Citigroup Australia and New Zealand 4th Annual Investment Conference London

March 2007



5-6 March 2007



Commonwealth Bank of Australia ACN 123 123 124

Ralph Norris CHIEF EXECUTIVE OFFICER The material that follows is a presentation of general background information about the Bank's activities current at the date of the presentation, 5 March 2007. 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.

### **Overview**

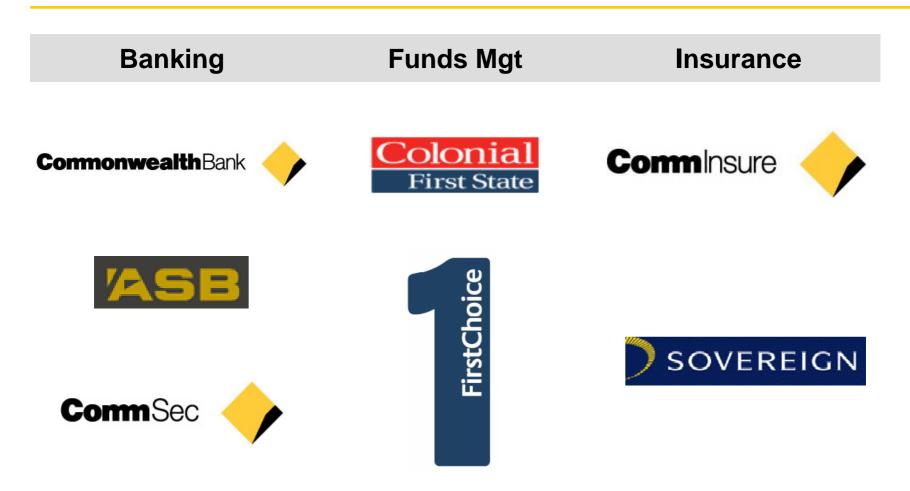
- Good result driven by focus on profitable growth
- All businesses performing well
- Credit quality remains excellent
- Significant progress on 4 strategic initiatives
- Momentum in business both strategic & earnings

# **Strong Financial Results**

	Dec 06	Dec 06 vs Dec 05
Cash NPAT*	2,271	19%
Cash EPS*	174.7	17%
Return on Equity – Cash	22.3%	60bpts
Income	6,438	11%
Expense	3,144	<b>6</b> %
Fully Franked Dividend	107c	14%

\* Excludes profit on sale of Hong Kong in December 05

# **All Brands Performing Strongly**



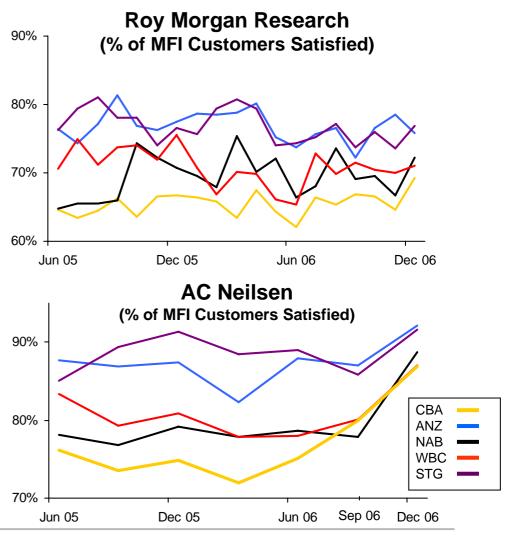
## **CEO Priorities & Measures**

- Customer Service
- Business Banking
- Technology & Operational Excellence
- Trust & Team Spirit

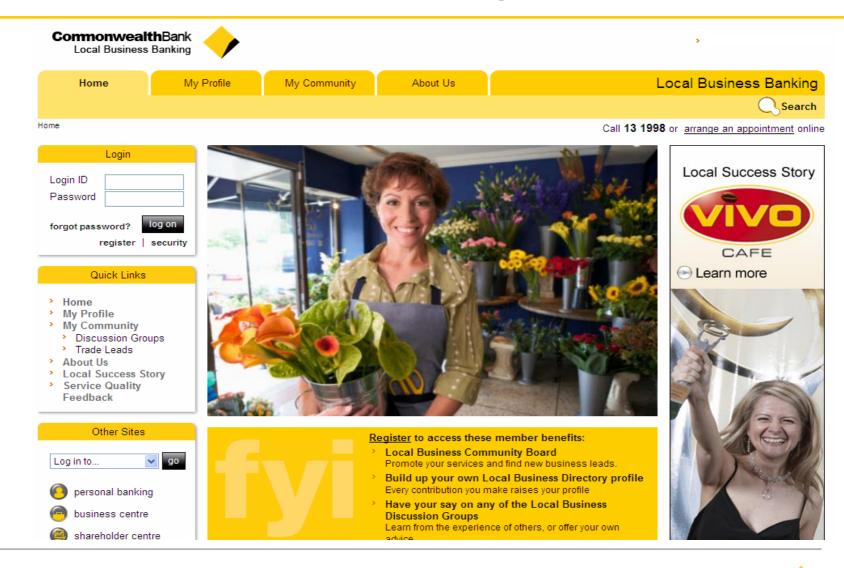
- Superior operating and financial results
- Australia's finest financial services organisation

