People First Bank

2025 Customer Report

150 Years of Purpose-Driven Banking

Acknowledgement of Country

People First Bank acknowledges the Traditional Custodians of the many lands on which we live and work across Australia. We recognise their custodianship which has lasted unbroken for more than 60,000 years and which continues today. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past, present and future.

About this report

The 2025 Customer Report outlines the performance of People First Bank and its retail brands Heritage Bank and People's Choice across the 12 months to 30 June 2025. It is structured into five sections which reflect our areas of impact: customers, community, people, environment and governance.

The 2025 Financial Report, which includes the Directors' report, corporate governance statement, financial statements and auditor's report, is available on our websites.

Also available on our websites are our Modern Slavery Statement, Workplace Gender Equality Agency Report and the People First Bank Foundation Impact Report. Our Carbon Neutral disclosure is available via the Climate Active website.

People First Bank, People's Choice Credit Union (People's Choice) and Heritage Bank are all trading names of Heritage and People's Choice Limited.

What's inside

A bank that puts people first.

People First Bank is building a new kind of bank – one that puts customers first, supports communities and cares for the environment.

In 2025, we laid the foundations for a strong, purpose-led, national bank that does banking differently, for the better.

150 years of purpose-driven banking

1875
Toowoomba Permanent Building Society is established.

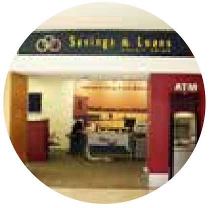
1897
Darling Downs Permanent Building Society begins operations.

1914
During World War I, both societies pause repayments to protect their customers' homes.

1929
It's a lifeline repeated in the Great Depression...

1939
...and again during World War II, when married women join the clerical workforce for the first time.

1949
Savings and Loans Credit Union is founded in Adelaide.



1950s
In the post-war boom, both societies help families and returning servicemen build new lives.

Savings and Loans is one of the first to lend to unwed mothers.

1960
ABC Mutual is formed by ABC staff in Adelaide.

1980
Savings and Loans new computer system begins automating account updates...

1981
...and the first ATMs make banking more convenient for customers.

1983
Heritage opens its new headquarters - Toowoomba's first office tower.

Toowoomba Permanent and Darling Downs Permanent merge to form Heritage Building Society.

1984
ABC Mutual merges with two other credit unions to form Australian Central Credit Union.

1995
Heritage reaches $1 billion in assets, expanding across South East Queensland.

1999
The first Community Branch opens in Crows Nest.

2009
Savings and Loans and Australian Central merge to become People's Choice Credit Union.

2011
Heritage Building Society rebrands to Heritage Bank.

2020
As Covid-19 brings lockdowns and uncertainty, both banks support customers and adapt swiftly to flexible work.

2021
Shared values and purpose spark merger discussions between Heritage Bank and People's Choice.

2022
Members vote **'yes'** to creating a new, united bank.

2023
People First Bank is born.

Banking for you, better for all.

As a leading Australian customer-owned bank, we are dedicated to you, your finances and your future.

With the strength of $25.3 billion in assets and 2,100 employees supporting customers across Australia, we are building a stronger, sustainable bank that stands apart from the rest.

Our purpose and vision

To deliver positive change through banking.

Our values

Passion: We love making a difference in people's lives.

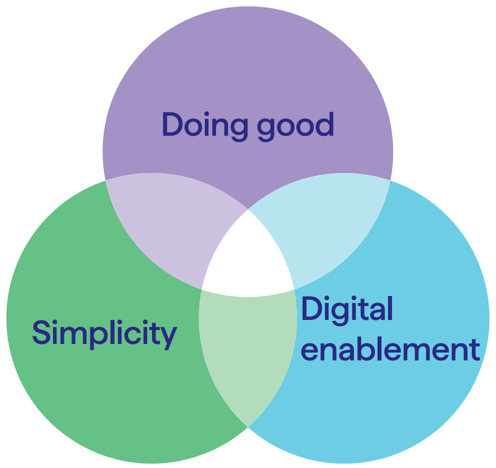
Integrity: We are courageous and always do the right thing.

Trust: We are reliable, consistent and we do what we say.

Care: We care and protect for positive impact.

Authenticity: We are socially aware and stay true to our mutuality, always.

Respect: We value the power of our collective; every perspective strengthens us.



Our strategic pillars

Doing good

Doing good underpins everything we do – for our customers, our communities, our people and our planet.

Simplicity

We are making our processes and systems more efficient with simpler products and services so we are easier to bank with.

Digital enablement

We are building new digital platforms to make banking more convenient and secure – whether online, using our app, over the phone or face-to-face.

2024-25 in review

$44m
Net profit after tax
↑ 7%

$20bn
Total retail deposits
↑ 6%

$21bn
Total loans and advances
↑ 4%

$25bn
Total consolidated assets
↑ 3%

Customer	Community	People	Environment
750,000+ Total customers	**$8.81m** In community support	**2,098** Employees	**2030** Science-based emissions reduction target set
45,816 New customers	**2,042** Hours volunteered by employees	**64%** Employee engagement	**4th** Year certified as carbon neutral[2]
+31 Net promoter score[1]	**788** Community Lottery groups and clubs	**37%** Senior leadership roles held by women	**100%** of carbon offsets purchased support Australian projects

Australia's Best Customer-Owned Bank Mozo Experts Choice 2025

Customer Owned Bank of the Year Canstar Bank of the Year Awards 2025

Outstanding Value Award – Home Lender / Variable Home Lender Canstar Home Loan Awards 2025

Exceptional Value Home Lender Mozo Experts Choice 2025

Forbes World's Best Banks 2025

Employer of Choice Australian Business Awards

[1] 6 month rolling average as at June 2025. Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld. Net Promoter ScoreSM and Net Promoter SystemSM are service marks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.
[2] Carbon neutral certification received from Climate Active in 2024-25 applies to People First Bank's business operations for 2023-24 financial year.

