



Busan Global Financing Forum 2017

Busan - Future Maritime Capital of the World?

25 October 2017

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1 Introduction to ABN AMRO

ABN AMRO has a clearly defined business model with strong positions in all banking segments

Q2 2017 highlights:

Operating income:	EUR 4.7bn
Underlying profit:	EUR 1,6bn
Cost income ratio:	57.4%
Underlying ROE:	16.7%
Total balance sheet:	EUR 404bn
Client Assets:	EUR 311bn
Core tier 1 ratio ¹⁾ :	17.7%

Long term credit ratings:

S&P	A
Moody's	A1
Fitch	A+

A leading Dutch bank with the majority of revenues generated by interest income and fees & commissions.

Clearly defined business model

- Strong position in the Netherlands
- International growth areas in Private Banking, asset-based financing (Leasing & Factoring), natural resources, transportation & logistics, food & retail and ABN AMRO Clearing²⁾

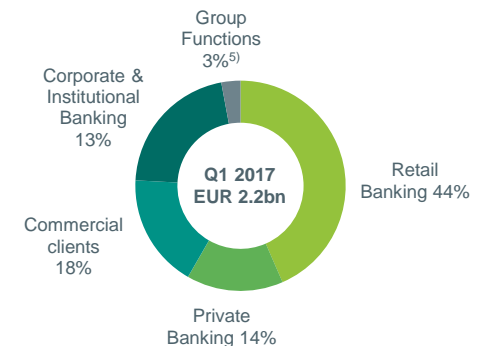
Execution excellence with strong focus on improving customer service and lowering cost base.

Moderate risk profile

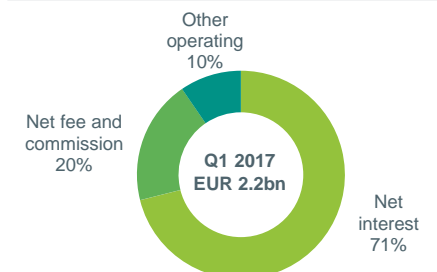
- Enhanced risk management & control framework
- Diversified loan book
- Limited investment banking activities and only client-related trading

Division	Description
Retail Banking	<ul style="list-style-type: none"> Top position in the Netherlands Serves Dutch retail and affluent consumer clients with investible assets up to EUR 1m Best online banking service in NL (9.2 out of 10)³⁾
Private Banking	<ul style="list-style-type: none"> No. 1 in the Netherlands No. 3 in the Eurozone⁴⁾ Serves private clients with assets >EUR 1m, institutions and charities
Corporate Banking	
Commercial Clients	<ul style="list-style-type: none"> Leading position in the Netherlands Serves business clients with revenues between EUR 1-250m
Corporate & Institutional Banking	<ul style="list-style-type: none"> Leading domestic position Leading global position in natural resources, transportation and commodities Serves business clients with revenues exceeding EUR 250m Includes advisory products
Capital Markets Solutions	<ul style="list-style-type: none"> Strong domestic position Leading global position in Clearing Serves business clients by providing products and services related to financial markets

