



START SMART



Media Presentation

For the Half Year Ended
31 December 2016

Today

- **Strategic Update**
- **Financials**
- **Outlook**

Delivering on our Vision



In the last six months:

\$109 billion new lending to personal and business customers

140,000 new home loans, including **15,000** first home buyers

\$3.5 billion new loans to **12,700** small businesses

\$1.2 billion new lending to farmers and other rural customers

1.5 million new deposit accounts

This Result

	Dec 16 vs Dec 15	
Statutory Profit	6%	
Cash NPAT	2%	
Cash Earnings per Share (\$)	2.86	Flat
Dividend per Share (\$)	1.99	+1 cent
ROE – Cash	16.0%	(130) bpts

Contributing to our economy and community

Total Income
\$13.1bn

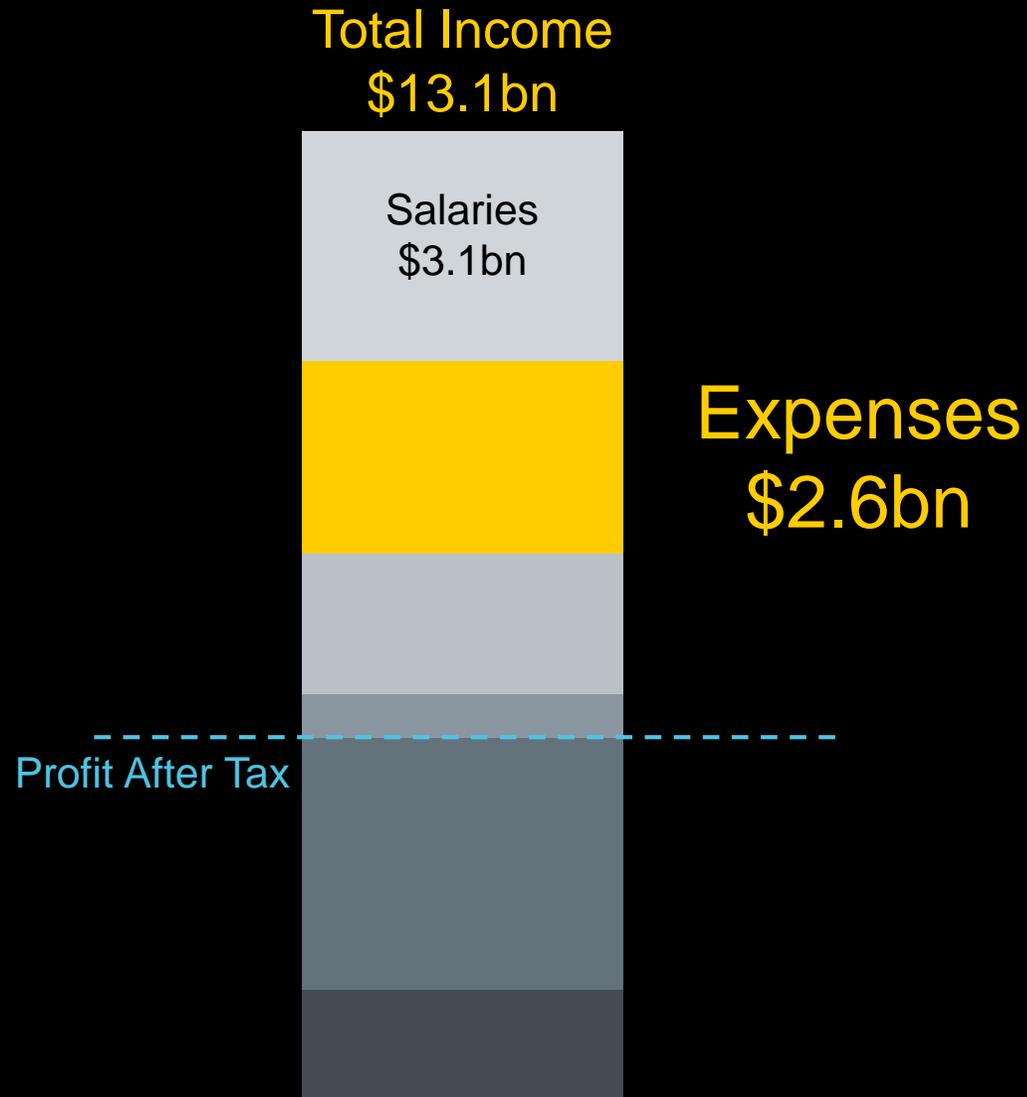
Salaries
\$3.1bn



50,000 employees globally
including 41,000 jobs in Australia

Profit After Tax

Contributing to our economy and community



We buy products and services from more than 5,000 small and medium-sized businesses

