SUNCORP

ASX announcement

30 October 2025

Update on Eastern States weather event & Suncorp 2025 investor day

Suncorp (ASX: SUN | ADR: SNMCY) today provides an update on the recent storms that saw destructive winds and hail impact parts of South-east Queensland and Victoria. Suncorp CEO, Steve Johnston and the Executive Leadership team will today host an investor day to outline the strategic priorities of the pure-play insurer.

Eastern States weather event

As of 8am this morning, Suncorp had received just over 5,500 claims (approximately 5,000 in Queensland and 500 in Victoria) with the net cost of the event expected to be in the range of $220 million to $260 million. The range reflects the recency of the event with costs to be confirmed as part of the first half 2026 financial results.

Mr Johnston said Suncorp was throwing its full support behind impacted customers and communities.

"Our Disaster Management Centre is in full swing and we have been proactively communicating with our customers to offer support and assistance, while our mobile hubs have been deployed to the hardest hit areas.

"We have also rapidly deployed teams to inspect impacted properties while our builders have been working to secure roofs and windows to prevent further damage while repairs are planned.

"We encourage those impacted to lodge a claim online as soon as possible so that we can commence the process of getting their homes and cars repaired."

Suncorp's FY26 allowance for natural hazards is $1,770 million with a comprehensive reinsurance program in place.

Suncorp 2025 investor day

Mr Johnston said Suncorp's strategic focus as a pure-play insurer was on transforming its business through leading technology, modern platforms, better data and a strategy to deliver simpler, more personalised customer experiences.

The Suncorp leadership team will discuss key components of the strategy, including the multi brand portfolio, commercial growth strategy and the key programs of work under its platform modernisation and operational transformation agenda. An update on the advocacy agenda will also be provided.

"We have been investing in the modernisation of our platforms and advancing our deployment of technologies such as AI to transform operations and build a more efficient customer-centric business."

Mr Johnston said that unlike other industries, the benefits of AI would significantly flow to insurance customers. "We see AI as a key tool in delivering more personalised and affordable insurance products.

"We are also showcasing our market leading suite of brands which have been positioned to allow Suncorp to reach a broader cross section of the Australian and New Zealand markets.

"Importantly, we are able to make all these investments without compromising margins or sustainable shareholder returns, reflecting the strong foundations we have built over the past five years. We are now a simpler, more resilient and focussed business with improved data and digital capabilities."

The update will commence at 1pm AEDT and a live video webcast can be accessed via the Suncorp Group website. The presentation is attached.

Changes to the presentation of Suncorp's Profit and Loss (P&L) statement

Suncorp will update its P&L statement disclosures to better align with Suncorp's current structure as a pure-play general insurer, with changes taking place from the 1H26 results.

Clearer separation will be provided to the items reported below Insurance Trading Result. These items include Net Financing Costs, Non-Controlling Interests, and Other Profit (Loss). Other Profit (Loss) will primarily include

Suncorp Group Limited | ABN 66 145 290 124 | Level 23, 80 Ann Street, Brisbane Qld 4000
suncorpgroup.com.au

managed funds, joint ventures, and investment management fees. Investment income on shareholders' funds will remain unchanged.

Additionally, the General Insurance Net Profit after Tax line will be removed from the P&L statement to streamline the P&L structure.

There will be no change to the Cash Earnings or key metrics from these disclosure changes.

Please refer to Appendix A for more detail.

Authorised for lodgement with the ASX by the Suncorp Disclosure Committee.

ENDS

For more information contact:

Media	James Spence	+61 436 457 886 james.spence@suncorp.com.au
Analysts / Investors	Neil Wesley	+61 498 864 530 neil.wesley@suncorp.com.au
	Kyran McGushin	+61 438 087 980 kyran.mcgushin@suncorp.com.au

Appendix A: Changes to the presentation of Suncorp's P&L statement

SUNCORP FY25 INCOME STATEMENT

Current - FY25
($M)

Gross written premium	**15,009**
Insurance revenue	14,597
Reinsurance premium	(1,407)
Net insurance revenue	13,190
Net incurred claims	(9,251)
Direct operating expenses	(1,690)
Commission expenses	(704)
Insurance service result	**1,545**
Investment income on insurance funds	741
Discount unwind and rate adj. on claims liabilities	(461)
Non-directly attributable expenses	(61)
Insurance trading result	**1,764**
Investment income on shareholder funds	486
Managed schemes, joint venture and other	(69)
Profit before tax	**2,181**
Income tax	(639)
General Insurance Profit after tax	**1,542**
Other profit (loss) after tax	(90)
Cash earnings from continuing operations	**1,452**
Suncorp Bank profit after tax	18
Life insurance profit after tax	19
Other profit (loss) after tax from discontinued operations	(3)
Cash earnings	**1,486**

Restated - FY25
($M)

Gross written premium	**15,009**
Insurance revenue	14,597
Reinsurance premium	(1,407)
Net insurance revenue	13,190
Net incurred claims	(9,251)
Direct operating expenses	(1,690)
Commission expenses	(704)
Insurance service result	**1,545**
Investment income on insurance funds	741
Discount unwind and rate adj. on claims liabilities	(461)
Non-directly attributable expenses	(61)
Insurance trading result	**1,764**
Investment income on shareholder funds	486
Net financing costs	(71)
Non-controlling interests	(50)
Other profit (loss)	(29)
Profit before tax	**2,100**
Income tax	(648)
Profit (loss) after tax from discontinued operations	34
Cash earnings	**1,486**

Suncorp Group Limited | ABN 66 145 290 124 | Level 23, 80 Ann Street, Brisbane Qld 4000
suncorpgroup.com.au

SUNCORP

Investor strategy update

30 October 2025
1:00pm (AEDT)

SUNCORP GROUP LIMITED
ABN 66 145 290 124

SUNCORP

Introduction and overview

Steve Johnston

Chief Executive Officer and Managing Director

Purpose driven, delivering strong outcomes for the long-term

FY26-28 priorities

Purpose	'Building futures and protecting what matters'				
Strategic imperatives	Operational transformation		Platform modernisation		
Portfolios 'Where we will play'	Motor	Home	Commercial	Personal Injury	New Zealand
Portfolio priorities 'How we will win'	**Protection and prevention solutions**		**Leadership in Claims**		
	Differentiated brands	**Digital-first customer experiences**	**Customer distribution with brokers and strategic partners**		
Foundations	**Leading industry voice on advocacy**	**Strong balance sheet and reinsurance**	**Aligned risk appetite to support strategy**	**Fulfil ESG and community commitments**	**Deliver on Transitional Services Commitments**
People	Purpose-led, highly engaged and performance driven, focused on solving complex customer problems				

Settings

Trans-Tasman general insurer with core insurance capabilities and disciplined balance sheet management

Principles

Manufacturer of risk products and claims services

Superior underwriting skills

Market-leading technology

Strong organic growth capabilities

Disciplined balance sheet management

Capital management framework

Cash earnings → **Growth** / **Buy-back** / **Dividends** 60-80% → **Stakeholder returns**

