## **Analysts Presentation FY2016 Financial Results**

Dato' Khairussaleh Ramli Group Managing Director RHB Banking Group 24 February 2017



# AGENDA

**Executive Summary** 

**FY2016 Financial Results** 

**Corporate and Strategy Update** 

**Summary and Outlook** 



## **Highlights of FY2016 Performance**

| Profitability  | <ul> <li>Operating profit before allowances recorded strong growth of 21.6% to RM3.1 billion (8.4% excluded CTS expenses), underpinned by healthy net fund based income growth and effective cost management initiatives</li> <li>Net profit increased by 1.0% to RM1.7 billion</li> <li>Net interest margin improved to 2.18% in Q4 2016</li> <li>Cost-to-income ratio improved from 58.8% (53.8% excluding CTS) last financial year to 50.0%</li> <li>ROE at 8.5%</li> </ul>  |
|--|---|
| Assets<br>and<br>Liabilities                                   | <ul> <li>Gross loans increased 2.0% to RM154.5 billion, driven by mortgage growth at 13.3% and SME loans and financing growth at 11.3% <ul> <li>Strategic portfolio rebalancing showing good progress with corporate loans portfolio reducing from 33% in 2014 to 31% in 2015 and 29% in 2016.</li> <li>Customer deposits recorded 4.8% growth to RM165.8 billion <ul> <li>CASA grew 11.9%, with composition improving to 25.6% from 24.0% in December 2015</li> </ul> </li> <li>Higher allowances due to provisions on certain corporate accounts and impairment on corporate bonds</li> <li>Gross impaired loans ratio higher at 2.43%</li> </ul></li></ul> |
| Capital,<br>Liquidity and<br>Capital<br>Management<br>Dividend | <ul> <li>Capital position (after proposed final dividend) remained strong with CET I ratio at 13.1%, Tier I ratio at 13.4% and total capital ratio at 17.2%</li> <li>Issued USD500 million senior unsecured notes under the USD5 billion EMTN Programme in Oct 2016</li> <li>Proposed final dividend of 7 sen per share. Total dividend for FY2016 at 12 sen per share, representing 28.6% payout</li> </ul>  |
| TACETUER WE D  |   |



### **RHB Banking Group Scorecard For 2016**

| Top Level Indicators         | Target 2016 | Actual FY2016 |
|------------------------------|-------------|---------------|
| ROE                          | 10%         | 8.5%          |
| Loans Growth                 | 8%          | 2.0%          |
| CASA Growth                  | 8%          | 11.9%         |
| Gross Impaired Loans Ratio   | ≤ 2.0%      | 2.43%         |
| Cost to Income Ratio         | ≤ 53%       | 50.0%         |
| Overseas Profit Contribution | 10%         | -11.4%        |



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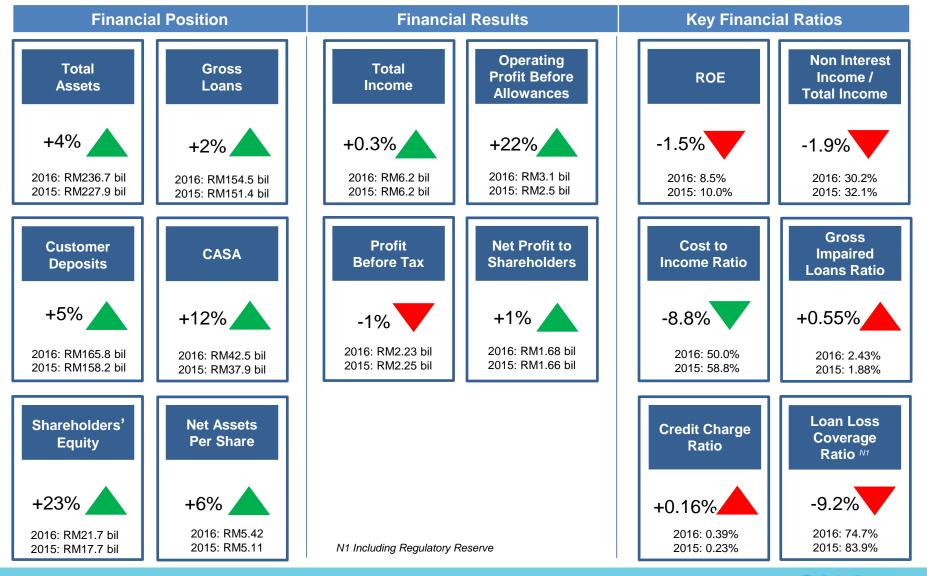
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Operating matrix continued to demonstrate resilience and improvement, though 2016 performance was impacted by impairment on corporate bond and loan loss on certain corporate loan accounts



**TOGETHER WE PROGRESS** 

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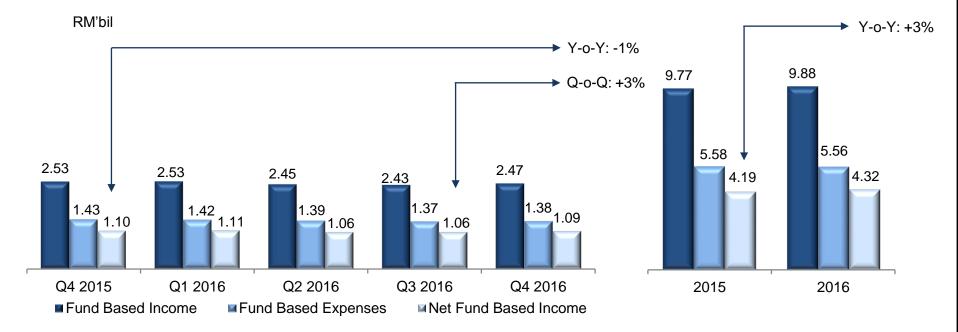
Robust growth in operating profit before allowances driven by strong net fund based income and effective cost management initiatives; profitability affected by impairment on other assets and increase in individual loan allowances