Contributing to our economy and community



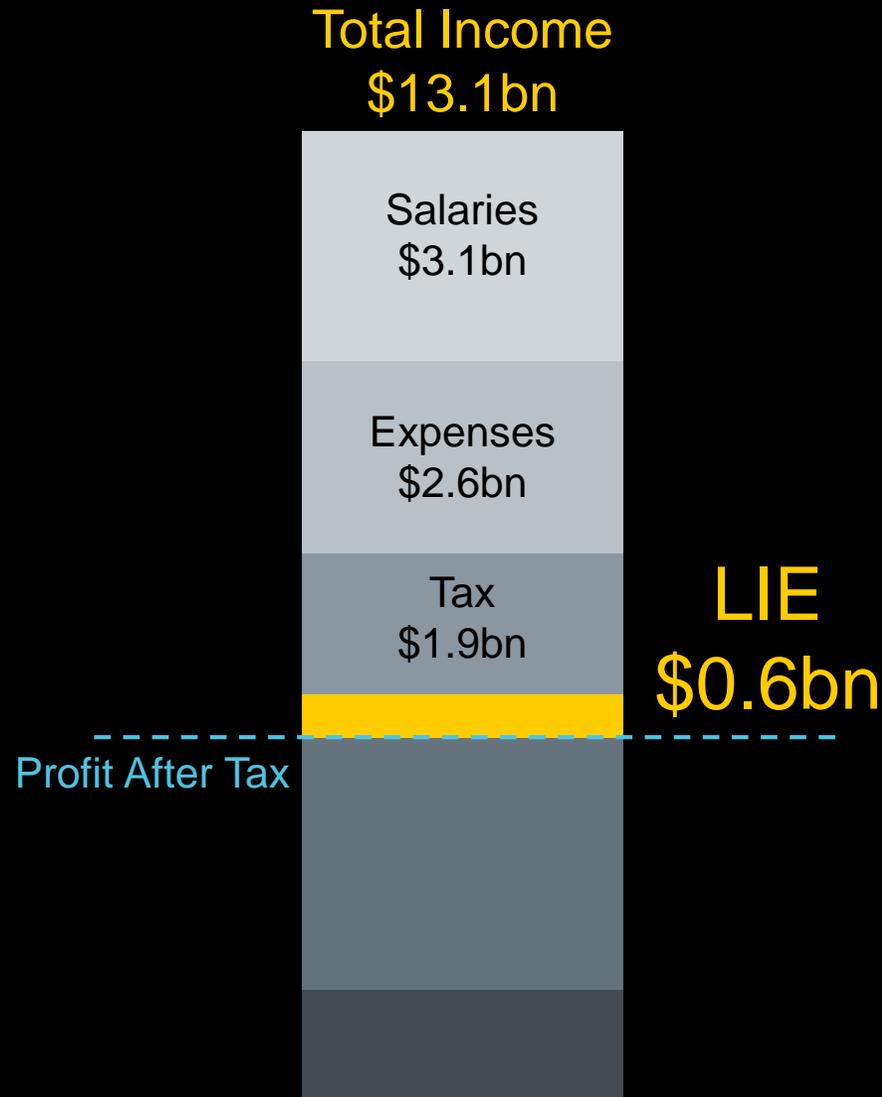
We are Australia's largest tax payer

Equivalent to:

126
Schools

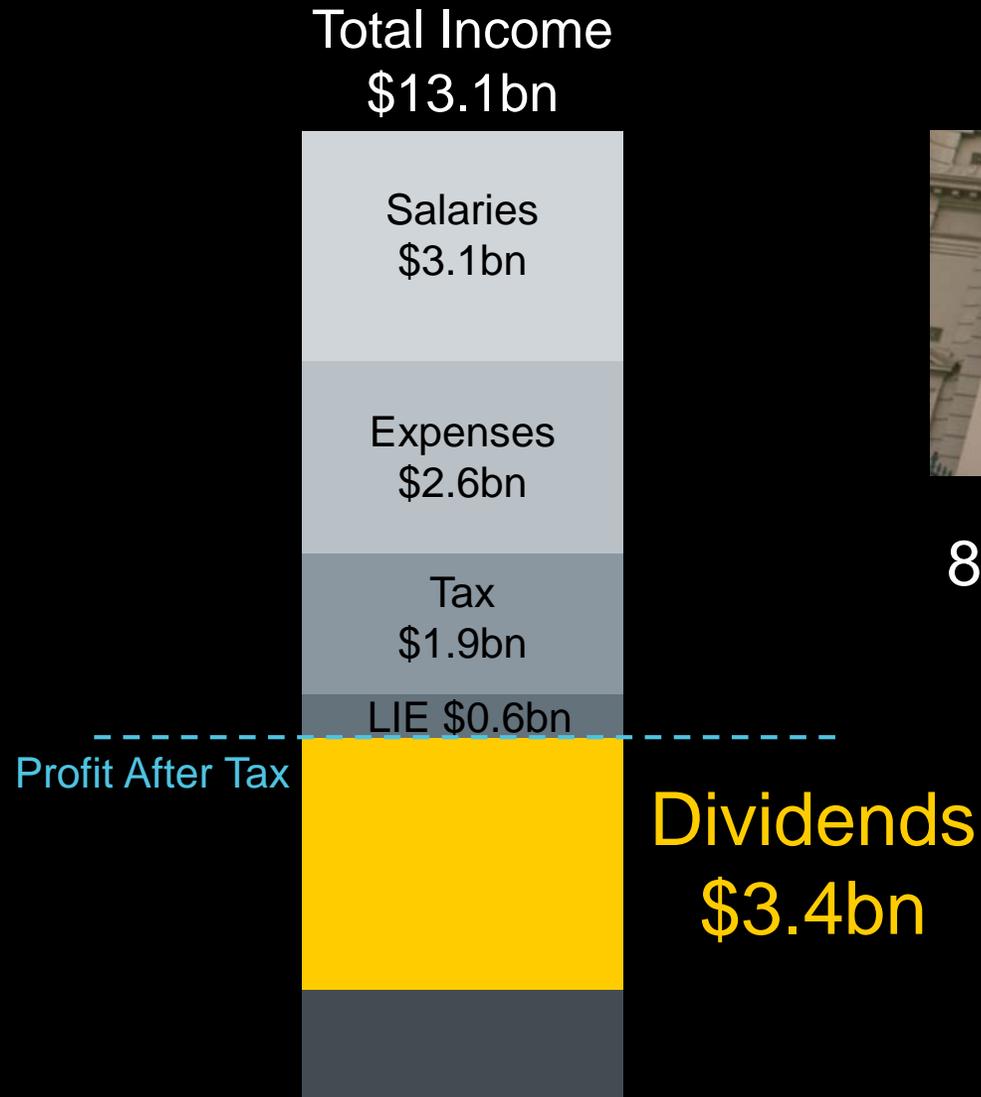
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Hospitals

Contributing to our economy and community



Loan impairment expense –
a cost of lending

Contributing to our economy and community



800,000 households own our shares –
and millions more Australians do so
through their super funds

Contributing to our economy and community



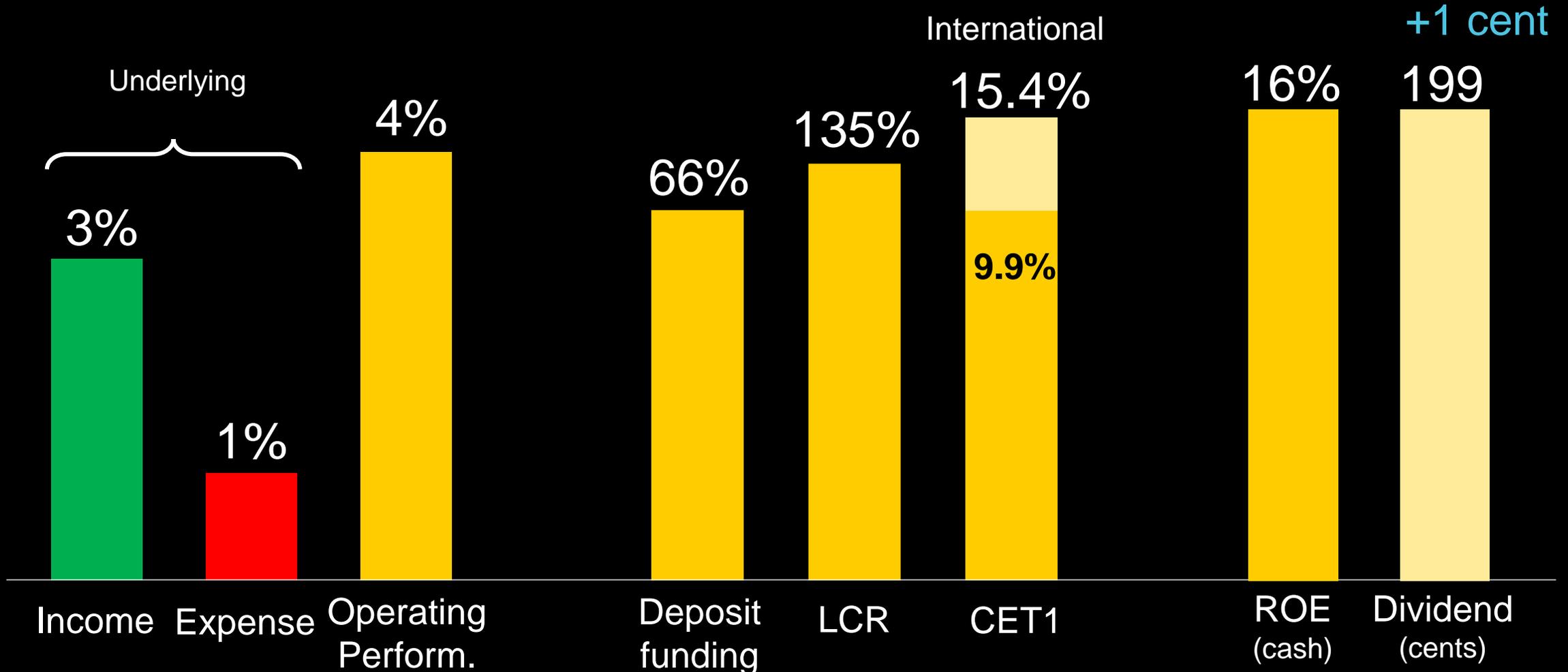
Reinvesting in our business to make it better for our customers

