

# Westpac Full Year Results 2002

David Morgan

David Clarke

Philip Chronican

**Chief Executive Officer** 

Group Executive Wealth Management

**Chief Financial Officer** 

31 October 2002

# A transformational year

- Earnings momentum maintained
- Business repositioned for growth
- Quality of earnings improved

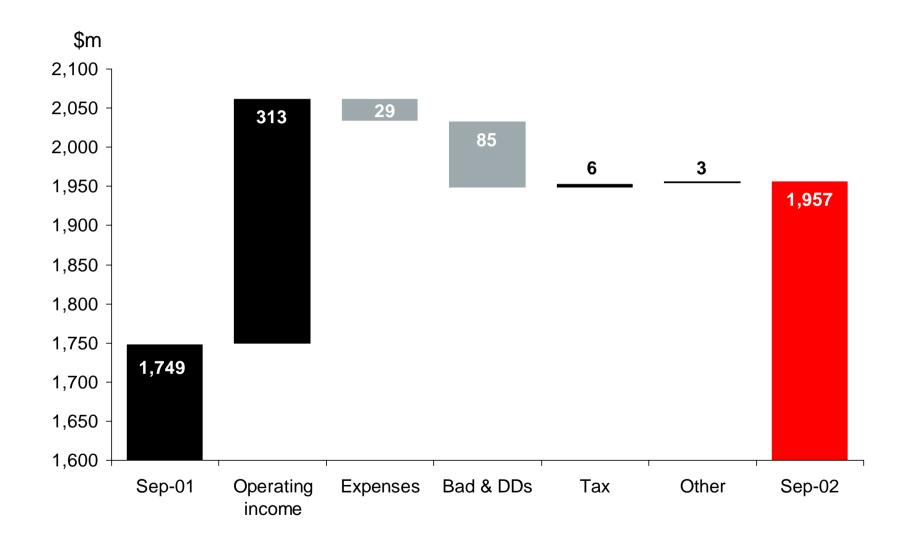
#### A record result

- Record reported earnings of \$2,192m up 15%
- Underlying cash earnings (before significant items)
   up 9%
- Ongoing cash earnings up 12%
- Dividends up 13%
- Return on equity maintained above 20%

# Reconciliation of ongoing earnings

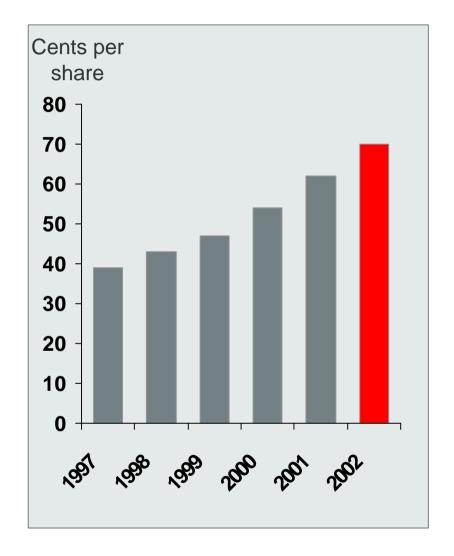
	2002	2001	% Change
Reported NPAT	2,192	1,903	15%
Less individually significant items <sup>1</sup>	(181)	(49)	Large
Underlying NPAT	2,011	1,854	8%
Add goodwill	100	98	2%
Less distributions on other equity instruments	(48)	(51)	6%
Underlying cash earnings	2,063	1,901	9%
Less AGC NPAT	(106)	(152)	(30%)
Ongoing cash earnings	1,957	1,749	12%

# Ongoing cash earnings up 12%



#### **Dividends**

- Dividends up 13%
- 5 year CAGR 12% p.a.
- Fully franked dividend yield 5.1%
- \$400m returned to shareholders via buy-back



# Rebalanced business mix enhancing growth

#### Corporate activity

AGC divestment

Rothschild acquisition

Hastings acquisition

BT Financial Group acquisition

#### Core strategic rationale

Low growth/higher risk business

Rated funds & distribution

Infrastructure expertise

Product & platform capability, funds scale

- Near term strategic agenda complete
- Rebalancing achieved with ROE remaining above 20%

# Improved risk profile and reduced volatility

- Sold AGC higher risk finance company
- Diversified income streams
- Quarantined high yield debt portfolio
- Brought significant items to account
  - Removed embedded value
  - Better alignment of capitalised expenditure
  - Re-valued superannuation asset
- Improved asset quality

# Recognition of individually significant items

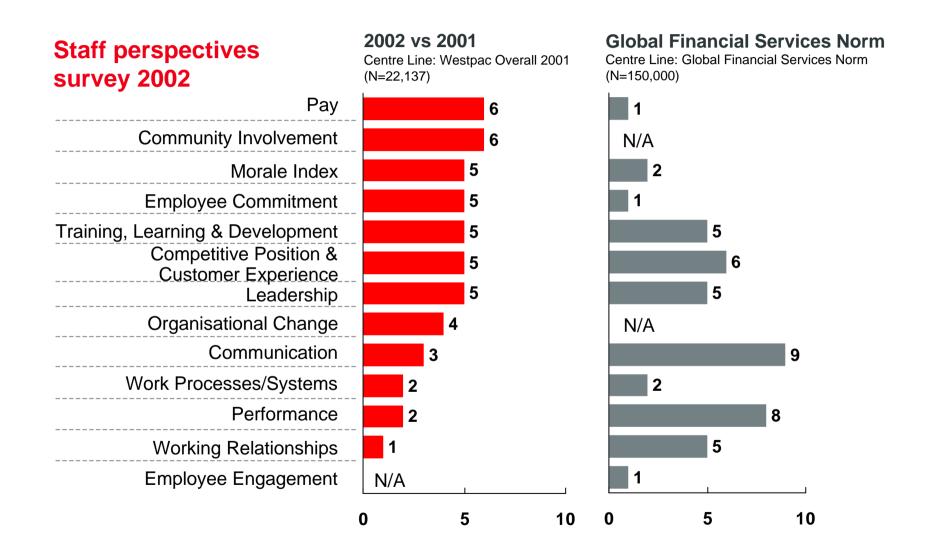
- Right time and opportunity
  - Major repositioning
  - Ongoing earnings
  - Greater transparency "more relevant & reliable"
  - Adoption of International Accounting Standards by 2005

#### Key actions

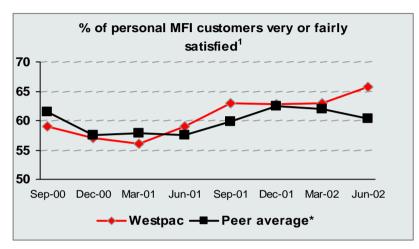
- Removed embedded value
- Recognised goodwill on acquisitions
- Adopted IAS on superannuation
- Reduced capitalised expenditure
- Revalued investment portfolio
- Plan to expense equity based compensation