Operating income by segment



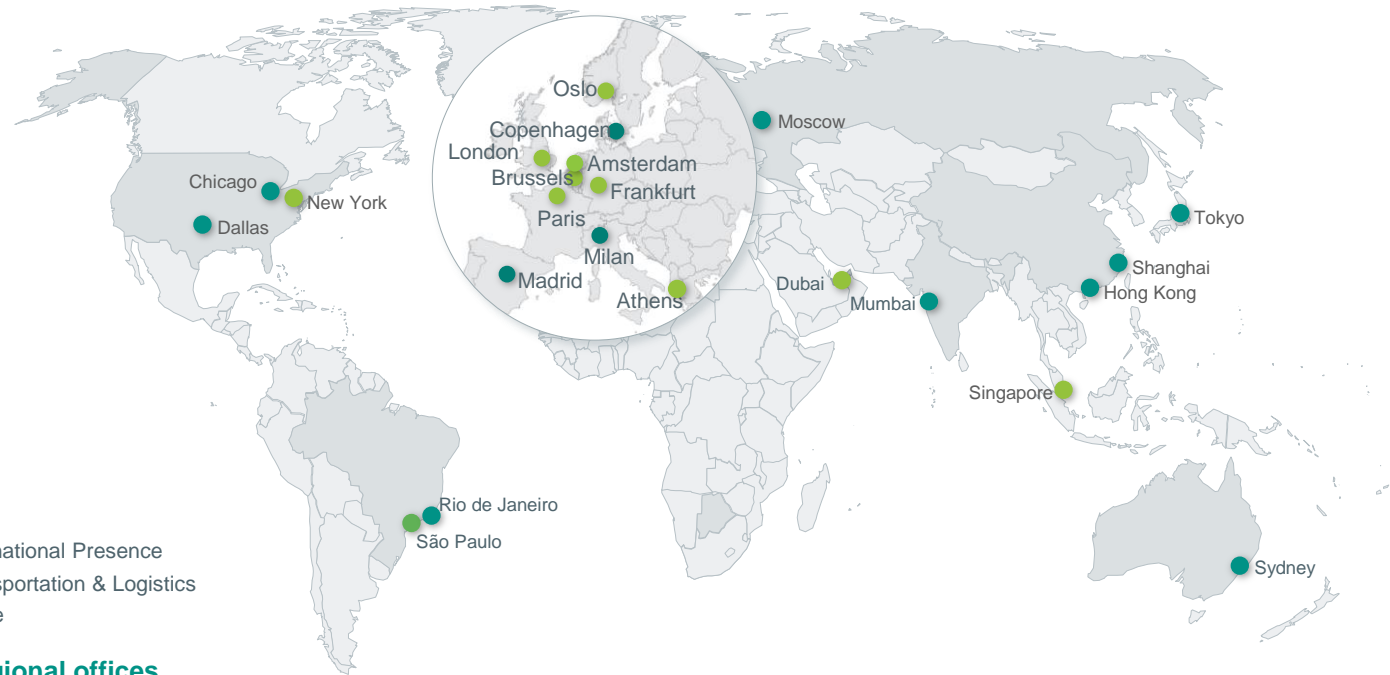
Operating income by type of income



- Core tier 1 ratio is defined as tier 1 capital excluding all hybrid capital instruments
 - Clearing refers to the clearing activities of the bank and its subsidiaries;
 - Dutch Consumers' Association, WUA Web Performance
 - Based on Scorpio Private Banking Benchmark report 2013
 - Group Functions: supports the businesses with TOPS (Technology, Operations and Property Services), Finance (incl. ALM/Treasury), Risk Management & Strategy and ICC
- Source: ABN AMRO Q1 2017 report

...and continues to build its Global Transportation & Logistics footprint

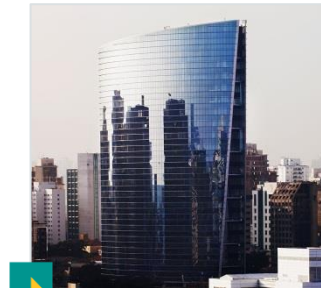
ABN AMRO operates in 20 countries, while Transportation & Logistics has on the ground presence in 11 countries



Key regional offices



North America - New York



South America - Sao Paulo



EMEA - Amsterdam (HQ)



APAC - Singapore

We are at the top for MLA and Bookrunner roles

Mandated Lead Arranger Ranking by number of deals Shipping Loans 2016 (31 Dec 2016)

Pos.	Mandated Lead Arranger	Total Deal Value (USD m)	No.
1	Nordea	3.134	49
2	DNB Markets	3.422	44
3	ABN AMRO Bank	2.441	32
4	BNP Paribas	1.641	25
5	ING	2.014	24
6	Credit Agricole CIB	1.264	22
7	Sumitomo Mitsui Financial Group	1.531	18
7	SEB	1.224	18
7	Citi	1.519	18
10	Danske Bank	1.196	17

Bookrunner Ranking by number of deals Shipping Loans 2016 (31 Dec 2016)

