

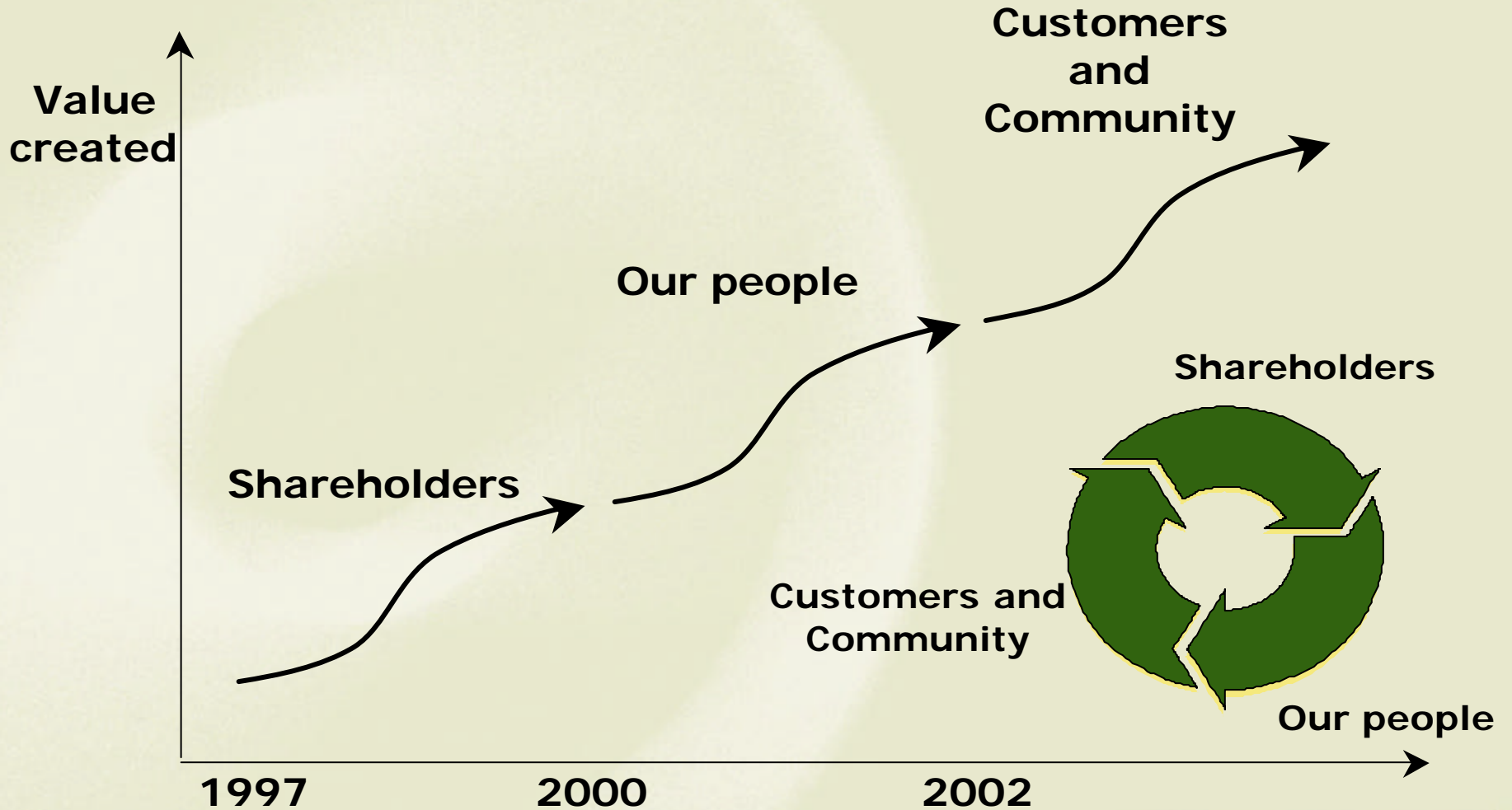


2002

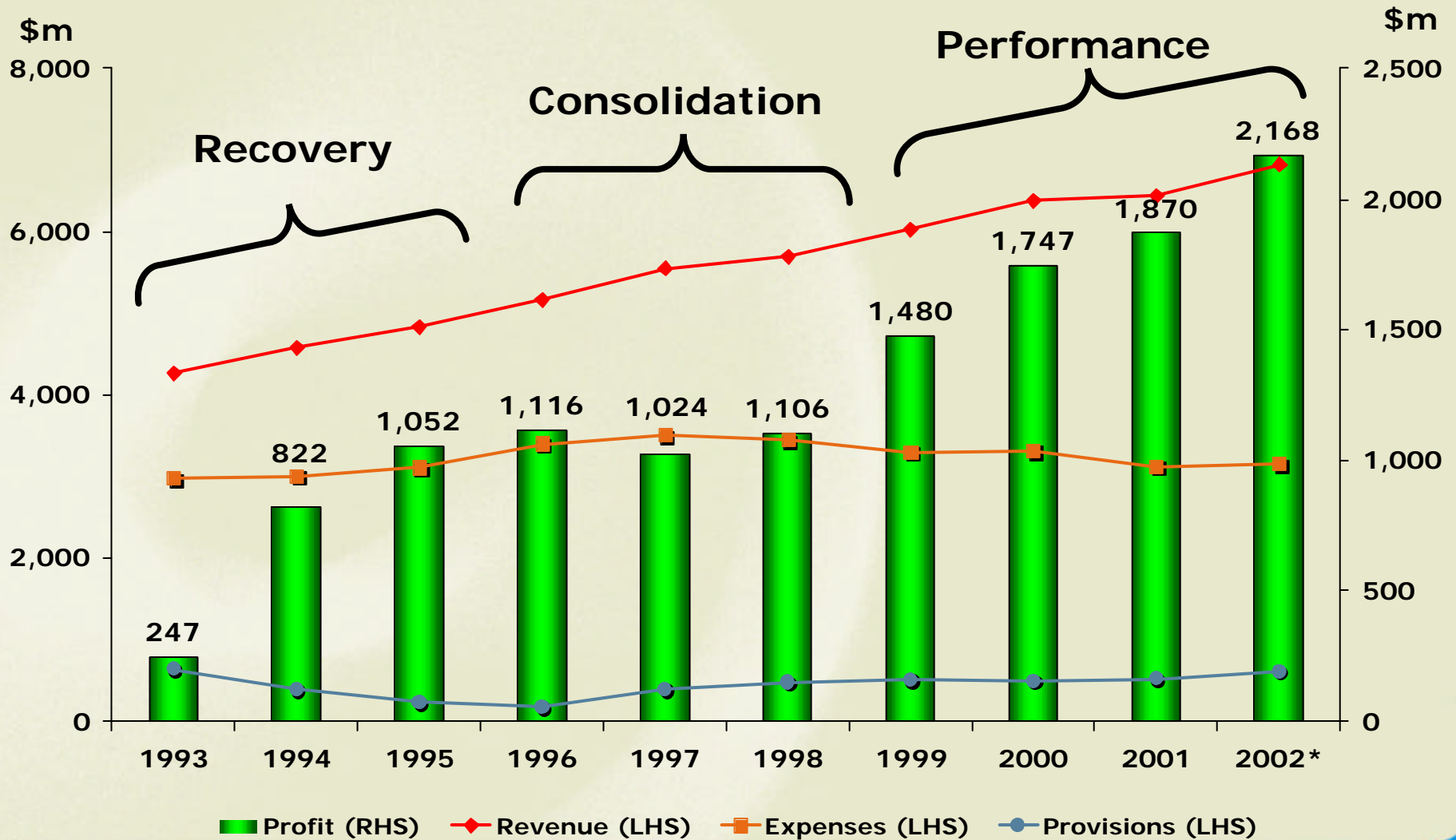
*Annual General Meeting*



# Earning trust and respect by focusing on all stakeholders



