

## *Personal Mission – John McFarlane*

*Leave a Legacy* My life mission is to make a unique and tangible contribution to the world that will live beyond me through the lives of those that have touched mine.

*Effective CEO* I lead what will become the most successful bank in Australia and NZ, and with a strategic presence across the Asia-Pacific that will earn the respect of the banking and business communities worldwide. We are creating 'a very different bank' that is uniquely special to our customers and delivers superior long-term performance and value for our shareholders while producing acceptable short-term outcomes. Through our human face, and operating with integrity we earn the trust of our people, our customers, our shareholders, and the community in general.

*Broader Contribution* I make a unique personal contribution to banking globally, to the future of Australia, and to other causes that I am passionate about such as a safe world to live in.

*Leader and Manager* Talented people, strong leadership and superb management make great companies. I lead one of the most effective major organisations in Australasia and in world banking. I shape the agenda, create opportunity, invest for tomorrow, optimise resources and ensure high performance standards. I appoint and lead the senior team, attract and develop the best talent available to us, and create a high-performance culture of strong leadership, sound management, high energy, integrity, enlightened values, and controlled professional execution.

*A Fulfilled Life* I live a full, fun, balanced and fulfilled life. I am positive and warm-hearted, healthy, mentally and physically fit, secure, and at peace spiritually. I am successful, which helps me to contribute to things I'm passionate about. I'd like a deeper understanding of the forces that are shaping humanity so that I can expand my experience and contribution. I sing and play music at concert standard, enjoy films and exercise regularly. One day I will play golf well, but not now.

*Family and Friends* I am a loving caring, loyal, and fun partner, father, brother, family member and friend, and make a substantial contribution to their security and future.

*Focused* I engage exclusively on these roles and activities, and allocate all of my time and attention to them, and avoid with good grace activities that are inconsistent, however appealing.