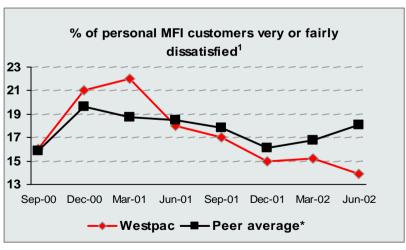


## Enhanced sustainability - staff

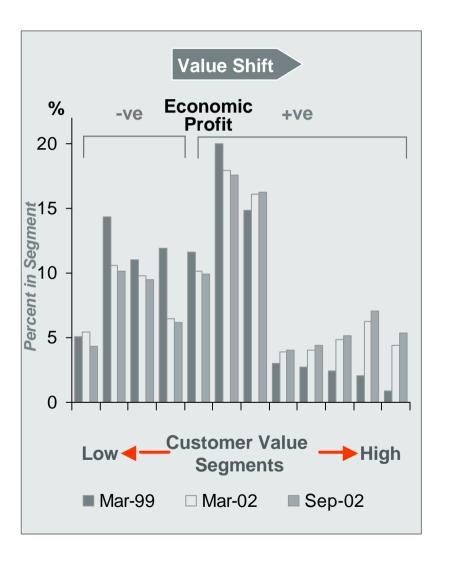


## Enhanced sustainability - customers





<sup>&</sup>lt;sup>1</sup> Source Roy Morgan Research June 2002



\*average of other major banks

## Enhanced sustainability - governance & reputation

- Number 1 SMH/Age Good Reputation Index 2002
- Number 1 bank globally in Dow Jones Sustainability Index 2002/03
- First social impact report produced



## Executive compensation

- Retained and reshaped long term incentives
  - All long term incentives hurdled and eligibility reduced
  - Hurdles tightened (no vesting at <50<sup>th</sup> percentile)
  - Moving from 100% options to 50% performance options, 50% performance share rights
- Cost of equity based compensation in 2002 \$48m (pre tax)
- Will expense options when Australian accounting standard in place (expensed in US GAAP in 2002)





# The Details

Philip Chronican Chief Financial Officer

31 October 2002

## Earnings terminology

Reported - includes everything

Underlying - removes individually significant items

Ongoing - removes individually significant items and AGC

#### Focus on underlying given:

- Significant items are truly non-recurring
- Provides a more appropriate starting point for 2003
- Base on which dividends are determined

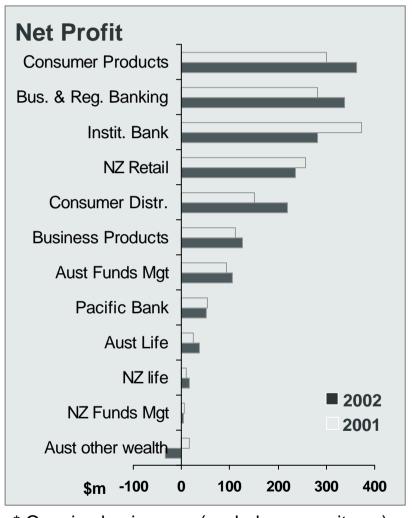
# Underlying cash earnings

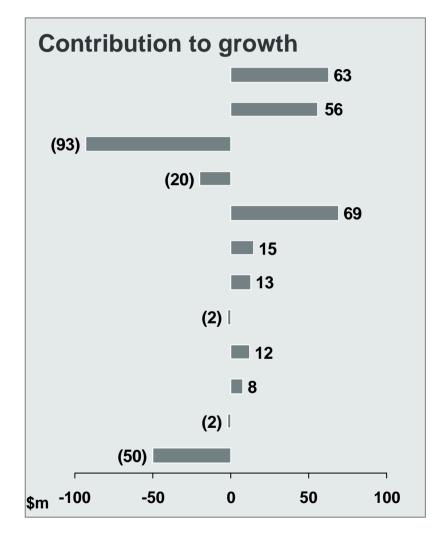
\$ million	2002	2001	% Change
Net interest Income	4,285	4,200	2%
Non interest income	2,518	2,474	2%
Operating expenses	(3,452)	(3,472)	1%
Underlying profit	3,351	3,202	5%
Goodwill	(100)	(98)	(2%)
Bad debts	(461)	(433)	(6%)
Net profit before tax	2,790	2,671	4%
Tax	(774)	(812)	5%
Outside equity interests	(5)	(5)	-
Net profit after tax	2,011	1,854	8%
Goodwill	100	98	2%
Preference dividends	(48)	(51)	6%
Cash earnings	2,063	1,901	9%

# Ongoing cash earnings

\$ million	2002	2001	% Change
Net interest Income	3,969	3,710	7%
Non interest income	2,469	2,415	2%
Operating expenses	(3,358)	(3,329)	(1%)
Underlying profit	3,038	2,796	9%
Goodwill	(100)	(98)	(2%)
Bad debts	(360)	(275)	(31%)
Net profit before tax	2,620	2,423	8%
Tax	(710)	(716)	1%
Outside equity interests	(5)	(5)	-
Net profit after tax	1,905	1,702	12%
Goodwill	100	98	2%
Preference dividends	(48)	(51)	6%
Cash earnings	1,957	1,749	12%

# Business unit performance





<sup>\*</sup> Ongoing businesses (excludes group items)

# Analysis of margin dynamics

	2001	H1 2002	H2 2002	2002	2003*
Reported margin	3.11	2.90	2.70	2.80	
Impact of bill acceptance funding	-	0.15	0.20	0.18	0.20
Impact of AGC sale	-	-	0.09	0.05	0.16
Normalised margin	3.11	3.05	2.99	3.03	

<sup>\*</sup> Full year impact of 2002 items

# Impact of bill acceptances

	2002			2001
	Net Interest Income \$m	Average Balance \$m	Margin	Margin
Australia (excl bills)	3,270	109,428	2.99	3.08
Bill acceptances	-	9,338	-	-
Australia reported	3,270	118,766	2.75	3.08
New Zealand	861	26,372	3.26	3.28
Other overseas	154	23,825	0.65	1.03
Group	4,285	153,124	2.80	3.11

Note: Bill acceptances equal average increase in interest bearing assets

Includes 5 bps due to sale of AGC

# Underlying operating income

	2H 2002	1H 2002	2002	2001
Banking	2,461	2,484	4,945	4,614
Wealth - Aus	159	166	325	332
- NZ	8	8	16	17
- Total	167	174	341	349
Financial markets	173	237	410	509
WIB – other	273	260	533	524
Corporate centre	122	87	209	129
Ongoing operating income	3,196	3,242	6,438	6,125
AGC	85	280	365	549
Underlying operating income	3,281	3,522	6,803	6,674
Significant items	460	-	460	63*
Total reported operating inc	3,741	3,522	7,263	6,737

<sup>\*</sup> EV Uplift



# Wealth management business

NPAT \$ million	2002	2001	% Change
Funds management (Australia)	105	92	14%
Funds management (New Zealand)	3	5	(40%)
Total funds management	108	97	11%
Life insurance and risk (Australia)	36	24	50%
Life insurance and risk (New Zealand)	17	9	89%
Total life insurance	53	33	61%
Other – business as usual (Australia)	(23)	(12)	91%
Total before one-off items	138	118	17%
Other – one-off items (Australia)	(11) <sup>1</sup>	28 <sup>2</sup>	Large
Total wealth management	127	146	(13%)

<sup>&</sup>lt;sup>1</sup> 2002 write-down of Hartleys (\$16m) and sale of properties Investa \$5m

