
Presentation to Australian Shareholders' Association

Michael Cameron
Chief Financial Officer

18 November 2004



Disclaimer

The material that follows is a presentation of general background information about the Bank's activities current at the date of the presentation, 18 November 2004. It is information given in summary form and does not purport to be complete. It is not financial product advice and is not intended to be relied upon as advice to investors or potential investors. It does not take into account the investment objectives, financial situation or needs of any particular investor.

FY 03/04 - Highlights

- Underlying profit growth of 15%
- Solid profit contributions from each business
- Improved productivity
- Which new Bank achieved year 1 targets
- 19% dividend per share increase in 2004

Overview - 15% growth in underlying cash profit

| | 30/06/04 \$m | 30/06/03 \$m | Change |
|--------------------------------|-----------------|-----------------|---------------|
| Statutory NPAT | 2,572 | 2,012 | +27.8% |
| Goodwill amortisation | 324 | 322 | |
| Appraisal value movement | (201) | 245 | |
| Cash NPAT* | 2,695 | 2,579 | +4.5% |
| Which new Bank | 535 | 168 | |
| Shareholder investment returns | (152) | (73) | |
| Underlying Cash NPAT | 3,078 | 2,674 | +15.1% |

* Prior to preference dividend distribution

Strong performance by each business

Underlying Net Profit After Tax

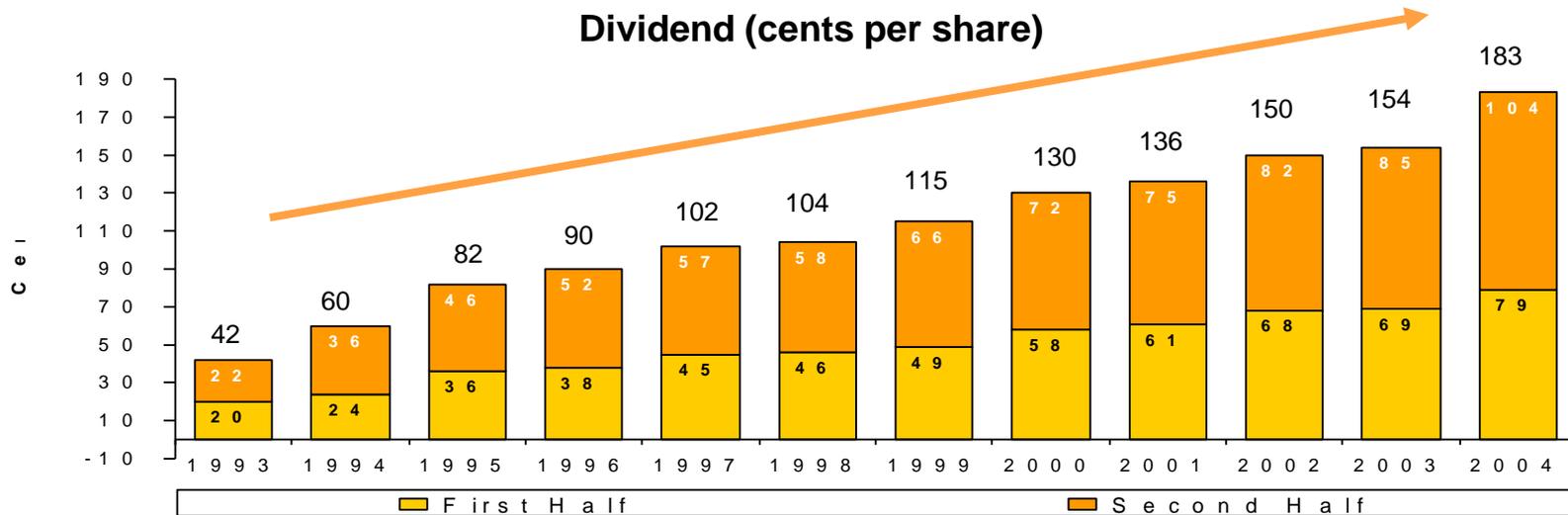
| | 2004 \$m | 2003 \$m | Increase % |
|--------------------|-------------|-------------|---------------|
| ■ Banking | 2,675 | 2,376 | 13 |
| ■ Funds Management | 274 | 233 | 18 |
| ■ Insurance | 129 | 65 | 98 |

- Banking: reflects strong performances of retail operations
- Funds Management: benefited from strong investment markets
- Insurance: reflects improved performance across all regions



Largest dividend increase ever

| | 2004 | 2003 | Increase % |
|-----------------------------|-------|-------|------------|
| ■ Dividends per share | 183c | 154c | 19 |
| ■ Payout ratio (cash basis) | 89.1% | 75.9% | |



