

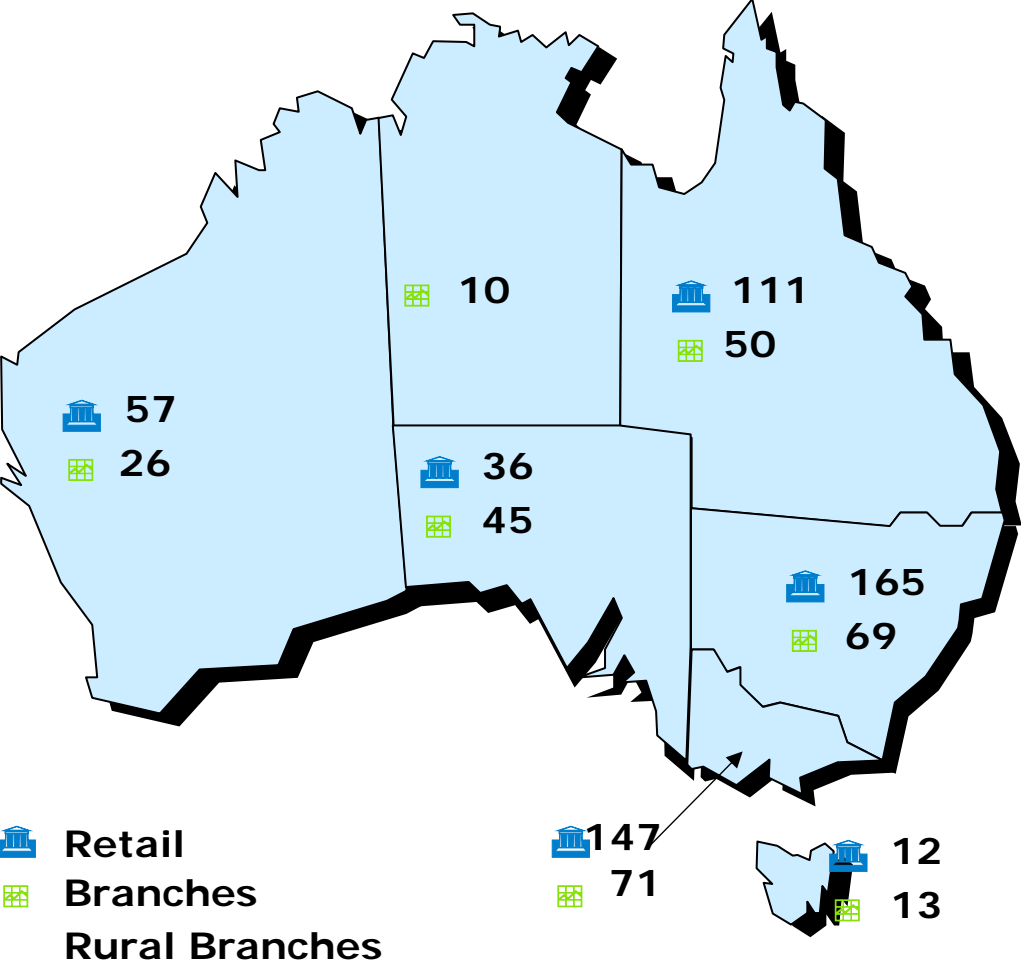


## Branch banking - ANZ's Not-So-Secret Weapon

Louis Hawke  
Managing Director Retail Banking

Wednesday, September 19 2007

# Branches – the primary customer channel



## Retail Branch Network

- 528 Branches
- 47 Local Markets
- ~5,000 Staff

## Regional & Rural Network

- 284 Branches
- 19 Regions
- ~2,400 Staff

## Strategic Goal

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**To be the #2 Retail Bank in Australia by successfully delivering on the brand promise of Convenience, Simplicity, and Responsibility.**

### **Actions:**

- **Managing and growing the network**
- **Acquiring more customers**
- **Growing share of wallet**
- **Representing the face of ANZ to the community through our people.**

