### Commonwealth Bank

## MEDIA PRESENTATION FOR THE HALF YEAR ENDED 31 DECEMBER 2015

COMMONWEALTH BANK OF AUSTRALIA | ACN 123 123 124 | 10 FEBRUARY 2016

#### WHEN WE BELIEVE WE CAN

## Notes

#### Disclaimer

The material that follows is a presentation of general background information about the Group's activities current at the date of the presentation, 10 February 2016. 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.

#### **Cash Profit**

The Management Discussion and Analysis discloses the net profit after tax on both a statutory and cash basis. The statutory basis is prepared and reviewed in accordance with the Corporations Act 2001 and the Australian Accounting Standards, which comply with International Financial Reporting Standards (IFRS). The cash basis is used by management to present a clear view of the Group's underlying operating results, excluding items that introduce volatility and/or one-off distortions of the Group's current period performance. These items, such as hedging and IFRS volatility, are calculated consistently with the prior comparative period and prior half disclosures and do not discriminate between positive and negative adjustments. A list of items excluded from statutory profit is provided in the reconciliation of the Net profit after tax ("cash basis") on page 3 of the Profit Announcement (PA) and described in greater detail on page 15 of the PA and can be accessed at our website:

http://www.commbank.com.au/about-us/shareholders/financial-information/results/

## **Our Vision and Values**

## **Our Vision**

## **Our Values**

To excel at

securing and enhancing

the financial wellbeing of

people, businesses and communities



Accountability

**Collaboration** 

### Excellence

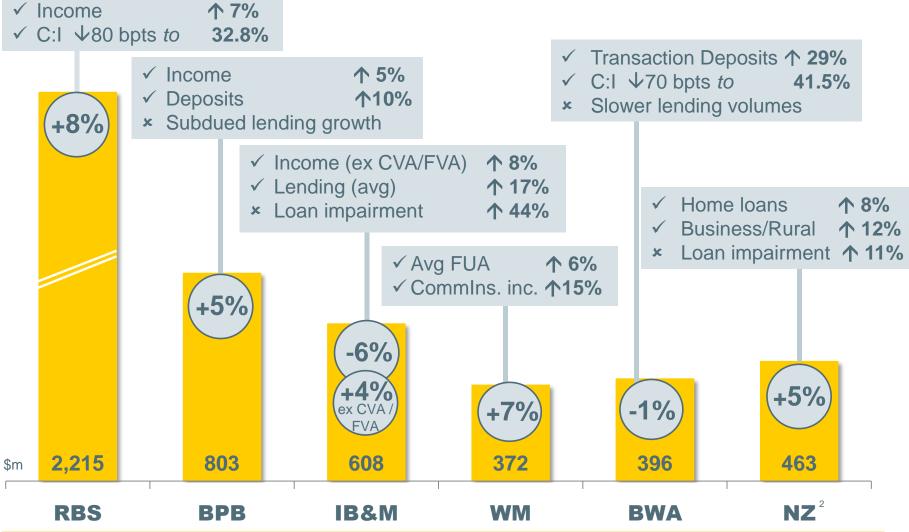
**Service** 

# Cash NPAT up 4%

	Dec 15	Dec 15 vs Dec 14
Statutory Profit (\$m)	4,618	2%
Cash NPAT (\$m)	4,804	4%
ROE – Cash (%)	17.2%	(140) bpts
Cash Earnings per Share (\$)	2.84	1%
Dividend per Share (\$)	1.98	-

