



ANZ Remuneration Principles

Following are ANZ's current remuneration principles. These form part of ANZ's Remuneration Policy which is reviewed and approved by the Board on a regular basis. In light of Stephen Sedgwick's independent review of product sales commissions and product-based payments in Australian retail banking, the principles were updated in early 2017 to further reinforce the focus on customer best interests. In 2018 we are reviewing our reward framework (including our principles) to ensure it continues to support ANZ's strategic direction, culture and new ways of working, and we will update the market in due course.

- Create and enhance value for all ANZ stakeholders
- Provide a competitive reward proposition to successfully attract, motivate and retain the highest quality individuals required to deliver ANZ's business and growth strategies
- Differentiate rewards in line with ANZ's culture of rewarding behaviours which demonstrate ANZ's values and out-performance, while ensuring avoidance of inappropriate risk and utilising a balanced scorecard of measures
- Emphasise "at risk" components of total rewards which are designed to encourage behaviour that supports:
 - ANZ's strategy and purpose and the best interests of our customers
 - Outperformance
 - The long-term financial soundness of ANZ
 - The risk management framework of ANZ
- Deliver fair and ethical outcomes which include fair customer outcomes, supporting and enhancing the integrity of markets within which ANZ operates and seeking to avoid conflicts of interest
- Ensure compliance with Australian Prudential Standards and ASX Principles and Recommendations