Chairman and CEO's report

150 years of putting people first

In 2025, People First Bank marked a milestone that few organisations reach: 150 years since our establishment in 1875. What began as a small building society to help local people buy homes when traditional banks would not, is now a strong, national customer-owned bank.

The formation of People First Bank two years ago was the most recent chapter in this long history. By bringing together Heritage and People's Choice, we created an organisation with the scale, capability and reach to do even more for customers and communities across Australia.

Our 150th anniversary is as much about the future as the past. Together, we are creating a modern, community-focused, bank that will be here for the long run.

A year of growth

People First Bank welcomed more than 45,000 new customers in 2024–25. This growth reflects the trust Australians place in us and the relevance of our products and services in their daily lives.

We helped more than 11,600 people buy their own homes, while 5,700 customers accessed personal loans to support important life goals. We also opened almost 147,000 transaction, savings and term deposit accounts.

As a result, total retail deposits grew to $20.1 billion, up 6%, while loans and advances increased to $21.1 billion, up 4%. Our total assets reached $25.3 billion, up 3%. We achieved a net profit after tax of $44.1 million, up 7%, which was reinvested to deliver better services and value for our customers.

Importantly, these financial outcomes were matched by strong levels of customer trust and advocacy. Our Net Promoter Score averaged +31 over the six months to 30 June, almost three times the industry average of +11 for the same period.

Delivering better banking

Alongside supporting day-to-day banking needs, we continued to deliver on the merger commitments that are reshaping People First Bank for the future.

Our new mobile app and internet banking platforms are in the final stages of piloting by employees, with improved functionality and greater protection against fraud and scams. A new People First Bank website, designed with simpler navigation and clearer information, is also close to completion and will launch next year. Improvements to our lending systems and processes are making it simpler for people to achieve home ownership.

In branches, our rebrand program has rapidly progressed. Thirty-four branches were refreshed with the People First Bank brand, creating a more consistent and recognisable presence for customers. Three further branches will be updated before the end of 2025, while the rebrand of Heritage sites is set to begin in 2026.

With most customers choosing to do their banking digitally, we made the difficult decision to close 18 branches. We provided extensive support to affected customers to help them transition to nearby branches and alternative ways of banking.

During the year we introduced new features that make our loans more flexible, expanded our Green Car Loan to support the switch to hybrid and electric vehicles and launched the first People First Bank insurance product. These changes are about delivering more value and making it easier for customers to choose products that suit their lives.

Keeping customers safe

Scams and fraud are a growing threat, and significant investments continue to be made to protect our customers. We set up a dedicated Anti-Scam Delivery Team, introduced new technology to detect suspicious behaviour, and employed data scientists and fraud specialists to further strengthen our capabilities.

These efforts made a real difference. Through our scam hotline, we were able to intervene in 480 live scams and protect almost $13 million of customers' money. At the same time, we expanded support for customers experiencing hardship or vulnerability, ensuring people had fair access to banking during challenging times.

Supporting our people

Supporting customers also means ensuring our people are skilled, healthy and motivated. In 2025, 84% of employees took part in our engagement survey, providing valuable feedback that is shaping improvements. We trained 35 Mental Health Ambassadors and introduced new flexibility for staff to celebrate days that reflect their own culture or beliefs.

We also invested in leadership and risk capability, training leaders and embedding a strong culture of accountability. These efforts were recognised when People First Bank was once again named an Employer of Choice by the Australian Business Awards.

Investing in communities

Since our beginning, People First Bank has been driven by the belief that banking should strengthen communities. This year we contributed $8.8 million in community support across Australia.

Our Community Branches generated more than $6 million in local investment through grants, sponsorships and employment. The People First Bank Foundation provided $370,000 to 29 charities, taking its total giving beyond $1 million since 2020. Approximately 800 groups raised $904,000 through the People First Community Lottery, and our annual Golf Day lifted its total contribution to grassroots organisations to more than $1.1 million.

A major highlight was the launch of our Innovate Reconciliation Action Plan, which is helping us build stronger relationships with Aboriginal and Torres Strait Islander peoples. As part of this work, we commissioned New Beginnings, a powerful artwork by Eastern Arrernte artist Pat Caruso, which is now displayed across our organisation.

Chairman Michael Cameron (left) and CEO Steve Laidlaw.

Protecting our environment

We know that building a stronger future means taking action on climate change. In 2025, our emissions targets were validated by the Science Based Targets initiative, confirming they align with global climate science. By 2030 we aim to cut our direct emissions by 95%, achieve 100% renewable energy and reduce emissions from our mortgage portfolio.

This year we were certified carbon neutral for the fourth year in a row. More than half of our energy now comes from renewable sources, and we remain on track to reach 100% by 2030. We also piloted electric vehicles for our fleet and reduced our paper use by more than one million sheets through digital solutions.

Strengthening risk management

Protecting our future also means managing risk well. Good risk management is simply good business management – it protects customers, strengthens decision-making and ensures long-term sustainability. During the year we took important steps to reinforce this foundation.

We restructured our Group Risk division to improve accountability and expertise, introduced a new Risk in Change process and trained more than 350 employees in assessing the impact of change. We also strengthened oversight of suppliers through a new third-party risk framework and set clear standards for the responsible use of new technologies through our AI governance framework.

These initiatives are building a stronger, more consistent risk culture across People First Bank – one where every employee understands their role in managing risk and making informed decisions that keep our customers safe.

