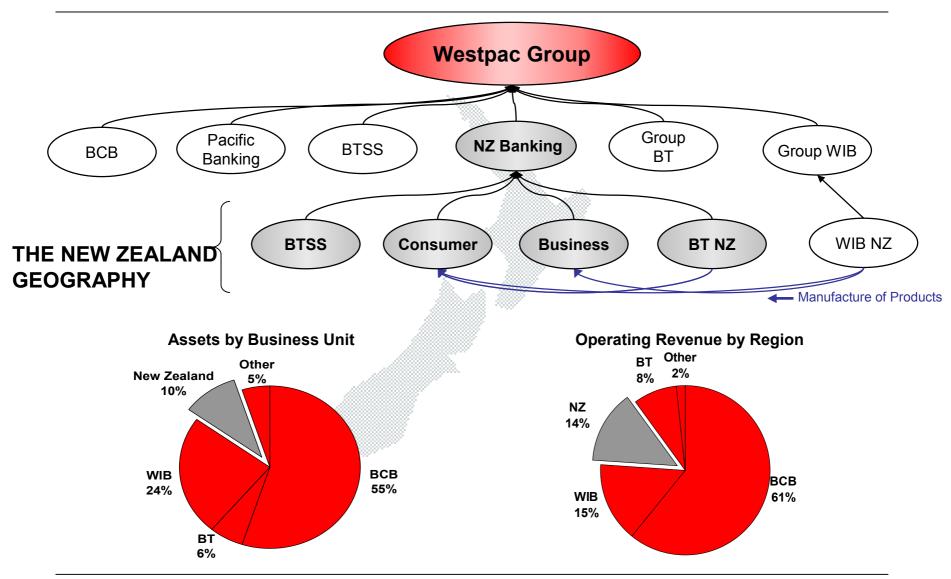


### New Zealand Banking

Ann Sherry
Group Executive,
Westpac NZ, Pacific Banking
29 July 2004

### New Zealand business is a material part of the Group

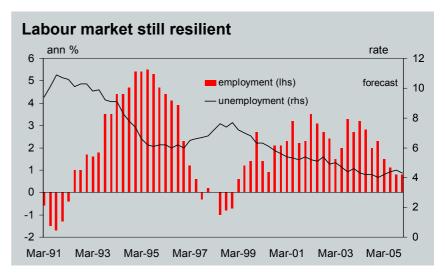


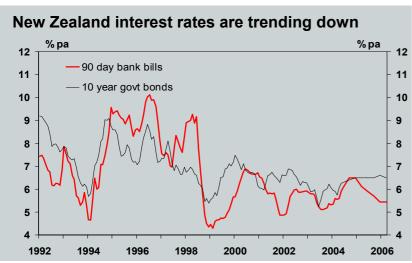
<sup>\*</sup> Financial year end 30 September 2003

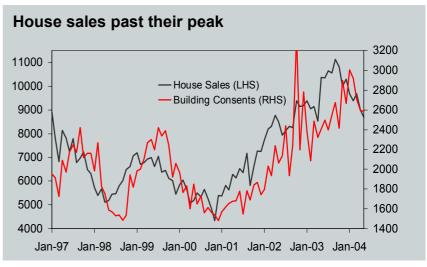


# After a period of strong growth we face a softening economy









Source: WBC Economics



### There has also been significant industry change

### Regulatory Environment

- Gradual trend toward aligning standards with Australia
- Local Incorporation
- Tax reform
- Focus on corporate governance (Securities Commission nine principles)
- Competitive Landscape
  - ANZ takeover of NBNZ underpins strategic landscape
  - ASB pushing to expand into corporate and agri-business

### We have delivered on the 2003 key areas of focus

- Distribution Effectiveness
  - SME
  - Franchising
  - Private and priority, migrant and Auckland
  - Broker and mobile
- **Customer Experience** 
  - External recognition of focus on customer satisfaction
  - Complaints
- Profit Pool Focus
  - Compete selectively
- People



