

Showcase: business lending & deposits

30 July 2025

Agenda

10:00

Introduction

Andrew Auerbach - Group Executive, Business & Private Banking

End-to-end Business Lending

Rowan Munchenberg – Executive, Business Lending, Business & Private Banking

Q&A – Business Lending

Innovative business deposit & payment solutions

Shannon Peachey - Executive, Trade & Transaction Banking, Corporate & Institutional Banking

Q&A – Business Deposits

12:00

Finish

This presentation is general background information about NAB. It is intended to be used by a professional analyst audience and is not intended to be relied upon as financial advice. Refer to slide 28 for legal disclaimer.

Three key priorities to drive strong sustainable returns

Focus today: Business Banking & Deposits – capabilities to drive growth and performance

Business banking

Leading business bank for SMEs

- Consistent execution of long term strategy to drive growth in B&PB

✓ **Growing share in SME lending in 1H25¹**

Deposits

Consistent focus in recent years to address historical weakness

- Investing in innovative payment solutions for businesses
- Improving frontline capability for retail
- Premier banking strategy to service Mass Affluent segment

✓ **Growing above system in household² and business deposits³ in 1H25**

Proprietary home lending

Growth in proprietary channels has lagged brokers in recent years

- Uplifting banker capability
- Simplifying processes and policies

✓ **Encouraging early signs – 25% increase in proprietary drawdowns⁴ YoY to Mar 25**

(1) Derived from latest RBA statistics. Latest data as at Feb 25 excluding financial businesses

(2) Represents household deposits under APRA Monthly Authorised Deposit-taking Institution statistics definitions. Latest data as at Mar 25

(3) Represents business deposits to non-financial businesses and community service organisations under APRA Monthly Authorised Deposit-taking Institution statistics definitions. Latest data as at Mar 25

(4) Excludes 86 400 platform (ubank housing lending originated on the 86 400 platform)

Introduction

Andrew Auerbach

Group Executive

Business & Private Banking



Business & Private Banking (B&PB)

Australia's leading business bank servicing the business & personal banking needs of SME customers¹

Relationship-led

Increasingly enabled
by digital, data &
analytics

More bankers in more places

>6,000 customer roles
~150 business centres
~440 branches with small
business bankers

Deep sector specialisations

Agri, Health, CRE
Govt, Education &
Community,
Professional Services
Franchising

Integrated HNW offering

JBWere
Private Bank
nabtrade

Deep credit capability

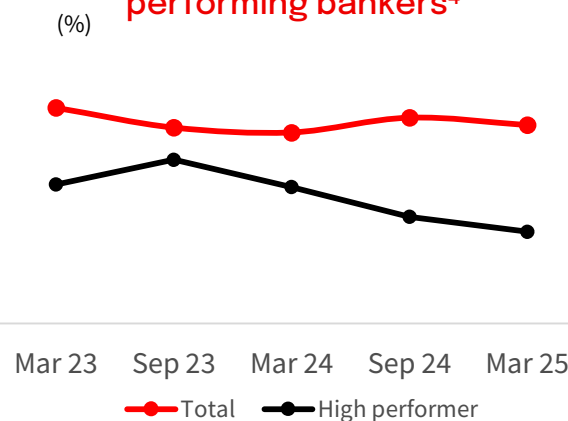
Well diversified,
highly secured
portfolio

Continued investment in franchise to deliver better customer and colleague experiences

**>10 year
median customer tenure²**

**We bank
1 in 4 of SME market³
1 in 3 of Agri market³**

Low and declining turnover of high performing bankers⁴



Business lending

- ✓ Strong pipeline⁵, materially above PcP
- ✓ ~70% of sales⁶ via proprietary channels
- ✓ Major migration to end-to-end lending platform completed 1H25, delivering faster, more seamless experiences for customers and bankers
- ✓ >90% of relationship managed customers have an active business transaction account

Focused on executing long term strategy to deliver sustainable growth at attractive returns

(1) B&PB customers typically have borrowings up to \$50m and turnover less than \$100m
(2) For relationship managed customers
(3) Derived from latest RBA statistics. Latest data as at Feb 25 excluding financial businesses
(4) Voluntary turnover rolling 12 months for customer facing roles
(5) Pipeline refers to value of applications, approvals and acceptances. Based on unaudited management information as at 28 March 2025
(6) Sales refers to new and increased limits

Underpinned by strong and resilient technology

Ambition Enabling best in class banking experiences for our customers and colleagues through safe, simple and modern technology