Our differentiators

Leading multi-brand manager with straight through digital distribution

Modern, flexible cloud-based core systems

Artificial Intelligence (AI) transformation

Best in class claims

Capable, performance-minded people

Agenda

1:00 – 1:10	Introduction and strategy overview Steve Johnston
1:10 – 1:20	Brands, marketing and distribution Lisa Harrison
1:20 – 1:30	Digital Insurer Lisa Harrison and Adam Bennett
1:30 – 1:40	Artificial intelligence Adam Bennett
1:40 – 1:50	Commercial growth Michael Miller
1:50 – 2:00	Break
2:00 – 2:10	Advocacy Bridget Messer
2:10 – 2:20	Financials and balance sheet optimisation Jeremy Robson
2:20 – 2:50	Questions Executive Leadership Team
2:50 – 3:00	Break
3:00 – 4:00	Breakout sessions Session 1: AI use cases Session 2: Digital Insurer – AA Insurance
4:00 – 4:30	Stand-up afternoon tea

SUNCORP

Brands, marketing and distribution

Lisa Harrison

Chief Executive, Consumer Insurance

Recap: Our portfolio of brands is a strategic advantage

Best in class brands

Consumer

- National mass brand
- State champions
- Motor challenger
- Niche
- NZ direct

Commercial

- Direct
- Brokers / intermediaries
- NZ intermediated

Benefits of a multi-brand strategy

1 Strong reach across all insurance shoppers

Drives greater brand consideration and customer acquisition

2 Relevance: targeted and tailored value propositions

Delivers superior financial outcomes and customer experiences

3 Foundation for lasting customer relationships

Increases customer satisfaction and loyalty

4 Cost effective distribution

Leading expense ratio

We have continued to build on our advantage

EFFECTIVE AND OPTIMISED MARKETING

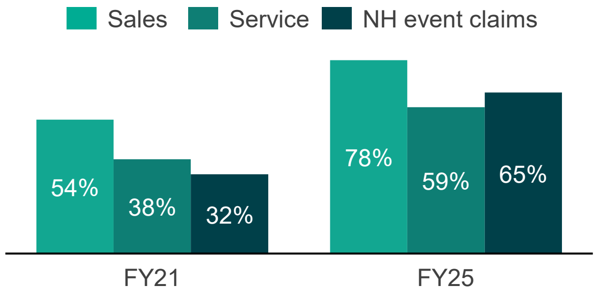
- Refreshed and launched brand specific creatives
- Optimised marketing spend and channels

- ~70% of Australians aware of our brands[1]
- ~60% of Australians consider them when buying insurance[1]
- AAMI ranked #1 for awareness and consideration

DIGITAL AND AI INVESTMENT

- Making it easier to purchase and renew
- Digitising claims experience
- Platform Modernisation + AI

DIGITAL TRANSACTIONS[2]



DEEPER RELATIONSHIPS

- Growing business with deep relationships
- Brands enable partnerships
- Scaling prevention solutions
- Loyalty

- Solid renewal rates: 86% Motor; 87% Home in FY25
- ~50% of mass brand customers are over 5 years tenure
- 1.9 products / customer[3]

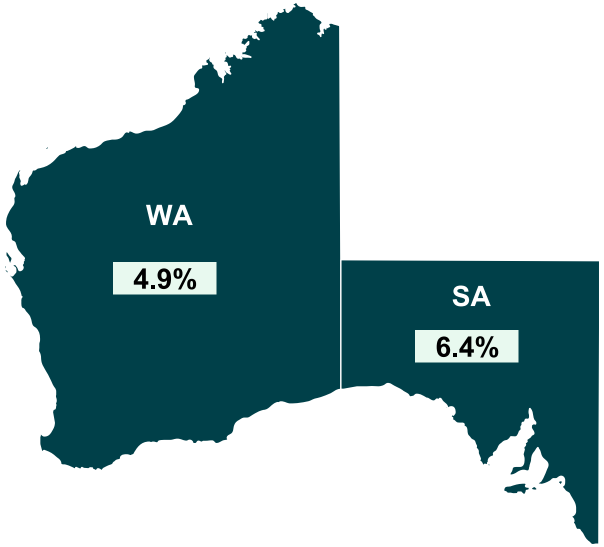
1. Combined Suncorp Group brands, 12 month moving average, sourced from Ipsos Tracking Program.
2. Home, Motor and NSW CTP products for mass brands. Natural Hazard event claims is the share of claims lodged digitally from three large Australian weather events in FY21 and FY25.
3. Products defined as an item to customer relationship (e.g. building insurance, comprehensive motor insurance) and not added extras (e.g. hire car).

We see attractive growth opportunities

AAMI WELL POSITIONED FOR SA AND WA GROWTH

1. Anticipated customer churn and brand dislocation due to motoring club change of ownership
2. Existing strong growth momentum across these states
3. AAMI's brand is well positioned to capture opportunities

AAMI UNIT GROWTH VS PCP - WA and SA, FY25



BINGLE'S GROWTH SUCCESS

— Expanded nationwide reach supported by marketing spend

— Launched 'No Fluffy Bits' creative and targeted campaign

— Improved pricing capability

— 9% unit growth for FY25[1]

1. Full FY25 vs prior corresponding period.

We will continue to deepen relationships through brand interactions

AAMI

Telematics motor safety and claims experience

AAMI Driver Rewards and Auto Crash Detection

SUNCORP

Home prevention utility

Suncorp Haven app

Motor enthusiasts experience

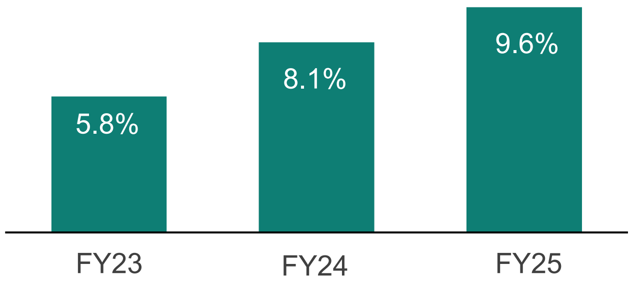
Shannons Super Rig, Showroom events and dedicated premium enthusiast customer service teams

The strategy has delivered strong results

SUSTAINABLE GROWTH AND MARGIN

- Motor market share: ~27%[1]
- Home market share: ~25%[1]
- Margins improved to within target range

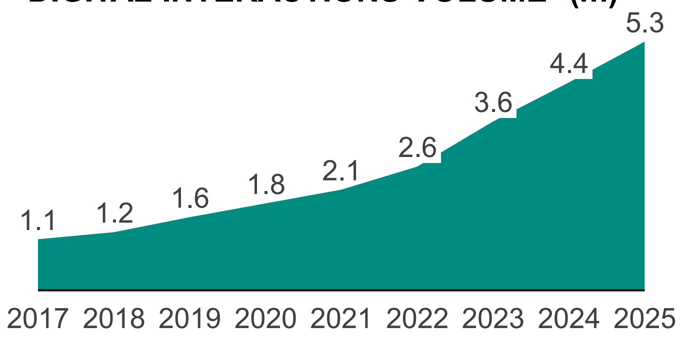
CONSUMER UITR



DIGITAL LEADERSHIP

- Digital interactions +22% 8-year CAGR
- Embedding AI across the value chain
- Cloud-based contact centre platform
- Deploying cloud-based policy administration platform (Digital Insurer)

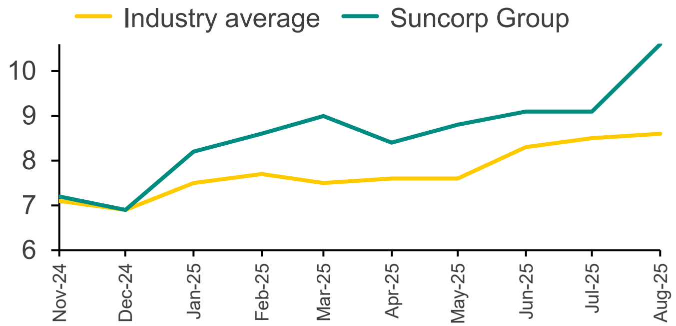
DIGITAL INTERACTIONS VOLUME[3] (m)



BETTER CUSTOMER EXPERIENCES

- Improving episodic NPS
- Improving strategic NPS versus peers

SUNCORP GROUP SNPS VS INDUSTRY[2]



1. Sourced from RFI Global, six-month rolling average as of Aug 2025.
2. Strategic NPS is a six-month rolling average.
3. Includes all brands except Essentials, CTP across customer interactions.