# Delivering “Convenience and Simplicity”

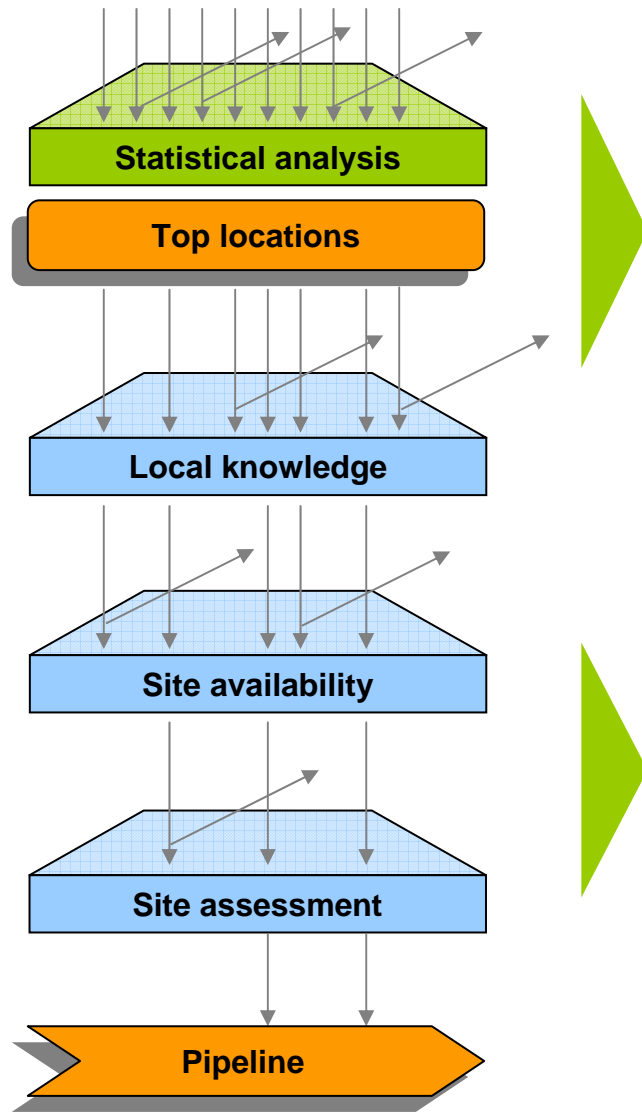
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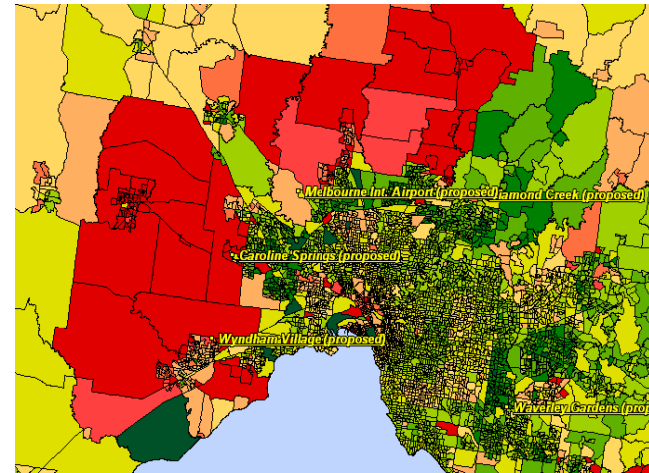
- New Branch locations
- Extended hours
- Local market specialists
- Mobile mortgage specialists
- Straightforward applications
- Shorter queues
- More ATM locations
- Best Australian call centre
- CSIA “Best of the Best”



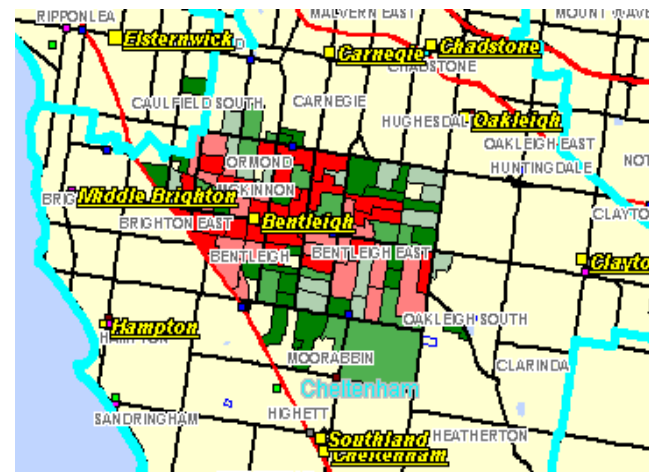
# Network design driven by a scientific approach .....



