

The Westpac Group Merger and Transformation Update

7 December 2009

Westpac Banking Corporation ABN 33 007 457 141

Agenda

Gail Kelly CEO	Welcome and Introduction
Brad Cooper Chief Transformation Officer	Customer choice strategy
Peter Hanlon, Westpac RBB	Westpac Local, driving deeper customer relationships
Rob Coombe BTFG	Wealth/Insurance cross-sell earning all our customers' business
Greg Bartlett St.George Bank	Big Enough: Small Enough provides strong opportunities
Peter Clare Product and Operations	Customer centric approach improving simplicity and efficiency

Welcome and Introduction

Gail Kelly
Chief Executive Officer

7 December 2009

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Customer centric strategy



Transformational Strategy – Phase 1 complete

- Clear vision and strategy – putting customers at the centre
- Operating model established
- St.George merger – transforming the Group
- Multi-brand platform providing customer choice
- Significant investment in distribution, particularly via Westpac Local
- Technology – enhanced reliability, 5 year strategy and roadmap established

Phase 2 underway – key priorities

- Focus on delivery
- People - leadership, culture, skills development, one team
- Productivity - simplification, sales force effectiveness, efficiency
- Technology - strategic investment program underway
- Managing in the “new normal” environment

The Westpac Group Executive Team

(Effective 1 February 2010)



Gail Kelly
Chief Executive Officer



Greg Bartlett
Chief Executive St. George Bank



Rob Coombe
Group Executive Westpac
Retail & Business Banking



Brad Cooper
CEO BT Financial Group



George Frazis
CEO Westpac New Zealand



Rob Whitfield
Group Executive Westpac
Institutional Bank



John Arthur
Group Executive
Counsel & Secretariat



Peter Clare
Group Executive
Product & Operations



Philip Coffey
Chief Financial Officer



Peter Hanlon
Group Executive People &
Transformation



Bob McKinnon
Group Executive
Technology



Greg Targett
Chief Risk Officer



Customer choice strategy

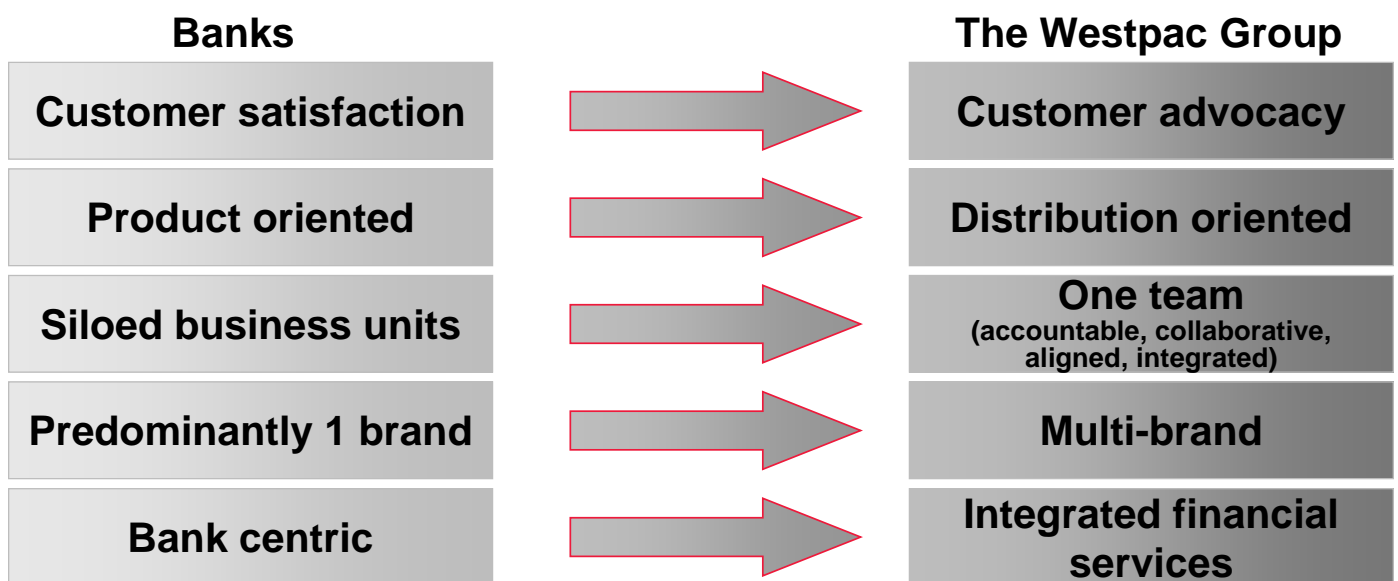
Brad Cooper
Chief Transformation Officer

7 December 2009

Agenda

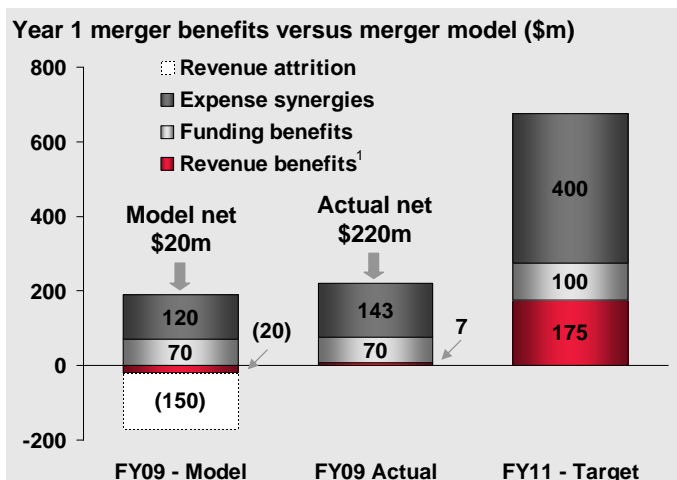
- What makes The Westpac Group strategy different
- Merger is tracking ahead of expectations
- Significant upside from customer choice strategy

A material change in strategy



St.George merger – it's a growth story

Merger modelled to be EPS positive in year 3



Approach

- Do not lose a customer as a result of this merger
- Realise head office synergies and align key policies and processes quickly
- Align and co-locate Product & Operations and IT areas

Integration spending on track

(\$m)	FY08	FY09	Total to date	Total spend
IT, systems and operations	-	146	146	349
Restructuring and outsourcing	-	103	103	116
Program governance & strategy develop.	6	68	74	122
Transaction costs and stamp duty	25	29	54	97
Revenue and retention investment	-	15	15	16
Total cash spend	31	361	392	700

- Finance system consolidation including the move to a single General Ledger
- Super for Life for St.George & insurance cross sell
- Consolidation of Treasury and payroll systems
- St.George Basel II advanced accreditation
- Integration and alignment of credit policies

- Appointing first 4 management levels, and reducing duplication, particularly in corporate office areas, and product and operations

- Includes integration team as well as costs associated with determining appropriate systems/processes for the combined Group

- Includes planned spend for moving to a single ADI

Merger benefits well ahead of plan

Expense synergies (\$m)	1H09	2H09	FY09	Annual run rate	Comment
Personnel	18	81	99	182	<ul style="list-style-type: none"> 1,275 reduction in roles
Non-personnel	4	40	44	52	<ul style="list-style-type: none"> Sourcing savings from a review of external contracts Rationalised head office costs Early technology and operations synergies
Total	22	121	143	234	<ul style="list-style-type: none"> Benefits 19% ahead of plan; 59% of planned expense synergies already achieved