To recap, four key takeaways

Our brand portfolio is a strategic advantage

We have continued to strengthen that advantage

We will continue to deepen relationships through brand interactions

We have delivered strong results

SUNCORP

Digital Insurer

Lisa Harrison
Chief Executive, Consumer Insurance

Adam Bennett
Chief Information Officer

Digital Insurer – Strategic context

Digital Insurer is key to enabling our strategy across all portfolios

Simplify to Grow

Better Customer Propositions

- Delivering **product changes** to market at pace
- Creating **value for customer** through innovation
- Enhanced **digitally-enabled** customer experiences

People Experience

- **Consolidated modern systems** enabling faster competency of our people
- Seamless and intuitive **navigation**

Business Agility

- New, differentiated **product development**
- Simplifying and derisking our **underwriting rules**

Digital Insurer – Technology approach

Transforming how we build and deliver products to our customers

Target-state technology ecosystem

Customer channels	Digital / Customer Experience	Adobe, SMART COMMUNICATIONS
Core platforms	Policy	Duck Creek Technologies
	Pricing	earnix
	Data	databricks, Fivetran

Key benefits of approach

- Leverage globally leading solutions and partners
- Cloud scalability, resilience and flexibility
- Access embedded AI capabilities
- Constant updates through ‘evergreen’ Software as a Service (SaaS) platforms
- High functional reuse across brands and portfolios - *Common As Possible, Different As Necessary*
- Modular platforms supporting increased change agility

Digital Insurer – Progress to date and benefits

First release for AA Insurance New Zealand is beginning to reap positive results

AA Insurance

Release 1 milestones

April 2025	Live for new Motor and Home products
	Live for digital and assisted channels
September 2025	Migrating ~1 million customer policies at renewal

Release 1 (early) benefits

- ✓ Higher digital conversion
- ✓ Reduced operational risk
- ✓ Simplified underwriting
- ✓ Lower cost to serve
- ✓ Core technology foundations

Digital Insurer – What's next

Future releases will leverage groundwork and insights from Release 1 to deliver value at scale

Release 1 – AA Insurance Motor & Home – Apr 2025

Release 2 – AAMI Motor & Home – Mid 2026

Future Releases

Digital foundations

Underwriting

Ongoing process simplification and experience uplift

Other Consumer: SUNCORP, GIO, Essentials by AAI, AAMI Specialty, Shannons, terri scheer, Apia, CIL Caravan and RV Insurance, bingle

Technology and data integrations

Testing capability

New capabilities for AAMI

Motor & Home products

Core insurance processes

Migration approach

Australian foundations

CTP & Commercial (AU): GIO, vero, AAMI

Platform modernisation

Full scale execution across several complementary transformation programs

Target-state Platform ecosystem

Customer experience / pricing		Policy	Enterprise		Claims
Contact centre as a service	NZ pricing and customer service uplift	Digital Insurer	Finance modernisation	People Home	Next gen claims
GENESYS	earnix, salesforce	Duck Creek Technologies	ORACLE	ORACLE	*Planning FY27+*

SUNCORP

Artificial intelligence

Adam Bennett

Chief Information Officer

Proven track record of Operational Transformation

Becoming a seamless, digital-first insurer, powered by AI, automation, data and human expertise

Digitisation

- Increased digital sales to 78% and service to 59%
- 65% of natural hazard claims lodged online during FY25
- 93% of workloads migrated to public cloud, driving digital capability

Automation

- ~30 million automated transactions per annum
- Over 470 robots deployed
- 2.8 million AI chatbot conversations

Partnering

- Longstanding strategic partners and evolving approach
- Scalable workforce model providing access to global talent
- Cost efficiencies across the enterprise value chain

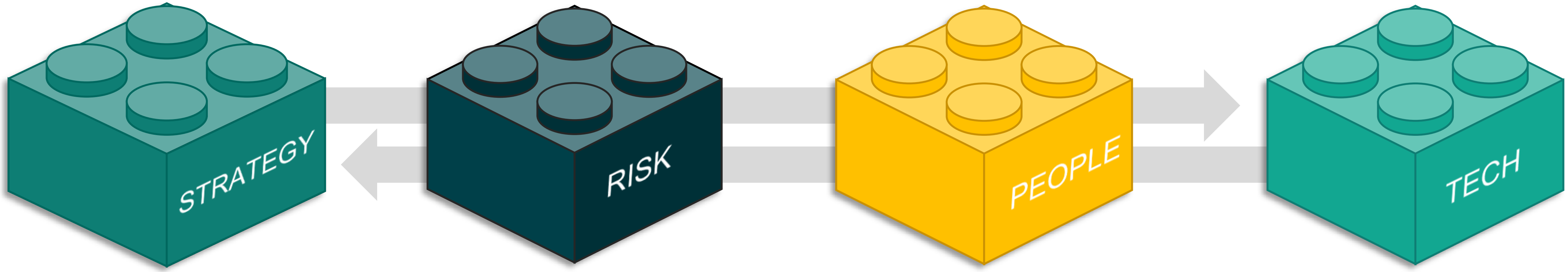
Artificial intelligence

- Over 100 AI/ML models deployed across enterprise
- More than 20 GenAI use cases delivered in FY25
- Stable and highly experienced Data Science and AI team

The next horizon of opportunity…

Strong AI foundational capabilities

Building on strong AI foundations and significant progress across holistic approach



- Cross-functional executive governance – AI Council
- Business opportunity pipeline and prioritisation
- Enterprise-wide orchestration and alignment
- Federated adoption

- Refreshed Risk Appetite Statement (RAS)
- Holistic AI Safety Framework (including ethics)
- AI risk and control library, with strong governance
- Proactive collaboration with regulators

- AI Centre of Excellence
- AI+U conferences and hackathons
- AI workforce enablement and capability (inc. AI Academy, AI Fluency, Reskill Program)
- Stable delivery capacity
- Leveraging partner expertise

- Market-leading data science and AI platform
- Cloud-hosted data assets
- Multiple modes of AI adoption
- Secure integration of leading foundation models (inc. OpenAI, Anthropic)
- Agentic framework defined

Scaling our AI adoption

Over 20 AI use cases delivered in FY25 across the value chain, driving demonstrable value