# We have an enviable track record of results



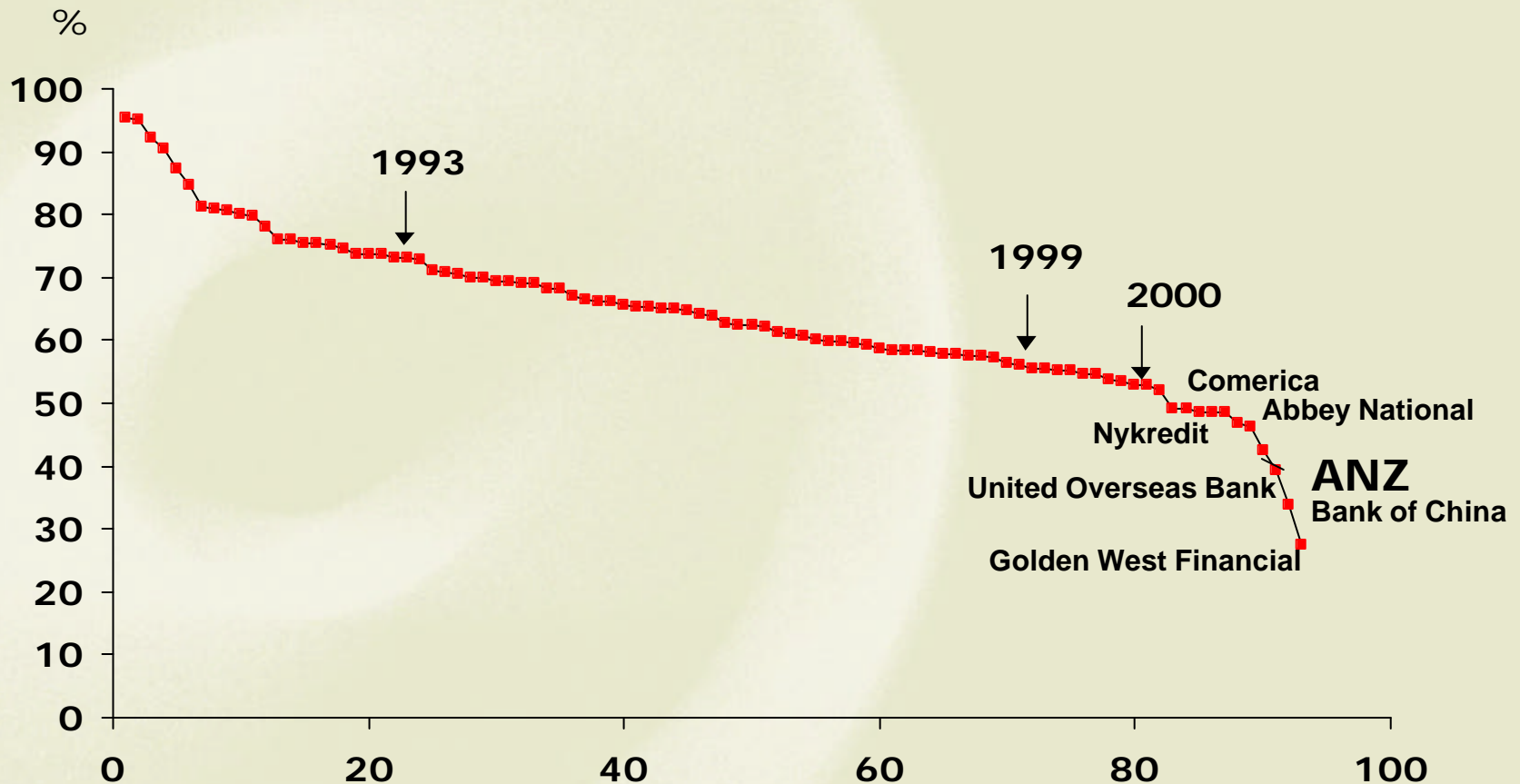
\*excludes significant transactions

2002 Annual General Meeting