| RM'mil  | Q4<br>2016 | Q3<br>2016 | Q4<br>2015 | Q-o-Q<br>Change<br>% | Y-o-Y<br>Change<br>% | FY<br>2016 | FY<br>2015 | Y-o-Y<br>Change<br>% |
|---|------------|------------|------------|----------------------|----------------------|------------|------------|----------------------|
| Net Interest Income                                       | 861        | 849        | 891        | 1                    | -3                   | 3,453      | 3,407      | 1                    |
| Net Islamic Fund Base Income                              | 230        | 212        | 207        | 9                    | 11                   | 867        | 784        | 11                   |
| Total Net Fund Based Income (A)                           | 1,091      | 1,061      | 1,098      | 3                    | -1                   | 4,320      | 4,191      | 3                    |
| Other Operating Income                                    | 346        | 496        | 525        | -30                  | -34                  | 1,763      | 1,891      | -7                   |
| Islamic Non-Fund Based Income                             | 41         | 22         | 32         | 90                   | 29                   | 110        | 92         | 19                   |
| Total Non Fund Based Income (B)                           | 387        | 518        | 557        | -25                  | -30                  | 1,873      | 1,983      | -6                   |
| Total Income (A+B)  | 1,478      | 1,579      | 1,655      | -6                   | -11                  | 6,193      | 6,174      | -                    |
| Operating Expenses  | -802       | -776       | -889       | 3                    | -10                  | -3,099     | -3,629     | -15                  |
| Operating Profit Before<br>Allowances                     | 676        | 803        | 766        | -16                  | -12                  | 3,094      | 2,545      | 22                   |
| Allowances for Loan Impairment                            | -309       | -146       | -238       | 111                  | 30                   | -595       | -343       | 73                   |
| Impairment Losses (Made)/ Written<br>Back on Other Assets | -23        | 6          | -11        | >-100                | 114                  | -268       | 49         | >-100                |
| Net Profit  | 261        | 505        | 363        | -48                  | -28                  | 1,682      | 1,665      | 1                    |
|   |            |            |            |                      |                      |            |            |                      |
| Normalised PBT <sup>N1</sup>                              |            |            |            |                      |                      | 2,486      | 2,429      | 2                    |
| Normalised Net Profit <sup>N1</sup>                       |            |            |            |                      |                      | 1,875      | 1,798      | 4                    |

N1 : FY2016 excluded one-off impairment on a corporate bond of RM254 million.

FY2015 excluded one-off Career Transition Scheme expenses of RM309 million and write-back from refinement performed on mortgage portfolio of RM131 million.

# Active management of funding and liquidity resulted in solid net fund based income growth and NIM improvement



NIM

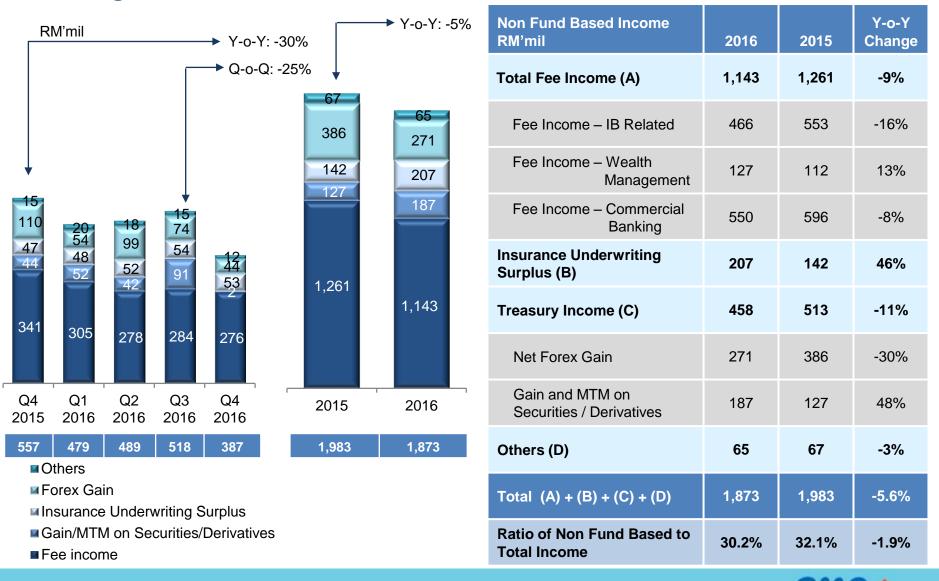


#### Y-o-Y:

- Gross fund based income rose 1.2% on the back of a 2.0% growth in loans and financing
- Funding expenses marginally lower by 0.2%

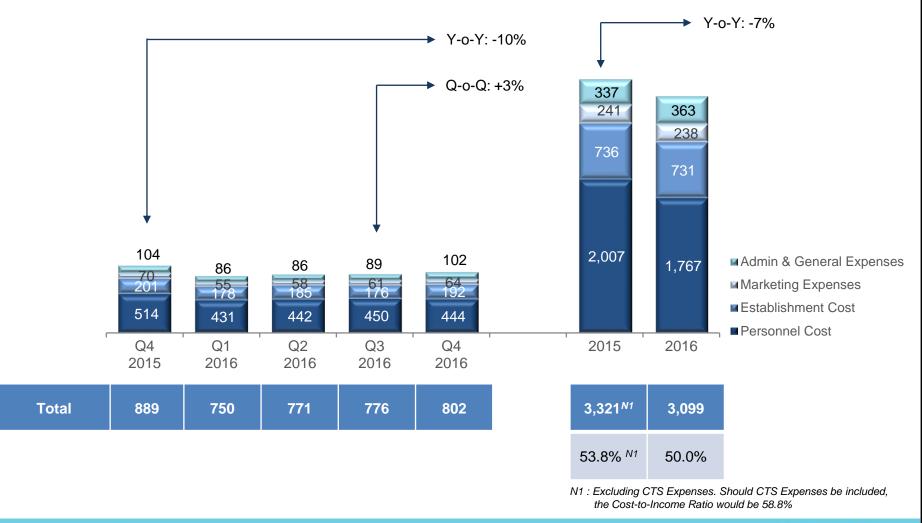


Volatility in capital and financial market, and fx fluctuations affected fee income, partially offset by higher insurance underwriting surplus and trading/investment income



