

# BAWAG Group FY 2021 Earnings 01 March 2022

# **Highlights FY 2021**

#### **EARNINGS**

- **Q4** '21: Net profit of €164m, EPS of €1.84, and RoTCE of 21.3%
- FY '21: Net Profit of €480m, EPS of €5.39, and RoTCE of 16.1%
- Pre-provision profit of €743m (+14% vPY) and CIR at 39.5%; Risk cost ratio of 23bps
- All 2021 targets outperformed

#### **BALANCE SHEET & CAPITAL**

- Average customer loans +4% vPQ and +9% vPY
- CET1 ratio 15.0% (230bps gross capital generation); CET1 ratio 12.85% post-buyback up to €425m
- Proposing €3.00 DPS (€267m dividend) for 2021 to Annual General Meeting on 28 March 2022

#### OUTLOOK

- Share buyback of up to €425m planned in 2022, subject to regulatory approvals
- Dividend payout will be increased to 55% of net profit starting in 2022
- **2022 targets:** Profit before tax > €675m, RoTCE > 17%, and CIR < 38%

# **Financial performance**

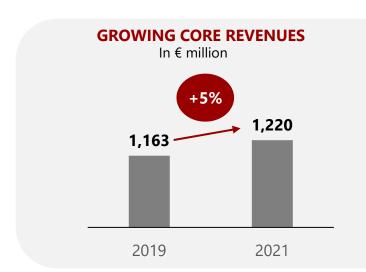
<b>P&amp;L</b>   € millions	2021	vPY	Q4'21	vPY	vPQ
Core revenues	1,220	4%	316	6%	3%
Operating income	1,229	5%	318	5%	3%
Operating expenses	(485)	(7%)	(122)	(16%)	1%
Pre-provision profit	743	14%	196	24%	5%
Regulatory charges	(52)	(13%)	9	NM	NM
Risk costs	(95)	(58%)	(20)	(55%)	(6%)
Profit before tax	600	62%	186	74%	15%
Net profit	480	68%	164	97%	33%
Ratios					
RoCE	13.6%	5.1pts	18.1%	8.4pts	4.2pts
RoTCE	16.1%	5.9pts	21.3%	9.7pts	4.9pts
CIR	39.5%	(4.8pts)	38.3%	(9.6pts)	(0.9pts)
Risk cost ratio	0.23%	(0.33pts)	0.17%	(0.27pts)	(0.04pts)
Earnings per share (€)	5.39	68%	1.84	97%	33%

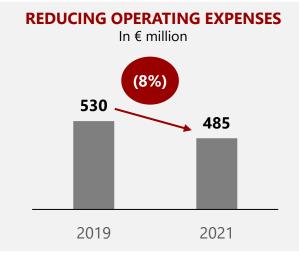
<b>Balance Sheet &amp; Capital</b>   € millions	Q4 '21	Q3 '21	vPQ	vPY
Total assets	56,325	54,370	4%	6%
Interest-bearing assets (average)	42,630	41,337	3%	4%
Customer loans (average)	35,019	33,652	4%	9%
Customer deposits (average)	33,925	33,093	3%	7%
Common Equity	3,636	3,595	1%	6%
Tangible Common Equity	3,101	3,059	1%	8%
CET1 Capital	3,012	2,979	1%	7%
Risk-weighted assets	20,135	20,297	(1%)	0%
CET1 Ratio (post dividend)	15.0%	14.7%	0.3pts	1.0pts
Per share data	Q4 '21	Q3 ′21	vPQ	vPY
Book value (€)	40.92	40.46	1%	5%
Tangible book value (€)	34.90	34.43	1%	7%
Shares outstanding (€ m)	88.86	88.86	0%	1%

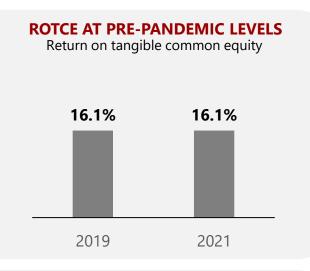
Note: All equity, capital, ratios and per share data reflect deduction of €267m dividend accrual for YE 2021 figures. Dividend of €420m paid in 4Q 2021.

# Resilient franchise strengthened post-pandemic

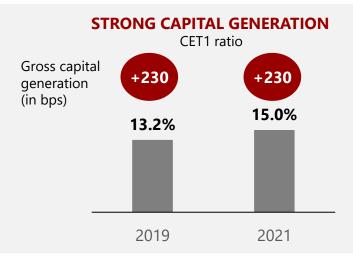
Record results in 2021

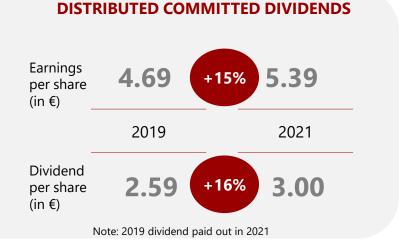










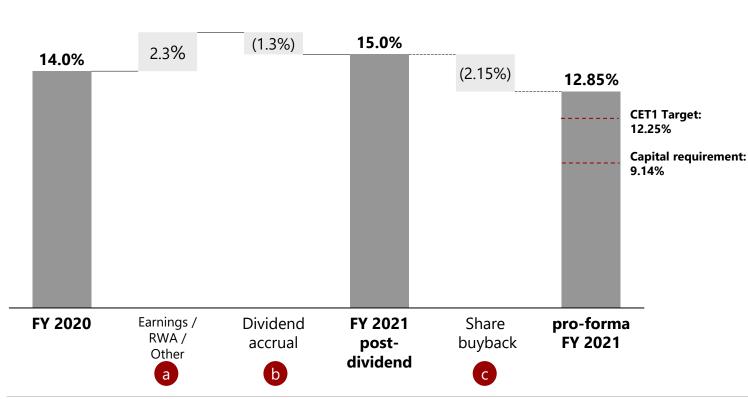


# Capital development and distribution

#### **CAPITAL DEVELOPMENT**



(FY '21 gross capital generation)



#### **CAPITAL GENERATION**

a Gross capital generation of +230bps in 2021

#### **CAPITAL DISTRIBUTION**

- b Dividend of €3.00 per share, or €267m, will be proposed to Annual General Meeting on 28 March 2022
- C Share buyback of up to €425m planned in 2022, subject to regulatory approvals
- New dividend policy with payout ratio of 55% from financial year 2022 onwards

#### **EXCESS CAPITAL**

- CET1 ratio 12.85% post-buyback up to €425m
- CET1 target unchanged at 12.25% despite improved P2G
- SREP: 9.14% with P2R constant at 2.0% & P2G reduced by 0.25% (1.0% to 0.75%) ... +371bps above capital requirement
- Excess capital after proposed buyback leaves dry powder for organic growth and bolt-on M&A in 2022

