Annual Report 2024

OCBC Singapore

OCBC Malaysia

OCBC Indonesia

OCBC China

OCBC Hong Kong

Winning as **One Group**

OCBC Al-Amin

Bank of Singapore

Great Eastern

OCBC Macau

OCBC Securities

Lion Global Investors

OCBC

OCBC is unique.

We are uniquely differentiated from our peers in Asia as a well-diversified financial services group.

The OCBC group has six commercial banks, one Islamic bank, one private bank, one asset management company, a leasing unit, three securities houses and an insurer. In 2024, we brought the insurer even deeper into the fold. Great Eastern Holdings became a close to 94%-owned subsidiary of OCBC.

We are greater than the sum of our parts.

All figures in this Annual Report are in Singapore dollars unless otherwise specified.

Winning as
One Group

Few financial institutions in Asia can rival OCBC Group in diversity and synergistic power. Our remarkably comprehensive banking, wealth management, insurance and asset management franchise clearly differentiates us from our peers.

Commercial Banking

Our six commercial banking subsidiaries – OCBC Singapore, OCBC Malaysia, OCBC Indonesia, OCBC Hong Kong, OCBC Macau and OCBC China – have more than 330 branches across Greater China and ASEAN. All six subsidiaries work as one team to support individuals and businesses with a full suite of products and services, meeting their needs at each life stage and each development phase.

Private Banking

Bank of Singapore serves high and ultra high net worth individuals and wealthy families in its key markets of Asia, Greater China, the Indian subcontinent and other international markets. Its open-architecture product platform backed by strong research capabilities provides clients with first-class private banking and bespoke wealth planning solutions. It leverages the commercial bank's capabilities to extend a broad array of services across OCBC Group's regional and international network.

The OCBC Group comprises six commercial banks, each located in a key growth market in Asia – Singapore, Malaysia, Indonesia, Mainland China, Hong Kong SAR and Macau SAR. We have one Islamic bank, OCBC Al-Amin. Complementing these is Bank of Singapore, a standalone leading private bank in this region. We own a large part of Great Eastern Holdings, the oldest and most established life insurance group in Singapore and Malaysia as well as one of the largest asset managers in Southeast Asia, Lion Global Investors. The Group also includes securities house OCBC Securities and leasing unit Pac Lease. Not forgetting Bank of Ningbo, a fast-growing commercial bank and domestic systemically important bank in Mainland China in which we have a 20% stake.

Collectively, they give OCBC Group a deep network presence in this region. Our twin-hub wealth proposition is strategically delivered via our capabilities and platforms in Singapore and Hong Kong.

We are therefore well positioned to seize the opportunities presented by the ASEAN-Greater China region. The rise in the wealth, trade and investment flows between ASEAN and Greater China will last way into the future.

Our international network in Europe, Australia and the U.S. has also been progressively expanded to support our corporate customers seeking new markets. This network gives us the presence in global financial centres, vital to what we do.

The OCBC Group of today has been built over decades, growing from strength to strength organically and inorganically to become a much larger financial services group. Capital has been successfully deployed over the years to acquire banking, wealth and insurance businesses in the region. Today, OCBC is the second largest listed company in terms of market capitalisation on the Singapore Stock Exchange.

In 2024, we made another strategically important move – to bring Great Eastern Holdings deeper into the fold. We made a voluntary unconditional general offer for the stake in Great Eastern Holdings that we did not own. By the end of the year, we owned close to 94% of the total shareholding.

Having Great Eastern Holdings as part of OCBC Group ensures full alignment of strategic direction and tighter integration for our agency and bancassurance business compared to a purely commercial bancassurance arrangement. This has enabled us to customise a full suite of investment, insurance and estate planning solutions for customers across their life stages. Great Eastern Holdings has benefited from access to an extensive retail and commercial customer base. In addition, Great Eastern Holdings has the largest agency force in Singapore and Malaysia. Consequently, Great Eastern Holdings has significantly contributed to the Group with profit contributions of between 12% to 20% yearly – or an average of about 15% – over the last decade.

Asset Management

Lion Global Investors is one of the largest asset managers in Southeast Asia with presence in Singapore and Brunei. By leveraging synergies with the Group's banking and insurance arms, Lion Global Investors provides strong support to both retail and institutional investors with a range of tailored investment solutions. Notably, Lion Global Investors has collaborated with OCBC Securities to launch several first-to-market products, including 4 ETFs in the last 4 years.

Securities Broking

OCBC Securities in Singapore offers a full range of brokerage services. Its equities trading services are integrated with OCBC Singapore's banking app. It has rolled out several innovative products including AI-powered products, for Singapore investors. The brokerage business in Hong Kong SAR is done through OCBC Securities Brokerage (Hong Kong) Limited. In Indonesia, the brokerage business operates under PT OCBC Sekuritas Indonesia.

Islamic Banking

OCBC Al-Amin has 7 branches in Malaysia, but its products and services are available at all 38 OCBC branches nationwide. These complement OCBC Malaysia's already comprehensive suite of products, which include consumer, corporate, investment, premier and transaction banking, as well as global treasury services.

Leasing

Pac Lease primarily offers hire purchase facilities for capital equipment and machinery. It also offers loans for project development, asset acquisition and working capital as well as trade financing facilities services to SMEs in Malaysia.

Insurance

Great Eastern Holdings, with the largest agency force in Singapore and Malaysia, is a strategic pillar of the Group's wealth management and insurance businesses. It has a more than 16 million-strong customer base and total assets of more than $100 billion.

With Great Eastern Holding's alignment of strategic direction and tight integration with the bank, OCBC Group is able to offer an integrated and comprehensive suite of wealth, health and protection products. Over many years, OCBC has remained among the top two in bancassurance sales in Singapore.

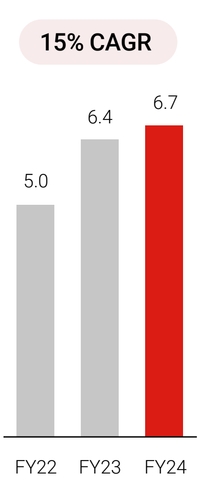
Great Eastern Holdings also contributes significantly to the Group's yearly net profit – about 15% on average over the past ten years.

The collective strength of One Group has given us solid structural income generation capabilities across three key business pillars and accelerated growth. On the back of this, we announced on 26 February 2025 a comprehensive approach to return $2.5 billion of capital to shareholders over two years via special dividends and share buybacks.

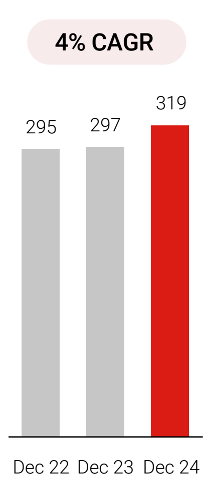
The distinctive and integrated group franchise that sets OCBC apart from other bank-only players in the region will enable us to continue delivering greater shareholder value well into the future.

Banking

Net Profit
S$b

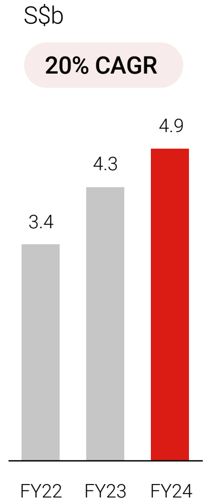


Customer loans
S$b

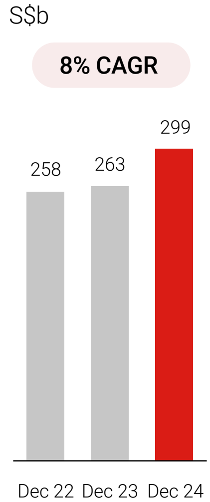


Wealth Management

Group Wealth Management income
S$b

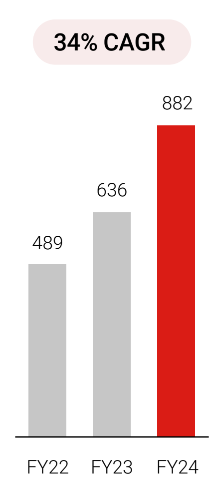


Group Wealth Management AUM
S$b



Insurance

Great Eastern Holdings' Profit Contribution
S$m



Financial Highlights

Group Five-Year Summary

	2020	2021	2022[1]	2023	2024
Selected Income Statement Items ($ million)					
Total income	10,139	10,596	11,286	13,507	**14,473**
Operating expenses	4,439	4,764	4,838	5,223	**5,742**
Operating profit before allowances and amortisation	5,700	5,832	6,448	8,284	**8,731**
Amortisation of intangible assets	104	103	104	103	**59**
Allowances for loans and other assets	2,043	873	584	733	**690**
Profit before income tax	4,165	5,680	6,670	8,401	**8,976**
Net profit attributable to equity holders of the Bank	3,586	4,858	5,526	7,021	**7,587**
Cash basis net profit attributable to equity holders of the Bank[2]	3,690	4,961	5,630	7,124	**7,646**
Selected Balance Sheet Items ($ million)					
Net loans to customers	263,538	286,281	291,467	292,754	**315,096**
Deposits of non-bank customers	314,907	342,395	350,081	363,770	**390,687**
Total assets	521,395	542,187	556,924	581,424	**625,050**
Assets excluding investment securities and other assets for life insurance funds	424,327	442,091	461,927	483,907	**522,759**
Total liabilities	470,219	487,849	504,499	525,870	**564,670**
Ordinary equity	48,422	51,463	49,417	52,920	**57,616**
Equity attributable to equity holders of the Bank	49,622	52,663	51,117	54,170	**59,316**
Per Ordinary Share ($)					
Basic earnings	0.80	1.07	1.22	1.55	**1.67**
Dividend (cents)	31.8	53.0	68.0	82.0	**101.0**
Net asset value	10.82	11.46	10.99	11.77	**12.80**
Ratios (%)					
Return on equity	7.6	9.6	11.1	13.7	**13.7**
Return on assets[3]	0.85	1.13	1.21	1.46	**1.53**
Dividend cover (times)	2.50	2.02	1.79	1.89	**1.66**
Cost-to-income	43.8	45.0	42.9	38.7	**39.7**
Capital adequacy ratios[4]					
Common Equity Tier 1	15.2	15.5	15.2	15.9	**17.1**
Tier 1	15.8	16.0	15.9	16.5	**17.8**
Total	17.9	17.6	17.7	18.1	**19.7**

(1) 2022 figures were restated with the adoption of Singapore Financial Reporting Standards (International) 17.
(2) Excludes amortisation of intangible assets.
(3) Computation of return on assets excludes investment securities and other assets for life insurance funds.
(4) The Group's capital adequacy ratios for 2024 were computed based on MAS' final Basel III Reforms requirements which came into effect on 1 July 2024, and are being progressively phased in between 1 July 2024 and 1 January 2029. Prior to 2024, the Group's capital adequacy ratios were computed based on MAS' fully phased-in Basel III rules.

Driving Investor Value Creation

Rewarding Shareholders

$2.5 billion

Capital return over 2 years

60% Total Dividend Payout Ratio

$1.01 23% from 2023

Dividend Per Share

Building Sustainable Shareholder Value

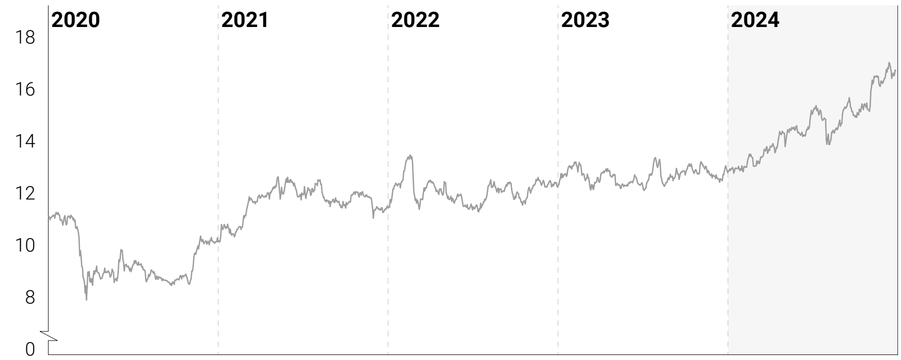
96%

5-Year Total Shareholder Returns

Robust Credit Ratings

AA-	Aa1	AA-
S&P	Moody's	Fitch

OCBC Share Price Performance ($)



	2020	2021	2022	2023	2024
Share Price ($)					
Highest	11.20	12.57	13.41	13.32	**17.00**
Lowest	7.81	10.06	11.22	12.05	**12.72**
Average	9.38	11.62	12.04	12.63	**14.51**
Last Done	10.06	11.40	12.18	13.00	**16.69**
Market Capitalisation ($ billion) (based on last done price)	45.0	51.2	54.7	58.4	**75.1**

	2020	2021	2022	2023	2024
Ratios[1]					
Price-to-earnings (number of times)[2]	11.72	10.86	9.87	8.15	**8.69**
Price-to-NAV (number of times)[2]	0.87	1.01	1.10	1.07	**1.13**
Dividend yield (%)[3]	3.39	4.56	5.65	6.49	**6.96**

(1) Ratios are computed based on average share prices.

(2) 2022 was restated with the adoption of SFRS(I) 17.

(3) Computed based on ordinary dividend, and special dividend where applicable.

Source: Bloomberg

Committed to Engaging Our Investment Community

OCBC aims to create sustainable, long-term value for our investors. We understand the importance of transparent communication and effective engagement with the investment community to build confidence and trust.

During the year, we conducted more than 600 meetings with institutional investors, analysts and rating agencies to keep them updated on our corporate strategy, financial performance and recent company developments.

At OCBC's 2024 Annual General Meeting (AGM), our shareholders had the opportunity to engage directly with our Board and Management. The 2025 AGM is scheduled to be held on 17 April 2025, at Sands Expo & Convention Centre in Singapore. Please refer to the Notice of AGM for more information.

Regularly engaged sell-side analysts

Coverage by about 20 sell-side analysts

Results briefings

Hosted hybrid quarterly results briefings for media, analysts and institutional investors, with live webcasts at our half-year and full-year results briefings

Conferences and non-deal roadshows

Engaged our global investment community across Asia Pacific, Europe and North America

A Year of **Achievements**

Banking

$7.59 billion
Record net profit

$71 billion
in sustainable finance commitments, ahead of 2025 target of $50 billion

1st
Singapore bank to launch an individual savings account with debit card for children aged 7 to 15 to operate via the OCBC app with parental supervision

1st
bank in Asia Pacific to enable near-instant transfers to both Weixin Pay (WeChat Pay) and Alipay

1st
to launch an AI-powered stock-picker tool, A.I. Oscar, in Singapore

13%
growth (y-o-y) in customer Islamic financing by OCBC Al-Amin, above industry average

Highest
tier of certification for infrastructure reliability, available in Hong Kong SAR, awarded to OCBC Hong Kong's data centre

Top 3
in Bloomberg's Hong Kong loans league table for mandated lead arranger

16%
growth (y-o-y) in the small and medium enterprise customer base in Malaysia

>45%
increase (y-o-y) in the number of beneficiaries who received help through our #OCBCCares Programme

Wealth Management

15%
growth (y-o-y) in affluent segment across our core markets under OCBC Premier Banking and OCBC Premier Private Client

>70%
increase (y-o-y) in revenue from online sale of wealth products in Singapore

>80%
growth (y-o-y) in alternative investments inflows at Bank of Singapore

25%
growth (y-o-y) in revenue from regular premium bancassurance products

Insurance

Only
insurer (Great Eastern) at present to administer key government schemes – the Dependants' Protection Scheme in Singapore and MySalam in Malaysia

1st
and only insurer (Great Eastern) to support Singaporeans with their Lasting Power of Attorney and Advance Medical Directive applications through the Great Legacy programme

Asset Management

>$2 billion
Record net sales for SGD Cash Management Solutions by Lion Global Investors

1st
active ETF on SGX and Singapore's first AI-powered ETF by Lion Global Investors, in collaboration with Nomura Asset Management

Dear Fellow Shareholders,

The year 2024 continued to see elevated uncertainty amidst heightened geopolitical tensions. This was accentuated by the prolonged armed conflicts in the Middle East and Eastern Europe. On the macroeconomic front, initial expectations of downward adjustments in interest rates over the course of 2024 were moderated down by policy changes towards the close of the year.

Against these uncertainties, OCBC was especially vigilant in managing its risks. Detailed efforts were made to sharpen our strategic perspectives to factor in these challenges. This has also resulted in greater clarity on the optimal levels of our capital position for current and future business needs, with prudent buffers to cushion against unforeseen events.

For 2024, we are again pleased to report an increase in the OCBC Group's net profit, despite the fast-changing external operating environment. This reflects the increased traction of our strategies and the realisation of our multi-year capability investments from Management's adroit execution and the Board's effective oversight.

On behalf of the OCBC Board, I want to sincerely thank our shareholders, customers, employees and the communities that host us for their continuing support. Without this, the OCBC Group would not be Southeast Asia's second largest financial services group by assets and consistently ranked within the Top 10 Strongest Banks globally.

Record Financial Results

For the third consecutive year, the OCBC Group reported record net profit, which increased 8% over 2023 to $7.59 billion, with return on equity at 13.7%. This was driven by robust income growth across our comprehensive Banking, Wealth Management and Insurance franchises. The strong earnings performance was complemented by disciplined expense management as reflected in Cost-to-Income Ratio of 39.7%, without compromising our continuing calibrated investments in strategic initiatives and capabilities. Our prudent risk management approach was demonstrated by our sound asset quality, with the Non-Performing Loan ratio at 0.9%. Our capital and liquidity positions remained strong. The MAS' final Basel III reform rules took effect on 1 July 2024, and our 2024 transitional Common Equity Tier 1 Capital Adequacy Ratio was 17.1%, or 15.3% on a fully phased-in basis.

Record Total Income

$14.5 billion

▲ 7%

Record Net Profit

$7.59 billion

▲ 8%

Rewarding Shareholders

$2.5 billion

Capital return over 2 years

60% Total Dividend Payout Ratio

$1.01 **Dividend Per Share**

▲ 23%

We continued to maintain our position as one of the world's most highly-rated banks, with credit ratings of Aa1 from Moody's and AA- from Fitch and S&P. Further details of OCBC's strong 2024 performance are discussed by our Group CEO, Ms Helen Wong, on pages 12 to 15 of this report.

Reiterating the Value of Operating as "One OCBC Group"

As Singapore's longest established bank, OCBC has for decades operated as an integrated financial services group consisting of Banking, Wealth Management, Insurance and Asset Management. This comprehensive and well-diversified franchise is complemented by a deeply entrenched network presence in ASEAN's leading economies of Singapore, Malaysia and Indonesia, as well as in Greater China. Our franchise includes the Bank of Singapore where we offer our Private Banking services. In Indonesia, we operate through our 85.1% subsidiary PT Bank OCBC NISP. We own 93.72% of Great Eastern Holdings, the leading life insurance player in both Singapore and Malaysia, and Lion Global Investors, one of the largest asset managers in Southeast Asia. In China, OCBC has a 20% stake in Bank of Ningbo, recognised as one of the best city commercial banks and ranked 19th largest bank by total assets in China. All these make the OCBC Group unique in its franchise breadth in this region. Together with our subsidiary, Great Eastern Holdings, the OCBC Group has combined assets of $625 billion, making us the second largest financial services group in Southeast Asia.

OCBC's strategic ambition is consistently clear and bold, which is to be Asia's leading financial services partner for a sustainable future. To advance our ambitions, in May 2024, we made an offer to acquire additional shares in Great Eastern Holdings and successfully raised our ownership from 88.44% to 93.72%. This is of clear benefit to OCBC's shareholders, as it further enables the Group to tap into the significant and growing wealth management and insurance potential of our region. This additional stake is immediately earnings accretive and comes without any integration risks, given our deep understanding of Great Eastern Holdings' insurance business as it has been part of the OCBC franchise for decades. In May 2024, we further stepped up our presence in Indonesia through the acquisition of PT Bank Commonwealth. This acquisition helped raise our market ranking by a notch to be the 8th largest bank by total assets in Southeast Asia's largest economy.

"As Singapore's longest established bank, OCBC has for decades operated as an integrated financial services group consisting of Banking, Wealth Management, Insurance and Asset Management. This comprehensive and well-diversified franchise is complemented by a deeply entrenched network presence in ASEAN's leading economies of Singapore, Malaysia and Indonesia, as well as in Greater China."

As an integrated financial services group with our extensive networks in ASEAN and Greater China, the collective strength as One OCBC Group positions us well to capture more of the rising wealth, investment and trade flows in this region.

Higher Dividends and Proposed Share Buyback

OCBC achieved strong earnings growth in the past three years, aided by a favourable interest rate environment, and stronger traction in the execution of our strategy. As stated earlier, we now have greater clarity of our capital position after a rigorous review of investment options available to us. This included putting aside initial thoughts of a possible redevelopment of our Singapore headquarters complex, as well as declining certain potential inorganic opportunities due to strategic fit.

We are therefore pleased to set out a comprehensive approach to return $2.5 billion of capital over two years through special dividends and share buybacks. OCBC will continue to retain our robust capital position even with this capital distribution back to our shareholders.

We plan to distribute this $2.5 billion of capital through special dividends set at 10% of the Group's annual net profits for 2024 and 2025, with the balance targeted for return via share buybacks. Together with our target ordinary dividend payout ratio of 50%, this means that our total dividend payout ratio for 2024 and 2025 will be 60% per annum, the highest by OCBC in over 15 years.

For 2024, the Board has recommended a final ordinary dividend of 41 cents per share, and a special dividend of 16 cents per share to initiate our capital return plan. Together with the interim dividend, total dividends for 2024 will add up to $1.01 per share. This represents a payout ratio of 60% against 2024 net profit, and a yield of 7.0% against OCBC's 2024 average share price.

Ensuring Best Outcomes through Strong Governance

Across the OCBC Group, our various Boards and Management undergo continuous renewal to ensure the right mix of skillsets and experience. At OCBC Bank, we welcomed Mr Lian Wee Cheow who joined as an Independent Director in January 2025. We would like to express our gratitude to Ms Christina Ong, who retired in February 2025 after nine dedicated years of service.

We would like to recognise Mr Tan Ngiap Joo, who retired as Chairman and Director of OCBC Malaysia in September 2024. Mr George Lee Lap Wah was appointed Chairman in his place, and we also welcomed Dato' Shamsuddin Bin Mohd Mahayidin to the OCBC Malaysia Board. At Bank of Singapore, we thank Mr Lai Teck Poh for his leadership during his tenure as Chairman. We welcomed Mr Tee Fong Seng, a veteran private banker, to the Bank of Singapore Board in January 2025.

In 2024, we continued strengthening our senior leadership team with two new appointments to the Group Management Executive Committee: Mr Praveen Raina, Head of Group

The Strongest Bank in Singapore, 5th Strongest Bank in Asia Pacific and 10th Strongest Bank in the World

The Asian Banker's 1000 World's Strongest Banks

Bank of the Year – Asia Pacific, Indonesia and Malaysia

The Banker Magazine Bank of the Year Awards

Best Private Bank for Digital Wealth Planning – Bank of Singapore

Global Private Banker Wealthtech Awards

Best Retail Bank – South East Asia and Singapore

The Digital Banker's Global Retail Banking and Innovation Awards

China International Trade Finance Bank of the Year

Asian Banking and Finance

Best Risk Management (Big Cap – Gold)

Singapore Corporate Awards

Education Insurance Initiative of the Year

Insurance Asia Awards

Best Insurance Asset Manager

AsianInvestor Asset Management Awards

Operations and Technology, and Ms Elaine Heng, Group Chief Strategy and Transformation Officer. At Great Eastern Holdings, we welcomed Mr Greg Hingston, who was appointed CEO in November 2024.

Looking Ahead

As I write this note, the external environment is decidedly more unpredictable. We operate in uncharted waters. OCBC has survived and thrived through many crises during its 92 years of continuous operations. The Board and Management take inspiration and confidence from this. We have a well-defined corporate strategy, a proven risk management framework and the resources to invest for the future. We remain fully committed to deliver sustained value to our stakeholders.

In closing, I would like to express my thanks to my fellow Board members for their valuable insights and guidance, and to everyone who has been instrumental in driving OCBC's success.

Andrew Lee
Chairman

February 2025

Dear Fellow Shareholders,

I am pleased to report another record set of results. Building on the strengths of OCBC's unique makeup as one integrated financial services group, we were firing on all cylinders. This momentum continues from 2022, the year we launched our corporate strategy. Since then, with your unwavering support, we have been successfully executing this strategy.

OCBC delivered sustained earnings momentum, with 2024 net profit rising 8% from a year ago to $7.59 billion. This marks our third record year in a row, which validates our strategy and reflects the meaningful advancements made towards delivering long-term shareholder value. The strong performance was achieved across our Banking, Wealth Management and Insurance businesses, which clearly underlines the advantages of our diversified franchise.

Let me take you through our key earnings drivers for 2024. Total income rose 7% to a record $14.5 billion, fuelled by net interest income hitting an all-time high and solid non-interest income growth. While interest rates have trended down in 2024 as reflected by our lower net interest margin of 2.20%, our asset growth, proactive balance sheet management and well-diversified customer deposit franchise enabled us to defend net interest income effectively, which increased 1% to $9.76 billion. Non-interest income surged 22% to $4.72 billion, propelled by customer-driven growth. Wealth management fees were up 22%, underpinned by a rise across all our wealth channels. Our trading income reached a new high, while insurance income increased 14%. At the same time, we were focused on investing in strategic initiatives and business expansion, but still delivered a cost-to-income ratio of below 40%.

Loans grew by a robust 8% to $319 billion for 2024, lifted by broad-based growth across all our core markets and key international markets, as we supported customers as One Group across our network. We grew our mortgages, and increased lending to customers in the new economy sectors such as technology and digital infrastructure, as well as in the energy and transportation industries. Sustainable financing loans grew 31% to $50 billion and accounted for 16% of our Group loans, while total commitments stood at $71 billion. We continued to be prudent in our risk management approach and asset quality remained resilient. Our 2024 Non-Performing Loan ratio improved to 0.9%, from 1.0% a year ago. Total allowances were 6% lower while Non-Performing Assets coverage ratio improved to 159%.

We ended 2024 with a strong balance sheet. Our funding, capital and liquidity positions were all robust. Common Equity Tier 1 Capital Adequacy Ratio (CET1 CAR) increased from 15.9% a year ago to 17.1%, led by a reduction in risk-weighted assets largely attributable to the adoption of MAS' final Basel III reform rules, effective on 1 July 2024. On a fully phased-in basis post adoption, our CET1 CAR would be 15.3%.

Given the consistently solid performance of our Group franchise and strong capital position, we want to reward you, as our shareholders, for your support. As shared by our Chairman in his letter on pages 8 to 11, we intend to return $2.5 billion of capital back to shareholders over two years. We will pay out 10% of 2024 and 2025 Group net profit as special dividends, with the remaining of the $2.5 billion returned via share buybacks over two years, subject to market conditions and regulatory approvals. Combined with our target 50% ordinary dividend payout ratio, our shareholders will enjoy a 60% total dividend payout. This allows shareholders to share in the growth of OCBC.

This 60% dividend payout is reflected in our 2024 total dividends. The Board has recommended a 16 cents special dividend per share and a final ordinary dividend of 41 cents per share. Together with the interim dividend, total 2024 dividends will amount to $1.01 per share, 23% above 2023. Our total shareholder returns have doubled over a five-year period as at end-2024, and the $2.5 billion capital return will further enhance returns to shareholders. This underscores our commitment to drive long-term value for you.

Winning as One Group

While OCBC is often associated with banking, we are much more than that. Together with the largest insurer in Singapore and Malaysia, a leading asset management company in Southeast Asia, and a standalone private bank that operates on the global stage, the OCBC Group offers a complete solution to our customers spanning banking, wealth management, insurance, and asset management.

see pages 2 and 3 for more information on OCBC Group.

This composition and synergistic nature of OCBC Group is not easily replicated. It is the result of a series of deliberate, strategic moves over decades.

Take our wealth management franchise for example. We are one of the biggest players, if not the biggest, in the region by assets under management when you combine OCBC Bank, Bank of Singapore and Great Eastern Holdings. But it was actually not too long ago – in 2010 – that Bank of Singapore was formed, following the acquisition of ING Asia Private Bank. Since then, Bank of Singapore has grown from strength to strength on the back of other acquisitions, as well as its synergy with OCBC Bank in supporting the entire wealth continuum. A customer can start in our consumer bank, and as the need for wealth management advice increases, move from the personal segment to Premier Banking and Premier Private Client, and then to Bank of Singapore. Some of Bank of Singapore's customers who are entrepreneurs are referred from our Global Wholesale Banking division, and vice versa. Referrals are also coming from Great Eastern Holdings.

This brings me to the importance of Great Eastern Holdings' role in the Group, especially within our wealth management franchise. Owning more of Great Eastern Holdings is to enable it to be tightly integrated with our banking units, relative to commercial bancassurance arrangements. With full alignment of strategic direction across the Group, we will be able to provide a comprehensive suite of banking, wealth, health and protection products, not just to banking customers, but also to the customers of Great Eastern Holdings.

As we continue to strengthen integration between OCBC banking units and Great Eastern Holdings, I expect stronger growth in new customer numbers, product sales and share of wallet.

It is a long-standing conviction of ours that we can achieve much more when Great Eastern Holdings is a close-knit part of the Group. Great Eastern Holdings was an associate company in 1958 and is now one of our principal subsidiaries. Today, OCBC's stake in Great Eastern Holdings is 93.72%. This follows our $1.4 billion voluntary unconditional general offer in 2024, which was for the 11.56% stake in Great Eastern Holdings that we did not own at the time. Long-time market watchers would not have been surprised by this as it built on earlier efforts to bring Great Eastern Holdings further into the fold. In 2004, we had increased our stake in Great Eastern Holdings to 81.1%, up from 48.8%. We then progressively increased our stake leading up to 2024.

Great Eastern Holdings is a strong earnings contributor to OCBC Group, with its contributions hitting as high as 22% over the last decade. It is also accretive to OCBC's return on equity and provides risk diversification across our businesses. With our increased ownership and consolidation of Great Eastern Holdings, our Group earnings are enlarged, allowing us to deliver higher returns to shareholders.

You can see from the charts on page 15 that our One Group strategy has helped us to grow and enhance shareholder value over the long run. This is especially so in the last few years. We remain steadfast in our belief that this is the right way forward.

Capturing opportunities in ASEAN and Greater China

Our One Group capabilities are very much focused in ASEAN and Greater China. This is the right place to be, now and for the future.

The importance of these two regions stems from rising intra-Asia trade and investment flows. Since 2019, ASEAN has surpassed the European Union to become China's largest trading partner. China-ASEAN bilateral trade accounts for about 15% of China's total goods trade, which is significant especially considering the size of the Chinese economy.

Yes, the onset of Trade War 2.0 under the Trump administration does bear watching, but with ongoing supply chain diversification, ASEAN continues to benefit from inflows of foreign direct investments. Outbound foreign direct investments from China into ASEAN should remain robust.

Indeed, what we see is an evolving China plus one strategy into a China plus *n* strategy. China and China-based companies are diversifying supply chains across multiple markets. Our Chinese customers are investing in Vietnam for general manufacturing and in Malaysia for advanced manufacturing. They also value Indonesia's large population and natural resources. At the heart of it are Singapore and Hong Kong SAR. Many Chinese companies make Hong Kong SAR their first stop for fundraising. As they expand into ASEAN, they turn to Singapore as a hub for financing and managing investments in the region.

As a Singapore-headquartered bank with Hong Kong SAR as a twin hub, and more than 400 branches and representative offices in ASEAN and Greater China, we are therefore very well-positioned for this opportunity. Not forgetting our associate company Bank of Ningbo, which has a complementary network of around 480 branches, sub-branches and offices in China. Their customer base suits us well as they bank a lot of the medium-sized, export-oriented companies that are already looking to expand outside of China.

We have thus been successful in 'following the flow', supporting Chinese businesses into Hong Kong SAR and Singapore, and then into other parts of ASEAN. In 2024, we saw an almost 30% year-on-year increase in new-to-bank customers which are Chinese companies coming to ASEAN.

Wealth flows within Asia are also rising. Over the last decade, depending on which Asian country you are in, GDP may have grown by around 5%, say in Indonesia. Individuals then invest, and their wealth grows faster. We have observed more of our customers entering the ranks of the wealthy as a result. Therein lies the opportunity for us to grow our Premier Banking segment under consumer banking to serve these customers. Already, in Hong Kong SAR, our Premier Banking customer base grew more than 35% year-on-year. In Indonesia, it was close to 20%. As more customers turn to digital means to manage their wealth, this is an increasingly important play for us too. Improvements to the OCBC app, including those to the wealth dashboard, contributed to an over 70% increase year-on-year in Singapore digital wealth revenue.

Bank of Singapore has likewise seen strong growth, recording double-digit growth in assets under management in two of its key client segments – ultra-high net worth individuals and financial intermediaries. Notably, there was strong momentum in alternative investments, with 80% growth in inflows compared to a year ago.

While the opportunities in Asia are broad based, I am sometimes asked if I see specific pockets of opportunities. To this, I would say that Indonesia is a market worth watching. It is with this belief that we completed our acquisition and integration of PT Bank Commonwealth (PTBC) last year. We already had a strong wealth presence through OCBC Indonesia, and PTBC enhances this with demonstrated wealth management capabilities and a complementary base of customers, whom we have now welcomed into the OCBC family.

Investing and transforming for the future

While we are confident about our One Group strengths across Greater China and ASEAN, we are mindful of the competition. Deepening our advantage is therefore a priority.

To that end, we announced a HK$1.5 billion ($260 million) investment over three years to shore up our technology platforms and facilities across Greater China. We have also embarked on expanding our regional engineering hub in China to attract top tech engineering talents. These complement our other investments which aim to boost our capabilities in the region. Over the years, we have expanded our Greater China Business Office network to cover Singapore, Malaysia, Thailand, Indonesia and Vietnam. And in tandem with the development of the Johor-Singapore Special Economic Zone, we have set up cross-border dedicated teams in Singapore and Malaysia to support our small and medium enterprise (SME) customers that want to start and grow their businesses in this zone. Meanwhile, Bank of Singapore is on track to hit its target relationship manager strength of 500 by 2025 globally.

We formed a new division in 2024 – Group Strategy and Transformation Office (Group STO) – led by our Group Chief Strategy and Transformation Officer. Group STO will drive the Group's strategy, innovation, and transformation, underpinned by data, customer-centricity, and operational excellence.

While this may be a new division, we are no strangers to transformation and innovation. Artificial Intelligence (AI) is a good example; our AI Lab unit, which today is part of Group STO, was first established in 2018 and gave us a good grounding. We are in a good position to leverage AI – in particular, Generative AI. While relatively low on the maturity scale in terms of business adoption, compared to cloud computing or applied AI for example, we have seen early successes and have strong conviction in its business value. We envision it can hyper-personalise wealth recommendations and enhance productivity, allowing our colleagues to focus on higher-value tasks. So far, we have deployed over 30 Gen AI applications to boost productivity, creating up to 50% productivity gains for some tasks.

This is just the beginning for AI. We see new "reasoning models" such as DeepSeek giving the ability to tackle complex problems by thinking through steps and providing detailed explanations. The human-like logical reasoning will allow AI to support deeper analysis and nuanced decision-making which can help in advanced processes like financial needs analysis.

2024 also saw us make a major commitment to accelerating innovation – a $500 million investment in Singapore's Punggol Digital District (PDD). This will fund our innovation hub, OCBC Punggol, set to be completed in the first quarter of 2027. The investment includes a strategic partnership with Singapore Institute of Technology (SIT), which will drive fintech innovation and nurture talent through a learning lab and scholarships. Hopefully through this, we can attract some of SIT's top talents too. This investment complements our seven-year digital core roadmap to modernise our technology architecture, with over $250 million invested in the first phase from 2019 to 2022 and an additional $300 million planned for the second phase from 2023 to 2025.

Equally important to OCBC Group's future is climate change. In 2023, we unveiled our sectoral net-zero targets as part of our commitment to achieve net zero in financed emissions by 2050. Steady progress has been made since then. Sustainable finance has become business-as-usual, with our sustainable finance loan commitments reaching $71 billion at the end of 2024. The conversations with our customers are becoming deeper. We are discussing transition efforts, which is important especially for those in hard-to-abate sectors. SMEs are crucial to managing this climate crisis too. At end 2024, we were supporting close to 4,000 SMEs across the region with sustainable financing.

While we must move quickly with our transformation efforts, I would like to emphasise the importance of having our Purpose and Values at the heart of every decision. That is non-negotiable. We have and will always put our customers, community and shareholders first.

Appreciation

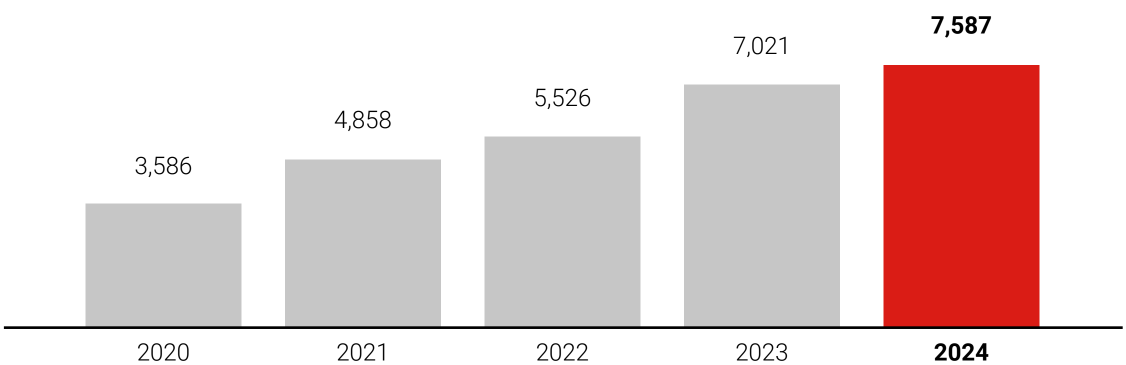
2024's stellar results reflect the hard work and expertise of over 30,000 colleagues at OCBC Group. I extend my heartfelt thanks and congratulations to them, including my capable management team. Our achievements also owe much to the stewardship of our Chairman and the Board of Directors, whose support have been invaluable. We are grateful to our customers and the communities we serve too, as their support has shaped OCBC into what it is today.

Last but certainly not least: to you, our shareholders, thank you for your trust on this journey. We look forward to building a stronger OCBC Group together.

Helen Wong
Group CEO

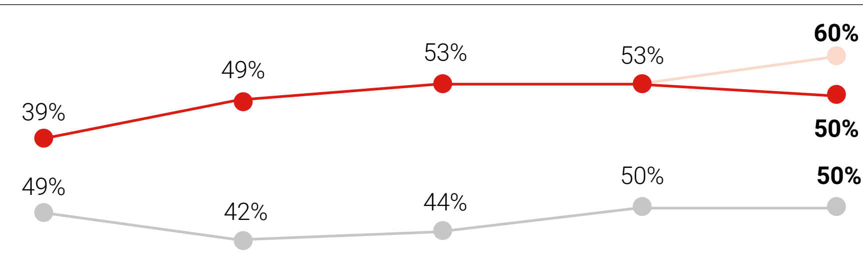
February 2025

Group Net Profit ($m)



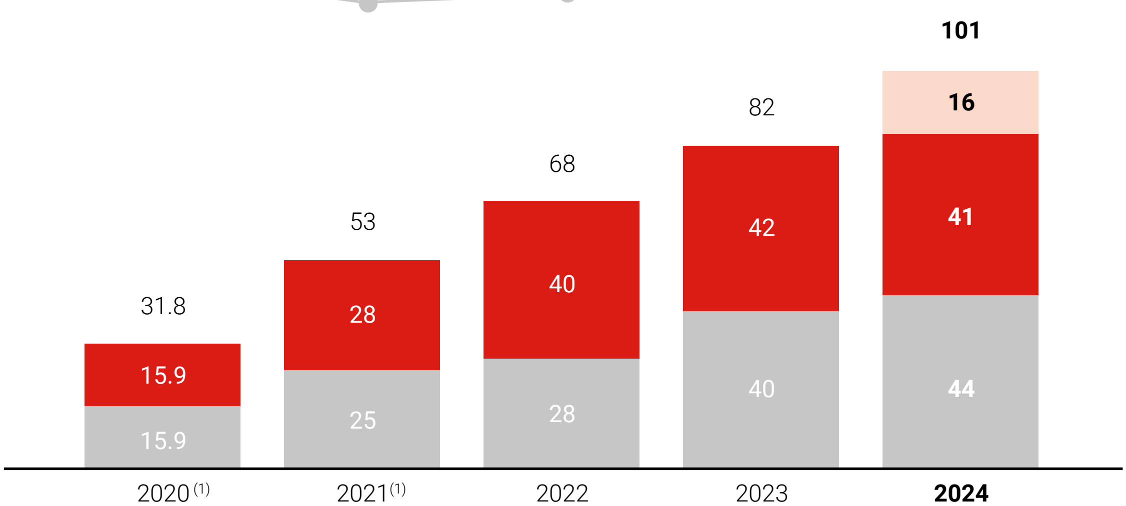
Dividend Payout Ratio

- Full Year (including Special)
- Full Year
- Interim



Dividend Per Share (cents)

- Special dividend
- Final dividend
- Interim dividend



(1) In July 2020, the MAS called on locally-incorporated banks headquartered in Singapore to cap total dividends per share for FY20 at 60% of that for FY19. This aims to bolster the banks' resilience and capacity to support lending to customers while also meeting the needs of shareholders. In July 2021, the dividend cap was lifted for the FY21 dividend.

Creating Value Through AI, Transforming for the Future

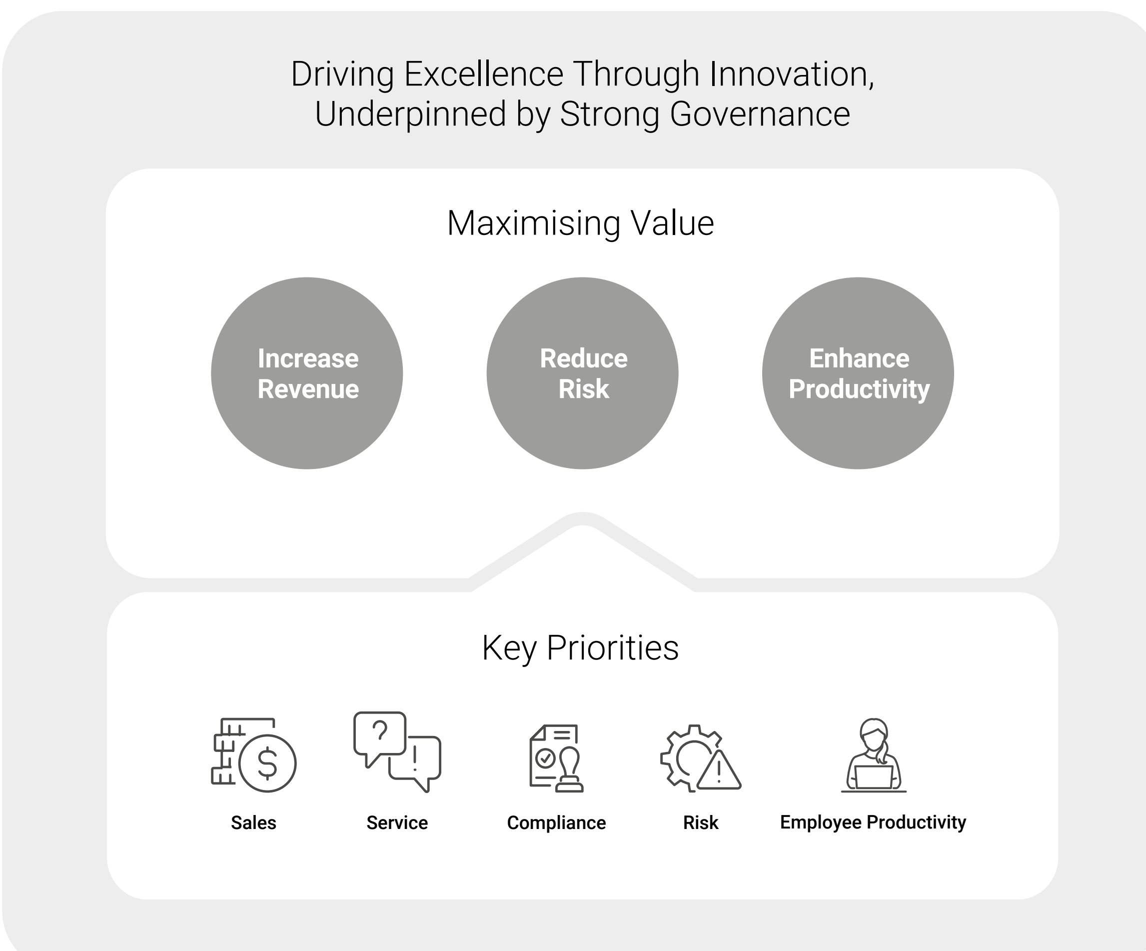
We were one of the early adopters of artificial intelligence (AI), setting up an AI unit in 2018 – a first by a bank in Singapore – to strategically develop in-house AI capabilities. The unit has since expanded significantly and is now known as the Group Data Office.

Today, AI serves as a strategic lever to maximise value in three key areas: increasing revenue, reducing risk, and enhancing productivity. From personalising credit card deals for customers to detecting fraud, AI has become embedded in our day-to-day operations. About six million decisions in the Bank are made by AI on a daily basis.

Our early adoption and rapid advancement of AI technology has allowed us to intensify our focus on utilising Generative AI (GenAI) to enhance employee productivity over the last 2 years. In November 2023, we became the first to roll out a GenAI chatbot, OCBC GPT, which supports our 30,000 employees worldwide in writing, research and ideation.

Prior to launching OCBC GPT, we had already deployed several GenAI productivity tools to develop code, summarise documents, transcribe calls and query our internal knowledge base. These tools, built by our own engineering team, have boosted productivity by as much as 50 per cent, freeing up employees' time and enabling them to focus on higher-value tasks.

As we continue to innovate and deepen our capabilities in the AI and GenAI space, we will enhance our governance framework to ensure that our tools adhere to the FEAT (fair, ethical, accountable, transparent) principles. All our AI models undergo regular reviews to monitor their accuracy over time and are rigorously tested to prevent any bias related to any group, gender or nationality.



With over 300 use cases, we are at the forefront of leveraging AI to create value. Here are some of the ways we have implemented AI and the benefits we have gained.

OCBC Buddy

An in-house GenAI knowledge assistant that can answer employees' questions on internal policies, from parental leave to expense application.

Increase in productivity:
Up to 50% employee productivity boost.

A.I. Oscar

AI-powered stock picker tool that predicts stock price movements and generates hyper-personalised stock ideas for customers.

Increase in trading accounts opened:
95% increase within three months of launch.

HOLMES AI

Assists Bank of Singapore relationship managers in their engagement with clients, curating talking points, personalised investment insights and multi-asset strategies.

Increase in productivity:
Up to 20% productivity boost.

Personalised Experience on OCBC Mobile Banking App

Provides suggestions based on customer insights to improve financial planning decisions and maximise convenience.

Enhanced banking experience: Offers a more enjoyable and relevant service.

AI-enabled Surveillance

Strengthens capabilities in detecting and blocking suspicious transactions as part of our anti-scam efforts.

Averting potential scams: 30% increase in number of suspicious transactions detected.

AI-enabled Home Loan Engagement Model

Identifies customers who require assistance with their home loans, allowing us to proactively engage them.

Higher retention: 20% increase in customer retention and satisfaction.

Creating Value Through AI, **Transforming for the Future**

It is evident that AI is a transformative technology for the world. Recent advancements, particularly in Generative AI, have significantly expanded the range of possibilities. We are committed to the long-term potential of AI. Our aspiration is to harness its full capabilities, building a bank for the future.

75%
customer service requests AI-assisted

100%
employee roles augmented by AI

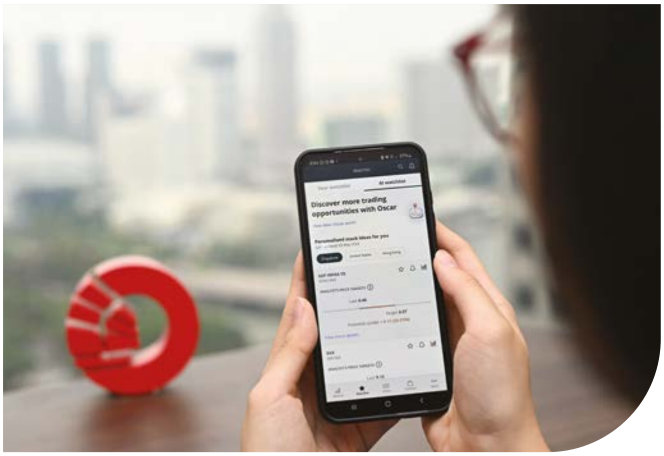
20%
lift in expected staff productivity

2x
revenue contributed by AI

We are preparing to adopt AI more extensively in coming years. While we have already made significant progress in utilising AI technologies, we are taking it a step further by establishing specific goals, which we hope to achieve by 2027. This will guide us towards tangible outcomes as we work towards an AI-driven future.

We aim for 75% of all customer service requests to be AI-assisted, reducing response times and enhancing the customer experience. By 2027, every employee will benefit from AI support, enabling them to focus on higher-value tasks and fostering a more productive work environment. As workflows and processes become increasingly optimised, we anticipate a 20% increase in staff productivity. Finally, we target a twofold increase in revenue attributable to AI as it becomes integrated with every part of the business.

The future of banking will see us embracing a more conversational approach as AI enables us to understand and engage more with our customers. "Reasoning models", which refers to AI models that can think on their own and tackle more complex tasks, demonstrating more advanced problem-solving abilities and human-like reasoning skills, will be a trend to watch. While the technology continues to evolve, we will concentrate on preparing ourselves to leverage AI advancements while mitigating associated risks. Our vision is to continue to harness AI to drive excellence and deliver value to our customers and stakeholders in the years to come.



AI will enable us to understand and engage more with our customers.

Quadrupling Quantum Talent

Our goal is to establish a quantum-ready workforce. We were one of the first banks to begin formal training in quantum technology for our employees and have been building more awareness about the technology among our staff while grooming subject matter experts who can build new use cases through hands-on sessions. As of 2024, we have around 30 employees who possess at least intermediate proficiency in the technology. Our aim is to quadruple this pool of talent by 2026. They will come from a wide range of backgrounds including business, technology and cybersecurity.

Supercharging AI with Quantum Computing

Once regarded to be a relatively narrow niche, quantum computing is now recognised as a paradigm-shifting technology.

We are confident that quantum computing will further unlock our AI capabilities to enhance operational efficiency and contribute to higher levels of customer service. Our optimism stems from the reciprocal relationship between quantum computing and AI, which many believe will transform the technology landscape, reshape industries and alter how we interact with the digital world.

Quantum computing can rapidly process extensive data sets, providing enhanced computational power, parallel processing, and more efficient problem-solving. Additionally, it can be utilised for quantum machine learning, significantly accelerating AI's learning processes.

Likewise, AI can be used to drive enhancements in quantum computing through areas such as error correction and quantum algorithm design.

Given the rapid pace at which technology is evolving, it will not be long before quantum computing becomes mainstream, marking a break away from conventional computing.

With this in mind, we have been taking various steps to ensure we are ready to capitalise on this shift. These include embarking on strategic partnerships with institutes of higher learning and organisations from both the private and government sectors.

"AI goes beyond mere process automation; it will revolutionise how customers engage with financial institutions. Although the technology is still in its early stages, we have observed promising outcomes from our AI projects, and we will keep a close eye on the progress of AI and related technologies, such as quantum computing."

Helen

Group Chief Executive Officer

Our Purpose

To enable people and communities to
realise their aspirations.

Our Values

Lasting Value

We are committed to long-term value creation, by balancing prudent risk-taking with bold actions.

We build lasting relationships and deliver enduring outcomes.

By doing so, we can achieve sustainable growth as One Group.

Integrity

We hold ourselves to the highest ethical standards and always do the right things, even when no one is watching.

We always act with integrity and honesty, in line with the spirit and letter of our code of conduct.

By upholding integrity, we honour the trust of all our stakeholders, ensuring fair and transparent outcomes.

Forward-Looking

We stay curious, keeping ahead of shifting needs and emerging trends.

We embrace change and take proactive actions with agility.

By doing so, we anticipate and meet the evolving needs of all our stakeholders.

Respect

We treat all our stakeholders with empathy and humility regardless of differences.

We respect views and recognise contributions.

With mutual respect, we build trust for stronger relationships and effective collaboration.

Responsibility

We take ownership of our decisions and actions, and accountability for the outcomes.

We take responsibility individually and as a team, and always act reliably and proactively.

Our strong sense of shared responsibility ensures that we deliver our promises to all our stakeholders.

Our Ambition

To be Asia's leading financial services partner for a sustainable future.

Excel for **Sustainable Growth**

3-year strategy refresh to drive growth and reinforce core strengths

Drive Growth

Banking on four growth priorities to capture regional trade, investment and wealth flows

Capture rising **Asian wealth** with our Singapore – Hong Kong hubs and digital propositions

Support increasing ASEAN-Greater China **trade and investment flows**

Unlock value from **New Economy** and high-growth industries

Drive transition to a **sustainable** low-carbon world

Reinforce Strengths

Accelerating investments in transformation, digitalisation and people assets

Forge a **"One Group"** integrated customer experience approach

Invest in accelerating **Transformation and Digitalisation**

Strengthen our **people assets** and culture

Build on our **capital and risk management strengths**

2024 Sustainability Highlights

In 2024, we are proud to have delivered positive impact on the environment, our people and the communities we serve in our sustainability journey. These collective efforts underscore our steadfast commitment to accelerating the transition to a net-zero future, bringing impact to communities and conducting our business responsibly.

Accelerating the Transition to a Net-Zero Future

- Extended over **200 green, social and sustainability-linked loans** and served as **sustainability advisors in more than 140 of these transactions**, leading to **$15 billion increase** in our committed sustainable finance portfolio to **$71 billion**
- Partnered with ecosystem stakeholders to launch the **Queen Bee Enabled Sustainability Transition (QUEST) programme** to assist SME suppliers in developing their carbon inventories and implementing effective decarbonisation strategies
- Provided **over $9 billion in sustainable finance to more than 3,800 SMEs** across the region since 2020
- Achieved significant progress in **decarbonising our corporate and commercial banking loan portfolio** in our six priority sectors
- Launched the **OCBC Sustainability Hub,** a **market-leading platform** that simplifies sustainable investing
- Trained **over 12,200 employees on various sustainability topics**
- Strengthened our **Responsible Financing Policies** to support the managed phase-out of coal-fired power plants (CFPPs)

Bringing Impact to Communities

- Launched the **OCBC Women Unlimited programme** in Singapore, the first initiative dedicated to women entrepreneurs by a local bank
- Initiated **Singapore's first seagrass restoration project** to enhance the success of seagrass transplants and quantify the benefits of seagrass restoration
- Introduced the **OCBC Singapore Immersion Programme,** helping foreign employees gain a deeper understanding and appreciation of Singapore's rich culture and values
- Introduced **MOBI, OCBC's AI-powered career development platform** that empowers employees to take charge of their learning and career progression
- Launched **MyWellness Fiesta 2024**, supporting the holistic health and wellbeing of over 30,000 employees across 19 locations
- Renewed our commitment to **The Families100 Programme by OCBC**, a **first-of-its-kind social uplift initiative** in partnership with the Ministry of Social and Family Development that focuses on supporting 100 lower-income families

Conducting Our Business Responsibly

- Achieved **Data Protection Trustmark and Asia-Pacific Economic Cooperation (APEC) Cross Border Privacy Rules certification** – one of the first banks in Singapore to attain both certifications
- Implemented the **Staff Abnormal Activities Monitoring (SAAM)** programme to detect potential misuse of authorised access to systems containing customers' personal data
- Built on the success of our **Digital Silvers Programme** in Singapore and continued to empower seniors with digital banking skills, including the utilisation of anti-scam security features
- Showcased our decade-long cybersecurity innovations to over 13,000 delegates from over 90 countries at the **Singapore International Cyber Week 2024** – the **first local bank to be invited** to exhibit
- Continued our **partnership with the Singapore Police Force** to prevent scams, successfully safeguarding our customers from scam-related losses totalling **$104.1 million**

Our Net-Zero Progress Update

OCBC's commitment to achieving net-zero emissions by 2050 is a key pillar of our transition plan. By aligning our financing with our net-zero goal, we aim to play an active role in driving the shift towards a green economy.

Sector	In scope	Emissions	Metric	Reference Pathway	Baseline (2021)	2022	2023	2030 target	2050 target
Power	• Power generation companies • Power equipment manufacturers	• Scope 1 (generation) • Scope 3 (equipment manufacturers)	$kgCO_2/MWh$	IEA NZE[1]	370	337	301	165	0 by 2040
Oil & Gas	• Upstream • Integrated	• Scope 1 • Scope 2 • Scope 3	$MtCO_2e$	IEA NZE[1]	14.9	12.1	11.2	9.6	0.8
Real Estate	• Real Estate owner-operators • Financed buildings • REITs	• Scope 1 • Scope 2 • Scope 3 (tenant/ plug load)	Alignment Delta (%)	CRREM[2]	-5.3%	-1.4%	-4.0%	≤0%	≤0%
Steel	• Steel producers	• Scope 1 • Scope 2	$tCO_2/tSteel$	MPP – TM[3] (regional)	1.93	1.76	1.91	1.68	0.12
Aviation	• Airline operators and lessors	• Scope 1 (operators) • Scope 3 (lessors)	$kgCO_2/$ passenger-km	IATA Fly Net Zero	0.261	0.097	0.097	0.088	0
Shipping	• Financed vessels	• Scopes 1 and 3 (well-to-wake)	Alignment Delta (%)	IMO – PP	+4.5% (previous trajectory)	+11.2% (revised trajectory[4])	+4.6% (revised trajectory[4])	≤0%	≤0%

Note: The calculations for the Bank's financed emissions are based on our clients' reported emissions data, which are typically published at least three months after the end of the Financial Year. Given the lag time in reporting and time needed to consolidate, calculate and analyse the emissions data, our 2024 Sustainability Report showcases our 2023 financed emissions.

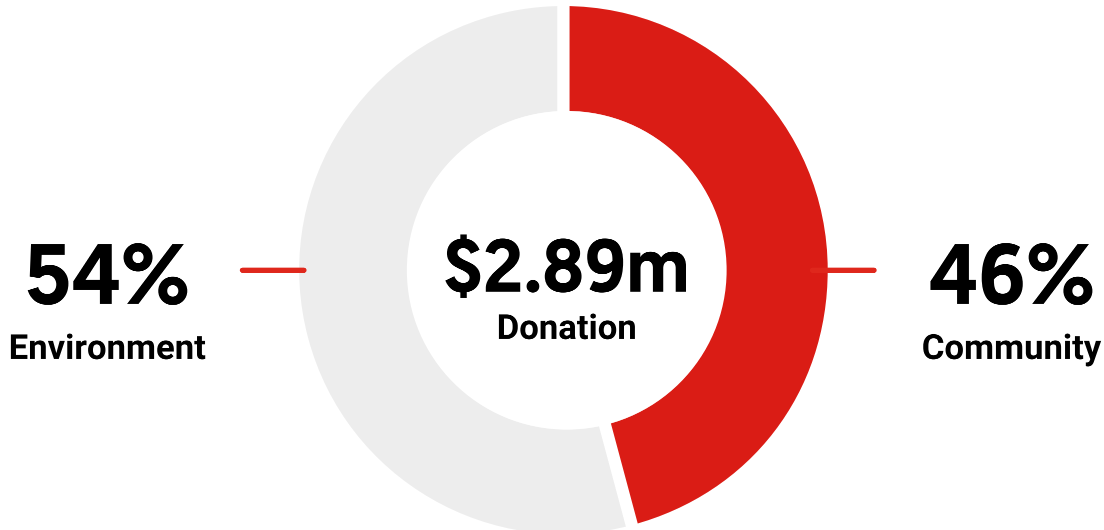
In 2024, we saw good progress in our net-zero journey as we continued to work closely with our clients in supporting their efforts towards a credible and timely transition.

Our net-zero commitments go beyond the targets we aim to achieve; they represent our long-term vision to mobilise all parts of OCBC to engage our clients on their net-zero journeys. They provide a common framework for aligning our net-zero ambition with those of our clients, enabling us to hold meaningful discussions with our clients on their transition journeys and deliver tailored and impactful solutions.

Please refer to our Sustainability Report for more information by scanning the QR code.

(1) International Energy Agency Net Zero Emissions by 2050 (IEA NZE)
(2) Carbon Risk Real Estate Monitor (CRREM)
(3) Mission Possible Partnership's Tech Moratorium (MPP-TM)
(4) Revised trajectory refers to IMO's 2023 revised minimum trajectory.

Championing for the Community and Environment



303,707
Individuals Impacted

83,061
Hours Contributed

17,666
Volunteers

In 2024, OCBC received the Champion of Good award from the National Volunteer & Philanthropy Centre (NVPC) for our exemplary CSR work for two volunteering initiatives – the year-long "Families100 Programme by OCBC" and "Care Corner ElderConnect supported by OCBC". These initiatives were developed and organised in partnership with Ministry of Social and Family Development and Care Corner Singapore, respectively.

This marked the first occasion that the nationally recognised Champion of Good criteria were broadened to encompass holistic contributions across five impact areas: People, Society, Governance, Environment, and Economic.

To recap our work over the years, we first firmly took a stand for climate action and the environment in 2017, just as sustainability was coming to the forefront as a theme.

Then, we launched our habitat enhancement initiative at Coney Island. This was followed by 2019's opening of the OCBC Arboretum in the Singapore Botanic Gardens which conserves around 2,000 ecologically important dipterocarp trees.

In 2022, we launched the OCBC Mangrove Park at Pulau Ubin, Singapore and a mangrove planting project in Tebuk Mendeleng, Malaysia.

Importantly, 2024 also saw the birth of the OCBC Seagrass Restoration Project in Singapore and another mangrove planting project in Indonesia. In the background, other smaller-scale tree-planting projects remain popular amongst staff as they take the initiative to collectively look for ways to continue to contribute meaningfully to our carbon sequestration efforts.

Helping Where It Matters

Singapore

In 2024, volunteering became more convenient for OCBC volunteers; they have been able to use their lunch breaks to do good and contribute to the community.

Each month, we invited beneficiaries from different charity organisations to participate in volunteer-led craft workshops. Activities could include crafting lanterns for the Mid-Autumn Festival and creating ornaments for Christmas.

Each workshop is specially designed to hone beneficiaries' skills, such as dexterity and hand-eye coordination. Beneficiaries received one-on-one guidance from OCBC volunteers.

China

2024's Little Green Summer Camp saw OCBC volunteers bringing underprivileged children to the Shanghai Youth Health Management Center. The children engaged in immersive activities such as trampoline gymnastics and skiing, which ignited their enthusiasm for sports. They also took part in eco-friendly craft workshops, courses on green finance, and environment-themed painting classes and science experiments.

Hong Kong

OCBC volunteers visited the Hong Kong Family Welfare Society to bring joy and companionship to the elderly residents. They formed bonds with these seniors, by engaging in heartfelt conversations and exchanging meaningful gifts. This initiative not only brightened the day for the seniors but also helped combat social isolation. Additionally, it provided OCBC volunteers with a deeper appreciation for the wisdom and resilience of the senior community.

Malaysia

Working alongside the Asli Juara Academic Rewards Society, OCBC volunteers from the Cheras branch facilitated the installation of 100 solar flood lights and 10 solar street lamps, valued at RM40,000, in two indigenous villages. This initiative provided sustainable lighting for 875 residents, significantly enhancing their safety and security at night while improving their overall quality of life. With improved access to light, residents can better participate in education, economic, healthcare, and social activities, keeping the community connected in both day and night.

Seeding Hope for the Future

Investing in projects that protect our environment and contributes to carbon sequestration remains key to allowing future generations to flourish.

Singapore

We continued our sustainability journey by sponsoring solar-powered electric cruisers at Gardens by the Bay, promoting eco-friendly tourism while minimising carbon emissions. We also dived into revitalising marine ecosystems and enhancing biodiversity through our latest seagrass project in collaboration with the National Parks Board (NParks). These initiatives highlight our ongoing commitment to environmental stewardship, aligning our corporate responsibility efforts with national sustainability goals and building a greener future for the community.

Through the OCBC Seagrass Restoration Project, we became the first corporation in Singapore to engage in seagrass research. This initiative, led by researchers, aims to study the carbon sequestration capability of seagrass and its reproductive traits, and to developing innovative techniques for successful future transplantation of seagrass. This marks our fourth collaboration with NParks.

Seagrass meadows are critical to the environment and marine life. They contribute greatly to carbon sequestration, habitat creation, survival of marine species, and coastal protection. Although seagrass meadows cover only 0.2% of the world's ocean floor and seabed, they store up to 18% of overall oceanic carbon.

However, seagrass meadows are declining worldwide and continue to be impacted due to a variety of factors, including pollution, shoreline modification and climate change. More than 45% of seagrass meadows in Singapore have disappeared over the last five decades. Given the key role that seagrass plays in mitigating climate change, it is important to better understand and restore these plants to ensure that they continue to thrive in Singapore.

As part of our dedication to fostering a low-carbon future and enhancing environmental awareness through green initiatives, OCBC has sponsored a fleet of 15 solar-powered electric cruisers at Gardens by the Bay. These sustainable vehicles are expected to save around 22,000 kWh each year, enough energy to power approximately 60 four-room apartments for a month.

Our Group CEO, Ms Helen Wong (in red), launching the OCBC Seagrass Restoration Project together with Mr Tan Kiat How (second from left), Senior Minister of State for Ministry of National Development; Ms Hwang Yu-Ning (far left), CEO of NParks; and Dr Theresa Su (far right), Lecturer at National University of Singapore.

0.2% of the world's seagrass meadows store up to

18% of overall oceanic carbon

>45% of seagrass meadows in Singapore have disappeared over the last five decades

Together with Mr Felix Loh (in white), CEO of Gardens by the Bay, we launched the sponsorship of solar-powered electric cruisers at the famed attraction. This aligns perfectly with OCBC's commitment to climate action and reducing carbon emissions.

Indonesia

In 2024, we broadened our mangrove planting projects to Indonesia, expanding in regions such as Sumatra, Central Java, and Bali. Our goal is to contribute a total of 26,000 mangrove trees over the next three years. This expansion raises our overall commitment of mangrove trees across the region to 44,000.

Hong Kong

Our colleagues took part in the annual "Tree-planting challenge", organised by the non-profit organisation Friends of the Earth Hong Kong. This event gives participants the opportunity to focus on activities that emphasise carbon sequestration, combat climate change and promote green initiatives.

Malaysia

Our OCBC Al-Amin Sungai Petani branch colleagues, in partnership with the Rotary Club of Bandar Sungai Petani, assisted in the installation of food waste composting machines at four schools. This initiative will significantly reduce landfill waste and improve soil health by minimising reliance on chemical fertilisers. It provided students and teachers with insights into sustainable practices within their communities. Our colleagues also went above and beyond, educating students in financial literacy and scam awareness.

China

Since 2019, our China team has been conducting annual planting of taxodium distichum trees at Chongming Dongtan Wetland Park. The resilient species was selected for its durability and ability to sequester carbon. To date, a total of 120 trees have been planted, which are expected to absorb around 13,320kg of carbon dioxide over their lifetimes.

Cycle for Wellness

Cycling is our way to promote wellness, inclusiveness and community engagement. It is a life skill that will go a long way in shaping a healthier and happier you.

Singapore

OCBC Cycle continues to see strong interest from the cycling community, attracting over 6,800 cyclists to Singapore's marquee mass cycling event. The newly-introduced mass ride category, The Foldie Ride by Brompton (40km), was launched with leading bicycle manufacturer Brompton to address the increasing interest in foldable bicycles. This new ride category was sold out within the first month of registration, drawing 1,000 participants, with 60 percent of them experiencing OCBC Cycle for the very first time.

Meanwhile, The Sportive Ride (40km) reached full capacity more than a week before the registration deadline. Additionally, the Mighty Savers® Kids and Family Rides gave young cyclists, aged 2 to 12, the opportunity to enjoy cycling alongside others and their family members along Stadium Drive, set against the picturesque backdrop of the Singapore Sports Hub.

The "Teach-a-Child-to-Cycle" initiative, the event's flagship corporate social responsibility programme, returned for a second year. Professional trainers from the Singapore Cycling Federation, and with the help from dedicated OCBC volunteers, provided cycling lessons to children from less advantaged families supported by Beyond Social Services, Care Corner Singapore and SportCares. Sports retailer Decathlon sponsored the bicycles and cycling gear for these young participants.

Malaysia

More than 2,700 cyclists – the largest turnout to date – thronged the cityscape of Kuala Lumpur on a Sunday morning for the seventh edition of OCBC Cycle KL. Participants from all walks of life and backgrounds were flagged off at the Dataran Merdeka and rode along a 21km stretch of closed road in the heart of the city.

Cyclists had the option of participating in either a 21km ride, or a 42km ride, the latter involving completing two loops of the event route. Young cyclists also joined in the excitement, navigating a shorter course using push bikes.

Macau

The 2024 OCBC Macau Charity Family Cycle Parade, held at Taipa Waterfront, garnered an overwhelming response, drawing numerous cycling enthusiasts and families. In celebration of 'International Day of People with Disabilities', beneficiaries from Caritas Macau Lar Sao Luis Gonzaga were specially invited to ride together at the event. All registration fees collected were donated to charity organisation Caritas Macau. We also sponsored Macau's first Cycling Instructor Course to enhance the development of cycling and coaching.

Our Board

The OCBC Board is fully committed to upholding the highest standards of corporate governance. It ensures that OCBC is managed in the best interests of the Bank as a whole while taking into account the interests of shareholders, customers and other stakeholders.

Various Board Committees have been established to assist the Board in discharging its duties more effectively with clearly defined terms of reference.

Board Committees

Executive Committee
Dr Lee Tih Shih, Chairman
Mr Andrew Lee
Dr Andrew Khoo

From left to right:

Mr Seck Wai Kwong, Mr Pramukti Surjaudaja, Ms Chong Chuan Neo, Dr Lee Tih Shih, Mr Andrew Lee, Ms Helen Wong, Dr Andrew Khoo, Ms Tan Yen Yen, Mr Lian Wee Cheow and Mr Chua Kim Chiu

Nominating Committee
Dr Andrew Khoo, Chairman
Mr Andrew Lee
Mr Lian Wee Cheow
Mr Pramukti Surjaudaja
Ms Tan Yen Yen

Remuneration Committee
Mr Andrew Lee, Chairman
Dr Andrew Khoo
Mr Pramukti Surjaudaja

Audit Committee
Mr Chua Kim Chiu, Chairman
Ms Chong Chuan Neo
Mr Seck Wai Kwong
Ms Tan Yen Yen

Risk Management Committee
Mr Andrew Lee, Chairman
Mr Chua Kim Chiu
Mr Lian Wee Cheow
Ms Tan Yen Yen
Ms Helen Wong

Ethics and Conduct Committee
Mr Seck Wai Kwong, Chairman
Mr Andrew Lee
Ms Chong Chuan Neo

Board Sustainability Committee
Ms Chong Chuan Neo, Chairman
Mr Andrew Lee
Ms Helen Wong

Our Management

Ms Helen Wong
Group Chief Executive Officer

Ms Goh Chin Yee
Group Chief Financial Officer

Mr Noel Gerald DCruz
Group Chief Risk Officer

Mr Tan Teck Long
Global Wholesale Banking

Mr Sunny Quek
Global Consumer Financial Services

Mr Jason Moo
CEO Bank of Singapore

Mr Kenneth Lai
Global Markets

Mr Wang Ke
Greater China, CEO Hong Kong

Mr Tan Chor Sen
CEO Malaysia

Ms Parwati Surjaudaja
CEO Indonesia

Mr Ang Eng Siong
CEO China

Mr Linus Goh
Global Commercial Banking

Ms Elaine Lam
Global Corporate Banking

Mr Gan Kok Kim
Global Investment Banking

Mr Melvyn Low
Global Transaction Banking

Mr Praveen Raina
Group Operations and Technology

Ms Lee Hwee Boon
Group Human Resources

Ms Loretta Yuen
Group Legal and Compliance

Ms Elaine Heng
Group Strategy and Transformation Office

Mr Harry Lim
Group Audit

Ms Koh Ching Ching
Group Brand and Communications

"We continue to take a long-term view when mapping out our corporate strategy. This will enable us to achieve sustainable growth which, ultimately, contributes to our ability to give back to you, our shareholders."

Chin Yee
Group Chief Financial Officer

OCBC delivered record profit in 2024 for the third consecutive year. Our net profit of $7.59 billion was driven by robust growth across our well-diversified franchise of Banking, Wealth Management and Insurance. Total income crossed $14 billion for the first time, propelled by record net interest income and strong non-interest income growth. Notably, our Group's wealth management income and trading income rose to a new high. Wealth management's assets under management saw double-digit growth to $299 billion, driven by continued net new money inflows and positive market valuation. Customer loans grew 8% to $319 billion, with broad-based growth across all industries and geographies. Our resilient results and strong capital position enabled us to enhance our shareholder returns, which are discussed in greater detail below. Our Group CEO touches on the business drivers for our strong results on pages 12 to 15.

Creating long-term value for shareholders

Since I took office in 2022, capital management has been one of my key focus areas as it plays a crucial role in supporting our growth strategies and improving shareholder returns. We have a robust and forward-looking capital management framework set in place to optimise our resource allocation. This approach includes an ongoing evaluation of capital needs to support our strategic objectives and provide buffers for potential uncertainties.

If you recall, we first announced a clear and transparent dividend policy in early 2023, targeting to pay out 50% of our Group net profit to shareholders. We exceeded our target, paying out 53% in 2022 and 2023. This not only rewarded existing long-term shareholders for their confidence in OCBC but also new investors who shared our vision for long-term success.

I am pleased to share another positive development from our ongoing capital management initiatives, and that is the $2.5 billion two-year capital return plan announced in February 2025. We plan to distribute this through special dividends amounting to 10% of Group net profit for 2024 and 2025, with the remaining via share buybacks over two years, subject to market conditions and regulatory approvals. Alongside our target ordinary dividend payout ratio of 50%, the total dividend payout for 2024 and 2025 will amount to 60% annually, surpassing the 53% for the previous two years.

The capital return plan signifies our commitment to enhancing shareholder returns and is in line with our goal of improving our Return on Equity. This is established after thorough assessment of the capital required to support our business growth and investments, while also ensuring we maintain a strong credit rating for OCBC, with the 14% target for Common Equity Tier 1 capital adequacy ratio.

We anticipate that, as we continue to execute on our corporate strategy, earnings will continue to grow over the years. To achieve this, it is crucial that we remain nimble and agile, not only in harnessing opportunities, but also in navigating challenges, particularly given the ongoing geopolitical tensions and trade uncertainties. While our well-diversified business franchise has delivered resilient and well-balanced earnings through the cycles, our collaboration as One Group to drive synergies will foster growth across our business franchise.

Proactive balance sheet management is vital amid softening interest rates to support our net interest income growth. Maintaining strict cost discipline will be imperative as well.

Our total shareholder returns have been solid, with five-year total shareholder returns at 96%. We are confident that we can continue to create long-term value for you.

Powering growth, guided by our corporate strategy
I earlier mentioned the importance of capital management, which has enabled us to strategically deploy capital for organic growth opportunities. This applies to inorganic growth opportunities too, as guided by our corporate strategy and regional ambitions. Let me elaborate on two recent corporate actions that exemplify this.

First would be the $1.4 billion voluntary unconditional general offer that we made in May 2024 for the 11.56% stake in Great Eastern Holdings that we did not own then. As our Group CEO elaborated in her message, investing in Great Eastern Holdings has been a decades-long strategy for OCBC Group. The insurer has grown into a dominant force, holding the highest market share of life insurance sales in Singapore and Malaysia currently, as well as the largest combined agency force across these two markets. Following the offer, our shareholding is now at 93.72%. With that, we expect even better alignment and synergy between Great Eastern Holdings, OCBC and other entities within the Group.

The second example is our acquisition of PT Bank Commonwealth (PTBC) which was completed in May 2024. PTBC was fully integrated into OCBC Indonesia in September 2024. This was a complementary acquisition for us – it solidifies our position in Indonesia, which is one of our core markets with a huge population that holds great potential. PTBC's demonstrated capabilities in wealth management matched our priorities and their customer base had little overlap with ours. The acquisition both deepened our presence and strengthened our customer and talent base in Indonesia. Future opportunities will be similarly evaluated to ensure that our capital usage is optimised in line with our strategic intentions.

Reinforcing our strong and diversified funding position
Equally important as our strong capital position is the need to maintain a resilient and well-diversified funding base. This is crucial given our ambitious growth plans and the need for nimbleness in navigating today's macroeconomic uncertainties. Our strong deposit base anchors this strategy, and we supplement it with wholesale funding across currencies and issuances in the capital markets.

In May 2024 for instance, we priced US$500 million of fixed rate subordinated notes under our US$30 billion Global Medium Term Note Programme. Given our strong capital position, only a benchmark size was issued. Shortly after, in June, we re-tapped the covered bond market after a 6-year absence, with a EUR500 million issuance. Our covered bond programme is a multi-currency programme which allows us to access funding across different currencies including Euro, US dollar, Sterling and Australian dollar. As the covered bond market has proven to be resilient during market stress, it resonates with our intent that the programme can be used for contingent funding. We will continually assess the need for debt and capital instruments.

Leveraging on technology to transform our capabilities
Group Finance has been actively transforming for the future through our three-pronged approach that I shared in 2023. First, on our core systems, we have leveraged cloud technology to implement a unified global finance platform. This enables us to automate our finance operations, analytics and reporting. We also have a new planning, budgeting and management system in place for connected, continuous and integrated planning.

Next is our automation and integration of multiple processes. The Citizen Developer Programme is among the numerous ongoing robotics process automation (RPA) initiatives. Group Finance colleagues, with little or no prior knowledge of coding, were trained to be "Citizen Developers" over four months. With these newfound skillsets, multiple "robotics assistants" have been created to help Group Finance with tedious and manual tasks such as transferring data in various document formats and templates into spreadsheets. Thus far, the Citizen Developers have automated over 30 processes and tasks, saving or avoiding approximately 2,800 annual manhours.

Enhancing our analytics, artificial intelligence (AI) and GenAI capabilities is the third prong of our approach. For example, we are working with Group Data Office - AI Lab to use AI and data science to improve our operational efficiency and analytical effectiveness. We are also harnessing AI to enhance forecasting, scenario planning and simulation. The opportunities are vast, and we continue to build our data ecosystem and deployment of our analytics solutions to optimise the value of AI.

Appreciation and thoughts on the road ahead
OCBC Group's record results for 2024 are the culmination of everyone's hard work. I would like to congratulate everyone across OCBC and extend a special thank you to my colleagues in Group Finance for their strong support.

I also wish to extend my appreciation to the investment community, many of whom I had the pleasure of meeting in Singapore and overseas. We value this strong working relationship and look forward to engaging you even more closely in the future.

We aim to build on our good result from 2024. Yes, the immediate future is clouded with macroeconomic uncertainties. We will address these challenges systematically by monitoring developments and preparing for various scenarios to remain nimble and agile. At the same time, we continue to take a long-term view when mapping out our corporate strategy. This will enable us to achieve sustainable growth which, ultimately, contributes to our ability to give back to you, our shareholders.

