CEO'S REPORT

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Dear fellow shareholders,

This year we continued to build momentum across the bank. We delivered a solid financial result, improved service and grew the franchise, while continuing to invest in our people, technology and transformation.

Our focus remained on supporting customers against a backdrop of global uncertainty, rapid technological change and rising interest rates. While cost-of-living pressures continued to impact households and businesses faced higher input costs, the Australian economy remained resilient. This was reflected in stronger corporate credit demand as private investment played a greater role in driving economic activity.

We are executing against our strategic priorities – Performance, Customer, People, Transformation and Risk – which are closely linked. A simpler operating model creates capacity for the business to invest, adapt and grow. Better technology enhances customer experiences and improves productivity. Clearer risk settings support faster, more consistent decision making. Together, they are helping us become a better bank for customers, shareholders and our people.

Performance: Improving momentum

Net profit, excluding Notable Items, was broadly unchanged at $7.0 billion, while pre-provision profit increased 4% to $10.9 billion. Revenue increased 1% and expenses, excluding the FY25 restructuring charge, increased 1%, reflecting disciplined cost management alongside continued investment.

We grew both sides of the balance sheet, with deposits and loans increasing 6% and 5% respectively. In Business, lending growth of 12% was driven by agriculture and momentum across other priority sectors including healthcare and professional services. Business deposits also increased, particularly in fixed-term products, as customers responded to higher interest rates. Growing transaction banking relationships remains a priority, particularly in small business, where we must improve performance.

Institutional momentum was mostly driven by existing clients, who accounted for approximately 81% of new lending. We maintained leading positions in key financial markets surveys, reflecting the strength of our client relationships, product capabilities and sector expertise.

Mortgage performance improved, with proprietary home lending returning to growth and contributing to 35% of new lending. This reflects our investment in our people while simplifying and enhancing the home lending experience. Consumer transaction accounts increased by 6%, with 21% growth in the Youth target segment, supporting our strategic goal to broaden our customer base. Customers continued to increase their offset balances while demand for term deposits was also higher.

Through a sustained focus on simplification, we are making the changes needed to improve our cost-to-income ratio. The Fit for Growth program delivered as intended, helping offset investment in people and service improvement. There is more work ahead and we aim to pursue further productivity gains next year.

Customer: Deepening relationships

We are determined to be number one in service. By earning our customers' trust, we can support more of their financial needs, deepen relationships and create long-term value for customers and shareholders.

Service improved as we focused on taking a whole bank approach while improving digital channels and critical customer journeys. Consumer and Business delivered record improvements in Net Promoter Score (NPS®[1]), while client satisfaction in Institutional reached its highest level in more than a decade. (Refer to page 26).

New digital capabilities are helping make banking easier, safer and more personalised, while reinforcing trust. The time to open an everyday account halved and we expanded digital onboarding to more countries, enabling customers to start the process before arriving in Australia. Since February, more than 100,000 appointments have been made through the new Book a Banker tool, helping customers choose a convenient time to discuss their home loan. Our scam and fraud protections helped keep more

1. Refer to the *Glossary* (pages 247-250) for more information on NPS.

customers safe, contributing to a further 23% reduction in reported customer scam losses. (Refer to page 27).

We invested in our frontline and regional presence, including hiring additional bankers and opening three new regional service centres. Community Banking Service was introduced in 14 locations, further expanding access to banking in more rural and regional locations.

Customers increasingly expect more personalised service. Westpac Intelligence, which connects our data and AI platforms, provides timely insights into their needs, supporting more relevant conversations and better-informed decisions. As it plays a greater role in how we serve customers, we are making sure it is used responsibly, with effective governance and human oversight.

While advocacy is improving, growth in primary customer relationships remains below our aspirations. Earning a greater share of our customers' everyday banking is one of our biggest opportunities to improve the quality of our deposits and create long-term value.

People: Creating the best workplace

Our people are highly engaged and have a customer-first mindset. We refreshed our employee value proposition to better support them in three important areas: learning and development, financial benefits and health and wellbeing.

We are helping our people build rewarding careers while strengthening the capabilities needed for the future of banking. This includes enhancing expertise in AI, engineering, data, cyber security and risk management, while fostering a culture of customer focus, curiosity and continuous learning.

AI is changing how we work. More than 95% of our people now use AI tools monthly while 77% have integrated them into their everyday workflows. Our focus remains on combining technology with human judgement to deliver better outcomes for customers. As we increase the use of AI, we are investing in our people so they have the skills, confidence and training to use it responsibly and effectively.

Transformation: Simplifying the bank

We continued to execute our transformation agenda while taking deliberate steps to simplify and modernise. UNITE is about adopting one best way to run the bank so we can be faster, simpler and deliver better outcomes for our customers, people and shareholders. We achieved important milestones, including beginning the migration of St.George commercial customers to Westpac and completing the migration of approximately 60,000 BT customers from Asgard to Panorama. UNITE remains on time and on budget.

We recently launched Catalyst, our new way of working designed to improve how we deliver change (refer to page 37). We also accelerated investment in data, digital and AI. Westpac Intelligence is making better use of data to produce insights for more personalised service, to improve decision making, strengthen risk management and lift productivity. We have also made good progress on the rollout of other strategic investments including BizEdge for business lending and Westpac One in Institutional.

Risk: Excellence in execution

Effective risk management underpins trust, performance and long-term value. While we have made good progress, building and sustaining a strong risk culture requires continuous effort and reinforcement.

To strengthen our risk culture we are embedding clearer risk settings, helping our people exercise judgement with greater confidence and consistency. Benefits are reflected in customer outcomes. In Institutional, we equipped our bankers with clearer credit guidance, improving the speed and efficiency of application approvals at first review. This contributed to a 20% increase in banker approvals and a 10% increase in first-touch Credit Officer decisions, giving customers greater certainty.

We will continue to simplify processes, strengthen controls and build the capability of our people to manage risk confidently and consistently.

Supporting long-term prosperity

Australia has stable institutions, sound governance and a resilient economy. While the challenges ahead are significant, so too are the opportunities. Realising these will depend on our country's ability to lift productivity, attract investment and work together to support sustainable long-term growth. Our scale and role in society means we can make a meaningful contribution through the customers we bank, the investments we finance and the communities we serve.

Complementing our focus on productivity and long-term economic growth, our Sustainability Strategy focuses on supporting the climate transition, improving housing affordability and contributing to the growth and resilience of regional cities. We announced a target to finance $100 billion by 2030 to help increase Australia's housing supply. Building more homes will support affordability and economic growth, and we are committed to playing our part. (Refer to the 2026 Sustainability Report).

Looking ahead

Westpac has a quality franchise, deep expertise, a strong balance sheet and engaged people. Our task is to connect these strengths more effectively for better outcomes for customers and shareholders. This involves deepening customer relationships, realising more of the benefits of scale, continuing to simplify and executing our transformation agenda with pace and discipline.

It is a privilege to lead this great company and I thank our people for their commitment, our customers for their trust and the Board and leadership team for their counsel and support.

Yours sincerely,



Anthony Miller
CEO