Outcomes delivered (FY18 to 1H25)	Improved customer & colleague experiences	De-risk bank and protect customers	Build resilience	Accurate, available data & analytics
	<ul style="list-style-type: none"> • 22 to 1 call centre systems • 11 to 5 fraud management systems • 4 to 1 customer master systems • 3 to 1 collections systems • 75+ capabilities consolidated into nabONE banker portal • Launched multi - offset accounts (up to 10) 	<ul style="list-style-type: none"> • Reduced time to detect, respond to, and contain cyber security threats • 42% increase in NIST score¹ – improving capability to protect customers • Cyber and scam education provided to ~41,000 customers and community members • One year free CrowdStrike cyber security offer for SME customers 	<ul style="list-style-type: none"> • 85% of apps migrated to cloud • 89% reduction in critical and high incidents • Insourced 3rd party technology capability (~70% external to 38% external)² • Scaled NAB workforce in India and Vietnam centres to provide access to critical technology skills 	<ul style="list-style-type: none"> • New data platform, enabling foundations for Customer Brain and GenAI • 42 legacy data assets decommissioned • ~2,500 software engineers using GenAI enhanced tools for coding
FY25+	<p>Modernising technology is a continuous, long-term journey. Technology modernisation includes:</p> <ul style="list-style-type: none"> - The gradual simplification and modernisation of complex and ageing core technology, to enable delivery of the bank's long term strategy - Re-shaping the overall architecture to be a more digital bank - Simplification of products, policies and processes - Adopting a long-term, platform mindset 			

Key objectives of tech modernisation

1

Customer Advocacy

2

Simple and Fast

3

Safe and Resilient

(1) The NIST (National Institute of Standards and Technology) Cybersecurity Framework provides guidance for how organisations can assess and improve their ability to prevent, detect, and respond to cyber attacks
 (2) Includes insourced technology capability and the reduction of third-party consultants and external workforce