Discovery → Purchase → Service → Preventative → Claims

Planned for future adoption as maturity increases

Customer facing

Frontline staff

- **Smart Knowledge (Customer Service)** assists with staff queries
- **Smart PDS** assists resolution of questions related to product disclosure statements
- **PDSeek** assists finding content from policy documentation
- **Motor Fleet Quote Slip** assists quote process
- **20 Day Contact** automates key control step
- **Suncorp "Haven"** assists homeowners with resilience
- **Single View of Claims (PIC)** composes Personal Injury claim summaries
- **Single View of Claims (Home)** composes Home claim summaries
- **Smart Knowledge** assists frontline claims questions
- **Motor Settlement Tool** assists negotiation discussions
- **Commercial Claim Ingestion** assists property claim lodgement
- **Early Indication of Stabilisation** recommends earlier claim resolution
- **Initial Estimates** decides initial claim amounts
- **Automated Rate Management** automates invoice / quote assessment
- **Microsoft Copilot** assists everyday workflow, analysis and decision-making

Corporate services

Fraud Detection
- **Smart Knowledge (Fraud)** assists investigators
- **Call Summarisation** composes post-call summaries

Risk
- **Risk Intelligent Tagging Agent** recommends classification of incident data

Complaints Management
- **Systemic Issue Detection** automates workflow to detect recuring problems
- **Letter Assist** composes complaint outcome letters
- **Complaint & Claim Summary** composes single summary and timeline
- **Complaints Detection** automates initial detection in emails

Software Engineering & Testing
- **GitHub Copilot** assists code writing
- **Databricks AI Assistant** assists code suggestions and error fixes

Accelerating with agentic AI

Expanding our approach with end-to-end process re-imagination

Strategic imperatives

Support our customers with insurance affordability

Deliver consistent, high-quality interactions

Simplify legacy business processes

Equip our people through reskilling and upskilling

Pathway forward

- End-to-end agentic process orchestration
- AI-enabled customer interactions (inc. conversational voice and chat)
- Seamless claims lodgement and assessment (inc. guided image capture)
- Next generation fraud and intelligence
- Automated compliance monitoring
- AI-skilled future ready workforce

SUNCORP

Commercial growth

Michael Miller

Chief Executive Commercial & Personal Injury Insurance

Commercial: Suncorp's growth engine

- **Room to grow**
- **Broker support**
- **Best in class claims**
- **Leveraging group scale**
- **Team with deep specialised capability**
- **Tech investment**
- **Diversified product set**
- **Group collaboration**

Ambition to reach #2 market share within target margins

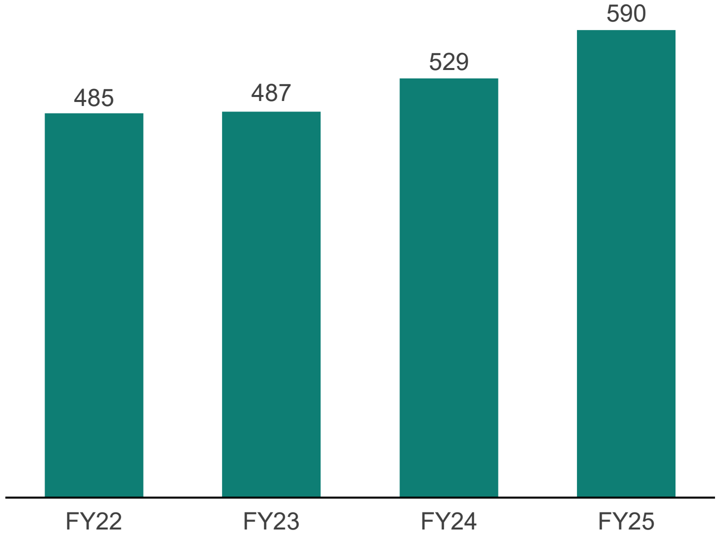
Recap: Commercial brands and segments

	Platform		Tailored	
	Tech-enabled automation, platforming and integration		Sophisticated, people-expertise and focused B2B sales	
	AAMI, GIO	vero	vero	
RISK COMPLEXITY				
SEGMENT[1]	Micro SME	SME	Mid-market	Large Corporate
CAPABILITIES: DISTRIBUTION	• Quick, easy to understand experience • End-to-end digital experience	• Seamless integration • Clear risk appetite and growth strategies	• Strong relationships • Clear risk appetite and growth strategies	
CAPABILITIES: RISK, PORFTOLIO & PRODUCT UNDERWRITING	• Automated and platform-oriented underwriting • Best-in-class pricing and risk selection models		• Sophisticated underwriting and risk selection • Access to decision makers	
CAPABILITIES: CLAIMS	• Automated and data-driven claims		• Best in class claims in service and cost outcomes	

1. Target segment indicative only, e.g., more complex SME risk may require tailored capabilities.

What we've delivered since last year

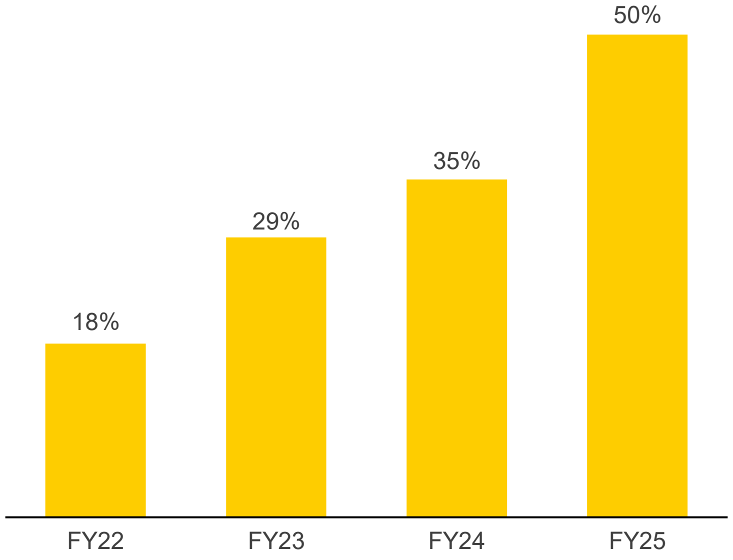
INCREASING BROKER PLATFORM CONNECTIONS
(Platform / SME GWP $m)



LAUNCHED VERO SPECIALTY LINES

- Successfully launched in FY25:
  - Equipment Breakdown
  - Higher Hazard Property
  - Higher Hazard Liability
- Balancing risk through reinsurance
- More products in development for FY26 & FY27:
  - Sep 2025: launched Higher Hazard Property Combustible Panelling
- Positive feedback from brokers and their clients

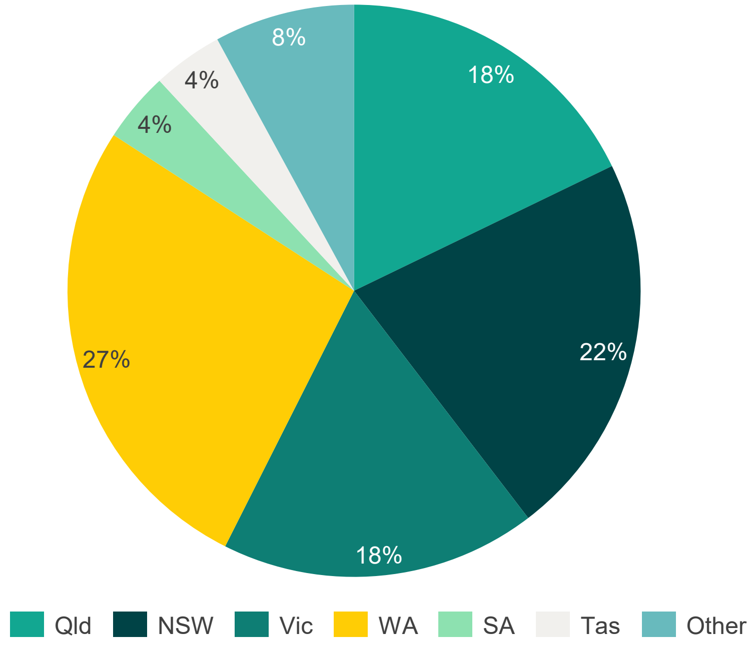
INCREASING DIGITAL CLAIMS LODGEMENT
Digital lodgement % of Total (C&PI)