<sup>&</sup>lt;sup>2</sup> 2001 sale property trust \$28m

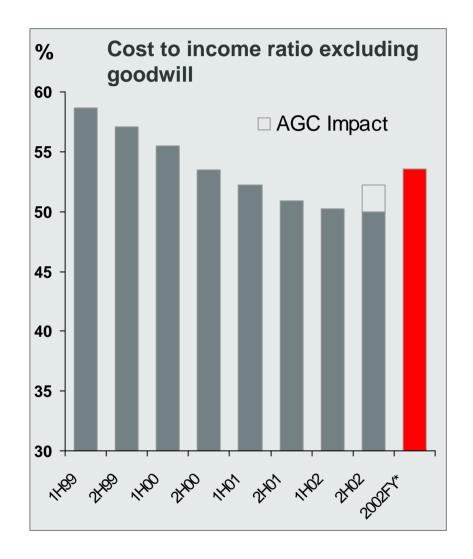
# Expense growth better than target range

\$ million	2002	2001	% Change
Salaries & other staff expenses	1,608	1,744	(8%)
Equipment & occupancy	589	648	(9%)
Other expenses	1,255	1,080	16%
Operating expenses (excl goodwill)	3,452	3,472	(1%)
Significant items	443	-	Large
Goodwill	100	98	2%
Total operating expenses	3,995	3,570	12%

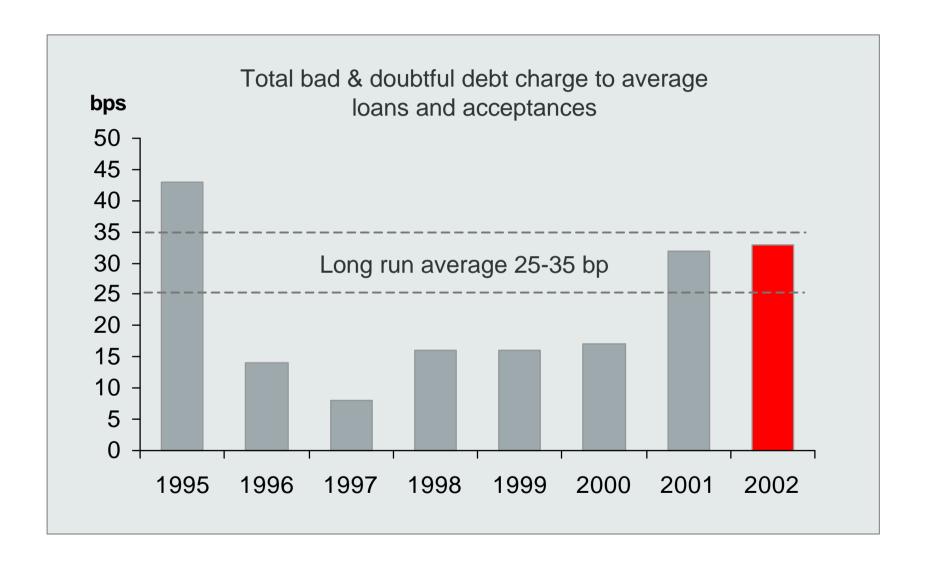
#### Cost to income

- Higher ratio following sale of AGC
- AGC operations sold had low cost to income ratio
- New base equals 53.6%

2002 FY\*- represents the full year ratio adjusted for BT, RAAM and Hastings acquisitions



#### Bad debts



# Tax breakdown

\$ million	2002	2001	% Change
Tax expense as reported	610	826	26%
Tax expense as a % NPBT	21.7%	30.2%	
Adjustments			
Policy holder tax recoveries	47	41	
Offshore provision not tax effected	(36)	-	
Profit on sale of AGC	226	-	
Normalised Tax expense	847	867	(2%)
Normalised tax expense as a % of reported NPBT	30.2%	31.7%	(5%)

# Summary of significant items

- Acquisition and divestment
  - AGC sale
  - Integration expenses (RAAM/BT)
- More conservative treatments
  - Embedded value and goodwill
  - Superannuation prepayment
- Outsourcing transition expense
- Improving risk management
  - High yield investment securities

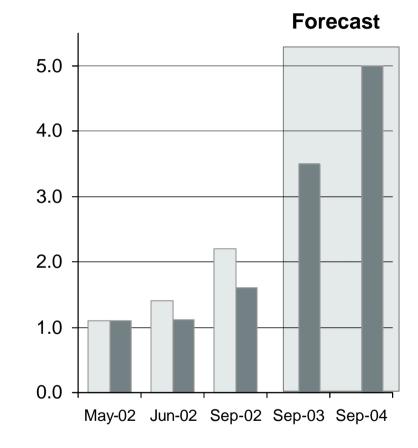
# AGC sale

	\$m
Gross consideration	2,594
Carrying value of asset	1,737
Transaction related provisions and transition costs	106
Net gain on sale before tax	751
Tax	(3)
Net gain on sale after tax	754
Risk assets freed up	4,900
Capital released (@5.8% TOE)	284
Total capital released	1,038

### Re-acquisition of business portfolio

- Between Jan 02 and May 02
   Westpac re-acquired \$1.1bn of AGC business receivables
- Sold \$4.1bn to AGC May 02
- \$2.2bn re-acquired by end Sept 02
- No capital implications due to business finance indemnity

Based on the current run-rate we expect over \$4.0bn of the book will be re-acquired by Sept 03, ahead of our planned schedule



- Actual re-acquisition of business book
- Initial planned rate of re-acquisition

# Wealth management integration expenses

#### Accounting rules require three approaches:

	Before	Tax \$m
	RAAM	ВТ
Expenses incurred in acquiring entity  – charge when known	19	67
Expense incurred in target entity  – fair value adjustment (increase in goodwill)	9	70
Uncertain future expenses  – expense as incurred	2	5
Total	30	142

### Wealth management accounting

- Chose accrual accounting for wealth management business
- Consequences
  - Eliminates embedded value in Westpac Financial Services Group (WFSG)
  - Recreates deferred acquisition costs
  - Moves RAAM from Life Company to WFSG at 30 September
  - Creates goodwill asset of \$330 m
  - BT to be acquired this evening

-	Goodwill estimate	From purchase price Transaction Costs Integration Expenses	\$772 \$30 \$49
			\$851



# Outsourcing transition expenses

 Reviewed all categories of deferred expenditure and decided to change the policy to write-down outsourcing transition expenses relating to:

_	IBMGSA/Telstra	74
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 Previously deferred expenses would otherwise have been charged off as follows:

Decision improves clarity of contract costs in future operating expenses

# Other deferred expenditure

#### **Other Categories of Deferred Expenditure are:**

Nature \$m	Balance at 30.09.2002	Policy
Software	232	Software development costs capitalised and amortised over three years, but no greater than five. In line with likely IAS standard.
Deferred Acquisition Costs <sup>1</sup>	86	Matched with underlying products in wealth business
Other deferred expenditure	162	Includes debt issue costs, mortgage broker costs etc.