End-to-end digital business lending platform

Rowan Munchenberg

Executive, Business Lending - Business & Private Banking

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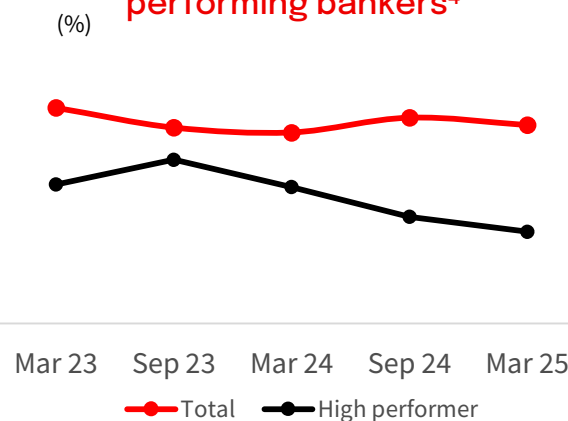
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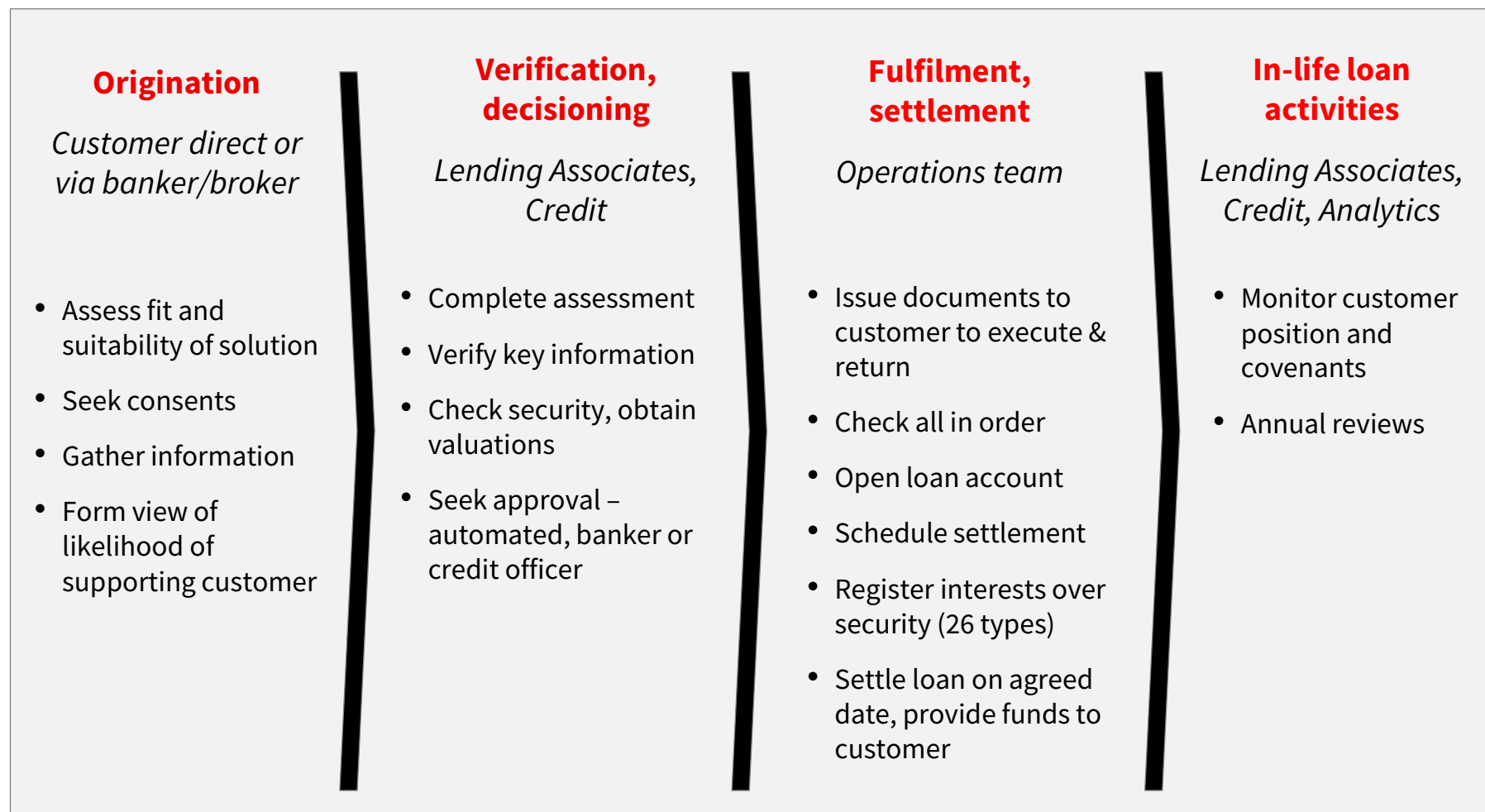
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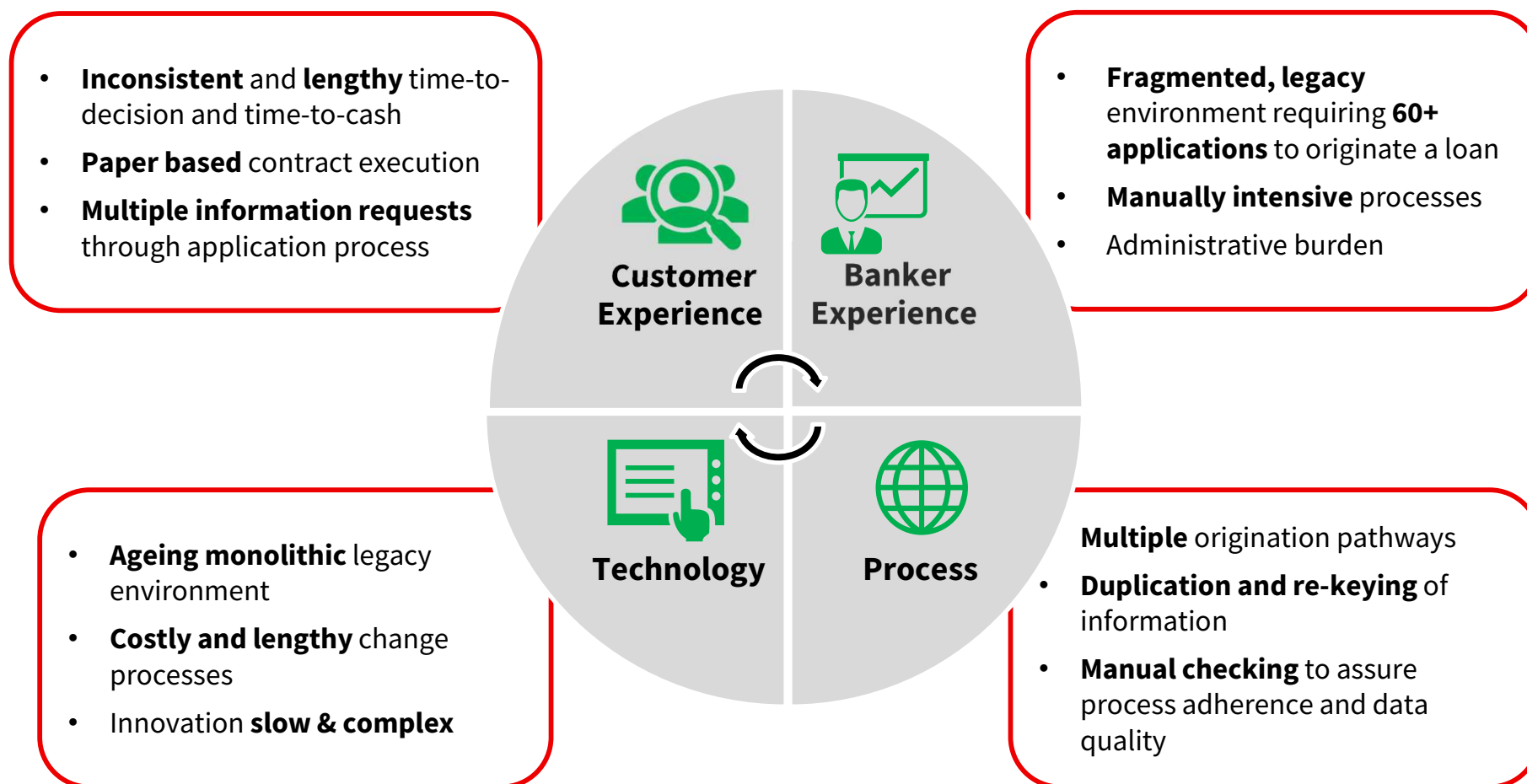
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The process of business lending