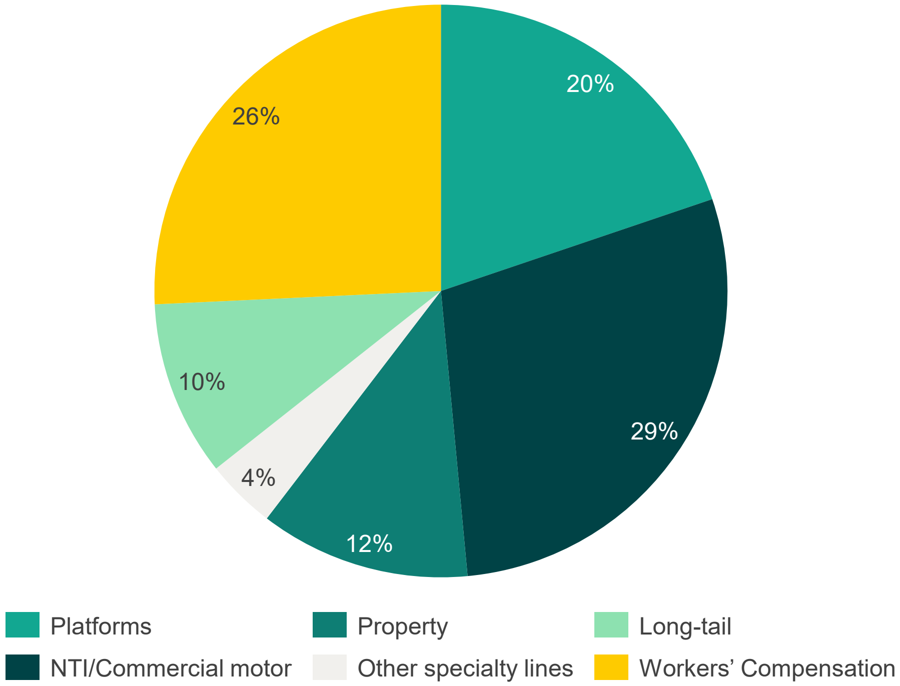
Well diversified portfolio predominantly targeting mid-market and SME

Platform Business and Commercial[1] GWP FY25 % split

BY GEOGRAPHY[2]



BY PRODUCT

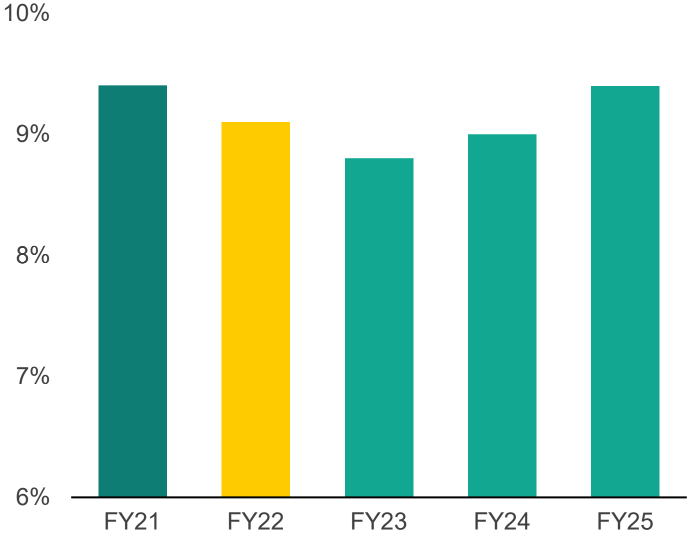


1. Commercial including Workers Compensation.
2. GWP by geography based on risk address.

Well positioned for growth

MARGIN IMPROVED; MARKET SHARE RISING[1]

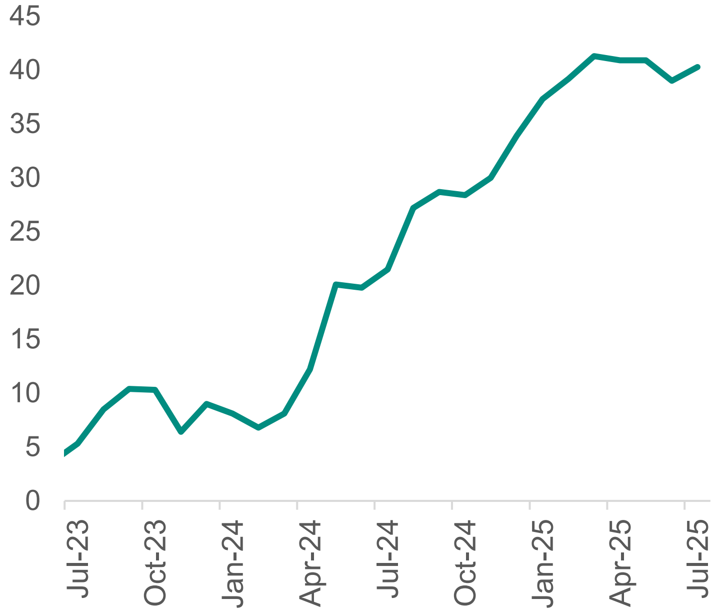
Commercial Market Share (%)



Underlying Insurance Trading Ratio

Below Target | At Target | Above Target

BROKER NPS REMAINS STRONG[2]



AWARD WINNING SERVICE

NIBA Large General Insurer of the Year 3 years in a row

CQiB™
Council of Queensland Insurance Brokers Inc.

