

# today

## SUCCESS FACTORS

Capturing the  
opportunities

How embracing  
change underpins  
Westpac's ongoing  
growth and success



REVIEW 2007



---

# Financial calendar

---

## Record Date for final dividend

12 November 2007<sup>1</sup>

## Annual General Meeting

13 December 2007

## Final dividend payable

18 December 2007

## Half Year end

31 March 2008

## Interim results and dividend announcement

1 May 2008

## Record Date for interim dividend

23 May 2008<sup>2,3</sup>

## Interim dividend payable

2 July 2008<sup>3</sup>

## Year end

30 September 2008

## Final results and dividend announcement

30 October 2008<sup>4</sup>

## Record Date for final dividend

11 November 2008<sup>4,5</sup>

## Annual General Meeting

11 December 2008<sup>6</sup>

## Final dividend payable

17 December 2008<sup>4</sup>

<sup>1</sup> Record Date for 2007 final dividend in New York – 9 November 2007.

<sup>2</sup> Record Date for 2008 interim dividend in New York – 22 May 2008.

<sup>3</sup> Dates will be confirmed at the time of announcing the 2008 interim results.

<sup>4</sup> Dates will be confirmed at the time of announcing the 2008 final results.

<sup>5</sup> Record Date for 2008 final dividend in New York – 10 November 2008.

<sup>6</sup> Details regarding the date of this meeting and the business to be dealt with, will be contained in the separate Notice of Meeting sent to shareholders in November 2008.

---

## Annual General Meeting

The Westpac Annual General Meeting (AGM) will be held in the Grand Ballroom, Level 3 of the Hilton Sydney, 488 George Street, Sydney, on Thursday, 13 December 2007, commencing at 1:30pm.

The AGM will be webcast live on the internet at [www.westpac.com.au/investorcentre](http://www.westpac.com.au/investorcentre) and an archive version of the webcast will be placed on the website to enable the AGM proceedings to be viewed at a later time.



“We trust that you enjoy our first Annual Review, which provides a snapshot of strategic change and performance in the year.”



## 02 The real returns

Ted Evans, Chairman, talks about the result and the changes over the year.



## 06 Success drivers

David Morgan, CEO, reflects on the factors driving Westpac’s success.



## 10 Westpac local

Mike Pratt, CFS, on revitalising our local presence and touch.



## 12 Being there

Peter Hanlon, BFS, on being there at the right time, with the right solutions.



## 14 For the long term

Phil Chronican, WIB, on the importance of thinking and acting long term.



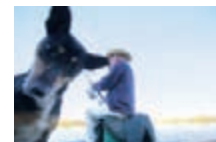
## 16 Going for all

Brad Cooper, NZ, on earning all of our customers’ business.



## 18 Super for Life

Rob Coombe, BT, on a revolutionary new super product for Australians.



**Financial calendar**  
Inside front cover

**Sustainability and Community**  
Page 22

**Useful information**  
Page 28

**Our performance highlights**  
Page 5

**Board of Directors**  
Page 24

**How to contact us**  
Page 29

**Pacific Banking**  
Page 20

**Remuneration summary**  
Page 25

**5 year summary**  
Page 20

**Governance matters**  
Page 26

## Chairman's Report

# The real returns

---

In our 191st year we find ourselves in very good shape. Again we've delivered record results and real, tangible returns for shareholders and the broader community.

---

It has been a privilege to take the Chair of Australia's first bank and company at the start of its 191st year. My first nine months as Chairman, following the retirement of Leon Davis in March 2007, has been an extremely rewarding experience for me.

The market environment over much of that time has been on quite a roller coaster ride. Triggered by the US sub-prime home mortgage issues, global markets have been volatile and, with rising interest rates in Australia and New Zealand, it's been a challenging time in our sector – but also one of opportunity.

Against that, I am pleased to report that your bank is well positioned and in very good shape. The combination of a clear and focused strategy, engaged and committed employees, and strong leadership from David Morgan and his team has us well placed. I will talk more of David's legacy later on, but first to the result.



**“We’re working harder than ever to deliver not just for shareholders but to strengthen the many communities in which we do business.”**

Ted Evans AC

### **Record profit**

Our profit after tax increased by 12% from last year to \$3,451 million. Cash earnings was up a strong 14% to \$3,507 million. These are the real returns from a well managed business. Cash earnings per share was up 13% to \$1.89 per share, an all-time record.

This strong result was built on good operational momentum across all our businesses resulting in revenue growth, on a cash basis, of a strong 11%. Despite a higher expense growth in the year of 6%, resulting largely from investments to drive revenue growth, we've further improved our efficiency, lowering our expense to income ratio to just 44.7%, down from 46.6% last year.

Returns also remained strong, with our cash return on equity coming in at 23.8%, up from 23.0% last year.

As an indicator of the strength and sustainability of the result, business unit performance was at or above expectations across the board.

Consumer Financial Services cash earnings were up 21%; Business Financial Services was up 11%; and BT was up 23%, with its earnings contribution to the Group increasing to 12%, up from 5% just five years ago. The Institutional Bank was up 16% on a reported basis, but up 18% excluding the largely discontinued structured finance business, and Pacific Banking was up 5%, notwithstanding an increase in provisioning during the year reflecting the economic and political instability in the region.

New Zealand Banking progressed well on its turnaround strategy under the leadership of Brad Cooper, who joined us in April 2007. While cash earnings was up only 2% in New Zealand dollars on the prior year, core earnings before tax and charges for credit risk increased a solid 9%.

### **Shareholders benefiting**

This was a strong result all around and our confidence in the future has allowed your Board to declare a final dividend of 68 cents per ordinary share, fully franked. Together with our first half fully franked dividend of 63 cents, the total dividend for 2007 of \$1.31 is up 13% on 2006. The dividend payout ratio is steady at 69%.

In terms of market capitalisation, which stood at \$53.2 billion as at 30 September 2007, the gain in our net value in the past year was \$11.4 billion, or 27.3%.

Our total shareholder return for the year was 31%, at the top of our peers.

### **Soundly positioned**

Importantly, our credit quality continues to be sound with net impaired assets, as a proportion of our equity and collectively assessed provisions, improved to 1.4%, from 1.5% in 2006.

Westpac's capital position also remains strong. As at 30 September, our Tier 1 ratio stood at 6.5%, well within our target range of 6.0% to 6.75%. At the same time our Adjusted Common Equity Ratio stood at 4.5%, also within our stated target range of 4.0% to 4.75%.

We are also remaining focused on areas of comparative advantage within our core markets of Australia and New Zealand, while maintaining a conservative balance sheet, strong risk disciplines, diversified funding and prudent liquidity.

Our relatively low risk portfolio, sound credit quality and capital strength consequently have us well positioned to respond to the current market conditions and competitive environments and to pursue opportunities that arise.

One such opportunity was reflected in the announcement on 2 October 2007 that we had reached agreement to acquire the franchise distribution business of RAMS Home Loans Group Limited.

The business to be acquired includes the RAMS brand, franchise network and associated mortgage origination and servicing systems and contracts needed to run the business. This provides a new growth option for Westpac. It will add an additional retail channel and extend our retail footprint by more than 10 percent via an additional 92 stores operated by 53 franchisees, dovetailing neatly into our existing growth plans. As part of the agreement, we are not acquiring the ASX listed RAMS Home Loans Group Limited or its existing mortgage book.

At the time of going to print this agreement remains subject to approval by RAMS shareholders.

### People and leadership

It is appropriate in my first report to recognise the substantial contribution that Leon Davis made to the Westpac Group in his more than six years as Chairman and seven years on the Board.

Leon made an invaluable contribution to Westpac – not only through his strong leadership of the Board but also the very high standards he personally set for corporate governance and responsibility. He was instrumental in establishing the Board Corporate Responsibility and Sustainability Committee and was widely recognised as an inspirational leader in creating value through sustainable business practices that are sensitive to our stakeholders' interests. During his time as Chairman, Westpac was consistently assessed as one of the most sustainable companies in the world.

We wish him well in his retirement.

As foreshadowed in last year's report, Helen Lynch retired from the Board at the AGM in December 2006, after nine years of valued contribution. We also welcomed Elizabeth Bryan as a non-executive director in November 2006. Elizabeth has over 30 years experience in the financial services industry, government policy and administration, and on the boards of companies and statutory organisations.

After five and a half years on the Board, David Crawford will retire at the conclusion of our 2007 AGM. During his tenure he has made an extensive contribution, particularly to the Board Audit Committee, of which he was a member for over five years, four as Chairman. We wish him well in his continuing board endeavours beyond Westpac.

Recently we also announced the appointment of Lindsay Maxsted to the Board, effective 1 March 2008, following his retirement as CEO of KPMG Australia. Lindsay's extensive corporate, audit, tax and advisory experience will further strengthen the Board.

At last year's AGM, David Morgan announced that he would not be seeking to renew his contract when it fell due in December 2007. In light of David's decision, your Board carried out an extensive executive search in Australia and overseas, which culminated in the appointment of Gail Kelly, formerly the Chief Executive Officer of St George Bank, as our next CEO.

Gail is well known for her focus on people and customer services and these attributes align very well culturally with those at Westpac.

The Board looks forward to welcoming Gail on 1 February 2008, and David has agreed to remain CEO until that time.

On behalf of everyone, the Board thanks David for an outstanding contribution during his nine years as CEO. In his nearly 18 years with Westpac, David has left a lasting legacy. As CEO he has delivered first class financial results and built a robust and sustainable organisation. With our expansion into wealth management via BT, David has successfully transformed Westpac into a truly integrated financial services company, delivering strong results while being recognised globally for its corporate responsibility and sustainability program.

### Looking forward

The economic environment and outlook in Australia remain robust. Capacity pressures, however, are evident in the economy with extremely healthy household income growth backed by a strong labour market. While the risks to the strong growth outlook have increased, the Australian economy confronts the current volatility in global credit markets from a position of strength.

