DETERMINED TO BE BETTER THAN WE'VE EVER BEEN.

Core Banking Modernisation

CormonwealthBank



14 MARCH 2011 | COMMONWEALTH BANK OF AUSTRALIA | ACN 123 123 124

Disclaimer

The material that follows is a presentation of general background information about the Group's activities current at the date of the presentation, 14 March 2011. It is information given in summary form and does not purport to be complete. 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 should be considered, with or without professional advice when deciding if an investment is appropriate.





Today's Agenda

- Introduction
- Core Banking Overview
- Maximising Value
- Programme Update
- Demonstration

Q&A

Ralph Norris

Michael Harte

Patricia Montague

Dave Curran

Cathy Bianchini

Panel



CormonwealthBank







Key Take-Aways

Excellent progress-to-date

Already delivering real customer and business benefits

An integral part of the Group's customer service strategy

Positions CBA for transformational change in banking



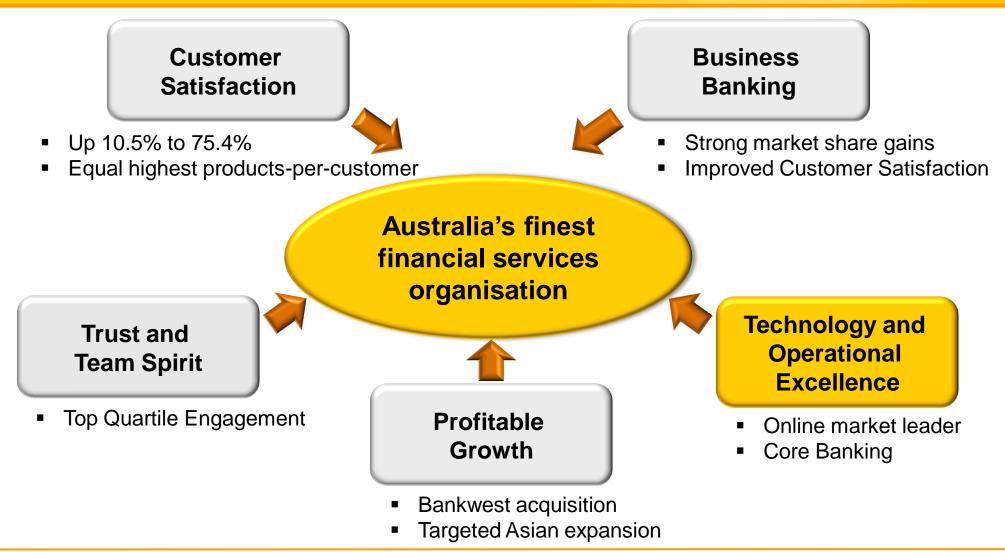








An integral part of our strategy



CormonwealthBank









Transformational Change











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Core Banking Modernisation

Michael Harte

Group Chief Information Officer

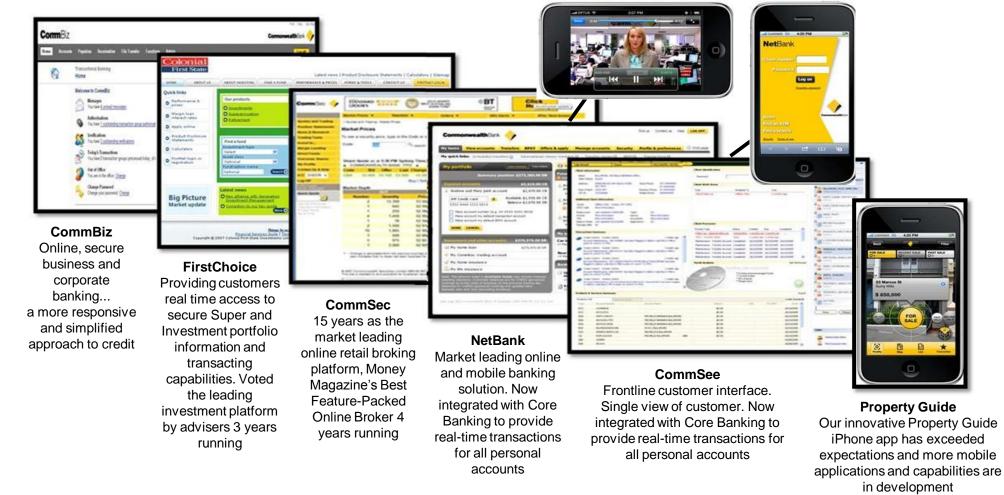


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Leading position, leading platforms