Summary – managing for today's environment

Positive “Jaws”

Strength

Returns

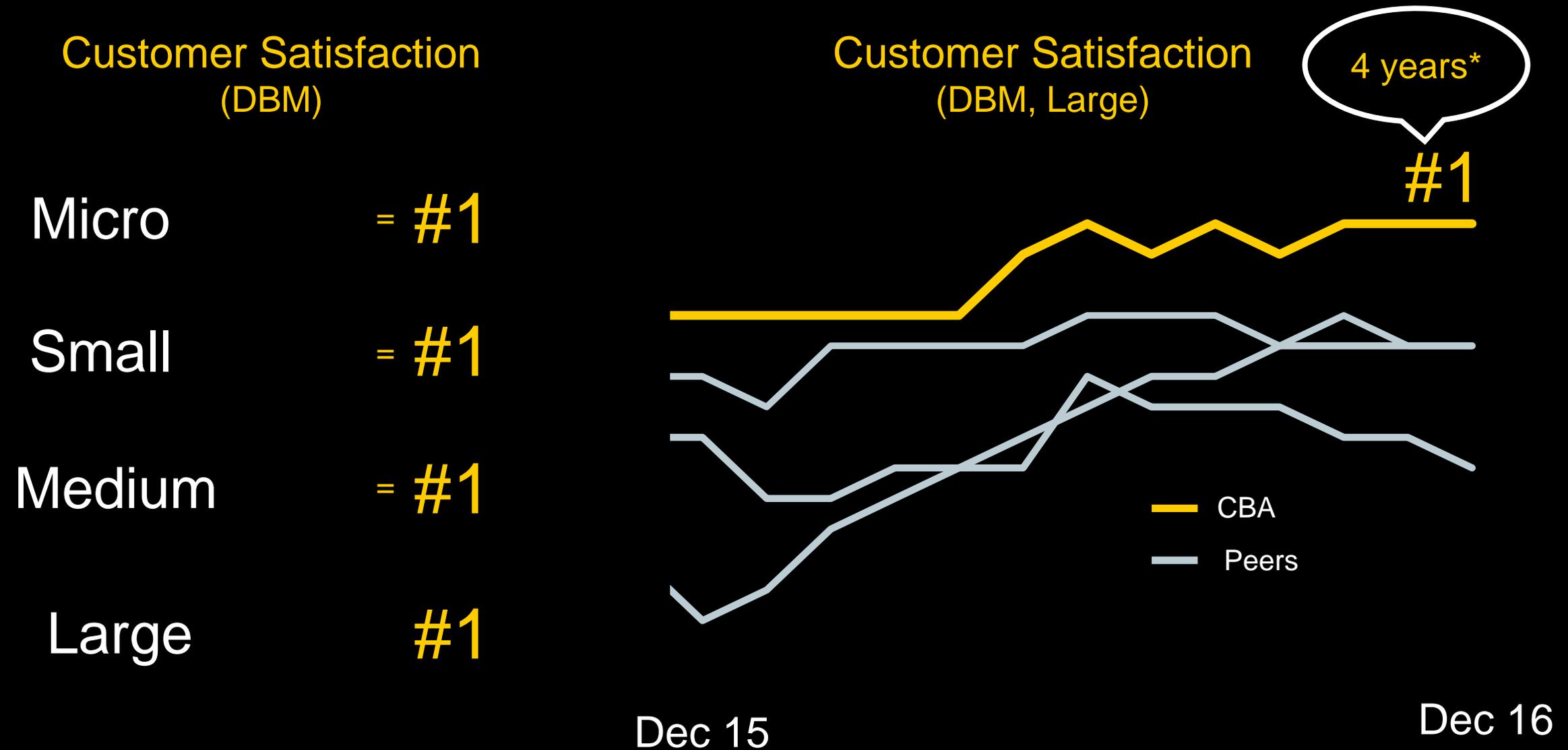


Delivering for customers

Retail Customer Satisfaction



More satisfied customers - business



*Outright or equal 1st

Focus on Better Banking

Improving

- Agribusiness customer assistance measures introduced
- Financial inclusion action plan launched
- Making it easier to avoid credit card late payment fees

Listening

- Customer Advocate appointed