## Macro catchment identification

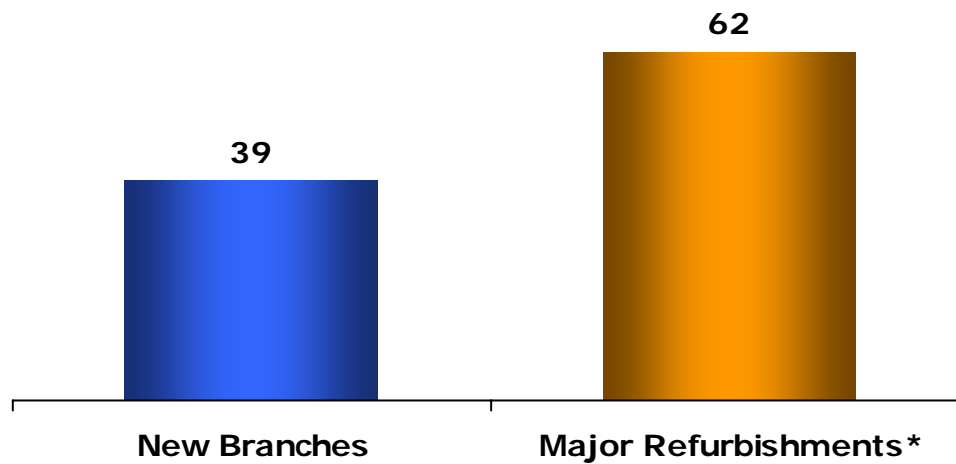


## Optimal site location



# Distinctive branch design

## 2007 Network Changes



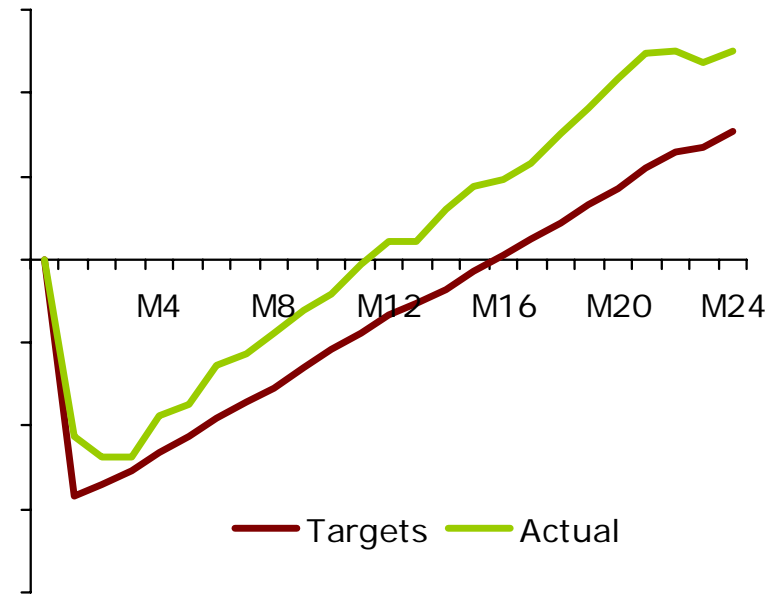
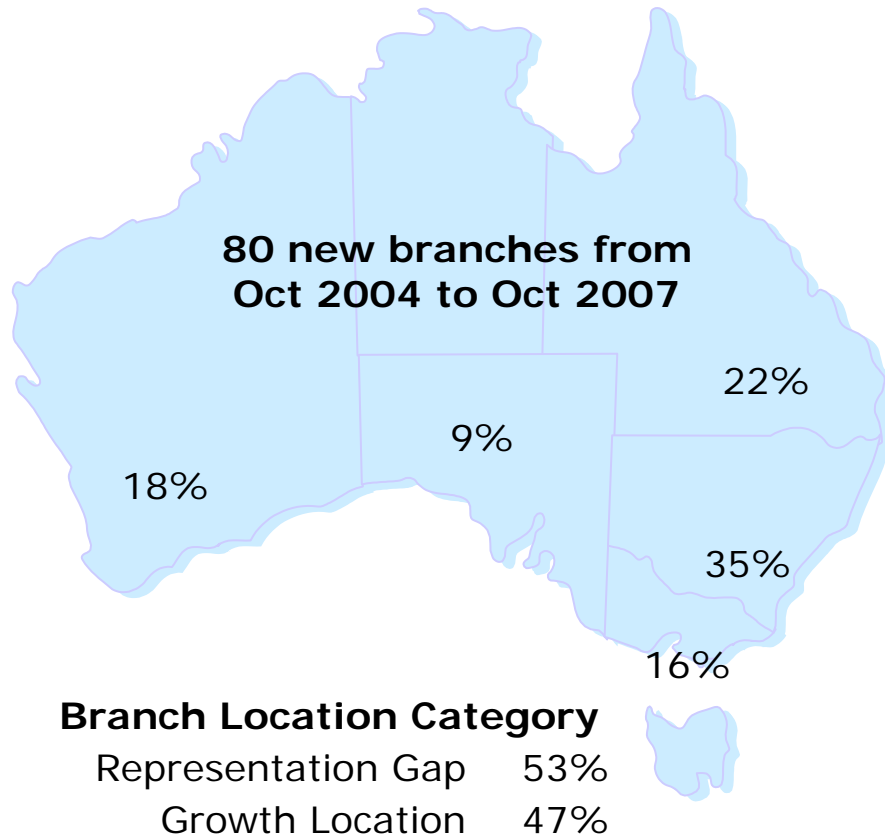
- Research based design characteristics
- Key principles of change include:
  - more privacy for customers
  - increased satisfaction for staff
- Branch design accommodates on-site specialists
- Relocations/refurbishments to maximise customer coverage and access