<sup>&</sup>lt;sup>1</sup> Relates to Funds Management, excludes life business

### Superannuation prepayment

- Superannuation Fund surplus brought to account in 1991 and treated as a prepayment of superannuation expense
- Accounting policy adopted (in 1995) based on UK Standard (SSAP 24) which reduced volatility in this item
- Next year, SSAP 24 is replaced by FRS 17 which would recreate the year to year volatility experienced in 1992-94
- More sensible to adopt the International Accounting Standard (IAS 19) given Australia's impending adoption of IAS in 2005
- Action is being taken one year earlier than required to control the impact



# Superannuation prepayment

	SSAP 24	IAS 19
Value of assets	Actuarially assessed on a three year cycle	Market Value assessed each year
Value of liabilities	Actuarially assessed using discount rate equivalent to projected funds earnings	Actuarially assessed using long-term bond rate (lower rate)
Changes in value recognised	Variations amortised over average life of membership	Variations within 10 percent corridor amortised over life of membership

# Superannuation prepayment

- Surplus utilised to meet payments to both defined benefit and defined contribution sections of the fund
- Access closed to defined benefit plans in:

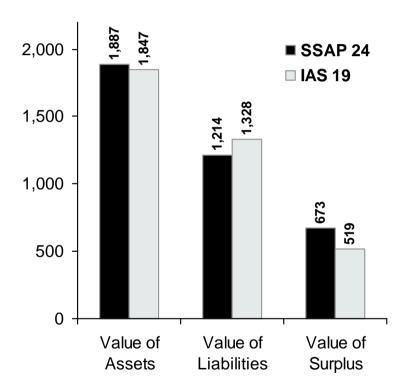
- Australia 1999

New Zealand Late 1990's

- UK Late 1990's

- Current membership
  - Defined benefit 11,434
  - Defined contribution 11,995

#### **WSSP Value at 1 October 2001**



### Superannuation prepayment

Superannuation expense is the amortisation of the surplus through time

\$m	2001	2002	2003*
Super expense	20	75	92

\* Estimate only

#### Investment securities

#### **History**

- Portfolio acquired in 1997 to 1998
- Proposition was that a widely diversified portfolio of BBB and BB rated securities would perform in a predictable manner and generate reliable income to consume US and UK tax losses
- Rise in credit spreads and default rates in 1998 led to decision in 1999 to freeze portfolio at \$US 800m and commence run down

#### Investment securities

Moody's sub investment grade default rates



S&P sub investment grade credit spread index



- Yield adjustments not previously realised given "hold to maturity" intention.
- Move to fair value reflects changed intention to actively manage exposure
- \$149 m charge is a yield adjustment (reflecting credit spreads) not an expected credit loss
- Remaining portfolio fair value US\$146 m (Face Value US\$255 m)

#### Investment securities

We also hold an investment grade securities portfolio

\$m

Face value 1,224

Dynamic provisioning

Market value 1,122

Shortfall (102)

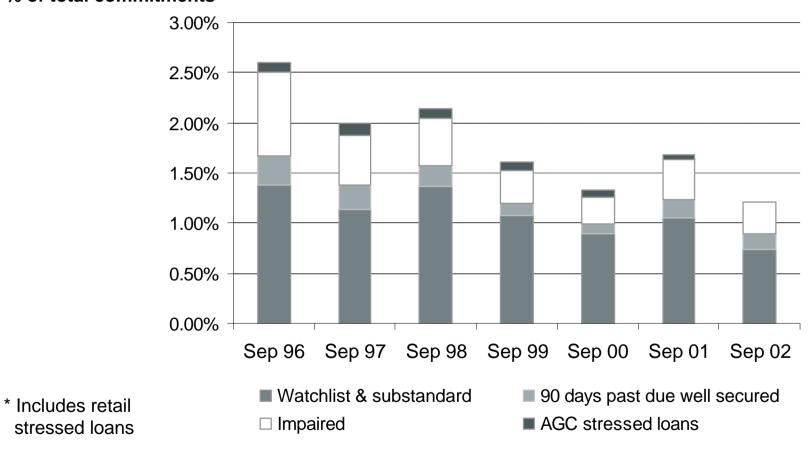
Continue to intend holding to maturity

#### Credit environment

- Impaired assets down \$223m on September 2001
  - \$95m from 2 large write-offs
  - \$51m from sale of AGC
- Signs that the corporate downgrades and defaults are easing
- Business Banking credit quality remains strong
- Westpac maintains leading coverage ratios and asset quality

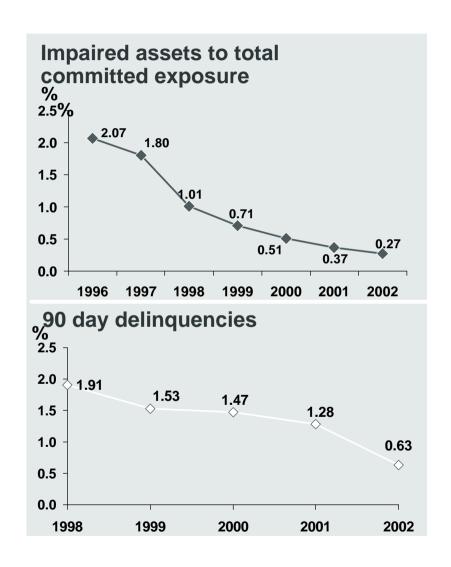
#### Stressed loans remain near historic lows

# Exposure by credit grade - stressed loans\* % of total commitments



### Business banking\* portfolio quality

- Total portfolio exposure \$33bn\*
- Impaired assets ratio at historical low
- Delinquencies relatively stable
- No signs of any systemic credit problems

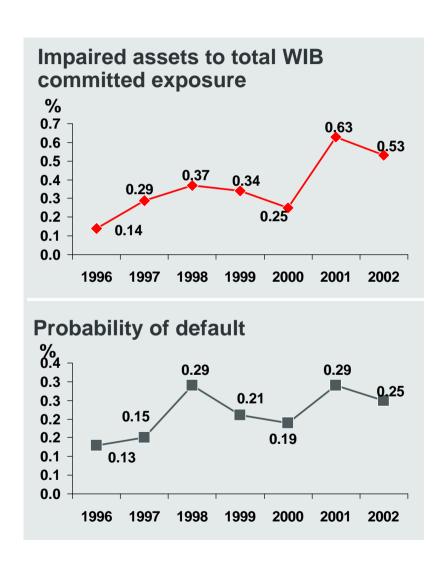


<sup>\*</sup> Australian Business Banking portfolio



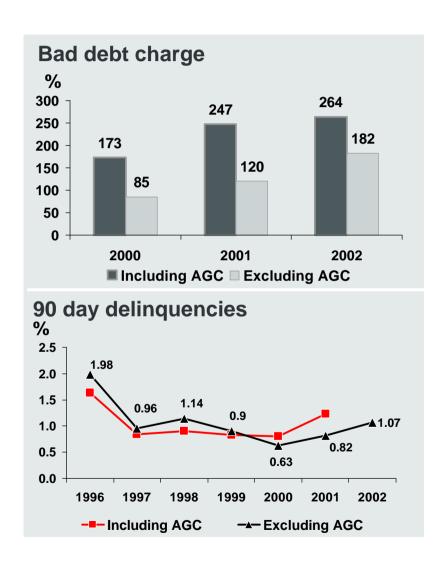
### Institutional banking portfolio quality

- Increase in impaired assets in since 2000 due to small number of high profile cases
- Decline in impaired assets in 2002 related to write-down in two major impaired assets



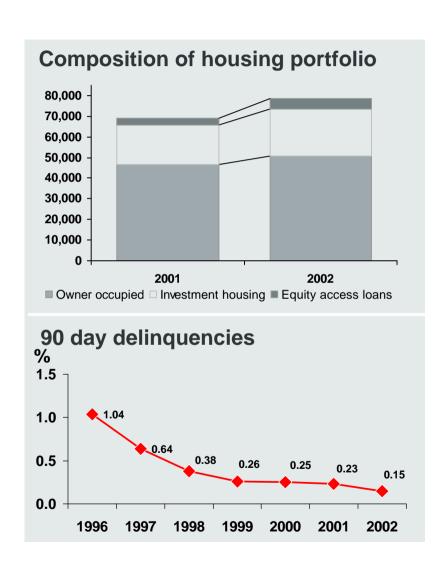
#### Consumer unsecured portfolio

- Strong growth in portfolio led to increase in bad debts
- Planned pick-up in delinquencies

