

judobank

Joseph Healy.
Co-Founder and
CEO, Judo Bank

October 2023

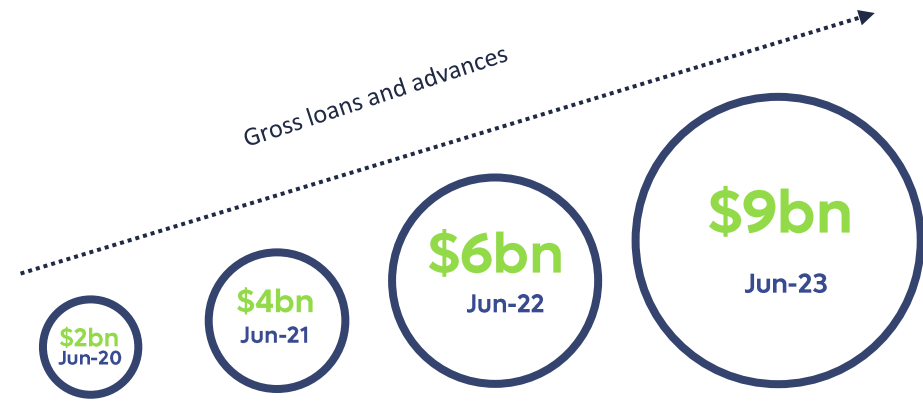


• Joseph Healy.

- **Co-Founder and CEO, Judo Bank**
- **Career International Banker** with executive positions held across Lloyds Bank, Citibank, CIBC World Markets, ANZ and NAB.
- **Author** of four books including 'Breaking the Banks – What went wrong with Australia's banking?' (2019) and 'Black Belt: A masterclass for start-ups and entrepreneurs' (2023).
- **Life-long learner** – MSc (Finance), MSc in Psychology and Neuroscience, MBA, MSc International Management (China), MA in Contemporary Chinese Studies and MBA (Banking).
- **Passionate about Banking as a Profession** – Fellow of the Chartered Institute of Bankers in Scotland and a Senior Fellow of FINSIA.

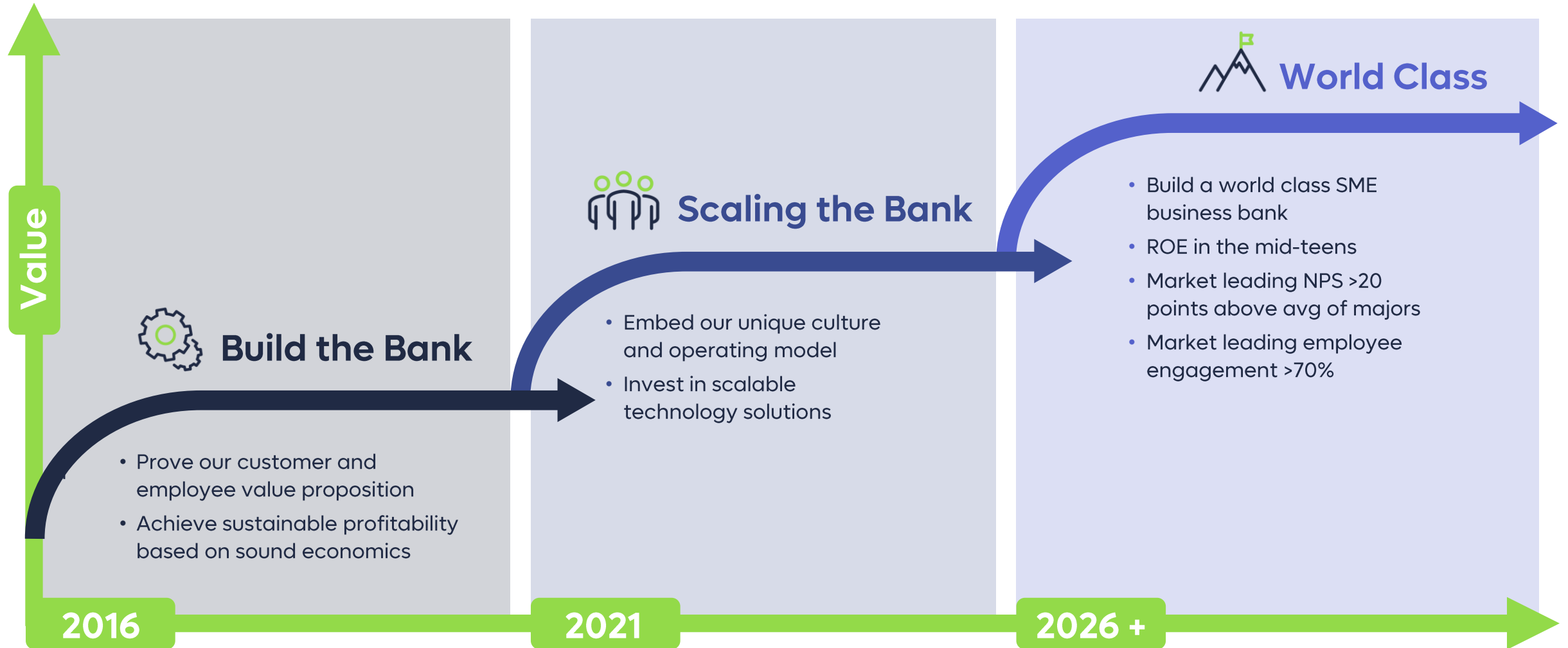


The Judo Journey.