### Cost-to-income ratio improved from efficient cost management

12% personnel cost savings was partly offset by higher communication expenses and higher IT expenses as the Group continued to invest in technology capabilities and infrastructure



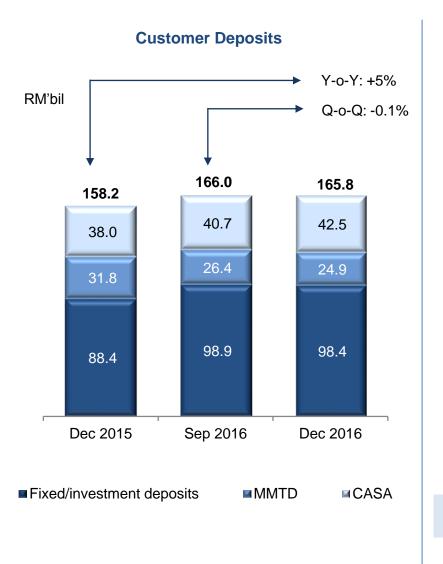


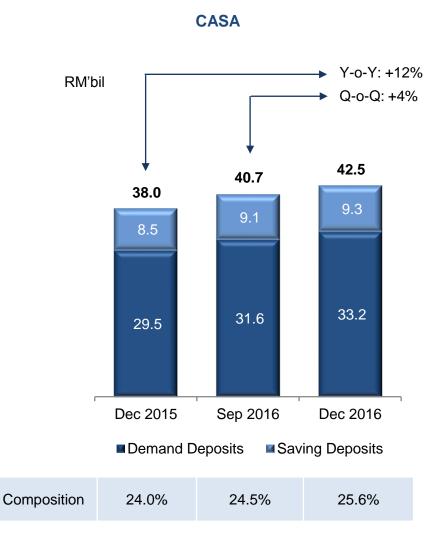
# Loans growth driven by retail and SME, partly offset by corporate repayments; portfolio rebalancing showing steady progress

|                               |         |         | Y-o-Y Growth | Comp | osition |
|-------------------------------|---------|---------|--------------|------|---------|
|                               | 2016    | 2015    | %            | 2016 | 2015    |
| GROUP RETAIL                  | 70,138  | 68,191  | 3            | 45%  | 45%     |
| Mortgage                      | 40,902  | 35,529  | 15           | 26%  | 23%     |
| Commercial Property Financing | 4,176   | 4,104   | 2            | 3%   | 3%      |
| Securities                    | 8,952   | 10,895  | -18          | 6%   | 7%      |
| Auto Finance                  | 8,504   | 10,034  | -15          | 6%   | 7%      |
| Unsecured Business            | 4,684   | 4,512   | 4            | 3%   | 3%      |
| Others                        | 2,920   | 3,117   | -6           | 2%   | 2%      |
| GROUP BUSINESS BANKING        | 22,133  | 19,770  | 12           | 14%  | 13%     |
| SME                           | 20,247  | 17,479  | 16           | 13%  | 12%     |
| Commercial                    | 1,886   | 2,291   | -18          | 1%   | 2%      |
| GROUP WHOLESALE BANKING       | 45,351  | 47,522  | -5           | 29%  | 31%     |
| TOTAL RHB DOMESTIC            | 137,622 | 135,483 | 2            | 88%  | 89%     |
| OVERSEAS OPERATIONS           | 16,847  | 15,902  | 6            | 12%  | 11%     |
| Singapore                     | 12,942  | 12,494  | 4            | 8%   | 8%      |
| Others                        | 3,905   | 3,408   | 15           | 4%   | 3%      |
| TOTAL RHB GROUP               | 154,469 | 151,385 | 2            | 100% | 100%    |



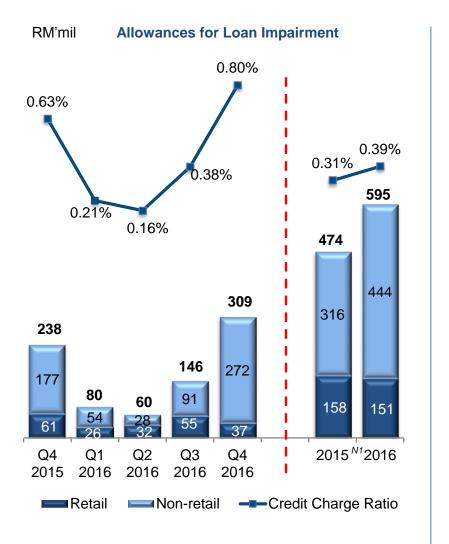
# Healthy deposits growth driven by CASA resulting in higher CASA composition

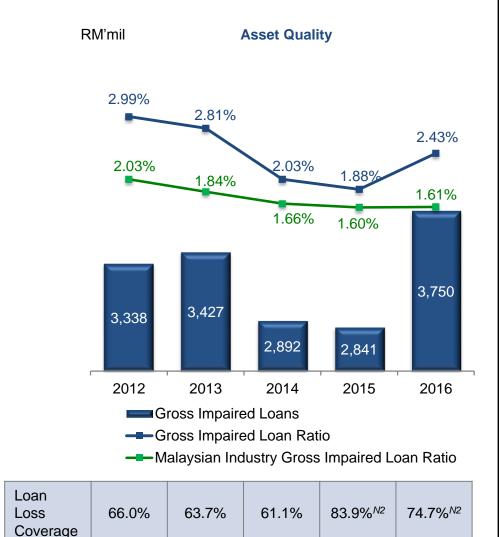






# Asset quality impacted by certain corporate accounts in oil and gas and pre-emptive provision for legacy steel related exposure