# ANZ is nearing global cost leadership

## Cost/Income For Top 100 Banks Globally



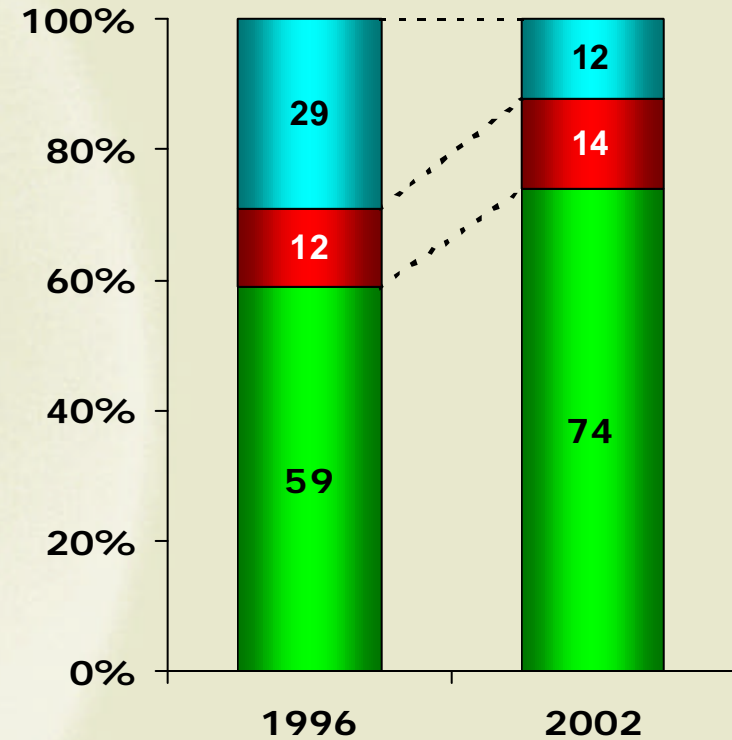
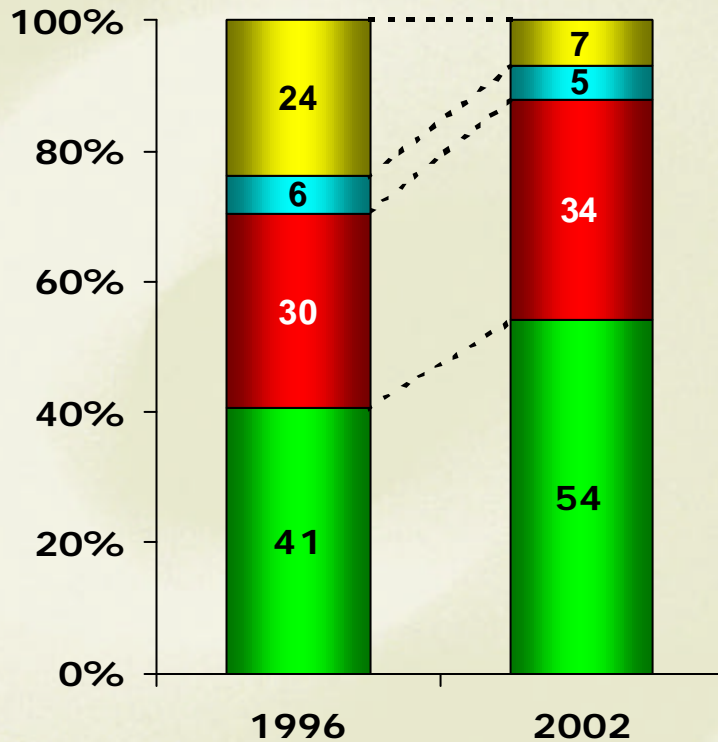
(1) Source: Boston Consulting Group

