

08 



Asia Investor Roadshow

Australia and New Zealand Banking Group Limited

Asia Pacific Operations
Wayne Stevenson
CFO/COO
Asia Pacific
18 June 2008



www.anz.com



Opportunity

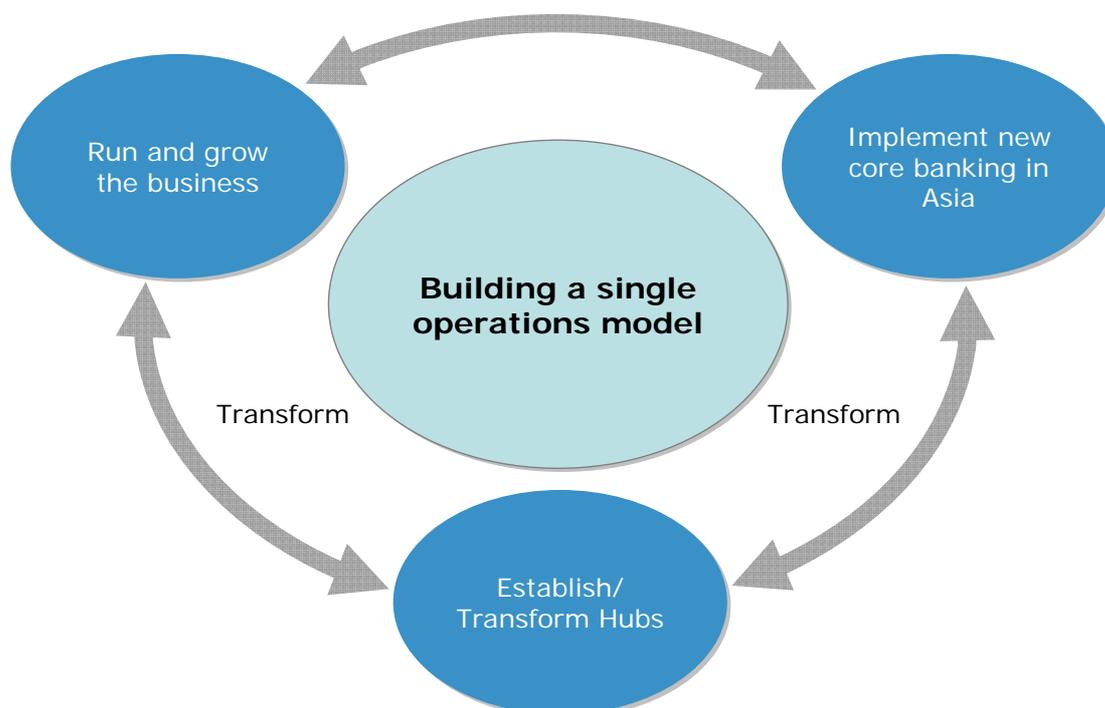


Strategy



Infrastructure

- Building an integrated efficient model that produces speed to market
- Building a standardised platform
- Hubbed in Asia
- A prioritised disciplined approach



- Building a Regional Operating Model to place product development and leadership close to market
- Two Asia leadership hubs align businesses to local expertise and clients
 - Singapore – Retail product Hub and South East Asia leadership
 - Hong Kong – Institutional product hub and North East Asia leadership

- Back office processes offshore to Bangalore and Fiji - initiatives are consistent with Group and leverage expertise and scale efficiencies
 - Bangalore operations established 18 years ago
 - Pacific centralised processing hub in Fiji since 2002

- Pacific head office operations, risk, finance, IT and core banking platforms operate from Melbourne, Australia

The operational model build out will be integrated with the technology rollout over three years



	Criteria for choice	Common Capabilities	Retail Capabilities	Institutional Capabilities
Group Platforms	<ul style="list-style-type: none"> Global scalability Efficiency 	<ul style="list-style-type: none"> Finance HR MIS Risk 	<ul style="list-style-type: none"> Cards Private Bank 	<ul style="list-style-type: none"> Markets Trade Relationship Cash and E-channels
Regional Platforms	<ul style="list-style-type: none"> Standardised approach Meets future growth requirement 	<ul style="list-style-type: none"> Core Banking Asia Core Banking Pacific 	<ul style="list-style-type: none"> E-channel Wealth ATM Payments 	

A standardised platform will enable speed to market and cost effectiveness



From 2007...

- Common and centralised operating model in the Pacific
- Current processes are inconsistent
- Technology platforms are different and heavily customised

Common operating models across the region

Adapting to standard technology platforms

... to new regional model (2012)

- Standard operating model for Asia Pacific across retail, institutional and support
- Processes adapted around a standard set of technology platforms

Speed to market and efficiency

Medium term standardisation and automation targets



From 2007...

