

# Investor Discussion Pack

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**AUSTRALIA AND NEW ZEALAND  
BANKING GROUP LIMITED**

**September 2013**



# Delivering ANZ's strategy

## Super Regional Strategy

To become the best connected and most respected bank across the region

**Strengthen our position in Australia & New Zealand**

**Capture faster growing regional flows in trade, capital and wealth**

**Diversify revenue streams by product, geography and customer**

**Drive operational efficiency and productivity**

Manage risk, balance sheet and capital to drive superior return for shareholders

# Focused on differentiated growth, productivity and shareholder returns

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## 1. Growth

Diversified, low risk growth outcomes and opportunities

## 2. Productivity

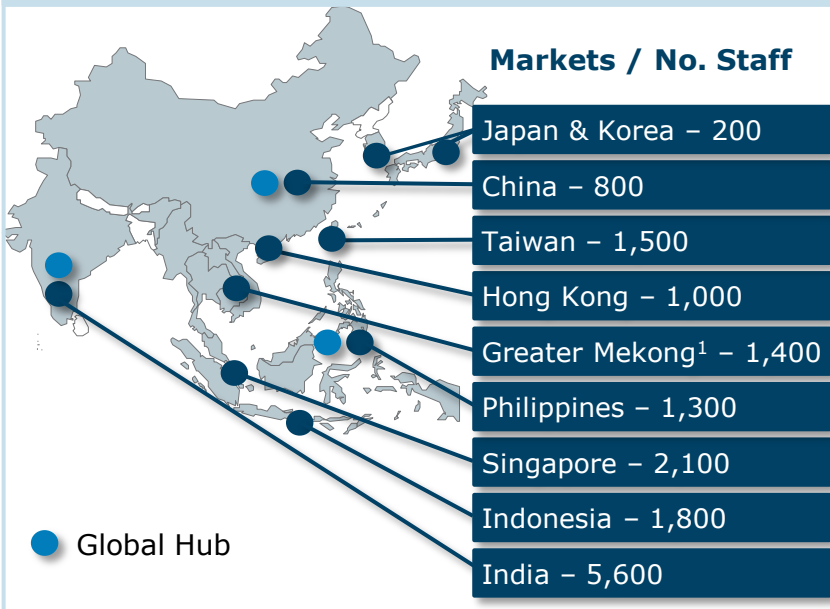
Step change in productivity and cost management

## 3. Shareholder Returns

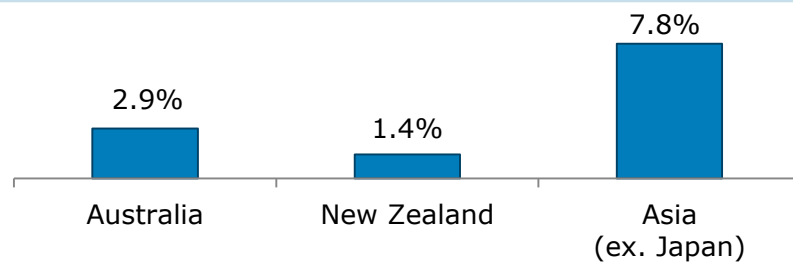
Driving improved ROE and shareholder returns

# Our differentiated strategy is delivering for shareholders and customers

## ANZ has built a substantial business in Asia



## Average 5 year GDP growth



## Established network to support faster growing regional flows in trade, capital and wealth

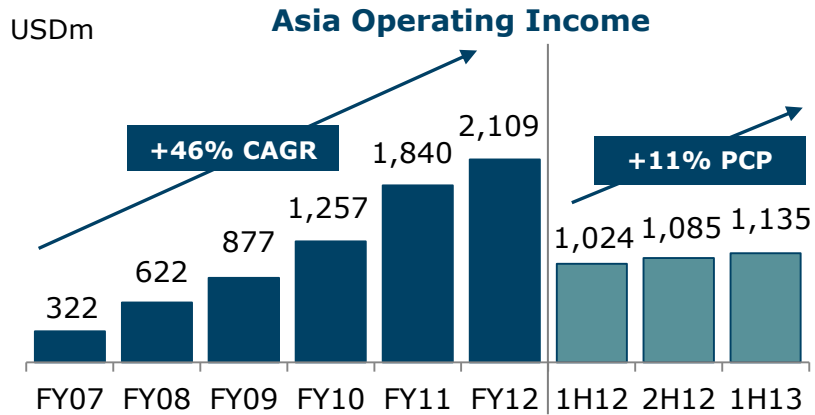


Source: World Trade Organisation

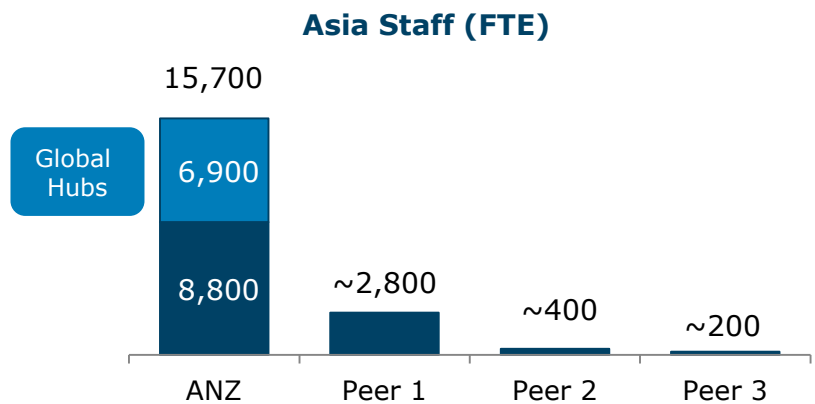
1. Greater Mekong includes Vietnam, Cambodia & Laos.

# We have built scale, capability and momentum in Asia

## ANZ has built a substantial business in Asia

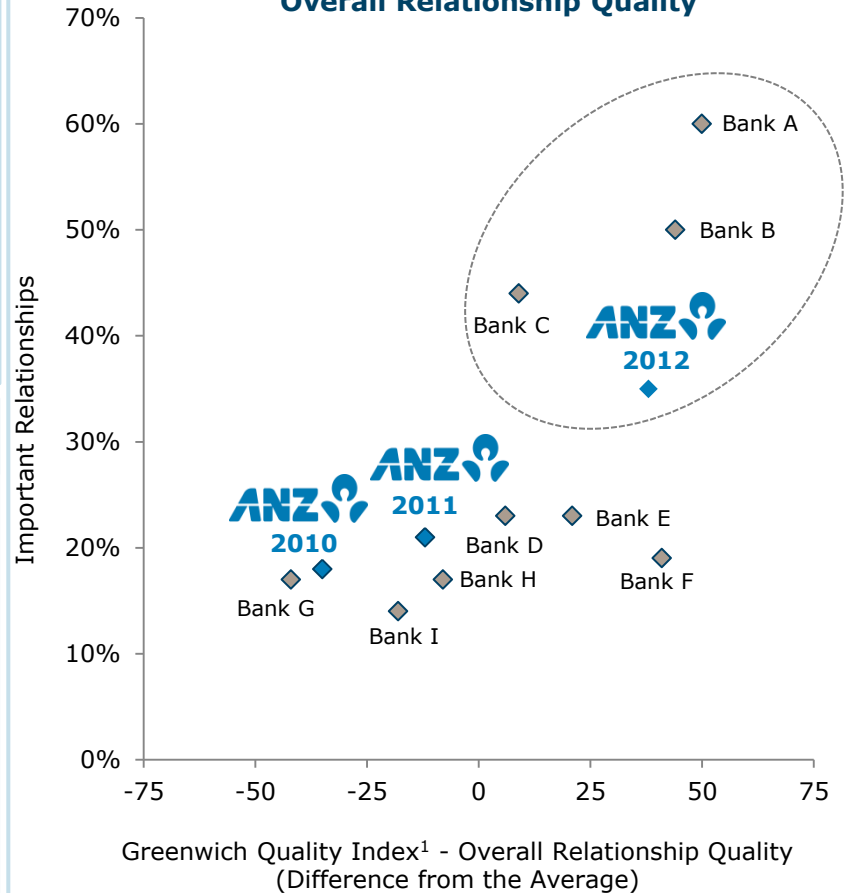


## Significantly larger presence than domestic peers



## A top 4 Corporate Bank in Asia

### Greenwich Associates Large Corporate Survey Overall Relationship Quality



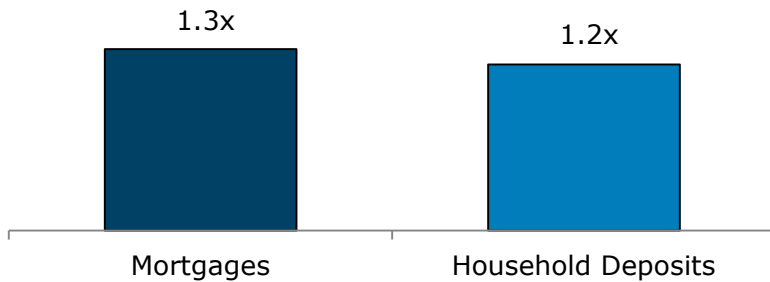
1. The Greenwich Quality Index score is based upon a normalized composite of all qualitative evaluations transformed to a scale of 0 to 1,000 with the difference from the average shown. Note: Cross-hairs are calculated by the average of the banks shown in graph.



# Diversified, low risk growth outcomes and opportunities

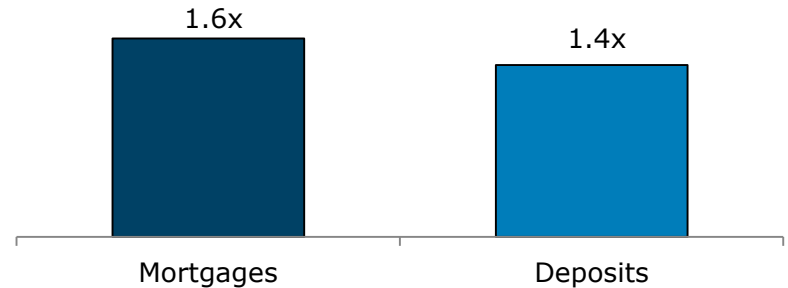
## Australia

### 12 month growth vs system<sup>1</sup>



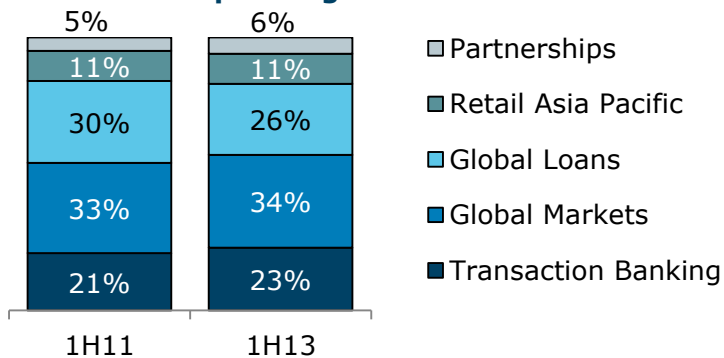
## New Zealand

### 12 month growth vs system<sup>2</sup>



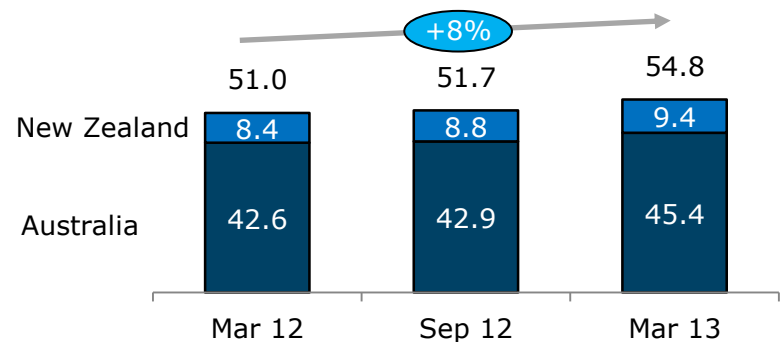
## International & Institutional Banking

### Operating Income Mix 1H13



## Global Wealth

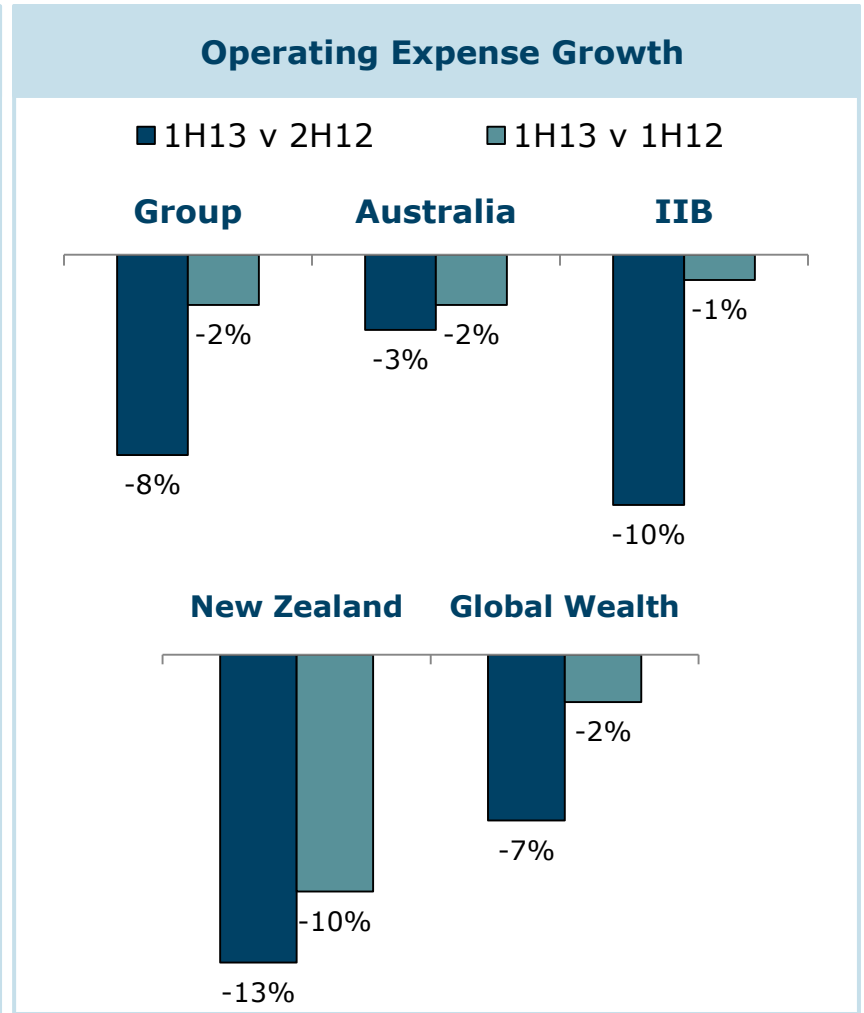
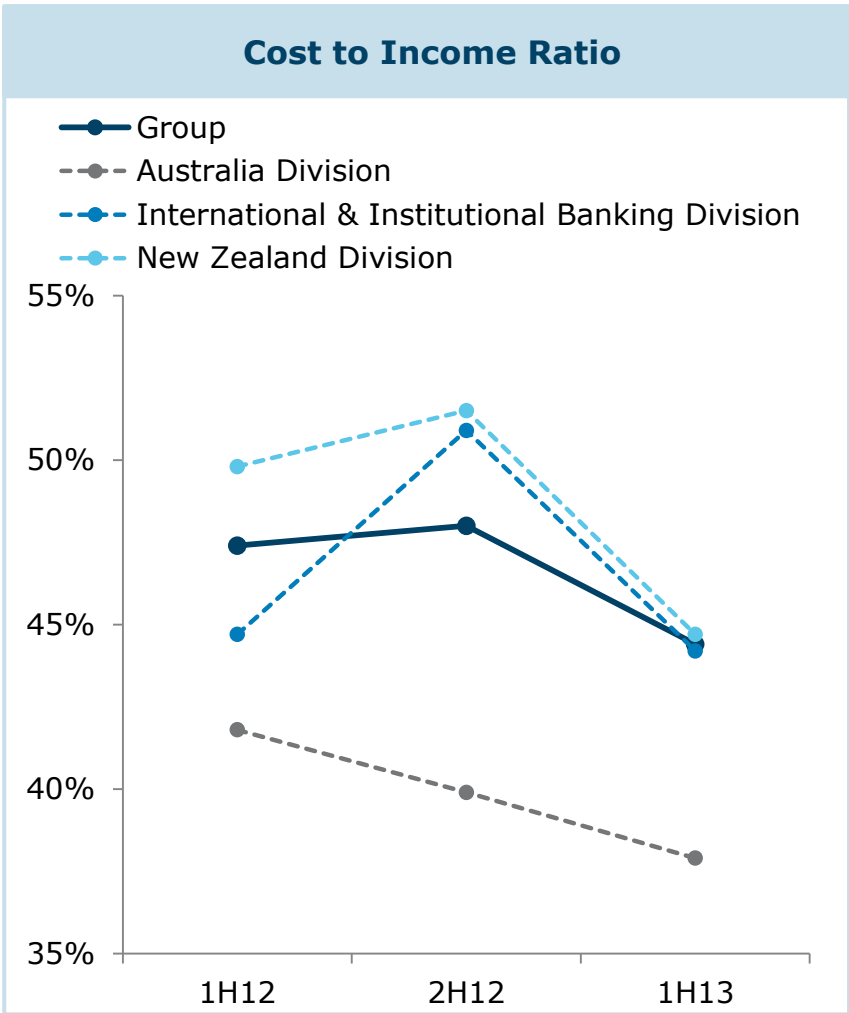
### Funds Under Management (\$b)



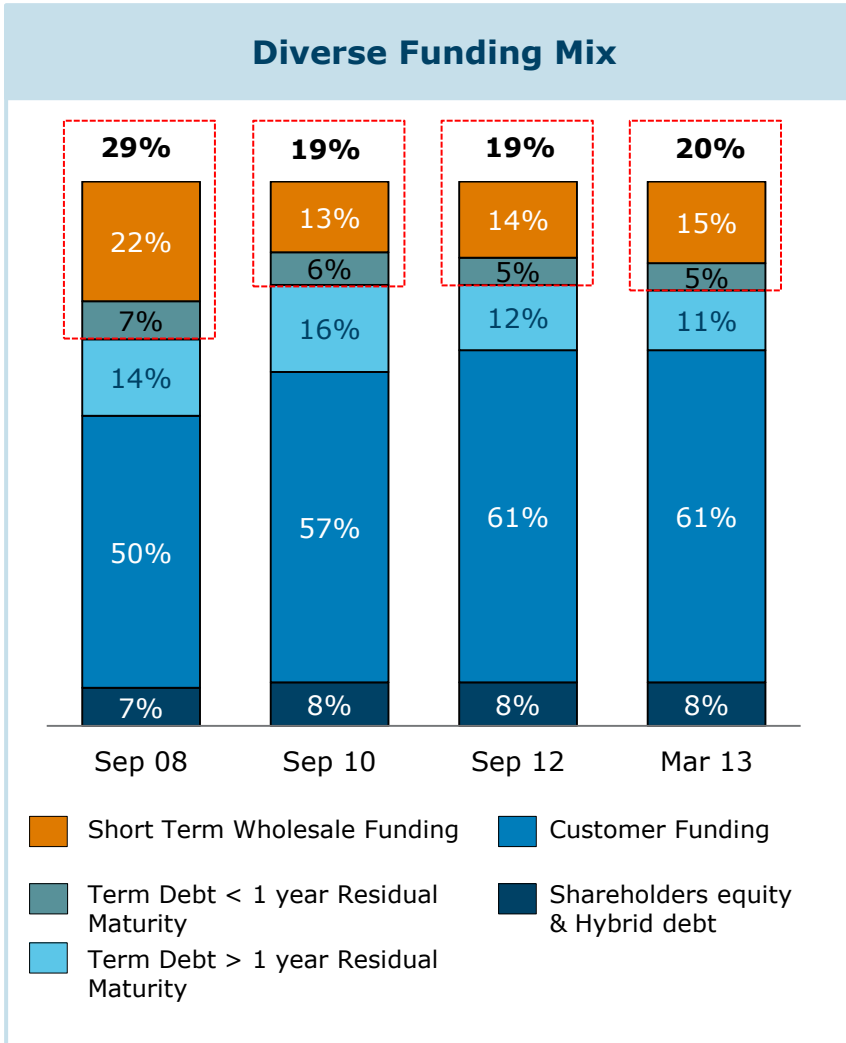
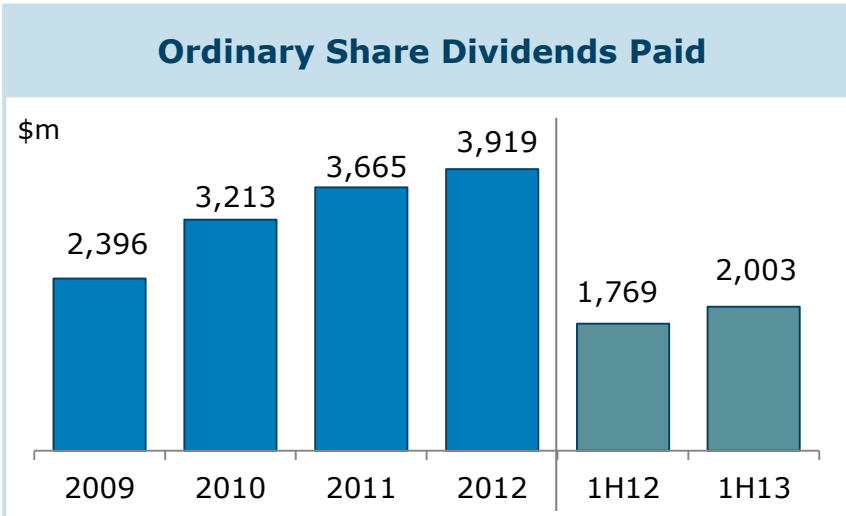
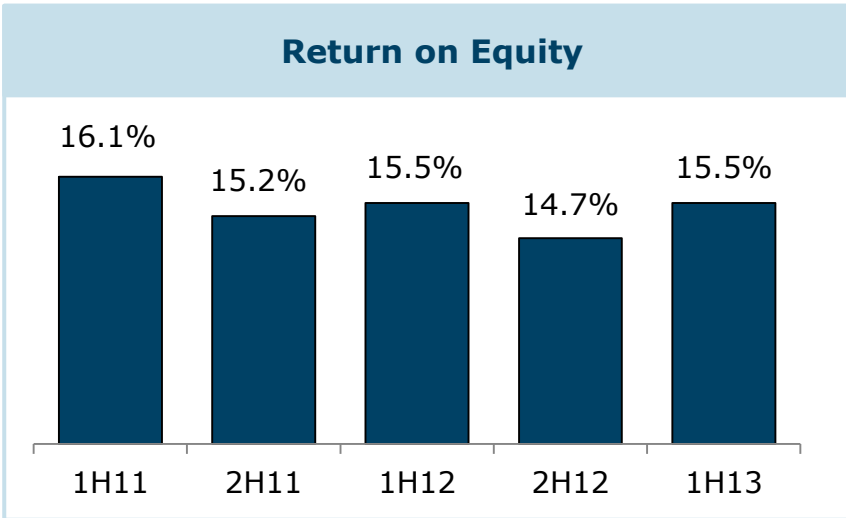
1. Source: Mortgage system based on RBA data. Household deposit system based on APRA banking statistics.