2015	2016	2018	2019	2020	2021	2022	2023
Concept	Seed Capital	Pre-ADI launch	Full Banking Licence	Scaling despite COVID-19	Growth and ASX listing	Achieved Profitability	Halfway to Metrics at scale
Mid 2015 Judo concept developed	September 2016 First office space in Melbourne Late 2016 Seed funding raised	March 2018 Pre-ADI pilot business launch October 2018 Sydney office opens	Early 2019 Brisbane office opens April 2019 APRA full banking licence granted May 2019 Deposits launch	July 2020 Perth office opens November 2020 Adelaide office opens	July 2021 Hobart office opens October 2021 S&P investment grade rating November 2021 Judo Bank lists on the ASX	May 2022 Inaugural Investor Day September 2022 Inaugural benchmark senior unsecured deal October 2022 2022 AGM including 1Q23 update	Over the financial year Scaled Agri and Health sectors Opened 4 new locations - Bunbury, Rockhampton, Orange, Albury July 2023 Achieved \$3bn in committed warehouse lines

Building a World Class Bank.



The power of specialisation.

Specialisation and focus yields better return than generalisation from the perspective on individual challenges and tasks, as this Olympic example demonstrates.



Event	The Specialists	The Generalists	Specialist Premium
100m	10.16 s	10.87 s	7%
110m Hurdle	13.64 s	14.34 s	5%
400m	41.16 s	47.82 s	14%
1500m	3 min 42 s	4 min 38 s	20%
Discus	62.76 m	47.17 m	33%
Shotput	19.86 m	15.18 m	31%
Long Jump	8.16 m	7.68 m	6%
High Jump	2.24 m	2.04 m	10%
Pole Vault	5.33 m	4.69 m	14%
Javelin	83.38 m	64.23 m	30%

Average Outperformance

17 %

THE GENERALIST

Men's Decathlon Gold Medal Winner

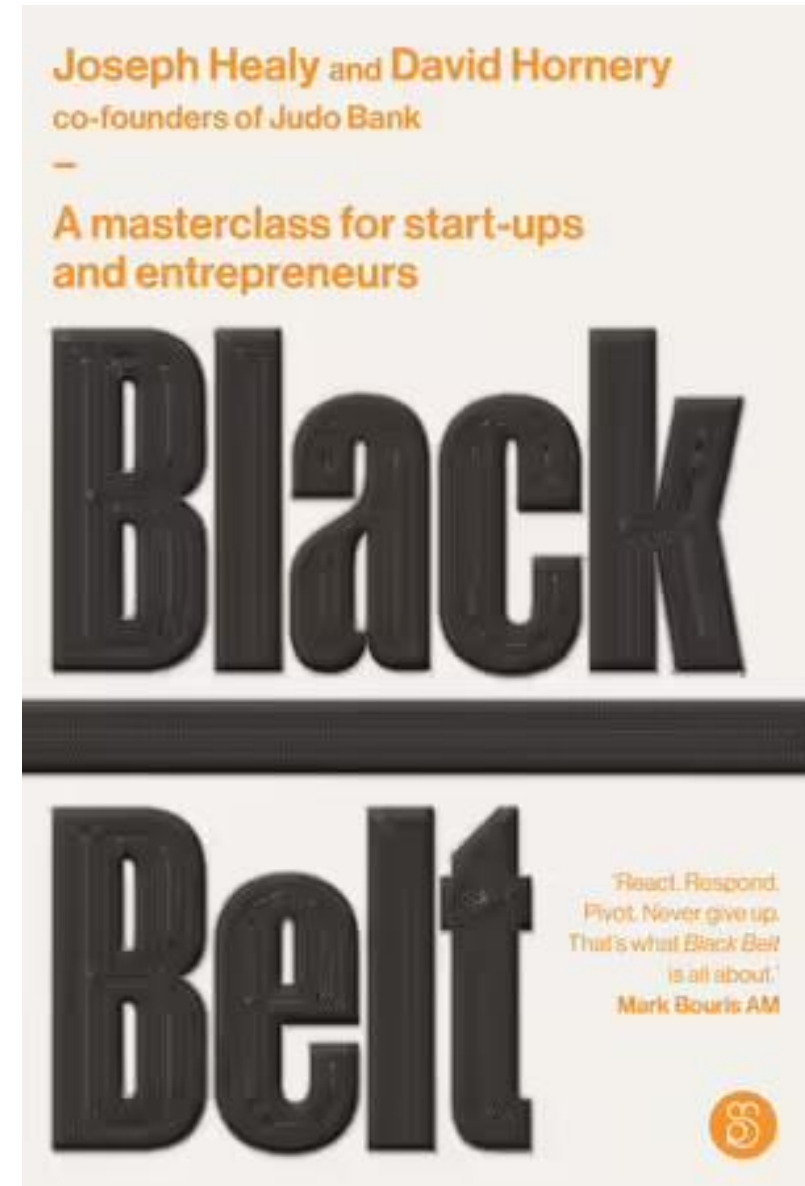
THE SPECIALIST

Men's Individual Event Gold Medal Winner

Specialist Premium 17%

10 Black Belt lessons to help you on your own journey:

1. Vision, stamina, persistence and resilient optimism are critical
2. Getting early decisions right is critical
3. Hire well to form high-functioning teams
4. Purpose and end-to-end vision are critical
5. Conflict is inevitable – address it early, proactively and constructively
6. Keep the structure flat and take advice on the design of equity incentives
7. Prioritise creative thinking and the ability to deal with ambiguity
8. Constantly seek to shape the culture
9. Choose your partners, including third-party suppliers, very carefully
10. Watch out for bureaucracy!



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Boldly backing business.