The economic outlook in New Zealand is not as robust and is patchy by sector, but the economy is set to enjoy substantial stimulus in 2008.

Overall we see operating conditions in both Australia and New Zealand remaining broadly supportive, with Westpac well positioned in both markets.

The Board thanks our twenty eight thousand talented team members for their dedication and advocacy on behalf of our customers. We again thank them for their tireless contribution. We also thank our more than seven million customers for choosing Westpac and for their business.

As we travel towards the end of our 191st year, it is also important to recognise the support of the communities that we serve. The need for a strong community licence to operate is something that your bank has deeply understood and appreciated since our birth as part of the young penal colony of Sydney in 1817.

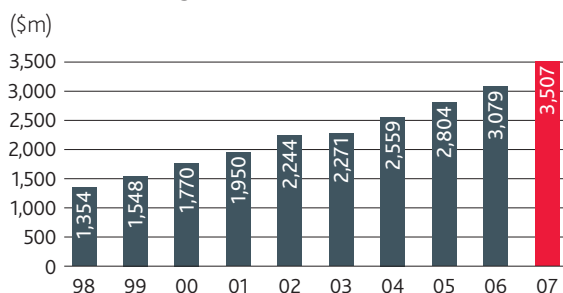
And finally, I would like to pass on our thanks to you our owners for your ongoing support and confidence in the Board and management. It's been another great year for Westpac and your Board approaches the coming year with equal confidence.



**Ted Evans AC**  
Chairman

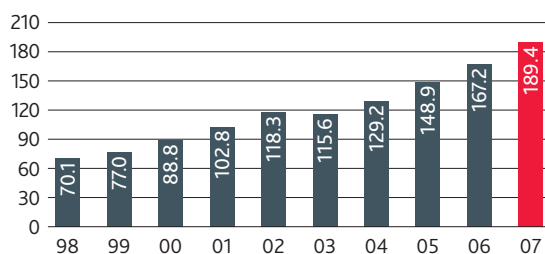
# Our performance highlights

## Cash earnings up 14%



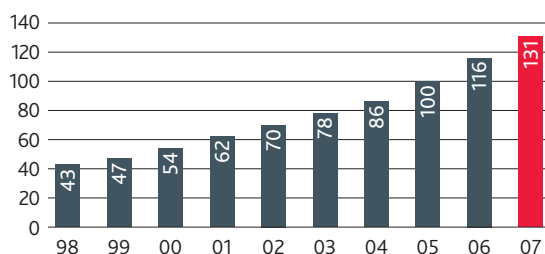
## Earnings per share up 13%

Cash earnings per ordinary share (cents)



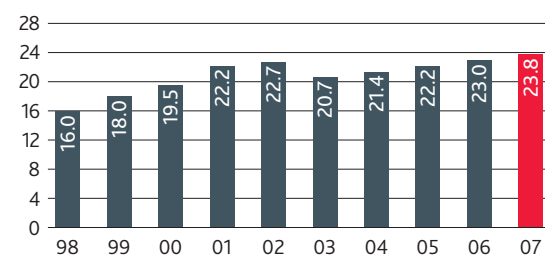
## Dividends up 13%

Dividends per ordinary share (cents)



## Returns 24%

Cash earnings to average ordinary equity (%)



	2007	2006	% change 2007/2006
<b>Cash Basis</b>			
Cash earnings <sup>1</sup> (\$m)	3,507	3,079	14
Cash earnings per share (cents)	189.4	167.2	13
Cash return on equity <sup>2</sup> (%)	23.8	23.0	3

## Reported Earnings

Net profit <sup>3</sup> (\$m)	3,451	3,071	12
Earnings per share (cents)	186.9	167.2	12
Dividends per share (cents)	131	116	13
Economic profit <sup>4</sup> (\$m)	2,693	2,314	16
Return on equity <sup>2</sup> (%)	23.5	23.0	2
Expense to income ratio (%)	44.7	46.6	(4)
Tier 1 capital ratio (%)	6.5	6.9	(6)
Asset quality ratio <sup>5</sup> (%)	1.4	1.5	(7)

1. Net profit attributable to equity holders adjusted for the impact of Treasury shares, fair value changes on economic hedges of hybrid instruments, and one-off significant items not part of ongoing business operations.
2. Return on average ordinary equity.
3. Net profit attributable to equity holders.
4. Economic profit represents the excess of adjusted profit over a minimum required rate of return on equity invested. For this purpose, adjusted profit is defined as cash earnings, plus a proportion (70%) of the face value of franking credits paid to equity holders.
5. Net impaired assets to equity and collectively assessed provisions.

## CEO's Report

# Success drivers

---

A clear and focused strategy, motivated and engaged employees, a deep understanding of our customers, disciplined implementation and strong leadership have been the secrets to our success.

---

In my final report as your Chief Executive Officer, it seems appropriate to reflect on the past nine years. I'm proud to say those years tell a story of success. It is a team story, the history of a sustained collective effort. And it's in this that the pride and satisfaction lies.

### My agenda

I want to look back on the things that underpinned this success.

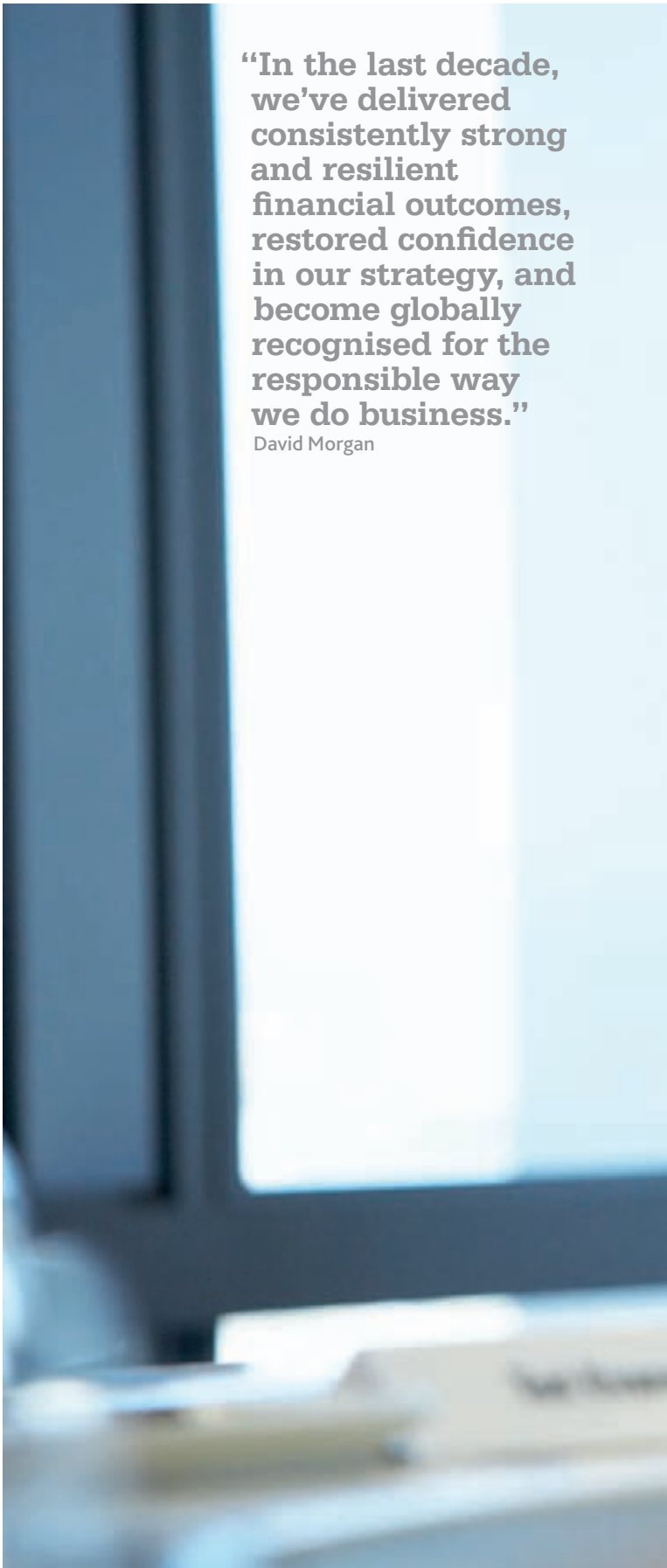
Running a large company like this one means running two systems – an economic system and a social system. At every point they connect and depend upon each other. To succeed companies must mesh these systems, with the fewer seams the better.

For nine years this has been our objective. As the competitive battle became more intense, it was how we fortified ourselves.

The experience has been good for us. Over the course of the last decade we made our strategy and management disciplines smarter and stronger, and as we did our confidence in them grew.

The reward has been a decade of consistently strong and resilient financial outcomes, local and international recognition for the way we do business and the lead we've given on sustainability.

In the past decade I have seen Westpac transformed. It was and remains a bank; but it is also an integrated and diversified financial services corporation.



**“In the last decade, we’ve delivered consistently strong and resilient financial outcomes, restored confidence in our strategy, and become globally recognised for the responsible way we do business.”**

David Morgan





## Drivers of our success

Our success has not come by chance. We developed a firm strategy and followed it through all the stages of implementation. We set out to reach a better understanding of the needs of our customers and employees and then to meet those needs. We recognised that we could not succeed without highly committed and well-trained employees, and now I'm pleased to say we have them.

These are the drivers of our success and they will remain so into the future.

From the beginning we set out to clarify and re-focus our strategic direction. We did it according to three principles. First, we believed that concentrating on customers and establishing long-term, multi-product relationships with them would deliver the most consistent and favourable returns. Second, we believed that superior execution was essential and therefore we needed the right people in the right positions and the right values in the company culture. And third, we believed that investment had to be focused on sectors where there was strong growth, and where we were well positioned and had the talent to succeed.