### NZ Banking is performing strongly

#### Strong growth

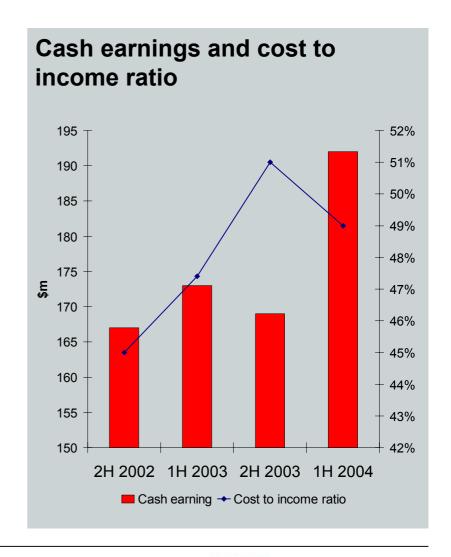
1H04 cash earnings of A\$192m

#### Revenue momentum

- 1H04 Net interest income A\$391 million compared to A\$353 million half-on-half due to higher loan volumes (despite margin pressure)
- Non interest income A\$200 million compared to A\$178 million half-onhalf due to more transaction volumes and wealth management income

### Investing in growth

 Significant investment through to 2H 2003 in specialist staff and developing capabilities in Auckland, Migrant, Wealth and Business Banking

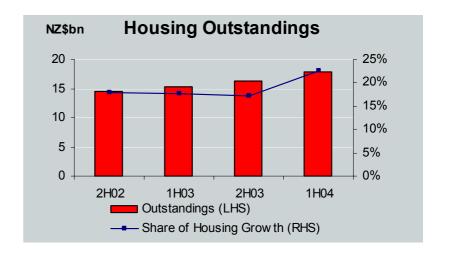


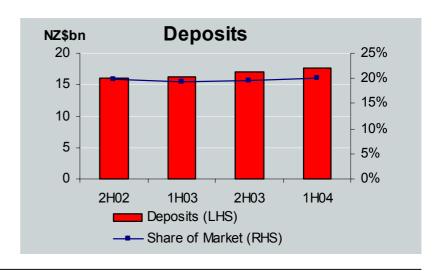


# We have focused on strengthening our customer franchise and delivering product excellence

#### Retail

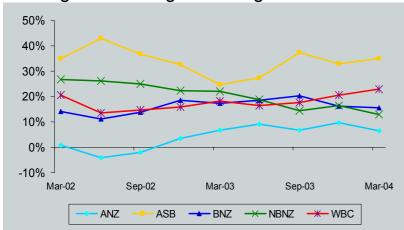
- Significant housing lending growth, averaging 24.4% share in three months to 30 March (best performance since merger in 1996)
- A 20% share of total housing loans
- Positioned to build on growth for rest of 2004 despite weakening economy and softening housing market
- Only bank in New Zealand to score five stars across the board in 2004 Cannex survey of home loan products
- Two new products in youth market
- Migrant bankers increased customer base 32% by 30 March 2004 from 30 September 2003



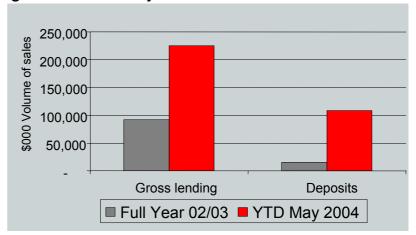


# These areas of focus are now delivering returns in our consumer market

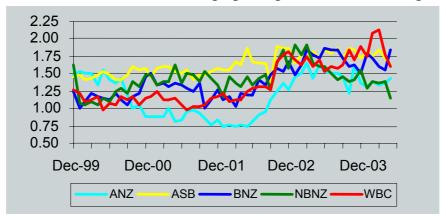
Competitive success in the key market of housing – increasing share of growth



Migrant banking has experienced significant growth – sales by dollar volume



Competitive success in the Auckland housing market – significant improvement in Auckland mortgage registration/discharge ratio



Source: Terralink, RBNZ, WBC

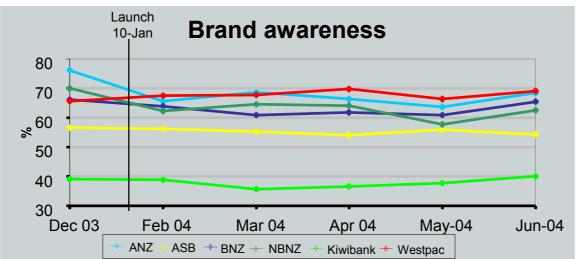


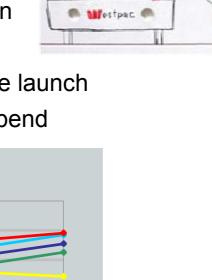
# At the same time we continue to build on our strength in business banking