### Retail & SME

#### **Financial performance**

€ millions	2021	vPY	Q4' 21	vPY	vPQ
Core revenues	911.2	3%	232.8	6%	1%
Net interest income	660.1	(1%)	168.2	2%	2%
Net commission income	251.1	15%	64.7	18%	0%
Operating income	917.0	3%	234.6	5%	2%
Operating expenses	(351.7)	(3%)	(88.0)	(3%)	0%
Pre-provision profit	565.4	6%	146.6	11%	3%
Regulatory charges	(21.4)	(32%)	10.8	NM	NM
Risk costs	(60.0)	(52%)	(14.3)	(33%)	(8%)
Profit before tax	483.9	29%	143.1	35%	13%
Net profit	362.9	29%	107.3	35%	13%

#### **Ratios**

in %	2021	vPY	Q4' 21	vPY	vPQ
RoCE	23.5%	4.6pts	26.8%	5.3pts	2.5pts
RoTCE	27.4%	5.0pts	31.0%	5.7pts	2.8pts
CIR	38.4%	(2.0pts)	37.5%	(3.1pts)	(0.5pts)
NPL ratio	1.9%	0.0pts	1.9%	0.0pts	0.0pts
Risk cost ratio	0.29%	(0.4pts)	0.27%	(0.2pts)	(0.0pts)

#### **Customer development**

€ millions	2021	vPY	Q4' 21	vPY	vPQ
Housing loans	15,781	10%	15,781	10%	1%
Consumer and SME	5,348	9%	5,348	9%	3%
Total assets	21,129	10%	21,129	10%	2%
Total assets (average)	20,344	9%	21,021	9%	2%
Risk-weighted assets	8,105	1%	8,105	1%	1%
Customer deposits	28,999	12%	28,999	12%	8%
Customer deposits (average)	26,839	8%	27,892	9%	3%

FY '21 net profit of €363m, up 29% vPY due to higher pre-provision profits and lower risk costs ... average net asset growth +9% vPY driven by housing loans and consumer loans

Pre-provision profit of €565m for FY '21, up 6% vPY ... Core revenues up 3% and operational expenses down 3%

Risk costs of €(60)m in FY '21, down (52%) vPY ... entering a more normalized risk cost environment

Continuing to execute on various operational and strategic initiatives to drive efficiency and disciplined profitable growth across our Retail & SME franchise

### Corporates, Real Estate & Public Sector

#### **Financial performance**

€ millions	2021	vPY	Q4' 21	vPY	vPQ
Core revenues	292.4	6%	79.4	15%	9%
Net interest income	258.4	9%	70.9	20%	9%
Net commission income	34.0	(13%)	8.6	(14%)	4%
Operating income	312.4	13%	84.7	21%	8%
Operating expenses	(69.5)	(14%)	(16.6)	(13%)	(5%)
Pre-provision profit	242.9	24%	68.1	34%	12%
Regulatory charges	(10.4)	12%	(1.1)	22%	(8%)
Risk costs	(29.0)	(64%)	1.9	NM	NM
Profit before tax	203.4	90%	68.9	122%	29%
Net profit	152.5	90%	51.7	122%	29%

#### **Ratios**

in %	2021	vPY	Q4' 21	vPY	vPQ
RoCE	13.5%	6.0pts	17.6%	9.0pts	3.2pts
RoTCE	16.5%	7.2pts	21.4%	10.8pts	3.8pts
CIR	22.2%	(6.8pts)	19.6%	(7.6pts)	(2.8pts)
NPL ratio	0.8%	(0.4pts)	0.8%	(0.4pts)	(0.2pts)
Risk cost ratio	0.21%	(0.4pts)	-0.05%	(0.6pts)	(0.2pts)

#### **Customer development**

2021	vPY	Q4' 21	Q3 '21	vPY	vPQ
4,047	2%	4,047	4,118	2%	(2%)
5,740	16%	5,740	5,569	16%	3%
4,588	8%	4,588	4,170	8%	10%
524	(32%)	524	261	(32%)	101%
14,899	7%	14,899	14,118	7%	6%
14,126	2%	15,027	14,088	6%	7%
7,894	6%	7,894	7,803	6%	1%
5,735	(3%)	5,735	5,360	(3%)	7%
5,413	5%	5,557	5,372	(0%)	3%
	4,047 5,740 4,588 524 14,899 14,126 7,894 5,735	4,047       2%         5,740       16%         4,588       8%         524       (32%)         14,899       7%         14,126       2%         7,894       6%         5,735       (3%)	4,047       2%       4,047         5,740       16%       5,740         4,588       8%       4,588         524       (32%)       524         14,899       7%       14,899         14,126       2%       15,027         7,894       6%       7,894         5,735       (3%)       5,735	4,047       2%       4,047       4,118         5,740       16%       5,740       5,569         4,588       8%       4,588       4,170         524       (32%)       524       261         14,899       7%       14,899       14,118         14,126       2%       15,027       14,088         7,894       6%       7,894       7,803         5,735       (3%)       5,735       5,360	4,047       2%       4,047       4,118       2%         5,740       16%       5,740       5,569       16%         4,588       8%       4,588       4,170       8%         524       (32%)       524       261       (32%)         14,899       7%       14,899       14,118       7%         14,126       2%       15,027       14,088       6%         7,894       6%       7,894       7,803       6%         5,735       (3%)       5,735       5,360       (3%)

FY '21 net profit of €153m, up 90% vPY due to higher pre-provision profits and lower risk costs ... average net asset growth of 2% vPY driven primarily by real estate and public sector lending

Pre-provision profit of €243m in FY '21, up 24% vPY ... Operating income up 13% and operating expenses down (14%)

Risk costs of €(29)m ... normalizing during the second half of 2021

Maintaining disciplined and conservative underwriting with solid pipeline and commitments in Q1 '22 ... will remain patient and continue to focus on risk-adjusted returns

# **Execution of our strategy in 2021**

### Focusing on the things that we can control

**GROWTH IN OUR CORE MARKETS FOCUSED ON SERVING OUR CUSTOMERS** 

- Strong organic growth: +9% average customer loan growth in 2021 across businesses. Building a banking platform that provides our customers with simple, transparent and affordable financial products and services they need
- Completed the acquisition of Hello bank! Austria, substantially increasing our retail brokerage market position and capabilities
- Growing in the United States: Signed a deal to acquire Peak Bancorp (Idaho community bank) in February 2022 providing US banking platform as well as opened US rep office to source new lending opportunities

**EFFICIENCY** THROUGH **OPERATIONAL EXCELLENCE** 

- Launched several initiatives over the past two years which have allowed us to counter significant inflationary pressures, e.g. combined technology & operations group (TechOps), simplified organization structure, optimized footprint, and overall disciplined spend
- We continue to target net cost out despite inflation with initiatives planned to better serve our customers, take better decisions, simplify processes, maintain robust technology infrastructure and scale business
- Positive operating leverage across all cycles ... Building an efficient and scalable banking platform
- CIR in 2021 at 39.5% vs. 43% in 2020 ... 2022 target: Operating expenses ~2% net cost-out and CIR < 38%</li>