All businesses need a healthy return on equity and we are no different. But in the risk-averse nineties we had focused too much on return on equity alone. Returns are not enough – companies need returns *and* growth.

## Growth focus

So, while we set about re-orientating our investments towards growth opportunities, we remained focused on our core markets. We didn't discount international opportunities, but we saw the prospects for growth in the Australian and New Zealand financial services sectors and decided they were the best options. And they are the markets we know best.

We acquired Rothschild, BT Financial Services, and Hastings – all growth businesses. And now we have reached an agreement to acquire the RAMS franchise distribution business.

Our wealth management strategy has dramatically reconfigured our portfolio towards higher growth. I count this among our most important achievements in the past decade. It goes without saying that it is central to our ongoing success. Wealth management has the highest growth rate of all our businesses. It offers high returns relative to banking, and it is relatively low risk. More importantly, it is an opportunity in our own back yard; predominantly with existing customers.

And, the results speak for themselves. Our wealth earnings have more than tripled in just five years, increasing from around 5% of Group earnings to 12%. And, there's more growth to come – we expect wealth to account for almost 20% of our Group earnings within the next three years as BT continues to expand its share in one of the largest and fastest growing private pension environments in the world.

During this time we have also divested lower growth, non-core businesses such as AGC, custody services and our foreign banknote business.

## Reshaping our corporate DNA

Understandably after the losses of the early nineties the company became too averse to risk. The pendulum had swung too far. So we moved from risk minimisation to risk optimisation, removing excessive controls and freeing up our people to focus more on customers.

We have reshaped and redefined what we stand for, where we're heading and how we're going to get there. We refined our vision, and put strong ethical values and customers at the heart of everything we do. We changed our corporate DNA.

Our workplace became more diverse, and much more likely to reward effort and merit. We became more family friendly, leading the way on paid parental leave and workplace childcare. We encouraged people to speak up, and we made it safe to do so. One of the more rewarding habits I developed in this job was to take twice yearly tours of the country to meet all our leaders to talk about our strategy and progress and hear directly from them what they thought.

And again, the results speak for themselves. We've seen employee commitment rise from a low of 56% to an all time high of 71% this year, placing us at the top of large Australian companies. Our employee engagement this year was also at an all time high of 80%. And, another satisfying statistic: we have seen the percentage of women in management roles increase from 25% in 1998 to 42% today.

The tangible benefits of this include higher employee retention rates. In a very tight labour market, our resignation rate remains approximately 10 percent below the finance industry benchmarks. And our job offer to acceptance ratio in Australia is now above 95% – well above industry norms. With the sector at full employment, we are already in a 'war for talent' and our position as a preferred employer is one we value highly.

## A remarkable transition

Nine years ago our customers didn't like banks in general and they didn't like us in particular. We were at or near the bottom of customer satisfaction rankings among the major banks.

Now our Institutional Bank has regained the mantle of 'Lead Bank' in the Australian market and our consumer and business banks have made steady gains, closing the gap on the lead player. But we've still got more to do, particularly in New Zealand.

Perhaps the most remarkable transition has been the restoration of community trust in, and respect for, Westpac. In the mid to late 1990s, the community was pretty much in open outrage over the actions of banks – rural branch closures, staff layoffs, and lack of transparency and understanding around rising fees as a substitute for shrinking bank margins.

So it was obvious to me that delivering the financial numbers was simply a ticket to play. For a business based on trust, our financial results would be unsustainable if we couldn't deliver to customers and employees – and to the community interest. The importance of meshing the economic machine with the social system was now beyond question and this started our journey to sustainability.

We embedded responsible business practices across everything we do and for the past six years we have been consistently recognised as the leading bank nationally and globally across the sustainability agenda. From 2002 to 2006 we were rated the most sustainable bank globally in the Dow Jones Sustainability Index, and this year we received the equal highest sustainability rating.

### Strong, resilient financial performance

All this has underpinned a strong, resilient financial performance over the past nine years including our very good result for shareholders this year. We have consistently delivered strong growth and returns, built on a conservative balance sheet with a very diverse and deep funding base – great assets in the current volatile market and credit conditions.

Taking into account share price movements and dividends, total shareholder returns have averaged more than 18% compound per annum growth over the past ten years. And Westpac has comfortably outperformed the market as measured by the All Ordinaries Accumulation Index over this time.

I am pleased to say that during the nine years of my tenure Westpac's market capitalisation has increased from \$20.1 billion to \$53.2 billion, as at 30 September 2007, an increase of \$33.0 billion or 164%.

### A strong team

Finally, I'm proud of the quality of the Executive Team I've been able to assemble to lead our journey. Over the last 12 months or so, we have recruited Brad Cooper, from GE Capital in the UK, as our CEO New Zealand; promoted Peter Hanlon to run business banking; Jon Nicholson, previously CEO of Boston Consulting Asia Pacific is now running strategy; and Diane Sias, who has returned to Westpac after some time with McKinsey in the US, heads our technology and operations division. Collectively these changes represent a significant lift in the senior executive bench strength.

### Thank you

In conclusion I must thank our shareholders, customers and employees. On their support Westpac's success has been built. In particular I acknowledge with deep gratitude and genuine admiration the commitment and support of our 28,000 Westpac employees.

It has been a wonderful journey and, above all, a profound privilege to lead not just Australia's first bank but Australia's first company. It gives me great satisfaction to be handing it on as a company transformed and in very good shape.

I wish the Board, Gail Kelly, who will replace me as your Chief Executive in February next year, the Executive Team and all the Westpac family the very best for the years ahead.



**David Morgan**  
Chief Executive Officer

# Numbers

**20%** The five year compound annual return on an investment in Westpac shares

**\$58m** The amount of Westpac's community contributions in Australia and New Zealand in 2007



**85%** The proportion of our employees who regularly volunteered or fund raised this year



**42%** The proportion of management positions held by women

**33%** The reduction in the Lost Time Injury Frequency rate since 2005, reflecting a safer place to work

Snapshot

# Consumer Financial Services

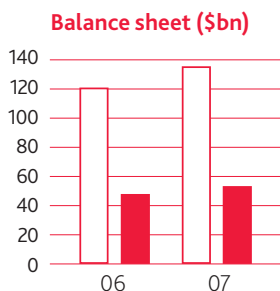
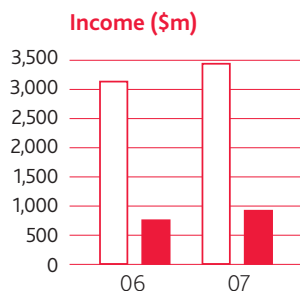
Mike Pratt, Group Executive

**Consumer Financial Services (CFS) operates across Australia and has responsibility for sales, service and product development for our consumer customers.**

Activities are conducted through a network of 825 branches and in-store branches, a strong mobile sales force including Home Finance Managers, contact centres, 1,666 ATMs, and e-channel banking services. It also manages third party consumer product relationships and the retail branch operations in Hong Kong and Singapore.

## Financial results

Consumer Financial Services	2007	2006	%Mov't 07/06
Operating income (\$m)	3,471	3,165	10
Operating expenses (\$m)	(1,895)	(1,827)	4
Cash earnings (\$m)	951	787	21
Economic profit (\$m)	945	770	23
Total assets (\$bn)	135.6	121.0	12
Deposits (\$bn)	53.4	48.0	11
Net loans & acceptances (\$bn)	134.7	120.3	12
Expense to income ratio (%)	54.6	57.7	(5)
Employee numbers	9,092	8,664	5



□ Operating income  
■ Cash earnings

□ Total assets  
■ Deposits

“Getting to the heart of the issues for locals means understanding what they want and what they love.”



# Going local

“For nearly 191 years, our customers have been telling us, one way or another, they expect us to be in tune with what’s happening in their locality.”

They want the comfort and benefits of dealing with a big, sound bank with national coverage, but they also want the touch and feel of local presence and understanding.

Just tweaking our often overly centralised approach wasn’t going to get us there in today’s world. So we are turning the so called modern and efficient way on its head – starting with the high growth Brisbane South Region.

We’re calling it Westpac Local. We’re giving our local branch managers greater autonomy and accountability, and bringing all the local Westpac team (branches, business bankers, wealth advisors) together under one roof. No longer are their local marketing plans dictated by the head office. They’ll now be developed by the local team against the backdrop of our broader national plans.

This means changing some substantial facets of our retail business, including where we have branches, better technology and processes to support local touch, and upgrading local management skills.

Going local includes expanding our front-line footprint. In the last year, we added 325 customer serving employees. We opened 13 new branches, relocated another 3 to better locations and significantly upgraded 16. We want our retail network to set the standard for 21st century retail financial services.

And it’s working. We’re making real progress on customer satisfaction – showing the biggest improvement of the major banks in the last year. But we know there’s still a lot more to do to give our customers all the benefits of national strength and reach, but with the local touch.

Wherever and whenever our personal customers touch us, we want them to feel special.



# Snapshot

## Business Financial Services

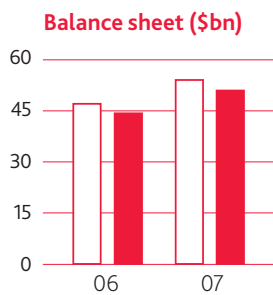
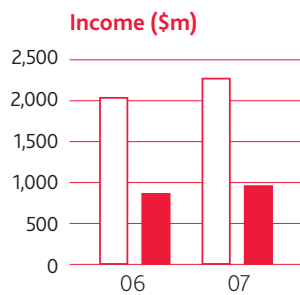
Peter Hanlon, Group Executive

**Business Financial Services (BFS) operates across Australia and has responsibility for sales, service and product development for small and medium sized business customers.**

Activities are conducted by specialised Commercial Banking and Small Business (SME) relationship managers, supported by cash flow, financial markets and wealth specialists, delivered through branches and 33 dedicated Commercial Banking centres. BFS also has responsibility for group-wide business lending and deposit products, working capital and specialised trade solutions operations and the management of our third party business product sales relationships.