Technology – three areas of focus in 2009

Improve system stability	Implement the merger	Develop technology strategy
<ul style="list-style-type: none"> System reliability significantly improved over year: <ul style="list-style-type: none"> Disruptive incidents down over 75% Time to restore incidents improved by over 50% PC help desk calls down 76% 12,700 new PCs installed 12,200 new teller keyboards and pinpads Upgraded bandwidth across network doubling capacity 	<ul style="list-style-type: none"> Major merger milestones completed: <ul style="list-style-type: none"> Reciprocal ATM usage Group-wide IT connectivity, including for secure email Consolidation of enterprise support systems for Treasury, Risk, Payroll and People Single general ledger implemented 	<ul style="list-style-type: none"> Comprehensive technology strategy and architecture established, with a detailed 5 year plan now in place Strengthening of Technology leadership team

Technology strategy – priority is reliability and customer experience

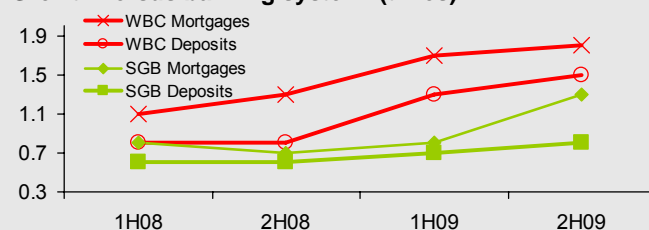
Strategic Investment Areas	Capability	Reliability, efficiency & effectiveness	<ul style="list-style-type: none"> Further enhance IT reliability and efficiency Improvement of resilience and capacity of Group Data Centres via consolidation and transformation Optimise strategic supplier relationships
	Customer Touch-points		<ul style="list-style-type: none"> Implement a common Sales & Service Desktop for Westpac and St.George branches and call centres Launch a New Internet Banking Platform for personal, small business and corporate customers including next generation Perimeter Security
Strategic Investment Areas	Product and Processing		<ul style="list-style-type: none"> Deposit platform – Transition to the next generation of Hogan (currently used in St.George and BankSA) to support transactions and savings group-wide Operations Transformation – Rollout of new operations desktop to simplify manual processes Payments – Migrate to new payments platform for high and low value payments Cards Platform – Consolidate existing platforms to one for both St.George and Westpac Wealth – Consolidate and improve core Wealth platforms Secured Lending – Transform of our secured lending platforms and processes
	Enabling Programs		<ul style="list-style-type: none"> Repository of core customer information to support multi-brand strategy Enterprises Services Infrastructure – Enhance capability to implement common services that can be used by multiple initiatives to maximise re-use

Strong franchise health

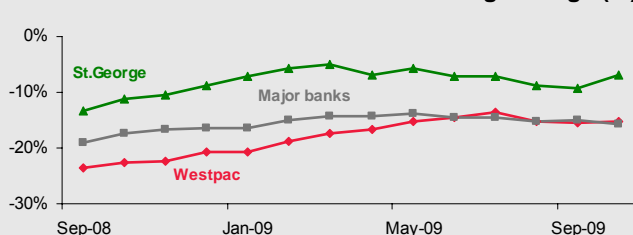
Franchise health improving

- Increase in customer numbers over the year:
 - 45,000 for St.George
 - 191,000 for Westpac
- Customers with 4+ or more over the year:
 - Up 62,000 for St.George
 - Up 131,000 for Westpac
- Employee turnover down over year:
 - 8.7% (from 14%) in St.George
 - 11.6% (from 19%) in Westpac
- Employee engagement in 2009 improved to:
 - 82%, (from 75%) for St.George
 - 81%, (from 78%) for Westpac

Growth versus banking system¹ (times)



Australian Consumer NPS² – 6 mth moving average (%)



1. APRA monthly banking statistics, September 2009

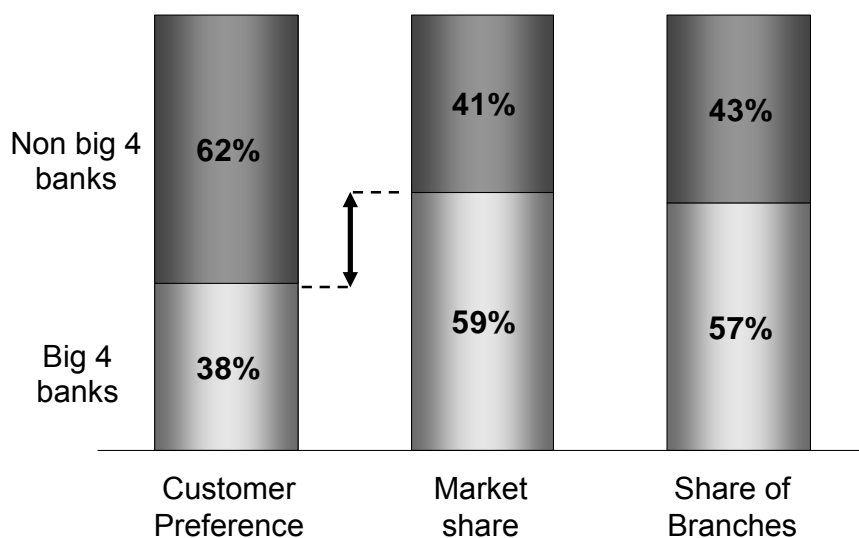
2. Source for NPS: Roy Morgan Research – NPS of main financial institution. Aged 14+. Major banks includes WBC, ANZ, CBA, NAB and SGB (simple average)

Customer choice – a significant opportunity

- Completed in-depth research on customer preferences
- Customer preferences for their bank differ widely with little correlation between demographic, or socio-economic circumstances
- A high proportion of customers that prefer a regional bank do not have access to that preference
- The Westpac Group's multi-brand strategy is well positioned to meet these needs:
 - Westpac brand strongly positioned to meet the needs for a major
 - St.George the only regional bank with credible national reach

Many customers do not have access to their preference

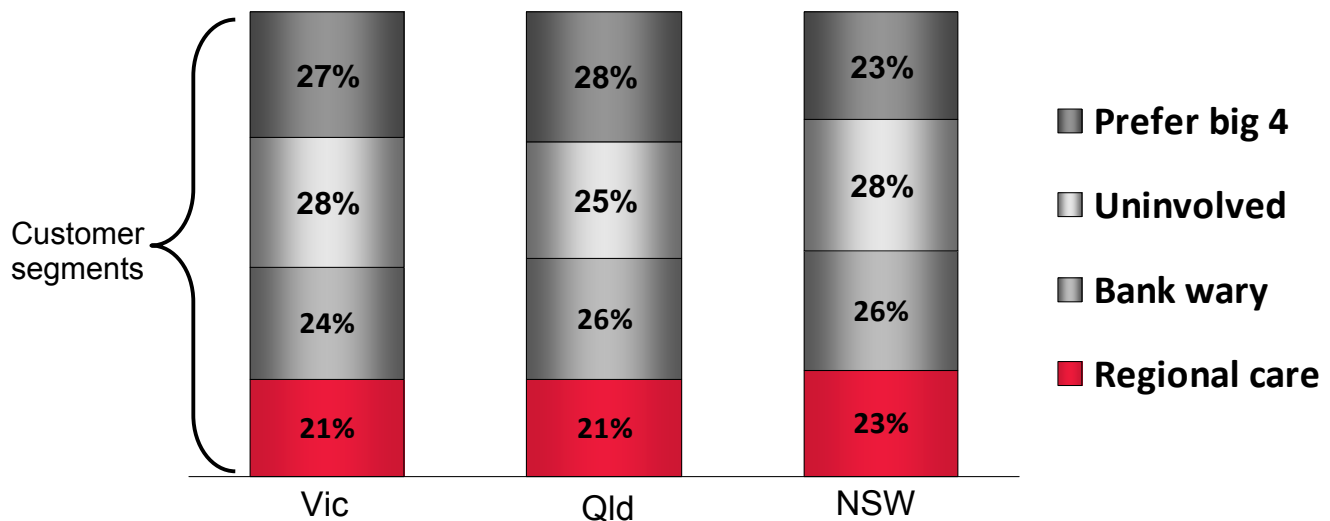
Share of Footings (loans & deposits) and Footprint compared to Customer Preference (NSW)