2005 outlook - Economy

■ Global

- Noticeable improvement
- Expected monetary tightening

■ Domestic

- Continued good performance
- Domestic spending growth slowing
- Housing slow down manageable

2005 outlook - Bank

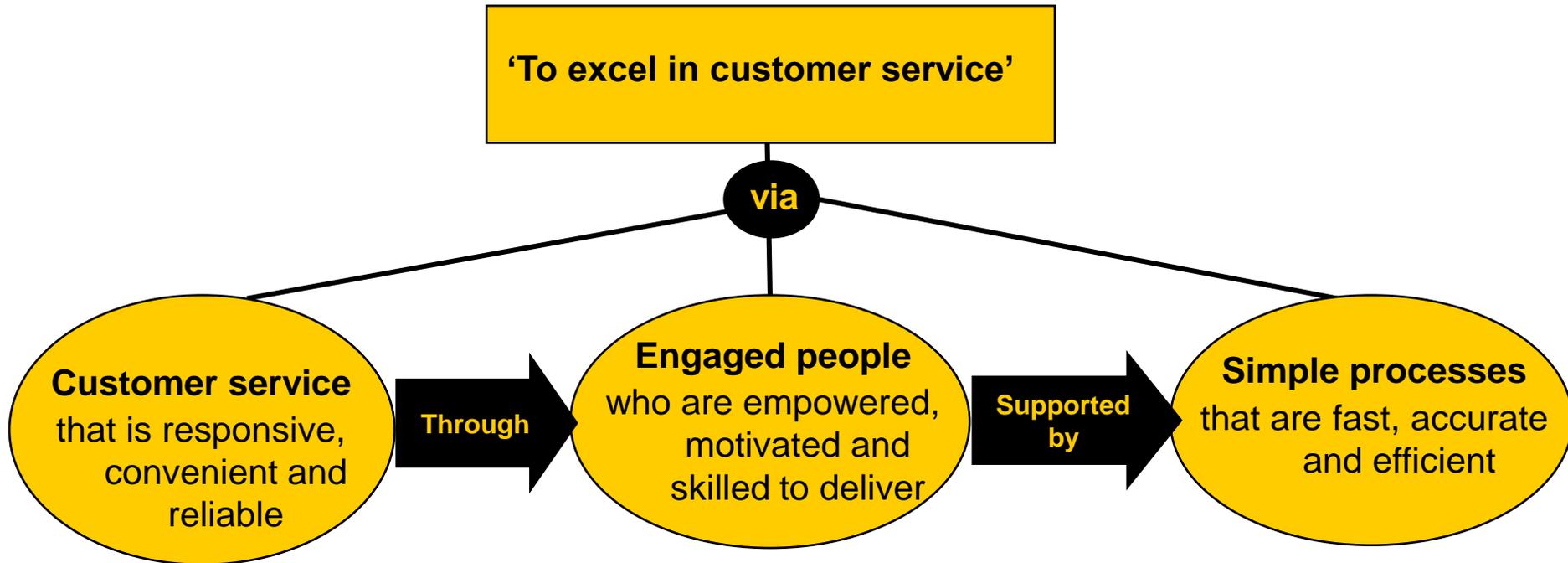
Subject to current market conditions continuing:

- **Over the three years 2004-2006 we will deliver:**
 - Cash EPS growth exceeding 10% CAGR
 - 4-6% CAGR productivity improvements
 - Profitable market share growth across major product lines
 - Increases in dividend per share each year