### Financial results

Business Financial Services	2007	2006	%Mov't 07/06
Operating income (\$m)	2,292	2,056	11
Operating expenses (\$m)	(794)	(728)	9
Cash earnings (\$m)	975	880	11
Economic profit (\$m)	887	801	11
Total assets (\$bn)	54.6	47.6	15
Deposits (\$bn)	51.5	44.8	15
Net loans & acceptances (\$bn)	53.3	45.7	16
Expense to income ratio (%)	34.6	35.4	(2)
Employee numbers	3,448	3,119	11



□ Operating income  
■ Cash earnings

□ Total assets  
■ Deposits



**“We know that Australian business owners expect us to be there at the right time with the right answers.”**

# Being there

“One of the common things we hear from business owners is that help is often not there when they need it. They say that they only hear from the bank when the bank wants something.”

What they’re saying is that this should be turned on its head and banks need to become true business partners. We agree.

That’s why we’ve revisited our approach and developed a clear set of strategies to be there – at the right time, and with the right solutions – for our business banking customers. We’re determined to be on the top of the list when businesses choose their bank or when they recommend a bank.

We started from ground up. In the past three years we have put in place: a market leading new loan origination system; more than 500 additional bankers in the front line; and established dedicated commercial banking centres with five new sites opened and a further 20 planned in the coming year. Added to this we’ve turbo-charged our training with some 1,300 team members attending this year.

Our game plan now has four strategic legs. First, we are developing a stronger local market presence, with a particular focus on high growth business parks and regions. Second, we are setting ourselves apart through our cash flow and wealth expertise. Third, we’re making it easier for businesses to deal with us. And fourth, we’re continuing to invest heavily in the business and banking skills and capabilities of our people.

It’s all about doing the right thing for business – right people, right place, and right solution.

# Snapshot

# Institutional Banking

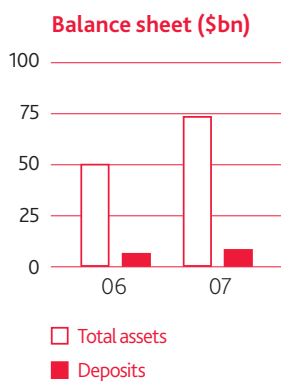
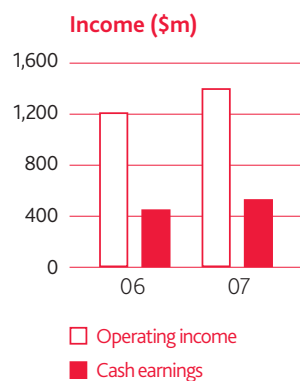
Philip Chronican, Group Executive

**Westpac Institutional Bank (WIB) services the financial needs of corporations, institutions and government customers either based in, or with interests in, Australia and New Zealand.**

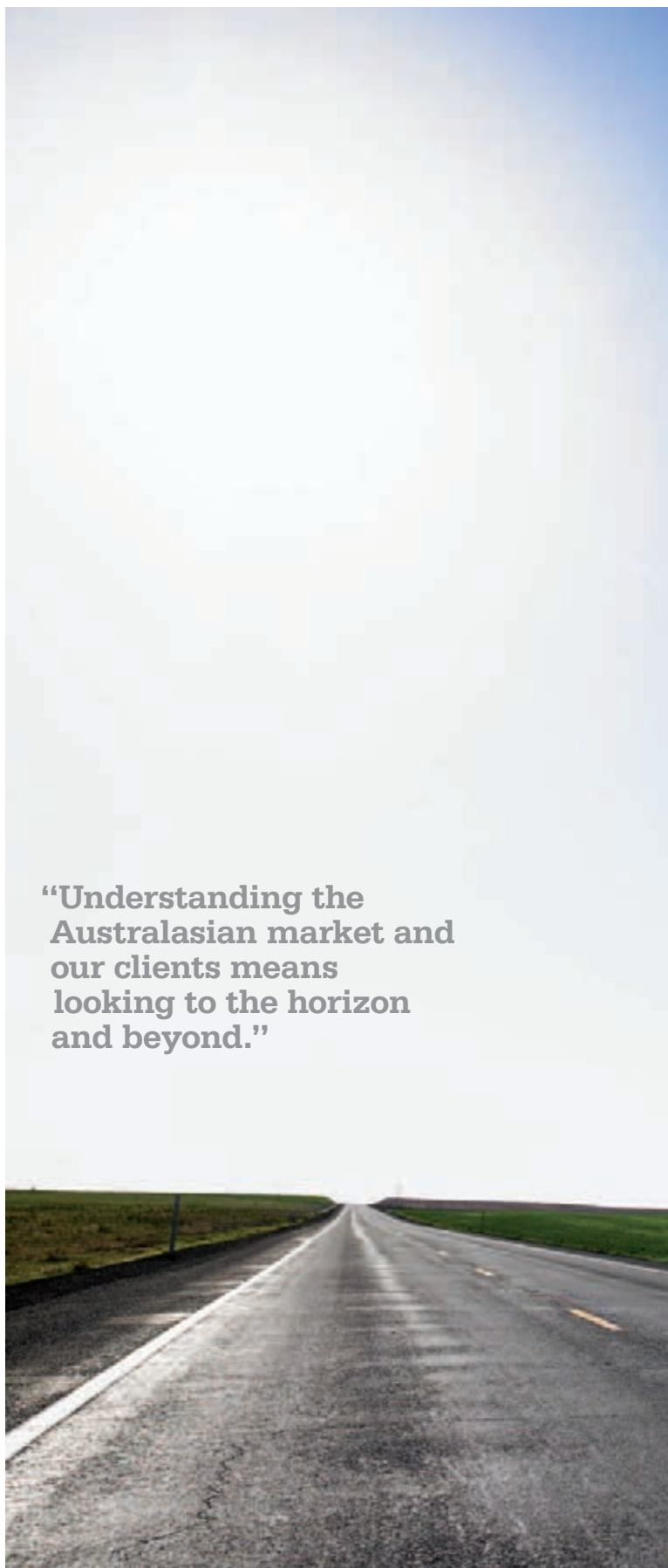
WIB operates through dedicated industry teams supported by specialised expertise in financial markets, debt capital markets, transactional banking, specialised capital and alternative investments. Clients are supported through branches and subsidiaries located in Australia, New Zealand, New York, London and Asia.

## Financial results

Institutional Bank <sup>1</sup>	2007	2006	%Mov't 07/06
Operating income (\$m)	1,404	1,215	16
Operating expenses (\$m)	(607)	(537)	(13)
Cash earnings (\$m)	534	454	18
Economic profit (\$m)	269	251	7
Total assets (\$bn)	73.9	50.5	46
Deposits (\$bn)	8.7	6.8	28
Net loans & acceptances (\$bn)	41.9	31.3	34
Expense to income ratio (%)	43.2	44.2	(2)
Employee numbers	1,683	1,558	8



<sup>1</sup> Excludes the largely discontinued Structured Finance business.



“Understanding the Australasian market and our clients means looking to the horizon and beyond.”



## Update

# For the long term

---

“When it comes to building sustainable partnerships, it’s all about being there for the long term.”

---

Being rated Australia’s leading wholesale bank reflects the deep understanding we have of our clients’ businesses. It’s also a reflection of the quality partnerships we’ve built over many years and of the people behind them.

Great partnerships, best expertise, and taking the long term view – that’s our approach to doing business.

Our end-to-end wholesale banking capabilities and unrivalled understanding of our local markets have enabled us to deepen our client relationships in what is an increasingly commoditised global market. So it’s no surprise we’ve developed market leading positions in syndicated loans, debt capital markets, foreign exchange and transactional banking.

We’ve also built an impressive team of specialists across the key industry sectors and a wide range of products. This allows us to deliver innovative client solutions – whether they are funding, working capital, risk management, investment or transactional needs.

Our investment in sector leading transactional banking and other product and market systems also positions us well to provide market leading client solutions.

We spend a lot of time focusing on long-term relationships and strategies for the tough times as well as the booms. That’s why earlier this year when the global funding markets ran into difficulties we were there for our clients. Not surprisingly, it’s been good for business – not just from our existing longer-term clients but also from some who are new.

Such is the power of being there for the long term.

# Snapshot

## New Zealand

Brad Cooper, Group Executive

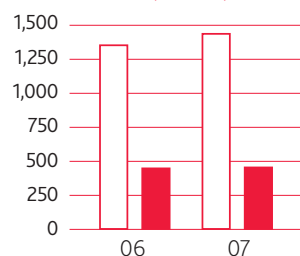
**Westpac New Zealand, since 1861, has provided banking and wealth management products and services for retail and business customers.**

In New Zealand we reach our 1.5 million customers through a nationwide network of 197 branches, call centres and 476 ATMs, with more than 677,000 registered online banking users.