## **All divisions contributing**

#### Cash NPAT 1H16



1 All movements on prior comparative period except where noted

2 NZ result in AUD, performance metrics in NZD. Home loan and Business/Rural growth, source RBNZ 12 months to Dec 15.

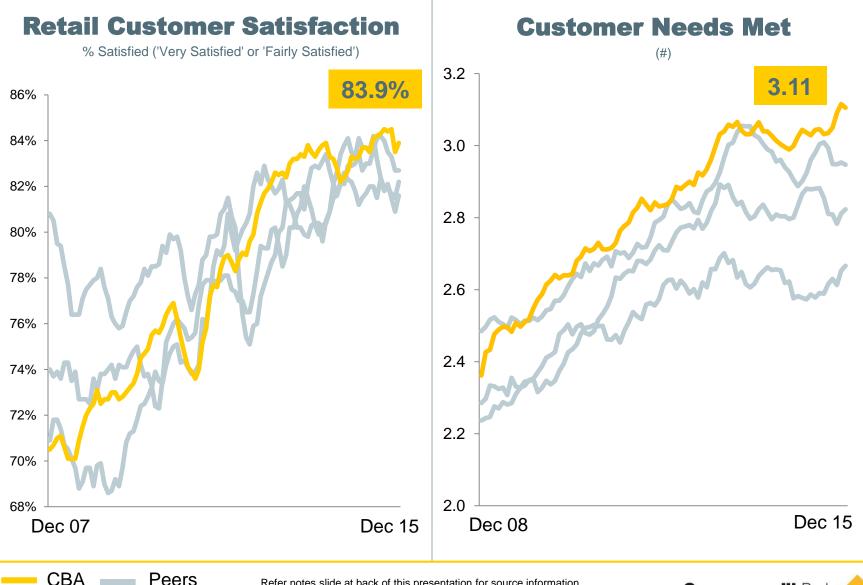
**Commonwealth**Bank

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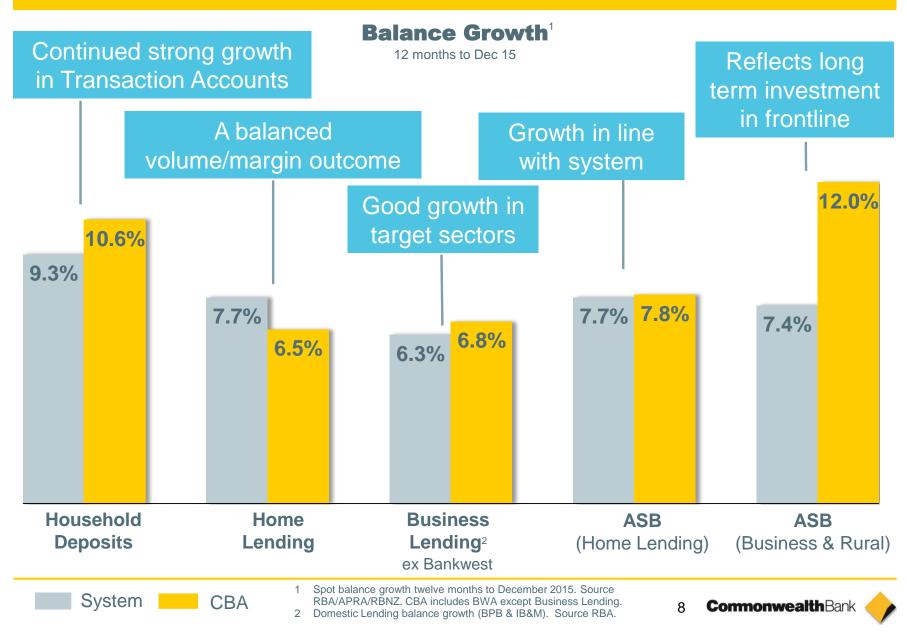
## **Continued focus on the customer**

	Ranking
Customer Satisfaction - Retail	#1
Customer Satisfaction - Business	= #1
Customer Satisfaction - Wealth	#2
Customer Satisfaction - IFS	#1
Customer Satisfaction - Internet	#1

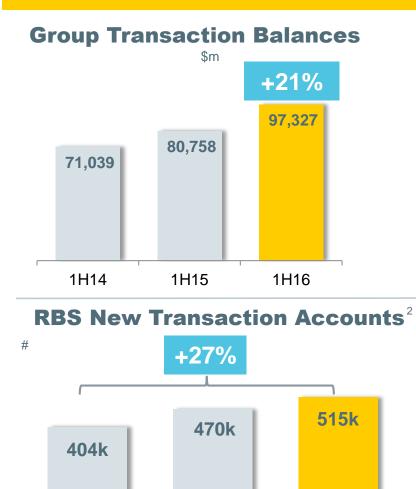
## **Customer focus - more needs met**

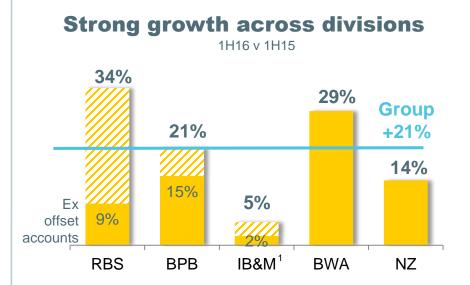


## **Ongoing volume growth**



## **Transaction Banking**





- Fast, simple processes in real time
- Growing digital 15% of new accounts
- Real time funds transfer from other banks
- Continuous product innovation:
  - Cardless Cash, Tap & Pay, Intelligent Deposit Machines, Real Time Alerts, Foreign Current Accounts, Digital wallet