SAFE AND **SECURE RISK PROFILE** 

- Resilient business model across all cycles with consistently strong earnings & capital generation (+230bps in 2021)
- Solid asset quality, funding and capitalization: NPL ratio 1.4% (1.0% ex: CoL), €35b customer deposits and conservative CET1 target 12.25%
- Increased focus on secured and public sector lending ... ~80% of customer assets
- Operate in developed markets with no direct exposure to Russia or Ukraine and no relevant exposure to CEE countries
- Resilient balance sheet: EBA/ECB stress test 3-year impact -198 bps on CET 1 ratio (ECB bank average of -520bps)

# M&A update: Peak Bancorp

Agreement signed to acquire Peak Bancorp (Idaho), holding company of Idaho First Bank

### KEY FACTS ABOUT IDAHO FIRST BANK

- Community-bank based in Idaho focused on Retail & SME with net profit of \$5.7m in 2021
- Simple and clean balance sheet: Deposits \$470m, customer loans \$399m, equity \$42.6m and RWAs \$405m
- Purchase price \$65m; Expected regulatory approval process up to one year

### STRATEGIC RATIONALE

- Opportunity to expand footprint in the United States and better position us for future growth in a core market
- Continued growth in community-focused Retail & SME business as well as offering a banking platform to pursue further growth opportunities across the United States through platforms, partnerships and more digital focus

### OUR CURRENT US BUSINESS

- Over a decade experience ... established corporate & real estate lending and partnerships in the United States
- Opened a representative office in January 2022 to help maintain and source new US business
- Acquisition allows us to add a Retail & SME business to our US footprint

#### **FINANCIAL IMPACT**

- CET1 capital impact of approximately 25-30 bps; No changes to overall Group capital distribution plans
- Plan for bank to generate more than 17% RoTCE and contribute over €30m pre-tax profit by 2025

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# **Agenda**

FY 2021 Highlights and segment performance

Detailed financials

Supplemental information

Group Overview & Strategy

# P&L & key ratios

P&L   € millions	2021	vPY	Q4 '21	vPY	vPQ
Net interest income	938.3	3%	243.3	4%	4%
Net commission income	282.1	11%	72.5	13%	1%
Core revenues	1,220.4	4%	315.8	6%	3%
Other revenues	8.1	138%	1.9	(57%)	12%
Operating income	1,228.5	5%	317.7	5%	3%
Operating expenses	(485.3)	(7%)	(121.8)	(16%)	1%
Pre-provision profit	743.2	14%	195.9	24%	5%
Regulatory charges	(51.6)	(13%)	8.9	NM	NM
Risk costs	(95.0)	(58%)	(20.3)	(55%)	(6%)
Profit before tax	600.4	62%	186.2	74%	15%
Income taxes	(120.4)	40%	(22.3)	(9%)	(41%)
Net profit	479.9	68%	163.9	97%	33%

Key ratios	2021	vPY	Q4 '21	vPY	vPQ
Return on Common Equity	13.6%	5.1pts	18.1%	8.4pts	4.2pts
Return on Tangible Common Equity	16.1%	5.9pts	21.3%	9.7pts	4.9pts
Net interest margin	2.27%	(0.02pts)	2.26%	(0.01pts)	0.02pts
Cost-income ratio	39.5%	(4.8pts)	38.3%	(9.6pts)	(0.9pts)
Risk cost ratio	0.23%	(0.33pts)	0.17%	(0.27pts)	(0.04pts)
Earnings per share (in €)	5.39	68%	1.84	97%	33%
Tangible book value per share (in €)	34.90	7%	34.90	7%	1%

Net interest income up 4% vPQ and 3% vPY ... net interest margin (NIM) at 2.26% in Q4 '21

Net commission income up 1% vPQ and 11% vPY ... further recovery in payments and strong advisory banking

Good cost control despite significant inflation ... cost-income ratio 39.5%

Risk costs of €(20)m in Q4 '21 ... returning to normalized risk environment ... maintained management overlay of €61m

### **Balance sheet**

<b>Balance sheet</b>   € millions	2021	2020	vPY
Customer loans	34,963	32,129	9%
Securities and bonds	6,330	7,525	(16%)
Credit institutions and cash	13,060	10,796	21%
Other assets	1,972	2,672	(26%)
Total assets	56,325	53,122	6%
thereof average interest-bearing assets	41,373	39,931	4%
Customer deposits	35,161	32,415	8%
Own issues	7,378	6,475	14%
Credit institutions	7,361	7,522	(2%)
Other liabilities	2,051	2,360	(13%)
Common equity	3,636	3,419	6%
Dividend accrual	267	460	(42%)
AT1 capital	471	471	0%
Total liabilities & equity	56,325	53,122	6%

Capital & RWA   € millions	2021	2020	vPY
Common equity	3,636	3,419	6%
Tangible common equity	3,101	2,867	8%
CET1 capital	3,012	2,802	7%
Risk-weighted assets	20,135	20,073	0%
CET1 ratio (post dividend)	15.0%	14.0%	1.0pts
Leverage ratio	6.0%	6.0%	0.0pts
Liquidity Coverage Ratio	239%	231%	8pts

Average interest-bearing assets up 4% vPYE through mix of growth in customer loans offsetting lower securities and bonds ... Risk weighted assets stable

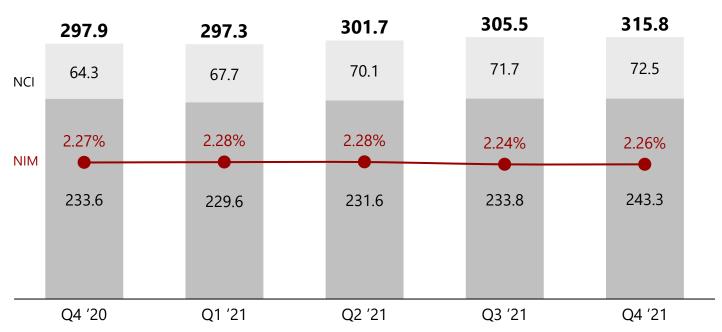
Tapped capital markets for €1.5b long-term funding in 2021 via 3 mortgage covered bond issuances, with our inaugural green bond issuance in Q3 '21

Tangible Common Equity +8% vPYE and CET1 ratio at 15.0% (+100bps net; +230bps gross) post deduction of €267m dividend accrual for FY '21

### P&L details – core revenues

Solid core revenues in Q4 '21

€ million



#### **Average customer loans | Average interest-bearing assets | € billions**

32.3	32.5	32.5	33.7	35.0
40.9	40.8	40.7	41.3	42.6

#### Net interest income (NII) up 4% vPQ ... net interest margin (NIM) at 2.26% in Q4 '21 ... outperforming our FY '21 outlook

- Strong net asset growth in Q4 '21 ... average customer loans +4% vPQ and average interest-bearing assets +3% vPQ
- Strong NIM on full year basis at 2.27% ... with changing asset mix
- Interest rate sensitivity: 100bps increase in 3-month Euribor leads to approximately +€100 million net interest income p.a.