- Only 20% of processes fully automated
- 75% of operations and support based in-country
- Subscale Asian processing in-country

Not fully supporting the business strategy

Automated processes for efficiency

Centralised processing

... to new regional model (2012)

- Minimum 70% of processes standardised and automated
- Minimum 60% of processing centralised in regional hubs

Competitive operations model that will enable the business strategy

7

We have experience with operational transformation in the Pacific



Pacific 2005

- 11 countries
- 11 different processes for each product e.g. mortgages
- 11 different ways to interact with customers
- DOS based telling system
- Higher operating risk through inconsistent processes

Pacific 2008

- Single processing centre in Fiji
- 450 standardised processes e.g. reconciliations, mortgage processing, credit decisions.
- Flexible and fast – single day turnaround for credit decisions
- Web based branch telling system – common processes for customer interaction
- Regional reconciliations minimise operating losses

8



Change Management

- Minimal customisation of new systems
- New products and services leverage existing operating practices

+

Process Management

- Dedicated continuous improvement team
- Consistent processes across geographies - "The ANZ Way"

Investment Management

Rigorous prioritisation around investments

08 



Asia Investor Roadshow

Australia and New Zealand Banking Group Limited

Asia Technology

Brian Clark
General Manager
Asia Pacific Technology
18 June 2008

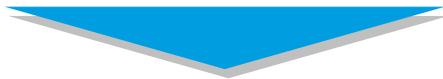




Opportunity



Strategy



Infrastructure

- Technology model will give ANZ and its partners competitive advantage and scale
- Create an integrated regional IT platform
- Prioritised IT build out and we have commenced execution of a phased plan
- The IT execution management model has been built

Technology model gives ANZ and partners competitive advantage and scale



Group Platforms

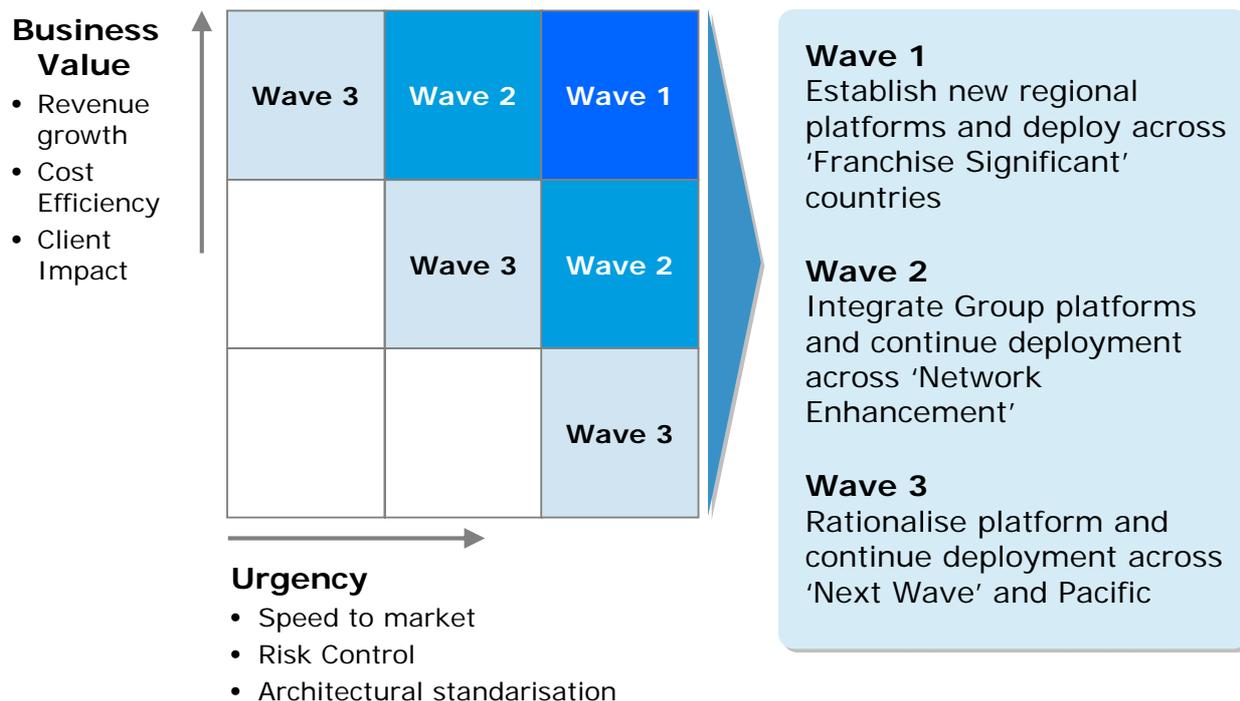
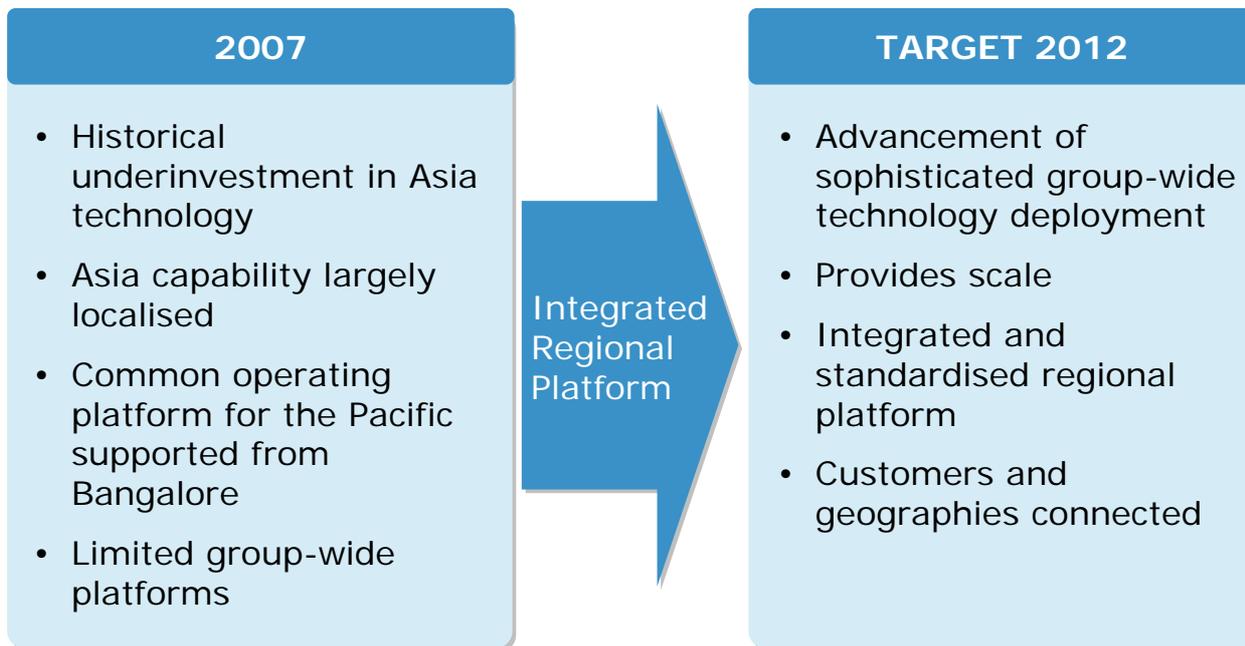
Regional Platforms

