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*R E P O R T T O S H A R E H O L D E R S*



Australia and New Zealand Banking Group Limited

**Australia and**  
New Zealand Banking Group Limited is  
one of Australasia's leading financial  
services groups.

**Its** growth strategy is  
to be a leading provider of a comprehensive  
range of financial services in its home  
markets of Australia, New Zealand and the  
Pacific Islands; and to leverage off its  
domestic strength into profitable niche  
banking activities primarily built around the  
trade and capital flows between its home  
markets and the rest of the world.

**ANZ** has a  
representation network covering fifty  
countries and holds a pre-eminent position  
in most of the markets it calls home.

#### *The ANZ Coat of Arms*

**The** cover of this  
Report is embossed with the Coat of Arms  
of Australia and New Zealand Banking Group  
Limited. The Arms signify ANZ's traditions,  
history and experience.

**The** Shield is divided  
in the centre in an allusion to the Bank's  
principal operations in Australia and  
New Zealand. This reference is also repeated  
by the Supporters to the Shield – the Kiwi and  
the Kangaroo; they stand on grass and desert  
– a reference to the pastoral, mineral and  
other industries which are served by ANZ.

**The** balanced triangular  
figure (in heraldry known as the Pile) in the  
Shield denotes the importance of maintaining  
the confidence of the public, depositors and  
shareholders in banking. It has a circular  
design of bezants and billets which symbolise  
coin, notes, cheques and other paper which  
circulate through and by means of the  
banking system.

**The** Crest comprises  
the heraldic antelope and unicorn which  
support a sword and a key, symbolic of  
defence of depositors', customers' and  
shareholders' interests and security. The  
Crest is placed upon the traditional Wreath  
and Helm of a corporation.

**The** Arms appear on  
selected items of staff attire.



MILTON BRIDGLAND AO  
Chairman

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It has been an increasingly difficult and disappointing year for ANZ, as well as for many other banks and business enterprises around the world. You may recall that at the time of the announcement of our half-year results in May, I commented that we had seen the end of a buoyant period for banking and that it would be difficult to achieve any growth in profits in the period immediately ahead. Later, in August, as the Australian economy and business conditions showed further deterioration, I announced that ANZ was now expecting a lower profit in the second half of the year.

The result for the year reflects the continuing deterioration of the economies in which we operate and the mounting portfolio of unproductive loans and provisions for bad debts.

ANZ's bad debt experience has been significantly influenced by the Bank's major involvement in the provision of finance for businesses. In the past year an increasing number of small and medium-sized businesses have failed under the combined burdens of declining markets and long-sustained high interest rates.

We would like to think that we are through the worst of our problems but there is much evidence that recovery of our domestic economies will be protracted. There are, in addition, great uncertainties in the international political and economic scene which make any predictions hazardous.

In these circumstances we judged it appropriate to pay a final dividend which, taken with the interim, reflects the significant business downturn and will safeguard the Bank's capital base during an uncertain period of recovery.

Despite the current adversity, which is affecting most business activities, ANZ's prospects for the longer term continue to be very sound.

DIRECTORS

During the year Sir Roderick Carnegie resigned from the Board. He had been asked to undertake some significant consulting assignments for major companies and considered some conflict of interest may arise. Sir Roderick joined the Board in February 1986. He has subsequently joined the Board of ANZ Executors & Trustee Company Limited as an independent director.

At the conclusion of the Annual General Meeting three of the Board's longer serving members will retire.

Mr. Warwick Holcroft was appointed a Director on the transfer of incorporation of the Bank from the United Kingdom in 1976. Since then he has been a director of a number of ANZ Group companies including AFT and the ANZ Staff Superannuation and Pensions Companies. Mr. Holcroft is nearing the compulsory age for retirement under the Articles and is reducing his commitments.

Mr. David Gibbs has been a member of the Board since 1979, and was an alternate director from 1976-79. During the year he was appointed Chairman of ANZ Executors & Trustee Company Limited. As it is considered desirable that the Chairman of that Company be independent of management and the parent Board, Mr. Gibbs has elected to retire from the Board.

Sir Laurence Muir joined the ANZ Board in 1980 following his retirement as senior partner of Potter Partners. In addition to his service as a director on a number of Board committees, he has brought his experience and knowledge to the ANZ Staff Superannuation and Pensions Companies. On medical advice Sir Laurence has decided to reduce his commitments.

Each of these Directors has made a significant contribution to the deliberations of the Board and to the Group over the years. On behalf of the Board and the shareholders I express my thanks to them.

MILTON BRIDGLAND AO  
Chairman



NOVEMBER 1989

ANZ McCaughan downsized its UK equities stockbroking operations and increased to 100% its shareholding in New Zealand stockbroker Whiteman McCaughan Dyson Limited which became ANZ McCaughan Securities (NZ) Limited.

DECEMBER 1989

The sale of the retail-oriented Grindlays Bank SA, France announced.

FEBRUARY 1990

The acquisition of the Fijian operations of the Bank of New Zealand, and contracts signed to acquire BNZ's 50% share of the Bank of Western Samoa.

APRIL 1990

The proposed merger of ANZ and National Mutual Life announced.

"Finetuning" of the organisation structure with the establishment of five operating divisions.

Bid announced for the acquisition of the operations of Niugini Lloyds International Bank Ltd in Papua New Guinea.

MAY 1990

An operating profit of \$310.3 million after tax and before abnormal items announced for the half-year ended 31 March 1990.

An interim fully franked dividend of 22c announced.

The Australian Government decided the proposed merger between ANZ and National Mutual Life should not proceed. However, the acquisitions of NML's banking arms, National Mutual Royal Bank in Australia and National Mutual Bank New Zealand Ltd proceeded.

JULY 1990

Acquisition of the Western Australia-based Town & Country W.A. Building Society announced.

AUGUST 1990

The sale of ANZ Travel announced.

OCTOBER 1990

Acquisition of a further 25% of the Bank of Western Samoa bringing our total interest in the Bank to 75%.

The successful conversion of ANZ's branch accounting system from Honeywell to an IBM environment completed.

NOVEMBER 1990

Operating profit of \$412.5 million after tax and before abnormal items announced for the full year ended 30 September 1990. A final fully franked dividend of 16c announced bringing total dividend payments for the year to 38c.

The Group's market share in its domestic markets increased, growing from 11% in 1985 to 15% in 1990 in Australia and from 13% in 1985 to 18% in 1990 in New Zealand, and we became the leading bank in the Pacific Islands.

An improvement in the New Zealand results was registered. Profit contribution was up 35% to \$87 million, representing 21% of Group profit.

Profit contribution from the International network up 31% to \$220.4 million representing 53% of Group profit before abnormal items, up from 23% last year.

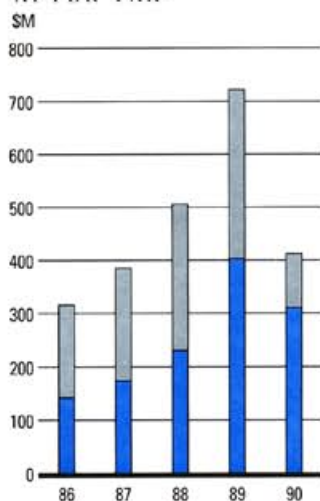
Net exposure to debt rescheduling countries reduced to \$373.3 million reflecting the conversion of some Mexican debt to discount bonds backed by US Government Securities under the US Brady initiative and selected disposals and writedowns. No additional provisions against these loans required.

Group Assets up 16.7% to \$98.7 billion.

Risk-weighted capital ratio of 8.6% recorded, of which 5.1% is tier 1. (Since balance date, tier 2 raisings have increased the overall ratio to over 9.0%).

# FINANCIAL PERFORMANCE

## OPERATING PROFIT AFTER TAX\*

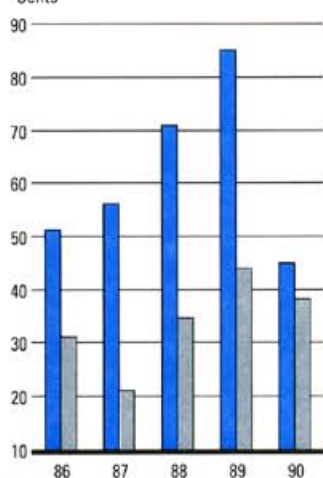


■ 1st Half  
■ 2nd Half

\* before abnormal items

\* excludes the Special Dividend paid April 1989

## EARNINGS AND DIVIDENDS\* PER SHARE

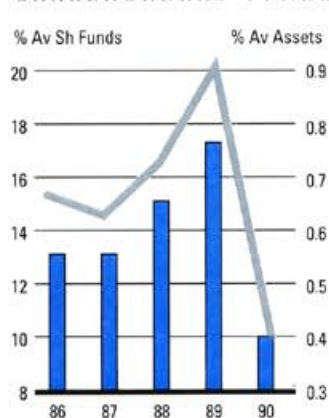


■ Earnings  
■ Dividends

The operating environment in our home base over the past year was particularly difficult for the Group. This was reflected in an after tax profit of \$412.5 million (before abnormal items) for the year ended 30 September 1990, a decrease of 42.8% on the previous year (\$721.7 million).

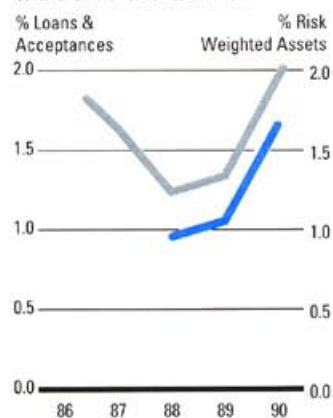
Earnings per share (before abnormal items) fell to 45.0c, compared with 85.1c in 1989. A final dividend of 16c per share was declared, bringing total dividend payments to 38c per share against 44c in 1989. The dividend payout ratio rose to 77.5% from 49.2% in 1989.

## RETURN ON ASSETS & SHAREHOLDERS' FUNDS



■ Return on Average Sh Funds  
— Return on Average Assets

## PROVISION FOR DOUBTFUL DEBTS

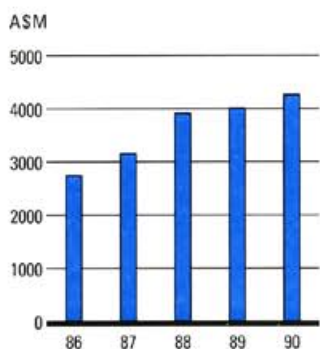


— % Loans & Acceptances  
— % Risk Weighted Assets

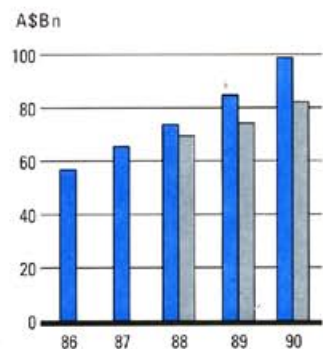
Return (before abnormal items) on average assets was also lower than the previous year at 0.4% while return on average shareholders' funds fell to 10.0%.

The reduced profit result is largely due to the 157.7% increase in provisioning for bad and doubtful debts to \$793.2 million. As a result, total provisions (tax-effected) for doubtful debts as a percentage of loans and acceptances excluding rescheduled debt provisions and exposure, have risen to 2.02% from 1.41% in 1989. Total provisions as a percentage of risk-weighted assets have also increased, reaching 1.71% in 1990 from 1.11% in 1989.

## SHAREHOLDERS' FUNDS



## GROUP ASSETS



■ Total Assets  
■ Risk Weighted Assets

Shareholders' funds (excluding minority interests) grew by 7.7% to \$431.8 million. Group assets grew to \$98.7 billion, an increase of 16.7% on 1989, largely reflecting the Group's acquisitions in Australia, New Zealand and the Pacific.

**GEOGRAPHIC DISTRIBUTION OF GROUP ASSETS**



**GEOGRAPHIC SOURCES OF PROFIT**



Australian assets grew by \$11.6 billion and reached 66.0% of total assets, New Zealand by \$0.7 billion to 9.9% and the international network by \$1.9 billion to 24.1%.

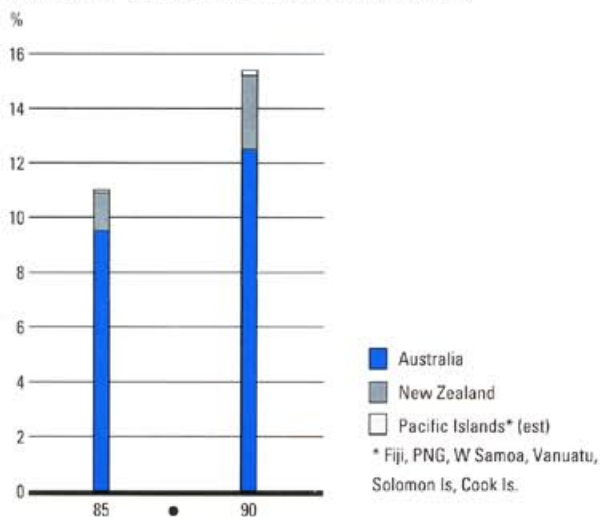
The international network contributed 53.4% of Group profit before abnormal items, up from 23.3% last year, providing further evidence of its value to the Group, particularly in difficult domestic times.

**DEPOSIT SHARE IN AUSTRALIA AND NEW ZEALAND**



Another achievement was the consolidation of the Group's deposit market share in its home base as a result of strategic acquisitions. Market share in Australia has increased from 11% in 1985 to 15% in 1990 and in New Zealand from 13% to 18%.

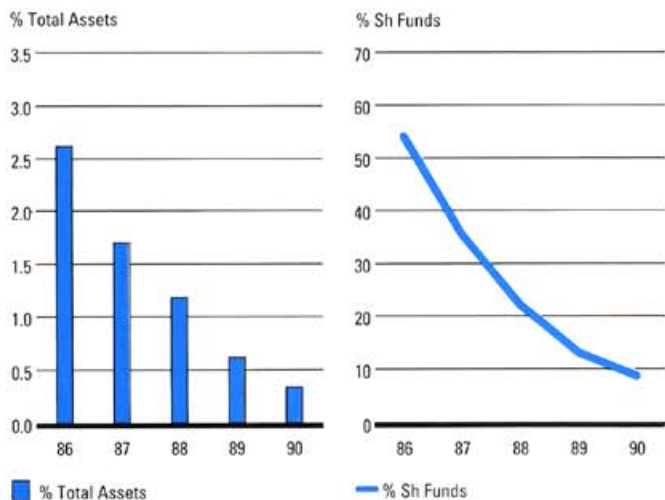
**DEPOSIT SHARE IN PACIFIC REGION**



And we improved our deposit market share in the Pacific Region, including Australia, New Zealand and the Pacific Islands, from 11% in 1985 to 15% in 1990.

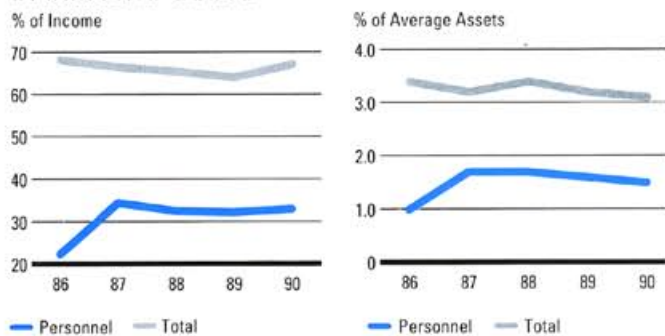


**NET RESCHEDULED DEBT EXPOSURE**



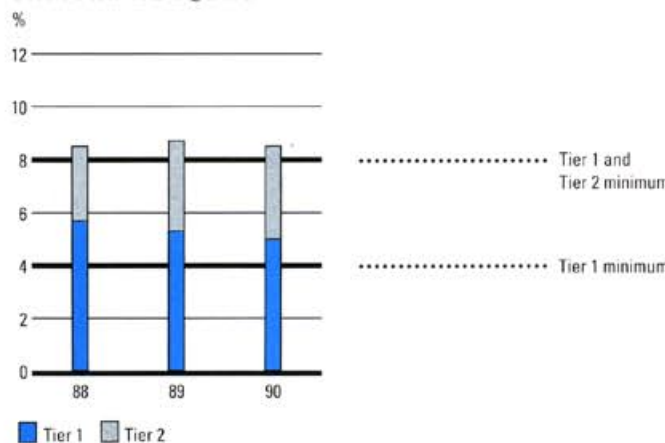
The Group's net rescheduled debt exposure was further reduced in the past year, due to the conversion of some Mexican Debt to collateralised discount bonds backed by US Government Securities under the Brady initiative, and selected disposals and writedowns. Net exposure now represents 0.4% of Group Assets and 8.7% of shareholders' funds. The net exposure of \$373.3 million continues to approximate secondary market values.