### Financial results

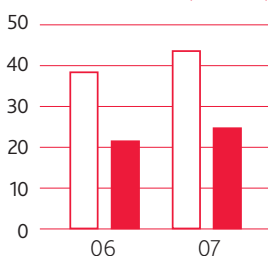
New Zealand (NZD)	2007	2006	% Mov't 07/06
Operating income (\$m)	1,447	1,363	6
Operating expenses (\$m)	(682)	(658)	4
Cash earnings (\$m)	465	458	2
Economic profit (\$m)	235	258	(9)
Total assets (\$bn)	43.9	38.7	13
Deposits (\$bn)	25.0	21.8	15
Net loans & acceptances (\$bn)	42.7	36.6	17
Expense to income ratio (%)	47.1	48.3	(2)
Employee numbers	4,538	4,952	(8)

Income (NZ\$m)



Operating income  
Cash earnings

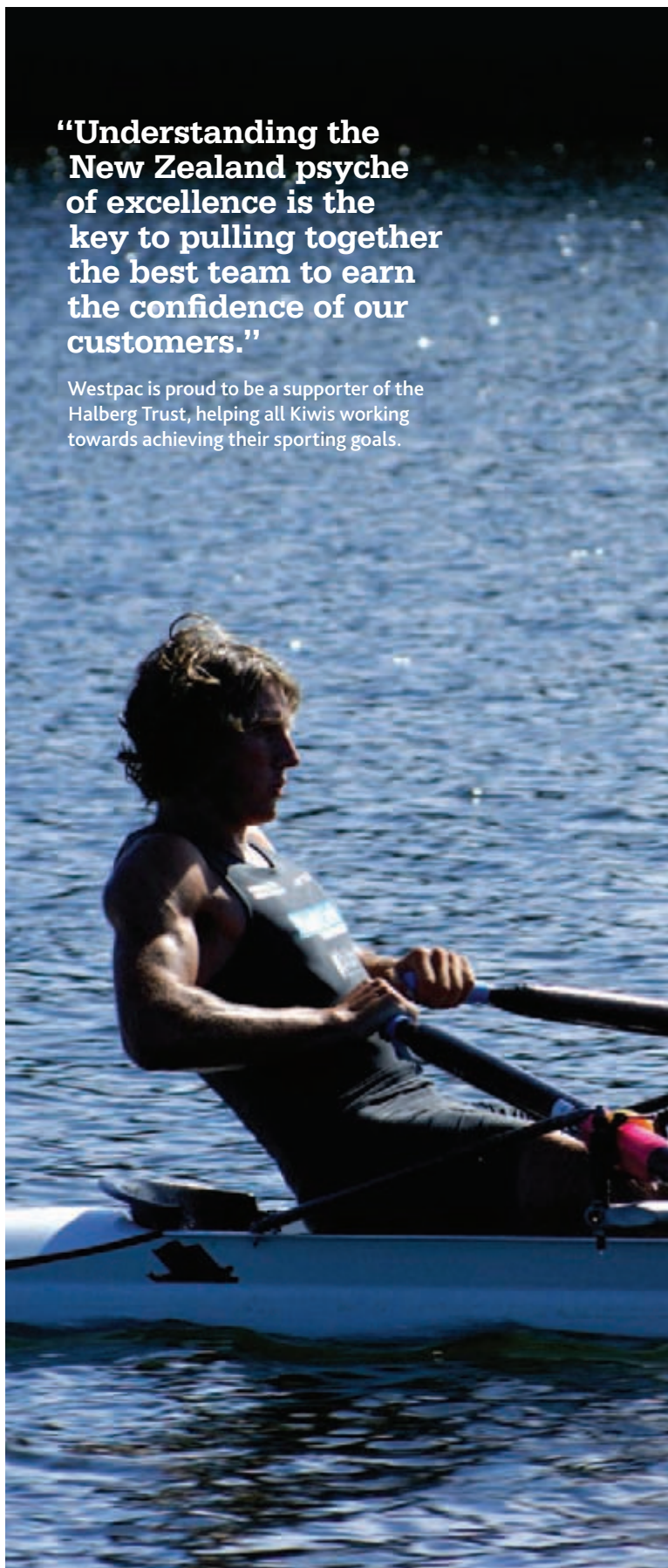
Balance sheet (NZ\$bn)



Total assets  
Deposits

**“Understanding the New Zealand psyche of excellence is the key to pulling together the best team to earn the confidence of our customers.”**

Westpac is proud to be a supporter of the Halberg Trust, helping all Kiwis working towards achieving their sporting goals.



## Update

# Going for all

Our aim is to “earn all of our customers’ business”.

In taking over the reins earlier in the year, Westpac’s new Chief Executive Officer in New Zealand, Brad Cooper, moved quickly in identifying the need to return to basics. With a revitalised management team, Brad and the team laid down clear goals and accountabilities to win the hearts and minds of New Zealand customers.

The results are beginning to show. In the last six months, we have turned the corner in rebuilding positive business momentum after a period of sliding customer share. The secret has been to align everyone around a very clear vision – to earn all of our customers’ business.

In business banking, where we continue to lead the market, we’ve sought to do just that by helping our customers respond to the challenging economic environment, dominated by an over-valued currency and abnormally high interest rates.

In retail banking, our focus is on investing in the training and development of our people, particularly those in the frontline. We believe that the path to reduced customer turnover and sustained positive market share growth is through lifting the skills and capabilities of our people to better serve our customers. After all, earning the right to our customers’ business can only come from great people delivering great service.

But we’re not stopping there. We’re increasing our footprint in the key Auckland market and focusing on the particular needs of customers across different markets and segments. We have also been making some smart investments in new sales and service platforms to lift our service and productivity.

With our renewed focus, a more confident and skilled team, smart investments and positive momentum into 2008, we’re tackling our real game plan – to “earn all of our customers’ business” – with renewed confidence and determination.

# Snapshot

## BT Financial Group

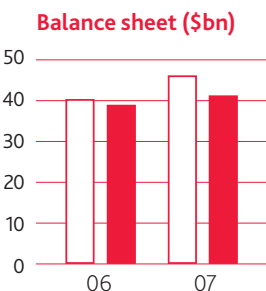
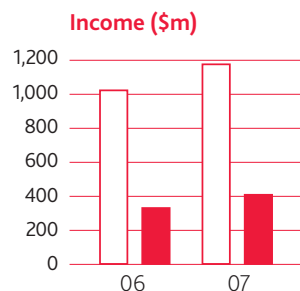
Rob Coombe, Chief Executive Officer

**BT Financial Group (BT) is the wealth management business of Westpac. BT's vision is to grow and protect the wealth of our customers, and empower them to achieve their financial goals.**

BT is responsible for more than \$87 billion in funds under administration on behalf of one million customers. Our business covers the full spectrum of wealth creation: financial advice, private banking, personal and business superannuation, life and general insurance, investment management, discount securities broking, margin lending and client portfolio administration 'Wrap' solutions.

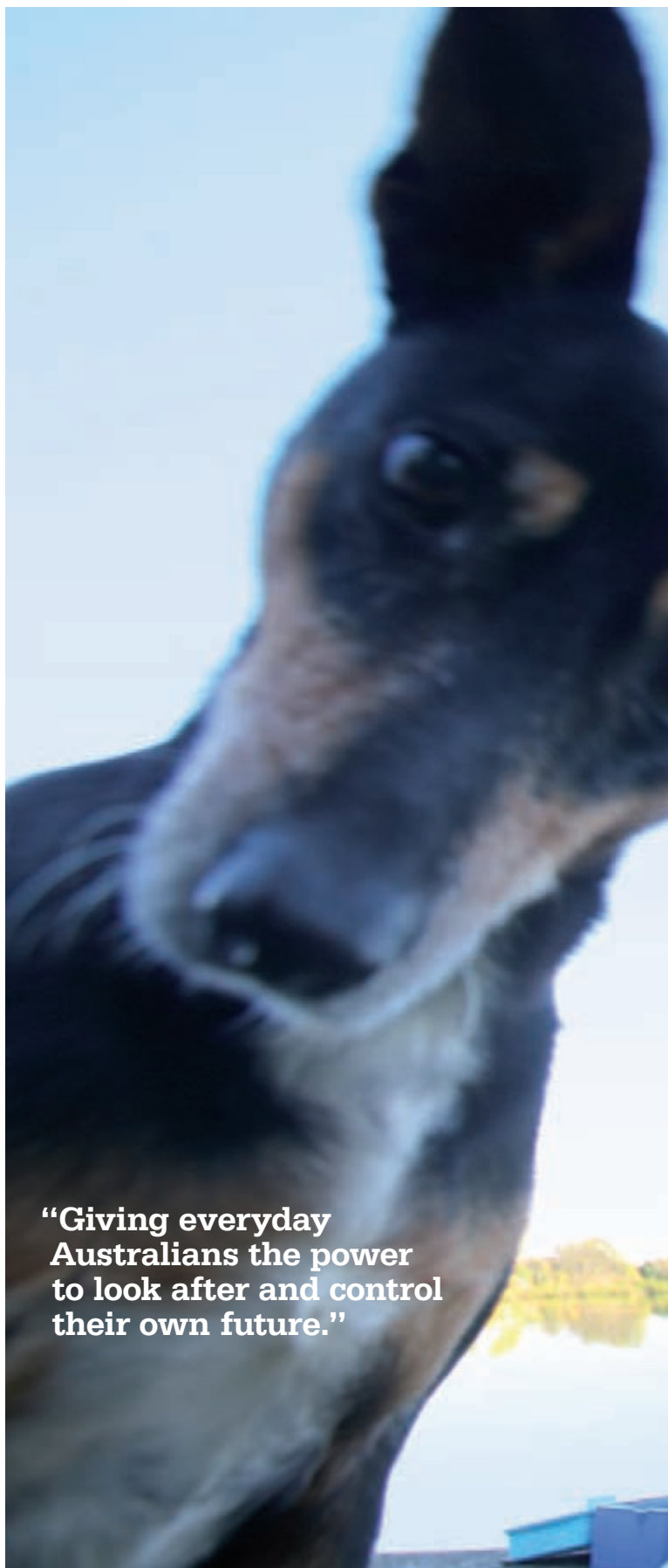
### Financial results

BT Financial Group	2007	2006	%Mov't 07/06
Operating income (\$m)	1,184	1,031	15
Operating expenses (\$m)	(602)	(547)	10
Cash earnings (\$m)	417	339	23
Economic profit (\$m)	330	222	49
Funds under administration (\$bn)	46.2	40.4	14
Funds under management (\$bn)	41.3	39.0	6
Expense to income ratio (%)	50.8	53.1	(4)
Employee numbers	3,005	2,895	4



□ Operating income  
■ Cash earnings

□ Funds under administration  
■ Funds under management



**“Giving everyday Australians the power to look after and control their own future.”**

## Update

# Super for Life

“Within the next decade, super held by Australians is expected to triple to around \$3 trillion.”