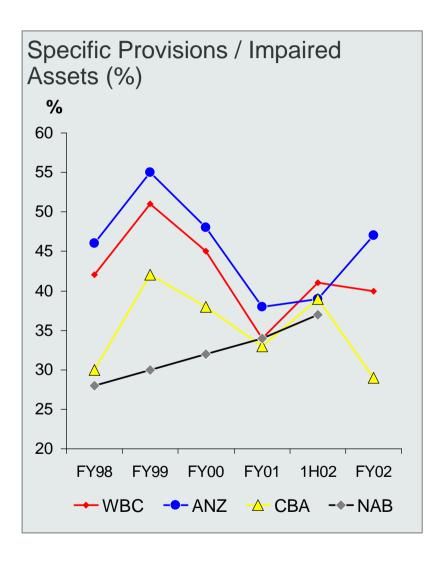


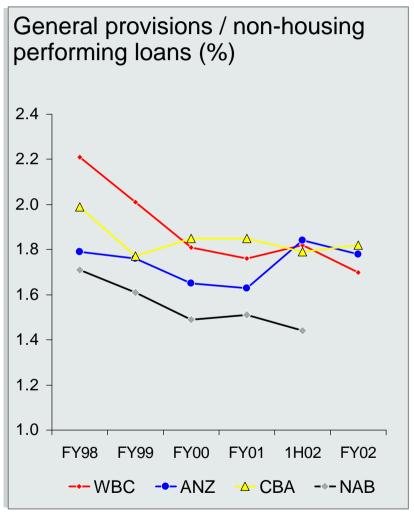
### Mortgage portfolio quality

- Quality of the portfolio continues to improve
- Investment property performance tracks owner occupied portfolio
- Under stressed conditions, maximum loss on portfolio less than \$70m



### Provisioning cover





# Reconciliation of provisioning

Provisioning Balance Movements From 31.3.02	
Reconciliation of provisioning	
Opening balance	1,657
Sold with AGC	(165)
Write-off of two major impaired assets	(95)
Sub total	1,397
Net new provisions	37
Closing balance	1,434

## Total exposure by booking office<sup>1</sup>

	Australia	NZ / Pacific	Americas	Europe	Asia ex Japan	Japan	Group
AAA to AA-	32,833	6,663	1,786	803	85	160	42,331
A+ to A-	12,978	2,704	2,619	2,334	5	3	20,643
BBB+ to BBB-	19,385	4,772	1,043	2,068	26	0	27,293
BB+ to B+	30,542	6,080	277	273	29	60	37,260
<b+< th=""><th>1,324</th><th>518</th><th>250</th><th>91</th><th>61</th><th>13</th><th>2,256</th></b+<>	1,324	518	250	91	61	13	2,256
Secured consumer <sup>2</sup>	67,835	12,352	0	0	0	0	80,187
Unsecured consumer <sup>3</sup>	6,482	937	0	0	0	0	7,419
	171,380	34,025	5,974	5,570	206	236	217,390

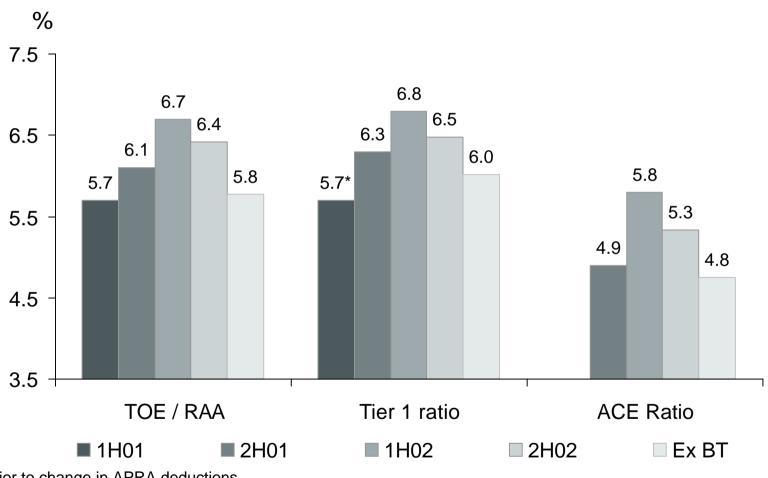
<sup>1.</sup> As at 30 September 2002

3. Credit cards and personal loans.

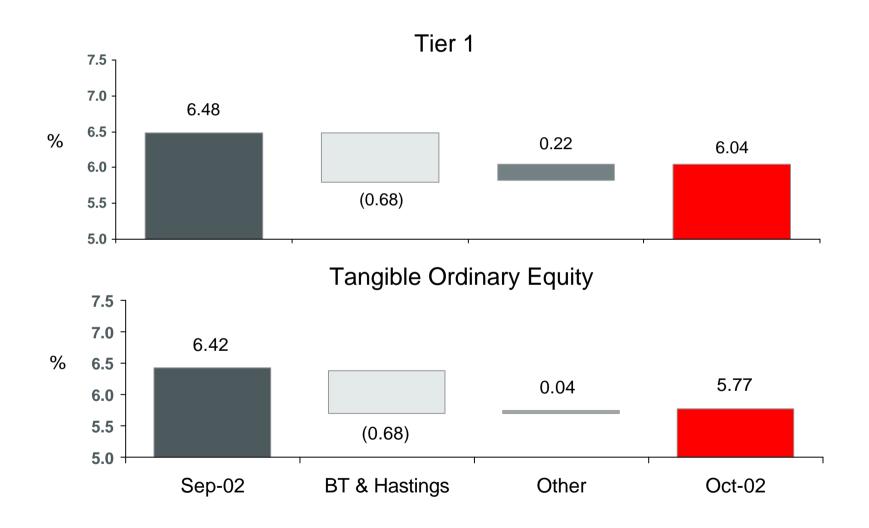
Remaining offshore sub investment grade exposures represents 0.5% of TCE.

Includes mortgages for housing, investment property loans, equity access loans and margin lending.

### Capital levels comfortable



### Capital impact BT and Hastings acquisitions



# Surplus capital generation

\$ million	% of avg ordinary equity	Comments
10,269		
2,063	20.1%	Strong cash returns
(1,266)	12.3%	Payout ratio 61.3%
289	2.8%	DRP participation 23%
(597)	5.8%	To fund 8% growth in RWA
489	4.8%	Delivers 3-4 bp increase in Tier 1 ratio per month
	million  10,269  2,063  (1,266)  289  (597)	million ordinary equity  10,269  2,063 20.1%  (1,266) 12.3%  289 2.8%  (597) 5.8%



# Wealth Management

**David Clarke** 

Group Executive Wealth Management

31 October 2002

#### Integration approach

- Continuity of key people from pre-deal phase
- Design teams staffed by full-time representatives from all businesses – Westpac, Sagitta and BT
- Focus on rapid, implementable decisions
- Design phase completed in only 10 weeks, before completion



