NZ claims inflation recovery action plan progressing.

## Refocus adjacent businesses on driving value for core PHI

- ▶ Over 13.6K hospital bed days saved FY25 YTD via nib Healthcare @ Home programs.
- ▶ Over 51K telehealth consults delivered to nib customers via Health Services FY25 YTD.
- ▶ Over 7.3K nib customers enrolled in Health Services delivered Health Management Programs FY25 YTD.

## Build a sustainable disability plan management business

- ▶ Integrated 5 of 7 plan management businesses, support more than 70% of nib participants under one brand and centralised platform.
- ▶ Proprietary IT platform now delivering >35% straight through processing, a 7-fold increase on pre-integration performance.
- ▶ Scale and national footprint delivering operating leverage and supporting improving unit economics.

## Simplification and productivity agenda progressing well

Initial NDIS M&A investment cycle complete  
**December 2024**

Commenced Group wide productivity program  
**January 2025**

Buy out of Cigna from Honeysuckle Health JV.  
**January 2025**

Consolidation of Health Services businesses  
**February 2025**

Integrated Australian PHI businesses into single division  
**February 2025**

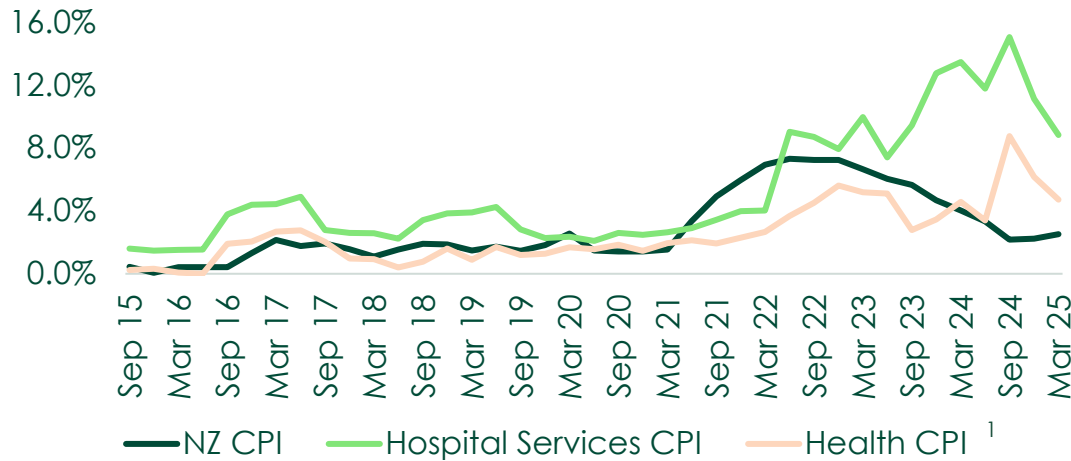
Refocusing agencies to drive core PHI value creation  
**March 2025**

Jarden appointed to look at strategic options for nib Travel following internal review  
**May 2025**

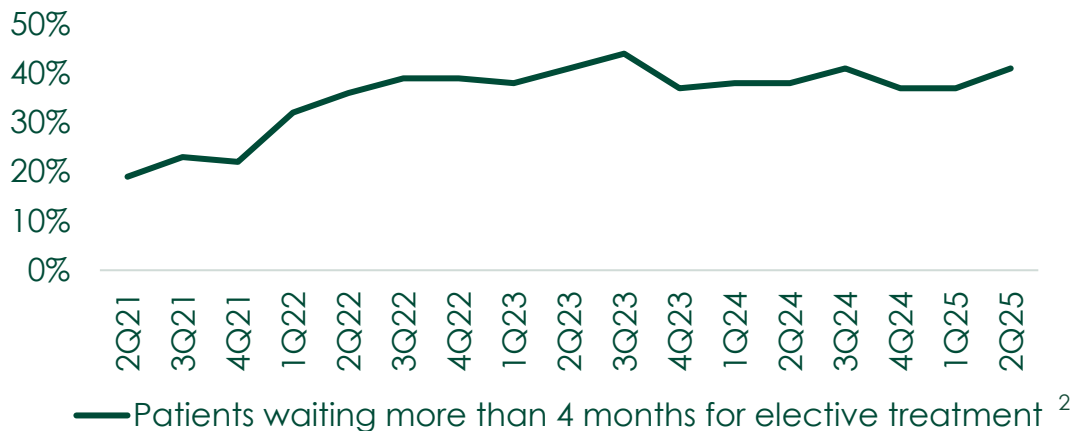


# nib NZ update

## NZ CPI



## Public Hospital wait times



## Conditions remain challenging in NZ.

- Weak GDP growth with Hospital Services and Health CPI remaining elevated.
- Ongoing market uncertainty remains as industry claims conditions continue to deteriorate with public hospital wait times driving increased utilisation through private care settings.
- nib NZ claims inflation was 26.0% for 4 months to 30 April 25 vs 17.6% in 6 months to 31 Dec 24.
- Anticipating operating losses for nib NZ in 2H25, offset across the Group.
- Actively addressing claims costs with management actions significantly progressed. Targeted interventions include further repricing, product changes and provider network enhancements to restore margin performance.
- Rob Hennin, CEO of nib NZ and nib Travel, will step down. A recruitment process is underway, with Mr Hennin continuing as CEO of nib NZ during the transition.

# FY25 Outlook

	As presented at 1H25 results	Update
<b>Group</b>	<ul style="list-style-type: none"> <li>▶ FY25 Group UOP guidance at \$235-250m</li> <li>▶ FY25 Group SOP guidance at \$200-\$218m</li> </ul>	<ul style="list-style-type: none"> <li>▶ No change.</li> </ul>
<b>arhi</b>	<ul style="list-style-type: none"> <li>▶ FY25 net policyholder growth ~3%</li> <li>▶ FY25 arhi margins in upper end of 6-7% target range</li> </ul>	<ul style="list-style-type: none"> <li>▶ Net policyholder growth on track.</li> <li>▶ Expecting strong margin performance.</li> </ul>
<b>ihi</b>	<ul style="list-style-type: none"> <li>▶ UOP uplift for 2H25 expected</li> </ul>	<ul style="list-style-type: none"> <li>▶ No change.</li> </ul>
<b>NZ</b>	<ul style="list-style-type: none"> <li>▶ 2H25 UOP uplift to get to full year profitability</li> </ul>	<ul style="list-style-type: none"> <li>▶ Anticipating operating losses for nib NZ in 2H25, offset across the Group.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>▶ Breakeven for Honeysuckle Health in 4Q25 and Midnight Health in 4Q26</li> <li>▶ One-offs, M&amp;A and integration costs continue to be elevated in 2H25</li> </ul>	<ul style="list-style-type: none"> <li>▶ No change to Honeysuckle Health, Midnight Health and one-offs.</li> <li>▶ Ongoing productivity agenda supporting Group performance.</li> <li>▶ Jarden appointed to consider strategic options for nib Travel following internal review.</li> </ul>