Capital Management

Our capital management objectives

Our capital management objectives are:

- to maintain an optimal level of capital to support our business growth strategies and investment opportunities, and to meet regulatory requirements;
- to maintain an efficient capital structure, keeping our overall cost of capital low and delivering sustainable dividend returns to our shareholders; and
- to maintain the strong credit ratings that our stakeholders, including our depositors and investors, expect of us.

Our approach

We adopt a proactive approach in the management of our capital position over the medium term through the Group's Internal Capital Adequacy Assessment Process (ICAAP). This comprehensive assessment includes:

- setting capital targets for the Group, taking into account foreseeable regulatory changes and stakeholder expectations;
- forecasting capital consumption for material risks based on the Group's risk appetite. The forecast is evaluated across all business segments and banking entities against projected capital levels, taking into consideration the impact of mitigating actions under adverse economic conditions; and
- determining capital issuance requirements and reviewing the maturity profile of existing capital securities.

Our capital planning and assessment process is governed by two committees. The Board Risk Management Committee (BRMC) assists the Board in the oversight of the management of risks arising from the businesses of the Group, while the Risk and Capital Committee (RCC), comprising senior management, manages the Group's ICAAP, overall risk profile and capital adequacy. The BRMC and RCC are kept apprised of the Group's capital positions on a quarterly basis, while our capital management and contingency capital plans are reviewed annually. Material capital management decisions are also approved by the Board.

We are the primary provider of capital to the entities in the Group. Investments in these entities are substantially funded by our internally generated capital, comprising retained earnings, and externally-raised capital issuances.

Our banking subsidiaries outside Singapore are expected to manage their own capital positions to support their planned business growth and are also required to comply with their local regulatory requirements. Capital generated by our subsidiaries in excess of planned requirements is returned to us by way of dividends, subject to local regulations. There was no significant impediment to the payment of dividends by our subsidiaries during the year.

Regulatory requirements

We are one of the Domestic Systemically Important Banks (D-SIBs) in Singapore, which subjects us to stricter regulatory measures imposed by the Monetary Authority of Singapore (MAS). As a D-SIB, we are required to maintain, at a minimum, Common Equity Tier 1 (CET1), Tier 1 and Total Capital Adequacy Ratio (CAR) of 6.5 per cent, 8 per cent and 10 per cent respectively at the Bank and Group levels.

The CAR requirements include the following capital-related buffers:

- Capital conservation buffer (CCB) of 2.5 per cent, to be maintained in the form of CET1 capital. This is to ensure adequate capital buffer is accumulated outside periods of stress. Taking into account the full CCB requirement, the regulatory CET1, Tier 1 and Total CAR will increase to 9 per cent, 10.5 per cent and 12.5 per cent respectively; and
- Countercyclical buffer (CCyB) of up to 2.5 per cent, to be maintained in the form of CET1 capital. The CCyB is applied on a discretionary basis by banking regulators in the respective jurisdictions to limit excessive credit growth in their economies. The Group will be subjected to CCyB requirements when we have credit exposures to the private sectors in these jurisdictions.

In December 2022, the MAS announced that the implementation of the final Basel III reforms in Singapore would take place between 1 January 2024 and 1 January 2025. Other major jurisdictions have indicated similar implementation timelines.

Capital transactions

- We redeemed our US$600 million 2.88% Subordinated Notes in March 2022.
- We issued CNH650 million 4.5% fixed rate Subordinated Notes and US$1,000 million 3.863% fixed-rate Subordinated Notes in April 2022, and $400 million 4.25% Perpetual Capital Securities in July 2022.

The table below shows the consolidated capital position of the Group as at 31 December 2022 and 31 December 2021.

	2022 $ million	2021 $ million
Common Equity Tier 1 Capital		
Share capital	**5,077**	5,014
Disclosed reserves/others	**34,951**	34,663
Regulatory adjustments	**(5,623)**	(4,742)
Common Equity Tier 1 Capital	**34,405**	34,935
Additional Tier 1 Capital		
Perpetual capital securities/others	**2,780**	2,379
Tier 1 Capital	**37,185**	37,314
Tier 2 Capital		
Subordinated notes	**4,621**	4,320
Provisions/others	**1,558**	1,441
Eligible Total Capital	**43,364**	43,075
Risk-weighted Assets (RWA)		
Credit risk	**233,045**	232,521
Market risk	**7,824**	10,133
Operational risk	**18,229**	16,413
Total RWA	**259,098**	259,067
Capital Adequacy Ratios (%)		
CET1	**13.3**	13.5
Tier 1	**14.4**	14.4
Total	**16.7**	16.6
Leverage exposure	**563,583**	517,243
Leverage Ratio (%)	**6.6**	7.2