Super is already the largest form of savings for Australians, but for many it's still too complex. They see their super as a bit of a black box and they want better control and 'ownership'. So we've answered their call.

Our answer is *Super for Life* – a truly breakthrough super product that puts people in control by making super part of their everyday banking and saving activities. Banking and super together on one screen!

It took a unique partnership between BT and the banking arms of Westpac to make this happen. Thinking outside the square was just part of it – like automatically providing investment options that are tailored to the individual life-stages of customers and that change as they change.

We've also thrown in 'no-questions-asked' default life insurance cover for everyone. And those with an Attitude credit card can convert their points into *Super for Life* contributions.

Best of all, it comes with super low fees, for both management and administration, because we've built it as a simple easy-to-use online super product that individuals control.

*Super for Life* is a big part of our plan. Our goal is to help 14 million customers with their super with us by 2010, 21 million by 2015.

Great teamwork, expertise and dedication of the BT and Westpac teams has meant we've been able to make a real difference to the financial lives of many Australians in a way no other super provider ever has before.

## Snapshot

# Pacific Banking

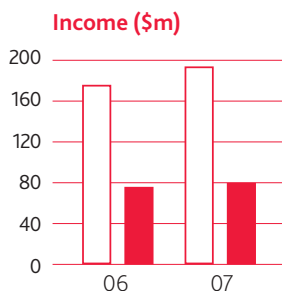
Jane Kittel, General Manager

**Pacific Banking provides banking services for consumer, business and government customers throughout the South Pacific.**

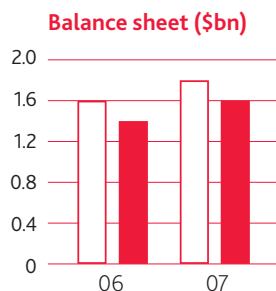
It is represented in seven countries: Cook Islands, Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu, with 48 branches, 65 ATMs and an extensive EFTPOS network. It has more than 215,000 customers and 12,300 registered online banking users.

## Financial results

Pacific Banking	2007	2006	% Mov't 07/06
Operating income (\$m)	194	176	10
Operating expenses (\$m)	(62)	(55)	(13)
Cash earnings (\$m)	80	76	5
Economic profit (\$m)	69	62	11
Total assets (\$bn)	1.8	1.6	13
Deposits (\$bn)	1.6	1.4	12
Net loans & acceptances (\$bn)	1.2	1.2	(2)
Expense to income ratio (%)	32.0	31.3	1
Employee numbers	1,104	1,075	3



□ Operating income  
■ Cash earnings



□ Total assets  
■ Deposits

# 5 year summary<sup>1</sup>

**Income statements – years ended 30 September<sup>2</sup>**

	2007 \$m	2006 \$m	2005 \$m	2004 \$m	2003 \$m
Net interest income	6,313	5,642	5,259	4,755	4,326
Non-interest income	3,860	3,575	3,454	3,255	3,004
Net operating income	10,173	9,217	8,713	8,010	7,330
Operating expenses	(4,543)	(4,295)	(4,159)	(3,940)	(3,763)
Amortisation of goodwill	–	–	–	(164)	(163)
Impairment charges	(482)	(375)	(382)	(414)	(485)
Profit from ordinary activities before income tax expense	5,148	4,547	4,172	3,492	2,919
Income tax expense	(1,630)	(1,422)	(1,223)	(913)	(728)
Net profit attributable to minority interests	(67)	(54)	(251)	(40)	(8)
<b>Net profit attributable to equity holders</b>	<b>3,451</b>	<b>3,071</b>	<b>2,698</b>	<b>2,539</b>	<b>2,183</b>
Goodwill amortisation	0	0	0	164	163
Distributions on other equity instruments	0	0	49	(154)	(75)
TPS revaluations	38	30	25	10	0
Treasury Shares	29	9	32	0	0
Sale of sub-custody business	0	(72)	0	0	0
Unrealised NZ Retail earnings hedges	(11)	0	0	0	0
Deferred tax asset write-off	0	41	0	0	0
<b>Cash earnings</b>	<b>3,507</b>	<b>3,079</b>	<b>2,804</b>	<b>2,559</b>	<b>2,271</b>

**Balance sheets as at 30 September<sup>2</sup>**

	2007 \$m	2006 \$m	2005 \$m	2004 \$m	2003 \$m
Loans and acceptances	272,545	234,484	203,150	188,005	164,261
Other assets	102,276	65,094	63,113	57,074	57,078
<b>Total assets</b>	<b>374,821</b>	<b>299,578</b>	<b>266,263</b>	<b>245,079</b>	<b>221,339</b>
Deposits and public borrowings	199,222	167,741	149,252	146,533	129,071
Debt issues	87,126	66,080	48,754	36,188	29,970
Loan capital	7,704	5,957	4,214	4,431	4,544
Other liabilities	62,938	43,702	47,150	41,610	43,758
<b>Total liabilities</b>	<b>356,990</b>	<b>283,480</b>	<b>249,370</b>	<b>228,762</b>	<b>207,343</b>
<b>Total equity</b>	<b>17,831</b>	<b>16,098</b>	<b>16,893</b>	<b>16,317</b>	<b>13,996</b>

**Key financial ratios<sup>2</sup>**

(in \$millions unless otherwise indicated)	2007	2006	2005	2004	2003
<b>Shareholder value</b>					
Dividends per ordinary share (cents)	131	116	100	86	78
Dividend payout ratio (%)	70.1	69.4	67.2	66.6	67.5
Dividend payout ratio – cash earnings (%)	69.2	69.4	66.0	62.0	62.6
Return on average ordinary equity (%)	23.5	23.0	21.7	19.9	19.2
Cash earnings to average ordinary equity (%)	23.8	23.0	22.2	21.4	20.7
Earnings per share (cents)	186.9	167.2	148.9	129.2	115.6
Net tangible assets per ordinary share (\$)	6.96	6.12	5.69	5.47	4.97
Share price (\$):					
High	28.69	25.35	21.40	18.28	17.14
Low	22.53	20.14	17.52	15.00	12.83
Close	28.50	22.71	21.10	17.73	16.20

(in \$millions unless otherwise indicated)

	2007	2006	2005	2004	2003
<b>Business performance</b>					
Operating expenses to operating income ratio (%)	44.7	46.6	47.7	49.2	51.3
Net interest margin (%)	2.19	2.29	2.45	2.53	2.62
Productivity ratio (net operating income to salaries and other staff expenses)	4.01	4.01	4.08	4.03	3.99
<b>Capital adequacy</b>					
Total equity to total assets (%)	4.8	5.4	6.3	6.7	6.3
Total equity to total average assets (%)	5.4	5.7	6.6	6.9	6.7
Tier 1 ratio (%)	6.5	6.9	7.2	6.9	7.2
Adjusted common equity (ACE) (%)	4.5	4.6	4.8	4.8	5.0
Total capital ratio (%)	9.5	9.6	9.7	9.7	10.5
<b>Credit quality</b>					
Net impaired assets to equity and collectively assessed provisions (%)	1.4	1.5	1.9	2.5	2.9
Total provisions to gross loans and acceptances (basis points)	61.6	63.0	84.0	91.0	94.0
<b>Other information</b>					
Points of bank representation (number at financial year end)	1,073	1,068	1,060	1,065	1,069
Full-time equivalent employees (number at financial year end)	28,018	27,224	27,138	27,013	26,780

1. The Summary Income Statement and the Summary Balance Sheet have been extracted from the Westpac 2007 audited Annual Report. The 2007, 2006 and 2005 results are presented on an AIFRS basis. The 2004 and 2003 results are presented on the previous AGAAP basis.

2. For more detail please refer to the 2007 Westpac Annual Report, which is available at [www.westpac.com.au/investorcentre](http://www.westpac.com.au/investorcentre).

**Snapshot**

# Sustainability and Community

**Throughout our 191 years, Westpac has been a part of the interplay between the financial, social and environmental factors that have driven Australia's development and contributed to our ongoing prosperity.**

Involvement in the community and doing the right thing by the environment is embedded in the way we do business and in our culture. People rightly see banks as a vital part of the fabric of society and have high expectations of them. They believe that banks can, and should, lead beyond their corporate walls when it comes to doing the right thing for communities and the environment. We agree, and we find that it makes good business sense to do so.

After all, successful and prosperous businesses cannot sustain if the communities in which they operate are not successful and prosperous. There is a mutual flow of benefits as we all have one thing in common: our desire that the next generation should live better than the last.

For us, our commitment to sustainability and to the community is simply a matter of enlightened self interest. But it is also gratifying to be recognised for our efforts. Recently, we received the initial Corporate Volunteering Award for Excellence, recognising our initiatives to support and encourage employee volunteering.

We trust that you find the information on our community and sustainability programs, detailed on these pages, of value in understanding the vital role banks play in society.



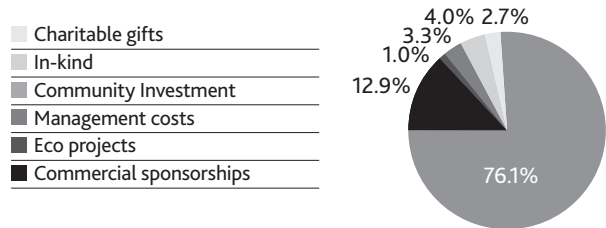
“Managing our environmental performance is delivering real benefits!”

