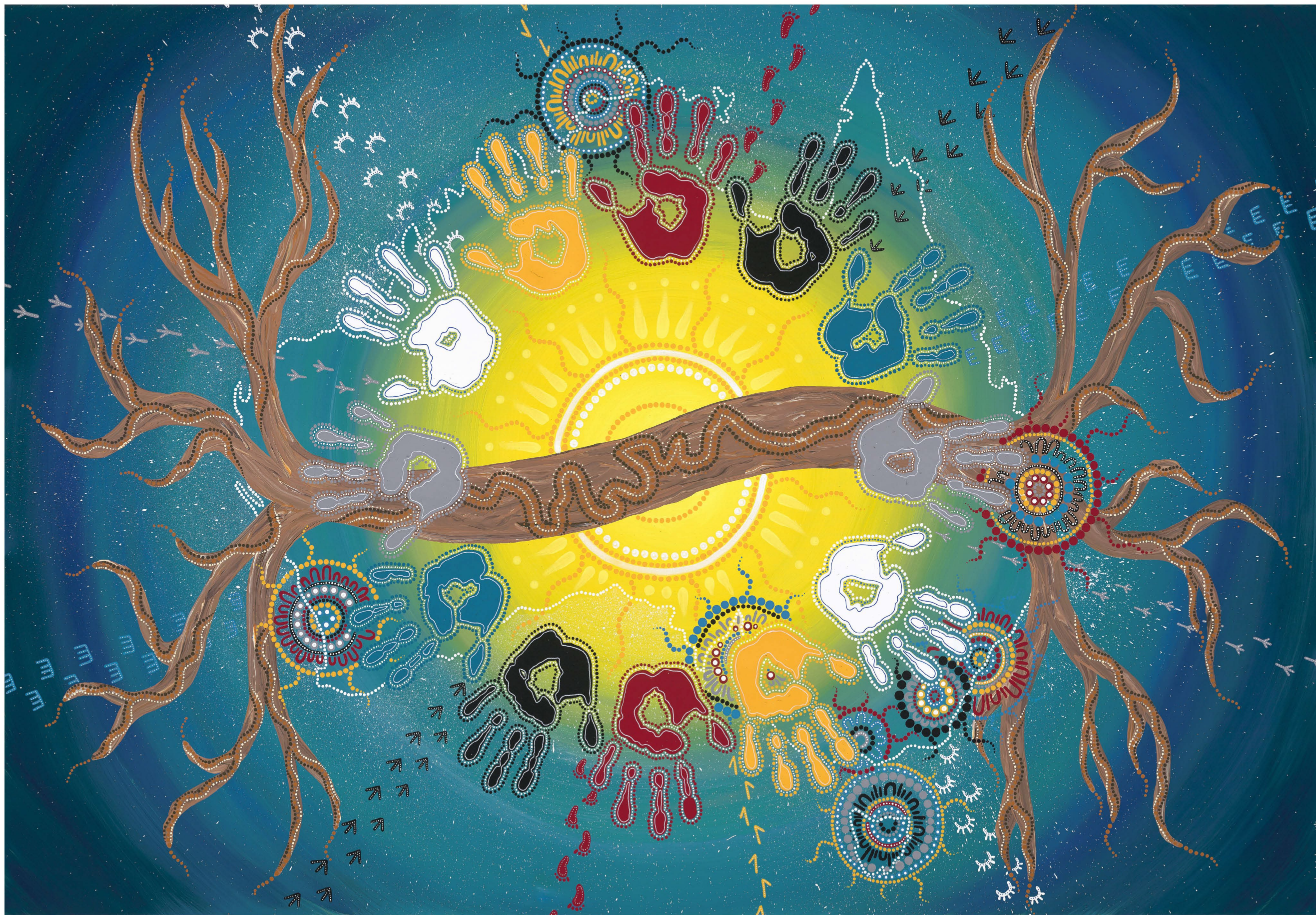


2024 ANNUAL GENERAL MEETING

Bank of Queensland Limited





Merinda Walters ©

BOQ Group acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land where we live and work. We pay our respects to Elders past and present.

This artwork was commissioned through Merinda Walters, a proud Kamilaroi woman.

Titled Burrul gi-gi magula (Growing Together), this story represents a celebration of the past 150 years of BOQ and a promise for the future.

Important information and disclaimer

This is a presentation of general background information about Bank of Queensland ABN 32 009 656 740 and its consolidated entities (BOQ's) activities at the date of this document. It is in summary form, does not purport to be complete and should be read in conjunction with BOQ's other periodic and continuous disclosure announcements, including the 2024 Full Year Results Announcement (available at www.boq.com.au). All figures are presented on a cash earnings basis unless otherwise stated.

No representations are made as to the accuracy, completeness or reliability of the information contained in this presentation. The information contained in this presentation may include information derived from publicly available sources that have not been independently verified.

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Forward looking statements reflect BOQ's current views about future events. There are a number of factors (which may involve known and unknown risks and uncertainties, many of which are outside the control of BOQ) that could cause BOQ's financial performance and actual results to differ materially from those anticipated, or implied by, any forward-looking statements. These factors include changes in BOQ's operating environment, material changes to the law or applicable regulation, risks and uncertainties associated with the Australian and global economic / political environment and capital market conditions. Readers should not place undue reliance on any forward-looking statements. To the maximum extent permitted by law, BOQ takes no responsibility for the accuracy or completeness of any forward-looking statements, whether as a result of new information, future events or results or otherwise, BOQ does not undertake to update any forward-looking statements contained in this document.

