# UBS Australian Financial Services Conference

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## Today's agenda: proposed St.George merger

- Summary of proposed St.George merger
- Merger business model
- Accelerating current strategic initiatives
- Managing the risks
- Stakeholder feedback
- Progress to date



#### Robust start to 2008

- 1H08 cash earnings up 10%, revenue up 12%
- Strong financial position
  - \$29bn in term funding complete, >95% of 2008 plan
  - Healthy capital position Tier 1 of 7.4%
  - Tier 1 to be further enhanced by issue of Westpac SPS
- Planning an earnings update later in half
- Economic growth beginning to slow as expected
  - High interest rates and petrol prices impacting
  - Volatility expected to continue

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#### **M**estpac



#### Rationale

 Building shareholder value by creating a stronger company with an enhanced growth profile

#### Transaction

- All scrip offer; exchange ratio of 1.31 Westpac shares for each St.George share
- Scheme of arrangement to be voted on by St.George shareholders
- Subject to regulatory consent from Federal Treasurer, APRA and ACCC

# Summary of merged group

- 10m customers
- >1,300 points of retail representation; >2,700 ATMs
- \$400bn lending; \$75bn funds under administration
- AA rated



#### Business model – benefiting from the best of both

#### Key features of preliminary operating model

Consumer and Business <sup>1</sup> Banking	Retaining distinctive St.George and Westpac distribution for consumer and business, with separate management and dedicated CEOs
	Common product manufacture, processing and infrastructure to improve scale of respective brands
Institutional	Combine the institutional businesses under the Westpac brand with common infrastructure
Wealth	Combine the wealth businesses into a single business while preserving the individual brands
Support	Single support functions and corporate centre combining the best talent from each

<sup>1.</sup> Includes middle market and SME business banking

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#### Further insight on the business model

- A contemporary business model customer orientated
- Strong set of brands, with further investment over time distinctiveness encouraged
- Retaining distribution, including regional and rural Australia
- Reciprocal ATM access, with no additional fees
- Single product manufacture and operations business outputs tailored to support distribution businesses
- Strong risk and financial management framework to support customer-facing businesses
- Common, strengthened technology infrastructure and support



## Merger is accelerating our strategic agenda

# We are accelerating our strategic initiatives to make Westpac 'Merger ready'

Customer	Drive a strong customer culture and implement compelling customer segment strategies
Distribution	Strengthen and drive locally empowered businesses
Operations	Transform service delivery, redesign processes from a customer perspective
Technology	Strengthen capability, focus on simplicity, reliability and flexibility
People	Drive "One Team" approach

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## Managing the risks

Risk	Mitigants
Funding	<ul> <li>Confident of maintaining AA rating for combined entity</li> <li>Combined funding task extensively analysed and comfortably achievable</li> </ul>
Attrition	<ul> <li>Proposed business model protects customer relationships</li> <li>Early additional benefits to customers e.g. expanded ATM distribution</li> <li>Further investment in products and services over time</li> </ul>
Integration	<ul> <li>Implementation team established, led by Brad Cooper</li> <li>Team focused on momentum, synergies and revenue opportunities</li> <li>Deep knowledge and understanding of St.George and its culture</li> </ul>
Government/ Regulatory	<ul> <li>Process underway with regulatory and government authorities</li> <li>Confident of satisfying regulatory authorities given nature of transaction</li> </ul>

#### Top investor queries

- How do you effectively manage both brands?
- How are you managing distraction and integration risks?
- What are the revenue opportunities?
- Integration costs appear high relative to synergies why?
- Due diligence any surprises?
- What does 'No net branch closures' mean?
- How are you progressing with the ACCC and regulators?