Board changes

Last year, Kerry Betros AM and Georgina Williams retired at our 2024 AGM. Amanda Heyworth and Stephen Davis will retire at this year's AGM in accordance with the reduction in Board size set out in our Constitution and merger commitments. We thank Amanda and Stephen for their significant contributions and service to our customers.

Looking ahead

The coming year will see the launch of major digital upgrades, further rebranding across our branch network, new products designed for value and simplicity, and continued investment in security and sustainability.

None of this would be possible without the dedication of our employees and the guidance of our Board, and we thank them for their commitment. Above all, we thank our customers. Your loyalty and trust are what makes People First Bank possible, and you remain at the centre of everything we do.

Michael Cameron
Chairman

Steve Laidlaw
CEO

Listening to what matters

Each year, we speak with a wide range of stakeholders – including customers, employees, partners and communities – to understand the issues that shape our shared future.

Our annual materiality assessment helps us identify the environmental, social and governance issues that matter most to them and to our business. These insights guide our priorities and help us focus where we can make the biggest difference.

Material theme	Key activities in 2025
Financial access and inclusion Build financial capability for underbanked and underserved customers, and ensure access to affordable, appropriate banking products and services.	• Established Customer First Forum to act on feedback and complaints (→ p. 16). • Supported 2,000+ hardship cases with improved processes and resources (→ p. 15). • Launched Innovate Reconciliation Action Plan with actions to improve banking for First Nations customers (→ p. 19).
Social and economic contribution to community Support long-term prosperity and wellbeing in the communities we serve.	• Generated $8.81m in community support (→ pp. 18 - 23). • $18.13m provided in first two years of $50m five-year community support commitment, expanding programs nationally (→ pp. 18 - 23). • Provided more than 2,000 hours of employee volunteering to community groups (→ p. 27).
Diversity, inclusion and employee engagement Build an inclusive, engaging workplace that values diversity and empowers employees.	• Introduced holiday swaps, cultural events and inclusive leadership training (→ p. 26). • Reduced gender pay gap from 28% to 24.1% and set leadership gender balance targets (→ p. 27). • Expanded wellbeing, training, leadership and engagement programs (→ pp. 26 - 27).
Climate and environmental impact Support the transition to a low-carbon economy by addressing climate risks and opportunities across our business.	• Science Based Targets initiative validated near-term emission reduction targets (→ p. 29). • Switched nine more sites to renewable energy on path to 100% renewable energy by 2030 (→ p. 29). • Maintained Climate Active carbon neutral certification for 2023–24 (→ pp. 29, 31).
Trust and security Protect customer data and privacy, maintain the highest ethical standards and ensure transparent governance.	• Boosted cyber security and fraud and scam prevention, detection and response (→ p. 15). • Upheld Customer Owned Banking Code of Practice commitments (→ p. 16). • Enhanced our risk capability, systems and culture (→ pp. 33 - 34).

Our customers

In 2024–25, we focused on making banking simpler, safer and more supportive. We enhanced key products, progressed our digital platforms, expanded access to 24/7 support, and strengthened protections for customers experiencing scams, hardship or vulnerability.

45,816 New customers	**11,659** Home loans funded	**5,757** Personal loans provided	**146,681** Transaction, savings and term deposit accounts opened
644 First homebuyers helped	**1,102,669** Customer calls managed	**13** Product and service awards	

Embedding customer-first thinking

Putting customers first is a shared responsibility across the organisation. Our Customer Advocacy team supports this through four key programs that strengthen customer outcomes:

Customer centricity	Inclusive banking	Complaints management	Continuous improvement
Helping every team keep customers at the centre of their decisions.	Designing products and services that better support inclusion, including people experiencing vulnerability.	Using feedback to identify issues and improve experiences.	Making banking easier by addressing recurring challenges.

Building a stronger brand experience

Our rebrand to People First Bank continued at pace. We upgraded and rebranded 34 former People's Choice branches in South Australia, Victoria and the Northern Territory, including flagship sites at Flinders Street in Adelaide and Collins Street in Melbourne.

Three remaining sites will be updated by the end of 2025, with major redesigns at Casuarina and West Lakes focused on improving customer experience. We also rolled out our first Smart ATMs across the branch network.

The rebranding of Heritage Bank branches will begin in 2026.

The rebranding program has been carefully staged to reduce risk, limit disruption, manage costs and align with our technology upgrades.

Making digital banking easier

We made strong progress on our new mobile app and internet banking platform, designed to improve usability, features and security. Employee testing is well progressed to ensure a smooth customer launch. Improvements to our lending systems and processes are making it simpler for people to achieve home ownership.

Our new People First Bank website, with simpler navigation and clearer content, is also on track to launch in early 2026.

Support available 24/7

We delivered on our merger commitment of offering 24/7 call centre access across both brands, giving customers support whenever they need it – especially in an emergency.

Products with more value

By aligning products across both brands, we made it easier for customers to access better features and more value, including:

- Fee-free offset accounts on basic variable home loans.
- Redraw facilities on fixed rate home loans.
- No limits on extra repayments for fixed rate home loans.
- A Green Car Loan with lower interest rates for hybrid and electric vehicles.

Enhanced insurance

We launched CGU's new platform and product range, offering general insurance options to customers through the People First Bank brand.

Keeping customers safe from scams

We strengthened our defences against scams and fraud through a range of initiatives including:

- A new Anti-Scam Strategy to improve our systems and close potential gaps.
- New fraud detection specialists and data scientists to enhance our response speed, adjust systems, and quickly communicate with customers and staff.

Through our dedicated Scams Hotline (People's Choice 13 11 82; Heritage Bank 13 14 22), we intervened in 480 live scams and protected approximately $12.8 million of customers' money. We are also preparing to offer 24/7 access to scam support in 2026 as part of our broader call centre service.