The technology model will:

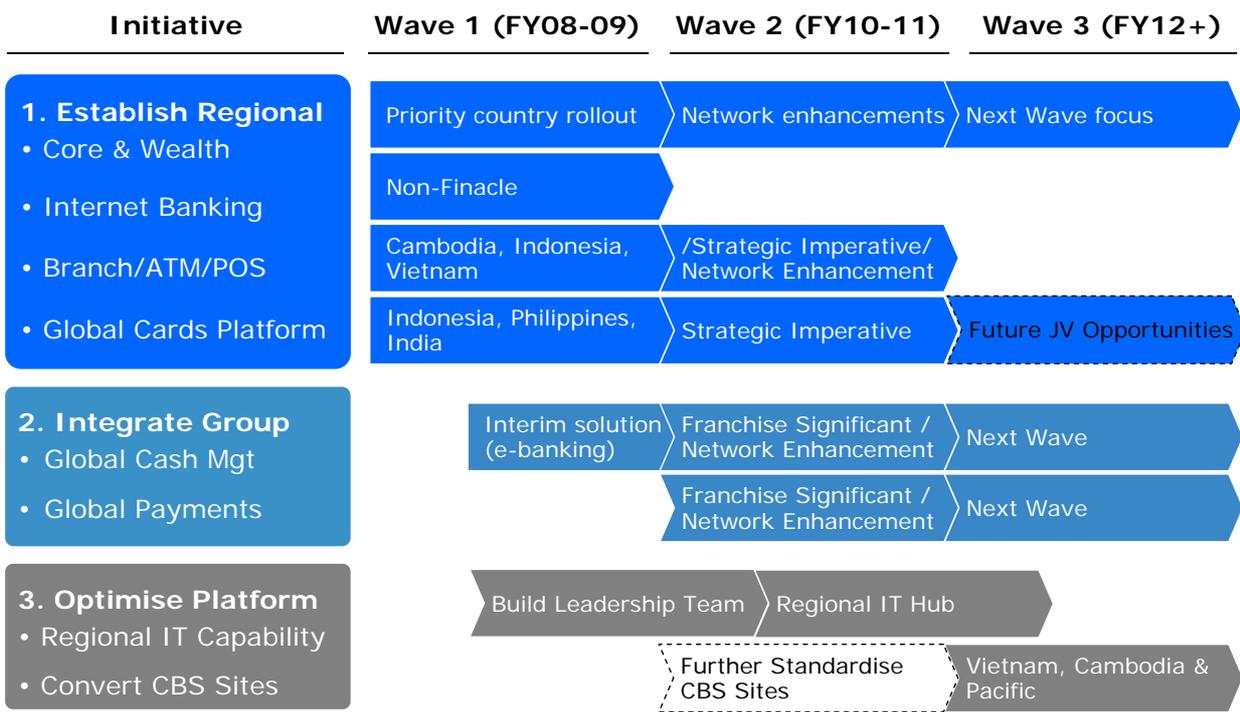
- Lead the market
- Enable growth
- Facilitate speed to market for new products and services
- Deliver cost effective IT operations