1 Excludes Cash Management Pooling Facilities (CMPF)

1H14

2 Number of new accounts. Includes offset accounts. Personal transaction accounts in RBS.

1H16

1H15



## **Continuous Innovation**

## 2010 - 2015

## **1H16**



Everyday settlement, Online origination, MyWealth, Pi & Leo, Touch ID, Portfolio View, Small Business app, Daily IQ, PayTag, Tap&Pay, VC in branches, Apps for smart watches and tablets, PEXA property settlement, Cardless cash, Cancel and Replace & Temp Lock, Lock & Limit, Albert, Innovation Lab

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Real time banking (Core)





- Innovating in Wealth, ASB & IFS
- Expanding the digital wallet
- New property app
- Exploring new opportunities: Blockchain, Quantum, Cyber Security etc.



## **Continuous Innovation**

ASB

### Wealth



### TYME



#### **Portfolio View - SMSF**

Complete view of investment portfolio shares, cash, property

Latest insights at the customer's fingertips

Clever Kash – cashless interactive moneybox

37% increase in Mobile app users<sup>1</sup>

Mobile app 1<sup>st</sup> in customer satisfaction<sup>2</sup>

Rapid cycle testing of digital strategy solutions

R&D + partnerships + banking licence

Kiosk developed for low cost physical presence

1 12 months to December 2015

2 Customer Retail Market Monitor, Camorra Research, December 2015

## **Exploring new opportunities**

### Supporting Australia's growing digital economy

#### Quantum

#### **Blockchain**

#### **Cyber Security**







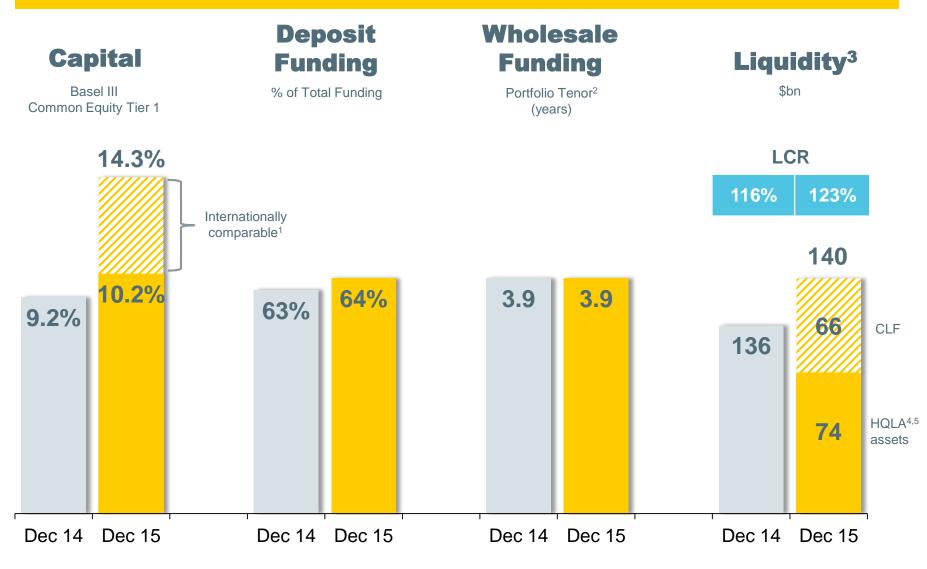
Supporting Australian researchers in developing the world's first silicon-based quantum computer Driving collaboration and innovation through the R3 partnership and the CBA-sponsored workshops Partnership with UNSW in a centre of expertise boosting Australia's reserve of security engineering professionals