"With all the changes at hand, we will continue to invest in talent and technology to enable the Bank to grow and achieve its ambition. We are in the business of managing risks, not avoiding them."

Noel
Group Chief Risk Officer

2024 contained its fair share of risk issues. These included geopolitical tensions, increased protectionism, fewer than expected rate cuts, intensified cyber threats, third-party incidents that disrupted banking services, and de-prioritisation of environmental, social and governance (ESG) issues in parts of the world.

At the start of the year, the consensus was for US interest rates to be cut four times, given lower inflation and a rapidly cooling labour market. As it turned out, the US economy was stronger than anticipated and only two rate cuts materialised by the year end. Forecasts swung throughout the year as analysts weighed the speed with which inflation was falling against and the risk of a recession, against more robust economic numbers, and the impact of supply side shocks.

The Chinese economy remained sluggish, hampered by multi-year softness in its real estate sector and weak domestic consumption, despite efforts to stimulate the economy. Producer prices fell, causing balance sheet stresses in the corporate sector. Like Mainland China, Hong Kong SAR faced a severe commercial property downturn with defaults by even some industry veterans, as higher interest rates and weak occupancies eroded capital and liquidity buffers.

Southeast Asia fared relatively better, benefitting from comparatively resilient domestic consumption, export growth, foreign direct investments that arose from supply chain reconfigurations, upstream investments in the electric vehicle value chain, and technology-related investments such as data centres.

Politically, ruling parties in several democracies lost elections, as voters focused more on domestic and cost-of-living issues. The geopolitical landscape also saw the widening of the Israel-Hamas conflict, the fall of the Assad regime in Syria, and North Korean military involvement in the Russia-Ukraine conflict.

Cyber and technology risk issues also required attention. A faulty software update from a cybersecurity firm caused widespread system disruptions that affected the healthcare, aviation and finance industries, underscoring vulnerabilities of an increasingly digitalised and interconnected world.

These incidents remind us that it is difficult to predict specific risk events with certainty, or to anticipate the timing, speed and magnitude of such events. However, we know that issues are bound to occur, and we must be vigilant in looking out for them and swift in dealing with them. We must be prepared for a wide range of potentially adverse developments, and work on identifying possible interconnectedness as well as developing mitigation strategies and testing them where possible.

During periods of economic growth and calm in the financial markets, we should not be complacent as cracks can develop suddenly and sharply. The virtues of avoiding over-concentration, setting risk tolerances, developing leading indicators, stress testing the resilience of our businesses and maintaining adequate buffers, must be observed.

Key achievements

Over the past year, the Bank maintained strong asset quality despite challenging macroeconomic conditions. We also diversified our credit portfolio to improve its resilience and ensure sustainable long-term performance. Our non-performing loan ratio is now hovering at around 1%, which is the lowest it has been for many years. Credit costs for 2024 were well contained and we built healthy credit allowances for the future. Liquidity buffers were ample. We also worked on a framework to lower the volatility of foreign currency translation reserves through appropriate hedges, considering the growing business in our overseas subsidiaries. We were awarded the 'Best Risk Management' accolade at the 2024 Singapore Corporate Awards in recognition of our efforts.

With the changing threat landscape, we have embarked on several programmes to strengthen the management of our non-financial risks and to uplift operational resilience in cyber security, third-party management and our IT environment. We continue to maintain the highest-tiered Cyber Trust Mark certification from the Cyber Security Agency of Singapore.

The Bank successfully cut over to the revised Basel III regime for credit and operational risks in mid-2024 and has completed work to adopt the new regime for market risk in January 2025.

We also organised our inaugural Risk Conference that brought together eminent speakers and panellists to cover the future of risk issues.

Looking forward

It is never a dull day in risk management. 2025 will bring additional risk challenges. Regime changes are likely to cause significant policy shifts, with implications for trade, technology transfer and people movement. At the time of writing, we have seen a series of tariffs and other domestic policies that could lead to a resurgence in inflation and acceleration of supply chain reconfigurations. Ongoing uncertainty may dampen investor sentiment and increase market volatility.

Noel receiving the Best Risk Management (Large Cap Category – Gold) award on behalf of the Bank at the 2024 Singapore Corporate Awards co-organised by The Business Times, Singapore Institute of Directors and Institute of Singapore Chartered Accountants.

Businesses will have to address the dual challenges of restructuring supply chains, while adapting to rapid technological advancements that can quickly render existing practices obsolete. This highlights the need for a deep understanding of the mega trends in the operating environment and working with our customers to be properly positioned both to mitigate the risks of these mega trends, as well as to participate in business opportunities to thrive in the long run. Improving the business resilience of our customers also improves our resilience.

Digitalisation of financial services has increased the reliance on interconnected systems, heightening the risk of service disruptions. As part of building our operational resilience capabilities, it is essential to identify vulnerabilities in our operations and establish robust business continuity plans to minimise service disruptions. We must assiduously look out for and avoid potential single points of failure.

With technological advancement, cyber-attack attempts are bound to increase. Threat actors are now able to execute such attacks more quickly and vulnerabilities could be exploited at an unprecedented scale. We continue to invest in new capabilities and strengthen our resilience in the face of these evolving threats.

Rapid advancements in artificial intelligence (AI) will have far-reaching impact on businesses and the labour market. AI enhances productivity and fosters innovation across various sectors. New job categories will be created while some existing roles will become obsolete. As we increasingly look to harness the power of AI in the Bank to enhance productivity, spur innovation and improve customer experiences, we must do so in a fair, ethical, accountable and transparent manner. In this regard, we work to establish a holistic governance framework for the responsible use of AI.

The global decarbonisation effort faces challenges from shifts in climate policy focus. Nevertheless, our commitment to sustainability remains strong, as it is central to achieving long-term growth in our markets. We are proactively enhancing our understanding of nature-related dependencies and financial risks, to improve our environmental risk management framework. By embedding sustainability into our core operations, we aim to navigate the evolving landscape while positively contributing to the economies and communities we serve.

With all the changes at hand, we will continue to invest in talent and technology to enable the Bank to grow and achieve its ambition. We are in the business of managing risks, not avoiding them.

"We remain committed to building on the solid foundations we have established. We are on track to achieve our goal of securing 500 new regional cash management mandates by 2027, and expect to reach this target ahead of schedule this year. Enhancing One Group collaboration will remain a priority as we seek to deepen synergies across the Group."

Teck Long
Global Wholesale Banking

2024 was nothing short of eventful. Political uncertainties reigned. Geopolitical tensions in the Middle East and Europe persisted. Rate cuts dominated headlines.

Global Wholesale Banking navigated the challenges successfully, with customer loans and deposits growing 8%. While income was relatively flat due to rate cuts, we grew our fee income through increased cross-selling of investment banking and treasury solutions.

Strengthening our regional franchise

We continued to support growing ASEAN-Greater China flows, and our customers showed strong interest in investing in Southeast Asia to access its young, expanding middle-class population and its rich natural resources. In 2024, we saw a nearly 30% year-on-year rise in new-to-bank customers that were Chinese companies entering the ASEAN market.

One Chinese company we supported in its set-up in ASEAN was CNGR. The global leader in battery material manufacturing established strategic nickel-related manufacturing projects in Indonesia. With abundant nickel reserves, Indonesia is a key source of essential material in lithium-ion batteries, which are critical components of electric vehicles.

We continued to actively help foster local business connections and networking opportunities for our customers through our signature OCBC One Connect event series. Our aim is to help them address their needs beyond financing. One notable event involved hosting 20 representatives from more than 10 Chinese healthcare technology companies in Jakarta and Singapore for business matching sessions and seminars with local health authorities and agencies.

Through such initiatives, we successfully achieved our goal of increasing our Greater China franchise revenue in ASEAN by 50% (from 2022) by 2025, surpassing our target ahead of time for the second consecutive year.

The Johor-Singapore Special Economic Zone (JS-SEZ) is poised to further boost our regional ambitions. We have set up dedicated teams on both sides of the Causeway, comprising 25 experienced bankers and 4 dedicated branches within the JS-SEZ. They will support our customers with the appropriate advisory services and link them up with local business partners to capture potential economic opportunities in the JS-SEZ.

In collaboration with the Malaysian Investment Development Authority (MIDA), we also co-organised a roundtable discussion in December 2024 for 28 mid-sized enterprises from Singapore and China in the manufacturing sector. During the event, MIDA provided valuable insights and information about investment opportunities and the business landscape in Malaysia.

By the end of 2024, we saw approximately a 15% increase in income from our business in Johor. Building on this growing interest, we are well positioned to assist customers across the region in establishing themselves in the JS-SEZ, supported by our strong regional network.

Another highlight of 2024 was our continued effort to optimise our processes, enhancing our digital capabilities to better serve our customers in our core markets. In Hong Kong, we launched digital account opening for SMEs, achieving a turnaround time of just one working day. Other best-in-market features included no minimum balance requirement and no monthly maintenance fees. As a result, we saw an 18% increase in the number of new SME customers we onboarded across our core markets.

Enabling a more inclusive, low-carbon future

By the end of 2024, our sustainable finance loan commitments totalled $71 billion, reflecting our commitment to supporting clients in their transition to a low-carbon economy. We reported good progress in our net zero financed emissions targets for six key sectors, keeping us on track to meet our 2030 interim targets.

We continued to offer customers innovative financing solutions to support their net zero journeys. We extended our OCBC 1.5°C loan to lodging trust Capitaland Ascott Trust and agriculture conglomerate COFCO International. The OCBC 1.5°C loan reflects our dedication to supporting customers on their net zero decarbonisation goals, with market-leading transition advisory and innovative financing solutions.

Supporting SMEs on their sustainability journeys and ambitions remained a strategic focus for us. As at end-Dec 2024, we supported close to 4,000 SMEs in the region with sustainable financing commitments of over $9 billion.

In this area, one of our priorities has been to avail simple, low-cost tools to SMES that make it easier for them to measure, manage and finance their sustainability efforts. We rolled out the online energy performance self-assessment solution – the SME Energy Efficiency Assessment (SMEEA) tool – to the Hong Kong and Malaysia markets in 2024. Jointly developed with Singapore's Building & Construction Authority and launched in Singapore since 2021, it assesses the energy performance of property projects and facilities within minutes. The SMEEA was recognised as one of the Steward Leadership 25 winning projects in 2024, an annual listing of 25 projects in Asia Pacific that are considered to have a positive impact on society, future generations, or the environment.

Aiming to support women entrepreneurs with their business growth and ambitions, we launched the OCBC Women Unlimited Programme in April 2024. Even in a developed market like Singapore, women-owned SMEs account for only about 30% of all businesses. The Programme enables women entrepreneurs to access financing and other resources such as educational workshops and networking and mentorship opportunities more easily, and helps to accelerate their growth plans. By the end of 2024, the Programme supported close to 300 women-owned businesses in Singapore with over $50 million in loan commitments. It builds on a similar programme launched by OCBC Indonesia in 2020 which, at end-2024, was supporting over 1,300 women entrepreneurs with loan commitments of over $480 million.

OCBC and MIDA co-organised a roundtable discussion on Malaysia's investment opportunities and business landscape in Johor Bahru in December 2024, for 28 Singapore and Chinese mid-sized enterprises in the manufacturing sector.

Our work in sustainability earned us the Best Bank for Sustainable Finance Singapore award by The Asset, and Best Bank for Sustainable Finance Hong Kong award at the Global Finance Sustainable Finance Awards 2025. Additionally, we ranked first in LSEG's ESG Loans league tables for Mandated Lead Arranger in both Southeast Asia and Asia-Pacific in 2024.

Doubling down on innovation

Partnering Land Transport Authority of Singapore (LTA), we piloted a next-generation blockchain-based conditional payments solution that enables LTA to disburse mobilisation advance payments. This innovative approach helps main contractors defray heavy upfront capital expenditures at the start of construction projects, enhancing efficiency, transparency and governance. At end-2024, about $24 million had been disbursed to LTA's contractors.

We also established a strategic partnership agreement with Ant International to facilitate around-the-clock cross-border real-time payments between Singapore and Malaysia. This leverages Ant's Whale treasury and liquidity management platform, and utilises our combined blockchain capabilities.

Outlook for 2025

The operating environment in 2025 is expected to remain uncertain given macroeconomic developments and ongoing geopolitical tensions.

Despite these challenges, we remain committed to building on the solid foundations we have established. We are on track to achieve our goal of securing 500 new regional cash management mandates by 2027, and expect to reach this target ahead of schedule this year. Enhancing One Group collaboration will remain a priority as we seek to deepen synergies across the Group and leverage the Group's comprehensive capabilities and financial solutions to meet our clients' diverse needs.

Opportunities continue to emerge from the mega trends of digitalisation, sustainability, supply chain diversification and the growing use of generative AI. We will stay focused when it comes to seizing these opportunities, utilising our extensive regional network and strong customer relationships. At the same time, we will continue to strengthen our digital, product and innovation capabilities. This will help us serve our customers better and assist them in navigating the challenges ahead.

"Close collaboration – internally and externally – has been instrumental in driving our business forward. Looking ahead, an immediate priority will be to explore even more ways to leverage OCBC's One Group capabilities to enhance our offerings and drive sustainable growth."

Sunny
Global Consumer Financial Services

The last few years have been marked by uncertainty. Geopolitical tensions, advancements in AI, and climate change are transforming the landscape at an unprecedented pace. Amidst this uncertainty, our focus did not waver, and we continued to achieve exceptional results.

We grew our assets under management (AUM) more than 14% year-on-year across our core markets. Our annual loans growth has also been healthy, increasing close to 10% regionally. Notably, wealth revenue from investments surged close to 50% from last year, setting a record high. Indeed, our wealth management business contribution, together with Bank of Singapore, is consistently close to one third of the Group's income. These good results can be attributed to the solid execution of our strategic priorities. Firstly, to accelerate acquisition. Secondly, to deepen engagement with our customers. And lastly, to grow our Premier Banking franchise.

These priorities are not new, but we doubled down on them in 2024, and it has paid off.

Sharpening our customer acquisition strategy

I constantly tell the team to be 'obsessed' with customers. This is intentionally hyperbolic to highlight just how important customer centricity is. We must constantly review and develop new product propositions to meet our customers aspirations as they progress through life's different stages. This is central to our ability to acquire new customers.

One gap in the market that we observed: a lack of digital banking options for digital natives born after 2009 – Generation Alpha. We thus conceptualised the OCBC MyOwn Account and launched it in October 2024. This marks the first time that children and teens aged seven to 15 can have a Singapore bank account and debit card in their own name. Understanding the concerns of parents and the important role that they play in terms of financial literacy, parental controls are key to this account. With such a strong proposition, we have set a bold target to open 100,000 OCBC MyOwn accounts within a year.

With one in two new-to-bank customers being onboarded digitally, the OCBC app undoubtedly plays an extremely important role in our customer acquisition strategy. It is therefore a channel that we must invest in and refresh consistently.

We did this in 2024 in a variety of ways. We introduced a customisable home page design plus new journeys for customers to open accounts and manage their finances seamlessly in Singapore. I am excited too about what we have in the pipeline. Across Hong Kong SAR, Indonesia and Malaysia, we will deliver a 'OneMobile' app experience to offer mobile-first banking for our customers, enabling a single point of service and interaction to enhance customer journeys.

I am pleased that in 2024, new-to-bank customer acquisition across our core markets grew by 15% year-on-year. We will intensify our efforts to keep the good momentum going.

Deepening engagement through collaborations and strategic partnerships

In 2024, our success was fuelled by dynamic collaborations — both within the OCBC Group and with external partners — along with our continued commitment to serving our community.

An innovative collaboration was the launch of OCBC PartnerCare, which leveraged our One Group strengths to provide a comprehensive financial and personal wellness programme. By leveraging our expertise in banking, wealth management, and insurance through Great Eastern Holdings, we offer over 35,000 property agents in Singapore various financial benefits, including discounts on Great Eastern insurance plans. This programme has enhanced our engagement with property agents, vital partners in our home loans business. More broadly, it demonstrates the power and versatility of our One Group proposition in driving business.

Another instance where the synergy between OCBC and Great Eastern Holdings has borne fruit is the Great Term Guard insurance plan. A once onerous 40-question health declaration in the sign-up process has now been reduced to a maximum of two. This is possible only because of the data exchange between the bank and Great Eastern Holdings, enabling us to develop a data model based on our customers' transactional and biodata information to inform the insurance underwriting process. This has significantly improved our customers' experience through their insurance purchase journey.

We are grateful for the partnerships outside OCBC Group too – some of which have truly brought a touch of magic to our customers. I am of course referring to our five-year strategic collaboration with Disney, which cuts across three of our core markets – Singapore, Malaysia and Indonesia. This makes us the first bank in Southeast Asia to collaborate with Disney on a comprehensive programme.

What can our customers expect? Disney themed cards, for one. This has already been rolled out for OCBC MyOwn Account debit cards and you can expect more in this space. We are also working on a rewards programme that will benefit select debit and credit cardholders, as well as OCBC 360 Account customers in Singapore and Malaysia, and Young Nyala Account customers in Indonesia. Such collaborations elevate our products and services – competing on pricing or rates alone is insufficient.

I have discussed the importance of One Group collaborations and finding strategic partners. However, we must not forget our core channels of engagement. At the heart of it, we are a banker to the community and our branch network is a big part of that. That is why we are committed to services like Sunday Banking, which is currently offered at 10 branches in Singapore. We remain the only local bank to offer this to our customers, so they can bank at convenient heartland locations even on the weekends.

We also mobilised our branches starting from 2022 for our OCBC Digital Silvers programme where we held digital banking and safety workshops for our older customers. Given the success of the programme, it has since been expanded beyond branches to community centres around Singapore. In line with the expansion of the programme, we announced last year that we would educate 10,000 seniors, and we have reached that goal.

Enhancing our services for the well-heeled

As Asia's wealth flows strengthen, we have a tremendous opportunity to grow our Premier Banking and Premier Private Client (PPC) segments. To that end, we have enhanced our offering to high-net-worth customers in the retail banking space with curated events and exclusive privileges. With the great wealth transfer taking place in Asia, we want to assist our customers – and their next generation – with their preparation. We designed the OCBC GENesis programme for this purpose. This by-invitation-only event for the children of PPC customers offers tailored financial solutions and educational resources to help young individuals navigate their financial futures.

We have also streamlined our Premier Banking onboarding processes, ensuring a seamless experience for our clients as they access our regional service model. This means applying to open multiple Premier Banking accounts simultaneously, from one location, without having to repeat the onboarding process across geographical locations or jurisdictions. We already enable this in Singapore and Hong Kong SAR, and will extend this to customers in Malaysia, Indonesia and Macau SAR in the future as well. This meets their needs; with increased globalisation, our Premier Banking customers are now more mobile, well-travelled, and transitory than ever before. We will continuously enhance our customer offerings, including exclusive rewards and privileges, cross-border remittances services, comprehensive financial needs analysis and personalised wealth advisory services.

Going forward, we will continue to leverage our twin wealth hubs of Singapore and Hong Kong SAR to expand the business. We will also expand our sales and relationship manager force to grow our Premier Banking business in the region. Already, in Hong Kong SAR, our Premier Banking customer base grew more than 35% year-on-year. In Macau SAR, that number exceeded 30%. There is potential in Indonesia too, with its huge, upwardly mobile population. Our Premier Banking customer base grew close to 20% year-on-year there. These are healthy numbers that we want to build on.

Leveraging One Group strengths for continued success

Even as we celebrate our 2024 successes, I wish to extend my heartfelt gratitude to our customers, partners, and colleagues across OCBC Group. Close collaboration – internally and externally – has been instrumental in driving our business forward. Looking ahead, an immediate priority will be to explore even more ways to leverage OCBC's One Group capabilities to enhance our offerings and drive sustainable growth. Together, we will continue to innovate and adapt to the changing landscape, ensuring OCBC remains the top choice for our customers in the years to come.

"Our dedication to our role as a wealth advisor is of the highest level and we are firmly committed to educating and advising our clients on navigating the volatile wealth landscape. This is our promise to our clients."

Jason
CEO, Bank of Singapore

At Bank of Singapore, our mission is to be Asia's top private bank.

To do so, our commitment is to be a trusted advisor to our clients as their primary private bank for all their investments and wealth management needs, providing them with the best advice and a premier platform that opens doors to services and products they may not have accessed before. In this way, we can achieve our goal of being a top private bank that is rooted in Asia but global in perspective.

In 2024, we have made strides towards that aim. We embraced a bank-wide journey of transformation in a challenging environment dominated by volatile markets and geopolitical tensions, and uncertainty and interest rate cuts. Our assets under management (AUM) grew and we experienced continued growth of net new money from our core markets.

Particularly, we saw good growth in two key client segments – ultra-high net worth individuals and financial intermediaries. Both recorded double-digit growth in AUM. This is an affirmation of our sharpened focus in these segments.

We expanded our suite of products and services for ultra-high net worth individuals and, importantly, elevated our engagement with them and their next generation.

A bespoke next-generation programme 'Future Wealth Executive Programme' was rolled out in partnership with Singapore Management University and Tsinghua University School of Economics and Management.

The programme provided the next generation of these investors with a strong foundation, covering areas such as entrepreneurship, business succession planning and family offices. Our aim is to help them chart their own course with purpose and passion. This is part of a broader next-generation programme anchored on three key pillars – Education (knowledge sharing), Investments (tailoring solutions relevant to them) and Community (networking purposes).

As expected, we are seeing a great wealth transfer in Asia. I firmly believe that Bank of Singapore has what it takes to serve every generation with our global expertise.

In our view, there is vast potential in the financial intermediary segment. Across the industry, we have seen a significant growth in the number of financial intermediaries, also known as independent asset managers, being set up to serve high net worth individuals over the last six to seven years.

Against this backdrop, private banks like ours must embrace financial intermediaries as a core component of the ecosystem. At Bank of Singapore, we see them as strategic partners and a key pillar of our strategy. In fact, the financial intermediary segment has been one of our fastest growing areas in the last three years. We are focused on delivering value to them by developing unique and wider offerings amid adopting an institutionalised servicing approach.

The roll-out of an alternative investment digital platform – FIM Alternatives Select – which is the first of such scale by a private bank in Asia, is one such example. Through the platform, we are making it easier for our financial intermediary partners to augment the strength of their client portfolios with alternative investment opportunities and achieve their wealth objectives.

Funds from leading global asset managers such as KKR and The Carlye Group are among those that are made available on the FIM Alternatives Select.

Adding alternatives to portfolios

When it comes to investment solutions, we continue to see an increasing interest in alternatives such as private markets, hedge funds and direct investments across all our client segments. Clients recognise that the benefits of adding alternative solutions with lower correlations to traditional asset classes will help improve portfolio resilience, especially in today's volatile environment.

To cater to this increased demand, we have expanded our ecosystem of leading partners and broadened our suite of solutions. We were able to offer exclusive access to private credit opportunities in Europe and Asia as yield-seeking investors look for private credit solutions that help them diversify away from public and traditional fixed-income exposure.

As a result of these efforts, we saw a strong momentum in alternative investments and recorded more than 80% year-on-year growth in inflows.

Go-to bank for world-class thought leadership

We have doubled down on our efforts to build intellectual capital and thought leadership to augment our research, advisory and portfolio management capabilities. Against the backdrop of an increasingly complex and fragmented world, investors need quality advice and ready access to deep global perspectives more than ever, to effectively navigate the volatile investment landscape.

With that in mind, we brought together a diverse group of renowned experts to form the Bank of Singapore CIO Global Advisory Council. A first-of-its-kind by a private bank in Asia, the members come from think tanks such as Peterson Institute of International Economics and Milken Institute, as well as KKR and Blackstone.

Bank of Singapore's CIO Global Advisory Council comprises renowned experts across diverse fields and is the first-of-its-kind by a private bank in Asia.

Winning the 'Best Chief Investment Office in Private Banking in Asia' at The PWM & The Banker Global Private Banking Awards 2024 affirms our commitment to building up intellectual capital, as well as the confidence and trust that our clients have in us.

Later this year, we will be unveiling a systematic, robust and risk-based multi-asset allocation framework that is proprietary to Bank of Singapore. It will be used to guide our clients as they build long-term investment portfolios.

Positioning ourselves for the future

The private banking industry is facing seismic changes. Coupled with the evolving geopolitical environment, it is imperative that we continue to have a razor-sharp focus on the fundamentals and build on our value proposition to capture the opportunities.

In the coming years, we will work to enhance and grow our platform to serve our clients – both on our product and services offerings and human capital.

One of the initiatives that we have embarked on to enhance our platform is a three-year client lifecycle management roadmap aimed at transforming the client experience at every stage – from prospecting and digital onboarding to periodic reviews – with the use of technologies such as machine learning and generative AI.

Deepening our already robust talent pool and developing the existing ones is another area that the management team and I pay particular attention to. Our stellar track record in attracting the best talent in the industry has not gone unnoticed by our peers. This is no doubt a result of our people-focused culture and strong brand reputation. To myself and my team, people remain firmly at the centre of our strategy because we believe the human element remains an invaluable aspect of private banking.

Strengthening the One Group collaboration will remain high on our agenda as we double down on offering a comprehensive suite of financial solutions (from corporate and commercial banking to treasury and insurance) through the OCBC Group's network. This will be vital in our pursuit to be the private bank of choice especially for the ultra-high net worth investors.

Will we be Asia's top private bank in years to come? I firmly believe so. Our dedication to our role as a wealth advisor is of the highest level and we are firmly committed to educating and advising our clients on navigating the volatile wealth landscape.

This is our promise to our clients.

"Global Markets achieved more than 50% year-on-year increase in revenue. This growth was driven by the simultaneous outperformance of both customer-facing and market-facing activities, underscoring our commitment to excellence and innovation."

Kenneth
Global Markets

Interest rates finally eased, gold prices surged to a record high, geopolitical tensions persisted and a historic number of elections were held. Against this backdrop in 2024, Global Markets achieved more than 50% year-on-year increase in revenue. This growth was driven by the simultaneous outperformance of both customer-facing and market-facing activities, underscoring our commitment to excellence and innovation.

Central to our success was the One Group ethos. Global Markets Sales fostered close collaboration with various business segments, resulting in a robust growth in total customer sales revenue across all key customer segments. Our research team also plays a pivotal role in supporting the broader OCBC Group with essential research input.

In addition, our asset positioning in the first half of 2024, in anticipation of lower funding rates in the second half, led to a significant improvement in market-facing revenue.

Shoring up our capabilities for the future

2024 was a standout year in terms of positioning Global Markets for the future. A key achievement was our expansion into the Chinese securities market, where we capitalised on emerging opportunities. The challenging FX conditions China faced in 2024 led to favourable market opportunities for OCBC to invest into high quality onshore investment securities. The volume of investments increased significantly, leading to our recognition by Bond Connect Company Limited as a Northbound Outstanding Commercial Bank.

It is also worth noting that Global Markets' astute and prudent management of credit securities has helped solidify our presence in the debt securities market, winning us the accolade of Top Investment House in Asian G3 bonds (Singapore, Banks) from The Asset Benchmark Research Awards for 2024, marking our tenth consecutive year of receiving this honour since 2015.

In line with our digital transformation strategy, we enhanced our e-commerce capabilities, working with channel partners to expand our online offerings. In 2024, we successfully added 35 new currencies for corporate clients, introduced online MYR remittances for retail customers through Malaysian money transfer service DuitNow, and launched FX online services for our Hong Kong clientele. These added capabilities further enhanced the overall banking experience for our customers. In addition to FX, our online precious metal offering has seen strong growth with trading volume doubling year-on-year, on the back of gold prices hitting record prices.

On the new economy front, we were the first bank in Singapore to launch the sale of bespoke tokenised bonds to corporate accredited investors on our asset tokenisation platform. Our innovative platform enables customisation of tokenised products based on specific investment needs, facilitating risk diversification through fractional investments. We completed the inaugural transaction in minting a tokenised bond for a client in November 2024. This is a big step forward, not just for OCBC, but for the industry at large as it seeks to commercialise and scale the usage of tokenised assets.

We notched another 'first', becoming the first bank in Singapore with intraday institutional lending capabilities. This was accomplished using blockchain-based intraday Reverse Repurchase trades on J.P. Morgan's Digital Financing application, built on their Kinexys Digital Assets platform. With this capability, we can put excess intraday liquidity to work to maximise returns. Using the same platform opens up the opportunity to make Repurchase trades too. This means better liquidity resilience as we can borrow funds to meet pressing intraday liquidity needs.

In addition, our commitment to leveraging technology and innovation continued to transform our business operations. The adoption of cloud technology has also been pivotal in scaling our operations, enhancing our processing capabilities while optimising physical resources.

Commitment to Sustainability

Sustainability continued to be important for Global Markets as our Emissions Trading Desk, established in 2023, worked on expanding our product suite to assist corporate clients in managing their carbon footprints and meeting Environmental, Social, and Governance (ESG) requirements. We launched Energy Attribute Certificates (EACs), which are tradable certificates that represent the environmental benefits of renewable energy generation. They can be used as part of carbon offsetting strategies, allowing companies to compensate for their greenhouse gas emissions by supporting renewable energy projects. EACs support our own sustainability efforts as well.

Apart from EACs, we offer Compliance and Voluntary Carbon Credits. Within these categories, we are building out in different compliance markets and setting up the relevant registry accounts.

To further raise awareness of the importance of sustainability, our Research team started a Young Voices for Sustainability series that showcases inspiring youth narratives on the topic. These videos are amplified using our Telegram channel, where we regularly share research videos and podcasts.

Looking ahead

Looking ahead to 2025, we foresee a complex global economic landscape, including significant trade tariffs on Chinese exports. These developments could disrupt the current disinflation trend and affect monetary policy worldwide. While we expect disinflation to continue, the outlook does present greater uncertainty. Despite this, Global Markets remains focused on enhancing our customer franchise and fulfilling their hedging and investment needs. In doing so, it is important that we play to our strengths and find ways to support our customers as One Group – that is a differentiator that we want to capitalise on in the years ahead.

We were awarded Top Investment House for Singapore banks in G3 bonds by The Asset Benchmark Research Awards.

"We keep a very close eye on new developments and trends that are set to disrupt the banking industry in the next decade. Our vision is a future where our people do not just work alongside emerging technologies – they lead with them."

Praveen
Group Operations and Technology

2024 was an exciting year for us on the technology front. It was a year of multiple first-to-market offerings, which we are proud of.

In June 2024, we launched A.I. Oscar, Singapore's first artificial intelligence (AI)-driven stock-picker tool powered by deep learning algorithm. A.I. Oscar generates hyper-personalised stock ideas for our OCBC Securities customers based on each customer's unique profile and trading history, amongst other factors. During the three months after its launch, we saw a 95% increase in trading accounts opened year-on-year.

We partnered with the Land Transport Authority of Singapore (LTA) to pilot a next-generation blockchain-based conditional payments solution. This solution allows LTA to disburse payments with greater transparency to its main contractors. Payments are disbursed only when the smart contracts verify that the intended conditions are met. There is still room for growth in this area and I am excited to see how we can help our stakeholders transform their businesses and decrease reliance on manual processes.

Our dedication did not go unnoticed. We earned numerous industry accolades and recognitions, including the Global Banking & Finance Awards for Best Retail Bank in Singapore and the OpenGov Asia's Recognition of Excellence Awards.

A dedication to innovation and learning

Even as we break new grounds in coming up with market-leading initiatives, we are preparing ourselves for the next frontier of technology. We keep a very close eye on new developments and trends that are set to disrupt the banking industry in the next decade. Our vision is a future where our people do not just work alongside emerging technologies – they lead with them.

True innovation is impossible without the right people. This is why we challenge our employees to innovate. Innovation brings new ideas. It does not matter whether these ideas are completely feasible or not. It is the spirit of innovation and the dedication to excellence that are important.

To this end, I am heartened to see the enthusiasm my colleagues show whenever we launch our quarterly innovation contests which we started in 2023. Dubbed "Deal or No Deal", these contests are open to anyone in the bank, regardless of background and experience. To date, more than 60 new ideas have been contributed as a result of these quarterly competitions. Some of the ideas received include an automated portfolio review tool that can potentially save more than 80,000 man-hours a year, and smart lighting focused on cutting carbon emissions through Internet of Things-enabled devices.

Another initiative that I am pleased to share about is our monthly day-off for learning, which every employee in technology roles can use to pick up new skills. Technology is always evolving and to stay ahead of the curve, we recognise that technology employees must have dedicated time and space to learn. This empowers them to own their skills development while keeping them engaged and up to speed with various changes in technology – including its benefits, risks and industry-specific applications.

Quantum: Banking's next revolution

Quantum technology is an area that we have identified as potentially transformational. It may not be long till quantum computing becomes mainstream, marking a paradigm shift from classical or conventional computing.

The world also continued to be captivated by the rapidly evolving generative AI technology, which could be driven to new heights as quantum technology takes flight enabling better prediction accuracy and at a faster speed. Within the bank, we leveraged AI further, which you can read about in our "Creating Value through AI, Transforming for the Future" section from pages 16 to 19.

To be ready to capitalise on these technological trends, we have been taking various steps and engaging in research to develop expertise and resilience.

For instance, we have an internal task force that focuses solely on quantum computing, collaborating with different organisations, the government and universities. We are working with the National Quantum Computing Hub to study how to utilise quantum algorithms in finance applications such as derivative pricing and portfolio optimisation, which will enable more accurate pricing strategies and maximise returns.

The Singapore government recognises the fast-developing quantum technologies and announced in 2024 that it will invest close to $300 million to fuel research and talent development in quantum technology, positioning Singapore as a leading hub in this area.

To ensure our workforce is ready for this quantum leap, around 100 of my colleagues will undergo specialised training from 2024 to 2026. In fact, as of 2024, more than 30 have already done so, deep diving into applications on quantum technology.

As we prepare for the next frontier of technology, we are also forming partnerships with like-minded organisations to create more impact in the ecosystem we operate in. This is all the more crucial given that the potential of such technologies could be twofold.

For instance, the superior computational power of quantum technology can enhance systems, but when placed in the wrong hands, the consequences would be catastrophic. Our current encryption methods and systems, which form the backbone of modern cybersecurity world, could possibly be defeated by the force of quantum decryption. If banks do not act now, we might as well leave the vault door wide open. This is why, together with the Monetary Authority of Singapore and industry partners, we are actively exploring solutions to defend against quantum-powered cyber threats and safeguard customer data.

Uplifting our capabilities

Having a skilled talent pool to effectively manage and leverage these frontier technologies is critical.

In 2024, we expanded our talent footprint across ASEAN and Greater China with the establishment of a regional engineering hub in Jakarta, which complements our existing hubs in Singapore, Kuala Lumpur, Shanghai, and Shenzhen. We will also be enlarging our bench strength of technology talents in China where an additional 300 highly skilled software engineers will be hired from 2024 to 2026.

Having multiple hubs in the region enhances our capabilities. We can effectively scale our resources to accommodate our accelerated growth in the ASEAN and Greater China region and tap into an expanded and diverse pool of engineering talent, which can enhance innovation and problem-solving. These enhanced tech capabilities will enable us to continuously deliver elevated and personalised services that better meet our customers' evolving needs.

An exciting outlook

The future holds a lot of promise, and we remain committed to invest in the right technologies and the right talent to empower our ambitions. We have an exciting pipeline of developments and partnerships lined up for the years ahead to strengthen our capabilities and deliver enduring value to our customers.

This includes our $500 million investment in the Punggol Digital District, which will consist of an innovation hub and a strategic partnership with the Singapore Institute of Technology. When completed in the first quarter of 2027, our innovation hub – OCBC Punggol – will play a pivotal role in continuing the bank's transformation efforts, enhancing our competitive advantage.

I am excited to see the collaboration opportunities that will be unlocked in Punggol Digital District, and beyond. Beyond that, I am confident that we have the technology, expertise, and local insights needed to help realise our regional aspirations.

Our innovation hub at the Punggol Digital District will occupy about 430,000 square feet of space, equivalent to about seven football fields.

"Here at HR, we play the long game by building long lasting relationships with our employees, customers and communities, investing for a better future through putting our focus on building skills and creating sustainable value."

Hwee Boon
Group Human Resources

At OCBC, our purpose has not changed since our doors opened more than nine decades ago, and we remain as committed as ever to enabling the aspirations of individuals and communities.

This same commitment extends to our people, and we work tirelessly to create opportunities and strengthen the support they need to succeed and thrive. We want to bring out the best in them, make OCBC a place where they enjoy coming to every day, and a place where the best wants to work.

Our approach to achieving this goal is multi-faceted and includes championing a skills-first workforce, sharpening our talent and leadership development focus, strengthening our people practices and building workplace diversity. These are among the many strategic areas that we have doubled down on in the last three to five years.

Embracing a skills-first approach

Making strides towards a skills-first workplace is an important pillar of our HR strategy and sets the foundation for our talent development and mobility efforts. It is something I have spoken about often in the past year, and it aligns us with the Singapore government's initiative to foster a skills-first approach.

When candidates and colleagues ask me, "What exactly is a skills-first workplace, and how is OCBC striving towards one?" My answer is simple: We prioritise skills in everything we do – from recruitment to development and talent management. We believe that the true measure of an individual's potential lies in their ability to adapt, learn, and grow, as well as their capacity to take on greater responsibilities.

Our commitment to becoming a skills-first workplace also challenges us to look beyond academic qualifications and embrace a meritocracy of skills, ensuring that everyone has the opportunity to reach their potential.

OCBC Ignite, an accelerated banking career programme for polytechnic students launched in May 2024, is an example of our skills-first approach.

The programme comprises an internship during the students' final year of their studies, and a structured full-time apprenticeship after they graduate. At the end of the 18-month learning and development journey, OCBC Ignite participants are fast-tracked to take on university-equivalent roles at the bank.

The first cohort of more than 100 participants began their journey in March 2025 and I am excited about the alternative pathways this program provides for polytechnic graduates to gain valuable real-world industry experience and practical skills that can give them a head start in their careers.

In support of our strategic efforts to uplift skills-first growth and mobility within the organisation, we dedicated our second edition of our annual learning festival – which we called 'Grow Your Way with MOBI' – to skills showcases and career coaching. A cornerstone of this edition of Grow Your Way was the introduction of MOBI, OCBC's AI-powered opportunity marketplace for employees to discover career possibilities.

To further bring the skills and mobility narrative to life, OCBC Malaysia created its very own MOBI card game, adopting a gamification approach to engage our people. These activities created a buzz about MOBI, while also empowering our employees to own their individual career journeys.

In 2024, we also explored new ways to help our people gain new skills. Since May 2024, close to 40 colleagues have participated in internal gigs – short-term assignments outside of their usual roles that they take on within the Bank – that ranged from three to 18 weeks.

Some of the gigs that participants have completed are Data Explorer (with Group Data Office), Risk Assurance Investigator (with Group Risk Management) and Cub Reporter (with Group Brand and Communications). These gave them valuable experiences in business and support functions.

Internal gigs like these bring about multi-fold benefits: Employees acquire new skills, broaden their networks, and have the chance to explore different roles, and managers receive additional assistance and a fresh outside-in perspective.

In terms of development, this new channel of learning is not nearly as far along as our mainstream offerings. Even so, I am proud of what we are doing to push the envelope in learning innovation.

Communicating OCBC's employer brand

While I take pride in our programmes and initiatives, I find it equally important to focus on communicating our distinctive narrative to both our employees and the broader community. To share our unique OCBC story, we put together a showcase

Mr Alvin Tan, Minister of State, Ministry of Culture, Community and Youth, and Ministry of Trade and Industry, and Board Member of MAS, and Ms Helen Wong, OCBC Group CEO, lighting the flame of the OCBC Ignite logo to mark the launch of the programme on 12 June 2024.

to profile who we are as a community, inspire pride in our people for the amazing work we have done, and reflect our rich 92-year-old heritage.

We proudly launched our Employer Brand Showcase across Singapore, Malaysia, Indonesia, Hong Kong and China from March to July 2024. Engaging over 9,000 employees, we celebrated OCBC's progress and paid tribute to the accomplishments that illustrate our collective growth, commitment to progress and dedication to delivering value to build the bank we need for the future we want.

Ensuring the well-being of our employees

Even as we pursue our purpose-driven and values-led strategic priorities, we remain committed to cultivating a healthier and more resilient workplace. We are ever-vigilant when it comes to supporting our employees' wellness – encompassing their physical, mental, emotional and financial well-being.

In 2024, we introduced the MyWellness Champions programme, which brings together a community of like-minded individuals who are passionate about helping others. I am very encouraged by the overwhelming number of employees who put their hands up to take part in this.

I look forward to these Champions actively engaging with colleagues to promote workplace mental health and point them towards the right resources and programmes.

Not resting on our laurels

Our dedication to our people has not gone unnoticed, earning us several accolades across our core markets last year.

Leading HR, organisational development, and leadership consulting firm Kincentric named OCBC one of the Best Employers in Singapore and Malaysia.

In Hong Kong, we were honoured with the 'Employer of Choice Award' by JobMarket, one of Hong Kong's leading recruitment media publications. We also received the 'China 2024 Top Employer Award' from 51Job, China's leading Human Resources service provider. These recognitions further solidify our reputation as an employer of choice.

Here at HR, we play the long game by building long lasting relationships with our employees, customers and communities, investing for a better future through putting our focus on building skills and creating sustainable value.

As we celebrate our achievements and the progress we have made in 2024, we remain steadfast in our pursuit of enabling our people's aspirations and making OCBC the best employer.

Corporate Governance

The Bank's governance framework enables it to foster stakeholder confidence, ensuring long-term sustainability and value creation. Its corporate governance structure and policies are robust, underpinned by core values: Lasting Value, Integrity, Forward-looking, Respect and Responsibility (LIFRR). The Bank upholds the highest standards of corporate governance and complies in all material aspects with corporate governance regulations, code and guidelines established in Singapore.

Disclosures made pursuant to the Bank's corporate governance practices are summarised on pages 68 and 69 of this Annual Report.

Board Matters

Principle 1: The Board's Conduct of Affairs

The Board is elected by the shareholders to supervise the management and affairs of the Bank. The prime stewardship responsibility of the Board is to ensure the viability of the Bank and to ensure that it is managed in the best interests of the Bank as a whole while taking into account the need to safeguard the interests of shareholders, customers and other stakeholders. The Bank has a board charter approved by the Board.

Broadly, the responsibilities of the Board include the following:

- reviewing, approving and overseeing the implementation of strategic direction and overall business objectives as well as organisation structure, as developed and recommended by management;
- ensuring that decisions and investments are consistent with long-term strategic goals;
- ensuring that the Bank operates in such a way as to preserve its financial integrity and in accordance with policies approved by the Board;
- overseeing, through the Audit Committee, the quality and integrity of the accounting and financial reporting systems, disclosure controls and procedures and internal controls;
- providing oversight in ensuring that the Bank's risk appetite and activities are consistent with its strategic intent, operating environment, effective internal controls, capital sufficiency and regulatory standards;
- overseeing, through the Risk Management Committee, the establishment and operation of independent and effective risk management systems and frameworks, processes and internal control mechanism for managing risks on an enterprise-wide basis, and ensuring that the risk management function is sufficiently resourced to manage the various risks exposed by the Bank and that it has appropriate independent reporting lines;
- reviewing any transaction for the acquisition or disposal of assets that is material to the Bank;
- ensuring that the necessary resources are in place for the Bank to meet its objectives;
- reviewing management performance and ensuring that management formulates policies and processes to promote fair practices and high standards of business conduct by staff;
- overseeing, through the Ethics and Conduct Committee, the establishment and review of the code of conduct and ethics as well as the culture and conduct framework emphasising integrity, honesty and proper conduct at all times with respect to internal dealings and external transactions, including situations where there are potential conflicts of interest;
- overseeing, through the Nominating Committee, the appointment or reappointment, election or re-election, resignation and retirement of Directors of the Bank as well as the appointment, dismissal, resignation and retirement of senior management, ensuring that principles of transparency, accountability and meritocracy are observed;
- overseeing, through the Remuneration Committee, the design and operation of an appropriate remuneration framework, and ensuring that remuneration practices are aligned to and in accord with the remuneration framework;
- providing a balanced and understandable assessment of the Bank's performance, position and prospects, including interim and other price-sensitive public reports as well as reports to regulators;
- ensuring that obligations to shareholders, customers, employees and others are understood and met;
- maintaining records of all meetings of the Board and Board Committees, particularly records of discussion on key deliberations and decisions taken;

- identifying the key stakeholder groups, recognising that perceptions affect the Bank's reputation; and

- considering, through the Board Sustainability Committee, sustainability matters, e.g. environmental, social and governance (ESG) factors, as part of strategy formulation.

Directors with conflicts of interests are required under the Bank's Constitution to recuse themselves from meetings and decisions involving issues of conflicts.

Board Approval

The Bank has documented internal guidelines for matters that require Board approval. These guidelines are communicated to management in writing. Matters which are specifically reserved for Board approval, amongst others, are:

- corporate strategy and related operational plans;
- material acquisition and disposal of assets;
- corporate or financial restructuring; and
- share issuance, dividends and other returns to shareholders.

The Board approves transactions exceeding certain threshold limits, while delegating authority for transactions below those limits to the Board Committees and management to optimise operational efficiency.

Board Access to Information

Directors are provided with complete information related to agenda items in a timely manner before each meeting to allow adequate time for review. Directors are also equipped with electronic tablets that allow secured access to Board and Board Committee meeting materials, including background information on matters to be addressed by the Board. On an on-going basis, relevant information is also provided to Directors to enable them to make informed decisions when discharging their duties and responsibilities. This includes information such as disclosure documents, monthly internal financial statements, risk management reports, operational plans, forecasts, and reports of variances from operational plans and forecasts.

The Board and its Committees have unfettered access to information which the Bank is in possession of and to the Bank's senior management and Company Secretary. The Directors, individually or as a group, can also take independent professional advice from external advisors (when necessary) at the Bank's expense. The role of the Company Secretary is defined. The Company Secretary attends all board meetings and ensures that board procedures and applicable regulations are complied with. Under the direction of the Chairman, the Company Secretary ensures good information flows within the Board and its Committees and between senior management and non-executive Directors, and facilitates the orientation of new Directors and professional development of Directors, as required. The appointment and removal of the Company Secretary requires Board approval.

Board Committees

While the Board has ultimate responsibility for the affairs of the Bank, various Board Committees have been established to assist the Board in discharging its duties more effectively. The Board Committees have clearly-defined terms of reference and changes to the terms require Board approval. The Board and its Committees maintain records of all meetings setting out in detail key deliberations and decisions taken. The minutes of each Committee meeting are also circulated to members of the Board who are not members of that particular Committee. The composition and summary terms of reference of each of these Committees are as follows.

- **Executive Committee**

  The Executive Committee comprises Dr Lee Tih Shih (Chairman), Mr Andrew Lee and Dr Andrew Khoo. A majority of the Committee, i.e. Mr Andrew Lee and Dr Andrew Khoo, are independent Directors.

  The Committee has written terms of reference that describe the responsibilities of its members.

  The Executive Committee oversees – within the parameters delegated by the Board – the management of the business and affairs of the Bank and the Group. It reviews the Bank's policies, principles, strategies, values, objectives and performance targets. These include investment and divestment policies. It also endorses such other matters and initiates such special reviews and actions as are appropriate for the prudent management of the Bank.

- **Nominating Committee**

  The Nominating Committee comprises Dr Andrew Khoo (Chairman), Mr Andrew Lee, Mr Lian Wee Cheow, Mr Pramukti Surjaudaja and Ms Tan Yen Yen. All members, other than Mr Pramukti Surjaudaja, are independent Directors.

  The Committee has written terms of reference that describe the responsibilities of its members.

  The Nominating Committee plans for board succession and ensures that only the most competent individuals capable of contributing to the success of the organisation are appointed, taking into account diversity, gender equality and sustainability considerations. This includes reviewing all nominations for the appointment or reappointment, election or re-election as well as resignation or retirement of Directors and members of the Executive Committee, Remuneration Committee, Audit Committee, Risk Management Committee, Ethics and Conduct Committee and Board Sustainability Committee. The Nominating Committee also has oversight of

Corporate Governance

the appointments of directors to boards of key subsidiaries to ensure governance standards are aligned with the Bank's. On an annual basis, the Nominating Committee is charged with determining whether or not a Director is independent, capable of carrying out the relevant duties and qualified to remain in office. In addition, it reviews nominations for the appointment as well as dismissal, resignation or retirement of senior management, including the Chief Executive Officer (CEO), Chief Financial Officer (CFO) and Chief Risk Officer (CRO). It makes recommendations to the Board on relevant appointments, including the compensation package for offer of employment, promotion and cessation of employment. The Nominating Committee reviews obligations arising in the event of the termination of the contracts of service of executive Directors and senior management, to ensure such contracts contain fair and reasonable termination clauses. It also oversees the overall talent management framework and programmes, including the disclosure of related target metrics.

- **Audit Committee**
  The Audit Committee comprises Mr Chua Kim Chiu (Chairman), Ms Chong Chuan Neo, Mr Seck Wai Kwong and Ms Tan Yen Yen. All members, including the Chairman, are independent Directors and have recent and relevant accounting or related financial management expertise or experience. The Audit Committee members are not partners of PricewaterhouseCoopers LLP, the external auditor of the Bank, and hold no financial interest in the firm.

  The Audit Committee performs the functions specified in the Companies Act, the Code of Corporate Governance 2018 (the Code), the Singapore Exchange Securities Trading Limited (SGX-ST) Listing Manual, and the corporate governance regulations and guidelines issued by the Monetary Authority of Singapore (MAS).

  The Committee has written terms of reference that describe the responsibilities of its members. The Board approves the terms of reference of the Audit Committee. The Committee may meet any time and no fewer than four times a year. It has full access to and co-operation from management, and has the discretion to invite any Director and executive officer to attend its meetings. It has explicit authority to investigate any matter within its terms of reference.

  Further information on the Audit Committee is provided under Principle 10 on pages 63 to 65.

- **Remuneration Committee**
  The Remuneration Committee comprises Mr Andrew Lee (Chairman), Dr Andrew Khoo and Mr Pramukti Surjaudaja. All members are non-executive Directors and, other than Mr Pramukti Surjaudaja, are also independent Directors. All are knowledgeable in executive compensation matters, given their extensive experience in senior corporate positions and major appointments.

  The Committee has written terms of reference that describe the responsibilities of its members.

  The Remuneration Committee recommends to the Board a framework for determining the remuneration of executive officers, and reviews the remuneration practices to ensure that they are aligned with the approved framework. It is empowered to review the human resource management policies and the policies governing the compensation of executive officers of the Bank and its subsidiaries, as well as the remuneration of senior executives and Directors. In its assessment of the performance and compensation of senior executives, the Remuneration Committee may take into consideration factors such as job function, business risk and overall performance of the organisation, as well as sustainability performance criteria. The Remuneration Committee also administers the Bank's employee share ownership schemes. In its deliberations, the Remuneration Committee takes into account remuneration principles, practices and standards that may be specified by MAS from time to time.

- **Risk Management Committee**
  The Risk Management Committee, which supports the Board in performing its risk oversight responsibilities, comprises Mr Andrew Lee (Chairman), Mr Chua Kim Chiu, Mr Lian Wee Cheow, Ms Tan Yen Yen and Ms Helen Wong. All members, other than Ms Helen Wong, are independent Directors. All members have the relevant technical financial expertise in risk disciplines or businesses to discharge their responsibilities. Mr Chua Kim Chiu and Ms Tan Yen Yen also serve on the Audit Committee. The common membership helps to facilitate communication and foster the sharing of information and knowledge between the two Committees.

  The Committee has written terms of reference that describes the responsibilities of its members.

  The Committee reviews the overall risk management philosophy in line with the overall corporate strategy as set and approved by the Board. It oversees the establishment and operation of independent risk management systems and frameworks for identifying, measuring, monitoring, controlling and reporting risk on an enterprise-wide basis. This includes ensuring the adequacy of risk management practices for material risks such as credit, market, liquidity, operational, information security and digital, conduct, financial crimes (including money laundering, terrorism financing and fraud), legal, regulatory, reputational, strategic as well as ESG (including climate) risks.

The Committee reviews the scope, effectiveness and objectivity of the Group Risk Management Division. It ensures that the risk management function has appropriate independent reporting lines and is adequately resourced with experienced and qualified employees to monitor risk by the various risk categories. It approves the risk management frameworks, internal control systems and major policies, as well as reviews the risk appetite statement, risk disclosure policy and risk management principles for the approval of the Board. It also reviews the risk profile, risk tolerance level and risk strategy of the Bank for effective risk management, as well as the risk reports to monitor and control risk exposures. The CRO has direct reporting lines to the Committee and CEO.

Activities performed by the Risk Management Committee are also described under the section on Risk Management on pages 77 to 89.

- **Ethics and Conduct Committee**
The Ethics and Conduct Committee supports the Board in overseeing efforts to build and maintain a strong and responsible organisational culture firmly founded on the Bank's LIFRR core values and the spirit of long-term thinking. The Committee comprises Mr Seck Wai Kwong (Chairman), Mr Andrew Lee and Ms Chong Chuan Neo. All members are independent Directors.

The Committee has written terms of reference that describe the responsibilities of its members.

The Committee reviews and assesses the state, adequacy, effectiveness and relevancy of the Bank's culture and conduct programmes and initiatives. Such review and assessment take into account regulatory policies, guidelines and expectations and desired outcomes. As part of its oversight on sustainability matters, the Committee also oversees management of employee practices (including employees' wellbeing and diversity and inclusion), and ethical conduct (including anti-bribery, anti-corruption and fair dealing), and considers the Bank's position on matters relating to human rights. Management will also apprise the Committee of key communication programmes to stakeholders on core values, desired behaviours, ethics, culture and conduct.

- **Board Sustainability Committee**
The Board Sustainability Committee supports the Board in its oversight of the Bank's sustainability matters in conjunction with other relevant Board Committees. The Committee comprises Ms Chong Chuan Neo (Chairman), Mr Andrew Lee and Ms Helen Wong. The members, other than Ms Helen Wong, are independent Directors.

The Committee has written terms of reference that describe the responsibilities of its members.

The Committee provides strategic direction on sustainability matters, with a focus on climate and environment (including net zero for financed emissions and carbon neutrality for operational emissions), social, and broader sustainability agenda that are not under the purview of other Board Committees. It approves and oversees the management and monitoring of ESG factors that are material to the business and considers the Bank's position on relevant emerging sustainability trends and issues. It also approves the Bank's Board statements, sustainability report and related disclosures.

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Directors' Attendance at Board and Board Committee Meetings in 2024

Details of attendance at scheduled Board and Board Committee meetings are described in the tables below. In 2024, the Board and its Committees held a total of 38 meetings. In addition, the Directors also attended regular briefings on macroeconomic developments, as well as briefings conducted by Committees (in which they are not members) on critical subjects such as climate and sustainability and new accounting treatment.

	Board	Executive Committee	Audit Committee	Nominating Committee	Remuneration Committee
Name of Director	Held/Attended	Held/Attended	Held/Attended	Held/Attended	Held/Attended
Andrew Lee	5/5	5/5	–	9/9	2/2
Chong Chuan Neo	5/5	–	6/6	–	–
Chua Kim Chiu	5/5	–	6/6	–	–
Andrew Khoo	5/5	5/5	–	9/9	2/2
Lee Tih Shih	5/5	5/5	–	–	–
Christina Ong	5/5	–	–	9/9	2/2
Seck Wai Kwong	5/5	–	6/6	–	–
Pramukti Surjaudaja	5/5	–	–	9/9	2/2
Tan Yen Yen	5/5	–	6/6	9/9	–
Helen Wong	5/5	–	–	–	–

	Board Sustainability Committee	Risk Management Committee	Ethics and Conduct Committee	ID Meeting	AGM
Name of Director	Held/Attended	Held/Attended	Held/Attended		
Andrew Lee	2/2	6/6	3/3	1/1	1
Chong Chuan Neo	2/2	–	3/3	1/1	1
Chua Kim Chiu	–	6/6	–	1/1	1
Andrew Khoo	–	–	–	1/1	1
Lee Tih Shih	–	–	–	–	1
Christina Ong	–	–	3/3	1/1	1
Seck Wai Kwong	–	6/6	–	1/1	1
Pramukti Surjaudaja	–	–	–	–	1
Tan Yen Yen	–	6/6	–	1/1	1
Helen Wong	2/2	6/6	–	–	1

Directors attend and actively participate in Board and Board Committee meetings. Their contributions go beyond attendance at meetings. They individually or collectively engage with other Board members and management outside formal meetings in their oversight of the affairs of the Bank.

The Bank's Constitution provides for Directors to participate in Board and Board Committee meetings by means of video or audio conferencing.

Board Orientation and Development
A formal appointment letter and a director handbook are provided to every new Director. The handbook sets out, along with other corporate information, the time commitment required and the duties and obligations of Directors, as well as relevant rules and regulations such as those relating to the Banking Act and SGX-ST Listing Manual. The Bank arranges for Directors, who have no prior experience as a director of a listed company, to undergo mandatory training in the roles and responsibilities of a director of a listed issuer as prescribed by SGX. The Bank conducts a focused orientation programme, presented by the CEO and senior management, to familiarise new Directors with its business and governance practices. The programme also enables the new Directors to be acquainted with senior management, thereby facilitating the latter's interaction with and access to the Directors. Arrangements are made for new Directors to visit the Bank's operations and facilities.

On a continuing basis, the Directors receive appropriate development to perform their roles on the Board and its Committees. This includes updates on global trends and regulatory developments as well as their impact on business, new businesses and products, sustainability, accounting and finance, corporate governance, risk management and anti-money laundering issues as well as fintech, technology and cybersecurity, which are provided by subject matter experts from within and outside the Bank. When deciding on the scope of the development to be provided, the knowledge and skills required to enable Directors to properly discharge their duties as members of the Board and its Committees are taken into account.

The Directors participate in external courses and learning experience as and when needed. The Bank funds the training and development programmes that it arranges for existing and new Directors. There is a formal record of all attendance at training sessions. During the year, Directors visited Indonesia to gain deeper insights into the business and cultural landscape.

Training and updates provided to Directors following the last Annual Report were on subjects that included:

- Sustainability – Fast Evolving Opportunities and Implications
- Indonesian Economic Landscape and Market Outlook
- Monthly Economic Updates
- Anti-Money Laundering, Countering the Financing of Terrorism and Sanctions
- Anti-Scam Measures
- CIO Summit on 2024 Supertrends, World in Transition
- International Financial Reporting Standards (IFRS) 17 Insurance Contracts

Principle 2: Board Composition and Guidance
The Bank has majority representation of independent Directors on its Board.

An independent Director of the Bank is one who is independent of any management, substantial shareholder and business relationship with the Bank, and who has not served for more than nine years on the Board. The Board at present comprises ten Directors of whom seven, a majority, are independent Directors. They are Mr Andrew Lee, Ms Chong Chuan Neo, Mr Chua Kim Chiu, Dr Andrew Khoo, Mr Lian Wee Cheow, Mr Seck Wai Kwong and Ms Tan Yen Yen.

Dr Lee Tih Shih is not independent of a substantial shareholder. Mr Pramukti Surjaudaja is not an independent Director as he has served for more than nine years on the Board and has an immediate family member, a sister, who is chief executive of the Bank's subsidiary, PT Bank OCBC NISP Tbk. Ms Helen Wong is deemed not independent by virtue of her executive role as CEO of the Bank.

The Board reviews the size of Board and Board Committees annually and considers the current number of Board and Board Committee members to be appropriate given the size of the Group and its business needs. It also assesses the diversity of members' profiles and determines the collective skills required to discharge its responsibilities effectively, keeping in view the Group's strategic objectives. A Board Diversity Policy, setting out the approach to diversify the appointment of members and composition of the Board has been established and is published on the Bank's website. The policy embraces the diversity of skills, knowledge, experience including familiarity in the Bank's core markets, age, gender, nationalities and length of service as well as merit and independence. Steps are taken to improve effectiveness where necessary. In assessing the Board's mix of skills, knowledge, experience, competencies and other aspects of diversity such as gender and age, the Board agreed to adopt a gender diversity target that is aligned with the gender diversity target set by the Council for Board Diversity (CBD). The CBD advocates for women board representation of 25% by 2025 and 30% by 2030. The Bank currently has three women Directors or more than 25% women representation on its Board of Directors. It will currently continue to maintain at least 25% women representation on its Board of Directors.

The Board has also assessed that its diversity profile in terms of age, nationalities, length of service and skills and knowledge is adequate to foster constructive debate and ensure the effectiveness of the Board and its Committees in supporting the Bank's strategic objectives. The Board's intrinsic competencies and foundational skillsets including strategy formulation and management experience, banking and finance, insurance, digital banking and cyber risk, core market experience in Greater China, Malaysia and Indonesia, sustainability/ESG, risk management, regulatory, accounting and law, contribute to the Bank's corporate strategy.

To strengthen overall board governance, skills and knowledge on sustainability matters, the Board has a Board Sustainability Committee chaired by Ms Chong Chuan Neo. The Committee is

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supported by executives, including a Chief Sustainability Officer who have relevant knowledge and experience on sustainability matters. To enhance overall Board knowledge, the Board will continue to advocate regular training for Directors on sustainability matters. Please refer to Principle 4: Board Membership for more details on the board renewal process. Details of the Directors' professional qualifications, background and age can be found on pages 265 to 270.

The non-executive Directors on the Board constructively challenge and help develop proposals on strategy, review the performance of management in meeting agreed goals and objectives, and monitor the reporting of performance. They meet during the year, without the presence of management, to discuss the effectiveness of management.

Separate sessions are also arranged for the independent Directors to meet at least once a year to ensure effective corporate governance in managing the affairs of the Board and the Bank.

The Board and senior executives meet as frequently as necessary to develop or refresh strategies for the Group.

Principle 3: Chairman and Chief Executive Officer

The Chairman and CEO are not related.

The roles of the Chairman and the CEO are separated, which is consistent with the principle of instituting an appropriate balance of power and authority. The Chairman's responsibilities, to name a few, include leading the Board to ensure its effectiveness in all aspects of its role; setting its meeting agenda; ensuring that Directors receive accurate, timely and clear information; ensuring effective communication with shareholders; encouraging constructive relations between the Board and management; promoting a culture of openness and debate at the Board and facilitating the effective contribution of all Directors; ensuring constructive relations between executive and non-executive Directors; and promoting high standards of corporate governance.

The Bank does not have a Lead Independent Director as the Chairman of the Board, Mr Andrew Lee, is a non-executive and independent Director.

Principle 4: Board Membership

As a principle of good corporate governance, all Directors are subject to re-nomination and re-election at regular intervals and at least every three years. The Bank's Constitution provides for the retirement of Directors by rotation and all appointments and reappointments of Directors have to be approved by MAS.

The Board establishes a Nominating Committee to make recommendations to the Board on matters relating to board membership. The Committee reviews the independence of Directors at least annually in accordance with internal due diligence procedures and the Directors' declarations. It also reviews the succession plans for Directors, including the appointment and/or replacement of the Chairman and executive Director, and ensures that only the most competent individuals capable of contributing to the success of the organisation are appointed. It reviews all nominations for the appointment or reappointment, election or re-election – as well as resignation or retirement – of Directors of the Bank and members of the Executive Committee, Remuneration Committee, Audit Committee, Risk Management Committee, Ethics and Conduct Committee and Board Sustainability Committee. It is also charged with determining annually whether or not a Director is independent, capable of carrying out relevant duties and qualified to remain in office.

The Nominating Committee assesses annually the profile of Board members individually and collectively, having regard to the skills, talents, experience and diversity required and their alignment with the Group's strategic priorities, and makes recommendations to the Board on the appointment of new Directors, when necessary. When the need for a new Director is identified, the Nominating Committee will consider a shortlist of candidates with the appropriate profile and qualities for nomination. To improve gender and other aspects of diversity, the Nominating Committee may engage external search consultants to identify suitable director candidates from a wider pool. Shortlisted candidates are assessed by the Nominating Committee and recommendations submitted to the Board for review and appointment, subject to the approval of MAS. In accordance with the Bank's Constitution, the new Director will hold office until the next Annual General Meeting (AGM) and, if eligible, may then stand for re-election.

As part of the Board renewal process, the Board has appointed a new Director, Mr Lian Wee Cheow on 1 January 2025. Ms Christina Ong retired from the Board on 15 February 2025 after having served nine years on the Board, the maximum period to be deemed an independent Director.

The Bank does not, as a matter of practice, appoint alternate directors.

Directors are aware of their duties and obligations and the expectation to set aside adequate time for their oversight of matters relating to the Bank. They attend and actively participate in Board and Board Committee meetings. The number of such meetings and each Director's attendances at such meetings are disclosed in the Annual Report. They must provide declarations of any changes in their other appointments and principal commitments, which are disseminated to all Board members. The Bank has guidelines on meeting attendance and the extent of other appointments that a Director can assume. The Nominating Committee, based on the guidelines established, assesses annually each Director's attendance record and degree of participation at meetings to determine if a Director is able to and has been adequately carrying out his or her duties as a Director of the Bank. In respect of other appointments, it takes into account – among various factors – the nature of an appointment (full-time or otherwise), number of meetings to attend, complexity of organisation and degree of participation in sub-Committees. Generally, a Director who has full-time employment in any organisation shall have appointments in no more than three other listed companies, while a Director who has no full-time employment shall have appointments in no more than six other listed companies.

Key information on the Directors' qualifications, working experience, and other directorships and principal commitments/appointments are provided on pages 265 to 270 while information on their shareholdings in the Bank and its related corporations are provided in the Directors' Statement on pages 109 to 114.

Principle 5: Board Performance

The Board has an annual performance evaluation process, carried out by the Nominating Committee, Nominating Committee Chairman and Board Chairman, to assess the effectiveness of the Board, Board Committees and each Director's contribution. The purpose of the evaluation process is to increase the overall effectiveness of the Board.

An external party is engaged after every three years of internal evaluation to facilitate the evaluation of the Board as a whole and provide the Board with an independent perspective of the Board's performance, including benchmarking against peer boards and industry best practices. In accordance with policy, the 2024 Board evaluation was conducted internally.

The Directors participate in the evaluation. Each Director evaluates the performance of the Board and Board Committees as well as the Board Chairman, whilst the Chairman and Nominating Committee Chairman evaluate the performance of each Director and meet to discuss the matter. The assessments are made against pre-established criteria which include composition, information management, board processes, representation of shareholders and ESG matters, performance management, human capital management, director development, internal controls and risk management and effectiveness of Board Committees. The results of the evaluation are used constructively to discuss improvements to the Board and ensure that each Director remains qualified for office. The Chairman and/or Nominating Committee Chairman acts on the results of the evaluation, and if appropriate, proposes new Directors or seeks the resignation or retirement of Directors, in consultation with the Nominating Committee.

Remuneration Matters

Principle 6: Procedures for Developing Remuneration Policies

The objective of the Bank's remuneration policy is to attract, motivate, reward and retain talented and competent staff globally. The Board ensures that remuneration policies are in line with the strategic objectives as well as code of conduct and ethics of the Bank, and do not give rise to conflicts between the objectives of the Bank and the interests of employees.

The Remuneration Committee is tasked to review and recommend to the Board the general remuneration framework as well as the specific remuneration for each Director and for each key executive. The composition and summary terms of reference of the Remuneration Committee are provided on page 52. No member of the Remuneration Committee is involved in the deliberations regarding any remuneration, compensation, options or any form of benefits to be granted to himself or herself.

In its review of the Bank's remuneration practices, the Remuneration Committee can seek expert advice, if necessary. In 2024, Willis Towers Watson and Boston Consulting Group were jointly engaged to review the Bank's compensation practices. The Bank also used salary surveys conducted by external compensation consultants, Aon, Mercer and Willis Towers Watson for the purpose of benchmarking employee salaries in Singapore and overseas. Aon, Boston Consulting Group, Mercer and Willis Towers Watson and their consultants are independent and are not related to the Bank or its subsidiaries or any of their directors. The Bank's compensation practices are also reviewed annually by Aon against local regulations as well as the Financial Stability Forum's principles and implementation standards for Sound Compensation Practices for significant financial institutions.

The Bank's remuneration policy is applied to all OCBC overseas branches and the following subsidiaries:

- Bank of Singapore Limited
- OCBC Management Services Private Limited
- OCBC Securities Private Limited
- OCBC Investment Research Private Limited
- BOS Trustee Limited
- e2 Power Pte. Ltd.
- OCBC e2 Power (Shenzhen) Company Limited
- OCBC e2 Power Sdn. Bhd.
- OCBC Bank (Malaysia) Berhad
- OCBC Al-Amin Bank Berhad
- OCBC Bank (Hong Kong) Limited
- OCBC Bank Limited (OCBC China)

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The Bank does not provide for any termination, retirement or post-employment benefits to executive Directors or the top five key management personnel.

Principle 7: Level and Mix of Remuneration

Compensation for Non-Executive Directors

The Bank's remuneration for non-executive Directors is intended to attract capable individuals to the Board, as well as retain and motivate them in their roles as non-executive Directors. It aligns their interests with those of shareholders, is competitive in the region and recognises individual contributions. The remuneration for non-executive Directors is subject to shareholder approval at the AGM.

The Remuneration Committee has considered market practices for non-executive Director compensation and the nature, complexity and circumstances of the organisation. On its recommendation, the Board has adopted the following fee structure to fix the fee for each non-executive Director of the Bank.

The fee structure is as follows:

• Board chairman all-in fee	$2,100,000
• Retainer fee	$55,000
• Committee chairperson fee for the Audit, Risk Management and Executive Committees	$95,000
• Committee chairperson fee for the Nominating, Remuneration, Ethics and Conduct, and Board Sustainability Committees	$55,000
• Committee member fee for the Audit, Risk Management and Executive Committees (Committee chairpersons are not awarded these fees)	$55,000
• Committee member fee for the Nominating, Remuneration, Ethics and Conduct, and Board Sustainability Committees (Committee chairpersons are not awarded these fees)	$30,000
• Attendance fee per meeting	$4,000

The resolution proposing the fee for non-executive Directors will be presented to shareholders at the 2025 AGM.

In the previous year, shareholders had approved the grant of 6,000 remuneration shares to each non-executive Director. The remuneration shares align the interests of non-executive Directors with the interests of shareholders. At the recommendation of the Remuneration Committee, the Board has decided to continue with the granting of 6,000 new ordinary shares to each non-executive Director. Any non-executive Director who has served on the Board for less than a full financial year will be awarded shares on a pro-rated basis, depending on the length of service. The resolution proposing these share grants will be presented to shareholders at the 2025 AGM.

Compensation for Executive Directors

The compensation for an executive Director is formulated and reviewed annually by the Remuneration Committee to ensure that it is market-competitive and that the rewards are commensurate with the contributions made. The compensation package comprises basic salary, benefits-in-kind, performance bonus, share awards and compensation in the event of early termination where service contracts are applicable. Performance bonus relates directly to the financial performance of the Group and the contributions of the executive Director. The guidelines on the granting of share awards to the executive Director are similar to those for the executives of the Bank.

Employee Remuneration

The total compensation packages for employees comprise basic salary, variable performance bonus, allowances and deferred share awards for eligible executives, as well as benefits. Compensation is tied to the achievement of business and performance objectives based on a balanced scorecard approach, which includes leadership competencies and adherence to core values. Where relevant, financial measurements – adjusted as appropriate for the various types of risk (such as market, credit and operational risks) – include:

- Operating efficiency measures covering revenue, direct and allocated costs and operating profits, net profits as well as efficiency indicators such as unit costs.
- Economic efficiency measures such as cost of capital. Capital is attributed to each business based on the amount of risk-weighted assets held and the return on capital.
- Liquidity is factored into the performance measurement of each business through the application of liquidity premiums charged or credited according to the behavioural maturity of each type of asset and liability booked.

There were no significant changes to the above measures during 2024.

In the Bank's continuous efforts to create sustainable value for stakeholders, relevant performance measures are set for each business unit. These objectives which include broad-based growth across its core markets, delivering sustained earnings momentum from core businesses, driving core competencies of disciplined risk management, diversified funding base and continued investments in technology and people, and ensuring sustainable business practices are also consistent with the Group's risk appetite. In the determination of remuneration of senior executives, risk and control indicators as well as audit findings and compliance issues are taken into account when assessing business performance. Executives are remunerated based on the achievements of their own performance measures, and the demonstration of core values and competencies, while taking into account market compensation data for their respective job roles. In addition, sustainability including climate-related considerations is incorporated in senior executive performance scorecards.

The performance of risk and compliance functions is measured independently of the businesses they oversee. Employees in these functions are assessed based on achievement related to their respective performance measures. Market compensation data on risk and compliance functions is also taken into account for remuneration.

In determining the composition of compensation packages, the Bank takes into account the time horizon of risk and includes, in the total compensation for executives, a significant portion of deferred payment in the form of deferred shares. Awards of deferred shares or share options (granted in previous years) may be subject to cancellation and clawback if it is determined, amongst other things, that they were granted on the basis of materially inaccurate financial statements and/or that the grantee had engaged in conduct that resulted in financial loss, reputational harm, restatement of financial results or financial statements, adverse changes to the Bank's and/or the Group's risk profile or rating and/or is otherwise detrimental to the Bank and/or the Group and/or the business conducted by any member of the Group. To ensure that its remuneration packages are competitive, the Bank regularly reviews salary levels and benefits packages based on market data provided by recognised consultants who conduct surveys on comparative groups in the financial sector. The determination of the Bank's variable bonus pool is fully discretionary and the factors taken into consideration include financial and non-financial metrics like the Bank's performance, audit ratings, risk indicators and compliance issues, market conditions and competitive market practices.

The Bank adopts a performance-driven approach to compensation. Compensation packages are linked to personal performance, the performance of each business unit, and the overall performance of the Bank. Compensation is reviewed each year based on information from market surveys provided by reputable management consultants.

As a consequence of the last financial crisis, the Financial Stability Forum developed principles and implementation standards for Sound Compensation Practices for significant financial institutions. The Remuneration Committee made changes to the Bank's compensation structure to increase the proportion of the deferred remuneration component for senior executives. The Bank's compensation practices are reviewed annually by Aon which has confirmed for 2024 that the Bank had met the Financial Stability Forum principles and implementation standards.

The Bank has identified a group of senior executives whose authority and actions are deemed to have a major influence on the long-term performance of the Bank and whose actions or decisions can materially impact the Bank's risk profile. This group, identified as "Material Risk Takers" comprises senior management (the CEO, her direct reports and other senior management staff), key personnel at business units, senior control staff, and employees who had been awarded significant variable performance bonuses as well as senior managers identified under the regulator's guidelines. For the "Material Risk Takers" with bonuses exceeding $100,000, at least 40% of their variable performance bonuses are deferred in the form of shares. The Board approves the compensation of the CEO, CFO, CRO, and Head, Global Markets, and the Audit Committee approves the compensation of Head of Group Audit. The Remuneration Committee approves the compensation of all other relevant senior executives including other employees who had been awarded significant variable performance bonuses.

The performance evaluation for senior executives in 2024 has been conducted in accordance with the above objectives and considerations.

The remuneration practices for staff in bargainable positions are established through negotiation with the Bank's unions.

Share Schemes

- **OCBC Share Option Scheme 2001**

  The Bank has ceased granting share options under the OCBC Share Option Scheme 2001 (2001 Scheme) effective from financial year 2018 remuneration. The 2001 Scheme which was extended from 2011 had ceased operation on 2 August 2021. Share options granted in prior years continue to be outstanding until the options lapse or are exercised by the recipients.

  The validity period of the options granted is subject to legislation applicable on the date of grant. Options granted to Group executives are exercisable for up to 10 years, while options granted to non-executive Directors are exercisable for up to five years.

  The options granted will lapse immediately upon termination of employment or appointment, except in certain events such as ill health, injury or disability, retirement at or after the applicable retirement age, redundancy, or other events approved by the Remuneration Committee, in which case the Remuneration Committee may allow all or any part of such options to be preserved such that they can be exercisable within the relevant exercise periods or such periods as may be determined by the Remuneration Committee. Shares granted upon the exercising of options are allocated from treasury shares or from new ordinary shares issued by the Bank.

  The 2001 Scheme also contains provisions which allow for the cancellation and clawback of grants if it is determined, amongst other things, that they were made on the basis of materially inaccurate financial statements and/or that the grantee had engaged in conduct that resulted in financial loss, reputational harm, restatement of financial results or financial statements, adverse changes to the Bank's and/or the Group's risk profile or rating and/or is otherwise detrimental to the Bank and/or the Group and/or the business conducted by any member of the Group.

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- **OCBC Deferred Share Plan**
  The OCBC Deferred Share Plan (the Plan) aims to increase the performance-orientation and retention factor in compensation packages of executives, and foster an ownership culture within the organisation. It also aligns the interests of executives with the sustained business performance of the Bank. Group executives holding the rank or equivalent rank of Assistant Manager and above, and any Group Executive Director selected by the Remuneration Committee, are eligible to participate in the Plan.

  In 2021, the Bank adopted a new OCBC Deferred Share Plan 2021 (DSP 2021). The new OCBC DSP 2021 permits new ordinary shares to be issued to satisfy the Bank's delivery obligations under the Plan. It replaces the previous OCBC Deferred Share Plan, under which no new ordinary shares may be issued. The participants are executives of the Bank, selected overseas locations and subsidiaries.

  Under the DSP 2021, share awards are granted annually to eligible executives who are paid variable performance bonuses exceeding $100,000 for the previous year. The share awards form 20% to 40% of their total variable performance bonus for the relevant year. Half (50%) of the share awards will vest after two years with the remaining 50% vesting at the end of three years in accordance with the guidelines established under the DSP 2021. The grants are part of the variable performance bonuses already earned for the prior year where the delivery of key performance indicator targets have already been completed. There are no further performance conditions imposed prior to the vesting of the share awards, other than those described below and on page 59 of the 2024 Annual Report relating to the conditions for cancellation and clawback of these share awards. Prior to the vesting date, the executives will not be accorded voting rights for the shares.

  By implementing the DSP 2021, which permits new ordinary shares to be issued, the Bank has greater flexibility in its methods for delivery of ordinary shares to fulfil share grants, as this can be effected through an issue of new ordinary shares, in addition to the transfer of existing ordinary shares (including treasury shares). The unvested deferred share grants will be adjusted to take into account dividends declared by the Bank. The additional shares granted in respect of this adjustment may be acquired from the market in accordance with guidelines established under the Plan.

  The share awards granted will lapse immediately upon termination of employment or appointment, except in certain events such as ill health, injury or disability, retirement at or after the applicable retirement age, redundancy, or other events approved by the Remuneration Committee, in which case the Remuneration Committee may allow all or any part of such awards to be preserved such that they can be vested within the relevant vesting periods or such periods as may be determined by the Remuneration Committee.

  The DSP 2021 also contains provisions which allow for the cancellation and clawback of grants if it is determined, amongst other things, that they were granted on the basis of materially inaccurate financial statements and/or that the grantee had engaged in conduct that resulted in financial loss, reputational harm, restatement of financial results or financial statements, adverse changes to the Bank's and/or the Group's risk profile or rating and/or is otherwise detrimental to the Bank and/or the Group and/or the business conducted by any member of the Group.

- **OCBC Employee Share Purchase Plan**
  The OCBC Employee Share Purchase Plan (ESPP) was implemented for all employees of the participating companies in the Group, including executive Directors, to inculcate in all participants a stronger and more lasting sense of identification with the Group.

  The ESPP is a saving-based share ownership plan to help employees own ordinary shares in the Bank through their monthly contributions via deductions from payroll (CPF has been removed as a contribution mode for offering periods commencing on or after 1 January 2024). The employees have the option to convert the contributions to ordinary shares after one year or to withdraw the contributions at any time. As a further incentive to employees to enrol in the ESPP, the Bank pays interest on the amounts saved at a preferential interest rate.