3 x CQIB All-rounder Insurer of the Year

6 consecutive Gold Mansfield Awards

1. Market share includes Commercial and Workers Compensation, excludes CTP.
2. Vero Broker Net Promoter Score.

Opportunity and outlook: Building a better business

Market dynamics

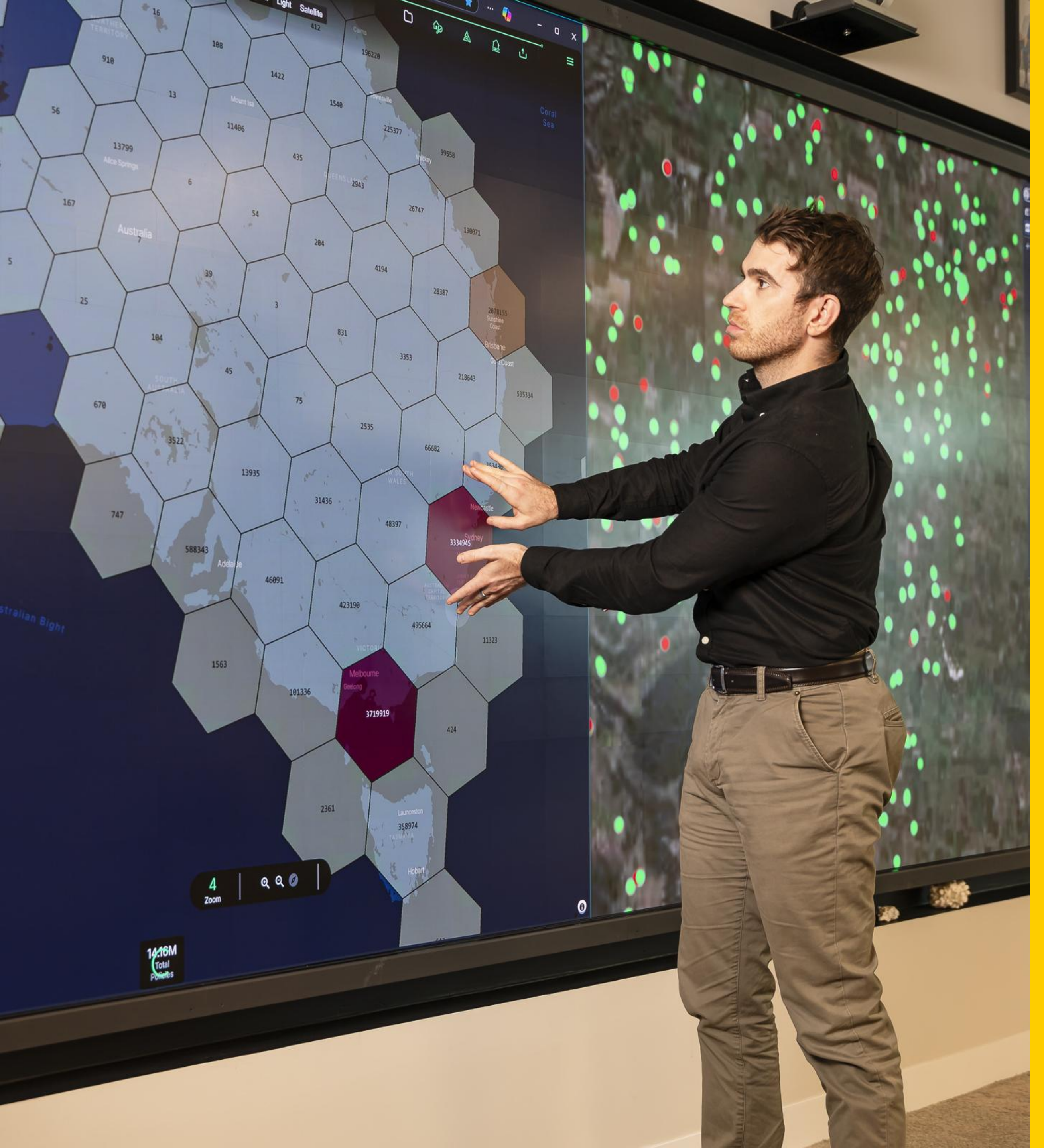
- Capital inflows
- Still large parts of the market for us to grow into

Enterprise investment

- Digital Insurer
- AI enabled operational transformation
- Leveraging large consumer business expertise in pricing, claims and customer services

Focus areas

- Customer and broker centricity
- Broker connectivity
- Vero Specialty Lines



SUNCORP

Advocacy

Bridget Messer

Chief Risk Officer

Why advocacy?

Amplifying our purpose through a distinct advocacy agenda

Supports our purpose

Engages our people

Better for customers

Enhances our brands

Reduces risk in system

Our advocacy is producing tangible results…

- ✓ NSW State Government commitment to **removing Emergency Services Levy,** reducing the tax our NSW customers pay
- ✓ **$2.66bn commitment to resiliency initiatives** from Fed, QLD and NSW Governments
- ✓ QLD and Federal commitment to **Bundaberg levee**

Contemporised agenda for Home, building off our four-point resilience plan

Four-point plan

1 Improve public infrastructure

2 Address inadequate planning laws and approval processes

3 Provide subsidies to improve the resilience of private dwellings

4 Remove inefficient taxes and charges from insurance premiums

+

Globally recognised disaster response

Industry and government collaboration on extreme risk locations

New risks inside the home

=

Suncorp Resiliency Blueprint

In Motor, our advocacy centres on driving change in road safety

What we're observing

In 2024, more than 1,300 lives were lost on Australian roads

Deeper technology integration in cars reduce the risk of incidents, but fatalities are increasing

Our research highlights almost 9 in 10 Australians admit to driving distracted, while 1 in 5 disable car safety features

How we're driving change

Partnership

Partnering with government and Australian Road Safety Foundation to support road safety education in schools and communities.

Engagement

Using our data, our insights, our brands and our digital expertise to improve driver behaviours. AAMI Safe Driver Platform already improving driver behaviour.

Education

Advocating for increased Government spending on education and engagement, balancing out the focus on enforcement.

Supported by distinctive and valuable data capabilities, including 500 million kilometres of telematics, and product power of Digital Insurer

SUNCORP

Financials and balance sheet optimisation

Jeremy Robson

Chief Financial Officer

Investment proposition

Financial settings for long-term value creation

Profitable growth

Strong and resilient risk adjusted returns

Strong and well managed balance sheet

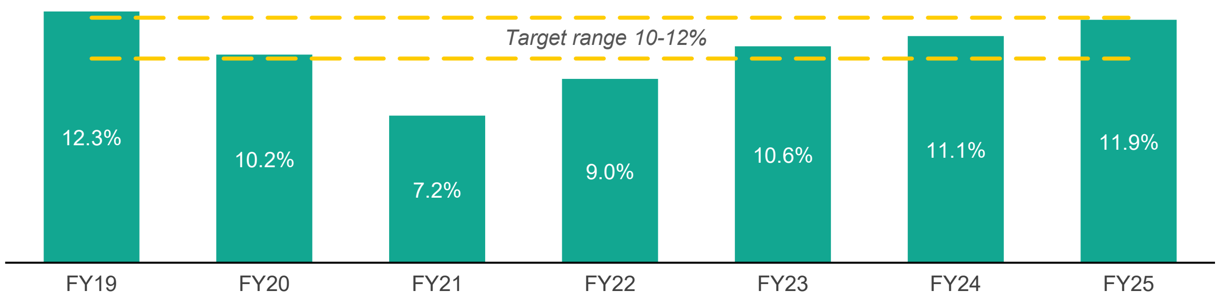
- Optimised reinsurance program
- Asset allocation strategy