## **Customer Service improves**

- 4000 leaders trained in Cohen Brown sales and service methodology
- Increased investment in branch network
- 800 new customer facing roles
- More competitive product portfolio
- Retail customer complaints down 47% over last 12 months

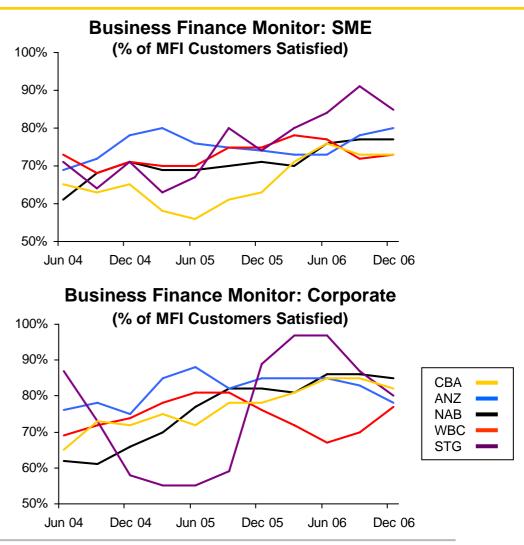


## Local Business Banking website



#### **Business Banking making good progress**

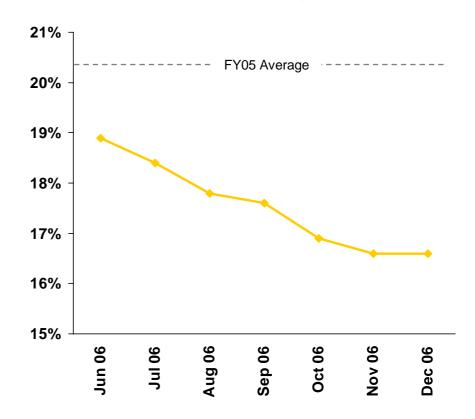
- Recruitment & training of new in branch Business Bankers commenced
- First new Business Banking Centre opened (8 additional planned by July 2007)
- Replaced voicemail system with 24/7 telephone access to staff
- Local Business Banking online internet channel and Commbiz
- Simplification of application processes



# **Technology & Operational Excellence**

- Implemented new shared services approach to Enterprise IT
- \$64 million of annualised savings locked in in first half
- \$23m reduction in consultant and contractor spend
- Zero high severity system outages during peak times
- Good progress on strategic growth initiatives
- 319 staff trained in CommWay, taking total to 1,419

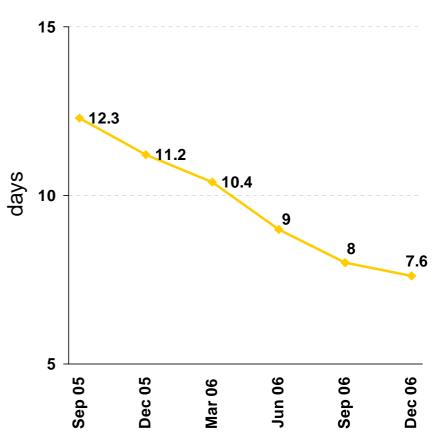
#### IT Efficiency Ratio\* (Rolling 2 month average since Jun 06)



\* Efficiency Ratio = Total IT Expense (excluding strategic initiative spend) / Total bank Op Expenses

## **Trust & Team Spirit improving**

- Improved internal staff engagement scores
- Improvements in key people metrics
  - LTIFR
  - Staff turnover
- Building pride through strong community engagement and involvement of our people



LTIFR

## Asian growth continues



# Outlook

- Domestic economy expected to support double digit system credit growth
- Earnings momentum maintained into second half
- Strategic initiatives continuing to deliver
- Financial market to remain competitive committed to profitable growth
- Outlook for earnings growth and credit quality remain positive
- Given growth outlook and diversity of income streams confident of EPS growth which meets or exceeds average of peers

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