



#### **Overview**



- Period of effort to fix our mistakes
- Pride and dedication led to continuing operating momentum:
  - Customer satisfaction driving customer activity
  - Margin, productivity and credit discipline
  - Innovation investments paying off
- Continuing to prepare for the future:
  - Increased capital and liquidity strength
  - Next wave of innovation investment
  - Recognition of lower growth environment

## This result<sup>1</sup>

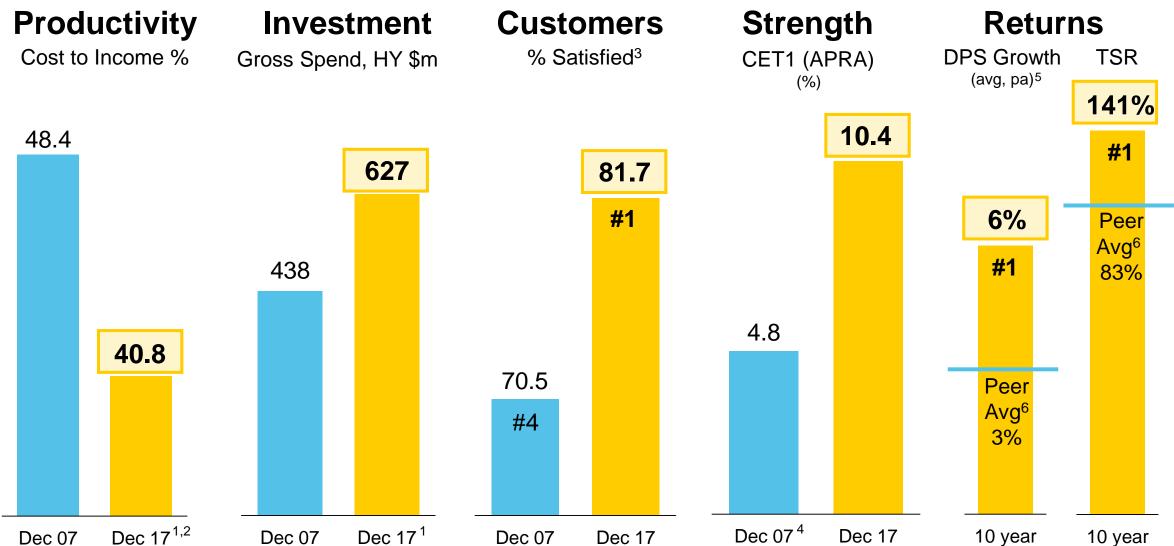


<b>Dec 17</b>	VS
Dec	16

- Statutory Profit (\$m) 4,895 **1.2%**
- Cash NPAT (\$m) 4,735 **(1.9%)**
- Cash Earnings per Share (\$) 2.72 **(3.2%) ⊎**
- POE Cash 14.5% (120)bpts ◆
- Dividend per Share (\$) 2.00 +1 cent