2002 Annual General Meeting



# Our group profile is now more balanced

## % Source of NPAT



■ Personal ■ Corporate ■ Treasury ■ Other

■ Australia ■ New Zealand ■ International

\*Asset finance categorised as Corporate

2002 Annual General Meeting





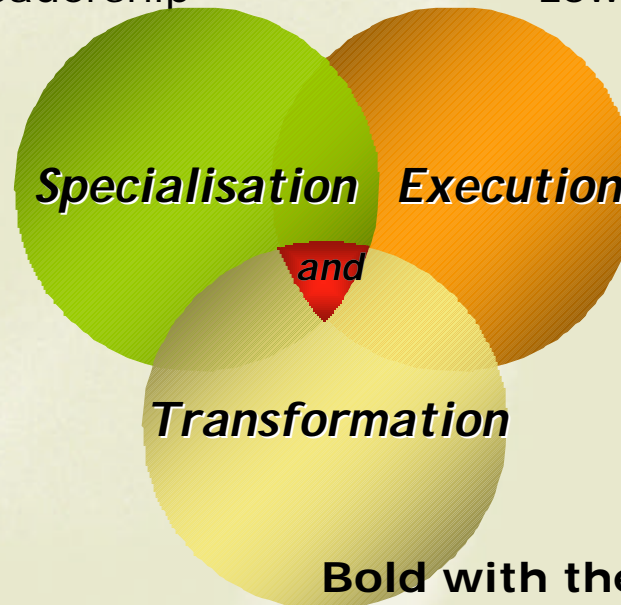
# Strategy of specialisation, execution & transformation

## Building strong strategic positions

- Annual growth investment
- Strong in growth segments
- Specialised business leadership

## A superior execution capability

- Stretch performance targets
- Revenue over cost growth
- Low risk, no surprises