**OPERATING COSTS**



The downward trend in costs as a percentage of income was interrupted in 1990 due to the increase in premises costs caused by the sale and lease back of premises in Australia and New Zealand, and the digestion of acquisitions. Another measure of productivity is costs as a percentage of average assets. This ratio has shown a steady improvement since 1988 and the restructuring of core business activities and further cost reductions in the technology and communications areas in particular, should see greater improvement in productivity in the coming year.

**CAPITAL ADEQUACY**



Despite the difficulties of the past year, the Group's risk-weighted capital ratio, although marginally down to 8.6% (5.1% in tier 1) from 8.7% in 1989, was well within the Reserve Bank of Australia's requirement of a minimum 4% tier 1 capital and 8% in total. Since balance date, tier 2 raisings have increased the overall ratio to over 9.0%.

**Profit and loss before abnormal items**

(millions)	1990 AUD	1990 USD <sup>§</sup>	1990 GBP <sup>§</sup>	1990 NZD <sup>§</sup>	1989 AUD
Net interest and other income	4,240.5	3,295.7	1,953.2	5,551.3	3,987.8
Bad and doubtful debts	793.2	616.5	365.3	1,038.4	307.8
Operating expenses	2,848.4	2,213.8	1,312.0	3,728.8	2,557.5
Profit before tax	598.9	465.4	275.9	784.1	1,122.5
Income tax expense	185.6	144.2	85.5	243.0	400.0
Minority interest	0.8	0.6	0.4	1.0	0.8
<b>Profit after tax</b>	<b>412.5</b>	<b>320.6</b>	<b>190.0</b>	<b>540.1</b>	<b>721.7</b>

**Balance sheet**  
(millions)

Assets	98,741.6	81,471.7	43,347.6	131,958.3	84,624.2
Liabilities	92,488.4	76,312.2	40,602.4	123,601.5	79,379.7
Shareholders' funds <sup>†</sup>	4,311.8	3,557.7	1,892.9	5,762.3	4,002.3

**Key Ratios**

Return on average shareholders' funds	10.0%	10.0%	10.0%	10.0%	17.2%
Return on average assets	0.4%	0.4%	0.4%	0.4%	0.9%
Earnings per share (weighted average)	45.0c	35.0c	20.7p	58.9c	85.1c
Dividends per share*	38.0c	34.2c	20.3p	57.6c	44.0c
Net tangible assets per share	\$4.45	\$3.67	£1.92	\$5.95	\$4.49
Risk-weighted capital ratio - tier 1	5.1%	5.1%	5.1%	5.1%	5.3%
- tier 1 and 2	8.6%	8.6%	8.6%	8.6%	8.7%

**Profit after tax by geographic segment**  
(millions)

Australia	105.1	81.7	48.4	137.6	489.0
New Zealand	87.0	67.6	40.1	113.9	64.5
International markets	220.4	171.3	101.5	288.5	168.2
<b>Profit after tax</b>	<b>412.5</b>	<b>320.6</b>	<b>190.0</b>	<b>540.0</b>	<b>721.7</b>

\* Excludes special dividend

† Excludes minority interest and other capital resources

§ Figures in USD, GBP and NZD converted at exchange rate as at 30/9/90

**Value added statement**

ANZ's contribution to wealth creation	1990	1989
	\$m	\$m
Total income	12,066.0	10,305.2
Less: interest paid, bad debt charges and other expenses	9,834.0	7,866.3
<b>Total value added</b>	<b>2,232.0</b>	<b>2,438.9</b>

**Distribution**

Shareholders		
Dividends to shareholders	319.8	555.1
Reinvestment		
Depreciation/amortisation, retained earnings and reserves	330.3	189.3
Employees		
Salaries, wages, and other emoluments	1,316.0	1,222.4
Governments		
Income, payroll and fringe benefits taxes	265.9	472.1
	<b>2,232.0</b>	<b>2,438.9</b>



# FIVE YEAR STATISTICAL SUMMARY

## Profit and loss before abnormal items

(AUD millions)	1990	1989	1988	1987	1986
Interest income	10,194	8,538	6,952	6,465	5,600
Interest expense	7,714	6,220	4,881	4,819	4,264
Net interest income	2,480	2,318	2,071	1,646	1,336
Non interest income	1,760	1,670	1,489	1,309	1,107
Bad and doubtful debts	793	308	265	174	197
Operating expenses	2,848	2,557	2,333	1,967	1,666
Operating profit before income tax	599	1,123	962	814	580
Income tax	186	400	456	428	246
Minority interest	1	1	1	1	19
Operating profit after income tax and minorities	412	722	505	385	315
Abnormal items	(191)	(371)	124	14	(151)

## Balance sheet as at 30 September

(AUD millions)	1990	1989	1988	1987	1986
Assets	98,742	84,624	73,773	65,310	56,631
Liabilities	92,488	79,380	68,968	61,473	53,895
Paid-up capital	972	891	818	700	450
Reserves and retained earnings	3,340	3,111	3,085	2,438	2,282
Minority interests	11	7	8	5	4
Loan capital	1,931	1,235	894	694	-
<b>Share information (per fully paid share)</b>					
Dividend - declared rate	38.0c	44.0c	34.5 <sup>1</sup> c	21.0c	31.0c
Franked %	100%	100%	100%	-	-
Earnings (adjusted for bonus issue)	45.0c	85.1c	71.0c	56.1c	51.2c
Bonus issues	-	-	-	1 for 2	-
Net tangible assets	\$4.45	\$4.49	\$4.78	\$4.48	\$4.05
Share price					
High	\$6.38	\$5.62	\$5.47	\$5.78	\$4.12
Low	\$3.95	\$4.48	\$3.22	\$3.27	\$2.79
Number of shares on issue (millions)					
Fully paid	930.9	870.8	797.2	699.9	449.5
Fully paid - new	40.2	-	-	-	-
Paid to 50c	-	40.2	40.2	-	-
Paid to 10c	4.5	5.4	5.8	4.9	3.7
<b>Ratios (%)</b>					
Dividend payout ratio	77.5%	53.6%	48.8%	33.6%	42.2%
Return on average shareholders' funds	10.0%	17.2%	15.1%	13.1%	13.1%
Return on average assets	0.4%	0.9%	0.7%	0.6%	0.7%
Capital adequacy ratio	8.6%*	8.7%*	8.5%*	6.5%	5.5%
<b>Other information</b>					
Points of representation	2,431	2,080	1,735	1,690	1,657
Number of employees (full and part-time)	50,367	47,009	42,445	41,187	39,018
Number of shareholders	92,606	83,345	72,935	65,552	59,518

\* On risk weighted basis from 1988

<sup>1</sup> Excluded special dividend of 26.0c paid in April 1989



IS ESSENTIAL IN TODAY'S GLOBALISED

FINANCIAL SERVICES INDUSTRY. OUR CENTRAL

PRINCIPLE IS THAT INTERNATIONAL SUCCESS CAN ONLY SPRING

FROM STRENGTH IN HOME MARKETS.





WILL J BAILEY AO  
Deputy Chairman  
and Group Chief Executive

RESULTS

Often one can gain pleasure from seeing one's forecasts become reality. On this occasion, however, there is little pleasure to be gained.

In last year's Report, I forecast that "the sustained effect of high interest rates will impact quite severely on the Australian small business sector". It is now sad indeed to realize how tragically accurate that statement would be.

By far the most material item in our results for the year was a 158% increase in provisioning for bad and doubtful debts, to \$793.2 million. Combined with the more subtle, but equally damaging, impact of a sharp (85%) rise in loans on which we do not recognise income, bad and doubtful debts in the business sector of our lending were the principal cause of a drop in after-tax operating profit (before abnormal items) to \$412.5 million, down 43% on last year.

This result meant a decline in return on shareholders' funds to 10%, down from 17.3% last year, and a return on average assets of 0.4% (1989 - 0.9%). These results are clearly below acceptable levels, and management has programmes in place to address problems at source and to restore profitability. The current problems principally reflect the economic difficulties experienced by our small and medium-sized business customers in Australia.

Of a total charge to profits of \$675.2 million for Australian bad and doubtful debts, \$490.2 million or 73% related to accounts smaller than \$10 million. The State of Victoria, where we have our strongest market position and consequently our greatest exposure to the business sector, was the location of the bulk of the problem accounts. The Victorian economy deteriorated severely in the second half of the year, compounding the problems already experienced by our customers in a high interest rate environment. The charge to profits in respect of Victorian borrowers was \$465.4 million, 69% of the Australian total.

"Non-performing loans" have come into public focus over the past year. It is important that our policy on the recognition of income on loans is well understood, as we believe our stance to be conservative and prudent by international standards.

Our policy is to stop recognising interest as income, whether or not received, whenever a risk of loss of principal or interest emerges. Thus, our non-accrual loan portfolio carries some loans which are in fact being serviced in part or full, but on which we deem it prudent not to recognise the interest as income.

At the end of the year, these unproductive loans had risen to \$2862.5 million (1989-\$1543.7 million), of which \$2169.5 million were in Australia (1989-\$798.1 million). An active management programme for these assets has been instituted, and is starting to show results in Australia just as it has in New Zealand where useful benefits have accrued this year.

Abnormal items totalled a net charge to profits of \$191 million, with the two main components being a charge for goodwill on acquisitions written off in full of \$257.4 million, (in accordance with long-standing Group policy) and profits on sale of properties and subsidiaries of \$102.3 million.

Total assets of the Group grew by 17% to \$98.7 billion; \$5.8 billion of this growth was as a result of the acquisitions during the year.

Operating costs rose 11%, but excluding acquisitions this increase would have been held to 8%.

Despite the poor results for the year, our capital adequacy ratios changed only slightly, down from 8.7% last

year to 8.6%. Since balance date, this has increased to 9.2% as a result of subordinated debt issues. It is our intention to further bolster these ratios during 1991.

Shareholders should be heartened by a further sound performance from our International Banking division, and an improved result from New Zealand. These operations provide significant support in times of economic duress in our principal market, Australia.

DIVIDENDS AND INVESTMENT OPTIONS

An interim dividend of 22¢ per share was paid on 13th July 1990, and we have announced a final dividend of 16¢ payable on 30 January 1991. This total level of dividend for the year of 38¢ per share is the maximum level your Board considers prudent in the current uncertain economic environment.

Our dividends are "fully-franked", thus passing maximum taxation imputation credits through to Australian resident shareholders. For shareholders who are not Australian residents for taxation purposes, the "fully-franked" nature of the dividends exempts them from Australian dividend withholding tax otherwise paid by non-resident shareholders.

The United Kingdom Dividend Selection Plan was launched late in 1989, and provides United Kingdom tax-paid dividends to those shareholders who choose to participate. This Plan provides taxation imputation benefits for United Kingdom resident shareholders and residents of certain other countries with which the United Kingdom has a double-taxation treaty. Shareholders holding 2.5% of issued shares participated in this Plan.

Our Dividend Reinvestment and Bonus Option Plans continued to be well supported by shareholders, with 48% of 1990 dividends being reinvested through the former Plan and shareholders holding 9% of shares choosing to participate in the latter.

The Board has indicated that the current discount of 10% applying to shares issued under these Plans will be reviewed ahead of the 1991 interim dividend. Shareholders will be notified in writing of any change arising from this review.



## STRATEGIC DIRECTION

**We** have been espousing a consistent message on our strategic direction for several years. We believe that international competitiveness is essential in today's globalised financial services industry. Our central principle is that international success can only spring from strength in home markets. Thus, we have been in recent years acquiring businesses which strengthen our core financial services position in Australia, New Zealand, and the Pacific and disposing of activities which were not consistent with that objective. This attention to core domestic strength has resulted in ANZ emerging as New Zealand's pre-eminent banking group, and as Australia's second largest, from a position of fourth only five years ago. Significantly, when the markets of Australia, New Zealand and the Pacific Islands are viewed as one, we are now equal number one in retail deposit market share terms.

**During** the year, we acquired National Mutual Royal Bank, lifting our market share in Australia's most populous State, New South Wales, from around 7% to almost 11%. The goodwill component of the purchase price was \$185.9 million, which in accordance with our long-standing policy, was written off in full at the date of acquisition and is shown in this year's accounts as an abnormal item. Similarly, we acquired Town & Country W.A. Building Society in Western Australia, lifting market share from 10% to 16%. Goodwill of \$48.5 million was again written off in full as an abnormal item.

**With** an eye to the long-term potential of our region, we have also taken a pre-eminent position in many of the Pacific Islands.

**We** acquired the Fijian operations of the Bank of New Zealand and the Papua New Guinea operations of Lloyds Bank. Since the end of the year, contracts have been exchanged for the purchase of a 75% interest in the Bank of Western Samoa.

**Businesses** not consistent with our strategic direction were downsized or disposed of during the year. These included the U.K. equities broking operation in London, the retail banking subsidiary in France and our Travel operation in Australia. The disposal of the corporate trusteeship segment of ANZ Trustees is well advanced.

## *The National Mutual Proposal*

**The** proposal to merge with National Mutual Life Association unveiled during the year was a perfectly consistent development of our strategy.

**Worldwide,** the banking and life assurance/managed fund/retirement savings industries are converging. There is a clear trend evident in our home markets of the savings of the community increasingly flowing into the managed fund industry, at the expense of banks and other intermediaries.

**Most** banking groups, including our own, already have interests in this industry. The National Mutual proposal was a unique opportunity to achieve a 'quantum leap' in our position in the business, and at the same time achieve a number of economies of scale and synergies that would have enhanced our international competitiveness. This initiative is being echoed by other banking and insurance groups in Europe and elsewhere around the world.

**Regrettably,** the Australian Federal Treasurer blocked the merger on 'national interest' grounds, citing the potential for a reduction in domestic competition. If Australian industry is to be internationally competitive, politicians will need to recognise that we are a small country which cannot afford the luxury of over-served domestic industries in the name of competition and consumer protection, when in the end, the consumer is better served by efficient globally-competitive players. It is far better to have fewer Australian businesses of real size in global terms operating around the world than a plethora of smaller companies confined mainly to the limited domestic market by their size.

**Indeed** in a new decade where capital will be less readily available and debt financing used more prudently, it will be essential to maximise the value of equity. Clearly, the allocation of capital to the financial services industry in Australia will come under scrutiny just as it is in other countries. Continuing rationalisation in the industry will be a feature of the 1990's.

## INVESTOR RELATIONS

**ANZ** continues to lead in this field. Presentations to investment audiences in financial centres around the world were made in almost every month of the year. Shareholders received quarterly newsletters, and were invited to attend Shareholder Information Meetings in London, Wellington and, for the first time, Sydney. The Sydney meeting was held immediately following the announcement of the interim results in May and was well attended, with almost 1000 shareholders present. Due to the level of interest shown, a similar meeting will be held again in Sydney in May 1991.

