

“NAB’s strategy for fair exchange of value has been reinforced by a number of Personal Banking initiatives including competitively priced products and services, leading the industry by abolishing early exit fees.”

Cameron Clyne, Group CEO

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Enhance our reputation.

- Improving our customer outcomes
- Invest in our people – leadership and skill development, diversity and volunteering
- Address our broader responsibility in society – education, inclusion and environment

2011 HIGHLIGHTS

- Awarded ‘Best Low Fee Bank Account’ for NAB Classic Banking by *CHOICE* for the second consecutive year
- Removed mortgage exit fees and introduced fairer credit card charges
- Awarded ‘Most Satisfied Customers’ of the Major Banks by Canstar Blue
- Awarded ‘Best Career Development Program’ for the Academy (NAB’s learning and development centre) in the 2011 Australian Banking and Finance Awards
- Contributed over 25,000 volunteer days to the community, worth more than \$8 million
- Included in the Dow Jones Sustainability Index (Asia Pacific Index top-ten leaders and the World Index), and the Carbon Disclosure Project Performance and Disclosure Indices
- Published our third Reconciliation Action Plan, setting out 22 commitments for the year ahead

FOCUS GOING FORWARD

- Continue delivering our promise of ‘More Give, Less Take’ to show we stand for fairer and better banking
- Achieve our Greenhouse Reduction and Beyond Carbon Neutral targets by 2013
- Create a more diverse workforce through initiatives that help achieve our disclosed diversity targets
- Continue to focus on issues of inclusion, hardship and education in our wider community



PERSONAL BANKING

By listening to our customers and maintaining our commitment to ‘do the right thing’, we have enhanced our reputation and expanded the NAB family. Ms Silvester, from Forest Hill in Victoria, broke up with Westpac after 30 years.

“I just got sick of paying this extra money each month and I just felt I wasn’t getting the personal service.” **Ms Silvester**, new NAB customer

“We put the customer at the centre of everything we do, which allows us to strengthen our relationships with customers and enhance our understanding of their financial needs. This strong relationship approach has seen us increase market share and be named Australia’s leading business bank for the third consecutive year.”¹ **Joseph Healy**, Group Executive, Business Banking

Business Banking

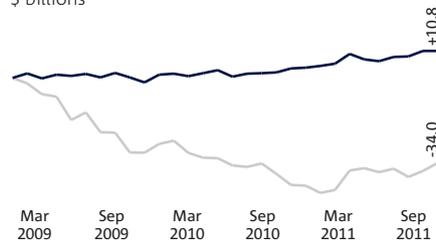
RESULTS

A\$

Cash earnings	\$2,445m, up 11.5%
Operating expenses	Increased by 2.9%
Business lending market share ²	24.4%
Business deposits market share ²	20.5%

Business lending growth

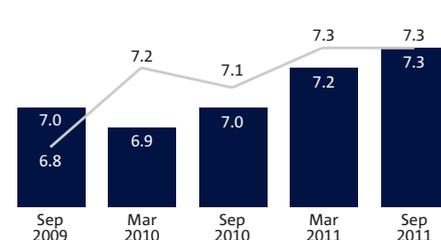
\$ billions



— NAB adjusted data
— Australian Banking Market ex NAB

Source: APRA Monthly Banking Statistics/NAB. Includes all Australian Deposit-taking Institutions (ADIs) reporting to APRA (excludes non-banks such as building societies and credit unions)

Customer satisfaction



■ NAB — Average of the three majors

Source: DBM Business Financial Services Monitor September 2011 – Medium Business (Turnover \$5–\$50m); Overall Satisfaction with main financial institution based on a scale from 1–10 (Extremely dissatisfied to Extremely satisfied). Based on a six month rolling average. Three majors are ANZ, Commonwealth and Westpac

CASH EARNINGS

+11.5%

DEPOSITS MARKET SHARE²

20.5%

LENDING MARKET SHARE²

24.4%



Inspiring businesses to start a new relationship

Adelaide Commercial Flooring broke up with Bank SA after NAB was able to provide faster and more efficient service on a particular transaction. The experience was so positive that Adelaide Commercial Flooring moved all of its business and personal banking to NAB. To top it off, the company became an advocate for our ‘Break Up’ campaign.

“We feel like we have got support now – like if something was going to change at our business and the way the current climate is, we’ve got the support. We just didn’t have it with our other bank at all.” **Kylie Richards**, Adelaide Commercial Flooring