- The smaller footprint of regional (non big 4) banks acts as a constraint to customer choice
- Market share of Big 4 and regional banks are more closely related to their share of footprint than customer preferences

Segment sizes are broadly consistent at a state level

Sizes of Attitudinal Customer Segments by State



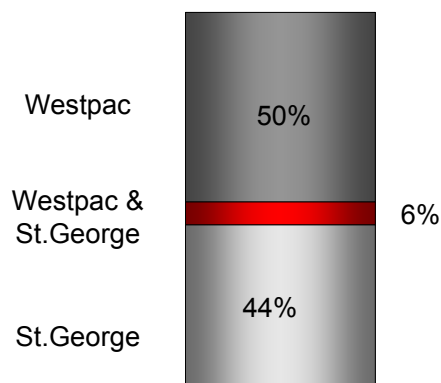
Source: Primary customer research, 2009

The Westpac Group Update – December 2009

Our brands appeal to distinct customer groups

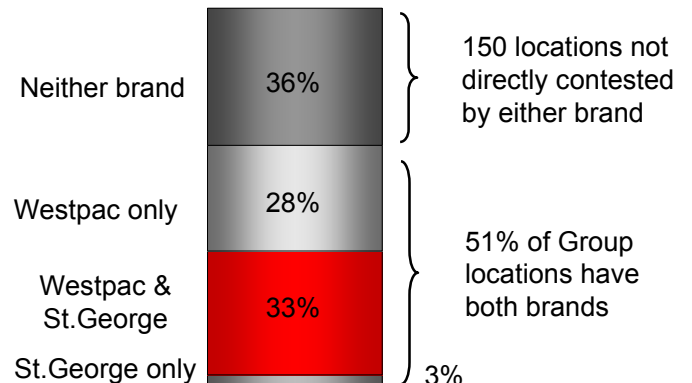
Limited customer overlap (NSW)

NSW Customers by Brand¹



With limited footprint overlap

Coverage of our Brands by suburb in NSW



Source: Roy Morgan; APRA; Primary customer research 2009

1. Retail consumer customers of St.George and Westpac across mortgages, transaction and savings accounts

The Westpac Group Update – December 2009

Customer choice – delivered via multi-brand strategy

The multi-brand strategy involves a commitment to:

- Maintain unique and distinct brands, that mean different things to different people
- Invest in brand distinctiveness
- Protect customer relationships over short-term cost gains

Reassessed brand attributes and position	Developed new segment strategies by brand	Sharing best practice & implementing cross sell	Brand strategies by market/region/product
<ul style="list-style-type: none">▪ Clear knowledge of what each brand means for customers, employees and communities▪ Refined advertising campaigns underway	<ul style="list-style-type: none">▪ Assessing opportunities to reinforce brand attributes across business segments	<ul style="list-style-type: none">▪ Product development built on shared learning▪ Call centre excellence▪ Expanded BT Insurance products across Group▪ Rolling-out Super for Life to St.George	<ul style="list-style-type: none">▪ Deciding which brands to utilise when targeting new markets, regions or products

Westpac Local, driving deeper customer relationships

Peter Hanlon
Group Executive
Westpac Retail & Business Banking
7 December 2009

Agenda

- Our strategy
- Westpac Local is driving deeper customer relationships:
 - The program – bringing back the Bank Manager
 - The progress – model finalised, implementation 75% complete
 - The opportunity – new model combined with increased presence assisting to maintain momentum

Our ambition is to delight customers and earn all their business

Closer relationships with existing customers	<ul style="list-style-type: none">■ Earn the right to increase the share of each customer's business■ Listen to customers and improve Net Promoter Score■ Decrease complaints and improve complaint handling – learning from St.George
More relationships with new customers	<ul style="list-style-type: none">■ A better 'welcome plan' for new customers – building lasting relationships■ Improve brand consideration
Move towards self-funding	<ul style="list-style-type: none">■ Restore deposit market share■ Meet more customers' transaction needs
Improve productivity	<ul style="list-style-type: none">■ Build on improvements in home loan productivity – looking for more■ Realise gains from strengthened front line
Grow first party distribution	<ul style="list-style-type: none">■ Case study: Westpac Local

What is Westpac Local?

An 18 month, \$166 million distribution transformation project putting customers at the centre

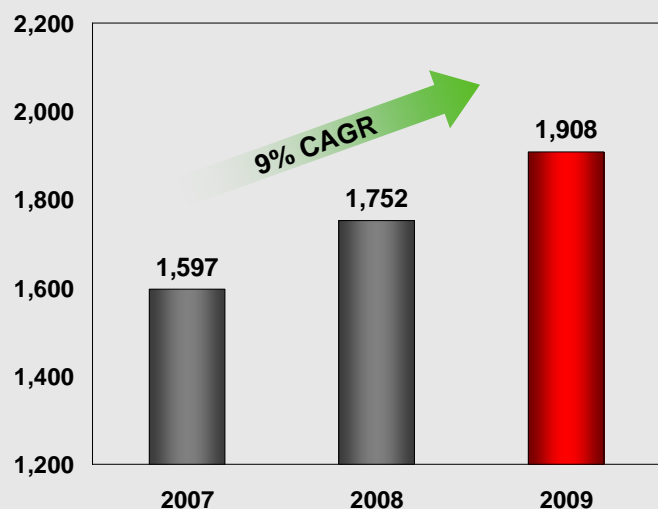
Increased accountability	<ul style="list-style-type: none"> ▪ Accountability closer to the customer, with individual branch P+L and balance sheet ▪ Critical decision making on the spot
Enhanced ownership	<ul style="list-style-type: none"> ▪ Return of the Bank Manager ▪ Local workforce planning and recruitment
Locally oriented	<ul style="list-style-type: none"> ▪ More involved and active in the local community ▪ Marketing efforts determined locally, including advertising and opening hours
Working as One Team	<ul style="list-style-type: none"> ▪ Resources focused on the customer and tailored to local needs ▪ Supported by appropriate specialists – local business bankers, home finance managers and financial planners
Improved efficiency & capability	<ul style="list-style-type: none"> ▪ Enhanced front line management skills supported by a flatter management structure ▪ No fragmentation of responsibilities ▪ Continuous education programs

