

FRONT COVER // Tim Taylor had been a long standing ANZ customer when he approached ANZ Relationship Manager, Michael Hubbard, for funding to start a new building company, Millenium Homes, with partner Andrew Quinlan. Since then, ANZ has worked closely with Tim and Andrew to gain a better understanding of their business and help them grow Millenium Homes into the highly regarded modern home building company it is today.

**TIM TAYLOR & ANDREW QUINLAN**, Millenium Homes  
Toowoomba, Queensland

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### Australia New Zealand

### Asia

Cambodia  
China  
Hong Kong  
India  
Indonesia  
Japan  
Korea  
Laos  
Malaysia  
Philippines  
Singapore  
Taiwan  
Thailand  
Vietnam

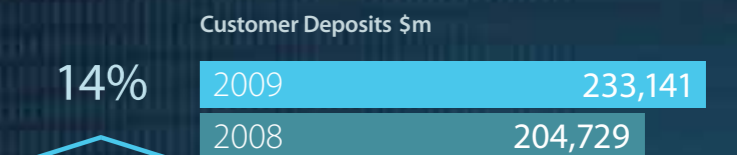
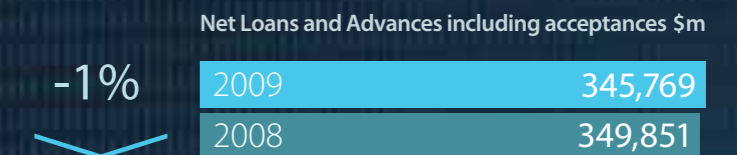
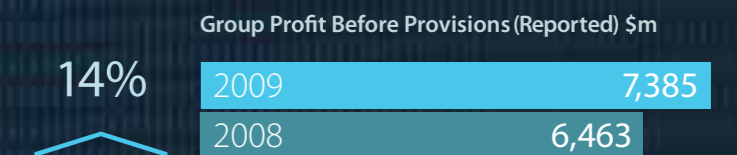
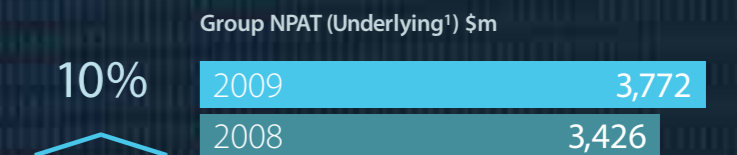
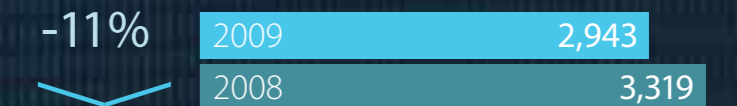
### Pacific

American Samoa  
Cook Islands  
East Timor  
Fiji  
Guam  
Kiribati  
New Caledonia  
Papua New Guinea  
Samoa  
Solomon Islands  
Tonga  
Vanuatu

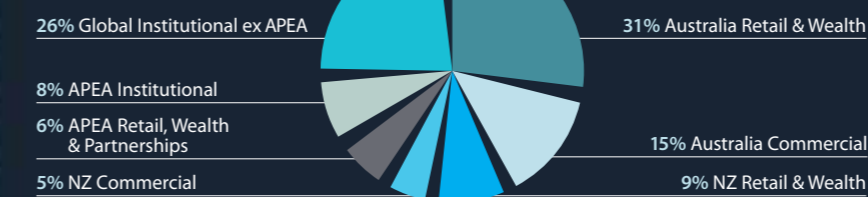
### United Kingdom

### United States of America

- Proud banking heritage spanning 170 years
- A top 10 listed company on the ASX (market cap ~\$60b), with ~390,000 shareholders
- Largest listed company in New Zealand, largest Australian bank in Asia and a leading bank in the Pacific
- AA rated bank on S&P long term ratings
- ~37,000 full time equivalent employees (FTE)



#### REVENUE (UNDERLYING<sup>1</sup>)



<sup>1</sup> Adjusted for material items that are not part of the normal ongoing operations of the Group including one-off gains and losses, gains and losses on the sale of businesses, non-continuing businesses, timing differences on economic hedges and acquisition related costs.

# ANZ OPERATIONS

# INVESTOR SNAPSHOT 2009

35 years ago, Kay Dickerson approached the ANZ branch in Toowoomba for a loan to start up her own hairdressing salon. Based on her growing reputation and success at another hair salon, ANZ granted Kay a loan and Snippettes Hair Salon was born.

Since then, Kay has been a loyal customer of ANZ Toowoomba and Madonna Cotterell, Kay's Small Business Specialist and Lynette Martin, her Home Loan Specialist have seen her business grow and strengthen. They have both helped Kay to simplify and understand her business and personal banking needs.