Pos.	Bookrunner	Total Deal Value (USD m)	No.
1	DNB Markets	3.605	27
2	Nordea	2.421	22
3	ABN AMRO Bank	2.353	19
4	ING	1.755	14
5	Sumitomo Mitsui Financial Group	1.062	11
6	Mizuho	1.556	10
7	Citi	1.660	9
8	Danske Bank	1.094	8
9	SEB	846	7
9	Mitsubishi UFJ Financial Group	843	7

Source: Dealogic

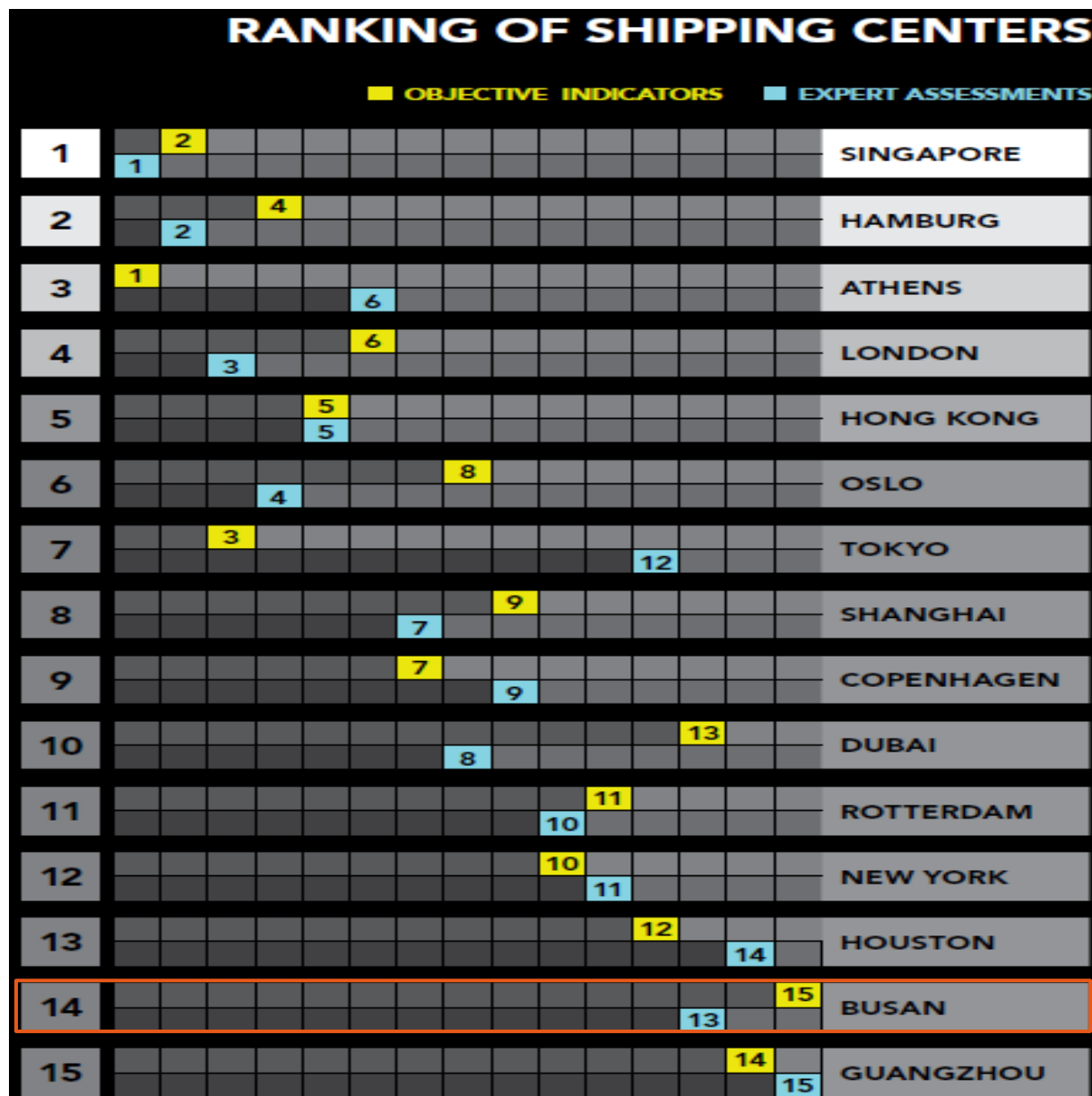
2 Leading Maritime Capitals of the World