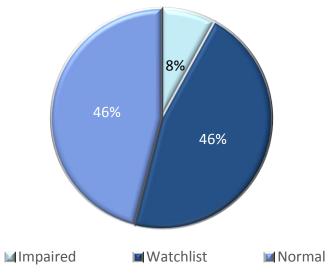


N1: Excluded write-back from refinement performed on mortgage portfolio of RM131 mil N2: Inclusive of 1.2% regulatory reserve



# Exposure to oil and gas industry actively managed; Steel related exposure is negligible

|                   | Oil an   | d Gas Related Ind |       |                           |       |
|-------------------|----------|-------------------|-------|---------------------------|-------|
|                   | Upstream | Downstream        | Total | Steel Related<br>Industry | Total |
| Loans Outstanding | 2.6%     | 1.0%              | 3.6%  | 1.2%                      | 4.9%  |

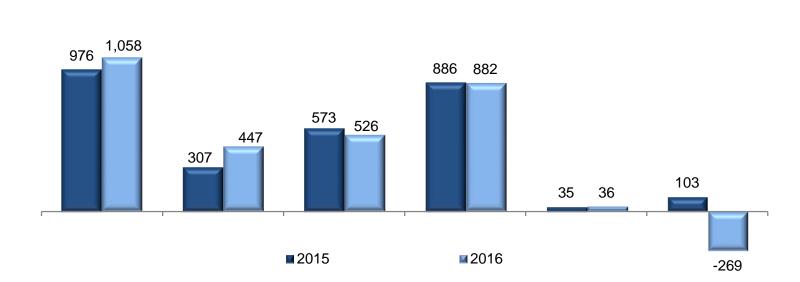


#### Oil & Gas Exposure

| Country   | % of Loans Outstanding |
|-----------|------------------------|
| Malaysia  | 84%                    |
| Singapore | 15%                    |
| Thailand  | 1%                     |



## Retail, Business Banking and International Business registered profit growth year-on-year



**Pre-tax Profit** 

N1

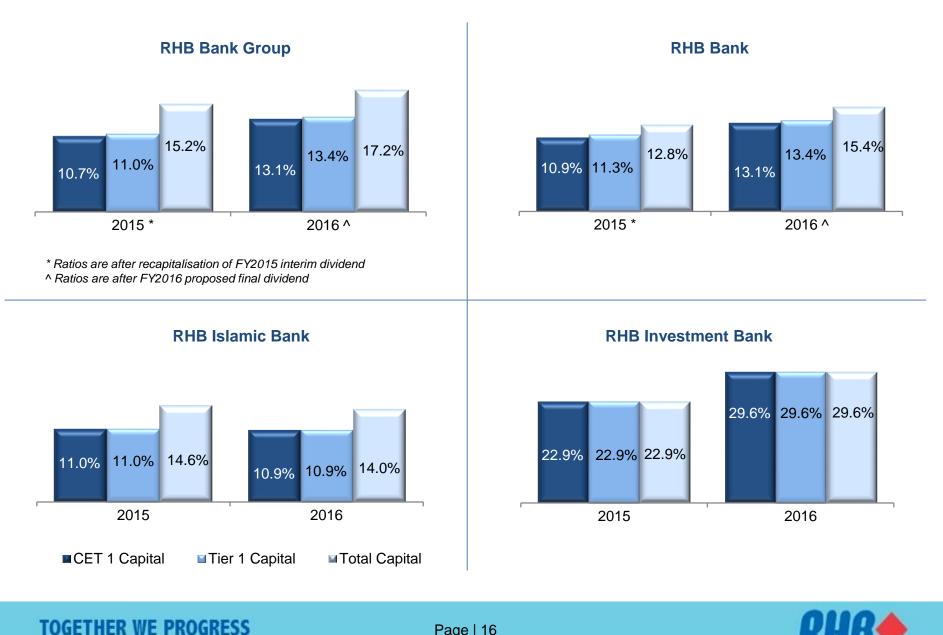
Wholesale Banking GIB N2 Treasury Retail **BBG** CBIB Others Singapore **Business Unit** Y-o-Y Growth ▲ 9% ▼ 8% ▲ 3% ▼ >100% ▲ 45% ▼ 0.4%

N1 : Excluded cost of borrowings, sub debt and senior debt securities for both FY2015 and FY2016 and CTS Expenses of RM309 million in FY2015

N2 : FY2015 excluded write-back from refinement performed on mortgage portfolio of RM131 million.

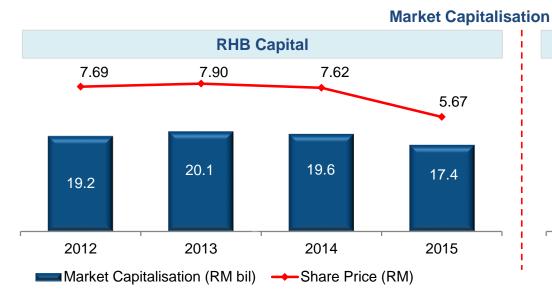


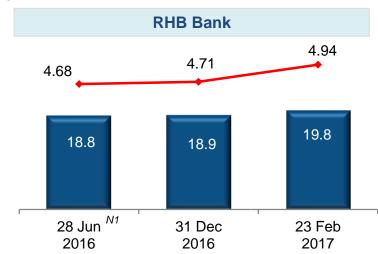
### Capital adequacy of Group and key banking subsidiaries remain strong



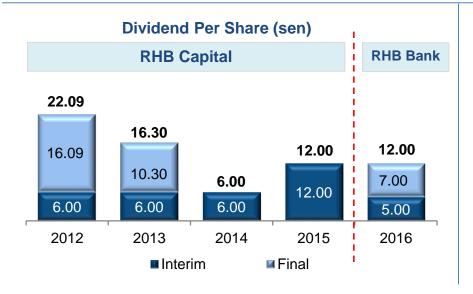
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### Proposed final cash dividend of 7 sen per share, 29% payout





