

Nick Hawkins

Chief Executive Officer

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Acknowledgement of Country

IAG acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

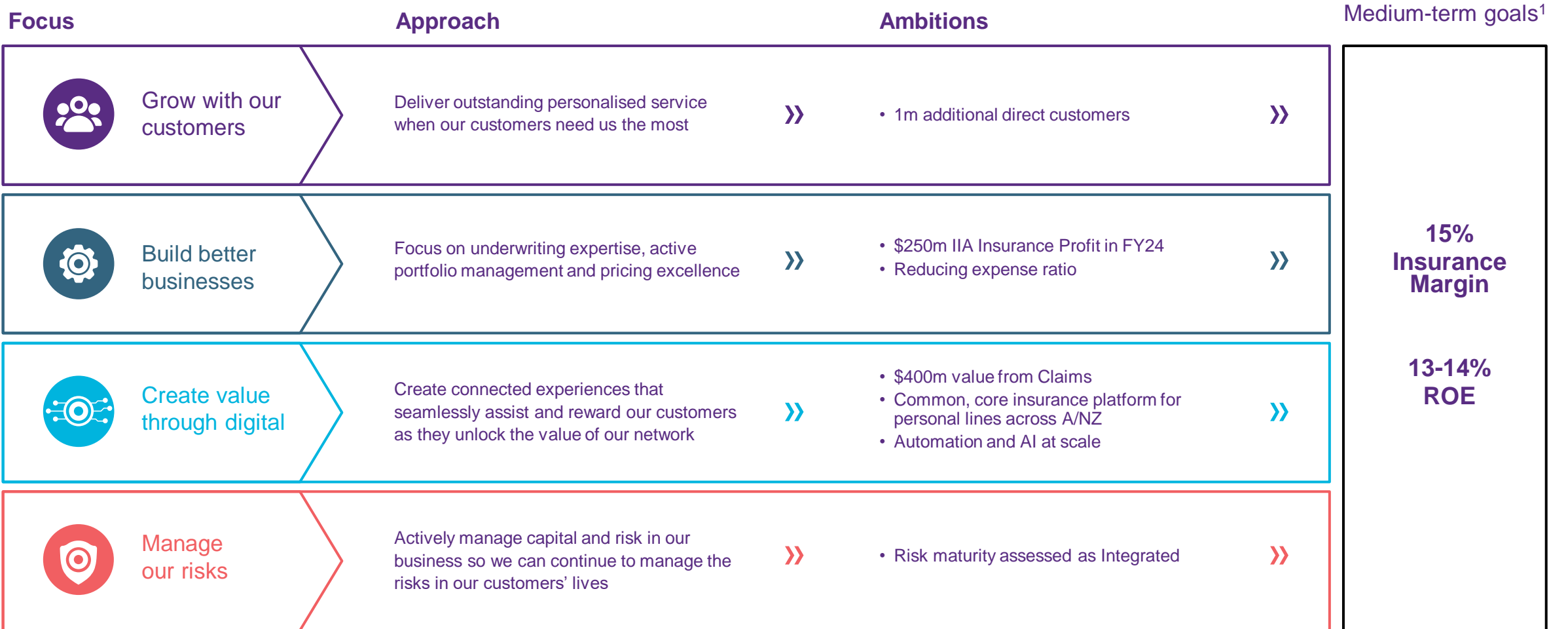
We empower Aboriginal and Torres Strait Islander peoples, business and communities.

Focused on our strategy

Purpose | We make your world a safer place

Strategy | Create a stronger, more resilient IAG

People | Our people are the difference: bringing our purpose to life and delivering our strategy



1. These ambitions and medium-term goals are subject to assumptions and dependencies, including that there are no material adverse developments in macro-economic conditions and disruptions or events beyond IAG's control (for example, natural perils events in excess of IAG's allowances). As they span a number of years, these assumptions and dependencies have a greater level of uncertainty than financial year guidance (see slide 24 in the 1H23 Management Presentation in the Results & Reports area of our website for further detail).

Strategic focus

Grow with our customers



Ambition

1 million additional direct customers

Progress

- 207k net new customers in DIA
- Rollout of NRMA brand in Western Australia and South Australia
- Very strong customer retention rates

Build better businesses



Ambition

\$250m IIA insurance profit in FY24
Reducing expense ratio

Progress

- IIA on track to achieve \$250 million insurance profit in FY24
- Enhanced capability rollout from Enterprise Platform
- Flat gross operating cost base in FY21 and FY22, on track in FY23

Strategic focus (continued)

Create value through digital



Ambition

\$400m value from Claims

Progress

- Accelerated Enterprise Platform rollout with functionality built across direct and partner businesses in Australia and New Zealand
- Launched and scaled online claims tracker
- ~\$70m in value generated in claims and supply chain in DIA

Manage our risks



Ambition

Risk maturity assessed as Integrated

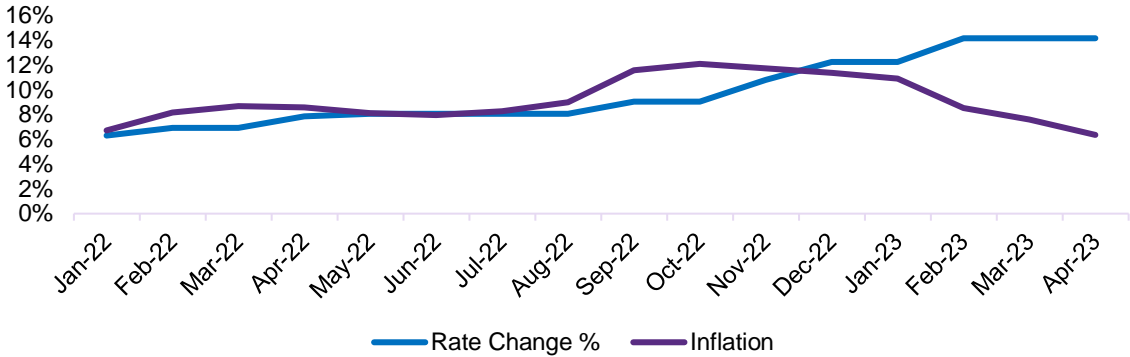
Progress

- Renewed key Whole of Account Quota Share agreements
- Advancements to risk management frameworks and matured risk management systems, processes and frameworks
- Legacy issues predominantly resolved