Forrester's newly launched Next-Generation Digital Financial Services report highlights key requirements for the next generation of financial services and cites examples of international banks leading the way, including CBA



Leading position

- Formally announced CBM programme on 28 April 2008
- Modernise legacy systems and processes with a customer-centric platform, and transform associated business operations
- Architecture flexible and efficient. Based on the roles and relationships of a customer's financial life – not products or accounts
- 4 year programme forecast to deliver significant value / benefits:
 - Customer service improvements
 - Growth opportunities
 - Efficiency gains
 - Risk mitigation for aging systems
- Governance through Business Leadership, CEO and Board



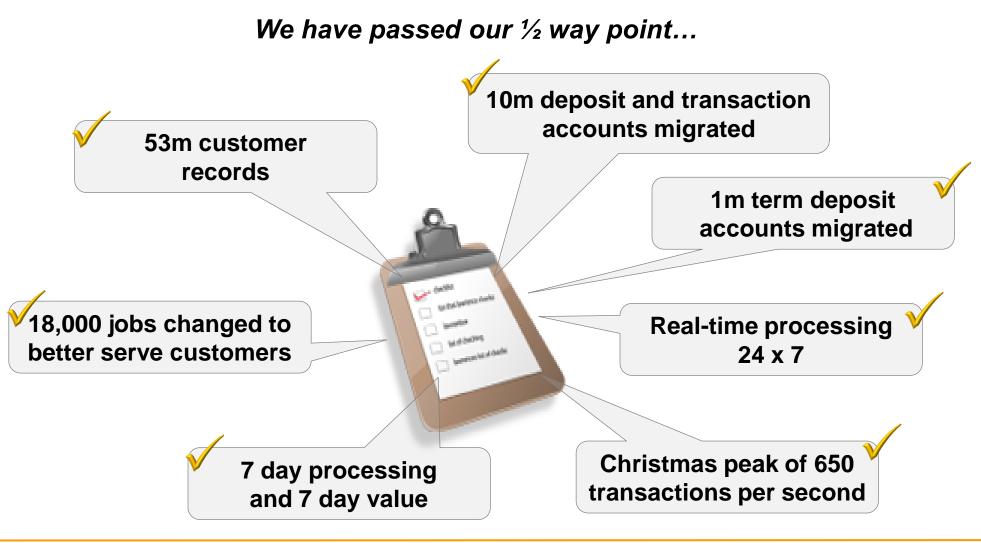


The journey we're on

2007	2008	2009	2010	2011	2012
\checkmark	\checkmark	\checkmark	\checkmark		
 Feasibility paper prepared Concept paper prepared for board Partner/vendor shortlist selection SAP & Accenture appointed 	 Detailed evaluation and business case prepared Business case presented to Board in March 2008 Board approved in April 2008 	 New platform launched with First Home Saver Account New term deposit for CFS 53m customer records migrated to SAP Telling platform and NetBank integrated to new banking platform 	 1.2m Term deposit accounts migrated to new platform 10m retail deposit and transaction accounts migrated All retail deposit and transaction customers experiencing real time banking 	 Business deposit and transaction accounts migrated CommBiz integrated New capabilities will be launched: bundling/ packaging, sweeping and pooling facilities 	 Business lending accounts migrated Retail lending accounts migrated



Progress to date











Risks and issues

- 'Execution' was the greatest risk initially
 - Proven delivery capability
 - Best team in Australia
 - Advanced world-wide
- Contending with 'legacy' is our biggest issue
 - 40 years legacy
 - Unstructured data / Undocumented applications
 - Massive change
- Significant complexity, age and change adds implementation time
- Being first means you take calculated risk