N1: Listing of RHB Bank shares at opening price of RM4.68



#### **Dividend Payout Ratio & DRP Rate**

|                                   |      | RHB<br>Bank |      |        |          |
|-----------------------------------|------|-------------|------|--------|----------|
|                                   | 2012 | 2013        | 2014 | 2015   | 2016     |
| Dividend<br>Payout Ratio          | 30%  | 23%         | 8%   | 24%    | 29%      |
| Average DRP<br>Conversion<br>Rate | 68%  | 72%         | 73%  | Cash D | Vividend |
| Effective Cash<br>Payout          | 9%   | 6%          | 2%   | 24%    | 29%      |

DRP: Dividend Reinvestment Plan



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## Key updates on the progress of IGNITE 2017 (1/2)

| Retail Banking                      | <ul> <li>Mortgages grew 13.3% vs. industry of 9.2% in 2016</li> <li>Affluent AUM grew by 12% since the launch of our Affluent value proposition in Jul 2016</li> <li>Retail CASA grew by 7.5% vs industry of 6.8% in 2016</li> <li>All branches have been enabled with EASY solutions ("10 minute banking")</li> </ul>   |  |  |  |  |  |
|-------------------------------------|--|--|--|--|--|--|
| Business and<br>Transaction Banking | <ul> <li>SME loan growth of 11.3% vs. industry of 9.2% in Dec 2016</li> <li>SME market share improved to 8.82% in Dec 2016 from 8.7% in 2015</li> <li>RHB Cash Management (Reflex) registered a y-o-y subscriber growth of 19.6% with average current balance y-o-y growth of 6% as at end Dec 2016</li> <li>Approved RM43.4 mil facilities under Financial Supply Chain (FSC) financing in 2016</li> <li>New Transaction Banking System capabilities went live in Nov 2016 in Malaysia, and in Singapore in Dec 2016</li> </ul> |  |  |  |  |  |
| Wholesale Banking                   | <ul> <li>Increased product holding ratio for domestic top corporates to 4.56 in 2016 from 3.37 in 2015 through refined client coverage model</li> <li>Rolled out Treasury MUREX system covering Malaysia FX and derivatives in Nov 2016, enabling the introduction of a wider variety of new products</li> <li>Rationalised IB network to enhance synergies – consolidated 7 IB branches and streamlined 11 Share Trading Centres</li> </ul>   |  |  |  |  |  |
|                                     | <ul> <li>Key transactions / deals in 2016 :</li> <li>DCM</li> <li>Ekovest – RM3.64 bil Sukuk Wakalah, Malaysia's largest ringgit-denominated greenfield toll-<br/>road project financing, to partly fund Setiawangsa-Pantai Expressway (DUKE)</li> <li>Sarawak Hidro – RM5.54 bil Sukuk Murabahah facility</li> </ul>  |  |  |  |  |  |
|                                     | <ul> <li>Malaysia Building Society Berhad – RM1.71 bil</li> <li>Ecoworld Development Group – RM562.2 mil</li> <li>Malaysian Resources Corporation Berhad – RM408 mil</li> </ul>  |  |  |  |  |  |
|                                     | <ul> <li>M&amp;A</li> <li>Privatisation of Kulim (Malaysia) Berhad – RM2.26 bil</li> <li>United Fiber System's RTO of PT Golden Energy Mines Tbk – SGD1.879 bil</li> </ul>   |  |  |  |  |  |



## Key updates on the progress of IGNITE 2017 (2/2)

| International and<br>Singapore | <ul> <li>Loan growth of 4% for Cambodia, 28% for Thailand and for 71% for Laos in 2016</li> <li>Singapore <ul> <li>Loans growth of 1.4% vs. industry of 0.5%</li> <li>Deposit growth of 23.1% vs. industry of 6.5%</li> <li>Closure of <i>Bureau-de-Change</i> business, with estimated savings of RM8.5 mil p.a.</li> <li>Key transactions / deals in 2016 :</li> </ul> </li> </ul>  |  |  |  |  |  |
|--------------------------------|---|--|--|--|--|--|
|                                | DCM   | <ul> <li>Housing and Development Board Singapore – S\$600 mil</li> </ul> |  |  |  |  |
|                                | ECM   | <ul> <li>Golden Energy and Resources Limited – S\$121.3 mil</li> </ul>   |  |  |  |  |
|                                | M&A   | <ul> <li>Privatisation of Otto Marine – S\$68mil</li> </ul>              |  |  |  |  |
| Digital and payments           | <ul> <li>Launched the new RHB Now Mobile banking App as well as the RHB Pay Anyone<sup>™</sup>, which allows customers to send money seamlessly via mobile numbers, email and Facebook</li> <li>Soft launched RHB Online Smart Account and Smart Account-i in Jan 2017, rewarding customers based on their total relationship with the bank</li> <li>Enhanced SME e-Retail solution with the roll-out of RHB Merchant Mobile Point of Sale (MPOS)</li> </ul>  |  |  |  |  |  |
| Senior management<br>update    | <ul> <li>Enhanced SME e-Retail solution with the roll-out of RHB Merchant Mobile Point of Sale (MPOS)</li> <li>Injected new talent to strengthen our senior management         <ul> <li>New appointments</li> <li>Syed Ahmad Taufik Albar – Group Chief Financial Officer</li> <li>Dato' Adissadikin Ali – MD/CEO of RHB Islamic Bank and Head, Group Shariah Business</li> <li>Robert Hurray – Head of Group Investment Banking and CEO of RHB Investment Bank</li> <li>Mike Chan – CEO, RHB Bank Singapore and Country Head, Singapore</li> </ul> </li> </ul> |  |  |  |  |  |