ANZ

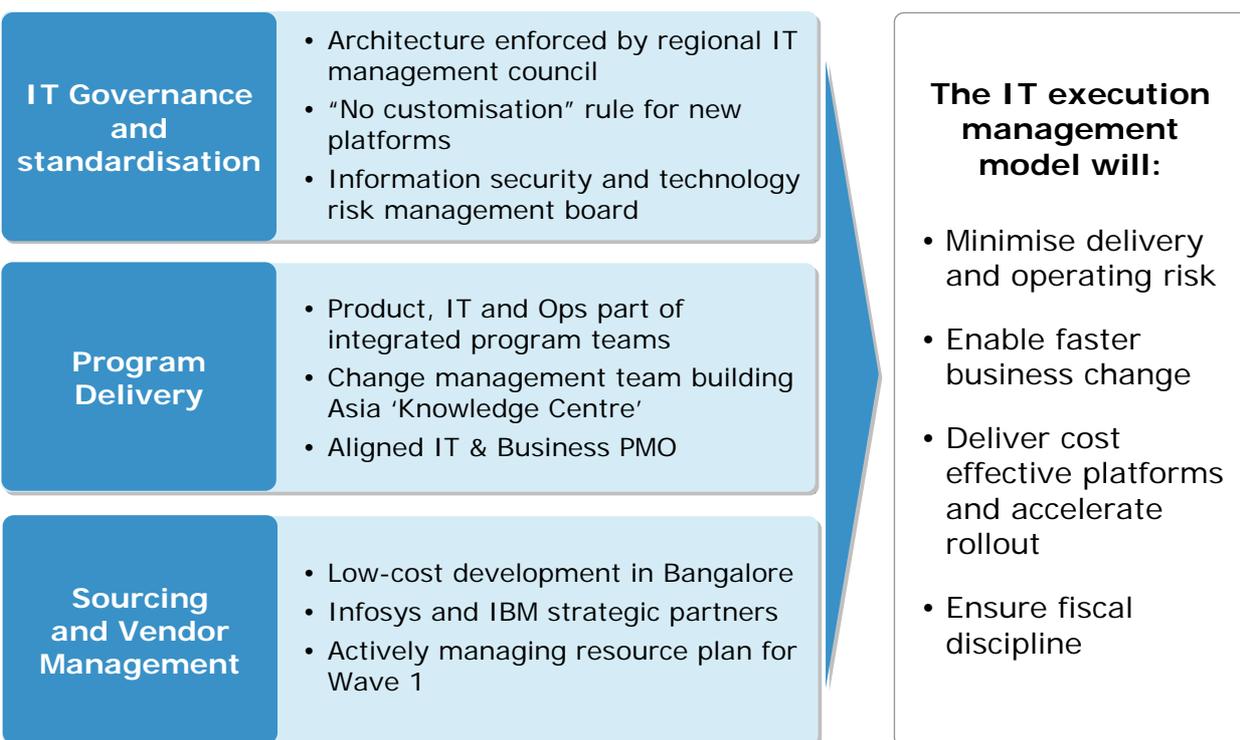
Partners



A high level rollout plan is already being executed



IT execution management model has been built



08 



Asia Investor Roadshow

Australia and New Zealand Banking Group Limited

Craig Sims

CEO

Pacific

18 June 2008



www.anz.com



Opportunity



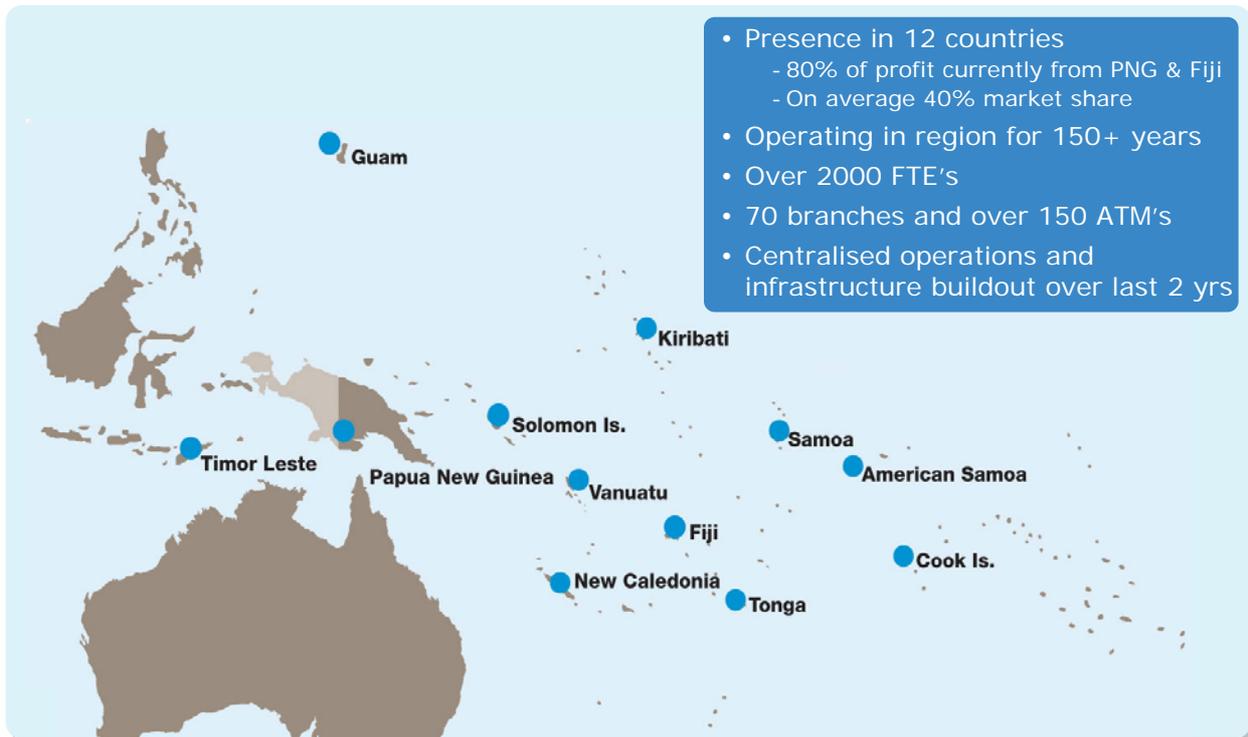
Strategy



Infrastructure

- To leverage a strong, established domestic franchise to capture the increasing Asian business relationships and high growth sectors
- Investment strategy targeting countries with strong GDP and highest growth opportunities, whilst leveraging our group and Asian capabilities
- Infrastructure established, centralised and scalable

ANZ – a leading franchise in the Pacific, positioned for further leverage



- Presence in 12 countries
 - 80% of profit currently from PNG & Fiji
 - On average 40% market share
- Operating in region for 150+ years
- Over 2000 FTE's
- 70 branches and over 150 ATM's
- Centralised operations and infrastructure buildout over last 2 yrs

19