**As** part of our communication with shareholders, our year-end results briefings for securities analysts and the media were video-conferenced live between Melbourne and Sydney, with tapes of the analysts' briefing being shown in London and Wellington early the next morning. This approach was further extended for the announcement of the National Mutual proposal, with a three-way live conference between Melbourne, Sydney and Canberra, live transmission to Wellington, and taped replays early the next day in London and Hong Kong.

**As** it became evident late in the year that our results would not meet our earlier expectations, or those of the market, a statement was issued by the Chairman signalling the deteriorating position. This was further evidence of our commitment to keeping shareholders informed and was widely recognised as adopting a standard all companies should follow.

**Despite,** and indeed because of, the difficult operating environments in our home markets, and our subdued results, we believe it is important to keep in touch with our investors around the world, and our programme of regular presentations in the major financial centres will continue through 1991.

### *ANZ's profit warning sign of hard times*





## BUSINESS CONDITIONS

### International

By 1990, the world had seen its eighth year of sustained economic growth, making the current expansion the most enduring since the Second World War. Although the English-speaking countries were showing signs of recessionary conditions, Asia and Continental Europe continued to expand.

Gradual interest rate rises were prompted by inflationary pressures in the major Western economies, but concerns that a global slowdown could emerge abated briefly as the movement towards more open regimes in Eastern Europe took hold. Global demand was expected to be supported by infrastructure investment and consumer spending behind the remains of the Iron Curtain. Clearly, by mid-1990, an air of optimism had entered the international political and economic arena.

But in August the oil price rose 50% or more as tensions in the Middle East flared into armed confrontation. The oil shock served to highlight the sometimes fragile nature of international relations, and a renewed degree of uncertainty now pervades the world economic outlook for the early 1990s.

### Australia

In Australia, the past year provided a particularly difficult operating environment for the Group.

After several boom years for Australian business, the economy entered recession in 1990. This was in response to the Government's policy, since mid-1988, of constraining the overheated economy by lifting interest rates. Disappointingly, the total government sector's own spending at times grew excessively, with the laudable earlier restraint shown by the Federal Government negated by the spending of other levels of government, putting more pressure on interest rates and the private sector to slow the economy.

Australians were once again reminded of the boom-bust nature of the local economy. The plight of investors in property markets and related non-bank financial intermediaries, as well as highly-gearred entrepreneurs, has received much publicity. More importantly, many small businesses have also wilted under the interest rate burden, with their cash flows

further squeezed by lower demand, high costs of operation and accelerated rates of tax payments. The high value of the Australian dollar compounded these problems for many exporters. Of great concern is the gloomy outlook for rural Australia. Both grain and sheep farmers face serious problems in a complex global market for their produce.

The State of Victoria saw a severe deterioration in the second half, in the wake of a number of collapses of Victorian-based financial institutions and the downturn in the Australian manufacturing industry, a sector concentrated in Victoria. Business and consumer confidence fell much more sharply than the national average, as did asset values.

As spending in the national economy slowed, so too did the demand for imports, but the resulting improvement on the Balance of Payments still fell far short of that required to stabilise, let alone reduce, Australia's foreign debt.

A positive development flowing from the weak economy has been a welcome decline in Australia's inflation rate to around 6% per annum. Depressed trading conditions have forced retailers and manufacturers to keep prices low, thereby offsetting the impact of increased fuel prices and higher government charges.

Serious efforts should be made now to improve the productive capacity of Australian enterprises. This will require a continuation of the reform in the labour market where some progress has been made, more efficient transport and communication systems and measures to bolster the community's savings incentives and to further reduce inflation. A tall order indeed, but vital if Australia is to compete successfully in the world economy of the 1990s.

### New Zealand

International events and the anti-inflation focus of the Reserve Bank have delayed an upturn in the fragile New Zealand economy. Higher world interest rates, weaker commodity prices and the Middle East crisis have combined to restrain the domestic economy and worsen the external account.

A dogged determination on the part of the authorities to keep interest rates high to quell inflation has had severe

adverse effects on business confidence. Supported by high interest rates, the high value of the currency is making life particularly difficult for exporters. However, company profits are showing signs of increasing this year, as the raft of microeconomic reforms continues to boost productivity. Similar to Australia, the outlook for agricultural based industries is clouded.

The newly elected National Party Government needs to move quickly to strike a better balance of economic policy. The Government's own spending needs to be curtailed to take some

weight off interest rates in demand management. Then, in line with lower inflation and the extensive structural reforms that have been undertaken, the economy will be well-placed to enjoy a period of sustained growth.

### TECHNOLOGY

During the past twelve months a complete rationalisation of the technology activities of the Group has been undertaken. The Group's activities in this area are now more clearly focused and in a better position to provide improved service to the Group's customers as well as improving the business operations and cost effectiveness of the Group as a whole. As part of this rationalisation process, Global Payment Services was substantially reduced in size during the third quarter of 1990 by the transfer of functions to other Business Units where similar functions already existed.

A highlight of the past year was the implementation of a system to better monitor our interbank exposures which was subsequently extended to cover the Group's dealings with corporate customers. Retail banking systems have been successfully converted and migrated from Honeywell computers to an IBM based environment, at a significant ongoing reduction in costs, in the order of \$18 million per annum. The Group's wholly owned subsidiary, Index Computing Pte Ltd, based in Bangalore, India continues its production of high quality software. Applications for the successful management of accounts with our Correspondent Banks have also been implemented.





The Group's communications facilities are a vital strategic resource and considered one of the backbones of the Group's infrastructure. An achievement during the year has been a real reduction in the Group's communications costs through rationalising and integrating voice and data networks. Cost savings are expected to be \$10 million per annum. The communications network continues to grow, as we have now extended facilities to the African sub-continent.

#### HUMAN RESOURCES

The Group's success is critically linked to the quality of its service to customers, which in turn is dependent upon the quality of our people and the effectiveness of strategies for their management. The Group aims to ensure that the management of people directly enhances the achievement of our business goals. Line managers are, accordingly, supported by Human Resource professionals who are in close touch with the Group's business direction.

#### *Productivity Enhancement*

Refocusing core business activities to give greater customer responsiveness, organisational effectiveness and improved productivity means that some jobs become redundant. Our first priority for staff displaced as a consequence of restructuring is their re-deployment within the Group. If this is not practicable, even with re-training, and retrenchment is the only viable option, outplacements are handled in a professional and equitable manner. Redeployment and Retrenchment Agreements negotiated with Bank Employees' Unions in Australia and New Zealand (the first ones by a major bank) reflect the Group's desire to handle redundancy situations with the sensitivity they deserve.

#### *Training and Development*

The Group in Australia devotes some 4% of its payroll to formal training, (excluding on-the-job training because of measurement difficulties). This well exceeds the requirements of the Australian Government's Training Guarantee (Administration) Act 1990, whereby 1% of salary budgets in the 1990/91 financial year, and 1.5% thereafter must be devoted to formal training. The Group's attention, however, is focused on maximising the value for money achieved by our current investment in training and development;

that is, the pursuit of quality rather than quantity, whilst ensuring compliance with statutory obligations.

After a period of intensive effort, the past year has seen the consolidation of Executive Development activities. A total of 40 in-house programmes for Senior Executives were conducted involving around 500 individual participants, almost 100 of whom were from off-shore. In addition, the Group sponsored many participants in external development programmes within Australia and off-shore, and in full-time Master of Business Administration degrees. In addition, discussions with two major business schools are well advanced aimed at providing selected officers with tertiary qualifications which can be earned part-time with in-house work playing a meaningful role.

Major staff training programmes are run in Australia, New Zealand, India, Zimbabwe and the United Kingdom, concentrating on developing skills appropriate to those regions.

Early in 1990, the Group reached agreement with Monash University in Melbourne to sponsor the Monash ANZ International Briefing Centre. The Centre provides comprehensive briefings to the Australian business community and their families, on the range of business, economic, social and cultural issues which are vital to business success off-shore. Initial priority in the Centre's work is being given to the conduct of briefings on countries in the Asia Pacific Region. The Centre draws on expertise available from the business and Government community, as well as from the extensive international academic expertise available within the University. The Group expects to be a major user of this important facility.

#### *Staff Incentive Schemes*

For the year ended September 1990, \$4.9 million was awarded to staff under the Group's incentive schemes. This figure is substantially lower than the \$37.4 million paid in 1989, as a payment under the Group's Profit Share Scheme was not declared for 1990.

#### *Staff Share Schemes*

In January, the shareholders approved changes to the Group's staff Share Purchase Schemes. These amendments reinforced the Schemes' objectives to promote staff identification with

the Group as shareholders with a financial stake in ANZ's corporate success. Shares taken up by eligible staff in 1990 totalled a record 9.5 million. At year-end, 11607 staff held 27 million shares under the Schemes, representing just under 3% of the Group's issued capital.

#### *Management Changes*

Chief General Managers RKW (Bob) Bennett and D (Jim) Nicolson, General Managers R (Roland) Isherwood, LG (Glen) Twidale, and BJ (Brian) Waldron together with RE (Ted) Baker, Managing Director, UDC Group Holdings Ltd, CR (Robin) Pleydell, Managing Director, ANZ Executors and Trustee Company Limited, and AKR (Kevin) Watson, Assistant General Manager, Branch Banking all retired from the Group. Their collective service totalled more than 200 years and we thank them for their valued and sterling contribution to the Group.

#### COMMUNITY INVOLVEMENT

An active sponsorship and philanthropy programme is a successful way of projecting ANZ to the community. Our funding worldwide covers the arts and cultural events, sport, health, medical research, education and community and environmental projects.

In Australia, the Group has a well established reputation as a supporter of the arts, with sponsorship of opera, theatre and the visual arts. In many cases, these are sponsorships that help make the arts more accessible to our customers, staff and the general community. In the national capital, Canberra, 12,000 people took advantage of free public access to the Australian National Gallery during monthly ANZ Evenings at the Gallery. ANZ's Opera in the Bowl—an outdoor opera in concert for the people—played before a capacity crowd of around 20,000 in Melbourne.

Sponsorship of the Australian National Maritime Museum in Sydney provided us with naming rights in two key areas, the stunning ANZ Tall Gallery, which spans the full height of the building and houses exhibits from the museum's naval and leisure collection, and the 220-seat ANZ Theatre.





**We** continued a range of sponsorship across many major sporting events, with significant television and press advertising synergies. The ANZ 12 Metre Challenge on Sydney Harbour held on Australia Day gave many thousands of people great enjoyment as well as providing the Group with a high profile in Australia's largest city. A special recruitment drive was developed to support young Australian athletes aiming for Olympic representation. The ANZ Sports Stars programme supports elite athletes from a range of sports who have been recruited to work for ANZ in the lead up to the 1992 Olympic Games. The programme allows the athletes the flexibility they need to train and attend major sporting events, and at the same time provides valuable work experience and financial support.

**On** environmental issues, the Group is a major sponsor of the Earthwatch project, which enables staff to join expeditions to gather important research data from remote Australian locations.

**We** continued our policy of providing financial support to a wide range of charities and worthy organisations. A major commitment during the year was a donation of \$800,000 over five years to Melbourne's Royal Children's Hospital for the development of the ANZ Cardiac Surgery unit.

**In** New Zealand, both the Group and New Zealand celebrated their sesquicentennial. Our most visible and sustained exposure came from television sponsorship of a series called "Magic Minutes", which featured newsfilm of people, places and events which have found a place in the country's history. The series won ANZ a national television award for the most preferred advertising in 1990.

**Another** major activity was a re-enactment flight from Australia of the replica of the "Southern Cross", in which Australian aviator Charles (later Sir Charles) Kingsford Smith pioneered crossings of the Pacific and Tasman oceans. The replica was flown around the country, with the proceeds from the sale of memorabilia going to the New Zealand Crippled Children's Society.

**Staff** in the United Kingdom achieved a world record for the largest cheque. And it was all in a good cause, the BBC Children in Need Appeal. Staff efforts raised GBP26,096, which was augmented by GBP10,000 from the Group, and the cheque staff presented—22.5 feet

wide by 45 feet long—has been recognised as a world record by the Guinness Book of Records.

**In** India, we contributed to a number of community groups, including Child Relief and You, the Cancer Centre and Welfare Home, the Escorts Heart Institute and Research Centre, and Helpage India, which assists the elderly. In Nepal, for the tenth Social Service Day, the Nepal Children's Organisation organised a nationwide competition of children's art, music, dance and reading, which the Group sponsored. In Sri Lanka, mattresses were given to the Orphanage at Dehiwela, run by the Salvation Army in the suburbs of Colombo.

**In** other countries many local community projects were supported to ensure the reputation of the Group as a good and caring corporate citizen was maintained.

**Regrettably**, it will not be possible in the current year for the Group to provide the same levels of support as in 1990. Our total budget is linked to profit performance and in the light of this year's results our budget has been reduced.

#### OUTLOOK

**With** both our key domestic markets at low points in the economic cycle and, at the time of writing, an oil crisis threatening, it is difficult to forecast the timing of a return to better times.

**However**, we should not forget that Australia's economic fundamentals in many areas have been improving for some years, interest rates are now falling and lower asset prices and deregulation of infrastructure industries should assist business cost structures. New Zealand's productivity is at a record level, whilst the inflation rate is amongst the world's lowest. Nor should we forget that Australia's mining and wool industries stand to gain market share from more expensive oil-based energy and fibre products. An important ingredient necessary in both countries to achieve economic recovery is confidence—both on the part of business and the consumer. This will be engendered by strong political leadership which takes an international view rather than a parochial inward-looking perspective.



**We** believe it is necessary to "look across the valley" to see the opportunities ahead, whilst at the same time ensuring we are fit enough for the crossing. In a slower growth environment, the elimination of unnecessary costs takes an even higher priority and is being pursued relentlessly.

**There** will be continuing attention to our home market strength and selective expansion in our international representation network where appropriate and profitable.

**Our** best estimate is that profitability will show a satisfactory recovery in the current financial year, following improvement in our domestic markets in the second half of calendar 1991. This improvement will however be patchy, and we have particular concern for the rural sectors in both Australia and New Zealand, although these sectors have shown great resilience in the past.

**We** will retain our commitment to Australian and New Zealand business customers, as many of our competitors are exiting this market sector for the perceived safer haven of retail banking. As the trend develops, we expect retail banking in our home markets to become even more overcrowded, leading to low profitability in many products and markets.

