

2022 Annual General Meeting – Chair’s Address

Tuesday, 8 November 2022

In accordance with Listing Rule 3.13.3, Bendigo & Adelaide Bank Limited (BEN) attaches Jacqueline Hey’s Chair address to be delivered at BEN’s Annual General Meeting (AGM) today at 11am (AEDT) in Bendigo.

The AGM can be viewed through: <https://www.bendigoadelaide.com.au/agm2022> by clicking the AGM links and following the instructions set out in the Notice of Annual General Meeting and the 2022 AGM User Guide.

Approved for release by: Jacqueline Hey (Board Chair) and Marnie Baker (CEO and Managing Director)

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About Bendigo and Adelaide Bank Limited

Bendigo and Adelaide Bank is Australia’s better big bank, with around 7,000 staff helping our over 2 million customers to achieve their financial goals. Bendigo and Adelaide Bank’s vision is to be Australia’s bank of choice, by feeding into the prosperity of customers and their communities.

Bendigo and Adelaide Bank Limited
Annual General Meeting
8 November 2022

Chair's address

Jacqueline Hey, Board Chair

It is a pleasure to be with you in Bendigo today to chair the Bank's first, in-person, Annual General Meeting since 2019, and its first ever hybrid AGM.

It's fantastic to see so many shareholders here in front of us at The Capital this morning and I again offer a warm welcome to those of you joining us virtually today.

Since your Board last appeared before you, in person, in October 2019, the world - and Australia - has changed irrevocably. Bushfires, the COVID-19 pandemic and numerous flood events have all contributed to a tumultuous few years and a significant period of uncertainty - both for people and for the economy.

It is devastating to see the impact these recent floods have had on people, families and communities across Australia – and particularly right now here in central and northern Victoria - and it's important for all of us to remember, that the hard work of rebuilding is only just beginning. As always, your Bank stands ready to provide help where we can, to ensure the long-term recovery of these flood affected areas, in line with our enduring commitment to the well-being of all Australian communities.

Moving onto financial matters, as I mentioned in my letter to you our shareholders in our 2022 Annual Financial Report, despite these uncertainties and challenges, your Bank has continued to adapt and find new ways to be Australia's bank of choice.

Pleasingly, this resulted in a solid Financial Year 2022 performance, with the Bank delivering cash earnings after tax of more than \$500 million for the first time in its history.

Over the course of the year, our capital levels continued to rise, reflecting the strength of our business and the value of our considered and thoughtful stewardship. Our Common Equity Tier 1 ratio - our financial buffers and a key measure of financial strength - rose 11 basis points over the year to 9.68 percent as at 30 June.

Our Pillar 3 capital disclosures released this morning showed a continued strengthening of our capital position, with our Common Equity Tier 1 ratio rising another 8 basis points to 9.76 percent. As a result, we are cautiously optimistic about Financial Year 2023, but remain prudently provisioned as we need to be, to reflect the current uncertain economic conditions.

Our solid financial performance also enabled the Board's declaration of a final dividend of 26.5 cents per share, taking the fully franked, full year dividend to 53 cents per share – a rise of 6 percent on Financial Year 2021.

Turning now to ESG, our commitment to build a more sustainable, environmentally friendly future for our entire community continued in Financial Year 2022.

We released the Bank's second Sustainability and Climate-related Financial Disclosures (TCFD) Reports.

This reporting outlines in detail how the Bank successfully delivered on its Year 2 Climate Change Action Plan, including completing its transition risk scenario analysis, embedding its ESG Governance framework and we maintained our carbon neutral certification. It also details the solid progress we made on a number of important initiatives including the expansion of our onsite solar rooftop installation program to include more than 50 branches and offices as well as the commencement of our Electric Vehicle Pilot.

We are equally pleased to report the Bank is now more than halfway towards meeting its target to reduce its own absolute emissions by 50 per cent by 2030.

This year, the Bank also commenced estimating its financed emissions and disclosed these publicly for the first time in our TCFD Report. These are known as our Scope 3 emissions – an example of this is the emissions from the Customers we finance.