Current situation



After month 2, observations and key takeouts include :

- Strong business with a history of solid growth
- A consistent and well recognised brand across the region
- ANZ is seen as “an insider” in this market
- A centralised operations and processing hub established “Quest”
- Significant infrastructure investments covering branch network, ATM's, and operating systems.

Phase 1 (Defend and leverage)

- Continue to leverage our core to maintain our market leading position and increase our share of wallet through enhanced products and services
- Leverage our strong brand and reputation to retain and grow our customer base

Phase 2 (Build and grow)

- Utilise the new infrastructure platform for new offerings
- Leverage Group and expanding Asian experience and capabilities
- Apply increased specialisation in order to grow selectively

Phase 3 (Outperform)

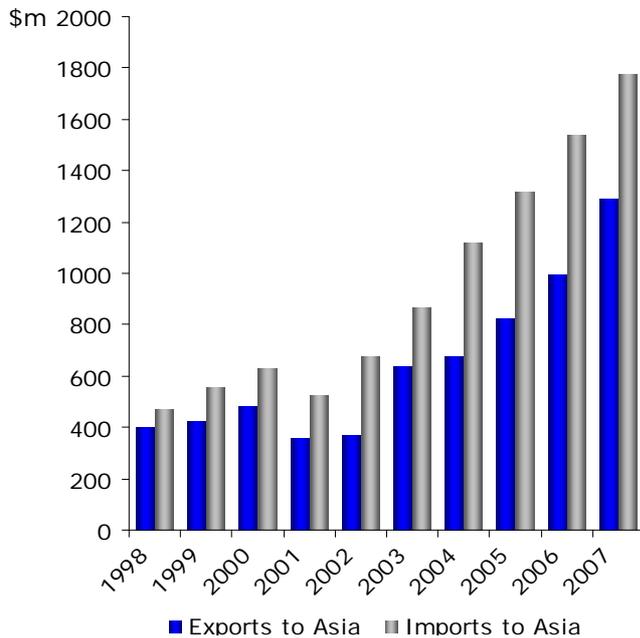
- Investigate synergistic opportunities across the region to expand our geographical footprint and efficiently target specialised customer segments