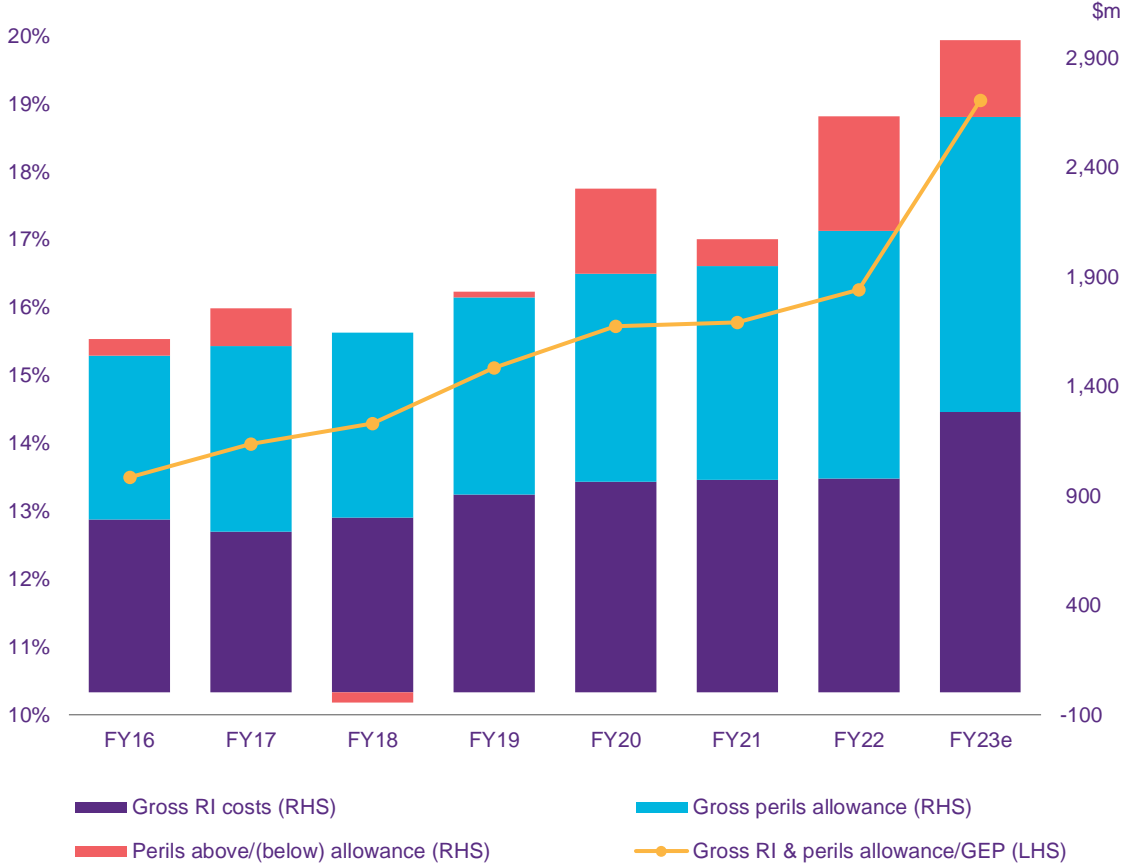
Operating environment

Premium increases reflect claims inflation, reinsurance and natural perils impacts

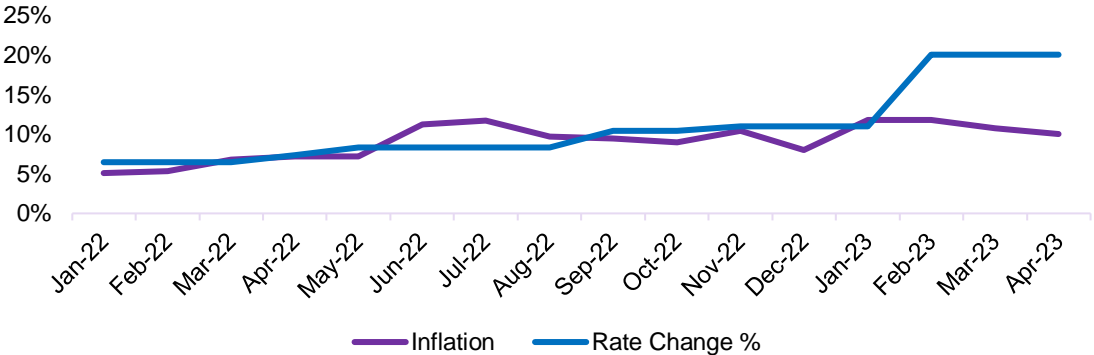
Motor premium increases & claims inflation



Gross natural perils & reinsurance



Property premium increases & claims inflation (non-perils)



Medium-term targets

Improved shareholder returns with increased ROE and strong EPS growth

Environment has changed, with:

- Increased investment yields support improved margins and ROE;
- Strong top-line growth delivers improved ROE metrics due to lower capital strain from organic growth; and
- Inflation, perils, reinsurance and affordability challenges.

Resulting in an

- Increased ROE target of 13% to 14% based on
- Expected insurance margin of 15%.

FY24 guidance to be provided at FY23 results announcement on 21 August 2023

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