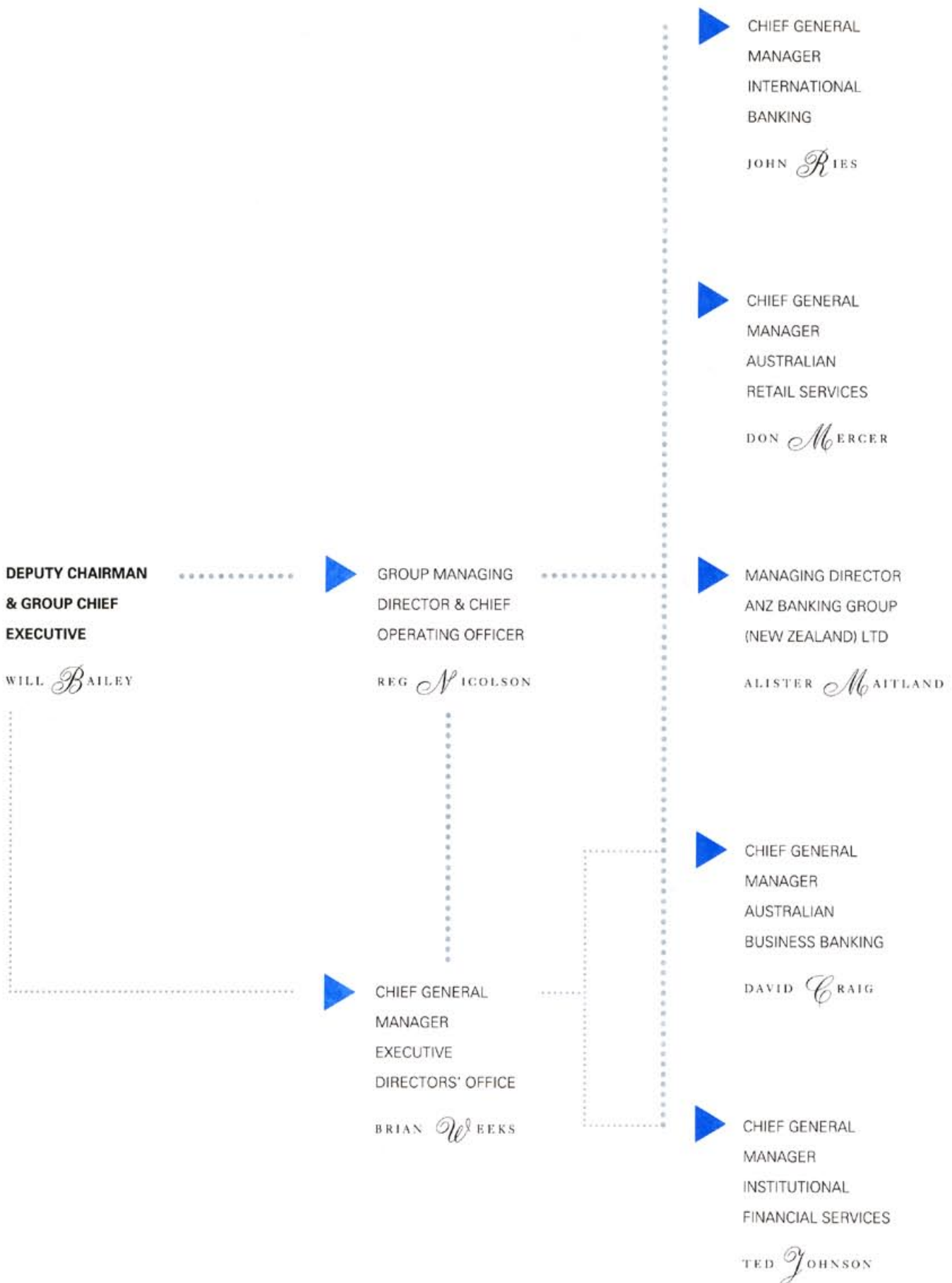
**A** balance between business, rural and consumer banking has been a hallmark of ANZ's success over many decades, and we confidently expect this to continue.

**I** take this opportunity to thank my management and staff for their efforts in what has been the most difficult operating environment I can remember in my long banking career. These conditions test the mettle of people and I am pleased to say my colleagues have the ability, dedication and commitment to succeed in returning performance to the level that both they and shareholders will find acceptable.

*Will J Bailey AO*  
WILL J BAILEY AO

Deputy Chairman  
and Group Chief Executive

# DIVISIONAL STRUCTURE







REG NICOLSON  
Group Managing Director  
and Chief Operating Officer



BRIAN WEEKS  
Chief General Manager  
Executive Directors' Office

The final result for the year was a disappointment to us all in that net operating profit after tax was well below expectations.

As has been explained elsewhere the primary cause was the marked slowdown in economic activity in Australia, particularly in Victoria, resulting in sharp increases in the levels of specific provisions and non-performing loans.

The whole process of our credit approval and credit control is presently undergoing change to correct any weaknesses which may have contributed, in a secondary way, to the disappointing performance. Where necessary additional resources are being allocated to the management of our lending portfolio.

In addition we continue to concentrate efforts towards improving the customer focus of our activities and during the year we made some minor amendments to our organisation structure which saw the creation of five operating Divisions, each under the control of a Chief General Manager. Each of these officers provides commentary in this report on his own sphere of responsibility.

In order to provide support to both Mr. Bailey and me the post of Chief General Manager-Executive Directors' Office, was created during the year and filled by Mr. Brian Weeks.

In addition to the support role, Mr. Weeks will provide direct top management oversight of risk management, credit and treasury policy, and control of major infrastructure expenditure projects. He is currently Chairman of the Australian Bankers' Association Executive Committee.

During the past year we have placed the Group in a position where our overall business is better balanced than before, and this will stand us in good stead in the future.

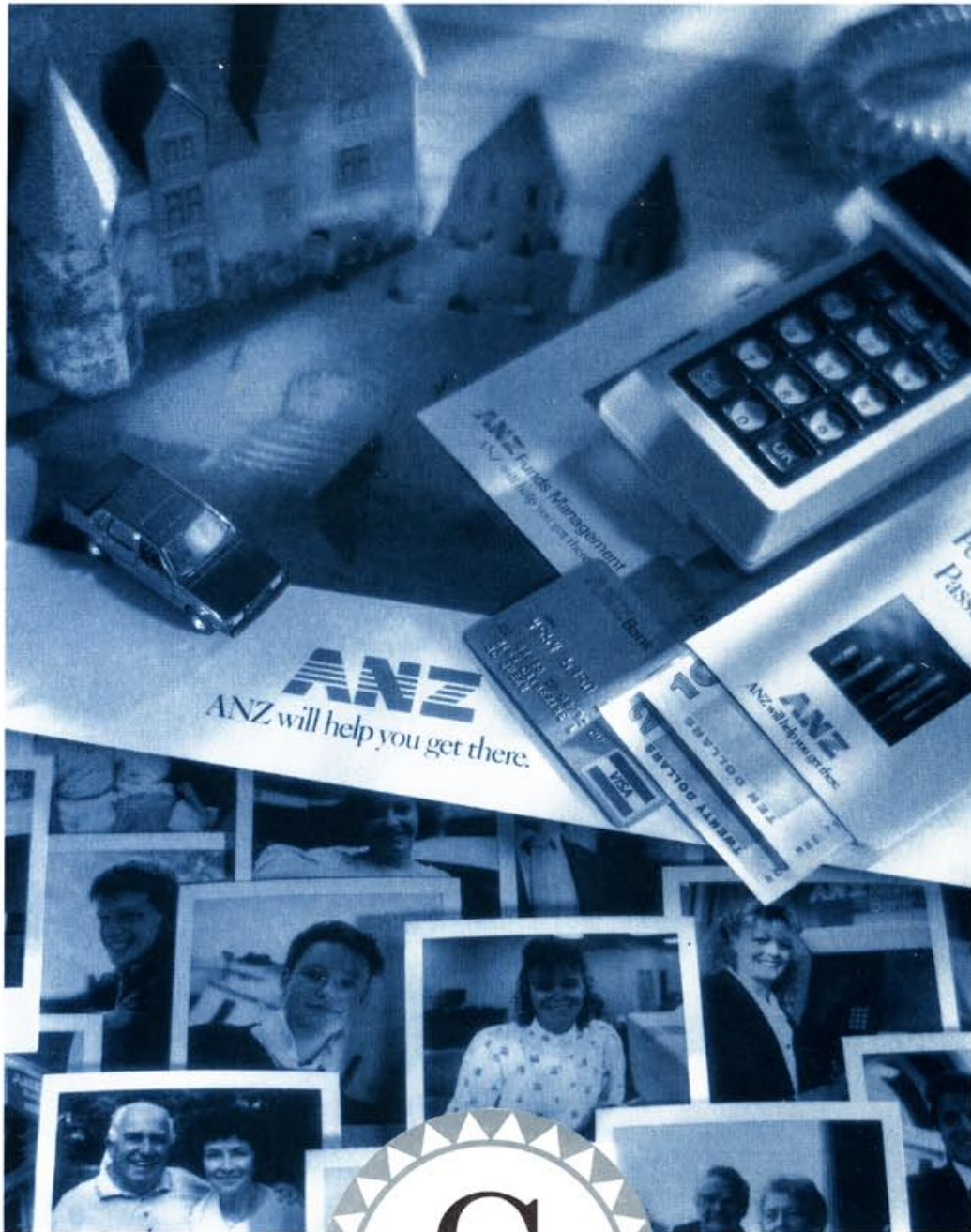
We are committed to improving productivity at the same time as satisfying the needs of our customers and our staff have embraced this commitment with enthusiasm.

With a well balanced business, a sound strategic direction, and management and staff pursuing greater productivity, I am confident that our operations should produce more satisfying results for our shareholders in the coming year. My only concern is the spectre of a deterioration in both the local and international economic scenes.

A handwritten signature in dark ink, appearing to read 'Reg Nicolson', written in a cursive style.

REG NICOLSON  
Group Managing Director  
and Chief Operating Officer





FROM NATURAL

GROWTH HAS

BEEN SUPPLEMENTED BY ACQUISITIONS IN THE TWO

STATES WHERE WE HAVE HAD HISTORICAL WEAKNESS;

IMPROVING CUSTOMER SERVICE AND PRODUCTIVITY CONTINUES

TO BE THE FOCUS OF OUR EFFORTS.



**DON MERCER**  
Chief General Manager  
Australian Retail Services

We can look back on the year past with some pride, in the knowledge that significant progress has been made.

In a difficult year, the Division turned in a solidly profitable performance, with all parts contributing. Good progress was made towards our objective of providing a better quality of customer service than competitors (although customer expectations continued to rise as fast as or faster than our rate of improvement!).

Strong natural growth has been supplemented in the two States where we have had historical weakness, New South Wales and Western Australia, through the acquisitions of National Mutual Royal Bank and Town & Country W.A. Building Society.

**RETAIL BANKING**

Improving customer service and productivity continues to be the focus of our efforts. The branch management structure was changed to bring senior people closer to their customers in the decision chain, and to reduce the need for centralised control of our people in the field. Principally, the restructure meant Australia being divided into 13 zones, each under the control of a Chief Manager.

Banking in the 1990's is a complex business, requiring more specialist and less generalist skills. We see three streams of specialisation as being of particular importance—"sales and service", lending and administration. Training needs are being identified and met with high quality, state-of-the-art approaches which supplement a drive

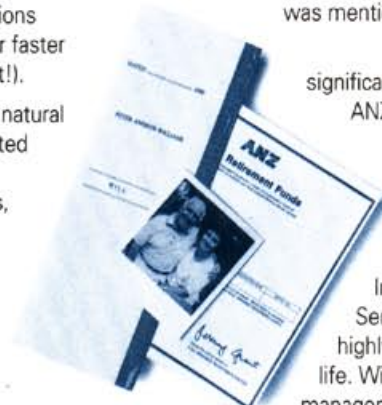
to improve our recruitment and career development practices. The aim is for better jobs for our staff, better service for our customers and better returns for our shareholders.

**CARD SERVICES**

During the year, all card activities were combined into one business unit. This is to ensure co-ordinated management of merchant relationships—both electronic and paper based—and of card issuing programmes, and to allow sharp commercial focus on this important part of retail financial services. Card processing is being centralised in Melbourne to achieve significant cost savings and improved service. Mastercard is being introduced as an alternative to the highly successful market-leading Visa Card, providing a comprehensive transaction capture service to merchants and a full range of card choice to our customers.

**FUNDS MANAGEMENT**

Earlier in this Report the flow of savings into life assurance, superannuation, and managed funds was mentioned.



Recognizing the significance of this development, ANZ Funds Management was created last year out of smaller predecessor operations including ANZ Life, AFT and Investment and Trust Services, and has been highly successful in its short life. With over \$5 billion under management, and quite profitable, it is emerging as a major contributor

to Retail Services Division's earnings. With the demise of the National Mutual Life merger, ANZ Funds Management will be given added resources to accelerate development focused on provision of services to the bank's customers through the branch network.

**EXECUTORS & TRUSTEES**

ANZ Executors & Trustees is increasing its emphasis on the personal sector, and withdrawing from the corporate trustee business.

We see an important service opportunity in will writing and estate and charitable trust planning and management, and continue to be the leader in the cash management area.

**INFRASTRUCTURE**

During the year, much of the Group support service area which is primarily used by Retail Services Division was transferred to the control of its principal user. The most significant of these units is DP Operations, where there is strong support for Total Quality Management concepts and significant cost reductions are being achieved.

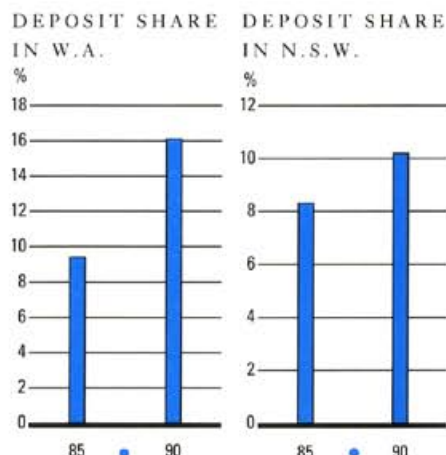
**OUTLOOK**

The immediate future holds some concern for us, as the Australian economy continues to suffer with the impact of business failures, and politicians continue to endeavour to constrain interest margins and deflect popular anger at monetary policy on to the banks.

The expected increase in unemployment almost certainly bodes poorly for our bad debt experience in the consumer and small business sector. The rural sector is causing us concern as markets deteriorate for grain and wool products.

Against that, we enter the 1990's with a stronger retail market position than ever before, and an unshakeable commitment to customer service, productivity, and bottom line.

- Senior General Manager, Retail Banking: JR McConnell
- General Manager, Retail Banking: AN Findlay
- General Manager, Cards: CV Carbonaro
- General Manager, Funds Management: TC Jenkins
- Managing Director, ANZ Executors & Trustees: MK Donnelly
- General Manager, DP Operations: J Preston
- General Manager, Support Services: RN Challis







TO THE BUSINESS COMMUNITY REMAINS

A CORNERSTONE OF ANZ'S SUCCESS;

CONSIDERABLE ATTENTION HAS BEEN GIVEN TO HELPING

CUSTOMERS THROUGH DIFFICULT TRADING CONDITIONS.





DAVID CRAIG  
Chief General Manager  
Australian Business Banking

The provision of financial and associated information services to the business community has been, and remains, a cornerstone of ANZ's success.

We are continually seeking means of improving the quality of service to business customers. As part of this process, the Australian Business Banking Division was formed during 1990. Its primary objective is to further enhance the relationship management approach in dealing with business customers. Specialist expertise in lending, international, treasury, investment and electronic products are being brought closer to the customer.

Tight monetary policy and prolonged high interest rates have created significant pressures for businesses. Small and medium-sized businesses are typically more highly geared than the larger corporates, and high interest rates combined with a slowing economy have impacted most severely on this important sector. In this environment considerable attention has been given to helping customers through difficult trading conditions. Viable businesses will continue to receive our strong support and assistance.

Unfortunately, many businesses have failed, resulting in increased provisions for doubtful debts and higher costs of funding loans on which interest cannot prudently be accrued. A most rigorous approach is adopted to identify those loans where provisions are necessary. However, given the economic environment and high level of business failures, there are likely to be flow-on effects and we are anticipating the continuation of higher than normal levels of debt provisions through into 1991.

#### INTERNATIONAL SERVICES

During the year, International Services successfully completed a productivity review of the thirty-nine decentralised processing offices throughout Australia with the main objective being the further enhancement of the delivery of international products to our importing and exporting customers.

In addition to the efficient processing of transactions, customers are also offered personalised professional advice from International Customer Services specialists who form part of customer account relationship teams. These specialists utilise our extensive global network to our customers' advantage.

#### TREASURY SERVICES

Treasury specialists provide customers with the full range of treasury services, including market information on interest rate and currency trends. Treasury also undertakes the role of banker to ANZ's Australian banking operations, incorporating responsibility for managing the associated liquidity and interest rate risks.



During the year, priority has been given to increasing customer awareness of treasury products and the techniques that are available to manage interest rate and currency exposures. Treasury staff are placed with the banking relationship teams for ready customer access and a specialist group is available to handle the more complex risk management and deal structuring requirements.

#### ESANDA

Esanda has seen a reduction in business activity; however it has maintained a strong position in the marketplace and is prepared for difficult trading conditions ahead.