Westpac Local: rollout 75% complete

Recruiting the right people	<ul style="list-style-type: none"> ▪ Accelerated rollout – all new roles to be filled by May 2010 ▪ 1,169 Westpac Local appointments: <ul style="list-style-type: none"> – State General Managers, Regional General Managers, Bank Managers, Local Business Bankers, Assistant Bank Managers and Credit Coaches
Extensive training and development	<ul style="list-style-type: none"> ▪ Customised induction programs, coaching & ongoing training for all roles ▪ 58 induction programs completed, 24 courses underway ▪ 963 people have either completed or are currently participating in their induction
Implemented new processes, policies and tools	<ul style="list-style-type: none"> ▪ Empowered our people to delight customers by implementing 'decision rights' covering product, pricing, people, property and marketing ▪ New processes, tools and technology to make it easier for our people to do their jobs, including enhanced reporting tools for bank managers to manage their business
Expanding and enhancing the network	<ul style="list-style-type: none"> ▪ Invested over \$120m expanding and enhancing the network, with 13 new sites, 113 branches refurbished, 115 more ATMs ▪ Further investment planned in 2010

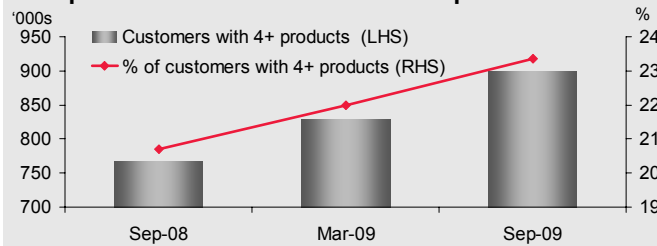
Strong progress and support from employees and customers

Westpac RBB cash earnings (\$m)



Key indicators	Retail FY09 (%)		SME FY09 (%)		FY10 Trend
	Target	Result	Target	Result	
Employee engagement	79	81	80	89	✓
Net promoter score*	-15 (from -21)	-15.4	-25 (from -33)	-24.1	✓
Customer retention	95	95.3	93	99.2	✓

Westpac RBB retail customers with 4+ products



* Source for SME NPS (Net Promoter Score): TNS Business Finance Monitor – NPS of main financial institution among business decision makers in companies with turnover up to \$5m (excl Agri businesses). Data 6 months to Sept 09. Source for SME NPS (Net Promoter Score): TNS Business Finance Monitor – NPS of main financial institution among business decision makers in companies with turnover up to \$5m (excl Agri businesses). Data 6 months to Sept 09.

Westpac Local: our Bank Managers in action

Ken Baker Bank Manager Ballarat

Commenced – July 2009

External hire – real estate background



Customers with 4+ products	<ul style="list-style-type: none"> Increased by 5% Engaged and coached the team to focus on customer needs conversations
Deposits	<ul style="list-style-type: none"> Increased by 25% Living and breathing the Branch in the community – walking the street, coffee with customers resulting in them changing their bank
NPS	<ul style="list-style-type: none"> Increased by 19% Coaching on how NPS works with the team Discusses feedback with customers Showing the human side of banking – friendly and happy team to serve customers
Decision rights	<ul style="list-style-type: none"> Staff introduce him to potential Term Deposit customers. He then uses his sales skills and discretions to gain the business When necessary, opens the Branch early to avoid leaving customers standing outside Has local sponsorship arrangements including with the Art Gallery of Ballarat, the Turf Club and the Roosters Football Club

Nina Cvoro Bank Manager Marrickville

Commenced – May 2009

Internal hire – Regional Manager Branch Sales



Customers with 4+ products	<ul style="list-style-type: none"> Increased by 6% Engaged and coached the team to focus on customer needs conversations
Deposits	<ul style="list-style-type: none"> Increased by 1% Raised \$858k in a 'Drive for Deposits' day
NPS	<ul style="list-style-type: none"> Increased by 26% Proactively manages queues Personally contacts every customer who completes a survey form in the Branch and discusses feedback to improve service
Decision rights	<ul style="list-style-type: none"> Opened the Branch on a Sunday to support her sponsorship of the Marrickville Street Fair organised by Marrickville Council Keeps an eye on term deposit renewals and fights for funds by using interest discretions. Promotes specials for new business

Westpac Local: what's next

In 2010 we will build on our platform, continuing to improve the capability of our people, and develop policies and processes to empower them to delight customers

Recruitment	<ul style="list-style-type: none"> Complete recruitment - 388 roles (25%) still to be filled*
Learning	<ul style="list-style-type: none"> Complete induction of all new recruits and continue ongoing training and development
Business Enablement	<ul style="list-style-type: none"> Further enhance policies, processes and tools to support our people Complete a framework and accreditation process to empower Bank Managers with decision making rights for Unsecured Lending and Secured Lending by end of January 2010 New Sales and Service Desktop will enhance frontline processes and technology for tellers and contact centres
Delivering the benefits	<ul style="list-style-type: none"> Bank Manager Blitz – current campaign to lift community awareness and engagement Rigorous process to optimise returns: <ul style="list-style-type: none"> Westpac Way – introducing a consistent, aligned operating rhythm across our network Disciplined business processes with flexibility to meet local needs Leaders accountable for business outcomes and empowered to deliver

* As at 27 November 2009

Strong sector growth

Westpac RBB balance sheet growth (%)

October 2009	Last 3 months	Last 12 months
Housing credit	5.1%	21.0%
Household deposits	3.3%	15.5%

Westpac RBB growth vs bank system (times)

October 2009	Last 3 months	Last 12 months
Housing credit	2.0 X	1.9 X
Household deposits	1.4 X	1.4 X

Wealth/Insurance cross-sell earning all our customers' business

Rob Coombe
Chief Executive
BT Financial Group
7 December 2009



Agenda

1. Integration of BT and St.George Wealth
2. Four keys to earnings all our customers' business
3. Results and opportunities



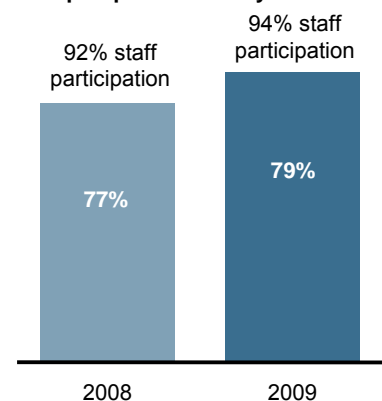


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No loss of momentum as a result of the merger

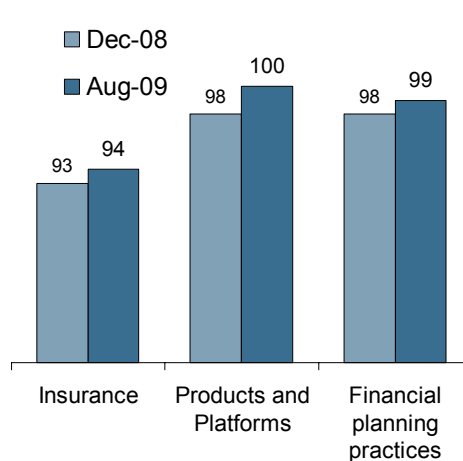
Employee engagement improved

Staff perspective survey



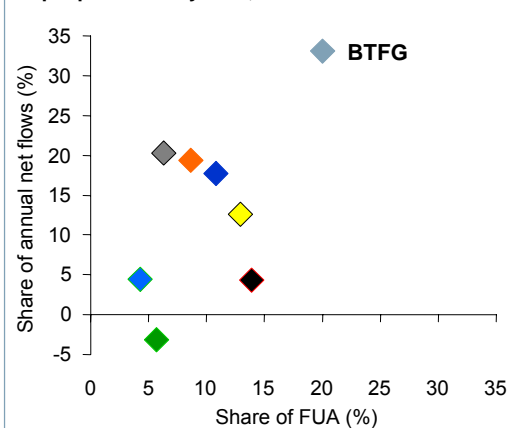
More customers

Customer retention



Continuing to grow market share

Top 8 platforms by FUA, 12 months to June 2009*



* Source: QDS, Plan for Life All Master Funds, for 12 months to June 2009

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1 Earning all our customers' business must be supported with a clear vision