Disciplined capital management

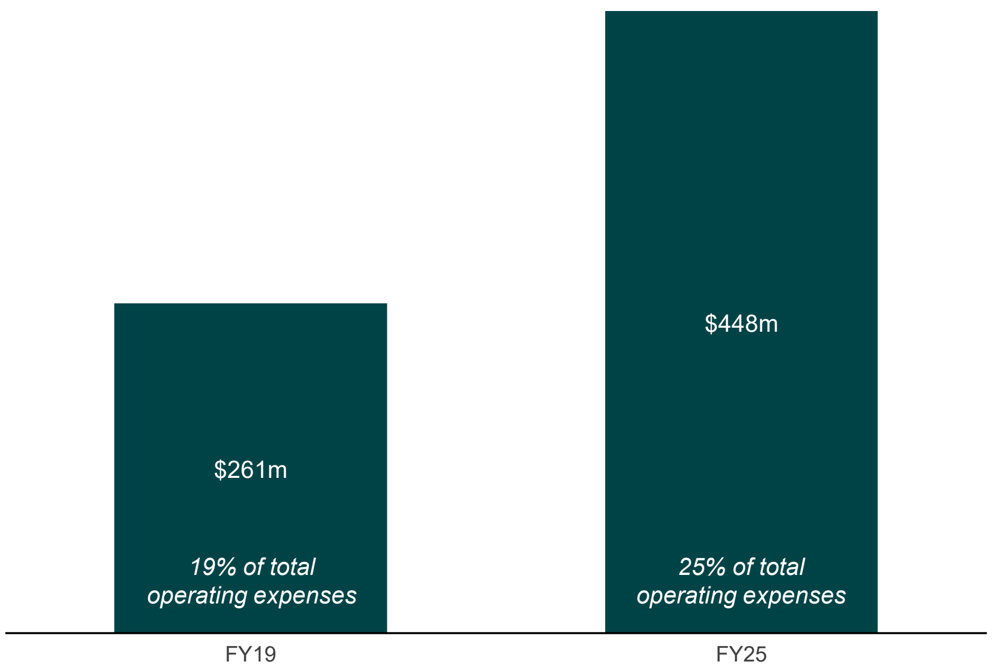
- Consistent dividend payout ratio
- Resilient capital settings
- Active capital management inc. on-market buybacks

Margin remediated, continue to build resilience, focus on growth

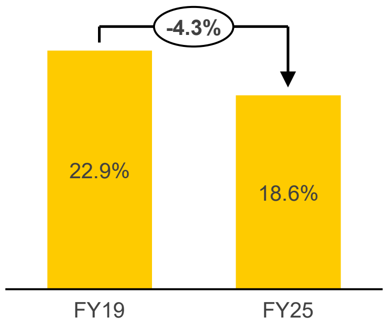
UNDERLYING MARGIN[1]



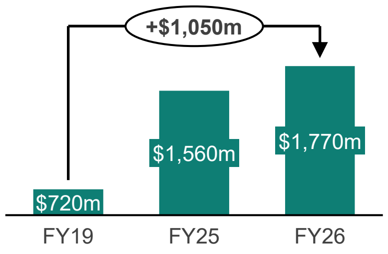
GROW THE BUSINESS EXPENSES



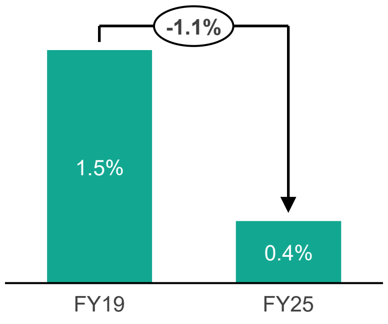
GI EXPENSE RATIO



NH ALLOWANCE



PY RESERVE RELEASES



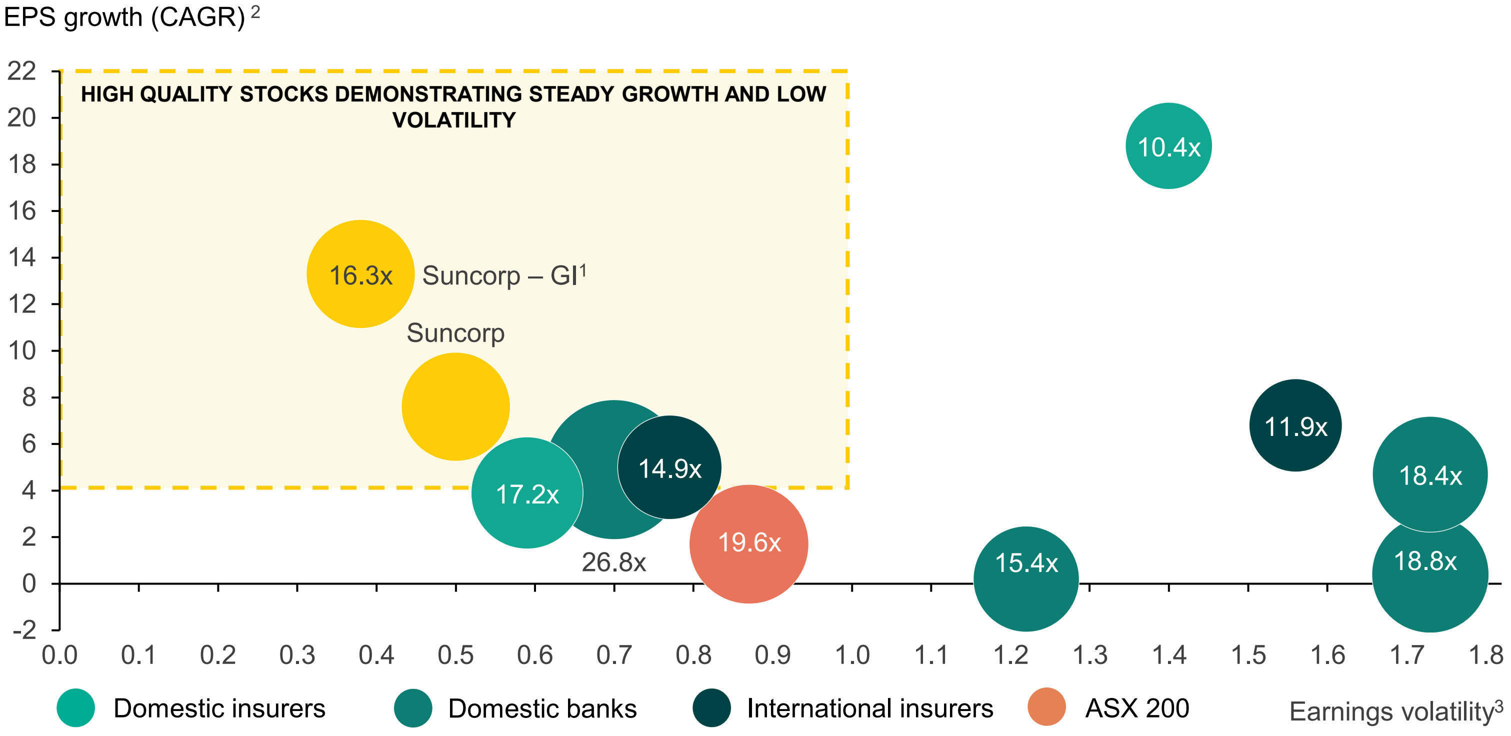
1. FY19 – FY22 underlying margin exclude COVID-19 impacts. FY23 onwards presented under AASB 17, prior periods have not been restated.