## Bold with the courage to be different

- The bank with a human face
- Performance ethic
- Cultural transformation

**We are committed to dealing with  
community concerns**

**Outrage at  
\$7 billion  
in bank fees**

**Top 500  
turn from  
major banks**

**Customers stay unhappily  
married to their banks**

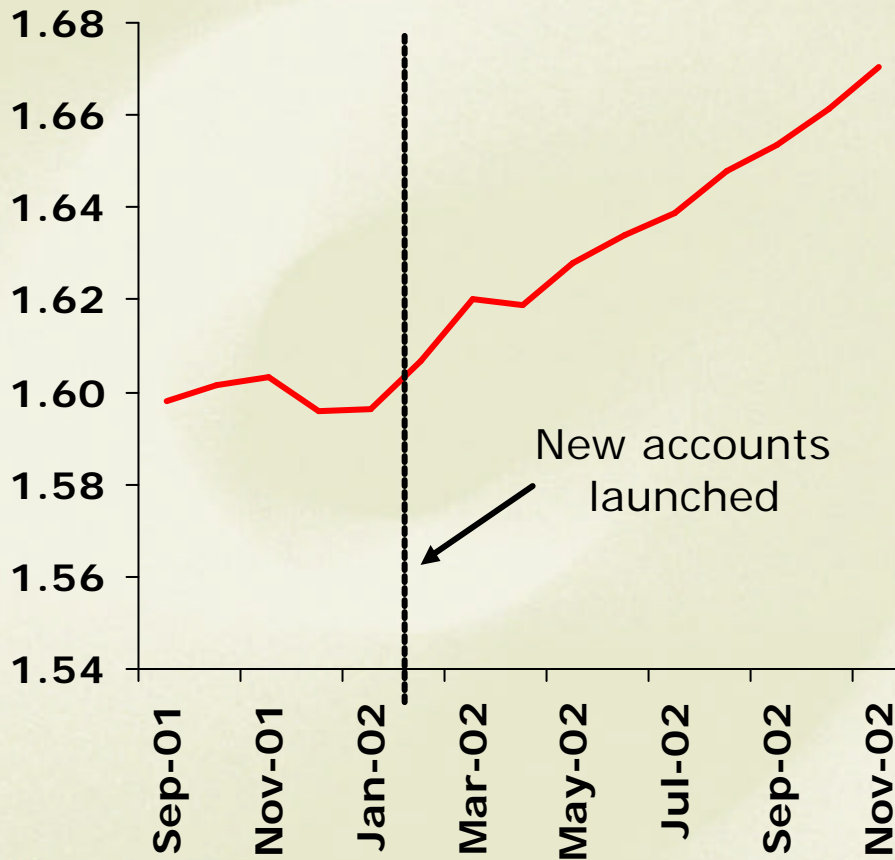
**Consumer  
loyalty: don't  
bank on it**

**Bank shock: it's time  
to please customers**

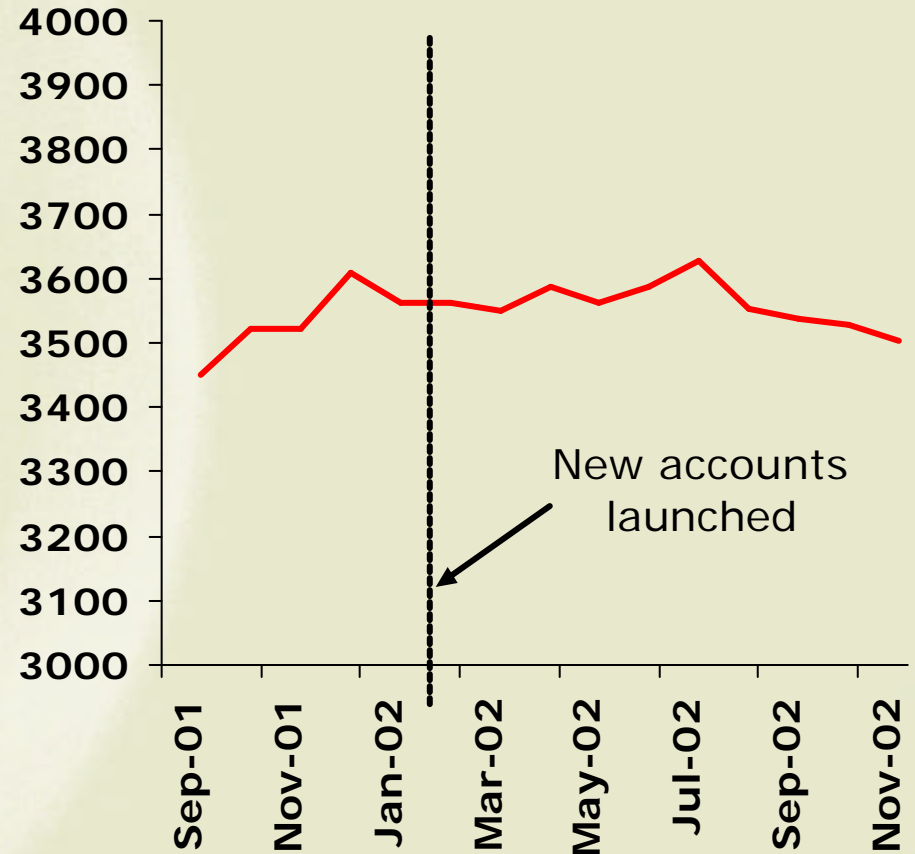
**Branch closures hit country towns hard**