We also kept customers informed of scam risks through our websites, mobile apps, internet banking, email statements and in-branch screens. Employees received regular, mandatory training and copies of the Government's Little Book of Scams were distributed through our branches.

We are actively supporting the Australian Government's Scam Prevention Framework – a coordinated national effort involving banks, telcos, social media platforms and search engines. This work aims to stop scams at every stage.

Round-the-clock cyber protection

Our Security Operations Centre monitored threats 24/7, working with law enforcement and other banks to protect customer data. We continually upgrade our systems to stay ahead of cyber threats.

Supporting customers in vulnerable circumstances

We continued to strengthen support for customers experiencing vulnerability, including:

- Continued access to funds for basic needs for customers receiving government benefits, even when overdrawn.
- Capped direct debit fees for eligible customers.
- A new Remote Banking and First Nations Service Standards guide to better support regional and First Nations communities – adding to considerable resources on our internal Customer Care & Wellbeing portal.
- Updated Terms and Conditions allowing us to report threatening, harassing or controlling behaviour on our banking platforms, particularly relating to payments.

We also provided hardship assistance in 2,060 cases – a 55% increase – reflecting rising financial stress for many Australians.

Service that fits every schedule

Chrishnali Perera is part of the dedicated night-shift team that keeps our call centre running 24/7, helping customers across the country – and the world.

"Extending our hours so we're always available was a great move," Chrishnali said. "It feels good to be able to help customers right when they need us."

While emergencies like lost cards and scams are common at night, many customers simply prefer to call when it's quieter. "We help people set up digital banking, speak with shift workers, customers in remote areas, and those overseas. Some just like calling late at night because it's less busy and they can take their time."

When People First Bank introduced 24/7 operations, Chrishnali opted for the night shift straight away. "It really works for me and my family," she said. "I sleep while my children are at school, and we still have plenty of time together.

"I enjoyed my role before – now it's even better. It's great that we can help customers at the time that suits them best."

Learning from complaints

We created a new internal Customer First Forum to turn complaints into improvements. This group brings together leaders from key customer-facing teams to review complaint trends and Voice of Customer feedback to identify and fix systemic issues.

In 2025, we received 9,163 complaints:

- 8,784 were resolved internally.
- 57% were resolved on the same day.
- 84% were resolved within five days.
- 379 were referred to external agencies such as the Australian Financial Complaints Authority.

Upholding higher standards

As a signatory to the Customer Owned Banking Code of Practice, we commit to standards that go beyond legal compliance – including fairness, transparency, and acting in the best interests of our customers and communities. The Code helps guide our decisions and reinforces trust in everything we do. A copy of the Code is available on our websites.

Code of Practice Key Promises

1. We will deliver banking services in the interests of our customers.
2. We will obey the law.
3. We will not mislead or deceive.
4. We will act honestly and fairly.
5. We will offer products and services that are fit for general purpose.
6. We will deliver services with reasonable care and skill.
7. We will contribute to our community.

Adapting to how customers bank today

As more customers choose digital banking, we made the difficult decision to close 18 branches. Fewer than 1% of all transactions now occur in-branch, with most banking done via our app, internet banking and ATMs.

We supported affected customers through the transition, ensuring they could continue banking with us through nearby branches and alternative channels.

Closed branches included:

- **Heritage Bank:** Beenleigh, Brookside, Capalaba, Indooroopilly, Noosa Civic, Nambour, Mermaid Waters, Nerang, Strathpine, The Pines Elanora, Victoria Point.
- **People's Choice:** Seaford, Northpark, Victor Harbor, Gawler, Warrnambool, Maryvale, Darwin.

We also closed our Alice Springs branch due to serious concerns for staff safety. A detailed communication and engagement plan was implemented to minimise disruption for customers.

Award-winning products and services

We are passionate about delivering outstanding products and services to our customers, and continue to be recognised.

People's Choice	
Mozo Experts Choice 2025	• Australia's Best Customer Owned Bank • Exceptional Value Home Lender
Canstar Home Loan Awards 2025	• Outstanding Value Award – Home Lender • Outstanding Value Award – Variable Home Lender
Finder Personal and Car Loan Awards 2025	• Best EV Car Loan • Best Car Loan – Used Cars – Highly Commended (Discounted Personal Loan (Car Loan)
Canstar Personal and Car Loan Awards 2024	• Outstanding Value Award – Personal Loans • Outstanding Value Award – Green Car Loans
Heritage Bank	
Canstar Bank of the Year Awards 2025	• Customer Owned Bank of the Year 2025
Canstar Personal and Car Loan Awards 2024	• Outstanding Value Award – Personal Loans • Outstanding Value Award – Green Car Loans
Finder Credit Card Awards 2025	• Best No Annual Fee Credit Card – Highly Commended (Gold Low Rate Credit Card) • Best Low Interest Business Credit Card – Highly Commended (Business Visa Secured)

Going the extra mile to secure a first home

"I can't tell you how phenomenal the service was. We were so stressed out, thinking our home was going to disappear."

First homebuyers Aidan and Danielle had signed for an apartment off the plan two-and-a-half years ago and saved diligently ever since. But just two days before settlement, they were told a government grant would be delayed and they suddenly needed an extra $20,000.

"We were blindsided and on the verge of a nervous breakdown," Aidan said. "The developer refused to extend the deadline and was going to give it to someone else."

Unsure what to do, they turned to Saahil, the lender who arranged their loan.

"I cannot speak highly enough about what he did for us. He was chasing everyone – the developer, the conveyancer, everyone involved – and within 24 hours he'd secured the extra funds. To have everything sorted basically overnight: the relief was enormous!"