- **Significantly higher cash earnings in 2005 and 2006**

new
Which / Bank

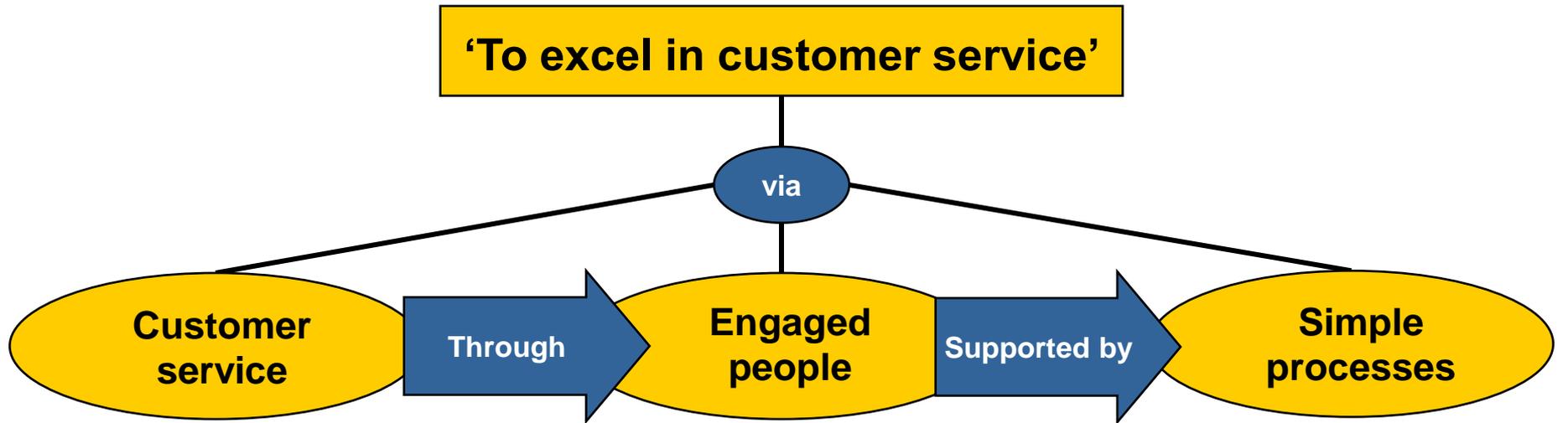
Three service transformation themes



Customers are saying: "Know me, give me what I want and do it reliably"



Which new Bank initiatives



- Integrated customer view
- Needs-based servicing and products
- Upgraded distribution channels
- Customer segmentation & service models

- High standards
- Clear Key Performance Indicators (KPIs)
- Regular feedback & coaching
- People development
- Communication

- End-to-end processes
- Decreased bureaucracy
- Scale in purchasing
- Simplified products and systems
- IT efficiency



Engaged people

- Simpler Key Performance Indicators
- Proactive service and sales disciplines
- “Front of house” branch managers
- Eliminate or redirect administration to increase customer contact time
- Better service and sales reporting by individual

We have focused on both motivators and disciplines

Motivators

- Compelling, simple vision
- Recognition culture
- Upwards feedback
- Simpler incentives and more upside for high performance
- Communication
- 'Finding the fun'
- Aligned leadership

Disciplines

- Frontline service and sales disciplines
- Rigorous service and sales measurement
- 'Coaching Mastery'
- Greater rigour in performance assessment and talent management
- More sophisticated culture gauges