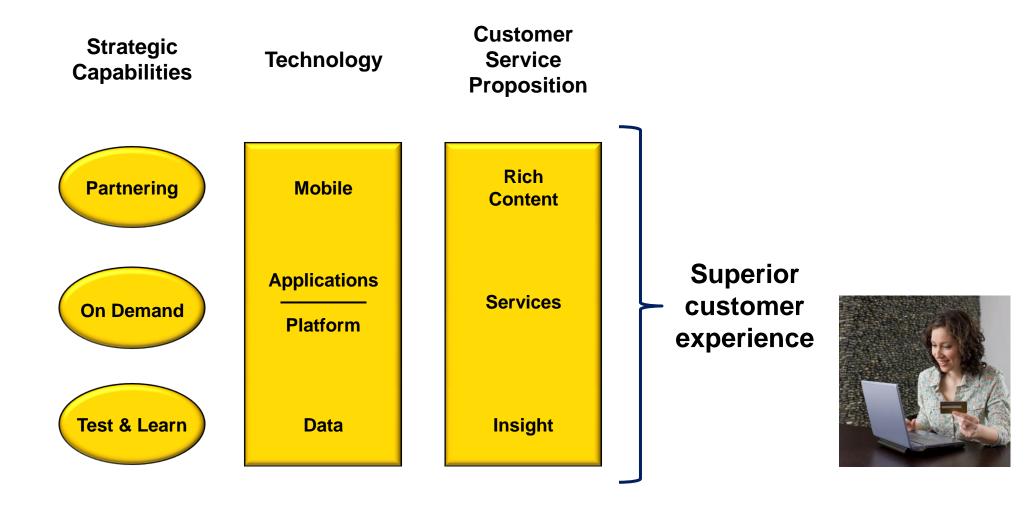








Our future











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Patricia Montague

Head of Retail Bank Transformation

CormonwealthBank



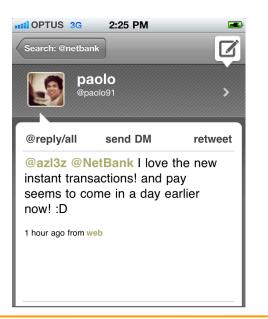
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Our customers are already experiencing the benefits



I think @Citibank could do worse than take a look at @NetBank's real time banking system. kthxbai

18 Oct via web 🛛 🏠 Favorite 📭 Retweet is Reply





LloydsTSBOnline Lloyds TSB @lorne_currie Hi I'm JC. Online Banking is real time but debit card transactions can take a few days to process. Is that what you mean?^LTSB 11 hours ago

CBA real time banking, good stuff.

thisisantz Anna 🗆

22 Nov

in reply to @LloydsTSBOnline ↑



@LloydsTSBOnline yes. Can't we at least see who has auth transactions on our accounts? CommBank in Aus can do it.

6 hours ago via web 🛛 🏠 Favorite 📭 Retweet 🥱 Reply





Our customers are already experiencing the benefits

Customers can now see transactions straight away

• Accounts **opened instantly** so customers can immediately start to transact/save

CBA account switching on the spot – no closure/re-opening

• Clear simple transaction descriptions e.g. transaction type, location, description

Enhanced sales interaction supported by simple product set











Customers are finding it simpler and easier to do business with us

Simplification:

- Less products, more features = choice (from 16 to 9 retail products)
- > 500,000 accounts "cleaned up" prior to migration
- Simplified processes leading to considerable time savings for customers

Sales and Service:

- High staff engagement
- New products: 'GoalSaver' launched nationally 7th Feb
- Electronic delivery of documentation in Netbank
- Fewer errors:
 - $\sqrt{30\%}$ across the Branch Network
 - Reduction in back office manual processing











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Core Banking Modernisation

Dave Curran

Programme Director Core Banking Modernisation

CormonwealthBank



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CBM vision and objectives

Programme Vision

To build a great

customer-centric

bank whose

profitable growth is

powered by

simplicity

Objectives

Real time banking

- Immediate fulfilment of account opening and servicing transactions rather than overnight
- Seven day a week value and processing
- Real time transactions

Customer-centric processing

- Account opening and pricing, servicing and transaction processing applied at customer level
- Consistent data across all channels
- Comprehensive data across the bank

Customer offerings

- Offers engineered based on customer segment needs, not system capabilities
- Products configured not developed
- Cross product pricing, conditions and feature configuration
- Time to market limited by organisation, not systems

Industrialisation

- Separation of distribution from manufacturing
- Greater visibility of performance
- Increased specialisation while decreased complexity