2. Source: RBNZ, Share of all providers. Mortgages at February 2013, Deposits as at December 2012

# Step change in productivity and cost management



# Shareholders are benefitting from ANZ's momentum driving increased returns





# 13

## HALF YEAR RESULTS

AUSTRALIA AND NEW ZEALAND  
BANKING GROUP LIMITED

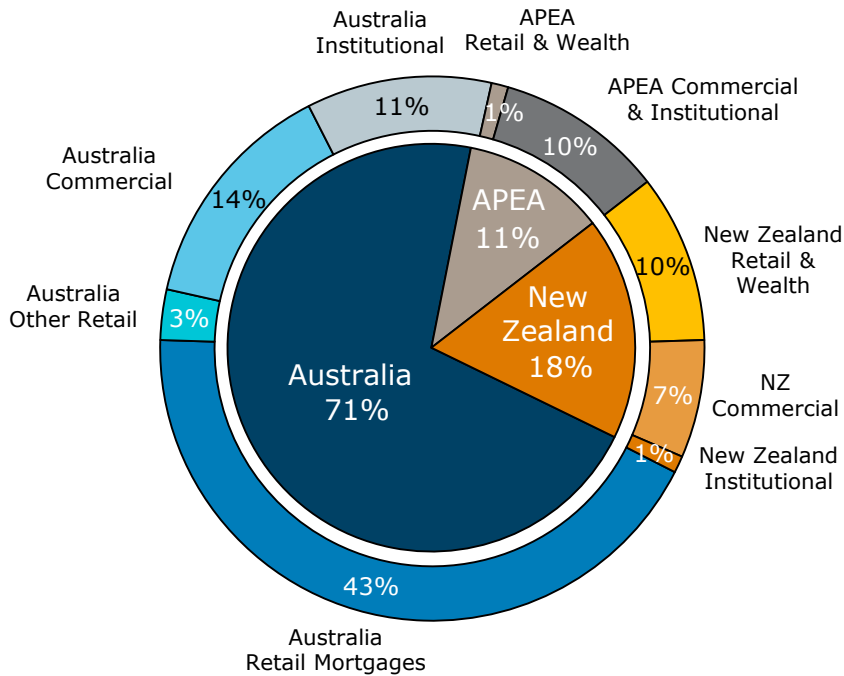
30 April 2013

**Balance Sheet & Treasury**

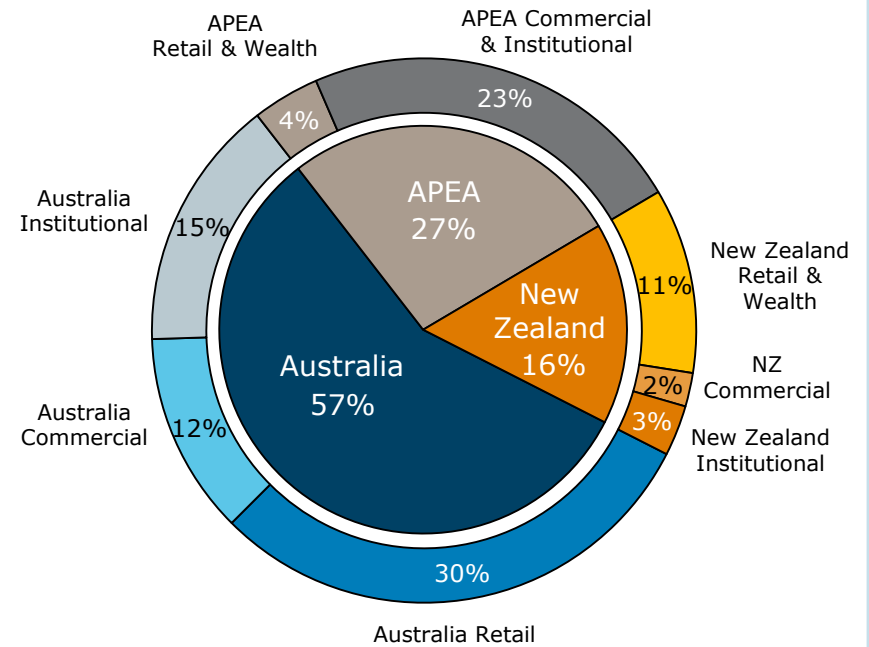


# Balance Sheet composition by Geography

## Customer Lending<sup>1</sup> by Geography



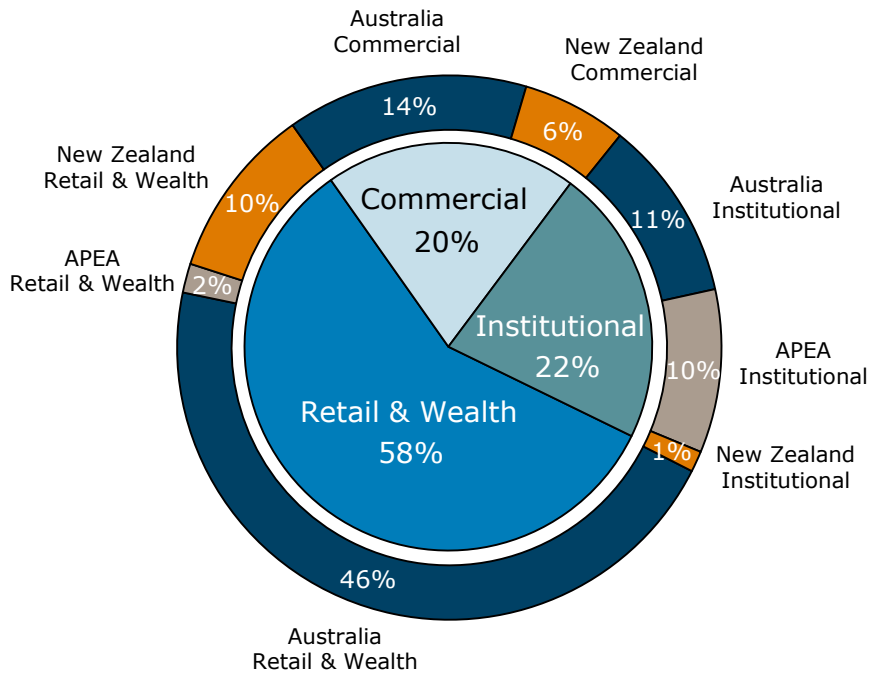
## Customer Deposits by Geography



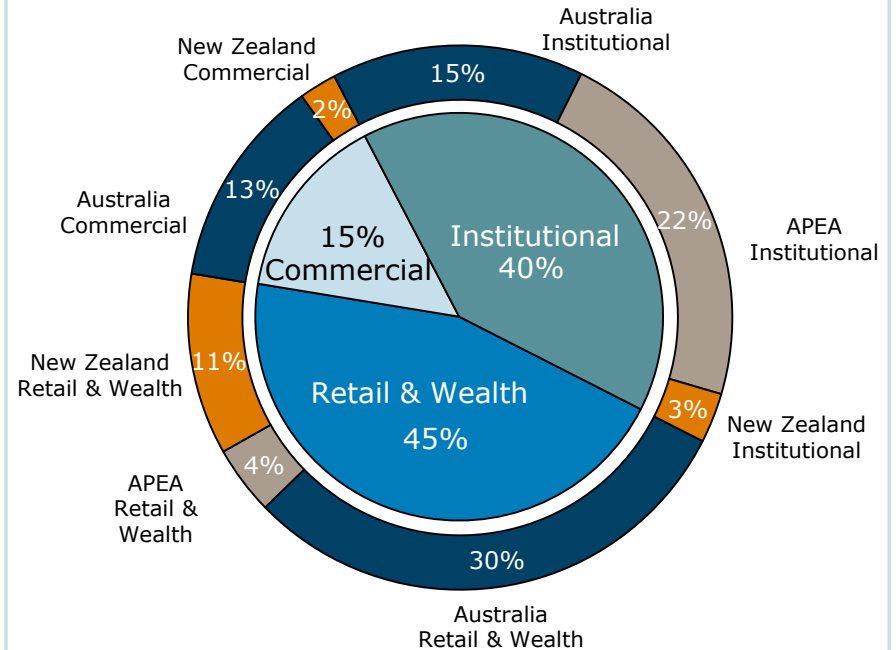
1. Customer lending represents Net Loans & Advances including acceptances

# Balance Sheet composition by Segment

## Customer Lending<sup>1</sup> by Segment

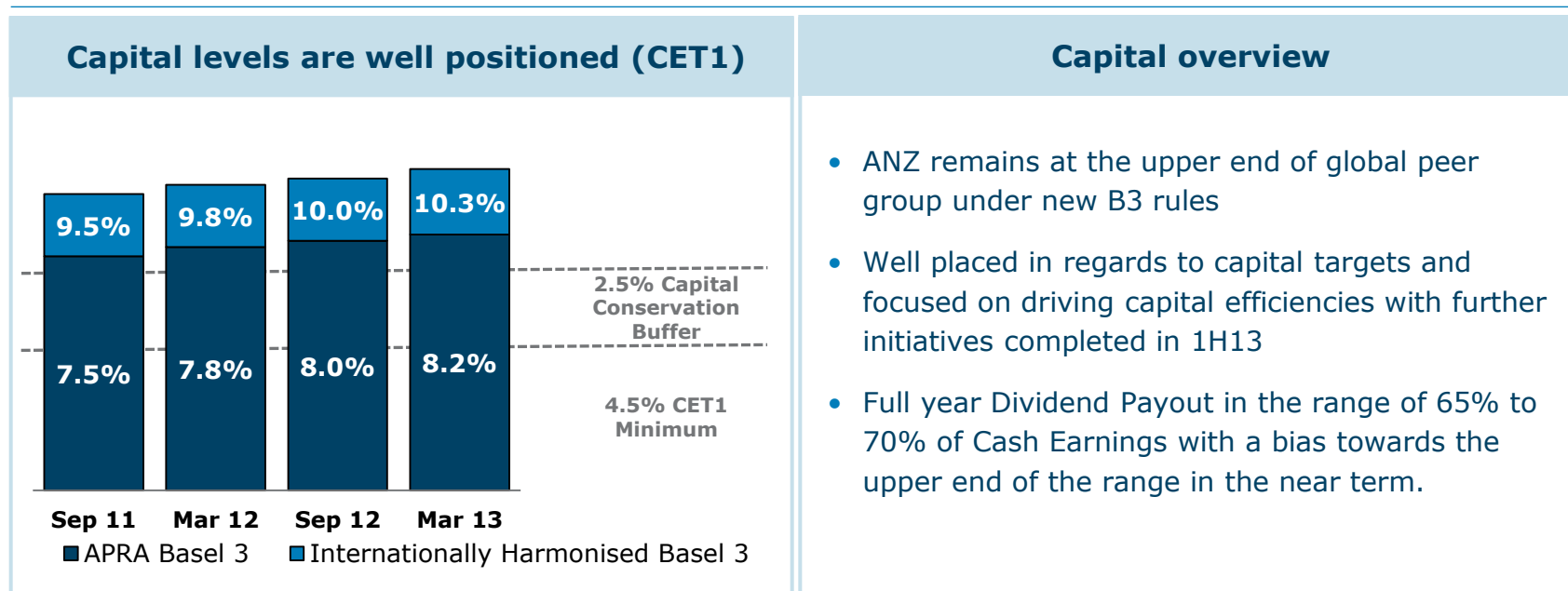


## Customer Deposits by Segment



1. Customer lending represents Net Loans & Advances including acceptances

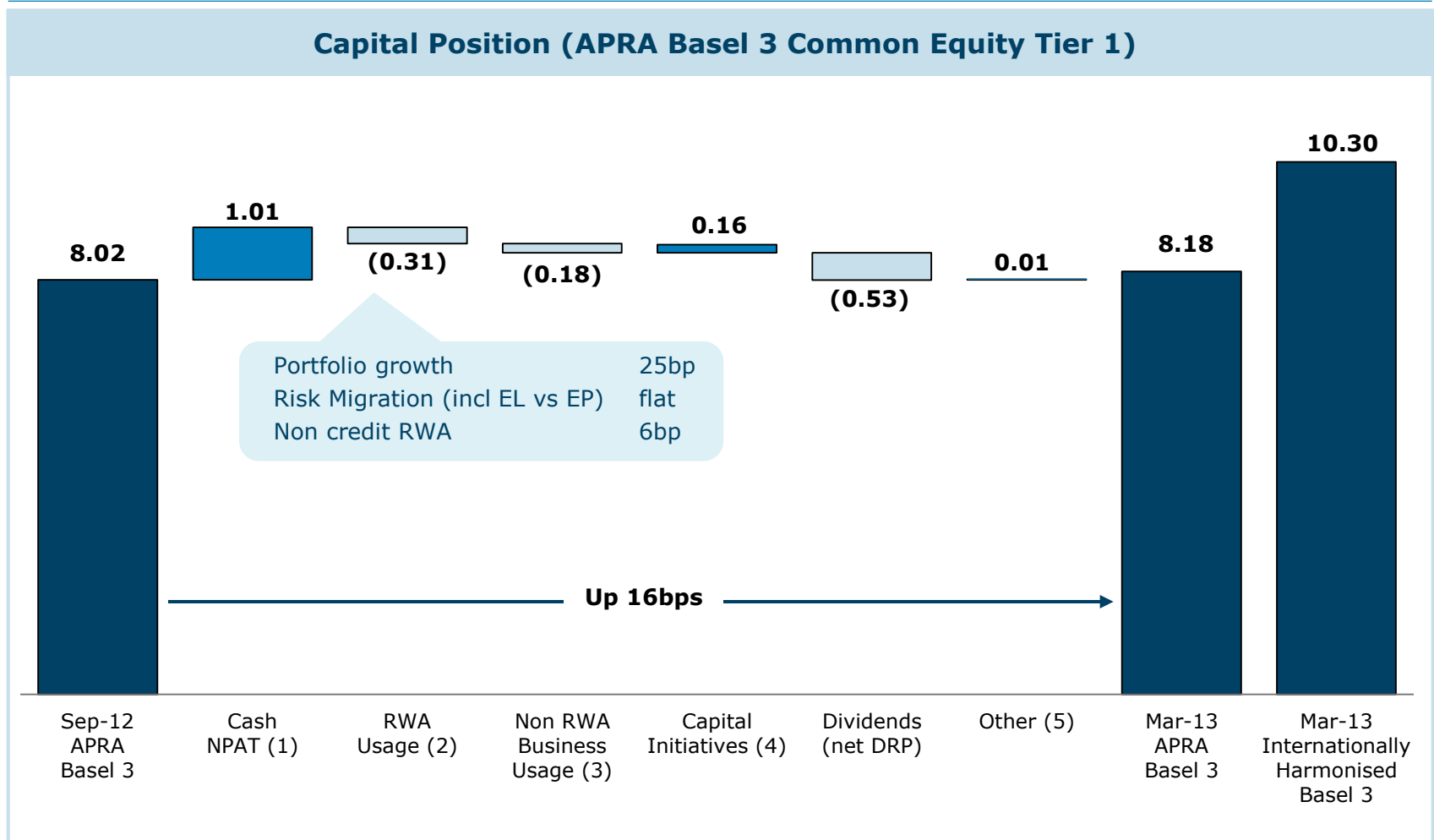
# Strongly capitalised under new Basel 3 rules



## Capital position reconciliation under Basel 3

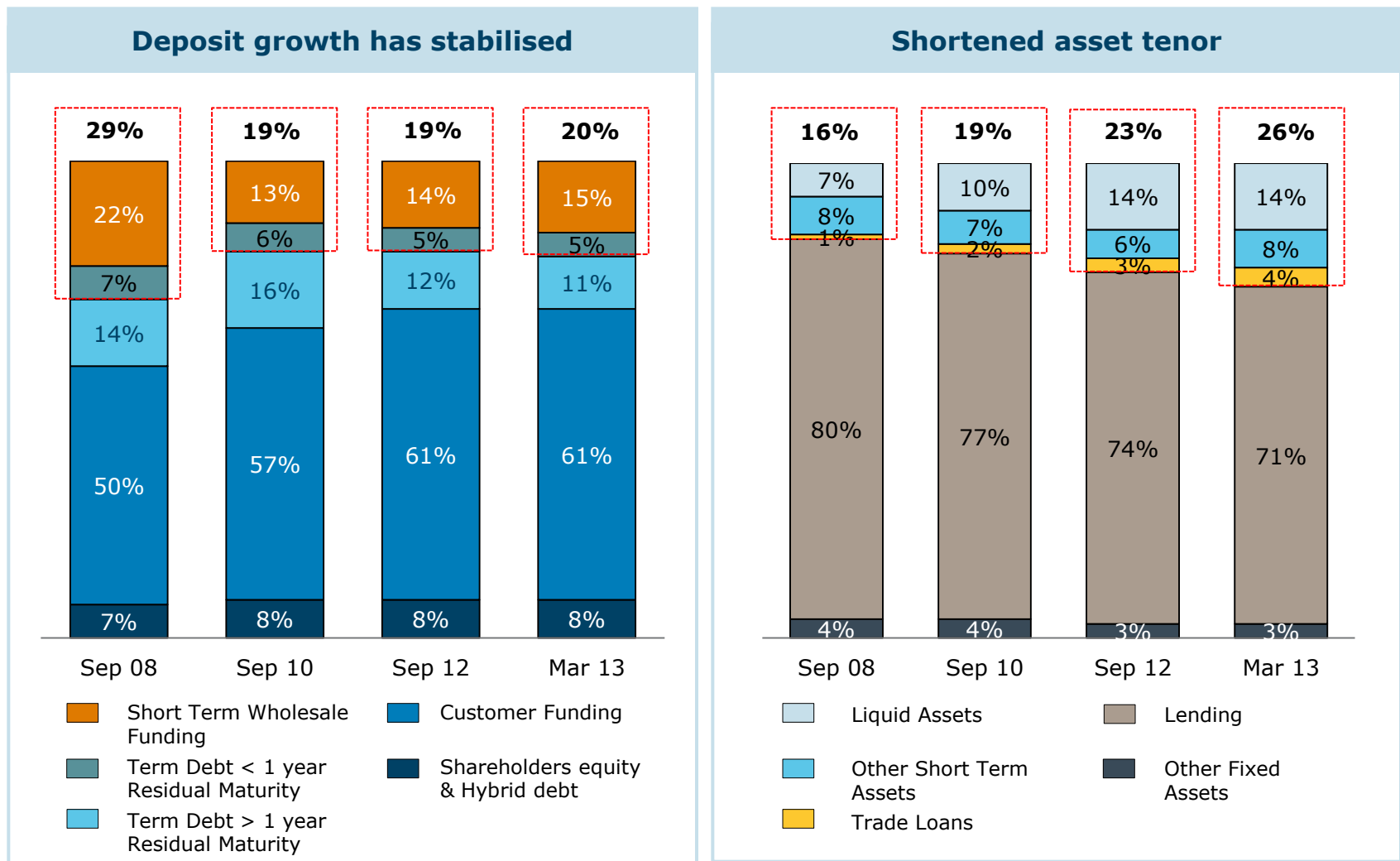
	CET1	Tier-1	Total Capital
<b>Mar-13 APRA</b>	<b>8.2%</b>	<b>9.8%</b>	<b>11.7%</b>
10% allowance for investments in insurance subs and ADIs	0.8%	0.8%	0.7%
Mortgage 20% LGD floor and other measures	0.4%	0.5%	0.6%
IRRBB RWA (APRA Pillar 1 approach)	0.4%	0.5%	0.5%
Up to 5% allowance for deferred tax asset	0.2%	0.2%	0.2%
Other capital items	0.3%	0.3%	0.3%
<b>Mar-13 Internationally Harmonised</b>	<b>10.3%</b>	<b>12.1%</b>	<b>14.0%</b>

# Organic capital generation and capital initiatives have improved capital levels



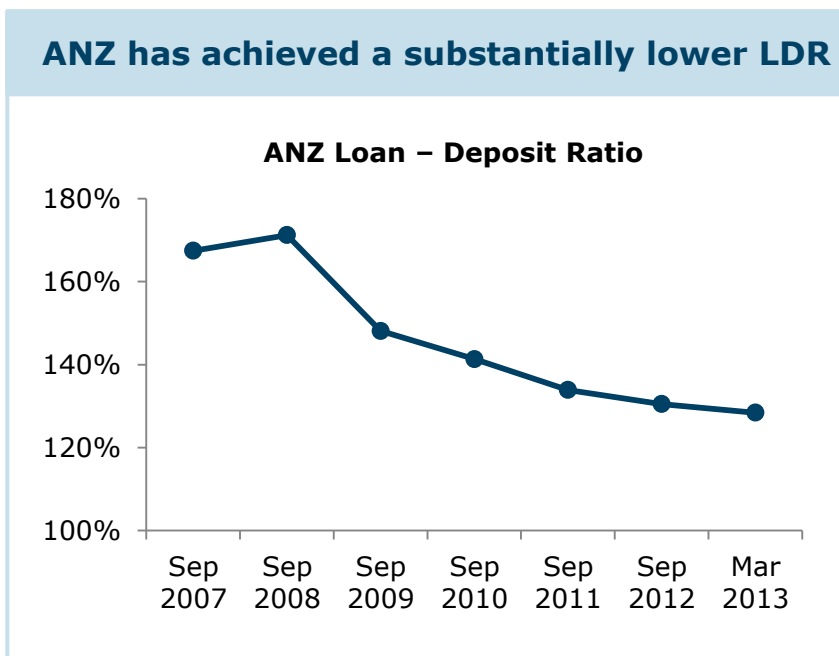
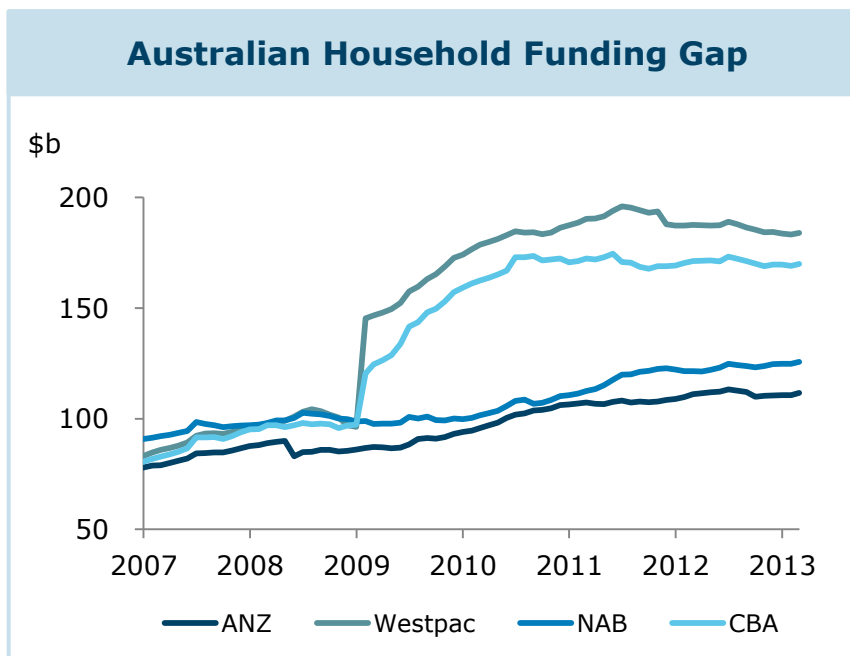
1. Cash earnings net of pref shares. 2. Includes impact of expected loss versus eligible provision shortfall 3. Includes capital retention of deconsolidated entities, capitalised software (before write off) and other intangibles. 4. Includes external refinancing of ANZ Wealth. 5. Includes net FX, Non-Core NPAT items, portfolio data review, net deferred tax assets.

# Structural liquidity position strengthened – driven by growth in customer funding and shortened asset tenor



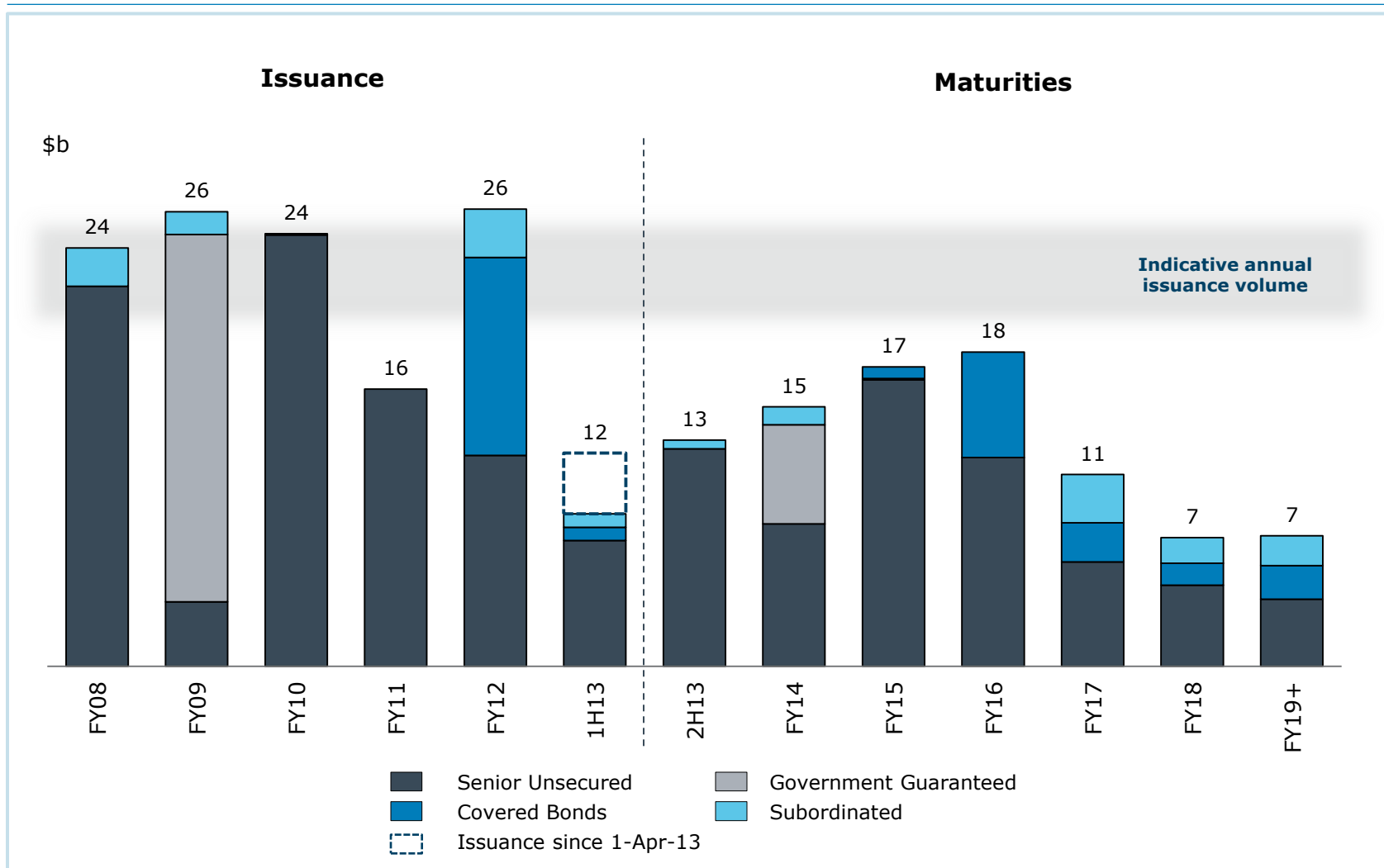
# Lowest structural funding gap provides funding flexibility

	<b>ANZ</b>	<b>Westpac</b>	<b>NAB</b>	<b>CBA</b>
<b>Loan – Deposit Ratio (%)</b>	<b>128%</b>	<b>148%</b>	<b>146%</b>	<b>141%</b>
<b>Loan – Deposit Gap (\$b)</b>	<b>97</b>	<b>167</b>	<b>156</b>	<b>157</b>
<b>Australia Household Funding Gap (\$b)</b>	<b>112</b>	<b>184</b>	<b>126</b>	<b>170</b>



Source: APRA (Feb 13) and latest bank published financial statements

# A sustainable term wholesale funding profile

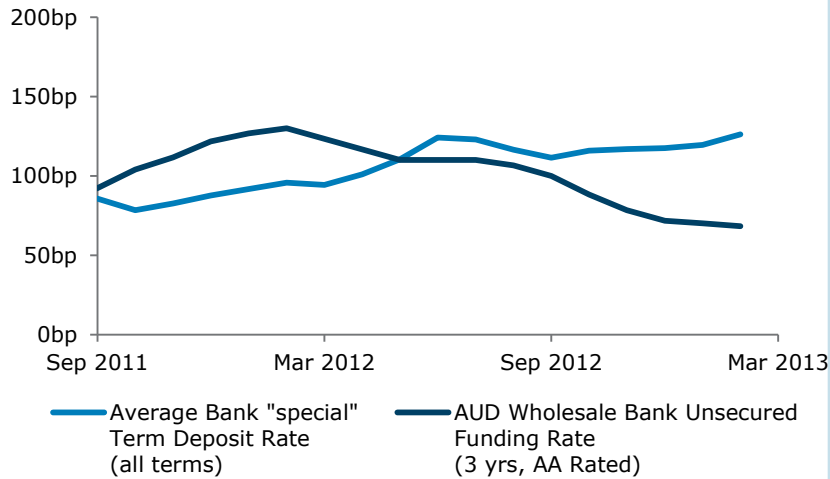


Note: Funding shown in year of issuance. Includes transactions with a call date or maturity date greater than 12 months at time of issue.