Now, Aidan and Danielle are happily settled into their first home.

First homebuyers Aidan and Danielle in their new apartment.

Our community

In 2024–25, we continued our long tradition of supporting stronger and more connected communities. Through partnerships, programs and fundraising efforts, we delivered $8.81 million in support – helping local organisations deliver essential services and create meaningful opportunities for people to participate and thrive.

Advancing reconciliation

We launched our Innovate Reconciliation Action Plan – a two-year commitment to creating lasting change for Aboriginal and Torres Strait Islander peoples. The plan focuses on stronger engagement, a more inclusive workplace, and the removal of barriers across our services, employment pathways, procurement and partnerships.

As part of this commitment, we expanded our support for Petiola Wilson's Cultural Motivation Program which helps First Nations students in disadvantaged schools build confidence and connect with their culture.

Additionally, we supported the NAIDOC SA Awards and actively encouraged our employees to participate in NAIDOC Week and National Reconciliation Week activities to demonstrate their support and deepen their understanding.

We unveiled New Beginnings – a commissioned artwork by Eastern Arrernte artist Pat Caruso – telling the story of our identity and reconciliation journey.

Petiola Wilson performing a Welcome to Country at the unveiling of New Beginnings.

Inspiring belief through culture

"I know this work is making a real difference to children who have been doing it hard… This program helps them find their place and gives them belief."

Petiola Wilson, a proud Ngarrindjeri, Kaurna, Narungga and Tongan man, is a cultural educator and motivational speaker who has supported People First Bank's first two Reconciliation Action Plans.

This year, our partnership deepened with support for Petiola's Cultural Motivation Program, which empowers First Nations students in some of South Australia's most disadvantaged schools.

"We explore Aboriginal culture and our history… and the importance of education," Petiola said.

"You can see young people becoming engaged and developing belief and belonging in themselves."

"By supporting the program, People First Bank is helping to improve the lives of our emerging future First Nation leaders."

People First Bank Foundation

The Foundation supported 29 charities this year, providing $370,000 in funding through annual grants and its sub-funds. Since 2020, it has contributed over $1 million to 68 charities, while partnering with recipients and involving employees in volunteering, fundraising and initiatives.

People First Community Lottery

The 2024 Community Lottery helped 788 community groups raise $904,000, with every dollar going directly to local charities, schools and clubs. Since launching 40 years ago, the Lottery has raised over $23 million across Australia.

People First Bank Photographic Awards

The 2024 Awards attracted nearly 3,000 entries from 928 photographers nationwide, celebrating the art of Australian photography with a $50,000 prize pool and a virtual exhibition showcasing the finalists at peoplefirstphotoawards.com.au

Partnering for local impact

We maintained strong partnerships with local organisations and events that bring people together and improve quality of life.

This included long-running support for the Toowoomba Carnival of Flowers and People First Bank Toowoomba Royal Show, along with expanded sponsorship of Food on the Table – helping provide meals to people struggling to afford food across South Australia.

Our Community Branches continued to support local people and businesses, injecting more than $6.2 million into their communities through local grants, sponsorships and employment.

Highlights included:

- $47,990 from Nanango branch to deliver defibrillators to 16 local clubs and schools, improving lifesaving access across the region.
- $210,000 from Palmwoods branch to support 37 community groups to upgrade facilities, purchase equipment and run community events.
- $30,000 from Highfields branch to provide uniforms for the Railway Bulldogs Cricket Club.

We also awarded three Heritage Bank Peter Cleary Memorial Scholarships at the University of Southern Queensland to support second-year business students from regional and remote Queensland.

Nanango Community Branch awarded Nanango Bowls Club a Community Grant.

Frances Terlich, Open Category Winner (2024), with her winning entry, The Next Generation.

Framing the moment

For Frances Terlich, photography is about capturing "the story of a moment" – and it was one of those moments that won her the top prize in the 2024 People First Bank Photographic Awards.

Her winning black-and-white image shows her son working in their woolshed. "I knew what I was after because I'd noticed the amazing lighting in that spot earlier," she said. Frances received $15,000 for the photograph.

A photographer since the pre-digital era, Frances finds the art form therapeutic. "You capture something that you can't get back, especially with your children as they change so quickly."

She values the awards for their accessibility and encouragement. "They are free to enter, which means people can be more adventurous. And while art is subjective, this competition lets you see how your work compares – that can be so valuable."

Twenty lucky kids joined the Strikers Women's Big Bash League stars at the First Strikers Junior Clinic.

Building healthier communities

Sport plays a vital role in community life – supporting physical and mental health, creating social connection, and boosting local pride and participation. Our sponsorships support this at every level – from grassroots clubs to national teams.

Through our long-term partnerships with the Western Bulldogs, Adelaide Strikers and Norwood Football Club, we helped create opportunities for connection, participation and local pride.

As naming rights sponsor of People First Stadium on the Gold Coast, we again ran our Stadium for a Day competition, giving unique opportunities for community activities, and offered customers exclusive access to AFL matches, concerts and major events.

Golf Day drives grassroots support

Six local charities and community groups received $64,000 raised by the 26th People First Bank Golf Day in Toowoomba, bringing the event's total impact to over $1.1 million for 130 grassroots organisations.

The latest beneficiaries were:

- **Teen Challenge QLD** – $24,000 to refurbish kitchens and bathrooms.
- **Playford Women's Shed, SA** – $12,000 to replace floor coverings.
- **YMCA Warwick, QLD** – $10,000 for fitness equipment.
- **Zen Tea Lounge, NSW** – $10,000 to support women affected by domestic violence.
- **Set Free Care QLD** – $5,000 for community support programs.
- **Toowoomba PCYC, QLD** – $3,000 for youth and community programs.