# Since launch we have added 70,000 new accounts and average balance has stayed constant

## Number of Access a/c's

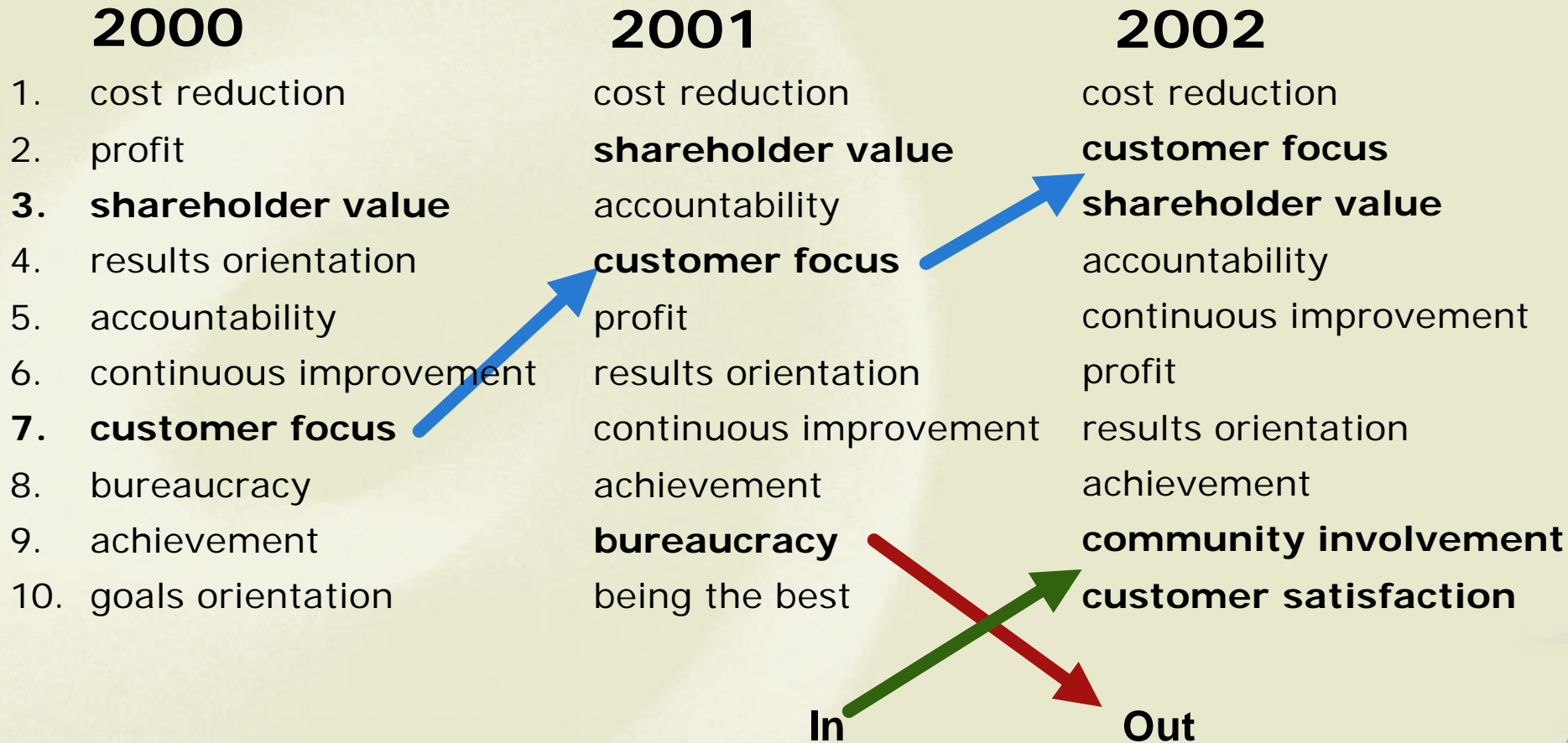


## Average Balance

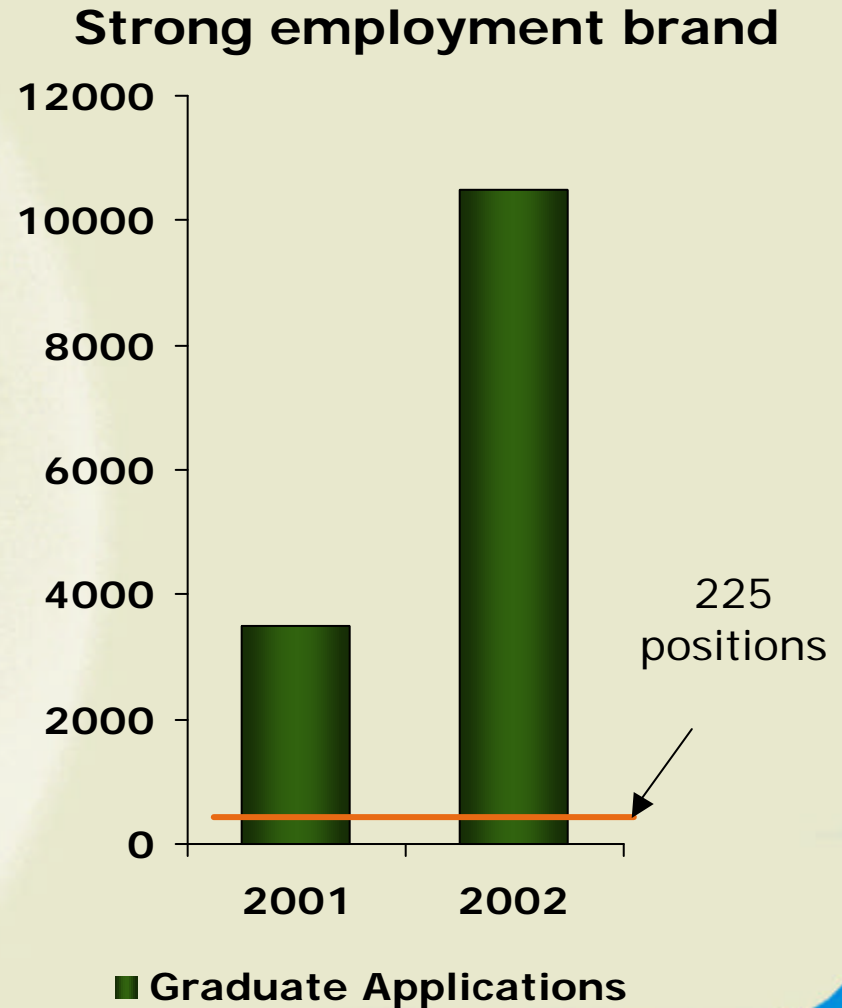
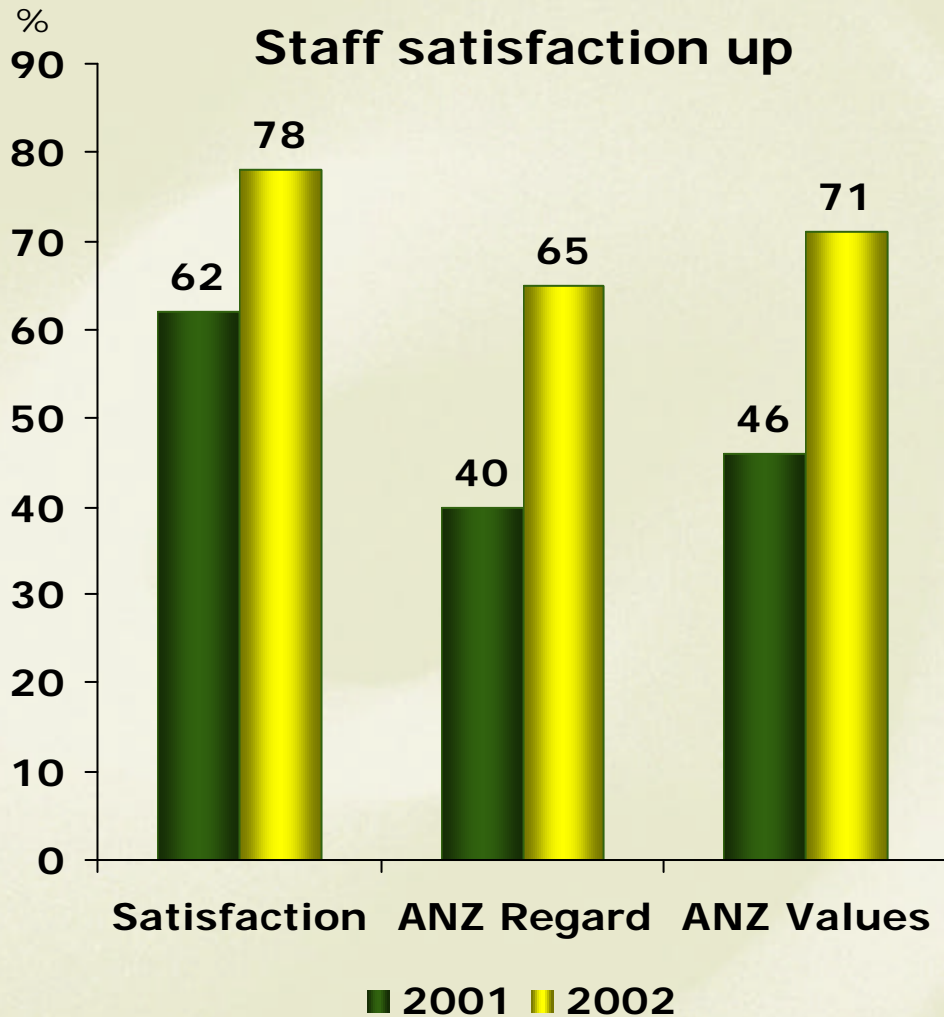