Overall Ranking of Maritime Capitals

RANKING																
<div> <div>■ OBJECTIVE INDICATORS</div> <div>■ EXPERT ASSESSMENTS</div> </div>																
1	1															SINGAPORE
2	1			4												HAMBURG
3			3													OSLO
4				5												SHANGHAI
5					7											LONDON
6					6											ROTTERDAM
7						8										HONG KONG
8		2											12			TOKYO
9														11		COPENHAGEN
10															10	DUBAI
11																NEW YORK
12																ATHENS
13																BUSAN
14																HOUSTON
15																GUANGZHOU

Source: Menon Publication, 2017

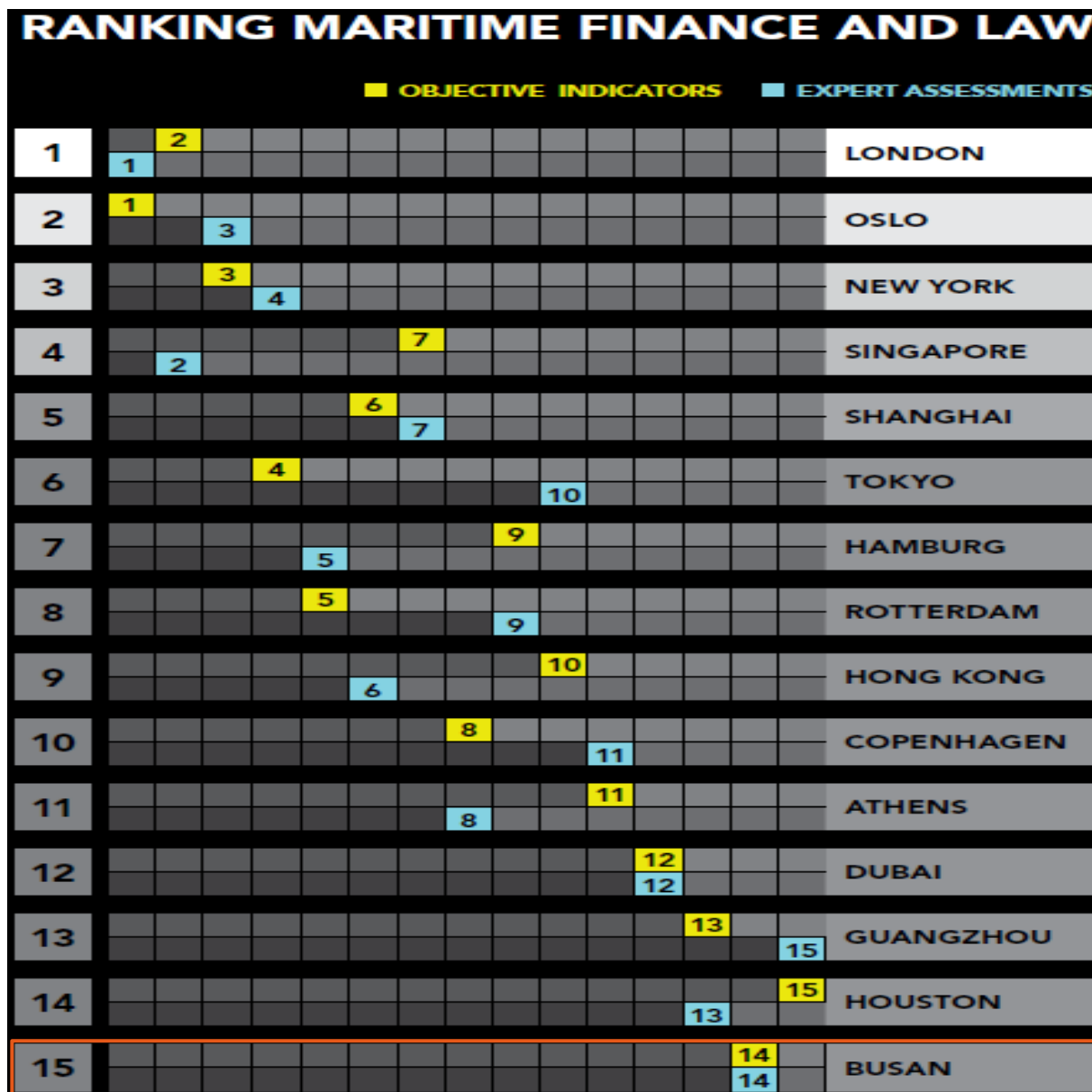
Rankings of Maritime Capitals – Shipping Centers