As Australia's second largest asset-based financier, Esanda has a market share of 23%. This includes the previous year's acquisition and successful integration of Mercantile Credits and Clark Equipment Credit. Total assets for the Esanda group are approximately \$9 billion, reflecting 7.8% growth for the year.

Unlike the buoyant conditions of the previous year, the past twelve months have seen more modest growth in demand, particularly for motor vehicles, plant and equipment, and property development funding. In a climate of prolonged high interest rates and rising business failures, provisions for bad and doubtful debts have increased substantially from the previous year, in line with the general industry wide trend.

Investors' 'flight to quality' in the face of financial collapses helped Esanda to achieve a record inflow of investment funds, raising the total level to well over \$4,000 million. The company's strong financial and competitive position ensured retention of high ratings for Esanda's debentures and unsecured notes. Domestic capital markets affirmed these ratings by substantially reducing the margins above the accepted benchmark stocks for Esanda's issues.

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Managing Director,  
Esanda Finance Corporation:  
CA Griss  
General Manager, ANZ Property Group &  
Managing Director, Delfin Property Group:  
BP Martin AO  
General Manager,  
Business Banking South Zone:  
TCW Ingram  
General Manager,  
Business Banking North Zone:  
RC Thomas  
Assistant General Manager, Credit:  
RM Barton  
Assistant General Manager, South Zone:  
RIG Harding  
Assistant General Manager, Victoria:  
GW Irving  
Assistant General Manager, North Zone:  
AJ Fotheringham  
State Manager,  
Business Banking Queensland:  
PJ Bramwell  
State Manager,  
Business Banking Western Australia:  
HW Bourke  
State Manager,  
Business Banking Tasmania:  
DN Butcher

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THE CREATION OF THIS  
DIVISION, WITH ITS MANDATE  
TO SERVE OUR LARGEST CORPORATE AND GOVERNMENT CUSTOMERS,  
PROVIDES SCOPE FOR MORE VALUE-ADDED SERVICES  
AND IMPROVED PROFITABILITY FROM THIS CUSTOMER BASE.





**TED JOHNSON**  
Chief General Manager  
Institutional Financial Services

The Division was established in 1990 with the objective of focusing Group resources on enhancing our relationships with a select number of major corporates, Government, and Semi-Government bodies.

We had been concerned for some time that the quality of service to major institutions had not been as comprehensive as they should expect. The changes that have been implemented fulfil two objectives. Firstly, executives with specialised skills have been given direct responsibility for customer relationships, and secondly the decision-making chain has been significantly reduced. Customer access to specialised skills has been improved, and response time to requests is shortened.

The new Division has engaged key staff from three sources; from within the Bank, from ANZ McCaughan, and from the former National Mutual Royal Bank-Capel Court Advisory operations. This group forms a well qualified and experienced team of bankers with diverse specialised skills.

The Division is organised into four major areas. These are:

- Banking Relationships
- Merchant Banking
- Capital Markets
- Stockbroking

**BANKING RELATIONSHIPS**

Each Senior Relationship Executive has been given total responsibility for ensuring that all requirements of our customers are met. They ensure that appropriate products and services are supplied to the people

responsible at the customer's place of business, whether it be Treasury Services, Trade Finance, Advisory Services, etc.

Principal offices are located in Melbourne, Sydney and Auckland, with supporting offices in Brisbane, Adelaide, Perth and Wellington.

**MERCHANT BANKING**

The merger with NMRB has resulted in the retention of the skills of the Capel Court Merchant Banking unit, which consists of a capable group of specialists with advisory skills.

The advisory activities include project advisory, structured finance, corporate advisory and merger/acquisition services.

The Project Advisory group provides advice on project-specific transactions embracing project feasibility and cash flow analysis; private sector resources projects including oil and gas and related infrastructure, property, health and tourism projects; public sector infrastructure financing; and debt and equity funds arrangement and participation.



The Structured Finance team advises on off-balance sheet financing, property sale and lease-back proposals, and equipment lease packaging and participation. Corporate Advisory has skills in corporate reconstructions, independent valuation reports, quasi equity/debt funding, privatisation, mezzanine finance advice and structuring, and management buy-outs.

Mergers and Acquisitions group can provide advice on divestments, bid strategy, legal and regulatory requirements, assistance with negotiations, arrangement of funding, takeover defence strategies, valuation of offeree companies, and initiation of takeovers.

**CAPITAL MARKETS**

Capital Market operations are located in Melbourne, Sydney, Auckland, Hong Kong, Tokyo, and London.

Major activities of this area include:

- Public and Private securities origination:
  - Commercial paper
  - Fixed and Floating interest rate term instruments

- Management, advisory, and information Services
- Underwriting, distribution, trading and price-making in co-operation with ANZ Global Treasury

**STOCKBROKING**

ANZ McCaughan recorded a very disappointing result for the year, due to the world-wide malaise in equity markets. Its international activities have been significantly downsized and it will continue to operate as a separate legal entity within Institutional Financial Services, concentrating on a core service including equities trading, underwriting and placement, options trading in equities, and trading on the Sydney Futures Exchange.

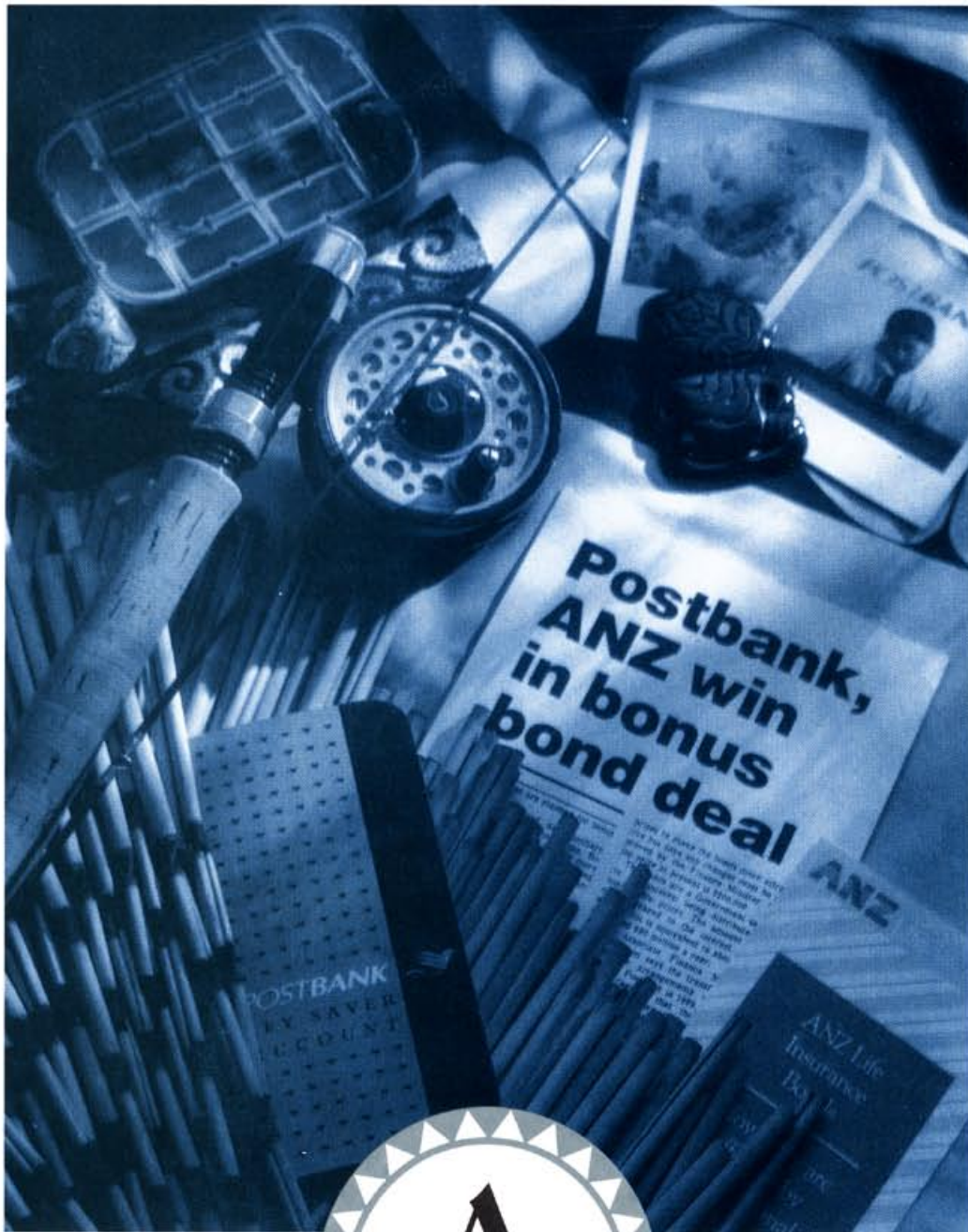
Its primary operations will continue to be in Australia and New Zealand and dealing desk capacity will be maintained in London, New York, Tokyo and Hong Kong. It is comforting to record that following the changes this year ANZ McCaughan is now trading profitably.

**OUTLOOK**

Institutional Financial Services faces a challenging period ahead. With a greater focus on our largest customers and additional advisory services to offer them, we have a unique opportunity to continue to develop specialised services for a more sophisticated sector of the market, and to overcome the poor profitability experience of most major banks when dealing with their large multinational customers.

- 
- Melbourne**  
Assistant General Manager, Institutional Financial Services:  
RJ Mauger  
Chief Managers,  
Institutional Financial Services:  
BA Maisey &  
RJ Marsden  
Chief Manager, Institutional Financial Services  
(Capital Markets):  
GJG Riley  
**Sydney**  
Assistant General Manager,  
Institutional Financial Services:  
AE Archer  
Chief Manager, Institutional Financial Services:  
DP Schulz  
Chief Manager, Institutional Financial Services  
(Capital Markets):  
JR Eggleshaw  
**Auckland**  
Chief Manager, Institutional Financial Services:  
RSG Henderson  
**ANZ McCaughan Ltd**  
Deputy Chairman:  
DW Browne  
Managing Director:  
RD Dewhurst  
**ANZ Capel Court Corporate Services**  
General Manager:  
RJ Kirk
-





FLAT ECONOMIC  
ENVIRONMENT HAS  
CONSTRAINED OUR PROFITABILITY, BUT WE  
ARE NOW WELL POSITIONED WHEN THE  
RECOVERY ARRIVES AS THE COUNTRY'S LEADING  
FINANCIAL SERVICES GROUP.



ALISTER *M*AITLAND  
 Managing Director  
 ANZ Banking Group  
 (New Zealand) Limited

As mentioned earlier in this Report, the expected improvement in the New Zealand economy failed to materialise in 1990. Buoyant export commodity prices, which were seen as a potential stimulus to domestic recovery, have now deteriorated, particularly for the important wool and dairy sectors.

Domestic economic activity has remained persistently flat, with intense pressure on profitability across the whole economy. The July Budget failed to lift the prevailing business malaise. A subsequent tightening of monetary policy by the independent Reserve Bank of New Zealand, to re-emphasise the commitment to a zero-to-two percent inflation target, reinforced the view that business conditions are expected to improve only slowly in the coming year.

Small and medium-sized businesses have found it especially difficult to survive the now lengthy period of high interest rates and negligible economic growth. Despite the flat economic background, the New Zealand Division has performed creditably, experiencing a reasonable increase in profitability over the previous year. Charge to profit for bad and doubtful debts, whilst remaining high compared with historical levels, reduced substantially during the year as the full effect of the 1987 stock market crash diminished.



ANZ has consolidated its position as the largest financial services group in the New Zealand market. Balance sheet growth was relatively strong, especially in the first half, with State Owned Enterprise borrowing to repay debt to the government a major contributor to Business Bank growth. In the Retail Bank growth in assets, and market share, was more steady during the year.

As in Australia, a more segmented approach to the banking market, and the desire to build appropriate relationships with each segment, was reflected in the organisation restructure into Institutional Financial Services (incorporating the Group's merchant banking services), Business Banking (incorporating International Services), and Retail Banking Business Units.

The major focus of the Retail Bank has been on consolidating the market position of both the ANZ and PostBank brands, capturing economies of scale in support functions, and further developing the sales and service culture. Central to achieving these goals was the integration of head office functions and the implementation of a new organisation structure to support both branch networks.

The two brands are to continue to remain distinct and the opportunity has been taken to market re-branded insurance and international payments products and the UDC prospectus through the PostBank network. The refurbishment of branches, especially PostBank, to more customer-oriented design has continued. Plans are also well advanced to trial co-locations. If successful, this will increase the scope for outlet rationalisation, and consequent cost savings.

In the Treasury area, foreign exchange and domestic trading activity continued to be difficult during the year, with tight monetary policy, a relatively stable currency and reduced trade flows resulting in pressure on Treasury income. Greater focus on product delivery, customer service and utilising the Group's global network has helped to offset this pressure. Particular emphasis is now being placed on marketing Treasury risk-management products to the corporate sector.

The emphasis in Information Technology continues to be on linking the ANZ and PostBank delivery and processing systems, and achieving efficiencies in product and service delivery. A significant move in this direction was the introduction of a single integrated ATM network early in the new financial year. Other technology initiatives included the introduction of the ANZCASH electronic banking and cash management system, and a management and customer information system for Business Bank customers.

OUTLOOK

Indications are that the situation will improve only slowly. Initiatives in this and previous years will ensure, however, that the Division is well placed to meet the challenges, and to build on its position of market leadership as business conditions improve.



- 
- General Manager, Retail Services:  
MI Calderwood
  - General Manager, Planning & Development:  
PJO Hawkins
  - General Manager, Finance & Treasury:  
DR Jeffrey
  - General Manager, Human Resources:  
RJ Nicholson
  - General Manager, Retail Banking:  
MJ O'Neill
  - General Manager, Business Banking:  
AD Pickering
  - Managing Director, UDC Group:  
JW Pitt
  - General Manager, Information Technology:  
CD Snow
-





ONE OF ANZ'S KEY  
COMPETITIVE  
ADVANTAGES IS ITS EXTENSIVE INTERNATIONAL  
NETWORK, WITH A REACH GREATER THAN ANY  
AUSTRALASIAN COMPETITOR AND INDEED MOST OTHER  
BANKS AROUND THE WORLD.



**JOHN RIES**  
Chief General Manager  
International Banking

The International Banking Division conducts business in 50 countries, almost every nation with which our Australasian customers have significant trading relationships.

Our international strategy is to leverage off our strength in our home markets of Australasia into profitable niche banking activities primarily (but not exclusively) based on the trade and capital flows between both our home markets and the rest of the world. Principally, these banking activities are treasury and capital markets services, trade finance, payments services and private banking.

1990 saw the benefits of the approach we have taken internationally with a well-diversified profit stream emerging from most activities and locations.

We believe one of ANZ's key competitive advantages is its extensive international network, with a reach greater than any Australasian competitor and indeed many other banks around the world.

**UNITED KINGDOM**

The year saw the relocation and consolidation of our remaining merchant banking activities in a move which will strengthen our position in both the UK and International markets for cross-border structured finance and risk syndication, along with traditional segments such as shipping and property finance. The UK equities business was significantly downsized as part of the consolidation process.

In Treasury, foreign exchange trading has remained the major income-generating activity, with our strength being as a significant market-maker in Australasian currencies.

**CONTINENTAL EUROPE**

ANZ has confirmed its position as the major Australasian bank in Continental Europe with representation in all main financial centres, and many large European international customers have been showing an increasing interest in the opportunities offered by our international network. In West Germany, Frankfurt branch had another successful year providing treasury and network services to German multinationals.

In France, the Group sold its retail-oriented subsidiary Grindlays Bank SA, in order to focus its efforts on treasury and network activities through a restructured Paris branch.

Our two branches in Greece again made an excellent contribution in spite of difficult economic conditions. The representative offices in Italy and Spain continue to work actively in providing good opportunities for the Group, and subject to regulatory approval, a full branch will be opened in Milan during the coming year.

