An enduring and sustainable business

Out of the 50 largest companies listed on the ASX in 1980 only 17 remained in 1990…
An enduring and sustainable business

...only 9 remain today.

1980: 50
1990: 17
2010: 9

AGM 2010
Elements of enduring and sustainable companies

- Financially conservative and disciplined
- Foster innovation and adapt to change
- A strong sense of identity and purpose

AGM 2010
Super Regional Strategy

**Restore**
- Institutional back to system
- Restore "jaws" - increase revenue faster than costs
- Drive Asia profit
- Capture existing opportunities
- Strategic cost management

**Out Perform**
- Quality on par with global leaders in our markets
- Best of breed customer experience
- In-fill mergers and acquisitions in Asia
- Unlock the value of our franchise

**Transform**
Create a leading Super Regional bank
Global quality, regional focus

<table>
<thead>
<tr>
<th>1 to 2 years</th>
<th>2 to 5 years</th>
<th>5+ years</th>
</tr>
</thead>
</table>

AGM 2010
Share performance

Index 17 Dec 2007 = 100

- Peer Average
- ANZ


AGM 2010
Greater connectivity with Asia

Growth in the region driven by:

- Immigration
- Commodity exports
- Manufactured goods
- Education
- Tourism

Source: ANZ

AGM 2010
Australia’s trade partners

Two-way merchandise trade weights

Index

Source: RBA, ANZ

United States
Europe
Asia


AGM 2010
### Divisional performance

#### 2010 Underlying Profit Growth

<table>
<thead>
<tr>
<th>Region</th>
<th>FY10 v FY09</th>
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<tbody>
<tr>
<td>Australia</td>
<td>42%</td>
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<td>Asia Pacific Europe &amp; America (USD)</td>
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<td>23%</td>
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<tr>
<td>New Zealand (NZD)</td>
<td>40%</td>
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</table>

#### Underlying earnings as a % of Group

- **Australia**: 72%
- **APEA**: 14%
- **New Zealand**: 14%

AGM 2010
Divisional performance - Australia

2010 Underlying Profit Growth

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Mortgage Growth

- System: 9%
- ANZ: 12%

Retail Deposit Growth

- System: 9%
- ANZ: 11%

AGM 2010
Divisional performance - APEA

2010 Underlying Profit Growth

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Strong loan deposit growth from organic business and RBS acquisition

<table>
<thead>
<tr>
<th>Year</th>
<th>Loans</th>
<th>Deposits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>17</td>
<td>27</td>
</tr>
<tr>
<td>2010</td>
<td>24</td>
<td>46</td>
</tr>
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AGM 2010
## Divisional performance - Institutional

### 2010 Underlying Profit Growth

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### Total Customer Income

- **Domestic Booked**
- **Cross Border** 21%

*Super Regional strategy capturing cross border revenue flows*

AGM 2010

ANZ
## Divisional performance - New Zealand

### 2010 Underlying Profit Growth

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### Maintain a leading market share

<table>
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<tr>
<th>Segment</th>
<th>FY10 Market Share</th>
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<tbody>
<tr>
<td>Retail Mortgages</td>
<td>33%</td>
</tr>
<tr>
<td>Credit Cards</td>
<td>27%</td>
</tr>
<tr>
<td>Commercial Main Bank</td>
<td>39%</td>
</tr>
<tr>
<td>Rural</td>
<td>39%</td>
</tr>
<tr>
<td>Customer Deposits</td>
<td>32%</td>
</tr>
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1. ANZ and TNS New Zealand Ltd Business Finance Monitor

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Global economic outlook

GDP Annual % Change

US
UK
East Asia ex-Japan


Forecast

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Australian economic outlook

GDP Annual % Change


Forecast

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Thank you to our staff

AGM 2010