  The duration of the offering period is 24 months and the share acquisition price is fixed before the offering period based on the average of the last traded prices over the five consecutive trading days immediately preceding the price fixing date. Shares granted upon conversions in accordance with the rules of the ESPP are allocated from treasury shares or from new ordinary shares issued by the Bank.

Principle 8: Disclosure on Remuneration

The following disclosures should be read in conjunction with the remuneration policies, practices and share plans as described under Principles 6 and 7.

Directors' and CEO's Remuneration in 2024

Bank

Director	Fees	Shares[a]	Other Benefits[b]	Total
	$	$	$	$
Andrew Lee	2,100,000	104,220	50,256	2,254,476
	93%	*5%*	*2%*	*100%*
Chong Chuan Neo	263,000	104,220	4,316	371,536
	71%	*28%*	*1%*	*100%*
Chua Kim Chiu	277,000	104,220	4,316	385,536
	72%	*27%*	*1%*	*100%*
Andrew Khoo	287,000	104,220	4,316	395,536
	73%	*26%*	*1%*	*100%*
Lee Tih Shih	190,000	104,220	4,316	298,536
	64%	*35%*	*1%*	*100%*
Christina Ong	283,000	104,220	4,316	391,536
	72%	*27%*	*1%*	*100%*
Seck Wai Kwong	237,000	104,220	4,396	345,616
	69%	*30%*	*1%*	*100%*
Pramukti Surjaudaja	183,000	104,220		287,220
	64%	*36%*	–	*100%*
Tan Yen Yen	303,000	104,220	4,316	411,536
	74%	*25%*	*1%*	*100%*
	4,123,000	937,980	80,548	5,141,528

Group CEO	Salary	Bonus	Deferred Shares	Other Benefits[b]	Total
	$	$	$	$	$
Helen Wong	1,200,000	6,760,800	4,507,200	332,207	12,800,207
	9%	*53%*	*35%*	*3%*	*100%*

Subsidiaries

Director	Fees	Other Benefits	Total
	$	$	$
Andrew Lee	163,281[c]		163,281
	100%	–	*100%*
Chong Chuan Neo	142,366[d]		142,366
	100%	–	*100%*
Andrew Khoo	560,774[e]		560,774
	100%	–	*100%*
Pramukti Surjaudaja	642,763	162,839	805,602[f]
	80%	*20%*	*100%*

Remuneration of Top Five Key Management Personnel in 2024

The Code recommends the disclosure of the individual remuneration of the Bank's top five key management personnel as well as their aggregate remuneration. The Board considered this matter carefully and has decided against such a disclosure as it is not standard business practice to do so, having taken into account the highly competitive conditions for talent in the industry.

Remuneration of Directors' and CEO's Immediate Family

Mr Pramukti Surjaudaja, a Director of the Bank, has a sister, Ms Parwati Surjaudaja, who is chief executive of the Bank's subsidiary, PT Bank OCBC NISP Tbk. Her personal remuneration in 2024 exceeds $100,000 but for reasons stated above, her individual remuneration is not disclosed. In 2024, apart from Ms Parwati Surjaudaja, none of the Group's employees was an immediate family member of a Director or the CEO.

Remuneration of Substantial Shareholder's Immediate Family

A disclosure on remuneration to employees who are immediate family members of substantial shareholders is not applicable as none of the Bank's substantial shareholders are individuals.

Notes:

(a) Value of remuneration shares was estimated based on closing price of ordinary shares on 27 February 2025, i.e. $17.37 per share.

(b) Non-cash component such as club and car benefits for Mr Andrew Lee and Ms Helen Wong, and carparks for Directors.

(c) Fees from OCBC Al-Amin Bank and Great Eastern Holdings.

(d) Fees from Lion Global Investors and OCBC Bank (Hong Kong).

(e) Fees from OCBC Bank (Hong Kong) for being Board Chairman.

(f) Fees from PT Bank OCBC NISP for being Board President Commissioner, a capacity in Indonesia with critical supervisory responsibilities over the organisation. Other benefits refer to benefits granted to all resident Commissioners such as social security contributions, health insurance premium and medical reimbursements.

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Remuneration Disclosure for Senior Management and Material Risk Takers

Remuneration Awarded during the Financial Year

		Senior Management	Other Material Risk-Takers
Fixed remuneration	Number of employees	17	391
	Total fixed remuneration	24%	54%
	Of which: cash-based	24%	54%
	Of which: deferred	0%	0%
	Of which: shares and other share-linked instruments	0%	0%
	Of which: deferred	0%	0%
	Of which: other forms	0%	0%
	Of which: deferred	0%	0%
Variable remuneration	Number of employees	17	378
	Total variable remuneration	76%	46%
	Of which: cash-based	46%	28%
	Of which: deferred	0%	0%
	Of which: shares and other share-linked instruments	30%	18%
	Of which: deferred	30%	18%
	Of which: other forms	0%	0%
	Of which: deferred	0%	0%
Total remuneration		100%	100%

Special Payments

	Guaranteed Bonuses		Sign-on Awards		Severance Payments	
	Number of Employees	Total Amount ($)	Number of Employees	Total Amount ($)	Number of Employees	Total Amount ($)
Senior Management	1	*Not disclosed	1	*Not disclosed	0	0
Other Material Risk-Takers	4	3,921,314	0	0	0	0

* Due to confidentiality reason

Deferred Remuneration

Deferred and Retained Remuneration	Total outstanding deferred remuneration	Of which: Total outstanding deferred and retained remuneration exposed to ex post explicit and/or implicit adjustments	Total amendment during the year due to ex post explicit adjustments[1]	Total amendment during the year due to ex post implicit adjustments[2]	Total deferred remuneration paid out in the financial year
Senior management	100%	100%	0%	0%	33%
Cash	0%	0%	0%	0%	0%
Shares	100%	100%	0%	0%	33%
Share-linked instruments	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%
Other material risk-takers	100%	100%	0%	0%	38%
Cash	0%	0%	0%	0%	0%
Shares	100%	100%	0%	0%	38%
Share-linked instruments	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%

Notes:

(1) Examples of ex post explicit adjustments include malus, clawbacks or similar reversal or downward revaluations of awards.

(2) Examples of ex post implicit adjustments include fluctuation in the value of shares performance or performance units.

Accountability and Audit

Principle 9: Risk Management and Internal Controls

The Board is responsible for the governance of risk and sets the tone from the top to cultivate a strong risk culture. It approves the Bank's risk appetite and oversees risk activities to ensure that these are consistent with the Bank's strategic intent and operating environment, as well as capital sufficiency and regulatory standards. It oversees, through the Risk Management Committee, the establishment and operation of independent risk management systems and frameworks for managing risks on an enterprise-wide basis. It also oversees the adequacy and effectiveness of the internal controls and risk management processes and systems. It ensures that the risk management function has appropriate independent reporting lines and is sufficiently resourced to monitor risk by the various risk categories.

Further details on risk management are described under the section on Risk Management Committee on pages 52 and 53.

The Board is also responsible for ensuring that the Bank's internal controls adequately safeguard shareholders' interests and the Bank's assets. Self-assessment processes are in place for all business units to assess the adequacy and effectiveness of their internal controls, and level of compliance with applicable rules and regulations. The results of the evaluations are reviewed by senior management. The Board has received assurance from the CEO and key management personnel who are responsible regarding the adequacy and effectiveness of the Bank's risk management and internal control systems. The Board has also received assurances from the CEO and CFO that the financial records have been properly maintained and the financial statements give a true and fair view of the Bank's operations and finances.

Based on the established internal control, work performed by the internal and external auditors, and reviews performed by the management and various Board Committees, the Board – with the concurrence of the Audit and Risk Management Committees – is of the view that the system of internal controls, including financial, operational, compliance and information technology controls, and risk management policies and systems, was adequate and effective as at 31 December 2024, to address the risks which the Bank considers relevant and material to its operations.

The system of internal controls provides reasonable but not absolute assurance that the Bank will not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. However, the Board also notes that no system of internal controls can provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors, poor judgement in decision-making, human error, losses, fraud or other irregularities.

Principle 10: Audit Committee

The composition and summary terms of reference of the Audit Committee are provided under the section on Audit Committee on page 52 and the Committee's summary activities are also provided in the Directors' Statement on page 114. The Audit Committee adopts, where appropriate, relevant best practices set out in the Guidebook for Audit Committees in Singapore.

In addition to the review of the Group Financial Statements, which includes reviewing the assurances provided by the CEO and CFO on the financial records and statements, the Audit Committee reviews and evaluates, with the external and internal auditors, the adequacy and effectiveness of the system of internal controls including financial, operational, compliance and information technology controls, and risk management policies and systems as well as processes related to sustainability disclosures. The Audit Committee also provides oversight and guidance to ensure the effectiveness in identifying, monitoring and managing significant tax risks under the Group Tax Risk Management Framework. It reviews the scope and results of the audits, the cost-effectiveness of the audits and the independence and objectivity of the external and internal auditors. When the external auditor provides non-audit services to the Bank, the Committee keeps the nature, extent and costs of such services under review. This is to balance the objectivity of the external auditor against its ability to provide value-for-money services. The Audit Committee members keep abreast of changes to accounting standards and development of related significant accounting policies which have a direct impact on financial statements and Group accounting policies through briefings provided by internal or external subject matter experts. The Audit Committee also reviews significant financial reporting issues and judgements to ensure the integrity of the financial statements. The Committee reviews announcements relating to financial performance.

The Audit Committee is also responsible for the review of the Bank's whistleblowing policy as well as any concerns, including anonymous complaints, which staff may in confidence raise about possible improprieties in matters of financial reporting or other matters. The whistleblowing policy and procedures for raising such concerns are disclosed and clearly communicated to employees. The Committee will ensure such concerns are independently investigated and followed up on. If the case escalated is found to be substantiated, appropriate action will be taken and the Audit Committee updated regularly on its status. The whistleblower's identity is kept confidential and his/her interests will be safeguarded at all times, including a right to appeal to the Audit Committee if reprisals are taken against him/her.

The Audit Committee meets at least once a year with the external auditor and internal auditor in separate sessions and without the presence of management, to consider any matters which may be raised privately. In addition, the Chairman of the Audit Committee meets the Head of Group Audit on a regular basis to discuss the work undertaken, key findings and any other significant matters arising from the Group's operations. Formal reports are sent to the Audit Committee on a regular basis.

Corporate Governance

External Audit

The Audit Committee has received the requisite disclosures from the current external auditor evidencing its independence. It is satisfied that the financial, professional and business relationships between the Group and the external auditor will not prejudice the independence and objectivity of the external auditor. The aggregate amount of fees paid to the external auditor for financial year 2024, and the breakdown of total fees paid for audit and non-audit services, are shown in the Notes to the Financial Statements.

The Audit Committee assesses the quality of OCBC's external auditor before its first appointment and at least annually thereafter. The selection of the external auditor is made through a tender process based on an established framework for the selection/appointment of OCBC's external auditor. This framework lists the considerations and criteria for the external auditor and provides a robust tender process. Considerations include having global reach as well as technical and industry expertise, skills, resources and reputation, and quality of service delivery.

Exercising oversight over the external audit function, the Audit Committee is responsible for making recommendations to the Board in relation to the appointment, reappointment and removal of the external auditor. The Audit Committee also considers the annual fee proposals presented by the external auditor and reviews the scope of the audit plan, the level of materiality, areas of focus and significant risks to be addressed.

For reappointment of external auditor, the Audit Committee considers the length of the external auditor's tenure and the risk this may pose to objectivity and independence. The Audit Committee also takes into consideration the external auditor's compliance with SGX-ST Listing Rules which require the lead engagement partner to be rotated every five years.

The Audit Committee is responsible for monitoring the performance, objectivity and independence of the external auditor. In its evaluation process, the Audit Committee takes into consideration the following:

- the experience and expertise of senior members of the engagement team;
- the audit plan agreed with the external auditor, the areas of audit focus and the external auditor's approach to materiality;
- the quality of reports and findings presented by the external auditor;
- the external auditor's presentation of its Audit Quality Framework and its confirmation of independence pursuant to its policies and processes for maintaining independence and objectivity;
- the external auditor's report to the Audit Committee on main findings on audit quality reviews of the Bank's audit;
- the key highlights or findings on the external auditor's quality control systems by audit oversight bodies and, where relevant, the appropriate steps taken by the external auditor; and
- feedback through an annual evaluation exercise from senior management across geographical regions to gather internal perceptions as to the knowledge, competence, independence, efficiency and effectiveness – as well as communications by and with – the external auditor.

As part of its assurance process on the objectivity and independence of the external auditor, the Audit Committee has in place a policy that lists the non-audit services which may not be provided by the external auditor and sets out the circumstances in which the external auditor may be permitted to undertake non-audit services. Permitted non-audit services with a fee exceeding $250,000 per engagement require the approval of the Audit Committee before the auditor can be engaged. In addition, the Audit Committee reviews a list of non-audit services undertaken by the external auditor to satisfy itself as to the nature of non-audit services being provided and the fees incurred. The nature of the non-audit services provided during the financial year ended 31 December 2024 is shown in the Notes to the Financial Statements.

To reinforce the Audit Committee's effectiveness and enhance the quality of the audit, the Audit Committee meets regularly with the external auditor. The external auditor discusses its audit plan with the Audit Committee and presents its engagement teams and its audit fee proposals. It reports to the Audit Committee on audit focus areas, the support rendered by management, key audit findings, quantitative and qualitative aspects of financial statement disclosures, any unadjusted audit differences (or review differences in the case of a half-yearly or a quarterly review) and any other matters relevant to its engagement. Discussions may be held privately without the presence of management. The external auditor also discusses with the Audit Committee key changes to regulatory requirements and reporting as well as developments in accounting standards.

In the review of the 2024 financial statements, the Audit Committee discussed with management the accounting principles applied and significant judgements affecting the financial statements. Matters raised by Group Audit and the external auditor in respect of governance, risk management, accounting and internal controls over financial reporting were also reviewed. The following key audit matters highlighted in the Independent Auditor's Report on pages 115 to 122 of the Annual Report were discussed with management and the external auditor:

- **Impairment of loans to customers**
  The Audit Committee reviewed management's assessment and justification of allowances for impaired loans and non-impaired loans, including the forward-looking assumptions and scenarios adopted as well as the adjustments made to the model-driven requirements to reflect current conditions and forecasts of future economic conditions (e.g. economic and geopolitical developments). The adequacy of allowances for impaired loans set aside for key loan accounts was also discussed with the external auditor. Additionally, the Audit Committee also considered the input from Group Audit's independent assessment of the Group's credit portfolio quality and credit risk management process.

- **Valuation of financial instruments measured at fair value – Levels 2 and 3**
  The Audit Committee, with the input of the Risk Management Committee, reviewed management's valuation of financial instruments framework and their control, monitoring and issue escalation processes. In addition, the Committee reviewed both internal and the external auditors' assessment of the controls over valuation which included independent verification of price and validation of valuation models.

- **Impairment of goodwill**
  The Audit Committee reviewed management's goodwill impairment testing methodology and results, including the cash flow projections and discount rates used. The Committee also considered the external auditor's assessment of the methodology and testing results.

- **Valuation of insurance contract liabilities for life insurance funds**
  The Audit Committee reviewed the approach and methodology applied to the valuation of insurance contract liabilities in the consolidated financial statements of Great Eastern Holdings Limited (Great Eastern) in their review of Great Eastern's financial results together with the Group's financial performance. In considering the valuation of insurance contract liabilities, the Committee considered the external auditor's assessment of the valuation methodology and assumptions adopted by Great Eastern and its subsidiaries.

  The Audit Committee believes that the financial statements are fairly presented in conformity with the relevant Singapore Financial Reporting Standards (International) in all material aspects, based on its review and discussions with management and the external auditor.

Internal Audit

The Audit Committee approves the Internal Audit Charter of Group Audit and reviews the adequacy and effectiveness of the internal audit function, at least annually. In line with leading practice, Group Audit's Internal Audit Charter requires it to create, protect, and sustain value by providing the Audit Committee and senior management with independent, risk-based, and objective assurance, advice, insight, and foresight. Group Audit reports on the adequacy and effectiveness of the governance process, and the system of internal controls and risk management processes to the Audit Committee and senior management, but does not form any part of these processes. Group Audit meets the International Standards for the Professional Practice of Internal Auditing of The Institute of Internal Auditors.

Group Audit adopts a risk-based approach where audit work is prioritised and scoped according to an assessment of current and emerging risks, including financial, operational, technology, cyber, compliance, sustainability and strategic risks. The work undertaken by Group Audit involves the assessment of the adequacy and effectiveness of the Group's governance, risk management and internal control processes in meeting its strategic objectives and operating within the risk appetite established. In addition, Group Audit provides an independent assessment of the Group's credit portfolio quality and credit risk management process. Without assuming management responsibility, Group Audit may provide advisory services to line management on certain business initiatives as well as system developments and enhancements where the objective is to add value and improve governance, risk management and controls.

The Audit Committee is responsible for reviewing the independence, effectiveness and standing of the internal audit function and adequacy of resources needed to achieve the internal audit objectives. For the year ended 31 December 2024, the Audit Committee has assessed that the internal audit function was adequately resourced, independent, effective and possessed the right standing within the organisation. The Audit Committee reviews the processes that are in place to deal with recommendations raised in internal audit reports in a timely manner and to closely monitor outstanding action plans. Currently, the number of internal audit staff in the Group is 353. The division is organised into departments that are aligned with the structure of the Group. The Audit Committee approves the appointment, resignation, dismissal, succession and remuneration of the Head of Group Audit and reviews the reasons for the resignation or dismissal of Head of Group Audit.

Shareholder Rights and Engagement

Principle 11: Shareholder Rights and Conduct of General Meetings

OCBC is committed to maintaining regular, effective and fair communication with its shareholders by gathering their views, addressing their concerns, and protecting and facilitating the exercise of their rights. The Bank provides equal information rights to shareholders with regular and timely financial reports

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and disclosure of material corporate developments to enable shareholders to make informed decisions.

The Bank's 2024 Annual General Meeting (AGM) was held in a wholly physical format on 30 April 2024. All Directors attended the 2024 AGM together with the Bank's external auditor and senior management to meet and interact with shareholders.

Before the start of the AGM, the CEO and CFO presented the Group's business developments as well as financial performance of the preceding year. Shareholders were given time to ask questions during the presentation.

The AGM provided shareholders with the opportunity to raise questions or share their views, as relevant. Shareholders were also able to submit questions in advance of the AGM by way of post or email. Responses to all substantial and relevant questions received prior to the AGM were published on the SGX website and the Bank's website before the AGM, or were addressed during the AGM.

Under the Bank's Constitution, shareholders are allowed to vote in person or appoint up to two proxies unless the shareholder is a relevant intermediary (as defined under the Singapore Companies Act 1967). A shareholder who is a relevant intermediary can appoint more than two proxies to attend, speak and vote at the general meetings of the Bank. The Bank conducts voting by poll for all resolutions proposed at its general meetings, for greater transparency in the voting process. The Bank also provides for separate resolutions on each substantially separate issue. It does not "bundle" resolutions, unless the resolutions are interdependent and linked so as to form one significant proposal. Independent scrutineers are also present at the Bank's general meetings to review the voting process and address shareholders' questions on voting procedures.

For the 2024 AGM, all shareholders or appointed proxies who were authenticated via the Bank's verification process were allowed to attend, speak and vote in person at the AGM. Persons who held shares through relevant intermediaries, as well as CPF and SRS investors were able to vote at the AGM if they were appointed as proxies by their respective relevant intermediaries, CPF Agent Banks or SRS operators. Alternatively, they could appoint the Chairman of the Meeting as proxy to attend, speak and vote on their behalf at the AGM. Proxy forms submitted by shareholders were independently verified by the independent scrutineers. The results of all votes cast for and against each resolution and the respective percentages were announced by the Chairman of the Meeting at the AGM. The detailed voting results were also disclosed on the SGX website and posted on the Bank's website within the same day after the conclusion of the 2024 AGM.

Minutes of the Bank's AGM are made available on the SGX website and the Bank's website. The minutes prepared by the Company Secretary would reflect the proceedings including responses from the Board and management to queries and comments from shareholders.

Principle 12: Engagement with Shareholders

The Bank has a shareholders communication policy approved by the Board. The Bank recognises the importance of communicating regularly and effectively with its shareholders so that they can better understand its strategy, developments and operations. One of the key roles of the Group's Investor Relations and Group Brand and Communications units is to keep the market and investors apprised of the Group's strategy, major corporate developments and financial performance through regular media releases, briefings and meetings with the investment community and media. The Bank's quarterly financial results briefings in 2024 were conducted both virtually and physically, with recordings of the results briefings uploaded on the Bank's website. Live webcasts of the Bank's half-year and full-year financial results briefings are available for viewing on OCBC's website. The Bank's dividend policy is also disclosed in the Capital Management section on pages 75 and 76 of this Annual Report. In 2024, the Bank held more than 600 meetings including conferences and roadshows, with the investment community which comprised investors, rating agencies and analysts. The meetings provided channels for management to engage the investment community, maintain regular and active dialogue, and provide updates on the Group's corporate strategy, business developments and performance. In addition, shareholders and the public can access the Group's media releases, financial results and presentation materials used at briefings, and other corporate information via the Bank's website.

Material information is also announced through the SGX website and published on the Bank's website.

Investors can submit feedback and queries to OCBC's Investor Relations Unit through the contact details provided on the Bank's website.

Managing Stakeholders Relationships

Principle 13: Engagement with Stakeholders

The Bank recognises the importance in maintaining positive stakeholder relationships, and adopts an inclusive approach in the management and engagement of its stakeholders – namely customers, investors, communities, regulators and employees. The Sustainability Report sets out the Bank's approach to stakeholder engagement including key areas of focus and how it responds to stakeholder concerns.

The Bank maintains a corporate website – OCBC.com – to communicate and engage with its stakeholders.

Related Party Transactions and Interested Person Transactions

The Group has established policies and procedures on transactions involving related parties and interested persons in compliance with relevant regulatory requirements and SGX-ST Listing Rules.

For related party transactions, the Group is guided by relevant authorities governing the definitions of relatedness, limits applied, terms of transactions, procedures for approving and monitoring the transactions and where necessary, the writing off of these transactions. Related party transactions are monitored with particular care, and appropriate steps are taken to control or mitigate the risks of such transactions. The Board reviews the Group policy on a regular basis to ensure it remains relevant and is kept informed of all material related party transactions. During the financial year, the Bank extended a loan to a related party, which was a material related party transaction that was conducted on an arm's length basis and approved in accordance with the Group policy.

For interested person transactions, the Bank's established policy and procedures comply with requirements mandated under Chapter 9 of the SGX-ST Listing Manual. Details of interested person transactions carried out during the financial year under review are set out in the section under "Additional Information Required under the SGX-ST Listing Manual" on page 74.

Ethical Standards

The Bank's ethical standards are guided by its commitment to uphold its core values or "LIFRR".

The Bank has also adopted the SGX-ST Listing Manual's guidelines on dealings in securities and has a policy against insider trading. Directors and officers are prohibited from dealing in the securities of the Bank and its listed subsidiary, Great Eastern, during the period commencing two weeks before the voluntary disclosures of the Bank's and Great Eastern's first and third quarters' financial results, and one month before the announcement of half-year and full-year financial results (the blackout period) and any time they are in possession of unpublished material price-sensitive information. The Bank will notify Directors and employees of the commencement date for each blackout period. The policy also states that employees are not to deal in the Bank's securities on short-term considerations. In addition, employees are instructed to conduct all their personal securities transactions through the Group's stockbroking subsidiary.

The Bank's insider trading policy also includes instructions pertaining to dealings in the listed securities of customers of the Group. The Bank reviews its policy on insider trading at least biennially to ensure it remains relevant and effective.

The Bank has a code of conduct that applies to all employees and reinforces the core values expected of employees. The code covers all aspects of the business operations of the Bank and sets out principles to guide employees in carrying out their duties and responsibilities while adhering to the highest standards of personal and corporate integrity.

Employees are required to observe and comply with laws and regulations as well as company policies, along with the ABS Code of Conduct for Banks and Bank Staff.

The Bank has a suite of policies in place for proper governance and management that staff have to comply with. All policies, including those related to vendor management and procurement, are subject to the Bank's risk management and internal control systems and processes, including management self-assessment and independent audits.

The Bank also has a policy to manage or eliminate any actual or potential conflicts of interest which may impact the impartiality of research analyses or research reports issued by research analysts in the Bank or its financial subsidiaries. These include prohibitions on business units attempting to influence research analyses or recommendations by research analysts, as well as on securities trading by staff who receive information on research analyses or recommendations in unissued research reports.

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Summary of Disclosures

Express disclosure requirements in the Guidelines on Corporate Governance for Designated Financial Holding Companies, Banks, Direct Insurers, Reinsurers and Captive Insurers which are incorporated in Singapore issued by the Monetary Authority of Singapore (MAS) on 9 November 2021, which comprises the Code of Corporate Governance 2018 and the additional guidelines added by the MAS.

Provisions of the Code of Corporate Governance 2018	Page reference in OCBC Annual Report 2024
Provision 1.2 The induction, training and development provided to new and existing directors.	Page 55
Provision 1.3 Matters that require Board approval.	Page 51
Provision 1.4 Names of the Board Committee members, the terms of reference, delegation of the Board's authority to make decisions, and a summary of each Board Committee's activities.	Pages 51 to 53
Provision 1.5 The number of Board and Board Committee meetings and the directors' attendance at these meetings.	Page 54
Provision 2.4 The board diversity policy and progress made towards implementing the board diversity policy, including objectives.	Page 55
Provision 4.3 Process for the selection, appointment and reappointment of directors to the Board, including the criteria used to identify and evaluate potential new directors and channels used in searching for appropriate candidates.	Pages 56 and 57
Provision 4.4 If the Board determines that a director is independent notwithstanding the existence of a relationship with the Company, its related corporations, its substantial shareholders or its officers, which may affect his/her independence, the relationships and the Board's reasons for considering him/her as independent.	Page 55
Provision 4.5 The listed company directorships and principal commitments of each director, and where a director holds significant number of directorships and commitments, the Nominating Committee's and Board's reasoned assessment of the ability of the director to diligently discharge his/her duties.	Pages 56 and 57, 265 to 270
Provision 5.2 How the assessments of the Board, its Board Committees and each director have been conducted, including the identity of any external facilitator and its connection (if any) with the Company or any of its directors.	Page 57
Provision 6.4 The engagement of any remuneration consultants and their independence.	Page 57
Provision 8.1 The policy and criteria for setting remuneration, as well as names, amounts and breakdown of remuneration of: (a) Each individual director and the CEO; and (b) At least the top five key management personnel (who are not directors or the CEO) in bands no wider than $250,000 and in aggregate the total remuneration paid to these key management personnel.	For CEO and Management: Pages 57 to 62 For the Company's Directors: Pages 58, 59 and 61
Provision 8.2 Names and remuneration of employees who are substantial shareholders of the Company, or are immediate family members of a director, the CEO or a substantial shareholder of the Company, and whose remuneration exceeds $100,000 during the year, in bands no wider than $100,000. The Company should also state clearly the employee's relationship with the relevant director or the CEO or substantial shareholder.	Page 61
Provision 8.3 All forms of remuneration and other payments and benefits, paid by the Company and its subsidiaries to directors and key management personnel of the Company as well as details of employee share schemes.	Pages 58 to 62, and Pages 110 to 113

Provisions of the Code of Corporate Governance 2018	Page reference in OCBC Annual Report 2024
Provision 9.2 The Board has received assurance from: (a) the CEO and the CFO that the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and (b) the CEO and other key management personnel who are responsible, regarding the adequacy and effectiveness of the Company's risk management and internal control systems.	Page 63
Provision 10.1 The Company publicly discloses, and clearly communicates to employees, the existence of a whistle-blowing policy and procedures for raising concerns.	Page 63
Provision 11.3 Directors' attendance at general meetings of shareholders held during the financial year.	Pages 54 and 66
Provision 12.1 The steps taken to solicit and understand the views of shareholders.	Page 66
Provision 13.2 The strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period.	Pages 66 and 67

Additional Guidelines	Page reference in OCBC Annual Report 2024
Additional Guideline 1.17 An assessment of how the induction, orientation and training provided to new and existing directors meet the requirements as set out by the Nominating Committee to equip the Board and the respective Board Committees with relevant knowledge and skills in order to perform their roles effectively.	Page 55
Additional Guideline 4.7 The names of the directors submitted for appointment or re-appointment are accompanied by details and information to enable shareholders and the Board to make informed decisions. Such information, which accompanies the relevant resolution, includes: (a) date of last re-appointment; (b) professional qualifications; (c) any relationships including immediate family relationships between the candidate and the directors, the Company or its substantial shareholders; (d) a separate list of all current directorships in other listed companies; (e) details of other principal commitments; and (f) any prior experience as a director of a listed issuer or as a director of a financial institution.	Pages 70 to 73
Additional Guideline 4.11 Resignation or dismissal of key appointment holders.	Not applicable
Additional Guideline 4.12 Designations and roles of all directors.	Pages 30 and 31, and 265 to 270
Additional Guideline 9.9 The appointment and remuneration of the non-director member of the Risk Management Committee.	Not applicable
Additional Guideline 9.11 (a) The Board's comments on the adequacy and effectiveness of the internal controls (including financial, operational, compliance and information technology controls, and risk management systems). (b) A statement on whether the Audit Committee concurs with the Board's comment. Where material weaknesses are identified by the Board or Audit Committee, they are disclosed together with the steps taken to address them.	Page 63
Additional Guideline 10.19 The Audit Committee's comments on whether the internal audit function is independent, effective and adequately resourced.	Page 65
Additional Guideline 14.5 Material related party transactions.	Page 67

Additional Information on Directors Seeking Re-Election

Name of Director	Chong Chuan Neo	Chua Kim Chiu	Helen Wong	Lian Wee Cheow
Date of appointment	18 February 2022	20 September 2017	7 February 2023	1 January 2025
Date of last re-appointment (if applicable)	22 April 2022	25 April 2023	25 April 2023	Not applicable
Age	62	70	63	64
Country of principal residence	Singapore	Singapore	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	Given her contributions to the sustainability agenda, board committees and the Hong Kong subsidiary, Ms Chong Chuan Neo will continue to be an effective member of the Board.	Mr Chua Kim Chiu is a notable member of the accounting profession. His knowledge in finance and accounting matters will strongly complement the Board's overall strength and expertise.	As Chief Executive Officer of OCBC Bank, Ms Helen Wong's continuing membership of the Board will facilitate governance and decision making.	With his qualifications, experience including those in the financial services sector, and familiarity with the Group's operations, Mr Lian Wee Cheow's re-appointment will enhance the Board's overall competency and skills.
Whether appointment is executive, and if so, the area of responsibility	Non-executive	Non-executive	Executive	Non-executive
Job title (e.g. Lead ID, AC Chairman, AC Member etc.)	• Chairman, Board Sustainability Committee • Member, Audit Committee • Member, Ethics and Conduct Committee	• Chairman, Audit Committee • Member, Risk Management Committee	• Member, Board Sustainability Committee • Member, Risk Management Committee	• Member, Risk Management Committee • Member, Nominating Committee
Professional qualifications	Please refer to her academic and professional qualifications in the section under "The Board – Biographies" on page 265.	Please refer to his academic and professional qualifications in the section under "The Board – Biographies" on page 266.	Please refer to her academic and professional qualifications in the section under "The Board – Biographies" on page 270.	Please refer to his academic and professional qualifications in the section under "The Board – Biographies" on page 267.

Name of Director	Chong Chuan Neo	Chua Kim Chiu	Helen Wong	Lian Wee Cheow
Working experience and occupation(s) during the past 10 years	Ms Chong Chuan Neo spent over 29 years at Accenture where she held senior leadership roles covering various industries and countries in Asia Pacific. She was Chairman and CEO of Accenture Greater China from 2015 to 2018 and a member of the Global Leadership Council. In the past six years, she has been actively involved in transformation and sustainability initiatives at privately held companies in Asia. Please refer to her present directorships/principal commitments in the section under "The Board – Biographies" on page 265 for further information.	Mr Chua Kim Chiu served as a partner in PricewaterhouseCoopers (PwC) Singapore from 1990, headed the banking and capital markets group as well as the China desk, and was appointed a member of the firm's leadership team in 2005. He retired in July 2012 but was retained as senior advisor for PwC Hong Kong until June 2016. He is currently a Professor (Practice) in Accounting, National University of Singapore (NUS) Business School. Please refer to his present directorships/principal commitments in the section under "The Board – Biographies" on page 266 for further information.	Ms Helen Wong has over 40 years of banking experience, having started out as a Management Trainee in OCBC Bank and was its first China Desk Manager. She has vast experience in Greater China, covering a wide range of roles in capital markets, syndicated finance and corporate banking. Before returning to OCBC Bank, Ms Wong spent 27 years at HSBC, where her last role was its Chief Executive for Greater China. Please refer to her present directorships/principal commitments in the section under "The Board – Biographies" on page 270 for further information.	Mr Lian Wee Cheow is a former Partner of PwC Singapore Financial Services Group till his retirement in June 2023. He was involved in both assurance and advisory work for a wide spectrum of financial services clients in Singapore and the region for over 38 years and has worked in PwC Melbourne, Australia and PwC London, UK. Please refer to his present directorships/principal commitments in the section under "The Board – Biographies" on page 267 for further information.
Shareholding interest in the listed issuer and its subsidiaries	Yes 11,210 ordinary shares in Oversea-Chinese Banking Corporation Limited (Direct interest)	Yes 38,663 ordinary shares in Oversea-Chinese Banking Corporation Limited (Direct interest)	Yes 618,702 ordinary shares in Oversea-Chinese Banking Corporation Limited (Direct interest) 770,742 ordinary shares under OCBC Deferred Share Plan 2021	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Nil	Nil	Nil	Nil
Conflict of interests (including any competing business)	Nil	Nil	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes	Yes

Additional Information on Directors Seeking Re-Election

Name of Director	Chong Chuan Neo	Chua Kim Chiu	Helen Wong	Lian Wee Cheow
Other Principal Commitments* Including Directorships * "Principal Commitments" has the same meaning as defined in the Code of Corporate Governance 2018.				
Past (for the last 5 years) **Present**	Please refer to the section under "The Board – Biographies" on page 265.	Please refer to the section under "The Board – Biographies" on page 266.	Please refer to the section under "The Board – Biographies" on page 270.	Please refer to the section under "The Board – Biographies" on page 267.
Information required under items (a) to (k) of Appendix 7.4.1 of the SGX-ST Listing Manual				
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him/her or against a partnership of which he/she was a partner at the time when he/she was a partner or at any time within 2 years from the date he/she ceased to be a partner?	No	No	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he/she was a director or an equivalent person or a key executive, at the time when he/she was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he/she ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No	No
(c) Whether there is any unsatisfied judgment against him/her?	No	No	No	No
(d) Whether he/she has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he/she is aware) for such purpose?	No	No	No	No
(e) Whether he/she has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he/she is aware) for such breach?	No	No	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him/her in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his/her part, or he/she has been the subject of any civil proceedings (including any pending civil proceedings of which he/she is aware) involving an allegation of fraud, misrepresentation or dishonesty on his/her part?	No	No	No	No

Name of Director	Chong Chuan Neo	Chua Kim Chiu	Helen Wong	Lian Wee Cheow
(g) Whether he/she has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No	No
(h) Whether he/she has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No	No
(i) Whether he/she has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him/her from engaging in any type of business practice or activity?	No	No	No	No
(j) Whether he/she has ever, to his/her knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:—				
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No	No
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No	No	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he/she was so concerned with the entity or business trust?	No	No	No	No
(k) Whether he/she has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No	No

Additional Information Required under the SGX-ST Listing Manual

1. Interested Person Transactions

Interested person transactions carried out during the financial year under review:

Name of interested person	Nature of relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than $100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) 2024 $'000	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than $100,000) 2024 $'000
Dasar Sentral (M) Sdn Bhd – Lease of premises at Wisma Lee Rubber, Kuala Lumpur to subsidiaries of OCBC Bank.	An associate of Dr Lee Tih Shih, director of OCBC Bank	1,213	–
PT Udayawira Utama – Lease of premises at OCBC NISP Tower, Jakarta, to PT Bank OCBC NISP Tbk.	An associate of Mr Pramukti Surjaudaja, director of OCBC Bank	661	–

2. Material Contracts

Since the end of the previous financial year, no material contract involving the interest of the Chief Executive Officer, any Director or controlling shareholder of the Bank has been entered into by the Bank or any of its subsidiary companies, and no such contract subsisted as at 31 December 2024, save as disclosed via SGXNet.

3. Appointment of Auditor

The Group has complied with Rules 712 and 715 of the Listing Manual issued by Singapore Exchange Securities Trading Limited in relation to its auditor.

Capital Management

Capital Policy

The key objective of the Group's capital management policy is to maintain a strong capital position to support business growth and strategic investments, and to sustain investor, depositor, customer and market confidence. In line with this, the Group targets a minimum credit rating of "A" and ensures that its capital ratios are comfortably above regulatory minima, while balancing shareholders' expectations for sustainable returns and high standards of prudence. The Group actively manages its capital composition with an optimal mix of capital instruments in order to keep our overall cost of capital low.

Capital Monitoring and Planning

The Group's capital is closely monitored and actively managed to ensure that there is sufficient capital to support business growth, and pursue strategic business and investment opportunities that will create value for our stakeholders, while taking into consideration the Group's risk appetite. The Group's internal capital adequacy assessment process (ICAAP) involves a comprehensive assessment of all material risks that the Group is exposed to and an evaluation of the adequacy of the Group's capital in relation to those risks. This includes an annual capital planning exercise to forecast capital demands and assess the Group's capital adequacy over a multi-year horizon. This process takes into consideration the Group's business strategy, operating environment, regulatory changes, target capital ratios and composition, as well as expectations of its various stakeholders. In addition, capital stress tests are conducted to understand the sensitivity of the key assumptions in the capital plan to the effects of plausible stress scenarios, and evaluate how the Group can continue to maintain adequate capital under such scenarios.

Within the Group, excess capital will be centralised as far as possible at the parent (i.e. OCBC Bank) level for efficient deployment across the Group. While the transfer of capital resources within the Group is generally subject to regulations in local jurisdictions, where applicable, the Bank has not faced significant impediments on the flow of capital within the Group.

$2.5 billion Capital Return

With the Group's sustained earnings growth and strong capital position, the Board announced in February 2025 a comprehensive approach to return $2.5 billion of capital to shareholders over two years (i.e. 2025 and 2026) via special dividends and share buybacks. The capital return comprises special dividends amounting to 10% of the Group's core net profit for the financial years 2024 and 2025, with the balance to be returned to shareholders via share buybacks over two years, subject to market conditions and regulatory approvals. Together with OCBC's target ordinary dividend payout ratio of 50%, the total dividend payout for the financial years 2024 and 2025 will amount to 60% annually. The capital return signifies the Group's confidence in driving long-term growth and affirms our commitment to reward shareholders for their continued support of OCBC.

Dividend

The Group aims to deliver a dividend payout ratio of 50% of its core net profit, barring unforeseen circumstances. The dividends are payable on a half-yearly basis. For the financial year ended 31 December 2024, the Board of Directors has recommended a final dividend of 41 cents per share and a special dividend of 16 cents per share. This brings the full year 2024 dividend to 101 cents per share, or a total dividend payout of $4.5 billion.

Share Buyback and Treasury Shares

Shares purchased under the share buyback programme are held as treasury shares. These are recorded as a deduction against share capital, and may be subsequently cancelled, sold or used to meet delivery obligations under employee share schemes. During the financial year ended 31 December 2024, the Bank purchased 13.5 million ordinary shares for $194 million as part of its share buyback programme, while 18.7 million treasury shares were delivered to meet obligations under its employee share schemes.

Capital Adequacy Ratios

Since 1 January 2019, the Monetary Authority of Singapore (MAS) has fully phased-in the Basel III capital adequacy ratio requirements under the MAS Notice 637. Under this framework, Singapore-incorporated banks are required to meet minimum Common Equity Tier 1 (CET1), Tier 1, and total capital adequacy ratios (CAR) of 6.5%, 8.0%, and 10.0%, respectively. MAS' final Basel III reform requirements took effect on 1 July 2024, and the requirements are progressively phased in between 1 July 2024 and 1 January 2029. The reforms include revisions to the credit, market and operational risk standards and the introduction of an output floor transitional arrangement.

To ensure that banks build up adequate capital buffer outside periods of stress, a Capital Conservation Buffer (CCB) of 2.5 percentage points above the minimum capital adequacy requirements was introduced. Including the CCB, Singapore-incorporated banks are required to meet CET1 CAR, Tier 1 CAR and Total CAR of 9.0%, 10.5% and 12.5%, respectively.

Capital Management

In addition, the Group will be subject to a Countercyclical Buffer requirement if this buffer is applied by regulators in countries which the Group has credit exposures to. Generally in the range of 0% to 2.5% of risk-weighted assets, the Countercyclical Buffer is not an ongoing requirement but it may be applied by regulators to limit excessive credit growth in their economy.

The table below shows the composition of the Group's regulatory capital and its capital adequacy ratios as of 31 December 2024. The capital adequacy ratios were determined in accordance with the requirements of MAS Notice 637, which included the definitions for CET1, Tier 1 and Tier 2 capital, the required regulatory adjustments against capital (including goodwill, intangible assets, deferred tax assets and investments in unconsolidated financial institutions in which the Bank holds a major stake), and the methodologies available for computing risk-weighted assets. As per the requirements of MAS Notice 637, the Bank's insurance subsidiaries were not consolidated for the computation of the capital adequacy ratios, i.e. capital investments in these insurance subsidiaries were deducted from the Group's capital and their assets were excluded from the computation of the Group's risk-weighted assets.

A description of the key terms and conditions of the regulatory capital instruments can be found in Notes 13, 14 and 21 of the financial statements, and the approaches adopted by the Group for the computation of risk-weighted assets can be found in the "Pillar 3 Disclosures" chapter.

$ million	**2024**	2023
Ordinary shares	**18,096**	18,045
Disclosed reserves/others	**33,272**	29,199
Regulatory adjustments	**(10,980)**	(9,559)
Common Equity Tier 1 Capital	**40,388**	37,685
Additional Tier 1 capital	**1,736**	1,285
Regulatory adjustments	**–**	–
Tier 1 Capital	**42,124**	38,970
Tier 2 capital	**4,495**	3,768
Regulatory adjustments	**–**	–
Total Eligible Capital	**46,619**	42,738
Credit	**201,288**	208,220
Market	**20,643**	9,850
Operational	**14,357**	18,624
Risk Weighted Assets	**236,288**	236,694
Capital Adequacy Ratios		
Common Equity Tier 1	**17.1%**	15.9%
Tier 1	**17.8%**	16.5%
Total	**19.7%**	18.1%

The Bank's banking and insurance subsidiaries are subject to capital adequacy requirements of the jurisdiction in which they operate. As of 31 December 2024, the capital adequacy ratios of these subsidiaries were above their respective local requirements.

The Group's CET1 CAR based on fully phased-in final Basel III reforms was 15.3%, which assumed the position as of 31 December 2024 was subject to the full application of final Basel III reforms that will take effect on 1 January 2029.

Risk Management

At OCBC, managing risks is essential for our long-term success and sustainability. We aim to manage risks in a way that protects our operations, while promoting sustainable business growth and delivering value to our customers, shareholders, employees, and communities.

Our risk management approach

The Group has a comprehensive and disciplined risk management approach that covers all types of risks, supported by a strong corporate culture that prioritises accountability, ownership and high ethical standards. The approach involves understanding the sources of risks and their drivers, establishing risk appetites and tolerances to take such risks against business goals and potential impact under adverse circumstances, comprehensive metrics to measure and monitor risk positions on a standalone and aggregated basis, early problem identification and mitigation, reporting and adjustments to risk strategies against cyclical and structural changes.

Risk frameworks are established that cover the required governance and roles and responsibilities and well-documented policies and procedures in taking and managing risks. Given that risks are increasingly interconnected, we assess them holistically. There are established cross-functional assessments of emerging risks that utilise a suite of stress testing and scenario analyses that inform us about the impact of plausible risk factors on our earnings, capital, liquidity, customer segments and obligations. These shape our risk strategies and contingency plans.

Underpinning our risk approach and frameworks are continuous investment in human resources and technology, so as to ensure that the right skills and competencies and data, systems and infrastructure are used in managing risks. The Group is increasingly leveraging on AI technologies to enhance operational efficiency, analytics, decision-making, product innovation and customer engagement. As we adopt AI more widely, we also recognise that there are associated risks in its adoption such as data privacy, data loss, hallucinations, and biases. We are enhancing our risk governance to address such risks comprehensively to ensure that AI is used responsibly.

Risk ownership is a collective responsibility shared between the business and risk functions as elaborated in the Risk Governance and Organisation section.

Risks are generally categorised into five main types, each managed with the necessary skills, resources, systems, policies and procedures. Our risk teams focus on identifying, measuring, sanctioning, monitoring, and reporting risks, while also setting limits and triggers so that the risks and underlying processes are regularly reviewed and approved at the right authority levels. Our frameworks are regularly updated to incorporate best practices and comply with regulatory standards in all the regions where we operate.

Principal risk types

We categorise our risks into five main types:

Table 1: Principal Risk Types

Principal Risks	Definition
Credit Risk	The risk of financial loss due to a borrower failing to meet their financial/contractual obligations.
Market Risk	The risk of financial loss due to fluctuations in market factors such as interest rates, foreign exchange rates and commodity prices.
Liquidity Risk	The risk of not being able to meet financial and cash outflow obligations as they come due.
Operational Risk	The risk of loss from failures in processes, systems, or external events, including money laundering, legal and reputational risks.
Information Security and Digital Risk	The risk of compromising confidentiality or integrity of information, cyber threats and technology failures.

For more details on how we manage these risks, please refer to the specific sections in our report.

Risk Management

Environmental, social and governance (ESG) and climate risks

Managing ESG and climate risks is vital to our operations, as they affect our credit, market, liquidity, operational, and reputational risks. We take an integrated approach to assessing and managing these "cross-cutting" risks, which is part of our overall risk framework. Our practices include monitoring ESG metrics, conducting climate scenario analyses, and ensuring that customers in high-risk sectors undergo thorough assessments in managing their ESG, transition and physical risks. Time-bound action plans or covenants may be imposed on customers and transactions posing significant reputational risks are escalated to the Reputational Risk Review Group for further review and clearance.

We are committed to integrating quantitative ESG and climate risk metrics into our practices while enhancing climate scenario analysis methodologies. Our approach is guided by industry developments, data availability, and ongoing dialogue with regulators. For more details on our initiatives, please refer to our Sustainability Report 2024 on Climate Action and Responsible Financing.

Risk Governance and Organisation

A robust risk governance structure ensures that we have effective oversight and accountability of risk. Our Board of Directors have ultimate responsibility for the effective management of risk. The Board establishes the corporate strategy and approves the risk appetite within which senior management executes the strategy. The Group's risk governance and oversight structure, which banking subsidiaries and Great Eastern Holdings (GEH) are aligned with, is shown on page 79.

The Board Risk Management Committee (BRMC) is the designated board committee that oversees risk management matters. It ensures that the Group's overall risk management philosophy and principles and risk appetite are aligned with the corporate strategy. The BRMC has oversight of credit, market, liquidity, information security and digital, operational, conduct, money laundering and terrorism financing, fraud, legal, regulatory, strategic, ESG and fiduciary risks, as well as any other category of risk that may be delegated by the Board or deemed necessary by the BRMC.

The BRMC provides quantitative and qualitative guidance to major business units and risk functions to guide risk-taking. BRMC and senior management regularly review our risk drivers, risk profiles, risk management frameworks and policies, and compliance matters. Please refer to the Corporate Governance Chapter for more information on the BRMC.

Dedicated functional risk committees comprising senior management from risk taking and risk control functions have been established to facilitate close risk oversight. These committees are supported by the functional risk management units under the Group Risk Management Division (GRM).

GRM is headed by the Group Chief Risk Officer (CRO). The Group CRO is a member of the Group Management Executive Committee and functional risk committees. GRM's day-to-day responsibilities involve providing independent risk control and managing credit, market, liquidity, information security and digital, operational and ESG risks. It provides regular risk reports and updates on developments in material risk drivers and potential vulnerabilities, and recommends mitigating actions to senior management, risk committees, the BRMC and the Board. At the Group level, GRM also provides functional oversight to the banking subsidiaries and GEH.

GEH and OCBC Indonesia are listed companies. Their annual reports contain information on their risk management frameworks and practices. Their risk management frameworks, policies and practices are appropriately aligned with the Group's risk standards.

Board Governance	Board of Directors
	Board Risk Management Committee (BRMC)
	Other Board Committees
Senior Management	Group Chief Executive Officer (CEO)
	Group Chief Risk Officer (CRO) reports to the BRMC and CEO
	Business and Support Heads
Senior Management Committees	Risk Committees: Credit Risk Management Committee; Market Risk Management Committee; Asset and Liability Management Committee; Operational Risk Management Committee; Information Security and Digital Risk Management Committee; Group Data Management Committee
	Other Management Committees
Risk and Control Oversight	Group Risk Management headed by Group CRO: Functional Risk Departments; Subsidiary Functional Risk Departments
Independent Assurance	Group Audit

Risk Management

Three lines of defence

All employees are responsible for identifying and managing risk, a responsibility embedded in our corporate culture and robust internal control environment. This is operationalised via a three-line structure that distinctly outlines the roles, responsibilities and accountability of risk.

Table 2: Three Lines of Defence

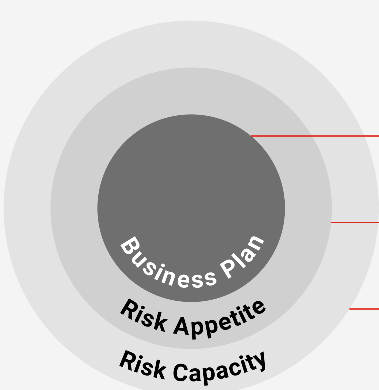
First Line	Second Line	Third Line
Day-to-day Risk Management	**Risk and Control Oversight**	**Independent Assurance**
Business and Support Units: • Owns and manages risks arising from their business activities on a day-to-day basis. • Carries out business activities that are consistent with the Group's strategy and risk appetite. • Operates within the approved boundaries of our policies and limits and complies with applicable laws and regulations.	**Risk and Control Function:** • Independently and objectively identifies and assesses the risk-taking activities of the first line. • Establishes relevant risk management frameworks, policies, processes and systems. • Provides independent identification, assessment, monitoring and reporting of the Group's risk profiles, portfolio concentrations and material risk issues.	**Group Audit:** • Independently provides assurance to the Group CEO, Audit Committee and Board on the adequacy and effectiveness of our risk management and internal control systems. • Evaluates the overall risk awareness and control consciousness of management in discharging its supervisory and oversight responsibilities.

Risk Appetite

Our aim is to manage risks in a prudent and sustainable manner for the long-term viability of the Group. The Board determines the Group's risk appetite, defining the level and nature of risks that we can undertake on behalf of our shareholders while maintaining our commitments to customers, regulators, employees and other stakeholders. Business plans take into account the corporate strategy, the forward-looking operating environment and potential risks assessed against our risk appetite. Our risk appetite is operationalised across the Group through our policies, processes and limits to manage both financial and non-financial risks. Together, these components form our Risk Appetite Framework, which articulates our risk appetite at the Group level and guides operations within our major business units.

Specific risk tolerance levels are defined for different portfolios based on our corporate strategy and the inherent risk characteristics of each portfolio. We closely monitor performance against these risk tolerances and report findings in relevant forums.

Senior business and risk managers participate in regular forums to review macroeconomic and financial developments and discuss operating conditions, event risks and potential 'dark clouds' that may significantly impact our earnings or solvency. These risks are measured via stress tests as well as segment-specific and ad hoc event-specific portfolio reviews. The results are used to assess the potential impact of various scenarios on our earnings and capital, and to identify vulnerabilities of material portfolios and trigger appropriate risk management actions.



Business Plan	Demand for Risk and Financial Resources to meet our business objectives
Risk Appetite	Level and nature of risk deemed acceptable while ensuring a sufficient buffer in the Risk and Financial Resources
Risk Capacity	Supply of Risk and Financial Resources such as Funding and Capital

We conduct an annual Internal Capital Adequacy Assessment Process (ICAAP) that incorporates the results of stress tests for various risk types. The aim is to assess whether we are capable of maintaining sufficient capital levels under a forward-looking operating environment and in severe stress scenarios. Appropriate risk-mitigating actions are taken to manage potential risks.

Credit Risk Management

Credit risk arises from our lending activities to retail, corporate and institutional customers. It also includes counterparty and issuer credit risks arising from our underwriting, trading and investment banking activities.

Credit risk management approach

Our credit risk management framework offers a proactive strategy for overseeing credit risk across the Group's lending operations, establishing clear objectives and minimum standards. Our approach to managing credit risk is thorough and multi-faceted, ensuring we effectively mitigate potential losses while supporting our lending and underwriting activities. The framework establishes credit approval authorities, concentration limits, risk-rating methodologies, portfolio review parameters and guidelines for management of distressed exposures.

It leverages the expertise and judgment of credit specialists, ensuring effective risk management tailored to the distinct characteristics of different portfolios and customer segments. All credit exposures must be approved by credit approving officers with the level of credit authority delegated to officers based on their experience, seniority and track record. Specific policies and procedures are implemented for major customer segments as shown in Table 3.

Table 3: Credit Risk Management Approach for Major Customer Segments

Consumers and Small Businesses	• Evaluate credits based on established product programs acquisition strategies, and specific customer selection criteria, while employing advanced models for consistent credit decisions and due diligence. Deviations from the credit criteria are approved by dedicated credit approving officers. • Monitor portfolio credit risk using comprehensive MIS, behavioural models, and stress testing to proactively identify potential weak credits.
Corporate and Institutional Customers	• Perform individual credit assessments through independent evaluations by experienced officers, adhering to target market and risk acceptance criteria, and base decisions on detailed qualitative and quantitative analyses including rating models. • Ensure joint credit approvals between business and credit risk units for objectivity, while conducting regular reviews and stress tests to monitor credit quality and identify potential weaknesses early.
Private Banking Customers	• Carry out independent assessments of individual credits by experienced officers, following predefined risk acceptance criteria and collateral requirements. • Ensure joint credit approvals between business and credit risk units for objectivity, while regularly monitoring credit conduct and conducting stress tests to identify potential issues early.

Counterparty credit risk management

Counterparty credit risk arises from the potential default of a counterparty during our trading and/or banking activities including in derivatives and debt securities. The credit exposure to a counterparty is measured as the sum of current mark-to-market value of the transactions plus an appropriate add-on for potential future exposures due to market price fluctuations. This risk also covers settlement risk, which is the potential loss incurred if a counterparty fails to fulfil its obligation after the Bank has performed its obligation under a contract or agreement at the settlement date.

We have a dedicated risk management team to manage counterparty credit risk. The team assesses risk at the individual counterparty level, country and sector portfolio level, and product level following a set of policies and procedures. Each counterparty undergoes robust credit assessment, including the suitability of the product offered. Credit risk mitigation tools are used as needed to manage counterparty credit risk. Please refer to the Credit Risk Mitigation on page 82 for details.

We independently manage our credit exposures through daily limit monitoring, escalation of excesses, pre-deal excess approvals, regular risk reporting and stress testing. In addition, we have an established policy and process to identify, manage and report wrong-way risk, which arises when the quantum of exposure to a counterparty increases as the counterparty's credit quality deteriorates.

Risk Management

Credit risk mitigation

Credit risk mitigation is managed via various measures such as holding collateral, buying credit protection and setting netting arrangements to reduce credit risk exposures. Risk mitigation does not replace our proper assessment of the obligor's ability to repay, which remains the primary source of repayment. Our credit policies outline the key considerations for eligible credit risk mitigants including legal certainty and enforceability, correlation, liquidity, marketability, counterparty risk of the credit protection provider and collateral-specific minimum operational requirements. Eligible physical and financial collateral includes cash, real estate, marketable securities, standby letters of credit and credit insurance.

Where collateral is taken, appropriate haircuts are made to the value to reflect its inherent nature, quality, liquidity and volatility. Regular independent valuations of the collateral are conducted. We also monitor our collateral holdings to maintain diversification across asset classes and markets. We accept guarantees from individuals, corporates and institutions as a form of support. Where guarantees are recognised as credit risk mitigants via the probability of default (PD) substitution approach, we have established eligibility criteria and guidelines.

Netting, collateral arrangements, early termination options and central clearing mechanisms are common risk mitigation tools to manage counterparty credit risk. In approved netting jurisdictions, netting agreements allow us to offset our obligations against what is due from the counterparty in the event of a default, thereby reducing credit risk exposure.

Collateral arrangements are typically governed by market standard documentation such as the International Swaps and Derivatives Association (ISDA) and Credit Support Annexes (CSA) or Global Master Repurchase Agreements (GMRA). Such arrangements require the posting of additional collateral if the mark-to-market exposures exceed the agreed threshold amount. We apply a haircut to the value of the eligible collateral to cover potential adverse market volatility. Regulatory margin requirements may apply to the agreed threshold amount. ISDA agreements may also include rating triggers to allow for transaction termination or require additional collateral if a rating downgrade occurs.

Given our current investment grade rating, a one-notch rating downgrade would result in a minimal increase in collateral to be posted. Where possible, we also clear Over-the-Counter (OTC) derivatives transactions through approved central clearing counterparties, thereby replacing the counterparty's credit risk with that of a highly regulated and better credit rated central clearing counterparty.

Credit portfolio management

Credit portfolio management focuses on managing the collective or aggregate risk of our credit portfolios, instead of the credit risk of individual borrowers. We have developed and implemented a range of capabilities to identify, measure and monitor credit risk at the portfolio level. These capabilities include:

- **Portfolio segmentation**
  This is the process of grouping credit exposures that are similar in nature. It involves using attributes that represent common business drivers, such as geography, industry and business segment, as well as common risk drivers such as exposure to material downside risks like a property price correction, a sharp hike in interest rates, or a country risk event.

- **Portfolio modelling**
  This includes using internal rating models to quantify the exposure risk, default risk and potential losses of our borrowers. Please refer to Table 4 for information on our internal rating models. We also use stress test models to simulate the potential increase in our credit losses and Credit Risk Weighted Assets (CRWA) under stressed scenarios.

  Overview of internal rating models
  Internal credit rating models and their components such as PD, loss given default (LGD) and exposure at default (EAD) are used in limit setting, credit approval, portfolio monitoring and reporting, remedial management, stress testing and assessment of capital adequacy and portfolio allowances.

  Our model risk management framework governs the development, validation, application and maintenance of rating models. Models are developed with the active participation of credit experts from risk taking and risk control units. They are subject to independent validation before implementation, followed by annual reviews to ensure that performance standards (which take into consideration regulatory requirements and industry best practices) are continually met. In addition, Group Audit annually reviews the robustness of the rating process and the effectiveness of the independent validation process. Approval for the adoption and continued use of material models rests with the BRMC. In addition, models that are used in regulatory capital assessment must be approved by the regulators.

  While our internal risk grades are not explicitly mapped to external credit ratings, they may correlate with external credit ratings in terms of the PD ranges because the factors used to rate obligors are similar. As such, an obligor rated poorly by an external credit rating agency is likely to have a weak internal risk rating as well.

  IRB models and portfolios
  Table 4 describes the approaches used to estimate the key parameters for Advanced Internal Ratings-Based (A-IRB) and Foundation Internal Ratings-Based (F-IRB) credit risk models used to calculate CRWA.

Table 4: Key Components of Internal Ratings-Based (IRB) Models

IRB Models and Portfolios	PD	LGD and EAD
A-IRB approach covers major retail portfolios such as residential mortgages, credit cards, auto loans, insurance financing, small businesses and margin lending	• PD is estimated based on the application and behaviour scores of obligors. • PD models are calibrated to reflect the expected long-run average one-year default rate over an economic cycle.	• Product, collateral and geographical characteristics are major factors. • LGD models are calibrated to reflect the economic loss under downturn conditions. • EAD models are calibrated to reflect the default-weighted average and economic downturn conditions.
F-IRB (Non-Supervisory Slotting) approach covers major wholesale portfolios such as sovereigns, banks, non-bank financial institutions, corporate real estate (including income producing real estate) and general corporates	• PD models are statistical based or expert judgement models that use both quantitative and qualitative factors to assess an obligor's repayment capacity and are calibrated to reflect the expected long-run average one-year default rate over an economic cycle. • Expert judgement models based on inputs from internal credit experts are typically used for portfolios with low default rates.	• LGD and EAD are estimated based on rules prescribed in MAS Notice 637.
F-IRB (Supervisory Slotting) approach covers other specialised lending portfolios such as project finance, object finance and commodities finance	• Obligors are mapped to the five supervisory slotting categories prescribed in MAS Notice 637 based on regulatory loan classifications.	• LGD and EAD are estimated based on rules prescribed in MAS Notice 637.

- **Portfolio reporting**
  This includes internal and external reporting of portfolio risk information to the respective stakeholders. These reports provide a better understanding of how the credit portfolio risk trends are evolving in response to the changing operating environment and downside risks. Regular risk reports covering detailed metrics for credit portfolio exposures, quality, concentrations and hotspots covering dimensions such as geography, industry and business segment are provided to Senior Management and the Board for making timely and better-informed decisions.

Using insights from portfolio modelling and reporting, we allocate appropriate risk and financial resources such as funding and capital to support growth opportunities. We use these insights to set credit concentration limits and manage potential risks stemming from adverse changes in the operating environment. The design of these limits considers direct and indirect risk drivers, such as economic sector, industry and geographic location, collateral type or other credit risk mitigation.

We also utilise these insights to identify and quantify more vulnerable segments and take proactive risk management actions where appropriate. This is especially crucial during periods of slow economic growth, high inflation, elevated interest rates, and heightened geopolitical tensions. These actions include actively tracking potentially vulnerable exposures; setting limits on maximum exposure; closely monitoring and reviewing vulnerable exposures; stress testing to assess potential credit impact; implementing risk mitigation and remedial management measures; and ensuring prudent provisioning and adequate capital allocation if needed.

Remedial management

Processes are in place to foster early identification of vulnerable borrowers. The quality of our credit portfolios is proactively monitored and discussed at various risk forums. Action plans to remediate deteriorating trends are worked out and reviewed at such forums.

We classify our credit exposures as restructured assets when we grant non-commercial concessions to borrowers who are unable to meet their original repayment obligations. We further classify a restructured credit exposure into the appropriate non-performing grade based on our assessment of the borrower's financial condition and ability to repay under the restructured terms. Such credit exposure must comply fully with the restructured terms for a reasonable period before it can be restored to performing status in accordance with MAS Notice 612 (Credit Files, Grading and Provisioning).

Dedicated remedial management units manage the restructuring, work-out and recovery of non-performing assets (NPAs) for wholesale portfolios. The goal is to rehabilitate NPAs where possible or maximise recoveries for NPAs that are on an exit strategy. For retail portfolios, we develop appropriate risk-based and time-based collections strategies to maximise recoveries while trying to minimise impact to our customers. We use data such as delinquency buckets and adverse status tags for delinquent consumer loans to regularly analyse, refine and prioritise our collection efforts.

Credit loss allowances

We maintain sufficient allowances to absorb credit losses inherent in our loan portfolios. Allowances for Expected Credit Losses (ECL) are recognised for credit-impaired and non-credit-impaired exposures in accordance with Singapore Financial Reporting Standard (International) 9: *Financial Instruments* (SFRS(I) 9) and MAS Notice 612 through a forward-looking ECL model.

We assess our ECL allowances on a forward-looking basis, taking into account the three stages of credit risk below.

Stages of Credit Risk and Expected Credit Losses

Non-Credit-Impaired		Credit-Impaired
Stage 1 Performing exposures with no significant increase in credit risk since initial recognition	**Stage 2** Performing exposures with significant increase in credit risk since initial recognition	**Stage 3** Non-performing exposures
12-month ECL	**Lifetime ECL**	**Lifetime ECL**

Please refer to Notes 2.11 and 2.21 in the Group's Financial Statements for more information on impairment allowances.

Market Risk Management

Market risks arise primarily from our trading, customer servicing and balance sheet management activities. Given the volatile macroeconomic environment, it is paramount that the management of market risk is robust and timely. This is achieved through the market risk management approach, which involves the identification, measurement, monitoring, reporting and control of market risks.

Market risk management approach

Group level market risk policies and procedures are established to provide common guidelines and standards for managing market risks. We regularly review our market risk management strategy and limits, which are established in accordance with our risk appetite and are aligned with our business strategies, taking into account prevailing macroeconomic and market conditions.

Identification

Our internal approval processes ensure that market risk is properly identified and quantified, allowing us to manage and mitigate such risks.

Measurements

- **Value-at-risk**
  Value-at-risk (VaR) is a key metric used to quantify market risk exposures arising from our trading portfolio activities. VaR is measured and monitored by individual market risk components, namely interest rate risk, foreign exchange risk, equity risk, credit spread risk and commodity risk, as well as at the aggregate level. Our VaR model is based on the historical simulation approach, calibrated at the 99% confidence level and a one-day holding period. A 99% confidence level means that, statistically, losses on a single trading day may exceed VaR on average, once every 100 days. Table 5 provides a summary of the Group's trading VaR profile by risk type as of 31 December 2024 and 31 December 2023.

- **Other risk measures**
  As interest rate movements are a key driver of our market risk exposure, Present Value of a Basis Point (PV01), which measures the change in value of interest rate-sensitive exposures resulting from a one basis point increase across the entire yield curve, is an important measure that is monitored on a daily basis. Other than VaR and PV01, we use risk metrics such as notional positions, Profit & Loss (P&L) for One Basis Point Move in Credit Spreads (CS01) and other risk variables for specific exposure types.

Table 5: VaR by Risk Type – Trading Portfolio

SGD Million	2024 End of the period	2024 Average	2024 Minimum	2024 Maximum	2023 End of the period	2023 Average	2023 Minimum	2023 Maximum
Interest Rate VaR	**6.3**	**6.9**	**4.4**	**10.8**	4.2	7.6	4.2	12.6
Foreign Exchange VaR	**2.8**	**2.3**	**0.8**	**8.0**	2.5	3.1	1.1	9.3
Equity VaR	**3.6**	**2.5**	**0.8**	**4.3**	1.0	1.9	0.8	3.0
Credit Spread VaR	**2.0**	**2.8**	**1.7**	**4.6**	2.2	5.7	1.9	12.0
Commodity VaR	**0.0**	**0.4**	**0.0**	**1.7**	0.0	0.0	0.0	0.2
Diversification Effect[1]	**(9.5)**	**(8.6)**	**NM[2]**	**NM[2]**	(4.4)	(9.1)	NM[2]	NM[2]
Aggregate VaR	**5.2**	**6.3**	**4.1**	**10.6**	5.5	9.2	5.0	16.0

[1] Diversification effect is computed as the difference between Aggregate VaR and the sum of asset class VaRs.
[2] Not meaningful as the minimum and maximum VaRs may have occurred on different days for different asset classes.

Stress testing and scenario analysis

We perform stress testing and scenario analyses to assess and quantify potential losses from unlikely but plausible extreme market conditions. We regularly review and adjust the stress scenarios to ensure their relevance to our trading portfolio activities and risk profile, as well as current and forecasted economic conditions. These analyses determine if potential losses from such extreme market conditions are within our risk tolerance. In addition to regular stress scenarios, we also use ad hoc event-specific stress scenarios to assess the potential impact of specific market conditions on our market risk exposures.

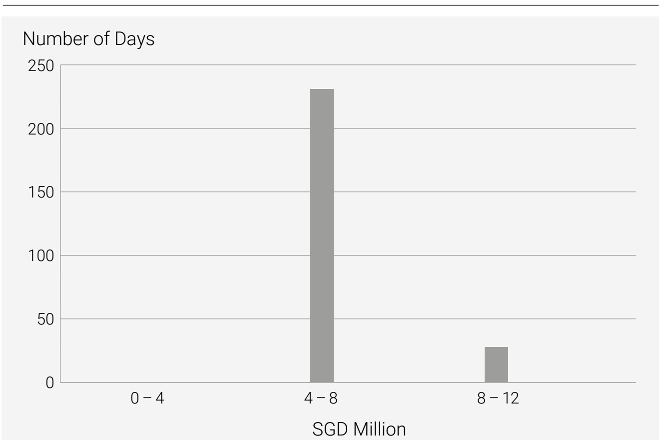
Risk monitoring, reporting and control

- **Limits**
  Trading units may only undertake authorised trading activities for approved products. All trading risk positions are monitored on a daily basis against approved and allocated limits. Trading activities are conducted within approved mandates and are dynamically hedged to remain within limits. Hedge effectiveness is enforced through independent limit monitoring to ensure compliance with market risk limits. Limits are approved to reflect our risk appetite and manage the downside risks from trading opportunities, with clearly defined exception escalation procedures. We report exceptions, including temporary breaches, promptly to Senior Management and the Board. We also manage market risk exposure holistically by using multiple risk limits (VaR and risk sensitivities), P&L stop loss and other measures.

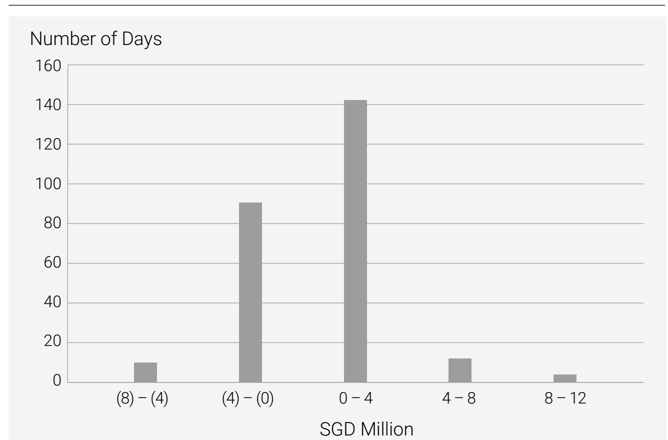
- **Model validation**
  Model validation is an integral part of our risk control process. Financial models are used to price financial instruments and calculate VaR. We ensure that the models used are fit for their intended purposes through periodic independent validation and reviews. To enhance the integrity of the trading P&L and risk measures generated, we source market rates independently for risk measurement and valuation.

- **Back testing**
  To ensure the continued integrity of our VaR models, we back-test the VaR against actual trading P&Ls and hypothetical P&Ls daily to confirm that the models do not underestimate our market risk exposures. The charts below illustrate the Frequency Distribution of Group Trading Book's Daily Total VaR and P&L.

Frequency Distribution of Group Trading Book's Daily Total VaR (One Day Holding Period) for FY 2024



Frequency Distribution of Group Trading Book's Daily Hypothetical P&L for FY 2024



Risk Management

Asset Liability Management

Asset liability management is the strategic management of our balance sheet structure and liquidity requirements. It covers liquidity sourcing and diversification, as well as interest rate and structural foreign exchange management.

Asset Liability Management (ALM) approach

The Group has an established ALM risk framework that oversees and manages the Liquidity, Interest Rate Risk in the Banking Book (IRRBB) and Structural Foreign Exchange (SFX) risk exposures. Group Asset and Liability Committee (ALCO) provides stewardship, and regularly reviews our ALM risk profiles to ensure the management approach is in line with our business strategies and risk appetite, taking into account prevailing macroeconomic and market developments.

Liquidity risk

The objective of liquidity risk management is to ensure that the Group continues to fulfil its financial obligations and can undertake new business, by effectively managing liquidity and funding risks within its risk appetite. Managing liquidity involves addressing funding needs through maintaining adequate and diversified sources of liquidity and balancing cost effectiveness.

- **Identification**
  Liquidity risk arises from cashflow mismatches in maturing assets, liabilities and off-balance sheet items. It is identified by monitoring risk metrics and early warning indicators that signal potential liquidity risks stemming from market developments.

- **Measurements**
  Liquidity risk is measured based on the cash flow mismatches arising from assets, liabilities and off-balance sheet items, projected on both contractual and behavioural bases under business-as-usual conditions and stressed market scenarios. Concentration and regulatory liquidity ratios measure the effective diversification of funding sources and ability to meet stressed liquidity conditions.

- **Risk monitoring, reporting and control**
  Liquidity risk positions are continuously monitored against approved liquidity risk limits and triggers, established in accordance with the Group's risk appetite. A rigorous review, oversight and escalation process facilitates prompt escalation and remediation of any limit exceptions.

- **Stress testing and scenario analysis**
  Stress testing is regularly conducted under a variety of regulatory, historical and market scenarios to assess the potential impact of market events on the Group's liquidity risk profile. The stress testing outcomes are applied to shape effective funding strategies, liquidity policies and contingency funding plans to minimise the impact of any liquidity crunch.

Interest Rate Risk in the Banking Book (IRRBB)

IRRBB refers to the current and prospective risk of interest rates to the Group's capital and earnings. With a broad range of products spanning different interest rate structures, curves and maturities, the repricing profile of assets and liabilities can be mismatched. As interest rates and yield curves move, these mismatches may affect the Group's economic value and potentially lead to a decline in earnings. The primary goal of the management of IRRBB is to ensure that the impact of these events on our interest rate risk exposures are consistent with our risk appetite and maintained within the defined risk tolerance.

- **Identification**
  Interest rate risk varies with repricing periods, currencies, embedded options and interest rate bases. It arises from interest rate sensitive instruments which are:
  - Repricing at different times (gap risk)
  - Referencing different interest rate benchmarks (basis risks)
  - Possessing optionality with respect to timing of cashflows or interest rate reset under different circumstances (optionality risk).

- **Measurements**
  The Group manages IRRBB using both earnings- and capital-based measures.
  - Net Interest Income (NII) sensitivity estimates the potential earnings impact under various interest rate scenarios, assuming the Group's balance sheet remains unchanged over the next one year. Interest rate caps and floors are applied in interest cashflow projections in line with contractual obligations and business practices.
  - Economic Value of Equity (EVE) sensitivity and present value of one basis point (PV01) simulate the potential impact of various interest rate shock scenarios on the Group's capital. They are computed by discounting repricing cashflows, including commercial margins and spreads, using risk-free rates or a proxy for currencies without an active risk-free market rate.

The above measures take into account the impacts of loan prepayment and fixed deposit early redemption, estimated based on statistical analyses of historical customer behaviours, product features and market indicators. For non-maturity deposits which do not have explicit maturity or repricing dates, the repricing profile is determined by studying the elasticity of deposit rates to market interest rates and the volatility of deposit balances. These modelling assumptions are independently validated, reviewed and approved by Group ALCO and consistently applied across public disclosure and internal risk monitoring.

- **Risk monitoring, reporting and control**
  Interest rate risk positions and metrices are computed at least monthly and closely monitored against approved risk limits and triggers. Interest rate derivatives are commonly used as hedging instruments to manage IRRBB within risk limits, with hedge accounting adopted where appropriate.

- **Stress testing**
  Regular stress testing is performed to evaluate whether the Group's capital is sufficient to withstand the impact of extreme interest rate movements on the balance sheet. Such tests are performed across historical, hypothetical and regulatory interest rate shock scenarios as well as internal scenarios, to assess the potential impact of adverse scenarios on the Group's financial condition. These assessments serve as critical inputs for shaping interest rate risk profiles and management strategies.

Structural Foreign Exchange (SFX) risk
SFX exposures arise from non-Singapore Dollar investments in overseas branches, subsidiaries, other strategic investments and property assets. They affect the Group's Capital Adequacy Ratio (CAR) and total equity through the impact on Foreign Currency Translation Reserves (FCTR).

- **Identification**
  The objective of SFX risk management is to protect the capital and financial soundness of the Group by managing the potential impact arising from adverse FX movements, through monitoring, stress testing and hedging where appropriate.

- **Measurements, monitoring, reporting and control, and stress testing**
  We implement a comprehensive risk management methodology to ensure appropriate and effective risk capturing and controls around SFX exposures. We monitor the SFX impact on our capital and CAR stability and perform regular assessments to ensure that potential losses under severe market stress scenarios are within our risk tolerance.

Other risk
Non-structural foreign exchange exposures in our banking book are largely transferred to our trading book for foreign exchange risk management. In addition, we are exposed to credit spread risk through the holding of High-Quality Liquid Assets (HQLA) in our banking book to comply with the Liquidity Coverage Ratio (LCR) requirements. While the default risk for HQLA is low, their value could be sensitive to changes in credit spreads. This risk is monitored against approved CS01 limits on a daily basis and subject to historical and anticipatory stress testing. The other risk residing in our banking book is equity price risk arising from our equity investments in listed and non-listed companies. Equity investments (excluding those held by GEH) form an insignificant portion of our overall securities portfolio.

Operational Risk Management
Operational risk is the risk of loss caused by failures in internal processes, systems, people or external events which is present in all banking products, activities, processes, and systems. It encompasses a range of non-financial risks, including fraud; money laundering, terrorism financing and sanctions risk; third-party risk; physical and personnel security risk; conduct risk; business continuity risk; unauthorised trading risk, regulatory risk as well as legal and reputational risk.

Operational risk management approach
Our operational risk management framework sets out our approach to managing and controlling the operational risks arising from the Group's business activities and operations. The framework is supported by various programmes that ensure preparedness and minimise the impact of any adverse event through timely response, recovery, and adaptability of Critical Business Services and Functions.

Senior Management and the Board receive regular updates on the operational risk profile, which includes operational risk events, key risk indicators, material issues and trends. Additionally, the Board receives an annual assurance report assessing the adequacy and effectiveness of our internal controls and risk management systems.

Strengthening our Operational Resilience
Operational Resilience refers to our ability to minimise the risk of business interruptions caused by operational failures, while ensuring the continued delivery of Critical Business Services and Functions during disruptions. To achieve this, the Group is committed to proactively anticipate and prevent potential operational risk events through robust risk management practices.

Our strategy for Operational Resilience builds on our existing programmes such as business continuity management, crisis management, physical security risk management, third-party risk management, technology risk management and cyber security. The robust risk management practices adopted by these programmes enable us to mitigate disruption risks by anticipating, preparing for, responding to, recovering from, and learning from events.

- **Key components of Operational Resilience**
  <u>Business continuity management</u>
  Business continuity management encompasses strategies and plans that enable organisations to maintain Critical Business Services and Functions to minimise disruption, downtime and safeguard resources. Our comprehensive Business Continuity Management programme identifies these services and functions, along with their Service Recovery Time Objectives. The necessary processes, systems, and resources required for service delivery are mapped out and regularly reviewed to identify key dependencies.

Risk Management

Through thorough Business Impact Analysis, we develop Business Continuity Plans that outline recovery strategies for various disruption scenarios. Annual tests are conducted to ensure the effectiveness of these strategies and to confirm that the target recovery time objectives can be met.

Incident response and crisis management

Incident response and crisis management entail a systematic approach to respond to crisis incidents such as public disorder, crime, terrorism, natural hazards, technology disruptions and cyber-attack, that may disrupt normal operations.

Robust incident response procedures and crisis management processes are established and tested regularly through simulation exercises, drills, and participation in industry level exercises to enhance preparedness and to validate the effectiveness of established processes. Additionally, our Global Incident Monitoring Centre continuously monitors global security incidents that could impact the safety of our employees and the security of our premises, ensuring that timely response measures can be taken as needed.

Physical security risk management

Physical security are measures put in place to safeguard the Group's physical assets, facilities, personnel and customers in our premises from threats.

Our physical security programme provides the foundation for a safe and secured environment for both customers and employees. Regular physical security risk assessments are conducted by in-house and external security experts, alongside continuous monitoring of emerging threats, including those related to climate change. Additionally, periodic physical security penetration exercises are conducted to ensure the vigilance and preparedness of our security personnel.