Set Free Care on the Gold Coast received $5,000 towards their community support programs.

Our people

In 2024–25, we focused on building a workplace where people feel valued, supported and able to grow. Leadership capability was strengthened and new wellbeing, inclusion and development initiatives helped ensure our people could do their best work in a safe and inclusive environment.

Listening and acting

We want every employee to feel heard. In 2025, 84% of employees participated in our Speak up. Be heard. survey, contributing over 6,500 comments. The overall engagement score was 64%.

Employees highlighted strengths in leadership, flexible work, team collaboration and inclusion, while also identifying areas for improvement, including career development. These insights continue to shape action plans across the business.

84%
of employees participated in our 2025 engagement survey

Rewarding values-driven culture

Through our Shine recognition program, employees celebrated colleagues who demonstrated our values and risk culture, sending 8,962 eCards and nominating 954 individuals or teams for Ruby Awards. 128 Rubies were awarded across the organisation.

We also recognised 208 long-serving employees for their contributions to our customers and workplace culture.

8,962
Shine eCards sent to colleagues

954
individuals or teams nominated for Ruby awards

128
Ruby award winners

Growing capability

We continued to invest in employee development and leadership. This included:

- 54,473 total training hours, averaging 26 hours per employee.
- A new cohort of future leaders joining our Emerging Leaders program.
- Seven participants in the Women in Banking and Finance mentoring program.
- A Strategic Leadership Offsite and a Virtual Leadership Conference focused on strategic delivery and future capability.
- Monthly Leadership Engagement Sessions and Leading Edge newsletter kept people leaders informed and equipped to engage their teams on organisational developments.
- A fortnightly WorkWell newsletter highlighting career pathways and job opportunities.

We were named an Employer of Choice for the third year running by the Australian Business Awards – independent recognition of the progress we are making.

54,473

total training hours, averaging 26 hours per employee

Building an inclusive workplace

We continued to foster a workplace that welcomes and respects diversity.

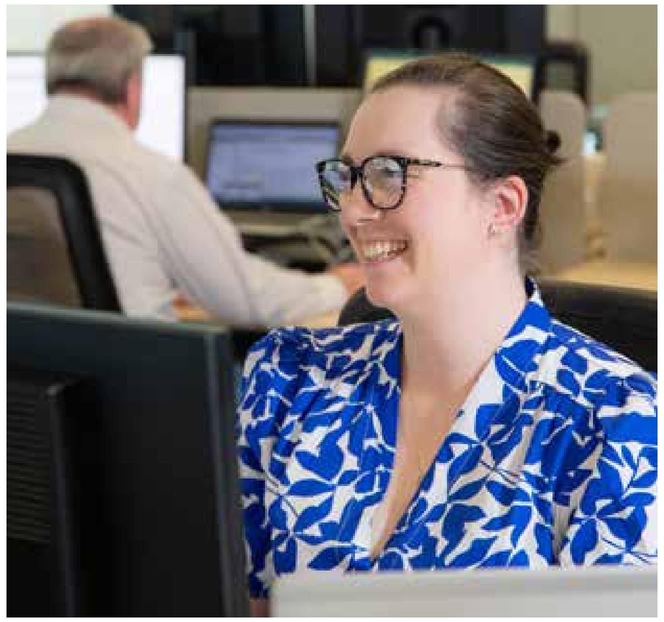
Highlights included:

- Enhanced parental leave: 16–26 weeks of paid primary carer leave with no qualifying period.
- Introduction of public holiday swaps so employees can celebrate culturally significant days.
- A 61% participation rate in our annual Diversity Census.
- Strong employee support for cultural recognition days including NAIDOC Week, Diwali, Harmony Week, Pride Month and more.
- Inclusive leadership workshops delivered to leaders at all levels.

Supporting wellbeing and safety

We maintained a strong focus on physical and mental health. Our initiatives included:

- 35 trained Mental Health Ambassadors promoting wellbeing across teams.
- Psychosocial risk assessments.
- Free, confidential support via our Employee Assistance Program.
- Participation in R U OK? Day and ongoing mental health activities.



Leading with impact

"In the end, it's about our customers benefiting. By helping me to approach my projects in a better way, I can deliver improved solutions for customers, employees, everyone."

Caitlin McCade, Senior Leader, Product Strategy & Integration, was selected for the 2024 Mentoring for Success program – a six-month course designed to strengthen leadership capability and accelerate career development.

"My mentor really brought the program to life. She helped me put the theory into practice, having dealt with so many similar issues, including work-life balance."

The program included workshops, 360-degree feedback and external mentoring, with a focus on communication, resilience, teamwork and risk-taking.

"I've come away with a much better understanding of my key strengths as well as the areas I need to work on."

Caitlin wrapped up the program by co-leading the final session and panel interview in Melbourne. "It was gratifying to be selected… so I'm now actively putting everything into practice to drive those better solutions."

Progressing gender equity

We remain committed to gender equity in representation and pay. We have set a gender balance target of 40% men and 40% women in leadership, with the remaining 20% flexible to support inclusivity.

64% Women in workforce

53% Women in leadership roles

33% Women in senior leadership roles

Our average gender pay gap fell from 28% to 24.1% as at March 2025 (Workplace Gender Equality Agency), with further action underway to address bias, ensure role and pay neutrality, and set gender balance targets for senior leaders.

Doing good

Our Good Squad program helps employees support the causes they care about. In 2025, employees contributed 2,042 hours of volunteering – an 85% increase.