Multi-Entity

Ability to deliver across the Group



CBM vision and objectives

Programme Vision

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customer-centric

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Objectives



Industrialisation

Multi-Entity



CormonwealthBank







CBM Customer Offer Sales and Service Engine (COSSE) Demonstration - Campaigns

The core banking programme has delivered the bank a new way to create campaigns

This includes:

- More flexible building blocks to create customer tailored campaigns
- We can launch campaigns more quickly (including recent examples such as responding to the floods)
- Creating a new campaign then flows directly into the sales and origination process where the campaign is visible to the customer and they can chose to take advantage of the campaign benefits

The following demonstration will highlight a simple example of creating a campaign for a particular region











Step 1: Select the Introductory Offer Campaign for the NetBank Saver sales product

CormonwealthBank > **QA** Configuration COSSE Data Table Test Harness Browse Product "NetBank Configuration Type Pricing Options ¥ Saver" is selected Pricing Option Details \mathbf{v} ¥ Sales Product Name NetBank Saver Pricing Option Na Pricing Option Keyword **‡** Pricing Option Config instances ~ Pricing Option Name Pricing Option ID Pricing Option Type Sales Product ID Sales Product Special Offer 0000000141 000016 NetBank Saver Campaign Special Offer 0000000144 Campaign 000016 NetBank Saver Special Offer 0000000145 000016 NetBank Saver Campaign 000016 Special Offer 0000000143 Campaign NetBank Saver Special Offer 0000000144 Campaign 000016 NetBank Saver Special Offer 47 000016 NetBank Saver Campaign Campaign Special Offer 000016 NetBank Saver 44 Campaign "Introductory Offer" Special Offer 150 Campaign 000016 NetBank Saver is selected Special Offer <u>/</u>143 000016 NetBank Saver Campaign Introductory Offer 0000000162 000016 Netbank Saver Campaign Introductory Offer 000016 Netbank Saver 0000000261 Campaign Introductory Offer 000016 Netbank Saver 0000000162 Campaign









Step 2: Choose the account origination process for customers with a residential address in QLD

Y Pricing	Option CBA-BRE-COSSE-EI	igibility-Content +0000000261 +0	00016				
Appli	i es To CBA-BRE-COSSE-Eligib	ility-Content	Chec	ked out from <u>COSSE02-05-99</u>			
Pricing Opti	ion ID 0000000261			Last Update 8 March 2011 10:41:57 AM			
SalesProd	uctID 000016						
Description 000016							
Base Defir	nition Eligiblity	History					
	Scenario ID Generate ScenarioID Generate ScenarioID						
	Category	Rule		Single Paramr/Range	Minimum Ran	ge Maximum (Range Rules Only)	
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		CustomerState	~				
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Step 3: Select customers with a minimum age of 55

Y Pricing Op	ption CBA-BRE-COSSE-Eli	gibility-Content •0000000	1261 •000016						
Applies	To CBA-BRE-COSSE-Eligib	ility-Content	Chec	ked out from <u>COSSEO</u>	<u>)2-05-99</u>				
Pricing Option	ID 000000261			Last Update 8 March	2011 10:41:57 AM				
SalesProduc	tID 000016								
	Description 000016								
Base Definit	ion Eligiblity	History							
2	Scenario				Scenario ID	Minimum age s	et at 55	enarioID 📃	
	+ Pre-Qualifiers								
\rightarrow	- Eligibility Factors								
_	Category	Rule		Single Para	ameter/Range Mi	m R	ange Maximun	n (Range Rules Only)	
	Application Specific 💌	ServiceArea	~	AccountOrigination	✓				1
	Client Specific 🛛 🗸	CustomerState	~	QLD 🔽	/	/			1
		MinAccountHolderAge	~		55				1
	* •								
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Step 4: Select the online channel

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Applies	To CBA-BRE-COSSE-Eligib	ility-Content	Cheo	ked out from <u>COSSE02-0</u>	5- <u>99</u>				
	ID 000000261			Last Update 8 March 201	1 10:41:57 AM				
SalesProduc	tID 000016								
	Description 000016								
Base Definiti	ion Eligiblity	History							
S	Scenario			Scer	na	erate ScenarioID 📃			
				Online channel selected					
	- Pre-Qualifiers								
	Category	Rule		Single Parameter/R	ange Minimum	Range Maximum (Range Rules Only)			
		Rule SystemChannel	V Fine		ange Minimum	Range Maximum (Range Rules Only)			
⇒			V Fine		ange Minimum				
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→	Product Specific	SystemChannel	Fine	est 💌		Range Maximum (Range Rules Only)			
÷	Product Specific	SystemChannel Rule	Fine	st 💌 Single Paramet		Range Maximum (Range Rules Only)			
→	Product Specific	SystemChannel Rule ServiceArea		Single Paramet					
÷	Product Specific Product Specific	SystemChannel Rule ServiceArea CustomerState	~	Single Paramet	er/Range Minimum	Range Maximum (Range Rules Only)			