Third-party risk management

Third-party risk refers to the potential disruption to the Group's operations arising from service failures, breaches of confidential information, or non-compliance with regulatory requirements by the third parties we engage.

To effectively manage these risks, we have established a comprehensive third-party risk management programme. The programme includes a stringent onboarding process for third-party service providers, ongoing monitoring and periodic due diligence assessment. These measures are designed to minimise any potential adverse impact to our operations.

Operational Resilience capabilities also encompass technology risk management, disaster recovery, information security and data recovery controls. Please refer to the Information Security and Digital Risk Management Section for more information.

- **Other key aspects of operational risk management**

  New product review and approval

  Each new product or channel undergoes a stringent review process, to identify and mitigate inherent risks. This ensures prudent allocation of resources and capital, compliance with regulatory requirements, and effective risk management to support sustainable business growth initiatives.

  Conduct risk

  To promote prudent risk taking and desired risk behaviour among employees, we have in place the Material Risk Takers and the Employee Conduct Triggers programmes. These programmes focus on appropriate incentive structures and regularly reviewed indicators related to various aspects of the employee code of conduct.

  Fraud risk

  The Group adopts a zero-tolerance stance against fraud, bribery and corruption. All instances of suspected fraud, bribery or corruption events will be treated seriously and dealt with swiftly. In addition to disciplinary actions meted out to employees who engage in fraud misconduct, managers of the function may also be held accountable for the failure of control.

  To protect our customers from fraud and scam activities, our fraud surveillance systems are continuously enhanced to adapt to evolving fraud and scam typologies, as well as changes in the regulatory landscape. Our transaction monitoring capabilities enable us to detect and alert customers to suspicious account activities, effectively preventing potentially fraudulent transactions from being completed.

  Unauthorised trading risk

  Early warnings of issues that could result in Rogue Trading/Unauthorised Trading (RT/UT) and Markets Conduct Risk are detected through a Global Markets Trade Surveillance programme. The ongoing surveillance and governance drives risk management actions to rectify any control gaps in the end-to-end functions and allow management to have a single view of all controls for RT/UT and Markets Conduct Risks.

  Anti-money laundering / countering the financing of terrorism

  Robust risk surveillance capabilities that leverage AI and data analytics are in place for dynamic monitoring and detection of suspicious networks, emerging financial crime trends and risk typologies.

  Regulatory risk

  The Group maintains strong vigilance over developments in the regulatory environment to proactively manage new, emerging, and potential compliance risk exposures. Through our regulatory change management process, we ensure all new regulations and regulatory changes are adequately assessed and timely implemented by the Bank to meet its regulatory obligations.

  Insurance management

  Financial lines insurance such as Bankers Blanket Bond, Professional Indemnity, Directors and Officers Liability, Cyber and Network Security are in place to cover key non-financial risks.

Information Security and Digital Risk Management

Information security and digital risk is a business risk that comprises the risk domains of information, cyber and technology risks. Effective management of information security and digital risk is key to ensuring the confidentiality, integrity and availability of our information and critical systems. This minimises any material impact to our customers and businesses arising from unforeseen issues or events.

Information security and digital risk management approach
Sound management of information security and digital risk remains a top priority as the Group continues its digital transformation efforts. This focus is crucial in light of the evolving cyber threat landscape, which is further intensified by factors such as malicious threat actors using generative AI for deepfakes and phishing, as along with the increased risk of cyber-attacks associated with ongoing geopolitical conflicts.

Our information security and digital risk framework is supported by a robust set of policies, processes, and controls. It sets out a comprehensive approach to governing and managing associated risks. In addition, our enhancement programmes seek to continuously strengthen our overall technology and cyber resilience, enabling the Group to prepare for, respond to, and recover from any unforeseen IT disruption or cyber-attack. It encompasses regular assessments of key risk areas while considering various factors such as past incidents, regulatory requirements, and emerging threats. This risk-based approach enables the Group to better prioritise enhancements and risk mitigation efforts on key hotspots. Additionally, Senior Management and the Board are regularly updated of risk profiles, key trends, and any incident with significant impact across group-wide entities.

- **Key components of technology and cyber resilience**
  Preventive, detective and response capabilities
  A defence-in-depth approach is implemented featuring multi-layered controls and processes, along with regular reviews and testing of existing controls. New capabilities are added as needed to address evolving threats. Our 24/7 Cybersecurity Operations Centre and Technology Command Centre continuously monitor our networks and systems for potential cyber threats or disruptions to financial services. Enhancement programs are in place to strengthen our existing resiliency measures, ensuring robust technology and cyber risk management across the Group.

  Incident response and crisis management
  The scale and severity of events with potential cyber security threats are assessed, as they could impact the Group and lead to data loss or service disruptions. The Cyber Security Incident Response Team (CSIRT) is responsible for containing and eliminating these threats, as well as recovering from incidents to minimise the impact on essential financial services.

  Regular testing of IT disaster recovery (DR) plans is conducted to ensure their effectiveness in restoring critical system(s) promptly in the event of an incident. This testing also identifies opportunities for enhancements to further strengthen the existing DR plans. Additionally, regular cyber-related simulations (e.g., walkthrough of cyber incident and response) alongside crisis management exercises are performed to continuously assess the effectiveness of established processes and controls. These activities aim to enhance the preparedness of senior management in responding to potential cyber threat.

- **Other key aspects of information security and digital risk management**
  Information security capabilities
  Data loss prevention (DLP) controls are in place to minimise data loss events through web and email channels. Staff access to systems are granted on a need-to-know basis, and monitoring capabilities are implemented to detect potential abuse of authorised system accesses by staff.

  Awareness and vigilance uplift and testing programmes
  All employees are required to participate in mandatory cyber and information security awareness training, which is complemented by regular risk awareness broadcasts and social engineering testing programs. To enhance employees' knowledge, skills, and behaviours related to cyber security, the Group has implemented a Cyber Smart Programme that incorporates gamification and seminars.

  For selected employees, a Cyber Certification Pathway has been introduced to elevate their technical competencies in cyber security. Additionally, regular security advisories are provided to customers to increase their awareness and vigilance regarding information security practices, aimed at protecting their sensitive information.

  Cyber and network security insurance
  Relevant cyber and network security insurance are in place to cover damages that may result from specific cyber-attacks and technology disruption scenarios, including cyber extortion and business interruption losses caused by security breaches or system failures.

  Collaboration with regulators and industry partners
  To exchange cyber threat intelligence, active engagements are held with regulatory agencies in Singapore, Malaysia, Indonesia, Mainland China, and Hong Kong SAR, as well as the Financial Services Information Sharing and Analysis Centre. We also actively contribute to industry committees and working groups, including the ABS Standing Committee on Cyber Security, to share updates on information security and digital risk. The Group also participates in industry-level cyber exercises to enhance preparedness, improve incident response capabilities, and foster collaboration both within the Group and with regulators.

Pillar 3 Disclosures

(OCBC Group – As at 31 December 2024)

Introduction

In accordance with Pillar 3 disclosure requirements under Monetary Authority of Singapore (MAS) Notice 637 on Risk Based Capital Adequacy Requirements, Notice 651 on Liquidity Coverage Ratio Disclosure and Notice 653 on Net Stable Funding Ratio Disclosure for Banks incorporated in Singapore, relevant quantitative and qualitative disclosures have been included in the Stand-alone Pillar 3 Disclosures Report and this Annual Report under the Risk Management, Corporate Governance, Capital Management Chapters and the Notes to Financial Statements. The Pillar 3 disclosures are to enable market participants to better understand and compare capital adequacy and risk profiles across banks via improved consistency in public disclosures.

Scope of Consolidation

The consolidation basis used for regulatory capital computation is similar to that used for financial reporting except for Great Eastern Holdings Limited and its insurance subsidiaries, which are excluded from regulatory consolidation and are treated as investments in unconsolidated major stake companies that are financial institutions in accordance with MAS Notice 637's definition of an insurance subsidiary. The regulatory adjustments applied to these investments are in accordance with MAS Notice 637 paragraphs 6.1.5(p), 6.2.6(d) and 6.3.10(d).

The Stand-alone Pillar 3 Disclosures Report is located in the Capital and Regulatory Disclosures section of OCBC's website under Fourth Quarter and Full Year 2024 (https://www.ocbc.com/group/investors/investor-information.page#Capital-and-regulatory-disclosures).

Overview of Disclosures

To read the quantitative and qualitative Pillar 3 disclosures, please refer to this table:

Disclosure Requirement	Location of Disclosure
Overview of Risk Management and RWA	
Key Metrics	Pillar 3 Disclosures Report Section 4
Risk Management Approach	OCBC Annual Report 2024 – Risk Management Chapter – Corporate Governance Chapter – Capital Management Chapter
Overview of Risk Weighted Assets (RWA)	Pillar 3 Disclosures Report Section 12
Comparison of Modelled and Standardised RWA at Risk Level	Pillar 3 Disclosures Report Section 13.1
Comparison of Modelled and Standardised RWA for Credit Risk at Asset Class Level	Pillar 3 Disclosures Report Section 13.2
Linkages between Financial Statements and Regulatory Exposures	
Differences between Accounting and Regulatory Scopes of Consolidation and Mapping of Financial Statement Categories with Regulatory Risk Categories	Pillar 3 Disclosures Report Section 7.1
Main Sources of Differences between Regulatory Exposure Amounts and Carrying Amounts in Financial Statements	Pillar 3 Disclosures Report Section 7.2
Qualitative Disclosure of Differences between Carrying Amounts in Financial Statements and Regulatory Exposure Amounts	Pillar 3 Disclosures Report Sections 3 and 7 OCBC Annual Report 2024 – Notes to Financial Statements, Fair Values of Financial Instruments: Valuation Governance Framework[1] and Fair Values – Notes to Financial Statements, Material accounting policy information: Critical Accounting Estimates and Judgements, Fair value estimation
Prudent Valuation Adjustments	Pillar 3 Disclosures Report Section 7.3

(1) Valuation Governance Framework does not apply to Great Eastern Holdings Limited and other non-bank entities with the exception of OCBC Securities Private Limited and PT OCBC Sekuritas.

Disclosure Requirement	Location of Disclosure
Credit Risk	
General Qualitative Disclosures about Credit Risk	OCBC Annual Report 2024 – Risk Management Chapter, Credit Risk Management
Credit Quality of Assets	Pillar 3 Disclosures Report Section 9.1
Changes in Stock of Defaulted Loans and Debt Securities	Pillar 3 Disclosures Report Section 9.2
Additional Disclosures related to the Credit Quality of Assets	Pillar 3 Disclosures Report Sections 9.3, 9.4 and 9.5 OCBC Annual Report 2024 – Risk Management Chapter, Credit Risk Management: Remedial Management – Notes to Financial Statements, Material accounting policy information: Impairment of Assets – Notes to Financial Statements, Risk Management: Credit Risk
Qualitative Disclosures related to CRM Techniques	Pillar 3 Disclosures Report Section 15.6 OCBC Annual Report 2024 – Risk Management Chapter, Credit Risk Management: Credit Risk Mitigation – Risk Management Chapter, Credit Risk Management: Credit Portfolio Management – Notes to Financial Statements, Risk Management: Credit Risk, Collateral – Notes to Financial Statements, Offsetting Financial Assets and Financial Liabilities
Overview of Credit Risk Mitigation (CRM) Techniques	Pillar 3 Disclosures Report Section 15.5
Qualitative Disclosures on the use of external credit ratings under the Standardised Approach (SA) Credit Risk (CR)	Pillar 3 Disclosures Report Section 11
(SA)(CR) - Credit Risk Exposure and CRM Effects	Pillar 3 Disclosures Report Section 15.1
(SA)(CR) – Exposures by Asset Classes and Risk Weights	Pillar 3 Disclosures Report Section 15.2
Qualitative Disclosures for Internal Ratings-Based Approach (IRBA) Models	Pillar 3 Disclosures Report Section 11 OCBC Annual Report 2024 – Risk Management Chapter, Credit Risk Management: Overview of Internal Rating Models – Risk Management Chapter, Credit Risk Management: Key Components of Internal Ratings-Based (IRB) Models
IRBA - Credit Risk Exposures by Portfolio and Probability of Default (PD) Range	Pillar 3 Disclosures Report Sections 15.3 and 15.4
IRBA – Effect on RWA of Credit Derivatives used as CRM	Pillar 3 Disclosures Report Section 15.6
IRBA – RWA Flow Statement for Credit Risk Exposures	Pillar 3 Disclosures Report Section 14
IRBA – Backtesting of PD per Portfolio	Pillar 3 Disclosures Report Section 16
IRBA - Specialised Lending under the Slotting Approach	Pillar 3 Disclosures Report Section 17

Pillar 3 Disclosures

(OCBC Group – As at 31 December 2024)

Disclosure Requirement	Location of Disclosure
Counterparty Credit Risk (CCR)	
Qualitative disclosures related to Counterparty Credit Risk (CCR)	OCBC Annual Report 2024 – Risk Management Chapter, Credit Risk Management: Counterparty Credit Risk Management – Risk Management Chapter, Credit Risk Management: Credit Risk Mitigation
Analysis of CCR Exposure by Approach	Pillar 3 Disclosures Report Section 18.1
Standardised Approach – CCR Exposures by Portfolio and Risk Weights	Pillar 3 Disclosures Report Section 18.3
IRBA – CCR Exposures by Portfolio and PD Range	Pillar 3 Disclosures Report Sections 18.4 and 18.5
Composition of Collateral for CCR Exposure	Pillar 3 Disclosures Report Section 18.6
Credit Derivative Exposures	Pillar 3 Disclosures Report Section 18.7
RWA Flow Statements under the CCR Internal Models Method	Pillar 3 Disclosures Report Section 2
Exposures to Central Counterparties	Pillar 3 Disclosures Report Section 18.2
Securitisation	
Qualitative disclosures related to securitisation exposures	Pillar 3 Disclosures Report Sections 11 and 19
Securitisation Exposures in the Banking and/or Trading Book	
Securitisation Exposures in the Banking Book and associated Regulatory Capital Requirements – A Reporting Bank acting as Originator/ Sponsor/ Investor	
Market Risk	
Qualitative disclosures related to Market Risk	Pillar 3 Disclosures Report Section 11 OCBC Annual Report 2024 – Risk Management Chapter, Market Risk Management
Qualitative disclosures related to Internal Models Approach (IMA)	Pillar 3 Disclosures Report Section 20.1
Market Risk under Standardised Approach	
RWA Flow Statements of Market Risk Exposures under IMA	Pillar 3 Disclosures Report Section 2
IMA Values for Trading Portfolios	Pillar 3 Disclosures Report Section 20.1
Comparison of VaR Estimates with Gains or Losses	OCBC Annual Report 2024 – Risk Management Chapter, Market Risk Management: Measurements – Risk Management Chapter, Market Risk Management: Risk Monitoring, Reporting and Control
Credit Valuation Adjustments (CVA) Risk Capital Requirements	Pillar 3 Disclosures Report Section 20.2
Operational Risk	
General Qualitative Information on a Reporting Bank's Operational Risk Framework	Pillar 3 Disclosures Report Section 11 OCBC Annual Report 2024 – Risk Management Section, Operational Risk Management
Historical Losses	Pillar 3 Disclosures Report Section 21.1
Business Indicator and Subcomponents	Pillar 3 Disclosures Report Section 21.2
Minimum Required Operational Risk Capital	Pillar 3 Disclosures Report Section 21.3

Disclosure Requirement	Location of Disclosure
Interest Rate Risk in the Banking Book (IRRBB)	
IRRBB Risk Management Objectives and Policies	OCBC Annual Report 2024 – Risk Management Chapter, Asset Liability Management: Interest Rate Risk in the Banking Book (IRRBB) – Notes to Financial Statements, Risk Management: Market Risk and Asset Liability Management, Interest Rate Risk
Quantitative Information on IRRBB	Pillar 3 Disclosures Report Section 22
Remuneration	
Remuneration	OCBC Annual Report 2024 – Corporate Governance Chapter related to Remuneration
Composition of Capital	
Composition of Regulatory Capital	Pillar 3 Disclosures Report Section 6.2
Reconciliation of Regulatory Capital to Balance Sheet	Pillar 3 Disclosures Report Section 6.1
Main Features of Regulatory Capital Instruments	Pillar 3 Disclosures Report Section 6.3
Leverage Ratio	
Leverage Ratio Summary Comparison Table	Pillar 3 Disclosures Report Section 8.1
Leverage Ratio Common Disclosure Table	Pillar 3 Disclosures Report Section 8.2
Macroprudential Supervisory Measures	
Geographical Distribution of Credit Exposures used in the calculation of the Bank-specific Countercyclical Capital Buffer	Pillar 3 Disclosures Report Section 5.2
Disclosure of Global Systemically Important Bank (G-SIB) Indicators	Pillar 3 Disclosures Report Section 5.1
Asset Encumbrance	
Asset Encumbrance	Pillar 3 Disclosures Report Section 10
Liquidity Coverage Ratio	
Liquidity Coverage Ratio	Pillar 3 Disclosures Report Section 23
Net Stable Funding Ratio	
Net Stable Funding Ratio	Pillar 3 Disclosures Report Section 24
Others	
Attestation Statement	Pillar 3 Disclosures Report Sections 1 and 2
Overview of Disclosure Policy	Pillar 3 Disclosures Report Section 2

Financial
Report

Management Discussion and Analysis

Overview

	2024 $ million	2023 $ million	+/(-) %
Selected Income Statement Items			
Net interest income	**9,755**	9,645	1
Non-interest income	**4,718**	3,862	22
Total income	**14,473**	13,507	7
Operating expenses	**(5,742)**	(5,223)	10
Operating profit before allowances and amortisation	**8,731**	8,284	5
Amortisation of intangible assets	**(59)**	(103)	(42)
Allowances for loans and other assets	**(690)**	(733)	(6)
Operating profit after allowances and amortisation	**7,982**	7,448	7
Share of results of associates, net of tax	**994**	953	4
Profit before income tax	**8,976**	8,401	7
Net profit attributable to equity holders	**7,587**	7,021	8
Cash basis net profit attributable to equity holders [1]	**7,646**	7,124	7
Selected Balance Sheet Items			
Ordinary equity	**57,616**	52,920	9
Equity attributable to equity holders of the Bank	**59,316**	54,170	9
Total assets	**625,050**	581,424	8
Assets excluding investment securities and other assets for life insurance funds	**522,759**	483,907	8
Net loans to customers	**315,096**	292,754	8
Deposits of non-bank customers	**390,687**	363,770	7
Per Ordinary Share ($)			
Basic earnings [2]	**1.67**	1.55	
Diluted earnings [2]	**1.67**	1.55	
Net asset value	**12.80**	11.77	
Key Financial Ratios (%)			
Return on equity [2][3]	**13.7**	13.7	
Return on assets [4]	**1.53**	1.46	
Net interest margin	**2.20**	2.28	
Non-interest income to total income	**32.6**	28.6	
Cost-to-income	**39.7**	38.7	
Loans-to-deposits	**80.7**	80.5	
Non-performing loan ratio	**0.9**	1.0	
Total capital adequacy ratio (CAR) [5][6]	**19.7**	18.1	
Tier 1 CAR [5][6]	**17.8**	16.5	
Common Equity Tier 1 CAR [5][6]	**17.1**	15.9	
Leverage ratio [5][6][7]	**7.4**	7.2	
Singapore dollar liquidity coverage ratio [5][8]	**299**	394	
All-currency liquidity coverage ratio [5][8]	**141**	155	
Net stable funding ratio [5][9]	**113**	116	

(1) Excludes amortisation of intangible assets.
(2) Calculated based on net profit less distributions on other equity instruments paid and estimated to be due at the end of the financial year.
(3) Other equity instruments and non-controlling interests are not included in the computation for return on equity.
(4) Computation of return on assets excludes investment securities and other assets for life insurance funds.
(5) Public disclosures required under MAS Notice 637, MAS Notice 651 and MAS Notice 653 can be found in the Capital and Regulatory Disclosures section of the Bank's Investor Relations website (https://www.ocbc.com/group/investors/investor-information#pillarthreedisclosures).
(6) 2024 was computed based on MAS' final Basel III reform rules with effect from 1 July 2024.
(7) The Group's leverage ratio is computed based on MAS Notice 637.
(8) The Group's liquidity coverage ratios (LCR) are computed based on MAS Notice 649 and reported based on the average LCR for the respective years.
(9) The Group's net stable funding ratio is computed based on MAS Notice 652.

Overview (continued)

Group net profit was at a record $7.59 billion for the financial year 2024, 8% higher than $7.02 billion in 2023.

OCBC's resilient performance demonstrated the strength of its well-diversified business franchise of Banking, Wealth Management and Insurance. Group net profit was driven by robust income growth across its three key businesses and lower allowances. Total income surged above $14 billion for the first time, fuelled by record net interest income, and strong non-interest income propelled by a rise in wealth fees, a new high in trading income and an increase in insurance income. Asset quality remained sound with non-performing loan (NPL) ratio at 0.9%.

With OCBC's sustained earnings growth and strong capital position, the Board has announced a comprehensive approach to return $2.5 billion of capital to shareholders over two years via special dividends and share buybacks. The capital return comprises special dividends amounting to 10% of the Group's net profit for 2024 and 2025, with the balance via share buybacks over two years, subject to market conditions and regulatory approvals. Together with OCBC's target ordinary dividend payout ratio of 50%, the total dividend payout for 2024 and 2025 will amount to 60% annually.

For 2024, a final ordinary dividend of 41 cents per share is proposed, bringing the total ordinary dividend to 85 cents per share, or payout ratio of 50%. The Board is also recommending a special dividend of 16 cents per share or payout ratio of 10% at the upcoming 2025 Annual General Meeting. This will bring the 2024 total dividend payout to 60% of net profit.

Net interest income rose to a new high of $9.76 billion, underpinned by a 5% increase in average assets from customer loans, and high-quality assets which were income accretive but lower yielding. Net interest margin (NIM) was 8 basis points lower at 2.20%, as the rise in funding costs outpaced the increase in asset yields.

Non-interest income growth was broad-based, rising 22% to $4.72 billion. Net fee income increased 9% to $1.97 billion, bolstered by a 22% rise in wealth management fees across all wealth channels. Investment banking and loan-related fees were also higher. Net trading income surged 53% to $1.54 billion. Customer flow treasury income rose to a new high, underpinned by both consumer and corporate segments. Non-customer flow treasury income more than doubled from a year ago, lifted by strong investment performance from Global Markets and Great Eastern Holdings (GEH). Insurance income grew 14% to $917 million, led by higher income from the underlying insurance business and improved claim experience. Total weighted new sales rose 8% to $1.80 billion, while new business embedded value was $622 million.

The Group's wealth management income, comprising income from private banking, premier private client, premier banking, insurance, asset management and stockbroking, increased 13% to a record $4.89 billion. Group wealth management income accounted for 34% of total income, up from 32% in the previous year. Our Banking wealth management assets under management rose 14% to a new high of $299 billion, driven by net new money inflows and positive market valuation.

Operating expenses grew 10% to $5.74 billion as the Group continued to invest in strategic initiatives and pursue business growth. Staff costs were higher, mainly attributable to headcount increase, higher variable compensation in line with income growth, as well as from annual salary increments. The increase in expenses was also partly due to the consolidation of PT Bank Commonwealth from May 2024, which was fully integrated into OCBC Indonesia in September 2024. Cost-to-income ratio for 2024 was 39.7%.

Total allowances were 6% lower at $690 million, and total credit costs of 19 basis points of loans were below the previous year's 20 basis points.

Share of results of associates rose 4% to $994 million, from $953 million a year ago.

The Group's return on equity of 13.7% was comparable to 2023, and earnings per share was 8% higher at $1.67.

Management Discussion and Analysis

Overview (continued)

Allowances and Asset Quality

Total non-performing assets (NPA) declined 1% from a year ago to $2.87 billion as at 31 December 2024. NPL ratio was 0.9%, below the NPL ratio of 1.0% a year ago. Total NPA coverage stood at 159%.

For 2024, total allowances were 6% lower year-on-year at $690 million, with credit costs at 19 basis points.

Funding, Liquidity and Capital Position

Customer loans grew 8% from a year ago to $319 billion as at 31 December 2024, lifted by loan growth across the Group's core markets and key international markets. Loan growth for the year was broad-based across all industries and was driven by housing loans, as well as trade and non-trade corporate loans. The increase in non-trade corporate loans included lending to the technology, digital infrastructure, energy and transportation sectors. Sustainable financing loans rose 31% year-on-year to $50 billion and accounted for 16% of Group loans, while total commitments increased 27% to $71 billion.

As at 31 December 2024, customer deposits rose 7% from a year ago to $391 billion, from higher CASA and fixed deposits. Loans-to-deposits ratio was 80.7%, as compared to 80.5% a year ago.

The Group's Common Equity Tier 1 (CET1) CAR is subject to MAS' final Basel III reforms requirements which came into effect on 1 July 2024 and are being progressively phased in between 1 July 2024 and 1 January 2029. Group CET1 CAR as at 31 December 2024 was 17.1%, and was 15.3% on a fully phased-in basis.

Dividend

The Board has recommended a final ordinary dividend of 41 cents per share for 2024. Together with the interim dividend, total ordinary dividend for 2024 will be 85 cents per share, higher than the 82 cents for 2023. The total payout will amount to $3.82 billion, which is in line with the Group's target payout ratio of 50%. A special dividend of 16 cents per share is proposed, bringing total dividend to $1.01 per share, which represents a total payout ratio of 60% for 2024.

The Scrip Dividend Scheme will not be applicable to the final ordinary and special dividend.

Net Interest Income

Average Balance Sheet

	2024			2023		
	Average Balance $ million	Interest $ million	Average Rate %	Average Balance $ million	Interest $ million	Average Rate %
Interest earning assets						
Loans to customers	**297,788**	**15,628**	**5.25**	290,322	15,006	5.17
Placements with and loans to banks	**66,422**	**3,552**	**5.35**	61,869	3,296	5.33
Other interest earning assets	**79,209**	**3,264**	**4.12**	70,874	2,565	3.62
	443,419	**22,444**	**5.06**	423,065	20,867	4.93
Interest bearing liabilities						
Deposits of non-bank customers	**370,965**	**10,552**	**2.84**	364,663	9,798	2.69
Deposits and balances of banks	**12,648**	**518**	**4.10**	12,564	470	3.74
Other borrowings	**30,644**	**1,619**	**5.28**	18,649	954	5.11
	414,257	**12,689**	**3.06**	395,876	11,222	2.83
Net interest income/margin [(1)]		**9,755**	**2.20**		9,645	2.28

Volume and Rate Analysis

Increase/(decrease) for 2024 over 2023 due to change in:	Volume $ million	Rate $ million	Net change $ million
Interest income			
Loans to customers	387	194	581
Placements with and loans to banks	243	4	247
Other interest earning assets	303	389	692
	933	587	1,520
Interest expense			
Deposits of non-bank customers	170	557	727
Deposits and balances of banks	3	44	47
Other borrowings	615	47	662
	788	648	1,436
Impact on net interest income	145	(61)	84
Due to change in number of days			26
Net interest income			110

(1) Net interest margin is net interest income as a percentage of interest earning assets.

Management Discussion and Analysis

Non-Interest Income

	2024 $ million	2023 $ million	+/(-) %
Gross fee and commission income			
Brokerage	**87**	75	16
Credit card	**404**	369	9
Fund management	**108**	107	1
Guarantees	**12**	14	(9)
Investment banking	**109**	90	21
Loan-related	**213**	207	3
Service charges	**124**	128	(3)
Trade-related and remittances	**271**	275	(2)
Wealth management	**1,079**	896	20
Others	**26**	26	6
	2,433	2,187	11
Fee and commission expense	**(463)**	(383)	21
Fees and commissions (net)	**1,970**	1,804	9
Net trading income	**1,537**	1,004	53
Income from life and general insurance			
Insurance service results from life insurance	**592**	427	39
Net investment income from life insurance	**6,124**	5,590	10
Net insurance financial result from life insurance	**(5,811)**	(5,239)	11
Insurance service results from general insurance	**12**	30	(59)
Sub-total	**917**	808	14
Other income			
Disposal of investment securities	**24**	47	(47)
Disposal of property, plant and equipment	**36**	71	(50)
Rental and property-related income	**91**	87	4
Dividends from FVOCI securities	**35**	30	16
Others	**108**	11	890
Sub-total	**294**	246	20
Total non-interest income	**4,718**	3,862	22

Operating Expenses

	2024 $ million	2023 $ million	+/(-) %
Staff costs	**3,837**	3,501	10
Property and equipment			
Depreciation	**456**	440	4
Maintenance and rental	**201**	162	24
Others	**405**	364	11
	1,062	966	10
Other operating expenses	**843**	756	11
Total operating expenses	**5,742**	5,223	10
Group staff strength			
Period end	**33,656**	33,330	1
Average	**33,729**	32,674	3

Allowances for Loans and Other Assets

	2024 $ million	2023 $ million	+/(-) %
Allowances/(write-back):			
Impaired loans			
Singapore	**4**	120	(97)
Malaysia	**(30)**	34	nm
Indonesia	**1**	24	(94)
Greater China	**272**	(8)	nm
Others	**156**	99	58
	403	269	50
Impaired other assets	**123**	64	92
Non-impaired loans	**158**	394	(60)
Non-impaired other assets	**6**	6	(7)
Allowances for loans and other assets	**690**	733	(6)

(1) "nm" denotes not meaningful.

Management Discussion and Analysis

Loans to Customers

	2024 $ million	2023 $ million	+/(-) %
By Industry			
Agriculture, mining and quarrying	**7,523**	6,808	11
Manufacturing	**15,033**	14,186	6
Building and construction	**93,924**	93,165	1
Housing loans	**68,358**	63,833	7
General commerce	**31,053**	27,411	13
Transport, storage and communication	**21,327**	16,113	32
Financial institutions, investment and holding companies	**27,601**	24,093	15
Professionals and individuals	**32,679**	31,708	3
Others	**21,668**	19,336	12
	319,166	296,653	8

	2024 $ million	2023 $ million	+/(-) %
By Currency			
Singapore Dollar	**118,583**	112,367	6
United States Dollar	**68,507**	59,553	15
Malaysian Ringgit	**18,793**	17,592	7
Indonesian Rupiah	**10,980**	9,827	12
Hong Kong Dollar	**35,208**	37,583	(6)
Chinese Renminbi	**12,080**	8,623	40
Others	**55,015**	51,108	8
	319,166	296,653	8

	2024 $ million	2023 $ million	+/(-) %
By Geography [1]			
Singapore	**133,609**	123,369	8
Malaysia	**25,636**	23,604	9
Indonesia	**19,389**	19,088	2
Greater China	**74,495**	71,301	4
Other Asia Pacific	**23,761**	22,641	5
Rest of the World	**42,276**	36,650	15
	319,166	296,653	8

(1) Loans by geography are determined based on where the credit risk resides, which may be different from the borrower's country of residence or the booking location of the loans.

Non-Performing Assets

	Total NPAs[1] $ million	Substandard $ million	Doubtful $ million	Loss $ million	NPLs[2] $ million	NPL Ratio[2] %
Singapore						
2024	**332**	**84**	**132**	**116**	**321**	**0.2**
2023	403	128	178	97	347	0.3
Malaysia						
2024	**510**	**205**	**124**	**181**	**488**	**1.9**
2023	710	293	196	221	682	2.9
Indonesia						
2024	**489**	**87**	**225**	**177**	**488**	**2.5**
2023	532	119	219	194	532	2.8
Greater China						
2024	**1,024**	**153**	**819**	**52**	**1,024**	**1.4**
2023	659	279	349	31	659	0.9
Other Asia Pacific						
2024	**236**	**27**	**208**	**1**	**235**	**1.0**
2023	110	33	76	1	109	0.5
Rest of the World						
2024	**278**	**100**	**177**	**1**	**271**	**0.6**
2023	487	103	383	1	476	1.3
Group						
2024	**2,869**	**656**	**1,685**	**528**	**2,827**	**0.9**
2023	2,901	955	1,401	545	2,805	1.0

(1) Refer to Non-performing assets. Comprise loans to customers, debt securities and contingent liabilities.
(2) Refer to Non-performing loans. Exclude debt securities and contingent liabilities.

Management Discussion and Analysis

Non-Performing Assets (continued)

	2024		2023	
	$ million	% of gross loans	$ million	% of gross loans
NPLs by Industry				
Loans and advances				
Agriculture, mining and quarrying	**35**	**0.5**	38	0.6
Manufacturing	**351**	**2.3**	423	3.0
Building and construction	**1,276**	**1.4**	583	0.6
Housing loans	**420**	**0.6**	503	0.8
General commerce	**266**	**0.9**	264	1.0
Transport, storage and communication	**103**	**0.5**	221	1.4
Financial institutions, investment and holding companies	**64**	**0.2**	149	0.6
Professionals and individuals	**106**	**0.3**	105	0.3
Others	**206**	**1.0**	519	2.7
Total NPLs	**2,827**	**0.9**	2,805	1.0
Classified debt securities	**–**		–	
Classified contingent liabilities	**42**		96	
Total NPAs	**2,869**		2,901	

	2024		2023	
	$ million	%	$ million	%
NPAs by Period Overdue				
Over 180 days	**1,002**	**35**	953	33
Over 90 to 180 days	**141**	**5**	368	13
30 to 90 days	**287**	**10**	253	9
Less than 30 days	**755**	**26**	274	9
Not overdue	**684**	**24**	1,053	36
	2,869	**100**	2,901	100

Deposits

	2024 $ million	2023 $ million	+/(-) %
Deposits of non-bank customers	**390,687**	363,770	7
Deposits and balances of banks	**11,565**	10,884	6
	402,252	374,654	7

Non-Bank Deposits by Product			
Fixed deposits	**161,185**	149,994	7
Savings deposits	**81,150**	72,527	12
Current accounts	**109,603**	104,465	5
Others	**38,749**	36,784	5
	390,687	363,770	7

Non-Bank Deposits by Currency			
Singapore Dollar	**144,455**	137,641	5
United States Dollar	**135,090**	121,018	12
Malaysian Ringgit	**21,064**	20,502	3
Indonesian Rupiah	**12,401**	11,806	5
Hong Kong Dollar	**37,331**	30,061	24
Chinese Renminbi	**10,251**	9,803	5
Others	**30,095**	32,939	(9)
	390,687	363,770	7

Management Discussion and Analysis

Performance by Business Segment

OCBC Group's businesses are presented in the following customer segments and business activities: Global Consumer/Private Banking, Global Wholesale Banking, Global Markets and Insurance.

Profit before Income Tax by Business Segment

	2024 $ million	2023 $ million	+/(-) %
Global Consumer/Private Banking	**2,191**	2,215	(1)
Global Wholesale Banking	**3,454**	3,845	(10)
Global Markets	**557**	32	nm
Insurance	**1,190**	891	34
Others	**1,584**	1,418	12
Profit before income tax	**8,976**	8,401	7

(1) "nm" denotes not meaningful.

Global Consumer/Private Banking

Global Consumer/Private Banking provides a full range of products and services to individual customers. At Global Consumer Banking, the products and services offered include deposit products (checking accounts, savings and fixed deposits), consumer loans (housing loans and other personal loans), credit cards, wealth management products (unit trusts, bancassurance products and structured deposits) and brokerage services. Private Banking caters to the specialised banking needs of high net worth individuals, offering wealth management expertise, including investment advice and portfolio management services, estate and trust planning, and wealth structuring.

Global Consumer/Private Banking's 2024 profit before income tax fell 1% to $2.19 billion as lower net interest income and higher expenses were largely offset by growth in wealth management income.

Global Wholesale Banking

Global Wholesale Banking serves institutional customers ranging from large corporates and the public sector to small and medium enterprises. The business provides a full range of financing solutions including long-term project financing, short-term credit, working capital and trade financing, as well as customised and structured equity-linked financing. It also provides customers with a broad range of products and services such as cash management and custodian services, capital market solutions, corporate finance services and advisory banking, and treasury products.

Global Wholesale Banking's profit before income tax was down 10% to $3.45 billion in 2024 from a decline in net interest income, coupled with higher expenses and allowances which more than offset an increase in fee income.

Performance by Business Segment (continued)

Global Markets

Global Markets is responsible for the management of the Group's asset and liability interest rate positions, engages in foreign exchange activities, money market operations, fixed income and derivatives trading, and offers structured treasury products and financial solutions to meet customers' investment and hedging needs. Income from treasury products and services offered to customers in Global Consumer/Private Banking and Global Wholesale Banking, is reflected in the respective business segments.

Global Markets' profit before income tax rose to $557 million in 2024, from $32 million a year ago driven by strong growth in net interest income from balance sheet optimisation and higher trading income.

Insurance

The Group's insurance business, including its fund management activities, is undertaken by 93.7%-owned subsidiary GEH and its subsidiaries, which provide both life and general insurance products to its customers mainly in Singapore and Malaysia.

GEH's 2024 profit before income tax was $1.19 billion, 34% higher from $891 million in 2023, mainly attributable to stronger performance from its life insurance business and higher mark-to-market gains in its investment portfolio, which more than offset an increase in expenses.

After tax and non-controlling interests, GEH's contribution to the Group's net profit was $882 million in 2024, higher than the $636 million in 2023.

Others

Others comprise mainly property holding, investment holding and items not attributable to the business segments described above.

Where there are material changes in the organisational structure and management reporting methodologies, segment information for prior years is reclassified to allow comparability.

Management Discussion and Analysis

Performance by Geographical Segment

	2024		2023	
	$ million	%	$ million	%
Total income				
Singapore	**8,913**	**62**	8,360	62
Malaysia	**1,655**	**11**	1,524	11
Indonesia	**1,085**	**8**	1,035	8
Greater China	**1,863**	**13**	1,774	13
Other Asia Pacific	**309**	**2**	294	2
Rest of the World	**648**	**4**	520	4
	14,473	**100**	13,507	100
Operating profit before allowances and amortisation				
Singapore	**5,447**	**62**	5,201	63
Malaysia	**1,174**	**13**	1,046	13
Indonesia	**539**	**6**	583	7
Greater China	**923**	**11**	904	11
Other Asia Pacific	**213**	**2**	212	2
Rest of the World	**435**	**6**	338	4
	8,731	**100**	8,284	100
Profit before income tax				
Singapore	**5,489**	**61**	4,872	58
Malaysia	**1,139**	**13**	1,009	12
Indonesia	**527**	**6**	458	5
Greater China	**1,277**	**14**	1,756	21
Other Asia Pacific	**149**	**2**	218	3
Rest of the World	**395**	**4**	88	1
	8,976	**100**	8,401	100
Total assets				
Singapore	**362,744**	**58**	343,009	59
Malaysia	**68,066**	**11**	60,369	10
Indonesia	**24,657**	**4**	22,231	4
Greater China	**103,540**	**16**	95,364	16
Other Asia Pacific	**22,945**	**4**	22,461	4
Rest of the World	**43,098**	**7**	37,990	7
	625,050	**100**	581,424	100

Note:
(1) The geographical segment analysis is based on the location where assets or transactions are booked. The geographical information is stated after elimination of intra-group transactions and balances.

Capital Adequacy Ratios

The Group remained strongly capitalised, with a CET1 CAR of 17.1%, and Tier 1 and Total CAR of 17.8% and 19.7% respectively. These ratios were well above the regulatory minima of 6.5%, 8% and 10%, respectively, for 2024.

The Group is subject to MAS' final Basel III reforms requirements which came into effect on 1 July 2024, and are being progressively phased in between 1 July 2024 and 1 January 2029. The Group's CET1 CAR based on fully phased-in final Basel III reforms was 15.3%, which assumed the position as of 31 December 2024 was subject to the full application of final Basel III reforms that will take effect on 1 January 2029.

Directors' Statement
For the financial year ended 31 December 2024

The directors present this statement to the members of the Bank together with the audited consolidated financial statements of the Group and the income statement, statement of comprehensive income, balance sheet and statement of changes in equity of the Bank for the financial year ended 31 December 2024.

In our opinion:

(a) the financial statements set out on pages 123 to 261 are drawn up so as to give a true and fair view of the financial position of the Group and of the Bank as at 31 December 2024, the financial performance and changes in equity of the Group and of the Bank for the financial year ended on that date, and cash flows of the Group for the financial year ended on that date, in accordance with the provisions of the Singapore Companies Act 1967 (the Act) and Singapore Financial Reporting Standards (International); and

(b) at the date of this statement, there are reasonable grounds to believe that the Bank will be able to pay its debts as and when they fall due.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

Directors
The directors of the Bank in office at the date of this statement are as follows:

Andrew Lee Kok Keng, Chairman
Chong Chuan Neo
Chua Kim Chiu
Andrew Khoo Cheng Hoe
Lee Tih Shih
Lian Wee Cheow (appointed on 1 January 2025)
Seck Wai Kwong
Pramukti Surjaudaja
Tan Yen Yen
Helen Wong Pik Kuen

Chong Chuan Neo, Chua Kim Chiu and Helen Wong Pik Kuen will retire by rotation under Article 98 of the Constitution at the forthcoming annual general meeting of the Bank and, being eligible, will offer themselves for re-election thereat.

Lian Wee Cheow will retire under Article 104 of the Constitution at the forthcoming annual general meeting of the Bank and, being eligible, will offer himself for re-election thereat.

Arrangements to Enable Directors to Acquire Shares and Debentures
Neither at the end of, nor at any time during the financial year, was the Bank a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Bank to acquire benefits by means of the acquisition of shares in, or debentures of, the Bank or any other body corporate, other than as disclosed in this statement.

Directors' Statement

For the financial year ended 31 December 2024

Directors' Interests in Shares or Debentures

According to the register of directors' shareholdings, the directors holding office at the end of the financial year had interests in shares in the Bank and its related corporations, as follows:

	Direct interest			Deemed interest		
	At 21.1.2025	At 31.12.2024	At 1.1.2024	At 21.1.2025	At 31.12.2024	At 1.1.2024
BANK						
Ordinary shares						
Andrew Lee Kok Keng	**556,380**	535,953	529,953	**–**	–	–
Chong Chuan Neo	**11,210**	11,210	5,210	**–**	–	–
Chua Kim Chiu	**38,663**	38,663	32,663	**–**	–	–
Andrew Khoo Cheng Hoe	**24,151**	24,151	18,151	**–**	–	–
Lee Tih Shih	**11,668,000**	11,668,000	11,662,000	**–**	–	–
Christina Hon Kwee Fong (Christina Ong) [(1)]	**49,240**	49,240	43,240	**–**	–	–
Seck Wai Kwong	**11,342**	11,342	9,386	**–**	–	–
Pramukti Surjaudaja	**103,050**	103,050	97,050	**–**	–	–
Tan Yen Yen	**24,000**	24,000	18,000	**–**	–	–
Helen Wong Pik Kuen	**618,702**	618,702	441,608	**–**	–	–
Options to acquire ordinary shares under the OCBC Share Option Scheme 2001						
Andrew Lee Kok Keng	**23,085**	43,512	43,512	**–**	–	–
Unvested ordinary shares under the OCBC Deferred Share Plan 2021						
Helen Wong Pik Kuen	**770,742**	770,742	578,330	**–**	–	–

(1) Ms Christina Hon Kwee Fong (Christina Ong) stepped down from the Board of Directors on 15 February 2025.

Save as disclosed above, no director holding office at the end of the financial year had any interest in shares in, or debentures of, the Bank or any of its related corporations either at the beginning of the financial year or at the end of the financial year.

Mr Lian Wee Cheow, who was appointed as a director of the Bank on 1 January 2025, did not have any interests in the Bank's shares as at 21 January 2025.

Share-Based Compensation Plans

The Bank's share-based compensation plans are administered by the Remuneration Committee, which as at the date of this statement comprises:

Andrew Lee Kok Keng, Chairman
Andrew Khoo Cheng Hoe
Pramukti Surjaudaja

Share-Based Compensation Plans (continued)

Under the share-based compensation plans, no options, rights or awards have been granted to controlling shareholders of the Bank or their associates, nor has any participant received 5% or more of the total number of options, rights or awards available under each respective scheme or plan during the financial year. No options or rights were granted at a discount during the financial year. The persons to whom the options, rights or awards were issued have no right by virtue of these options, rights or awards to participate in any share issue of any other company. The disclosure requirement in Rule 852(1)(c) of the SGX Listing Manual relating to the grant of options to directors and employees of the parent company and its subsidiaries is not applicable to the Bank's share-based compensation plans.

The Bank's share-based compensation plans are as follows:

(a) OCBC Share Option Scheme 2001

The OCBC Share Option Scheme 2001 (2001 Scheme), which was implemented in 2001, was extended for a period of 10 years from 2011 to 2021, with the approval of shareholders at an extraordinary general meeting of the Bank which was held on 15 April 2011. Executives of the Group ranked Manager and above and non-executive directors of the Group were eligible to participate in this scheme. The Bank will either issue new shares or transfer treasury shares to the participants upon the exercise of their options.

The 2001 Scheme expired on 2 August 2021. No further options may be granted by the Bank under the 2001 Scheme following its expiry. However, the expiration of the 2001 Scheme does not affect the options which have been granted and accepted before the expiry of the 2001 Scheme, whether such options have been exercised (whether fully or partially) or not.

Particulars of Options 2014, 2015, 2015CT, 2016, 2017, 2017SL, 2017DM and 2018 were set out in the Directors' Reports/ Directors' Statements for the financial years ended 31 December 2014 to 2018.

No share options were granted under the 2001 Scheme during the financial year.

Details of unissued ordinary shares under the 2001 Scheme, options exercised during the financial year and options outstanding and exercisable at 31 December 2024 are as follows

Options	Exercise period	Acquisition price ($)	Options exercised	Treasury shares transferred	At 31.12.2024 Outstanding and exercisable
2014	15.03.2015 to 13.03.2024	9.169	913,178	832,935	–
2015	16.03.2016 to 15.03.2025	10.378	1,288,579	1,288,579	786,126
2015CT	30.06.2016 to 29.06.2025	10.254	–	–	31,779
2016	16.03.2017 to 15.03.2026	8.814	542,534	542,534	2,071,848
2017	23.03.2018 to 22.03.2027	9.598	972,964	972,964	2,325,165
2017SL	04.08.2018 to 03.08.2027	11.378	–	–	18,943
2017DM	29.12.2018 to 28.12.2027	12.316	5,673	5,673	–
2018	22.03.2019 to 21.03.2028	13.340	2,273,334	2,249,946	3,015,746
			5,996,262	5,892,631	8,249,607

Directors' Statement

For the financial year ended 31 December 2024

Share-Based Compensation Plans (continued)

(b) OCBC Employee Share Purchase Plan

The OCBC Employee Share Purchase Plan (ESP Plan), which was implemented in 2004, was extended for a period of 10 years from 19 May 2014 up to 18 May 2024 (both dates inclusive), with the approval of shareholders at an extraordinary general meeting of the Bank which was held on 24 April 2014. The ESP Plan was extended for a further period of 10 years from 19 May 2024 up to 18 May 2034 (both dates inclusive), with the approval of shareholders at the annual general meeting of the Bank which was held on 25 April 2023.

Employees of the Group who have attained the age of 21 years and have been employed for not less than six months are eligible to participate in the ESP Plan.

At an extraordinary general meeting held on 17 April 2009, alterations to the ESP Plan were approved to enable two (but not more than two) Offering Periods to be outstanding on any date. Since each Offering Period currently consists of a 24-month period, these alterations will enable the Bank to prescribe Offering Periods once every 12 months (instead of once every 24 months as was previously the case).

In July 2024, the Bank launched its nineteenth offering under the ESP Plan, which commenced on 1 September 2024 and will expire on 31 August 2026. Under the nineteenth offering, 7,797 employees enrolled to participate in the ESP Plan to acquire 8,555,039 ordinary shares at S$14.45 per ordinary share. The acquisition price is equal to the average of the last traded price of the ordinary shares of the Bank on the Singapore Exchange over five consecutive trading days immediately preceding the price fixing date. Particulars of the first to eighteenth offerings under the ESP Plan were set out in the Directors' Reports/Directors' Statements for the financial years ended 31 December 2004 to 2023. During the financial year, 7,235,873 ordinary shares were delivered to participants under the ESP Plan. As at the end of the financial year, there were (i) rights to acquire 7,281,330 ordinary shares at S$12.47 per ordinary share granted under the eighteenth offering (which will expire on 31 August 2025) outstanding, and (ii) rights to acquire 8,287,779 ordinary shares at S$14.45 per ordinary share granted under the nineteenth offering (which will expire on 31 August 2026) outstanding. Further details on the ESP Plan can be found in Note 13.3 of the Notes to the Financial Statements.

(c) OCBC Deferred Share Plan

The Bank implemented the OCBC Deferred Share Plan (DSP) in 2003. The DSP was a discretionary incentive and retention award programme extended to executives of the Group at the absolute discretion of the Remuneration Committee. The DSP was terminated with effect from 29 April 2021, following the adoption of the OCBC Deferred Share Plan 2021 at the annual general meeting of the Bank held on 29 April 2021. However, the termination of the DSP does not affect the awards which have been granted, whether such awards have been released (whether fully or partially) or not.

In light of the Bank's transition to the new OCBC Deferred Share Plan 2021, no awards were granted under the DSP during the financial year ended 31 December 2024. During the financial year, 10,994 deferred shares were released to grantees. As at the end of the financial year, there were no longer any outstanding awards granted under the DSP.

(d) OCBC Deferred Share Plan 2021

The OCBC Deferred Share Plan 2021 (DSP 2021) was adopted at the annual general meeting of the Bank held on 29 April 2021 to replace the DSP under which no new ordinary shares may be issued. By implementing the DSP 2021, which permits new ordinary shares to be issued, the Bank has greater flexibility in its methods for delivery of ordinary shares, as this can be effected through an issue of new ordinary shares, in addition to the transfer of existing ordinary shares (including treasury shares). The objectives of the DSP 2021 are otherwise the same as those for the DSP, which are to align the interests of Group executives with the sustained business performance of the Bank by way of awards of deferred shares as part of variable performance already earned for the previous year.

Share-Based Compensation Plans (continued)

(d) OCBC Deferred Share Plan 2021 (continued)

Awards over an aggregate of 7,237,975 ordinary shares (including awards over 325,534 ordinary shares granted to Ms Helen Wong Pik Kuen) were granted to eligible executives under the DSP 2021 during the financial year ended 31 December 2024, and awards over an aggregate of 31,019,107 ordinary shares (including awards over 925,033 ordinary shares granted to Ms Helen Wong Pik Kuen) have been granted under the DSP 2021 since the commencement of the plan to the end of the financial year ended 31 December 2024. An aggregate of 18,911,714 ordinary shares (including 770,742 ordinary shares comprised in awards granted to Ms Helen Wong Pik Kuen) are comprised in awards which are outstanding and have not been released under the DSP 2021 as at the end of the financial year ended 31 December 2024.

Existing awards were adjusted following the declarations of a final dividend for the financial year ended 31 December 2023, and an interim dividend for the financial year ended 31 December 2024, resulting in an additional 1,090,863 ordinary shares being subject to awards under the DSP 2021 (including an additional 43,972 ordinary shares being subject to awards held by Ms Helen Wong Pik Kuen).

During the financial year, 8,056,432 deferred shares were released to grantees, of which 177,094 deferred shares were released to Ms Helen Wong Pik Kuen. The deferred shares which were released during the financial year were delivered by way of the transfer of existing ordinary shares to the relevant grantees.

Details of options granted under the 2001 Scheme and share awards granted under the DSP and DSP 2021 to directors of the Bank are as follows:

Name	Options/ awards granted during the financial year ended 31.12.2024	Aggregate number of options/ awards granted since commencement of scheme/plan to 31.12.2024	Aggregate number of options exercised/awards released since commencement of scheme/plan to 31.12.2024	Aggregate number of options/ awards outstanding at 31.12.2024 [1]
2001 Scheme				
Andrew Lee Kok Keng	–	724,065	680,553	43,512
DSP				
Helen Wong Pik Kuen	–	179,789 [2]	199,995 [3]	–
DSP 2021				
Helen Wong Pik Kuen	325,534 [2]	925,033 [2]	253,947 [3]	770,742

(1) These details have already been disclosed in the section on "Directors' interests in shares or debentures" above.

(2) Does not include additional ordinary shares arising from subsequent adjustments to share awards under the DSP/DSP 2021 following the declarations of dividends by the Bank.

(3) The deferred shares which were released were delivered by way of the transfer of existing ordinary shares to Ms Helen Wong Pik Kuen.

Except as disclosed above, no options under the 2001 Scheme, no acquisition rights under the ESP Plan and no share awards under the DSP 2021 were granted to any of the directors of the Bank who held office during the financial year ended 31 December 2024.

Except as disclosed above, there were no unissued shares of the Bank or its subsidiaries under options granted by the Bank or its subsidiaries as at the end of the financial year.

Directors' Statement

For the financial year ended 31 December 2024

Audit Committee

The members of the Audit Committee as at the date of this statement are:

Chua Kim Chiu, Chairman
Chong Chuan Neo
Seck Wai Kwong
Tan Yen Yen

The Audit Committee performed the functions specified in the Act, the SGX Listing Manual, the Banking (Corporate Governance) Regulations 2005, the MAS Guidelines for Corporate Governance and the Code of Corporate Governance 2018. In performing these functions, the Audit Committee reviewed with the Bank's external and internal auditors their audit plans and findings, including their examination and evaluation of the system of internal accounting controls and the internal audit programme. The Audit Committee also reviewed the external auditor's independence, objectivity and performance.

The Audit Committee also reviewed, *inter alia*, the following:

(a) response of the Bank's management and the assistance provided by officers of the Bank to the external and internal auditors;
(b) the CEO and CFO's assurances regarding the integrity of the financial statements and the adequacy and effectiveness of the Bank's risk management and internal control systems; and
(c) the financial statements of the Group and the Bank and the auditor's report thereon, including key audit matters, prior to their submission to the Board of Directors.

The Audit Committee has full access to, and the cooperation of, the management and has been given the resources required for it to discharge its functions. It has full authority and discretion to invite any director and executive officer to attend its meetings.

The Audit Committee has recommended to the Board of Directors that the auditor, PricewaterhouseCoopers LLP, be nominated for re-appointment as the auditor of the Bank at the forthcoming annual general meeting of the Bank.

Auditor

PricewaterhouseCoopers LLP has indicated its willingness to accept re-appointment as the auditor of the Bank at the forthcoming annual general meeting of the Bank.

On behalf of the Board of Directors,

Andrew Lee Kok Keng
Director

Helen Wong Pik Kuen
Director

Singapore
25 February 2025

Independent Auditor's Report

To The Members Of Oversea-Chinese Banking Corporation Limited

Report on the Audit of the Financial Statements

Our Opinion

In our opinion, the accompanying consolidated financial statements of Oversea-Chinese Banking Corporation Limited ("the Bank") and its subsidiaries ("the Group") and the balance sheet, income statement, statement of comprehensive income and statement of changes in equity of the Bank are properly drawn up in accordance with the provisions of the Companies Act 1967 ("the Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Bank as at 31 December 2024 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the financial performance and changes in equity of the Bank for the financial year ended on that date.

What We Have Audited

The financial statements of the Bank and the Group comprise:

- the income statements of the Group and of the Bank for the financial year ended 31 December 2024;
- the statements of comprehensive income of the Group and of the Bank for the financial year then ended;
- the balance sheets of the Group and of the Bank as at 31 December 2024;
- the statement of changes in equity of the Group for the financial year then ended;
- the statement of changes in equity of the Bank for the financial year then ended;
- the consolidated cash flow statement of the Group for the financial year then ended; and
- the notes to the financial statements, including material accounting policy information.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

Our Audit Approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the accompanying financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements for the financial year ended 31 December 2024. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent Auditor's Report

To The Members Of Oversea-Chinese Banking Corporation Limited

<table>
<tr><th>Key Audit Matter</th><th>How Our Audit Addressed the Key Audit Matter</th></tr>
<tr><td>
Impairment of loans to customers
(Refer to Notes 2.21, 26, 27, 28 and 30 to the financial statements)

The Group's allowances on loans to customers are S$4,070 million as at 31 December 2024. These allowances are determined by the Group based on the Expected Credit Losses ("ECL") framework under SFRS(I) 9 Financial Instruments ("SFRS(I) 9").

ECL on non-credit-impaired loans to customers
In respect of the ECL on non-credit impaired loans to customers (S$2,792 million), the Group utilises models which are reliant on internal and external data as well as a number of estimates. We considered this a key audit matter due to the inherent estimation uncertainty in this area which involves significant judgement and assumptions that relate to, amongst others:

• determining whether a significant increase in credit risk ("SICR") has occurred;
• estimating forward-looking macroeconomic scenarios; and
• identifying and determining post-model adjustments and management overlays to account for limitations in the ECL models.
</td><td>
ECL on non-credit impaired loans to customers
We assessed the design effectiveness and evaluated the operating effectiveness of key controls over the ECL on non-credit impaired loans to customers. These controls include:

• review and approval of forward-looking information and macroeconomic assumptions used in the ECL models;
• review and approval of reliable and accurate critical data elements used in the ECL models;
• review and approval of the ECL results, including post-model adjustments and management overlays applied;
• independent validation of the ECL models and review of model validation results by management; and
• general information technology ("IT") controls over the ECL system as well as IT application controls over the completeness and accuracy of data flows from source systems to the ECL systems.

We determined that we could rely on these controls for the purposes of our audit.

For a sample of the Group's ECL models, we examined the model methodologies and assessed the reasonableness of key judgements and assumptions made by management in the model and parameters used. We also reviewed the results of independent model validation conducted by the Group's model validation function as part of our assessment of the ECL models.

We also assessed the reasonableness of criteria used to determine a SICR, accuracy and timeliness of allocation of exposures into Stage 1 and Stage 2 based on quantitative and qualitative criteria.

Through the course of our work, we challenged the rationale and calculation basis of post-model adjustments and management overlays.

Overall, we have assessed the methodologies and key assumptions made by the Group to estimate the ECL on non-credit impaired loans to customers to be appropriate.
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Key Audit Matter	How Our Audit Addressed the Key Audit Matter
Impairment of loans to customers (continued) *ECL on credit-impaired loans to customers* As at 31 December 2024, the allowances on credit-impaired loans to customers of the Group are S$1,278 million, a significant portion of which relates to the Global Wholesale Banking ("GWB") loan portfolio. We focused on this area because of the significant judgements and assumptions applied by management in determining the necessity for, and estimating the amount of, the ECL allowances against credit-impaired loans to customers. Significant judgements were also required for the credit grading of borrowers in accordance with MAS Notice 612. For GWB's credit-impaired loan portfolio, significant management judgement and estimation include: • identifying credit-impaired exposures; • assessing the future performance of the borrowers and recoverable cash flows; and • determining collateral values and timing of realisation.	*ECL on credit-impaired loans to customers* We assessed the design effectiveness and tested the operating effectiveness of key controls over credit grading, credit monitoring and management's determination of the ECL allowances for loans to customers. These controls include: • oversight and review of credit risk by the Credit Risk Management Committee; • credit portfolio review and monitoring; • collateral monitoring and valuation; • monitoring of loan covenants and breaches; and • classification of loans to customers in accordance with MAS Notice 612. We determined that we could rely on these controls for the purposes of our audit. We selected a sample of credit exposures in the GWB loan portfolio and performed credit file reviews to assess the appropriateness of credit grading in accordance with the requirements of MAS Notice 612. In that process, we also considered management's assessment on the impact of current significant events in the identification of credit-impaired exposures. Where there was objective evidence of impairment, we assessed whether the ECL allowances were recognised on a timely basis and evaluated the amount of such impairment. Our work includes: • considering the background facts and the latest circumstances in relation to the borrower; • examining and challenging management's key assumptions applied on expected future cash flows of the borrower, including amounts and timing of recoveries; • comparing the realisable value of collateral against externally derived evidence including independent valuation reports, where available; and • testing the calculation of impairment. For a sample of non-credit impaired loans to customers which had not been classified by management as credit-impaired, we challenged management's key assumptions on whether their classification was appropriate, based on our understanding of the customers, business environment and other external evidence where available. Based on the procedures performed, we have assessed that the ECL allowances for credit-impaired loans to customers were within an acceptable range of estimates.

Independent Auditor's Report

To The Members Of Oversea-Chinese Banking Corporation Limited

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Valuation of financial instruments measured at fair value – Levels 2 and 3
(Refer to Notes 2.21 and 40.3 to the financial statements)

As at 31 December 2024, the Group had financial assets of S$69,266 million and financial liabilities of S$19,376 million measured at fair value which were classified as Level 2. These represent 33% of the financial assets and 94% of the financial liabilities measured at fair value respectively.

We considered valuation of Level 2 financial instruments to be a key audit matter due to their financial significance to the Group as well as the judgement required in relation to the application of the appropriate models, assumptions and inputs.

The Group also had financial assets of S$6,291 million and financial liabilities of S$596 million measured at fair value which were classified as Level 3. These represent 3% of the financial assets and 3% of the financial liabilities measured at fair value respectively.

We focused on the valuation of Level 3 financial assets and financial liabilities as management makes significant judgements and assumptions when valuing these financial instruments, as they are complex or illiquid and the external evidence supporting the Group's valuations are limited due to the lack of a liquid market.
</td><td>
We assessed the design and tested the operating effectiveness of key controls over the Group's financial instruments valuation processes, including the controls over:

• management's testing and approval of new valuation models including revalidation of existing models;
• the completeness and accuracy of the data feeds and other inputs into valuation models;
• monitoring of collateral disputes; and
• governance mechanisms and monitoring over the valuation processes by the Market Risk Management Committee, including over valuation adjustments.

We determined that we could rely on the controls for the purposes of our audit.

In addition, we performed the following procedures:

• we compared the Group's valuation of financial instruments to our own estimates on a sampling basis. This involved sourcing inputs from market data providers or external sources using our own valuation models for certain instruments, and investigating material variances at the instrument level.
• we assessed the reasonableness of the methodologies used and the key assumptions made for a sample of financial instruments; and
• we performed procedures on collateral disputes, which take into account counterparty valuations, to identify possible indicators of inappropriate valuations by the Group.

Overall, we have considered that the valuation of Level 2 and Level 3 financial instruments measured at fair value was within a reasonable range of outcomes.
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Impairment of goodwill
(Refer to Notes 2.21 and 36 to the financial statements)

The Group has a significant amount of goodwill arising from its business acquisitions. As at 31 December 2024, the carrying amount of goodwill on the Group's balance sheet amounted to S$4,465 million.

In performing the impairment assessment of the carrying amount of goodwill, significant judgement is made by management in estimating the recoverable amounts of the relevant cash generating units ("CGUs").

For the Banking CGUs, this involves the estimation of discounted cash flows, where the significant assumptions used in the assessment include:

- forecasts of future cash flows;
- inputs to determine the risk-adjusted discount rates; and
- perpetual growth rates.

For the Insurance CGU, the Group applies the appraisal value technique, which comprises the embedded value of in-force business and the estimated value of projected distributable profits from new businesses. The key assumptions used in this assessment include:

- investment returns based on long term strategic asset mix and expected future returns; and
- risk-adjusted discount rates.

Given the level of complexity and extent of judgement involved, we considered this to be a key audit matter.

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We assessed the appropriateness of management's identification of the Group's CGUs and methodology used in the estimation of recoverable amounts. We also evaluated the key assumptions used and applied sensitivity analysis to the key assumptions to determine whether any possible change in these key assumptions would result in an impairment.

Banking CGUs
We evaluated the following:

- management's cash flow projections by comparing previous forecasts to actual results;
- the methodology and external data sources used in deriving the discount rates and growth rates; and
- the growth rate assumptions against the Group's historical performance and available external industry and economic indicators.

Insurance CGU
We evaluated the following:

- the methodologies in estimating the appraisal value; and
- the key assumptions including the investment returns and the risk-adjusted discount rates used in deriving the appraisal value.

We have found the key assumptions and estimates made by management to be reasonable based on our audit procedures performed.

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Independent Auditor's Report

To The Members Of Oversea-Chinese Banking Corporation Limited

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<tr><td>

Valuation of insurance contract liabilities for life insurance funds
(Refer to Notes 2.21, 22 and 38.4 to the financial statements)

The Group's insurance operations are conducted through Great Eastern Holdings Limited and its subsidiaries ("GEH Group").

Insurance contract liabilities under SFRS(I) 17 are measured as the total of fulfilment cash flows and contractual service margin ("CSM"), the determination of which requires judgement and interpretation. This includes the selection of accounting policies and the use of complex methodologies which are applied in actuarial models. The selection and application of appropriate methodologies requires significant professional judgement. It also requires the determination of assumptions which involve estimation uncertainty.

The CSM represents the unearned profit that the Group will recognise as it provides insurance contract services in the future. The release of CSM of a group of contracts is recognised as insurance revenue in the income statement of the Group based on the number of coverage units provided in the period. Coverage units in turn are determined by the quantity of the benefits provided under a contract and its expected coverage duration. Management applied judgement in the identification of the service provided and the determination of the coverage units.

</td><td>

We performed the following procedures to address this matter:

• we assessed the adherence of the accounting policies adopted by management with the requirements in SFRS(I) 17;
• we understood the process over the selection of accounting policies, determination of methodologies and assumptions, and reconciliation of data used in determining the insurance contract liabilities;
• we tested the design and operating effectiveness of controls over the accuracy and completeness of the data used;
• we assessed the appropriateness of the methodologies used in the determination of the insurance contract liabilities comprising of fulfilment cash flows and CSM, and their application in actuarial models;
• we assessed the reasonableness of the key assumptions used by management by comparing against GEH Group's historical experiences and market observable data, where applicable;
• we assessed the appropriateness of management's identification of the services provided by reviewing the terms and features of the insurance contracts issued on a sample basis;
• we assessed the appropriateness of management's determination of the coverage units against the type of service identified; and
• we reviewed the reasonableness of the movement analysis of the insurance contract liabilities prepared by management. The movement analysis provides a reconciliation of the balance as at 31 December 2023 to 31 December 2024, showing the key drivers of the changes during the year.

Based on the work performed and the evidence obtained, we have found the methodologies, assumptions and judgements used by management to be appropriate.

</td></tr>
</table>

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the annual report ("the Other Sections"), which are expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and take appropriate actions in accordance with SSAs.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report

To The Members Of Oversea-Chinese Banking Corporation Limited

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Bank and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Ho Hean Chan.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 25 February 2025

Income Statements

For the financial year ended 31 December 2024

	Note	GROUP 2024 $ million	GROUP 2023 $ million	BANK 2024 $ million	BANK 2023 $ million
Interest income		**22,444**	20,867	**16,532**	15,154
Interest expense		**(12,689)**	(11,222)	**(10,402)**	(9,130)
Net interest income	3	**9,755**	9,645	**6,130**	6,024
Insurance service results from life insurance [1]	4	**592**	427	**–**	–
Net investment income from life insurance	4	**6,124**	5,590	**–**	–
Net insurance financial result from life insurance	4	**(5,811)**	(5,239)	**–**	–
Insurance service results from general insurance		**12**	30	**–**	–
Fees and commissions (net)	5	**1,970**	1,804	**943**	881
Dividends from subsidiaries and associates	6	**–**	–	**1,668**	1,499
Net trading income	7	**1,537**	1,004	**739**	415
Other income	8	**294**	246	**1,171**	219
Non-interest income		**4,718**	3,862	**4,521**	3,014
Total income		**14,473**	13,507	**10,651**	9,038
Staff costs		**(3,837)**	(3,501)	**(1,448)**	(1,221)
Other operating expenses		**(1,905)**	(1,722)	**(1,532)**	(1,418)
Total operating expenses	9	**(5,742)**	(5,223)	**(2,980)**	(2,639)
Operating profit before allowances and amortisation		**8,731**	8,284	**7,671**	6,399
Amortisation of intangible assets	36	**(59)**	(103)	**–**	–
Allowances for loans and other assets	10	**(690)**	(733)	**(191)**	(476)
Operating profit after allowances and amortisation		**7,982**	7,448	**7,480**	5,923
Share of results of associates, net of tax		**994**	953	**–**	–
Profit before income tax		**8,976**	8,401	**7,480**	5,923
Income tax expense	11	**(1,228)**	(1,236)	**(619)**	(664)
Profit for the year		**7,748**	7,165	**6,861**	5,259
Attributable to:					
Equity holders of the Bank		**7,587**	7,021		
Non-controlling interests		**161**	144		
		7,748	7,165		
Earnings per share ($)	12				
Basic		**1.67**	1.55		
Diluted		**1.67**	1.55		

[1] Includes insurance revenue of $6,180 million (2023: $5,717 million) and insurance service expense of $5,701 million (2023: $4,758 million).

The accompanying notes form an integral part of these financial statements.

Statements of Comprehensive Income

For the financial year ended 31 December 2024

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Profit for the year	**7,748**	7,165	**6,861**	5,259
Other comprehensive income:				
Items that may be reclassified subsequently to income statement:				
Financial assets, at FVOCI [1]				
Fair value gains for the year	**344**	839	**245**	319
Reclassification of (gains)/losses to income statement				
– on disposal	**(12)**	1	**(14)**	(44)
– on impairment	**(4)**	3	**5**	2
Tax on net movements	**(21)**	(116)	**(4)**	(15)
Cash flow and other hedges	**70**	105	**94**	69
Currency translation on foreign operations	**334**	(480)	**(52)**	(41)
Other comprehensive income/(losses) of associates	**388**	(145)	**–**	–
Net insurance financial result	**(77)**	37	**–**	–
Items that will not be reclassified subsequently to income statement:				
Currency translation on foreign operations attributable to non-controlling interests	**(2)**	(12)	**–**	–
Equity instruments, at FVOCI,[1] net change in fair value	**172**	(65)	**(9)**	(10)
Defined benefit plans remeasurements	**#**	(1)	**#**	–
Own credit	**(1)**	(1)	**#**	(1)
Total other comprehensive income, net of tax	**1,191**	165	**265**	279
Total comprehensive income for the year, net of tax	**8,939**	7,330	**7,126**	5,538
Total comprehensive income attributable to:				
Equity holders of the Bank	**8,763**	7,145		
Non-controlling interests	**176**	185		
	8,939	7,330		

(1) Fair value through other comprehensive income.
(2) # represents amounts less than $0.5 million.

The accompanying notes form an integral part of these financial statements.

Balance Sheets

As at 31 December 2024

		GROUP		BANK	
	Note	31 December 2024 $ million	31 December 2023 $ million	31 December 2024 $ million	31 December 2023 $ million
EQUITY					
Attributable to equity holders of the Bank					
Share capital	13	**18,096**	18,045	**18,096**	18,045
Other equity instruments	14	**1,698**	1,248	**1,698**	1,248
Capital reserves	15	**830**	815	**534**	544
Fair value reserves		**313**	(439)	**(225)**	(435)
Revenue reserves	16	**38,379**	34,501	**21,929**	18,935
		59,316	54,170	**42,032**	38,337
Non-controlling interests		**1,064**	1,384	**–**	–
Total equity		**60,380**	55,554	**42,032**	38,337
LIABILITIES					
Deposits of non-bank customers	17	**390,687**	363,770	**253,175**	236,151
Deposits and balances of banks	17	**11,565**	10,884	**8,951**	8,080
Due to subsidiaries		**–**	–	**46,602**	38,828
Due to associates		**324**	276	**232**	186
Trading portfolio liabilities		**281**	194	**222**	194
Derivative payables	18	**16,238**	13,720	**12,855**	12,083
Other liabilities	19	**9,370**	9,156	**3,982**	3,565
Current tax payables		**879**	1,037	**560**	721
Deferred tax liabilities	20	**841**	636	**138**	106
Debt issued	21	**31,553**	26,553	**30,321**	25,721
		461,738	426,226	**357,038**	325,635
Insurance contract liabilities and other liabilities for life insurance funds	22	**102,932**	99,644	**–**	–
Total liabilities		**564,670**	525,870	**357,038**	325,635
Total equity and liabilities		**625,050**	581,424	**399,070**	363,972
ASSETS					
Cash and placements with central banks	23	**34,599**	34,286	**30,525**	28,450
Singapore government treasury bills and securities	24	**14,316**	19,165	**13,182**	17,832
Other government treasury bills and securities	24	**30,369**	26,465	**11,196**	10,804
Placements with and loans to banks	25	**42,407**	38,051	**32,174**	28,773
Loans to customers	26	**315,096**	292,754	**227,598**	207,508
Debt and equity securities	29	**43,413**	36,591	**26,311**	22,432
Derivative receivables	18	**17,203**	12,976	**13,582**	11,417
Other assets	31	**7,761**	7,278	**3,784**	3,463
Deferred tax assets	20	**538**	586	**175**	133
Associates	32	**8,153**	7,003	**2,234**	2,241
Subsidiaries	33	**–**	–	**35,471**	27,701
Property, plant and equipment	34	**3,725**	3,528	**914**	882
Investment property	35	**675**	723	**57**	469
Goodwill and other intangible assets	36	**4,504**	4,501	**1,867**	1,867
		522,759	483,907	**399,070**	363,972
Investment securities for life insurance funds	22	**94,452**	89,570	**–**	–
Other assets for life insurance funds	22	**7,839**	7,947	**–**	–
Total assets		**625,050**	581,424	**399,070**	363,972

The accompanying notes form an integral part of these financial statements.

Statement of Changes in Equity – Group

For the financial year ended 31 December 2024

	Attributable to equity holders of the Bank						
In $ million	Share capital and other equity	Capital reserves [1]	Fair value reserves	Revenue reserves	Total	Non-controlling interests	Total equity
At 1 January 2024	19,293	815	(439)	34,501	54,170	1,384	55,554
Total comprehensive income for the year							
Profit for the year	–	–	–	7,587	7,587	161	7,748
Other comprehensive income							
Items that may be reclassified subsequently to income statement:							
Financial assets, at FVOCI							
Fair value gains/(losses) for the year	–	–	351	–	351	(7)	344
Reclassification of (gains)/losses to income statement							
– on disposal	–	–	(17)	–	(17)	5	(12)
– on impairment	–	–	(3)	–	(3)	(1)	(4)
Tax on net movements	–	–	(22)	–	(22)	1	(21)
Cash flow and other hedges	–	–	–	70	70	–	70
Net insurance financial result	–	–	–	(74)	(74)	(3)	(77)
Currency translation on foreign operations	–	–	–	334	334	–	334
Other comprehensive income of associates	–	–	365	23	388	–	388
Items that will not be reclassified subsequently to income statement:							
Currency translation on foreign operations attributable to non-controlling interests	–	–	–	–	–	(2)	(2)
Equity instruments, at FVOCI, net change in fair value	–	–	78	72	150	22	172
Defined benefit plans remeasurements	–	–	–	#	#	#	#
Own credit	–	–	–	(1)	(1)	–	(1)
Total other comprehensive income, net of tax	–	–	752	424	1,176	15	1,191
Total comprehensive income for the year	–	–	752	8,011	8,763	176	8,939
Transactions with owners, recorded directly in equity							
Contributions by and distributions to owners							
Transfers	16	(6)	–	(10)	–	–	–
Buy-back of shares for holding as treasury shares	(194)	–	–	–	(194)	–	(194)
Dividends and distributions	–	–	–	(3,933)	(3,933)	(54)	(3,987)
DSP reserve from dividends on unvested shares	–	–	–	11	11	–	11
Perpetual capital securities issued	450	–	–	–	450	–	450
Share-based payments for staff costs	–	6	–	–	6	–	6
Shares issued to non-executive directors	1	–	–	–	1	–	1
Shares transferred to DSP Trust	–	(16)	–	–	(16)	–	(16)
Shares vested under DSP Scheme	–	107	–	–	107	–	107
Treasury shares transferred/sold	228	(76)	–	–	152	–	152
Total contributions by and distributions to owners	501	15	–	(3,932)	(3,416)	(54)	(3,470)
Changes in non-controlling interest	–	–	–	(201)	(201)	(442)	(643)
At 31 December 2024	19,794	830	313	38,379	59,316	1,064	60,380
Included in the balances:							
Share of reserves of associates	–	–	600	4,789	5,389	–	5,389

(1) Included regulatory loss allowance reserve of $455 million at 1 January 2024 and 31 December 2024.
(2) # represents amounts less than $0.5 million.

An analysis of the movements in each component within "Share capital", "Other equity instruments", "Capital reserves" and "Revenue reserves" is presented in Notes 13 to 16.

The accompanying notes form an integral part of these financial statements.

In $ million	Attributable to equity holders of the Bank: Share capital and other equity	Capital reserves [1]	Fair value reserves	Revenue reserves	Total	Non-controlling interests	Total equity
At 1 January 2023	19,744	792	(1,140)	31,721	51,117	1,308	52,425
Total comprehensive income for the year							
Profit for the year	–	–	–	7,021	7,021	144	7,165
Other comprehensive income							
Items that may be reclassified subsequently to income statement:							
Financial assets, at FVOCI							
Fair value gains for the year	–	–	793	–	793	46	839
Reclassification of (gains)/losses to income statement							
– on disposal	–	–	(5)	–	(5)	6	1
– on impairment	–	–	3	–	3	#	3
Tax on net movements	–	–	(107)	–	(107)	(9)	(116)
Cash flow and other hedges	–	–	–	105	105	–	105
Net insurance financial result	–	–	–	34	34	3	37
Currency translation on foreign operations	–	–	–	(480)	(480)	–	(480)
Other comprehensive income/(losses) of associates	–	–	98	(243)	(145)	–	(145)
Items that will not be reclassified subsequently to income statement:							
Currency translation on foreign operations attributable to non-controlling interests	–	–	–	–	–	(12)	(12)
Equity instruments, at FVOCI, net change in fair value	–	–	(81)	9	(72)	7	(65)
Defined benefit plans remeasurements	–	–	–	(1)	(1)	(#)	(1)
Own credit	–	–	–	(1)	(1)	–	(1)
Total other comprehensive income, net of tax	–	–	701	(577)	124	41	165
Total comprehensive income for the year	–	–	701	6,444	7,145	185	7,330
Transactions with owners, recorded directly in equity							
Contributions by and distributions to owners							
Transfers	22	(12)	–	(10)	–	–	–
Buy-back of shares for holding as treasury shares	(205)	–	–	–	(205)	–	(205)
Dividends and distributions	–	–	–	(3,664)	(3,664)	(69)	(3,733)
DSP reserve from dividends on unvested shares	–	–	–	16	16	–	16
Perpetual capital securities issued	550	–	–	–	550	–	550
Redemption of perpetual capital securities	(998)	–	–	(2)	(1,000)	–	(1,000)
Share-based payments for staff costs	–	6	–	–	6	–	6
Shares issued to non-executive directors	1	–	–	–	1	–	1
Shares transferred to DSP Trust	–	(17)	–	–	(17)	–	(17)
Shares vested under DSP Scheme	–	113	–	–	113	–	113
Treasury shares transferred/sold	179	(67)	–	–	112	–	112
Total contributions by and distributions to owners	(451)	23	–	(3,660)	(4,088)	(69)	(4,157)
Changes in non-controlling interest	–	–	–	(4)	(4)	(40)	(44)
At 31 December 2023	19,293	815	(439)	34,501	54,170	1,384	55,554
Included in the balances:							
Share of reserves of associates	–	–	235	3,916	4,151	–	4,151

(1) Included regulatory loss allowance reserve of $455 million at 1 January 2023 and 31 December 2023.
(2) # represents amounts less than $0.5 million.

An analysis of the movements in each component within "Share capital", "Other equity instruments", "Capital reserves" and "Revenue reserves" is presented in Notes 13 to 16.

The accompanying notes form an integral part of these financial statements.