- New Industry Whistleblower principles developed (with ABA)

Putting things right

- Open Advice Review assessments completed
- First phase of pre 2012 review of advice under licence conditions for CFP and FWL completed and phase 2 progressing
- Ongoing service fee reviews on track for June completion
- CommInsure review completed

Branches **remain key**



Customer Relationships

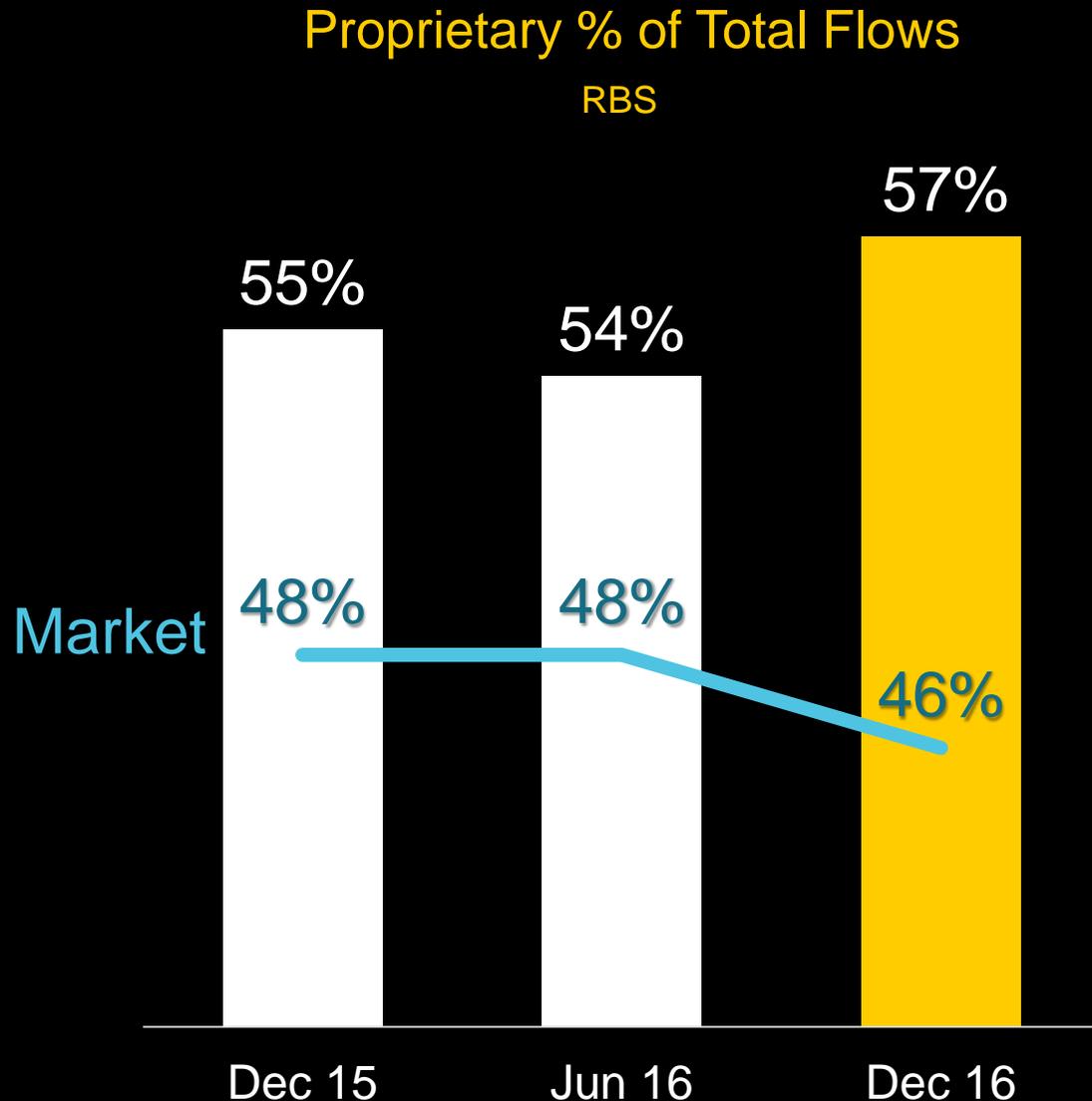
- 68k Customer insights each week
- 24k Video-conferencing referrals 1H17