20

The connection between Asia and the Pacific is increasing significantly



Historical Pacific trade flow



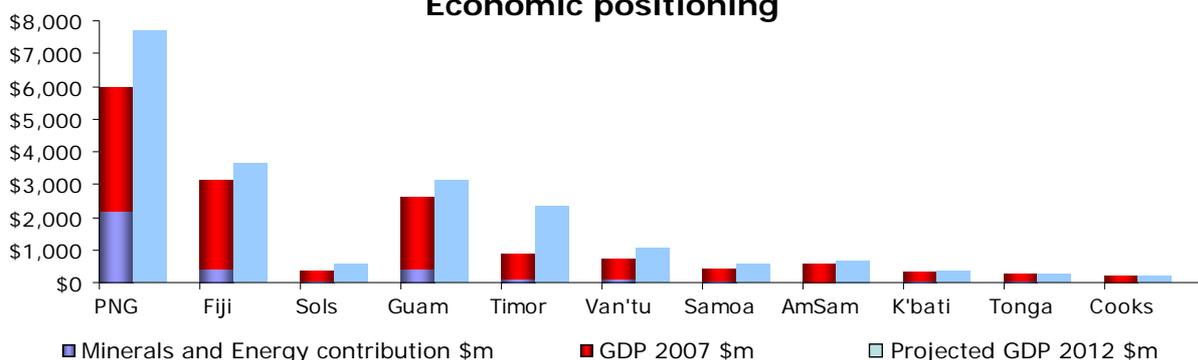
- Asia and the Pacific continue to strengthen their trade relationships
- ANZ is well positioned to manage both the origin and destination business of the increasing Asia Pacific Trade flows
- Building skills and product offerings to grow relationships and cross sell across the regions

21

Countries for growth focus have been selected on economic and market growth potential



Economic positioning



Country investment focus:

- Lower market share countries with high growth potential – leverage brand
- Countries with larger GDP growth and minerals and energy resources will be the key focus for future investment
- Existing significant investment in large operations (e.g. Fiji) will be maintained and positioned for growth
- Low growth countries – selective investments to maintain positions

22

Corporate – expanding existing relationships & enhancing expertise in targeted industries



Opportunity		Strategy
Natural resources	<ul style="list-style-type: none"> • Large scale energy and resources activities (up to 30% GDP) • Large trade volumes 	<ul style="list-style-type: none"> • Leverage pan-regional industry and product expertise • Focus on new customers and expanding existing relationships
Infrastructure	<ul style="list-style-type: none"> • Strong demands • Government reliance upon private funding and foreign aid for projects 	<ul style="list-style-type: none"> • Leverage existing relationships and increase Govt. liaison roles • Industry and product expertise
Financial institutions	<ul style="list-style-type: none"> • Ongoing funding requirements for development • Significant levels of international funding flows 	<ul style="list-style-type: none"> • Targeted customer relationship management • Leverage Asian product expertise
Tourism	<ul style="list-style-type: none"> • Main industry in region • Increased activity planned as economic climate stabilises 	<ul style="list-style-type: none"> • Convenience based offering • Product/Service strength • Industry specific offerings • Industry specialists and reputation
Markets and Trade services	<ul style="list-style-type: none"> • Market has limited sophistication and capabilities • Increased foreign large corporate presence and industry activity 	<ul style="list-style-type: none"> • Industry and product expertise • Leverage existing and global relationships • Sophisticated specific products

23

Retail – expanding customer base and share of wallet



Opportunity		Strategy
Segmented customer offering and share of wallet	<ul style="list-style-type: none"> • 85+% of Pacific customers have only one ANZ product • Increasing demand for new and additional differentiated products 	<ul style="list-style-type: none"> • Prime Customer segment mgt. • Relevant and innovative products • Specialist sales staff • Strong brand and marketing
Small Business	<ul style="list-style-type: none"> • Strong growth in segment • Requirement for specialised services 	<ul style="list-style-type: none"> • Expand regional rollout of successful pilot model • Dedicated specialist offering
Expanding the reach and lowering the cost to serve	<ul style="list-style-type: none"> • High utilisation of cash • Increased financial literacy and financial inclusion • Expanded awareness and access to technology 	<ul style="list-style-type: none"> • Lowering the reliance on cash through development of an integrated payment strategy • Community training initiatives • Increasing brand awareness
Wealth	<ul style="list-style-type: none"> • New and expanding demand • Competitors lack sophisticated offerings and knowledge 	<ul style="list-style-type: none"> • Leverage brand and existing relationships • Target high net worth individuals through leveraging corporate relationships

24



- ANZ has had a long and successful presence in the Pacific and is considered to be the leading bank across the region.
- While the sources of growth are changing, there are a significant number of new and existing opportunities for us to expand our business and grow our revenues.
- There is significant connectivity between Asia and the Pacific in the existing franchise. This will be further leveraged to deliver growth in the Pacific business.
- We have identified clear areas of focus and have a proven ability to execute