Statement of Changes in Equity – Bank

For the financial year ended 31 December 2024

In $ million	Share capital and other equity	Capital reserves [1]	Fair value reserves	Revenue reserves	Total equity
At 1 January 2024	**19,293**	**544**	**(435)**	**18,935**	**38,337**
Profit for the year	**–**	**–**	**–**	**6,861**	**6,861**
Other comprehensive income	**–**	**–**	**210**	**55**	**265**
Total comprehensive income for the year [2]	**–**	**–**	**210**	**6,916**	**7,126**
Transfers	**16**	**(16)**	**–**	**–**	**–**
Buy-back of shares for holding as treasury shares	**(194)**	**–**	**–**	**–**	**(194)**
Dividends and distributions	**–**	**–**	**–**	**(3,933)**	**(3,933)**
DSP reserve from dividends on unvested shares	**–**	**–**	**–**	**11**	**11**
Perpetual capital securities issued	**450**	**–**	**–**	**–**	**450**
Share-based payments for staff costs	**–**	**6**	**–**	**–**	**6**
Shares issued to non-executive directors	**1**	**–**	**–**	**–**	**1**
Treasury shares transferred/sold	**228**	**–**	**–**	**–**	**228**
At 31 December 2024	**19,794**	**534**	**(225)**	**21,929**	**42,032**
At 1 January 2023	19,744	560	(674)	17,286	36,916
Profit for the year	–	–	–	5,259	5,259
Other comprehensive income	–	–	239	40	279
Total comprehensive income for the year [2]	–	–	239	5,299	5,538
Transfers	22	(22)	–	–	–
Buy-back of shares for holding as treasury shares	(205)	–	–	–	(205)
Dividends and distributions	–	–	–	(3,664)	(3,664)
DSP reserve from dividends on unvested shares	–	–	–	16	16
Perpetual capital securities issued	550	–	–	–	550
Redemption of perpetual capital securities	(998)	–	–	(2)	(1,000)
Share-based payments for staff costs	–	6	–	–	6
Shares issued to non-executive directors	1	–	–	–	1
Treasury shares transferred/sold	179	–	–	–	179
At 31 December 2023	19,293	544	(435)	18,935	38,337

(1) Included regulatory loss allowance reserve of $444 million at 1 January 2024, 1 January 2023, 31 December 2024 and 31 December 2023.
(2) Refer to Statements of Comprehensive Income for detailed breakdown.

An analysis of the movements in each component within "Share capital", "Other equity instruments", "Capital reserves" and "Revenue reserves" is presented in Notes 13 to 16.

The accompanying notes form an integral part of these financial statements.

Consolidated Cash Flow Statement

For the financial year ended 31 December 2024

In $ million	2024	2023
Cash flows from operating activities		
Profit before income tax	**8,976**	8,401
Adjustments for non-cash items:		
Allowances for loans and other assets	**690**	733
Amortisation of intangible assets	**59**	103
Change in hedging transactions, fair value through profit or loss securities and debt issued	**356**	21
Depreciation of property and equipment and interest expense on lease liabilities	**463**	447
Net gain on disposal of government, debt and equity securities	**(24)**	(47)
Net gain on disposal of property and equipment	**(36)**	(71)
Share-based costs	**62**	61
Share of results of associates, net of tax	**(994)**	(953)
Others	**(72)**	–
Operating profit before change in operating assets and liabilities	**9,480**	8,695
Change in operating assets and liabilities:		
Deposits of non-bank customers	**26,052**	13,703
Deposits and balances of banks	**679**	838
Derivative payables and other liabilities	**3,482**	(1,772)
Trading portfolio liabilities	**87**	(19)
Restricted balances with central banks	**(354)**	(437)
Government securities and treasury bills	**1,188**	(5,952)
Fair value through profit or loss securities	**(3,195)**	(2,419)
Placements with and loans to banks	**(4,246)**	(7,808)
Loans to customers	**(22,330)**	(1,892)
Derivative receivables and other assets	**(3,969)**	3,285
Net change in other assets and liabilities for life insurance funds	**(1,321)**	4,317
Cash provided by operating activities	**5,553**	10,539
Income tax paid [1]	**(1,589)**	(1,412)
Net cash provided by operating activities	**3,964**	9,127
Cash flows from investing activities		
Net cash outflow from acquisition of subsidiary	**(31)**	–
Dividends from associates	**158**	132
Purchases of debt and equity securities	**(34,021)**	(24,241)
Purchases of investment securities for life insurance funds	**(45,566)**	(46,610)
Purchases of property and equipment	**(614)**	(537)
Proceeds from disposal of debt and equity securities	**30,750**	18,037
Proceeds from disposal of interests in associate	**#**	1
Proceeds from disposal of investment securities for life insurance funds	**44,948**	42,675
Proceeds from disposal of property and equipment	**44**	89
Net cash used in investing activities	**(4,332)**	(10,454)
Cash flows from financing activities		
Changes in non-controlling interests	**(643)**	(44)
Buy-back of shares for holding as treasury shares	**(194)**	(205)
Dividends and distributions paid	**(3,987)**	(3,733)
Net issue of other debt issued (Note 21.6)	**4,557**	4,752
Net proceeds from perpetual capital securities issued	**450**	550
Repayments of lease liabilities	**(78)**	(77)
Proceeds from subordinated debt issued (Note 21.6)	**1,165**	–
Redemption of subordinated debt issued (Note 21.6)	**(1,352)**	–
Proceeds from treasury shares transferred/sold under the Bank's employee share schemes	**152**	112
Redemption of perpetual capital securities issued	**–**	(1,000)
Net cash provided by financing activities	**70**	355
Net change in cash and cash equivalents	**(298)**	(972)
Net currency translation adjustments	**257**	(142)
Cash and cash equivalents at 1 January	**28,870**	29,984
Cash and cash equivalents at 31 December (Note 23)	**28,829**	28,870

(1) In 2024, the Group paid income tax of $1,589 million (2023: $1,412 million), of which $786 million (2023: $634 million) was paid in Singapore and $803 million (2023: $778 million) in other jurisdictions.

(2) # represents amounts less than $0.5 million.

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

For the financial year ended 31 December 2024

These notes form an integral part of the financial statements.

The Board of Directors of Oversea-Chinese Banking Corporation Limited authorised these financial statements for issue on 25 February 2025.

1. General

Oversea-Chinese Banking Corporation Limited (the Bank) is incorporated and domiciled in Singapore and is listed on the Singapore Exchange Securities Trading Limited. The address of the Bank's registered office is 63 Chulia Street, #10-00 OCBC Centre East, Singapore 049514.

The consolidated financial statements relate to the Bank and its subsidiaries (together referred to as the Group) and the Group's interests in associates. The Group is principally engaged in the business of banking, life insurance, general insurance, asset management, investment holding, futures and stockbroking.

2. Material Accounting Policy Information

2.1 Basis of Preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (SFRS(I)) as required by the Singapore Companies Act 1967 (the Act).

The financial statements are presented in Singapore Dollar, rounded to the nearest million unless otherwise stated. # represents amounts less than $0.5 million. The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I) requires management to exercise its judgement, use estimates and make assumptions in the application of accounting policies on the reported amounts of assets, liabilities, revenues and expenses. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from these estimates. Critical accounting estimates and assumptions used that are significant to the financial statements, and areas involving a high degree of judgement or complexity, are disclosed in Note 2.21.

The following new/revised financial reporting standards and interpretations were applied with effect from 1 January 2024:

SFRS(I)	Title
SFRS(I) 1-1 (Amendments)	*Classification of Liabilities as Current or Non-current*
SFRS(I) 16 (Amendments)	*Lease Liability in a Sale and Leaseback*
Various	*Amendments to SFRS(I) 1-1 Non-current Liabilities with Covenants*
SFRS(I) 1-7 (Amendments), SFRS(I) 7 (Amendments)	*Supplier Finance Arrangements*

The initial application of the above standards (including their consequential amendments) and interpretations did not have any material impact on the Group's financial statements.

2.2 Basis of Consolidation

2.2.1 Subsidiaries

Subsidiaries are entities over which the Group controls when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are consolidated from the date when control is transferred to the Group and cease to be consolidated on the date when that control ceases. The Group reassesses whether it controls an investee if facts and circumstances indicate that there have been changes to its power, its rights to variable returns or its ability to use its power to affect its returns.

In preparing the consolidated financial statements, intra-group transactions and balances, together with unrealised income and expenses arising from the intra-group transactions among group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, adjustments are made to the financial statements of subsidiaries to ensure consistency of accounting policies within the Group.

Non-controlling interests (NCI) represent the equity in subsidiaries not attributable, directly or indirectly, to shareholders of the Bank, and are presented separately from equity attributable to equity holders of the Bank. For NCI that arise through minority unit holders' interest in the insurance subsidiaries of Great Eastern Holdings Limited (GEH) consolidated investment funds, they are recognised as a liability. These interests qualify as a financial liability as they give the holder the right to put the instrument back to the issuer for cash. Changes in these liabilities are recognised in the income statement as expenses.

2. Material Accounting Policy Information (continued)

2.2 Basis of Consolidation (continued)

2.2.1 Subsidiaries (continued)

The Group applies the acquisition method to account for business combinations. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the acquisition date. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The Group recognises any NCI at the NCI's proportionate share of the recognised amounts of the acquiree's identifiable net assets at the acquisition date.

The excess of the fair value of the sum of consideration transferred, the recognised amount of any NCI in the acquiree and the acquisition-date fair values of any previously held equity interest in the acquiree over the fair value of the identifiable net assets acquired is recognised as goodwill at the date of acquisition. When the excess is negative, a bargain purchase gain is recognised immediately in the income statement.

Business combinations arising from transfers of interests in entities that are under the control of the shareholder that controls the Group are accounted for as if the acquisition has occurred at the beginning of the earliest comparative year presented or, if later, at the date that common control was established; for this purpose comparatives are reclassified. The assets and liabilities acquired are recognised at the carrying amounts recognised previously in the Group controlling shareholder's consolidated financial statements. The components of equity of the acquired entities are added to the same components within the Group's equity and any gain/loss arising is recognised directly in equity.

2.2.2 Structured Entities

A structured entity is an entity in which voting or similar rights are not the dominant factor in deciding control and is generally established for a narrow and well-defined objective.

For the purpose of disclosure, the Group is considered to be the sponsor of a structured entity if it has a key role in establishing the structured entity or its name appears in the overall structure of the structured entity.

2.2.3 Associates and Joint Ventures

Associates are entities over which the Group has significant influence, but not control or joint control, over the financial and operating policies of these entities. Significant influence is presumed to exist when the Group holds 20% or more of the voting power of another entity.

Joint ventures are arrangements to undertake economic activities in which the Group has joint control and rights to the net assets of the entities.

Investments in associates and joint ventures are accounted for in the Bank's financial statements at cost and in the Group's consolidated financial statements using the equity method of accounting (equity accounting). If the investment in an associate is held by, or is held indirectly through, an entity that is a venture capital organisation, or a mutual fund, unit trust and similar entities including investment-linked insurance funds, the Group may elect to measure that investment at fair value through profit or loss in accordance with SFRS(I) 9 *Financial Instruments*. The Group will make this election separately for each associate, at initial recognition of the associate.

Under equity accounting, the investment is initially recognised at cost, and the carrying amount is adjusted for post-acquisition changes of the Group's share of the net assets of the entity until the date the significant influence or joint control ceases. The Group's investment in associates and joint ventures includes goodwill identified on acquisition, where applicable. When the Group's share of losses equals or exceeds its interests in the associates and joint ventures, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the entities.

In applying equity accounting, unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interests in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, adjustments are made to the financial statements of associates and joint ventures to ensure consistency of accounting policies with those of the Group.

The results of associates and joint ventures are taken from audited financial statements or unaudited management accounts of the entities concerned, made up to dates of not more than three months prior to the reporting date of the Group.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. Material Accounting Policy Information (continued)

2.2 Basis of Consolidation (continued)

2.2.3 Associates and Joint Ventures (continued)

The investment in an associate or joint venture is derecognised when the Group ceases to have significant influence or joint control, respectively, over the investee. Amounts previously recognised in other comprehensive income (OCI) in respect of the investee are transferred to the income statement. Any retained interest in the entity is re-measured at its fair value. The difference between the carrying amount of the retained interest at the date when significant influence or joint control ceases, and its corresponding fair value, is recognised in the income statement.

2.2.4 Investments in Subsidiaries, Associates and Joint Ventures by the Bank

These investments are stated in the Bank's balance sheet at cost less any impairment in value after the date of acquisition.

2.3 Currency Translation

2.3.1 Foreign Currency Transactions

Transactions in foreign currencies are recorded in the respective functional currencies of the Bank and its subsidiaries at the exchange rates prevailing on the transaction dates. Monetary items denominated in foreign currencies are translated to the respective entities' functional currencies at the exchange rates prevailing at the reporting date. Exchange differences arising on settlement and translation of such items are recognised in the income statement.

Non-monetary items denominated in foreign currencies that are measured at fair value are translated at the exchange rate on the date the fair value is determined. Exchange differences on non-monetary items such as equity investments classified as fair value through other comprehensive income (FVOCI) financial assets are recognised in OCI and presented in the fair value reserve within equity.

2.3.2 Foreign Operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustment arising on the acquisition of a foreign operation, are translated to Singapore Dollar at exchange rates prevailing at the reporting date. The income and expenses of foreign operations are translated to Singapore Dollar at average exchange rates for the year, which approximate the exchange rates at the dates of the transactions.

Differences arising from the translation of a foreign operation are recognised in OCI and presented in the currency translation reserve within equity. When a foreign operation is disposed of, in part or in full, the relevant amount in the currency translation reserve is included in the income statement on disposal of the operation.

2.4 Cash And Cash Equivalents

In the consolidated cash flow statement, cash and cash equivalents comprise cash on hand, money market placements, reverse repo and other balances with central banks which are generally short-term financial instruments or repayable on demand.

2.5 Financial Instruments

2.5.1 Recognition

The Group initially recognises derivative financial instruments (forwards, futures, swaps and options) on the trade date. It initially recognises non-derivative financial instruments (loans and advances, deposits and debts issued, and regular way purchases and sales of financial assets) on the settlement date. Regular-way purchases and sales are those settled within the time period established by regulation or market convention.

2.5.2 De-recognition

Financial assets are de-recognised when the Group's contractual rights to the cash flows from the financial assets expire or when the Group transfers the financial asset to another party without retaining control or transfers substantially all the risks and rewards of ownership of the asset. Financial liabilities are de-recognised when the Group's obligations specified in the contract expire or are discharged or cancelled.

2.5.3 Modifications

The original terms of a financial instrument may be renegotiated or otherwise modified, resulting in changes to its contractual cash flows. Where the extent of changes as a result of the modification or renegotiation is substantial, the existing financial instrument is derecognised and a new instrument (with new terms including a new effective interest rate) recognised. In all other cases, the modified contractual cash flows of the existing instrument are discounted at the original effective interest rate to arrive at a new carrying amount and the resulting modification gain or loss is recognised in the income statement.

Interest Rate Benchmark Reform (IBOR Reform)

If the basis for determining the contractual cash flows of a financial asset or financial liability measured at amortised cost changes as a result of IBOR reform, the Group updates the effective interest rate of the financial asset or financial liability to reflect the change that is required by the reform. A change in the basis for determining the contractual cash flows is required by IBOR reform if the following conditions are met:

- the change is necessary as a direct consequence of the reform; and
- the new basis for determining the contractual cash flows is economically equivalent to the previous basis, i.e. the basis immediately before the change.

2. Material Accounting Policy Information (continued)

2.5 Financial Instruments (continued)

2.5.3 Modifications (continued)

Interest Rate Benchmark Reform (IBOR Reform) (continued)

If there are changes to the terms of a financial asset or financial liability in addition to changes to the basis for determining the contractual cash flows required by interest rate benchmark reform, the Group first updates the effective interest rate of the financial asset or financial liability to reflect the change that is required by interest rate benchmark reform and then applies the accounting policy for modifications set out above to account for the additional changes.

2.5.4 Offsetting

Financial assets and liabilities are offset and the net amount presented in the balance sheet when there is a legally enforceable right to offset the amounts and an intention to settle on a net basis or realise the asset and settle the liability simultaneously. Income and expenses are presented on a net basis only when permitted by the accounting standards.

2.5.5 Sale and Repurchase Agreements (Including Securities Lending and Borrowing)

Repurchase agreements (repos) are regarded as collateralised borrowing. The securities sold under repos are treated as pledged assets and remain as assets on the balance sheets. The amount borrowed is recorded as a liability. Reverse repos are treated as collateralised lending and the amount of securities purchased is included in placements with central banks, loans to banks and non-bank customers. The difference between the amount received and the amount paid under repos and reverse repos is amortised as interest expense and interest income respectively using the effective interest method.

Securities lending and borrowing transactions are generally secured, with collateral taking the form of securities or cash. The transfer of securities to or from counterparties is not reflected on the balance sheet. Cash collateral paid or received is recorded as an asset or a liability respectively.

2.6 Non-Derivative Financial Assets

Classification and Measurement of Financial Assets

A non-derivative financial asset is initially recognised at fair value and is subsequently measured either at amortised cost using the effective interest method, fair value through other comprehensive income (FVOCI) or fair value through profit or loss (FVTPL). Directly attributable transaction costs are included as part of the initial cost for financial instruments that are not subsequently measured at fair value through profit or loss.

(a) Business Model Assessment

The Group makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed, and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and its strategy of how those risks are managed;
- how managers of the business are compensated (e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected); and
- the frequency, volume and timing of sales in prior periods, the reasons for such sales and its expectations about future sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Group's stated objective for managing the financial assets is achieved and how cash flows are realised.

Financial assets that are held for trading and whose performance is evaluated or managed on a fair value basis are measured at FVTPL because they are neither within the business model to hold the assets to collect contractual cash flows, nor within the business model to hold the assets both to collect contractual cash flows and to sell.

(b) Assessment of Whether Contractual Cash Flows are Solely Payments of Principal and Interest

For the purposes of this assessment, "principal" is defined as the fair value of the financial asset on initial recognition. "Interest" is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

2.6.1 Debt Instruments Measured at Amortised Cost

A debt financial instrument is measured at amortised cost if it meets both of the following conditions and is not designated at FVTPL:

- it is held within a business model whose objective is to hold the asset until maturity to collect contractual cash flows; and
- its contractual terms give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

2. Material Accounting Policy Information (continued)

2.6 Non-Derivative Financial Assets (continued)

Classification and Measurement of Financial Assets (continued)

(b) Assessment of Whether Contractual Cash Flows are Solely Payments of Principal and Interest (continued)

2.6.1 Debt Instruments Measured at Amortised Cost (continued)

Debt instruments classified as amortised cost are subject to impairment assessment using the expected credit loss model in accordance with SFRS(I) 9. Interest earned whilst holding the financial assets is included in interest income.

2.6.2 Debt Instruments Measured at FVOCI

A debt financial instrument is measured at FVOCI if it meets both of the following conditions and is not designated at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial asset; and
- its contractual terms give rise to cash flows that are solely payments of principal and interest on the principal outstanding.

Debt instruments classified as FVOCI are subject to impairment assessment using the expected credit loss model in accordance with SFRS(I) 9. Interest earned while holding the financial assets is included in interest income.

At the reporting date, the Group recognises unrealised fair value gains and losses on revaluing these assets in OCI and presents the cumulative gains and losses in fair value reserve within equity, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in the income statement. At maturity or upon disposal, the cumulative gain or loss previously recognised in OCI is reclassified from fair value reserve to the income statement.

2.6.3 Debt Instruments Measured at FVTPL

Debt instruments that do not meet the requirements to be measured at amortised cost or at FVOCI are measured at FVTPL. At the reporting date, the Group recognises realised and unrealised gains and losses as trading income in the income statement. Interest earned while holding the assets is included in interest income.

2.6.4 Designation at FVTPL

On initial recognition, the Group may irrevocably designate a financial asset at FVTPL notwithstanding that it would otherwise meet the requirements to be measured at amortised cost or at FVOCI, if doing so, it eliminates or significantly reduces an accounting mismatch that would otherwise arise. Upon designation, financial assets are measured at fair value on each reporting date until maturity or derecognition. Realised and unrealised fair value changes are recognised in the income statement.

2.6.5 Equity Instruments

Equity instruments held for trading are classified as FVTPL. An equity investment that is not held for trading is classified as FVTPL unless it is classified as FVOCI based on an irrevocable election on initial recognition.

At the reporting date, realised and unrealised fair value gains or losses on revaluing the equity instruments classified as FVTPL are recognised in the income statement. Realised and unrealised fair value gains or losses on revaluing the equity instruments classified as FVOCI are recognised in OCI and are never reclassified to the income statement.

Dividend earned while holding the equity instruments classified as FVTPL is recognised in the income statement and presented under net trading income. Dividend from equity instruments classified as FVOCI is recognised in the income statement and presented under other income unless the dividend clearly represents a recovery of part of the cost of the investment.

2.6.6 Reclassification

Financial assets are not reclassified subsequent to their initial recognition, except in the period when the Group changes its business model for managing its financial assets.

2.7 Derivative Financial Instruments

All derivative financial instruments are recognised initially and subsequently measured at fair value on the balance sheet as an asset or liability depending on whether it is a receivable or a payable, respectively. The resulting gain or loss is recognised immediately in the income statement unless it qualifies for recognition in other comprehensive income under cash flow or net investment hedge accounting.

Fair values reflect the exit price of the instrument and include adjustments to take into account the credit risk of the Group and the counterparty where appropriate. An embedded derivative is not separated from the host contract that is a financial asset. However, it is separated from the host contract that is a financial liability or a non-financial and treated as a stand-alone financial derivative if the economic characteristics and risks of the embedded derivatives are not closely related to the economic characteristics and risks of the host contract.

The Group enters into hedging derivative transactions to manage exposures to interest rate, foreign currency and credit risks arising from its core banking activities of lending and accepting deposits. The Group applies fair value, cash flow or net investment hedge accounting when the transactions meet the specified criteria for hedge accounting.

2. Material Accounting Policy Information (continued)

2.7 Derivative Financial Instruments (continued)

Before applying any hedge accounting, the Group determines whether an economic relationship exists between the hedged item and the hedging instrument by considering qualitative characteristics or quantitative analysis of these items. In its qualitative assessment, the Group considers whether the critical terms of its hedged item and the hedging instrument are closely aligned and evaluates whether the fair values of the hedged item and the hedging instrument respond in an offsetting manner to similar risks. Where economic hedge relationships meet the hedge accounting criteria, the Group establishes its hedge ratio by aligning the principal amount of the hedging instrument to the extent of its hedged item.

In a fair value hedging relationship, the Group mainly uses interest rate swaps, interest rate futures and cross currency swaps to hedge its exposure to changes in the fair value of fixed rate instruments and its foreign currency risk exposure. For qualifying fair value hedges, changes in the fair values of the derivative and of the hedged item relating to the hedged risk are recognised in the income statement. If the hedge relationship is terminated, the fair value adjustment to the hedged item continues to be reported as part of the carrying amount of the asset or liability and is amortised to the income statement as a yield adjustment over the remaining maturity of the asset or liability.

In a cash flow hedging relationship, the Group mainly uses cross currency swaps and interest rate swaps to hedge the variability in the cash flows of variable rate asset or liability resulting from changes in interest rates, either in a one to one hedging relationship or on a portfolio basis. For qualifying cash flow hedges, the effective portion of the change in fair value of the derivative is recognised in the cash flow hedge reserve in equity. The gain or loss relating to the ineffective portion is recognised immediately in the income statement. Amounts accumulated in the cash flow hedge reserve remain in equity until the hedged cash flows is recognised in the income statement. When the hedged cash flows are no longer expected to occur, the cumulative gain or loss in the hedge reserve is immediately transferred to the income statement.

"Hedge ineffectiveness" represents the amount by which the changes in the fair value of the hedging instrument differ from changes in the fair value of a benchmark hedging instrument that is a perfect match. The amount of hedge ineffectiveness is recognised immediately in the income statement. The sources of ineffectiveness for both fair value hedges and cash flow hedges include imperfect economic relationship or mis-matching of key terms between the hedging instrument and the hedged item as well as the effect of credit risk existing in the hedging instrument.

The Bank's functional currency is the Singapore Dollar. The hedged risk in the Group's net investment hedges is the foreign currency exposure that arises from a net investment in subsidiaries and foreign operations that have a different functional currency. The risk arises from the fluctuation in spot exchange rates between the functional currency of the subsidiaries and the Bank's functional currency. The Group uses a mixture of derivative financial instruments and liabilities to manage its foreign currency exposure in its net investment hedges. For hedges of net investments in foreign operations which are accounted for in a similar way as cash flow hedges, the gain or loss relating to the effective portion of the hedging instrument is recognised in equity and that relating to the ineffective portion is recognised in the income statement immediately. Gains and losses accumulated in equity are transferred to income statement on disposal of the foreign operations. The main source of ineffectiveness for the Group's net investment hedge is the use of a hedging instrument denominated in a proxy currency that is not perfectly correlated to the actual currency to which the Group is exposed.

Specific Policies for Hedges Affected by IBOR Reform (As Defined in Note 2.5.3)

For the purpose of evaluating whether there is an economic relationship between the hedged item and the hedging instrument, the Group assumes that the benchmark interest rate is not altered as a result of IBOR reform. The Group will cease to apply the specific policy for assessing the economic relationship between the hedged item and the hedging instrument when the uncertainty arising from IBOR reform is no longer present with respect to the timing and the amount of the interest rate benchmark-based cash flows of the hedged item or hedging instrument, or when the hedging relationship is discontinued.

When the basis for determining the contractual cash flows of the hedged item or hedging instrument changes as a result of IBOR reform, the Group amends the hedge documentation of that hedging relationship to reflect the change(s) required by IBOR reform. For this purpose, the hedge designation is amended only to make one or more of the following changes:

- designating an alternative benchmark rate as the hedged risk;
- updating the description of the hedged item, including the description of the designated portion of the cash flows or fair value being hedged;
- updating the description of the hedging instrument; or
- updating the description of how the entity will assess hedge effectiveness.

2. Material Accounting Policy Information (continued)

2.7 Derivative Financial Instruments (continued)

Specific Policies for Hedges Affected by IBOR Reform (As Defined in Note 2.5.3) (continued)

The Group amends the formal hedge documentation by the end of the reporting period during which a change required by IBOR reform is made to the hedged risk, hedged item or hedging instrument. These amendments in the formal hedge documentation do not constitute the discontinuation of the hedging relationship or the designation of a new hedging relationship.

If changes are made in addition to those changes required by IBOR reform described above, the Group first considers whether those additional changes result in the discontinuation of the hedge accounting relationship. If the additional changes do not result in the discontinuation of the hedge accounting relationship, then the Group amends the formal hedge documentation for changes required by IBOR reform as mentioned above.

2.8 Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. The cost of an item of property, plant and equipment includes the purchase price and costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Subsequent expenditure relating to property, plant and equipment is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the standard of performance of the asset before the expenditure was made, will flow to the Group and the cost can be reliably measured. Other subsequent expenditure is recognised in the income statement during the financial year in which the expenditure is incurred.

The residual values, useful lives and depreciation methods of property, plant and equipment are reviewed and adjusted as appropriate, at each reporting date, to ensure that they reflect the expected economic benefits derived from these assets.

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives as follows:

Furniture and fixtures	–	5 to 10 years
Office equipment	–	5 to 10 years
Computers	–	3 to 10 years
Renovation	–	8 years or remaining lease term, whichever is shorter
Motor vehicles	–	5 years

Freehold land and leasehold land with leases of more than 100 years to expiry are not depreciated. Buildings and other leasehold land are depreciated over 50 years or the period of the lease, whichever is shorter.

An item of property, plant and equipment is de-recognised upon disposal or when no future economic benefit is expected from its use. Any gain or loss arising on de-recognition of the asset is included in the income statement in the year the asset is de-recognised.

2.9 Investment Property

Investment property is property held either for rental income or for capital appreciation or for both. Investment properties, other than those held under the Group's life insurance funds, are stated at cost less accumulated depreciation and impairment losses. Freehold land and leasehold land with leases of more than 100 years to expiry are not depreciated. Buildings and other leasehold land are depreciated over 50 years or the period of the lease, whichever is shorter.

Investment property held under the Group's life insurance funds is stated at fair value at the reporting date and collectively form an asset class which is an integral part of the overall investment strategy for the asset-liability management of the life insurance business. The fair value of the investment property is determined based on objective valuations undertaken by independent valuers at the reporting date. Changes in the carrying amount resulting from revaluation are recognised in the consolidated income statement.

2.10 Goodwill and Other Intangible Assets

2.10.1 Goodwill

Goodwill on acquisition of subsidiaries represents the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previously held equity interest over the fair value of the identifiable net assets acquired.

Goodwill is stated at cost less impairment loss. Impairment test is carried out annually, or when there is indication that the goodwill may be impaired.

Gains or losses on disposal of subsidiaries and associates include the carrying amount of goodwill relating to the entity sold.

2.10.2 Intangible Assets

Intangible assets other than goodwill are separately identifiable intangible items arising from acquisitions and are stated at cost less accumulated amortisation and impairment losses. Intangible assets with finite useful lives are amortised over their estimated useful lives. The estimated useful lives range from 6 to 20 years. The useful life of an intangible asset is reviewed at least at each financial year end.

2. Material Accounting Policy Information (continued)

2.11 Impairment of Assets

(I) Financial Assets

Impairment allowances for financial assets are assessed using a forward-looking expected credit loss (ECL) model in accordance with the requirements of SFRS(I) 9.

2.11.1 Scope

Under SFRS(I) 9, the ECL model is applied to debt financial assets measured at amortised cost or FVOCI and off-balance sheet loan commitments and financial guarantees.

2.11.2 Expected Credit Loss Impairment Model

Under SFRS(I) 9, credit loss allowances are measured on each reporting date according to a three-stage expected credit loss impairment model:

- Stage 1 – On initial recognition and at a subsequent reporting date, where there is no significant increase in a financial asset or off-balance sheet exposure's credit risk since initial recognition, the expected credit loss will be that resulting from default events that are possible over the next 12 months, estimated on a portfolio basis.
- Stage 2 – Where there is a significant increase in credit risk since initial recognition, the expected credit loss will be that resulting from default events that are possible over the expected life of the asset, estimated on a portfolio basis.
- Stage 3 – When a financial asset exhibits objective evidence of impairment and is considered to be credit-impaired, the credit loss allowance will be the full lifetime expected credit loss, estimated on a case-by-case basis.

2.11.3 Measurement

ECLs are a probability-weighted estimate of credit losses. They are measured based on the present value of the cash shortfalls as elaborated below:

(a) Financial assets that are not credit-impaired (Stage 1 and Stage 2) at the reporting date: The contractual cash flows due to the Group less the cash flows that the Group expects to receive;

(b) Financial assets that are credit-impaired (Stage 3) at the reporting date: The gross carrying amount less the cash flows that the Group expects to receive;

(c) Undrawn loan commitments: The contractual cash flows due to the Group if the commitment is drawn down less the cash flows that the Group expects to receive; and

(d) Financial guarantee contracts: The expected cash outflows under the guarantee less the cash flows that the Group expects to recover.

The key inputs used in the measurement of ECL are:

- Probability of default (PD) – This is an estimate (as a percentage) of the likelihood of default over 12 months or the exposure's expected life time.
- Loss given default (LGD) – This is an estimate (as a percentage) of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the Group would expect to receive, including from any collateral.
- Exposure at default (EAD) – This is an estimate (as an amount) of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date, including repayments of principal and interest as well as expected drawdowns on committed facilities.

For Stage 1 exposures, ECL is calculated by multiplying the 12-month PD by LGD and EAD. For Stage 2 and Stage 3 exposures, ECL is calculated by multiplying lifetime PD by LGD and EAD.

Loans to customers that are collectively assessed are grouped on the basis of shared credit risk characteristics such as loan type, industry, geographical location of the borrower, collateral type and other relevant factors.

All key inputs (PD, LGD and EAD) used to estimate Stage 1 and Stage 2 credit loss allowances are modelled based on four macroeconomic scenarios (or changes in macroeconomic variables) that are most closely correlated with credit losses in the relevant portfolio.

The four macroeconomic scenarios represent a most likely "Base" outcome and three other less likely scenarios, comprising of one "Upside" and two "Downside" scenarios. These scenarios are probability-weighted and underlying key macroeconomic assumptions are based on independent external and in-house views. The assumptions are subject to regular management reviews to reflect current economic situations.

Each macroeconomic scenario used in the expected credit loss calculation includes a projection of all relevant macroeconomic variables used in the models for the lifetime period, reverting to long-run averages generally after 3 to 5 year periods. Depending on their usage in the models, macroeconomic variables are projected at a country or more granular level which differ by portfolio. The primary macroeconomic variables adopted are Gross Domestic Product, Unemployment rate, Property Price Index and Interest rate.

2. Material Accounting Policy Information (continued)

2.11 Impairment of Assets (continued)

(I) Financial Assets (continued)

2.11.3 Measurement (continued)

The definition of default used in the measurement of expected credit losses is consistent with the definition of default used for credit risk management purposes. The default definition has been applied consistently to model the PD, LGD and EAD throughout Group's expected credit loss calculations.

The Group considers a financial asset to be in default by assessing both quantitative and qualitative criteria such as days past due and the terms of financial covenants. A default occurs when the borrower or bond issuer is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held) or when the financial asset is more than 90 days past due.

A financial asset is considered to be no longer in default when there is an established trend of credit improvement, supported by an assessment of the borrower's repayment capability, cash flows and financial position.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Financial assets are written off against their related impairment allowances when all feasible recovery actions have been exhausted or when the recovery prospects are considered remote.

2.11.4 Movement Between Stages

Movements between Stage 1 and Stage 2 are based on whether a financial asset or exposure's credit risk as at the reporting date has increased significantly since its initial recognition.

The Group considers both qualitative and quantitative parameters in the assessment of whether there is a significant increase in credit risk since initial recognition. These include the following:

(a) The Group has established thresholds for significant increases in credit risk based on both a relative and absolute change in lifetime PD relative to initial recognition.
(b) The Group conducts qualitative assessment to ascertain if there has been significant increase in credit risk.
(c) The Group uses days past due as a further indication of significant increase in credit risk.

Movements between Stage 2 and Stage 3 are based on whether financial assets are credit-impaired as at the reporting date. The determination of whether a financial asset is credit-impaired under SFRS(I) 9 will be based on objective evidence of impairment.

The assessments for a significant increase in credit risk since initial recognition and credit-impairment are performed independently as at each reporting period. Assets can move in both directions through the stages of the impairment model. After a financial asset has moved to Stage 2, if it is no longer considered that credit risk has significantly increased relative to initial recognition in a subsequent reporting period, it will move back to Stage 1. A modification of the terms of a financial asset that does not result in derecognition will result in the financial asset being transferred out of Stage 3 if the indicators of it being identified as credit-impaired is no longer met and that the evidence for its transfer out of Stage 3 solely relates to events such as up-to-date and timely payment occurring in the subsequent periods.

If a modified financial asset results in derecognition, the new financial asset will be recognised under Stage 1, unless it is assessed to be credit-impaired at the time of the modification.

2.11.5 Regulatory Requirement

Under MAS 612, the Group is required to maintain a minimum regulatory loss allowance (MRLA) of 1% of the gross carrying amount of the specified credit exposures, net of collateral. Where the accounting loss allowance of selected non-credit-impaired exposures computed under SFRS(I) 9 is less than the MRLA, the Group must maintain the difference in a non-distributable regulatory loss allowance reserve (RLAR) account through the appropriation of revenue reserves. Where the aggregated accounting loss allowance and RLAR exceeds the MRLA, the Group may transfer the excess amount in the RLAR to revenue reserves.

(II) Other Assets

2.11.6 Goodwill

For the purpose of impairment testing, goodwill is allocated to each of the Group's Cash Generating Units (CGU) expected to benefit from synergies of the business combination. Goodwill is allocated to the Group's CGUs (Note 36) at a level at or below the business segments identified for business segment reporting (Note 37).

Impairment loss on goodwill cannot be reversed in subsequent periods.

2. Material Accounting Policy Information (continued)

2.11 Impairment of Assets (continued)

(II) Other Assets (continued)

2.11.7 Investments in Subsidiaries and Associates Property, Plant and Equipment Investment Property Intangible Assets

Investments in subsidiaries and associates, property, plant and equipment, investment property and intangible assets, are reviewed for impairment on the reporting date or whenever there is any indication that the carrying amount of an asset may not be recoverable. If such an indication exists, the carrying amount of the asset is written down to its recoverable amount (i.e. the higher of the fair value less cost to sell and the value in use).

The impairment loss is recognised in the income statement, and is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of an asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) if no impairment loss had been recognised for the asset in prior years.

2.12 Financial Liabilities

A non-derivative financial liability is initially recognised at fair value less transaction costs and is subsequently measured at amortised cost using the effective interest method except where it is designated as FVTPL.

For financial liabilities designated at fair value, gains and losses arising from changes in fair value are recognised in the net trading income line in the income statement except for changes in fair value attributable to the Group's own credit risk where it is presented directly within other comprehensive income. Amounts recorded in OCI related to this credit risk are not subject to recycling to the income statement, but are transferred to unappropriated profit when realised. Financial liabilities are held at fair value through profit or loss when:

(a) they are acquired or incurred for the purpose of selling or repurchasing in the near term;
(b) the fair value option designation eliminates or significantly reduces accounting mismatch that would otherwise arise; or
(c) the financial liability contains an embedded derivative that would otherwise need to be separately recorded.

2.13 Insurance and Reinsurance Contracts

2.13.1 Definition and Classification

Contracts under which GEH Group accepts significant insurance risk are classified as insurance contracts. Contracts held by GEH Group under which it transfers significant insurance risk related to underlying insurance contracts are classified as reinsurance contracts. Insurance and reinsurance contracts also expose GEH Group to financial risk.

Insurance contracts may be issued and reinsurance contracts may be initiated by GEH Group, or they may be acquired in a business combination or in a transfer of contracts that do not form a business. All references in these accounting policies to 'insurance contracts' and 'reinsurance contracts' include contracts issued, initiated or acquired by GEH Group, unless otherwise stated.

Contracts that have a legal form of insurance but do not transfer significant insurance risk and expose GEH Group to financial risk are classified as investment contracts, and they follow financial instruments accounting under SFRS(I) 9. GEH Group does not have any contracts that fall under this category.

Contracts are subject to different requirements depending on whether they are classified as direct participating contracts or contracts without direct participation features. Insurance contracts with direct participation features are insurance contracts that are substantially investment-related service contracts under which GEH Group promises an investment return based on underlying items; they are contracts for which, at inception:

- the contractual terms specify that the policyholder participates in a share of a clearly identified pool of underlying items;
- GEH Group expects to pay to the policyholder an amount equal to a substantial share of the fair value returns on the underlying items; and
- GEH Group expects a substantial proportion of any change in the amounts to be paid to the policyholder to vary with the change in fair value of the underlying items.

Direct participating contracts issued by GEH Group are contracts with direct participation features where GEH Group holds the pool of underlying assets and accounts for these group of contracts under the Variable Fee Approach (VFA). The VFA modifies the accounting model in SFRS(I) 17 to reflect that the consideration that GEH Group receives for the contracts is a variable fee.

All other insurance contracts and all reinsurance contracts are classified as contracts without direct participation features. Some of these contracts are measured under the Premium Allocation Approach (PAA) model (see Note 2.13.7). The PAA is an optional simplified measurement model in SFRS(I) 17 that is available for insurance and reinsurance contracts that meet the eligibility criteria. This approach is used for insurance contracts which have a coverage period of one year or less, or where the PAA provides a measurement that is not materially different from that under the General Measurement Model (GMM).

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.2 Separating Components from Insurance and Reinsurance Contracts

GEH Group assesses its insurance and reinsurance contracts to determine whether they contain components which must be accounted for under another SFRS(I) rather than SFRS(I) 17 (distinct non-insurance components). After separating any distinct components, GEH Group applies SFRS(I) 17 to all remaining components of the (host) insurance contract. Currently, GEH Group's contracts do not include distinct components that require separation.

Some life contracts issued by GEH Group include a surrender option under which the surrender value is paid to the policyholder on maturity or earlier lapse of the contract. These surrender options have been assessed to meet the definition of a non-distinct investment component in SFRS(I) 17. SFRS(I) 17 defines investment components as the amounts that an insurance contract requires an insurer to repay to a policyholder in all circumstances, regardless of whether an insured event has occurred. Investment components which are highly interrelated with the insurance contract of which they form a part are considered non-distinct and are not separately accounted for. However, receipts and payments of the investment components are excluded from insurance revenue and insurance service expenses. The surrender options are considered non-distinct investment components as GEH Group is unable to measure the value of the surrender option component separately from the life insurance portion of the contract.

For premium refund or experience refund components which are not subject to any conditions in the contracts, these have been assessed to be highly interrelated with the insurance component of the reinsurance contracts and are, therefore, non-distinct investment components which are not accounted for separately. However, receipts and payments of these investment components are recognised outside of the income statement.

2.13.3 Level of Aggregation

2.13.3.1 Insurance Contracts

Insurance contracts are aggregated into groups for measurement purposes. Groups of insurance contracts are determined by identifying portfolios of insurance contracts, each comprising contracts subject to similar risks and managed together, and dividing each portfolio into quarterly cohorts (by quarter of issuance) for life insurance or into annual cohorts (by year of issuance) for non-life insurance, into three groups based on the expected profitability of the contracts:

(i) contracts that are onerous at initial recognition;
(ii) contracts that at initial recognition have no significant possibility of becoming onerous subsequently; or
(iii) remaining group of contracts.

These groups represent the level of aggregation at which insurance contracts are initially recognised and measured. The profitability groupings are not reassessed under subsequent remeasurement.

Level of aggregation is also affected by law or regulation which specifically constrains GEH Group's practical ability to set a different price or level of benefits for policyholders with different characteristics.

GEH Group broadly groups its insurance contracts by how the contracts are managed, product type, currency, measurement model and insurance risks. For life insurance contracts, sets of contracts usually correspond to pricing risk groups that GEH Group determines to have similar insurance risk and that are priced together by assessing the profitability of a best estimate pool of contracts on the same basis. GEH Group determines the profitability of contracts within portfolios and the likelihood of changes in insurance, financial and other exposures resulting in these contracts becoming more onerous at the level of these pricing groups, with no information available at a more granular level. This level of granularity determines sets of contracts.

For non-life insurance contracts, sets of contracts usually correspond to the risk class or product type.

Non-life insurance contracts are measured under the PAA model (Note 2.13.7). An assessment is performed to distinguish onerous contracts from non-onerous ones. For non-onerous contacts, GEH Group assesses the likelihood of changes in the applicable facts and circumstances in the subsequent periods in determining whether contracts have a significant possibility of becoming onerous. This assessment is performed at the product type level.

2.13.3.2 Reinsurance Contracts

Portfolios of reinsurance contracts held are assessed for aggregation separately from portfolios of insurance contracts issued. Applying the grouping requirements to reinsurance contracts held, GEH Group aggregates reinsurance contracts into quarterly cohorts (by quarter of issuance) for life reinsurance treaties or into annual cohort (by year of issuance) for non-life reinsurance contracts into groups of:

(i) contracts for which there is a net gain at initial recognition, if any;
(ii) contracts for which, at initial recognition, there is no significant possibility of a net gain arising subsequently; and
(iii) remaining contracts in the portfolio, if any.

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.3 Level of Aggregation (continued)

2.13.3.2 Reinsurance Contracts (continued)

Reinsurance contracts held are assessed for aggregation requirements on an individual reinsurance treaty basis.

2.13.4 Recognition

A group of insurance contracts issued by GEH Group is recognised from the earliest of:

- the beginning of its coverage period (i.e. the period during which GEH Group provides services in respect of any premiums within the contract boundary (Note 2.13.5);
- when the first payment from the policyholder becomes due or, if there is no contractual due date, when it is received from the policyholder; and
- when facts and circumstances indicate that the contract is onerous.

GEH Group recognises a group of reinsurance contracts held from the earliest of the following:

- the beginning of the coverage period of the group of reinsurance contracts held. However, GEH Group delays the recognition of a group of reinsurance contracts held that provide proportionate coverage until the date when any underlying insurance contract is initially recognised, if that date is later than the beginning of the coverage period of the group of reinsurance contracts held; and
- the date GEH Group recognises an onerous group of underlying insurance contracts if GEH Group entered into the related reinsurance contract in the group of reinsurance contracts held at or before that date.

Only contracts that individually meet the recognition criteria by the end of the reporting period are included in the groups. When contracts meet the recognition criteria in the groups after the reporting date, they are added to the groups in the reporting period in which they meet the recognition criteria, or, if the contract does not qualify for inclusion in an existing group, it forms a new group to which future contracts are added. Composition of the groups is not reassessed in subsequent periods.

2.13.5 Contract Boundary

GEH Group includes in the measurement of a group of insurance contracts all the future cash flows within the boundary of each contract in the group. Cash flows are within an insurance contract boundary if they arise from substantive rights and obligations that exist during the reporting period in which GEH Group can compel the policyholder to pay the premiums, or in which GEH Group has a substantive obligation to provide the policyholder with insurance contract services. A substantive obligation to provide insurance contract services ends when:

- GEH Group has the practical ability to reassess the risks of the particular policyholder and, as a result, can set a price or level of benefits that fully reflects those risks; or
- both of the following criteria are satisfied:
    - o GEH Group has the practical ability to reassess the risks of the portfolio of insurance contracts that contain the contract and, as a result, can set a price or level of benefits that fully reflects the risk of that portfolio; and
    - o the pricing of the premiums up to the date when the risks are reassessed does not take into account the risks that relate to periods after the reassessment date.

Fulfilment cash flows outside the insurance contract boundary are not recognised. Such amounts relate to future insurance contracts.

For life insurance contracts with renewal periods, GEH Group assesses whether premiums and related cash flows that arise from the renewed contract are within the contract boundary. The pricing of the renewals is established by GEH Group by considering all the risks covered for the policyholder by GEH Group, that GEH Group would consider when underwriting equivalent contracts on the renewal dates for the remaining service. Therefore, the cash flows related to renewals of insurance contracts will not be included in the contract boundary.

For groups of reinsurance contracts held, cash flows are within the contract boundary if they arise from substantive rights and obligations of GEH Group that exist during the reporting period in which GEH Group is compelled to pay amounts to the reinsurer or in which GEH Group has a substantive right to receive insurance contract services from the reinsurer. A substantive right to receive services from the reinsurer ends either when the reinsurer can reprice the contract to fully reflect the reinsured risk, or when the reinsurer has a substantive right to terminate coverage.

GEH Group reassesses contract boundary of each group at the end of each reporting period.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.6 Measurement

2.13.6.1 Measurement – Contracts Not Measured Under the PAA

On initial recognition, GEH Group measures a group of insurance contracts as the total of (a) the fulfilment cash flows, adjusted to reflect the time value of money and the associated financial risks, and a risk adjustment for non-financial risk; and (b) the Contractual Service Margin (CSM) (Note 2.13.6.3). The fulfilment cash flows of a group of insurance contracts do not incorporate GEH Group's non-performance risk.

The risk adjustment for non-financial risk is applied to the present value of the estimated future cash flows, and it reflects the compensation that GEH Group requires for bearing the uncertainty about the amount and timing of the cash flows from non-financial risk as GEH Group fulfils insurance contracts.

For reinsurance contracts held, the risk adjustment for non-financial risk represents the amount of risk being transferred by GEH Group to the reinsurer.

Methods and assumptions used to determine the risk adjustment for non-financial risk are discussed in Note 2.21.3.

On initial recognition of a group of insurance contracts, if the total of (a) the fulfilment cash flows, (b) any cash flows arising at that date and (c) any amount arising from the derecognition of any assets or liabilities previously recognised for cash flows related to the group is a net inflow, then the group is not onerous. In this case, the CSM is measured as the equal and opposite amount of the net inflow, which results in no income or expenses arising on initial recognition.

If the total is a net outflow, then the group is onerous. A loss from onerous insurance contracts is recognised in the income statement immediately, with no CSM recognised on the balance sheet on initial recognition, and a loss component is established in the amount of loss recognised (refer to the Onerous contracts – Loss component section in Note 2.13.6.4 below).

2.13.6.2 Fulfilment Cash Flows (FCF)

The FCF are the current estimates of the future cash flows within the contract boundary of a group of contracts that GEH Group expects to collect from premiums and pay out for claims, benefits and expenses, adjusted to reflect the timing and the uncertainty of those amounts.

The estimates of future cash flows:

a) are based on a probability-weighted mean of the full range of possible outcomes;
b) are determined from the perspective of GEH Group, provided that the estimates are consistent with observable market prices for market variables; and
c) reflect conditions existing at the measurement date.

The estimates of future cash flows are adjusted using the current discount rates to reflect the time value of money and the financial risks related to those cash flows, to the extent not included in the estimates of cash flows. The discount rates reflect the characteristics of the cash flows arising from the groups of insurance contracts, including timing, currency and liquidity of cash flows. The determination of the discount rate that reflects the characteristics of the cash flows and liquidity characteristics of the insurance contracts requires significant judgement and estimation. Refer to Note 2.21.3.

2.13.6.3 Contractual Service Margin

The CSM is a component of the carrying amount of the asset or liability for a group of insurance contracts issued representing the unearned profit that GEH Group will recognise as it provides insurance contract services in the future.

At initial recognition, the CSM is an amount that results in no income or expenses (unless a group of contracts is onerous or insurance revenue and insurance service expenses are recognised as in (d) below) arising from:

a) the initial recognition of the FCF;
b) cash flows arising from the contracts in the group at that date;
c) the derecognition of any insurance acquisition cash flows asset; and
d) the derecognition of any other pre-recognition cash flows. Insurance revenue and insurance service expenses are recognised immediately for any such assets derecognised.

For groups of reinsurance contracts held, any net gain or loss at initial recognition is recognised as the CSM unless the net cost of purchasing reinsurance relates to past events, in which case GEH Group recognises the net cost immediately in the income statement. For reinsurance contracts held, the CSM represents a deferred gain or loss that GEH Group will recognise as a reinsurance expense as it receives insurance contract services from the reinsurer in the future and is calculated as the sum of:

a) the initial recognition of the FCF;
b) cash flows arising from the contracts in the group at that date;
c) the amount derecognised at the date of initial recognition of any asset or liability previously recognised for cash flows related to the group of reinsurance contracts held (other pre-recognition cash flows); and
d) any income recognised in the income statement when the entity recognises a loss on initial recognition of an onerous group of underlying insurance contracts or on addition of onerous underlying insurance contracts to that group.

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.6 Measurement (continued)

2.13.6.4 Subsequent Measurement – Contracts Not Measured Under the PAA

Subsequently, the carrying amount of a group of insurance contracts at each reporting date is the sum of the Liability for Remaining Coverage (LRC) and the Liability for Incurred Claims (LIC). The LRC comprises (a) the fulfilment cash flows that relate to services that will be provided under the contracts in future periods and (b) any remaining CSM at that date. The LIC includes the fulfilment cash flows for incurred claims and expenses that have not yet been paid, including claims that have been incurred but not yet reported.

- The FCF of groups of contracts are measured at the reporting date using current estimates of future cash flows, current discount rates and current estimates of the risk adjustment for non-financial risk. Changes in FCF are recognised as follows:

Changes relating to future service	Adjusted against CSM (or recognised in the insurance service result in the income statement if the group is onerous).
Changes relating to current or past services	Recognised in the insurance service result in the income statement.
Effects of the time value of money, financial risk and changes therein on estimated cash flows	Recognised as insurance finance income or expenses in the income statement, except for certain portfolios measured using the GMM where the Other Comprehensive Income (OCI) option is applied.

- The CSM is adjusted subsequently only for changes in FCF that relate to future services and other specified amounts and is recognised in the income statement as services are provided. The CSM at each reporting date represents the profit in the group of contracts that has not yet been recognised in the income statement because it relates to future services.

GEH Group reports its financial results on a quarterly basis. The GEH Group has elected to treat every quarter as a discrete interim reporting period, and estimates made by GEH Group in previous interim financial results are not changed when applying SFRS(I) 17 in subsequent interim periods or in the annual financial statements.

Onerous contracts – Loss component

When adjustments to the CSM exceed the amount of the CSM, the group of contracts becomes onerous and GEH Group recognises the excess in insurance service expenses, and it records the excess as a loss component of the LRC.

When a loss component exists, GEH Group allocates the following between the loss component and the remaining component of the LRC for the respective group of contracts, based on the ratio of the loss component to the FCF relating to the expected future cash outflows:

a) expected incurred claims and other directly attributable expenses for the period;
b) changes in the risk adjustment for non-financial risk for the risk expired; and
c) finance income/(expenses) from insurance contracts issued.

The amounts of the loss component allocation in (a) and (b) above reduce the respective components of insurance revenue and are reflected in insurance service expenses.

Decreases in the FCF in subsequent periods reduce the remaining loss component and reinstate the CSM after the loss component is reduced to zero. Increases in the FCF in subsequent periods increase the loss component.

2.13.6.5 Reinsurance Contracts

GEH Group applies the same accounting policies to measure a group of reinsurance contracts, with the following modifications.

The carrying amount of a group of reinsurance contracts at each reporting date is the sum of the asset for remaining coverage (ARC) and the asset for incurred claims (AIC). The ARC comprises (a) the FCF that relate to services that will be received under the contracts in future periods and (b) any remaining CSM at that date.

GEH Group measures the estimates of the present value of future cash flows using assumptions that are consistent with those used to measure the estimates of the present value of future cash flows for the underlying insurance contracts, with an adjustment for any risk of non-performance by the reinsurer. The effect of the non-performance risk of the reinsurer is assessed at each reporting date and the effect of changes in the non-performance risk is recognised in the income statement.

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.6 Measurement (continued)

2.13.6.5 Reinsurance Contracts (continued)

The risk adjustment for non-financial risk represents the amount of risk being transferred by GEH Group to the reinsurer.

For groups of reinsurance contracts held, any net gain or loss at initial recognition is recognised as the CSM unless the net cost of purchasing reinsurance relates to past events, in which case GEH Group recognises the net cost immediately in the income statement. For reinsurance contracts held, the CSM represents a deferred gain or loss that GEH Group recognises as a reinsurance income or expenses as it receives insurance contract services from the reinsurer in the future.

A loss-recovery component is established or adjusted within the remaining coverage for reinsurance contracts held for the amount of income recognised above. This amount is calculated by multiplying the loss recognised on underlying insurance contracts by the percentage of claims on underlying insurance contracts that GEH Group expects to recover from the reinsurance contracts held that are entered into before or at the same time as the loss is recognised on the underlying insurance contracts.

2.13.6.6 Insurance Acquisition Cash Flows

Insurance acquisition cash flows arise from the costs of selling, underwriting and starting a group of insurance contracts that are directly attributable to the portfolio of insurance contracts to which the group belongs. If insurance acquisition cash flows are directly attributable to a group of contracts, they are allocated to that group.

Insurance acquisition cash flows are allocated to groups of insurance contracts on a systematic and rational basis. Insurance acquisition cash flows that are directly attributable to a group of insurance contracts are allocated to that group; and to groups that will include insurance contracts that are expected to arise from renewals of the insurance contracts in that group.

Insurance acquisition cash flows not directly attributable to a group of contracts but directly attributable to a portfolio of contracts are allocated to groups of contracts in the portfolio or expected to be in the portfolio.

The insurance acquisition cash flows that arise before the recognition of the related insurance contracts are recognised as separate assets and tested for recoverability, whereas other insurance acquisition cash flows are included in the estimates of the present value of future cash flows as part of the measurement of the related insurance contracts.

GEH Group assesses at each reporting date whether facts and circumstances indicate that an asset for insurance acquisition cash flows may be impaired, and:

a) recognises an impairment loss in the income statement so that the carrying amount of the asset does not exceed the expected net cash inflow for the related group; and
b) if the asset relates to future renewals, recognises an impairment loss in the income statement to the extent that it expects those insurance acquisition cash flows to exceed the net cash inflow for the expected renewals and this excess has not already been recognised as an impairment loss under (a).

GEH Group reverses any impairment losses in the income statement and increases the carrying amount of the asset to the extent that the impairment conditions no longer exist or have improved.

2.13.7 Measurement – Contracts Measured Under the PAA

For insurance contracts issued, on initial recognition, GEH Group measures the LRC at the amount of premiums received, less any acquisition cash flows paid and any amounts arising from the derecognition of the insurance acquisition cash flows asset and the derecognition of any other relevant pre-recognition cash flows. The LRC is discounted to reflect the time value of money and the effect of financial risk.

GEH Group estimates the LIC as the fulfilment cash flows related to incurred claims. The FCF incorporate, in an unbiased way, all reasonable and supportable information available without undue cost or effort about the amount, timing and uncertainty of those future cash flows, they reflect current estimates from the perspective of GEH Group, and include an explicit adjustment for non-financial risk (the risk adjustment). GEH Group adjusts the future cash flows for the time value of money and the effect of financial risk for the measurement of LIC, unless when they are expected to be paid within one year or less from the date of which the claims are incurred.

Where, during the coverage period, facts and circumstances indicate that a group of insurance contracts is onerous, GEH Group recognises a loss in the income statement for the net outflow, resulting in the carrying amount of the liability for the group being equal to the FCF. A loss component is established by GEH Group for the LRC for such onerous group depicting the losses recognised.

For reinsurance contracts held, on initial recognition, GEH Group measures the remaining coverage at the amount of ceding premiums paid net of commission, plus broker fees paid to a party other than the reinsurer.

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.7 Measurement – Contracts Measured Under the PAA (continued)

The carrying amount of a group of insurance contracts issued at the end of each reporting period is the sum of the LRC and the LIC, comprising the FCF related to past service allocated to the group at the reporting date.

The carrying amount of a group of reinsurance contracts held at the end of each reporting period is the sum of the ARC and the AIC, comprising the FCF related to past service allocated to the group at the reporting date.

For insurance contracts issued, at each of the subsequent reporting dates, the LRC is:

a) increased for premiums received in the period, excluding amounts that relate to premium receivables included in the LIC;
b) decreased for insurance acquisition cash flows paid in the period;
c) decreased for the amounts of expected premium receipts recognised as insurance revenue for the services provided in the period;
d) increased for the amortisation of insurance acquisition cash flows in the period recognised as insurance service expenses; and
e) increased for net insurance finance expenses recognised during the period.

For reinsurance contracts held, at each of the subsequent reporting dates, the remaining coverage is:

a) increased for ceding premiums, net of commission, paid in the period;
b) increased for broker fees paid in the period;
c) decreased for the expected amounts of ceding premiums and broker fees recognised as reinsurance expenses for the services received in the period; and
d) increased for net reinsurance finance income recognised during the period.

2.13.8 Derecognition and Contract Modification

An insurance contract is derecognised when it is:

- extinguished (that is, when the obligation specified in the insurance contract expires or is discharged or cancelled); or
- the contract is modified and certain additional criteria discussed below are met.

When an insurance contract is modified by GEH Group as a result of an agreement with the counterparties or due to a change in regulations, GEH Group treats changes in cash flows caused by the modification as changes in estimates of the FCF, unless the conditions for the derecognition of the original contract are met. GEH Group derecognises the original contract and recognises the modified contract as a new contract if any of the following conditions are present:

a) if the modified terms had been included at contract inception and GEH Group would have concluded that the modified contract:
   i. is not within the scope of SFRS(I) 17;
   ii. results in different separable components;
   iii. results in a different contract boundary; or
   iv. belongs to a different group of contracts;
b) the original contract represents an insurance contract with direct participation features, but the modified contract no longer meets that definition, or vice versa; or
c) the original contract was accounted for under the PAA, but the modification means that the contract no longer meets the eligibility criteria for that approach.

When a new contract is required to be recognised as a result of modification and it is within the scope of SFRS(I) 17, the new contract is recognised from the date of modification and is assessed for, amongst other things, contract classification, including the VFA eligibility and component separation requirements (see Note 2.13.2) and contract aggregation requirements (see Note 2.13.3). When an insurance contract not accounted for under the PAA is derecognised from within a group of insurance contracts, GEH Group:

a) adjusts the FCF to eliminate the present value of future cash flows and risk adjustment for non-financial risk relating to the rights and obligations removed from the group;
b) adjusts the CSM (unless the decrease in the FCF is allocated to the loss component of the LRC of the group) in the following manner, depending on the reason for the derecognition:
   i. if the contract is extinguished, in the same amount as the adjustment to the FCF relating to future service;
   ii. if the contract is transferred to a third party, in the amount of the FCF adjustment in (a) less the premium charged by the third party; or
   iii. if the original contract is modified resulting in its derecognition, in the amount of the FCF adjustment in (a) adjusted for the premium that GEH Group would have charged if it had entered into a contract with equivalent terms as the new contract at the date of the contract modification, less any additional premium charged for the modification; when recognising the new contract in this case, GEH Group assumes such a hypothetical premium as actually received; and
c) adjusts the number of coverage units for the expected remaining insurance contract services, to reflect the number of coverage units removed.

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.8 Derecognition and Contract Modification (continued)

When an insurance contract accounted for under the PAA is derecognised, adjustments to remove related rights and obligations to account for the effect of the derecognition result in the following amounts being charged immediately to the income statement:

a) if the contract is extinguished, any net difference between the derecognised part of the LRC of the original contract and any other cash flows arising from extinguishment;
b) if the contract is transferred to the third party, any net difference between the derecognised part of the LRC of the original contract and the premium charged by the third party; or
c) if the original contract is modified resulting in its derecognition, any net difference between the derecognised part of the LRC and the hypothetical premium that the entity would have charged if it had entered into a contract with equivalent terms as the new contract at the date of the contract modification, less any additional premium charged for the modification.

2.13.9 Insurance Service Result from Insurance Contracts Issued

Insurance Revenue

As GEH Group provides insurance contract services under the group of insurance contracts, it reduces the LRC and recognises insurance revenue. The amount of insurance revenue recognised in the reporting period depicts the transfer of promised services at an amount that reflects the portion of consideration that GEH Group expects to be entitled to in exchange for those services.

For contracts not measured under the PAA, the insurance revenue comprises the following items.

- Amounts relating to the changes in the LRC:

a) expected claims and other directly attributable expenses incurred in the period measured at the amounts expected at the beginning of the period, excluding:
    - amounts allocated to the loss component;
    - repayments of investment components and policyholder rights to withdraw an amount;
    - amounts of transaction-based taxes collected in a fiduciary capacity;
    - insurance acquisition expenses; and
    - amounts related to the risk adjustment for non-financial risk (see (b));
b) changes in the risk adjustment for non-financial risk, excluding:
    - changes included in insurance finance income/(expenses);
    - changes that relate to future coverage (which adjust the CSM); and
    - amounts allocated to the loss component;
c) amounts of the CSM recognised for the services provided in the period;
d) experience adjustments – arising from premiums received in the period other than those that relate to future service; and
e) other amounts, including any other pre-recognition cash flows assets derecognised at the date of initial recognition.

- Insurance acquisition cash flows recovery is determined by allocating the portion of premiums related to the recovery of those cash flows in a systematic way on the basis of the passage of time over the expected coverage of a group of contracts.

For groups of insurance contracts measured under the PAA, GEH Group recognises insurance revenue based on the passage of time over the coverage of a group of contracts.

Insurance Service Expenses

Insurance service expenses include the following:

- Incurred claims and benefits, excluding investment components reduced by loss components allocations;
- other incurred directly attributable expenses, including amounts of any other pre-recognition cash flows assets (other than insurance acquisition cash flows) derecognised at the date of initial recognition;
- Insurance acquisition cash flows amortisation;
- changes that relate to past service – changes in the FCF relating to the LIC;
- changes that relate to future service – changes in the FCF that results in onerous contract losses or reversals of those losses; and
- insurance acquisition cash flows assets impairment.

For contracts not measured under the PAA, amortisation of insurance acquisition cash flows is reflected in insurance service expenses in the same amount as insurance acquisition cash flows recovery reflected within insurance revenue, as described above.

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.9 Insurance Service Result from Insurance Contracts Issued (continued)

Insurance service expenses (continued)

For contracts measured under the PAA, amortisation of insurance acquisition cash flows is reflected in insurance service expenses based on the passage of time.

Other expenses not meeting the above categories are included in other operating expenses in the income statement.

Net Income/(Expenses) from Reinsurance Contracts Held

GEH Group presents financial performance of groups of reinsurance contracts held on a net basis in net income/(expenses) from reinsurance contracts held, comprising the following amounts:

a) reinsurance expenses;
b) for groups of reinsurance contracts measured under the PAA, broker fees are included within reinsurance expenses;
c) incurred claims recovery, excluding investment components reduced by loss-recovery component allocations;
d) other incurred directly attributable expenses;
e) changes that relate to past service – changes in the FCF relating to incurred claims recovery; and
f) amounts relating to accounting for onerous groups of underlying insurance contracts issued:
    i. income on initial recognition of onerous underlying contracts;
    ii. reinsurance contracts held under the GMM: reversals of a loss-recovery component other than changes in the FCF of reinsurance contracts held; and
    iii. reinsurance contracts held under the GMM: changes in the FCF of reinsurance contracts held from onerous underlying contracts.

Reinsurance expenses are recognised similarly to insurance revenue. The amount of reinsurance expenses recognised in the reporting period depicts the transfer of received insurance contract services at an amount that reflects the portion of ceding premiums that GEH Group expects to pay in exchange for those services. Additionally, for reinsurance contracts held measured under the PAA, broker fees are included in reinsurance expenses.

For contracts not measured under the PAA, reinsurance expenses comprise the following amounts relating to changes in the remaining coverage:

a) claims and other directly attributable expenses recovery in the period, measured at the amounts expected to be incurred at the beginning of the period, excluding:
    - amounts allocated to the loss-recovery component;
    - repayments of investment components; and
    - amounts related to the risk adjustment for non-financial risk (see (b));
b) changes in the risk adjustment for non-financial risk, excluding:
    - changes included in finance income/(expenses) from reinsurance contracts held;
    - changes that relate to future coverage (which adjust the CSM); and
    - amounts allocated to the loss-recovery component;
c) amounts of the CSM recognised for the services received in the period; and
d) experience adjustments – arising from premiums paid in the period other than those that relate to future service.

For groups of reinsurance contracts held measured under the PAA, GEH Group recognises reinsurance expenses based on the passage of time over the coverage period of a group of contracts.

Ceding commissions that are not contingent on claims of the underlying contracts issued reduce ceding premiums and are accounted for as part of reinsurance expenses. Ceding commissions that are contingent on claims of the underlying contracts issued reduce incurred claims recovery.

Insurance Finance Income or Expenses

Insurance finance income or expenses comprise the change in the carrying amount of the group of insurance contracts arising from:

a) the effect of the time value of money and changes in the time value of money; and
b) the effect of financial risk and changes in financial risk.

For contracts measured under the GMM, the main amounts within insurance finance income or expenses are:

a) interest accreted on the FCF and the CSM;
b) the effect of changes in interest rates and other financial assumptions, and
c) foreign exchange differences.

For contracts measured under the VFA, insurance finance income or expenses comprise changes in the value of underlying items (excluding additions and withdrawals).

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. Material Accounting Policy Information (continued)

2.13 Insurance and Reinsurance Contracts (continued)

2.13.9 Insurance Service Result from Insurance Contracts Issued (continued)

Insurance Finance Income or Expenses (continued)

For contracts measured under the PAA, the main amounts within insurance finance income or expenses are:

a) interest accreted on the FCF; and
b) the effect of changes in interest rates and other financial assumptions.

GEH Group disaggregates changes in the risk adjustment for non-financial risk between insurance service result and insurance finance income or expenses for life insurance. For non-life insurance, the entire change in the risk adjustment for non-financial risk is included in insurance service result.

For life and non-life insurance contracts, GEH Group includes all insurance finance income or expenses for the period in the income statement, except for certain portfolios measured using the GMM where the OCI option is applied. This is expected to reduce accounting mismatches in profit or loss, considering that the supporting financial assets will be debt investments measured at fair value through other comprehensive income (FVOCI).

GEH Group systematically allocates expected total insurance finance income or expenses over the duration of the group of contracts to the income statement using discount rates determined on initial recognition of the group of contracts.

In the event of transfer of a group of insurance contracts or derecognition of an insurance contract, GEH Group reclassifies the insurance finance income or expenses to the income statement as a reclassification adjustment to any remaining amounts for the group (or contract) that were previously recognised in other comprehensive income.

The groups of insurance contracts, including the CSM, that generate cash flows in a foreign currency are treated as monetary items.

2.13.10 Assets and Liabilities of Life Insurance Funds

The assets and liabilities of the Group's life insurance business are held primarily for the beneficial interests of the life insurance policyholders. Therefore, they are presented separately in the balance sheet within the line items "Investment securities for life insurance funds", "Other assets for life insurance funds" and "Insurance contract liabilities and other liabilities for life insurance funds" respectively.

2.14 Share Capital and Dividend

Ordinary shares, non-cumulative non-convertible preference shares and perpetual capital securities are classified as equity on the balance sheet.

Incremental costs directly attributable to the issue of new capital securities are shown in equity as a deduction from the proceeds.

Where share capital recognised as equity is repurchased (treasury shares), the amount of the consideration paid, including directly attributable costs, is presented as a deduction from equity. Treasury shares which are subsequently reissued, sold or cancelled, are recognised as changes in equity.

Interim dividends on ordinary shares and dividends on preference shares are recorded in the year in which they are declared payable by the Board of Directors. Final dividends are recorded in the year when the dividends are approved by shareholders at the annual general meeting.

2.15 Leases

2.15.1 As Lessee

At the inception of a contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

Right-of-Use Assets

The Group recognises a right-of-use (ROU) asset and lease liability at the date which the underlying asset is available for use. ROU assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the ROU assets.

These ROU assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

ROU assets are presented within the same balance sheet line item within which the corresponding underlying assets would be presented if they were owned.

2. Material Accounting Policy Information (continued)

2.15 Leases (continued)

2.15.1 As Lessee (continued)

Lease Liabilities

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease liability is subsequently measured at amortised cost using the effective interest method. Lease liability shall be remeasured when there is modification in the scope or the consideration of the lease that was not part of the original term.

Short-Term Leases and Low-Value Assets

The Group has elected to not recognise ROU assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low-value leases, except for sublease arrangements. Lease payments relating to these leases are recognised as an expense on a straight-line basis over the lease term.

2.15.2 As Lessor

Rental income on tenanted areas of the buildings owned by the Group is recognised in the income statement on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

2.16 Recognition of Income and Expense

2.16.1 Interest Income and Expense

Interest income or expense is recognised using the effective interest method.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset or amortised cost of the financial liability.

In calculating interest income, the effective interest rate is applied to the amortised cost of the financial asset. For this purpose, the amortised cost is the gross carrying amount less impairment allowance for a credit impaired asset and the gross carrying amount (before the portfolio allowance for expected credit losses) for a non-credit impaired asset. In calculating interest expense, the effective interest rate is applied to the amortised cost of the liability.

2.16.2 Fees and Commissions

The Group earns fees and commissions from a range of services rendered to its customers. Fees and commissions are recognised when the Group has satisfied its performance obligations in providing the services to the customer. Transaction based fees and commissions are generally recognised upon the completion of a transaction. For services provided over a period of time or credit risk undertaken, fees and commissions are amortised over the relevant period.

Expenses are offset against gross fees and commissions in the income statement only when they are directly related.

2.16.3 Dividends

Dividends from equity securities, subsidiaries and associates are recognised when the right to receive payment is established. Dividends received from equity securities at FVTPL and FVOCI are presented in net trading income and other income respectively.

2.16.4 Employee Benefits

The Group's compensation package for staff consists of base salaries, allowances, defined contribution plans such as the Central Provident Fund, defined benefit plans, commissions, cash bonuses, and share-based compensation plans. These are recognised in the income statement when incurred. Employee leave entitlements are estimated according to the terms of employment contract and accrued on the reporting date.

For defined benefit plans, the liability recognised in the balance sheet is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, adjusted for unrecognised actuarial gains or losses and past service costs. Remeasurements of defined benefit plans are recognised in OCI in the period in which they arise.

Share-based compensation plans include the Bank's Share Option Schemes, the Employee Share Purchase Plan (ESP Plan) and the Deferred Share Plan (DSP). Equity instruments granted are recognised as expense in the income statement based on the fair value of the equity instrument at the date of the grant. The expense is recognised over the vesting period of the grant, with corresponding entries to equity.

At each reporting date, the Group revises its estimates of the number of equity instruments expected to be vested, and the impact of the change to the original estimates, if any, is recognised in the income statement, with a corresponding adjustment to equity over the remaining vesting period.

The Group accrues for interest on the monthly contributions made by employees to the savings-based ESP Plan. For the DSP, a trust is set up to administer the shares. The DSP Trust is consolidated in the Group's financial statements.

Notes to the Financial Statements

For the financial year ended 31 December 2024

2. Material Accounting Policy Information (continued)

2.16 Recognition of Income and Expense (continued)

2.16.4 Employee Benefits (continued)

Proceeds received upon the exercise of options and acquisition rights, net of any directly attributable transaction costs, are credited to share capital.

2.17 Income Tax Expense

Income tax expense is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity or in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities and the amounts used for tax computation. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that does not affect accounting or taxable profit, and differences relating to investments in subsidiaries, associates and joint ventures to the extent that they probably will not reverse in the foreseeable future. The Group applies the SFRS(I) 1-12 exception to recognising and disclosing information about deferred tax assets and liabilities related to the "Base Erosion and Profit Shifting" Pillar Two income taxes. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available for utilisation against the temporary differences. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

2.18 Fiduciary Activities

The Group acts as trustees and in other fiduciary capacities that result in the holding or placing of assets on behalf of individuals, trusts, retirement benefit plans and other institutions. The assets and income from these assets do not belong to the Group, and are therefore excluded from these financial statements.

2.19 Earnings Per Share

The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Bank by the weighted-average number of ordinary shares outstanding during the year, adjusted for own shares held. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted-average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprise share options granted to employees.

2.20 Segment Reporting

The Group's business segments represent the key customer and product groups, as follows: Global Consumer/Private Banking, Global Wholesale Banking, Global Markets and Insurance. All operating segments' results are reviewed regularly by the senior management to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available. In determining the segment results, balance sheet items are internally transfer priced and revenues and expenses are attributed to each segment based on internal management reporting policies. Transactions between business segments are recorded within the segment as if they are third party transactions and are eliminated on consolidation.

A geographical segment engages in providing products and services within a particular economic environment that is subject to different risks from those of other economic environments. Geographical segment information is prepared based on the country in which the transactions are booked and presented after elimination of intra-group transactions and balances.

2.21 Critical Accounting Estimates and Judgements

Certain estimates are made in the preparation of the financial statements. These often require management judgement in determining the appropriate methodology for valuation of assets and liabilities. A brief description of the Group's critical accounting estimates is set out below.

2. Material Accounting Policy Information (continued)

2.21 Critical Accounting Estimates and Judgements (continued)

2.21.1 Impairment of Financial Assets

In determining whether the credit risk of the Group's financial assets/exposures has increased significantly since initial recognition, the Group considers quantitative and qualitative information such as the Group's historical credit assessment experience and available forward-looking information. Expected credit losses (ECL) estimates are based on probability-weighted forward-looking economic scenarios. The parameters used in ECL measurement (probability of default, loss given default and exposure at default) incorporates forward-looking information. The determination of the forward-looking economic scenarios and incorporation of forward-looking information into ECL measurement requires management to exercise judgement based on its assessment of current macroeconomic conditions.

Allowances for Non-Credit-Impaired Loans to Customers

As of 31 December 2024, the forward-looking scenarios used in the ECL model have been updated from those as of 31 December 2023, which reflects the latest macroeconomic view. Additionally, post-model adjustments were made to address events that are not incorporated in the baseline ECL. These post-model adjustments were reviewed and approved in accordance with the Group's ECL framework, and were made to more accurately reflect the continued weakness of certain industries and segments.

Sensitivity of ECL

ECL is estimated to increase by $2,173 million (2023: $1,473 million) should all the exposures in Stage 1 (12-month ECL) move to Stage 2 (lifetime ECL).

The Group's allowances for financial assets are disclosed in Note 30.

Allowances for Credit-Impaired Loans to Customers

In respect of credit-impaired exposures, management judgement and estimation are applied in, amongst others, identifying impaired exposures, estimating the related recoverable cash flows and where applicable, determining collateral values and timing of realisation. Judgements and assumptions in respect of these matters have been updated to reflect the relevant information as of 31 December 2024.

The Group's allowances for credit-impaired loans to customers are disclosed in Note 28.

2.21.2 Fair Value Estimation

Fair value is derived from quoted market prices or valuation techniques which maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The fair values of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) are determined by using valuation techniques. Where unobservable data inputs have a significant impact on the value obtained from the valuation model, such a financial instrument is initially recognised at the transaction price, which is the best indicator of fair value. The difference between the transaction price and the model value, commonly referred to as "day one profit or loss" is not recognised immediately in the income statement. The choice of valuation technique and the use of model inputs requires significant judgement.

The timing of recognising the day one profit or loss is determined individually. It is amortised over the life of the transaction, released when the instrument's fair value can be determined using market observable inputs, or when the transaction is derecognised.

2.21.3 Insurance Business

GEH Group makes estimates, assumptions and judgements in its estimates of FCF, discount rates used, risk adjustments for non-financial risk, and CSM.

Discount Rates

Insurance contract liabilities are calculated by discounting expected future cash flows at a risk-free rate, plus an illiquidity premium where applicable. Risk-free rates are determined by reference to the observable market yields of government securities in the currency of the insurance contract liabilities.

GEH Group adopts a bottom-up approach in which discount rates are based on the relevant currency's risk-free yield curves and an adjustment for illiquidity premium.

a) For Singapore segment, for deriving risk-free yield curves and Ultimate Forward Rate (UFR), references are made in particular to the Monetary Authority of Singapore Risk Based Capital Framework (MAS RBC 2) which is also aligned with the approach taken by the International Associations of Insurance Supervisors (IAIS) on the design of the global insurance capital standards (ICS).

   For the Malaysia segment, for deriving risk-free yield curves and UFR, references are made to the approach taken by the IAIS on the design of the global ICS, with rates for the first 15 years being referenced to the Bank Negara Malaysia Risk Based Capital Framework (BNM RBC).

b) For illiquidity premium, illiquidity buckets (illiquidity application ratio) are assigned using an objective scoring system that is based on illiquidity characteristics of products on each portfolio. Market observable illiquidity premium levels are derived every month-end based on a credit-risk adjusted market spread of reference assets for each currency.

The adjustment of illiquidity premium in (b) is added as a layer in addition to the risk-free yield curves in (a) based on the illiquidity application ratio of each portfolio.

2. Material Accounting Policy Information (continued)

2.21 Critical Accounting Estimates and Judgements (continued)

2.21.3 Insurance Business (continued)

The yield curves that were used to discount the estimates of future cash flows that do not vary based on the returns of the underlying items are as follows:

	2024				
Currency	1 year	5 years	10 years	15 years	20 years
SGD	2.72% – 3.23%	2.75% – 3.19%	2.85% – 3.05%	2.89% – 3.43%	2.80% – 3.69%
USD	4.11% – 4.68%	4.34% – 4.98%	4.55% – 5.46%	4.78% – 5.74%	4.90% – 5.93%
MYR	3.28% – 3.50%	3.66% – 4.04%	3.85% – 4.19%	4.03% – 4.76%	4.15% – 5.07%

	2023				
Currency	1 year	5 years	10 years	15 years	20 years
SGD	3.55% – 4.44%	2.63% – 3.80%	2.67% – 3.45%	2.73% – 3.57%	2.71% – 3.60%
USD	4.70% – 5.25%	3.79% – 4.58%	3.84% – 4.97%	4.10% – 5.22%	4.22% – 5.30%
MYR	3.30% – 3.61%	3.65% – 4.08%	3.74% – 4.05%	4.05% – 4.80%	4.22% – 4.97%

Risk Adjustment for Non-Financial Risk

The risk adjustment for non-financial risk is the compensation that is required for bearing the uncertainty about the amount and timing of cash flows that arises from non-financial risk as the insurance contract is fulfilled. Because the risk adjustment represents compensation for uncertainty, estimates are made on the degree of diversification benefits and expected favourable and unfavourable outcomes in a way that reflects GEH Group's degree of risk aversion. GEH Group estimates an adjustment for non-financial risk separately from all other estimates. GEH Group does not consider the effect of reinsurance in the risk adjustment for non-financial risk of the underlying insurance contracts.