#### Net commission income (NCI) up 1% vPQ

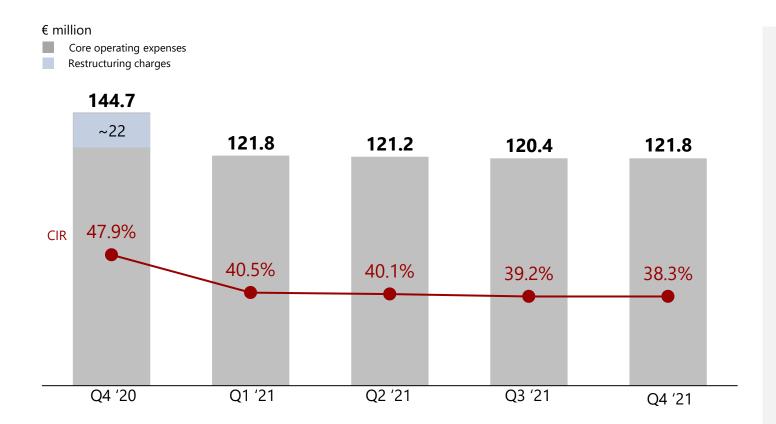
- Ongoing recovery in Q4 '21 with stronger advisory business (securities, credit card and factoring)
- Continue to see subdued activity in certain customer activity compared to pre-pandemic levels

#### **Outlook for 2022**

- Expect core revenues growing >4% in 2022

# P&L details – operating expenses

Continued efficiency measures countering inflationary pressures



### CIR at 38.3% in Q4'21 down (9.6pts) vPY and (0.9pts) vPQ ... FY'21 CIR at 39.5% (down 4.8pts vPY)

- Outperformed 2021 CIR target of ~40% ... launched several initiatives over the past two years that have allowed us to counter the significant inflationary pressure we are confronted with today
- Focused on absolute cost-out target (despite inflationary headwinds)
- Adapting to post COVID-19 world ... multiple initiatives focused on greater scale, greater digital engagement, and continued rollout of simplification roadmap across the Group

#### **Outlook for 2022**

Targeting ~2% net cost-out with a CIR of <38% in 2022</li>

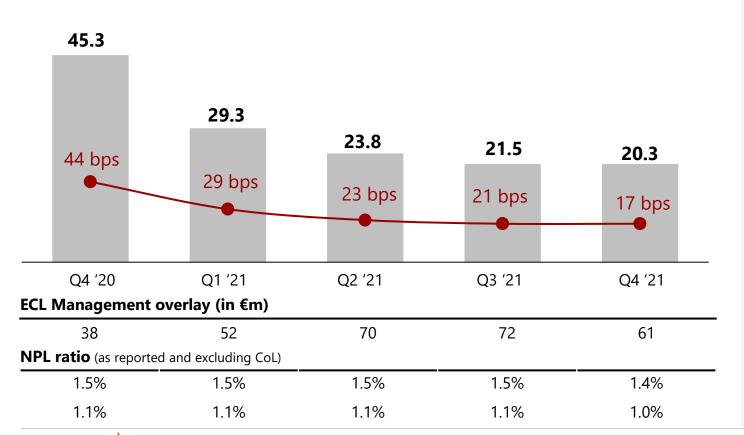
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### **P&L** details – risk costs

### Entering normalized risk environment

#### € million

**-•-** Risk costs / average interest-bearing assets



### Q4 '21 risk costs €20m and FY '21 risk cost of €95m ... in line with our target of below €100m

- Strong asset quality performance ... entering more normalized risk cost environment
- Normal risk cost run-rate in Retail & SME ~€14m
- ECL management overlay stands at €61m in Q4 '21

#### Maintain safe & secure balance sheet

- Focused on developed and mature markets ... 73% DACH/NL region and 27% Western Europe / United States
- Conservative underwriting with a focus on secured lending ...
   ~80% of customer loans is secured or public sector lending
- No direct exposure to Russia or Ukraine

#### **Outlook for 2022**

Expect risk cost ratio ~20bps in 2022 without benefit of any reserve releases ... entering normalized risk environment

### 2022 Outlook

#### **P&L OVERVIEW**

**Core revenues** 

FY '21: €1,220m >4% growth

**Operating expenses:** 

FY '21: €485m ~2% net cost-out

**Regulatory charges** 

FY '21: €52m <**€50m** expected

**Risk costs** 

FY '21: €95m ~20bps

**Profit before tax** 

FY '21: €600m >**€675m** 

#### **RETURN TARGETS**

**RoTCE** 

FY '21: 16.1%

>17%

CIR

FY '21: 39.5%

<38%

Note: Financial and return targets are excluding any outcome of the City of Linz case. Dividend payout will be based on net profit excluding a City of Linz case impact.

# 2025 Targets and opportunities

#### FINANCIAL TARGETS

#### OPPORTUNITIES NOT CAPTURED IN OUR TARGETS

Profit before tax (PBT) > €750 million

No rate hikes assumed ... 100bps increase in 3-month Euribor leads to approximately +€100 million net interest income p.a.

Earnings per share (EPS) > = 7.25

No additional M&A or platform investments assumed ... Planned acquisition of Peak Bancorp (Idaho) in US to contribute >€30m PBT and incremental to our 2025 PBT target

Dividend per share (DPS) >  $\leq 4.00$ 

Return on tangible common equity (RoTCE) > 17%

**Securities portfolio "under-invested"** ... Higher credit spreads would be an opportunity to build-up our securities portfolio again as we have been under-invested for the past few years

Cost-income ratio (CIR) < 38%

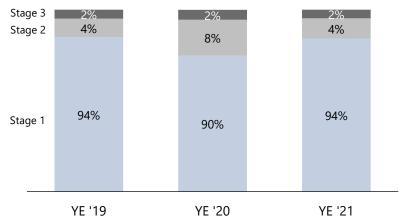
# **Agenda**

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### **Details on reserves**

### Continuing to remain prudent despite improved economic outlook

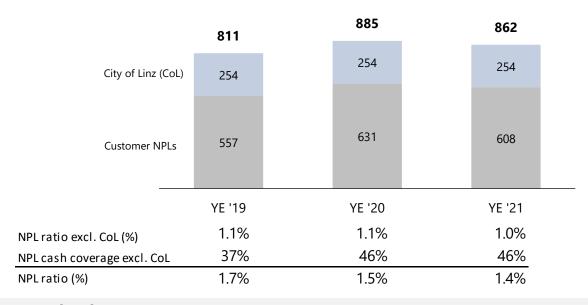
#### **IFRS 9 Migration- Customer Segment Assets**