N1 : Normalised excluding CTS expenses



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## **Economic Outlook**

- Malaysia's GDP is forecast to grow 4.5% in 2017:
  - Domestic demand to remain resilient
  - Exports to show moderate recovery, on the back of higher commodity price, better electrical & electronics export and improving global trade outlook
  - Public spending and private investment expected to rise, supported by the implementation of major infrastructure projects under the various economic programmes
- Interest rate expected to be stable, with OPR forecast to remain at 3.0% for the year
- Improvement in export is expected to widen current account surplus, providing some underlying support to RM
- Malaysian banking sector growth is expected to be modest, with slower corporate loans growth and ongoing consolidation of household loans. Industry loans expected to grow 5.3%



## **Concluding Remarks**

- Our core earnings continued to demonstrate resilience amidst the weak economic conditions, resulting from prudent funding cost management and lower overhead costs
- Our core commercial banking of Retail & SME registered profit growth and our efforts to grow CASA is showing good progress
- We recorded strong operating profit before allowances, though 2016 performance was affected by impairment on a corporate bond and certain corporate loan accounts
- Our balance sheet remains strong, as capital and liquidity are at comfortable levels, which will put us in a good position to drive value creation from key business and segments and grow with our customers, as we continue to focus on operational efficiency and proactively manage asset quality



### **RHB Banking Group Scorecard For 2017**

| Top Level Indicators         | Target 2017 | Actual FY2016 |
|------------------------------|-------------|---------------|
| ROE                          | 9% - 10%    | 8.5%          |
| Loans Growth                 | 5%          | 2.0%          |
| CASA Growth                  | 8%          | 11.9%         |
| Gross Impaired Loans Ratio   | < 2.5%      | 2.43%         |
| Cost to Income Ratio         | < 50%       | 50.0%         |
| Overseas Profit Contribution | 10%         | -11.4%        |



## END

www.rhbgroup.com



Mr. Syed Ahmad Taufik Albar Group Chief Financial Officer +(603) 9280 7090 taufik.albar@rhbgroup.com

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## **RHB**



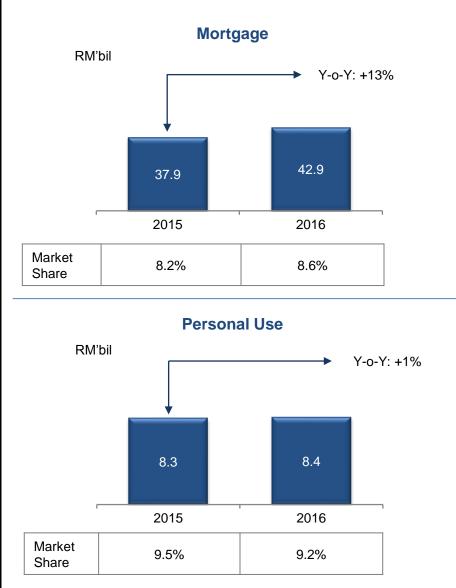
### **Key Business Highlights**

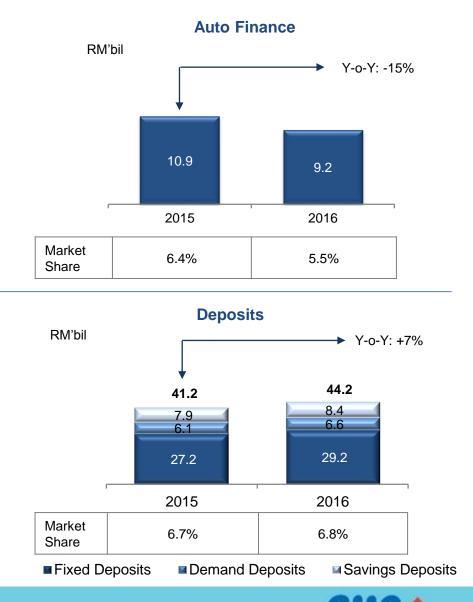


ABA

### Retail

### Continued emphasis on return on risk adjusted capital and focused growth in targeted market segment





### **IB** market position

| ID market position  |  |                       |                                |   |   |  |
|---|--|-----------------------|--------------------------------|---|---|--|
| YTD Dec 2016  |  | Ranking               | Market Share                   |   | DCM   |  |
| Debt Capital Markets<br>- MYR sukuk   | S:   | 3                     | 18.5%                          | DanaInfra<br>NASIONAL BERHAD  | DanaInfra Nasional Berhad<br>RM4.5 bil IMTN issuance out of RM46 bil<br>ICP/IMTN Programme<br>Joint Lead Arranger & Joint Lead Manager  |  |
| - Total MYR bonds<br>(Conventional & Islar<br>bonds)  | mic  | 4                     | 15.7%                          | HOUSING &<br>DEVELOPMENT<br>BOARD   | Housing and Development Board Singapore<br>SGD600 mil Notes Issue<br>Joint Lead Manager & Joint Bookrunner                              |  |
| Mergers & Acquisition<br>- by value   | ns:  | 4                     | 12.0%                          | TM  | <b>Tulip Maple Berhad</b><br>USD75 mil sukuk issuance out of USD750 mil<br>Multicurrency Sukuk Programme<br><i>Manager &amp; Dealer</i> |  |
| - by deal count   |  | 3                     | 16 deals                       | C   | Gas Malaysia Berhad<br>RM200 mil issuance out of RM700 mil<br>ICP/IMTN Programme  |  |
| Equity Capital Marke  | ets  | 4                     | 7.0%                           | GAS   | Sole Principal Adviser, Sole Lead Arranger & Joint<br>Lead Manager  |  |
|   |  | M&A                   |                                |   | ECM   |  |
|   | RM873 m<br>Acquisitior<br>Bhd                                | n of Shin Yang Oil Pa | alm (Sarawak) Sdn              | ECOWORLD  | Eco World Development Group Berhad<br>RM562.2 mil<br>Primary Placement<br>Sole Placement Agent  |  |
| Principal Adviser<br>Mieco Chipboard Berhad<br>RM81.73 mil<br>Acquisition of equity interest in M |  | in Mieco Chipboard    | MRCB                           | Malaysian Resources Corporation Berhad<br>RM408.0 mil<br>Primary Placement<br>Sole Placement Agent  |   |  |
| Berhad<br>Sole Principal Adviser  |  |                       | golden energy<br>and resources | Golden Energy and Resources Limited<br>SGD121.27 mil<br>Compliance Equity Placement                 |   |  |
| CAPITAL GROUP<br>BERNAD   | CAPITAL GROUP Acquisition of 100% equity interest in Andaman |                       | YONG TAI<br><sub>永大集团</sub>    | Sole Placement Agent<br>Yong Tai Berhad<br>RM74.9 mil<br>Primary Placement<br>Joint Placement Agent |   |  |