The confidence level technique is used to derive the overall risk adjustment for non-financial risk. The risk adjustment is the excess of the value at risk at the target confidence level over the expected present value of the future cash flows. The target confidence level is at 85th percentile.

Estimates of Future Cash Flows

In estimating future cash flows, GEH Group incorporates, in an unbiased way, all reasonable and supportable information that is available without undue cost or effort at the reporting date. This information includes both internal and external historical data about claims and other experience updated to reflect current expectations of future events.

The estimates of future cash flows will reflect GEH Group's view of current conditions at the reporting date, as long as the estimates of any relevant market variables are consistent with observable market prices.

When estimating future cash flows, GEH Group takes into account current expectations of future events that might affect cash flows. Cash flows within a contract boundary are those that relate directly to the fulfilment of the contract, including those for which GEH Group has discretion over the amount or timing. These include payments to (or on behalf of) policyholders, insurance acquisition cash flows and other costs that are incurred in fulfilling contracts. Insurance acquisition cash flows and other costs that are incurred in fulfilling contracts comprise both direct costs and an allocation of fixed and variable overheads.

Cash flows are attributed to acquisition activities, other fulfilment activities and other activities at local entity level using activity-based costing techniques. Cash flows attributable to acquisition and other fulfilment activities are allocated to groups of contracts using methods that are systematic and rational and will be consistently applied to all costs that have similar characteristics.

GEH Group derives the mortality and morbidity assumptions from its own historical experience where credible. Reference to industry tables, reinsurance rates, or pricing basis is made where historical experience is not credible. Mortality and morbidity rates are generally differentiated between policyholder groups, based on gender and smoker status.

2. Material Accounting Policy Information (continued)

2.21 Critical Accounting Estimates and Judgements (continued)

2.21.3 Insurance Business (continued)

Lapses and surrender are derived based on GEH Group's own historical experience where credible. Where historical experience is not credible or not available, experience for similar product type is used as reference to derive the assumptions. Lapse and surrender assumptions generally vary by product type as well as policy years.

Coverage Units

In the determination of the coverage units (measured in dollar amounts), the type of service is identified based on the terms and features of the insurance contracts. Management judgement is then applied in determining the appropriate coverage unit against the type of service identified.

The number of coverage units in a group is the quantity of coverage provided by the contracts in the group, determined by considering the quantity of the benefits provided by each contract in the group and its expected coverage duration. The coverage units are assessed at each reporting period-end prospectively by considering:

a) the quantity of benefits provided by contracts in the group;
b) the expected coverage period of contracts in the group; and
c) the likelihood of insured events occurring, only to the extent that they affect the expected coverage period of contracts in the group.

GEH Group uses the amount that it expects the policyholder to be able to validly claim in each period if an insured event occurs as the basis for quantifying benefits with respect to insurance coverage.

2.21.4 Impairment of Goodwill and Other Intangible Assets

The Group performs an annual review of the carrying amount of its goodwill and other intangible assets, against the recoverable amounts of the CGU to which the goodwill and other intangible assets have been allocated. Recoverable amounts of banking CGUs are determined based on the present value of estimated future cash flows expected to arise from the respective CGUs' continuing operations. The recoverable amount of insurance CGU is determined using the appraisal value method. Management exercises its judgement in estimating the future cash flows, growth rates and discount rates used in computing the recoverable amounts of the CGUs.

In light of current macroeconomic conditions, management reassessed the assumptions applied in estimating the future cash flows, including growth rates and discount rates used in computing the recoverable amount, and determined that no impairment should be recognised during the year.

2.21.5 Income Taxes

The Group is subject to income taxes in several jurisdictions. Significant judgement is required in determining the capital allowances and deductibility of certain expenses in estimating the income tax liabilities. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax balances in the period in which the determination is made.

2.22 Comparative Figures

Certain comparative figures have been reclassified to be consistent with the presentation for 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2024

3. Net Interest Income

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Interest income				
Loans to customers	**15,628**	15,006	**11,183**	10,522
Placements with and loans to banks	**3,552**	3,296	**3,472**	3,060
Other interest-earning assets	**3,264**	2,565	**1,877**	1,572
	22,444	20,867	**16,532**	15,154
Interest expense				
Deposits of non-bank customers	**(10,552)**	(9,798)	**(6,729)**	(6,498)
Deposits and balances of banks	**(518)**	(470)	**(2,104)**	(1,709)
Other borrowings	**(1,619)**	(954)	**(1,569)**	(923)
	(12,689)	(11,222)	**(10,402)**	(9,130)
Analysed by classification of financial instruments				
Income – Assets at amortised cost	**18,959**	17,842	**14,458**	13,263
Income – Assets at FVOCI	**2,909**	2,619	**1,620**	1,570
Income – Assets mandatorily measured at FVTPL	**576**	406	**454**	321
Expense – Liabilities not at FVTPL	**(12,575)**	(11,128)	**(10,290)**	(9,037)
Expense – Liabilities mandatorily measured at FVTPL	**(114)**	(94)	**(112)**	(93)
Net interest income	**9,755**	9,645	**6,130**	6,024

Included in interest income were interest of $25 million (2023: $31 million) and $10 million (2023: $16 million) on impaired assets for the Group and Bank respectively.

The Group's and Bank's interest expenses on lease liabilities were not significant for the financial years ended 31 December 2024 and 31 December 2023.

4. Insurance Service Result and Net Investment and Finance Income/(Expenses) From Life Insurance

Insurance Service Result from Life Insurance

	GROUP	
	2024 $ million	2023 $ million
Insurance revenue from life insurance		
Expected incurred claims and other insurance service expenses	**4,202**	4,062
Change in the risk adjustment for non-financial risk for the risk expired	**522**	426
CSM recognised in the income statement for the services provided	**728**	773
Insurance acquisition cash flows recovery	**535**	456
Insurance revenue from contracts not measured under the PAA	**5,987**	5,717
Insurance revenue from contracts measured under the PAA	**193**	–
Total insurance revenue	**6,180**	5,717
Insurance service expenses	**(5,701)**	(4,758)
Net income/(expenses) from reinsurance contracts held	**113**	(532)
Insurance service result from life insurance	**592**	427

4. Insurance Service Result and Net Investment and Finance Income/(Expenses) From Life Insurance (continued)

Net Investment and Finance Income/(Expense) from Life Insurance

	GROUP	
	2024 $ million	2023 $ million
Investment income/(loss)		
Interest income	**2,232**	2,237
Other investment income	**3,889**	3,366
Decrease/(increase) in provision for impairment of financial assets	**3**	(13)
Amounts recognised at OCI	**76**	402
Total investment income	**6,200**	5,992
Finance (expenses)/income from insurance contracts issued		
Changes in value of underlying assets of contracts with direct participating features	**(4,828)**	(4,492)
Effect of changes in FCF at current rates when CSM is unlocked at locked-in rates	**(61)**	210
Interest accreted	**(690)**	(672)
Effect of changes in interest rates and other financial assumptions	**(256)**	(281)
(Losses)/gains on currency exchange differences	**(67)**	68
Others	**(8)**	(12)
Total finance expenses from insurance contracts issued	**(5,910)**	(5,179)
Represented by:		
Amounts recognised in the income statement	**(5,825)**	(5,244)
Amounts recognised in OCI	**(85)**	65
	(5,910)	(5,179)
Finance income/(expenses) from reinsurance contracts held		
Interest accreted to reinsurance contracts using locked-in rate	**15**	8
Effect of changes in interest rates and other financial assumptions	**(1)**	(21)
Changes in non-performance risk of reinsurer	**(4)**	–
Gains/(losses) on currency exchange differences	**4**	(1)
Total finance income/(expenses) from reinsurance contracts held	**14**	(14)
Represented by:		
Amounts recognised in the income statement	**14**	5
Amounts recognised in OCI	**–**	(19)
	14	(14)

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For the financial year ended 31 December 2024

5. Fees and Commissions (Net)

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Gross fee and commission income				
Brokerage	**87**	75	**2**	2
Credit card	**404**	369	**334**	321
Fund management	**108**	107	**2**	–
Guarantees	**12**	14	**3**	4
Investment banking	**109**	90	**91**	73
Loan-related	**213**	207	**160**	146
Service charges	**124**	128	**78**	84
Trade-related and remittances	**271**	275	**185**	194
Wealth management [1]	**1,079**	896	**344**	288
Others	**26**	26	**5**	5
	2,433	2,187	**1,204**	1,117
Fee and commission expense	**(463)**	(383)	**(261)**	(236)
Fees and commissions (net)	**1,970**	1,804	**943**	881

(1) Includes trust and custodian fees.

6. Dividends from Subsidiaries and Associates

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Subsidiaries	**–**	–	**1,518**	1,372
Associates	**–**	–	**150**	127
	–	–	**1,668**	1,499

7. Net Trading Income

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Foreign exchange [1]	**547**	611	**117**	207
Hedging activities [2]				
Hedging instruments	**179**	133	**178**	169
Hedged items	**(185)**	(125)	**(182)**	(166)
Net (gain)/loss from fair value hedge ineffectiveness	**(6)**	8	**(4)**	3
Net gain/(loss) from interest rate and other derivative financial instruments [3]	**804**	52	**640**	(41)
Net gain/(loss) from non-derivative financial instruments [4][5]	**190**	338	**(16)**	251
Others	**2**	(5)	**2**	(5)
	1,537	1,004	**739**	415

(1) "Foreign exchange" include gains and losses from spot and forward contracts and translation of foreign currency denominated assets and liabilities.
(2) "Hedging activities" arise from the use of derivatives to hedge exposures to interest rate and foreign exchange risks, which are inherent in the underlying "Hedged items".
(3) "Interest rate and other derivatives" include gains and losses from interest rate derivative instruments, equity options and other derivative instruments.
(4) "Non-derivative financial instruments" include trading gains and losses from fair value financial instruments which are either designated at initial recognition or mandatorily measured at FVTPL.
(5) Includes dividend income of $75 million and $61 million for the Group and Bank (2023: $98 million and $84 million) respectively.

8. Other Income

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Disposal of investment securities	**24**	47	**14**	45
Disposal of property, plant and equipment	**36**	71	**967**	19
Rental and property-related income	**91**	87	**68**	67
Dividends from FVOCI securities	**35**	30	**#**	1
Others	**108**	11	**122**	87
	294	246	**1,171**	219

Notes to the Financial Statements

For the financial year ended 31 December 2024

9. Staff Costs and Other Operating Expenses

		GROUP		BANK	
		2024 $ million	2023 $ million	2024 $ million	2023 $ million
9.1	**Staff costs**				
	Salaries and other costs	**3,487**	3,172	**1,302**	1,094
	Share-based expenses	**61**	60	**26**	21
	Contribution to defined contribution plans	**273**	254	**104**	92
		3,821	3,486	**1,432**	1,207
	Directors' emoluments:				
	Remuneration of Bank's directors	**11**	9	**11**	9
	Fees of Bank's directors [(1)]	**5**	6	**5**	5
		16	15	**16**	14
	Total staff costs	**3,837**	3,501	**1,448**	1,221
9.2	**Other operating expenses**				
	Property and equipment: [(2)]				
	Depreciation	**456**	440	**231**	227
	Maintenance and rental [(3)]	**201**	162	**124**	101
	Others	**405**	364	**284**	219
		1,062	966	**639**	547
	Auditors' remuneration:				
	Payable to auditor of the Bank	**9**	10	**3**	3
	Payable to associated firms of auditor of the Bank	**7**	7	**1**	1
	Payable to other auditors	**#**	#	**#**	#
		16	17	**4**	4
	Other fees:				
	Payable to auditor of the Bank [(4)]	**2**	2	**1**	1
	Payable to associated firms of auditor of the Bank	**1**	1	**#**	1
		3	3	**1**	2
	Hub processing charges	**–**	–	**444**	416
	Others [(5)]	**824**	736	**444**	449
		824	736	**888**	865
	Total other operating expenses	**1,905**	1,722	**1,532**	1,418
9.3	**Staff costs and other operating expenses**	**5,742**	5,223	**2,980**	2,639

(1) Includes remuneration shares amounting to $1 million (2023: $1 million) issued to directors.

(2) Direct operating expenses on investment property that generated rental income for the Group and the Bank amounted to $21 million and $6 million (2023: $17 million and $5 million) respectively. Direct operating expenses on investment property that did not generate rental income for the Group and the Bank amounted to $1 million and $# million (2023: $2 million and $# million) respectively.

(3) Includes expenses relating to short-term leases of $16 million and $5 million for the Group and the Bank (2023: $12 million and $4 million) respectively, and low-value assets of $5 million and $# million (2023: $4 million and $1 million) for the Group and the Bank respectively.

(4) Other fees payable to auditor of the Bank relate mainly to engagements in connection with the Bank's note issuances, taxation compliance and advisory services, miscellaneous attestations and audit certifications.

(5) Included in other expenses were printing, stationery, communication, advertisement and promotion expenses and legal and professional fees.

10. Allowances for Loans and Other Assets

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Allowances/(write-back):				
Impaired loans (Note 28)	**403**	269	**133**	182
Impaired other assets	**123**	64	**3**	13
Non-impaired loans	**158**	394	**49**	276
Non-impaired other assets	**6**	6	**6**	5
Allowances for loans and other assets	**690**	733	**191**	476

11. Income Tax Expense

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Current tax expense	**1,178**	1,285	**676**	730
Deferred tax expense/(credit) (Note 20)	**152**	(29)	**30**	(45)
	1,330	1,256	**706**	685
Over provision in prior years	**(102)**	(20)	**(87)**	(21)
Charge to income statement	**1,228**	1,236	**619**	664

The tax on operating profit differs from the amount that would arise using the Singapore corporate tax rate as follows:

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Operating profit after allowances and amortisation	**7,982**	7,448	**7,480**	5,923
Prima facie tax calculated at tax rate of 17%	**1,357**	1,266	**1,272**	1,007
Effect of:				
Different tax rates in other countries	**136**	116	**59**	27
Income not subject to tax	**18**	(24)	**(404)**	(246)
Income taxed at concessionary rates	**(283)**	(197)	**(268)**	(185)
Singapore life insurance funds	**(15)**	(11)	**–**	–
Non-deductible expenses and losses	**131**	108	**(14)**	68
Others	**(14)**	(2)	**61**	14
	1,330	1,256	**706**	685

The deferred tax expense/(credit) comprised:				
Accelerated tax depreciation	**57**	(1)	**48**	(1)
Depreciable assets acquired in business combinations	**(5)**	(10)	**(29)**	(1)
Tax losses	**(35)**	(41)	**(19)**	(25)
Insurance/reinsurance contract liabilities	**94**	58	**–**	–
Unrealised gains/(losses) on financial assets	**8**	22	**13**	22
Allowances for assets	**#**	(56)	**(12)**	(36)
Other temporary differences	**33**	(1)	**29**	(4)
	152	(29)	**30**	(45)

Notes to the Financial Statements

For the financial year ended 31 December 2024

11. Income Tax Expense (continued)

OECD Pillar Two Model Rules

The Group is within the scope of the Organisation for Economic Co-operation and Development (OECD) Pillar Two model rules. Pillar Two legislation was enacted in Singapore, the jurisdiction in which the Bank is incorporated, and came into effect from 1 January 2025. At the same time, Pillar Two legislation has been enacted or substantively enacted in several other jurisdictions in which the Group operates effective for the financial year beginning 1 January 2024.

Under the legislation, the Group is liable to pay a top-up tax for the difference between its GloBE effective tax rate for each jurisdiction and the 15% minimum rate. For the financial year 2024, the Group has GloBE effective tax rates that exceed 15% or satisfies the transitional country-by-country safe harbour in all the jurisdictions where the legislation is effective. In addition, based on the current assessment there is no impact from exposure to Pillar Two legislation on the going concern assessment or on any asset impairment of the Group and the Bank.

Based on the Group's assessment, the application of the Pillar Two legislation in the financial year 2025 is expected to increase the Group's annual effective tax rate by 1.8 percentage points.

12. Earnings Per Share

	GROUP	
	2024 $ million	2023 $ million
Profit attributable to equity holders of the Bank	**7,587**	7,021
Perpetual capital securities distributions declared in respect of the period	**(64)**	(66)
Profit attributable to ordinary equity holders of the Bank after other equity distributions	**7,523**	6,955
Weighted average number of ordinary shares (million)		
For basic earnings per share	**4,497**	4,495
Adjustment for assumed conversion of share options and acquisition rights	**3**	3
For diluted earnings per share	**4,500**	4,498
Earnings per share ($)		
Basic	**1.67**	1.55
Diluted	**1.67**	1.55

Basic earnings per share is calculated by dividing profit attributable to ordinary equity holders of the Bank net of perpetual capital securities distributions by the weighted average number of ordinary shares in issue during the financial year.

For the purpose of calculating the diluted earnings per ordinary share, the weighted average number of ordinary shares in issue is adjusted to take into account the dilutive effect arising from share options and acquisition rights, with the potential ordinary shares weighted for the period outstanding.

13. Share Capital

13.1 Share Capital

GROUP AND BANK	2024 Shares (million)	2023 Shares (million)
Ordinary shares		
At 1 January	**4,515**	4,515
Shares issued to non-executive directors	**#**	#
At 31 December	**4,515**	4,515
Treasury shares		
At 1 January	**(21)**	(20)
Share buyback	**(13)**	(16)
Share Option Scheme	**6**	4
Share Purchase Plan	**7**	6
Treasury shares transferred to DSP Trust	**6**	5
At 31 December	**(15)**	(21)

GROUP AND BANK	2024 $ million	2023 $ million
Issued share capital, at 31 December	**18,096**	18,045

(1) # represents less than 500,000 shares.

The holders of ordinary shares (excluding treasury shares) are entitled to receive dividends as declared from time to time and to one vote per share at meetings of the Bank. All shares (excluding treasury shares) rank equally with regard to the Bank's residual assets.

The issued ordinary shares have no par value and qualify as Common Equity Tier 1 capital for the Group.

All issued shares were fully paid.

Subsidiaries and associates of the Group did not hold shares in the capital of the Bank as at 31 December 2024 and 31 December 2023.

13.2 Share Option Scheme

Executives of the Group ranked Manager and above and non-executive directors of the Group are eligible to participate in the OCBC Share Option Scheme 2001 (2001 Scheme). The Bank has ceased granting share options under the 2001 Scheme effective from financial year 2018 remuneration. Share options granted in prior years continue to be outstanding until the options lapse or are exercised by the recipients. Options granted to Group executives are exercisable for up to 10 years, while options granted to non-executive Directors are exercisable for up to five years.

For the financial years ended 31 December 2024 and 31 December 2023, no options were granted under the 2001 Scheme.

Notes to the Financial Statements

For the financial year ended 31 December 2024

13. Share Capital (continued)

13.2 Share Option Scheme (continued)

Movements in the number of shares under options and the average acquisition prices are as follows:

	2024		2023	
	Number of shares under options ('000)	Average price	Number of shares under options ('000)	Average price
At 1 January	**14,299**	**$10.943**	18,377	$10.760
Exercised	**(5,996)**	**$11.051**	(3,692)	$9.787
Forfeited/lapsed	**(53)**	**$13.340**	(386)	$13.252
At 31 December	**8,250**	**$10.850**	14,299	$10.943
Exercisable options at 31 December	**8,250**	**$10.850**	14,299	$10.943
Average share price underlying the options exercised		**$14.263**		$12.619

At 31 December 2024, the weighted average remaining contractual life of outstanding share options was 2.1 years (2023: 2.9 years). The aggregate number of shares under outstanding options held by a director of the Bank was 43,512 (2023: 43,512).

13.3 Employee Share Purchase Plan

The OCBC Employee Share Purchase Plan (ESP Plan) was implemented for all employees of the participating companies in the Group, including executive Directors.

The ESP Plan is a saving-based share ownership plan to help employees own ordinary shares in the Bank through their monthly contributions via deductions from payroll and/or from Central Provident Fund. The employees have the option to convert the contributions to ordinary shares after one year or to withdraw the contributions at any time. As a further incentive to employees to enrol in the ESP Plan, the Bank pays interest on the amounts saved at a preferential interest rate. The duration of the offering period is 24 months.

In July 2024, the Bank launched its nineteenth offering under the ESP Plan, which commenced on 1 September 2024 and will expire on 31 August 2026. Under the nineteenth offering, the Bank granted rights to acquire 8,555,039 (2023: 8,899,030) ordinary shares in the Bank. For the financial years ended 31 December 2024 and 31 December 2023, no rights were granted to directors of the Bank to acquire ordinary shares in the Bank. The fair value of rights, determined using the binomial valuation model, was $5.3 million (2023: $6.6 million). Significant inputs to the valuation model are set out below:

	2024	2023
Acquisition price ($)	**14.45**	12.47
Share price ($)	**14.80**	12.94
Expected volatility based on historical volatility as of acceptance date (%)	**13.19**	12.97
Singapore government bond yields (%)	**2.83**	3.36
Expected dividend yield (%)	**6.54**	4.91

13. Share Capital (continued)

13.3 Employee Share Purchase Plan (continued)

Movements in the number of acquisition rights of the ESP Plan are as follows:

	2024		2023	
	Number of acquisition rights ('000)	Average price	Number of acquisition rights ('000)	Average price
At 1 January	**15,492**	**$12.287**	14,908	$11.851
Exercised and conversion upon expiry	**(7,236)**	**$12.098**	(6,589)	$11.602
Forfeited	**(1,242)**	**$12.783**	(1,726)	$12.072
Subscription	**8,555**	**$14.450**	8,899	$12.470
At 31 December	**15,569**	**$13.524**	15,492	$12.287
Average share price underlying acquisition rights exercised/converted		**$14.820**		$12.649

At 31 December 2024, the weighted average remaining contractual life of outstanding acquisition rights was 1.2 years (2023: 1.2 years). At 31 December 2024 and 31 December 2023, no acquisition rights were held by directors of the Bank.

13.4 Deferred Share Plan

The OCBC Deferred Share Plan (DSP) aims to increase the performance-orientation and retention factor in compensation packages of executives, and foster an ownership culture within the organisation. It also aligns the interests of executives with the sustained business performance of the Bank. Group executives holding the rank or equivalent rank of Assistant Manager and above, and any Group Executive Director selected by the Remuneration Committee, are eligible to participate in the DSP.

Half (50%) of the share awards will vest after two years with the remaining 50% vesting at the end of three years in accordance with the guidelines established under the DSP. Prior to the vesting date, the executives will not be accorded voting rights for the shares.

The Bank adopted the OCBC Deferred Share Plan 2021 (DSP 2021) on 29 April 2021 to replace the DSP, which was terminated on the same day. The termination of the DSP does not affect the awards which have been granted, whether such awards have been released (whether fully or partially) or not. By implementing the DSP 2021, which permits new ordinary shares to be issued, the Bank has greater flexibility in its methods for delivery of ordinary shares, as this can be effected through an issue of new ordinary shares, in addition to the transfer of existing ordinary shares (including treasury shares).

During the year, 10,994 (2023: 5,413,124) deferred shares were released to employees under the DSP. As at 31 December 2024, there were no longer any outstanding awards granted under the DSP.

Total awards of 7,237,975 (2023: 6,785,111) ordinary shares were granted and accepted by eligible executives under the DSP 2021 for the financial year ended 31 December 2024, of which 325,534 ordinary shares were granted to directors of the Bank who held office as at 31 December 2024. The fair value of the shares at grant date was $96.8 million (2023: $83.8 million). During the year, 8,056,432 (2023: 3,787,000) deferred shares were released to employees under the DSP 2021, of which 177,094 deferred shares were released to directors of the Bank who held office at 31 December 2024.

The accounting treatment of share-based compensation plan is set out in Note 2.16.4

14. Other Equity Instruments

		GROUP AND BANK	
	Note	2024 $ million	2023 $ million
SGD200 million 3.0% non-cumulative non-convertible perpetual capital securities (3.0% Capital Securities)	(a)	**200**	200
SGD500 million 3.9% non-cumulative non-convertible perpetual capital securities (3.9% Capital Securities)	(b)	**498**	498
SGD550 million 4.5% non-cumulative non-convertible perpetual capital securities (4.5% Capital Securities)	(c)	**550**	550
SGD450 million 4.05% non-cumulative non-convertible perpetual capital securities (4.05% Capital Securities)	(d)	**450**	–
		1,698	1,248

(a) The 3.0% Capital Securities issued by the Bank on 30 September 2020 are non-cumulative non-convertible perpetual capital securities. They qualify as Additional Tier 1 capital of the Bank under the requirements of MAS.

The 3.0% Capital Securities may, subject to MAS approval, be redeemed at the option of the Bank on or after 30 September 2030 (First Reset Date), and each distribution payment date after the First Reset Date. The terms include a non-viability loss-absorbing feature. Under this feature, OCBC must write off the securities when: (1) the MAS notifies the Bank in writing that it is of the opinion that a write-off is necessary, without which the Bank would become non-viable; or (2) a decision by the MAS to make a public sector injection of capital, or equivalent support, without which the Bank would have become non-viable, as determined by the MAS. The Bank will, in consultation with or as directed by MAS, determine the amount to be written off in order for the non-viability event to cease to continue. In addition to the first call in 2030, the 3.0% Capital Securities may also be redeemed if a qualifying tax event or a change of qualification event occurs.

The 3.0% Capital Securities bear a fixed distribution rate of 3.0% per annum from the issue date to the First Reset Date and will be reset every 10 years thereafter to a fixed rate equal to the then-prevailing 10-year SGD Swap Offer Rate plus 2.19%. With the cessation of the SGD Swap Offer Rate, and following the guidance released by the Steering Committee for SOR Transition to SORA for the transition of resettable fixed rate securities, the fixed distribution rate will be replaced with the sum of the SORA-OIS of the same tenor and the 6-month MAS Recommended Rate Adjustment Spread of 0.3112% plus 2.19% if it is not redeemed at the First Reset Date. The non-cumulative distributions may only be paid out of distributable reserves semi-annually in March and September, unless cancelled by the Bank at its option. These constitute unsecured and subordinated obligations, ranking senior only to ordinary shares of the Bank.

(b) The 3.9% Capital Securities issued by the Bank on 8 June 2022 are non-cumulative non-convertible perpetual capital securities. They qualify as Additional Tier 1 capital of the Bank under the requirements of MAS.

The 3.9% Capital Securities may, subject to MAS approval, be redeemed at the option of the Bank on 8 June 2027 (First Reset Date), or each distribution payment date falling after the First Reset Date. The terms include a non-viability loss-absorbing feature. Under this feature, OCBC must write off the securities when: (1) the MAS notifies the Bank in writing that it is of the opinion that a write-off is necessary, without which the Bank would become non-viable; or (2) a decision by the MAS to make a public sector injection of capital, or equivalent support, without which the Bank would have become non-viable, as determined by the MAS. The Bank will, in consultation with or as directed by MAS, determine the amount to be written off in order for the non-viability event to cease to continue. In addition to the first call in 2027, the 3.9% Capital Securities may also be redeemed if a qualifying tax event or a change of qualification event occurs.

The 3.9% Capital Securities bear a fixed distribution rate of 3.9% per annum from the issue date to the First Reset Date and will be reset every five years thereafter to a fixed rate equal to the then-prevailing five-year SORA-OIS rate plus 1.416%. The non-cumulative distributions may only be paid out of distributable reserves semi-annually in June and December, unless cancelled by the Bank at its option. These constitute unsecured and subordinated obligations, ranking senior only to ordinary shares of the Bank.

14. Other Equity Instruments (continued)

(c) The 4.5% Capital Securities issued by the Bank on 15 August 2023 are non-cumulative non-convertible perpetual capital securities. They qualify as Additional Tier 1 capital of the Bank under the requirements of MAS.

The 4.5% Capital Securities may, subject to MAS approval, be redeemed at the option of the Bank on 15 February 2029 (First Reset Date), or each distribution payment date falling after the First Reset Date. The terms include a non-viability loss-absorbing feature. Under this feature, OCBC must write off the securities when: (1) the MAS notifies the Bank in writing that it is of the opinion that a write-off is necessary, without which the Bank would become non-viable; or (2) a decision by the MAS to make a public sector injection of capital, or equivalent support, without which the Bank would have become non-viable, as determined by the MAS. The Bank will, in consultation with or as directed by MAS, determine the amount to be written off in order for the non-viability event to cease to continue. In addition to the first call in 2029, the 4.5% Capital Securities may also be redeemed if a qualifying tax event or a change of qualification event occurs.

The 4.5% Capital Securities bear a fixed distribution rate of 4.5% per annum from the issue date to the First Reset Date and will be reset every five years thereafter to a fixed rate equal to the then-prevailing five-year SORA-OIS rate plus 1.3348%. The non-cumulative distributions may only be paid out of distributable reserves semi-annually in February and August, unless cancelled by the Bank at its option. These constitute unsecured and subordinated obligations, ranking senior only to ordinary shares of the Bank.

(d) The 4.05% Capital Securities issued by the Bank on 16 January 2024 are non-cumulative non-convertible perpetual capital securities. They qualify as Additional Tier 1 capital of the Bank under the requirements of MAS.

The 4.05% Capital Securities may, subject to MAS approval, be redeemed at the option of the Bank on 16 October 2029 (First Reset Date), or each distribution payment date falling after the First Reset Date. The terms include a non-viability loss-absorbing feature. Under this feature, OCBC must write off the securities when: (1) the MAS notifies the Bank in writing that it is of the opinion that a write-off is necessary, without which the Bank would become non-viable; or (2) a decision by the MAS to make a public sector injection of capital, or equivalent support, without which the Bank would have become non-viable, as determined by the MAS. The Bank will, in consultation with or as directed by MAS, determine the amount to be written off in order for the non-viability event to cease to continue. In addition to the first call in 2029, the 4.05% Capital Securities may also be redeemed if a qualifying tax event or a change of qualification event occurs.

The 4.05% Capital Securities bear a fixed distribution rate of 4.05% per annum from the issue date to the First Reset Date and will be reset every five years thereafter to a fixed rate equal to the then-prevailing five-year SORA-OIS rate plus 1.3165%. The non-cumulative distributions may only be paid out of distributable reserves semi-annually in April and October, unless cancelled by the Bank at its option. These constitute unsecured and subordinated obligations, ranking senior only to ordinary shares of the Bank.

15. Capital Reserves

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
At 1 January	**815**	792	**544**	560
Share-based payments for staff costs	**6**	6	**6**	6
Shares transferred to DSP Trust	**(92)**	(84)	**–**	–
Shares vested under DSP Scheme	**107**	113	**–**	–
Transfer from unappropriated profit (Note 16.1)	**10**	10	**–**	–
Transfer to share capital	**(16)**	(22)	**(16)**	(22)
At 31 December	**830**	815	**534**	544

Capital reserves include regulatory loss allowance reserve and statutory reserves set aside by the Group's banking and stockbroking entities in accordance with the respective laws and regulations. Capital reserves also include the Bank's employee share schemes' reserves and deferred shares held by DSP Trust.

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16. Revenue Reserves

		GROUP		BANK	
	Note	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Unappropriated profit	16.1	**39,072**	35,549	**20,684**	17,735
General reserves	16.2	**1,246**	1,317	**1,415**	1,412
Cash flow and other hedge reserves	16.3	**171**	101	**136**	41
Currency translation reserves	16.4	**(2,107)**	(2,464)	**(303)**	(251)
Own credit reserves		**(3)**	(2)	**(3)**	(2)
At 31 December		**38,379**	34,501	**21,929**	18,935

16.1 Unappropriated Profit

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Profit attributable to equity holders of the Bank	**7,587**	7,021	**6,861**	5,259
Add:				
Unappropriated profit at 1 January	**35,549**	32,185	**17,735**	16,119
Total amount available for appropriation	**43,136**	39,206	**24,596**	21,378
Appropriated as follows:				
Ordinary dividends:				
Final tax-exempt dividend of 42 cents paid for the previous financial year (2023: tax-exempt dividend of 40 cents)	**(1,891)**	(1,800)	**(1,891)**	(1,800)
Interim tax-exempt dividend of 44 cents paid for the current financial year (2023: tax-exempt dividend of 40 cents)	**(1,978)**	(1,798)	**(1,978)**	(1,798)
Distributions for other equity instruments:				
4.0% perpetual capital securities	**–**	(40)	**–**	(40)
3.0% perpetual capital securities	**(6)**	(6)	**(6)**	(6)
3.9% perpetual capital securities	**(20)**	(20)	**(20)**	(20)
4.5% perpetual capital securities	**(25)**	–	**(25)**	–
4.05% perpetual capital securities	**(13)**	–	**(13)**	–
Transfer (to)/from:				
Capital reserves (Note 15)	**(10)**	(10)	**–**	–
Fair value reserves	**72**	14	**13**	13
General reserves (Note 16.2)	**13**	10	**13**	10
Others	**(206)**	(7)	**(5)**	(2)
	(4,064)	(3,657)	**(3,912)**	(3,643)
At 31 December	**39,072**	35,549	**20,684**	17,735

At the annual general meeting to be held, a final tax-exempt dividend of 41 cents per ordinary share and a tax-exempt special dividend of 16 cents per ordinary share in respect of the financial year ended 31 December 2024, totalling $2,565 million, will be proposed. The dividends will be accounted for as a distribution in the 2025 financial statements.

16. Revenue Reserves (continued)

16.2 General Reserves

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
At 1 January	**1,317**	1,277	**1,412**	1,406
DSP reserve from dividends on unvested shares	**16**	16	**16**	16
Net insurance financial result	**(74)**	34	**–**	–
Transfer to unappropriated profit (Note 16.1)	**(13)**	(10)	**(13)**	(10)
At 31 December	**1,246**	1,317	**1,415**	1,412

The general reserves have not been earmarked for any specific purpose, and include merger reserves arising from common control transactions, insurance finance reserves, as well as dividends on unvested shares under the DSP.

16.3 Cash Flow and Other Hedge Reserves

The cash flow hedge reserves comprise the effective portion of the cumulative net change in the fair value of hedging instruments used in cash flow hedges pending subsequent recognition of the hedged cash flows. The cash flow hedges principally consist of interest rate contracts that are used to hedge against the variability in cash flows of certain floating rate instruments.

Other hedge reserves comprise the forward element that is separated from a forward contract, where only the spot element is designated as the hedging instrument.

16.4 Currency Translation Reserves

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
At 1 January	**(2,464)**	(1,737)	**(251)**	(210)
Movements for the year	**580**	(858)	**(46)**	(45)
(Loss)/gain from foreign currency net investment hedges	**(223)**	131	**(6)**	4
At 31 December	**(2,107)**	(2,464)	**(303)**	(251)

Currency translation reserves comprise differences arising from the translation of the net assets of foreign operations and the effective portion of the hedge against currency exposure in foreign operations.

Refer to Note 38.3 Currency risk – Structural foreign exchange risk for management of structural foreign exchange risk.

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For the financial year ended 31 December 2024

17. Deposits and Balances of Non-Bank Customers and Banks

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Deposits of non-bank customers				
Current accounts	**109,603**	104,465	**67,626**	64,287
Savings deposits	**81,150**	72,527	**69,644**	62,073
Term deposits	**149,082**	141,547	**76,013**	73,027
Structured deposits	**12,103**	8,447	**3,657**	3,046
Certificates of deposit issued	**22,253**	23,639	**22,235**	23,101
Other deposits	**16,496**	13,145	**14,000**	10,617
	390,687	363,770	**253,175**	236,151
Deposits and balances of banks	**11,565**	10,884	**8,951**	8,080
	402,252	374,654	**262,126**	244,231

18. Derivative Financial Instruments

The derivative financial instruments shown in the following tables are held for both trading and hedging purposes. The contractual or underlying principal amounts of these derivative financial instruments and their corresponding gross positive (derivative receivables) and negative (derivative payables) fair values at the reporting date are analysed below.

	2024			2023		
GROUP ($ million)	Principal notional amount	Derivative receivables	Derivative payables	Principal notional amount	Derivative receivables	Derivative payables
Foreign exchange derivatives (FED)						
Forwards	**47,032**	**512**	**481**	52,751	408	385
Swaps	**593,655**	**8,309**	**7,274**	477,047	4,414	5,105
OTC options	**51,577**	**327**	**345**	48,259	261	258
	692,264	**9,148**	**8,100**	578,057	5,083	5,748
Interest rate derivatives (IRD)						
Swaps	**687,987**	**7,184**	**6,955**	648,196	7,215	7,074
OTC options	**14,903**	**29**	**102**	12,758	33	53
Exchange traded futures	**3,249**	**4**	**2**	20,489	1	1
Others	**114**	**2**	**1**	129	–	2
	706,253	**7,219**	**7,060**	681,572	7,249	7,130
Equity derivatives						
Swaps	**6,033**	**249**	**455**	4,384	312	490
OTC options	**12,404**	**336**	**362**	6,227	175	185
Exchange traded futures	**363**	**#**	**4**	367	2	#
Others	**59**	**#**	**3**	81	#	5
	18,859	**585**	**824**	11,059	489	680
Credit derivatives						
Swaps – protection buyer	**5,306**	**17**	**97**	3,155	1	54
Swaps – protection seller	**4,085**	**80**	**7**	2,573	44	–
	9,391	**97**	**104**	5,728	45	54
Other derivatives						
Precious metals	**2,330**	**22**	**23**	1,372	12	11
OTC options	**9,753**	**132**	**127**	10,735	98	97
	12,083	**154**	**150**	12,107	110	108
Total	**1,438,850**	**17,203**	**16,238**	1,288,523	12,976	13,720

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For the financial year ended 31 December 2024

18. Derivative Financial Instruments (continued)

BANK ($ million)	2024 Principal notional amount	2024 Derivative receivables	2024 Derivative payables	2023 Principal notional amount	2023 Derivative receivables	2023 Derivative payables
Foreign exchange derivatives (FED)						
Forwards	**36,048**	**414**	**358**	32,743	288	271
Swaps	**449,489**	**5,958**	**5,099**	379,657	3,566	4,098
OTC options	**49,989**	**315**	**332**	45,800	249	249
	535,526	**6,687**	**5,789**	458,200	4,103	4,618
Interest rate derivatives (IRD)						
Swaps	**537,582**	**6,073**	**5,917**	451,924	6,674	6,602
OTC options	**14,653**	**29**	**101**	11,103	33	52
Exchange traded futures	**2,781**	**3**	**2**	20,421	1	1
Others	**93**	**1**	**#**	45	–	2
	555,109	**6,106**	**6,020**	483,493	6,708	6,657
Equity derivatives						
Swaps	**5,645**	**235**	**444**	4,010	286	465
OTC options	**11,925**	**327**	**362**	5,876	173	184
Exchange traded futures	**45**	**#**	**#**	241	–	#
Others	**59**	**#**	**3**	81	#	5
	17,674	**562**	**809**	10,208	459	654
Credit derivatives						
Swaps – protection buyer	**5,110**	**8**	**96**	2,966	1	53
Swaps – protection seller	**3,891**	**80**	**#**	2,384	43	–
	9,001	**88**	**96**	5,350	44	53
Other derivatives						
Precious metals	**1,874**	**17**	**19**	741	7	7
OTC options	**8,224**	**122**	**122**	9,920	96	94
	10,098	**139**	**141**	10,661	103	101
Total	**1,127,408**	**13,582**	**12,855**	967,912	11,417	12,083

19. Other Liabilities

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Bills payable	**348**	422	**277**	378
Interest payable	**1,940**	1,995	**1,286**	1,291
Lease liabilities	**234**	218	**49**	59
Precious metal liabilities	**1,055**	1,001	**17**	13
Sundry creditors	**3,839**	3,608	**1,547**	883
Others	**1,954**	1,912	**806**	941
	9,370	9,156	**3,982**	3,565

At 31 December 2024, non-life insurance contract liabilities included in "Others" amounted to $618 million (2023: $673 million) for the Group.

20. Deferred Tax

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
At 1 January	**50**	(99)	**(27)**	21
Currency translation and others	**(2)**	74	**(11)**	(3)
Net charge/(credit) to income statement (Note 11)	**152**	(29)	**30**	(45)
Over provision in prior years	**(42)**	(21)	**(31)**	(27)
Net charge/(credit) to equity	**67**	76	**2**	27
Net change in tax for life insurance funds	**78**	49	**–**	–
At 31 December	**303**	50	**(37)**	(27)

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority.

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20. Deferred Tax (continued)

The deferred tax assets and liabilities are to be recovered and settled after one year and the following amounts, determined after appropriate offsetting, are shown in the balance sheets:

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Deferred tax liabilities				
Accelerated tax depreciation	**173**	110	**116**	70
Unrealised gains on investments	**47**	45	**18**	26
Depreciable assets acquired in business combination	**95**	97	**4**	33
Provision for policy liabilities	**514**	326	**–**	–
Regulatory loss allowance reserve	**58**	63	**58**	63
Others	**47**	50	**33**	#
	934	691	**229**	192
Amount offset against deferred tax assets	**(93)**	(55)	**(91)**	(86)
	841	636	**138**	106
Deferred tax assets				
Allowances for impairment of assets	**(349)**	(352)	**(163)**	(148)
Tax losses	**(129)**	(119)	**(61)**	(35)
Unrealised losses on financial assets	**(24)**	(59)	**(19)**	(18)
Others	**(129)**	(111)	**(23)**	(18)
	(631)	(641)	**(266)**	(219)
Amount offset against deferred tax liabilities	**93**	55	**91**	86
	(538)	(586)	**(175)**	(133)
Net deferred tax liabilities/(assets)	**303**	50	**(37)**	(27)

Deferred income tax assets are recognised for tax losses carried forward only to the extent that realisation of the related tax benefit through future taxable profits is probable. At 31 December 2024, unutilised tax losses carried forward for which no deferred income tax has been recognised amounted to $118 million (2023: $133 million) for the Group, $3 million (2023: $52 million) for the Bank. These tax losses have no expiry date except for an amount of $108 million (2023: $125 million) which will expire between the years 2025 and 2041 (2023: years 2024 and 2037).

21. Debt Issued

		GROUP		BANK	
	Note	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Subordinated debt	21.1	**3,492**	3,499	**3,001**	3,499
Fixed and floating rate notes	21.2	**3,938**	4,191	**3,212**	3,387
Commercial paper	21.3	**17,867**	14,418	**17,852**	14,390
Structured notes	21.4	**4,833**	3,747	**4,833**	3,747
Covered bonds	21.5	**1,423**	698	**1,423**	698
Total debt issued		**31,553**	26,553	**30,321**	25,721

21. Debt Issued (continued)

21.1 Subordinated Debt

				GROUP	
	Note	Issue date	Maturity date	2024 $ million	2023 $ million
Issued by the Bank:					
USD1 billion 4.250% notes	(a)	19 Jun 2014	19 Jun 2024	**–**	1,301
USD1 billion 1.832% notes	(b)	10 Sep 2020	10 Sep 2030	**1,326**	1,239
USD0.75 billion 4.602% notes	(c)	15 Jun 2022	15 Jun 2032	**990**	959
USD0.50 billion 5.520% notes	(d)	21 May 2024	21 May 2034	**685**	–
				3,001	3,499
Issued by The Great Eastern Life Assurance Company Limited:					
SGD0.5 billion 3.928% notes	(e)	17 Apr 2024	17 Apr 2039	**491**	–
Total subordinated debt				**3,492**	3,499

(a) The subordinated notes can be written off in whole or in part if the MAS determines that the Bank would become non-viable. Interest is payable semi-annually on 19 June and 19 December each year at 4.250% per annum. The Bank had entered into interest rate swaps to manage the risk of the subordinated notes and the cumulative fair value change of the risk hedged is included in the carrying amount. The subordinated notes qualify as Tier 2 capital for the Group. The subordinated notes matured on 19 June 2024.

(b) The subordinated notes are redeemable in whole at the option of the Bank on 10 September 2025. They can be written off in whole or in part if the MAS determines that the Bank would become non-viable. Interest is payable semi-annually on 10 March and 10 September each year at 1.832% per annum up to 10 September 2025, and thereafter at a fixed rate per annum equal to the then prevailing 5-year U.S. Treasury Rate plus 1.580% if the redemption option is not exercised. The Bank had entered into interest rate swaps to manage the risk of the subordinated notes and the cumulative fair value change of the risk hedged is included in the carrying amount. The subordinated notes qualify as Tier 2 capital for the Group.

(c) The subordinated notes are redeemable in whole at the option of the Bank on 15 June 2027. They can be written off in whole or in part if the MAS determines that the Bank would become non-viable. Interest is payable semi-annually on 15 June and 15 December each year at 4.602% per annum up to 15 June 2027, and thereafter at a fixed rate per annum equal to the then prevailing 5-year U.S. Treasury Rate plus 1.575% if the redemption option is not exercised. The Bank had entered into interest rate swaps to manage the risk of the subordinated notes and the cumulative fair value change of the risk hedged is included in the carrying amount. The subordinated notes qualify as Tier 2 capital for the Group.

(d) The subordinated notes are redeemable in whole at the option of the Bank on 21 May 2029. They can be written off in whole or in part if the MAS determines that the Bank would become non-viable. Interest is payable semi-annually on 21 May and 21 November each year at 5.520% per annum up to 21 May 2029, and thereafter at a fixed rate per annum equal to the then prevailing 5-year U.S. Treasury Rate plus 1.030% if the redemption option is not exercised. The Bank had entered into interest rate swaps to manage the risk of the subordinated notes and the cumulative fair value change of the risk hedged is included in the carrying amount. The subordinated notes qualify as Tier 2 capital for the Group.

(e) The subordinated notes are redeemable in whole at the option of The Great Eastern Life Assurance Company Limited on 17 April 2034. Interest is payable semi-annually on 17 April and 17 October each year at 3.928% per annum up to 16 April 2034, and thereafter at a fixed rate per annum equal to the then prevailing 5-year SORA-OIS benchmark rate plus 0.731% if the redemption option is not exercised. The subordinated notes qualify as Tier 2 capital for The Great Eastern Life Assurance Company Limited.

21. Debt Issued (continued)

21.2 Fixed and Floating Rate Notes

	Note	Issue date	Maturity date	GROUP 2024 $ million	GROUP 2023 $ million
Issued by the Bank:					
AUD460 million floating rate notes	(a)	18 Mar 2021 – 25 Mar 2021	18 Mar 2024	**–**	415
AUD500 million floating rate notes	(a)	12 Aug 2021	12 Aug 2024	**–**	450
AUD200 million floating rate notes	(a)	21 Aug 2023	21 Aug 2024	**–**	180
AUD200 million floating rate notes	(a)	20 Jan 2023	25 Nov 2024	**–**	180
AUD700 million floating rate notes	(b)	14 Apr 2022	14 Apr 2025	**592**	631
AUD500 million floating rate notes	(b)	11 Aug 2022	11 Aug 2025	**423**	451
AUD1,000 million floating rate notes	(b)	18 May 2023	18 May 2026	**845**	900
AUD200 million floating rate notes	(b)	21 Nov 2023	21 Mar 2025	**169**	180
AUD500 million floating rate notes	(b)	8 Mar 2024	8 Mar 2027	**423**	–
AUD200 million floating rate notes	(b)	18 Jun 2024	18 Jun 2025	**169**	–
AUD500 million floating rate notes	(b)	27 Aug 2024	27 Aug 2027	**422**	–
AUD200 million floating rate notes	(b)	25 Nov 2024	25 Sep 2026	**169**	–
				3,212	3,387
Issued by Pac Lease Berhad:					
MYR80 million 3.48% fixed rate notes	(a)	19 Jun 2023	18 Jun 2024	**–**	23
MYR50 million 4.05% fixed rate notes	(a)	28 Jun 2023	10 Jan 2024	**–**	14
MYR50 million 3.28% fixed rate notes	(a)	14 Aug 2023	14 Feb 2024	**–**	15
MYR30 million 4.34% fixed rate notes	(c)	21 Mar 2023	21 Mar 2025	**9**	9
MYR70 million 4.50% fixed rate notes	(c)	21 Mar 2023	19 Mar 2026	**21**	20
MYR100 million 4.35% fixed rate notes	(c)	26 Apr 2023	24 Apr 2026	**31**	29
MYR50 million 4.15% fixed rate notes	(c)	27 Jul 2023	29 Jul 2025	**15**	14
MYR50 million 4.25% fixed rate notes	(c)	2 Aug 2023	4 Aug 2026	**15**	14
MYR45 million 4.15% fixed rate notes	(c)	3 Aug 2023	5 Aug 2025	**14**	13
MYR80 million 3.80% fixed rate notes	(c)	25 Sep 2024	25 Sep 2026	**28**	–
MYR50 million 3.80% fixed rate notes	(c)	10 Oct 2024	9 Oct 2026	**15**	–
MYR50 million 3.80% fixed rate notes	(c)	22 Oct 2024	22 Oct 2026	**15**	–
				163	151
Issued by OCBC Bank Limited:					
CNY730 million 3.50% fixed rate bonds	(a)	24 May 2021	24 May 2024	**–**	136
CNY1,020 million 3.32% fixed rate bonds	(a)	22 Nov 2021	22 Nov 2024	**–**	191
CNY710 million 2.99% fixed rate bonds	(d)	30 May 2022	30 May 2025	**133**	140
CNY470 million 3.24% fixed rate bonds	(d)	17 Nov 2022	17 Nov 2025	**88**	93
CNY450 million 2.88% fixed rate bonds	(d)	17 Aug 2023	17 Aug 2026	**85**	93
CNY1,300 million 2.40% fixed rate bonds	(d)	30 May 2024	30 May 2027	**242**	–
				548	653
Issued by Great Eastern Capital (Malaysia) Sdn Bhd:					
MYR50 million 4.58% fixed rate notes	(c)	25 Apr 2024	25 Apr 2029	**15**	–
Total fixed and floating rate notes				**3,938**	4,191

(a) The notes and bonds were fully redeemed on their respective maturity/cancellation dates.
(b) Interest is payable quarterly at the 3-month Bank Bill Swap reference rate plus from 0.36% to 0.82% per annum.
(c) Interest is payable semi-annually.
(d) Interest is payable annually.

21. Debt Issued (continued)

21.3 Commercial Paper

	GROUP	
	2024 $ million	2023 $ million
Issued by the Bank	**17,852**	14,390
Issued by subsidiary	**15**	28
	17,867	14,418

The Bank issued the commercial paper under its USD10 billion Euro Commercial Paper (ECP) programme and USD25 billion US Commercial Paper (USCP) programme. The notes outstanding as at 31 December 2024 (2023: 31 December 2023) were issued between 27 June 2024 (2023: 18 September 2023) and 27 December 2024 (2023: 27 December 2023), and mature between 2 January 2025 (2023: 2 January 2024) and 4 June 2025 (2023: 14 May 2024). The commercial papers are zero-coupon papers, or floating coupon rate papers pegged to monthly or quarterly market rates.

21.4 Structured Notes

			GROUP	
	Issue date	Maturity date	2024 $ million	2023 $ million
Issued by the Bank:				
Credit linked notes	1 Oct 2012 – 24 Dec 2024	20 Feb 2025 – 26 Dec 2029	**939**	1,126
Fixed rate notes	9 Oct 2012 – 3 Jan 2025	2 Jan 2025 – 21 Aug 2054	**559**	834
Bond linked notes	8 Jun 2017 – 13 Jan 2025	2 Jan 2025 – 18 Nov 2033	**1,467**	132
Index linked notes	6 May 2024 – 20 Dec 2024	24 Jan 2025 – 22 Oct 2027	**24**	–
Fund linked notes	29 Oct 2019 – 20 Dec 2024	8 May 2025 – 21 Feb 2031	**162**	115
Participation notes	14 Jun 2019 – 20 Dec 2024	21 Jan 2025 – 7 Jul 2028	**1,272**	1,490
Equity linked notes	13 May 2022 – 10 Jan 2025	2 Jan 2025 – 19 May 2027	**410**	50
			4,833	3,747

The structured notes were issued by the Bank under its Structured Note and Global Medium Term Notes Programmes and were measured at amortised cost, except for $939 million (2023: $1,040 million) included under credit linked notes, $450 million included under fixed rate notes (2023: $726 million), nil included under equity linked notes (2023: $2 million), $1,467 million (2023: $132 million) included under bond linked notes, $21 million (2023: nil) included under index linked notes, $38 million (2023: nil) included under fund linked notes and $442 million (2023: nil) included under participation notes as at 31 December 2024 which were measured at fair value through profit or loss.

In accordance with SFRS(I) 9, to the extent that the underlying economic characteristics and risks of the embedded derivatives were not closely related to the economic characteristics and risks of the host contract, and where such embedded derivatives would meet the definition of a derivative, the Group bifurcated such embedded derivatives and recognised these separately from the host contracts. The bifurcated embedded derivatives were fair valued through profit or loss, and were included as part of the Group's derivatives in the financial statements.

21. Debt Issued (continued)

21.5 Covered Bonds

	Issue date	Maturity date	GROUP 2024 $ million	GROUP 2023 $ million
Issued by the Bank:				
EUR500 million 0.625% fixed rate bonds	18 Apr 2018	18 Apr 2025	**701**	698
EUR500 million 3.290% fixed rate bonds	11 June 2024	11 June 2027	**722**	–
			1,423	698

The covered bonds were issued by the Bank under its USD10 billion Global Covered Bond Programme. The Covered Bond Guarantor, Red Sail Pte. Ltd., guarantees the payments of interest and principal. The guarantee is secured by a portfolio of Singapore housing loans transferred from OCBC Bank to Red Sail Pte. Ltd. (Note 46.2). Interest for the EUR covered bonds is payable annually and in arrears.

21.6 Reconciliation of Movements of Liabilities to Cash Flows Arising from Financing Activities

GROUP ($ million)	Subordinated debt	Fixed and floating rate notes	Commercial paper	Structured notes	Covered bonds	Total
At 1 January 2023	3,484	3,202	10,759	2,713	1,780	21,938
Cash flows	–	1,040	3,755	1,081	(1,124)	4,752
Non-cash changes						
Currency translation	(66)	(52)	(255)	(45)	(114)	(532)
Others	81	1	159	(2)	156	395
At 31 December 2023/1 January 2024	**3,499**	**4,191**	**14,418**	**3,747**	**698**	**26,553**
Cash flows	**(187)**	**(53)**	**2,672**	**1,211**	**727**	**4,370**
Non-cash changes						
Currency translation	**112**	**(199)**	**485**	**71**	**(3)**	**466**
Others	**68**	**(1)**	**292**	**(196)**	**1**	**164**
At 31 December 2024	**3,492**	**3,938**	**17,867**	**4,833**	**1,423**	**31,553**

22. Assets and Liabilities for Life Insurance Funds

	GROUP	
	2024 $ million	2023 $ million
Insurance contract liabilities and other liabilities for life insurance funds		
Insurance contract liabilities	**100,680**	97,386
Reinsurance contract liabilities	**142**	166
Others	**2,110**	2,092
	102,932	99,644
Other assets for life insurance funds		
Deposits with banks and financial institutions	**2,281**	3,082
Loans	**1,014**	509
Investment property	**1,939**	1,881
Reinsurance contract assets	**829**	512
Insurance contract assets	**68**	12
Others [1]	**1,708**	1,951
	7,839	7,947
Investment securities for life insurance funds	**94,452**	89,570
	102,291	97,517
Balances for life insurance funds included under the following balance sheet items:		
Liabilities		
Current tax	**211**	144
Deferred tax	**416**	254
Other liabilities	**47**	51
Assets		
Cash and placements with central banks	**#**	#
Placements with and loans to banks	**1,314**	2,271
Property, plant and equipment and intangible assets	**679**	651
Deferred tax assets	**8**	4

(1) Others mainly comprise interest receivable, deposits collected, prepayments, investment debtors and sundry debtors.

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22. Assets and Liabilities for Life Insurance Funds (continued)

22.1 Reconciliation of the Liability for Remaining Coverage and Liability for Incurred Claims for Life Insurance

	2024					
	Liabilities for remaining coverage		Liabilities for incurred claim			
				Contracts under PAA		
$ million	Excluding loss component	Loss component	Contracts not under PAA	Estimates of the present value of future cash flows	Risk adjustment	Total
Insurance contract liabilities at 1 January	89,709	466	7,211	–	–	97,386
Insurance contract assets at 1 January	(33)	31	(10)	–	–	(12)
Net insurance contract liabilities/(assets) at 1 January	89,676	497	7,201	–	–	97,374
Insurance revenue						
Contracts under modified retrospective approach	(1,073)	–	–	–	–	(1,073)
Contracts under fair value transition approach	(3,002)	–	–	–	–	(3,002)
Other contracts	(1,670)	–	(247)	(188)	–	(2,105)
	(5,745)	–	(247)	(188)	–	(6,180)
Insurance service expenses						
Incurred claims and other expenses	–	(330)	4,570	147	–	4,387
Amortisation of insurance acquisition cash flows	588	–	–	–	–	588
Losses on onerous contracts and reversal of those losses	–	561	–	–	–	561
Changes to liabilities for incurred claims	–	–	124	40	1	165
	588	231	4,694	187	1	5,701
Insurance service result	(5,157)	231	4,447	(1)	1	(479)
Finance expenses from insurance contracts issued	5,672	6	232	–	–	5,910
Effect of movements in exchange rates	1,266	8	333	–	–	1,607
Total changes in the income statement and OCI	1,781	245	5,012	(1)	1	7,038
Investment components	(14,293)	–	14,293	–	–	–
Cash flows						
Premiums received	16,532	–	–	–	–	16,532
Claims and other expenses paid	–	–	(18,522)	(36)	–	(18,558)
Insurance acquisition cash flows	(1,630)	–	–	–	–	(1,630)
Total cash flows	14,902	–	(18,522)	(36)	–	(3,656)
Other movements	(270)	(15)	231	(90)	–	(144)
Net insurance contract liabilities/(assets) at 31 December	91,796	727	8,215	(127)	1	100,612
Insurance contract liabilities at 31 December	91,866	707	8,233	(127)	1	100,680
Insurance contract assets at 31 December	(70)	20	(18)	–	–	(68)
Net insurance contract liabilities/(assets) at 31 December	91,796	727	8,215	(127)	1	100,612

22. Assets and Liabilities for Life Insurance Funds (continued)

22.1 Reconciliation of the Liability for Remaining Coverage and Liability for Incurred Claims for Life Insurance (continued)

	2023			
	Liabilities for remaining coverage		Liabilities for incurred claim	
$ million	Excluding loss component	Loss component	Contracts not under PAA	Total
Insurance contract liabilities at 1 January	86,739	308	7,110	94,157
Insurance contract assets at 1 January	(371)	25	(9)	(355)
Net insurance contract liabilities/(assets) at 1 January	86,368	333	7,101	93,802
Insurance revenue				
Contracts under modified retrospective approach	(1,155)	–	–	(1,155)
Contracts under fair value transition approach	(3,095)	–	–	(3,095)
Other contracts	(1,467)	–	–	(1,467)
	(5,717)	–	–	(5,717)
Insurance service expenses				
Incurred claims and other expenses	–	(375)	3,967	3,592
Amortisation of insurance acquisition cash flows	515	–	–	515
Losses on onerous contracts and reversal of those losses	–	515	–	515
Changes to liabilities for incurred claims	–	–	136	136
	515	140	4,103	4,758
Insurance service result	(5,202)	140	4,103	(959)
Finance expenses from insurance contracts issued	4,951	31	197	5,179
Effect of movements in exchange rates	(1,291)	(7)	(257)	(1,555)
Total changes in the income statement and OCI	(1,542)	164	4,043	2,665
Investment components	(9,450)	–	9,450	–
Cash flows				
Premiums received	15,895	–	–	15,895
Claims and other expenses paid	–	–	(13,439)	(13,439)
Insurance acquisition cash flows	(1,477)	–	–	(1,477)
Total cash flows	14,418	–	(13,439)	979
Other movements	(118)	(#)	46	(72)
Net insurance contract liabilities/(assets) at 31 December	89,676	497	7,201	97,374
Insurance contract liabilities at 31 December	89,709	466	7,211	97,386
Insurance contract assets at 31 December	(33)	31	(10)	(12)
Net insurance contract liabilities/(assets) at 31 December	89,676	497	7,201	97,374

22. Assets and Liabilities for Life Insurance Funds (continued)

22.2 Reconciliation of the Measurement Components of Insurance Contract Balances for Life Insurance – Contracts Not Measured Under the PAA

	2024				2023			
$ million	Estimates of the present value of future cash flows	Risk adjustment	CSM	Total	Estimates of the present value of future cash flows	Risk adjustment	CSM	Total
Insurance contract liabilities at 1 January	**86,476**	**4,154**	**6,756**	**97,386**	83,364	3,925	6,868	94,157
Insurance contract assets at 1 January	**(247)**	**124**	**111**	**(12)**	(580)	118	107	(355)
Net insurance contract liabilities/(assets) at 1 January	**86,229**	**4,278**	**6,867**	**97,374**	82,784	4,043	6,975	93,802
Changes that relate to current services								
CSM recognised for services provided	**–**	**–**	**(728)**	**(728)**	–	–	(773)	(773)
Risk adjustment recognised for the risk expired	**–**	**(574)**	**–**	**(574)**	–	(503)	–	(503)
Experience adjustments	**112**	**–**	**–**	**112**	(331)	–	–	(331)
Changes that relate to future services								
Contracts initially recognised in the year	**(1,009)**	**703**	**527**	**221**	(862)	659	461	258
Changes in estimates that adjust the CSM	**338**	**(85)**	**(253)**	**–**	(248)	40	208	–
Changes that result in onerous losses or reversal of such losses	**302**	**17**	**–**	**319**	203	52	–	255
Changes that relate to past services								
Adjustments to liabilities for incurred claims	**170**	**1**	**–**	**171**	142	(7)	–	135
Insurance service result	**(87)**	**62**	**(454)**	**(479)**	(1,096)	241	(104)	(959)
Finance expenses from insurance contract issued	**5,654**	**100**	**156**	**5,910**	4,807	170	202	5,179
Effect of movements in foreign exchange rates	**1,245**	**177**	**185**	**1,607**	(1,186)	(176)	(193)	(1,555)
Total changes in the income statement and OCI	**6,812**	**339**	**(113)**	**7,038**	2,525	235	(95)	2,665
Cash flows								
Premiums received	**16,430**	**–**	**–**	**16,430**	16,126	–	–	16,126
Claims and other expenses paid	**(18,522)**	**–**	**–**	**(18,522)**	(13,841)	–	–	(13,841)
Insurance acquisition cash flows	**(1,629)**	**–**	**–**	**(1,629)**	(1,477)	–	–	(1,477)
Total cash flows	**(3,721)**	**–**	**–**	**(3,721)**	808	–	–	808
Other movements	**(166)**	**(#)**	**(7)**	**(173)**	112	–	(13)	99
Net insurance contract liabilities at 31 December	**89,154**	**4,617**	**6,747**	**100,518**	86,229	4,278	6,867	97,374
Insurance contract liabilities at 31 December	**89,434**	**4,498**	**6,654**	**100,586**	86,476	4,154	6,756	97,386
Insurance contract assets at 31 December	**(280)**	**119**	**93**	**(68)**	(247)	124	111	(12)
Net insurance contract liabilities at 31 December	**89,154**	**4,617**	**6,747**	**100,518**	86,229	4,278	6,867	97,374

22. Assets and Liabilities for Life Insurance Funds (continued)

22.3 Impact of Life Insurance Contracts Recognised During the Year

	Contracts issued					
	2024			2023		
$ million	Non-onerous	Onerous	Total	Non-onerous	Onerous	Total
Claims and other directly attributable expenses	**7,295**	**6,757**	**14,052**	8,049	5,267	13,316
Insurance acquisition cash flows	**1,377**	**271**	**1,648**	1,241	334	1,575
Estimates of present value of future cash outflows	**8,672**	**7,028**	**15,700**	9,290	5,601	14,891
Estimates of present value of future cash inflows	**(9,678)**	**(7,031)**	**(16,709)**	(10,177)	(5,576)	(15,753)
Risk adjustment	**479**	**224**	**703**	427	232	659
CSM	**527**	**–**	**527**	461	–	461
Increase in insurance contract liabilities from contracts recognised during the year	**–**	**221**	**221**	1	257	258

22.4 Amounts Determined on Transition to SFRS(I) 17

	2024				2023			
$ million	Contracts using the modified retrospective approach	Contracts using the fair value approach	All other contracts	Total	Contracts using the modified retrospective approach	Contracts using the fair value approach	All other contracts	Total
CSM at 1 January	**2,444**	**2,816**	**1,607**	**6,867**	2,820	3,047	1,108	6,975
Changes that relate to current services								
CSM recognised for services provided	**(241)**	**(289)**	**(198)**	**(728)**	(253)	(290)	(230)	(773)
Changes that relate to future services								
Contracts initially recognised in the period	**–**	**–**	**527**	**527**	–	#	461	461
Changes in estimates that adjust the CSM	**(322)**	**(144)**	**213**	**(253)**	(87)	15	280	208
Insurance service result	**(563)**	**(433)**	**542**	**(454)**	(340)	(275)	511	(104)
Finance expenses from insurance contract issued	**87**	**26**	**43**	**156**	125	67	10	202
Effect of movements in exchange rates	**122**	**26**	**37**	**185**	(153)	(21)	(19)	(193)
Total changes in the income statement or OCI	**(354)**	**(381)**	**622**	**(113)**	(368)	(229)	502	(95)
Other movements	**(1)**	**–**	**(6)**	**(7)**	(8)	(2)	(3)	(13)
CSM at 31 December	**2,089**	**2,435**	**2,223**	**6,747**	2,444	2,816	1,607	6,867

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22. Assets and Liabilities for Life Insurance Funds (continued)

22.5 Expected Recognition of the Contractual Service Margin for Life Insurance Contracts Issued

$ million	Less than 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	Over 5 years	Total
2024							
Life insurance contracts issued	**580**	**510**	**469**	**430**	**388**	**4,370**	**6,747**

$ million	Less than 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	Over 5 years	Total
2023							
Life insurance contracts issued	602	489	449	418	388	4,521	6,867

23. Cash and Placements with Central Banks

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Cash on hand	**719**	648	**407**	347
Non-restricted balances with central banks	**28,110**	28,222	**26,103**	24,234
Cash and cash equivalents	**28,829**	28,870	**26,510**	24,581
Restricted balances with central banks – mandatory reserve deposits	**5,774**	5,420	**4,019**	3,873
Gross cash and placements with central banks	**34,603**	34,290	**30,529**	28,454
Allowances for non-impaired placements with central banks	**(4)**	(4)	**(4)**	(4)
Net cash and placements with central banks	**34,599**	34,286	**30,525**	28,450

24. Government Treasury Bills and Securities

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Singapore government treasury bills and securities	**14,316**	19,165	**13,182**	17,832
Other government treasury bills and securities	**30,369**	26,465	**11,196**	10,804
Total government treasury bills and securities	**44,685**	45,630	**24,378**	28,636

25. Placements with and Loans to Banks

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Certificates of deposit held	**21,897**	19,211	**16,414**	14,772
Placements with and loans to banks	**13,715**	13,158	**10,308**	10,588
Market bills purchased	**955**	1,292	**955**	1,292
Reverse repos	**4,529**	2,124	**4,499**	2,124
Balances with banks	**41,096**	35,785	**32,176**	28,776
Bank balances for life insurance funds	**1,314**	2,271	**–**	–
Gross placements with and loans to banks	**42,410**	38,056	**32,176**	28,776
Allowances for non-impaired placements with and loans to banks	**(3)**	(5)	**(2)**	(3)
Net placements with and loans to banks	**42,407**	38,051	**32,174**	28,773

26. Loans to Customers

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Gross loans	**319,166**	296,653	**229,814**	209,801
Allowances				
Impaired loans (Note 28)	**(1,278)**	(1,328)	**(484)**	(620)
Non-impaired loans (Note 30)	**(2,792)**	(2,571)	**(1,732)**	(1,673)
Net loans	**315,096**	292,754	**227,598**	207,508

26.1 Analysed by Product

	GROUP 2024	GROUP 2023	BANK 2024	BANK 2023
Overdrafts	**5,226**	5,246	**381**	367
Short-term and revolving loans	**67,105**	58,798	**41,339**	35,122
Syndicated and term loans	**144,799**	133,722	**116,049**	108,954
Housing and commercial property loans	**76,103**	70,987	**54,649**	49,195
Car, credit card and share margin loans	**5,378**	4,822	**3,821**	3,431
Bills receivable	**4,211**	3,875	**3,359**	2,670
Others	**16,344**	19,203	**10,216**	10,062
	319,166	296,653	**229,814**	209,801

26.2 Analysed by Industry

	GROUP 2024	GROUP 2023	BANK 2024	BANK 2023
Agriculture, mining and quarrying	**7,523**	6,808	**5,365**	4,615
Manufacturing	**15,033**	14,186	**6,957**	6,815
Building and construction	**93,924**	93,165	**77,963**	77,228
Housing loans	**68,358**	63,833	**52,222**	47,080
General commerce	**31,053**	27,411	**23,277**	20,513
Transport, storage and communication	**21,327**	16,113	**18,284**	13,952
Financial institutions, investment and holding companies	**27,601**	24,093	**10,499**	7,871
Professionals and individuals	**32,679**	31,708	**18,540**	16,725
Others	**21,668**	19,336	**16,707**	15,002
	319,166	296,653	**229,814**	209,801

27. Non-Performing Assets

Non-performing assets (NPAs) comprise non-performing loans, debt securities and contingents that are classified as Substandard, Doubtful and Loss in accordance with MAS Notice 612.

$ million	Substandard	Doubtful	Loss	Total
GROUP				
2024				
Classified loans	**632**	**1,678**	**517**	**2,827**
Classified debt securities	**–**	**–**	**–**	**–**
Classified contingents	**24**	**7**	**11**	**42**
Total classified assets	**656**	**1,685**	**528**	**2,869**
Allowances for impaired assets	**(83)**	**(987)**	**(210)**	**(1,280)**
Net classified assets	**573**	**698**	**318**	**1,589**
2023				
Classified loans	928	1,342	535	2,805
Classified debt securities	–	–	–	–
Classified contingents	27	59	10	96
Total classified assets	955	1,401	545	2,901
Allowances for impaired assets	(127)	(972)	(231)	(1,330)
Net classified assets	828	429	314	1,571
BANK				
2024				
Classified loans	**147**	**556**	**117**	**820**
Classified debt securities	**–**	**–**	**–**	**–**
Classified contingents	**11**	**7**	**–**	**18**
Total classified assets	**158**	**563**	**117**	**838**
Allowances for impaired assets	**(3)**	**(471)**	**(10)**	**(484)**
Net classified assets	**155**	**92**	**107**	**354**
2023				
Classified loans	446	670	98	1,214
Classified debt securities	–	–	–	–
Classified contingents	11	56	–	67
Total classified assets	457	726	98	1,281
Allowances for impaired assets	(22)	(592)	(6)	(620)
Net classified assets	435	134	92	661

27. Non-Performing Assets (continued)

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
27.1 Analysed by Period Overdue				
Over 180 days	**1,002**	953	**447**	250
Over 90 days to 180 days	**141**	368	**42**	209
30 days to 90 days	**287**	253	**33**	52
Less than 30 days	**755**	274	**38**	86
No overdue	**684**	1,053	**278**	684
	2,869	2,901	**838**	1,281
27.2 Analysed by Collateral Type				
Property	**1,583**	1,252	**209**	213
Fixed deposit	**20**	20	**12**	11
Stock and shares	**1**	3	**–**	2
Motor vehicles	**3**	6	**1**	#
Secured – Others	**104**	367	**46**	242
Unsecured – Corporate and other guarantees	**681**	366	**404**	337
Unsecured – Clean	**477**	887	**166**	476
	2,869	2,901	**838**	1,281
27.3 Analysed by Industry				
Agriculture, mining and quarrying	**35**	38	**30**	32
Manufacturing	**351**	423	**41**	48
Building and construction	**1,296**	613	**281**	218
Housing loans	**420**	503	**139**	168
General commerce	**266**	306	**25**	76
Transport, storage and communication	**113**	231	**100**	217
Financial institutions, investment and holding companies	**67**	152	**–**	–
Professionals and individuals	**107**	105	**25**	33
Others	**214**	530	**197**	489
	2,869	2,901	**838**	1,281

27.4 Restructured/Renegotiated Loans

Non-performing restructured loans by loan classification and the related allowances are shown below. The restructured loans as a percentage of total non-performing loans were 21.5% (2023: 19.1%) and 36.5% (2023: 14.8%) for the Group and the Bank respectively.

	2024		2023	
	Amount $ million	Allowance $ million	Amount $ million	Allowance $ million
GROUP				
Substandard	**154**	**59**	156	76
Doubtful	**405**	**325**	289	249
Loss	**50**	**32**	91	67
	609	**416**	536	392
BANK				
Substandard	**69**	**13**	43	12
Doubtful	**227**	**163**	133	108
Loss	**3**	**#**	3	#
	299	**176**	179	120

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28. Allowances for Impaired Loans to Customers

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
At 1 January	**1,328**	1,308	**620**	583
Currency translation and other movements	**46**	(20)	**2**	(7)
Net write-offs [1]	**(499)**	(229)	**(271)**	(138)
Net allowances (Note 10)	**403**	269	**133**	182
At 31 December (Note 26)	**1,278**	1,328	**484**	620

(1) Comprise mainly bad debts written off for the Group and the Bank of $569 million and $299 million (2023: $298 million and $177 million) respectively, and bad debts recovered for the Group and Bank of $70 million and $28 million (2023: $54 million and $41 million) respectively.

Analysed by Industry

	Cumulative allowances for impaired loans		Net allowances for impaired loans charged/(write-back) to income statements	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
GROUP				
Agriculture, mining and quarrying	**30**	31	**3**	7
Manufacturing	**226**	279	**(3)**	32
Building and construction	**563**	279	**278**	200
Housing loans	**59**	77	**7**	7
General commerce	**133**	137	**55**	6
Transport, storage and communication	**81**	160	**(25)**	58
Financial institutions, investment and holding companies	**7**	90	**63**	3
Professionals and individuals	**48**	43	**14**	(6)
Others	**131**	232	**11**	(38)
	1,278	1,328	**403**	269
BANK				
Agriculture, mining and quarrying	**29**	28	**2**	(1)
Manufacturing	**9**	10	**–**	(6)
Building and construction	**218**	135	**156**	137
Housing loans	**#**	19	**(1)**	18
General commerce	**9**	48	**(37)**	#
Transport, storage and communication	**76**	152	**(11)**	62
Financial institutions, investment and holding companies	**–**	–	**(#)**	(#)
Professionals and individuals	**21**	23	**2**	13
Others	**122**	205	**22**	(41)
	484	620	**133**	182

29. Debt and Equity Securities

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Debt securities	**36,126**	30,800	**22,386**	19,269
Equity securities and investment funds	**7,288**	5,791	**3,926**	3,163
Total securities	**43,414**	36,591	**26,312**	22,432
Allowances for non-impaired debt securities	**(1)**	(#)	**(1)**	(#)
	43,413	36,591	**26,311**	22,432

Debt Securities Analysis:

29.1 By Credit Ratings

Investment grade (AAA to BBB)	**23,870**	21,289	**16,067**	14,023
Non-investment grade (BB to C)	**35**	85	**33**	85
Non-rated	**12,221**	9,426	**6,286**	5,161
	36,126	30,800	**22,386**	19,269

29.2 By Credit Quality

Pass	**36,126**	30,799	**22,386**	19,269
Special mention	**–**	1	**–**	–
Substandard	**–**	–	**–**	–
Doubtful	**–**	–	**–**	–
Loss	**–**	–	**–**	–
	36,126	30,800	**22,386**	19,269

Debt and Equity Securities Analysis:

29.3 By Industry

Agriculture, mining and quarrying	**575**	410	**274**	186
Manufacturing	**2,564**	1,938	**2,088**	1,493
Building and construction	**3,345**	2,710	**2,002**	1,576
General commerce	**753**	886	**452**	415
Transport, storage and communication	**2,225**	1,712	**1,463**	1,114
Financial institutions, investment and holding companies	**30,417**	25,198	**17,867**	15,322
Others	**3,535**	3,737	**2,166**	2,326
	43,414	36,591	**26,312**	22,432

Notes to the Financial Statements

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30. Allowances for Financial Assets

The following tables show reconciliations from the opening to the closing balance of expected credit loss (ECL).

$ million	Stage 1	Stage 2	Stage 3	Total
GROUP				
At 1 January 2023	1,107	1,119	1,310	3,536
Transfer to Stage 1	647	(632)	(15)	–
Transfer to Stage 2	(529)	595	(66)	–
Transfer to Stage 3	(2)	(62)	64	–
Remeasurement [(1)]	(597)	765	316	484
New financial assets originated or purchased	1,254	–	–	1,254
Financial assets that have been derecognised	(586)	(448)	–	(1,034)
Changes in models [(2)]	(4)	(4)	–	(8)
Write-offs	–	–	(229)	(229)
Foreign exchange and other movements	(10)	(16)	(50)	(76)
At 31 December 2023/1 January 2024	**1,280**	**1,317**	**1,330**	**3,927**
Transfer to Stage 1	**723**	**(663)**	**(60)**	**–**
Transfer to Stage 2	**(492)**	**532**	**(40)**	**–**
Transfer to Stage 3	**(3)**	**(97)**	**100**	**–**
Remeasurement [(1)]	**(837)**	**662**	**393**	**218**
New financial assets originated or purchased	**1,551**	**–**	**–**	**1,551**
Financial assets that have been derecognised	**(776)**	**(418)**	**–**	**(1,194)**
Changes in models [(2)]	**1**	**1**	**–**	**2**
Write-offs	**–**	**–**	**(499)**	**(499)**
Foreign exchange and other movements	**16**	**26**	**56**	**98**
At 31 December 2024	**1,463**	**1,360**	**1,280**	**4,103**
BANK				
At 1 January 2023	887	526	583	1,996
Transfer to Stage 1	459	(453)	(6)	–
Transfer to Stage 2	(380)	380	–	–
Transfer to Stage 3	(1)	(26)	27	–
Remeasurement [(1)]	(457)	619	157	319
New financial assets originated or purchased	885	–	–	885
Financial assets that have been derecognised	(372)	(293)	–	(665)
Changes in models [(2)]	(1)	(70)	–	(71)
Write-offs	–	–	(137)	(137)
Foreign exchange and other movements	(4)	(6)	(4)	(14)
At 31 December 2023/1 January 2024	**1,016**	**677**	**620**	**2,313**
Transfer to Stage 1	**419**	**(368)**	**(51)**	**–**
Transfer to Stage 2	**(314)**	**314**	**–**	**–**
Transfer to Stage 3	**(2)**	**(35)**	**37**	**–**
Remeasurement [(1)]	**(703)**	**423**	**145**	**(135)**
New financial assets originated or purchased	**1,012**	**–**	**–**	**1,012**
Financial assets that have been derecognised	**(489)**	**(217)**	**–**	**(706)**
Changes in models [(2)]	**1**	**1**	**–**	**2**
Write-offs	**–**	**–**	**(271)**	**(271)**
Foreign exchange and other movements	**5**	**15**	**4**	**24**
At 31 December 2024	**945**	**810**	**484**	**2,239**

(1) Remeasurement includes the changes in model inputs or assumptions such as changes in the forward-looking macroeconomic variables, partial repayments, additional drawdowns on existing facilities, changes in the measurement after a transfer between stages 1, 2 and 3, and the unwinding impact of time value of money.