The Group is positioning itself to take advantage of the opportunities offered by the creation of the single market in Europe, and of the developments which the changes in Eastern Europe may bring.

**SOUTH ASIA**

In India, the authorities have encouraged an increasing rate of deregulation and disintermediation, with new money market instruments being introduced into a broader based and deepening financial market. Within this context, the Group produced another excellent result reflecting the strategies adopted over the last two to three years.

Deposit growth has been particularly satisfactory, reflecting enhanced levels of customer service in both the domestic and non-resident markets. The automation benefits now evident in our 56 branches throughout India provide a strong base for further improvement.

The Group has long been recognised as a leading provider of Merchant Banking services in India and along with the Institutional, Investment and Commercial Banking operations, enjoyed significant improvement throughout the year.

In Bangladesh a change in interest rate policy has improved market opportunities and has proved broadly beneficial. Overall profitability of South Asia, including Sri Lanka, Nepal and Bangladesh, has seen further improvement. The economic difficulties of the region will however be exacerbated by the Gulf crisis—not only will higher energy costs and disruption to exports adversely impact on Balance of





Payments, but the loss of remittances from the many thousands of workers who are being evacuated from Iraq/Kuwait will also have severe implications. Despite this and the degree of political unrest in the area, we are confident of a continuing improvement over the coming year.

#### MIDDLE EAST

To the end of July all units in the Middle East had performed above budget levels and there had been a marked improvement in the quality of our core earnings. Following the invasion of Kuwait, the region witnessed an outflow of capital and business confidence has been badly affected. It is anticipated that, even if stability returns, and despite availability of additional oil based revenues, it will be mid-1991 before economic activity recovers and investment returns to the region.

Despite political difficulties in Pakistan through the year our positive growth rate continued with the development of Merchant Bank activities augmenting our traditional branch network and corporate strengths.

#### AFRICA

Notwithstanding the continuing shortage of foreign exchange in most African countries, the results from our operations in Africa were again significantly improved.

Our business in Kenya continued to feel the effects of the Government's tight liquidity policies, nevertheless progress has been encouraging. During the year, our branches in Zimbabwe were locally incorporated, and the business there continues to grow with the accent on increasing our share of the corporate and agricultural sectors. Plans are well in hand to open three further branches next year. With an improved political situation in Uganda, our results are most encouraging. In Zambia, the Government was assisted with short term finance, the focus being on providing finance to export-related projects. Results in Zaire again exceeded expectations and our associates in Ghana and Nigeria also produced significant contributions.

Increased network business should be evident through the establishment of a subsidiary in Botswana in 1991, subject to regulatory approvals.

During 1990, we commenced upgrading the technology used in our African operations, and this will progress through 1991 and should provide for improved productivity and better communications with a view to improving customer services.

The improvement in the political scene in South Africa is encouraging and any political settlement which leads to the lifting of sanctions should result in trade opportunities through the ANZ network and particularly in the short-term with our African network. The developments in South Africa are being monitored closely.

#### ASIA PACIFIC REGION

The Group's representation covers some 16 countries in the region with a concentration on trade and structured finance, treasury, foreign exchange and deposit/lending services as appropriate to individual market conditions.

The region enjoyed a successful year reflecting buoyant conditions in Japan and Singapore and an expansion of our interests in the Pacific region. The acquisitions in Papua New Guinea, Fiji and Western Samoa have cemented our position as the leading bank in the Pacific Islands.

In Asia mixed trading conditions were experienced with some markets affected by restrictive conditions having a particular impact on foreign banks. However, in Japan an enhanced profit was achieved and surveys show our operations rank amongst the most profitable of the foreign banks, particularly in respect of our foreign exchange and treasury activity. Other major money centre operations, including Hong Kong and Singapore, continued to register good results. The quality of our asset book for the region is good as a result of concentration on short term self-funding proposals and good quality names.

Expansion in the Asian region has included a concentration and strengthening of our regional trade and finance centre in Singapore, and in Thailand, the consolidation of our relationship with General Finance & Securities (a leading finance and securities company).

The coming year will see the establishment of offices in Manila and Osaka, and overall, the region will continue to provide good opportunities for increased activity by ANZ.

#### AMERICAS

The Group's operations cover Toronto, Chicago, New York, Los Angeles, Houston and Rio de Janeiro. During 1991 our presence along the Pacific Rim will be further strengthened by opening an office in Santiago, Chile.

The Americas operations have been refocused. We have withdrawn from middle-market lending where an unsatisfactory level of bad debts has been experienced. The Americas is now more aligned with the Group's network strategy, concentrating on international representation and product strength. Marketing initiatives designed to expand our trade finance, treasury, nominee and correspondent banking services have been strengthened.

Latin America provides good trade finance opportunities due to growing export volumes from Australia and New Zealand to this region.

#### CUSTODIAN SERVICES

ANZ Nominees Ltd remains the market leader in custody of Australian securities for overseas investors. Its services are based around the widely accepted SWIFT system for communicating securities instructions and reports. Moreover, clients are offered direct on-line access to their security and monetary accounts through a sophisticated computer interface facility. The authoritative industry magazine "Global Custodian" awarded ANZ "top rating" in its survey of Australian custodians.

#### PRIVATE BANKING

ANZ Group's private banking units provide banking, investment management and trust and company administration services to high net worth individuals who wish to use the services of a major worldwide banking group to protect and manage their assets internationally.

The Private Bank had another excellent year with all units showing increased profitability. The results from Geneva and Jersey were particularly satisfactory.

The uncertain outlook for the world's equity and bond markets resulted in only modest growth being achieved in the volume of investment business handled, but high interest rates, combined with political and economic uncertainties, led to a significant increase in the volume of deposit funds managed.

Since the year end the Group has acquired control of one of the largest and best established Jersey-based trust companies, Olec Trustee Limited, which will be merged with the Group's existing trust operations in Jersey.

**GLOBAL TREASURY**

Treasury functions in Australia have been streamlined as part of the changes effected to the Group's organisation structure. Customer related activities in money markets are now integrated with account relationship management in the respective Australian banking operations. Trading activities in professional money markets, foreign exchange, fixed income securities and derivative products, together with central administrative functions for Group-wide treasury activities, have been brought together in a single responsibility centre. These changes are intended to provide a more appropriate balance of central risk management and decentralised business thrust.

The Group's trading activities in foreign exchange and interest rate markets yielded satisfactory results, despite turbulent markets at certain times of the year. Customer relationship management training was stepped up and the range of treasury activities is continually being increased to meet customer expectations. ANZ was voted the top bank for A\$ and NZ\$ foreign exchange by corporate treasurers worldwide in the 1990 "Euromoney" survey.

In Australia, the acquisition of National Mutual Royal Bank has brought additional innovative services and skilled staff to Global Treasury.

Treasury operations in the major international financial centres are under constant review to optimise contribution to the Group's core banking activities. As part of this review, the Group's treasury profile in Chicago and Los Angeles is being enhanced, while operations in Zurich have been wound back.

The Group's issues of long term liabilities in international markets during the year were well received. The issues covered senior debt securities for operational funding requirements, and long term subordinated loans to augment the capital base. These issues were in addition to short term commercial paper and medium

term note programmes in USA, Europe and Asian markets which continue to be well supported by investors.

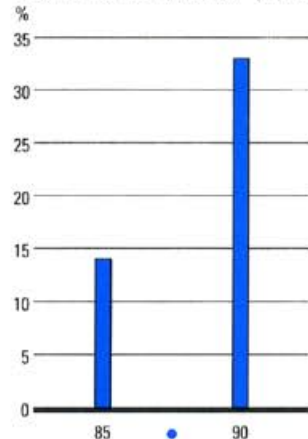
**CORRESPONDENT BANKING**

Tight economic conditions and reduced offshore investment in our major domestic markets of Australia and New Zealand have had some adverse effect on our Correspondent Banking operations. In spite of these factors, another sound performance has been achieved and ANZ continues to be a leading provider of correspondent banking services.



- Bombay**  
General Manager, South Asia:  
RJ Edgar
- London**  
Senior General Manager, Europe, South Asia, Africa, Middle East and Managing Director, ANZ Grindlays Bank plc:  
BP Ranford  
General Manager, UK Treasury:  
DB Valentine  
General Manager, Banking & Support:  
RN Fenton  
General Manager, Private Banking:  
GG Howard  
Regional General Manager, Middle East:  
BM McCance  
Regional General Manager, Africa:  
ADB Wright  
General Manager, Corporate & Merchant Banking:  
J Curry
- Melbourne**  
General Manager, Asia Pacific:  
DR Watson  
General Manager, Nominees:  
JR Sudholz  
General Manager, Global Treasury:  
AK Bommakanti  
General Manager, International Network Services:  
DG Morgan
- New York**  
General Manager, Americas:  
RGL Barnes

**DEPOSIT SHARE IN PACIFIC ISLANDS\*(EST)**



\* Fiji, PNG, W Samoa, Vanuatu, Solomon Is, Cook Is



# BOARD OF DIRECTORS



**Mr M.D. Bridgland AO**  
Chairman  
BSc, FTS, FRACI, FAIM  
Company Director  
Age 68

A Director since February 1982, appointed Deputy Chairman January 1987 and Chairman January 1989.

Mr Bridgland has been Chairman of ICI Australia Ltd since 1980 (Managing Director from 1978-1984). He is Chairman of Jennings Properties Ltd and a Director of Jennings Group Ltd.

He is a former Director of several public companies and has been a member of a number of industry, government advisory and community organisations.

Mr Bridgland lives in Melbourne.



**Mr W.J. Bailey AO**  
Deputy Chairman and Group Chief Executive  
AAB, FAIM, FAIM  
Bank Executive  
Age 57

A Director since July 1984, appointed Group Managing Director and Chief Executive Officer in December 1984 and to his present position in August 1988. Mr Bailey is Chairman of Australia and New Zealand Savings Bank Ltd, ANZ Properties (Australia) Ltd, ANZ Staff Superannuation (Australia) Pty Ltd and Esanda Finance Corporation Ltd. He is Deputy Chairman of ANZ Grindlays Bank plc and a Director of ANZ Banking Group (New Zealand) Ltd.

Mr Bailey is also a Director of Coles Myer Ltd and Dalgety Farmers Ltd. His extensive community interests include Deputy Chairman of The Australian Opera, Director and Hon Treasurer of The Queen Elizabeth II Silver Jubilee Trust for Young Australians, President of the Council of Trustees of the National Gallery of Victoria and Chairman of the Governing Board of the Melbourne University Graduate School of Management Foundation. He is a member of the Business Council of Australia and the Economic Planning Advisory Council.

He has had 39 years experience in banking with the Group including Chief Manager International London (1977), Assistant General Manager Branch Banking Melbourne (1980), General Manager Management Services (1982) and Chief General Manager (1983). Mr Bailey lives in Melbourne.



**Emeritus Professor Dame Leonie Kramer DBE**  
BA (Melb), D.Phil (Oxon),  
MA Hons (Sydney), Hon D Litt (Tasmania),  
Hon LLD (Melb and ANU), FAHA, FACE  
Emeritus Professor and  
Company Director  
Age 66

A Director since August 1983.

Dame Leonie is Deputy Chancellor, a Fellow of the Senate and an Emeritus Professor of Australian Literature of the University of Sydney and a noted author and editor who serves on a number of scholastic committees. She is also a Director of Western Mining Corporation Holdings Ltd and Western Mining Corporation Ltd, a Commissioner of the Electricity Commission of New South Wales, National President of the Australia - Britain Society, Chairman of the Board of the National Institute of Dramatic Art, a member of the Council of the National Roads and Motorists Association, New South Wales and the Board of Studies of the New South Wales Department of Education, a Senior Fellow of the Institute of Public Affairs, a Director of CARE Australia and a member of the Board of St Vincent's Hospital, Sydney. She was a member of the Australian Broadcasting Commission from 1977-1982 and Chairman of the Commission from 1982-1983.

Dame Leonie lives in Sydney.



**Mr R.A.D. Nicolson**  
Group Managing Director and Chief Operating Officer  
AAB, FAIM  
Bank Executive  
Age 59

A Director since July 1984, appointed Group Deputy Managing Director and Chief Operating Officer in December 1984 and to his present post in August 1988. Also a Director of Australia and New Zealand Savings Bank Ltd, National Mutual Royal Bank Limited, ANZ Staff Superannuation (Australia) Pty Ltd, ANZ McCaughan Ltd, Esanda Finance Corporation Ltd, ANZ Grindlays Bank plc, ANZ Banking Group (New Zealand) Ltd and Post Office Bank Ltd.

Mr Nicolson has 40 years experience in banking with the Group including Representative for Japan (1972), Deputy General Manager Esanda Ltd (1975), General Manager Esanda Ltd (1979), General Manager Corporate and International (1982) and Chief General Manager (1983).

Mr Nicolson lives in Melbourne.

## BOARD COMMITTEES

### Audit Committee

Dr. B.W. Scott (Chairman)  
Mr. J.C. Dahlsen  
Sir Laurence Muir  
Mr. R.B. Vaughan

### Credit Committee

Mr. C.J. Harper (Chairman)  
Mr. W.J. Bailey  
Mr. J.C. Dahlsen  
Mr. R.A.D. Nicolson

### Remuneration, Appointments and Nominations Committee

Mr. M.D. Bridgland (Chairman)  
Mr. W.J. Bailey  
Mr. J.B. Gough  
Mr. W.J. Holcroft  
Dame Leonie Kramer  
Dr. B.W. Scott  
Mr. R.B. Vaughan



**Mr D.C.L. Gibbs**  
MA (Oxon)  
Company Director  
Age 63

A Director since February 1979, Alternate Director 1976-1979.

Mr Gibbs is Chairman of ANZ Executors & Trustee Co Ltd.

He is also Chairman of Folkestone Ltd and CT Bowring Reinsurance Australia Pty Ltd, a Director of Parbury Henty Holdings Ltd, John Swire and Sons Pty Ltd and The British Real Estate Group plc and a Consultant to Marsh & McLennan Bowring Ltd. Mr Gibbs is Chairman of the Victoria State Opera Foundation, a member of the Victoria State Opera Board, President of the World Wildlife Fund - Australia and a member of the Felton Bequest Committee.

Mr Gibbs lives in Melbourne and farms at Coleraine and Yea in Victoria.



**Mr R.K. Gosper AO**  
BA Hons (Michigan State University USA),  
FAIM  
Chairman and Chief Executive  
(Shell Australia)  
Age 56

A Director since December 1988. Mr Gosper has been Chairman and Chief Executive Officer of Shell Australia Ltd since 1990. He is a Director of Woodside Petroleum Ltd and a member of the Business Council of Australia. Mr Gosper is President of the Australian Olympic Committee and the Oceania National Olympic Committees and a Vice-President of the International Olympic Committee. He is immediate past Chairman of the Board of the Australian Institute of Petroleum, a former Deputy Chairman of the Australian Trade Commission (AUSTRADE) and the Executive Council of the Victorian Branch of the Institute of Directors in Australia and has been a member of the Transport Industries Advisory Council and the Advisory Council of the C.S.I.R.O. Mr Gosper lives in Melbourne.



**Dr B.W. Scott AO**  
B.Ec, MBA, DBA  
Company Director  
Age 55

A Director since August 1985. Dr Scott is a Director of Liquid Air Australia Ltd, the James N Kirby Foundation, the Foundation for Development Co-operation and a member of the Supervisory Board of Bemco Australie NV. He is also Chairman of Management Frontiers Pty Ltd, W.D. Scott International Development Consultants Pty Ltd and Television Makers Pty Ltd. Since 1988 Dr. Scott has been Director of the N.S.W. Government's Education Management Review. He is a Fellow of the Senate of the University of Sydney and Australian member of the Board of Governors of the Asian Institute of Management. Dr Scott was Chief Executive of the W.D. Scott Group of Companies (1974-1985) and Chairman of ACI International (1986-1988). He was Federal President of the Institute of Directors in Australia (1982-1986) and Chairman of the Australian Government's Trade Development Council (1984-1990). Dr Scott lives in Sydney.