Higher quality earnings: good EPS growth with lower volatility

P/E value versus domestic peers and ASX200

EARNINGS GROWTH VS VOLATILITY

FY19-25, bubble sizes represent NTM P/E ratios[4]



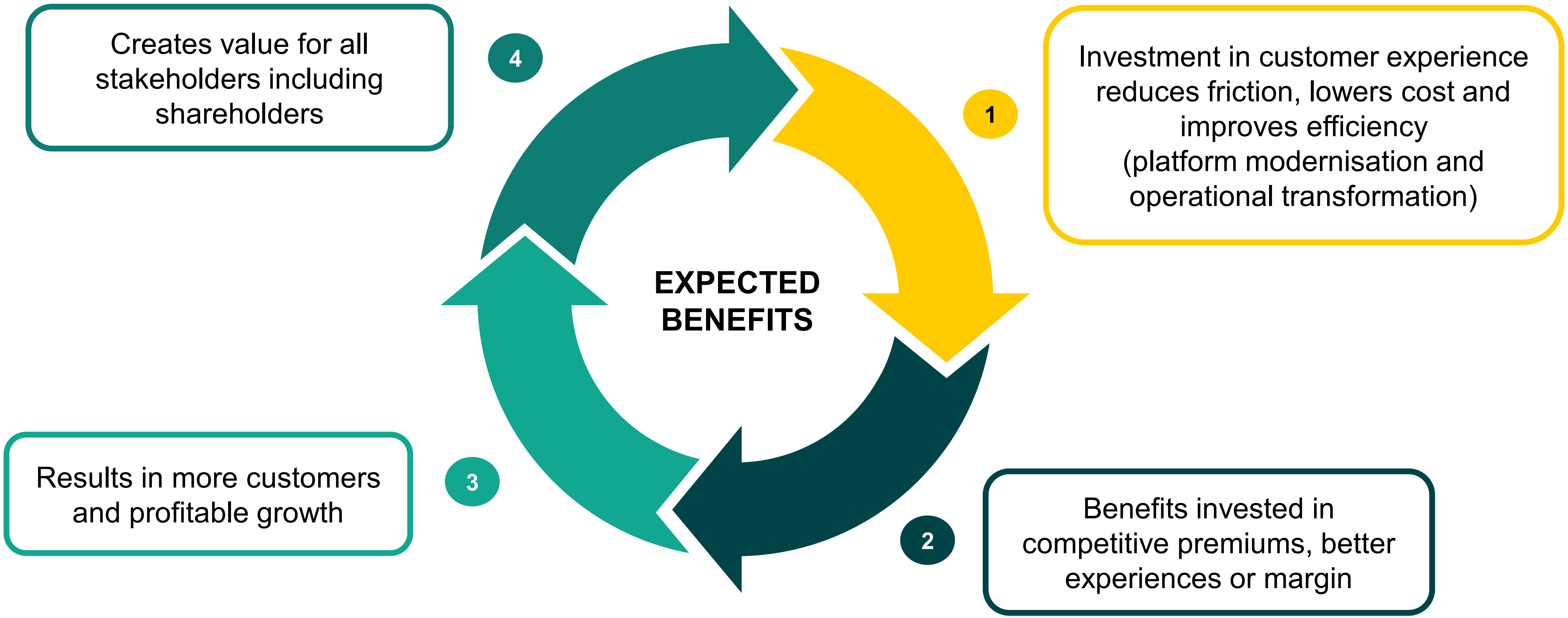
NOTES

- Suncorp has demonstrated higher EPS growth and lower volatility of earnings than peers and the broader ASX200
- Adjusting for the divestment of Suncorp Bank and the Life businesses increases EPS growth and reduces earnings volatility
- Suncorp growth organically generated with no acquisitions in the period and several divestments

1. Calculated by deducting Suncorp Bank, Australia Life and NZ Life NPAT, gain/(loss) on sale and acquisition amortisation from Group NPAT.
2. FY19-25 CAGR – EPS adjusted for extraordinary items (Source: FactSet).
3. Standard deviation of reported earnings (Source: FactSet).
4. At 24 October 2025 (Source: FactSet).

Value creation

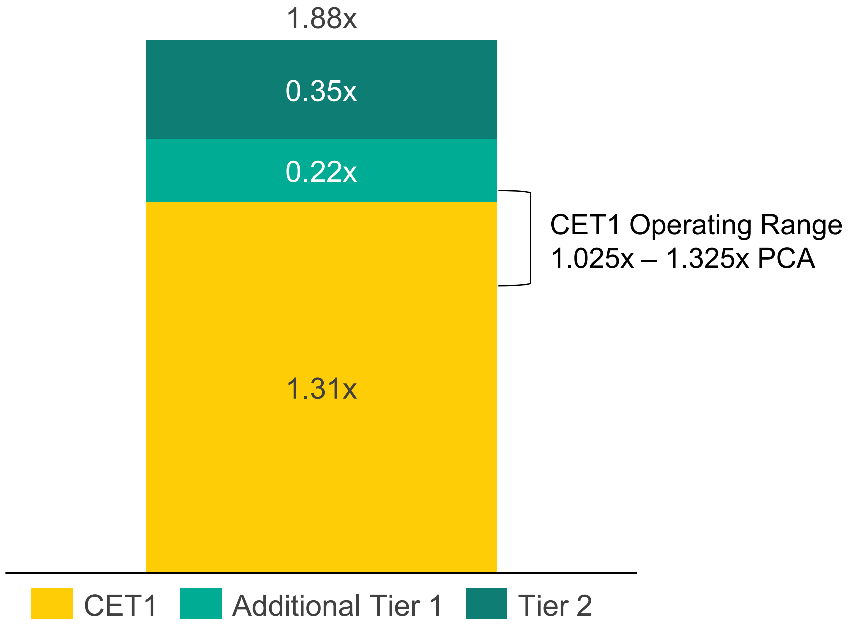
Strategic optionality to reinvest into margin or growth



Capital management

Pro forma FY25 Total Capital Stack

PRO FORMA FY25 TOTAL CAPITAL STACK[1]



APPROACH TO CAPITAL GEARING

- APRA capital standards enable CET1 optimisation through holding up to 0.2x PCA each of AT1 and T2 capital
- A small buffer of AT1 is held for forecast growth, volatility and PCA increase under stress
- A small buffer of T2 is held for the same purpose. In addition, T2 is held to support diversification across different regulated entities
- Legacy excess AT1 and Tier 2 capital from Bank sale to be rebalanced in FY26

1. Presented as a multiple of PCA. Capital normalised above: CET1 is ex div, proforma for $400m buyback & deferred life proceeds; AT1 and T2 exclude stranded capital on issue.

In closing

Steve Johnston

Chief Executive Officer and
Managing Director

SUNCORP

Questions

Important disclaimer

This presentation contains general information which is current as of 30 October 2025. It is information given in summary form and does not purport to be complete.

It is not a recommendation or advice in relation to Suncorp Group Limited (Suncorp) or any product or service offered by Suncorp or any of its subsidiaries. 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. These factors should be considered, with or without professional advice, when deciding if an investment is appropriate.

This presentation should be read in conjunction with all other information concerning Suncorp filed with the Australian Securities Exchange (ASX).

The information in this presentation is for general information only. To the extent that the information is or is deemed to constitute forward-looking statements, the information reflects Suncorp's intent, belief or current expectations with respect to our business and operations, market conditions, results of operations and financial condition, capital adequacy, specific provisions and risk management practices at the date of this presentation. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks and uncertainties, many of which are beyond Suncorp's control, which may cause actual results to differ materially from those expressed or implied. There can be no assurance that actual outcomes will not differ materially from these forward-looking statements.

Suncorp undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date of this presentation (subject to ASX disclosure and legislative requirements).

There are a number of other important factors which could cause actual results to differ materially from those set out in this presentation, including the risks and uncertainties associated with the Australian and global economic environments.