B&PB Business Lending – Before State

A highly disparate, cumbersome and manual process



Building an end-to-end digital business lending platform

Our Aim

Transforming the banker & customer experience

- Faster, simpler, more resilient outcomes
- Data captured once, used everywhere
- Compliant by design and error proofed
- Improved productivity & scalability
- Migration off legacy applications

A single experience for product origination and customer management that is personalised, intelligent, simple & fast

**Simplified origination
processes with dynamic
digital application**

**Fast, automated
verification &
decisioning**

**Digital fulfilment,
settlement &
management**

**Automated
account
management
practices through
data analytics**

Comprehensive reporting suite - divisional & operational leaders, banker dashboards, investment governance

Building an end-to-end digital business lending platform

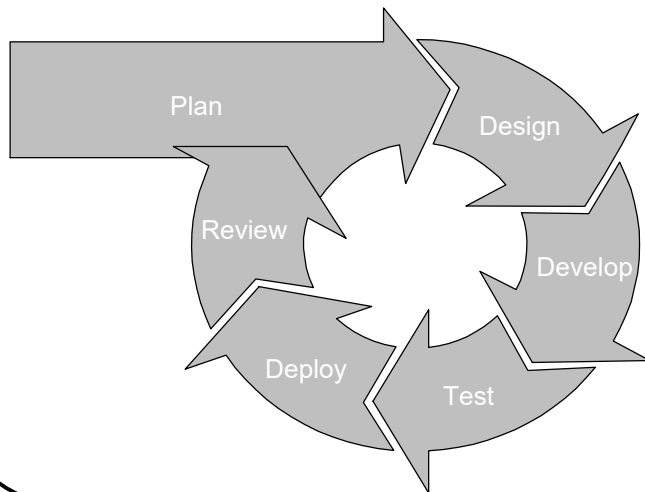
Progressive delivery of value to bankers and customers' overtime



Consistent, Group-wide approach to technology change

- **Long term** horizon, persistent investment funding
- **Modern** architecture
- **Incremental delivery** of components & capabilities
- Leveraging **data & analytics**
- Primarily **proprietary** build, buy when clear expertise in-market

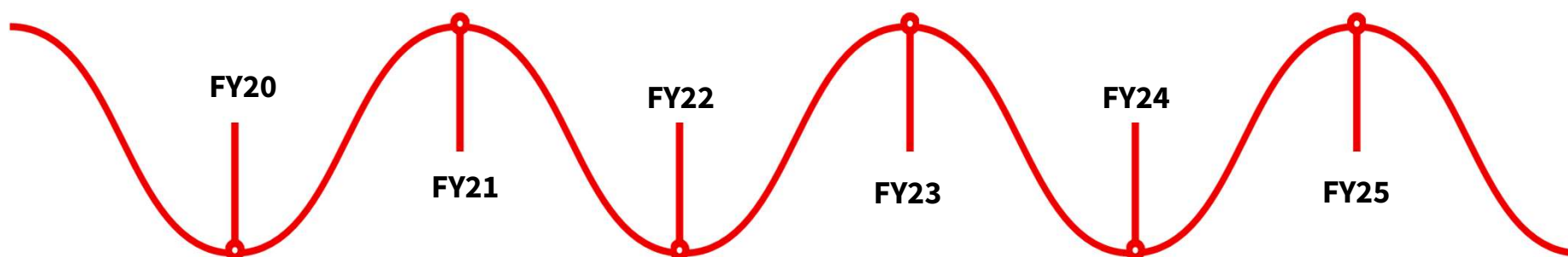
Continuous, iterative development



- Highly **collaborative design** and **feedback loops** with strong banker and customer input
- **Ongoing enhancements** to eligibility and functionality
- Built to **augment relationships**, knowing when human touch is required over self service
- **Simplify** banker experience day-to-day

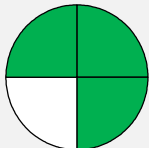
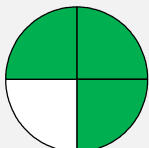
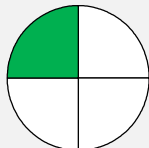
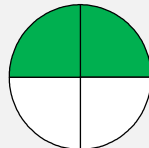
Multi year build and delivery component-by-component

- Policy & process simplification
- Document digitisation (DigiDocs) starts
- Quickbiz relaunched with straight through processing
- Automated debt servicing tool leveraging Group data & analytics
- Automated customer reviews
- Digital Deal Template launched, streamlining deal submission
- New security platform launched replacing manual collateral inputs
- Enhanced pricing tools