**Sir Laurence Muir VRD**  
LL.B. F.SIA, F.AIM  
Company Director  
Age 65

A Director since August 1980. Also a Director of ANZ Pensions Pty Ltd and ANZ Staff Superannuation (Australia) Pty Ltd. Sir Laurence is Chairman of Liquid Air Australia Ltd and is a Director of Alcoa of Australia Ltd, Hudson Conroy Ltd, National Commercial Union Ltd and Templeton Global Growth Fund Ltd. He is Patron of the Baker Medical Research Institute and the Microsurgery Foundation, Deputy Chairman of the Australian Science & Technology Centre Advisory Committee, a trustee of Earthwatch Australia, a member of the General Motors Australian Advisory Council, L'Air Liquide World Advisory Board, the Parliament House Construction Authority, the Sir Robert Menzies Memorial Trust and a number of other charitable organisations. He retired in 1980 as senior partner of Potter Partners. Sir Laurence lives in Melbourne.



**Mr J.B. Gough AO OBE**  
Hon LL.D (Melb)  
Company Director  
Age 62

A Director since August 1986. Mr Gough is Chairman of Pacific Dunlop Limited (a Director since 1976, Managing Director 1980-1987). He is Chairman of BHP Gold Mines Ltd, a Director of Amcor Ltd, The Broken Hill Proprietary Company Ltd, ICI Australia Ltd and CSR Ltd and a member of the Governing Board of the Melbourne University Graduate School of Management Foundation. Mr Gough is Chairman of the Bureau of Industry Economics Council of Advice, a Board Member of the Walter and Eliza Hall Institute of Medical Research and a member of the General Motors Australian Advisory Council. He was formerly Chairman of the Trade Development Council and Vice President of the Business Council of Australia. Mr Gough lives in Melbourne.



**Sir Ronald Trotter**  
B.Com (Wellington) FCA, Hon LL.D  
(Wellington) Cert in Agriculture  
Company Director  
Age 63

A Director since December 1988. Sir Ronald is the Chairman and former Chief Executive of Fletcher Challenge Ltd. He is also Chairman of Ciba-Geigy New Zealand Ltd and the New Zealand Business Roundtable and is a Director of Air New Zealand Limited. He is a former Director of the Reserve Bank of New Zealand and was formerly a member of a number of economic advisory and rural industry bodies. Sir Ronald lives in Wellington, New Zealand.

#### INTERNATIONAL BOARD OF ADVICE

The Rt. Hon. The Lord Carrington  
KG, GCMG, CH, MC, PC  
Chairman,  
ANZ International Board of Advice,  
Former Secretary-General, NATO  
Mr Milton Bridgland AO  
Chairman,  
Australia and New Zealand  
Banking Group Limited  
Mr Will J Bailey AO  
Deputy Chairman and  
Group Chief Executive,  
Australia and New Zealand  
Banking Group Limited  
Sir Peter Baxendell CBE  
Chairman, Hawke Siddeley Group PLC - UK  
Former Chairman, Shell International - UK  
Sir Richard Evans  
KCMG, KCVO  
Former UK Ambassador to  
People's Republic of China  
The Rt. Hon. Malcolm Fraser AC, CH  
Former Prime Minister of Australia  
Sir Leslie Froggatt  
Former Chairman,  
Pacific Dunlop Limited - Australia  
Mr H. Frans van den Hoven KBE  
Former Chairman, Unilever N.V. -  
The Netherlands  
Dr K.S. Krishnaswamy  
Former Deputy Governor,  
Central Bank of India  
His Excellency Laurence William Lane Jr.  
Former American Ambassador to Australia  
Mr Roger Martin  
Former Chairman  
Compagnie de Saint-Gobain - France  
Mr Charles Parry  
Former Chairman and CEO,  
Aluminium Company of America - USA  
Mr Karl Gustaf Ratjen  
Former Chairman,  
Metallgesellschaft AG - West Germany  
Mr William F Ray AO  
Partner, Brown Brothers Harriman & Co  
and Chairman, America Australia  
Association - USA  
Lord Remnant CVO, FCA  
Former Chairman, Touche Remnant & Co - UK  
Mr Keizo Saiji  
Chairman of the Board,  
Suntory Limited - Japan  
Sir Ronald Trotter  
Chairman, Fletcher Challenge Limited  
- New Zealand  
Sir William Vinas AC, CMG  
Former Chairman,  
Australia and New Zealand  
Banking Group Limited



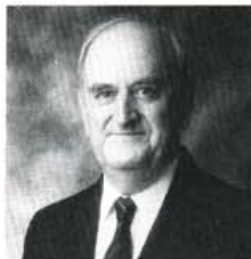
**Mr C.J. Harper**  
CA (Scott)  
Company Director  
Age 59

A Director since October 1976. Mr Harper is Chairman of Legal and General Assurance Holdings (Australia) Ltd and of the Commonwealth Serum Laboratories and a Director of IBM Australia Ltd, North Broken Hill Peko Ltd and other companies. He is National Vice-President of The Australian Institute of Company Directors and a Director of Australian National Memorial Theatre Ltd. He was General Manager and Chief Executive of the merchant bank Australian United Corporation Ltd from 1968-1976. Mr Harper lives in Melbourne.



**Mr J.C. Dahlsen**  
LL.B. MBA  
Solicitor and Company Director  
Age 55

A Director since May 1985. Mr Dahlsen is a partner of the Melbourne legal firm Corrs Australian Solicitors. He is a Director of The Graduate School of Management Ltd, Sandridge City Development Co Pty Ltd, Tricom Corporation Ltd and the Supervisory Board of Byvest Management Buyout Group. He was formerly Chairman of The Herald and Weekly Times Ltd and Deputy Chairman of The Myer Emporium Ltd. He is a member of the Finance Advisory Committee of the Walter and Eliza Hall Institute of Medical Research and a member of the Council and Executive Committee of The Institute of Public Affairs Ltd. Mr Dahlsen lives in Melbourne.



**Mr R.B. Vaughan**  
LL.B. MBA  
Company Director  
Age 62

A Director since January 1988. Mr Vaughan is Chairman and former Chief Executive of Dalgety Australia Holdings Ltd and Dalgety Farmers Ltd and a Director of Dalgety Rural Finance Ltd and Pacific Australia Rural Company Ltd. He is also a Director of ICI Australia Ltd, National Commercial Union Ltd, Tubemakers of Australia Ltd and MIM Holdings Ltd. Mr Vaughan lives in Sydney.



**Mr W.J. Holcroft AO**  
FASA, CPA, FCS, FCI, FAIM  
Company Director  
Age 68

A Director since October 1976. Also a Director of ANZ Pensions Pty Ltd and ANZ Staff Superannuation (Australia) Pty Ltd. Mr Holcroft is a Director of a number of other Companies including Caltex Australia Ltd. He is a former Director of several public companies and has held a number of community appointments. In 1980 he retired as Managing Director of Brambles Industries Ltd. Mr Holcroft lives in Bathurst and also farms in that area of New South Wales.



**AUSTRALIA**

*Group Headquarters*

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Fax: (03) 658 2909

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**Queensland**

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Telex: 40333  
Fax: (07) 228 3484

**South Australia**

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Telex: 82100  
Fax: (08) 218 8699

**Tasmania**

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Fax: (002) 21 2773

**Western Australia**

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Telex: 92011  
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**Australian Capital Territory**

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Canberra 2600  
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Fax: (06) 276 4240

**Northern Territory**

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Darwin 0800  
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Telex: 85054  
Fax: (089) 410 129

*Subsidiary Companies*

ANZ Executors & Trustee  
Company Limited,  
91 William St., Melbourne 3000  
Telephone: (03) 648 5800  
Telex: 34436  
Fax: (03) 648 5854

ANZ Funds Management Limited,  
16 O'Connell St., Sydney 2000  
Telephone: (02) 225 3100  
Telex: 20135  
Fax: (02) 221 8001

ANZ McCaughan Limited,  
9th Floor, 360 Collins St  
Melbourne 3000  
Telephone: (03) 640 1400  
Fax: (03) 602 4808

Delfin Property Group Limited,  
1st Floor, Delfin House,  
155 Brebner Drive,  
West Lakes S.A. 5021  
Telephone: (08) 353 9500  
Fax: (08) 353 9550

Esanda Finance Corporation Limited,  
85 Spring St., Melbourne 3000  
Telephone: (03) 666 9100  
Telex: 154226 ESNDA  
Fax: (03) 666 9628

National Mutual Royal Bank Limited,  
303 Collins St., Melbourne 3000  
Telephone: (03) 648 6700  
Telex: 34510  
Fax: (03) 648 1644

Town & Country W.A. Building Society,  
Chancery House,  
37 St. George's Terrace,  
Perth W.A. 6000  
Telephone: (09) 421 3333  
Telex: 92277  
Fax: (09) 421 3368

**NEW ZEALAND**

ANZ Banking Group  
(New Zealand) Limited,  
215-229 Lambton Quay, Wellington  
Telephone: (04) 496 7000  
Telex: 3385  
Fax: (04) 736 919

ANZ McCaughan (NZ) Limited,  
Level 6, Durham House,  
Chase Plaza,  
92-96 Albert St., Auckland  
Telephone: (09) 391 015  
Telex: NZ 2251  
Fax: (09) 373 543

Post Office Bank Limited,  
215-229 Lambton Quay, Wellington  
Telephone: (04) 496 7000  
Telex: NZ 3385  
Fax: (04) 736 919

UDC Group Holdings Limited,  
113-119 The Terrace,  
PO Box 1616, Wellington  
Telephone: (04) 720 629  
Telex: 3507  
Fax: (04) 720 867

**EUROPE,**

**SOUTH ASIA,**

**AFRICA AND THE**

**MIDDLE EAST**

*United Kingdom*

Australia and New Zealand  
Banking Group Limited,  
Minerva House, PO Box 7,  
Montague Close, London SE1 9DH  
Telephone: (071) 378 2121  
Telex: 8812741-4 ANZBKA G  
Fax: (071) 378 2378

ANZ Grindlays Bank plc,  
Minerva House, Montague Close,  
London SE1 9DH  
Telephone: (071) 378 2121  
Telex: 885043 GRNDLY G  
Fax: (071) 403 4182

ANZ Grindlays Bank plc,  
Private Bank,  
13 St. James's Square,  
London SW1Y 4LF  
Telephone: (071) 930 4611  
Telex: 885043-6 GRNDLY G  
Fax: (071) 930 5501

**Channel Islands**

ANZ Bank (Guernsey) Limited,  
PO Box 153, St. Peter Port,  
Guernsey  
Telephone: (0481) 72 6771  
Telex: 4191663 ANZGSY G  
Fax: (0481) 72 7851

ANZ Grindlays Bank (Jersey) Limited,  
PO Box 80, West House,  
West's Centre,  
Peter Street, St. Helier, Jersey  
Telephone: (0534) 74248  
Telex: 4192062 GRNDLY G  
Fax: (0534) 77695

*Continental Europe*

**France**

Australia and New Zealand  
Banking Group Limited,  
6 rue de Berni 75008 Paris  
Telephone: (1) 40 75 0537  
Telex: 643311 F ANZB  
Fax: (1) 40 75 0546

**Federal Republic of Germany**

Australia and New Zealand  
Banking Group Limited,  
Mainzer Landstr. 46,  
6000 Frankfurt/Main 17  
Telephone: (69) 710 0080  
Telex: 4185126 ANZBD  
Fax: (69) 72 4231

**Greece**

ANZ Grindlays Bank plc,  
7 Merlin St.,  
PO Box 30391, 10671 Athens  
Telephone: (1) 3624 601/5  
Telex: 214651 GRIN GR  
Fax: (1) 3603 811

**Italy**

Australia and New Zealand  
Banking Group Limited,  
Via F. Turati 25, 20121 Milan  
Telephone: (02) 655 4064  
Telex: 332102 ANZFIN I  
Fax: (02) 659 0967

**Spain**

Australia and New Zealand  
Banking Group Limited/  
ANZ Grindlays Bank plc,  
Joint Representative Office,  
Paseo de la Castellana 23,  
28046 Madrid  
Telephone: 308 3838  
Telex: 46363 ANZGR E  
Fax: 308 3761

**Switzerland**

ANZ Grindlays Bank plc,  
Case Postale 1560,  
7 Quai du Mont Blanc,  
CH-1211 Geneva 1  
Telephone: (22) 731 9851  
Telex: 412521 ANZCH  
Fax: (22) 731 5589

Australia and New Zealand  
Banking Group Limited/  
ANZ Grindlays Bank plc,  
Giesshuelstrasse 45,  
CH-8045 Zurich 3  
Telephone: (01) 468 6111  
Telex: 813571 GBZ CH  
Fax: (01) 461 7997

*South Asia*

**India**

South Asia Headquarters,  
ANZ Grindlays Bank plc,  
PO Box 725,  
90 Mahatma Gandhi Road,  
Bombay 400 001  
Telephone: 27 1495  
Telex: 011-4792 RDSA IN  
Fax: 261 9903

**Eastern India**

PO Box 2465,  
19 Netaji Subhas Road,  
Calcutta 700 001  
Telephone: 201 732  
Telex: 021 7341 GBCL IN  
Fax: 282 266

**Northern India**

PO Box 624,  
'H' Block, Connaught Circus,  
New Delhi 110 001  
Telephone: 332 3735/320 883  
Telex: 031-66528 GBND IN  
Fax: 332 2364

**Southern India**

PO Box 1359, 19 Rajaji Salai,  
Madras 600 001  
Telephone: 585 612/583 968  
Telex: 041-212 GBMS IN  
Fax: 581 065

**Western India**

PO Box 141,  
90 Mahatma Gandhi Road,  
Bombay 400 001  
Telephone: 270 162  
Telex: 011-2240 GBBY IN  
Fax: 261 9903

**Bangladesh**

ANZ Grindlays Bank plc,  
PO Box 502, No. 2 Dilkusha C.A.,  
Dhaka - 1000  
Telephone: 833 958  
Telex: 642841/642597 GB BJ  
Fax: 833 347

**Sri Lanka**

ANZ Grindlays Bank plc,  
PO Box 112, 37 York Street,  
Colombo 1  
Telephone: 546 160  
Telex: 21130/21521 GRNDLAY CE  
Fax: 546 158

**Nepal**

Nepal Grindlays Bank Limited,  
GPO Box 3990, Naya Baneshwar,  
Kathmandu  
Telephone: (1) 212683/6  
Telex: 2531 GRNDLY NP  
Fax: (1) 226762

**ANZ Group Worldwide Distribution (at 30 September 1990)**

	Representation	Personnel
Australia	1,596	32,075
New Zealand	615	8,161
South Asia	71	4,542
Pacific Islands	45	1,131
Middle East	42	1,084
Africa	25	1,037
Asia Pacific	10	372
Papua New Guinea	9	399
Continental Europe	8	237
Americas	6	302
United Kingdom	4	1,027
<b>Totals</b>	<b>2,431</b>	<b>50,367</b>

## Africa

### Ghana

Merchant Bank (Ghana) Limited,  
Swanmill, Kwame Nkrumah Ave.,  
PO Box 401, Accra  
Telephone: 666331/5  
Telex: 2191 MERBAN GH  
Fax: 667305

### Kenya

Grindlays Bank International  
(Kenya) Limited,  
PO Box 30113,  
Kenyatta Ave., Nairobi  
Telephone: 2335888  
Telex: 22397 GRNDLY  
Fax: 2330227

### Nigeria

Grindlays Merchant Bank of Nigeria  
Limited,  
PO Box 54746,  
Falomo, Ikoyi, Lagos  
Telephone: 603220/9  
Telex: 23216/23474 GRIMBK NG  
Fax: 685934

### Uganda

Grindlays Bank (Uganda) Limited,  
PO Box 7131, 45 Kampala Road,  
Kampala  
Telephone: 231151  
Telex: 61018 GRINDLAY  
Fax: 231116

Grindlays Bank International  
(Uganda) Limited,  
PO Box 485, 15 Jinja Road,  
Kampala  
Telephone: 230074  
Telex: 61226

### Zaire

Grindlays Bank (Zaire) s.z.a.r.l.,  
Avenue de la Mongala No 12,  
B P 16 297, Kinshasa 1  
Telephone: 26557  
Telex: 21413 BGIZ.R.