**KAY DICKERSON**, Snippettes Hair Salon  
Toowoomba, Australia



## AUSTRALIA REGION

GRAHAM HODGES ACTING CHIEF EXECUTIVE OFFICER

### Business Profile

The Australia region caters for the ANZ's Retail, Commercial, Institutional and Wealth Management customers in Australia.

The Retail businesses are responsible for delivering a range of banking products and services to retail customers. Commercial includes Esanda and businesses which support our rural customers, small to medium enterprises and smaller corporates. The Wealth Management business includes the Insurance and Investments business, Private Bank, Etrade and ANZ's share of the ING Joint Venture.

INCOME STATEMENT (\$m)	2009	2008	MOVT%
Operating income	9,762	8,526	14%
Operating expenses	4,034	3,677	10%
Profit before credit impairment and income tax	5,728	4,849	18%
Provision for credit impairment	2,053	1,663	23%
Profit before income tax	3,675	3,186	15%
Income tax expense and minority interest	1,115	919	21%
Underlying Profit after tax	2,560	2,267	13%
<b>Total assets</b>	<b>324,742</b>	<b>320,539</b>	<b>1%</b>
% Contribution to group earnings	68%	66%	
Employee numbers	20,231	20,278	0%

### 2009 Performance

- 13% increase in underlying profit after tax.
- Standout performers were Retail, up 13%, and Institutional, up just over 100%.
- Revenue up 14%, costs up 10% (excluding institutional revenue up 9% cost up 4%).
- Customer deposits increased 16%.

### 2009 Achievements

- The Retail business had the largest increase in net customer numbers of any bank and remains the highest rated of the major banks for customer satisfaction.
- Highest customer satisfaction in Small Business banking.
- Agreement to move to full ownership of ING Australia.
- Awarded Euromoney Magazine's Best Local Private Bank in Australia 2009.
- Launched new products and services aimed at providing convenient and uncomplicated banking solutions for our customers.

## NEW ZEALAND REGION

JENNY FAGG CHIEF EXECUTIVE OFFICER

### Business Profile

ANZ National is New Zealand's largest financial services provider. We operate a family of brands including two retail banking franchises (ANZ and The National Bank), UDC Finance, Bonus Bonds, Eftpos New Zealand and Direct Broking. Nearly one in two New Zealanders have a banking relationship with us.

INCOME STATEMENT (\$m)	2009	2008	MOVT%
Operating income	2,638	2,560	3%
Operating expenses	1,182	1,175	1%
Profit before credit impairment and income tax	1,456	1,385	5%
Provision for credit impairment	727	251	large
Profit before income tax	729	1,134	-36%
Income tax expense and minority interest	216	361	-40%
Underlying Profit after tax	513	773	-34%
<b>Total assets</b>	<b>101,319</b>	<b>100,311</b>	<b>1%</b>
% Contribution to group earnings	14%	23%	
Employee numbers	8,879	9,515	-7%

### 2009 Performance

- Strengthened the balance sheet despite challenging local and global economic conditions.
- Strong performance from Global Markets business somewhat offset more difficult conditions in Retail and Commercial businesses.
- Net underlying profits declined as a result of reduced net interest margins in the core Retail and Commercial business and increased provisions.
- Costs well managed with continued investment in the business.

### 2009 Achievements

- Provided over NZ\$5 billion in new lending to farms and businesses.
- Awarded "Top Performer Banking Sector" in NZ Contact Centre Awards.
- Direct assistance for 4,700 customers through Financial Wellbeing program.
- Leading share of retirement savings enrolments.
- Strengthening of wealth strategy through acquisition of ING's holding in the ING NZ business.

In late 2007, Chris Salmon and Glenn Rufford spoke to their ANZ Relationship Manager, Jim Koutsouklakis, about funding a management buy-out of York Precision Plastics (YPP). Not only was ANZ able to support the buy-out, but today also provides a trade facility to fund importation of raw materials and helps them manage foreign exchange exposure and interest rate risk.

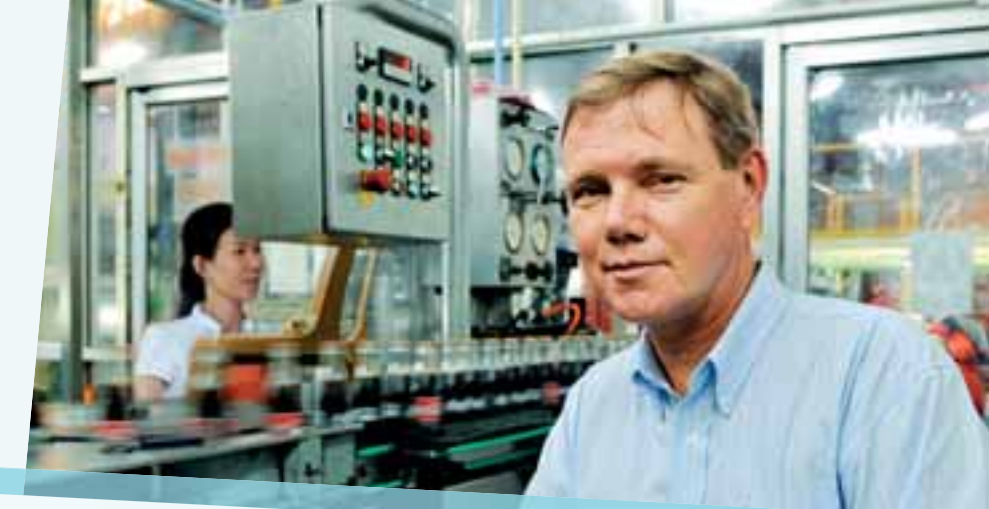
YPP is now the leading manufacturer of acrylic and thermoplastic sheeting in the southern hemisphere, serving a customer base throughout Southeast Asia and the Middle East.