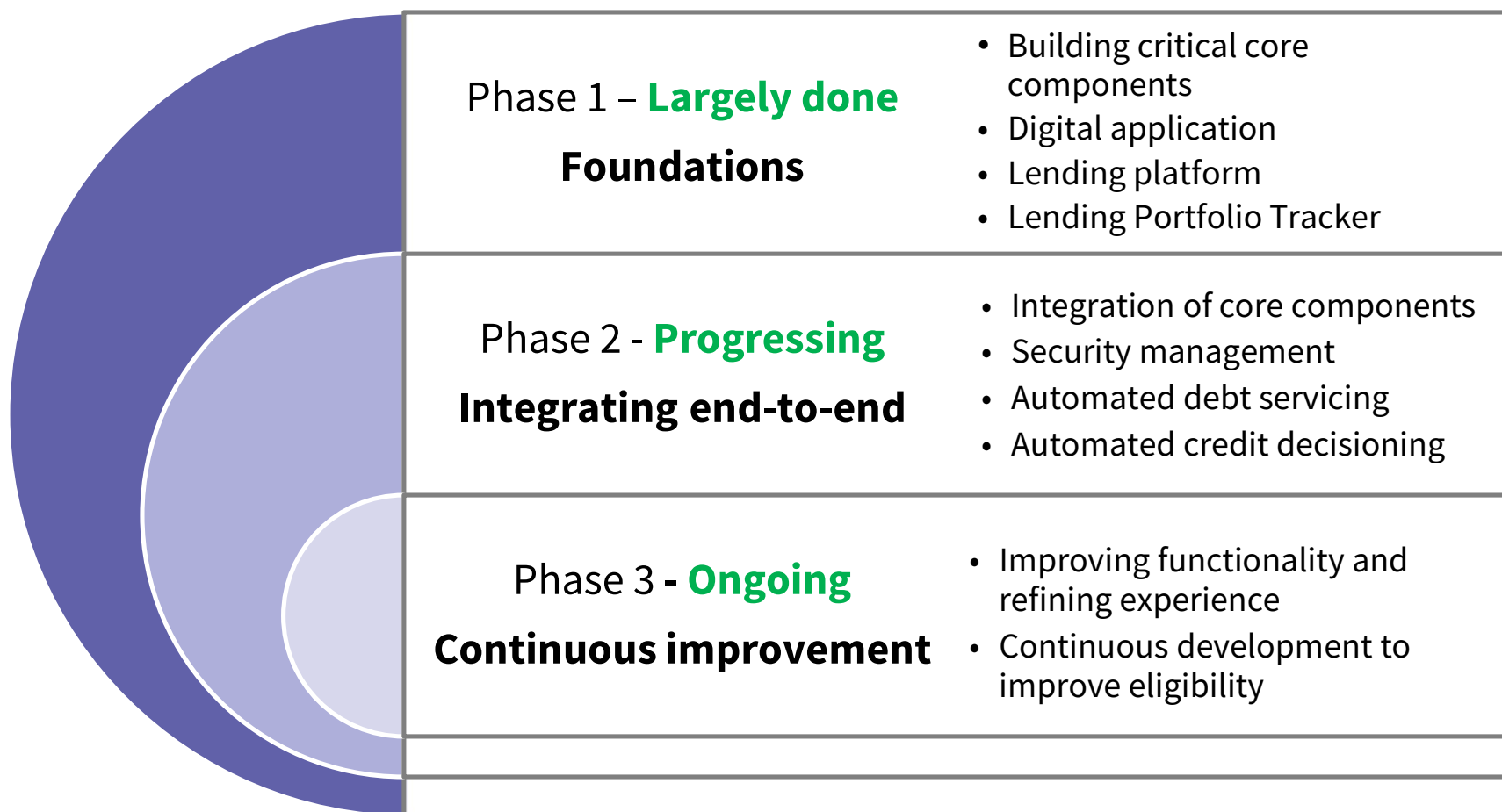
- Quickbiz re-build commences
- Expansion of DigiDocs to more products and customer types
- Expansion of Quickbiz to more customers, products & channels
- Expansion of DigiDocs eligibility to Quickbiz, term lending, commercial broker & equipment finance
- New lending platform launched for origination consolidating to a single pathway
- Lending Portfolio Tracker launched

Transformation progressing well

Channel	Customer direct	Banker Assisted Lending		
	Quickbiz¹	Application	Fulfilment	Manage
Customer perspective	<i>"I want to understand how to solve my funding needs"</i>	<i>"I receive a decision on my lending need"</i>	<i>"My loan is contracted, settled & registered"</i>	<i>"I can vary, renew, review & manage my loan accounts"</i>
% of process transformed green = done				
Components of process	<ul style="list-style-type: none"> • Quickbiz Customer self-serve • Unsecured Lending • Straight through processed • Conditional & Unconditional • Omni-channel • Increasing limits and product coverage 	<ul style="list-style-type: none"> • Digital Origination • On Demand Credit Decisioning • Deal Structuring • Serviceability & Affordability • Integrated Pricing • Increasing product coverage 	<ul style="list-style-type: none"> • Digital Documentation • Statutory Fees • Collateral Management • Security Perfection • Settlement • Drawdown • Registration • Account Opening 	<ul style="list-style-type: none"> • Group & Customer Review • Renewal of facilities • Early Warning Alerts • Covenant Management • Customer Portfolio Management • Problem Loan Management