Our people supported a range of causes, from testing phones for DV Safe Phone and making meals for Food on the Table, to mentoring youth through the Raise Foundation, helping young carers enjoy a day out with Little Dreamers and packing backpacks with care at Backpacks 4 SA Kids.

We also supported staff taking paid leave to donate blood, perform emergency service or complete Australian Defence Force Reserve training.

2,042 hours

of volunteering - an 85% increase

Our environment

In 2024–25, we continued to improve our environmental impact and prepare for a more sustainable future. With a focus on real-world outcomes, we advanced our climate targets, reduced emissions, and supported projects that protect ecosystems and support local communities.

Setting science-based targets

Our near-term emissions targets were officially validated by the Science Based Targets initiative (SBTi) in June 2025. These targets align our efforts with climate science and the goals of the Paris Agreement to limit global warming.

Validation by the SBTi ensures our targets are transparent, measurable and aligned with global climate goals.

By 2030, we aim to:

Reduce Scope 1 and Scope 2 emissions by
95%
(from 2022-23 baseline).

Source
100%
of our electricity from renewable energy.

Reduce Scope 3 financed emissions (mortgage portfolio) by
38%
per square metre (from 2023-24 baseline).

Scope 1 are emissions from sources controlled by us (e.g. fuel in company cars).

Scope 2 are emissions from the electricity, heating or cooling used in our operations.

Scope 3 are indirect emissions caused by our business (e.g. the carbon footprint of homes bought with our loans).

Reducing our footprint

We made tangible progress in reducing emissions and improving environmental performance across our operations:

- **Green Car Loans:** Expanded across both brands, supporting customers to purchase electric and hybrid vehicles with discounted interest rates.
- **Renewable energy transition:** 53% of our energy use is now from renewable sources, a 38% increase, keeping us on track to reach 100% by 2030.
- **Electric vehicle pilot:** Following conversion of most of our fleet to hybrid, we introduced EVs to assess performance in real-world conditions and inform future rollout.
- **Paper reduction:** Saved over 1.1 million sheets of paper by expanding digital solutions like DocuSign, reducing waste and improving efficiency for customers.

Remaining carbon neutral

We maintained our carbon neutral status under the Australian Government's Climate Active program for 2023–24, an ongoing commitment we have upheld since 2020–21.

To offset current emissions, we purchased verified Australian Carbon Credit Units from two local projects that deliver environmental and community benefits:

- **Mount Alfred Regeneration Project –** Working with landholders to regenerate and protect native vegetation, helping native wildlife and improving soil conditions.
- **Arnhem Land Fire Abatement Project –** Supporting First Nations-led fire management and ranger training to reduce wildfires, protect vital ecosystems and preserve traditional knowledge.

These projects deliver environmental benefits and support local communities.

Giving devices a second life

We supported DV Safe Phone by collecting unwanted mobile phones at all branch and head office locations, helping people affected by domestic violence stay connected and safe. We also donated 50 laptops to Substation33 to support unemployed Australians and provided 200 laptop bags to Puddle Jumpers for children in need.

If you or someone you know is at risk of domestic or family violence, call 1800RESPECT (1800 737 732) or contact us.

Reducing paper, reducing impact

We cut paper use by 18% through a continued shift to digital processes. This included saving over 1.1 million sheets by introducing DocuSign for loan contracts and switching to digital delivery for rate change notices and other customer communications. AGM materials and Annual Reports were also moved primarily online, further reducing paper use.

Trialling electric vehicles

We launched a six-month pilot of electric vehicles to assess their performance, range and charging needs in real-world conditions.

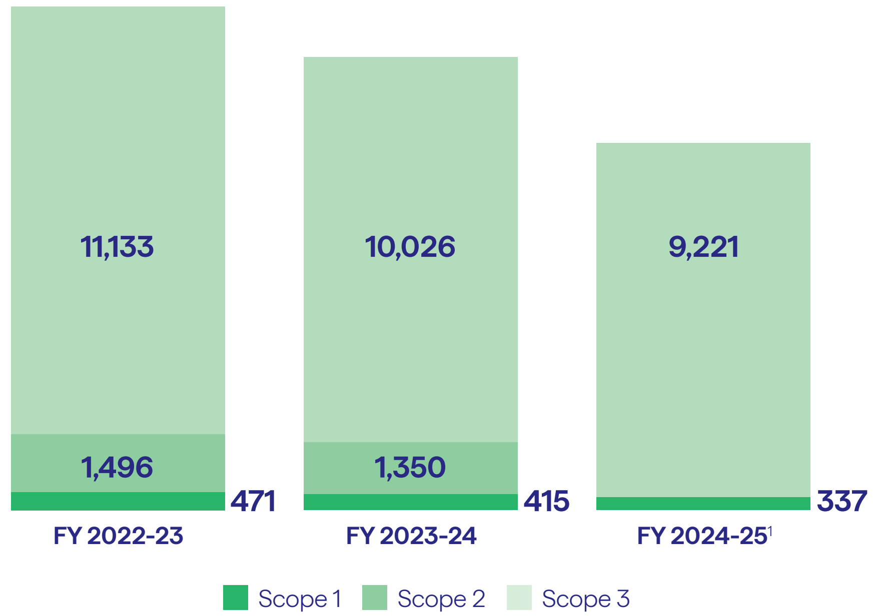
Replacing our remaining hybrid and petrol-powered fleet with EVs will eliminate more than 400 tonnes of carbon emissions each year.

Strengthening our data and disclosures

During the year we improved the quality of our emissions data and identified additional Scope 3 information for 2022-23 and 2023-24. As a result, our reported Scope 3 emissions have been revised upward from 10,916 to 11,133 and 8,186 to 10,026 tonnes of CO2-e. As part of our corrective action, we are updating our carbon offsets for the relevant periods in line with guidance from Climate Active.