Efficiency

- New format – 88 locations
- 50% reduction in branch space

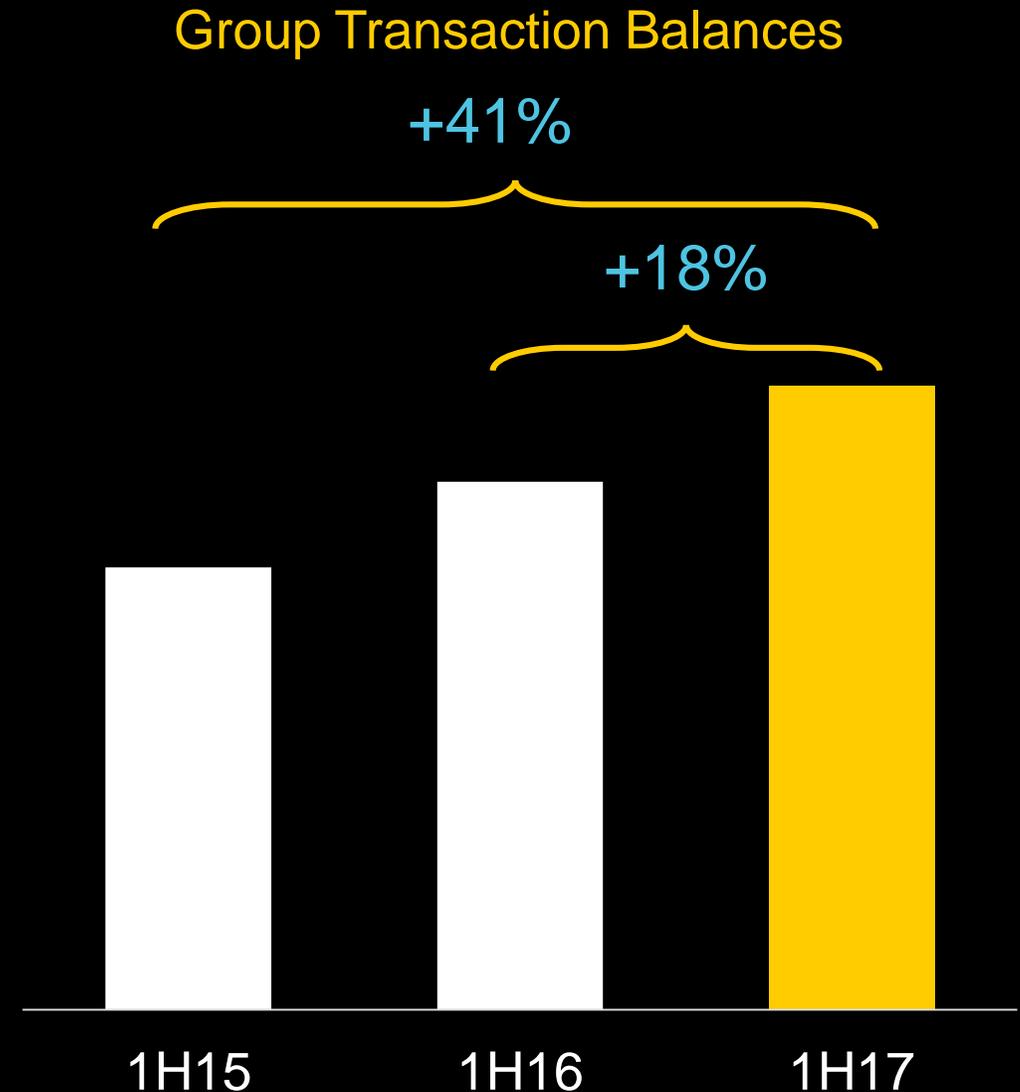
Branches remain key – home lending



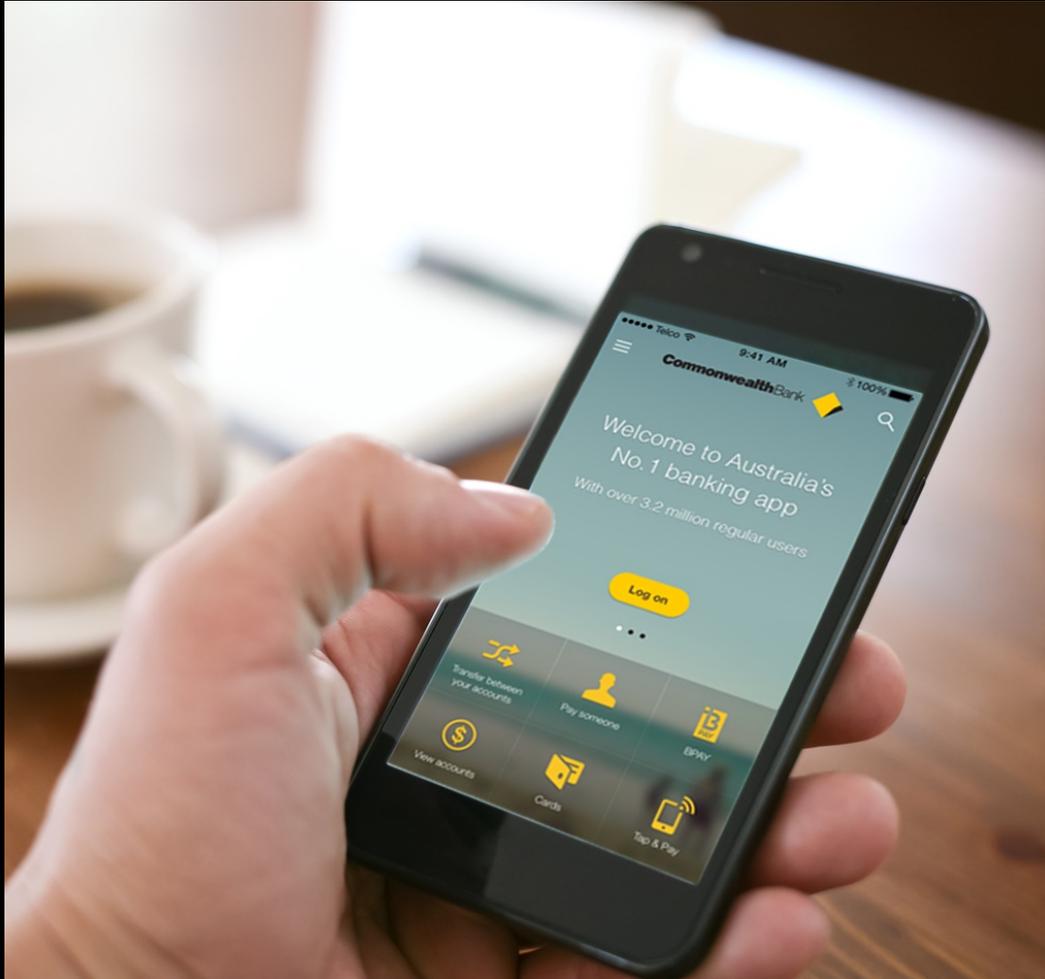
- Branch applications up 13%
- Smarter analytics:
 - 10x increase in branch leads
 - higher contact rate (now 95%)
 - higher conversion rates (3x)
- Extra branch lenders

Real time banking

- Used by 15 million customers since 2012
- Originate and transact in real time: *anywhere, anytime, any device*
- Instant banking: fast and simple
- Driving customer satisfaction



The digital revolution



5.8m customers now using digital

53% of total transactions (by \$)