Westpac Vision

To be the leading financial services company in Australia and New Zealand

Earn all our customers' business

Includes wealth, insurance and superannuation



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2 Success relies on simple, good value products

Super for Life

- 2008, Best New Product awarded by SuperRatings
- 2009, Gold Rating awarded by SuperRatings:
 - BT Super for Life – Savings account
 - BT Super for Life – Retirement account
- 2009, awarded SuperRatings Infinity rating for:
 - Sustainable business practices
 - Responsible investment principles



Insurance

- 2009, nominated for Australian Banking and Finance magazine Insurance awards:
 - Best Innovation for 'Getting well sooner' solution
 - Best Insurance Call Centre
 - Best Marketing Campaign for BT Life Protection Plans
- 1st quartile rating for BT Life Protection Plans (Wrap and Wrap Essentials) by IRESS, October 2009

Investments

- Advance Asset Management awarded 2009 Money Management Multi Manager Award



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3 Integrated wealth, insurance and banking systems

Relationship Builder - Microsoft Internet Explorer provided by BT Financial Group

Address: https://rbprod.crm.srv.westpac.com.au

Queries: [Search]

Personal Customer

Home Find/Create Customer Organisational Customers Personal Customers Connections Leads Opportunities Activities Calendar Service Alerts Needs Conversations

Personal Customers List

1 of 1

Summary Marketing Permissions Personal Overview Business Overview Net Promoter Score Strategy Future Needs Packages Direct Mail Products Activities

External Products & Services

Type	Sub Type	Purpose	Description	Financial Institution	Why Held Elsewhere
Cash Management/Transaction Personal		Other	Credit Card held for Frequent FI		Other

Westpac Products & Services

Product - Service	Limit (\$)	Current Balance (\$)	R'ships	Product Type	Product Number	Sales Channel	Access Level
BT SUPER FOR LIFE - SAVINGS				BT	COSLSI262410100		
BT SUP WRAP PERS SUPER				BT	WRDPSM01006061 WBD		
INVESTMENT PROPERTY LOAN				MBK	037136180185		
HOME INS-CONTENTS SUM INSUR				GI	GICT8800083398+		
HOME INS-PERS VALUABLE SUM-II				GI	GISPE800083398+		
CLASSIC PLUS ACCOUNT				SBC	732002670909		
HANDYCARD				WCD	501007201069911		

Transaction History Product Detail

Wealth products

Insurance products

Banking products

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4 Wealth and insurance embedded in remuneration and recognition

Bank Manager, Financial Centre – FY10 Objectives Scorecard

Key Performance Indicators	Measure	Weighting
Delighting our Customers	Branch Net Promoter Score (NPS)	20%
Earning all our Customers' Business	Customers with 4 Products	20%
Sales	# Active Account Sales	25%
	\$ Wealth Revenue (including Super For Life)	
	# Unsecured Lending	
	\$ Home Loans Sales Limits (\$m)	
	# General Insurance	
Business Growth	# Business Partner Sales	10%
	Branch P&L Asset Growth	
	Branch P&L Liabilities & Wealth Growth	
People Management	Employee Engagement	10%

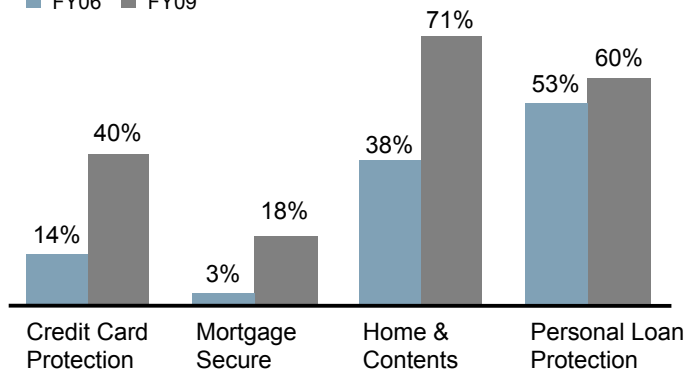
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Strategy delivering

Improved insurance cross sell

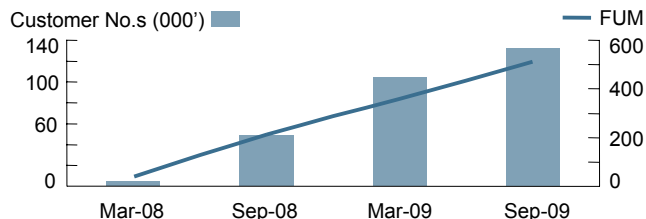
Insurance cross sell rates
Westpac RBB FY06-FY09

■ FY06 ■ FY09

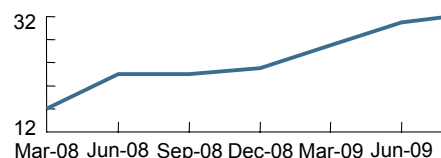


Strong momentum in BT Super for Life

Super for Life cumulative customer accounts/FUM (\$m)



Westpac RBB branch activation rate (% of all accounts)



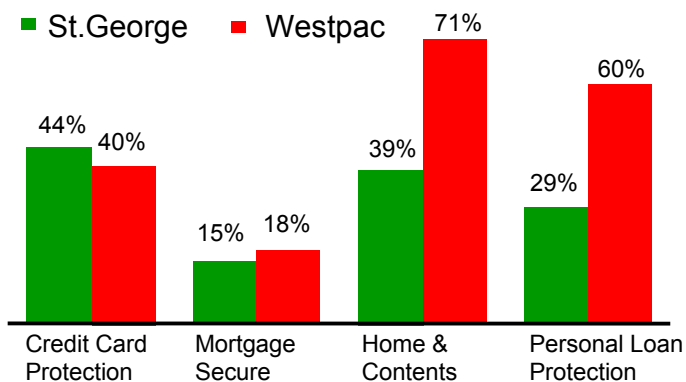
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St.George opportunity

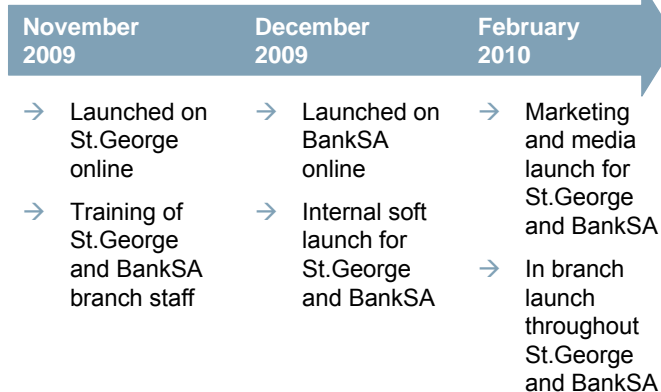
Insurance upside within St.George

Insurance cross sell rates FY09

■ St.George ■ Westpac



BT Super for Life into St.George

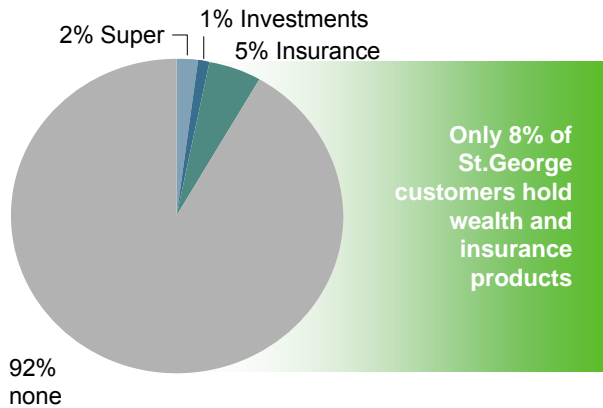


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Our 10 million customer opportunity