# Network expansion has delivered ahead of expectations

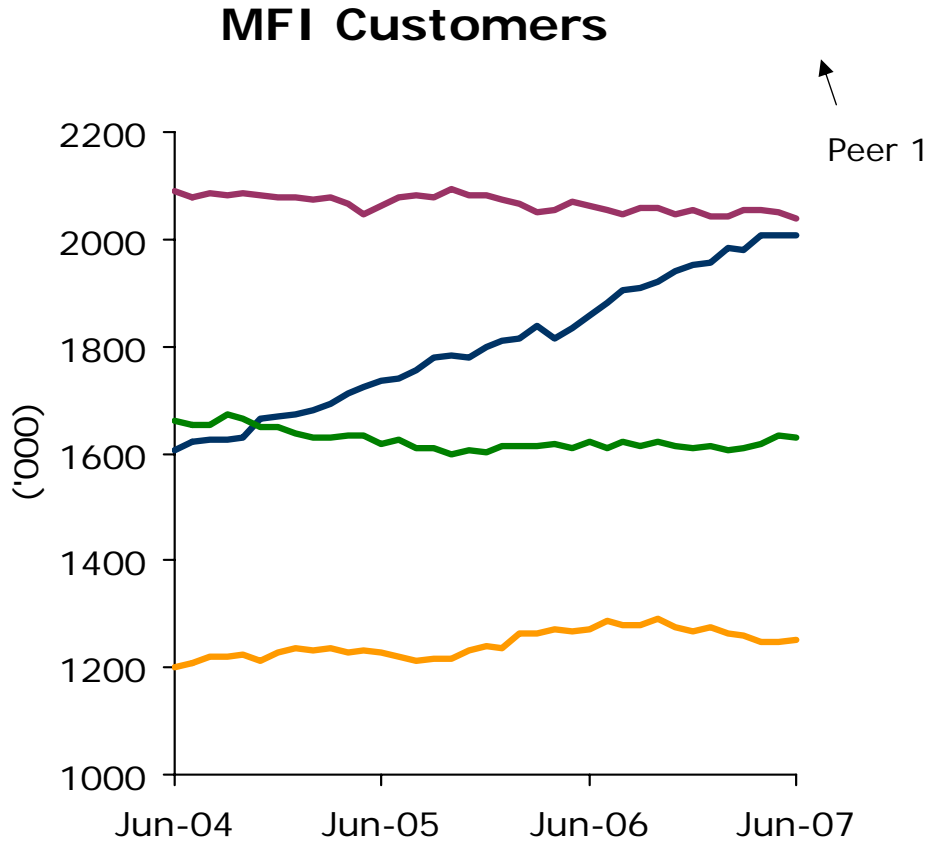
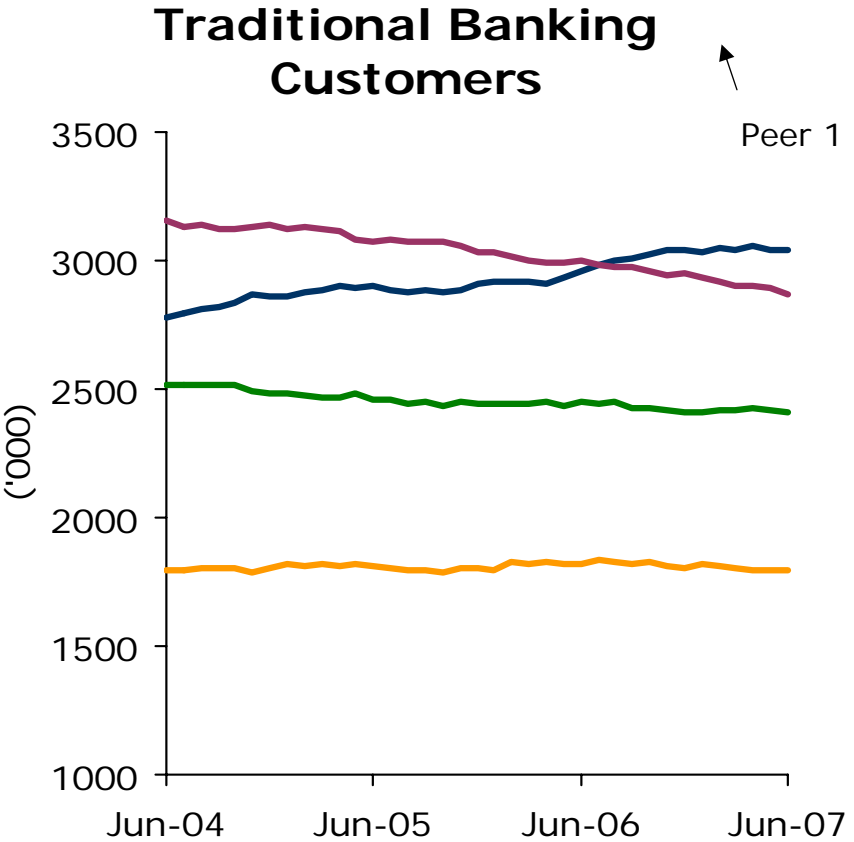
New branches aligned to growth areas and representation gaps...