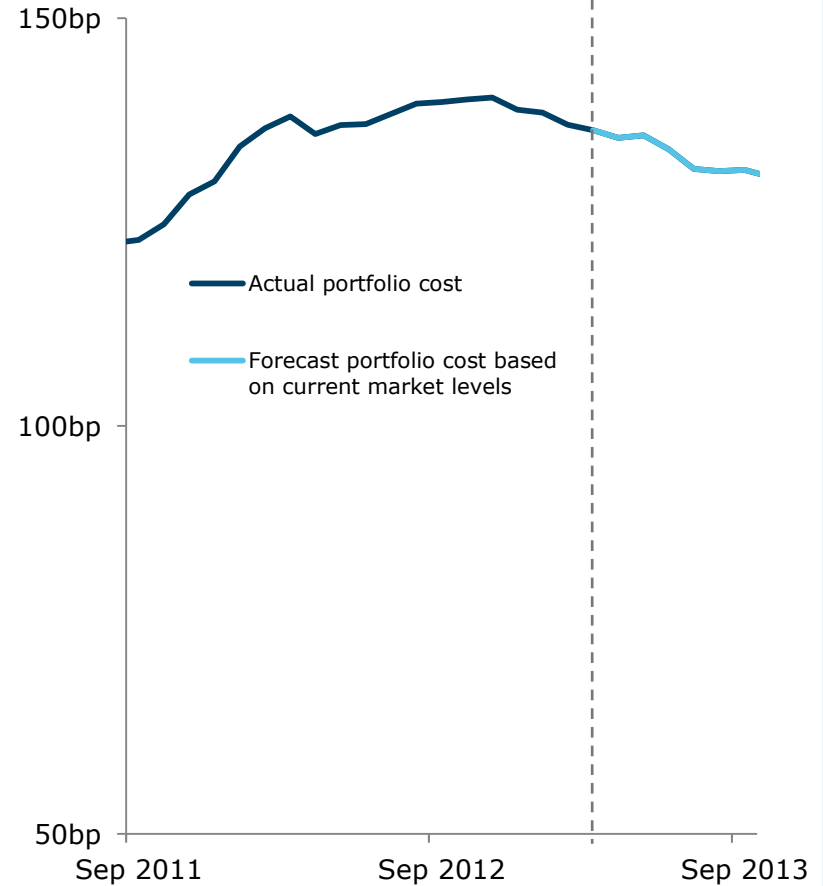


# Portfolio wholesale funding costs stabilising, deposit costs remain relatively high

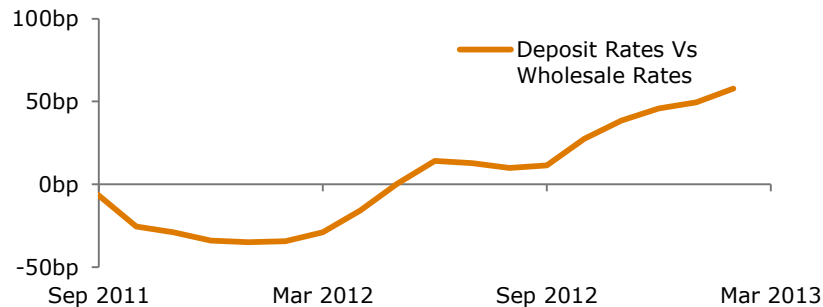
**Retail deposit and wholesale funding margins (to 3mth BBSW)**



**Term Wholesale Funding Portfolio Costs**



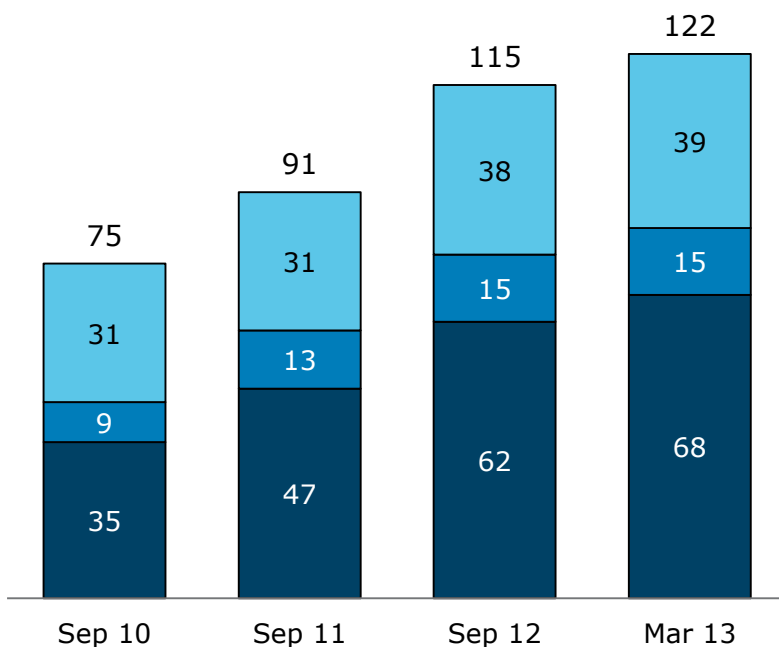
**Spread between retail deposit rates and wholesale funding rates**



Source: RBA, ANZ (3 month rolling averages)

# Strong liquid asset position

## Liquidity Portfolio



- Internal RMBS
- Private Sector Securities and precious metals
- Cash, Government & Semi-Government Securities

## Basel 3 Liquidity Rules

- In January 2013, the Basel Committee announced revised details on the Liquidity Coverage Ratio ("LCR") including amendments to the outflow assumptions
- APRA is yet to finalise the LCR requirements for Australian banks, although this is expected shortly
- As a result of the shortage of HQLA (including Government bonds) in Australia, banks will be permitted to meet some of their liquidity requirement via the Committed Liquidity Facility ("CLF")
- The size and availability of the CLF has yet to be agreed with APRA and the RBA

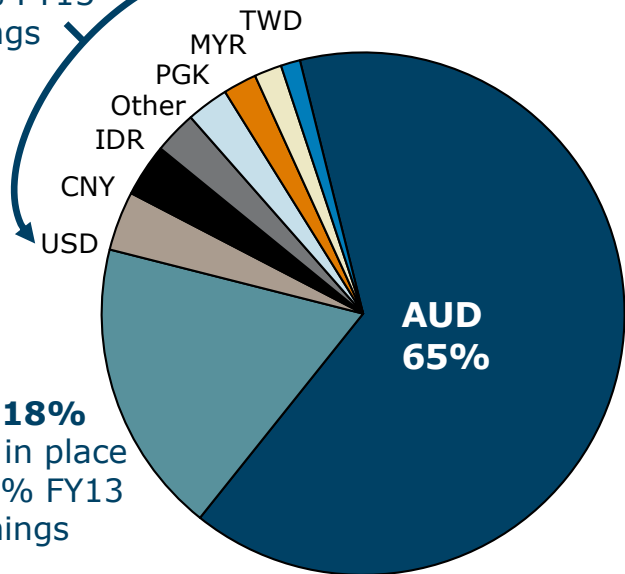
# Hedging has partially offset the impact on earnings of sustained \$A strength

1H13 Earnings composition by Currency

**Non AUD & NZD**

**17%**

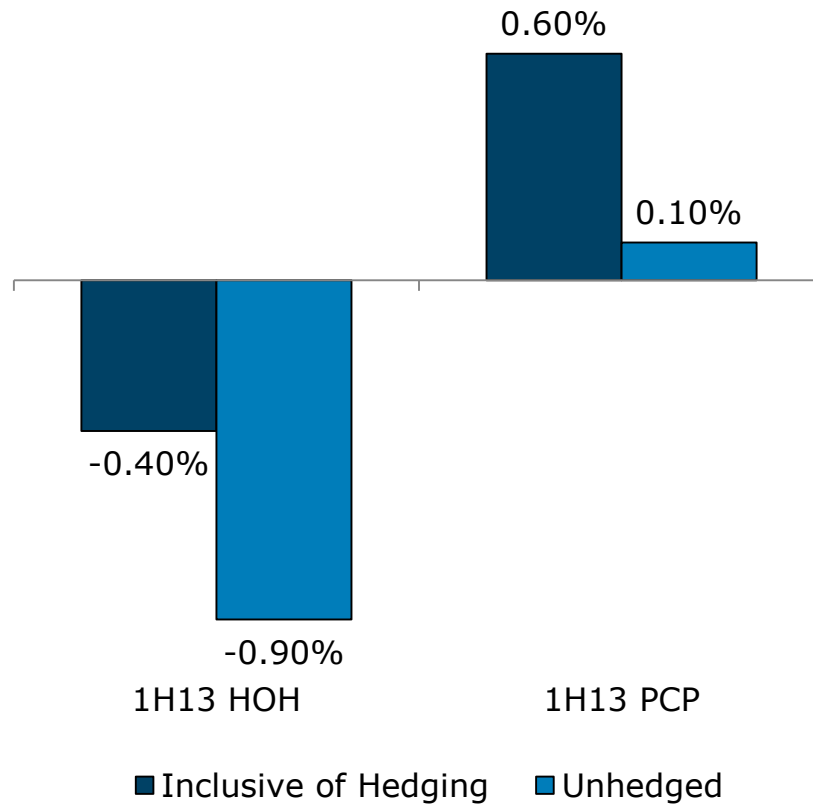
Hedges in place for ~70% FY13 earnings



**NZD 18%**

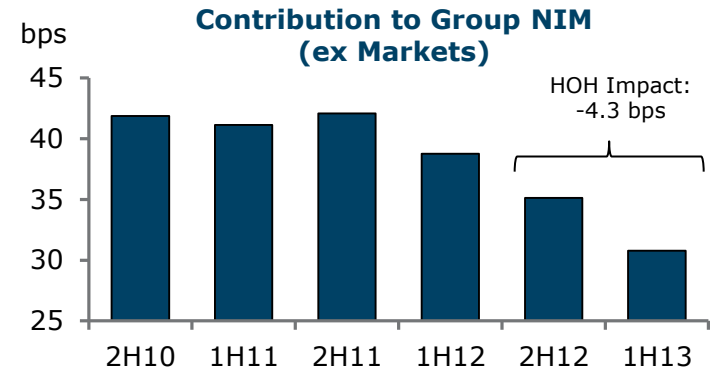
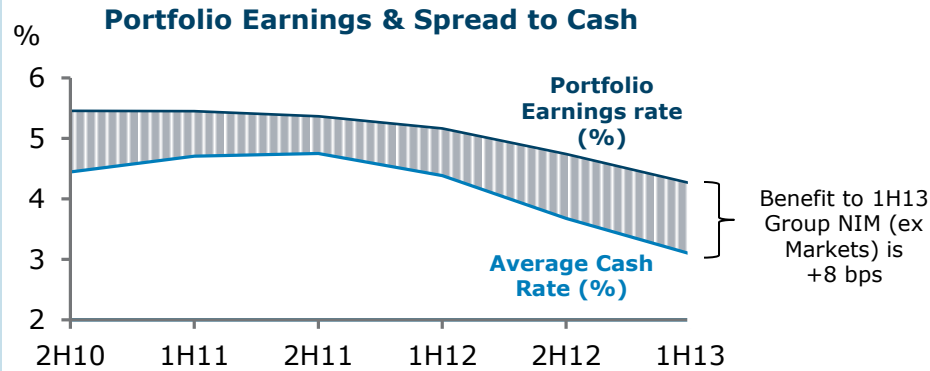
Hedges in place for ~70% FY13 earnings

EPS impact from Hedging

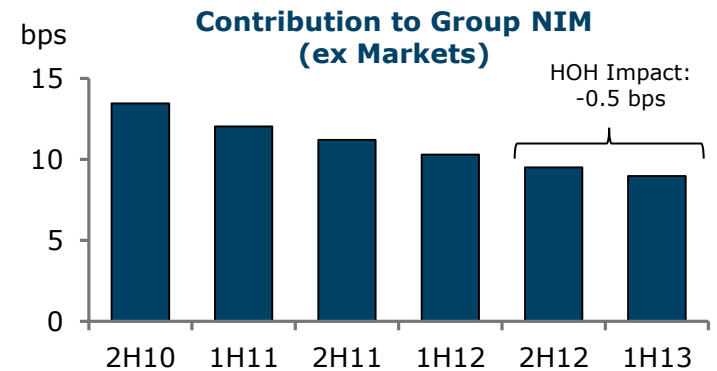
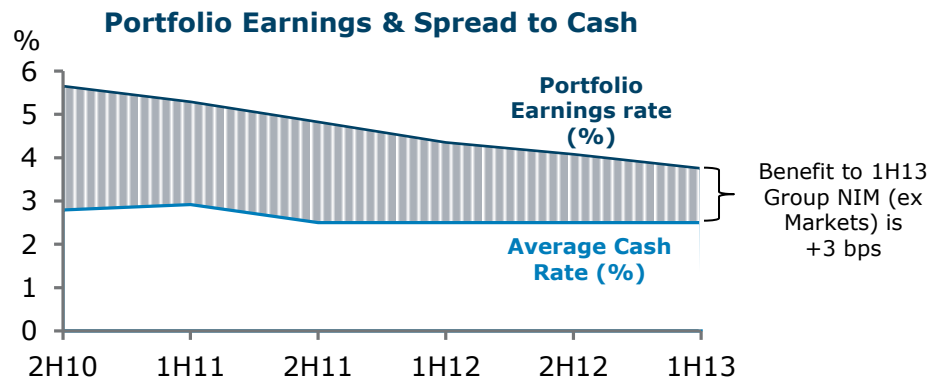


# Capital and Replicating Portfolio – Earnings impacted by lower interest rates, but portfolio management mitigates full impact

## Australia Capital and Replicating Portfolio



## New Zealand Capital and Replicating Portfolio



**13**

**HALF YEAR RESULTS**  
**AUSTRALIA AND NEW ZEALAND**  
**BANKING GROUP LIMITED**

**30 April 2013**

**Investor Discussion Pack**  
**Risk Management**

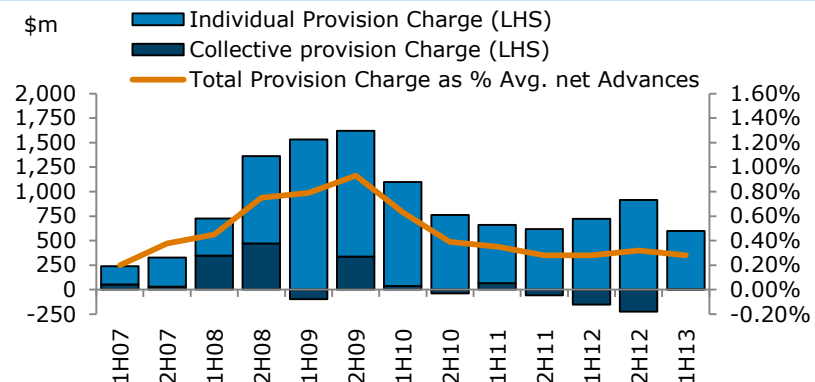


# Credit quality in line with expectations

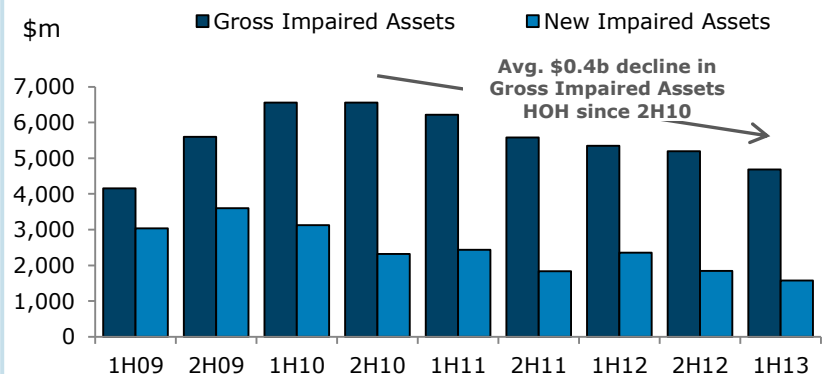
## Credit Quality trends

- The 1H13 Provision charge of \$599m represents a 13% reduction HOH
- This lower Provision charge driven by reduction in both new individual provisions and top-up provisions to existing impaireds
- ANZ remains appropriately provided for the collective provision ratio at 1.01% following the introduction of APRA Basel III standards (1.06% on a Basel II basis)
- This coverage level reflects the ongoing improvement in credit quality of the Group's portfolio
- New impaired assets declined 15% HOH to \$1.6b, with all divisions seeing HOH reductions in new impaireds
- Gross impaired assets reduced 10% HOH to \$4.7b

## Provision Charge

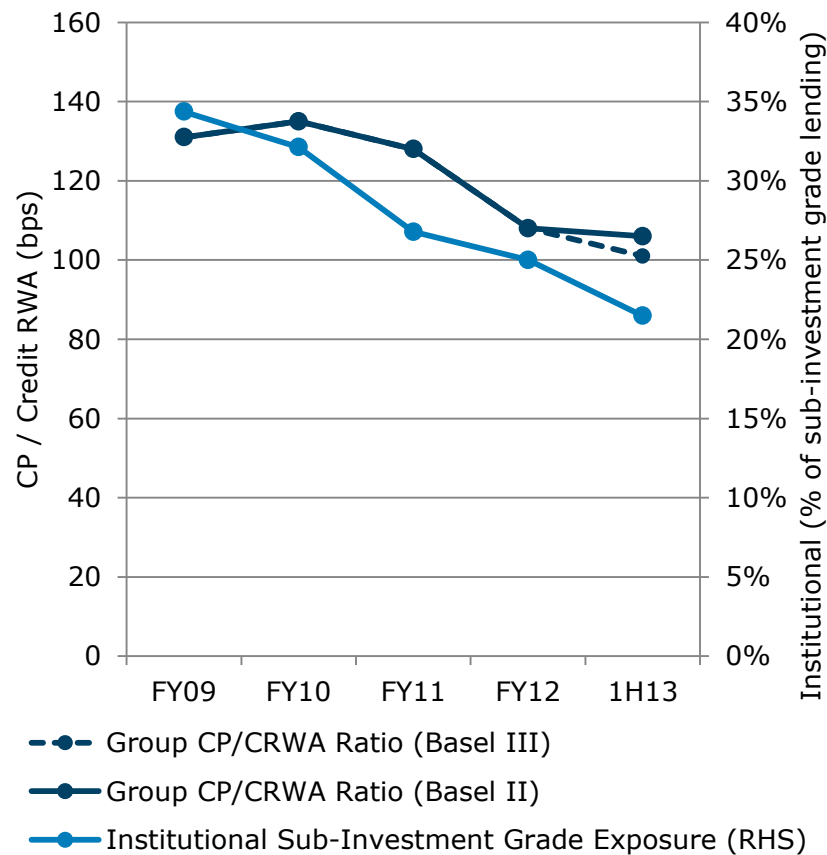


## Impaired Assets

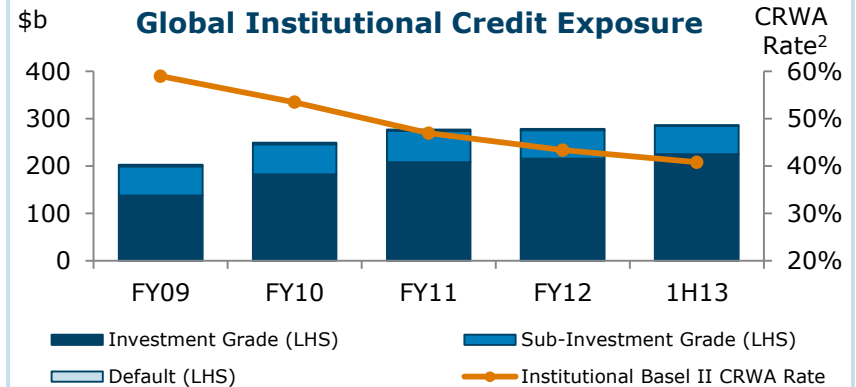


# Collective Provisioning Coverage reflects Global Institutional Portfolio credit quality improvement

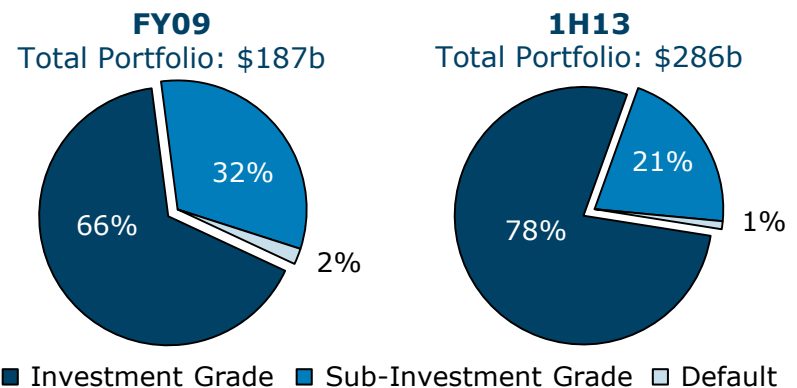
## Global Institutional Sub Investment Grade<sup>1</sup> Exposures continue to decline



## Trend in Global Institutional composition



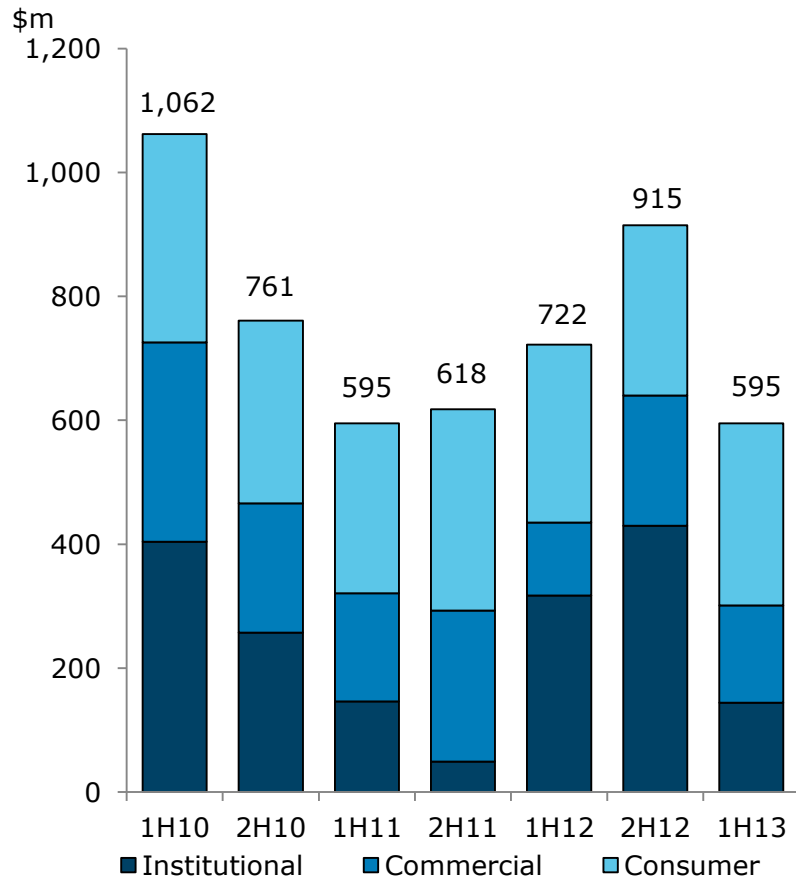
## Global Institutional Portfolio composition