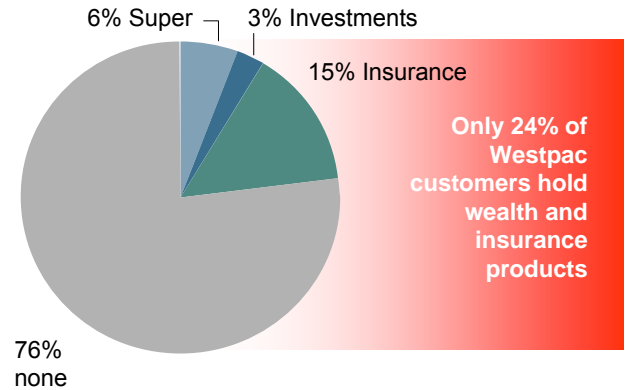
St.George customers

October 2008 to September 2009



Westpac RBB customers

October 2008 to September 2009



Source: Roy Morgan – Single Source data, rolling average for the period October 2008 to September 2009



Big Enough: Small Enough provides strong opportunities

Greg Bartlett
Chief Executive
St.George Bank
7 December 2009

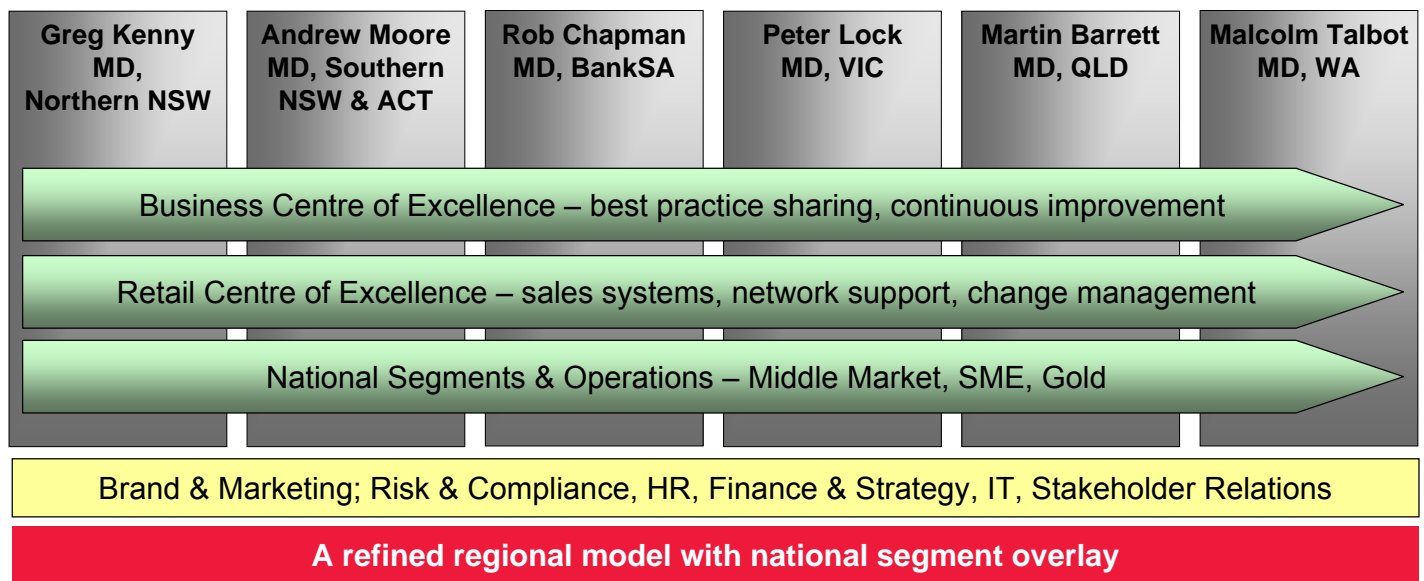
St.George is a growth story

- An outstanding year
- Poised to realise significant opportunity
- A new operating model

An outstanding year in 2009

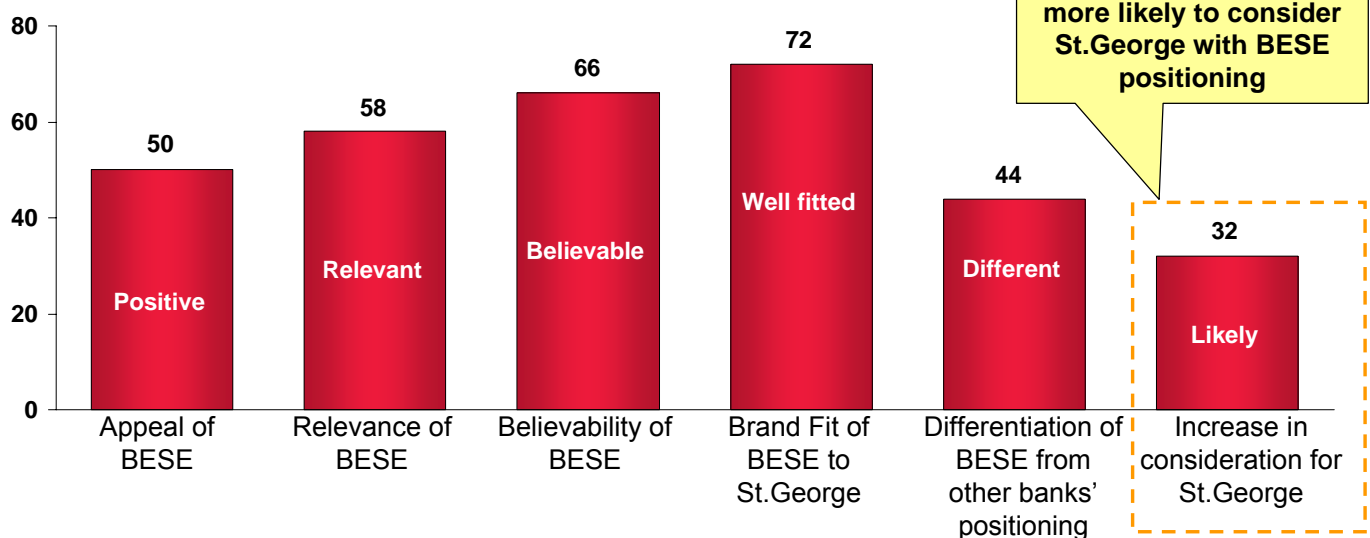
- Retained strong customer advocacy and loyalty
- 2nd largest banking provider in NSW
- Continued strong performance in South Australia
- Solid organic growth and increased momentum
- Innovative new products
- Growing customers faster than last year