#### ECLs (Stage 1&2) and SPECIFIC RESERVES (Stage 3)

	YE '19	YE '20	YE '21
Stage 1	39	67	37
Stage 2	17	64	102
Stage 3	205	271	276
Reserves	262	402	414
Reserve (%)	0.94%	1.42%	1.34%

#### Non-performing stage 3 loans, in €m



#### **Key developments**

NPL ratio (excluding City of Linz) at 1.0%, cash coverage of 46% ... improved vs pre-COVID levels

Stage 1/2/3 asset split already at pre-COVID levels

Total reserves of €414m (+58% vs. YE '19) ... reserve ratio increased 40bps to 1.34% vs. YE '19

Total ECL of €139m (+148% vs. YE '19) ... of which €61m (44%) comprised of management overlay ... monitoring economic environment over the coming quarters

City of Linz receivable fully provisioned through prudential filter in 2020 with no impact on capital distribution plans in worst-case scenario

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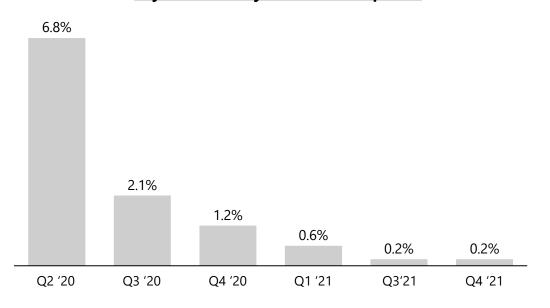
### **Retail & SME**

#### Portfolio overview of €21.1b of customer loans and leases

#### **Payment deferral overview**

	Accete		NPL ratio		Rese	erve developr	nent		Reserve ratio	)	Paymen	t holiday	_	
	Assets Q4 '21 (bn)	YE '19	YE '20	YE '21	YE '19	YE '20	YE '21	YE '19	YE '20	YE '21	12/31/2020	12/31/2021	paying ratio (expired deferrals)	average time on payments (expired deferrals, in months)
Housing Loans	15.8	1.8%	1.5%	1.1%	76	95	89	0.88%	0.65%	0.57%	1.0%	0.1%	91%	15
Consumer & SME	5.3	1.9%	2.8%	3.4%	100	187	219	2.39%	3.79%	4.09%	1.7%	0.3%	87%	14
Total Retail & SME	21.1	1.9%	1.9%	1.9%	176	281	308	0.96%	1.46%	1.46%	1.2%	0.2%	90%	15

#### **Payment Holidays Trend Development**



#### **Key developments**

0.2% of assets in active deferral

Highly collateralized Retail & SME business (84%) ... primarily mortgages

Consumer & SME lending is primarily composed of personal loans to primary banking customers (80%)

Total reserve build +€27m (+10%) vs YE '20 with stable reserve ratio at 1.46%

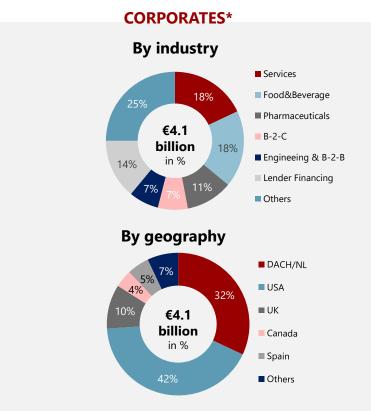
90% of expired deferrals are current (paying again); average payment period of 15 months

88% of loans in deferral or non-paying after expiration already captured in stage 2/3

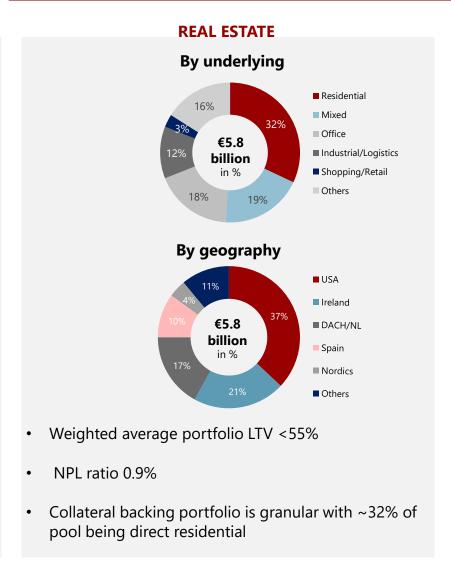
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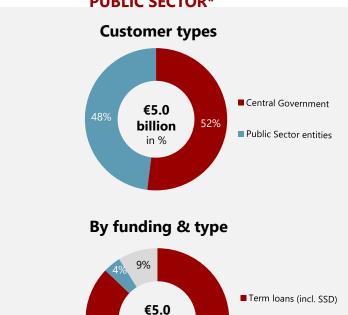
### Corporates, Real Estate & Public Sector



- Portfolio average net leverage <4.0x
- NPL ratio of 1.7%
- No exposure to Russia and Ukraine



**PUBLIC SECTOR\*** 



Portfolio comprised of 67% AAA or AA entities

billion

in %

88%

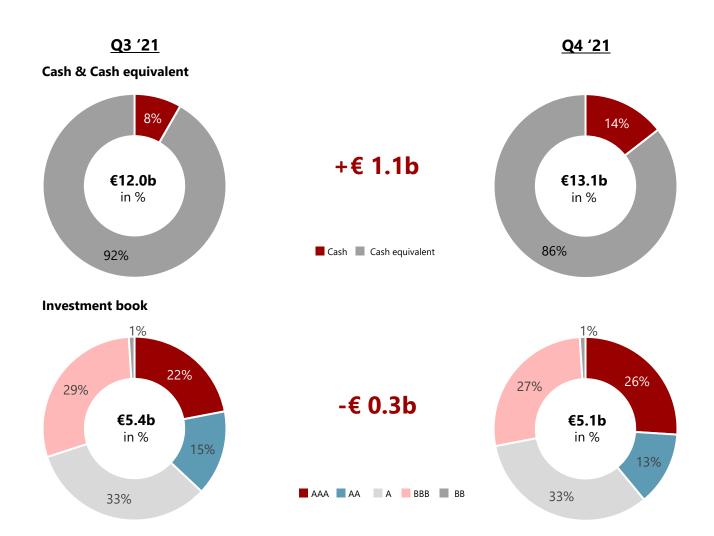
Bonds

■ Short-term lending

- No non-performing loans
- Sovereign exposure: Austria (92%), Germany (4%), and Western Europe (4%)