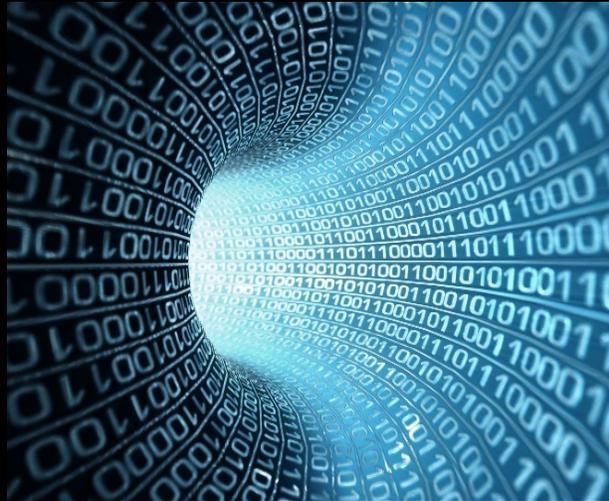
25% of new account openings

3mins to open new accounts

80% of logins via mobile

Transformative technology a differentiator

Blockchain



First interbank open account transaction

First global government bond trial

Digital & Analytics



Empowering clients with insights based on real-time customer behaviours

Payments



Landmark partnerships with Alipay and Barclays

Albert and Pi

Transformative technology - **Albert**

70,000 devices

64% new merchants to CBA

39 apps in total

13 new apps last six months



TYME kiosk

Self service on-boarding

- Account creation on the spot
- Debit card issuance

Identity and authentication

- Biometric capture
- External verification of identity





685
kiosks

across South Africa,
since launch May 2016

9
months

from concept to rollout

100,000
enrolments

through Pick 'n Pay and
Boxer stores

4
minutes

to on-board new
customers

\$4

on-boarding cost per
customer

SmartPOS prototype

Security

Strictest global security standards

2x Cameras

Voucher, coupon, QR, bar code scanning

Connectivity

4G, Antenna & Wi-Fi, Bluetooth and GPS

Payments

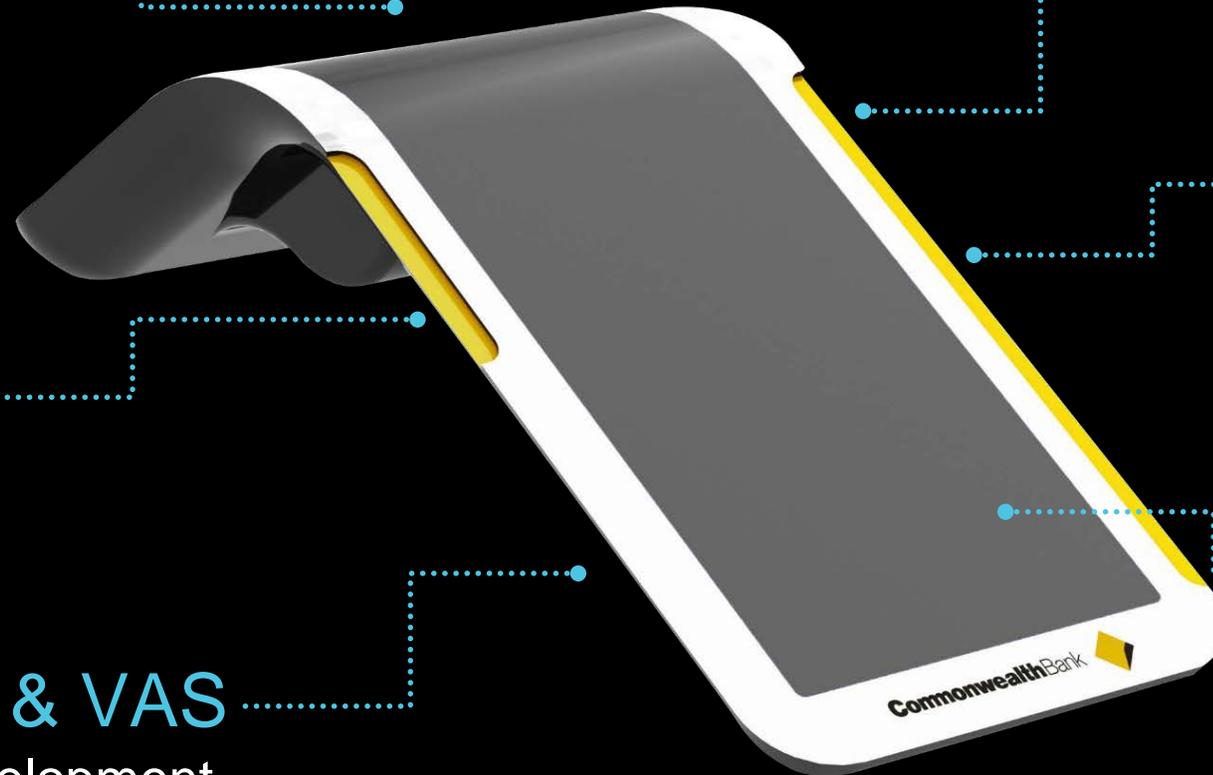
Contactless, NFC, Wallet

Touch

7" high resolution multi-touch screen

Open Apps & VAS

Open platform app development, CommBank access



Outlook

- Globally – heightened geopolitical and market volatility
- Domestically – some positive trends:
 - Improving commodity prices, terms-of-trade
 - Export sector
- For CBA:
 - Focus on the long term
 - Supporting Australia through strength, investment and innovation



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