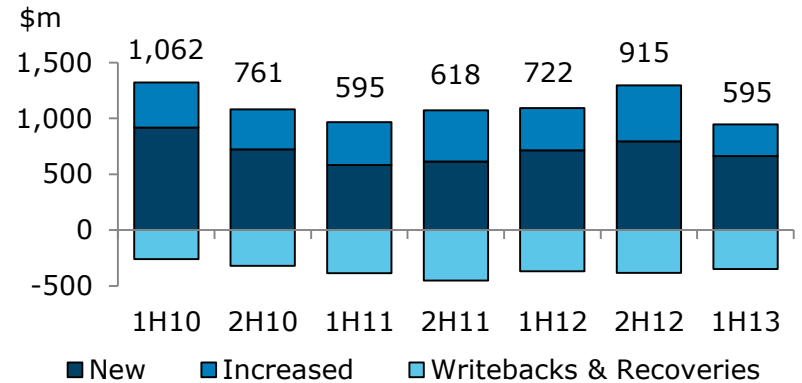
1. Sub-investment grade defined as exposures with a rating below BBB-  
 2. CRWA Rate defined as Credit Risk Weighted Assets as a percentage of Exposure at Default (EAD)

# Individual Provision Charge

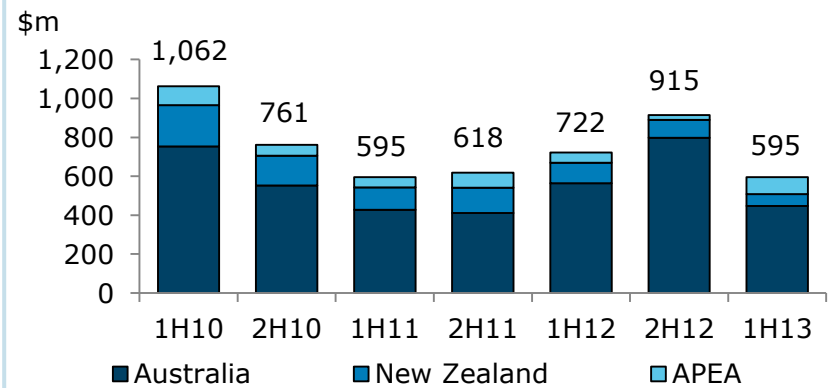
## Individual Provision Charge by Segment



## Individual Provision Charge Composition



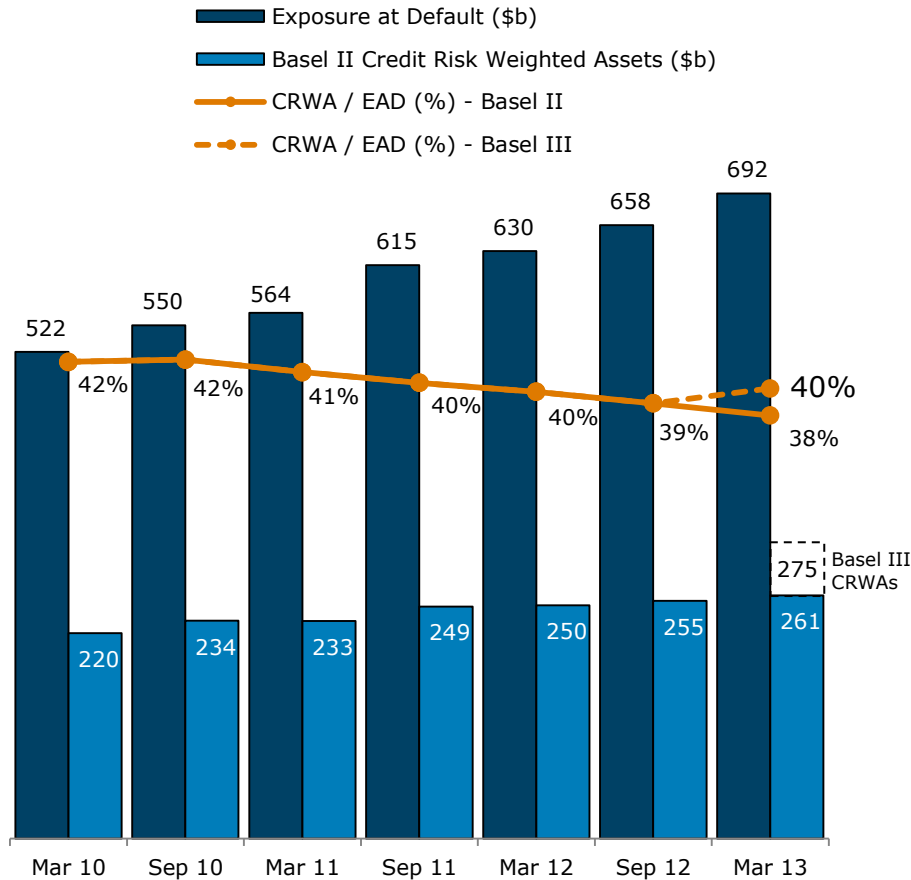
## Individual Provision Charge by Region



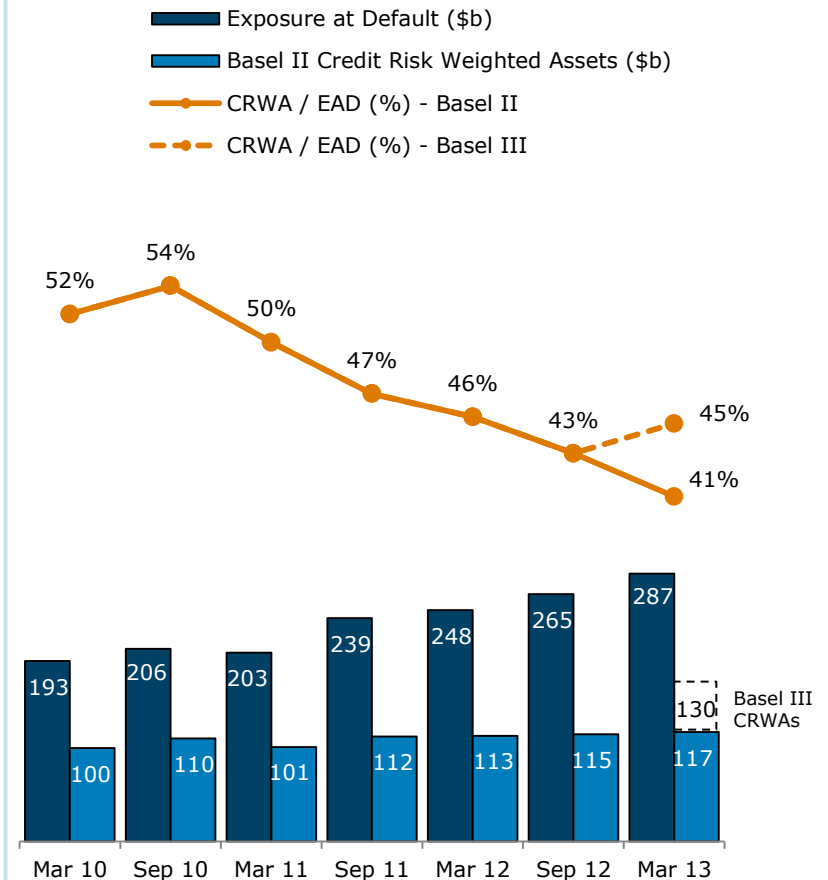


# Continued improvement in Credit RWA rate

## Group Exposure at Default and Credit Risk Weighted Assets

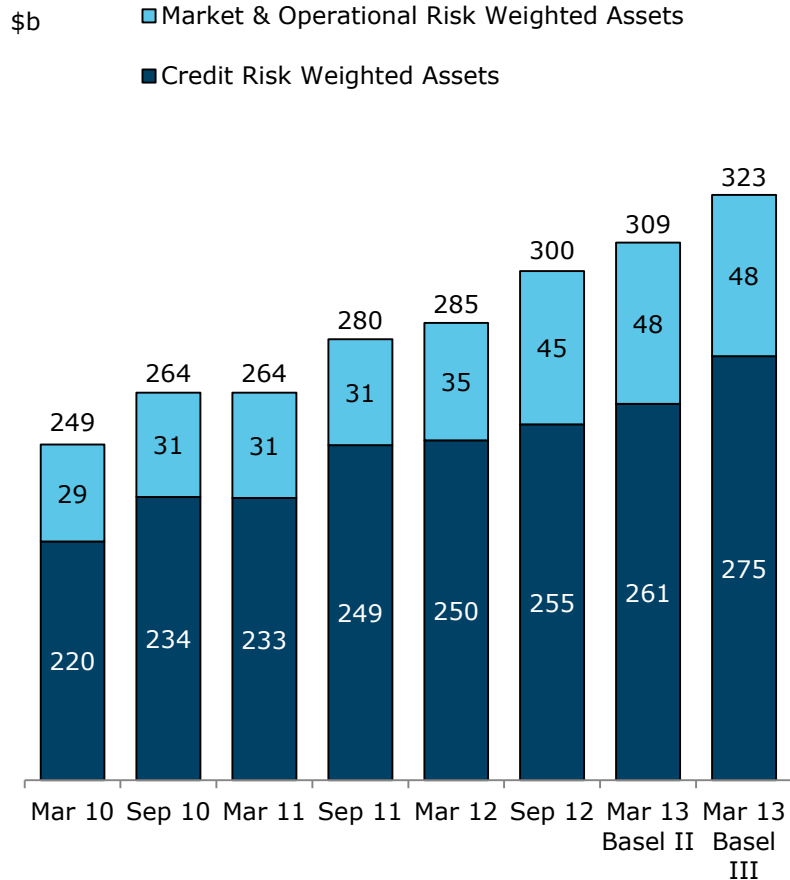


## Global Institutional Exposure at Default and Credit Risk Weighted Assets

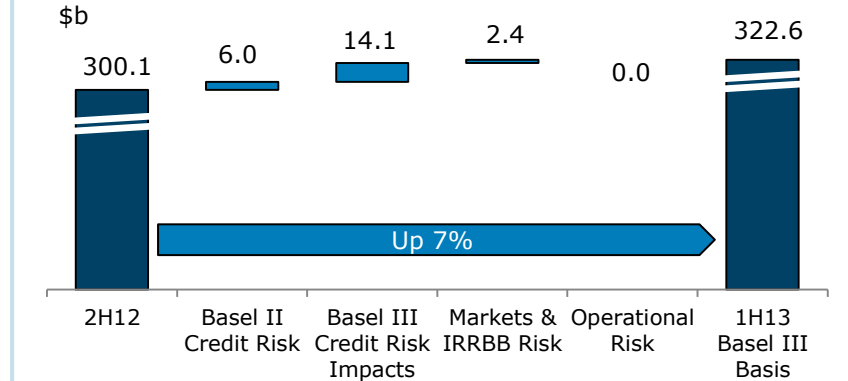


# Risk Weighted Assets

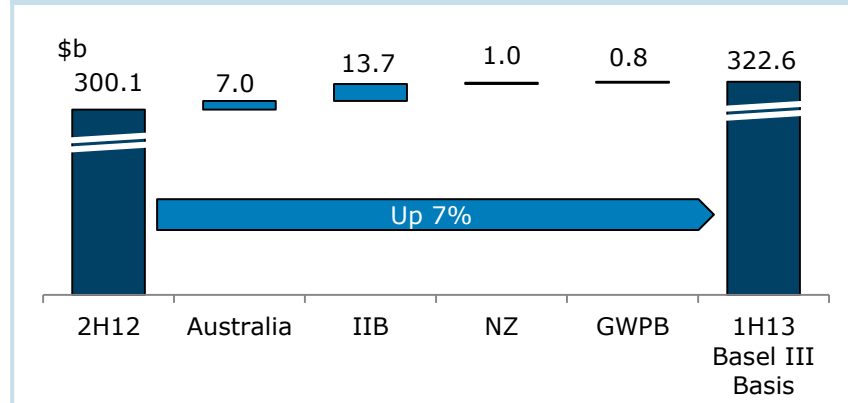
## Total Risk Weighted Assets



## Total Risk Weighted Assets movement 1H13 v 2H12

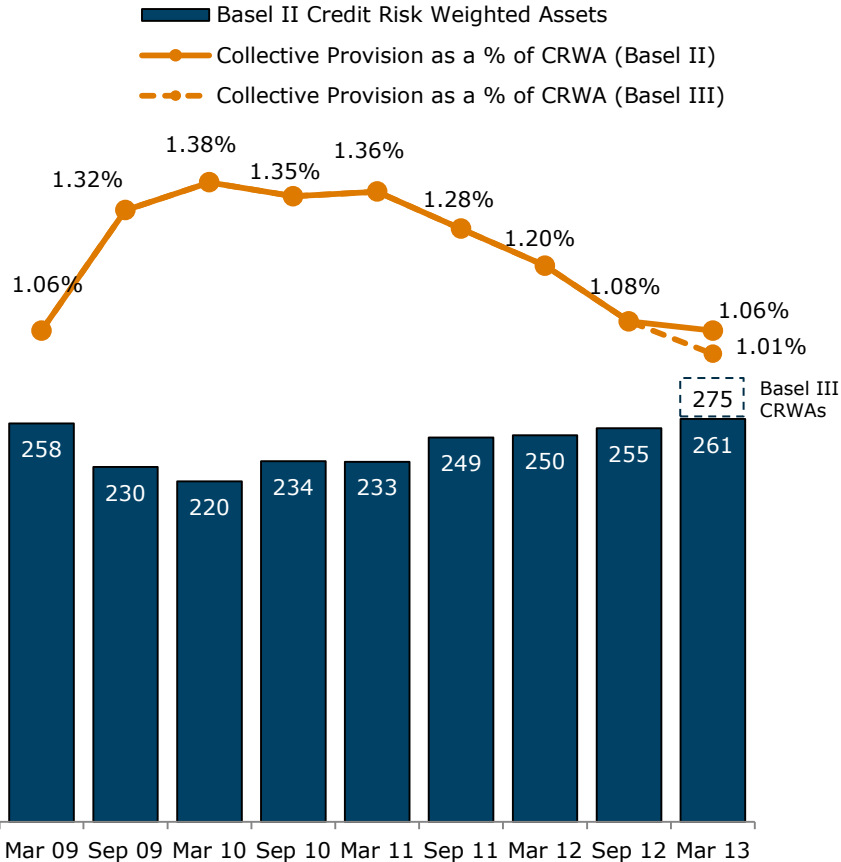


## Total Risk Weighted Assets movement by Division 1H13 v 2H12

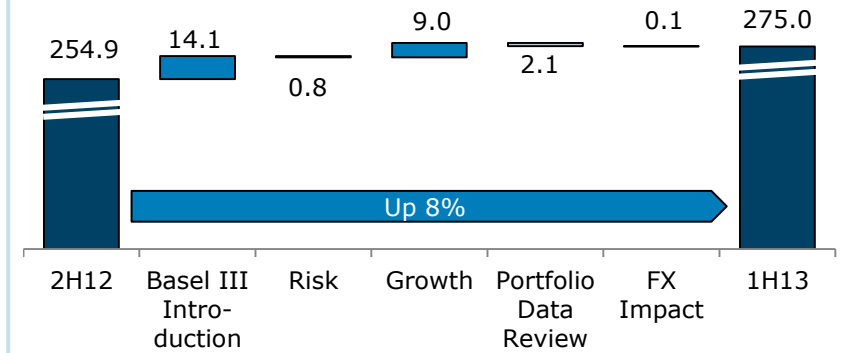


# Credit Risk Weighted Assets

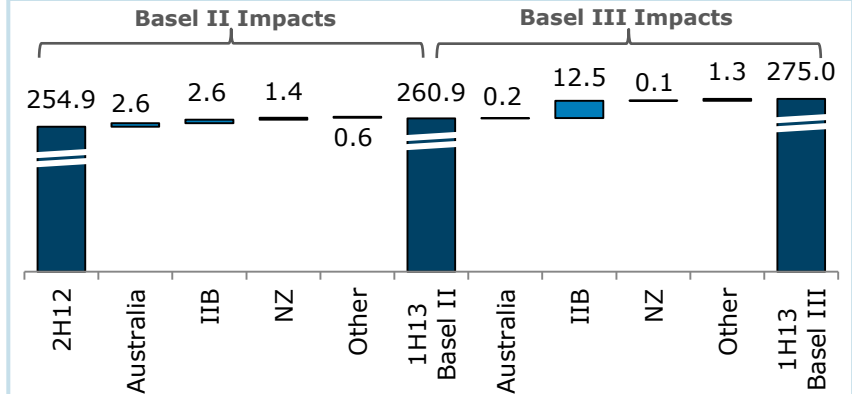
## Credit Risk Weighted Assets (\$b)



## Credit Risk Weighted Assets movement 1H13 v 2H12 (\$b)

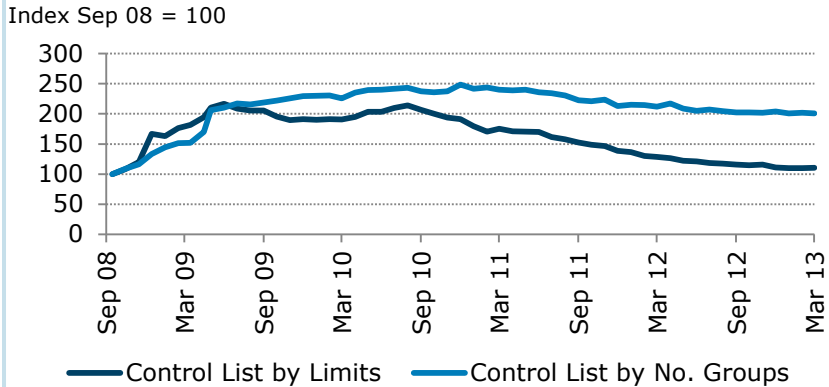


## Credit Risk Weighted Assets movement by Division 1H13 v 2H12 (\$b)

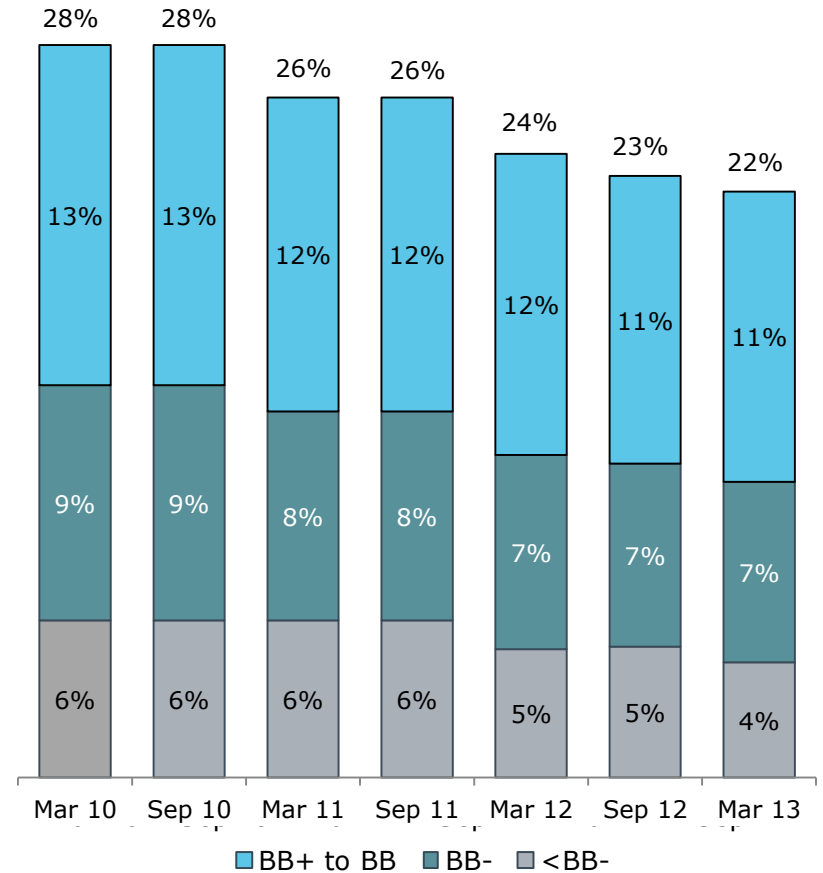


# Control List and Risk Grade Profiles

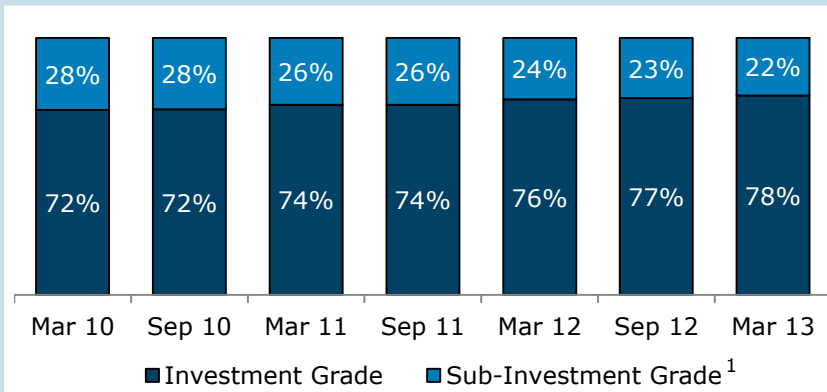
## Control List



## Group Sub-Investment Grade<sup>1</sup> Exposures as % Exposure at Default



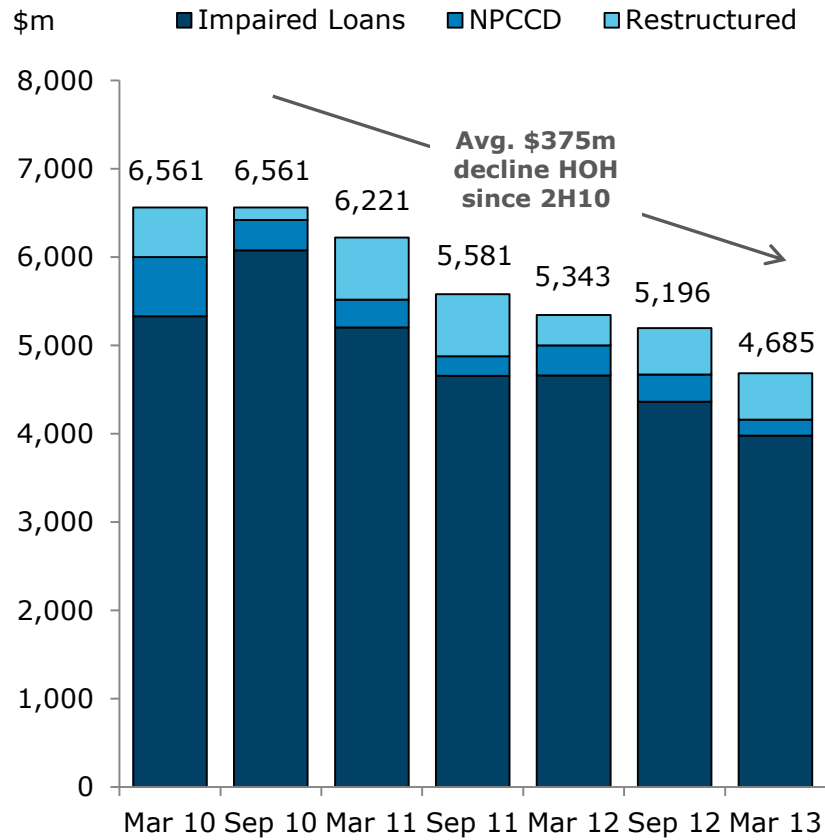
## Group Risk Grade Profile



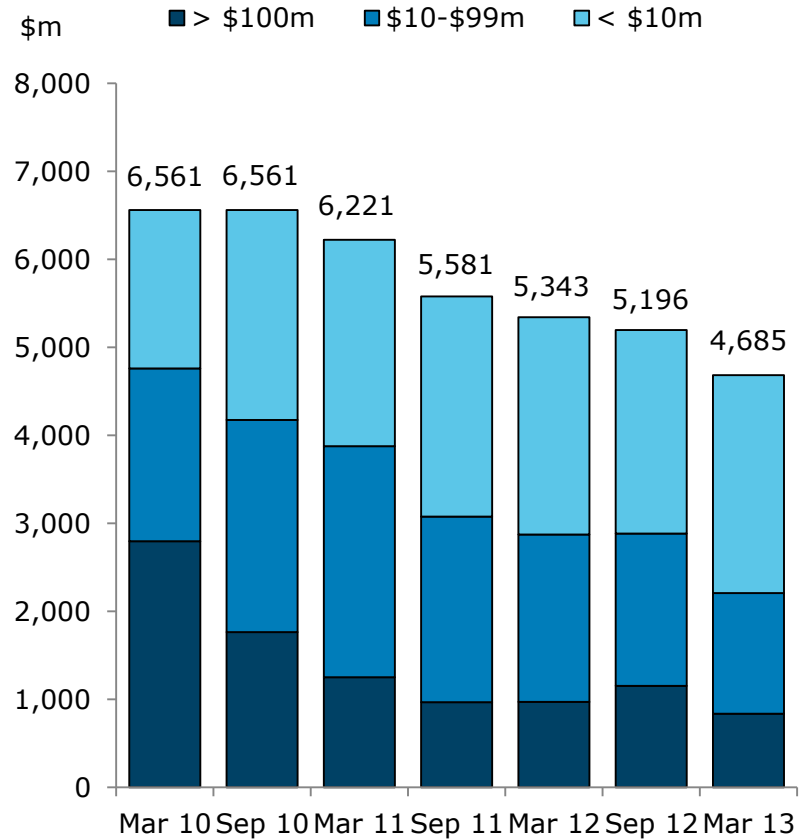
1. Sub-investment grade defined as exposures with a rating below BBB-