Over 140 branches have been redesigned

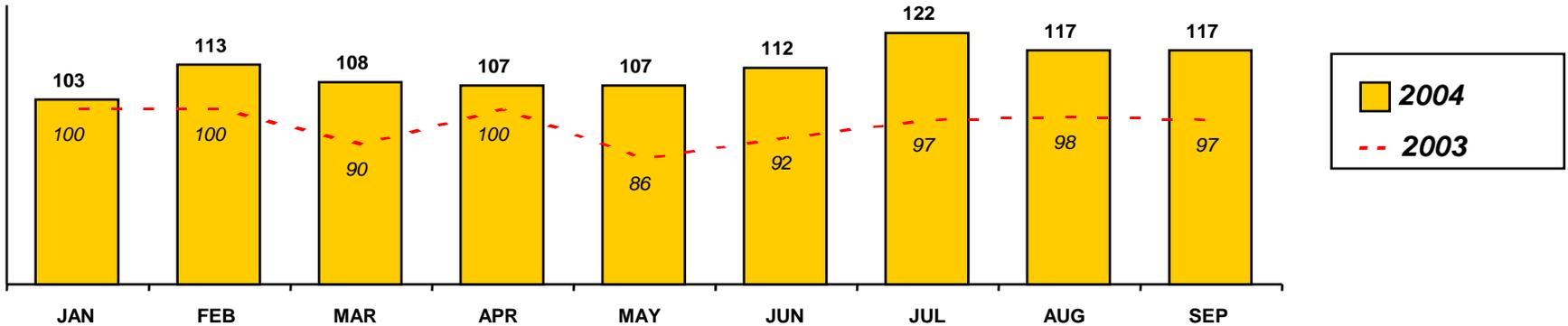


Our staff will star in our advertising

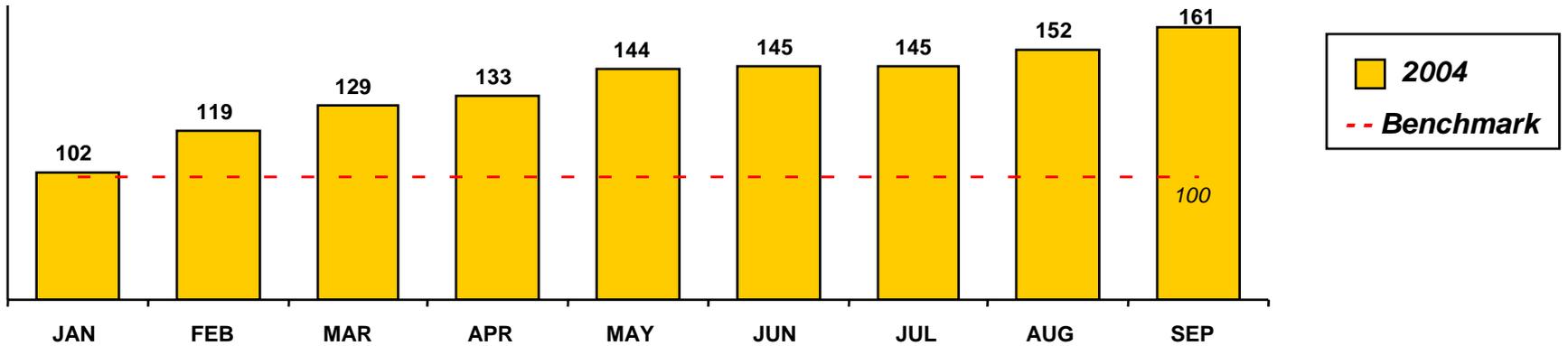


Sales productivity is improving...

Product Sales per Staff Member



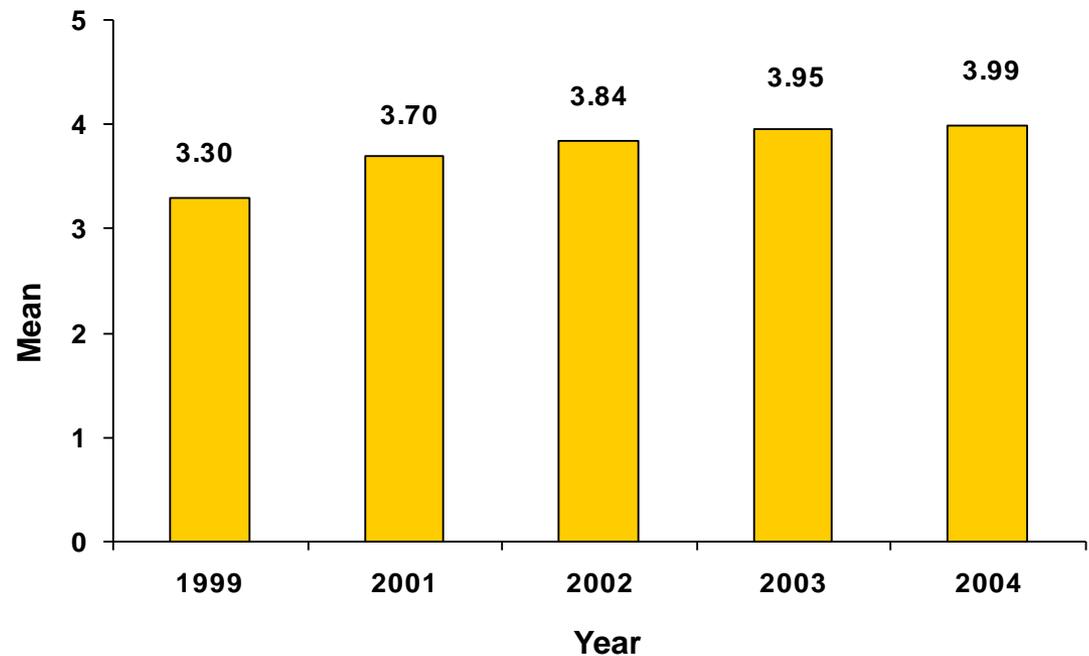
Cross Sales Ratio



We are changing the way we do things – Performance Culture and engagement

- Leading by example
 - Reinforcing behaviours as well as outcomes
 - Staff have been significantly engaged throughout
- Which new Bank

2004 Gallup Workplace survey



Source: Gallup Organisation

Note: Gallup Workplace Survey was not commissioned by the Bank in 2000



Our people principles

- Clear and Decisive
- Empowered and Accountable
- Learn and Grow
- Trust and Team Spirit
- Discipline and Excellence
- Challenge and Innovate

Which new Bank – our approach is different

- Across the Bank we share a single vision – **to excel in customer service**
- Our people, systems, performance and culture are all being interconnected and aligned
- Evidence is that there is collaboration and development of common systems across the business

new
Which / Bank