- Middle market Best in market with excellent deal flow. High quality team, leveraging WIB and BT
- Property 60% revenue growth in 2 years with flat FTE. Major downturn in new development projects already started. Best in market position to be leveraged
- Agri —Performance below expectations however quality of earnings improved. Industry outlook positive and many opportunities to leverage Corporate expertise
- Regional Very strong growth from SME relationship management model. Major success from franchising

# A critical success factor to securing this growth has been the repositioning of the Westpac brand

- Trans-Tasman branding
- Re-branding complete and successful
  - New brand campaign top 10% for recognition
  - Market leading brand recognition
  - 45% increase in advertising awareness since launch
  - Despite being 4th among banks for media spend





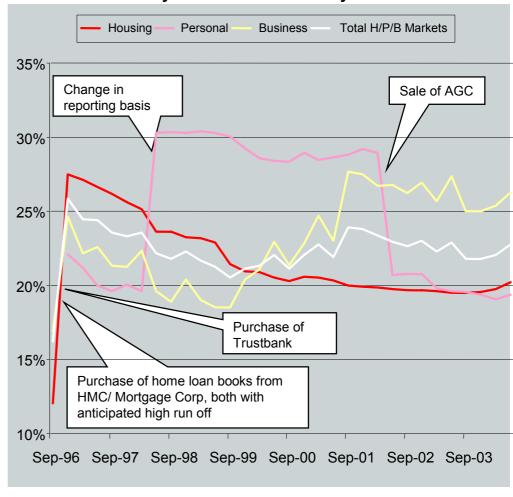
Source: AC Nielsen



# We now have momentum across the business and are well positioned for sustainable growth

- Growth in lending market share parallel across all sectors
- Reversal of long term decline in consumer markets – housing and personal lending
- We can sustain our momentum

## NZ Banking (ex WIB) Credit Market Share Quarterly December 1993 to May 2004



Source: RBNZ



# We will continue to grow through our existing consumer base

#### **Penetration**

- Continue to enhance our segmentation and decisioning tools
- Target customers with the most profit potential who are not currently main bank customers
- Proactively relationship manage customers and progressively migrate to Westpac main bank status. Earn the right to win the business
- Leverage our leadership in wealth capabilities (WIB/BT)

#### Retention

- Protect and retain mass market share reducing cost to serve by driving complexity out of our business
- Prioritise "at risk customers" with retention/loyalty scoring
- Continued primary focus on improving customer experience
- Retain high value customers
- Refine existing relationship management model and customer contact program



### There are opportunities across business banking

#### Focus on:

- Building increased capacity and capability
- Being where our customers want us to be
- Expertise to meet their needs

#### **SME**

- Branch-manager relationship model
- Grow market share and migrate existing high-potential customers to main-bank relationship
- Segmenting tools allow linkage to high-value consumer customers

### **Business and Agri-business**

- More 'feet on the street'
- Making relationship management common hallmark of service
- Utilisation of WIB expertise
- Segmenting tools allow linkage to high-value consumer customers



# Enabled by continued development of our people and systems

- Ensuring Westpac a great place to work
  - Key advantage in current labour market
  - Diversity/Workforce mix
  - Leadership capability
- Strength from linking our systems across the Tasman
  - Main-frame move
  - Common cards system
  - Corporate online



# We are leveraging our Australian experience to make us a market leader in corporate responsibility

- August/September 2004, publishing first Social Impact Report for New Zealand (includes Pacific Banking content)
- Market-leading in New Zealand financial services industry, builds further Westpac's global leadership position
- Supplements core Westpac Banking Corporation document with New Zealand - specific indicators sourced from New Zealand staff and external stakeholders
- Frank self-assessment, independently audited, shareholder value focussed

### There is momentum across the business

#### **Our Customers**

Satisfaction and complaints:

• Complaints **■** 18.0% (15)

### **Our People**

NZ Employee Commitment\*

**1** 5% (68)

NZ Leadership index\*

**4**% (73)

NZ Staff Turnover

**3**%

\* Staff Perspectives Survey

#### **Our Shareholders**

NZ 1H04 Results:

Cash Earnings

14%

Economic Profit

**1** 8%

Cost/Income ratio

**₹**150bp

\*Change since 1H03

### **Our Corporate Responsibility**

First Social Impact Report for NZ published August/September 2004

- Market leading in New Zealand
- Further builds global leadership position

New Zealand-specific performance indicators Market differentiator