### Integration position today

Target operating model confirmed

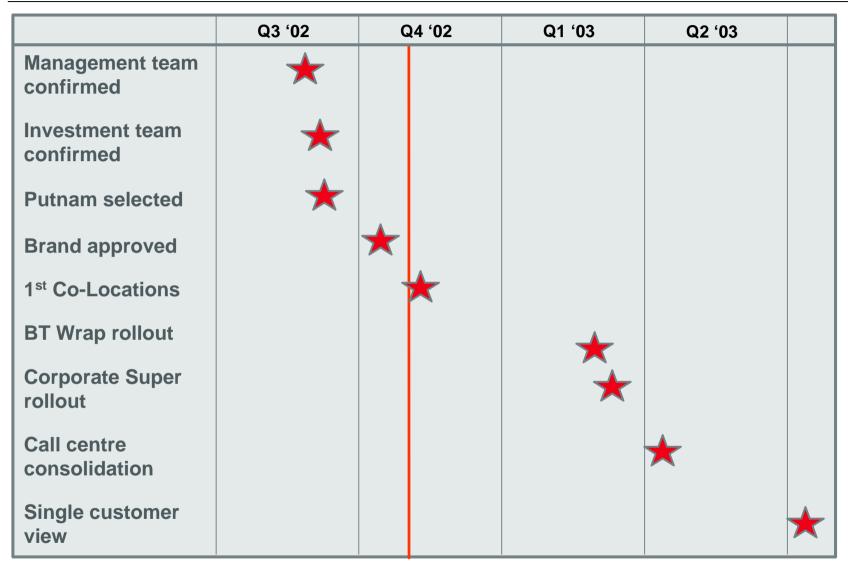
Target organisational structure confirmed

One brand, one location confirmed

Integration synergies and costs confirmed

Program structure/leadership confirmed

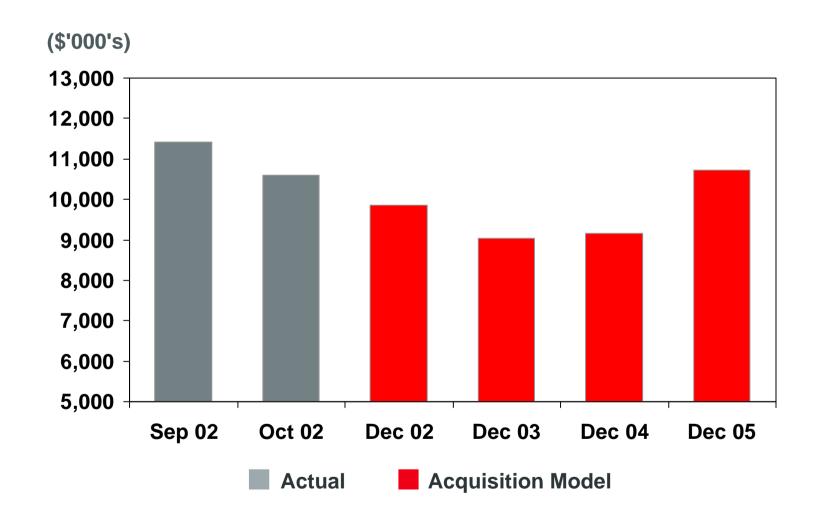
#### Integration outcomes



1<sup>st</sup> November



### Net retail FUM against model



# Funds under management

Asset class	WBC \$bn	Rothschild \$bn	BT \$bn	Total \$bn
Cash and liquid assets	6.5	0.5	2.5	9.5
Australian fixed interest	3.8	2.2	1.9	7.9
International fixed interest	1.0	0.6	1.0	2.6
Property	1.6	1.6	0.8	4.0
Australian equities	5.1	3.0	3.1	11.2
International equities	2.6	1.6	4.4	8.6
Other	2.2	0.1	1.0	3.3
Total FUM	22.8	9.6	14.7	47.1

Other includes FX, currency, and asset allocation

#### **Brand**

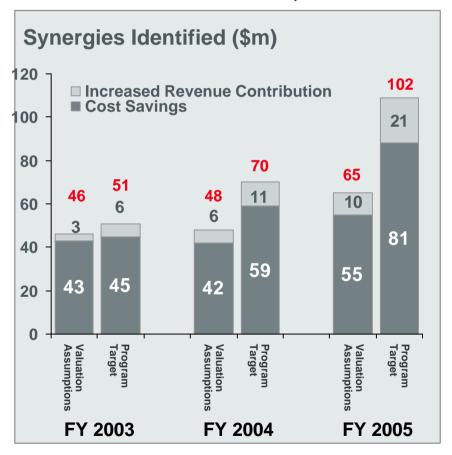
- BT will be name for combined business.
- Rolled out in Q2 next year
- Follows research findings from Westpac marketing, BT and external parties
- Investment component of BT brand has weakened but is strong around wrap and adviser service

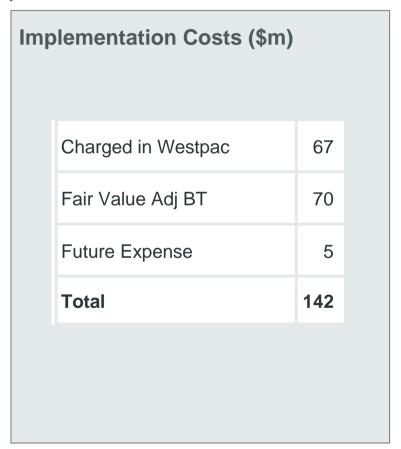
# What are the agencies saying?

Asset class Sagitta and Putnam	<u>vanEyk</u>	Assirt (pre BT)	Morningstar
International Shares (core)	А	Hold (4 star)	3 stars
Australian Shares			
<ul> <li>Australian</li> </ul>	Α	Hold (4 star)	1
<ul> <li>Imputation</li> </ul>	Α	Hold (4 star)	3
<ul> <li>Small Caps</li> </ul>	В	Hold (2 star)	4
Fixed Income (wholesale)	AA	Hold (3 Star)	5

### Update of BT Synergies

 Having completed the nine week design phase, consolidated synergies are now estimated at \$102m pa in FY05 with implementation costs of ~\$142m





#### **Business model**

Distribution **Bundling Product** Investment **Back Office** Customers & Advice Manufacture **Platform** Management <u>Investment</u> Westpac master trust Research team Westpac financial Client Westpac planners customers Core & Wrap services advisers Super **Back Office** platform Dealer master and External **Customers Putnam** trusts **Pension** advisers administration of external & financial **Principal** distributors advisors Grosvenor Risk **BlackRock Business** Corporate **Business** super customers advisers **AEW** Margin lending





## Outlook

David Morgan

**Chief Executive Officer** 

31 October 2002

#### Positioned for growth

- Sustainable momentum in core businesses.
- Strategic repositioning completed
  - Filled capability gaps
  - Diversified earnings streams
- Improved risk and reduced volatility in earnings base
  - Removed embedded value
  - Recognised significant items
  - Improved asset quality

#### Priorities for 2003

- Maintain momentum in ongoing businesses:
  - Complete initiatives arising from NZ program review
  - Implement program reviews of Australian Banking and Institutional Banking
  - Complete end-to-end re-engineering of lending process
- Deliver value from new acquisitions
  - Complete wealth management integration
  - Capture value across 7.5m customer base using wrap and corporate super

#### **Economic environment**

- GDP growth in 3.0 to 3.5% range
- Housing to slow; business investment & exports up
- Unemployment remaining around 6% to 6.5%
- Underlying inflation back in 2% 3% range
- Rise in official rates not expected near term

#### **Business expectations**

- Credit growth in the 8% to 10% range
- Maintain market share momentum across core products
- Expense to income trending lower against re-based costs
- No material change in asset quality
- Net retail funds inflow to stabilise vs market
- Return to more 'normal' financial markets performance