Indicators of Maritime Capitals – Shipping Centers

PILLAR	SHIPPING CENTERS		
OBJECTIVE INDICATORS	DESCRIPTION		SOURCE
	1. Fleet size – management	Size of fleet (CGT) managed from the city	Clarksons
	2. Fleet size – owner	Size of fleet (CGT) controlled by shipowners registered in the city	Clarksons
	3. Fleet value - owner	Value of fleet registered in the city	Menon estimations based on Clarksons valuation of national fleet
	4. Number of shipping headquarters	Number of shipping companies with headquarters in the city	ORBIS (Bureau van Dijk)
	5. Market value - shipping companies	Market value of shipping companies with headquarters in city	ORBIS (Bureau van Dijk)
EXPERT ASSESSMENTS	SURVEY QUESTION		
	1. Leading shipping city	Which of the following cities do you consider the five leading shipping centers?	
	2. Relocation HQ	If your company should relocate, which cities would be the most attractive location for the headquarter? (only include answers from shipowners)	
	3. Relocation operations	If your company should relocate, which cities would be the most attractive locations for operational units?	

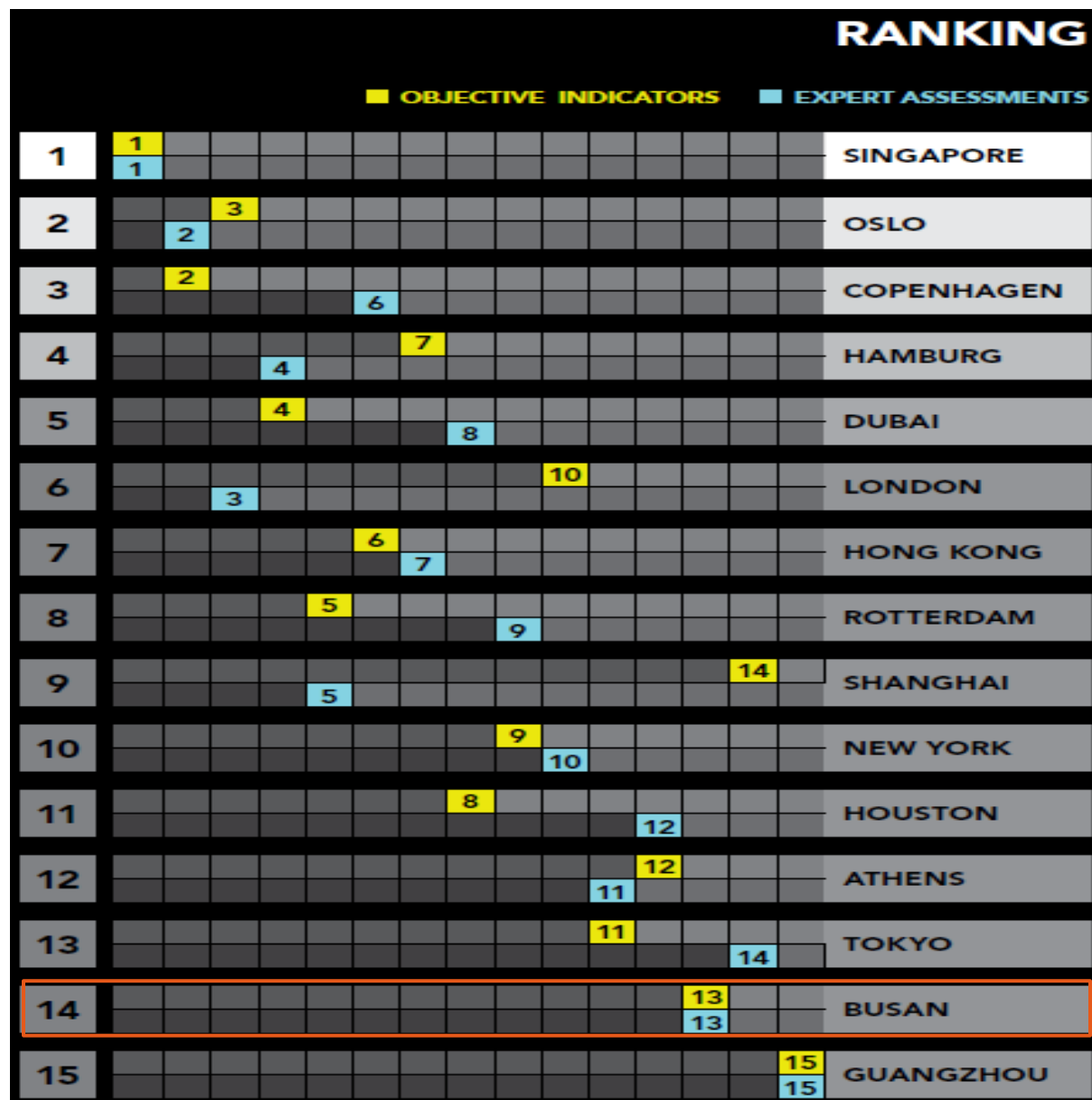
Rankings of Maritime Capitals – Maritime Finance and Law