08 



Asia Investor Roadshow
Australia and New Zealand Banking Group Limited

Vietnam Operations

Thuy Dam
CEO, Vietnam
18 June 2008

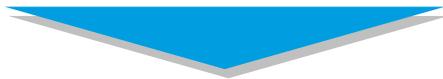




Opportunity



Strategy



Infrastructure

- Strong GDP growth and demand for banking
- Foreign ownership regulations being eased
- Disciplined strategy targeting specific segments
- Local incorporation underway
- Track record of institutional execution capabilities

Low banking penetration with significant upside from growing demand



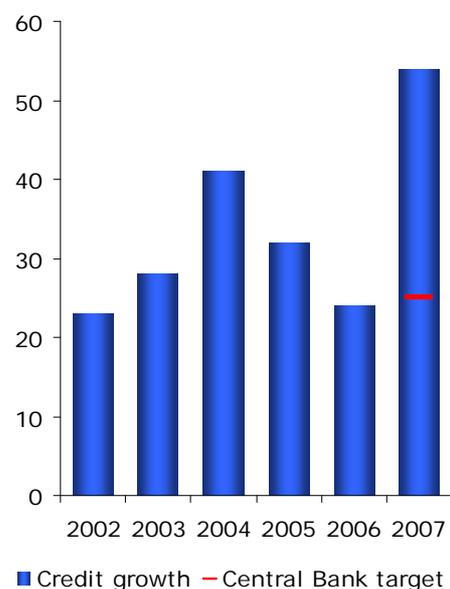
Demand for banking services

- Only 10% of people have a bank account (35% in urban areas)
- Money to flow into the banking system over the next 5 years
- Urban middle class becoming more comfortable with credit
- Growing capital markets

Industry structure and outlook

- Highly concentrated, expect consolidation
- Regulatory changes - Foreign ownership restrictions being eased
- Strong interest from foreign banks: 38 in Vietnam, and many have applied for local licenses - requires targeted strategies

Vietnam credit growth



Source: IMF 2007 Article IV report

ANZ footprint to deliver growth aspirations



ANZ Now

- 2 branches
- 280 institutional clients
- AUD847m loans, AUD885m deposits
- 20,500 cards

ANZ in 2012

- More than 50 branches
- 1400 institutional clients
- Significant increase in balance sheet – self funding approach
- 1,000,000 cards

29

Disciplined strategy targeting specific segments



Goals and aspirations

Institutional

- Core bank (Top 3) to target clients
- Leading Agri-bank and leading natural resources bank

Segment focus

- Top 200 in Vietnam
- Export lead
- Agri-business
- Natural resources
- Selective infrastructure development

Why ANZ will win

- Strong track record of local relationships (15 years)
- Local knowledge
- Swift execution capabilities

Retail

- Top 4 bank by NPAT
- 10 – 20% share of targeted segments

1. Affluent
2. Emerging affluent
3. SME

- Service obsessed (convenient, simple, reliable)
- Leveraging ANZ retail expertise
- Foreign standard with local approach

1. Income over US\$50,000 per annum, 2. Income of US\$12,000 - \$50,000, 3. Companies with less than A\$15m sales

30

Our distribution footprint focuses around four core models...



HUB Branches



- Showcase branches
- All Retail Banking services
- Include Mortgage and Wealth Specialists
- Include SME / Business Banking Centres

Main Branches



- All Retail Banking services
- Include Mortgage and Wealth Specialists

Mini-Branches



- Sales and service outlets
- Located in non-traditional bank locations
- Extended trading hours dependant on location

Mobile sales



- Wherever, whenever
- Mobile sales for Deposits, Mortgages and Wealth
- Use of smart technology

City focus;

- Heavy in Hanoi and Ho Chi Minh City
- Lighter in Danang, Haiphong, Mekong Delta and Vung Tau

31

Developing the retail proposition to become a Top 4 bank



Retail Banking Vietnam: "The Leading Premier Bank"

Widen the lead on people and culture

- Developing the best leadership group in the industry
- Creating the best training programs for people
- Enhancing the 'sales' and 'service' culture

Win on convenience and service

- Make it easy for customers
- Service obsessed ("ANZ has great staff")
- "Open when and where you want", or
- "We come to you"
- Convenient ways to Bank (ATMs, internet, call centre and mobile phone offerings)

Become a product leader

- Use payments to assist achieving "Main bank" status (Consumer and SME)
- Pioneer online savings
- Wealth Management
- Credit Cards
- Mortgages
- Coupled with a stable funding base

32



Saigon Securities Incorporation - SSI

Partnership bank: SSI
Partnership began: 2007
ANZ's Stake: 11.5%

- Largest securities firm in Vietnam
- Publicly listed
- Merrill Lynch's Frontiers Index
- Top 10 companies for potential dual listing
- 35,000 customers
- Fund management