(2) Changes in models include significant changes to the quantitative models used to estimate the impacts of the expected credit losses.

30. Allowances for Financial Assets (continued)

Analysed by Main Class of Financial Instruments

Loans to Customers at Amortised Cost [1]

$ million	Stage 1	Stage 2	Stage 3	Total
GROUP				
At 1 January 2023	1,093	1,112	1,308	3,513
Transfer to Stage 1	640	(625)	(15)	–
Transfer to Stage 2	(527)	594	(67)	–
Transfer to Stage 3	(2)	(62)	64	–
Remeasurement [2]	(587)	755	272	440
New financial assets originated or purchased	1,234	–	–	1,234
Financial assets that have been derecognised	(575)	(446)	–	(1,021)
Changes in models [3]	(4)	(4)	–	(8)
Write-offs	–	–	(229)	(229)
Foreign exchange and other movements	(9)	(16)	(5)	(30)
At 31 December 2023/1 January 2024	**1,263**	**1,308**	**1,328**	**3,899**
Transfer to Stage 1	**717**	**(658)**	**(59)**	**–**
Transfer to Stage 2	**(490)**	**530**	**(40)**	**–**
Transfer to Stage 3	**(3)**	**(97)**	**100**	**–**
Remeasurement [2]	**(820)**	**655**	**392**	**227**
New financial assets originated or purchased	**1,520**	**–**	**–**	**1,520**
Financial assets that have been derecognised	**(761)**	**(415)**	**–**	**(1,176)**
Changes in models [3]	**1**	**1**	**–**	**2**
Write-offs	**–**	**–**	**(499)**	**(499)**
Foreign exchange and other movements	**15**	**26**	**56**	**97**
At 31 December 2024	**1,442**	**1,350**	**1,278**	**4,070**
BANK				
At 1 January 2023	878	521	583	1,982
Transfer to Stage 1	455	(449)	(6)	–
Transfer to Stage 2	(378)	378	–	–
Transfer to Stage 3	(1)	(26)	27	–
Remeasurement [2]	(449)	612	157	320
New financial assets originated or purchased	869	–	–	869
Financial assets that have been derecognised	(364)	(291)	–	(655)
Changes in models [3]	(1)	(70)	–	(71)
Write-offs	–	–	(137)	(137)
Foreign exchange and other movements	(5)	(6)	(4)	(15)
At 31 December 2023/1 January 2024	**1,004**	**669**	**620**	**2,293**
Transfer to Stage 1	**415**	**(364)**	**(51)**	**–**
Transfer to Stage 2	**(312)**	**312**	**–**	**–**
Transfer to Stage 3	**(2)**	**(35)**	**37**	**–**
Remeasurement [2]	**(688)**	**417**	**145**	**(126)**
New financial assets originated or purchased	**988**	**–**	**–**	**988**
Financial assets that have been derecognised	**(480)**	**(214)**	**–**	**(694)**
Changes in models [3]	**1**	**1**	**–**	**2**
Write-offs	**–**	**–**	**(271)**	**(271)**
Foreign exchange and other movements	**5**	**15**	**4**	**24**
At 31 December 2024	**931**	**801**	**484**	**2,216**

(1) Includes ECL on contingent liabilities and other credit commitments.
(2) Remeasurement includes the changes in model inputs or assumptions such as changes in the forward-looking macroeconomic variables, partial repayments, additional drawdowns on existing facilities, changes in the measurement after a transfer between stages 1, 2 and 3, and the unwinding impact of time value of money.
(3) Changes in models include significant changes to the quantitative models used to estimate the impacts of the expected credit losses.

30. Allowances for Financial Assets (continued)

The following tables set out information about the credit quality of financial assets.

	2024				2023			
$ million	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
GROUP								
Cash and placements with central banks (Note 23)								
Pass	33,845	39	–	33,884	33,592	50	–	33,642
Loss allowances	(#)	(4)	–	(4)	(#)	(4)	–	(4)
Carrying amount	33,845	35	–	33,880	33,592	46	–	33,638
Government treasury bills and securities – Amortised cost (Note 39)								
Pass/Carrying amount	10,095	322	–	10,417	7,246	549	–	7,795
Government treasury bills and securities – FVOCI [(1)] (Note 39)								
Pass	28,982	366	–	29,348	31,816	917	–	32,733
Loss allowances	(1)	(#)	–	(1)	(#)	(#)	–	(#)
Placements with and loans to banks – Amortised cost (Note 39)								
Pass	20,185	328	–	20,513	17,328	1,517	–	18,845
Loss allowances	(3)	(#)	–	(3)	(4)	(1)	–	(5)
Carrying amount	20,182	328	–	20,510	17,324	1,516	–	18,840
Placements with and loans to banks – FVOCI [(1)] (Note 39)								
Pass	19,035	1,444	–	20,479	17,227	163	–	17,390
Loss allowances	(3)	(#)	–	(3)	(2)	(#)	–	(2)
Loans to customers – Amortised cost (Note 39)								
Pass	279,466	31,813	–	311,279	255,404	35,263	–	290,667
Special mention	–	5,060	–	5,060	–	3,170	–	3,170
Substandard	–	–	632	632	–	–	928	928
Doubtful	–	–	1,678	1,678	–	–	1,342	1,342
Loss	–	–	517	517	–	–	535	535
	279,466	36,873	2,827	319,166	255,404	38,433	2,805	296,642
Loss allowances	(972)	(1,130)	(1,267)	(3,369)	(967)	(999)	(1,270)	(3,236)
Carrying amount	278,494	35,743	1,560	315,797	254,437	37,434	1,535	293,406
Loans to customers – FVOCI [(1)] (Note 39)								
Pass	–	–	–	–	#	–	–	#
Loss allowances	–	–	–	–	(#)	–	–	(#)
Debt securities – Amortised cost (Note 39)								
Pass	640	134	–	774	822	–	–	822
Loss allowances	(#)	(1)	–	(1)	(#)	–	–	(#)
Carrying amount	640	133	–	773	822	–	–	822
Debt securities – FVOCI [(1)] (Note 39)								
Pass	27,883	1,224	–	29,107	24,569	780	–	25,349
Special mention	–	–	–	–	–	–	–	–
Substandard	–	–	–	–	–	–	–	–
Doubtful	–	–	–	–	–	–	2	2
	27,883	1,224	–	29,107	24,569	780	2	25,351
Loss allowances	(14)	(5)	(2)	(21)	(11)	(4)	(2)	(17)

For loan commitments and financial guarantee contracts, the amounts in the table represent the amounts committed or guaranteed, respectively.

	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
Loan commitments and contingent liabilities								
Pass	168,530	9,991	–	178,521	142,115	11,371	9	153,495
Special mention	–	726	–	726	–	1,387	–	1,387
Substandard	–	–	560	560	–	–	556	556
Doubtful	–	–	495	495	–	–	453	453
Loss	–	–	274	274	–	–	193	193
	168,530	10,717	1,329	180,576	142,115	12,758	1,211	156,084
Allowances for contingent liabilities and credit commitments (Note 39)	(470)	(220)	(11)	(701)	(296)	(309)	(58)	(663)

(1) In accordance with SFRS(I) 9, for financial asset measured at FVOCI, any impairment is recognised in the income statement together with a credit to fair value reserves within equity (without adjusting the carrying amount of the financial asset).

30. Allowances for Financial Assets (continued)

	2024				2023			
$ million	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
BANK								
Cash and placements with central banks (Note 23)								
Pass	**30,083**	**39**	**–**	**30,122**	28,057	50	–	28,107
Loss allowances	**(#)**	**(4)**	**–**	**(4)**	(#)	(4)	–	(4)
Carrying amount	**30,083**	**35**	**–**	**30,118**	28,057	46	–	28,103
Government treasury bills and securities – Amortised cost (Note 39)								
Pass/Carrying amount	**8,383**	**322**	**–**	**8,705**	6,185	457	–	6,642
Government treasury bills and securities – FVOCI [(1)] (Note 39)								
Pass	**11,748**	**366**	**–**	**12,114**	18,299	443	–	18,742
Loss allowances	**(#)**	**(#)**	**–**	**(#)**	(#)	(#)	–	(#)
Placements with and loans to banks – Amortised cost (Note 39)								
Pass	**15,485**	**277**	**–**	**15,762**	12,502	1,502	–	14,004
Loss allowances	**(2)**	**(#)**	**–**	**(2)**	(3)	(#)	–	(3)
Carrying amount	**15,483**	**277**	**–**	**15,760**	12,499	1,502	–	14,001
Placements with and loans to banks – FVOCI [(1)] (Note 39)								
Pass	**13,552**	**1,444**	**–**	**14,996**	12,820	131	–	12,951
Loss allowances	**(1)**	**(#)**	**–**	**(1)**	(3)	(#)	–	(3)
Loans to customers – Amortised cost (Note 39)								
Pass	**203,755**	**22,398**	**–**	**226,153**	184,107	22,543	–	206,650
Special mention	**–**	**2,841**	**–**	**2,841**	–	1,932	–	1,932
Substandard	**–**	**–**	**147**	**147**	–	–	446	446
Doubtful	**–**	**–**	**556**	**556**	–	–	665	665
Loss	**–**	**–**	**117**	**117**	–	–	98	98
	203,755	**25,239**	**820**	**229,814**	184,107	24,475	1,209	209,791
Loss allowances	**(648)**	**(640)**	**(484)**	**(1,772)**	(802)	(502)	(575)	(1,879)
Carrying amount	**203,107**	**24,599**	**336**	**228,042**	183,305	23,973	634	207,912
Debt securities – Amortised cost (Note 39)								
Pass	**640**	**134**	**–**	**774**	822	–	–	822
Loss allowances	**(#)**	**(1)**	**–**	**(1)**	(#)	–	–	(#)
Carrying amount	**640**	**133**	**–**	**773**	822	–	–	822
Debt securities – FVOCI [(1)] (Note 39)								
Pass	**15,693**	**946**	**–**	**16,639**	13,968	562	–	14,530
Loss allowances	**(11)**	**(4)**	**–**	**(15)**	(6)	(4)	–	(10)

For loan commitments and financial guarantee contracts, the amounts in the table represent the amounts committed or guaranteed, respectively.

	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
Loan commitments and contingent liabilities								
Pass	**115,534**	**6,968**	**–**	**122,502**	110,747	6,812	9	117,568
Special mention	**–**	**515**	**–**	**515**	–	487	–	487
Substandard	**–**	**–**	**522**	**522**	–	–	526	526
Doubtful	**–**	**–**	**351**	**351**	–	–	416	416
Loss	**–**	**–**	**149**	**149**	–	–	155	155
	115,534	**7,483**	**1,022**	**124,039**	110,747	7,299	1,106	119,152
Allowances for contingent liabilities and credit commitments (Note 39)	**(283)**	**(161)**	**(#)**	**(444)**	(202)	(167)	(45)	(414)

(1) In accordance with SFRS(I) 9, for financial asset measured at FVOCI, any impairment is recognised in the income statement together with a credit to fair value reserves within equity (without adjusting the carrying amount of the financial asset).

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31. Other Assets

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Interest receivable	**2,254**	2,215	**1,718**	1,679
Sundry debtors (net)	**1,092**	1,150	**142**	133
Deposits and prepayments	**2,031**	1,543	**1,357**	1,036
Others	**2,384**	2,370	**567**	615
	7,761	7,278	**3,784**	3,463

At 31 December 2024, non-life reinsurance assets included in "Others" amounted to $279 million (2023: $356 million) for the Group.

32. Associates

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Quoted equity security, at cost	**2,601**	2,601	**2,168**	2,163
Unquoted equity securities, at cost	**94**	143	**65**	65
	2,695	2,744	**2,233**	2,228
Share of post-acquisition reserves	**5,389**	4,151	**–**	–
Unquoted equity security, at fair value	**68**	95	**–**	–
Net carrying amount	**8,152**	6,990	**2,233**	2,228
Amounts due from associates (unsecured)	**1**	13	**1**	13
Allowances for non-impaired amounts due from associates	**(#)**	(#)	**(#)**	(#)
	1	13	**1**	13
Investments in and amounts due from associates	**8,153**	7,003	**2,234**	2,241

32. Associates (continued)

32.1 List of Principal Associates

The Group's principal associates are as follows:

Name of associates	Country of incorporation/ Principal place of business	Nature of the relationship with the Group	Effective % interest held [3] 2024	2023
Quoted				
Bank of Ningbo Co., Ltd. [1]	People's Republic of China	A commercial bank, which enables the Group to expand its bilateral business in offshore financing, trade finance and private banking.	**20**	20
Unquoted				
Maxwealth Fund Management Company Limited [1]	People's Republic of China	A privately held asset manager that manufactures and distributes mutual funds in Greater China.	**29**	29
Network for Electronic Transfers (Singapore) Pte Ltd [2]	Singapore	An electronic payment services company, which enables the Group to extend funds transfer services to its broad customer base.	**33**	33

(1) Audited by Ernst and Young Hua Ming LLP.
(2) Audited by PricewaterhouseCoopers LLP.
(3) Rounded to the nearest percentage.

As at 31 December 2024, the fair value (Level 1 of the fair value hierarchy) of the investments in Bank of Ningbo was $5.99 billion (2023: $4.94 billion). The carrying amount of the Group's interests was $7.78 billion (2023: $6.56 billion).

Bank of Ningbo is listed on the Shenzhen Stock Exchange and its ability to transfer funds to the Group is subject to local listing and statutory regulations.

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32. Associates (continued)

32.2 Financial Information of Material Associate
The table below provides the financial information of the Group's material associate:

	Bank of Ningbo Co., Ltd.	
$ million	2024	2023
Selected income statement information		
Revenue	**12,358**	11,649
Net profit attributable to ordinary shareholders	**5,049**	4,842
Selected balance sheet information		
Total assets	**575,420**	503,946
Equity attributable to shareholders	**43,662**	37,587
Equity attributable to ordinary shareholders	**38,831**	32,789
Reconciliation of associate's total ordinary shareholders' equity to the carrying amount in the Group's financial statements		
Group's interests in net assets of investee at beginning of the year	**6,563**	5,890
Group's share of:		
– shareholders' equity in current year	**1,356**	795
Dividends	**(147)**	(122)
Carrying amount of interest in investee at end of the year	**7,772**	6,563
Dividends received during the year	**147**	122

32. Associates (continued)

32.2 Financial Information of Material Associate (continued)

In addition to the interests in associate disclosed above, the Group also has interests in individually immaterial associates that are accounted for using the equity method.

$ million	2024	2023
At 31 December:		
Aggregate carrying amount of individually immaterial associates	**312**	332
For the year ended:		
Aggregate amounts of the Group's share of:		
Net profit from continuing operations	**25**	19
Other comprehensive income	**#**	(6)
Total comprehensive income	**25**	13
Dividends received/receivable during the year	**12**	13

The Group's share of contingent liabilities in respect of all its associates is as follows:

$ million	2024	2023
At 31 December:		
Share of contingent liabilities incurred jointly with other investors of associates	**19,287**	16,766

33. Subsidiaries

	BANK	
	2024 $ million	2023 $ million
Investments in subsidiaries, at cost		
Quoted securities	**2,654**	2,014
Unquoted securities	**14,885**	13,013
Allowance for impairment	**(47)**	(45)
Net carrying amount	**17,492**	14,982
Amount due from subsidiaries		
Term to maturity of one year or less	**11,679**	5,167
Term to maturity of more than one year	**6,300**	7,552
	17,979	12,719
Investments in and amount due from subsidiaries	**35,471**	27,701

At 31 December 2024, the fair values of the Group's interests in the quoted securities in its subsidiaries, Great Eastern Holdings Limited (Level 2 of the fair value hierarchy) and PT Bank OCBC NISP Tbk, (Level 1 of the fair value hierarchy) were $11.4 billion (2023: $7.37 billion) and $2.16 billion (2023: $1.97 billion) respectively.

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33. Subsidiaries (continued)

33.1 List of Principal Subsidiaries

Principal subsidiaries of the Group are as follows:

Name of subsidiaries	Country of incorporation/ Principal place of business	Proportion of ownership interests and voting rights held by the Group (%)		Proportion of ownership interests and voting rights held by non-controlling interests (%)	
		2024 [1]	2023 [1]	2024 [1]	2023 [1]
Banking					
OCBC Bank (Macau) Limited	Macau SAR	**100**	100	**–**	–
Bank of Singapore Limited	Singapore	**100**	100	**–**	–
OCBC Al-Amin Bank Berhad	Malaysia	**100**	100	**–**	–
OCBC Bank (Malaysia) Berhad	Malaysia	**100**	100	**–**	–
OCBC Bank Limited	People's Republic of China	**100**	100	**–**	–
OCBC Bank (Hong Kong) Limited	Hong Kong SAR	**100**	100	**–**	–
PT Bank OCBC NISP Tbk	Indonesia	**85**	85	**15**	15
Insurance					
Great Eastern General Insurance Limited	Singapore	**94**	88	**6**	12
Great Eastern General Insurance (Malaysia) Berhad	Malaysia	**94**	88	**6**	12
Great Eastern Life Assurance (Malaysia) Berhad	Malaysia	**94**	88	**6**	12
The Great Eastern Life Assurance Company Limited	Singapore	**94**	88	**6**	12
Asset management and investment holding					
Lion Global Investors Limited	Singapore	**96**	92	**4**	8
Great Eastern Holdings Limited	Singapore	**94**	88	**6**	12
Stockbroking					
OCBC Securities Private Limited	Singapore	**100**	100	**–**	–

(1) Rounded to the nearest percentage.

The principal subsidiaries listed above are audited by PricewaterhouseCoopers LLP Singapore and its associated firms.

The Group's subsidiaries do not have significant restrictions on its ability to access or use its assets and settle its liabilities other than those resulting from their respective local statutory, regulatory, supervisory and banking requirements within which its subsidiaries operate. These requirements require the Group's subsidiaries to maintain minimum levels of regulatory capital, liquid assets, and exposure limits. In addition, Great Eastern Holdings Limited and other insurance subsidiaries are subject to their respective local insurance laws and regulations, while the Group's banking subsidiaries are subject to prudential regulatory requirements imposed by local regulators.

33. Subsidiaries (continued)

33.2 Non-Controlling Interests in Subsidiaries

The following table summarises the financial information, before intercompany eliminations, relating to principal subsidiaries with material NCI.

	PT Bank OCBC NISP Tbk		Great Eastern Holdings Limited	
$ million	2024	2023	2024	2023
Net assets attributable to NCI	**487**	452	**597**	968
Total comprehensive income attributable to NCI	**56**	51	**104**	95
Dividends paid to NCI during the year	**21**	18	**33**	51
Summarised financial information				
Total assets	**23,131**	20,953	**113,909**	109,034
Total liabilities	**(19,868)**	(17,924)	**(105,125)**	(101,045)
Total net assets	**3,263**	3,029	**8,784**	7,989
Revenue	**1,069**	1,001	**1,432**	1,202
Profit	**411**	344	**1,023**	789
Other comprehensive income	**(38)**	26	**208**	360
Total comprehensive income	**373**	370	**1,231**	1,149
Cash flows provided by/(used in) operating activities	**3,117**	68	**(2,487)**	(1,023)
Cash flows provided by/(used in) investing activities	**(2,320)**	(111)	**521**	(1,833)
Cash flows provided by/(used in) financing activities	**(139)**	(286)	**63**	(449)
Effect of currency translation reserve adjustment	**22**	(3)	**–**	–
Net changes in cash and cash equivalents	**680**	(332)	**(1,904)**	(3,305)

33.3 Consolidated Structured Entities

The Bank has a USD10 billion Global Covered Bond Programme (the Programme) to augment its funding programmes. Under the Programme, the Bank may from time to time issue covered bonds (the Covered Bonds). The payments of interest and principal under the Covered Bonds are guaranteed by the Covered Bond Guarantor, Red Sail Pte. Ltd. (the CBG). The Covered Bonds issued under the Programme will predominantly be backed by a portfolio of Singapore housing loans transferred from the Bank to the CBG. Integral to the Programme structure, the Bank provides funding and hedging facilities to the CBG.

33.4 Interests in Subsidiaries

(a) Great Eastern Holdings Limited – Voluntary Unconditional General Offer

On 10 May 2024, the Bank announced a voluntary unconditional general offer at a price of $25.60 per share to acquire the remaining 11.56% stake in Great Eastern Holdings Limited (GEH). At the close of the offer on 12 July 2024, the Bank held 93.32% of GEH.

Pursuant to Section 215(3) of the Companies Act 1967, shareholders of GEH who have not accepted the Bank's offer had the right to require the Bank to acquire their shares at the offer price by 23 October 2024. As at 23 October 2024 and 31 December 2024, the Bank held 93.72% of GEH.

(b) PT Bank Commonwealth Indonesia

OCBC's Indonesian subsidiary, PT Bank OCBC NISP Tbk (OCBC Indonesia), completed the acquisition of PT Bank Commonwealth Indonesia (PTBC) on 1 May 2024. OCBC Indonesia now owns 100% of PTBC's shares, making PTBC a wholly-owned subsidiary of OCBC Indonesia. The acquisition of PTBC did not have a material impact to the Group.

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34. Property, Plant and Equipment

	2024				2023			
GROUP ($ million)	Property-related	Computer-related [1]	Others	Total	Property-related	Computer-related [1]	Others	Total
Cost								
At 1 January	**3,700**	**3,615**	**694**	**8,009**	3,715	3,293	687	7,695
Currency translation	**63**	**45**	**13**	**121**	(49)	(43)	(12)	(104)
Additions/modifications	**96**	**528**	**63**	**687**	102	461	53	616
Disposals/terminations and other transfers	**(82)**	**(56)**	**(11)**	**(149)**	(68)	(96)	(34)	(198)
Net transfer from/(to):								
Assets held for sale	**–**	**–**	**–**	**–**	–	–	(#)	(#)
Investment property (Note 35)	**39**	**–**	**–**	**39**	–	–	–	–
At 31 December	**3,816**	**4,132**	**759**	**8,707**	3,700	3,615	694	8,009
Accumulated depreciation								
At 1 January	**(1,320)**	**(2,521)**	**(516)**	**(4,357)**	(1,234)	(2,350)	(518)	(4,102)
Currency translation	**(22)**	**(36)**	**(10)**	**(68)**	16	36	10	62
Disposals/terminations and other transfers	**72**	**61**	**20**	**153**	51	98	35	184
Depreciation expense	**(107)**	**(299)**	**(36)**	**(442)**	(129)	(257)	(35)	(421)
Depreciation expense of life insurance funds	**(22)**	**(48)**	**(9)**	**(79)**	(24)	(48)	(8)	(80)
Net transfer (from)/to:								
Assets held for sale	**–**	**–**	**–**	**–**	–	–	#	#
Investment property (Note 35)	**(13)**	**–**	**–**	**(13)**	–	–	–	–
At 31 December	**(1,412)**	**(2,843)**	**(551)**	**(4,806)**	(1,320)	(2,521)	(516)	(4,357)
Accumulated impairment losses								
At 1 January	**(123)**	**(#)**	**(1)**	**(124)**	(109)	(#)	(1)	(110)
Currency translation	**(4)**	**–**	**–**	**(4)**	2	–	#	2
Impairment loss charged to income statement	**(51)**	**–**	**–**	**(51)**	(16)	–	–	(16)
Net transfer (from)/to:								
Investment property (Note 35)	**3**	**–**	**–**	**3**	–	–	–	–
At 31 December	**(175)**	**(#)**	**(1)**	**(176)**	(123)	(#)	(1)	(124)
Net carrying amount, at 31 December [2]	**2,229**	**1,289**	**207**	**3,725**	2,257	1,094	177	3,528

	2024	2023
Freehold property	**420**	347
Leasehold property	**1,588**	1,702
Net carrying amount	**2,008**	2,049

(1) Includes computer software of $976 million (2023: $819 million). The cost and accumulated depreciation are $2,986 million (2023: $2,586 million) and $2,010 million (2023: $1,767 million) respectively.

(2) Includes ROU assets comprising property-related of $221 million (2023: $208 million), computer-related of $8 million (2023: $10 million) and others of $1 million (2023: $1 million).

34. Property, Plant and Equipment (continued)

BANK ($ million)	2024 Property-related	2024 Computer-related [1]	2024 Others	2024 Total	2023 Property-related	2023 Computer-related [1]	2023 Others	2023 Total
Cost								
At 1 January	**399**	**1,993**	**212**	**2,604**	407	1,817	214	2,438
Currency translation	**(#)**	**(#)**	**(#)**	**(#)**	(#)	(#)	(#)	(#)
Additions	**13**	**306**	**12**	**331**	21	247	15	283
Disposals/terminations and other transfers	**(154)**	**(28)**	**(12)**	**(194)**	(29)	(71)	(17)	(117)
At 31 December	**258**	**2,271**	**212**	**2,741**	399	1,993	212	2,604
Accumulated depreciation								
At 1 January	**(169)**	**(1,409)**	**(144)**	**(1,722)**	(160)	(1,316)	(144)	(1,620)
Currency translation	**#**	**#**	**#**	**#**	#	#	#	#
Disposals/terminations and other transfers	**86**	**31**	**9**	**126**	28	71	17	116
Depreciation expense	**(29)**	**(183)**	**(18)**	**(230)**	(37)	(164)	(17)	(218)
At 31 December	**(112)**	**(1,561)**	**(153)**	**(1,826)**	(169)	(1,409)	(144)	(1,722)
Accumulated impairment losses								
At 1 January	**–**	**–**	**–**	**–**	–	–	–	–
Currency translation	**(#)**	**–**	**–**	**(#)**	–	–	–	–
Impairment loss charged to income statement	**(1)**	**–**	**–**	**(1)**	–	–	–	–
At 31 December	**(1)**	**–**	**–**	**(1)**	–	–	–	–
Net carrying amount, at 31 December [2]	**145**	**710**	**59**	**914**	230	584	68	882
Freehold property	**24**				30			
Leasehold property	**79**				148			
Net carrying amount	**103**				178			

(1) Includes computer software of $618 million (2023: $508 million). The cost and accumulated depreciation are $1,873 million (2023: $1,622 million) and $1,255 million (2023: $1,114 million) respectively.

(2) Includes ROU assets comprising property-related of $42 million (2023: $51 million), computer-related of $6 million (2023: $8 million) and others of $1 million (2023: $1 million).

35. Investment Property

	GROUP		BANK	
$ million	2024	2023	2024	2023
Cost				
At 1 January	**989**	1,018	**617**	622
Currency translation	**2**	(4)	**–**	–
Additions	**1**	#	**–**	–
Disposals and other transfers	**(1)**	(23)	**(535)**	(3)
Net transfer (to)/from:				
Property, plant and equipment (Note 34)	**(39)**	–	**–**	–
Assets held for sale	**(9)**	(2)	**(2)**	(2)
At 31 December	**943**	989	**80**	617
Accumulated depreciation				
At 1 January	**(266)**	(255)	**(148)**	(142)
Currency translation	**(1)**	1	**–**	–
Disposals and other transfers	**1**	6	**124**	2
Depreciation expense	**(14)**	(19)	**(1)**	(9)
Net transfer to/(from):				
Property, plant and equipment (Note 34)	**13**	#	**–**	–
Assets held for sale	**4**	1	**2**	1
At 31 December	**(263)**	(266)	**(23)**	(148)
Accumulated impairment losses				
At 1 January	**–**	–	**–**	–
Currency translation	**(1)**	#	**–**	–
Impairment charge to income statement	**(1)**	(6)	**–**	–
Disposals	**–**	6	**–**	–
Net transfer to/(from):				
Property, plant and equipment (Note 34)	**(3)**	–	**–**	–
At 31 December	**(5)**	–	**–**	–
Net carrying amount				
Freehold property	**537**	521	**17**	162
Leasehold property	**138**	202	**40**	307
At 31 December	**675**	723	**57**	469
Fair value hierarchy				
Level 2	**717**	917	**333**	333
Level 3	**1,990**	1,830	**74**	1,106
Market value	**2,707**	2,747	**407**	1,439

Market values for properties under Level 2 of the fair value hierarchy are determined based on the direct market comparison method. Such valuation is derived from price per square metre for comparable buildings market data with insignificant valuation adjustment, if necessary.

Market values for properties under Level 3 of the fair value hierarchy are determined using a combination of direct market comparison and investment methods. The key unobservable inputs used in these valuations are the capitalisation rates and rental yields.

36. Goodwill and Other Intangible Assets

	GROUP		BANK	
$ million	2024	2023	2024	2023
Goodwill				
At 1 January	**4,403**	4,440	**1,867**	1,867
Currency translation	**62**	(37)	**–**	–
At 31 December	**4,465**	4,403	**1,867**	1,867
Intangible assets				
At 1 January	**98**	203		
Amortisation charged to income statement:				
– Core deposit relationships [1]	**(21)**	(41)		
– Customer relationships [2]	**(15)**	(15)		
– Distribution platform	**(#)**	(#)		
– Life insurance business [3]	**(23)**	(47)		
Currency translation	**#**	(2)		
At 31 December	**39**	98		
Total goodwill and other intangible assets	**4,504**	4,501	**1,867**	1,867
Analysed as follows:				
Goodwill from acquisition of subsidiaries/business	**4,465**	4,403	**1,867**	1,867
Intangible assets, at cost	**1,577**	1,555	**–**	–
Accumulated amortisation for intangible assets	**(1,538)**	(1,457)	**–**	–
	4,504	4,501	**1,867**	1,867

(1) Core deposit relationships, arising from the acquisition of OCBC Bank (Hong Kong) Limited, are determined to have an estimated useful life of 10 years. At 31 December 2024, these have a remaining useful life of 0 year (2023: 0.5 years).

(2) Customer relationships, arising from the acquisition of Bank of Singapore Limited and Barclays WIM, are determined to have an estimated useful life of 10 years. At 31 December 2024, these have a remaining useful life of up to 2 years (2023: 3 years).

(3) The value of in-force insurance business of the Group is amortised over a useful life of 20 years. At 31 December 2024, the intangible asset has a remaining useful life of 0 year (2023: 1 year).

36. Goodwill and Other Intangible Assets (continued)

Impairment Tests for Goodwill

For impairment testing, goodwill is allocated to the Group's cash-generating units (CGU) identified at a level at or below business segments as follows:

$ million Cash Generating Units	Basis of determining recoverable value	Carrying amount 2024	 2023
Goodwill attributed to Banking CGU			
Global Consumer Financial Services		**844**	844
Global Wholesale Banking		**570**	570
Global Markets		**524**	524
	Value-in-use	**1,938**	1,938
Great Eastern Holdings Limited	Appraisal value	**427**	427
Bank of Singapore Limited	Value-in-use	**819**	794
Lion Global Investors Limited	Value-in-use	**30**	30
OCBC Bank (Hong Kong) Limited	Value-in-use	**1,085**	1,045
PT Bank OCBC NISP Tbk	Value-in-use	**156**	159
Others	Value-in-use	**10**	10
		4,465	4,403

The value-in-use calculations apply a discounted cash flow model using cash flow projections based on financial budgets and forecasts approved by management covering a five-year period. The cash flow projections are discounted at a pre-tax discount rate that includes a reasonable risk premium at the date of assessment of the respective CGU. Cash flows beyond the fifth year are extrapolated using the estimated terminal growth rates (weighted average growth rate to extrapolate cash flows beyond the projected years). The terminal growth rate for each CGU used does not exceed management's expectation of the long-term average growth rate of the respective industry and country in which the CGU operates. The discount rates and terminal growth rates used are tabulated below for applicable CGUs.

	Banking CGU		Bank of Singapore Limited		OCBC Bank (Hong Kong) Limited		PT Bank OCBC NISP Tbk	
	2024	2023	2024	2023	2024	2023	2024	2023
Discount rate	**12.7%**	10.1%	**13.5%**	10.8%	**9.4%**	8.2%	**17.6%**	17.1%
Terminal growth rate	**2.0%**	2.0%	**2.0%**	2.0%	**3.0%**	2.6%	**4.0%**	4.0%

For Great Eastern Holdings Limited CGU, the Group applies the appraisal value technique for its value-in-use calculation. This technique is commonly used to determine the economic value of an insurance business, which comprises two components: embedded value of in-force business and existing structural value (value of future sales). The embedded value of the life insurance business is the present value of projected distributable profits (cash flows) of the in-force business. The cash flows represent a deterministic approach based on assumptions as to future operating experience discounted at a risk adjusted rate of 6.75% (2023: 6.25%) and 8.25% (2023: 8.00%) for Singapore and Malaysia respectively. The assumptions take into account the recent experience of, and expected future outlook for the life insurance business of the CGU. Investment returns assumed are based on long term strategic asset mix and their expected future returns. The existing structural value is the value of projected distributable profits from new businesses, which is calculated based on new businesses sold for the nine months ended up to 30 September and applying a new business multiplier to the value of future sales.

A reasonably possible change in key assumptions will not cause the recoverable amount to decline materially below the carrying amount.

37. Segment Information

The Group provides operating segment information primarily to business and additional segment information by geography.

37.1 Business Segments

$ million	Global Consumer/ Private Banking	Global Wholesale Banking	Global Markets	Insurance	Others	Group
Year ended 31 December 2024						
Net interest income	3,296	5,067	507	173	712	9,755
Non-interest income	2,000	993	408	1,253	64	4,718
Total income	5,296	6,060	915	1,426	776	14,473
Operating profit before allowances and amortisation	2,279	4,254	565	1,216	417	8,731
Amortisation of intangible assets	(15)	–	–	(24)	(20)	(59)
Allowances for loans and other assets	(73)	(800)	(8)	(2)	193	(690)
Operating profit after allowances and amortisation	2,191	3,454	557	1,190	590	7,982
Share of results of associates, net of tax	–	–	–	–	994	994
Profit before income tax	2,191	3,454	557	1,190	1,584	8,976
Other information:						
Capital expenditure	86	17	1	114	470	688
Depreciation	100	14	3	7	332	456
At 31 December 2024						
Segment assets	148,641	212,247	138,266	114,296	55,468	668,918
Unallocated assets						538
Elimination						(44,406)
Total assets						625,050
Segment liabilities	207,303	166,305	81,446	104,402	47,900	607,356
Unallocated liabilities						1,720
Elimination						(44,406)
Total liabilities						564,670
Other information:						
Gross non-bank loans	108,115	207,524	2,476	323	728	319,166
NPAs	572	2,272	–	1	24	2,869

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37. Segment Information (continued)

37.1 Business Segments (continued)

$ million	Global Consumer/ Private Banking	Global Wholesale Banking	Global Markets	Insurance	Others	Group
Year ended 31 December 2023						
Net interest income	3,493	5,227	110	145	670	9,645
Non-interest income	1,620	940	242	981	79	3,862
Total income	5,113	6,167	352	1,126	749	13,507
Operating profit before allowances and amortisation	2,280	4,444	35	954	571	8,284
Amortisation of intangible assets	(15)	–	–	(47)	(41)	(103)
Allowances for loans and other assets	(50)	(599)	(3)	(16)	(65)	(733)
Operating profit after allowances and amortisation	2,215	3,845	32	891	465	7,448
Share of results of associates, net of tax	–	–	–	–	953	953
Profit before income tax	2,215	3,845	32	891	1,418	8,401
Other information:						
Capital expenditure	120	11	1	93	391	616
Depreciation	88	12	2	8	330	440
At 31 December 2023						
Segment assets	137,219	195,894	123,462	109,484	46,022	612,081
Unallocated assets						586
Elimination						(31,243)
Total assets						581,424
Segment liabilities	187,507	154,449	78,379	100,629	34,476	555,440
Unallocated liabilities						1,673
Elimination						(31,243)
Total liabilities						525,870
Other information:						
Gross non-bank loans	102,799	191,933	1,759	4	158	296,653
NPAs	740	2,159	–	2	–	2,901

OCBC Group's businesses are presented in the following customer segments and business activities: Global Consumer/Private Banking, Global Wholesale Banking, Global Markets and Insurance.

Global Consumer/Private Banking
Global Consumer/Private Banking provides a full range of products and services to individual customers. At Global Consumer Banking, the products and services offered include deposit products (checking accounts, savings and fixed deposits), consumer loans (housing loans and other personal loans), credit cards, wealth management products (unit trusts, bancassurance products and structured deposits) and brokerage services. Private Banking caters to the specialised banking needs of high net worth individuals, offering wealth management expertise, including investment advice and portfolio management services, estate and trust planning, and wealth structuring.

Global Wholesale Banking
Global Wholesale Banking serves institutional customers ranging from large corporates and the public sector to small and medium enterprises. The business provides a full range of financing solutions including long-term project financing, short-term credit, working capital and trade financing, as well as customised and structured equity-linked financing. It also provides customers with a broad range of products and services such as cash management and custodian services, capital market solutions, corporate finance services and advisory banking, and treasury products.

37. Segment Information (continued)

37.1 Business Segments (continued)

Global Markets

Global Markets is responsible for the management of the Group's asset and liability interest rate positions, engages in foreign exchange activities, money market operations, fixed income and derivatives trading, and offers structured treasury products and financial solutions to meet customers' investment and hedging needs. Income from treasury products and services offered to customers in Global Consumer/Private Banking and Global Wholesale Banking, is reflected in the respective business segments.

Insurance

The Group's insurance business, including its fund management activities, is undertaken by the Bank's subsidiary GEH and its subsidiaries, which provide both life and general insurance products to its customers mainly in Singapore and Malaysia.

Others

Others comprise mainly property holding, investment holding and items not attributable to the business segments described above.

The business segment information is prepared based on internal management reports, which are used by senior management for decision-making and performance management. The following management reporting methodologies are adopted:

(a) income and expenses are attributable to each segment based on the internal management reporting policies;
(b) in determining the segment results, balance sheet items are internally transfer priced; and
(c) transactions between business segments are recorded within the segment as if they are third party transactions and are eliminated on consolidation.

Where there are material changes in the organisational structure and management reporting methodologies, segment information for prior periods is reclassified to allow comparability. There are no material items of income or expense between the business segments.

37.2 Geographical Segments

$ million	Total income	Profit before income tax	Income tax expenses	Capital expenditure	Total assets	Total liabilities
2024						
Singapore	**8,913**	**5,489**	**690**	**470**	**362,744**	**360,717**
Malaysia	**1,655**	**1,139**	**225**	**73**	**68,066**	**55,505**
Indonesia	**1,085**	**527**	**114**	**42**	**24,657**	**20,986**
Greater China	**1,863**	**1,277**	**36**	**98**	**103,540**	**75,355**
Other Asia Pacific	**309**	**149**	**43**	**4**	**22,945**	**12,846**
Rest of the World	**648**	**395**	**120**	**1**	**43,098**	**39,261**
	14,473	**8,976**	**1,228**	**688**	**625,050**	**564,670**
2023						
Singapore	8,360	4,872	665	408	343,009	341,019
Malaysia	1,524	1,009	208	64	60,369	50,573
Indonesia	1,035	458	93	41	22,231	18,915
Greater China	1,774	1,756	174	97	95,364	64,976
Other Asia Pacific	294	218	69	4	22,461	12,331
Rest of the World	520	88	27	2	37,990	38,056
	13,507	8,401	1,236	616	581,424	525,870

The Group's operations are in six main geographical areas. The geographical information is prepared based on the country in which the transactions are booked. It would not be materially different if it is based on the country in which the counterparty or assets are located. The geographical information is stated after elimination of intra-group transactions and balances.

38. Risk Management

38.1 Overview

The Group[1] has a comprehensive and disciplined risk management approach that covers all types of risks, supported by a strong corporate culture that prioritises accountability, ownership and high ethical standards. The approach involves understanding the sources of risks and their drivers, establishing risk appetites and tolerances to take such risks against business goals and potential impact under adverse circumstances, comprehensive metrics to measure and monitor risk positions on a standalone and aggregated basis, early problem identification and mitigation, reporting and adjustments to risk strategies against cyclical and structural changes.

A robust risk governance structure ensures that we have effective oversight and accountability of risk. Our Board of Directors (Board) have ultimate responsibility for the effective management of risk. The Board establishes the corporate strategy and approves the risk appetite within which senior management executes the strategy.

The Board Risk Management Committee (BRMC) is the designated board committee that oversees risk management matters. It ensures that the Group's overall risk management philosophy and principles and risk appetite are aligned with the corporate strategy. The BRMC has oversight of credit, market, liquidity, information security and digital, operational, conduct, money laundering and terrorism financing, fraud, legal, regulatory, strategic, Environmental, Social and Governance (ESG) and fiduciary risks, as well as any other category of risk that may be delegated by the Board or deemed necessary by the Committee. The BRMC provides quantitative and qualitative guidance to major business units and risk functions to guide risk-taking. BRMC and senior management regularly review our risk drivers, risk profiles, risk management frameworks and policies, and compliance matters.

Dedicated functional risk committees comprising senior management from risk taking and risk control functions have been established to facilitate close risk oversight. These committees are supported by the functional risk management units under the Group Risk Management Division (GRM). GRM is headed by the Group Chief Risk Officer (CRO). The Group CRO is a member of the Group Management Executive Committee and functional risk committees. GRM's day-to-day responsibilities involve providing independent risk control and managing credit, market, liquidity, information security and digital, operational and ESG risks. It provides regular risk reports and updates on developments in material risk drivers and potential vulnerabilities, and recommends mitigating actions to senior management, risk committees, the BRMC and the Board. At the Group level, GRM also provides functional oversight to the banking subsidiaries and GEH Group.

The table below shows the value-at-risk (VaR) by risk type for the Group's trading portfolio.

	2024				2023			
$ million	End of the period	Average	Minimum	Maximum	End of the period	Average	Minimum	Maximum
Interest rate VaR	**6.3**	**6.9**	**4.4**	**10.8**	4.2	7.6	4.2	12.6
Foreign exchange VaR	**2.8**	**2.3**	**0.8**	**8.0**	2.5	3.1	1.1	9.3
Equity VaR	**3.6**	**2.5**	**0.8**	**4.3**	1.0	1.9	0.8	3.0
Credit spread VaR	**2.0**	**2.8**	**1.7**	**4.6**	2.2	5.7	1.9	12.0
Commodity VaR	**–**	**0.4**	**–**	**1.7**	–	–	–	0.2
Diversification effect[2]	**(9.5)**	**(8.6)**	**NM**[3]	**NM**[3]	(4.4)	(9.1)	NM[3]	NM[3]
Aggregate VaR	**5.2**	**6.3**	**4.1**	**10.6**	5.5	9.2	5.0	16.0

(1) Refer to Note 38.4 for risk management disclosures for GEH Group.
(2) Diversification effect is computed as the difference between Aggregate VaR and the sum of asset class VaRs.
(3) Not meaningful as the minimum and maximum VaRs may have occurred on different days for different asset classes.

38. Risk Management (continued)

38.2 Credit Risk

Credit risk is the risk of financial loss due to a borrower failing to meet their financial or contractual obligations. Credit risk arises from the Group's lending activities to retail, corporate and institutional customers. It also includes counterparty and issuer credit risks arising from the Group's underwriting, trading and investment banking activities.

Maximum Exposure to Credit Risk

The following table presents the Group's maximum exposure to credit risk of on-balance sheet and off-balance sheet financial instruments, without taking into account of any collateral held or other credit enhancements. For on-balance sheet assets, the exposure to credit risk equals their carrying amount. For contingent liabilities, the maximum exposure to credit risk is the maximum amount that the Group would have to pay if the obligations of the instruments issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the undrawn credit facilities granted to customers.

	Carrying amount	
$ million	2024	2023
Credit risk exposure of on-balance sheet assets:		
Loans to customers	**315,096**	292,754
Placements with and loans to banks	**42,407**	38,051
Government treasury bills and securities	**44,685**	45,630
Debt securities	**36,125**	30,800
Amounts due from associates	**1**	13
Derivative receivables	**17,203**	12,976
Other assets, comprising interest receivables and sundry debtors	**3,346**	3,365
	458,863	423,589
Credit risk exposure of off-balance sheet items:		
Contingent liabilities	**18,796**	18,484
Credit commitments	**196,442**	187,170
	215,238	205,654
Total maximum credit risk exposure	**674,101**	629,243

Collateral

The main types of collateral obtained by the Group are as follows:

- Residential property loans – Mortgages over residential properties
- Commercial property loans – Mortgages over commercial properties
- Derivatives – Cash and securities
- Car loans – Charges over the vehicles financed
- Share margin financing – Charges over listed securities including those of Singapore, Malaysia and Hong Kong
- Other loans – Securities and charges over business assets such as premises, inventories, trade receivables, deposits, single premium insurance policies or marketable securities

38. Risk Management (continued)

38.2 Credit Risk (continued)

Analysed by Geography

$ million	Derivative receivables (Note 18)	Government treasury bills and securities (Note 24)	Balances with banks (Note 25)	Loans to customers (Note 26)	Non-performing assets (Note 27)	Allowances for impaired assets (Note 27)	Debt securities (Note 29)
GROUP							
2024							
Singapore	**1,218**	**14,316**	**733**	**133,609**	**332**	**119**	**3,839**
Malaysia	**339**	**5,434**	**6,592**	**25,636**	**510**	**167**	**2,535**
Indonesia	**118**	**7,604**	**1,287**	**19,389**	**489**	**381**	**1,448**
Greater China	**5,164**	**3,535**	**16,335**	**74,495**	**1,024**	**293**	**11,692**
Other Asia Pacific	**1,438**	**5,179**	**3,718**	**23,761**	**236**	**203**	**10,444**
Rest of the World	**8,926**	**8,617**	**12,431**	**42,276**	**278**	**117**	**6,168**
	17,203	**44,685**	**41,096**	**319,166**	**2,869**	**1,280**	**36,126**
2023							
Singapore	1,014	19,165	224	123,369	403	155	3,577
Malaysia	291	5,060	4,196	23,604	710	258	2,039
Indonesia	75	4,912	831	19,088	532	404	1,220
Greater China	2,352	3,892	14,408	71,301	659	156	9,897
Other Asia Pacific	610	5,374	5,345	22,641	110	42	8,784
Rest of the World	8,634	7,227	10,781	36,650	487	315	5,283
	12,976	45,630	35,785	296,653	2,901	1,330	30,800
BANK							
2024							
Singapore	**1,610**	**13,182**	**557**	**127,048**	**318**	**116**	**2,020**
Malaysia	**93**	**90**	**4,142**	**3,475**	**20**	**16**	**597**
Indonesia	**53**	**904**	**1,042**	**4,140**	**32**	**29**	**737**
Greater China	**1,662**	**525**	**12,726**	**36,843**	**9**	**8**	**5,967**
Other Asia Pacific	**1,380**	**4,420**	**3,561**	**21,408**	**236**	**203**	**8,319**
Rest of the World	**8,784**	**5,257**	**10,148**	**36,900**	**223**	**112**	**4,746**
	13,582	**24,378**	**32,176**	**229,814**	**838**	**484**	**22,386**
2023							
Singapore	1,464	17,832	55	116,342	391	153	1,644
Malaysia	47	146	2,776	2,982	23	17	606
Indonesia	5	673	579	4,853	68	58	764
Greater China	921	800	11,784	34,396	335	122	5,039
Other Asia Pacific	554	5,120	5,032	19,997	109	42	7,058
Rest of the World	8,426	4,065	8,550	31,231	355	228	4,158
	11,417	28,636	28,776	209,801	1,281	620	19,269

The analysis by geography is determined based on where the credit risk resides.

38. Risk Management (continued)

38.2 Credit Risk (continued)

Total Loans and Advances – Credit Quality

In addition to the credit grading of facilities under MAS Notice 612, loans and advances are categorised into "neither past due nor impaired", "past due but not impaired" and "impaired".

	Bank loans		Non-bank loans	
$ million	2024	2023	2024	2023
Neither past due nor impaired	**41,096**	35,785	**315,411**	293,063
Non-impaired	**–**	–	**1,483**	1,467
Impaired	**–**	–	**1,768**	1,459
Past due loans	**–**	–	**3,251**	2,926
Impaired but not past due	**–**	–	**504**	664
Gross loans	**41,096**	35,785	**319,166**	296,653
Allowances				
Impaired loans	**–**	–	**(1,278)**	(1,328)
Non-impaired loans	**(3)**	(5)	**(2,792)**	(2,571)
Net loans	**41,093**	35,780	**315,096**	292,754

Past Due Loans

Analysis of past due loans by industry and geography are as follows:

	Bank loans		Non-bank loans	
$ million	2024	2023	2024	2023
By industry				
Agriculture, mining and quarrying	**–**	–	**57**	47
Manufacturing	**–**	–	**362**	415
Building and construction	**–**	–	**940**	505
General commerce	**–**	–	**290**	300
Transport, storage and communication	**–**	–	**79**	179
Financial institutions, investment and holding companies	**–**	–	**231**	201
Professionals and individuals (include housing loans)	**–**	–	**1,169**	1,196
Others	**–**	–	**123**	83
	–	–	**3,251**	2,926
By geography				
Singapore	**–**	–	**655**	751
Malaysia	**–**	–	**507**	611
Indonesia	**–**	–	**743**	771
Greater China	**–**	–	**967**	406
Rest of the World	**–**	–	**379**	387
	–	–	**3,251**	2,926

38. Risk Management (continued)

38.2 Credit Risk (continued)

Loans Past Due But Not Impaired

Certain loans and advances are past due but not impaired as the collateral values of these loans are in excess of the principal and interest outstanding. Allowances for these loans may have been set aside. The Group's non-bank loans which are past due but not impaired are as follows:

$ million	2024	2023
Past due		
Less than 30 days	**811**	875
30 to 90 days	**455**	333
Over 90 days	**217**	259
Past due but not impaired	**1,483**	1,467

Collateral and Other Credit Enhancements Obtained

Assets amounting to $140 million (2023: $145 million) were obtained by the Group during the year by taking possession of collateral held as security, or by calling upon other credit enhancements and held at the reporting date.

Repossessed properties are made available for sale in an orderly fashion, with the proceeds used to reduce or repay the outstanding indebtedness. The Group generally does not occupy the premises repossessed for its business use.

Country Risk

The Group's country risk framework covers the assessment and rating of countries, as well as the maximum cross-border transfer risk limit granted to any one country based on its risk rating. The risk covers all cross-border transactions including onshore non-local currency transactions. Limits are allocated into maturity time-bands and vary according to the risk rating of the country and the political and economic outlook. The Group's main cross-border transfer risk exposures during the financial year were in Hong Kong SAR, People's Republic of China and Malaysia (2023: Hong Kong SAR, United States and People's Republic of China).

38.3 Market Risk and Asset Liability Management

Market risk is the risk of financial loss due to fluctuations in market factors such as interest rates, foreign exchange rates and commodity prices. Market risks arise primarily from the Group's trading, customer servicing and balance sheet management activities. Given the volatile macroeconomic environment, it is paramount that the management of market risk is robust and timely. This is achieved through the market risk management approach, which involves the identification, measurement, monitoring, reporting and control of market risks.

Group level market risk policies and procedures are established to provide common guidelines and standards for managing market risks. The Group regularly reviews its market risk management strategy and limits, which are established within in accordance with the Group's risk appetite and are aligned with the Group's business strategies, taking into account prevailing macroeconomic and market conditions.

Asset liability management is the strategic management of the Group's balance sheet structure and liquidity requirements. It covers liquidity sourcing and diversification as well as interest rate and structural foreign exchange management.

The Group has an established asset liability management framework that oversees and manages the liquidity, Interest Rate Risk in the Banking Book (IRRBB) and structural foreign exchange risk. Group Asset and Liability Committee (ALCO) provides stewardship, and regularly reviews the Group's ALM risk profiles to ensure the management approach is in line with our business strategies and risk appetite, taking into account prevailing macroeconomic and market developments.

Interest Rate Risk

IRRBB is the risk of potential loss of capital or reduction in earnings from adverse interest rate movements that affect the banking book positions. It arises from repricing mismatches between banking book assets and liabilities in terms of timing, reference interest rate indices and optionalities.

38. Risk Management (continued)

38.3 Market Risk and Asset Liability Management (continued)

Interest Rate Risk (continued)

IRRBB is assessed from the perspective of both earnings and capital. Net interest income (NII) sensitivity estimates the potential change in earnings over a one-year horizon, and Economic Value of Equity (EVE) sensitivity evaluates the potential impact on the net present value of banking book positions under various interest rate shock scenarios.

As at December 2024, the Group's EVE had the maximum simulated reduction of $1,016 million (2023: $795 million) under the supervisory prescribed Parallel Up[1] interest rate scenario. The higher EVE sensitivity was mainly driven by the increase in fixed-rate loans and bond holdings which would have a lower economic value under a rising interest rate environment.

For the Group's NII, the scenario with the more adverse impact on net interest income was the Parallel Down[1] scenario, with a simulated decrease by $1,896 million (2023: $1,907 million). Compared to December 2023, the lower impact was contributed by the increase in fixed-rate loans and bond holdings which provide a stable interest income under a falling interest rate environment.

The NII and EVE impact above do not consider the mitigation actions that would be taken by the Group against the adverse interest rate environment.

Currency Risk

The Group's major foreign exchange position for selected balance sheet items is shown below. "Others" include mainly Indonesian Rupiah, Chinese Renminbi, Australian Dollar, Euro, Japanese Yen and Sterling Pound.

$ million	SGD	USD	MYR	HKD	Others	Total
Selected balance sheet items						
2024						
Loans to customers	**117,449**	**67,757**	**18,383**	**34,497**	**77,010**	**315,096**
Deposits of non-bank customers	**144,455**	**135,090**	**21,064**	**37,331**	**52,747**	**390,687**
2023						
Loans to customers	111,033	58,709	17,141	37,373	68,498	292,754
Deposits of non-bank customers	137,641	121,018	20,502	30,061	54,548	363,770

Structural Foreign Exchange Risk

Structural foreign exchange exposure arises from the Group's non-SGD investments in overseas branches, subsidiaries and associates, other strategic investments and property assets. The Group implements a comprehensive risk management methodology to ensure appropriate and effective risk capturing and controls around structural foreign exchange exposures.

	2024			2023		
$ million	Structural currency exposure	Structural currency exposure – hedged	Net structural currency exposure	Structural currency exposure	Structural currency exposure – hedged	Net structural currency exposure
Hong Kong Dollar	**6,694**	**3,043**	**3,651**	6,774	1,942	4,832
Chinese Renminbi	**9,984**	**3,999**	**5,985**	8,636	1,794	6,842
US Dollar	**4,593**	**3,790**	**803**	4,150	3,675	475
Malaysian Ringgit	**3,498**	**304**	**3,194**	3,081	–	3,081
Indonesia Rupiah	**2,992**	**–**	**2,992**	2,741	–	2,741
Others	**2,500**	**–**	**2,500**	2,291	–	2,291
Total	**30,261**	**11,136**	**19,125**	27,673	7,411	20,262

(1) Parallel Up/(Down) scenario assumes the yield curves to move parallel upward (downward) with different shocks for different currencies based on supervisory prescriptions.

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For the financial year ended 31 December 2024

38. Risk Management (continued)

38.3 Market Risk and Asset Liability Management (continued)

Liquidity Risk

Liquidity risk refers to the risk of not being able to meet financial and cash outflow obligations as they come due. The objective of liquidity risk management is to ensure that the Group continues to fulfil its financial obligations and can undertake new business, by effectively managing liquidity and funding risks within its risk appetite.

Liquidity risk positions are continuously monitored against approved liquidity risk limits and triggers, established in accordance with the Group's risk appetite. A rigorous review, oversight and escalation process facilitates prompt escalation and remediation of any limit exceptions.

The table below analyses the carrying amount of assets and liabilities of the Group into maturity time bands based on the remaining term to contractual maturity as at the reporting date.

$ million	Within 1 week	1 week to 1 month	1 to 3 months	3 to 12 months	1 to 3 years	Over 3 years	No specific maturity	Total
2024								
Cash and placements with central banks	14,461	6,781	7,498	85	–	–	5,774	34,599
Placements with and loans to banks	8,062	4,218	8,821	17,299	2,253	440	–	41,093
Loans to customers	25,253	30,928	22,132	35,682	63,598	137,503	–	315,096
Securities [(1)]	750	3,420	5,744	15,633	30,948	24,315	7,288	88,098
Derivative receivables	16,667	17	51	271	146	51	–	17,203
Other assets [(2)]	3,463	2,185	610	831	283	492	1,112	8,976
Associates	–	–	1	–	–	–	8,152	8,153
Property, plant and equipment and investment property [(3)]	–	–	–	–	–	–	3,721	3,721
Goodwill and other intangible assets	–	–	–	–	–	–	4,504	4,504
Total	68,656	47,549	44,857	69,801	97,228	162,801	30,551	521,443
Total life insurance fund assets								103,607
Total assets								625,050
Deposits of non-bank customers	221,882	48,789	61,567	55,873	1,757	819	–	390,687
Deposits and balances of banks	9,061	1,149	1,292	42	–	21	–	11,565
Trading portfolio liabilities	59	–	218	–	–	–	4	281
Derivative payables	15,719	28	37	377	49	28	–	16,238
Other liabilities [(4)]	3,568	1,519	1,614	2,337	280	130	1,291	10,739
Debt issued	821	4,842	10,202	7,995	5,783	1,910	–	31,553
Total	251,110	56,327	74,930	66,624	7,869	2,908	1,295	461,063
Total life insurance fund liabilities								103,607
Total liabilities								564,670
Net liquidity gap	(182,454)	(8,778)	(30,073)	3,177	89,359	159,893		

(1) Securities comprise government, debt and equity securities. Securities at FVTPL (Note 39) are expected to be recovered or settled within 12 months.
(2) Other assets include deferred tax assets.
(3) Property, plant and equipment and investment property include assets held for sale.
(4) Other liabilities include amounts due to associates, current tax and deferred tax liabilities.

38. Risk Management (continued)

38.3 Market Risk and Asset Liability Management (continued)

Liquidity Risk (continued)

$ million	Within 1 week	1 week to 1 month	1 to 3 months	3 to 12 months	1 to 3 years	Over 3 years	No specific maturity	Total
2023								
Cash and placements with central banks	13,091	3,332	12,335	108	–	–	5,420	34,286
Placements with and loans to banks	5,053	7,525	7,619	14,190	935	458	–	35,780
Loans to customers	17,628	35,299	19,327	35,047	57,779	127,674	–	292,754
Securities [(1)]	547	1,834	9,773	16,923	23,593	23,760	5,791	82,221
Derivative receivables	12,676	6	21	68	155	50	–	12,976
Other assets [(2)]	2,604	2,201	650	503	430	308	1,512	8,208
Associates	–	–	13	–	–	–	6,990	7,003
Property, plant and equipment and investment property [(3)]	–	1	–	–	–	–	3,600	3,601
Goodwill and other intangible assets	–	–	–	–	–	–	4,501	4,501
Total	51,599	50,198	49,738	66,839	82,892	152,250	27,814	481,330
Total life insurance fund assets								100,094
Total assets								581,424
Deposits of non-bank customers	199,553	45,572	57,355	58,338	1,700	1,252	–	363,770
Deposits and balances of banks	7,572	1,981	1,290	32	1	8	–	10,884
Trading portfolio liabilities	–	–	193	–	–	–	1	194
Derivative payables	13,323	3	7	62	239	86	–	13,720
Other liabilities [(4)]	2,485	2,357	1,374	2,654	269	131	1,385	10,655
Debt issued	919	2,676	10,660	5,424	5,325	1,549	–	26,553
Total	223,852	52,589	70,879	66,510	7,534	3,026	1,386	425,776
Total life insurance fund liabilities								100,094
Total liabilities								525,870
Net liquidity gap	(172,253)	(2,391)	(21,141)	329	75,358	149,224		

(1) Securities comprise government, debt and equity securities. Securities at FVTPL (Note 39) are expected to be recovered or settled within 12 months.
(2) Other assets include deferred tax assets.
(3) Property, plant and equipment and investment property include assets held for sale.
(4) Other liabilities include amounts due to associates, current tax and deferred tax liabilities.

As contractual maturities may not necessarily reflect the timing of actual cash flows of assets and liabilities, cash flows for profiling liquidity risk are on contractual and behavioural bases. The cash flows of assets and liabilities may be different from their contractual terms.

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38. Risk Management (continued)

38.3 Market Risk and Asset Liability Management (continued)

Contractual Maturity for Financial Liabilities

The table below shows the undiscounted cash outflows of the Group's financial liabilities by remaining contractual maturities, except for trading portfolio liabilities which are profiled in accordance with the Group's trading strategies. Information on cash outflows of gross loan commitments is set out in Note 43. The behavioural cash flows of these liabilities could vary significantly from what is shown in the table. For example, demand deposits of non-bank customers, such as current and savings deposits (Note 17) may exhibit a longer behavioural maturity beyond the contractual profile. Similarly, loan commitments are not all expected to be drawn down immediately.

$ million	Within 1 week	1 week to 1 month	1 to 3 months	3 to 12 months	1 to 3 years	Over 3 years	Total
2024							
Deposits of non-bank customers [1]	**222,014**	**49,208**	**62,551**	**57,159**	**1,836**	**861**	**393,629**
Deposits and balances of banks [1]	**9,063**	**1,155**	**1,302**	**44**	**–**	**21**	**11,585**
Trading portfolio liabilities	**59**	**–**	**222**	**–**	**–**	**–**	**281**
Other liabilities [2]	**3,356**	**1,074**	**1,040**	**984**	**254**	**132**	**6,840**
Debt issued	**826**	**4,856**	**10,234**	**8,081**	**6,987**	**2,111**	**33,095**
Derivatives							
Trading	**15,718**	**–**	**–**	**–**	**–**	**–**	**15,718**
Hedging – Net settled	**2**	**4**	**27**	**50**	**39**	**9**	**131**
Hedging – Gross settled							
Outflow	**96**	**3,306**	**3,042**	**13,310**	**1,354**	**603**	**21,711**
Inflow	**(111)**	**(3,286)**	**(3,057)**	**(13,226)**	**(1,415)**	**(624)**	**(21,719)**
	251,023	**56,317**	**75,361**	**66,402**	**9,055**	**3,113**	**461,271**
2023							
Deposits of non-bank customers [1]	199,860	45,866	58,499	60,060	2,013	1,266	367,564
Deposits and balances of banks [1]	7,577	1,992	1,301	33	1	8	10,912
Trading portfolio liabilities	–	1	193	–	–	–	194
Other liabilities [2]	2,325	1,961	762	1,133	234	129	6,544
Debt issued	919	2,693	10,735	5,688	5,934	1,713	27,682
Derivatives							
Trading	13,319	–	–	–	–	–	13,319
Hedging – Net settled	5	–	53	39	87	29	213
Hedging – Gross settled							
Outflow	191	1,204	1,223	2,238	1,108	231	6,195
Inflow	(201)	(1,206)	(1,250)	(2,317)	(1,107)	(227)	(6,308)
	223,995	52,511	71,516	66,874	8,270	3,149	426,315

(1) Interest cash flows of bank and non-bank deposits are included in the respective deposit lines based on interest payment dates.
(2) Other liabilities include amounts due to associates.

Information Security and Digital Risk

Information security and digital risk is the risk of compromising confidentiality or integrity of information, cyber threats and technology failures.

Operational Risk

Operational risk is the risk of loss caused by failures in internal processes, systems, people or external events, which is present in all banking products, activities, processes and systems. It encompasses a range of non-financial risks, including fraud risk, money laundering, terrorism financing and sanctions risk, third-party risk, physical and personnel security risk, conduct risk, business continuity risk, unauthorised trading risk, regulatory risks as well as legal and reputational risk.

38. Risk Management (continued)

38.3 Market Risk and Asset Liability Management (continued)

Hedging

The Group enters into hedging transactions to manage exposures to market risks. The tables below summarises the effects of hedge accounting applied by the Group on the hedging instruments.

	2024			2023		
GROUP ($ million)	Principal notional amount	Derivative receivables	Derivative payables	Principal notional amount	Derivative receivables	Derivative payables
Included items designated for hedges:						
Fair value/cash flow hedge – FED	**18,077**	**381**	**150**	3,415	39	96
Fair value/cash flow hedge – IRD	**30,230**	**172**	**105**	24,638	197	210
Hedge of net investments – FED	**8,245**	**21**	**265**	4,530	70	95
	56,552	**574**	**520**	32,583	306	401

	2024			2023		
BANK ($ million)	Principal notional amount	Derivative receivables	Derivative payables	Principal notional amount	Derivative receivables	Derivative payables
Included items designated for hedges:						
Fair value/cash flow hedge – FED	**21,143**	**247**	**397**	6,753	98	150
Fair value/cash flow hedge – IRD	**23,244**	**126**	**96**	17,349	129	199
Hedge of net investments – FED	**86**	**–**	**16**	88	–	11
	44,473	**373**	**509**	24,190	227	360

For the fair value hedges, the carrying amount at 31 December 2024 relating to the assets and liabilities designated as hedged items were $22,192 million and $7,533 million (2023: $10,474 million and $8,097 million) respectively. The hedged items were mainly fixed-rate debt securities held (financial assets) and debt securities issued (financial liabilities).

For the cash flow hedges, the carrying amount at 31 December 2024 relating to the assets and liabilities designated as hedged items were $13,164 million (2023: $9,160 million) and $1,039 million (2023: nil) respectively. The hedged items were mainly variable rate loans (financial assets).

Net investment hedges

The amounts relating to items designated as hedging instruments were as follows.

		Carrying amount	
$ million	Nominal amount	Assets	Liabilities
2024			
Foreign exchange derivatives	**8,245**	**21**	**265**
Subordinated debt	**2,948**	**–**	**2,890**
2023			
Foreign exchange derivatives	4,530	70	95
Subordinated debt	2,859	–	2,746

The total change in fair value of the hedging instruments during the year was a loss of $222 million (2023: gain of $130 million), of which a loss of $223 million (2023: gain of $131 million) was recognised in OCI, while hedge ineffectiveness of a gain of $1 million (2023: loss of $1 million) was recognised immediately in the income statement as part of net trading income.

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38. Risk Management (continued)
38.4 Insurance-Related Risk Management
This note sets out the risk management information of GEH Group.

Governance Framework
Managing risk is an integral part of GEH Group's core business. GEH Group operates within parameters and limits that are calibrated to the risk appetite approved by the GEH Board, and pursue appropriate risk-adjusted returns.

GEH Group Risk Management department spearheads the development and implementation of the ERM Framework for GEH Group.

GEH Board provides oversight in ensuring that the activities of GEH Group are consistent with the strategic intent, risk appetite, operating environment, effective internal controls, capital sufficiency and regulatory requirements. GEH Board may delegate this responsibility to the Risk Management Committee (RMC) and Senior Management of GEH Group for the execution of these initiatives. At GEH Group level, detailed risk management and oversight activities are undertaken by the following Group Management committees, all of which are chaired by GEH Group Chief Executive Officer and comprise key Senior Management Executives, namely: GEH Group Management Committee (GMC), GEH Group Investment Committee (Group IC), GEH Group Asset-Liability Committee (Group ALC), GEH Group Technology Strategy Committee (Group TSC) and GEH Group Product Management and Approval Committee (Group PMAC).

GMC is responsible for providing leadership and direction with regards to all major operational and business issues and sustainable performance of GEH Group. The GMC ensures that GEH Group is operating within parameters and limits set out in the risk appetite approved by the Board; and in compliance with GEH Group's frameworks, policies and regulatory requirements. The GMC is supported by the GEH Group IC, GEH Group ALC, GEH Group PMAC, GEH Group TSC, Local Senior Management Team (SMT), Local ALC, Local Product Development Committee (PDC) and Local IT Steering Committee (ITSC).

GEH Group IC is responsible for the oversight of all investment management activities involving the asset side returns and risks of GEH Group, with the fiduciary responsibility to act in the best interest of the clients, to achieve returns commensurate with the assumed risks. It is also responsible to provide transparency and disclosure and the monitoring and the review of the insurance funds.

GEH Group ALC is responsible for Balance Sheet Management, involving interactions between assets and liabilities (including Asset-Liability Management, Liquidity Management, and Investment Management). Specifically, GEH Group ALC reviews and formulates frameworks, policies, processes and methodologies relating to balance sheet management. GEH Group ALC is supported by the Local ALC.

GEH Group TSC is responsible for assisting GMC approving IT related issues and initiatives, providing overall strategic direction on technology in alignment to GEH Group strategy and manage technology related risk. Local ITSC supports GEH Group TSC in the alignment of overall direction and approval of all IT related issues and initiatives at the local operating subsidiaries.

GEH Group PMAC is responsible for reviewing, approving and managing new and existing products, ensuring the business operates within the risk appetite in delivering the annual business targets. Local PDC is responsible for reviewing and endorsing new products at the local operating subsidiaries.

Regulatory Framework
As set out in GEH Group's Compliance Risk Management Framework, GEH Group operates its business on a sound and responsible basis, which entails compliance with the applicable laws, regulations, rules and standards.

Insurers are required to comply with the Insurance Act 1966 and relevant regulatory requirements. GEH Board exercises oversight of compliance with the applicable laws, regulations, rules and standards to safeguard the interests of policyholders and shareholders.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Capital Management

The objectives of GEH Group's capital management policy are to create shareholder value, deliver sustainable returns to shareholders, maintain a strong capital position with sufficient buffer to meet policyholders' obligations and regulatory requirements.

GEH Group has increased its focus on improving capital efficiency and has issued Tier 2 debt in 2024 to diversify the capital mix and improve the return on ordinary share capital. In addition, there is also increasing focus to centralise the surplus capital at GEH Group holding level for more efficient management of surplus capital.

Regulatory Capital

GEH Group and its insurance subsidiaries are required to comply with the capital requirements prescribed by the Insurance Regulations of the jurisdictions in which they operate. The Capital Adequacy Ratios of GEH Group and its insurance subsidiaries in Singapore, Malaysia and Indonesia are above the regulatory minimum ratios under the Risk-based Capital Frameworks established by the Monetary Authority of Singapore (MAS), Bank Negara Malaysia (BNM) and Otoritas Jasa Keuangan, Indonesia respectively.

GEH Group's approach to capital management is to maintain an adequate level of capital to meet minimum regulatory requirements with sufficient buffer for business purposes. To this end, GEH Group manages asset liability decisions and the associated risks in a coordinated way by assessing and monitoring the available and required capital (of GEH Group and each regulated entity) on a regular basis and, where necessary, taking appropriate actions to adjust the asset liability positions of GEH Group and/or the entity in response to changes in economic conditions and risk characteristics.

The primary sources of capital of GEH Group are shareholders' equity and alternative capital raised. GEH Group defines available capital as the amount of assets in excess of liabilities measured in accordance with the Insurance Regulations of the respective jurisdictions in which the insurance subsidiaries operate.

The MAS Group Capital Framework (GCF) has been implemented effective 1 January 2024, which revises the rules for capital adequacy ratio and other relevant solvency ratio calculations at GEH Group level.

Dividend

GEH Group's dividend guideline aims to pay a steady dividend amount twice yearly. Each twice-yearly payment will be an amount that targets a full year payout to shareholders that is based on the sustainable profit level of GEH Group, and the dividends will be progressive in line with the profit trend. Barring unforeseen circumstances, the Company aims to maintain each dividend amount to be no lower than the preceding one.

The following sections provide details of GEH Group's exposure to insurance and key financial risks, as well as the objectives, policies and processes for managing these risks.

There has been no change to GEH Group's exposure to these insurance and key financial risks or the manner in which it manages and measures the risks.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Insurance Risk

The principal activity of GEH Group is the provision of insurance products and related financial advisory services. The products cover risks such as mortality, morbidity (health, disability, critical illness, personal accident), property and casualty and wealth accumulation guarantees.

GEH Group's underwriting strategy is designed to ensure that risks are well diversified across the types of risk and level of insurance exposure. This is largely achieved through diversification across industry sectors and geography. Additionally, the use of medical screening ensures that pricing takes into account current health conditions and family medical history. There is also regular review of actual claims experience, as well as detailed claims handling procedures. Underwriting limits are also established to enforce appropriate risk acceptance criteria. For example, GEH Group has the right to reject renewal of insurance policy, impose deductibles and reject payment of fraudulent claims.

Risks inherent in GEH Group's activities include but are not limited to the following:

Insurance Risks of Life Insurance Contracts

Insurance risks arise when GEH Group underwrites insurance contracts. The types of risks insured, assumptions used in pricing the insurance products and subsequent setting aside of provisions may give rise to potential shortfalls in provision for future claims and expenses when actual claims experience are worse than projections. Assumptions that may cause insurance risks to be underestimated include assumptions on policy lapses, mortality, morbidity and expenses.

GEH Group utilises reinsurance to manage the mortality and morbidity risks. GEH Group's reinsurance management strategy and policy are reviewed annually by GEH Group ALC and GEH Group RMC. Reinsurance is structured according to the type of risk insured. Catastrophe reinsurance is procured to limit catastrophic losses.

In general, reinsurance business will only be ceded to reinsurers with a minimum credit rating of S&P A- or equivalent. GEH Group limits its risk to any one reinsurer by ceding different products to different reinsurers or to a panel of reinsurers.

GEH Group ALC reviews the actual experience of mortality, morbidity, persistency, and renewal expenses and ensures that the policies, guidelines and limits established for managing the risks remain adequate and appropriate.

A substantial portion of GEH Group's life insurance funds is participating in nature. In the event of volatile investment climate and/or unusual claims experience, the insurer has the option of revising the bonus payable to policyholders.

For non-participating funds, the risk is that the guaranteed policy benefits must be met even when investment portfolios perform below expectations, or claims experience is higher than expected.

For universal life portfolio, GEH Group has the discretion of revising the crediting rates or cap rates to policyholders in the event of adverse experience subject to the minimum guaranteed crediting rate or cap rate.

For investment-linked funds, the risk exposure for GEH Group is limited only to the underwriting aspect as all investment risks are borne by the policyholders. Nevertheless, the fees earned by GEH Group for managing the investment-linked funds would fluctuate with the changes in underlying fund values.

Stress testing is performed at least once a year to assess the solvency of the life insurance funds under various stress scenarios. The stress scenarios include regulatory prescribed scenarios, as well as scenarios depicting drastic changes in key parameters such as new business volume, market volatilities, expense patterns, mortality/morbidity patterns and lapse rates.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Insurance Risk (continued)

Insurance Risks of Life Insurance Contracts (continued)

The table below sets out the concentration of the insurance contract liabilities by distribution of the various life insurance risk as at year end.

$ million	Gross	Reinsurance	Net total
(a) By class of business			
2024			
Whole life	**65,557**	**(95)**	**65,462**
Endowment	**32,317**	**(25)**	**32,292**
Term	**2,265**	**(568)**	**1,697**
Annuity	**380**	**–**	**380**
Others	**93**	**1**	**94**
Total	**100,612**	**(687)**	**99,925**
2023			
Whole life	59,278	(10)	59,268
Endowment	35,798	(64)	35,734
Term	1,832	(273)	1,559
Annuity	385	–	385
Others	81	–	81
Total	97,374	(347)	97,027
(b) By country			
2024			
Singapore	**70,211**	**(655)**	**69,556**
Malaysia	**28,965**	**(30)**	**28,935**
Others	**1,436**	**(2)**	**1,434**
Total	**100,612**	**(687)**	**99,925**
2023			
Singapore	70,521	(337)	70,184
Malaysia	25,604	(9)	25,595
Others	1,249	(1)	1,248
Total	97,374	(347)	97,027

The sensitivity analysis below shows the impact of changes in key parameters on the value of insurance contract liabilities, and hence on the consolidated income statement and shareholders' equity.

Sensitivity analysis produced are based on parameters set out as follows:

	Change in assumptions
(a) Scenario 1 – Mortality and Morbidity	+ 10% for all future years
(b) Scenario 2 – Mortality and Morbidity	– 10% for all future years
(c) Scenario 3 – Accident and Health	+ 10% for all future years
(d) Scenario 4 – Accident and Health	– 10% for all future years
(e) Scenario 5 – Persistency	+ 25% for all future years
(f) Scenario 6 – Persistency	– 25% for all future years
(g) Scenario 7 – Renewal Expenses	+ 10% for all future years

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38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Insurance Risk (continued)

Insurance Risks of Life Insurance Contracts (continued)

Profit/(Loss) After Tax and Shareholders' Equity Sensitivity for the Singapore Segment

Impact on 1-Year's Profit/(Loss) After Tax and Shareholders' Equity

	Impact on Profit/(Loss) after tax			Impact on Equity		
$ million	Gross impact	Reinsurance ceded	Net impact	Gross impact	Reinsurance ceded	Net impact
2024						
Scenario 1	**(267)**	**146**	**(121)**	**(249)**	**137**	**(112)**
Scenario 2	**146**	**(92)**	**54**	**125**	**(81)**	**44**
Scenario 3	**(37)**	**#**	**(37)**	**(37)**	**#**	**(37)**
Scenario 4	**36**	**(#)**	**36**	**36**	**(#)**	**36**
Scenario 5	**(81)**	**90**	**9**	**(97)**	**87**	**(10)**
Scenario 6	**4**	**(57)**	**(53)**	**17**	**(54)**	**(37)**
Scenario 7	**(61)**	**14**	**(47)**	**(61)**	**13**	**(48)**
2023						
Scenario 1	(192)	95	(97)	(178)	92	(86)
Scenario 2	94	(42)	52	78	(38)	40
Scenario 3	(37)	1	(36)	(37)	1	(36)
Scenario 4	33	(#)	33	33	(#)	33
Scenario 5	(24)	61	37	(50)	59	9
Scenario 6	(41)	(28)	(69)	(21)	(26)	(47)
Scenario 7	(45)	4	(41)	(46)	4	(42)

Profit/(Loss) After Tax and Shareholders' Equity Sensitivity for the Malaysia Segment

Impact on 1-Year's Profit/(Loss) After Tax and Shareholders' Equity

	Impact on Profit/(Loss) after tax			Impact on Equity		
$ million	Gross impact	Reinsurance ceded	Net impact	Gross impact	Reinsurance ceded	Net impact
2024						
Scenario 1	**(61)**	**9**	**(52)**	**(69)**	**16**	**(53)**
Scenario 2	**15**	**(4)**	**11**	**24**	**(11)**	**13**
Scenario 3	**(105)**	**4**	**(101)**	**(130)**	**5**	**(125)**
Scenario 4	**6**	**(#)**	**6**	**30**	**(1)**	**29**
Scenario 5	**(6)**	**(1)**	**(7)**	**(6)**	**#**	**(6)**
Scenario 6	**(22)**	**3**	**(19)**	**(22)**	**2**	**(20)**
Scenario 7	**(15)**	**#**	**(15)**	**(19)**	**1**	**(18)**
2023						
Scenario 1	(70)	12	(58)	(78)	16	(62)
Scenario 2	16	(4)	12	24	(8)	16
Scenario 3	(81)	4	(77)	(103)	4	(99)
Scenario 4	5	(#)	5	28	(1)	27
Scenario 5	(7)	(#)	(7)	(1)	#	(1)
Scenario 6	(28)	3	(25)	(33)	2	(31)
Scenario 7	(16)	1	(15)	(20)	1	(19)

The tables above demonstrate the sensitivity of GEH Group's profit or loss after tax and equity to a change in actuarial valuation assumptions on an individual basis, with all other variables held constant.

The methodology for deriving sensitivities for each scenario has not changed from the previous year. Certain assumptions have been updated to reflect more reasonably possible scenarios.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Insurance Risk (continued)

Insurance Risk of Non-Life Insurance Contracts

Risks under non-life insurance policies usually cover a twelve-month duration. The risk inherent in non-life insurance contracts is reflected in the insurance contract liabilities which include the liability for remaining coverage and liability for incurred claims.