(1) Unsecured term lending up to \$250k and Business Cards & Overdrafts up to \$50k currently available via direct and banker channels to Sole Traders, Partnerships, Trusts and single and multi director private companies

Transformation progressing well

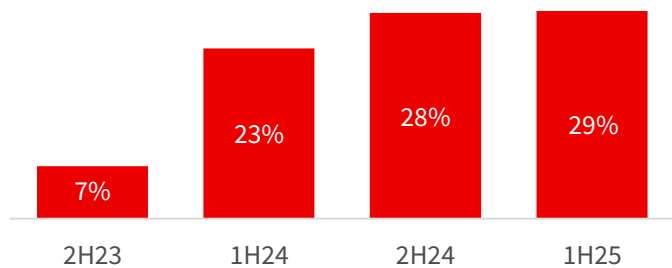


Progress to date

Increasing portion of business lending originated, decisioned, fulfilled and managed digitally via new platform

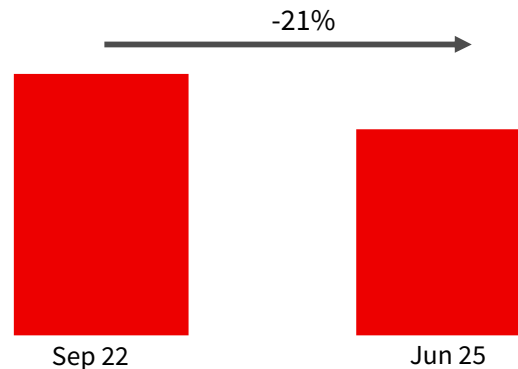
Customer Impact

% of QuickBiz applications straight through processed¹



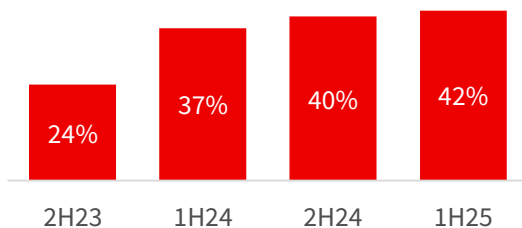
Customer Service

Median 'Time To Yes' for all business lending applications²



Digital Applications

% of banker deals submitted digitally³



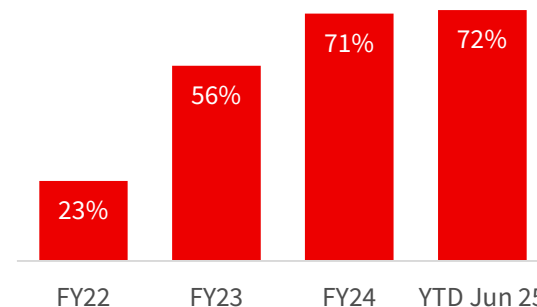
Digital Documentation

% of electronic document execution



Digital Management

% of automated annual reviews



(1) Number of applications straight through processed on QuickBiz as a proportion of the total number of approvals

(2) Calculated on business lending volume for new and increase lending

(3) % of new/increase lending deals submitted by bankers via QuickBiz or via small and medium business lending streamlined single system

End-to-end digital business lending platform

- Q&A

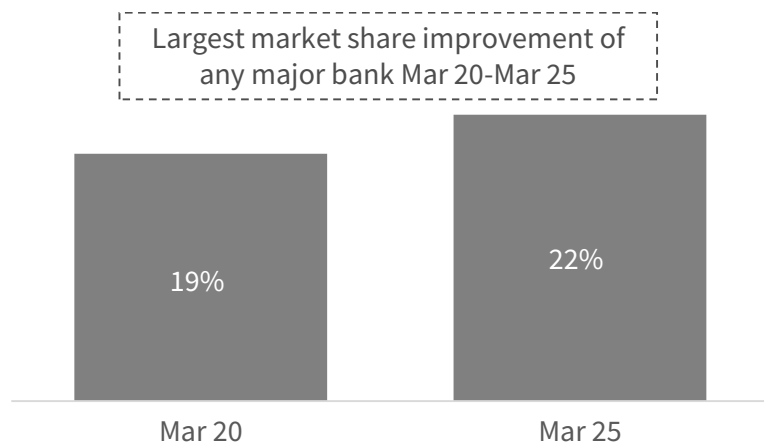
Innovative business deposit & payment solutions