Indicators of Maritime Capitals – Maritime Finance and Law

PILLAR	MARITIME FINANCE AND LAW		
OBJECTIVE INDICATORS	DESCRIPTION		SOURCE
	1. Number of legal experts	Number of maritime legal experts in the city	Who's Who Legal & Chambers and Partners
	2. Insurance premiums	Collected insurance premiums by organizations in the city	The International Union of Marine Insurance (IUMI)
	3. Maritime syndicate loan arranger/bookrunner	The value of the loans are allocated to banks who function as the lead arranger or the bookrunner. The value is allocated to cities based on banks' functional maritime headquarter	Dealogic
	4. Shipping portfolio	Existing shipping portfolio of top 40 shipping banks	Petrofin Research
	5. Number of maritime companies listed	Number of maritime companies listed on stock exchange in the city	ORBIS (Bureau van Dijk)
	6. Market value of maritime companies listed	Market capitalization of listed maritime companies on the city's stock exchange	ORBIS (Bureau van Dijk)
EXPERT ASSESSMENTS	SURVEY QUESTION		
	1. Leading financial center	Which of the following cities do you consider the five leading centers for maritime finance?	
	2. Brokering Services	In which cities do you find companies offering world-class maritime brokering services?	
	3. Specialized maritime competence	The banks and financial service providers have highly specialized maritime competence	

Rankings of Maritime Capitals – Attractiveness and Competitiveness



Indicators of Maritime Capitals – Attractiveness and Competitiveness

PILLAR	ATTRACTIVENESS AND COMPETITIVENESS		
	DESCRIPTION		SOURCE
OBJECTIVE INDICATORS	1. Ease of doing business	The Ease of Doing Business Index is an aggregate figure that includes different parameters which define the ease of doing business in a country	World Bank
	2. Transparency and corruption	The Corruption Perception Index measures the perceived level of public sector corruption	Transparency International
	3. Entrepreneurship	The Global innovation Index aims to capture the multi-dimensional facets of innovation	Cornell University, INSEAD, and the World Intellectual Property Organization
	4. Housing prices	The average cost of buying a house in city center. Measured in square feet	Global Property Guide and Numbeo
	5. Burden of Customs Procedure	The Burden of Customs Procedure Index measures business executives' perceptions of their country's efficiency of customs procedures	World Bank
EXPERT ASSESSMENTS	SURVEY QUESTION		
	1. Availability of world-class competence (talents)	The availability of world-class competence	
	2. Policy framework	Policy framework – overall assessment of taxes, subsidies and regulations	
	3. Governmental industry support	The government and governmental bodies are supportive to the maritime industry	
	4. Cooperation between the maritime companies in this city region	There is wide-spread cooperation between the maritime companies in this city region	
	5. Trust	When we do business with other companies in the city, we trust their intentions; i.e. we don't expect them to have a hidden agenda	
	6. Cluster openness and information sharing	The relationships among the companies in the maritime cluster are characterized by openness and information sharing	
	7. Relocation of R&D activities, HQ or operational center	If your company should consider relocating, which cities would in your opinion be the most attractive location for the headquarter, R&D and Operations?	
	8. Most innovative and entrepreneurial	Which cities do you consider the most innovative and entrepreneurial center for maritime activities?	