# Gross Impaired Assets

## Gross Impaired Assets by Type

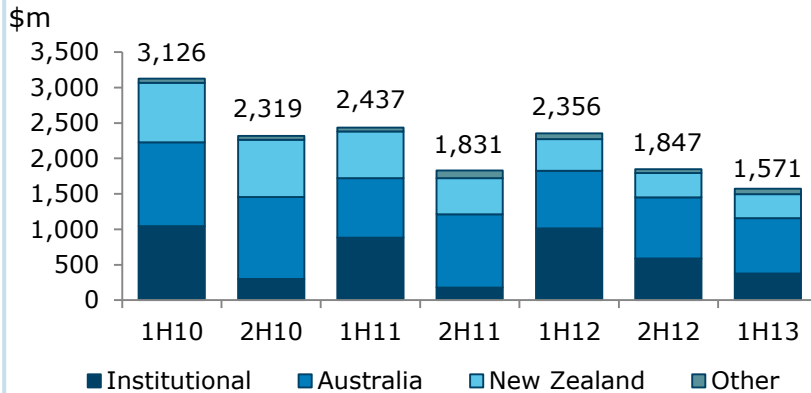


## Gross Impaired Assets by Size of Exposure

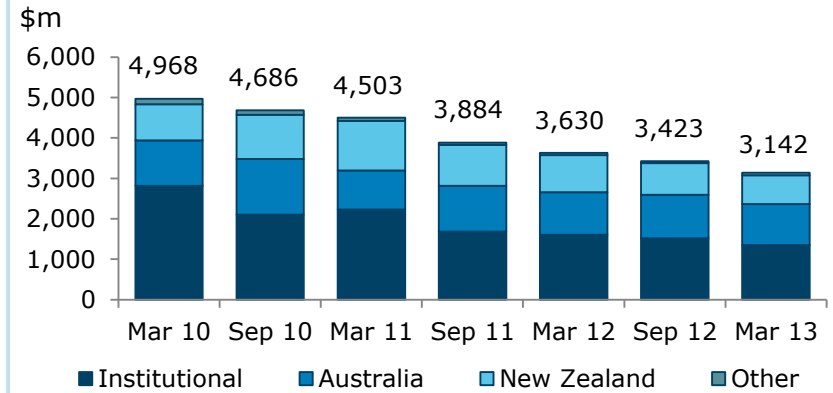


# Impaired Assets

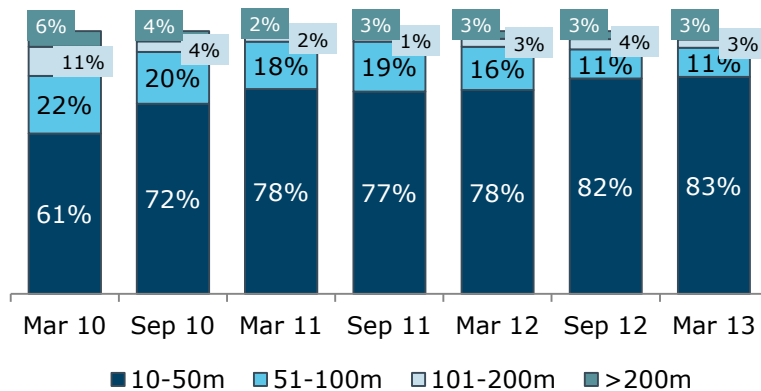
## New Impaired Assets by Division



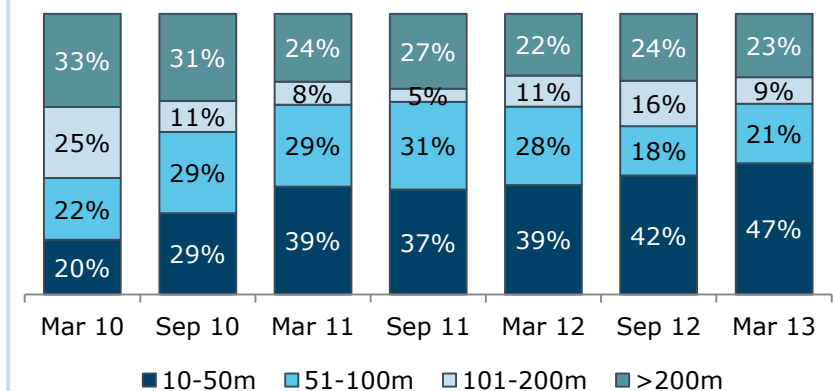
## Net Impaired Assets by Division



## Impaired Assets Concentration by number of Customers



## Impaired Assets Concentration by value of Impaired Assets

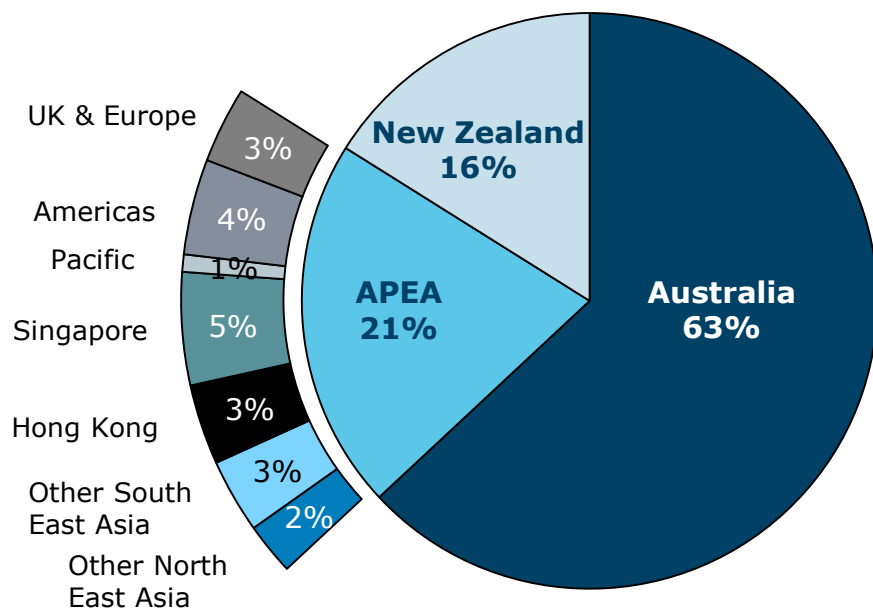


# Total lending exposures by Geography

## Exposure by Geography

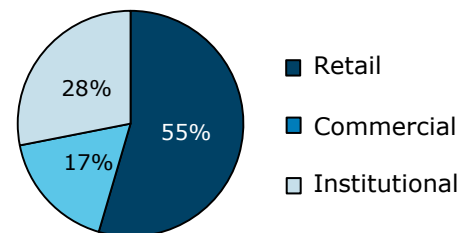
Total Exposure at Default (Mar 13) - \$693.2b<sup>1</sup>

Australia	New Zealand	APEA
\$437.1	\$111.5	\$144.6

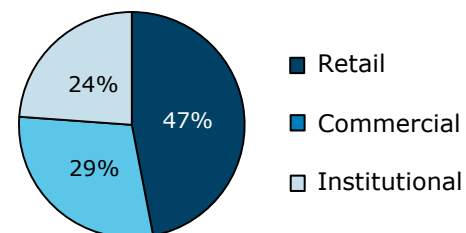


## Exposure at Default by Line of Business

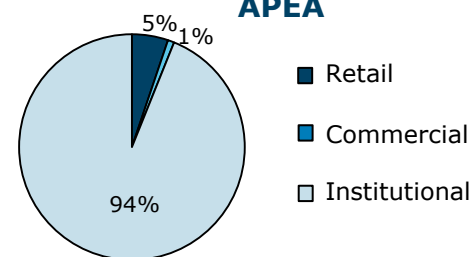
### Australia



### New Zealand



### APEA



1. EAD excludes amounts for 'Securitisation' and 'Other Assets' Basel asset classes

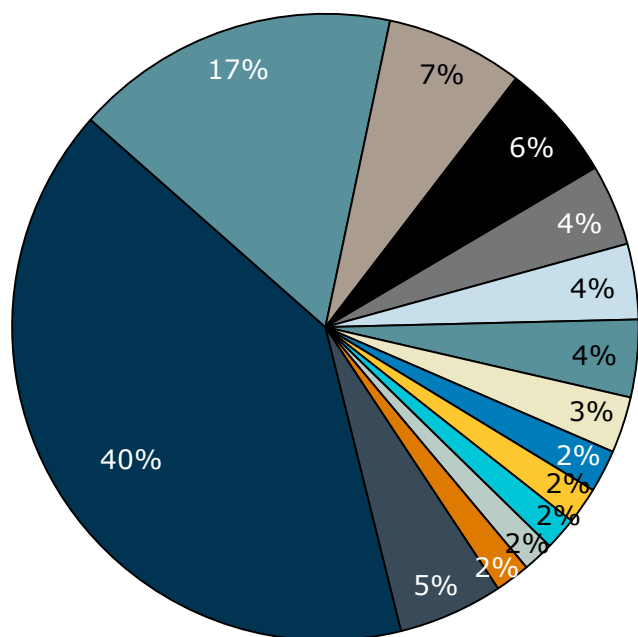
# Total lending exposures by industry sector

## Exposure at Default (EAD) as a % of group total

### ANZ Group

Total EAD (Mar 13)

\$693.2b



Category	EAD		% in Non Performing	
	Sep 12	Mar 13	Sep 12	Mar 13
Consumer Lending	41.0%	40.4%	0.3%	0.2%
Finance, Investment & Insurance	14.9%	16.8%	0.5%	0.2%
Property Services	7.5%	7.1%	1.6%	1.6%
Manufacturing	6.0%	6.1%	1.2%	1.0%
Agriculture, Forestry, Fishing	4.5%	4.2%	3.9%	4.1%
Government & Official Institutions	4.2%	3.9%	0.0%	0.0%
Wholesale trade	3.9%	4.0%	0.6%	0.6%
Retail Trade	2.9%	2.9%	0.9%	0.8%
Transport & Storage	2.3%	2.2%	3.2%	2.0%
Business Services	2.0%	1.9%	0.9%	0.7%
Electricity, Gas & Water Supply	1.8%	1.7%	0.2%	0.1%
Construction	1.7%	1.6%	1.4%	1.2%
Resources (Mining)	1.6%	1.8%	0.2%	0.2%
Other	5.7%	5.4%	0.1%	0.1%

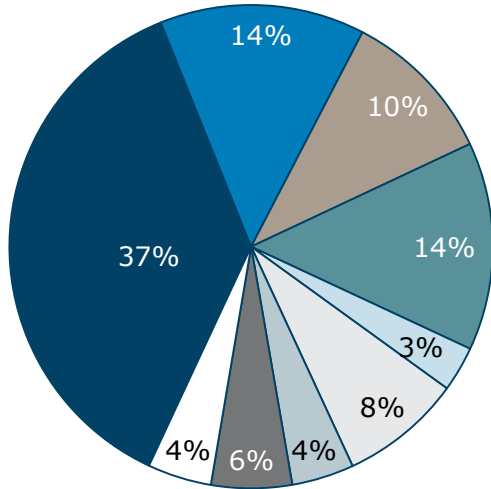


# Global Agriculture

## Agriculture Exposure by Sector (EAD)

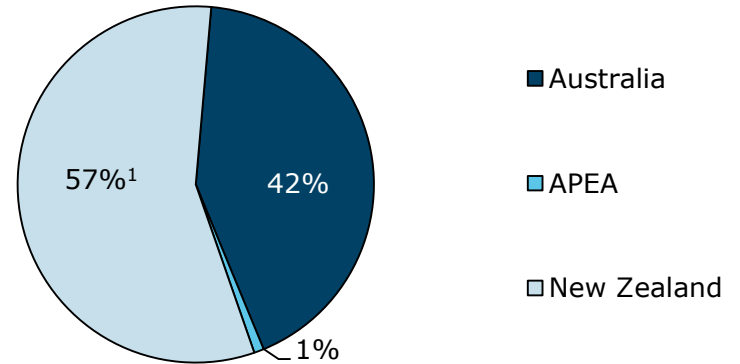
### Agriculture

Total EAD (Mar 13)	As a % of Group EAD
\$29.2b	4.2%

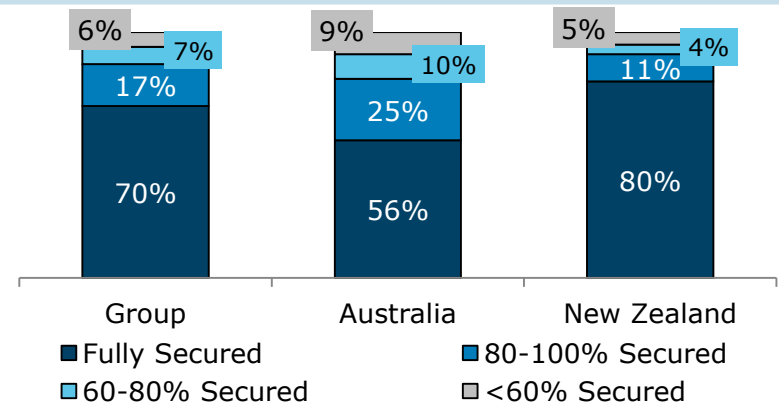


- Dairy
- Beef
- Sheep & Other Livestock
- Grain
- Wheat
- Horticulture/Fruit
- Other Crops
- Forestry & Fishing
- Agriculture Services

## Agriculture Exposure by Geography



## Agriculture Security Levels



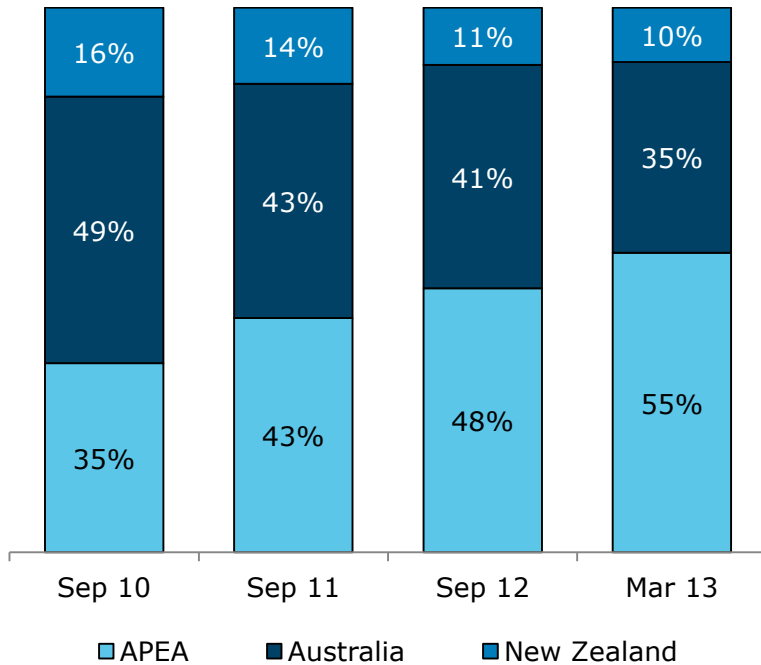
1. 60% of NZ Agriculture exposure is to Dairy Cattle Farming

# Manufacturing

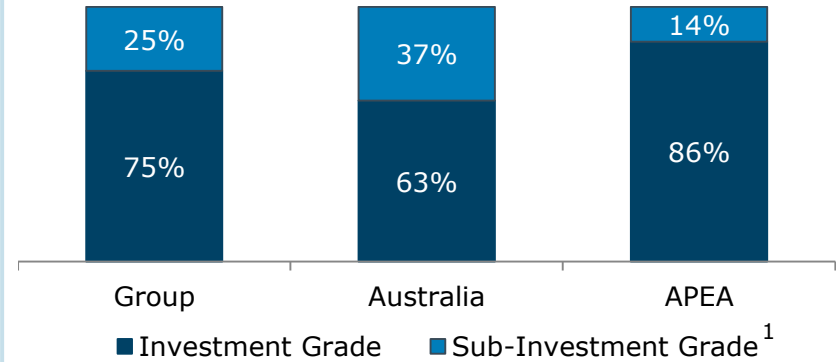
## Risk Rating Profile (% EAD)

### Manufacturing

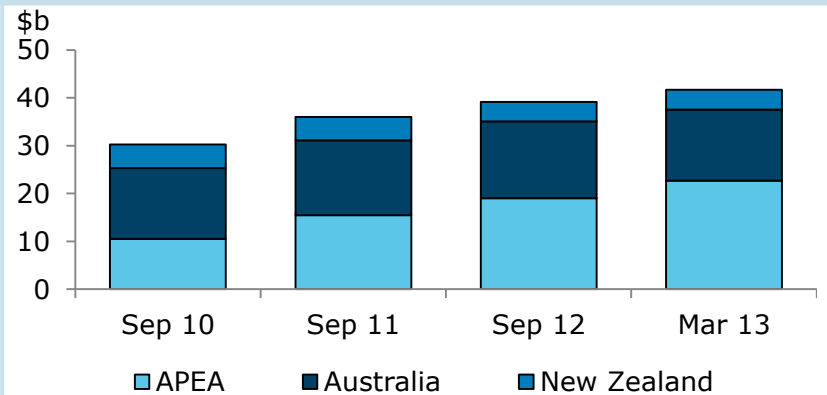
Total EAD (Mar 13)	As a % of Group EAD
\$41.9b	6.1%



## Exposure Mix by Geography (EAD)



## Total Exposure by Geography (EAD)



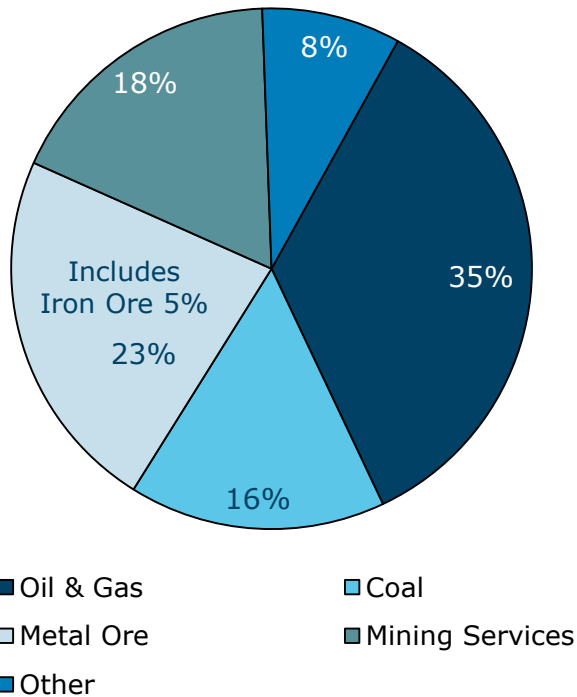
1. Sub-investment grade defined as exposures with a rating below BBB-

# Resources

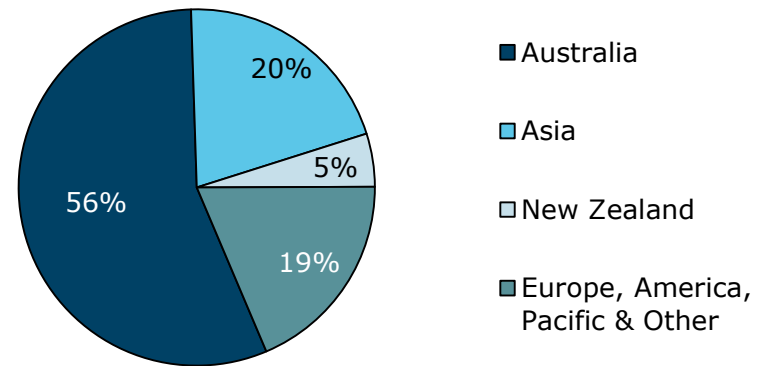
## Resources Exposure by Sector (% EAD)

### Resources

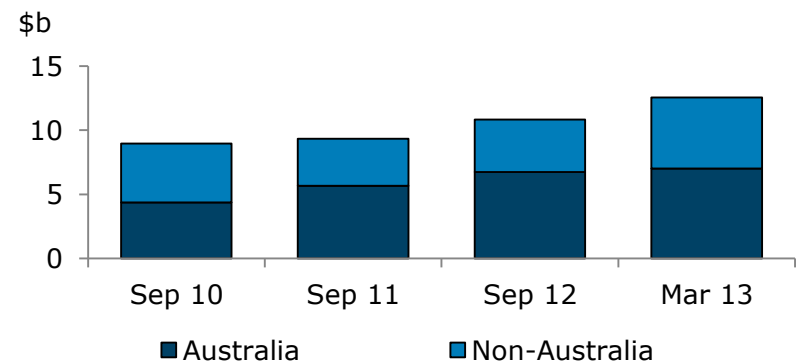
Total EAD (Mar 13)	As a % of Group EAD
\$12.5b	1.8%



## Resources Exposure by Geography (EAD)

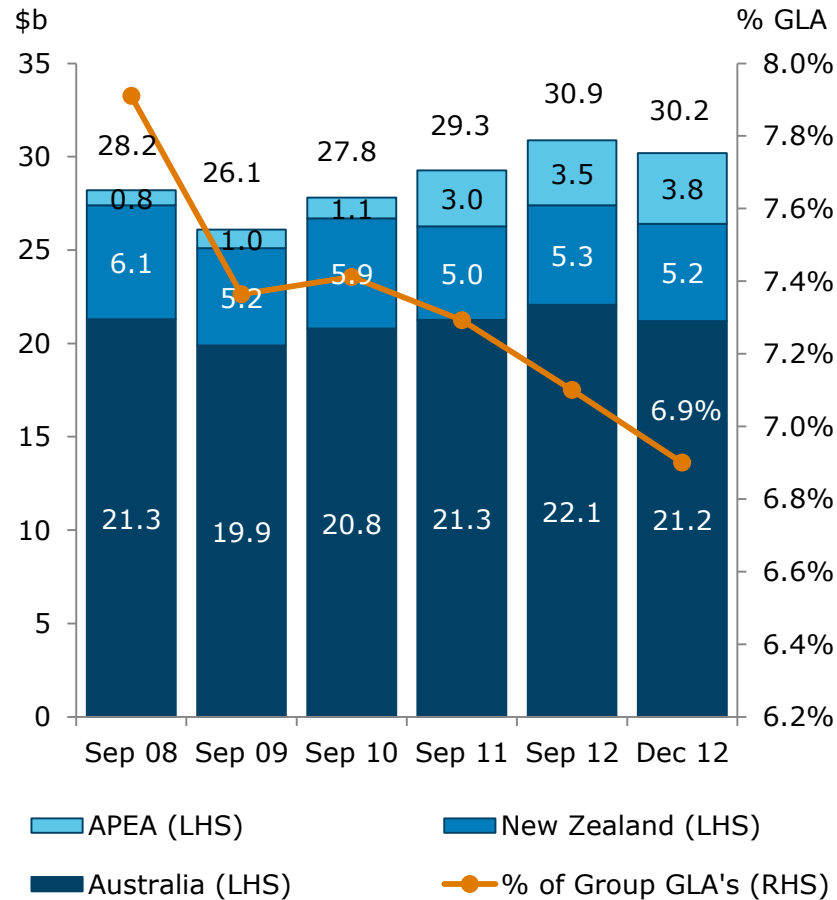


## Resources Exposure by Geography (EAD)

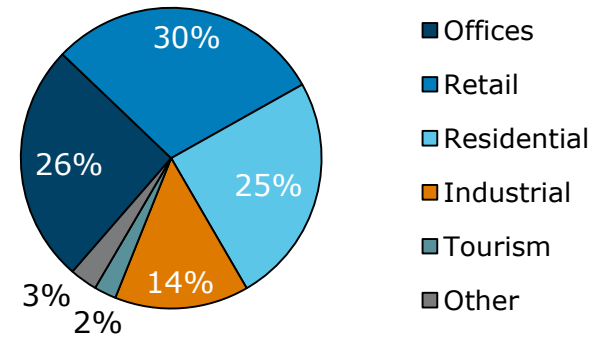


# Commercial Property credit exposure

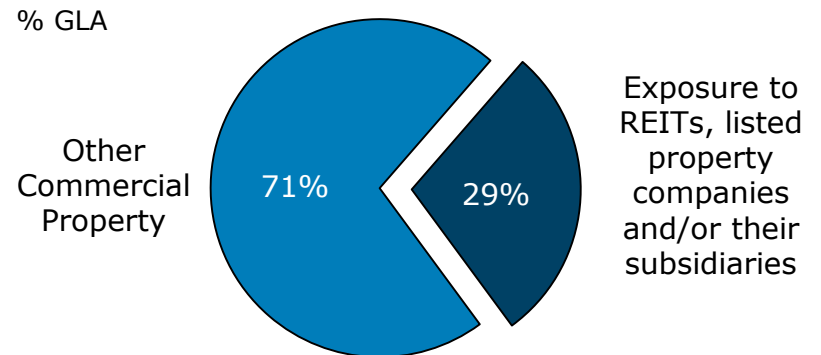
## Commercial Property Exposure Gross Loans and Advances by Region