Shannon Peachey

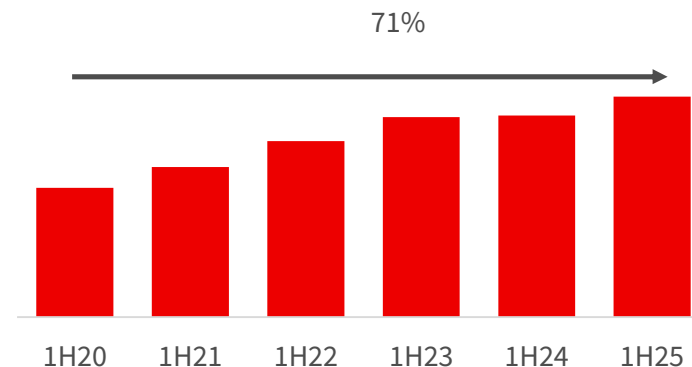
Executive, Trade & Transaction Banking - Corporate & Institutional
Banking

Sustainably improving business deposit performance

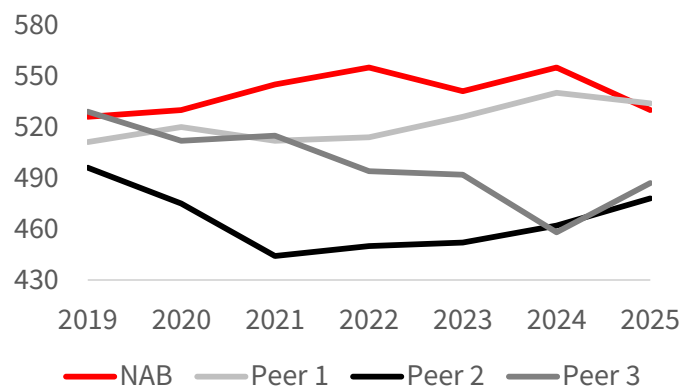
Growing business deposit market share¹



B&PB new business transaction account openings



Transactional Banking Relationship Strength Index (RSI)²



- ✓ >90% of relationship managed B&PB customers have an active business transaction account
- ✓ Further C&IB mandate wins in 1H25 including 5 Year NSW Govt tender

(1) Represents business deposits to non-financial businesses and community service organisations under APRA monthly ADI Statistics definitions. Latest data as at Mar 25

(2) Source: Coalition Greenwich Voice of Client 2025 Australia Large Corporate Transactional Banking Study

Underpinned by consistent focus and investment

Focus & culture



Bankers not lenders

Clear & consistent
performance metrics

Sales disciplines

Aligned incentives

Innovative solutions addressing customer needs



Liquidity+

PayByBank

Portal Pay

Merchants & Hicaps

NAB Connect

Deposit rich target sectors



Government

Education

Healthcare

Professional Services
(incl real estate agents)

Technology

Infrastructure and
resources

Simplification & service



Easier & faster
onboarding

Straight through
processing

Digitise and automate

System resilience &
uptime

(1) Represents business deposits to non-financial businesses and community service organisations under APRA monthly ADI Statistics definitions. Latest data as at Mar 25

Innovative solutions addressing customer needs



Innovative
solutions
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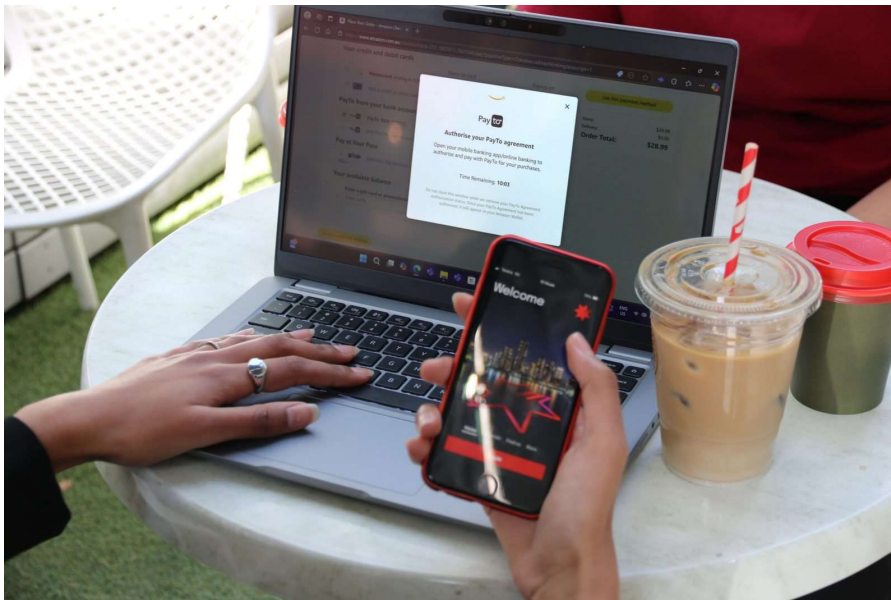
NAB PayByBank

NAB Portal Pay

NAB Liquidity+

NAB PayByBank

A fast, simple, secure way to initiate digital payments direct from customer's bank accounts