CHAIR'S ADDRESS

Warwick Negus



Chair's address

- > **150 years of Bank of Queensland** – serving our communities, funding growth aspirations of business and assisting households to achieve their home ownership and personal savings objectives
- > **Financial performance** – landscape remained challenging; strong capital; impacts on customers from ongoing inflation; portfolio quality remains sound
- > **Customer focus** – digitisation strategy delivering improved customer experiences; continued focus on scams
- > **Remedial action plans** – committed to agreed Remedial Action Plans as a platform for ongoing sustainable change
- > **Board composition** – considered approach to refresh of Board, welcoming two new Non-Executive Directors
- > **Environmental commitments** – recent signatory of Net Zero Banking Alliance and UN FI's Principles for Responsible Banking
- > **Community involvement** – ongoing partnership with key charities supporting vulnerable Australians and First Nations Youth
- > **Looking ahead** – confidence in the management team to deliver strategy, growing business bank and digital bank investment supporting improved shareholder returns

MANAGING DIRECTOR & CEO'S ADDRESS

Patrick Allaway



Managing Director & CEO's address

- > **Well underway with our comprehensive transformation** – becoming a simpler, specialist bank
- > **Navigated a challenging two years** – dynamic market with heightened competition, decisions being made to fundamentally change how BOQ operates
- > **Strong progress on strategy** – foundational build of digital bank largely complete, improved customer experience, simpler operating model
- > **Focus on improved returns** – lowering our cost to serve, returning to revenue growth, and optimising our use of capital

FY24 overview

Cash earnings reflects home lending and margin contraction in a highly competitive market, cost inflation and transformation investment

Key financial results (\$m)

	FY24	FY24 v FY23
Total income	1,600	(8%) ▼
Operating expenses	(1,069)	6% ▲
Underlying profit	531	(27%) ▼
Loan impairment expense	(20)	(72%) ▼
Profit before tax	511	(23%) ▼
Income tax expense	(168)	-
Cash earnings after tax	343	(24%) ▼
Statutory net profit after tax	285	130% ▲
Return on average tangible equity ¹ (%)	7.1	(190bps) ▼
Return on average equity (%)	5.7	(160bps) ▼
Cash earnings per share (cents)	52.2	(24%) ▼
Cost to income ratio (%)	66.8	large ▲
CET1 ratio (%)	10.66	(25bps) ▼
Dividends per ordinary share (fully franked) ²	34.0	(17%) ▼

(1) Based on after tax earnings applied to average shareholders' equity less goodwill and identifiable intangible assets (customer related intangibles/brands and computer software)

(2) The dividend will be fully franked and the dividend reinvestment plan will operate with no discount and is expected to be satisfied in full by an on-market purchase of shares

Our transformation

Building a simpler, specialist bank

Delivering through our strategic pillars

STRENGTHEN	Improved risk culture, with strong financial and operational resilience
SIMPLIFY	Simplified bank, with improved productivity and efficiency
DIGITISE	Scalable low cost to serve digital banking platform, with improved customer experience
OPTIMISE	Focusing on our competitive advantage, delivering improved returns with a strong capital position



Exceptional customer and people experience

Living our purpose and values

Building social capital through banking, supporting our customers and communities

Customers and communities



150-year Queensland heritage

- > Supporting local businesses with a renewed focus on Queensland



Customer first

- > Supporting the growth aspirations of ~160k businesses and helping ~220k households achieve their home ownership goals



Supporting our communities with over \$2.5m in investment¹

- > Partnerships with Orange Sky Australia, Beyond Blue, Clontarf Foundation, Australian Wildlife Conservancy, Minus18, Stars Foundation, National Breast Cancer Foundation and Mother's Day Classic



Building the resilience of our customers

- > Providing financial difficulty assistance to over 3.5k customers²

Environment and climate change²



Joined the Net Zero Banking Alliance

- > Signatory to UNEP FI's Principles for Responsible Banking



Enhanced engagement with customers

- > Better understanding their evolving climate commitments and strategies for a just and inclusive transition



Preparing for mandatory climate-related financial exposures



Climate Active carbon neutral certified

- > Reducing direct emissions via optimisation initiatives



Achieved 100% equivalent renewable electricity target in 2024

(1) Further detail has been provided in BOQ's FY24 Sustainability Data Pack

(2) Further detail has been provided in BOQ's FY24 Annual Report Notes to the Climate Statement

Cultural transformation

Defined our target state culture, guiding our behaviours to change the way we operate

<p>Customer first Focused on our target customers</p>	<p>Disciplined performance excellence Delivering sustainable outcomes</p>	<p>Leveraging our size as a strength Working with agility, simplicity and clarity</p>
<p>We encourage collaboration and working together to achieve the best outcomes for customers</p> <p>83% (+7 percentage points)</p> <p>Continued investment and increasing scam awareness, preventing and recovering customer losses</p> <p>\$9.7m (+\$2.7m)</p>	<p>We value people who take personal responsibility for achieving outcomes</p> <p>81% (+10 percentage points)</p> <p>My leader and I have regular conversations about my achievements and development</p> <p>80% (+2 percentage points)</p>	<p>My leader role models effective collaboration with other teams and divisions</p> <p>88% (+3 percentage points)</p> <p>I know what I need to do to help deliver our strategy</p> <p>82% (+4 percentage points)</p>

Note: Comparisons are on a year-on-year basis

Looking ahead

- › Strong fundamentals to support the improvement in the Australian economy in FY25, strength of improvement remains uncertain
- › Confidence on the prospects for Queensland
- › Targeting broadly flat cost growth in FY25, uplift of revenues from branch conversion and growth in business bank
- › Strong balance sheet settings with capital to be maintained within the management target range of 10.25–10.75% and dividends to be paid within target payout ratio of 60–75% of cash earnings after tax
- › Management team focused on improving shareholder returns, transformations take time
- › Committed to the continued disciplined execution against our strategy