A new operating model



Big Enough: Small Enough is a powerful fit

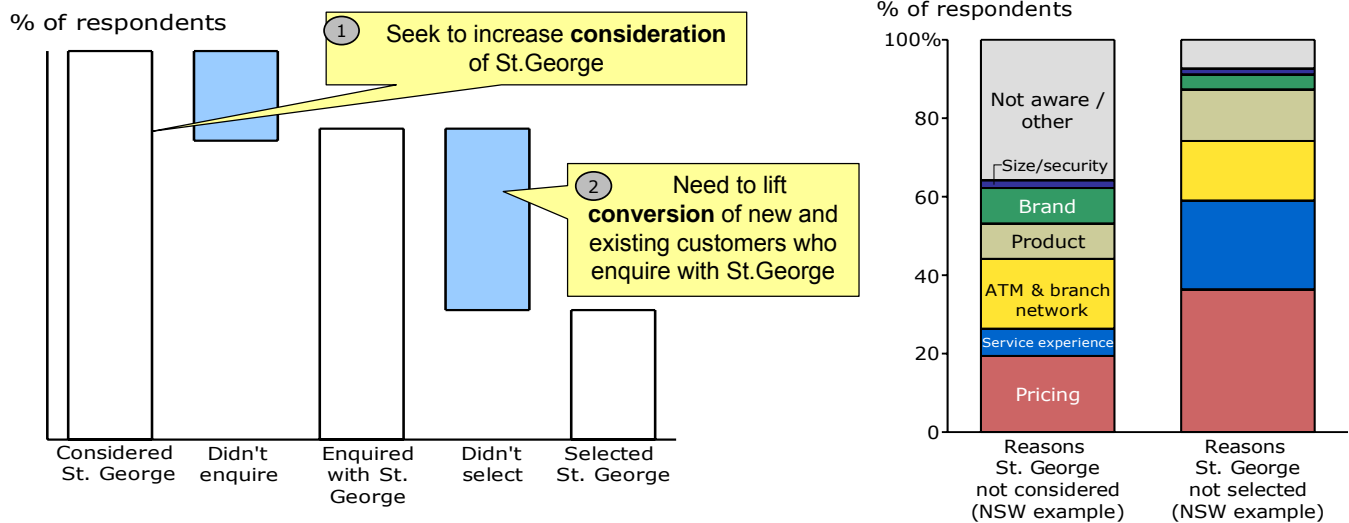
Respondents who were positive in each category (%)



Notes: All Respondents – St.George customers and prospects (N=4,581); Appeal and Consideration 5 point scale; Other measures 4 point scale. Source: St.George consumer survey, May 2009

Poised to realise significant opportunity

Driving consideration and conversion is key to growth

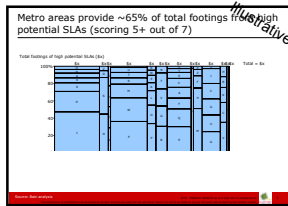


A multi-year reinvigoration programme

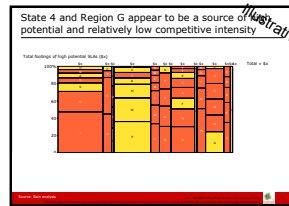
Drive <u>consideration</u>	Improve <u>conversion</u>
<ul style="list-style-type: none"> Improve marketing and align messages to 'Big Enough: Small Enough' Expand our branch footprint and align with the greatest opportunities Deliver a differentiated customer experience to drive advocacy 	<ul style="list-style-type: none"> Develop compelling product and price 'offer' and bundles Upgrade front line sales and service capability and resourcing Optimise online and other electronic channels

Investment decision methodology

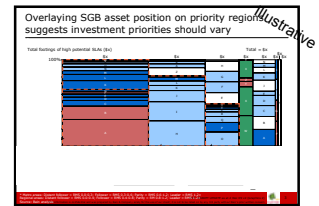
Identified the **micro markets** with the **highest potential**



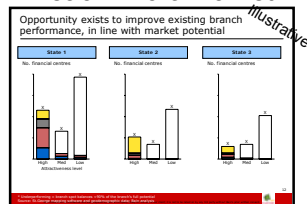
Overlaid **competitive intensity** to determine most attractive micro markets



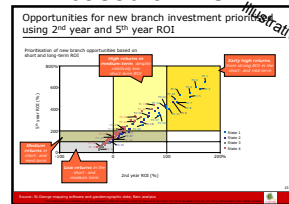
Assessed current **competitive position** in attractive micro markets



Evaluated **existing branch performance** relative to potential in each micro market



Identified **new branch opportunities** and **prioritised** based on ROI

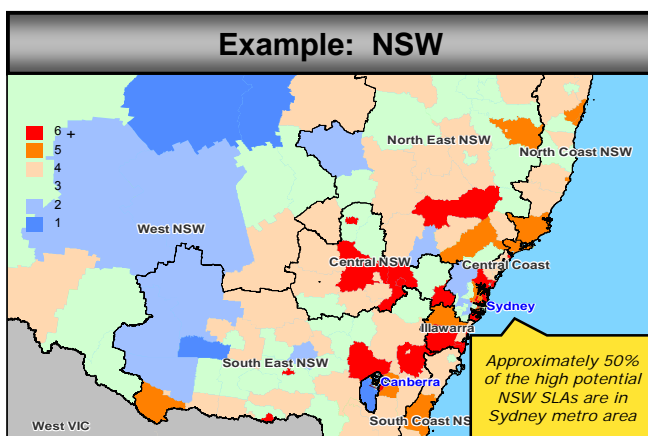


Conducted **site visits** to validate branch opportunities and identify **attractive locations**



Case study

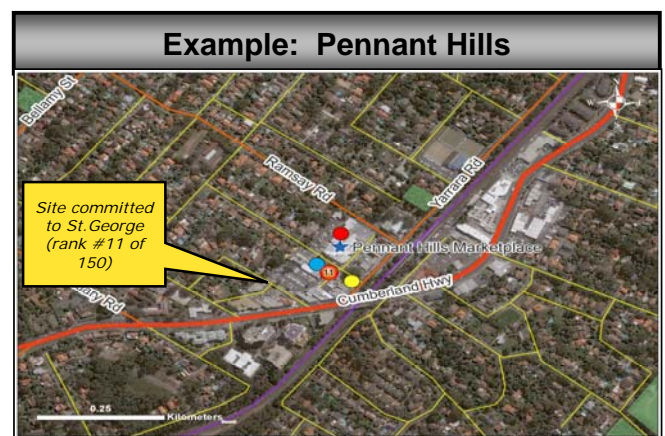
Example: NSW



- Approximately 1,400 statistical local areas (SLAs) in Australia
- Statistical analysis identified key drivers of high market footings

NSW, Vic metro and SE Qld identified as key geographies

Example: Pennant Hills



- Approx 3,000 shopping centres, high streets and CBDs in Australia
- Strong fit with BESE proposition and competitive opportunities

Financial centres prioritised and focused on deposits

St.George is a growth story

- Strong underlying franchise
- Leveraging relationship based banking model
- Rigorous, best in market diagnostic informing business strategy
- Experienced in expanding into new geographies
- Experienced and unified St.George leadership team