Whilst the Bank's financed emissions are almost 50 times greater than our own operational emissions, they are well below the global banking sector's average, which is in a large part explained by our previously announced customer areas that we do not serve.

We note the accelerated pace of change in the domestic and global ESG landscape, and our reporting reflects our growing maturity.

In the year ahead you will see the Bank continue to develop an increasingly sophisticated approach to managing our important ESG topics, which will build on our next scheduled materiality review due to occur in early 2023.

We will continue to listen and learn and to develop and transparently publish our plan, and then deliver against it.

On another aspect of ESG, we are proud to be one of only two S&P/ASX 100 companies with both a female CEO and Chair and believe the Bank is well progressed in its thinking and action on gender equality.

The Board recently approved the Bank's new three-year Diversity and Inclusion Strategy and we also signed up to HESTA's 40:40 Vision; an initiative calling for a public commitment to achieve at least 40 percent women, 40 percent men and 20 percent any gender in executive leadership by 2030.

As we look ahead, we know we also need to continue to invest into our next generation of leaders.

Established in 2007, the Bank's scholarship program – one of the country's leading, privately funded, scholarship programs – has provided more than \$11 million to almost 1,400 rural, regional and indigenous students to help alleviate the financial burden associated with embarking on a tertiary education.

Now in its 16th year, the scholarships – primarily funded by the Bank's nation-wide Community Bank network – can be used by recipients to help finance the cost of travel, accommodation, tutoring, course materials or study equipment.

As well as our important work on ESG and nurturing the leaders of tomorrow, the Board has continued to prepare itself for what lies ahead. Since last year's meeting, we have made two new appointments to our Board – Victoria Weekes and Alistair Muir.

As I mentioned Victoria and Alistair are both standing for election by shareholders at today's meeting and so I will formally introduce them to you again later in the agenda.

This year also saw the departure from our Board of non-executive director, Jan Harris, who retired as a Director of the Bank in September 2022.

Together with my fellow Directors, I would like to acknowledge and thank Jan for her significant and lasting contribution. She was an outstanding Director, who served the Board and its shareholders with enthusiasm, diligence and dedication.

On behalf of the Board, I would also like to take this opportunity to address you, our shareholders, regarding comments made by Suncorp Bank – at its AGM in late September – in relation to its proposed sale to the ANZ Banking Group.

While our Bank remains firmly focused on its organic growth strategy, it does from time to time consider mergers & acquisitions that will create value for shareholders and customers.

Whilst we do not comment on these type of activities in the normal course of business, given this one is public we do believe it's important our shareholders are fully aware that Suncorp avoided engagement with our Bank – despite repeated approaches – and instead announced a transaction with a big four bank. We believe this will only further entrench Australia's banking oligopoly and provide sub-optimal outcomes for customers and communities.

The proposed sale of Suncorp to ANZ Banking Group is still to be approved by the relevant Federal and State Governments and the ACCC, and we await their respective decisions with interest.

Regardless of the outcome of that process we remain focused on the significant organic opportunities available to us as we pursue our strategy to be Australia's bank of choice. The Bank remains well positioned to support all its stakeholders and to adapt to the ever-changing macro environment, as it has done many times throughout its 164-year history, through continued investment in our systems via our Transformation Program and improvement of risk management frameworks via our program we call BEN+, as we become a bigger, better and stronger bank.

Before I conclude my address, I personally, and on behalf of the Board, want to express our thanks to you, our shareholders, for your continued support and loyalty. It is something we do not take for granted.

Finally, and importantly, I would like to thank all our people and partners across the country, who have worked tirelessly throughout this year to directly support our more than 2.2 million customers.

Their work is hugely valued by the Board, and we wholeheartedly thank them all for everything they do, every, single day.

Thank you for your attention and I look forward to having the opportunity to chat with some of you over a cup of tea and a sandwich after the formalities of today's meeting have been completed.