### Zambia

ANZ Grindlays Bank (Zambia) Limited,  
PO Box 31955, Woodgate House,  
Nairobi Place, Cairo Road, Lusaka  
Telephone: 229285/6  
Telex: 42461 GRINDLAY ZA  
Fax: 221152

### Zimbabwe

ANZ Grindlays Bank (Zimbabwe) Limited,  
PO Box 300, Ottoman House,  
59 Samora Machel Avenue, Harare  
Telephone: (4) 795871  
Telex: 26103/26104/24361 GBL ZW  
Fax: (4) 702270

## Middle East

### Bahrain

ANZ Grindlays International Limited,  
Offshore Banking Unit,  
PO Box 20324,  
1st Floor, Manama Centre, Manama  
Telephone: 23 3210  
Telex: 9254 GILBAH BN  
Fax: 25 4161

Grindlays Bahrain Bank B.S.C.(c),  
PO Box 793, Manama Centre,  
Government Road, Manama  
Telephone: 25 0805  
Telex: 8335 GRNDLY BN  
Fax: 27 2708

ANZ Grindlays Bank plc,  
Gulf Treasury Unit,  
PO Box 5793  
1st Floor, Manama Centre, Manama  
Telephone: 25 8610/20  
Telex: 8722/8723/8796  
Fax: 25 4161

### Iran

Australia and New Zealand Banking Group  
Limited/ANZ Grindlays Bank plc,  
Joint Representative Office,  
3rd Floor, No. 37 Shahid Sarfaraz St.,  
(ex-Daryaye Noor St.),  
Ostad Mottahari Avenue, Tehran  
Telephone: 62 7878  
Telex: 213948 GRIN IR

### Jordan

ANZ Grindlays Bank plc,  
PO Box 9997, Shmeissani, Amman  
Telephone: (06) 660201/7  
Telex: 21980 MNERVA JO  
Fax: (06) 679115

### Oman

ANZ Grindlays Bank plc,  
PO Box 3550, Ruwi  
Telephone: 70 3013/70 4035/70 5826  
Telex: 3393/3219 GRNDLY ON  
Fax: 70 6911

### Pakistan

ANZ Grindlays Bank plc,  
PO Box 5556,  
I.I. Chundrigar Road, Karachi,  
Telephone: 241 4131/241 267  
Telex: 2755 GB PK  
Fax: 241 4914

### Qatar

ANZ Grindlays Bank plc,  
PO Box 2001, Doha  
Telephone: 327711  
Telex: 4209 GRNDLY DH  
Fax: 428077

### United Arab Emirates

ANZ Grindlays Bank plc,  
PO Box 4166, Deira, Dubai  
Telephone: (04) 285 663  
Telex: 49265 MINERV EM  
Fax: (04) 222 018

## AMERICAS AND ASIA PACIFIC

### Americas

New York  
Australia and New Zealand  
Banking Group Limited,  
120 Wall St., New York,  
NY 10005 USA  
Telephone: (212) 820 9800  
Telex: 667559  
Fax: (212) 820 9859

### Los Angeles

Suite 3290, 725 South Figueroa St.,  
Los Angeles, California 90017 USA  
Telephone: (213) 955 7200  
Telex: 4720773  
Fax: (213) 955 7266

### Chicago

Suite 500, 190 South La Salle St.,  
Chicago, Illinois 60603 USA  
Telephone: (312) 236 6835  
Telex: 4330119  
Fax: (312) 236 7112

### Houston

Suite 3750, Gulf Tower,  
1301 McKinney St.,  
Houston, Texas 77010 USA  
Telephone: (713) 658 0909  
Telex: 166229  
Fax: (713) 658 0406

### Bahamas

ANZ Grindlays Bank plc,  
PO Box N7788, Nassau

### Brazil

Australia and New Zealand Banking Group  
Limited/ANZ Grindlays Bank plc,  
Av Nilo Pecanha, 50 Grupo 810,  
20.044 Rio de Janeiro-RJ  
Telephone: (21) 240 2294  
Telex: 2130541  
Fax: (21) 220 0840

### Canada

ANZ Bank Canada,  
18th Floor, North Tower,  
Royal Bank Plaza,  
Toronto, Ontario, M5J 2J3  
Telephone: (416) 865 0299  
Telex: 217530  
Fax: (416) 367 3213

## Asia Pacific

### Hong Kong

Australia and New Zealand  
Banking Group Limited,  
27th Floor, One Exchange Square,  
8 Connaught Place Central,  
Hong Kong  
Telephone: (852) 843 7111  
Telex: 86019  
Fax: (852) 527 9084/(852) 868 0089

### Indonesia

Australia and New Zealand Banking Group  
Limited/Grindlays Bank plc,  
12 A Floor, Wisma Kosgoro,  
Jalan M H Thamrin,  
53 Jakarta, 10350  
Telephone: (21) 32 2979  
Telex: 61656  
Fax: (21) 33 4910

### Japan

Australia and New Zealand  
Banking Group Limited,  
8th Floor, Yanmar Tokyo Building,  
1-1 Yaeu 2-Chome,  
Chuo-ku, Tokyo 104  
Telephone: (3) 217 1151  
Telex: J 24157  
Fax: (3) 281 8417

ANZ McCaughan Limited,  
Room 1109, Shin Yurakucho Building,  
12-1 Yurakucho 1-Chome,  
Chiyoda-ku, Tokyo 100  
Telephone: (3) 216 5681  
Telex: J 33927  
Fax: (3) 216 5684

### Korea

Australia and New Zealand  
Banking Group Limited,  
18th Floor, Kyobo Building,  
1, 1-ka, Chong-ro,  
Chongro-ku, KPO 1065, Seoul  
Telephone: (2) 730 3151  
Telex: 27338  
Fax: (2) 737 6325

### Malaysia

Australia and New Zealand Banking Group  
Limited/Grindlays Bank plc,  
Suite 1, 4th Floor, Wisma Genting,  
Jalan Sultan Ismail 50250  
Kuala Lumpur  
Telephone: (3) 261 6088  
Telex: 31054  
Fax: (3) 261 3210

### Peoples Republic of China

ANZ Grindlays Bank plc,  
Suite 1530, China World Tower,  
China World Trade Centre,  
1 Jianguomenwai Dajie, Beijing  
Telephone: (1) 505 1602  
Telex: 210323  
Fax: (1) 505 1604

### Philippines

Australia and New Zealand  
Banking Group Limited,  
Representative Office  
c/- S.G.V. & Co.,  
6760 Ayala Ave.,  
Makati Metro, Manila  
Telephone: 819 3011  
Fax: 819 0872

### Singapore

Australia and New Zealand  
Banking Group Limited,  
10 Collyer Quay,  
No 17 02/05, Ocean Building,  
Singapore 0104  
Telephone: (65) 535 8355  
Telex: 23336  
Fax: (65) 539 6111

### Taiwan

ANZ/Grindlays Bank plc Branch  
2nd Floor, Shin Kong Building,  
123 Nanking East Road, Section 2,  
Taipei  
Telephone: (2) 506 7456  
Telex: 11894  
Fax: (2) 508 3035

### Thailand

Australia and New Zealand  
Banking Group Limited,  
G F Building, 62 Soi Langsuan,  
Ploenchit Road, Bangkok, 10330  
Telephone: (2) 254 0116 / 254 0117  
Telex: 21583  
Fax: (2) 254 0118

## Papua New Guinea

Australia and New Zealand  
Banking Group (PNG) Limited,  
2nd Floor, Defens Haus,  
Cnr Champion Parade and Hunter St.,  
Port Moresby  
Telephone: 217544  
Telex: 22178  
Fax: 211462

## Pacific Islands

### Fiji

Australia and New Zealand  
Banking Group Limited,  
4th Floor, Civic House, Suva  
Telephone: (679) 314000  
Telex: 2194  
Fax: (679) 300100

### Solomon Islands

Australia and New Zealand  
Banking Group Limited,  
Mendana Avenue, Honiara  
Telephone: 21835  
Telex: 66321  
Fax: 22957

### Cook Islands

Australia and New Zealand  
Banking Group Limited,  
Development Bank Building,  
Avarua, Rarotonga  
Telephone: 21750  
Telex: 62035

### Vanuatu

ANZ Bank (Vanuatu) Limited,  
ANZ House, Kumul Highway,  
Port Vila  
Telephone: 2536  
Telex: 1012  
Fax: 2814

### Western Samoa

Bank of Western Samoa,  
PO Box L1855, Apia  
Telephone: (006) 22422  
Telex: (006) 85258  
Fax: (006) 24595



# GROUP HEADQUARTERS DIRECTORY

<b>WJ (Will) Bailey</b> <i>AO, AAIB, FAMI, FAIM</i>	<b>57</b>	<b>Deputy Chairman &amp; Group Chief Executive</b>
F (Flav) Belli <i>PSM, FCPA</i>	54	Group General Manager–Audit
DJ (David) Butler, <i>BEC (Hons), FCPA, AAIB</i>	42	Group General Manager–Finance
GJ (Greg) Camm, <i>B Bus, CPA</i>	35	General Manager–Group Investor Relations
RT (Richard) Jones, <i>LLB, FCIS</i>	43	Group Secretary
ARD (Robin) Peatfield, <i>BA (Hons), AAIB, MBA</i>	45	General Manager–Special Duties
MPR (Matthew) Percival, <i>BA</i>	39	General Manager–Group Public Affairs
B (Bruno) Sorrentino, <i>PhD (Physics), BSc, AIB (Lon)</i>	48	Group General Manager–Technology
EJ (John) White, <i>AAIB, MIPMA</i>	46	Group General Manager–Human Resources
PS (Peter) Wilson, <i>B Com, MA</i>	39	Group General Manager–Strategic Planning & Economics
<b>RAD (Reg) Nicolson</b> , <i>AAIB, FAIM</i>	<b>59</b>	<b>Group Managing Director &amp; Chief Operating Officer</b>
B (Brian) Weeks	58	Chief General Manager–Executive Directors’ Office
DT (David) Craig, <i>AAIB, ACA (NZ)</i>	50	Chief General Manager–Australian Business Banking
ECJ (Ted) Johnson, <i>B Sc, Dip Bus Admin, AAIB, FAIM</i>	51	Chief General Manager–Institutional Financial Services
ATL (Alister) Maitland, <i>B Comm, AAIB</i>	49	Managing Director–ANZ Banking Group (New Zealand) Ltd
DP (Don) Mercer, <i>B Sc, MA (Econ)</i>	49	Chief General Manager–Australian Retail Services
JF (John) Ries, <i>B Bus, AAIB, ASA</i>	45	Chief General Manager–International Banking

## CHIEF EXECUTIVE’S REPRESENTATIVES

T J (Terry) Brennan, <i>AAIB</i>	South Australia
DN (David) Butcher, <i>AFAMI</i>	Tasmania
LF (Lloyd) Guthrey, <i>FCPA, AAIB</i>	Western Australia
TC (Tim) Jenkins, <i>FIA, FIAA</i>	New South Wales
RC (Rupert) Thomas, <i>AAIB</i>	New South Wales
K W (Keith) Witney, <i>B Comm, AAIB, ASA</i>	Queensland

**SHAREHOLDER MEETINGS**

The Annual General Meeting will be held at the Savoy Ballroom, Hyatt on Collins, Collins Street, Melbourne on Wednesday 30 January 1990.

Further details of the Meeting are contained in the separate Notice of Meeting enclosed with this Report.

In addition to the AGM, informal Shareholder Information Meetings will be held in Wellington on 5 February 1991, in London on 11 February 1991 and in Sydney on 23 May 1991. Further details of these meetings will be advised separately.

**CHAIRMAN'S ADDRESS**

A summary of the Chairman's address to the AGM will be published in the Australian Financial Review and The Australian on 31 January 1991. Copies of the address will be available from

- Group Public Affairs, 19th Floor, 55 Collins Street, Melbourne
- Group Publicity Department, Minerva House, Montague Close, London
- Branch Banking Services, 215-229 Lambton Quay, Wellington

**LISTINGS**

The Group's shares are listed on The Australian Stock Exchange, the International Stock Exchange in London, and the New Zealand Stock Exchange. Additionally, the Bank of New York sponsors an ADR programme in the United States of America.

**1991 RESULTS ANNOUNCED**

Interim: 22 May  
Final: 27 November

**DEBT RATINGS - NOV. 1990**

	Short Term	Long Term
Australian Ratings	A1+	AA
Moody's Investor Services	P1	Aa3
Standard & Pooers Corp.	A1+	AA-

**DIVIDENDS**

Several dividend options are available to shareholders. Full details of these are included in a booklet, 'Shareholder Alternatives', available from the addresses shown below.

**SHARE REGISTRARS**

Coopers & Lybrand  
7th Floor, 150 Queen Street, Melbourne.  
Phone: (03) 602 5688 Toll Free: 008 33 1721

*Branch Registers*

**New South Wales:**  
Coopers & Lybrand,  
Coopers & Lybrand Tower,  
580 George Street, Sydney

**Queensland:**  
Coopers & Lybrand,  
Waterfront Place,  
1 Eagle Street, Brisbane

**South Australia:**  
Coopers & Lybrand House,  
41 Currie Street, Adelaide

**Western Australia:**  
Coopers & Lybrand, Capita Centre,  
197 St George's Terrace, Perth

**Tasmania:**

Coopers & Lybrand,  
10 Cameron Street, Launceston

**ACT:**

Coopers & Lybrand,  
24 Marcus Clarke Street, Canberra City

*New Zealand*

ANZ Banking Group (New Zealand) Limited,  
8th Floor, 215-229 Lambton Quay, Wellington

*United Kingdom*

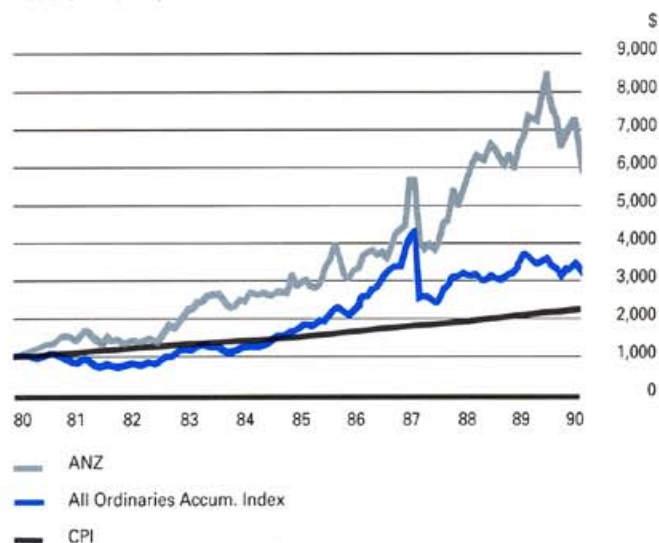
Barclays Registrars Limited,  
Bourne House, 34 Beckenham Road,  
Beckenham, Kent BR3 4TU

**REGISTERED OFFICE**

13th Floor, 55 Collins Street, Melbourne,  
Victoria 3000, Australia

Group Secretary: RT Jones  
Group General Manager Finance: DJ Butler  
General Manager, Group Investor Relations:  
GJ Camm  
Solicitors: Blake Dawson Waldron  
Auditors: KPMG Peat Marwick

VALUE OF \$1000 INVESTED IN 1980







Australia and New Zealand Banking Group Limited