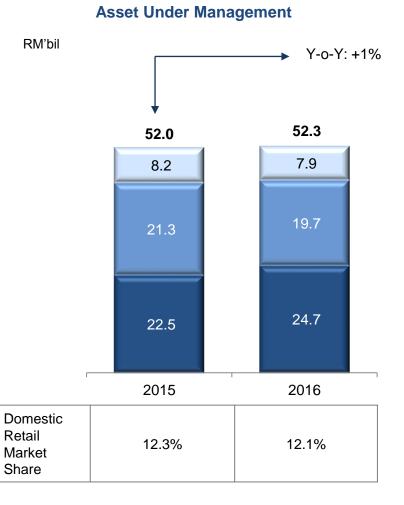
**TOGETHER WE PROGRESS** 

**RHB** 

## **Equities, Futures & Asset Management**

|                        | YTD De          | ec 2016                 |
|------------------------|-----------------|-------------------------|
| Equities<br>(by value) | Market<br>Share | Ranking                 |
| Malaysia               |                 |                         |
| - By value             | 7.7%            | 5 <sup>th</sup>         |
| - By volume            | 12.2%           | 3 <sup>rd</sup>         |
| Singapore              | 3.5%            | 16 <sup>th</sup>        |
| Hong Kong              | 0.1%            | 91 <sup>st</sup>        |
| Indonesia              | 2.1%            | 18 <sup>th</sup>        |
| Thailand               | 1.5%            | <b>28</b> <sup>th</sup> |
| Cambodia               | 8.1%            | <b>6</b> <sup>th</sup>  |

|                        | YTD Dec 2016    |                  |  |  |
|------------------------|-----------------|------------------|--|--|
| Futures<br>(by volume) | Market<br>Share | Ranking          |  |  |
| Malaysia - FKLI        | 5.5%            | 6 <sup>th</sup>  |  |  |
| Malaysia - FCPO        | 8.2%            | 3 <sup>rd</sup>  |  |  |
| Thailand               | 4.4%            | 8 <sup>th</sup>  |  |  |
| Hong Kong - HSIF       | 0.1%            | 67 <sup>th</sup> |  |  |



Retail Wholesale

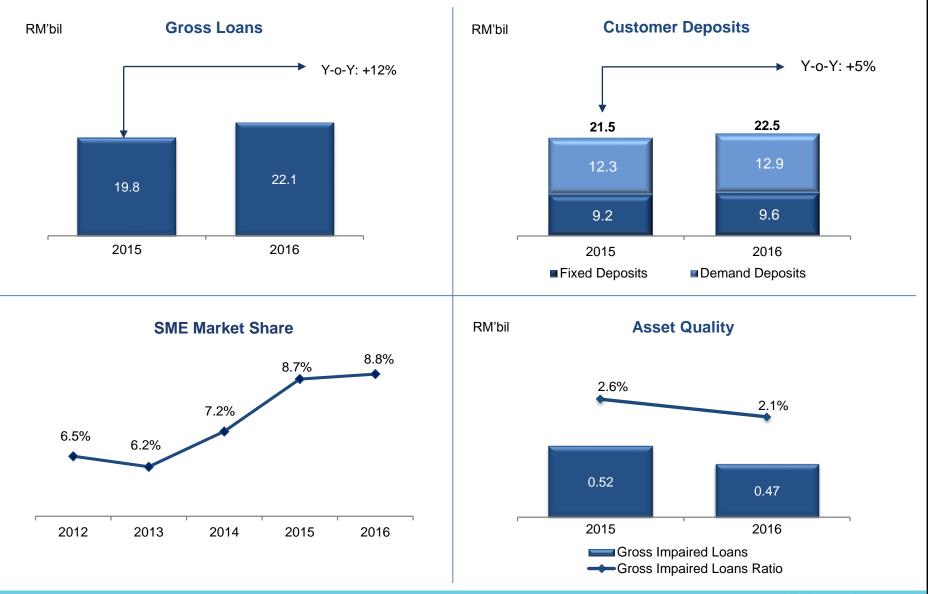
Overseas



## **Business Banking and SME**

**TOGETHER WE PROGRESS** 

### Continued improvement in market share and asset quality

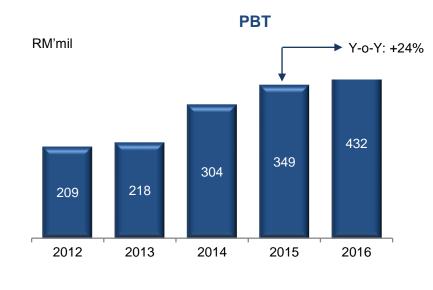


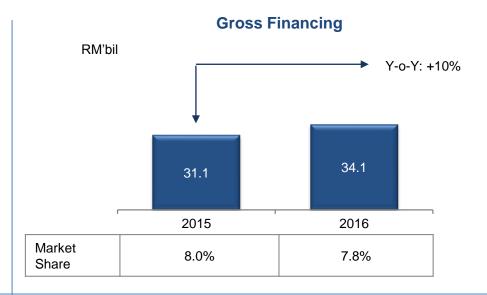
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**RHB** 