## Commercial Property Exposure by Sector

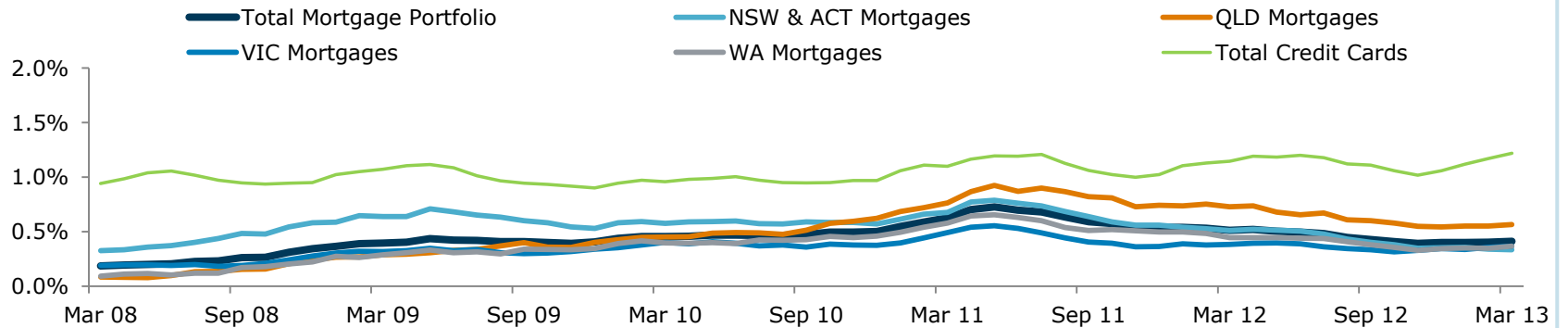


## Exposure to REIT's, Listed Property Companies and/or their subsidiaries

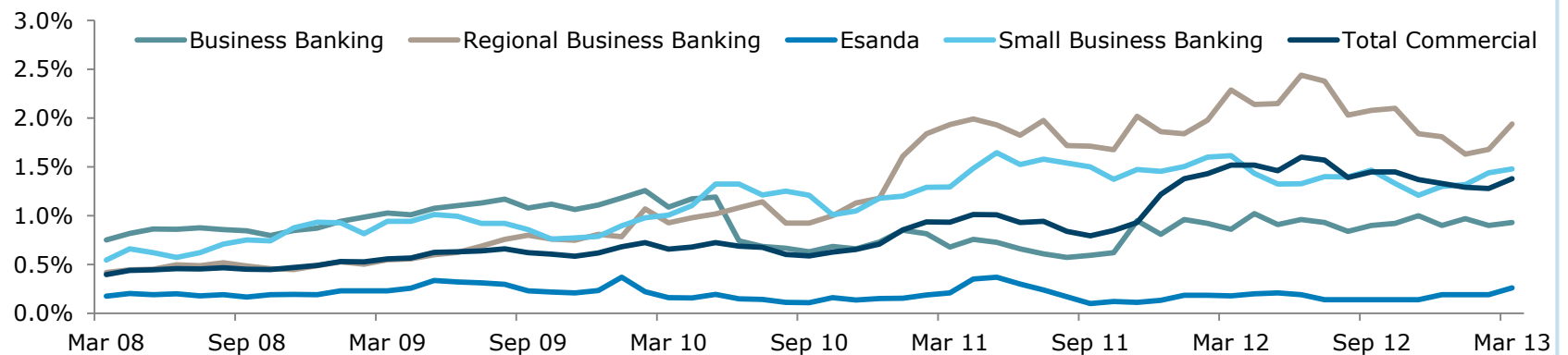


# Australia 90+ day delinquencies

## Australia Retail 90+ day delinquencies



## Australia Commercial 90+ day delinquencies



# Australia Division - Mortgages

## Portfolio statistics

Total Number of Mortgage Accounts	860k
Total Mortgage FUM	\$188b
% of Total Australia Region Lending	60%
% of Total Group Lending	43%
Owner Occupied Loans - % of Portfolio	62%
Average Loan Size at Origination	\$262k
Average LVR at Origination	65%
Average Dynamic LVR of Portfolio	52%
% of Portfolio Ahead on Repayments <sup>1</sup>	59%
First Home Owners - % of New Lending	6%
% of Portfolio Paying Interest Only <sup>2</sup>	32%

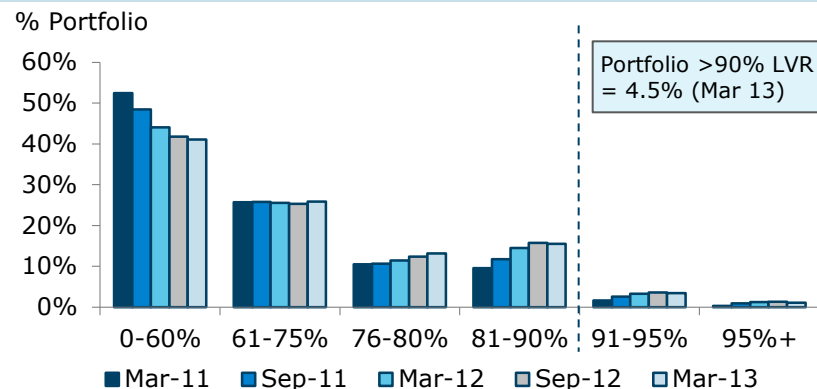
## Mortgages have low loss rates

### Individual Provision Loss Rates

	1H11	2H11	1H12	2H12	1H13
<b>Group</b>	0.32%	0.31%	0.36%	0.43%	0.27%
<b>Australia Mortgages</b>	0.01%	0.03%	0.03%	0.02%	0.01%

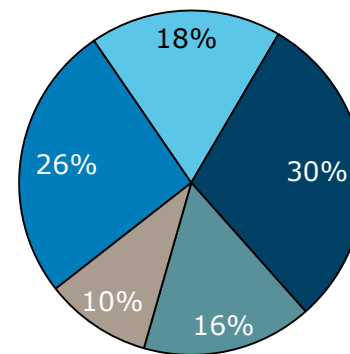
1. One month or more ahead of repayments. Excludes funds in offset accounts.
2. % of Portfolio of Instalment Loans. Excludes funds in Equity Manager Accounts.

## Dynamic Loan to Valuation Ratio



## Mortgage portfolio by State

- NSW & ACT
- QLD
- VIC
- WA
- Other



# New Zealand - Mortgages

## Portfolio statistics

Total Number of Mortgage Accounts	474k
Total Mortgage FUM	NZD 57b
% of Total New Zealand Lending	56%
% of Total Group Lending	10%
Owner Occupied Loans - % of Portfolio	78%
Average Loan Size at Origination <sup>1</sup>	NZD 229k
Average LVR at Origination	66%
Average Dynamic LVR of Portfolio	47%
% of Portfolio Paying Interest Only <sup>2</sup>	21%

## Mortgages have low loss rates

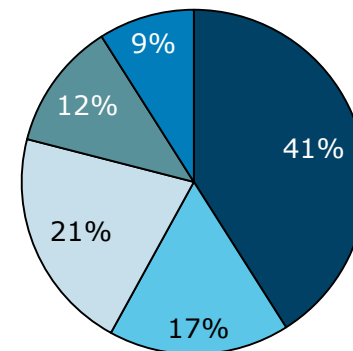
### Individual Provision Loss Rates

	1H11	2H11	1H12	2H12	1H13
<b>Group</b>	0.32%	0.31%	0.36%	0.43%	0.27%
<b>New Zealand Mortgages</b>	0.06%	0.07%	0.05%	0.03%	0.02%

1. 12 month average
2. Excludes revolving credit facilities

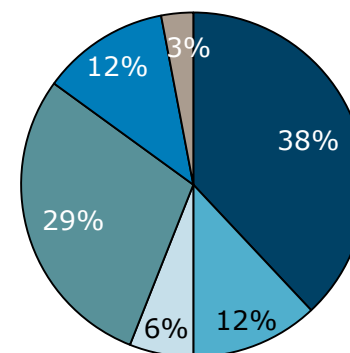
## Dynamic Loan to Valuation Ratio

- 0-60%
- 61-70%
- 71-80%
- 81-90%
- 90%+



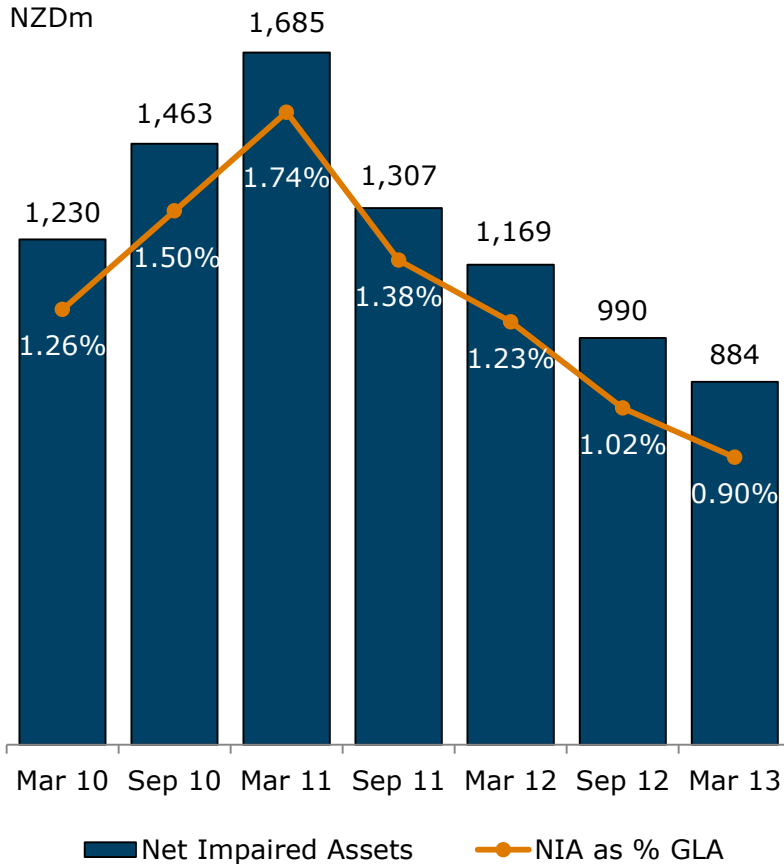
## Mortgage portfolio by Region

- Auckland
- Wellington
- Christchurch
- Rest of North Island
- Rest of South Island
- Other

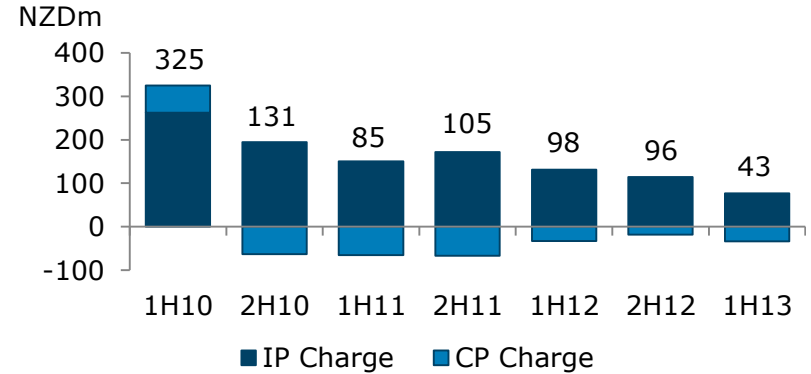


# New Zealand Geography – credit quality

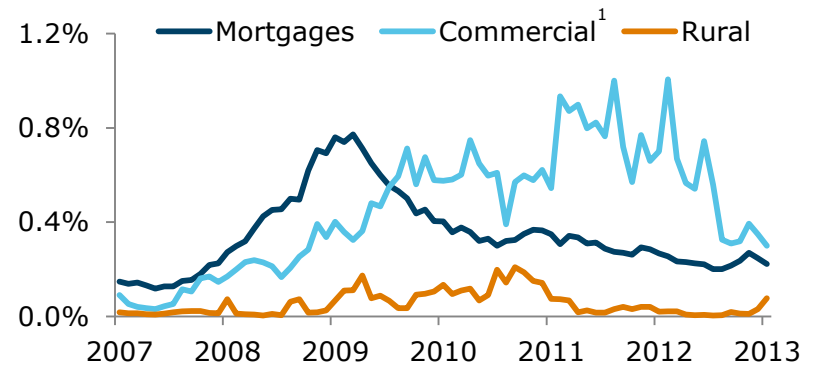
## Net impaired assets



## Total provision charge



## 90+ days delinquencies (New Zealand Division)



1. Spikes in 2012 Commercial 90 day delinquencies are primarily due to internal classifications rather than any deterioration in underlying credit quality.



**13**

**HALF YEAR RESULTS**  
**AUSTRALIA AND NEW ZEALAND**  
**BANKING GROUP LIMITED**

**30 April 2013**

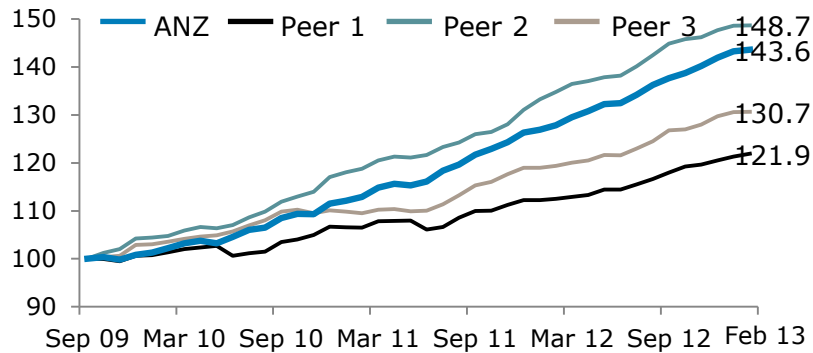
**Investor Discussion Pack**  
**Divisional Snapshots**



# The Australian Franchise continues its trend of above system volume growth

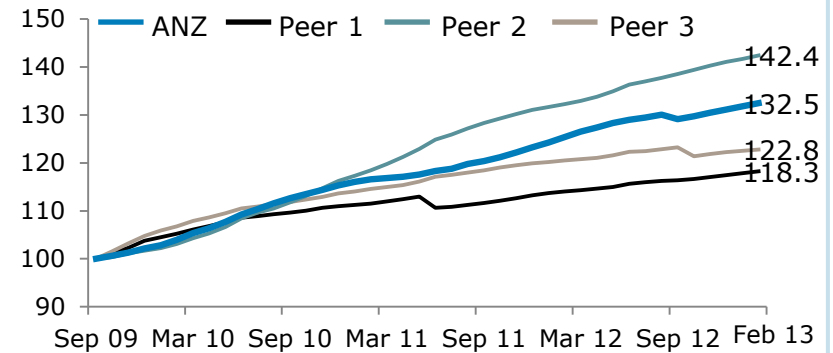
## Household deposits growth<sup>1</sup>

Indexed Sep 2009 = 100

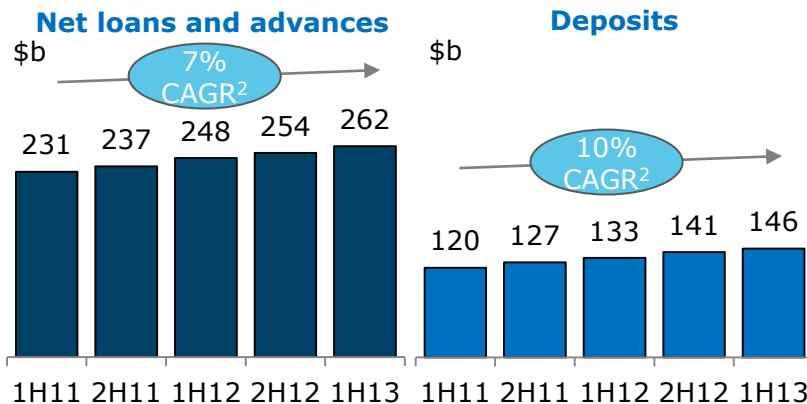


## Household lending growth<sup>1</sup>

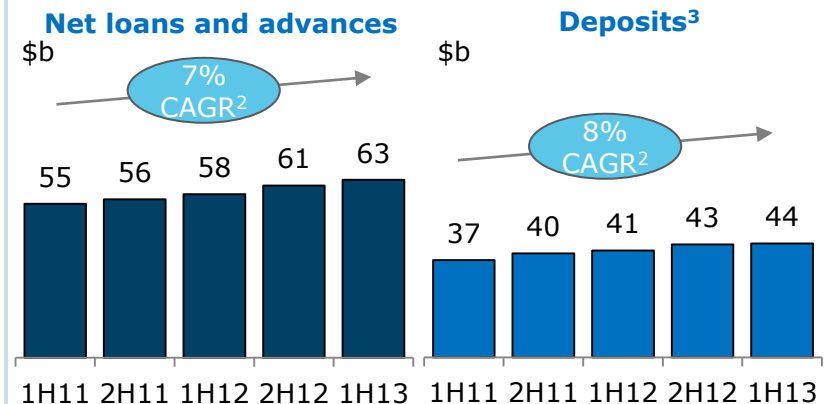
Indexed Sep 2009 = 100



## Australia Division Net loans and advances & Deposits



## Corporate & Commercial Banking Net loans and advances & Deposits

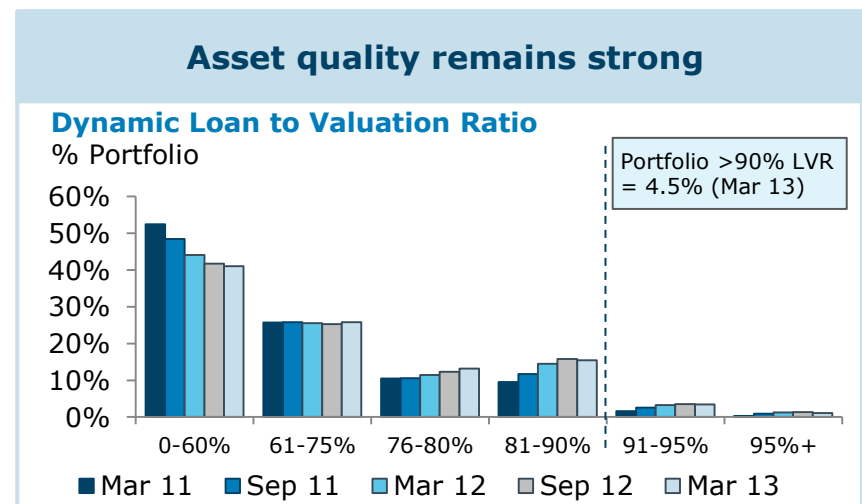
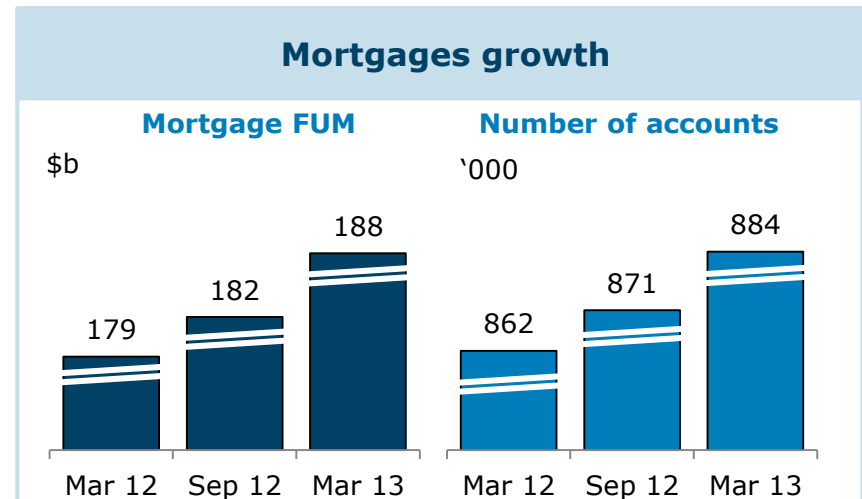


1. Source: APRA Banking statistics  
 2. Represents annualised CAGR  
 3. Excludes Corporate Banking deposits which are included in the IIB division deposits (Corporate Deposits as at Mar 13 half: \$5.8b Sep 12 half: \$6.2b; Mar 12 half: \$5.8b; Sep 11 half: \$6.3b; Mar 11 half: \$6.3b)



# Strong mortgage performance

- Strong volume growth
  - Increase in mortgage market share from 14.5% (Feb 12) to 14.7% (Feb 13)<sup>1</sup>
  - Above system mortgage growth for 13 consecutive quarters<sup>1</sup>
  - Leveraging our network capability and driving growth from other channels delivered a 10% increase YOY in proprietary mortgage sales
- Divisional margin improved 3 bps HOH as a result of active management of pricing, basis, discounting, broker commissions, and an increase in proprietary mortgage sales
- Asset quality maintained
  - Continued acquisition focus on 75-90% LVR
  - Over 95% of mortgage portfolio has a dynamic LVR less than 90%
  - No change in underwriting standards
  - 90+ delinquencies down 2bps HOH to 41 bps
  - Mortgagee in Possession volumes reduced by 13%

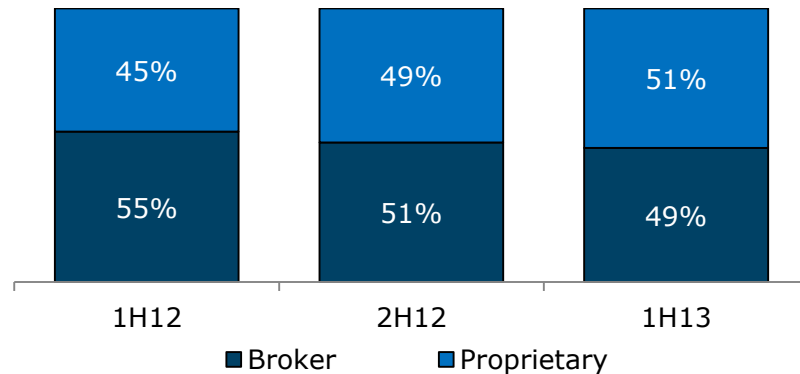


1. Source: APRA Banking statistics excluding the impact of the sale of Origin Mortgage Management Services



# Balancing proprietary and broker mortgage channels

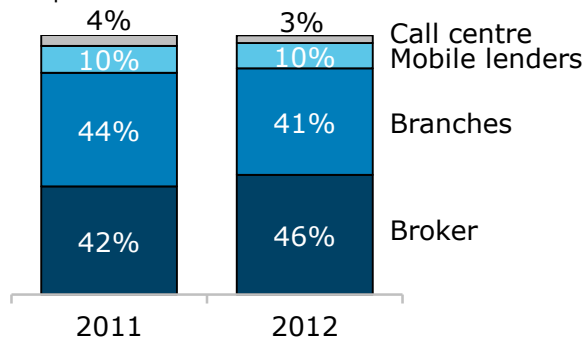
## Trend improving in ANZ Proprietary/Broker sales mix...