# Long term strategy continued

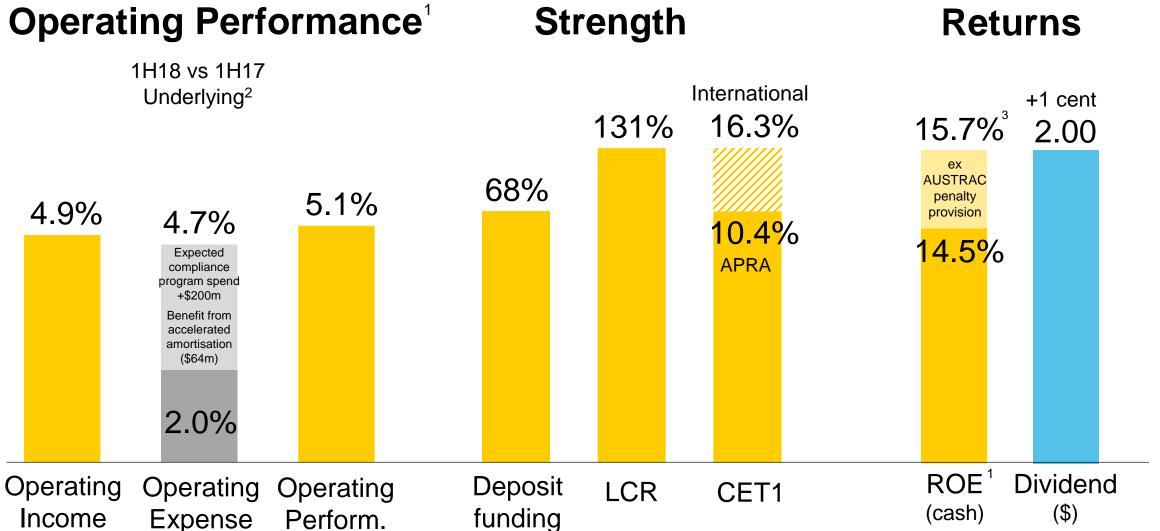




<sup>1.</sup> Presented on a continuing operations basis. 2. In order to present an underlying view of the result, AHL Holdings Pty Limited (AHL) has been excluded. 1H18 is adjusted to exclude a \$375 million expense provision which the Group believes to be a reliable estimate of the civil penalty a Court may impose in the AUSTRAC proceedings. Refer to reconciliation provided in the 1H18 Results Presentation. 3. Retail MFI, refer notes slide at back of this presentation for source information. 4. Basel III equivalent. 5. Average full year DPS growth FY07 to FY17. 6. Peers average relates to major Australian bank peers.

# **Operating momentum continues**





<sup>1.</sup> Presented on a continuing operations basis. 2. To present an underlying view of the result, 1H17 has been adjusted to exclude a \$397m gain on sale of the Group's remaining investment in Visa Inc. and a \$393m one-off expense for acceleration of amortisation on certain software assets; the impact of consolidation and equity accounted profits of AHL has been excluded; and 1H18 is adjusted to exclude a \$375 million expense provision which the Group believes to be a reliable estimate of the civil penalty a Court may impose in the AUSTRAC proceedings. Refer to reconciliation provided in the 1H18 Results Presentation. 3. Pro-forma result excluding AUSTRAC penalty provision of \$375m.

# Regulatory update



#### **AUSTRAC**

- Progress over recent years, including Program of Action
- Strengthened policies, systems and processes
- No evidence of misconduct or unethical behaviour