...And breaking even ahead of plan



Supported by additional 1,100 ATMs over the past 3 years

# Strong growth in customer numbers...



— ANZ    — Peer 2  
— Peer 3    — Peer 4



Source: Roy Morgan Research – Aust Pop'n aged 14+, Traditional Banking customer 12 mth moving average to June 2007

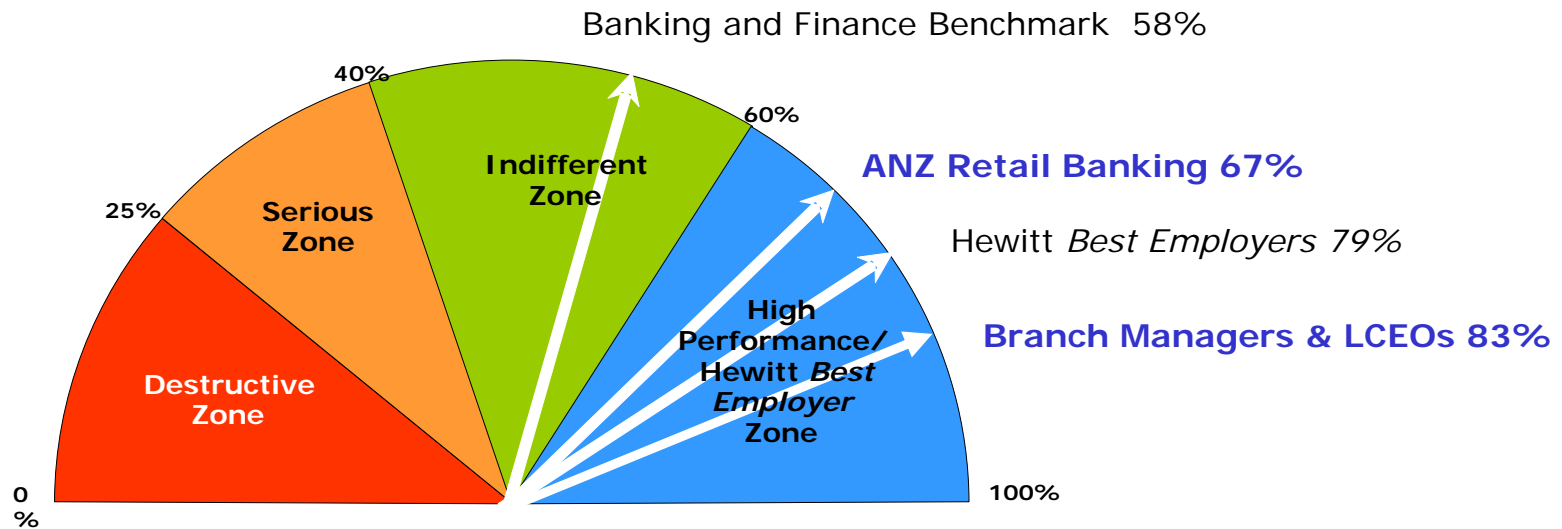
# Building a high performance culture

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Alignment between:

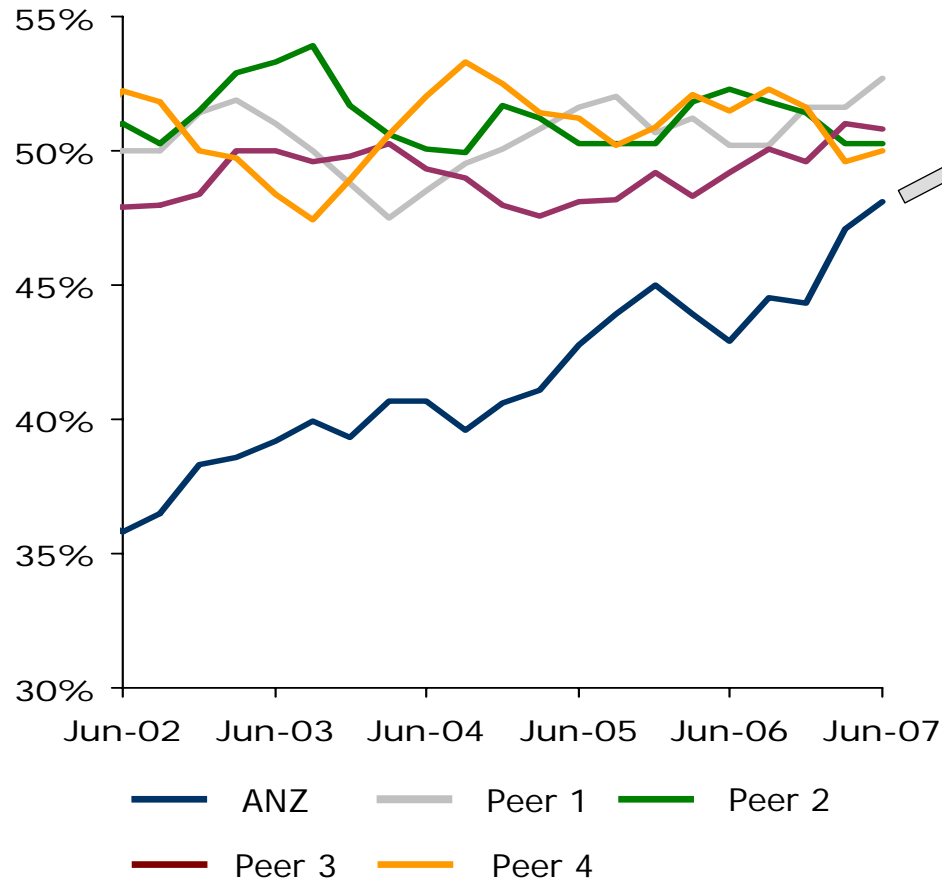
- Organization structure
- People & roles
- Performance processes