- **Alternative to a direct debit** giving customers more visibility and control over recurring bills, subscriptions and memberships
- **Payment agreements managed directly in banking app** - customers can view, authorise and cancel agreements themselves across all major and most other banks
- Can also use PayTo to make **payments without a card** eg in-app purchases or online shopping
- PayByBank (“PayTo”) **available on Amazon.com.au**

Innovative business deposit and payment solutions

NAB Portal Pay



Receive a Deposit

Collect property sales deposits in real time at auctions or private sales



Tenant Portal

An easy, secure and reliable way for tenants to make rental payments



Enhanced Reconciliation

Simplified record keeping, daily reconciliation and reporting



NAB Portal Pay Dedicated Support Team



NAB Liquidity+

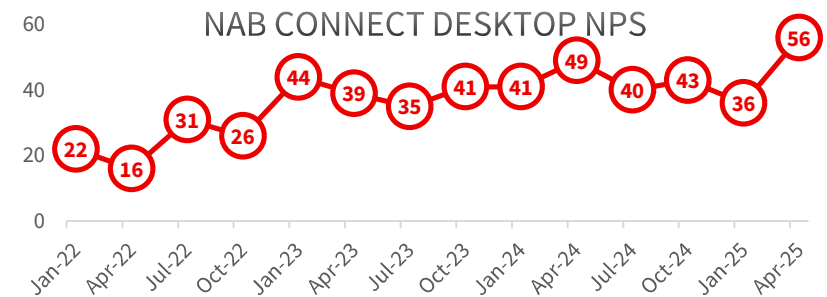
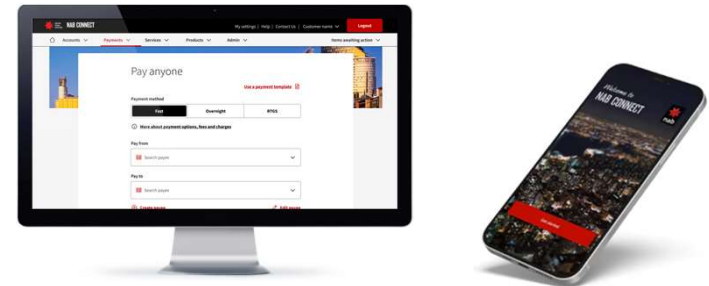


- **AI enabled cash management solution** for customers with sophisticated cash, liquidity, working capital and FX needs
- **Real-time visibility** of cash, dynamic cash insights and precision forecasting
- Customers can securely access **both NAB and third-party bank accounts** to consolidate cashflow data at a group level, improving visibility and control

NAB Connect secure online banking

Supporting B&PB¹ and C&IB customers manage their business from anywhere

- Mobile app and internet capability with **+99% service availability**
- **Customisable** to business needs through self and assisted service functions
- In-built **fraud controls** such as configurable payment approval rules, multifactor authentication and suspicious payment alerts
- Highly **flexible payment rules** configurable to customer needs
- **Integrated** with back-office accounting packages and systems
- **Consolidated view** across unlimited number of accounts for institutional customers
- Access to NAB **specialist products** and services including Corporate Cards Self Service, FX deals and Trade Finance Online



NAB Connect active banking customers

+15%

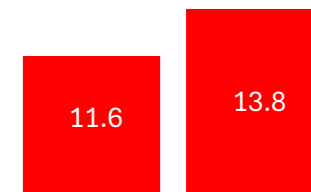


1H22

1H25

Volume of digital payments processed (m)²

+19%



1H22

1H25



\$2.5tn payments processed through NAB Connect in 1H25

(1) Excludes small business customers with less complex needs who are serviced by NAB Mobile app and NAB Internet Banking

(2) 2025 Coalition Greenwich (formerly known as Peter Lee Associates) Large Corporate & Institutional Transaction Banking Survey, Australia. Ranking against the four major domestic banks

Innovative business deposit & payment solutions

– Q&A

Thankyou for joining

Disclaimer

The material in this presentation is general background information about the NAB Group current at the date of the presentation on 30 July 2025. The information is given in summary form and does not purport to be complete. It is intended to be read by a professional analyst audience in conjunction with a verbal presentation. It is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. No representation is made as to the accuracy, completeness or reliability of the presentation.

This presentation contains statements that are, or may be deemed to be, forward-looking statements. These forward-looking statements may be identified by the use of forward-looking terminology, including the terms “ambition”, “believe”, “estimate”, “plan”, “project”, “anticipate”, “expect”, “goal”, “target”, “intend”, “likely”, “may”, “will”, “could” or “should” or, in each case, their negative or other variations or other similar expressions, or by discussions of strategy, plans, objectives, targets, goals, future events or intentions. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements. Users are cautioned not to place undue reliance on such forward-looking statements. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of the Group, which may cause actual results to differ materially from those expressed or implied in such statements. There can be no assurance that actual outcomes will not differ materially from these statements.

Further information is contained in the Group's Half Year 2025 Investor Presentation released to ASX on 7 May 2025, which is available at nab.com.au/financialresults.

For further information visit www.nab.com.au or contact:

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