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

<table>
<thead>
<tr>
<th></th>
<th>Dec 16 vs Dec 15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory Profit</td>
<td>6%</td>
</tr>
<tr>
<td>Cash NPAT</td>
<td>2%</td>
</tr>
<tr>
<td>Cash Earnings per Share ($)</td>
<td>2.86 (Flat)</td>
</tr>
<tr>
<td>Dividend per Share ($)</td>
<td>1.99 (+1 cent)</td>
</tr>
<tr>
<td>ROE – Cash</td>
<td>16.0%</td>
</tr>
<tr>
<td></td>
<td>(130) bpts</td>
</tr>
</tbody>
</table>
Contributing to our economy and community

Total Income
$13.1bn

Salaries
$3.1bn

Expenses
$2.6bn

We buy products and services from more than 5,000 small and medium-sized businesses
Contributing to our economy and community

Total Income
$13.1bn

- Salaries
  $3.1bn

- Expenses
  $2.6bn

- Tax
  $1.9bn

We are Australia’s largest tax payer

Equivalent to:

- 126 Schools
- 3 Hospitals
Contributing to our economy and community

- Total Income: $13.1bn
- Salaries: $3.1bn
- Expenses: $2.6bn
- Loan impairment expense (LIE): $0.6bn
- Tax: $1.9bn

Profit After Tax

Loan impairment expense – a cost of lending
Contributing to our economy and community

Total Income $13.1bn

- Salaries $3.1bn
- Expenses $2.6bn
- Tax $1.9bn
- LIE $0.6bn

Profit After Tax

Dividends $3.4bn

800,000 households own our shares – and millions more Australians do so through their super funds.
Contributing to our economy and community

Total Income
$13.1bn

- Salaries
  $3.1bn
- Expenses
  $2.6bn
- Tax
  $1.9bn
- LIE $0.6bn

Profit After Tax
Dividends
$3.4bn

Reinvested
$1.5bn

Reinvesting in our business to make it better for our customers
Summary – managing for today’s environment

Positive “Jaws”

- Underlying Income: 3%
- Underlying Expense: 1%
- Operating Perform.: 4%

Strength

- Deposit funding: 66%
- LCR: 135%
- CET1: 15.4%
- International: 9.9%

Returns

- ROE (cash): 16%
- Dividend (cents): 199
- +1 cent
Delivering for customers

Retail Customer Satisfaction

- 83.2%
- 66.5%

Dec 06 to Dec 16

#1 - 19 consecutive months

CBA
Peers
More **satisfied customers** - business

<table>
<thead>
<tr>
<th>Customer Satisfaction (DBM)</th>
<th>Customer Satisfaction (DBM, Large)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micro</td>
<td>= #1</td>
</tr>
<tr>
<td>Small</td>
<td>= #1</td>
</tr>
<tr>
<td>Medium</td>
<td>= #1</td>
</tr>
<tr>
<td>Large</td>
<td>#1</td>
</tr>
</tbody>
</table>

*4 years*

Dec 15

Dec 16

*CBA

Peers

*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
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
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

Group Transaction Balances

- 1H15
- 1H16
- 1H17

+41%
+18%
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
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

Payments
Contactless, NFC, Wallet

Open Apps & VAS
Open platform app development, CommBank access

2x Cameras
Voucher, coupon, QR, bar code scanning

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

Touch
7” high resolution multi-touch screen

2x Cameras
Voucher, coupon, QR, bar code scanning

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7” high resolution multi-touch screen
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