Our emissions have been calculated using the Australian Government's Climate Active program, which is built on international best-practice standards and the Greenhouse Gas (GHG) protocols. This ensures our calculations are consistent, credible, comparable and subject to independent verification. Our observable emissions reductions are a result of two factors: a decrease in our actual operational activity, such as fuel use, and improvements in national emissions factors, which are reviewed and updated annually by the Australian Government.

Operational greenhouse gas emmissions (tonnes of CO_2 equivalent)



Preparing for mandatory sustainability reporting

We continued building our capability ahead of the Australian Sustainability Reporting Standards, which will take effect in 2026. Work during the year focused on the four core pillars of the framework: Governance, Strategy, Risk Management and Metrics & Targets.

This included:

- Completing a gap analysis against the standards.
- Running an initial climate scenario analysis as part of business planning.
- Strengthening climate risk governance.
- Delivering sustainability training for management and the Board.
- Updating our carbon offset approach.

Our first disclosure under the new standards will be made in 2026.

[1]To achieve 100% renewable electricity and zero Scope 2 emissions in FY 2024-25, we procured Large-scale Generation Certificates (LGCs). As a tradeable asset within the Renewable Energy Target (RET) scheme, LGCs were the most viable option for this reporting period, given that the majority of our operational sites lack the infrastructure for on-site renewable energy.

Our governance

In 2024–25, we strengthened our governance and risk frameworks to support accountable leadership, protect customers and uphold trust. We focused on building risk capability and culture across the organisation, embedding good practices into daily work and steadily maturing our approach to risk management.

Our Board

Our Board is responsible for the effective governance and strategic direction of People First Bank. Its members bring the depth of experience and expertise needed to guide the bank responsibly, ethically and lawfully.

Last year, Kerry Betros AM and Georgina Williams retired at our 2024 AGM. Amanda Heyworth and Stephen Davis will retire at this year's AGM in accordance with the reduction in Board size set out in our Constitution and merger commitments. We thank Amanda and Stephen for their significant contributions and service to our customers.

The Board has four supporting specialist committees:

- **Audit Committee** – Oversees financial reporting, audit functions and related controls.
- **Remuneration and Governance Committee** – Guides remuneration frameworks and corporate governance.
- **Risk and Compliance Committee** – Oversees our risk and compliance frameworks.
- **Technology and Integration Committee** – Supports the delivery of digital and integration strategies.

Strengthening risk management

We manage risk to protect customers, support compliance and ensure long-term sustainability. Our Risk Management Framework outlines how we identify, assess and manage all material risks across the organisation.

Our Risk Appetite Statement guides decision-making and ensures risk is considered in everything we do. In 2025, we continued to invest in improving our risk capability, systems and culture.

This included restructuring the Group Risk division to strengthen accountability and ensure our risk function has the skills and expertise to provide specialist advice, challenge effectively and promote better practice across the bank.

We also implemented enhancements to frameworks, policies and procedures that govern the management of critical operations, ensuring compliance with the new Prudential Standard CPS-230 Operational Risk Management.

Our strategy and business planning process considers whether we are identifying and responding to risks effectively, accepting the right level of risk and achieving the right outcomes. It also guides ongoing investment in our risk management systems and helps determine if our risk appetite needs to be revised.

L - R: Wendy Thorpe, John Patton, Michael Cameron, Dennis Campbell, Peter Clare, Virginia Hickey, Stephen Davis, Amanda Heyworth, Brendan Baulch and Wendy Machin.

Managing risk during change

With significant organisational change continuing following the merger, we introduced a new Risk in Change Procedure to reduce the likelihood of unintended risk emerging through the deployment of new systems, processes or structures.

More than 350 employees received training to help teams assess the potential impact of change on people, processes, systems, risks and compliance obligations.

Building a strong risk culture

Fostering a strong risk culture is essential to how we work. Everyone has a role to play in identifying and managing risk and building it into daily responsibilities.

To create this shared accountability, we delivered leadership programs, mandatory training and team-based sessions across the organisation. We also used our anonymous company-wide Risk Culture Survey to track progress and identify areas for improvement.

We introduced a new Non-Financial Risk Committee, chaired by the CEO, as the oversight body for non-financial risk and compliance matters. We also implemented an operational risk scorecard to maintain focus and drive improvements in risk performance.

A major achievement was the successful completion of all Design and Implementation activities of our Integrated Remediation Plan. We are now focused on embedding these improvements sustainably across skills, behaviours, governance and reporting.

Embedding risk in daily practice

To support everyday awareness and ownership of risk, we launched several initiatives:

- **Third-party risk management:** We introduced a standardised Third-party Risk Assessment Report for critical supplier engagements, providing greater consistency and visibility of risk across our supply chain.
- **Compliance Obligations Register:** We implemented a company-wide register of compliance obligations, creating greater efficiency in how we manage risk controls and meet regulatory standards.
- **AI governance:** We developed and approved an AI Governance Framework, now embedded across the organisation. Our third-party assessment process now considers suppliers' AI capabilities and potential risk exposure to the bank.
- **Guest auditors:** A short-term placement with our Internal Audit team, offering employees a valuable development opportunity while gaining hands-on experience in risk management and bringing best practice back to their teams.

B Corp re-certification

We successfully achieved B Corp re-certification in September 2025, extending this globally recognised accreditation for a further three years.

B Corp certification provides independent validation that our Environmental, Social and Governance programs – from carbon reduction to volunteering – deliver positive impact. We are among fewer than 60 banks globally to earn this recognition.

New Beginnings – a commissioned artwork by Eastern Arrernte artist Pat Caruso.

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