Step 5: Specify the expiry date

> ØPricing Optio	n CBA-BRE-CO	SSE-Eligibility-Conte	ent +0000000261 +000016
Base Definition	Eligiblity	History	
Pricing Option Type	Campaign		
Priority Order	20		
Sales Product Default	N		
Contract Expiry Date	30/12/9999		
Contract Expiry Period Factor			
Contract Expiry Period Unit			
Effective From	31/12/2009		
Effective To	31/03/2011 ~		Campaign expiry date set to 31 March 2011
Legacy Package Code	N		
Allow Discretionary	N		
Campaign Code	10000077		



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The core banking programme has delivered a streamlined, real-time customer experience through our assisted and unassisted channels. We are providing the capability for customers to experience more self service functionality

This includes:

- Visibility of all payment transactions in real-time and 24x7
- Greater transparency and detail of transactions as they happen
- Real-time, straight through account opening where customers can fund their accounts as part of the account opening process
- Customers will now be able to view and apply for campaigns they're eligible for through the self service channel

The following demonstration will highlight the above self service experiences from a customer's point of view









Customer experience enabled by CBM

		Our cus	Our customers				
Real ti	ime banking	From Next business day	To Instant satisfaction				
	Customer	You need this product	Customers like you				
	Customer-centric	Same for most	Specific for you, or customers like you				
Offer	Features	One size fits most	You have a choice				
Unci	Channels	Different	Consistent				
	Treatment	You need a Streamline	Let us help you select from our expanded range				
	Insight	We need to guess	This is different from what we assumed				



CBM is building a Strategic Asset, with expectations this asset will be enhanced and leveraged across the Group, beyond CBM

Implemented Technology

"Platform Stack"

		D	istributio	n						
	IAN	4	C	AAS	3 rd partie:					
CommSee BTS			NetBank	CommBiz	5 paries					
	Cus	tomer	\mathbf{r}	Offer						
	SAP Busi	iness Partner	Customer Offer Sales & Service Engine (COSSE) (PEGA)							
				Pricing optimis						
Ì	Manufacturing									
I	Service catalogue									
I	BPM									
I	Cross Product									
I	SAP Master Contract									
I	Unified Payments Capability (UPC) SAP Financial Conditions (Rates, and Fees & Charges)									
I	Statements Correspondence Commissions Risk Assessmen									
I	Products									
I	SAP Deposits SAP Loans Cards									
I		Banking		Wealt	h					
I		F	BL/DW Platform							
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1		C								
		Co	rporate Co	ore						

- Implemented in the CBA environment
- End-to-end
- "Multi" enabled application
- Common integration layer
- Package & custom built software

Talent Pool

+

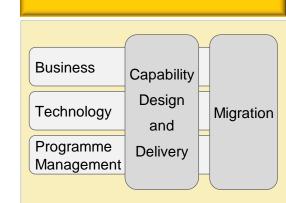
Internal

+

- Enterprise Services staff
- Seconded Business staff

External

- Solution (i.e., SAP)
- Delivery partner (i.e. Accenture)
- Other service partners
- Contractors
- We have the "A" team
- Investing in a pool of talented people
- Vast business & solution knowledge
- Business & Solution architects
- System integration skills
- SAP expertise



Delivery processes

- Proven large scale (+100 k manday) release delivery capability
- Integrated delivery across the "Banking Platform Stack"
 - Business case
 - Release & Migration management
 - Offer and process design
 - Requirements & Business simplification
 - Solution design & delivery
 - End to end testing
 - Change management
 - Programme management



Drivers of

competitive

advantage

CBM is building a Strategic Asset

Massachusetts Institute of Technology - Sloan School of Management defines as Strategic Asset as something that meets the following four criteria:

- 1. Is it something you own/control?
- 2. Does it differentiate you from your competitors?
- 3. Is the differentiation sustainable?
- 4. Does it contribute to satisfying customers?