Sacombank

Partnership bank: Sacombank
Partnership began: 2005
ANZ's Stake: 10%

- 2nd largest "Joint Stock" Bank in Vietnam*
- Publicly listed
- 215 branches

*Joint stock = non state owned

Track record reflects strong institutional execution capabilities



7/2006 :

Book runner for the first ever local currency corporate bond issued for Electricity of Vietnam - VND 900 bn (USD 60 mil equivalent) 5 year bond

9/2007:

Lead arranger for long-term financial services, including export finance service to China and trade finance, value USD120 million for Thai Nguyen Iron and Steel Corporation

12/2007:

First ever major currency swap transaction for an international financial institution



Appendix

ANZ in Vietnam



Facts and Figures

Population: 86 million

GDP Growth Rate: 8.4%

Nominal GDP: USD 61.3 billion

Exports: Crude oil, marine products, rice, coffee, rubber, tea, garments, shoes.

Imports: Machinery and equipment, petroleum products, fertilizer, steel products, raw cotton, grain, cement, motorcycles.

ANZ in Vietnam

Presence: Hanoi, Ho Chi Minh City, Can Tho

Operation: Branches in Hanoi and Ho Chi Minh City; Representative Office in Co Tho Province

Established: 1993

Activities: ANZ is a fully licensed local bank, able to provide domestic and foreign currency lending, trade finance, foreign exchange, commodity and interest rate hedging products and personal banking services, including deposits and checking accounts. Additionally, through regional product support, it is able to provide clients in the country with a full range of regional corporate and structured finance products.



- 'Best Retail Bank in Vietnam for 2007' – The Asian Banker
- 'Best Service Bank for 2007' voted by readers of Saigon Tiep Thi magazine
- 'Best Customer Oriented Bank' in 2002, 2003, 2004, 2005, 2006 and 2007 – Vietnam Economic Times
- 'Best Foreign Bank in Vietnam 2002/03 and 2003/04' – FinanceAsia
- 'Best Retail Bank in Vietnam 2003 and 2004' – The Asian Banker



Local incorporation progress

- Decree 22 and Circular 03
- WTO commitment and Road map
- Application submitted and completed
- Subject to license Terms and Conditions: 10-12 branches
- Branch license maintained with one branch in Hanoi

Strengthening channels to deliver service proposition



- Branch expansion (currently 2)
- ATM expansion (currently 56)
- 24 x 7 call centre
- Internet banking
- Mobile Phone Banking
- Mobile Bankers

Supporting new product launches

ANZ Mortgage marketing (2007 launch)

ANZ Credit Cards (2007 launch)

1st unsecured credit card in Vietnam that is "pure credit, no deposit".



Retail

- Transaction and Savings Deposits
- Multi-Currency Term Deposits
- Foreign Exchange
- Payments
- ANZ Visa Debit Card
- ANZ Visa Credit Card
- Mortgage loans
- Auto loans
- Overseas Student Accounts

Wholesale

- Relationship Banking
- (Corporate and Institutional)
- Financial Markets (FX and MM)
- Corporate and Structured Finance
- Trade Finance

Enablement / Support

- Risk Management
- Human Resources
- IT and Operations

Clear focus on emerging affluent and affluent segments ...



Segments	Profile	Criteria (USD)	Key Locations
High Net Worth	Personal <ul style="list-style-type: none"> • Top executives • Rich family heirs 	Income p.a. \$250k> Assets >\$1m Other N/A	Ho Chi Minh City, Hanoi
	Business <ul style="list-style-type: none"> • Large business owners 	Annual Turnover Referred to Institutional if >\$50m	Ho Chi Minh City, Hanoi
Affluent SEC A+	Personal <ul style="list-style-type: none"> • Senior executives • Family heirs 	Income p.a. >\$50k Assets >\$500k - \$1m Other N/A	Ho Chi Minh City, Hanoi + 3 cities
	Business <ul style="list-style-type: none"> • Business owners 	Annual Turnover \$1m to \$15m	Ho Chi Minh City, Hanoi
Emerging Affluent SEC A	Personal <ul style="list-style-type: none"> • Professionals • Middle managers 	Income p.a. \$12k to \$50k Assets \$250k - \$500k Other N/A	Ho Chi Minh City, Hanoi + 3 cities
	Business <ul style="list-style-type: none"> • Owner operators 	Annual Turnover \$100k to \$1m	Ho Chi Minh City, Hanoi



The material in this presentation is general background information about the Bank's activities current at the date of the presentation. It is information given in summary form and does not purport to be complete. It is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. These should be considered, with or without professional advice when deciding if an investment is appropriate.

For further information visit

www.anz.com

or contact

Jill Craig
Head of Investor Relations

ph: (613) 9273 4185 fax: (613) 9273 4899 e-mail: jill.craig@anz.com