**Through our e-statements initiative, since June 2005 over 370,000 customers have helped us save:**

- **270 tonnes** of CO<sub>2</sub> emissions
- **110 tonnes** of paper
- **1430 trees**
- **\$2 million** in ongoing costs

## Community contributions

**\$58m** in 2007



“In 2007 our employees donated \$1m to charities”





**Westpac 2007 Stakeholder Impact Report "tomorrow"**

Our Stakeholder Impact Report measures and reports on our performance against more than 100 financial and non-financial drivers of value, covering the marketplace, workplace, community, environment and economic dimensions.

It is available, from December 2007, at [www.westpac.com.au/corporateresponsibility](http://www.westpac.com.au/corporateresponsibility)



**Westpac Community Involvement 2007 – "regeneration"**

Our Community Involvement Report details our community programs covering employee involvement, community partnerships, capacity building and philanthropic activities.

For more information refer to the full report available at [www.westpac.com.au/community](http://www.westpac.com.au/community) or email us at [community@westpac.com.au](mailto:community@westpac.com.au)

**Our Sustainability Report Card**



**Dow Jones Sustainability Index**

Ranked as one of the world's most sustainable companies for the seventh year running.



**Global 100**

Rated one of the Global 100's 'Most Sustainable Corporations', 2007 World Economic Forum.



**Governance Metrics International Global Governance Ratings**

One of only 40 companies worldwide to receive the maximum rating of 10.



**Banksia Environmental Foundation**

Overall 2007 Gold Award Winner, Banksia's highest honour, selected from 11 Category Award Winners.



**Corporate Responsibility Index**

Ranked number one in Australia for Corporate Responsibility.



**Carbon Disclosure Project – Climate Disclosure Leadership Index**

One of four companies, and the only bank from the global FT 500, to receive a 100 point, AAA rating.

# Board of Directors



**Ted Evans**  
**AC, BEcon (Hons.), Age 66**  
Independent Director since November 2001. Chairman since 1 April 2007. Chairman of the Nominations Committee. Member of each of the Audit and Risk Management Committees.



**David Crawford**  
**BCom, LLB, FCA, FCPA, Age 63**  
Independent Director since May 2002. Chairman of the Audit Committee and Member of each of the Risk Management, Nominations and Remuneration Committees.



**David Morgan**  
**BEc, MSc, PhD, Age 60**  
Executive Director since November 1997. Appointed Managing Director and Chief Executive Officer ("CEO") in March 1999. Member of the Corporate Responsibility and Sustainability Committee.



**Carolyn Hewson**  
**BEc, (Hons.), MA (Econ.), Age 52**  
Independent Director since February 2003. Chairman of the Risk Management Committee and Member of each of the Audit, Nominations and Remuneration Committees.



**Elizabeth Bryan**  
**BA (Econ.), MA (Econ.), Age 61**  
Independent Director since November 2006. Member of each of the Audit, Risk Management and Corporate Responsibility and Sustainability Committees.



**Peter Wilson**  
**CA, Age 66**  
Independent Director since October 2003. Chairman of the Corporate Responsibility and Sustainability Committee and Member of each of the Audit, Risk Management and Nominations Committees.



**Gordon Cairns**  
**MA (Hons.), Age 57**  
Independent Director since July 2004. Chairman of the Remuneration Committee and Member of each of the Audit, Risk Management and Nominations Committees.

Full details of their skills, experience and expertise and their directorships can be found on the Westpac website [www.westpac.com.au](http://www.westpac.com.au)

# Director and Group Executive remuneration 2007

**Westpac's remuneration structure combines market competitive pay levels to attract and retain talented Directors and Group Executives who have the ability to create shareholder value in the company, with a strong link between executive pay and individual and group performance.**

Directors focus on Westpac's long-term strategic direction and overall corporate performance. As a consequence, Non-executive Director fees are designed to attract and retain appropriately experienced and qualified Board members and are not linked to Westpac's short-term results.

Executives have a significant portion of their annual remuneration linked to achievement of objectives which are designed to drive long term sustained shareholder value.

The disclosed remuneration for Non-executive Directors, the CEO and Group Executives in 2007 is summarised below. Details including explanation of remuneration components and individual circumstances, are available in the Westpac 2007 Annual Report, available at [www.westpac.com.au/investorcentre](http://www.westpac.com.au/investorcentre)

Directors		Short term benefits	Superannuation /retiring allowance	Total
Ted Evans	Chairman	\$528,913	\$29,293	\$558,206
Elizabeth Bryan	Non-executive Director	\$231,002	\$11,543	\$242,545
Gordon Cairns	Non-executive Director	\$231,845	\$12,758	\$244,603
David Crawford	Non-executive Director	\$239,372	\$27,240	\$266,612
Carolyn Hewson	Non-executive Director	\$250,793	\$24,685	\$275,478
Peter Wilson	Non-executive Director	\$294,838	\$12,758	\$307,596

Executives		Short term benefits <sup>1</sup>	Other benefits <sup>3</sup>	Superannuation	Equity settled remuneration	Total
David Morgan	Chief Executive Officer	\$5,457,000	\$836	\$1,407,077	\$3,705,529	\$10,570,442
Ilana Atlas	Group Executive, People & Performance	\$1,618,255	\$985	\$56,730	\$683,490	\$2,359,460
Andrew Carriline <sup>2</sup>	Acting Chief Risk Officer	\$1,085,726	\$787	\$48,301	\$238,154	\$1,372,968
Philip Chronican	Group Executive, Westpac Institutional Bank	\$2,630,767	\$836	\$472,658	\$1,557,595	\$4,661,856
Philip Coffey	Chief Financial Officer	\$2,048,976	\$787	\$67,431	\$992,062	\$3,109,256
Rob Coombe	Chief Executive Officer, BT Financial Group	\$2,521,725	\$787	\$55,508	\$697,335	\$3,275,355
Brad Cooper <sup>2</sup>	Group Executive, New Zealand	\$1,355,670	\$872,103	\$35,634	\$72,843	\$2,336,250
Peter Hanlon	Group Executive, Business Financial Services	\$1,295,049	\$836	\$92,028	\$496,561	\$1,884,474
Michael Pratt	Group Executive, Consumer Financial Services	\$2,583,613	\$472,163	\$0	\$1,533,084	\$4,588,860
Diane Sias <sup>2</sup>	Group Executive, Business & Technology Solutions & Services	\$40,138	\$99,511	\$3,100	\$0	\$142,749

<sup>1</sup> For Executives, short term benefits includes fixed remuneration and annual cash bonus.

<sup>2</sup> Andrew Carriline, Brad Cooper, Peter Hanlon and Diane Sias commenced as executives during the year.

<sup>3</sup> 'Other benefits' includes executive health checks, relocation expenses, living away from home allowances, and sign on payments, as applicable.

# Governance matters

Westpac is committed to the highest standards of governance based on embedding the values and behaviours required to ensure transparency and fair dealing, and to protect stakeholder interests.

Westpac's full corporate governance statement is set out in the 2007 Annual Report. The statement can also be accessed, together with the documents referenced (unless otherwise stated), at [www.westpac.com.au/corporateresponsibility](http://www.westpac.com.au/corporateresponsibility)

Summarised below are key elements of Westpac's corporate governance policies and framework, which comply with all the revised ASX Limited's Corporate Governance Council (ASXCGC) Principles and Recommendations published in August 2007.

## ASXCGC's Principles and Recommendations Our performance

### Principle 1: Lay solid foundations for management and oversight

- Formal Board Charter, which details roles and responsibilities of the Board and delegations to senior management.
- Formal letters of appointment for directors and executives.
- Board, Board Committee and management roles and responsibilities are clearly defined and disclosed.
- Formal executive performance review processes set out and in place.

### Principle 2: Structure the Board to add value

- The majority of the Board are independent directors, with independence reviewed regularly.
- The Chairman is non-executive and independent and hence the Chairman and CEO are separate roles.
- Directors have access to independent professional advice.
- Formal annual reviews of Board, Board Committees and individual director performance.
- Induction process, continuing education and workshops on specific areas for directors in place.

### Principle 3: Promote ethical and responsible decision making

- Comprehensive policies implemented, communicated and disclosed to promote consistent ethical behaviour, transparency and accountability.
- Examples of such policies include the Code of Conduct, Principles for Doing Business, Insider Trading Policy, New Issues Policy and Whistleblower Protection Policy.

### Principle 4: Safeguard integrity in financial reporting

- Audit Committee meets quarterly and is comprised of non-executive Directors only.
- Chair of the Audit Committee is independent and is not Chair of the Board.
- Audit Committee has a formal Charter detailing its roles and responsibilities.

## Key governance highlights during 2007:

- Successful transition of the Chairmanship and appointment of Elizabeth Bryan to the Board.
- Comprehensive CEO search and selection process resulted in appointment of Gail Kelly.
- Approved the Corporate Responsibility and Sustainability Strategic Framework, revised Committee operating model and Committee Charter.
- Directors' workshops held on organisational strategy, succession planning and financial results.
- Global recognition of leadership in governance and sustainability practices.

### Principle 5: Make timely and balanced disclosure

- Market Disclosure Policy regularly reviewed to reflect ASX and other offshore stock exchanges' continuous disclosure requirements.
- Disclosure Committee maintains guidelines on what information may be price sensitive and considers potential disclosure matters.
- Company announcements are clear, factual, timely and comprehensive.

### Principle 6: Respect the rights of shareholders

- Communications policy and procedures in place to ensure shareholders receive timely information.
- Shareholders are able to choose to receive information in a way most convenient to them including by hard copy or electronically, and are able to access all relevant information on Westpac's website.
- Procedures in place to encourage shareholder participation at AGM such as encouraging prior notice of questions for the AGM.

### Principle 7: Recognise and manage risk

- Extensive risk management framework and supporting policies and controls in place. Reviewed annually by the Risk Management Committee.
- Effectiveness of risk processes and controls regularly reported to the Risk Management and Audit Committees.
- Separate and independent internal and external audit functions.
- The CEO and CFO assure that the s295A Corporations Act declaration is founded on sound risk management and internal controls and that the system is operating effectively in all material respects in relation to reporting financial risks.