<sup>\*</sup> Includes short-term lending / money market of €524m, of which €101m in Corporates and €423m in Public Sector

### **Investment book and Cash**



As of Q4 '21, cash and cash equivalents (mainly money at central banks) at €13.1b ... TLTRO III of €6.4b

Investment book primarily serves as liquidity book of the Bank

Focus on low credit risk, high liquidity, shorter duration and solid diversification in terms of geography and issuers:

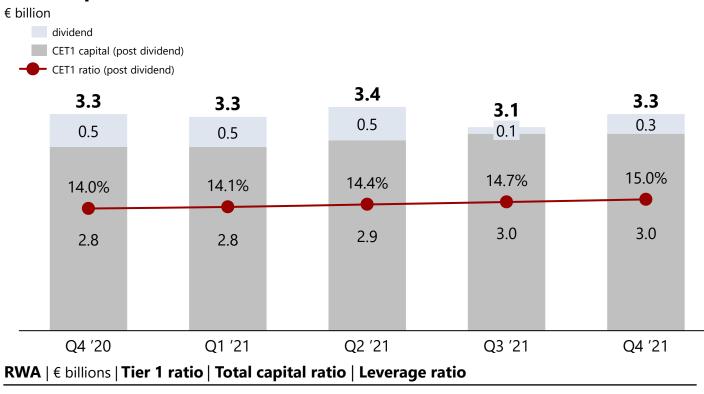
- No non-performing assets
- 99% portfolio investment grade, with 72% A or higher
- Weighted average life of 4.4 years
- ~260 positions, average size ~€20m

No exposure to Russia or Ukraine

# **Regulatory Capital**

### Strong capital position

#### **CET1 Capital and ratios**



20.1	20.1	20.1	20.3	20.1
16.3%	16.5%	16.8%	17.1%	17.3%
19.6%	19.8%	20.0%	20.2%	20.4%
6.0%	6.1%	6.1%	6.2%	6.0%

Note: All ratios post dividend accrual; Dividend shown for Q3 '21 already deducts dividend paid out in October.

#### **Capital distribution plans:**

- €267m dividends accrued for 2021
- €460m dividend relating to 2019/2020 profits distributed in 2021 due to ECB dividend ban related to the pandemic in 2020
- Targeting share buyback in 2022 of up to €425m, subject to regulatory approvals

#### **Capital development:**

- YE '21 Tier1 capital ratio 17.3% and Total Capital ratio 20.4%
- Target CET1 ratio of 12.25% is 311bps above MDA trigger of 9.14%

#### Other:

 City of Linz receivable fully provisioned through prudential filter in 2020 with no impact on capital distribution plans in worst-case scenario

# **ESG Update**



#### **ENVIRONMENTAL INITIATIVES**

- Reducing our direct CO2 emissions ... 100% green electricity adopted, continuous footprint optimization and further initiatives planned
- Increase in share of investment funds with ESG approach (customers)
- Green bond framework defined in 2021 ... first green bond issued in August of € 500m with further issuances planned
- Annual review of industries and lending criteria
- Building capabilities to address green financing products and overall market opportunities



#### **SOCIAL INITIATIVES**

#### **EMPLOYEES**

- Special bonus of € 300 for all employees in 2021
- Providing a stock grant equal to € 1,000 to each employee as well as introducing company stock matching program in 2022
- Greater work flexibility through home office model; a permanent feature of workplace environment

#### **DIVERSITY**

- 47 nationalities working at BAWAG Group
- Improved women quota at the Supervisory board from 17% to 44%; Senior Leadership Team from 15% to 28%
- Ongoing support of women's mentoring program

#### **COMMUNITIES**

Partnering with several non-profit organizations to support our local communities through donations, mentoring and community service



#### **GOVERNANCE**

- ESG committees set up across our organization:
  - ESG committee at Supervisory Board
  - Non-Financial Risk & ESG Committee set-up at the Management Board level

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- Designated 6 cross-functional ESG officers
- Multiple workings groups across the bank
- Ongoing integration of risk management framework and supporting policies

# **ESG Update**

### Making progress towards 2025 targets

Target
2025

#### 2021 highlights

#### CO2 EMISSIONS (scope 1 & 2, in t CO2)

Reducing our CO2 footprint compliments our strategy to reduce complexity & drive efficiency >50% reduction vs 2020

- Adopting 100% green electricity
- Reduction of physical footprint in 2021 (HQ and branches) ... continuous assessment
- Transition to electric vehicles in-progress

#### **WOMEN QUOTA**

Growing a diverse and inclusive Supervisory Board & Senior Leadership Team with increased female representation

**SB:** 33% **SLT: 33%** 

- Added three female board members to the Supervisory Board in 2021 ... currently at 44%
- Reconstituted Senior Leadership Team (SLT): Promoted top talent and increased female representation from 15% to 28% (43% of new promotions)
- Senior Leadership Team reflecting diversity of the employees, customers, and local communities

#### **GREEN LENDING**

Increasing green lending as we focus on longterm solutions to address long-term climate risks >€1.6b

- Building capabilities to address green financing market
- Further green issuances planned for 2022 beyond
- Continued integration of ESG into risk management framework

Note: ESG baseline will be adjusted in case of enhanced scope, M&A etc.

# **City of Linz overview**

- Receivable of €254 million on balance sheet as of 31 December 2021
- Receivable fully provisioned in CET1 through prudential filter in 2020, i.e. no impact on capital regardless of outcome of lawsuit
- Future dividend payments will be based on a net **profit excluding CoL impact** in case of a further write down of the receivable becoming necessary
- Latest update from May '21: BAWAG filed appeal against second instance ruling ... final decision of contractual validity being decided by the Austrian Supreme Court
- Decision of Supreme Court is only an interim decision regarding validity of contract ... as basis for further litigation on the payment claims each party raised

for potent	Scenario Anal ial outcomes of interim decis	
	Valid contract	Invalid contract
Net profit	Receivable remains valued @60%	(€254)m gross receivable, ~(€190)m net impact
Dividend	No impact	No impact <sup>1)</sup>
CET1 Capital	Up to +60bps increase of CET1 ratio	No impact
> Next step litigation	on claims each party raised (i.e.	. damages in case of BAWAG)

1) Dividend payout will be based on net profit excluding a City of Linz case impact.