### Summary and earnings expectations

Core businesses continuing to deliver

	2003
Core business EPS growth	9%-11%
Dilution of recent transactions	(2%)
Cash EPS expectations	7% – 9%

- Transformed the business underpinning medium term growth trajectory
- Lower risk and higher quality earnings



# Westpac Full Year Results 2002

David Morgan

David Clarke

Philip Chronican

**Chief Executive Officer** 

Group Executive Wealth Management

**Chief Financial Officer** 

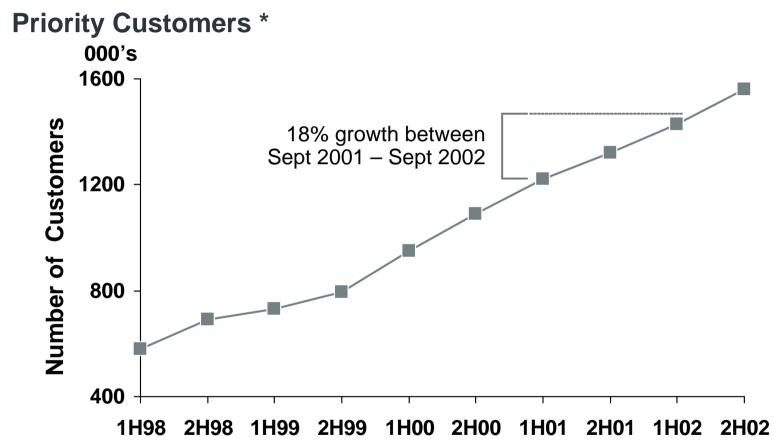
31 October 2002



# **Supplementary Information**

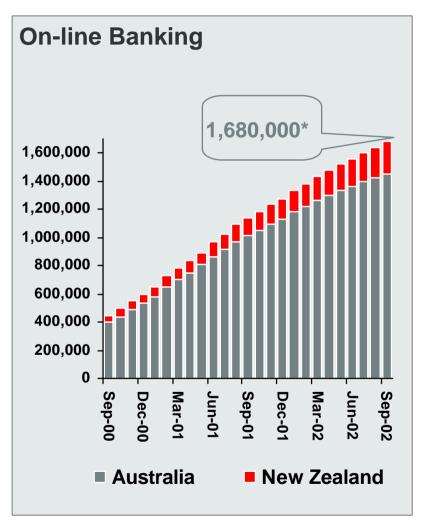
31 October 2002

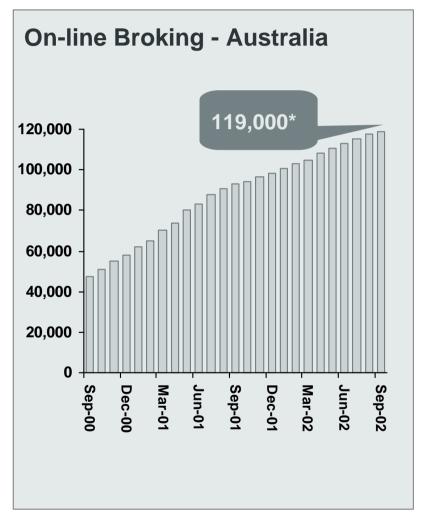
### Growth in priority customer relationships



<sup>\*</sup> Priority customers are those with whom we have significant, typically multi-product, relationships.

### Online growth



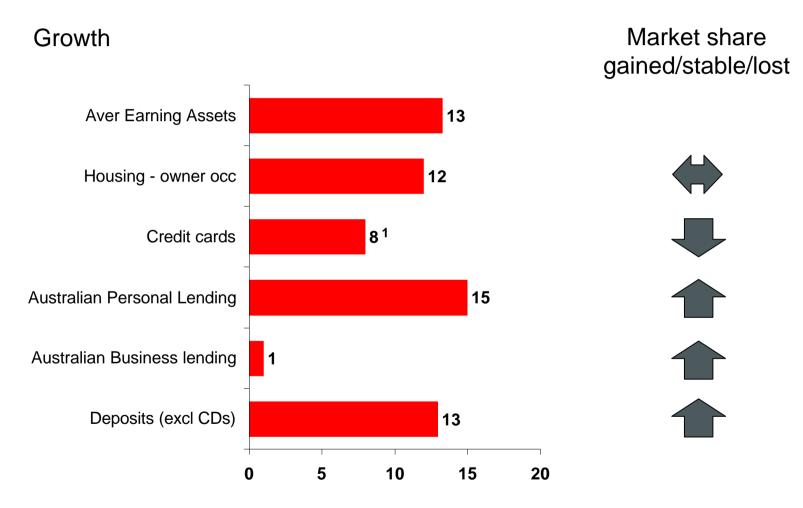


\* 30 September 2002





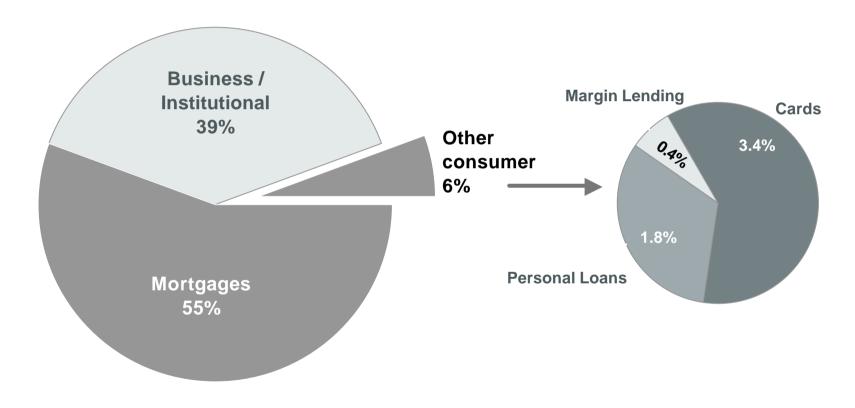
### Growth in core products



<sup>&</sup>lt;sup>1</sup> Excluding AGC in 2001 numbers

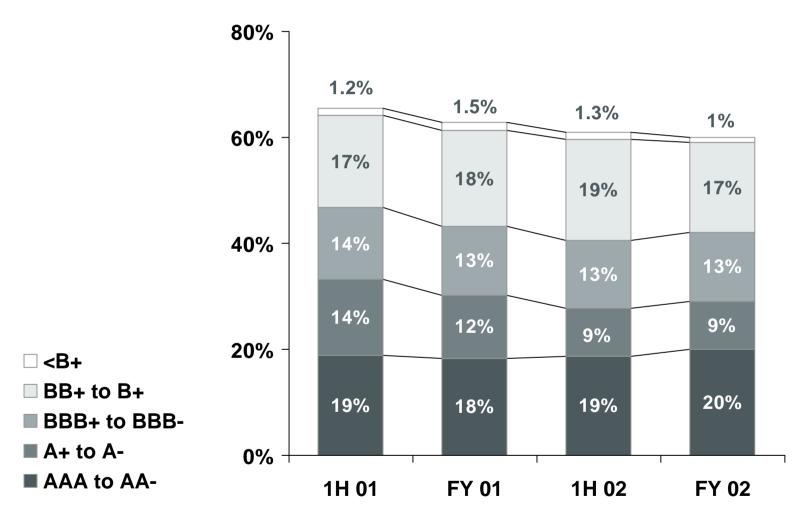
### Other consumer portfolio

#### Total Westpac Group \*



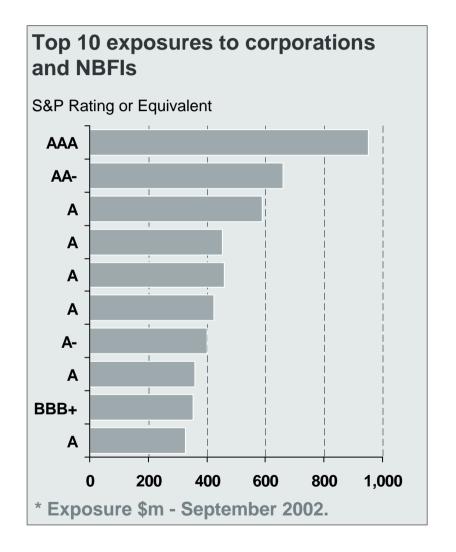
<sup>\*</sup> On balance sheet funded lending September 2002