### Principle 8: Remunerate fairly and responsibly

- The Remuneration Committee operates under a formal Charter and is comprised of three independent non-executive Directors, meeting quarterly and as required.
- Remuneration policies are regularly reviewed to enhance corporate and individual performance and ensure a clear alignment of shareholder interests to individual and Group objectives.

## Useful information

### Key sources of information for shareholders

We report to shareholders yearly in November, in two forms: an Annual Review and an Annual Report. We also report half-yearly to shareholders via a newsletter, in conjunction with the dividend payments in July and December. In addition, we produce an annual Stakeholder Impact Report, which is available yearly in December.

### Electronic communications

Shareholders can elect to receive the following communications electronically:

- Annual Review and Annual Report;
- Dividend statements when paid by direct credit or via the DRP;
- Notices of Meetings and proxy forms; and
- Shareholder Newsletters and major company announcements.

Shareholders who wish to register their email address should go to [www.westpac.com.au/investorcentre](http://www.westpac.com.au/investorcentre) and click on "Register your email" under "Shareholder News", or contact the Westpac share registry. For registry contact details see opposite.

### Online information

#### Australia

Westpac's internet site [www.westpac.com.au](http://www.westpac.com.au) provides information for shareholders and customers, including:

- Access to internet banking and broking services;
- Details on Westpac's products and services;
- Company history, results, economic updates, market releases and news; and
- Corporate responsibility and Westpac in the community activities.

Investors can short cut to the Investor Centre at [www.westpac.com.au/investorcentre](http://www.westpac.com.au/investorcentre). The Centre includes the current Westpac share price and charting, and links to the latest ASX announcements and Westpac's share registries.

#### New Zealand

Westpac's New Zealand internet site [www.westpac.co.nz](http://www.westpac.co.nz) provides:

- Access to internet banking services;
- Details on products and services, including a comprehensive home buying guide;
- Economic updates, news and information, key financial results; and
- Sponsorships and other community activities.

### Stock exchange listings

Westpac Ordinary Shares are listed on:

- Australian Securities Exchange (code WBC);
- New York Stock Exchange (NYSE), as American Depositary Shares (code WBK); and
- New Zealand Exchange Limited (code WBC).

### Westpac Investor Relations

Information other than that relating to your shareholding or your Westpac accounts can be obtained from:

Westpac Investor Relations  
Level 20, 275 Kent Street  
Sydney NSW 2000 Australia  
Telephone: (61 2) 8253 3143, Facsimile: (61 2) 8253 1207  
Email: [investorrelations@westpac.com.au](mailto:investorrelations@westpac.com.au)

### Share registries

For information about your shareholding or to notify a change of address etc., you should contact the appropriate share registry. Please note that in Australia, broker sponsored holders are required to contact their broker to amend their address.

#### Australia – Ordinary shares on the main register

Link Market Services Limited  
Level 12, 680 George Street  
Sydney NSW 2000  
Postal address: Locked Bag A6015, Sydney South NSW 1235  
Website: [www.linkmarketservices.com.au](http://www.linkmarketservices.com.au)

#### Shareholder enquiries:

Telephone: 1800 804 255 (toll free in Australia)  
International: (61 2) 8280 7070  
Facsimile: (61 2) 9287 0303  
Email: [westpac@linkmarketservices.com.au](mailto:westpac@linkmarketservices.com.au)

#### New Zealand – Ordinary shares on the New Zealand branch register

Link Market Services Limited  
Level 12, 120 Albert Street  
Auckland, New Zealand  
Postal address: PO Box 91976, Auckland 1030, New Zealand  
Website: [www.linkmarketservices.com](http://www.linkmarketservices.com)

#### Shareholder enquiries:

Telephone: 0800 002 727 (toll free in New Zealand)  
International: (64 9) 375 5998  
Facsimile: (64 9) 375 5990  
Email: [lmsenquiries@linkmarketservices.com](mailto:lmsenquiries@linkmarketservices.com)

#### Depositary in USA for American Depositary Shares (ADS)\*

Listed on New York Stock Exchange (code WBK – CUSIP 961214301)  
JPMorgan Chase Bank, N.A.  
Postal address: PO Box 358408, Pittsburgh, PA 15252-8408, USA

#### Shareholder enquiries:

Telephone: 1 800 990 1135 (toll free: non-US callers will be charged IDD)  
Telephone: +1 201 680 6630  
Email: [jpmorganadr@mellon.com](mailto:jpmorganadr@mellon.com)  
Website: [www.adr.com](http://www.adr.com)

\* Each ADS equals five, fully paid ordinary shares

## How to contact us

### Australia

#### Head Office

275 Kent Street  
Sydney NSW 2000  
Telephone: (61 2) 9293 9270  
Facsimile: (61 2) 8253 4128

At [www.westpac.com.au](http://www.westpac.com.au) go into "Contact Us" and click on "Telephone directory", or contact us on the following:

- General information and account enquiries
  - personal customers 132 032 (from outside Australia) (61 2) 9293 9270
  - business customers 132 142
- Cardholder enquiries and lost and stolen cards 1300 651 089 (from outside Australia) (61 2) 9374 7082
- Home loan enquiries 131 900
- ATM enquiries and service difficulties 1800 022 022
- BT Financial Group 132 135
- Westpac Financial Services 131 817
- Westpac Broking 131 331 (from outside Australia) (61 2) 8241 0208
- Share Registry 1800 804 255
- Shareholder Benefits Line 1300 360 599

#### International Payments

Freecall in Australia 1800 632 308  
Calling from overseas (61 2) 9806 4032  
Facsimile (61 2) 9806 4091

### New Zealand

#### Head Office

188 Quay Street  
Auckland  
New Zealand  
Telephone: (64 9) 367 3727  
Facsimile: (64 9) 367 3729

At [www.westpac.co.nz](http://www.westpac.co.nz) go into "Contact Us" and under "Contact Westpac", click on "... by phone", or contact us on the following:

- General information and account enquiries:
  - personal customers 0800 400 600 (from outside New Zealand) (64 9) 912 8000
  - priority access 0800 900 910
  - business and agribusiness customers 0800 177 188
  - telephone banking self service 0800 172 172
- Home loan enquiries 0800 177 277
- Cardholder enquiries and lost and stolen cards 0800 888 111
- ATM enquiries and service difficulties 0800 400 600
- Financial services – investments and insurances 0800 738 641
- General insurance 0800 809 378
- Share registry 0800 002 727
- NZ shareholder offers 0800 738 641

### International

#### Hong Kong

Room 3303-05  
Two Exchange Square  
8 Connaught Place  
Central, Hong Kong  
Telephone: (852) 2842 9888  
Facsimile: (852) 2840 0591

#### People's Republic of China

611F Tower B, Focus Place  
19 Financial Street  
Xicheng District, Beijing  
People's Republic of China  
Telephone: (86 10) 6657 4380  
Facsimile: (86 10) 6657 4381

#### Republic of Singapore

#19-00 Robinson 77  
77 Robinson Road  
Singapore 068896  
Telephone: (65) 6530 9898  
Facsimile: (65) 6532 6781

#### United States of America

575 Fifth Avenue, 39th Floor  
New York, NY 10017-2422  
USA  
Telephone: (1 212) 551 1800  
Facsimile: (1 212) 551 1999

#### India

Unit 61, Level 6  
Maker Chamber VI  
Nariman Point, Mumbai 400 021  
India  
Telephone: (91 22) 6615 6660  
Facsimile: (91 22) 6615 6662

#### Republic of Indonesia

16th Floor  
Wisma Standard Chartered Bank  
Jl. Jend Sudirman Kav 33-A  
Jakarta 10220, Indonesia  
Telephone: (62 21) 574 3719  
Facsimile: (62 21) 574 3720

#### United Kingdom

2nd Floor, 63 St Mary Axe  
London EC3A 8LE  
England  
Telephone: (44 207) 621 7000  
Facsimile: (44 207) 623 9428

### Pacific Banking

#### Cook Islands

Main Road, Avarua  
Rarotonga  
Cook Islands  
Telephone: (682) 22014  
Facsimile: (682) 20802

#### Papua New Guinea

Westpac Bank – PNG-Limited  
9th Floor, Deloitte Tower  
Douglas Street, Port Moresby, NCD  
Papua New Guinea  
Telephone: (675) 322 0888  
Facsimile: (675) 322 0633

#### Solomon Islands

National Provident Fund Building  
721 Mendana Avenue  
Honiara, Solomon Islands  
Telephone: (677) 21222  
Facsimile: (677) 23419

#### Vanuatu

Lini Highway  
Port Vila, Vanuatu  
Telephone: (678) 22084  
Facsimile: (678) 24773

#### Fiji

Level 2, Westpac House  
73 Gordon Street  
Suva, Fiji  
Telephone: (679) 3300 666  
Facsimile: (679) 3300 718

#### Samoa

Westpac Bank Samoa Limited  
Beach Road, Apia, Samoa  
Telephone: (685) 20000  
Facsimile: (685) 22848

#### Tonga

Westpac Bank of Tonga  
Taufa'ahua Road  
Nuku'alofa, Tonga  
Telephone: (676) 23933  
Facsimile: (676) 23634

A photograph of a penguin standing on a large, melting ice floe in the ocean. The ice is white and blue, with a jagged edge. The penguin is black and white, facing right. The background is a clear blue sky and ocean.

## A shared concern

Climate change isn't just an environmental issue. It's also a major social and business issue, and it impacts us all.

That's why Westpac was quick to respond. Some 15 years ago, we led the way with five other global banks as a founding signatory to the UNEP Finance Initiative. Today over 160 financial institutions globally have followed that lead and signed up to the Initiative.