# **Agenda**

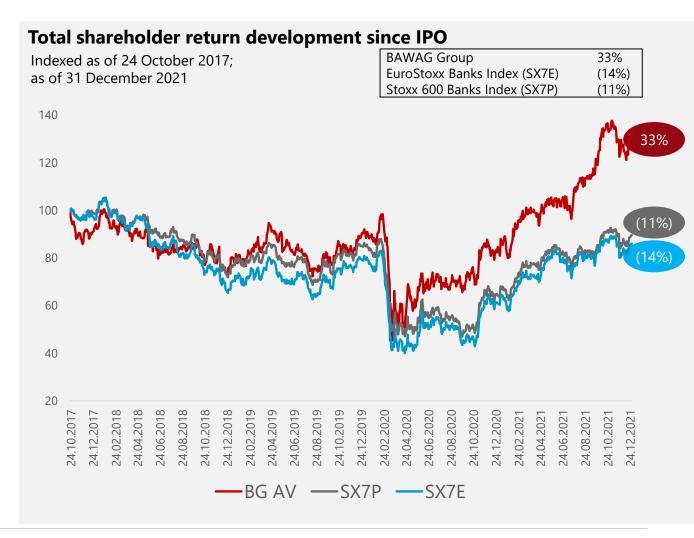
- **1** FY 2021 Highlights and segment performance
- **2** Detailed financials
- **3** Supplemental information
- **4** Group Overview & Strategy

# **BAWAG Group franchise**

Franchise	Multi-brand and multi-channel commercial bank with approximately 2.2 million customers across our core markets
DELIVERING RESULTS	Mid-teens <b>Return on Tangible Common Equity (RoTCE) ~14%</b> versus sector of ~5% since 2012
BEST-IN-CLASS EFFICIENCY	Cost-income ratio (CIR) of 39.5% driven by simplification, technology and process focus
GOOD STEWARDS OF CAPITAL	Since IPO, completed <b>7 acquisitions</b> and <b>distributed €1.13 billion capital</b> New capital distribution policy: Dividend payout of 55% from 2022 targeting share buyback in 2022

### **Our performance since IPO**

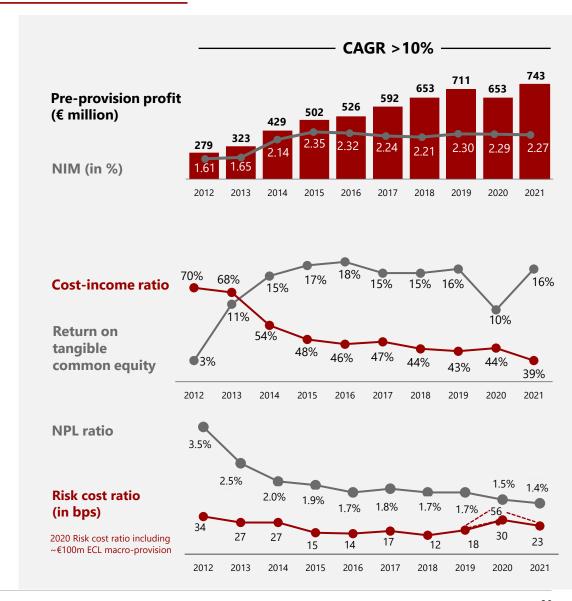
in € million	2017	2018	2019	2020	2021
Profit before tax	500	573	604	371	600
Net income	449	437	459	285	480
RoTCE	15%	15%	16%	10%	16%
Dividends (for financial year)	58	215	230*	230	267
Diluted # of shares outstanding (average, in million)	100.0	99.6	97.9	89.1	89.1
Earnings per share (in €)	4.49	4.38	4.69	3.20	5.39
Dividends per share	0.58	2.18	2.59*	2.59	3.00
(in €, for financial year)					
* Distributed in 2021 due to ECB d	lividend ban rel	ated to the pa	ndemic in 2020		



# **BAWAG** transformation over the past decade

#### PRINCIPLES OF OUR TRANSFORMATION

- **FIRM CULTURE:** Our company values and culture are defined by accountability, meritocracy, and embracing change
- **SIMPLIFICATION:** We simplified our business model by focusing on core products, processes and technology
- **CORE MARKETS:** We focus on mature, developed and stable markets with strong macroeconomic fundamentals and reliable legal systems
- **RISK MANAGEMENT:** We focus on risk-adjusted returns, conservative-disciplined underwriting, and proactive risk management
- **CONSISTENT TECHNOLOGY INVESTMENT:** We believe that technology is a transformation enabler and competitive differentiator
- **DATA-DRIVEN:** We believe in constant measurement, data analysis, and being data driven in how we run the business



### The BAWAG culture

#### **Leadership & Embracing Change**

- Actions speak louder than words
- We value integrity, character and work ethic
- Experienced Senior Leadership Team (SLT) that effectuated our transformation over the past decade ... 79 members

**SLT** has on average ~13 years

working experience at BAWAG

### OUR FOUNDATION

#### **Accountability, Meritocracy & Inclusion**

- Our greatest asset is our human capital
- Investing in developing and empowering our people
- Assessments are merit and character based

~55% female hires

over the last 5 years

47 different nationalities working together at BAWAG

#### Simple & Flat Organization

- Simplification and continuous improvement mindset
- Less hierarchy, less bureaucracy, less disjointed analysis
- Streamlined decision making, while also rooting out inefficiencies and silo-mindset

**Simplified banding structure** 

across the group

#### **Management, both Fiduciaries & Shareholders**

- Not only fiduciaries of the bank, we are also owners
- Incentives are directly tied to real Financial & ESG targets
- Focused on long-term franchise value creation

3.3% shares owned by

Senior Leadership Team (2.9% Management Board)

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# Strategy focused on execution and continuous improvement

GROWTH IN
CORE MARKETS
FOCUSED ON
SERVING OUR
CUSTOMERS

Core markets: Austria, Germany, Switzerland, Netherlands (DACH/NL region), Western Europe and the United States

Criteria for core markets: Fiscal position (single A or better sovereign rating), legal infrastructure, and geopolitical environment 24/7 banking access through multi-channel and multi-brand commercial banking platform

Customer value proposition: "Providing simple, transparent and affordable financial products and services our customers need"

EFFICIENCY THROUGH OPERATIONAL EXCELLENCE

Our DNA is to focus on the things we can control through "self-help" management

Greater need to simplify business structure, products, processes, and technology Technology is an enabler and differentiator

SAFE AND SECURE RISK PROFILE

We believe in maintaining a fortress balance sheet through strong capital position, stable customer funding and low risk profile

Conservative and disciplined unterwriting in markets we understand with focus on secured lending

Proactively manage non-financial risks ... no capital markets activities, no trading activities, no exposure to high risk AML markets

#### ESG UNDERPINS OUR STRATEGY DRIVING RESPONSIBLE, SUSTAINABLE AND PROFITABLE GROWTH

# **M&A** ... Strategic Optionality

#### **M&A HISTORY SINCE 2015**

- 11 acquisitions closed, with 2 deals closed in 2021...
- One acquisition in US signed early 2022
- Acquisitions in following markets: Austria, Germany, Switzerland, Ireland,
- Added core retail products: leasing, factoring, credit cards, online brokerage