Source: Menon Publication, 2017

Policy Framework

- Harmonised approach by public & non public sector (Mission of MPA/SMF : to promote Singapore as a global International Maritime Center (IMC))
- Taxes (Section 13A of Singapore Income Tax Act & Approved Int'l Shipping Enterprise (AIS) Sec 13F – exemption of income from shipping business)
- Trading Hub (Global Trading Company – Corp tax rate 5% or 10%)
- SGX (merging Baltic Exchange)
- *City countries vs. Normal countries (Tax Lease Scheme)*

Cluster Dynamics

- Openness and Information Sharing

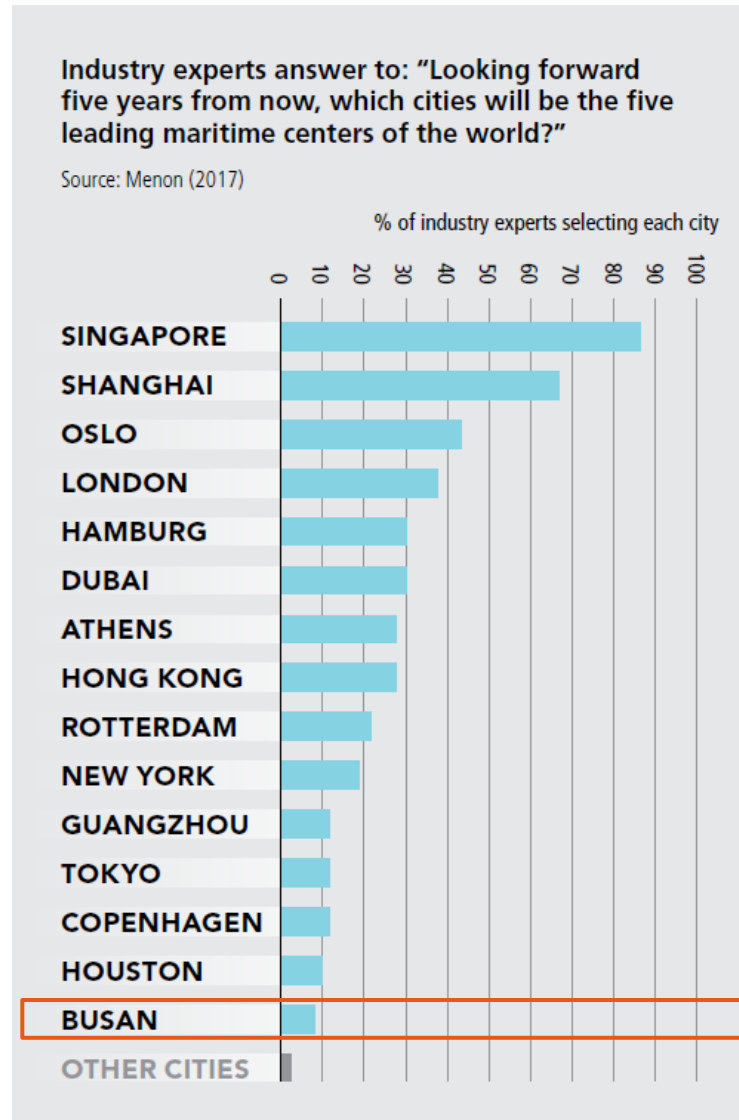
Legal Centers

- Singapore Maritime Foundation (SMF) : Chart Party Form
- Government : Arbitration / SG Debt Restructuring Regime

Shipping Center

- Fourth Largest (Ownership) & Second Largest (Management)

Leading Maritime Cities of the Future – Busan Maritime Capital in 2030?



Source: Menon Publication, 2017

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