# ANZ values now focus on customers and shareholders



# Increasingly a preferred employer



**We are beginning to see a difference**

**Customers flock to  
join low-fee ANZ**

**Hawker praises ANZ for  
opening a rural branch**

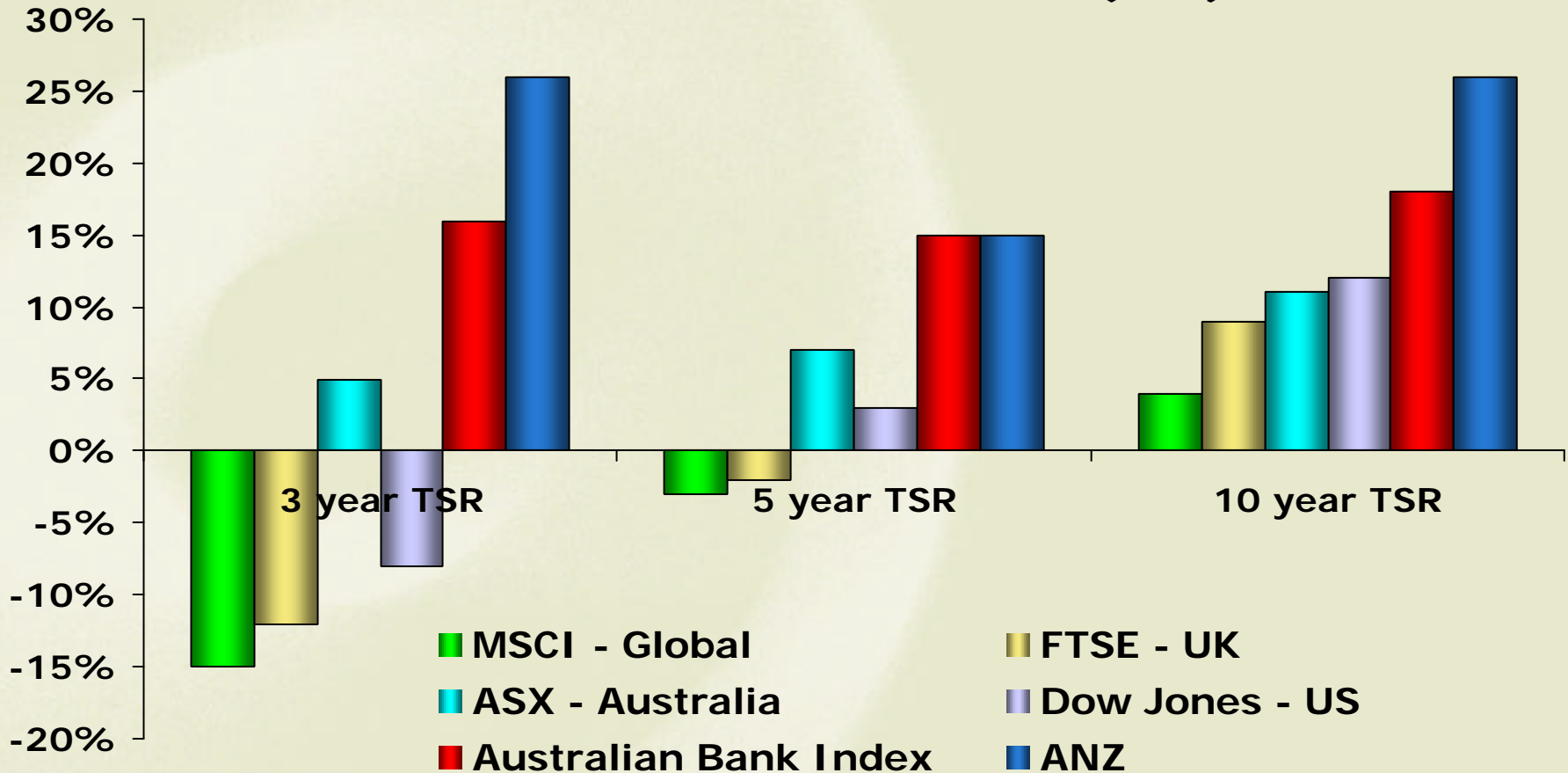
**ANZ staff making  
wishes come true**

**ANZ  
chases  
closed  
banks**

**We'll serve  
faster: ANZ**

# ANZ has delivered strong shareholder return

## Total Shareholder Returns (TSR)



Source: CSFB, as at September 2002

2002 Annual General Meeting





# The bank with a human face

- Put our customers first
- Perform and grow to create value for our shareholders
- Lead and inspire each other
- Earn the trust of the community
- Breakout, be bold and have the courage to be different

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](http://www.anz.com)**

or contact

Philip Gentry  
Head of Investor Relations

ph: (613) 9273 4185 fax: (613) 9273 4091 e-mail: [gentryp@anz.com](mailto:gentryp@anz.com)