Transformed businesses from RoTCE of  $\sim 3\%$  to > 15% +

#### M&A TARGETS & UNDERWRITING CRITERIA

#### **MARKETS**

- Focus on core markets ... DACH/NL region, Western **Europe and United States** 

#### **CUSTOMER FRANCHISE**

- Focus towards Retail & SME
- Bolt-on acquisitions
- Product factories
- Specialty finance
- Universal banks

#### **EFFICIENCY**

- Operational turn-around
- Run-off/wind-down businesses benefiting from our operational capabilities and BAWAG Group **Advisory Platform**

#### **FINANCIALS**

- Underwrite to RoTCE > 17%
- Solid balance sheet ... no credit or compliance issues
- Pre-funded restructuring ... underwrite deals to ensure P&L accretive day1

#### **PLATFORMS**

- Platforms and minority investments to support customer acquisition and asset originations

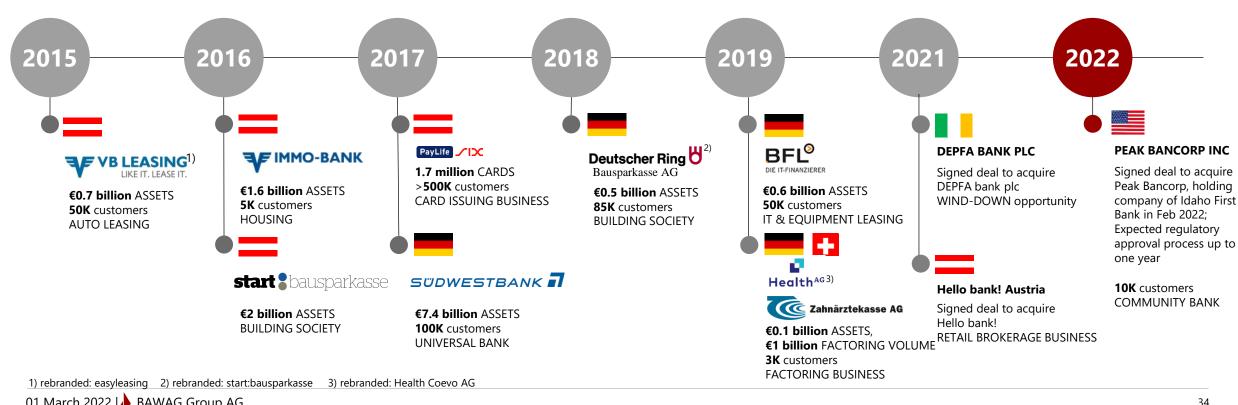
#### DEAL SIZE

- Open to all size deals that meet our target return thresholds and franchise enhancing

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# M&A track record .. 11 acquisitions completed or signed since 2015

#### **EXPERIENCED WITH BOLT-ON ACQUISITIONS TO BUILD OUT CUSTOMER FRANCHISE**



# **Targets & capital distribution**

**RETURN TARGETS** 

**RoTCE** >17%

CIR <38%

FINANCIAL TARGETS
2025

Profit before tax >€750 million

Earnings per share > €7.25

Dividend per share > €4.00

ESG TARGETS 2025

CO2 >50% emission reduction

Women quota
(Supervisory Board & Senior 33%

Leadership Team respectively)

Green lending >€1.6 billion

**CAPITAL DISTRIBUTION** 

2021-2025

Dividends

Share buyback up to €425 million subject to regulatory approval

Additional capital through 2025

~€0.8 billion

~€1.4 billion

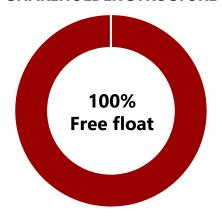
For organic growth, M&A, minority, platform investments, share buybacks and/or special dividends

### **Investor relations calendar**

#### **UPCOMING ROADSHOWS, CONFERENCES AND FINANCIAL EVENTS**

1-2 March	Virtual FY 2021 roadshow
16 March	Morgan Stanley Financials Conference
28 March	Annual General Meeting
30 March	Jefferies Pan-European Mid-Cap Conference
01 April	Dividend ex-date
04 April	Dividend record date
05 April	Dividend payment date
05 April	CEO Series – Anas Abuzaakouk (JP Morgan)
6 April	Digital Austrian Equity Days 2022 Paris (Kepler Chevreux, Unicredit)
26 April	Virtual Q1 2022 roadshow

#### **SHAREHOLDER STRUCTURE**



#### Top institutional shareholders (>4% holding):

T. Rowe Price	5.6%
Wellington	5.0%
Blackrock	5.0%
Amundi	4.8%
GoldenTree	4.6%
BAWAG Senior Leadership Team (Management Board: 2.9%)	3.3%

Number of shares: 89,142,237; Shares outstanding as of 01 March 2022: 89,004,800; as of 25 February 2022



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### **Definitions**

B/S leverage

Total assets / IFRS equity

Book value per share

Common equity (excluding AT1 capital and dividends) / number of shares outstanding

**Common Equity Tier 1 capital (CET1)** 

Including interim profit and deducts earmarked dividends

**Common Equity Tier 1 ratio** 

Common Equity Tier 1 capital (CET1) / risk-weighted assets

Core revenues

The total of net interest income and net fee and commission income

**Cost-income ratio** 

Operating expenses (OPEX) / operating income

**Customer Loans** 

Loans to customers measured at amortized cost

Common equity

Equity attributable to the owners of the parent; excluding minorities, AT1 and deducted dividend accrual

Dividend per share (DPS)

Net profit / shares outstanding as of 18 February 2022

Earnings per share (EPS)

Net profit / weighted average number of shares outstanding (diluted)

FL ... Fully-loaded

Leverage ratio

Tier 1 capital (including interim profit and dividend accruals) / total exposure (CRR definition)

Net interest margin (NIM)

Net interest income (NII) / average interest-bearing assets

**NPL** cash coverage

Stage 3 including prudential filter / NPL exposure (economic)

**NPL** ratio

NPL exposure (economic) / exposure

#### **Pre-provision profit**

Operating income less operating expenses (excluding regulatory charges)

#### Reserve ratio

Total reserves / Asset volume of customer segments excluding public sector lending

#### Return on common equity (RoCE)

Net profit / average IFRS common equity and deducted dividend accruals

#### Return on tangible common equity (RoTCE)

Net profit / average IFRS tangible common equity and deducted dividend accruals

#### Risk cost ratio

Provisions and loan-loss provisions, impairment losses and operational risk (risk costs) / average interest-bearing assets

#### Tangible book value / share

IFRS tangible equity (excluding AT1 capital, deducted dividend accruals) / number of shares outstanding

#### **Tangible common equity**

Common equity reduced by the carrying amount of intangible assets

#### **Total capital ratio**

Total capital / risk-weighted assets

#### Notes:

#### Targets and forecast numbers

Including share buyback in 2022; excluding any potential implications from City of Linz case

#### CO2 emissions

CO2 emissions based on market based approach