We believe we have a competitive advantage



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Appendix

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NetBank Saver Sover AwardSaver Pensioner Security Sover Acc		\$0.00 CR \$18.04 CR \$23.54 CR \$5.97 CR	🧿 Yo	lications u don't have any app ew current offers	lications in pr	ogress.	Discover the features of this page Play video
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Complete Access	View transaction	IS		ve a new statem	ient to view i	in NetBank	
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	Pay a bill View online staten	nents					More offers



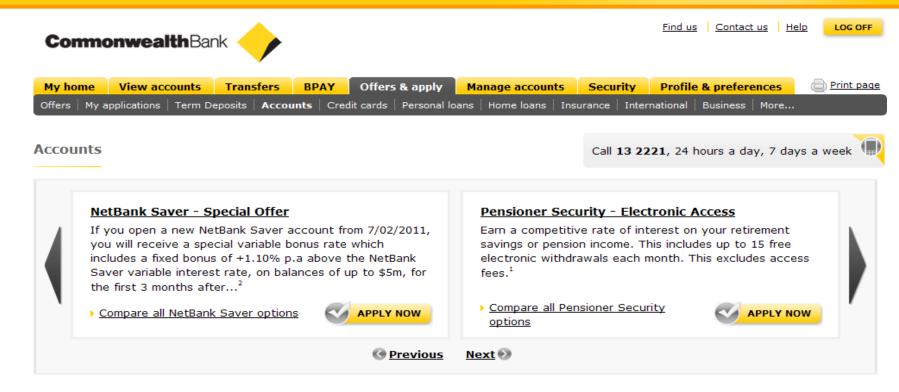
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29/01/2011	Transfer ATM	и сва атм з	SYD OLY PAR	K 2 NSW 231497 AU	JS		\$4.00	\$168.00 CR			
29/01/2011	Transfer ATM	и сва атм з	SYD OLY PAR	K 2 NSW 231497 AU	JS \$4.0	0		\$164.00 CR			
19/01/2011	Cash & Chq	Dep Branch S	Syd Olympic	Prk		\$1	130.00	\$168.00 CR			



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Choose our most popular everyday account

Account	Features	Monthly fee	
Everyday Account Smart Access	 Add a Debit MasterCard to shop online or on the phone with your money Best account if you spend your money with a card, and don't visit the branch often Receive unlimited* electronic transactions in store, online and at ATMs More information 	\$4.00	



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NetBank S	Saver					Call us on 13 2	221 , 24 hours a	day, 7 days	s a week. 🔳

NetBank Saver is a high interest online savings account linked to one of your Commonwealth Bank personal transaction accounts. Use your personal transaction account to transfer money to and from your NetBank Saver account. Fees may apply to the linked account.

Select your preferred account option below and click Apply now.

	Special Offer						
Features	If you open a new NetBank Saver account from 7/02/2011, you will receive a special variable bonus rate which includes a fixed bonus of +1.10% p.a above the NetBank Saver variable interest rate, on balances of up to \$5m, for the first 3 months after the account is opened. After the first 3 months, and for amounts greater than \$5m, you will earn our standard NetBank Saver account variable interest rate applicable at the time. This offer is available for a limited time. ¹	With the NetBank Saver, you have instant access to your money, 24 hours a day, 7 days a week. Earn a competitive rate of interest, pay no monthly account fee and there is no minimum balance requirement.					
 Hide interest rates 		(See important information)					
Interest Rate	5.85% p.a.	4.75% p.a.					
 Hide account usage fees 	 Hide account usage fees in Australia 						
Account fee	Free	Free					
NetBank transfers ²	Free	Free					
Hide fees for selectable account features							
Statement frequency 6 monthly	Free	Free					
Statement delivery Online (via NetBank)	Free	Free Free					
Paper (by mail)	Free	Free					





NetBank Saver - Sp				
Account deta	ils	Review & submit		Talk to us about accounts on 13 2 : 24 hours a day, 7 a week.
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= Required				
lease select your preferred accour	nt options below.			
*Account mailing address 😯	EVEL 3 10 DAWN NSW 2127	FRASER AVE SYDNEY OLYMPIC PARK		
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NetBank Saver - Special Offer

Application number - AA500001185373

Account details

Review & submit

Review & submit

Please review your application details below to check that they are correct before submitting your application. If you would like to change any of the details, click **Change**.