## **Productivity**

#### **Enabling Reinvestment Case Study** Gross Investment Spend (\$m) % of total **Retail Collections &** 12% Other 12% 13% Risk & 24% 28% **Customer Solutions**<sup>1</sup> 36% Compliance **Productivity** 63% 60% 52% & Growth Continuous improvement culture, 1H14 1H15 1H16 process simplification and elimination 1,286 1.246 1,237 of non-value tasks, supported by robust 1,179 1,182 measurement systems 639 651 655 593 2nd 638 Half 90% Hand-offs **Turnaround times** 60% 1st Cost to Collect 20% 681 647 Half 595 589 582 541 **Employee Engagement\*** 86% FY12 FY13 **FY15** \* 2% above Global Best in Class (Kenexa) **FY11** FY14 1H16

1. All movements since inception of productivity programme (3-5 yrs)

## Strength to support our customers



1 Analysis aligns with the APRA study entitled "International capital comparison study" (13 July 2015)

2 Weighted Average Maturity of long term wholesale debt. Includes all deals with first call or residual maturity of 12 months or greater.

3 Liquids are reported net of applicable regulatory haircuts. Dec 14 adjusted to align with final reporting with APRA.

4 The Exchange Settlement Account (ESA) balance is netted down by the Reserve Bank of Australia open-repo of internal RMBS.

5 Qualifying HQLA includes cash, Govt and Semi Govt securities. Also includes \$5.6bn of RBNZ eligible securities.

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## **Supporting jobs and growth**

- \$6 billion in salaries and wages to 41,000 Australians and 51,000 people overall
- \$4 billion to 6,000 SME partners and suppliers
- Over \$3 billion in tax, representing more than 4.5% of Australia's total corporate tax
- \$5.5 billion in dividends to Australian shareholders, including more than 800,000 households, either directly or through Australian super funds

## Outlook

- Steady transition, driven by sound monetary policy and lower AUD
- Global volatility warrants caution, but overreaction also a threat
- Long term policy needed for on-going transition: tax, infrastructure, spending
- Financial services a prevailing strength must be forward looking post FSI
- Continuation of long-term strategy for CBA

## Summary

- Operating momentum across all businesses from ongoing customer focus
- Continuing commitment to invest adapting a strong franchise for the future
- Circumspect about global volatility. Long-term strategies and policies needed for continuing economic transition in Australia

## **Customer Metrics - Sources**

- 1 Roy Morgan Research Retail Main Financial Institution (MFI) Customer Satisfaction. Australian population 14+, % "Very Satisfied" or "Fairly Satisfied" with relationship with that MFI. 6 month rolling average to December 2015. Peers includes ANZ, NAB and Westpac. CBA excludes Bankwest. (Slides 6 & 7)
- 2 Customer Needs Met / Products per Customer Roy Morgan Research. Australian Population 18+ (14+ included for Internet Banking), Banking and Finance products per Banking and Finance customer at financial institution. 6 month rolling average to December 2015. CBA excludes Bankwest. Rank based on comparison to ANZ, NAB and Westpac. Wealth includes Superannuation, Insurance and Managed Investments. Share of product is calculated by dividing Products held at CBA by Products held anywhere. "Internet Banking" refers to CBA customers who conducted internet banking in the last 4 weeks. Note: Individual products may not add up to the overall totals due to rounding. (Slides7)
- 3 DBM Business Financial Services Monitor (December 2015), average satisfaction rating of business customers' Main Financial Institution (MFI), across all Australian businesses, using an 11 pt scale where 0 is Extremely Dissatisfied and 10 is Extremely Satisfied, 6 month rolling average. (Slides 6)
- 4 Wealth Insights overall satisfaction score Ranking of Colonial First State (the platform provider) is calculated based on the weighted average (using Plan for Life FUA) of the overall satisfaction scores of FirstChoice and FirstWrap compared with the weighted average of other platform providers in the relevant peer set. The relevant peer set includes platforms belonging to Westpac, NAB, ANZ, AMP and Macquarie in the Wealth Insights survey. This measure is updated annually in April. (Slide 6)
- 5 PT Commonwealth Life won Contact Centre Service Excellence Awards 2015 conducted by Marketing Magazine and Service Excellence Magazine. This is the 10th consecutive year the team has been recognised with a Service Excellence rating. (Slide 6)
- 6 Roy Morgan Research. Australian population 14+. Proportion of customers who conducted internet banking via website or app with their Main Financial Institution in the last 4 weeks, who are either "Very Satisfied" or "Fairly Satisfied' with the service provided by that institution. 6 month average to December 2015. Rank based on comparison to ANZ, NAB and Westpac. (Slides 6)

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