**CHRIS SALMON AND GLENN RUFFORD**  
York Precision Plastics, Sydney, Australia



In 2008, Cambodia Beverage Company launched an expansion drive to increase capacity in the region. Paul Popelier worked with the ANZ Royal Bank Cambodia team, led by Relationship Manager, Saraboth Ea, to put in place a term loan facility structured to suit the specific requirements of the Company and project. Since then, ANZ has also structured a revolving short term loan and an overdraft facility to fund working capital needs for the project.

**PAUL POPELIER**, Cambodia Beverage Company  
Phnom Penh, Cambodia



## APEA REGION

ASIA PACIFIC EUROPE AND AMERICA  
**ALEX THURSBY CHIEF EXECUTIVE OFFICER**

### Business Profile

The Asia Pacific, Europe and America Region includes businesses in 14 Asian markets and 12 countries in the Pacific as well as Europe, America and the Middle East. Our strategy is focused on building ANZ's businesses in priority markets including Vietnam, Indonesia, Malaysia, China and India. We also continue to grow in the Pacific where we have operated for more than 130 years.

INCOME STATEMENT (\$m)	2009	2008	MOVT%
Operating income	1,967	1,209	63%
Operating expenses	852	554	54%
Profit before credit impairment and income tax	1,115	655	70%
Provision for credit impairment	276	176	57%
Profit before income tax	839	479	75%
Income tax expense and minority interest	140	93	51%
Underlying profit after tax	699	386	81%
<b>Total assets</b>	<b>50,400</b>	<b>48,868</b>	<b>3%</b>
% Contribution to group earnings	18%	11%	
Employee numbers	8,555	6,769	26%

### 2009 Performance

- Profit growth driven primarily by Asia Partnerships and the Institutional business.
- Continued investment in front line staff assisted stronger performance in the Global Markets business.
- Grew deposits, invested to deepen the institutional business and advanced retail and wealth platforms.
- Operating expenses while higher, reflecting investment in growth were offset by revenue growth.

### 2009 Achievements

- Agreement to acquire certain Royal Bank of Scotland Group businesses in strategic markets.
- Opened eight branches in Indonesia, six outlets in Vietnam and became the first Australian bank to open a rural bank in China.
- Launched 49 Markets products and expanded Asia dealing rooms.
- Continued roll-out of core banking platform and invested in internet banking and a single cash management platform.
- Innovative new product highlights: 'Fast Saver Account' in nine countries and WING mobile banking in Cambodia.

## INSTITUTIONAL DIVISION

**SHAYNE ELLIOT GROUP MANAGING DIRECTOR**

### Business Profile

Institutional provides global financial services solutions to around 5,000 corporate and institutional clients. The division delivers transaction banking, specialised lending and markets solutions in Australia, New Zealand, Asia Pacific, Europe and America.

INCOME STATEMENT (\$m)	2009	2008	MOVT%
Operating income	4,948	3,624	37%
Operating expenses	1,583	1,245	27%
Profit before credit impairment and income tax	3,365	2,379	41%
Provision for credit impairment	1,408	1,281	10%
Profit before income tax	1,957	1,098	78%
Income tax expense and minority interest	556	327	70%
Underlying profit after tax	1,401	771	82%
<b>Total assets</b>	<b>183,850</b>	<b>187,342</b>	<b>-2%</b>
% Contribution to group earnings	37%	23%	
Employee numbers	5,149	4,733	9%

### 2009 Performance

- Strong revenue growth across all businesses and geographies, underpinned by profitable trading on higher market volatility in the Global Markets business. Global Markets revenue up 77%.
- Customer deposits up 19% while repositioning of the loan book, reduced demand and customer repayment focus drove an 18% decrease in Net Lending Assets.
- Australian exposures in property, securities lending and agribusiness and a limited number of single name exposures were largely responsible for a 10% increase in credit provisions.

### 2009 Achievements

- Strategic realignment organisational restructure as part of the "Rebuild and Refocus" program.
- Substantial progress with remediation programs.
- Tighter regional focus and improved global client management delivered a number of landmark cross-border deals increasing ANZ's profile in the region.