Account details

<u>Change</u>

Account mailing address	LEVEL 3, 10 DAWN FRASER AVE, SYDNEY OLYMPIC PARK NSW 2127
Statement option	Online (via NetBank)
Deposit	\$5.00 from account 700010669821 Priv Acct
Tax File Number option	Do not declare

Terms & conditions

CANCEL

To apply for a NetBank Saver online, you must choose to receive the Transaction, Savings and Investment Accounts General Information and Terms and Conditions online. This is a once only election and does not apply to other information we are required to give you from time-to-time. If you choose to receive the terms and conditions online, we will not automatically send you a paper copy by mail, but you may print a copy for your records.

If you choose not to receive the terms and conditions online, you will need to call us on 13 2221 or visit your local branch to open your account.

By ticking the box, I acknowledge that:

- I choose to receive the Transaction, Savings and Investment Accounts General Information and Terms and Conditions online.
- I have received the <u>Financial Services Guide</u> (PDF 54KB) and <u>Transaction</u>, <u>Savings and Investment Accounts</u> <u>General Information and Terms and Conditions</u> (PDF 668KB) online and I accept the terms and conditions (including the section on 'Privacy'). I also acknowledge and consent to the use and disclosure of my personal information as detailed in the section on 'Privacy' and confirm that the funds in this account are not held in trust. I also understand that if I do not wish to receive marketing information I can call 13 2221 or go to **Profile** & preferences in NetBank and select My contact details.



SUBMIT





Contact us

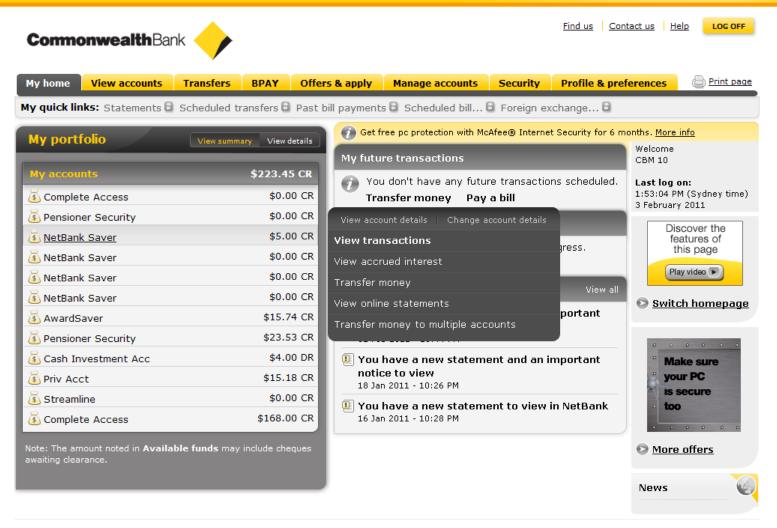
a week.

Talk to us about

accounts on 13 2221, 24 hours a day, 7 days

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NetBank Saver - Special Off Statu	fer Application number - us - Complete	AA500001185373	Contact us	Co to bank messages Message details Subject: Your NetBank Saver is now open Category: Applications Date ved: 03/02/2011 03:02 PM		Contact us Call us on 13 2221, 24 hours a day, 7 days a week.
Application summary	n and the details are shown below.		I want to	age: Application Number: AA500001185373 Your NetBank Saver has now been opened and <u>View details of your new account.</u> Your deposit details are as follows:	is available in Net	Bank.
Account details		Bank messa	ige notifying r the account	Receipt number: C034104346928 From account: XXXXXXXXXX821 Cash Managem To account: NetBank Saver XXXXXXXXXXXX11	ent Call Account	
	Cbm Dds Control Account 10 062-692	has been op		Amount: \$5.00 Date: 03/02/2011 If you would like to talk to us about your appli	Commonweal Commonwealth Bark of Au ABN 48 123 123 124 Your account	
	12863141			a day, 7 days a week.		Whus Here is a quick sum many of some of the important features of your account. Is or need more internation please visit netbank com au, call 13 2221, 24 hours a day, 7 branch.
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