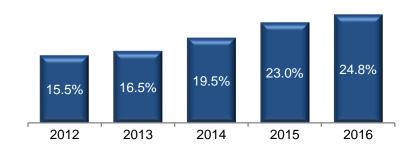
## **Islamic Financial Performance**

Strong performance with enhanced contribution to the Group and increasing market share

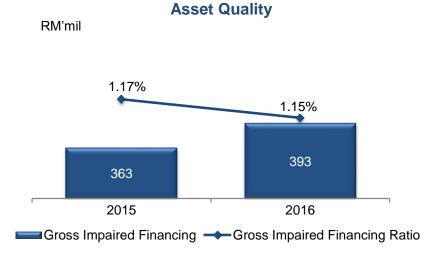




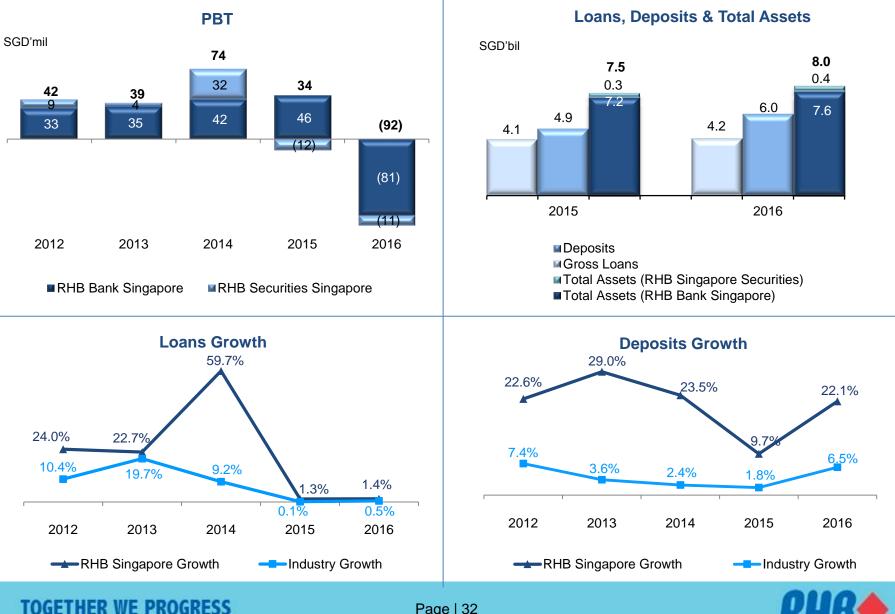
Gross Financing/ Total Gross Financing (Domestic)



RHB**+** 



### **RHB Singapore - Affected by impairment on a corporate bond and** loan allowances in oil and gas



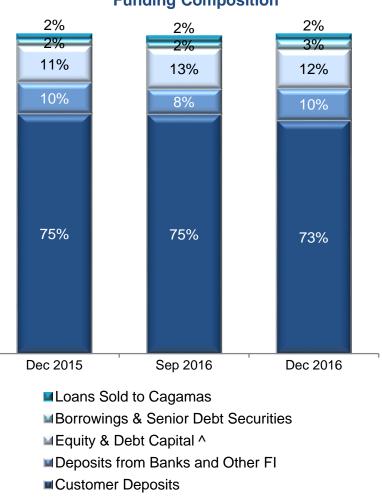
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## Total assets higher by 4%; shareholders' funds increased with completion of rights issue and internal reorganisation

| Balance Sheet<br>RM'mil                  | Dec<br>2015 | Sep<br>2016 | Dec<br>2016 | Q-o-Q<br>Change<br>% | Y-o-Y<br>Change<br>% |
|--|-------------|-------------|-------------|----------------------|----------------------|
| Total Assets                             | 227,938     | 229,293     | 236,679     | 3                    | 4                    |
| Total Financial Assets/<br>Investments   | 46,897      | 44,301      | 48,799      | 10                   | 4                    |
| - Financial Assets FVTPL                 | 1,626       | 2,495       | 2,325       | -7                   | 43                   |
| - Financial Investments AFS              | 24,739      | 23,830      | 25,110      | 5                    | 1                    |
| - Financial Investments HTM              | 20,532      | 17,976      | 21,365      | 19                   | 4                    |
| Gross Loans                              | 151,386     | 152,928     | 154,469     | 1                    | 2                    |
| Customer Deposits                        | 158,158     | 165,999     | 165,809     | -                    | 5                    |
| Borrowings and Senior<br>Debt Securities | 4,240       | 4,216       | 6,828       | 62                   | 61                   |
| Subordinated Notes                       | 5,896       | 5,839       | 5,543       | -5                   | -6                   |
| Shareholders' Funds                      | 17,668      | 21,631      | 21,745      | 1                    | 23                   |

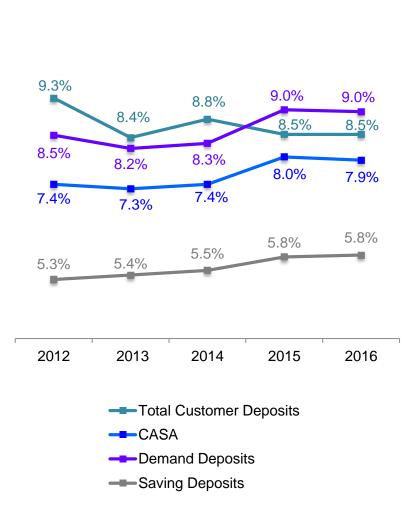


## Funding sources well diversified, benefited from rights issue proceeds in 2015 and USD500 million senior debt securities issued in Oct 2016



^ Debt capital include subordinated obligations and hybrid tier 1 capital securities

**Funding Composition** 



#### **Domestic Market Share**