#### **APRA Inquiry**

Progress report released – final report by 30 April 2018

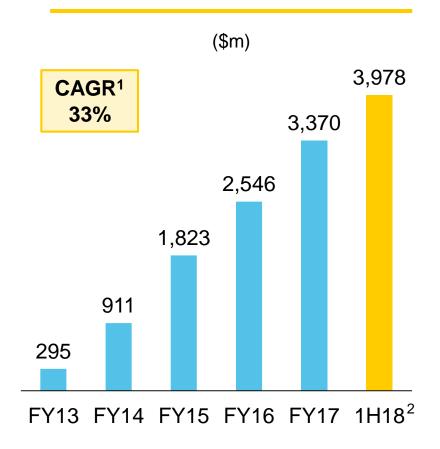
#### **ASIC** review

Engaging constructively with ASIC on all matters

#### **Royal Commission**

- Engaging actively
- Improvements undertaken and ongoing at CBA

# Committed to investment in strengthening compliance



Risk and Compliance Spend Cumulative<sup>3</sup>

## **Customers**



#### Customer Satisfaction<sup>1</sup>

Rank

Retail

**Business** 

Wealth

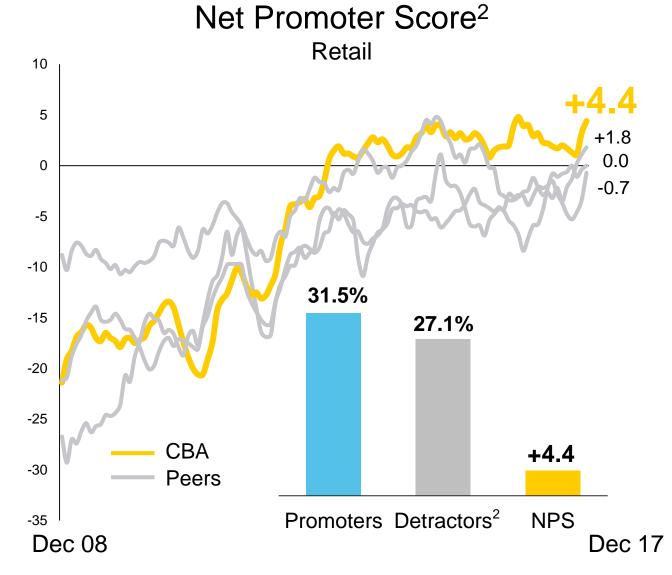
Internet

#1

= #1

#1

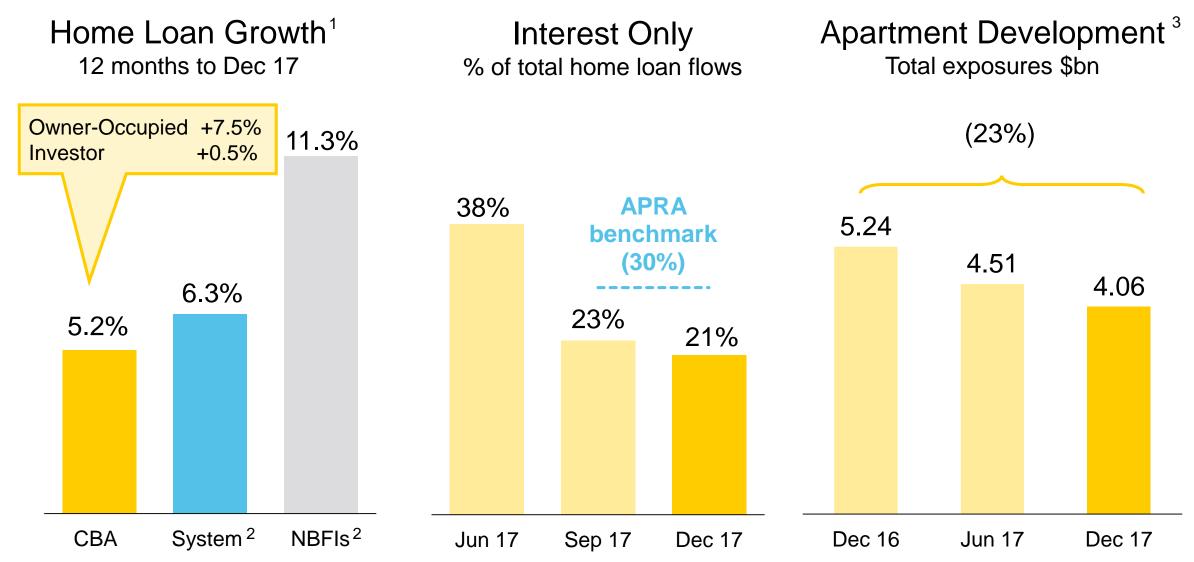
#1



<sup>1.</sup> Refer notes slide in the 1H18 Results Presentation for definitions and sources. 2. Advocacy is measured on a scale of 1 to 10, with 1 being 'Very Unlikely' and 10 being 'Very Likely' to recommend. Promoters is defined as score of 9-10. Total Detractors is a score of 1-6.

# Selective volume growth





<sup>1.</sup> System source RBA. CBA includes BWA and subsidiaries. 2. Adjusted for new market entrants/reporting changes. 3. Apartment developments >\$20m.

### **Customers**



# ATM fee free



No ATM withdrawal fees no matter who you bank with

#### **Better Customer Outcomes**

Service not sales

Australian
Call Centres

Assistance Package



Tellers rewarded for service, not sales



You'll talk to CommBank people on the phone Domestic & Family Violence Emergency Assistance Package

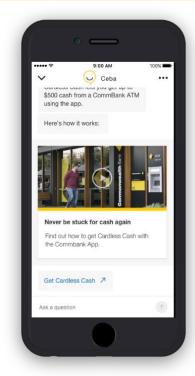


Accessed by over 2,700 customers since launch Oct-17

# **Technology**

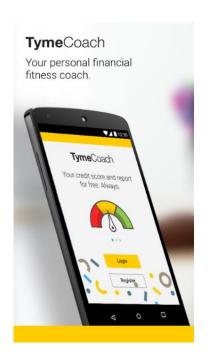


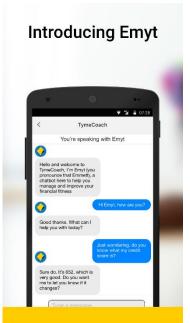
#### Ceba Chatbot



Chat to an automated digital banking assistant for simple activities

## Tyme Coach





A financial wellbeing platform for customers in South Africa

#### 2018

- Cloud core banking platform in South Africa
- Commercialised blockchain solution in South Africa
- Digital, real time, end-to-end personal loan in Indonesia
- Technology transfer into ASB -130 kiosks