## Employee Engagement



# Relationships are deepening ...

**Strong improvement  
in share of wallet**



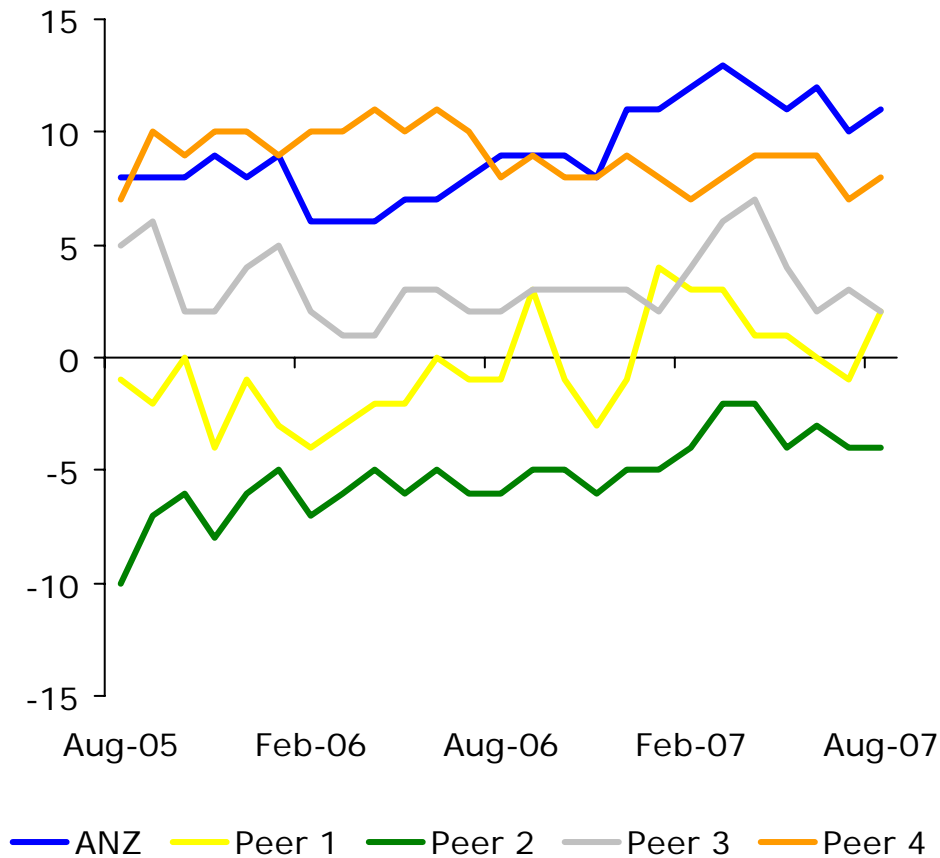
## Growth initiatives:

- Customers First
- Premium Banking
- iKnow
- Process simplification

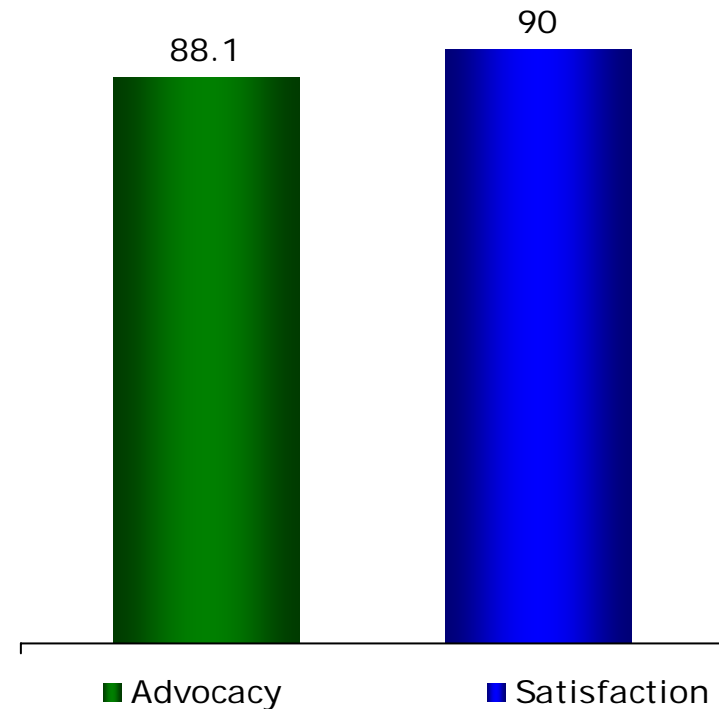
# ...and strong customer advocacy and satisfaction

## ANZ has the highest level of advocacy from our customers

Net promoter score<sup>^</sup>



## Positive Customer Experiences<sup>#</sup>



<sup>^</sup> Source: ANZ Brand Monitor. Net Promoters is net of those recommending a financial institution less those not recommending

<sup>#</sup> Source: Internal Getting Real results, July 2007

# ANZ Retail in 2010

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