- Program of initiatives executed to strengthen proprietary mortgage capability
  - Leveraging our network capability and driving growth from alternative proprietary channels has increased the proportion of proprietary sales from 45% to 51% in the last 12 months
  - Mortgage sales to C&CB customers has been a focus and has increased 36% PCP
- Broker originated loans deliver strong returns and remain an important source of high value new customers with average new loan sizes 23% higher than branch originated loans

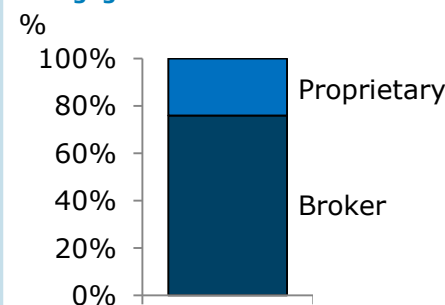
## ... noting customer preferences generally are shifting towards the Broker channel

Major banks' new lending by channel<sup>1</sup>  
%, 12 months to September 2012

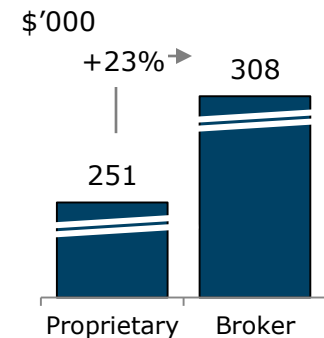


## Broker channel remains an important channel given shifting customer preferences

Channel mix of new-to-bank mortgage customers



Average new loan size<sup>2</sup>

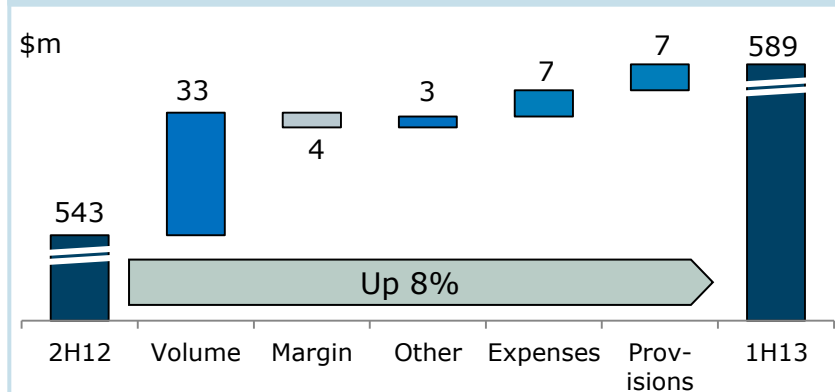


1. Including ANZ, NAB (excl. Ubank), CBA (excl. BankWest), WBC (excl. St George). Note 2011 is based on 12 months to June 11  
2. Jan 2013 YTD

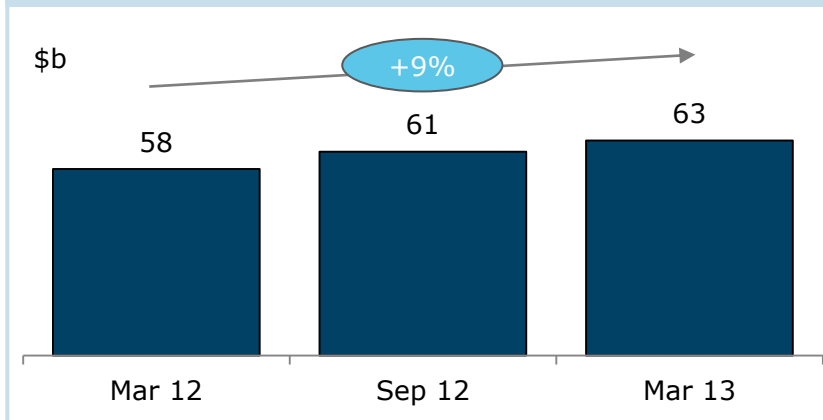
# Corporate & Commercial Banking growing strongly

- 1H13 cash profit up 8% HOH driven by strong asset growth and tight cost control
- Strong volume growth with net loans and advances up 9% and deposits up 7% over the 12 months to March 2013
  - Asset growth over past 12 months has outperformed system growth in the business lending market<sup>1</sup>
- Overall margin flat with improvement in lending margin offset by impact of lower interest rate environment and deposit price competition

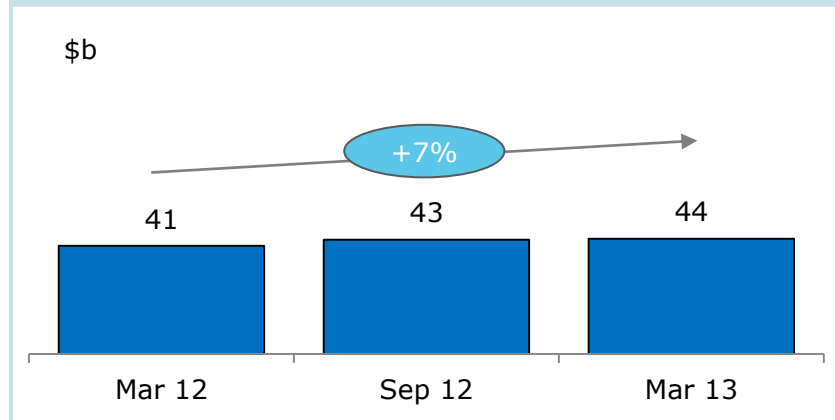
Cash Profit movement – 1H13 v 2H12<sup>3</sup>



Lending



Deposits<sup>2</sup>



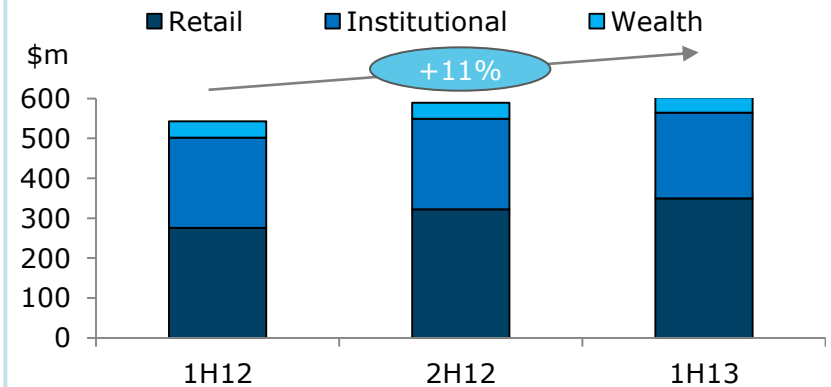
1. System represents business lending as reported in RBA Lending and Credit Aggregates monthly data series, scaled to APRA total lending to business (excluding APRA non-fin corps lending) data series on a quarterly basis  
 2. Excludes Corporate Banking deposits which are included in the IIB division deposits (Corporate Deposits as at Mar 13 half: \$5.8b Sep 12 half: \$6.2b; Mar 12 half: \$5.8b; Sep 11 half: \$6.3b; Mar 11 half: \$6.3b)  
 3. Numbers reported post tax



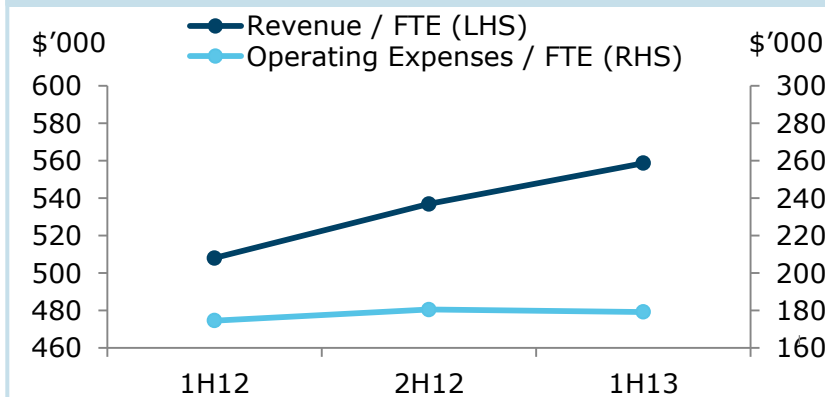
# Corporate & Commercial Banking remains well managed

- Strong growth in cross sell revenue led by sales of mortgages to C&CB customers up 36% and Trade up 15% PCP
- Credit quality is well controlled and stable with a weighted average customer credit rating of 6.2 over the last 3 halves
- Focus on productivity has improved operational efficiency with revenue per FTE improving 4% HOH and 10% PCP and operating expenses per FTE down 1% HOH and up 3% PCP

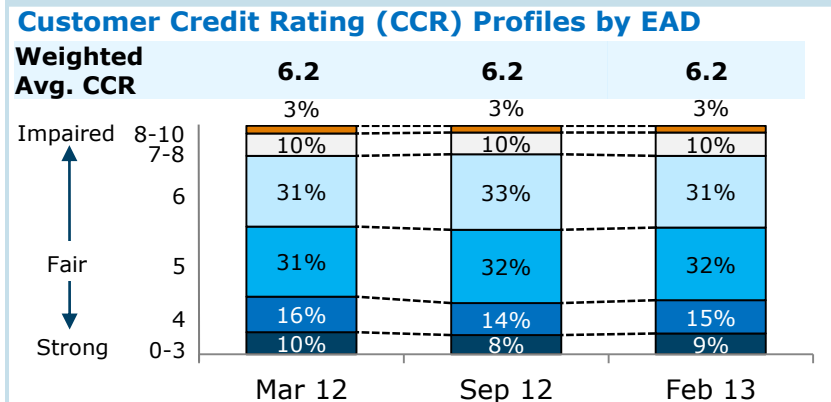
## Whole of customer focus delivering 11% cross sell revenue growth



## Revenue per FTE up, cost per FTE declining



## Asset quality being maintained



# Corporate & Commercial Banking is winning business through customer growth driven by a differentiated value proposition

- Leveraging ANZ’s super regional advantage and ‘connectivity’ brand awareness (cross border referrals up 33% PCP)
- Focus on innovation to meet changing customer needs (23,000 downloads of ANZ FastPay app)
- Improving Banker capability
  - 1,300 staff up-skilled (super regional, credit and sales skills)
  - Enhanced sales tools and processes

**ANZ FastPay - Australia’s first mobile payment App for small business**

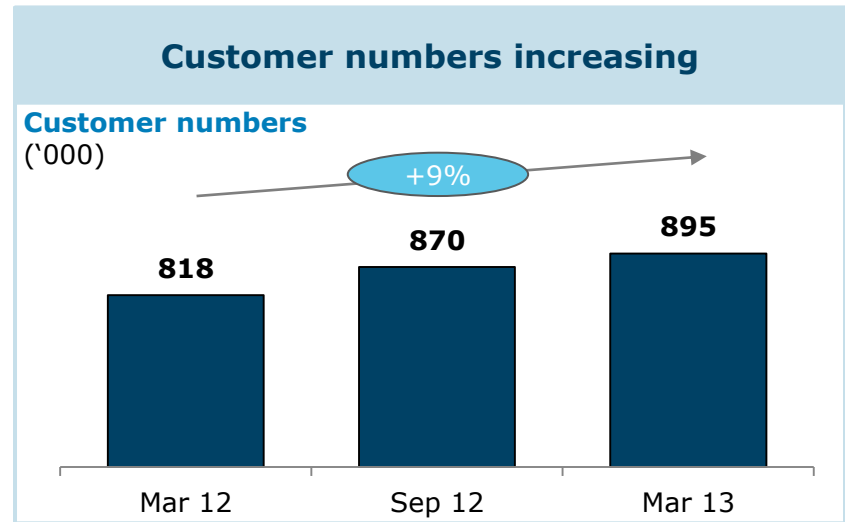
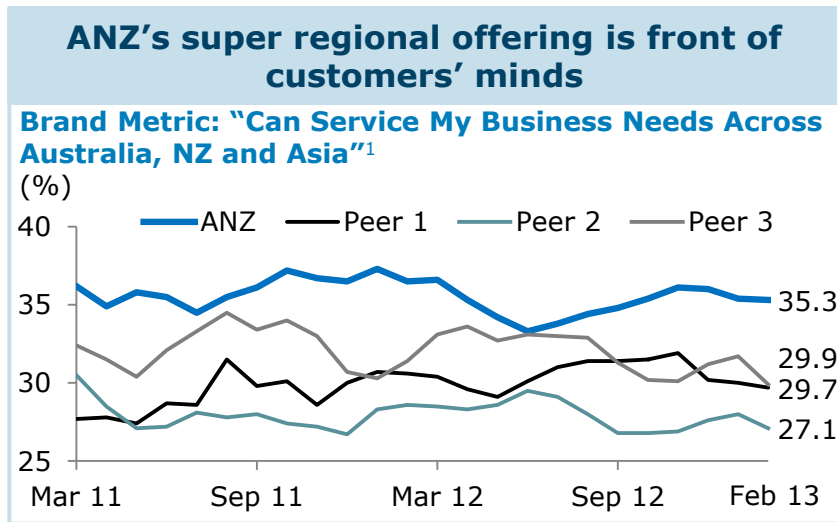


**FIIA**  
Financial Insights Innovation Awards

**Winner ‘Innovative in Mobile Payments Award’<sup>2</sup>**

**Banking & Payments ASIA TRAILBLAZER AWARDS**

**Winner of Trailblazer Award for ‘Channel Excellence in Mobile – Payments’<sup>3</sup>**



1. DBM Business Financial Services Monitor, 3-month rolling average. Defined as the proportion of all commercial banking customers with \$1m to less than \$40m turnover, who think 'Can service my business needs across Australia, New Zealand and Asia' applies to each bank

2. Financial Insights Innovation Awards (FIIA) 2013

3. 2013 Banking & Payments Asia Trailblazer Awards



# The Banking on Australia program

**The 'Banking on Australia' program responds to changing customer expectations and the competitive domestic banking landscape. It's about putting customers in control of their finances and making it easy for them to bank with us.**

**Investing \$1.5 billion over five years to 2017 to reshape the way we do business**

- Transforming our distribution network to deliver an improved customer experience through presenting the full array of ANZ's banking, wealth and institutional solutions
- Building our online and digital banking capabilities
- Simplifying our products and processes to free up productive time and make doing business easier for staff and customers
- Leveraging the connectivity of our unique super regional footprint
- Building the capability of our people to meet changing customer needs through better training, support, insights and customer analytics

**Aiming to be the best connected, most respected bank across the Asia Pacific region**

- Acquiring more quality customers than any other major domestic bank
- Achieving the highest customer satisfaction of the major banks
- Being the #1 Corporate and Commercial Bank
- Building our lead in digital and mobile banking
- Continuing to build a highly engaged workforce proud to work for ANZ





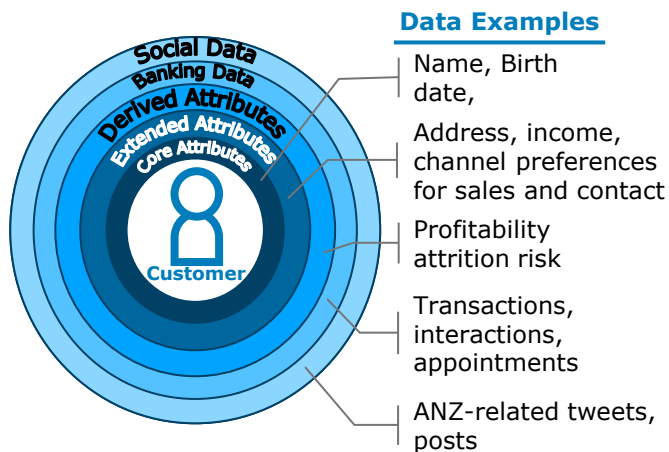
# Digital - central to banking in the future; we are the market leader in mobile banking platforms

## Building our online and digital banking capabilities

- Digital channels will define the way we operate
- Focusing on customer acquisition and servicing and deepening the customer relationship
- Recognised leader in mobile banking platforms
  - ANZ goMoney – over 1m users and 1m logons in a day
  - ANZ Fast Pay – winner ‘Innovative in Mobile Payments award’<sup>1</sup> & Trailblazer Award for ‘Channel Excellence in Mobile Payments’<sup>2</sup>
  - ANZ Transactive for mobile – 2,000 users processed \$9b in payments<sup>3</sup>



## Developing deeper analytic capabilities; enhancing our understanding of customers and ability to tailor offerings



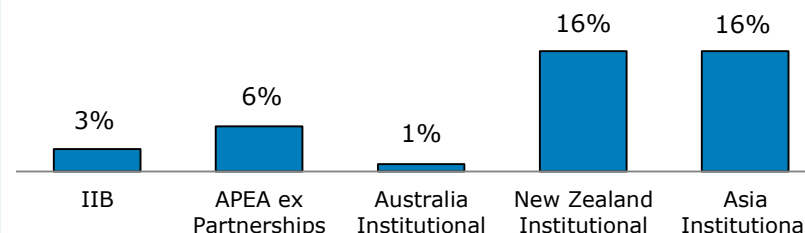
- Unified view of customers relationship with ANZ providing actionable customer insights
- Analytic capabilities enable tailored personalised offers across Retail and Commercial customers
- First phase of warehousing platforms already commissioned

1. Financial Insights Innovation Awards (FIIA) 2013  
 2. 2013 Banking & Payments Asia Trailblazer Awards  
 3. As at May 2013

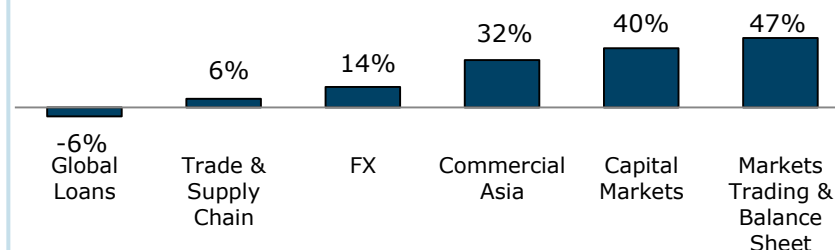
# IIB growing in line with strategy while improving productivity

- **Income growth continues**
  - IIB income growth of 3%, with Asia organic franchise income up 8%
  - Improved connectivity and growing volumes have countered margin pressures
  - Markets Trading and Balance Sheet grew 47% from strong customer flow and tightening credit spreads – average traded VaR down, now 47% lower than 2011
- **We have a substantial business in Asia**
  - Recognised as a Top 4 Corporate Bank in Asia<sup>1</sup>
  - Now generating over USD2bn per annum in income; CAGR of 46% since 2007
- **In line with strategy, diversifying revenue streams to reduce reliance on lending**
  - Increased focus on flow and value added products such as markets, trade and cash management
  - Targeting less lending reliant FIG and Resource customer segments – trade volumes grew 17% and 13% respectively
- **Positive JAWS of 4% through disciplined cost management and productivity initiatives**

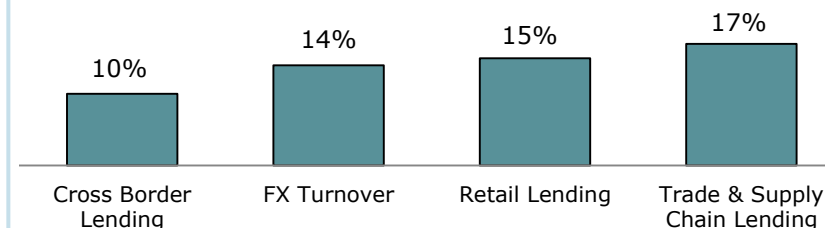
## Operating Income growth 1H13 v 2H12



## Operating Income growth 1H13 v 2H12



## Volume growth 1H13 v 2H12

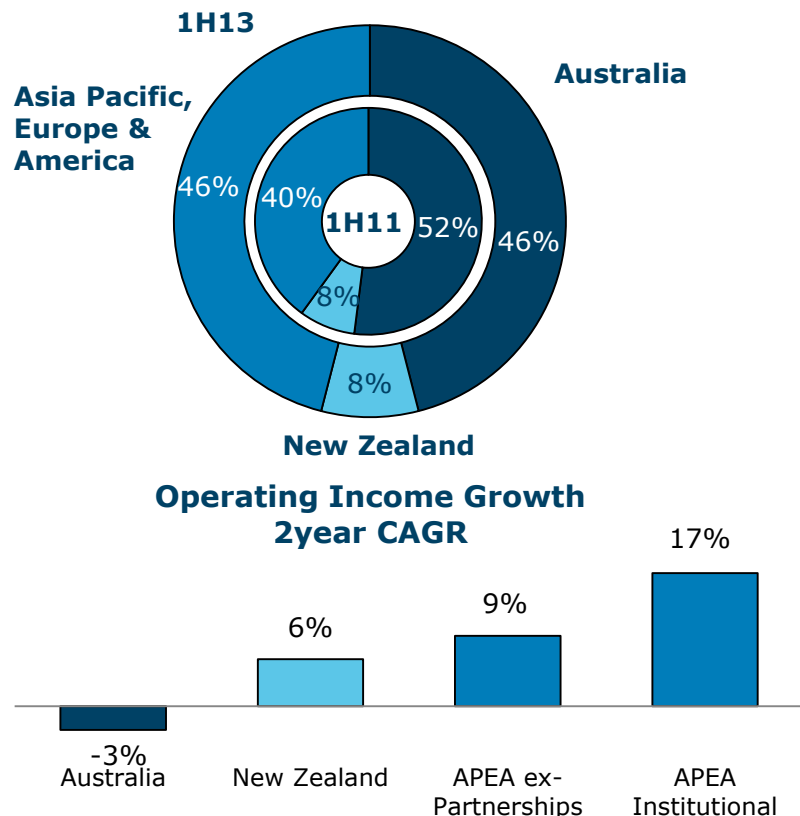


All growth rates reflect 1H13 v 2H12 unless otherwise stated

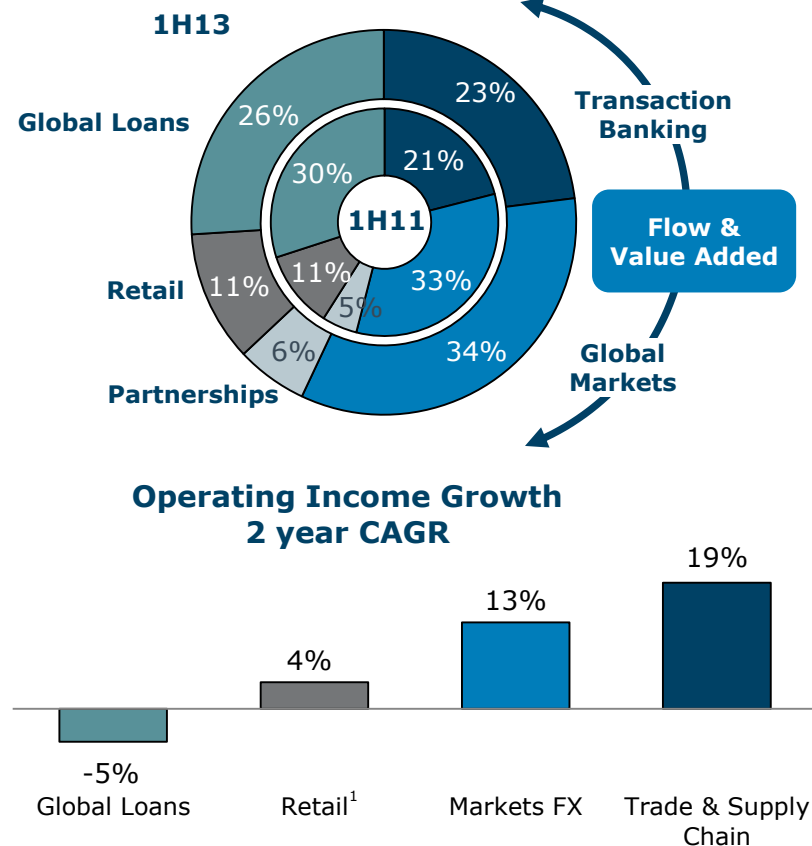
1. Greenwich Large Corporate Banking Survey, 2013

# Increasing earnings diversity and focusing on higher return products and segments

## Diversifying Income by Geography



## Increasing contribution of flow and value added product



1. Normalised for RBS acquisition non-recurring gains

# Maintaining a leading position in Australia / New Zealand and gaining recognition in Asia

## Leading in Priority products

- **Foreign Exchange & Commodities**
  - Number 1 primary supplier of spot FX and forward FX in Australia (East & Partners 2012)
  - Best for Asian Currencies & Best for Client Service in Asia Time Zone (Euromoney FX Survey 2012)
  - Best for FX Options as voted by Financial Institutions (AsiaMoney FX Poll 2012)
  - Ranked No. 4 in the 2012 AsiaMoney Commodity Poll (unranked in 2011)
- **Trade Finance**
  - Best Trade Finance Bank Australia for 6 years running (Global Finance)
  - Best Trade Finance Bank New Zealand for 5 years running (Global Finance)
  - Best Trade Bank in Asia Pacific (Trade and Forfaiting Review 2012)
- **Debt Capital Markets**
  - No. 1 Mandated Lead Arranger and Bookrunner in Australia / New Zealand (Thomson Reuters LPC 2012)
  - Market-leading Syndicated Loan Team in Asia Pacific (Asia-Pacific Syndicated Loan House of the Year, APLMA 2012)
  - Top four underwriter/arranger in the SGD and Dim Sum Bond Markets

## Winning Flow & Value Added Deals

### Leveraging ANZ's regional network and expertise in Trade & Supply Chain, Cash Management and Debt Capital Markets

**PEGATRON**  
PEGATRON • UNIHAN CORPORATION

**USD900 MILLION**

Syndicated Receivables Purchase Facility

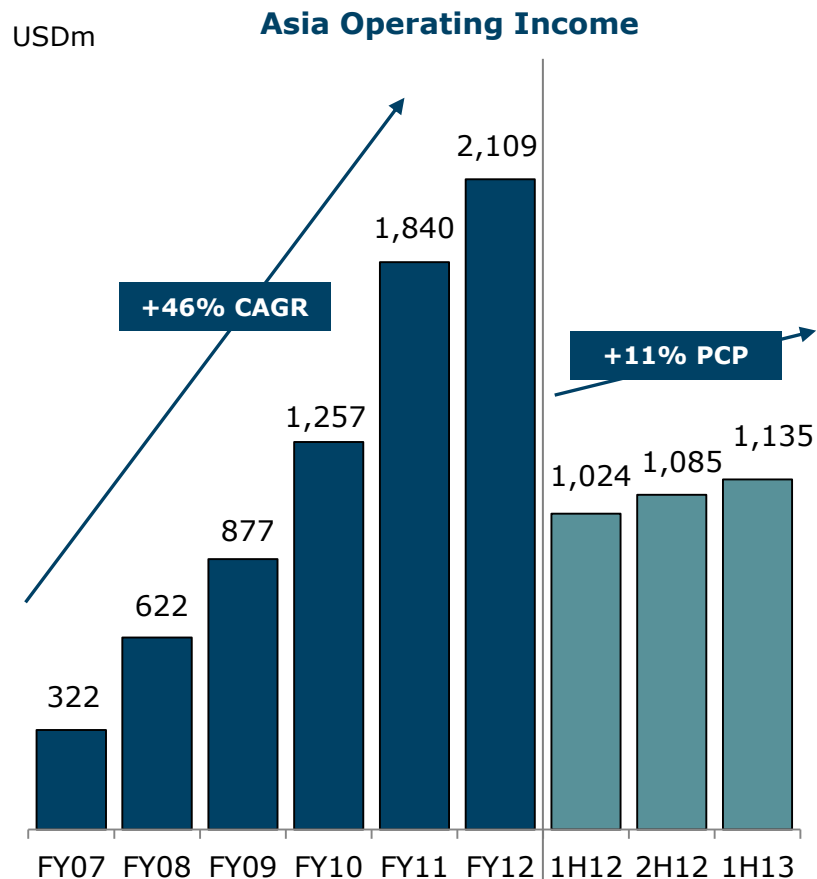
**Pegatron Corporation**  
Bookrunner, Coordinating Arranger,  
Facility Agent and Collection Bank

October 2012

- Pegatron is a world leader in the electronic and computing design and manufacturing services industry
- ANZ provided a scalable supply chain solution to facilitate the purchase of receivables from Apple Inc.
- This required an in-depth understanding of both companies, skills in structuring and syndicating the large USD900m deal, product expertise, operational controls, as well as appropriate risk appetite
- This deal was recognised as Deal of the Year 2012 by Trade Finance and Best Telecommunications & Technology Trade Finance Solution, Taiwan by The Asset in 2013