Customer centric approach improving simplicity and efficiency

Peter Clare
Group Executive
Product & Operations
7 December 2009

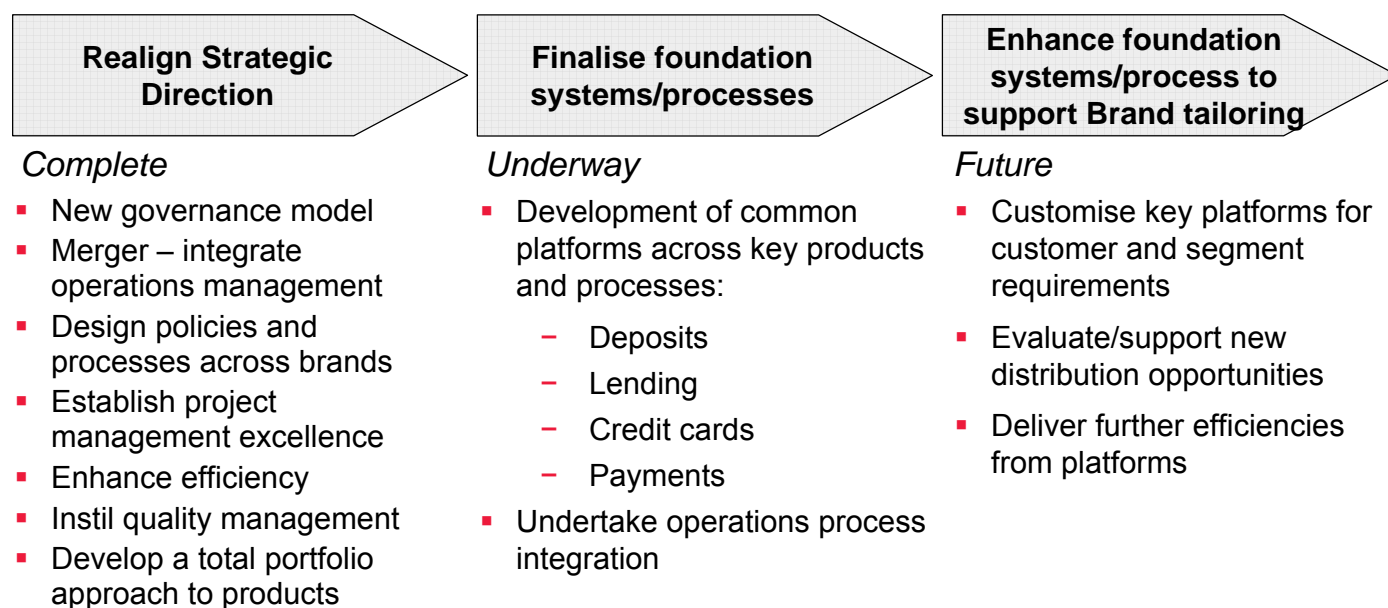
Product & Operations Agenda

- Product & Operations background and strategy
- Key priorities
 - Efficiency and productivity in the multi-brand environment
 - Simplification, customer centric approach
 - Focus on People – One Team

P&O is a multi-faceted division

Customers / Brands		Key Statistics	
			Annual volumes
			
Responsibilities			
<ul style="list-style-type: none">■ Product profitability■ Product and service integration■ End-to-end product accountability■ Fulfilment (application and account processing) within agreed service levels■ Optimised risk management■ Project delivery excellence■ Collections■ Group-wide procurement & property			
		Mortgage applications	270,000
		Other personal applications	1,000,000
		Business & equipment applications	220,000
		Banking service requests	10,000,000
		Customers supported by 'Assist'	50,000
		Collection calls	1,500,000
		Buildings / tenancies managed	2,569
		Value of Group procurement	\$1.3bn
		Number of employees	4,400

A three phase journey to realise our vision



Case study 1: Consolidated Business Lending Operations

Opportunity

- Use Westpac capability to produce offer letters and security documentation for St. George Business Customers. Work previously outsourced to panel solicitors

What is the new process?

- Once a deal is approved it is sent to Business Lending Operations for documentation
- Completed documents are printed by Banker using remote printing capability
- Settlement is centrally coordinated by Operations and the local solicitor

Outcome

- ✓ **Delighting customers** - Cycle time for customer reduced from 5 days to 3 days
- ✓ **Easier to do business with** - Customers save \$1,000 to \$2,000 in solicitor costs
- ✓ **Closer to our customers** - faster service
- ✓ **No FTE impact** - up skilling existing team

Early 2010 Next Steps:

Extend document preparation services and centralised security packet management using Westpac imaging technology to St. George Corporate and Key Segment

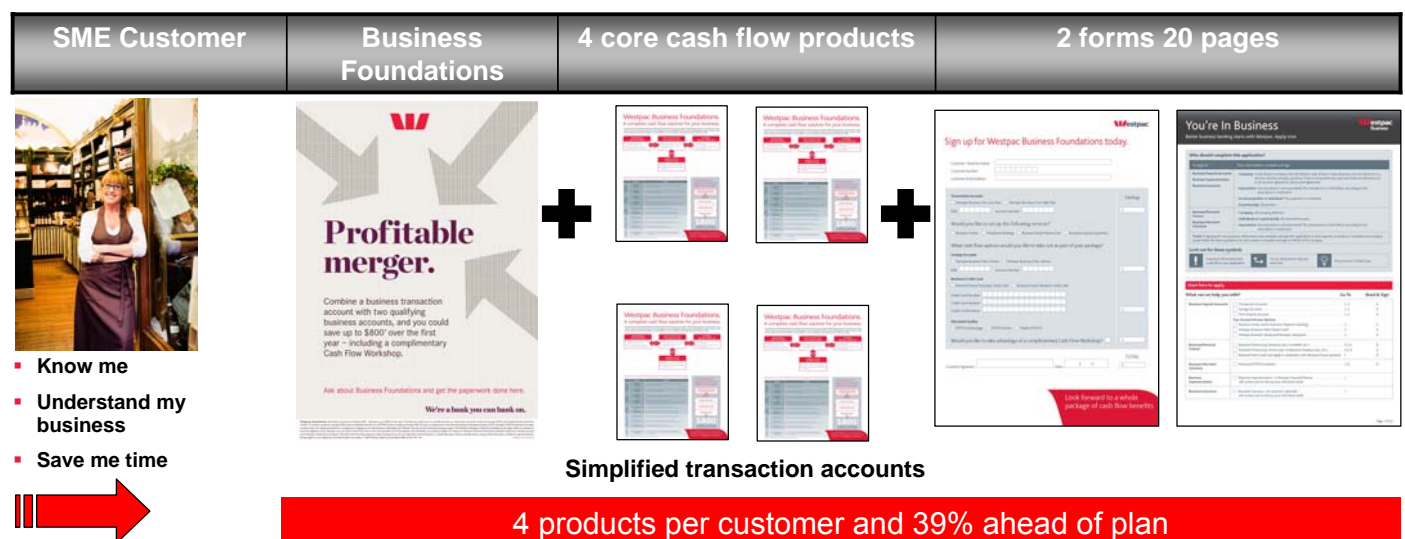
Case study 2: From a complex process...

Our small & medium enterprise processes were cumbersome and fragmented, which made doing business with us difficult for both employees and customers



Case study 2: To a simplified process

In order to succeed in this segment, simplified products that can be easily bundled, originated and fulfilled are being operationalised



Case study 3: Transaction account opening automation

Video
Presentation



Conclusion - P&O priorities

1. Efficiency and productivity in the multi-brand environment
2. Simplification and customer centric approach is delivering for the Group

The challenge is to transform the customer experience
whilst running and merging the business

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