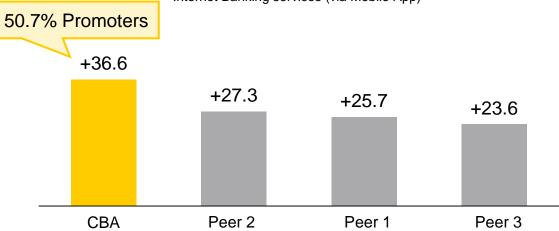
# **Technology**



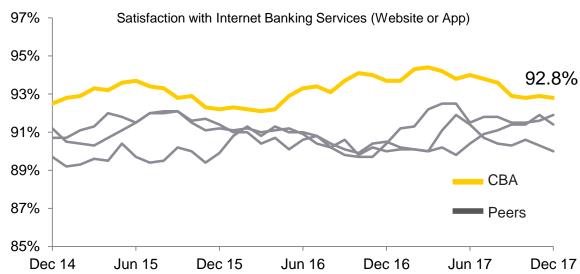
- Free Financial app
  (Apple App Store & Google Play Store)<sup>2</sup>
- Online Banking 8 years in a row (CANSTAR)<sup>3</sup>
- Mobile Banking 2 years in a row (CANSTAR)<sup>4</sup>
- Australian Mobile Banking Benchmark (Forrester)<sup>5</sup>
- Mobile Banking Provider of the Year (Money Magazine)<sup>6</sup>
- Digital Payment Product of the Year Better Bill Experience (AB&F)<sup>7</sup>

#### Net Promoter Score<sup>1</sup>

Customer's likelihood to recommend main financial institution based on use of Internet Banking services (via Mobile App)

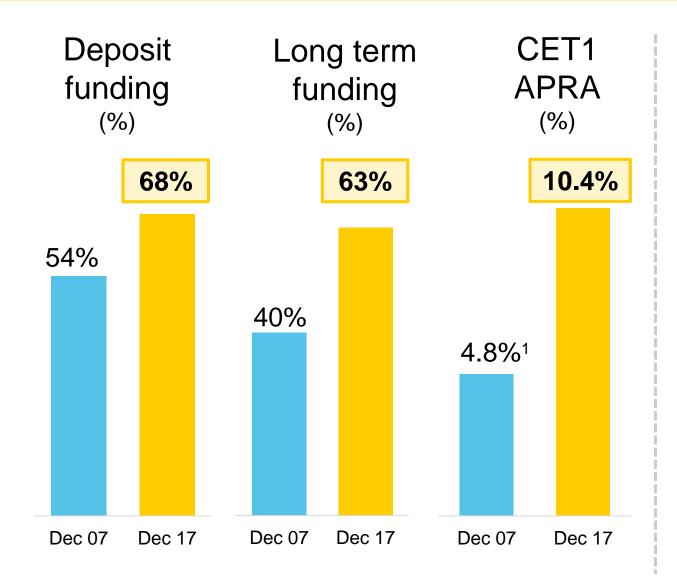


#### Internet customer Satisfaction



# **Strength**





## **Portfolio Management**

Businesses exited/under review

- GAM strategic review (ongoing)
- ► Life insurance (2017 announced)
- Vietnam branch (2017)
- ► Mumbai branch (2017)
- County banks (2017)
- Visa shares (2016)
- Property funds (2013 / 2014)

1. Basel III equivalent.

## Our stakeholders



## **Customers**



15.9<sup>1</sup> million

MFI for one in three Australians

## **Community**



\$2.0bn in taxes<sup>1</sup>

Australia's second largest taxpayer

#### **Shareholders**



~800,000

+ millions more via super

## People



48,900°

employed in 16 countries

1. Presented on a continuing operations basis.

## **Outlook**



Fundamental economic trends positive overall, globally and for Australia

Global monetary policy carries volatility risk

- Low wage growth continues to impact confidence
- Time of renewal at CBA, with continuing focus on the long term