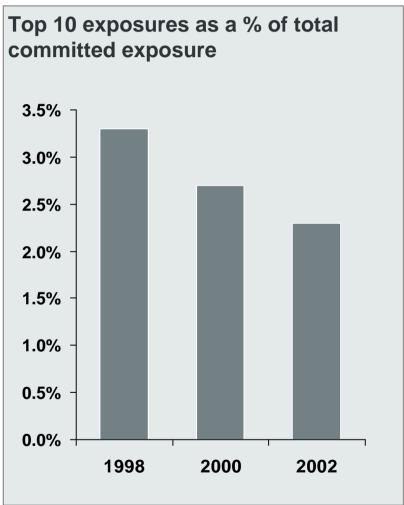
### Business / Corporate risk grade profile\*



<sup>\* %</sup> of Total Exposure - 30 September 2002

#### Single name exposure concentrations

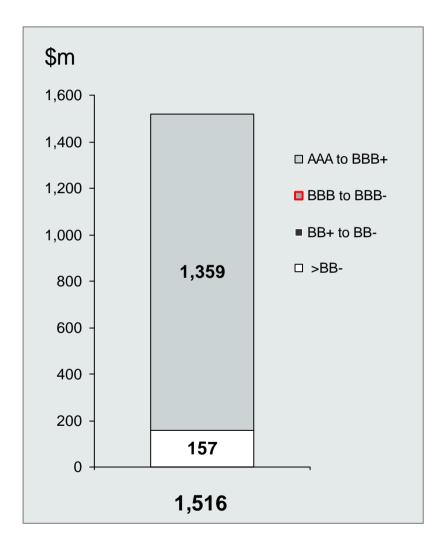


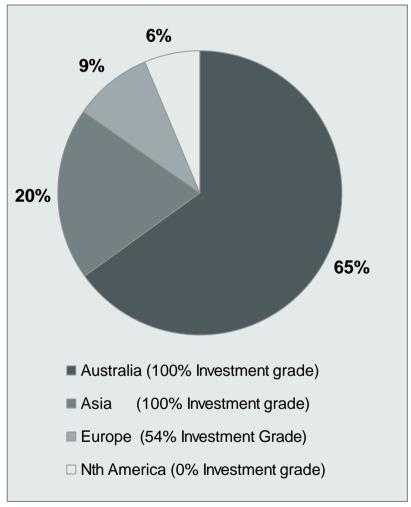


# EPS growth reconciliation

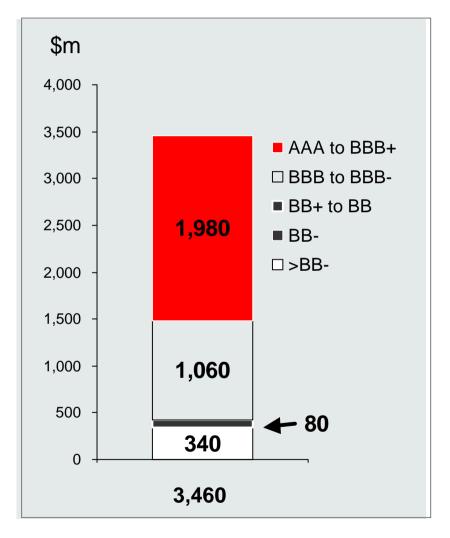
Dec	\$m	2002	EPS Growth	NOICOING.
	Initial cash earnings estimates	2,118	11%	_
	Net AGC earnings change	(53)		
Mar	Incremental Sagitta earnings	2		Expectations a
	Earnings on surplus capital	12		market update 1 August 2002
Jun	Adjusted cash estimates	2,079	9%	_<
	Lower financial markets and wealth management income	(16)		
Sep	Final cash earnings	2,063	8%	

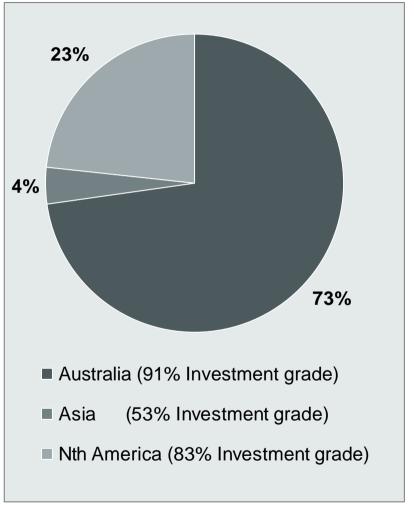
# Telco exposure



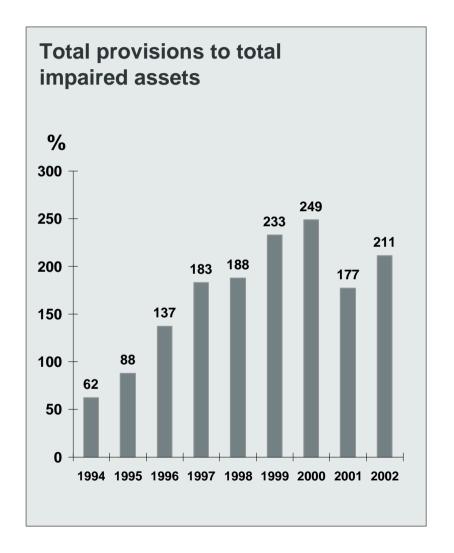


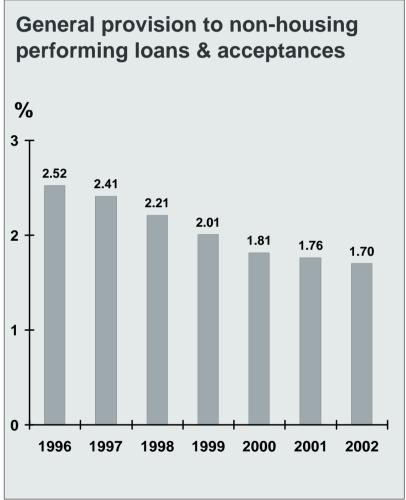
## Global energy portfolio





# Provisioning coverage





#### Disclaimer

The material contained in the following presentation is intended to be general background information on Westpac Banking Corporation and its activities as at 31 October 2002.

The information is supplied in summary form and is therefore not necessarily complete. Also, it is not intended that it be relied upon as advice to investors or potential investors, who should consider seeking independent professional advice depending upon their specific investment objectives, financial situation or particular needs.