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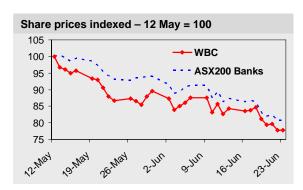
#### Response from the community

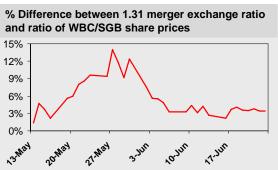
- Commenced extensive surveys of community and customers
- Key findings:
  - High awareness of the merger (>80%) although little understanding of the detail
  - Some scepticism on the benefits, and that distribution will be retained
  - Westpac/St.George merger most favoured over other possible combinations
- Broader concerns around environment with higher interest rates and oil prices



#### Progressing towards the completion

- Timetable on track
- ACCC expected to report by 30<sup>th</sup> July
- Solid market endorsement for completion:
  - Westpac share price trading in line with sector since merger announced
  - St.George share price trading closer to exchange ratio





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#### Summary

- Transforming transaction strong upside
- Accelerating Westpac's strategic agenda
- Well understood by the market but recognise that we must deliver
- Good response from stakeholders
- Have the risks in sight, being actively addressed
- Confident of success



# **Appendices**



#### Proposed model creates a stronger franchise

#### **Customers** Westpac **RAMS** St.George **BankSA** RAMS outlets St.George distribution and Westpac brands and distribution Separate CEO RAMS products Australia wide brand in all states except SA BankSA distribution and Distribute best group products Utilise wider ATM network brand in SA and NT and selected and NT Distribute best group Distribute best group group products products products Expanded distribution Expanded distribution utilising wider ATM network utilising wider ATM network St.George CEO Westpac Consumer and Business<sup>1</sup> Banking CEO Product collaboration - better meeting customer needs Banking infrastructure Product manufacture and processing Common technology infrastructure Corporate centre functions Finance, risk, human resources, property, procurement, head office

1. Includes middle market and SME business banking



#### Key valuation and model assumptions

Valuation models	10 year DCF model, 11% cost of capital
	EPS accretion
Integration & transition costs	Allowance for \$700m in costs over 2 years includes: transaction costs (including already incurred), restructuring costs, stamp duty, technology
Cost synergies	Expect pre tax savings equivalent to 20% – 25% of St.George cost base by 2011. Cost savings sourced from the combined group
Funding synergies	Lower cost of wholesale funding from combined entities AA rating
Revenue opportunities	Revenue upside from combined entity over time from: sharing best practices, broader distribution, expanded capability in wealth, insurance and institutional banking
Revenue attrition	Nature of the operating model has seen us assume revenue attrition <5%. Similar models have typically achieved 2-5% revenue attrition
Capital and dividends	Strong capital position maintained with Tier 1 ratio post merger expected to be at similar level to Westpac's 1H08 level
	Benefit from Westpac's Basel II accreditation experience
	Expected to maintain consistent dividend path through merger

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#### Merger is expected to be effective within 6 months

26 May	Merger Implementation Agreement signed
30 Jul	Initial ACCC report
27 May to 30 Aug	Regulatory approvals sought and obtained
1 Sept	Draft of Scheme Booklet to ASIC
19 Sept	First court hearing
19 Sept	Scheme Booklet registered by ASIC and lodged with ASX
By 29 Sept	Mailing of Scheme Booklet to St.George shareholders
29 Oct	St.George 2008 final result announcement (and dividend)
30 Oct	Westpac 2008 final result announcement (and dividend)
4 Nov	Last date for lodgement of proxy forms

6 Nov	St.George EGM and Scheme meeting     New Westpac shares approved for trading on ASX
7 Nov	Court Approval Date  Effective Date - lodge with ASIC copies of Court orders approving the Scheme  Final day of trading of St.George shares  St.George serves exchange notices for certain Hybrids (SPS, CPS and CPS II)
10 Nov	New Westpac shares begin trading on a deferred settlement basis
11 Nov	Westpac 2008 Final Dividend record date
14 Nov	Scheme record date     St.George Final Dividend record date
21 Nov	Implementation Date
24 Nov	New Westpac shares begin trading on a normal settlement basis

Timetable is preliminary based on the best estimates of the parties Both companies will seek to complete the transaction as soon as practical



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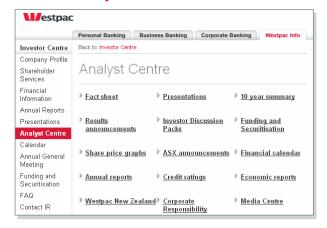
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- Annual reports
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