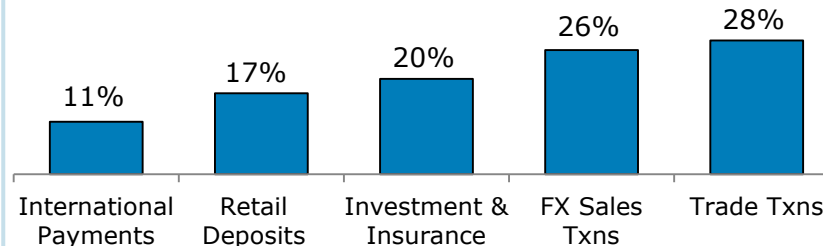
# A focus on growth and scale in Asia to drive improved returns

## Significant growth achieved since commencing super regional strategy

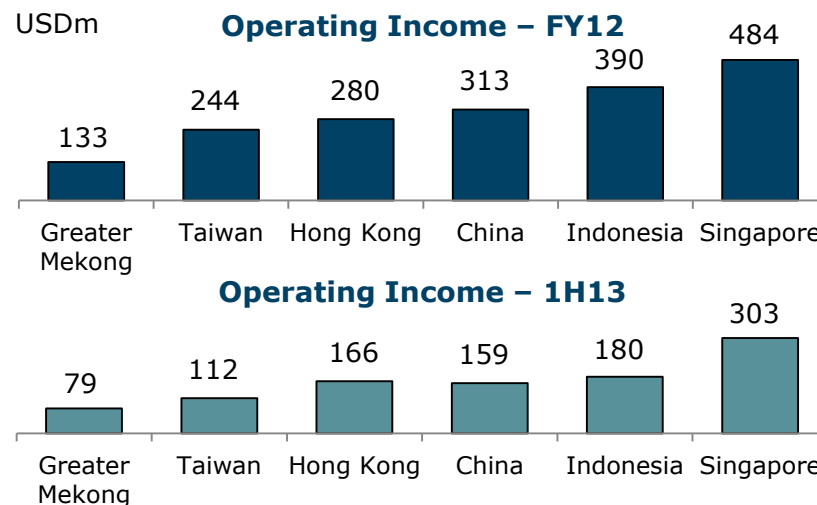


## Volume growth has remained strong

### Asia Volume growth (1H13 v 1H12)

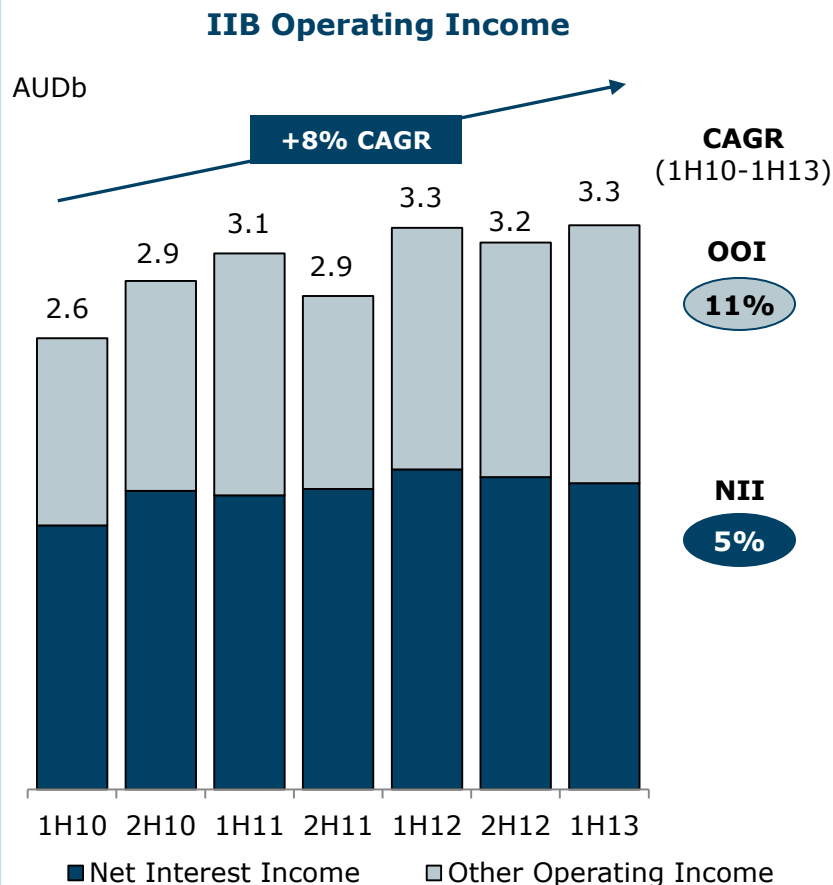


## Achieved scale in core franchise markets

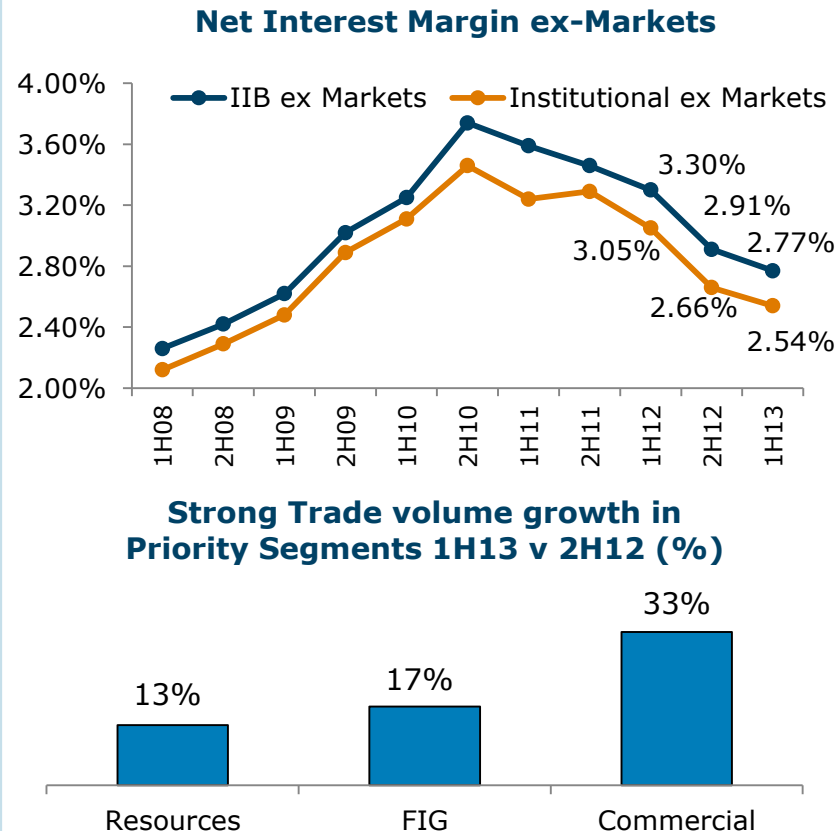


# Improving income quality whilst continuing to drive volume growth

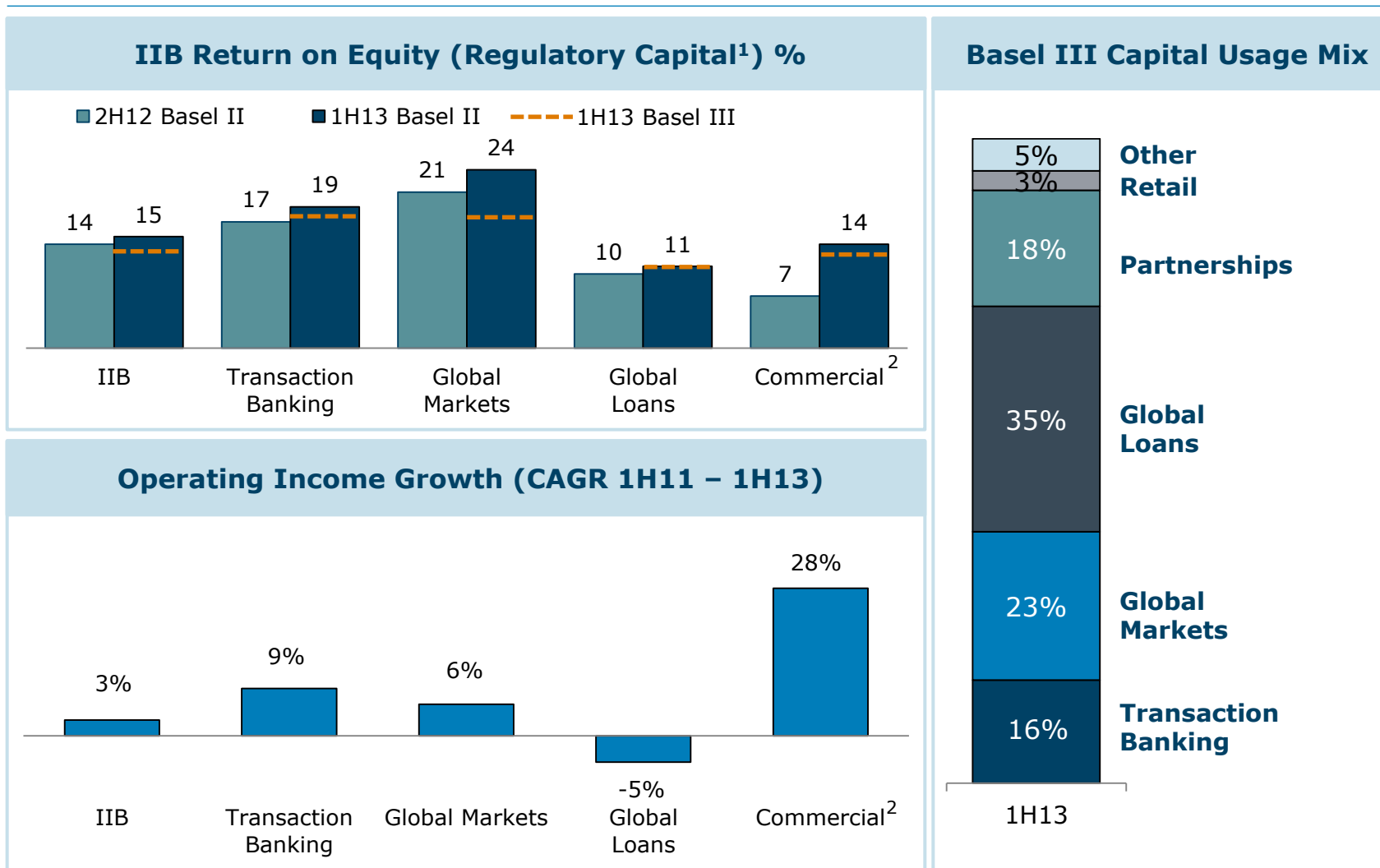
## Improving quality of earnings through growth of Non-Interest Income



## Driving volumes growth to counter margin pressures and mix changes in our business



# Growth is focused toward higher return products



1. Capital represents Average RWA x 8.3% plus Average Capital Deductions (ie partnership investment). PAT normalised to exclude 2H12 Software impairment

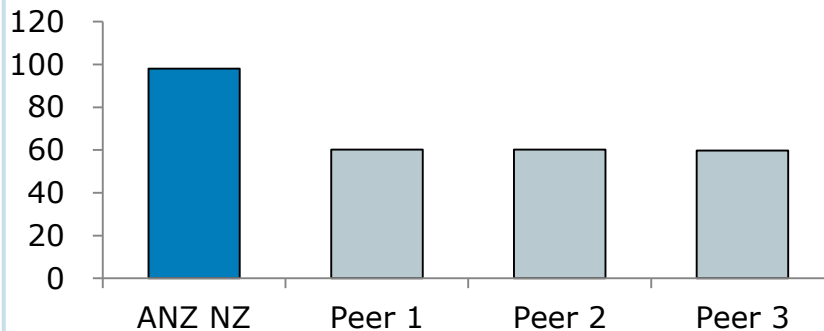
2. Represents Commercial Asia-Pacific segment



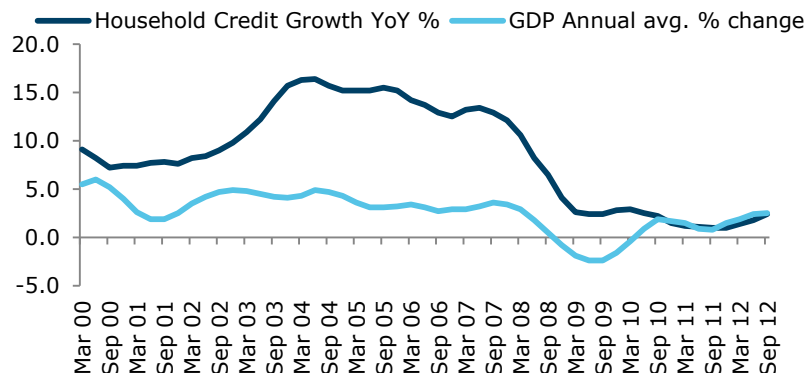
# NZ Division is harnessing the benefits of scale to compete in a lower growth, highly competitive market

## As the largest bank in New Zealand ...

### Gross Loans and Advances (NZDm)<sup>1</sup>



## ... in a lower growth, highly competitive market<sup>2</sup> ...



## ... we are harnessing the benefits of scale to drive greater value

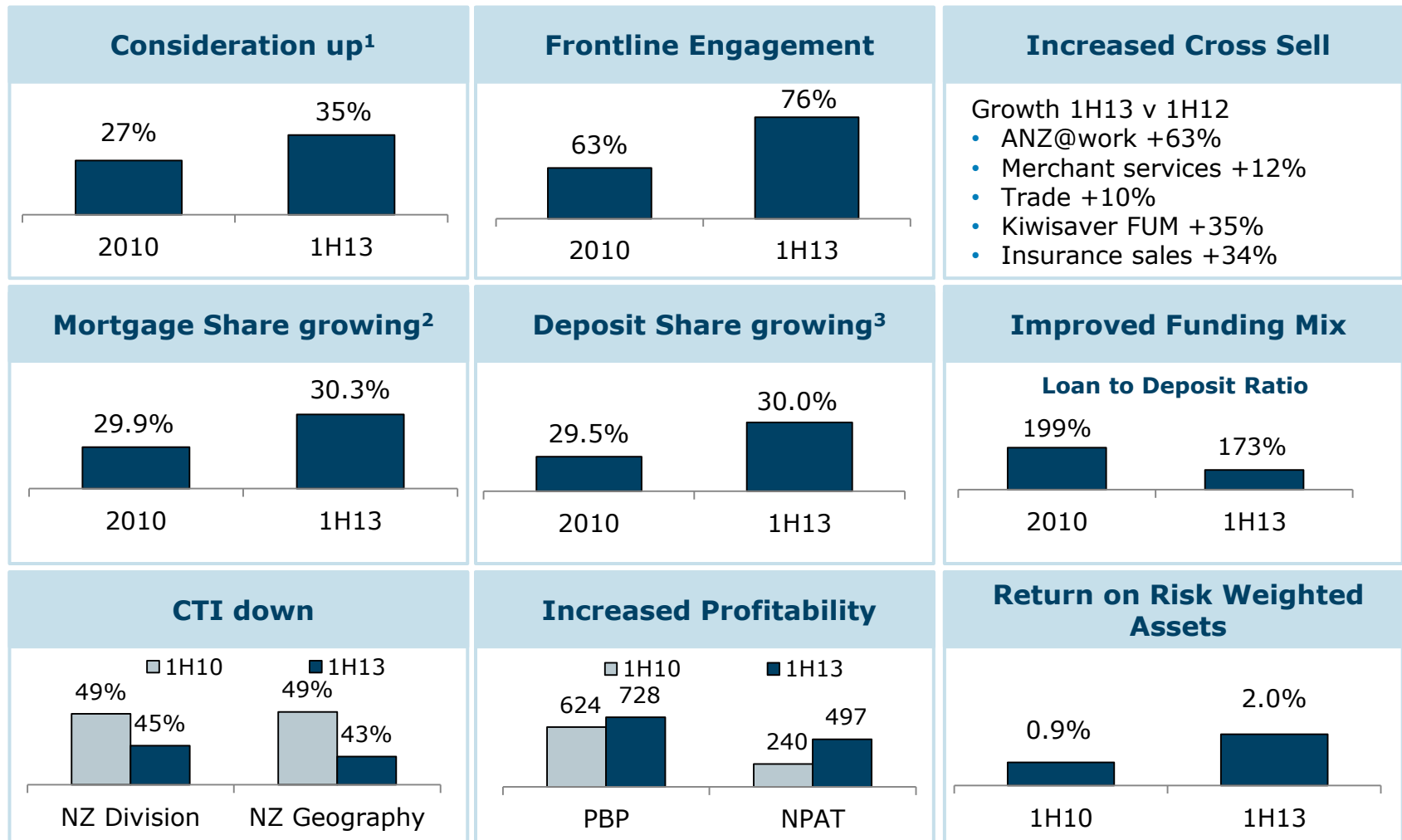
- Simplify the business and reduce duplication
  - One management structure
  - One set of systems
  - One process and product set
  - One brand
- Develop a distinctive banking proposition across all businesses. Compared to peers:
  - More branches
  - More ATMs
  - More specialists in local markets
  - Branch network optimised to provide greater coverage of NZ
- Increase cross-sell
  - Grow Markets, Trade and Cash Management revenues in Commercial customer base
  - Grow sales of Life Insurance and Kiwisaver in Retail customer base
- Increase productivity and operational efficiency
  - Become the most efficient bank in New Zealand, reflective of our scale

<sup>1</sup> Based on Geographic Disclosure Statement data as at 31 December 2012

<sup>2</sup> RBNZ real gross domestic product and household credit data



# Maintained momentum through a period of significant change



1. Source: Ipsos Branch Tracker - consumers saying the brand is their first choice or is seriously considered  
 2. Source: RBNZ, February 2013  
 3. Source: RBNZ, December 2012



## Next phase focused on leveraging our scale

Harness Scale  
2010 - 2012

Leverage Scale  
2013-2015

Scale advantage  
2016+

### Leverage scale through a focus on service, efficiency and cross sell

- **Continue to drive productivity benefits from simplified business model**
  - Committed focus on productivity and efficiency measures
- **Greater focus on service**
  - Branch upgrades designed around greater sales activities
  - Further increase in branch coverage
  - Increasing number of business bankers in local branches
- **Continue to drive cross-sell**
  - Improve diversity of income base through continuing to grow cross-sell across NZ franchise

Deploying a new modular branch design that requires 20% less floor space



# 1H13 Strategic scorecard – Wealth Division

Scorecard	Comments
<p><b>Grow relationships with existing ANZ customers:</b></p> <ul style="list-style-type: none"> <li>✓ Wealth solutions sold to ANZ customers</li> <li>✓ Size of ANZ Financial Planning</li> <li>✓ Productivity of ANZ Financial Planning</li> <li>✓ Direct channel sales</li> </ul> <p><b>Drive higher returns from existing businesses:</b></p> <ul style="list-style-type: none"> <li>✓ Grow Retail Life</li> <li>✓ Netflows from aligned dealer groups</li> <li>✓ Above market FUM growth</li> </ul> <p><b>Simplify the business and leverage global capabilities:</b></p> <ul style="list-style-type: none"> <li>✓ Lower cost to income</li> <li>✓ Reduce risk</li> <li>✓ Leverage global model</li> <li>✓ MySuper &amp; FoFA ready</li> </ul>	<ul style="list-style-type: none"> <li>• Net increase in Wealth solutions held by bank customers of 9% PCP</li> <li>• ANZ Smart Choice Super exceeding 800 account openings per week with a funding rate over 36% and day-1 insurance take-up of 50%</li> <li>• ANZ Financial Planning productivity up 21% PCP and 6% PCP per adviser for risk sales and investment inflows respectively</li> <li>• Direct Insurance sales to ANZ customers up 17% PCP in Australia and 34% PCP in New Zealand</li> <li>• Insurance inforce premiums up 10% PCP (Life &amp; GI)</li> <li>• Turnaround in netflows from aligned dealer groups (1H13 v 1H12)</li> <li>• FUM up 8% PCP, although market share declined 40bps in Australia (6 months to Dec 12)<sup>1</sup></li> <li>• CTI improved 280 bps PCP to 62% driven by business simplification and leveraging the global model</li> <li>• New fiduciary and internal governance structure to improve risk compliance and governance</li> <li>• Centralised the Chief Investment Office to improve consistency and quality of investment decisions</li> <li>• MySuper license application submitted</li> </ul>

1. Source: Plan For Life

# ANZ Smart Choice Super

## ANZ Smart Choice Super – a low cost and innovative solution

### Visibility

- See your super alongside other accounts
- Never lose your super again
- 24/7 access



**Over 17,000 accounts already opened**

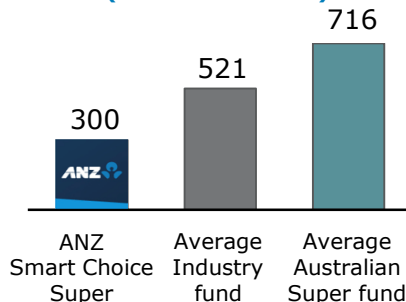
### Choice & Control

- Life stage investments
- Choose how involved you want to be with quality investment options



**36% of these have rolled over their existing superannuation or commenced contributions**

**ANZ Smart Choice Super fees vs other super funds (from 1 Dec 2012)<sup>1</sup>**



**Activation team now in place with strong customer response**

### Great Value<sup>1</sup>

- One low investment fee (0.50%)
- 42% lower fees than the average industry fund

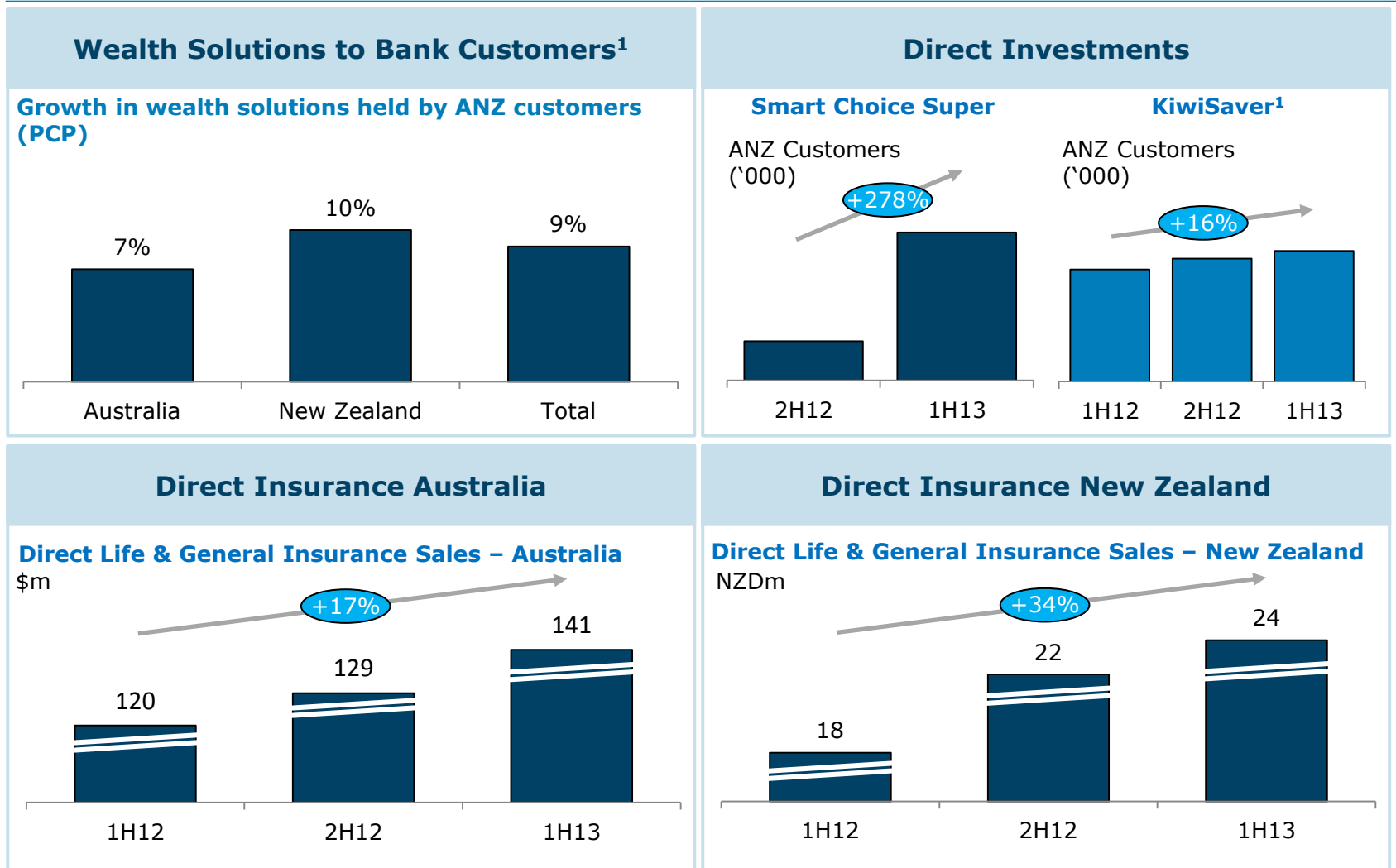


**50% of accounts opened also take life insurance through ANZ Smart Choice Super**

1. Note: Fee comparison based on the average total annual Investment Management fees, Performance fees, Administration fees, Asset Management fees and Member fees of 319 superannuation products in Australia (including 126 industry funds), on a \$50,000 account balance. Sourced from SuperRatings Pty Ltd's 'Fees Analysis' dated 21/11/2012 analysing fees current at 30/9/2012. All fees are subject to change



# Deepening relationships with existing ANZ Customers



1. Source: ANZ Customer Analytics



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