The table below sets out the distribution of the various categories of the non-life insurance risk for insurance contract liabilities as at reporting date.

	2024			2023		
Non-life insurance contracts $ million	Gross	Reinsurance	Net	Gross	Reinsurance	Net
(a) By class of business						
Fire	**82**	**(33)**	**49**	118	(83)	35
Motor	**112**	**(4)**	**108**	94	(2)	92
Marine and aviation	**14**	**(7)**	**7**	22	(4)	18
Workmen's compensation	**30**	**(9)**	**21**	37	(11)	26
Personal accident and health	**58**	**(3)**	**55**	61	(8)	53
Surety	**29**	**(13)**	**16**	31	(21)	10
Engineering	**65**	**(41)**	**24**	53	(32)	21
Liability	**11**	**(6)**	**5**	13	2	15
Miscellaneous	**146**	**(127)**	**19**	162	(143)	19
Total	**547**	**(243)**	**304**	591	(302)	289
(b) By country						
Singapore	**221**	**(68)**	**153**	262	(121)	141
Malaysia	**291**	**(164)**	**127**	284	(164)	120
Indonesia	**35**	**(11)**	**24**	45	(17)	28
Total	**547**	**(243)**	**304**	591	(302)	289

Key Assumptions

Non-life insurance contract liabilities are determined based on claims experience, knowledge of existing events, terms and conditions of the relevant policies and interpretation of circumstances. Of particular relevance is past experience with similar cases, trends in historical claims, legislative changes, judicial decisions, economic conditions and claims handling procedures. The estimates of the non-life insurance contract liabilities are therefore sensitive to various factors. The actual future premium and claims liabilities will not develop exactly as projected and may vary from initial estimates.

Insurance risk of non-life insurance contracts is mitigated by achieving a large and well-diversified portfolio of insurance contracts across various industries and geographical areas. The risks are further mitigated by careful selection and implementation of underwriting strategies, which are designed to ensure that risks are diversified in terms of type of risk and level of insured benefits. Comprehensive assessment of new and on-going claims, regular detailed review of claims handling procedures and frequent investigation of possible fraudulent claims are established to further reduce the risk exposure of GEH Group. In addition, GEH Group further enforces a policy of active management and prompt pursuit of claims to reduce its exposure to unpredictable future developments that can negatively impact GEH Group.

GEH Group has also limited its exposure by imposing maximum claim amounts on certain contracts as well as the use of reinsurance arrangements in order to limit exposure to catastrophic events such as hurricanes, earthquakes and flood damages.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Insurance Risk (continued)

Insurance Risk of Non-Life Insurance Contracts (continued)

The sensitivity analysis below shows the impact of changes in key assumptions on profit/(loss) after tax and equity.

		Impact on Profit/(Loss) after tax			Impact on Equity		
$ million	Change in assumptions	Gross Impact	Reinsurance Ceded	Net Impact	Gross Impact	Reinsurance Ceded	Net Impact
2024							
Risk adjustment	**+20%**	**(9)**	**5**	**(4)**	**(9)**	**5**	**(4)**
Loss ratio [1]	**+10%**	**(29)**	**10**	**(19)**	**(29)**	**10**	**(19)**
2023							
Risk adjustment	+20%	(11)	7	(4)	(11)	7	(4)
Loss ratio [1]	+10%	(29)	10	(19)	(29)	10	(19)

(1) Best estimate reserves and current accident year payments.

The above tables demonstrate the sensitivity of GEH Group's profit or loss after tax and equity to a change in actuarial valuation assumptions on an individual basis with all other variables held constant. The methodology for deriving sensitivities have not changed from the previous year. Certain assumptions have been updated to reflect more reasonably possible scenarios.

Cumulative Claims Estimates and Cumulative Payments To-Date

The tables below show the cumulative claims estimates, at each reporting date, together with cumulative payments to date.

(i) Gross non-life liabilities for incurred claims as at 31 December 2024

$ million	2017	2018	2019	2020	2021	2022	2023	2024	Total
(a) Estimate of cumulative claims									
Accident Year	206	178	211	259	241	247	234	235	
One year later	204	158	220	233	219	235	210	–	
Two years later	185	151	223	263	212	232	–	–	
Three years later	190	239	226	259	206	–	–	–	
Four years later	191	239	221	244	–	–	–	–	
Five years later	189	235	216	–	–	–	–	–	
Six years later	184	232	–	–	–	–	–	–	
Seven years later	180	–	–	–	–	–	–	–	
Current estimate of cumulative claims	**180**	**232**	**216**	**244**	**206**	**232**	**210**	**235**	
(b) Cumulative payments	**176**	**140**	**199**	**226**	**192**	**200**	**155**	**98**	
(c) Non-life gross claim liabilities	**4**	**92**	**17**	**18**	**14**	**32**	**55**	**137**	**369**
Gross claim liabilities – prior years									**6**
Effect of discounting									**(10)**
Effect of the risk adjustment margin for non-financial risk									**33**
Non-life insurance contract liabilities, gross									**398**

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Insurance Risk (continued)

Insurance Risk of Non-Life Insurance Contracts (continued)

Cumulative Claims Estimates and Cumulative Payments To-Date (continued)

(ii) Net non-life insurance for incurred claims as at 31 December 2024

$ million	2017	2018	2019	2020	2021	2022	2023	2024	Total
(a) Estimate of cumulative claims									
Accident Year	119	116	118	105	99	128	139	149	
One year later	121	110	113	101	93	119	129	–	
Two years later	117	108	116	96	91	115	–	–	
Three years later	116	110	116	95	88	–	–	–	
Four years later	116	109	113	93	–	–	–	–	
Five years later	113	107	112	–	–	–	–	–	
Six years later	111	104	–	–	–	–	–	–	
Seven years later	109	–	–	–	–	–	–	–	
Current estimate of cumulative claims	**109**	**104**	**112**	**93**	**88**	**115**	**129**	**149**	
(b) Cumulative payments	**108**	**102**	**106**	**87**	**81**	**99**	**98**	**62**	
(c) Non-life net claim liabilities	**1**	**2**	**6**	**6**	**7**	**16**	**31**	**87**	**156**
Net claim liabilities – prior years									3
Non-performing risk									2
Effect of discounting									(5)
Effect of the risk adjustment margin for non-financial risk									15
Others									8
Non-life liabilities for incurred claims, net									**179**

Market, Credit and Liquidity Risk

Market risk arises when market values of assets and liabilities are adversely affected by changes in financial markets. Changes in interest rates, foreign exchange rates, equity prices and prices of alternative investment assets can impact present and future earnings of the insurance operations, as well as shareholders' equity.

GEH Group is exposed to market risk through its investment portfolios, as well as in the mismatches between assets and liabilities of the Insurance Funds. In the case of the third-party funds managed by its asset management subsidiary, Lion Global Investors Limited, investment risks are borne by investors and GEH Group does not assume any liability in the event of occurrence of loss or write-down in market valuations.

GEH Group ALC, GEH Group IC and Local ALCs actively manage market risks through the setting of investment policies and asset allocations, approving portfolio construction, risk measurement methodologies, as well as hedging and alternative risk transfer strategies. Investment limits are monitored at various levels to ensure that all investment activities are conducted within GEH Group's risk appetite and in line with GEH Group's management principles and philosophies. Compliance with established limits forms an integral part of the risk governance and financial reporting framework. The approach adopted by GEH Group in managing the various types of risk, including interest rate risk, foreign exchange risk, equity price risk, credit risk, alternative investment risk and liquidity risk, is briefly described below.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Insurance Risk (continued)

Market, Credit and Liquidity Risk (continued)

(a) Interest Rate Risk (Including Asset Liability Mismatch Risk and Basis Risk)

GEH Group is exposed to interest rate risk through (i) investments in fixed income instruments, (ii) use of derivatives to manage asset liability mismatch and (iii) policy liabilities in the Insurance Funds. Since the Shareholders' Fund has exposure to investments in fixed income instruments but no exposure to insurance policy liabilities, it will incur economic losses when interest rates rise. Given the long duration of policy liabilities and the uncertainties in the cash flows of Insurance Funds, it is not possible to hold assets with duration or same reference interest rate that perfectly matches the duration of the policy liabilities. This results in interest rate risk and asset liability mismatch risk and basis risk, and these risks are managed and monitored by GEH Group ALC and Local ALCs.

Where the liabilities of the portfolios are predominantly measured using the VFA and the backing assets are measured at FVTPL, the changes in liabilities due to interest rates are expected to closely match the changes in assets.

For portfolios whose liabilities are predominantly measured using the GMM and Modified GMM, and have elected to disaggregate the insurance finance income and expenses between the income statement and other comprehensive income, the backing assets would also have a similar option elected. Therefore, the effect of changes in assets due to interest rates are also expected to closely match changes in liabilities in profit or loss.

(b) Foreign Exchange Risk

The foreign exchange risk inherent in foreign currency fixed income portfolio is typically hedged using currency forwards and swaps wherever practical and cost-effective. Foreign exchange instruments are also used for efficient portfolio management.

The SGD and MYR positions predominately arose from the entities within GEH Group with the same respective functional currencies. Limits are set on the total amount of foreign currency (net of liabilities) to cap GEH Group's foreign exchange risk.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(b) Foreign Exchange Risk (continued)

The tables below show the foreign exchange position of GEH Group's financial and insurance-related assets and liabilities by major currencies.

$ million	SGD	MYR	USD	Others	Total
2024					
Financial assets at FVOCI					
Equity securities	**158**	**263**	**376**	**978**	**1,775**
Debt securities	**5,555**	**1,873**	**4,217**	**505**	**12,150**
Financial assets at FVTPL					
Equity securities	**993**	**7,716**	**1,522**	**3,662**	**13,893**
Debt securities	**15,859**	**16,833**	**12,610**	**4,160**	**49,462**
Other investments	**12,582**	**302**	**9,719**	**1,927**	**24,530**
Financial assets at amortised cost					
Debt securities	**2**	**–**	**455**	**52**	**509**
Derivative financial assets	**2,164**	**74**	**4,515**	**(6,382)**	**371**
Loans	**506**	**70**	**–**	**760**	**1,336**
Other debtors	**457**	**237**	**656**	**86**	**1,436**
Cash and cash equivalents	**1,829**	**1,266**	**938**	**366**	**4,399**
Insurance contract assets	**–**	**69**	**18**	**16**	**103**
Reinsurance contract assets	**700**	**291**	**109**	**8**	**1,108**
Financial and insurance-related assets	**40,805**	**28,994**	**35,135**	**6,138**	**111,072**
Other creditors	**832**	**336**	**97**	**38**	**1,303**
Derivative financial liabilities	**(21,752)**	**(51)**	**22,657**	**(127)**	**727**
Provision for agents' retirement benefits	**3**	**340**	**–**	**–**	**343**
Borrowings	**499**	**23**	**–**	**–**	**522**
Insurance contract liabilities	**66,553**	**29,325**	**4,564**	**821**	**101,263**
Reinsurance contract liabilities	**71**	**96**	**11**	**–**	**178**
Financial and insurance-related liabilities	**46,206**	**30,069**	**27,329**	**732**	**104,336**
2023					
Financial assets at FVOCI					
Equity securities	153	246	427	1,080	1,906
Debt securities	6,441	1,956	4,864	734	13,995
Financial assets at FVTPL					
Equity securities	799	6,298	1,012	3,422	11,531
Debt securities	19,145	14,850	11,532	3,113	48,640
Other investments	9,307	216	8,089	1,633	19,245
Financial assets at amortised cost					
Debt securities	439	–	747	32	1,218
Derivative financial assets	19,513	2	(19,617)	1,066	964
Loans	201	121	–	189	511
Other debtors	342	206	410	107	1,065
Cash and cash equivalents	3,813	881	1,171	438	6,303
Insurance contract assets	7	11	8	14	40
Reinsurance contract assets	506	309	46	8	869
Financial and insurance-related assets	60,666	25,096	8,689	11,836	106,287
Other creditors	816	380	549	86	1,831
Derivative financial liabilities	(3,092)	(101)	(2,632)	6,005	180
Provision for agents' retirement benefits	2	296	–	–	298
Insurance contract liabilities	67,332	25,899	4,035	735	98,001
Reinsurance contract liabilities	91	135	(7)	#	219
Financial and insurance-related liabilities	65,149	26,609	1,945	6,826	100,529

The financial assets and financial liabilities of Great Eastern Holdings Limited are not material.

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38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(c) Equity Price Risk

Exposure to equity price risk exists in investment assets through direct equity, equity derivatives and fund investments, where GEH Group, through investments, bears all or most of the equity volatility and investment risks. Equity price risk also exists in investment-linked products where the revenues of the insurance operations are linked to the performances of underlying equity funds since this has an impact on the level of fees earned. Limits are set for single security holdings as a percentage of total equity holdings.

(d) Credit Spread Risk

Exposure to credit spread risk exists in GEH Group's bond investments and credit derivatives. Credit spread is the difference between the quoted yields of a credit and a government bond of the same maturity. Credit spreads widen when the default risk of credit bonds increases. Hence, widening credit spreads will result in mark-to-market losses in GEH Group's bond portfolio.

(e) Alternative Investment Risk

GEH Group is exposed to alternative investment risk through investments in real estate that it owns in Singapore and Malaysia, and through real estate funds, private equities, private debt, infrastructure and hedge funds. A monitoring process is established to manage foreign exchange, country and manager concentration risks. This process and the acquisition or divestment of alternative investments are reviewed and approved by GEH Group RMC and GEH Group IC.

(f) Commodity Risk

GEH Group does not have any exposure to commodity risk.

(g) Liquidity Risk

Liquidity risk arises when GEH Group is unable to meet its cash flow demands, or if the assets backing the liabilities cannot be sold quickly enough without incurring significant losses. For an insurance company, the greatest liquidity needs typically arise from its insurance liabilities. Demands for funds can usually be met through ongoing normal operations via premiums received, sale of assets or borrowings. Unexpected demands for liquidity may be triggered by surrender of insurance policies due to negative publicity, deterioration of the economy, adverse news on other companies in the same or similar lines of business, unanticipated policy claims, or other unexpected cash demands from policyholders or derivative margin requirements.

Expected liquidity demands are managed through a combination of treasury, investment and asset-liability management practices, which are monitored on an ongoing basis. Actual and projected cash inflows and outflows are regularly monitored, and a reasonable amount of liquid assets are maintained at all times. The projected cash flows from the in-force insurance policy contract liabilities consist of renewal premiums, commissions, claims, maturities and surrenders. Renewal premiums, commissions, claims and maturities are generally stable and predictable. Surrenders can be more uncertain although these have been quite stable over the past several years.

Unexpected liquidity demands are mitigated through product design, risk diversification, credit facilities, investment strategies and systematic monitoring. Surrender penalty in insurance contracts also protects GEH Group from losses due to unexpected surrender trends and reduces the sensitivity of surrenders to changes in interest rates.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(g) Liquidity Risk (continued)

The following tables show the expected recovery or settlement of financial assets and maturity profile of GEH Group's financial liabilities which are presented based on contractual undiscounted cash flows basis.

$ million	Carrying amount	Less than 1 year	1 to 5 years	Over 5 years	No maturity date	Total
2024						
Financial assets at FVOCI						
Equity securities	**1,775**	**–**	**–**	**–**	**1,775**	**1,775**
Debt securities	**12,150**	**2,540**	**4,749**	**9,231**	**–**	**16,520**
Financial assets at FVTPL						
Equity securities	**13,893**	**–**	**–**	**–**	**13,893**	**13,893**
Debt securities	**49,462**	**4,149**	**17,370**	**46,553**	**1,352**	**69,424**
Other investments	**24,530**	**–**	**–**	**–**	**24,530**	**24,530**
Financial assets at amortised cost						
Debt securities	**509**	**19**	**506**	**–**	**–**	**525**
Derivative financial assets	**371**	**211**	**103**	**57**	**–**	**371**
Loans	**1,336**	**124**	**982**	**247**	**–**	**1,353**
Other debtors	**1,436**	**1,430**	**2**	**4**	**–**	**1,436**
Cash and cash equivalents	**4,399**	**4,399**	**–**	**–**	**–**	**4,399**
	109,861	**12,872**	**23,712**	**56,092**	**41,550**	**134,226**
Other creditors	**1,255**	**1,214**	**4**	**1**	**37**	**1,256**
Lease liabilities	**48**	**13**	**39**	**–**	**–**	**52**
Derivative financial liabilities	**727**	**682**	**6**	**39**	**–**	**727**
Provision for agents' retirement benefits	**343**	**178**	**64**	**102**	**–**	**344**
Borrowings	**522**	**20**	**101**	**587**	**–**	**708**
	2,895	**2,107**	**214**	**729**	**37**	**3,087**
2023						
Financial assets at FVOCI						
Equity securities	1,906	–	–	–	1,906	1,906
Debt securities	13,995	2,957	5,899	9,557	–	18,413
Financial assets at FVTPL						
Equity securities	11,531	–	–	–	11,531	11,531
Debt securities	48,640	6,024	15,723	44,280	740	66,767
Other investments	19,245	–	–	–	19,245	19,245
Financial assets at amortised cost						
Debt securities	1,219	779	159	634	–	1,572
Derivative financial assets	964	853	78	33	–	964
Loans	511	95	436	12	–	543
Other debtors	1,065	1,060	4	1	–	1,065
Cash and cash equivalents	6,303	6,303	–	–	–	6,303
	105,379	18,071	22,299	54,517	33,422	128,309
Other creditors	1,780	1,739	5	#	36	1,780
Lease liabilities	47	11	44	–	–	55
Derivative financial liabilities	180	142	34	4	–	180
Provision for agents' retirement benefits	298	152	56	90	–	298
	2,305	2,044	139	94	36	2,313

The financial assets and financial liabilities of Great Eastern Holdings Limited are not material.

Notes to the Financial Statements

For the financial year ended 31 December 2024

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(g) Liquidity Risk (continued)

The following tables show the maturity profile of insurance contracts issued and reinsurance contracts held that are liabilities of GEH Group based on the estimates of the present value of the future cash flows expected to be paid out in the periods presented.

$ million	Up to 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	Over 5 years	Total
2024							
Insurance contract liabilities	**11,117**	**6,898**	**2,466**	**3,238**	**3,053**	**63,305**	**90,077**
Reinsurance contract liabilities held	**110**	**17**	**17**	**11**	**10**	**78**	**243**
Total	**11,227**	**6,915**	**2,483**	**3,249**	**3,063**	**63,383**	**90,320**
2023							
Insurance contract liabilities	15,645	5,091	2,267	2,197	3,013	58,826	87,039
Reinsurance contract liabilities held	106	23	9	10	29	95	272
Total	15,751	5,114	2,276	2,207	3,042	58,921	87,311

Amounts Payable on Demand

The amounts payable on demand are as follows.

	2024		2023	
$ million	Amounts payable on demand	Carrying amount	Amounts payable on demand	Carrying amount
Universal life contracts	**4,091**	**4,298**	3,493	3,693
Investment-linked contracts	**10,411**	**11,256**	8,440	8,966
Participating contracts	**51,978**	**60,779**	54,293	65,640
Total	**66,480**	**76,333**	66,226	78,299

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(g) Liquidity Risk (continued)

The following tables show the current/non-current classification of assets and liabilities:

$ million	Current[1]	Non-current	Total
2024			
Cash and cash equivalents	**4,399**	**–**	**4,399**
Other debtors	**1,452**	**35**	**1,487**
Loans	**119**	**1,217**	**1,336**
Derivative financial assets	**211**	**160**	**371**
Investments	**18,640**	**83,680**	**102,320**
Income tax recoverable	**25**	**–**	**25**
Deferred tax assets	**#**	**12**	**12**
Reinsurance contract assets	**284**	**824**	**1,108**
Insurance contract assets	**48**	**55**	**103**
Investment in associates	**–**	**68**	**68**
Intangible assets	**44**	**188**	**232**
Investment properties	**–**	**1,939**	**1,939**
Property, plant and equipment	**43**	**466**	**509**
Assets	**25,265**	**88,644**	**113,909**
Other creditors	**1,301**	**79**	**1,380**
Income tax payable	**221**	**–**	**221**
Derivative financial liabilities	**682**	**45**	**727**
Provision for agents' retirement benefits	**26**	**317**	**343**
Deferred tax liabilities	**135**	**355**	**490**
Borrowings	**–**	**522**	**522**
Reinsurance contract liabilities	**100**	**78**	**178**
Insurance contract liabilities	**12,823**	**88,440**	**101,263**
Liabilities	**15,288**	**89,836**	**105,124**
2023			
Cash and cash equivalents	6,303	–	6,303
Other debtors	1,076	35	1,111
Loans	87	424	511
Derivative financial assets	853	111	964
Investments	19,286	77,249	96,535
Deferred tax assets	3	14	17
Reinsurance contract assets	256	613	869
Insurance contract assets	38	2	40
Investment in associates	–	95	95
Intangible assets	45	167	212
Investment properties	–	1,881	1,881
Property, plant and equipment	44	452	496
Assets	27,991	81,043	109,034
Other creditors	1,824	88	1,912
Income tax payable	165	–	165
Derivative financial liabilities	142	38	180
Provision for agents' retirement benefits	20	278	298
Deferred tax liabilities	1	268	269
Reinsurance contract liabilities	96	124	220
Insurance contract liabilities	17,216	80,785	98,001
Liabilities	19,464	81,581	101,045

[1] Expected recovery or settlement within 12 months from the reporting date.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(h) Credit Risk

Credit risk is the risk of loss arising from an obligor failing to discharge an obligation. GEH Group is mainly exposed to credit risk through (i) investments in cash, bonds, and credit derivatives, (ii) corporate lending activities and (iii) exposure to counterparty's credit risk in derivative transactions and reinsurance contracts. For all three types of exposures, financial loss may materialise as a result of a downgrading of credit rating or default by the borrower or counterparty.

GEH group wide credit risk is managed by GEH Group ALC. GEH Group establishes internal limits by issuer and counterparty according to their investment credit rating which are actively monitored to manage the credit and concentration risk, and are reviewed on a regular basis. The creditworthiness of reinsurers is assessed on an annual basis by reviewing their financial strength through published credit ratings and other publicly available information. The task of evaluating and monitoring credit risk at the GEH subsidiary level is undertaken by Local ALCs.

Reinsurance is placed with counterparties that have a good credit rating and concentration of risk is mitigated through counterparty limits that are reviewed and approved on an annual basis.

Credit risk arising from customer balances incurred on non-payment of premiums or contributions will only persist during the grace period specified in the policy document or trust deed until expiry, when the policy is either paid up or terminated.

GEH Group issues unit-linked investment policies in which the policyholder bears the investment risk on the assets held in the unit-linked funds as the policy benefits are directly linked to the value of the assets in the fund. Therefore, GEH Group has no material credit risk or market risk on unit-linked financial assets.

The loans in GEH Group's portfolio are generally secured by collateral, with a maximum loan-to-value ratio of 70%. The amount and type of collateral required depend on an assessment of the credit risk of the counterparty. Guidelines on the collateral eligibility have been established, and all collateral are revalued on a regular basis. GEH management monitors the market values of the collateral, requests additional collateral when needed and performs an impairment valuation when applicable. The fair values of collateral, held by GEH Group as lender, for which it is entitled to sell or pledge in the event of default is as tabulated below:

		2024		2023	
$ million	Type of collateral	Carrying amount	Fair value	Carrying amount	Fair value
Secured loans	Properties	**944**	**1,705**	372	882
Secured loans	Others	**57**	**65**	1	1
Derivatives	Cash	**75**	**75**	257	257
		1,076	**1,845**	630	1,140

There were no securities lending arrangements as at 31 December 2024 (2023: nil).

As at the reporting date, no investments (2023: nil) were placed as collateral for currency hedging purposes.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(h) Credit Risk (continued)

The following table sets out information about the credit quality of loans and debt securities measured at amortised cost and debt securities measured at FVOCI. The maximum exposure is shown on a gross basis, before the effect of mitigation through the use of master netting or collateral agreements and the use of credit derivatives.

$ million	12-month ECL	Lifetime ECL not credit-impaired	Lifetime ECL credit-impaired	Total
2024				
Loans at amortised cost				
Investment grade* (BBB to AAA)	**1,275**	**66**	**1**	**1,342**
Not rated	**1**	**–**	**57**	**58**
	1,276	**66**	**58**	**1,400**
Loss allowance	**(#)**	**(6)**	**(58)**	**(64)**
Carrying amount	**1,276**	**60**	**–**	**1,336**
Debt securities at amortised cost				
Investment grade* (BBB to AAA)	**511**	**–**	**–**	**511**
	511	**–**	**–**	**511**
Loss allowance	**(2)**	**–**	**–**	**(2)**
Carrying amount	**509**	**–**	**–**	**509**
Debt securities at FVOCI				
Investment grade* (BBB to AAA)	**12,084**	**65**	**–**	**12,149**
Non investment grade* (C to BB)	**–**	**1**	**–**	**1**
	12,084	**66**	**–**	**12,150**
2023				
Loans at amortised cost				
Investment grade* (BBB to AAA)	401	117	–	518
Not rated	2	–	47	49
	403	117	47	567
Loss allowance	(1)	(8)	(47)	(56)
Carrying amount	402	109	–	511
Debt securities at amortised cost				
Investment grade* (BBB to AAA)	1,219	–	–	1,219
	1,219	–	–	1,219
Loss allowance	(1)	–	–	(1)
Carrying amount	1,218	–	–	1,218
Debt securities at FVOCI				
Investment grade* (BBB to AAA)	13,945	48	–	13,993
Non investment grade* (C to BB)	–	2	–	2
	13,945	50	–	13,995

(1) * Based on internal ratings grades which are equivalent to grades of external rating agencies.

Notes to the Financial Statements

For the financial year ended 31 December 2024

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(h) Credit Risk (continued)

The following table sets out the credit analysis for financial assets and reinsurance contract assets that are not subjected to ECL.

$ million	Investment grade (BBB to AAA)	Non investment grade (C to BB)	Not rated	Not subject to credit risk	Total carrying amount
2024					
Financial assets at FVOCI					
Equity securities	**–**	**–**	**–**	**1,775**	**1,775**
Financial assets at FVTPL					
Equity securities	**–**	**–**	**–**	**13,893**	**13,893**
Debt securities	**48,507**	**792**	**163**	**-**	**49,462**
Other investments	**–**	**–**	**-**	**24,530**	**24,530**
Derivative financial assets	**353**	**–**	**18**	**–**	**371**
Other debtors	**4**	**23**	**1,409**	**–**	**1,436**
Cash and cash equivalents	**4,393**	**6**	**–**	**–**	**4,399**
Reinsurance contract assets	**1,108**	**–**	**–**	**–**	**1,108**
	54,365	**821**	**1,590**	**40,198**	**96,974**
2023					
Financial assets at FVOCI					
Equity securities	–	–	–	1,906	1,906
Financial assets at FVTPL					
Equity securities	–	–	–	11,531	11,531
Debt securities	47,627	855	159	–	48,641
Other investments	–	–	–	19,245	19,245
Derivative financial assets	934	–	30	–	964
Other debtors	3	12	1,049	–	1,064
Cash and cash equivalents	5,673	–	630	–	6,303
Reinsurance contract assets	869	–	–	–	869
	55,106	867	1,868	32,682	90,523

Great Eastern Holdings Limited's financial assets are not material.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(h) Credit Risk (continued)

Amounts Arising from ECL

ECL provisioning is the setting of allowance for credit-impaired and non-credit-impaired exposure in accordance to SFRS (I) 9 through forward-looking ECL models.

Measurement of ECL – Explanation of Inputs, Assumptions and Estimation Techniques

The key inputs into the measurement of ECL are the following variables:

- probability of default (PD);
- loss given default (LGD); and
- exposure at default (EAD).

These parameters are derived from statistical models internally developed by GEH Group.

PD represents the likelihood of a borrower defaulting on its financial obligation, either over the next 12 months (12M PD), or over the remaining lifetime (Lifetime PD) of the obligation. PD estimates are derived from PD models that incorporate both quantitative and qualitative inputs, which are in turn derived from internal and external compiled data. The model outputs are adjusted to reflect forward-looking information whenever appropriate.

LGD is the magnitude of the likely loss incurred during a default. LGD is expressed as a percentage of loss per unit of exposure at the time of default and represents an estimate of the economic loss in the event of the default of the counterparty. Factors in determining LGDs include claim seniority, availability and quality of collateral, legal enforceability processes in the jurisdiction and industry of borrower and prevailing market conditions. They are estimates at a certain date and are derived using statistical models. These statistical models are developed using internally compiled data and incorporate both quantitative and qualitative factors. The model outputs are adjusted to reflect forward-looking information whenever appropriate.

EAD represents the expected exposure in the event of a default. GEH Group derives the EAD based on the current exposure to the counterparty and potential future exposure.

The ECL is determined by the PD, LGD and EAD for each individual exposure. The ECLs are first determined from the product of these three components, which are then adjusted to take into account forward-looking information. The ECLs are finally discounted to the reporting date. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

Significant Increase in Credit Risk

To assess whether there is a significant increase in credit risk, GEH Group compares the risk of a default occurring on the asset as at reporting date with the risk of default assessed at the date of initial recognition. GEH Group considers available reasonable and supportive forward-looking information, which includes the following indicators:

- Internal credit rating;
- External credit rating;
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the counterparty's ability to meet its obligations.

A movement of an obligor's credit rating along the rating scale represents a change in the credit risk as measured by the change in PD.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(h) Credit Risk (continued)

Significant Increase in Credit Risk (continued)

The criteria for assessing whether credit risk has increased significantly will be determined by changes in 12M PDs and other qualitative factors. The credit risk of an obligor is deemed to have increased significantly since initial recognition if, based on GEH Group's quantitative model, the 12M PD is determined to have more than doubled since origination, except when the obligor remains within the investment grade ratings.

Using expert credit judgement and, where possible, relevant historical experience, GEH Group may determine that an obligor has undergone a significant increase in credit risk based on qualitative factors that are indicative of such and whose effect may not otherwise be fully reflected in its quantitative analysis on a timely basis. GEH Group uses the watch-list as an additional trigger for the identification of significant increase in credit risk.

GEH Group considers an obligor to have relatively lower credit risk if it is of investment grade quality, taking into account both internal and external credit ratings.

Credit Risk Grades

GEH Group assigns each obligor to a credit risk grade that reflects the PD of the obligor. Credit risk grades are established based on qualitative and quantitative factors that are indicative of default risk. These factors vary depending on the nature of the exposure and the type of counterparty.

Credit risk grades are defined and calibrated such that the default risk increases as credit risk deteriorates. Each exposure is assigned with a credit risk grade at initial recognition, based on available information on the borrower. Obligors are subject to ongoing monitoring and review, and may be assigned with new credit risk grades that better reflects their creditworthiness. The monitoring typically involves the use of information obtained during periodic review, including published financial statements, external rating (where available), as well as qualitative information on an obligor's industry, competitive positioning, management, financial policy and financial flexibility.

Definition of Default

GEH Group considers a financial asset to be in default by assessing the following criteria:

Quantitative Criteria

For insurance receivables, the obligor is said to be in default if it fails to make contractual payments within 6 months after it falls due (i.e. after expiration of the maximum granted credit terms). For bonds and loans, the obligor is said to be in default if it fails to meet its contractual obligation and there are non-payments on another debt obligation of the same issuer to GEH Group.

Qualitative Criteria

The counterparty is in bankruptcy or has indications of potentially significant financial difficulty such as lawsuits or similar actions that threaten the financial viability of the counterparty; distressed exchange, merger or amalgamation without assumption or breach of material loan covenants not rectified within a given timeframe, restructuring with expected principal haircut or a breach in material loan covenant that is not rectified within given timeframe.

The criteria above have been applied to all financial instruments held by GEH Group and are consistent with the definition of default used for credit risk management purposes. The default definition has been applied consistently to model the PD, EAD and LGD throughout GEH Group's expected loss calculations.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(h) Credit Risk (continued)

Incorporating of Forward-Looking Information

GEH Group incorporates forward-looking information into both its assessment of whether the credit risk of an instrument has increased significantly since its initial recognition and in its ECL measurement. GEH Group has performed historical analysis and identified key economic variables impacting credit risk and ECLs for each portfolio.

These economic variables and their associated impact on the PD, EAD and LGD vary by financial instrument. Expert judgement has also been applied in this process. Forecasts of these economic variables (the base economic scenario) are obtained from publicly available economic databases published on a quarterly basis and provide the best estimate view of the economy over the next four to five years, and based on such information to project the economic variables for the full remaining lifetime of each instrument, a mean reversion approach is used. The impact of these economic variables on PDs, EADs and LGDs has been determined via regression analyses.

In addition to the base economic scenario, GEH Group uses multiple scenarios to ensure non-linear risks are captured. The number of scenarios and the respective scenario attributes are reviewed at each reporting date. At 31 December 2024, GEH Group concluded that two particular scenarios are capable of capturing non-linear risks inherent in all portfolios. The scenario weightings are determined by expert credit judgement, taking into account the range of possible outcomes presented by the chosen scenarios. The assessment of significant increase in credit risk is performed using the 12M PD under each scenario multiplied by the associated scenario weights. This determines whether the financial instrument is in Stage 1, 2 or 3, and hence whether 12M or lifetime ECL should be applied. Following this assessment, GEH Group measures ECL as either a probability-weighted 12M ECL (Stage 1), or a probability-weighted lifetime ECL (Stages 2 and 3). These probability-weighted ECLs are determined by running each scenario through the relevant ECL model and multiplying it by the appropriate scenario weighting (as opposed to weighting the inputs).

As with any economic forecasts, the projections and likelihoods of occurrence are subject to a high degree of uncertainty and the actual outcomes may be significantly different from projected outcomes. GEH Group considers these forecasts being representative of the best estimates of the possible outcomes and has analysed the non-linear risks and asymmetries within the various portfolios of GEH Group to establish that the chosen scenarios are appropriately representative of the range of possible scenarios.

The sensitivity of the ECL to the economic variable assumptions affecting the calculation of ECL was not material to GEH Group for the year ended 31 December 2024.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(h) Credit Risk (continued)

Loss Allowance

The following tables show reconciliations from the opening to the closing balance of the loss allowance by class of financial instrument.

$ million	12-month ECL	Lifetime ECL not credit-impaired	Lifetime ECL credit-impaired	Total
Loans and other receivables at amortised cost				
At 1 January 2023	1	6	36	43
Net remeasurement of loss allowance	–	2	11	13
New financial assets purchased	#	–	–	#
Financial assets that have been derecognised	(#)	–	–	(#)
Changes in models/risk parameters	(#)	–	–	(#)
Foreign exchange and other movements	–	–	–	–
At 31 December 2023/1 January 2024	**1**	**8**	**47**	**56**
Net remeasurement of loss allowance	**(#)**	**(1)**	**11**	**10**
New financial assets purchased	**1**	**#**	**–**	**1**
Financial assets that have been derecognised	**(1)**	**(2)**	**–**	**(3)**
Changes in models/risk parameters	**(#)**	**(1)**	**–**	**(1)**
Foreign exchange and other movements	**–**	**1**	**–**	**1**
At 31 December 2024	**1**	**5**	**58**	**64**
Debt securities at amortised cost				
At 1 January 2023	2	–	–	2
Net remeasurement of loss allowance	#	–	–	#
New financial assets purchased	#	–	–	#
Changes in models/risk parameters	(#)	–	–	(#)
At 31 December 2023/1 January 2024	**2**	**–**	**–**	**2**
Net remeasurement of loss allowance	**#**	**–**	**–**	**#**
New financial assets purchased	**#**	**–**	**–**	**#**
Financial assets that have been derecognised	**(#)**	**–**	**–**	**(#)**
Changes in models/risk parameters	**(#)**	**–**	**–**	**(#)**
At 31 December 2024	**2**	**–**	**–**	**2**
Debt securities at FVOCI				
At 1 January 2023	8	11	3	22
Transfer to 12 month ECL	1	(1)	–	–
Additional losses due to transfer	(1)	–	–	(1)
Net remeasurement of loss allowance	#	1	–	1
New financial assets purchased	6	(#)	–	6
Financial assets that have been derecognised	(3)	(1)	–	(4)
Changes in models/risk parameters	(#)	#	–	(#)
Foreign exchange and other movements	–	(#)	–	(#)
At 31 December 2023/1 January 2024	**11**	**10**	**3**	**24**
Transfer to 12 month ECL	**#**	**(#)**	**–**	**–**
Transfer to lifetime ECL not credit-impaired	**(#)**	**#**	**–**	**–**
Additional losses due to transfer	**(#)**	**#**	**–**	**#**
Net remeasurement of loss allowance	**–**	**3**	**–**	**3**
New financial assets purchased	**3**	**–**	**–**	**3**
Financial assets that have been derecognised	**(4)**	**(6)**	**–**	**(10)**
Changes in models/risk parameters	**(2)**	**(4)**	**–**	**(6)**
At 31 December 2024	**8**	**3**	**3**	**14**
Increase/(decrease) in provision for impairment of financial assets for the year				
31 December 2023	3	1	11	15
31 December 2024	**(3)**	**(10)**	**11**	**(2)**

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(h) Credit Risk (continued)

Loss Allowance (continued)

The changes in risk parameters may consist of management overlays, including but not limited to, the application of judgement to:

i) key economic variables including GDP growth projections;
ii) scenario weightings;
iii) obligor's credit rating to reflect a deterioration to credit risk;
iv) events arisen after post-model-run that require adjustment.

Loss allowances are reviewed quarterly, taking into consideration the effects of key variables.

(i) Concentration Risk

An important element of managing both market, credit and liquidity risks is to actively manage concentration to specific issuers, counterparties, industry sectors, countries and currencies. Both internal and regulatory limits are put in place to manage concentration risk. These limits are reviewed on a regular basis by the respective management committees. GEH Group's exposures are within the concentration limits set by the respective local regulators.

GEH Group actively manages its investment mix to ensure that there is no significant concentration in market, credit and liquidity risk.

Notes to the Financial Statements

For the financial year ended 31 December 2024

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(j) Sensitivity Analysis on Financial Risks

The sensitivity analysis below shows the impact on GEH Group's net profit after tax by applying possible shocks to each key variables, with all other variables constant. Co-movement of key variables can significantly affect the fair values and/or amortised cost of financial assets. To demonstrate the impact due to changes in each key variable, the variables are changed individually.

The impact on net profit after tax represents the effect caused by changes in fair value of financial assets whose fair values are recorded in the income statement, and changes in valuation of insurance and reinsurance contract liabilities/assets. The equity sensitivity represents the impact on net profit after tax and the effect on changes in fair value of financial assets measured at FVOCI and changes in insurance finance reserves.

Market Risk Sensitivity Analysis

	Impact on profit after tax					
$ million	2024			2023		
	Financial assets	Insurance & reinsurance contracts	Total	Financial assets	Insurance & reinsurance contracts	Total
Change in variables:						
(a) Interest rate						
+100 basis points	**(3,319)**	**3,228**	**(91)**	(2,799)	2,733	(66)
–100 basis points	**3,919**	**(3,847)**	**72**	3,239	(3,202)	37
(b) Foreign currency						
5% increase in market value of USD denominated assets	**133**	**(167)**	**(34)**	109	(146)	(37)
5% decrease in market value of USD denominated assets	**(133)**	**167**	**34**	(109)	146	37
(c) Equity						
20% increase in market indices	**3,943**	**(3,700)**	**243**	3,219	(3,078)	141
20% decrease in market indices	**(3,905)**	**3,660**	**(245)**	(3,219)	3,051	(168)
(d) Credit						
Spread +100 basis points	**(1,520)**	**1,456**	**(64)**	(1,237)	1,193	(44)
Spread –100 basis points	**1,676**	**(1,594)**	**82**	1,417	(1,372)	45
(e) Alternative investments [1]						
10% increase in market value of all alternative investments	**541**	**(469)**	**72**	592	(520)	72
10% decrease in market value of all alternative investments	**(541)**	**469**	**(72)**	(592)	520	(72)

(1) Alternative investments comprise investments in real estate, private equity, private debt, infrastructure and hedge funds.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Market, Credit and Liquidity Risk (continued)

(j) Sensitivity Analysis on Financial Risks (continued)

Market Risk Sensitivity Analysis (continued)

	Impact on Equity					
$ million	2024			2023		
	Financial assets	Insurance & reinsurance contracts	Total	Financial assets	Insurance & reinsurance contracts	Total
Change in variables:						
(a) Interest rate						
+100 basis points	**(3,841)**	**3,537**	**(304)**	(3,374)	2,968	(406)
–100 basis points	**4,516**	**(4,260)**	**256**	3,889	(3,644)	245
(b) Foreign currency						
5% increase in market value of USD denominated assets	**133**	**(166)**	**(33)**	109	(145)	(36)
5% decrease in market value of USD denominated assets	**(133)**	**166**	**33**	(109)	144	35
(c) Equity						
20% increase in market indices	**4,230**	**(3,709)**	**521**	3,533	(3,087)	446
20% decrease in market indices	**(4,192)**	**3,669**	**(523)**	(3,275)	3,060	(215)
(d) Credit						
Spread +100 basis points	**(1,891)**	**1,478**	**(413)**	(1,587)	1,224	(363)
Spread –100 basis points	**2,097**	**(1,625)**	**472**	1,807	(1,421)	386
(e) Alternative investments [1]						
10% increase in market value of all alternative investments	**565**	**(491)**	**74**	610	(535)	75
10% decrease in market value of all alternative investments	**(565)**	**491**	**(74)**	(610)	535	(75)

(1) Alternative investments comprise investments in real estate, private equity, private debt, infrastructure and hedge funds.

The above tables demonstrate the sensitivity of GEH Group's shareholders' equity to a change in the specified variables on an individual basis with all other variables held constant.

The methodology for deriving sensitivities have not changed from the previous year, certain variable has been updated to reflect more relevant scenarios for GEH Group.

38. Risk Management (continued)

38.4 Insurance-Related Risk Management (continued)

Operational and Compliance Risk

Operational risk is an event or action that may potentially impact partly or completely the achievement of the organisation's objectives resulting from inadequate or failed internal processes and systems, human factors, or external events.

Compliance risk is any event or action that may potentially impact partly or completely the achievement of the organisation's objectives and its reputation as a result of its failure to comply with the following applicable laws, regulations and standards:

- local laws, regulations and rules governing licensed activities undertaken by GEH Group;
- foreign laws, regulations and rules that have extraterritorial jurisdiction over GEH Group's licensed activities;
- codes of practice promoted by industry associations of which GEH Group are members of; and
- any other applicable regulations which do not specifically govern the licensed activities undertaken by GEH Group but can expose the organisation to legal, regulatory or reputational loss.

The day-to-day management of operational and compliance risk is through the maintenance of comprehensive internal control frameworks, supported by an infrastructure of systems and procedures to monitor processes and transactions. GEH Group GMC reviews operational and compliance issues on a GEH Group basis at its monthly meetings while local level issues are managed and monitored by the local SMTs. GEH Group Internal Audit team reviews the systems of internal controls to assess their ongoing relevance and effectiveness, and reports at least quarterly to GEH Group Audit Committee.

Technology, Information and Cyber Risks

Technology risk is defined as risk related to any potential adverse outcome, damage, loss, disruption, violation, system/hardware failure, capacity deficiency arising from the use of technologies such as electronic hardware/devices, software, online networks and telecommunications systems.

Information risk is defined as risk related to confidentiality, integrity and availability of information (in physical or digital form).

Cyber risk is defined as risk related to acts perpetrated by malicious threat actors including internal sabotage, espionage, malicious attacks, hacking incidents, fraudulent conduct using information and communication technologies.

GEH Group adopts a risk-based approach in managing technology risks relating to IT disruption, cyber threats, data loss and third parties. GEH Group has put in place technological and procedural risk controls to defend against external and insider threats. Key risk indicators related to technology, information and cyber risks are reported to GEH Group Board on a regular basis. Independent assessment is performed by internal and external auditors on the adequacy and effectiveness of the technology risk controls.

39. Financial Assets and Financial Liabilities Classification

$ million	GROUP Mandatorily measured at FVTPL	Designated as FVTPL	Amortised cost	FVOCI	Insurance contracts	Total
2024						
Cash and placements with central banks	–	–	34,599	–	–	34,599
Singapore government treasury bills and securities	1,850	–	4,785	7,681	–	14,316
Other government treasury bills and securities	3,054	16	5,632	21,667	–	30,369
Placements with and loans to banks	1,418	–	20,510	20,479	–	42,407
Loans to customers	–	–	315,096	–	–	315,096
Debt securities	6,220	25	773	29,107	–	36,125
Equity securities and investment funds	6,133	–	–	1,155	–	7,288
Debt and equity securities	12,353	25	773	30,262	–	43,413
Derivative receivables	17,203	–	–	–	–	17,203
Other assets	–	–	6,868	–	310	7,178
Amounts due from associates	–	–	1	–	–	1
Financial assets	35,878	41	388,264	80,089	310	504,582
Non-financial assets						18,176
						522,758
Financial assets for life insurance funds	43,225	41,850	5,174	9,207	897	100,353
Non-financial assets for life insurance funds						1,939
Total assets						625,050
Deposits of non-bank customers	–	58	390,629	–	–	390,687
Deposits and balances of banks	–	21	11,544	–	–	11,565
Trading portfolio liabilities	281	–	–	–	–	281
Derivative payables	16,238	–	–	–	–	16,238
Other liabilities [(1)]	–	–	8,212	–	615	8,827
Debt issued	–	3,357	28,196	–	–	31,553
Financial liabilities	16,519	3,436	438,581	–	615	459,151
Non-financial liabilities						2,587
						461,738
Financial liabilities for life insurance funds	695	–	1,341	–	100,822	102,858
Non-financial liabilities for life insurance funds						74
Total liabilities						564,670

(1) Other liabilities include amounts due to associates.

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39. Financial Assets and Financial Liabilities Classification (continued)

	GROUP					
$ million	Mandatorily measured at FVTPL	Designated as FVTPL	Amortised cost	FVOCI	Insurance contracts	Total
2023						
Cash and placements with central banks	–	–	34,286	–	–	34,286
Singapore government treasury bills and securities	1,904	80	3,358	13,823	–	19,165
Other government treasury bills and securities	3,040	78	4,437	18,910	–	26,465
Placements with and loans to banks	1,821	–	18,840	17,390	–	38,051
Loans to customers	11	–	292,743	#	–	292,754
Debt securities	4,604	23	822	25,351	–	30,800
Equity securities and investment funds	4,582	–	–	1,209	–	5,791
Debt and equity securities	9,186	23	822	26,560	–	36,591
Derivative receivables	12,976	–	–	–	–	12,976
Other assets	–	–	5,966	–	383	6,349
Amounts due from associates	–	–	13	–	–	13
Financial assets	28,938	181	360,465	76,683	383	466,650
Non-financial assets						17,257
						483,907
Financial assets for life insurance funds	36,940	41,282	5,813	11,076	525	95,636
Non-financial assets for life insurance funds						1,881
Total assets						581,424
Deposits of non-bank customers	–	–	363,770	–	–	363,770
Deposits and balances of banks	–	–	10,884	–	–	10,884
Trading portfolio liabilities	194	–	–	–	–	194
Derivative payables	13,720	–	–	–	–	13,720
Other liabilities [(1)]	–	–	7,755	–	673	8,428
Debt issued	–	1,900	24,653	–	–	26,553
Financial liabilities	13,914	1,900	407,062	–	673	423,549
Non-financial liabilities						2,328
						425,877
Financial liabilities for life insurance funds	171	–	2,193	–	97,552	99,916
Non-financial liabilities for life insurance funds						77
Total liabilities						525,870

(1) Other liabilities include amounts due to associates.

39. Financial Assets and Financial Liabilities Classification (continued)

$ million	Mandatorily measured at FVTPL	Designated as FVTPL	Amortised cost	FVOCI	Total
	BANK				
2024					
Cash and placements with central banks	–	–	30,525	–	30,525
Singapore government treasury bills and securities	1,834	–	4,786	6,562	13,182
Other government treasury bills and securities	1,725	–	3,919	5,552	11,196
Placements with and loans to banks	1,418	–	15,760	14,996	32,174
Loans to customers	–	–	227,598	–	227,598
Debt securities	4,973	–	773	16,639	22,385
Equity securities and investment funds	3,898	–	–	28	3,926
Debt and equity securities	8,871	–	773	16,667	26,311
Placements with and advances to subsidiaries	–	–	17,979	–	17,979
Derivative receivables	13,582	–	–	–	13,582
Other assets	–	–	3,962	–	3,962
Amounts due from associates	–	–	1	–	1
Financial assets	27,430	–	305,303	43,777	376,510
Non-financial assets					22,560
Total assets					399,070
Deposits of non-bank customers	–	58	253,117	–	253,175
Deposits and balances of banks	–	21	8,930	–	8,951
Deposits and balances of subsidiaries	–	–	46,602	–	46,602
Trading portfolio liabilities	222	–	–	–	222
Derivative payables	12,855	–	–	–	12,855
Other liabilities [1]	–	–	3,699	–	3,699
Debt issued	–	3,357	26,964	–	30,321
Financial liabilities	13,077	3,436	339,312	–	355,825
Non-financial liabilities					1,213
Total liabilities					357,038

(1) Other liabilities include amounts due to associates.

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For the financial year ended 31 December 2024

39. Financial Assets and Financial Liabilities Classification (continued)

	BANK				
$ million	Mandatorily measured at FVTPL	Designated as FVTPL	Amortised cost	FVOCI	Total
2023					
Cash and placements with central banks	–	–	28,450	–	28,450
Singapore government treasury bills and securities	1,721	–	3,338	12,773	17,832
Other government treasury bills and securities	1,531	–	3,304	5,969	10,804
Placements with and loans to banks	1,821	–	14,001	12,951	28,773
Loans to customers	10	–	207,498	–	207,508
Debt securities	3,917	–	822	14,530	19,269
Equity securities and investment funds	3,110	–	–	53	3,163
Debt and equity securities	7,027	–	822	14,583	22,432
Placements with and advances to subsidiaries	–	–	12,719	–	12,719
Derivative receivables	11,417	–	–	–	11,417
Other assets	–	–	3,077	–	3,077
Amounts due from associates	–	–	13	–	13
Financial assets	23,527	–	273,222	46,276	343,025
Non-financial assets					20,947
Total assets					363,972
Deposits of non-bank customers	–	–	236,151	–	236,151
Deposits and balances of banks	–	–	8,080	–	8,080
Deposits and balances of subsidiaries	–	–	38,828	–	38,828
Trading portfolio liabilities	194	–	–	–	194
Derivative payables	12,083	–	–	–	12,083
Other liabilities [(1)]	–	–	3,110	–	3,110
Debt issued	–	1,900	23,821	–	25,721
Financial liabilities	12,277	1,900	309,990	–	324,167
Non-financial liabilities					1,468
Total liabilities					325,635

(1) Other liabilities include amounts due to associates.

40. Fair Values of Financial Instruments

40.1 Valuation Governance Framework

The Group has an established governance framework with respect to the measurement of fair values, which includes formalised processes for the review and validation of fair values independent of the businesses entering into the transactions.

The Market Risk Management (MRM) function within the GRM is responsible for the model validation process. Financial models are used to price financial instruments and to calculate value-at-risk (VaR). MRM ensures that the models used are fit for their intended purposes through internal independent validation and periodic review. MRM sources market rates independently for risk measurement and valuation.

The Treasury Financial Control and Advisory – Valuation Control function within the Group Finance Division is responsible for the establishment of the overall valuation control framework. This includes, but is not limited to, reviewing and recommending appropriate valuation adjustment methodologies, independent price testing, and identifying valuation gaps.

Valuation policies are formulated and reviewed annually by the Valuation Control function, and approved by the Market Risk Management Committee, the CEO and BRMC. Valuation adjustments are applied to account for input parameter uncertainties, known model deficiencies and other factors that may affect valuation. The main valuation adjustments are described below.

Bid Offer Adjustments

When the position is marked at mid-price, bid offer adjustment is applied to account for close out cost.

Model Adjustments

Model adjustments are applied when there are inherent limitations in the valuation models used by the Bank.

Day 1 Profit or Loss Adjustments

Day 1 profit or loss adjustments are applied when the valuation technique involves the use of significant inputs which are not readily observable. The difference between the fair value at initial recognition and the transaction price is deferred as an adjustment.

The Day 1 profit or loss adjustments are released to the income statement when the significant inputs become observable, when the transaction is derecognised or amortised over the life of the transaction.

Credit Valuation Adjustments

Credit valuation adjustments are applied to account for the expected losses due to counterparty default on derivative positions.

Collateral Valuation Adjustments

Collateral valuation adjustments are applied when a derivative is denominated and discounted using a curve in the same currency but is collateralised in another currency.

Parameter Uncertainty Adjustments

These valuation adjustments mainly include adjustments for illiquid prices or internal methodologies used to derive model inputs.

The Group’s internal audit provides independent assurance on the respective divisions’ compliance with the policy.

40. Fair Values of Financial Instruments (continued)

40.2 Fair Values

Financial instruments comprise financial assets, financial liabilities and off-balance sheet financial instruments. The fair value of a financial instrument is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants. For financial assets and liabilities not carried at fair value on the financial statements, the Group has determined that their fair values were not materially different from the carrying amounts at the reporting date. The carrying amounts and fair values of financial instruments of the Group are described below.

Financial Assets

Fair values of cash and balances with central banks, placements with banks, interest and other short term receivables are expected to approximate their carrying amounts due to their short tenor or frequent re-pricing.

Securities held by the Group, comprising government securities and debt and equity securities are substantially carried at fair value on the balance sheet.

Non-bank customer loans are mainly carried at amortised cost on the balance sheet, net of allowances for impaired and non-impaired loans. The Group deems that the carrying amounts of non-bank loans approximate their fair values as substantially all the loans are subject to frequent re-pricing.

Financial Liabilities

Fair value of certain financial liabilities, which include mainly customer deposits with no stated maturity, interbank borrowings and borrowings under repurchase agreements, are expected to approximate their carrying amounts due to their short tenor. For non-bank customer term deposits, contractual or derived cash flows are discounted at market rates as at reporting date to estimate the fair values, which approximate the carrying amounts.

The fair values of the Group's subordinated term notes and covered bonds are determined based on quoted market prices and independent broker offer prices. For other debts issued which are usually short term, the fair values approximate the carrying amounts.

40.3 Fair Value Hierarchy

The Group determines the fair values of its financial assets and liabilities using various measurements. The different levels of fair value measurements are as follows:

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable market data either directly (i.e. as prices) or indirectly (i.e. derived from observable market data). The valuation techniques that use market parameters as inputs include, but are not limited to, yield curves, volatilities and foreign exchange rates; and
- Level 3 – inputs for the valuation that are not based on observable market data.

40. Fair Values of Financial Instruments (continued)

40.3 Fair Value Hierarchy (continued)

The following table summarises the Group's assets and liabilities measured at fair values subsequent to initial recognition by level of the fair value hierarchy:

	2024				2023			
$ million	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
GROUP								
Financial assets measured at fair value								
Placements with and loans to banks	**11,383**	**10,514**	**–**	**21,897**	3,023	16,188	–	19,211
Debt and equity securities	**31,176**	**9,405**	**2,059**	**42,640**	25,235	7,604	2,930	35,769
Loans to customers	**–**	**–**	**–**	**–**	1	–	10	11
Derivative receivables	**45**	**16,574**	**584**	**17,203**	57	12,422	497	12,976
Government treasury bills and securities	**28,766**	**5,502**	**–**	**34,268**	32,973	4,862	–	37,835
Investment securities for life insurance funds	**63,363**	**27,271**	**3,648**	**94,282**	48,481	38,024	2,793	89,298
Total	**134,733**	**69,266**	**6,291**	**210,290**	109,770	79,100	6,230	195,100
Non-financial assets measured at fair value								
Investment properties for life insurance funds	**–**	**–**	**1,939**	**1,939**	–	–	1,881	1,881
Associates	**–**	**–**	**68**	**68**	–	–	95	95
Total	**–**	**–**	**2,007**	**2,007**	–	–	1,976	1,976
Financial liabilities measured at fair value								
Derivative payables	**160**	**15,482**	**596**	**16,238**	76	13,028	616	13,720
Trading portfolio liabilities	**281**	**–**	**–**	**281**	194	–	–	194
Debt issued/other deposits	**–**	**3,436**	**–**	**3,436**	–	1,900	–	1,900
Insurance contract liabilities and other liabilities for life insurance funds	**237**	**458**	**–**	**695**	7	164	–	171
Total	**678**	**19,376**	**596**	**20,650**	277	15,092	616	15,985
BANK								
Financial assets measured at fair value								
Placements with and loans to banks	**8,957**	**7,457**	**–**	**16,414**	2,580	12,192	–	14,772
Debt and equity securities	**18,589**	**5,466**	**1,483**	**25,538**	14,859	4,381	2,370	21,610
Loans to customers	**–**	**–**	**–**	**–**	–	–	10	10
Derivative receivables	**32**	**13,000**	**550**	**13,582**	17	10,932	468	11,417
Government treasury bills and securities	**12,694**	**2,979**	**–**	**15,673**	18,398	3,596	–	21,994
Total	**40,272**	**28,902**	**2,033**	**71,207**	35,854	31,101	2,848	69,803
Financial liabilities measured at fair value								
Derivative payables	**145**	**12,133**	**577**	**12,855**	41	11,428	614	12,083
Trading portfolio liabilities	**222**	**–**	**–**	**222**	194	–	–	194
Debt issued/other deposits	**–**	**3,436**	**–**	**3,436**	–	1,900	–	1,900
Total	**367**	**15,569**	**577**	**16,513**	235	13,328	614	14,177

During the financial year, the Group transferred financial assets from Level 2 to Level 1 as prices became observable arising from increased market activity. Financial assets were also transferred from Level 1 to Level 2 when quoted prices become unobservable arising from reduced market activity.

Notes to the Financial Statements

For the financial year ended 31 December 2024

40. Fair Values of Financial Instruments (continued)

40.3 Fair Value Hierarchy (continued)

Valuation Techniques and Unobservable Inputs for Level 3 Instruments

GROUP $ million	Fair value at 31 December 2024	Classification	Valuation techniques	Unobservable inputs
Financial assets				
Equity securities	**2,059**	FVTPL/FVOCI	Net asset value/ Multiples/Discounted cash flows	Value of net asset/ Earnings and multiples/ Cash flows and discount rate
Loans to customers	**–**	FVTPL	Discounted cash flows	Cash flows and discount rate
Derivative receivables	**584**	FVTPL	Option pricing model Derivatives pricing	Volatility/Correlation Yield curve
Investment securities for life insurance funds	**3,648**	FVTPL/FVOCI	Net asset value	Value of net asset
Total	**6,291**			
Financial liabilities				
Derivative payables	**596**	FVTPL	Option pricing model Derivatives pricing	Volatility/Correlation Yield curve
Total	**596**			

GROUP $ million	Fair value at 31 December 2023	Classification	Valuation techniques	Unobservable inputs
Financial assets				
Equity securities	2,930	FVTPL/FVOCI	Net asset value/ Multiples/Discounted cash flows	Value of net asset/ Earnings and multiples/ Cash flows and discount rate
Loans to customers	10	FVTPL	Discounted cash flows	Cash flows and discount rate
Derivative receivables	497	FVTPL	Option pricing model Derivatives pricing	Volatility/Correlation Yield curve
Investment securities for life insurance funds	2,793	FVTPL/FVOCI	Net asset value	Value of net asset
Total	6,230			
Financial liabilities				
Derivative payables	616	FVTPL	Option pricing model Derivatives pricing	Volatility/Correlation Yield curve
Total	616			

40. Fair Values of Financial Instruments (continued)

40.3 Fair Value Hierarchy (continued)

Movements in Level 3 Financial Assets and Liabilities

GROUP $ million	Debt and equity securities	Loans to customers	Derivative receivables	Investment securities for life insurance funds	Total
			2024		
Financial assets measured at fair value					
At 1 January	**2,930**	**10**	**497**	**2,793**	**6,230**
Additions	**142**	**–**	**31**	**1,032**	**1,205**
Settlements/disposals	**(223)**	**(15)**	**(27)**	**(198)**	**(463)**
Transfer out [1]	**(461)**	**–**	**(108)**	**–**	**(569)**
(Losses)/gains recognised in					
– profit or loss	**(275)**	**5**	**179**	**21**	**(70)**
– other comprehensive income	**(54)**	**–**	**12**	**(#)**	**(42)**
At 31 December	**2,059**	**–**	**584**	**3,648**	**6,291**
Unrealised (losses)/gains included in profit or loss for assets held at the end of the year	**(291)**	**–**	**622**	**21**	**352**

(1) Relates to transfers from Level 3 to Level 2 due to use of inputs based on market observable data.

GROUP $ million	Debt and equity securities	Loans to customers	Derivative receivables	Investment securities for life insurance funds	Total
			2023		
Financial assets measured at fair value					
At 1 January	3,381	23	347	3,256	7,007
Additions	183	–	17	901	1,101
Settlements/disposals	(383)	(49)	(42)	(1,229)	(1,703)
Transfer out [1]	(48)	–	–	–	(48)
(Losses)/gains recognised in					
– profit or loss	(51)	36	180	(135)	30
– other comprehensive income	(152)	–	(5)	(#)	(157)
At 31 December	2,930	10	497	2,793	6,230
Unrealised (losses)/gains included in profit or loss for assets held at the end of the year	(53)	67	564	(138)	440

Gains/(losses) included in profit or loss are presented in the income statement as follows:

	2024			2023		
	Trading income	Other income	Total	Trading income	Other income	Total
Total (losses)/gains included in profit or loss for the year ended	**(26)**	**(44)**	**(70)**	165	(135)	30
Unrealised gains/(losses) included in profit or loss for assets held at the end of the year	**396**	**(44)**	**352**	578	(138)	440

(1) Relates to transfers from Level 3 to Level 2 due to use of inputs based on market observable data.

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For the financial year ended 31 December 2024

40. Fair Values of Financial Instruments (continued)

40.3 Fair Value Hierarchy (continued)

Movements in Level 3 Financial Assets and Liabilities (continued)

BANK $ million	2024 Debt and equity securities	2024 Loans to customers	2024 Derivative receivables	2024 Total	2023 Debt and equity securities	2023 Loans to customers	2023 Derivative receivables	2023 Total
Financial assets measured at fair value								
At 1 January	**2,370**	**10**	**468**	**2,848**	2,615	23	332	2,970
Additions	**62**	**–**	**30**	**92**	173	–	17	190
Settlements/disposals	**(203)**	**(15)**	**(27)**	**(245)**	(307)	(49)	(43)	(399)
Transfer out [(1)]	**(461)**	**–**	**(1)**	**(462)**	(48)	–	–	(48)
(Losses)/gains recognised in								
– profit or loss	**(264)**	**5**	**80**	**(179)**	(40)	36	162	158
– other comprehensive income	**(21)**	**–**	**–**	**(21)**	(23)	–	–	(23)
At 31 December	**1,483**	**–**	**550**	**2,033**	2,370	10	468	2,848
Unrealised (losses)/ gains included in profit or loss for assets held at the end of the year	**(280)**	**–**	**338**	**58**	(41)	67	459	485

(Losses)/gains included in profit or loss are presented in the income statement as follows:

	2024 Trading income	2024 Total	2023 Trading income	2023 Total
Total (losses)/gains included in profit or loss for the year ended	**(179)**	**(179)**	158	158
Unrealised gains included in profit or loss for assets held at the end of the year	**58**	**58**	485	485

(1) Relates to transfers from Level 3 to Level 2 due to use of inputs based on market observable data.

40. Fair Values of Financial Instruments (continued)

40.3 Fair Value Hierarchy (continued)

Movements in Level 3 Financial Assets and Liabilities (continued)

	GROUP				BANK			
	2024		2023		2024		2023	
$ million	Derivative payables	Total	Derivative payables	Total	Derivative payables	Total	Derivative payables	Total
Financial liabilities measured at fair value								
At 1 January	**616**	**616**	283	283	**614**	**614**	276	276
Additions	**30**	**30**	60	60	**31**	**31**	59	59
Settlements/disposals	**(27)**	**(27)**	(59)	(59)	**(27)**	**(27)**	(59)	(59)
Transfer out [1]	**(117)**	**(117)**	–	–	**(11)**	**(11)**	–	–
Losses/(gains) recognised in								
– profit or loss	**82**	**82**	337	337	**(30)**	**(30)**	338	338
– other comprehensive income	**12**	**12**	(5)	(5)	**–**	**–**	–	–
At 31 December	**596**	**596**	616	616	**577**	**577**	614	614
Unrealised losses included in profit or loss for liabilities held at the end of the year	**(524)**	**(524)**	(714)	(714)	**(235)**	**(235)**	(637)	(637)

(1) Relates to transfers from Level 3 to Level 2 due to use of inputs based on market observable data.

(Losses)/gains included in profit or loss are presented in the income statements as follows:

	GROUP				BANK			
	2024		2023		2024		2023	
$ million	Trading income	Total	Trading income	Total	Trading income	Total	Trading income	Total
Total (losses)/gains included in profit or loss for the year ended	**(82)**	**(82)**	(337)	(337)	**30**	**30**	(338)	(338)
Unrealised losses included in profit or loss for liabilities held at the end of the year	**(524)**	**(524)**	(714)	(714)	**(235)**	**(235)**	(637)	(637)

40. Fair Values of Financial Instruments (continued)

40.3 Fair Value Hierarchy (continued)

Movements in Level 3 Non-Financial Assets

	GROUP					
	2024			2023		
$ million	Investment properties for life insurance funds [1]	Associates [2]	Total	Investment properties and asset held for sale for life insurance funds [1]	Associates [2]	Total
Non-financial assets measured at fair value						
At 1 January	**1,881**	**95**	**1,976**	1,954	122	2,076
Additions	**7**	**–**	**7**	–	8	8
Disposals	**–**	**–**	**–**	(71)	–	(71)
Gains/(losses) recognised in						
– profit or loss	**34**	**(32)**	**2**	16	(27)	(11)
– other comprehensive income	**17**	**5**	**22**	(18)	(8)	(26)
At 31 December	**1,939**	**68**	**2,007**	1,881	95	1,976

(1) The fair value of investment properties and asset held for sale is determined based on a combination of income approach, comparison approach and capitalisation approach under Level 3 fair value measurements.
(2) The fair value of investment in associate is determined based on income approach under Level 3 fair value measurements.

41. Offsetting Financial Assets and Financial Liabilities

The Group enters into master netting arrangements with counterparties in its normal course of business. The credit risk associated with favourable contracts is reduced by the master netting arrangement to the extent that if an event of default occurs, all amounts with the counterparty are settled on a net basis. These arrangements do not qualify for net presentation on the balance sheet as the right to offset is enforceable only on the occurrence of future events such as default or other credit events.

The disclosures set out in the tables below pertain to financial assets and financial liabilities that are not presented net in the Group's balance sheet but are subject to enforceable master netting agreement or similar arrangement that covers similar financial instruments. The disclosures enable the evaluation on the potential effect of netting arrangements as well as provide additional information on how such credit risk is mitigated.

GROUP				Related amounts not offset on balance sheet		
Types of financial assets/liabilities $ million	Carrying amounts on balance sheet (A)	Amounts not subject to netting agreement (B)	Amounts subject to netting agreement (A – B = C + D + E)	Financial instruments (C)	Collateral (D)	Net amounts in scope (E)
2024						
Financial assets						
Derivative receivables	**17,203**	**5,977**	**11,226**	**3,032**	**835**	**7,359**
Reverse repurchase agreements	**8,361** (1)	**2,357**	**6,004**	**5,932**	**–**	**72**
Securities borrowings	**115** (2)	**114**	**1**	**1**	**–**	**–**
Total	**25,679**	**8,448**	**17,231**	**8,965**	**835**	**7,431**
Financial liabilities						
Derivative payables	**16,238**	**4,913**	**11,325**	**3,032**	**1,268**	**7,025**
Repurchase agreements	**5,014**	**2,529**	**2,485**	**2,468**	**–**	**17**
Securities lendings	**–**	**–**	**–**	**–**	**–**	**–**
Total	**21,252**	**7,442**	**13,810**	**5,500**	**1,268**	**7,042**
2023						
Financial assets						
Derivative receivables	12,976	972	12,004	6,857	465	4,682
Reverse repurchase agreements	6,947 (1)	4,226	2,721	2,689	–	32
Securities borrowings	8 (2)	8	#	#	–	–
Total	19,931	5,206	14,725	9,546	465	4,714
Financial liabilities						
Derivative payables	13,720	1,309	12,411	6,857	1,221	4,333
Repurchase agreements	5,388 (3)	3,202	2,186	2,167	–	19
Securities lendings	–	–	–	–	–	–
Total	19,108	4,511	14,597	9,024	1,221	4,352

(1) Reverse repurchase agreements shown above are the aggregate of transactions recorded in separate line items on the balance sheet, namely placements with central banks, loans to banks and non-bank customers and other assets. These transactions are measured either at fair value or amortised cost.
(2) Cash collateral placed under securities borrowings are presented under placements with and loans to banks and other assets on the balance sheet, and are measured at amortised cost.
(3) Repurchase agreements shown above are the aggregate of transactions recorded in separate line items on the balance sheet, namely deposits of banks and non-bank customers and other liabilities, and are measured at amortised cost.

41. Offsetting Financial Assets and Financial Liabilities (continued)

BANK Types of financial assets/liabilities $ million	Carrying amounts on balance sheet (A)	Amounts not subject to netting agreement (B)	Amounts subject to netting agreement (A – B = C + D + E)	Related amounts not offset on balance sheet Financial instruments (C)	Collateral (D)	Net amounts in scope (E)
2024						
Financial assets						
Derivative receivables	**13,582**	**5,200**	**8,382**	**3,307**	**1,118**	**3,957**
Reverse repurchase agreements	**7,739**	**1,739**	**6,000**	**5,928**	**–**	**72**
Securities borrowings	**6**	**6**	**–**	**–**	**–**	**–**
Total	**21,327**	**6,945**	**14,382**	**9,235**	**1,118**	**4,029**
Financial liabilities						
Derivative payables	**12,855**	**4,654**	**8,201**	**3,307**	**1,186**	**3,708**
Repurchase agreements	**2,536**	**51**	**2,485**	**2,468**	**–**	**17**
Total	**15,391**	**4,705**	**10,686**	**5,775**	**1,186**	**3,725**
2023						
Financial assets						
Derivative receivables	11,417	412	11,005	6,752	752	3,501
Reverse repurchase agreements	4,935 (1)	2,221	2,714	2,682	–	32
Securities borrowings	8 (2)	8	–	–	–	–
Total	16,360	2,641	13,719	9,434	752	3,533
Financial liabilities						
Derivative payables	12,083	1,100	10,983	6,752	765	3,466
Repurchase agreements	2,232 (3)	46	2,186	2,167	–	19
Total	14,315	1,146	13,169	8,919	765	3,485

(1) Reverse repurchase agreements shown above are the aggregate of transactions recorded in separate line items on the balance sheet, namely placements with central banks, loans to banks and non-bank customers and other assets. These transactions are measured either at fair value or amortised cost.
(2) Cash collateral placed under securities borrowings are presented under placements with and loans to banks on the balance sheet, and are measured at amortised cost.
(3) Repurchase agreements shown above are the aggregate of transactions recorded in separate line items on the balance sheet, namely deposits of banks and non-bank customers and other liabilities, and are measured at amortised cost.

42. Contingent Liabilities

The Group conducts businesses involving acceptances, guarantees, documentary credits and other similar transactions. Acceptances are undertakings by the Group to pay on receipt of bills of exchange drawn. The Group issues guarantees on the performance of customers to third parties. Documentary credits commit the Group to make payments to third parties on presentation of stipulated documents. As the Group will only be required to meet these obligations in the event of customer's default, the cash requirements of these instruments are expected to be considerably below their nominal contractual amounts.

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Guarantees and standby letters of credit:				
Term to maturity of one year or less	**7,194**	7,222	**5,589**	5,770
Term to maturity of more than one year	**4,370**	4,186	**3,602**	3,441
	11,564	11,408	**9,191**	9,211
Acceptances and endorsements	**764**	506	**502**	281
Documentary credits and other short term trade-related transactions	**6,468**	6,570	**4,653**	4,874
	18,796	18,484	**14,346**	14,366
42.1 Analysed by Industry				
Agriculture, mining and quarrying	**83**	62	**37**	12
Manufacturing	**2,372**	1,991	**1,274**	1,187
Building and construction	**2,108**	2,213	**1,367**	1,555
General commerce	**9,872**	10,441	**8,194**	8,659
Transport, storage and communication	**576**	468	**329**	358
Financial institutions, investment and holding companies	**2,356**	1,709	**1,979**	1,309
Professionals and individuals	**252**	218	**37**	35
Others	**1,177**	1,382	**1,129**	1,251
	18,796	18,484	**14,346**	14,366
42.2 Analysed by Geography				
Singapore	**12,408**	12,488	**12,288**	12,294
Malaysia	**1,292**	1,060	**7**	7
Indonesia	**1,116**	1,000	**–**	–
Greater China	**2,659**	2,637	**712**	749
Other Asia Pacific	**243**	224	**261**	241
Rest of the World	**1,078**	1,075	**1,078**	1,075
	18,796	18,484	**14,346**	14,366

Contingent liabilities analysed by geography is based on the country where the transactions are recorded.

43. Commitments

Commitments comprise mainly agreements to provide credit facilities to customers. Such credit facilities (cancellable and non-cancellable) can either be made for a fixed period, or have no specific maturity.

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
43.1 Credit Commitments				
Undrawn credit facilities:				
Term to maturity of one year or less	**159,074**	152,568	**81,141**	75,198
Term to maturity of more than one year	**37,368**	34,602	**48,621**	44,357
	196,442	187,170	**129,762**	119,555
43.2 Other Commitments				
Capital commitment authorised and contracted	**716**	467	**469**	477
Forward deposits and assets purchase	**3,871**	134	**4,300**	215
	4,587	601	**4,769**	692
43.3 Total Commitments	**201,029**	187,771	**134,531**	120,247
43.4 Credit Commitments Analysed by Industry				
Agriculture, mining and quarrying	**1,444**	2,853	**815**	2,305
Manufacturing	**13,548**	13,867	**7,339**	7,254
Building and construction	**19,669**	27,233	**15,769**	23,569
General commerce	**31,486**	31,761	**25,734**	26,221
Transport, storage and communication	**6,764**	7,644	**5,377**	6,140
Financial institutions, investment and holding companies	**58,722**	39,354	**49,082**	28,347
Professionals and individuals	**56,990**	54,479	**19,014**	17,268
Others	**7,819**	9,979	**6,631**	8,451
	196,442	187,170	**129,761**	119,555
43.5 Credit Commitments Analysed by Geography				
Singapore	**140,850**	139,022	**105,115**	99,925
Malaysia	**10,954**	10,123	**1,040**	1,307
Indonesia	**6,814**	6,550	**–**	–
Greater China	**22,056**	19,589	**7,809**	6,408
Other Asia Pacific	**3,790**	3,311	**3,816**	3,337
Rest of the World	**11,978**	8,575	**11,981**	8,578
	196,442	187,170	**129,761**	119,555

Credit commitments analysed by geography is based on the country where the transactions are recorded.

44. Unconsolidated Structured Entities

Unconsolidated structured entities refer to structured entities that are not controlled by the Group. The Group's transactions in these structured entities are for investment opportunities as well as to facilitate client transactions. The Group's maximum exposure to loss is primarily limited to the carrying amount on its balance sheet and loan and capital commitments to these structured entities.

The following table summarises the carrying amount of the assets and liabilities recognised in the Group's financial statements relating to the interests in unconsolidated structured entities undertaken by business segments.

GROUP ($ million)	Global investment banking	Insurance	Others	Total
2024				
FVOCI investments	**13**	**–**	**–**	**13**
FVTPL investments	**5**	**190**	**9**	**204**
Other assets	**–**	**7**	**–**	**7**
Total assets	**18**	**197**	**9**	**224**
Other liabilities	**–**	**–**	**–**	**–**
Total liabilities	**–**	**–**	**–**	**–**
Other commitments				
Loan and capital commitments authorised and contracted [1]	**9**	**–**	**–**	**9**
Income earned from sponsored structured entities [2]	**#**	**58**	**1**	**59**
Assets of structured entities	**195**	**9,545**	**2,515**	**12,255**
2023				
FVOCI investments	41	–	–	41
FVTPL investments	4	97	9	110
Other assets	–	5	–	5
Total assets	45	102	9	156
Other liabilities	–	–	–	–
Total liabilities	–	–	–	–
Other commitments				
Loan and capital commitments authorised and contracted [1]	11	–	–	11
Income earned from sponsored structured entities [2]	1	51	1	53
Assets of structured entities	400	6,297	1,268	7,965

(1) These were also included in the Group's capital commitments authorised and contracted in Note 43.
(2) The income earned relates primarily to management fee, interest income or fair value gains or losses recognised by the Group arising from the interests held by the Group in the unconsolidated investment funds.

The amount of assets transferred to sponsored entities during 2024 and 2023 were not significant.

Notes to the Financial Statements

For the financial year ended 31 December 2024

45. Financial Assets Transferred

45.1 Assets Pledged

	GROUP		BANK	
	2024 $ million	2023 $ million	2024 $ million	2023 $ million
Government treasury bills and securities				
– Singapore	**707**	425	**707**	525
– Others	**4,483**	3,117	**2,643**	1,780
Placements with and loans to banks	**312**	10	**976**	–
Loans to customers	**774**	538	**663**	451
Debt securities	**2,511**	2,761	**1,954**	1,848
Cash collateral	**2,241**	2,027	**1,611**	1,519
	11,028	8,878	**8,554**	6,123
Obligations to repurchase assets pledged	**4,418**	4,231	**3,308**	2,169

(a) The amounts received from repurchase transactions are recognised as collaterised borrowings, "obligations to repurchase assets pledged", measured at amortised cost and included in deposits of banks and non-bank customers and other liabilities on the balance sheet. The above assets pledged as collateral for repurchase transactions are not derecognised but are presented separately on the balance sheet.

(b) The amounts paid in reverse repurchase transactions are recognised as collaterised lendings, measured at amortised cost and included in loans to banks and non-bank customers as appropriate. The financial assets accepted as collateral for reverse repurchase transactions are not recognised as assets on the balance sheet. The fair value of financial assets accepted as collateral, which the Group is permitted to sell or re-pledge in the absence of default is $9.07 billion (2023: $6.55 billion), of which $0.21 billion (2023: $0.07 billion) have been sold or re-pledged. The fair value of financial assets accepted as collateral, which the Bank is permitted to sell or re-pledge in the absence of default is $8.97 billion (2023: $5.67 billion), of which $0.21 billion (2023: $0.07 billion) have been sold or re-pledged. The Group is obliged to return equivalent assets.

(c) Transactions are conducted under terms and conditions that are usual and customary to standard securities lending (equivalent to repurchase transactions) and securities borrowing (equivalent to reverse repurchase transactions).

45.2 Assets Assigned as Security for Covered Bonds Issued (Note 21.5)

Pursuant to the Bank's Global Covered Bond Programme, selected pools of Singapore housing loans originated by the Bank have been assigned to a bankruptcy-remote structured entity, Red Sail Pte. Ltd. (Note 33.3). These housing loans continue to be recognised on the Bank's balance sheet as the Bank remains exposed to the risks and rewards associated with them.

As at 31 December 2024, the carrying amounts of the covered bonds in issue was $698 million (2023: $698 million), while the carrying amounts of assets assigned was $5.49 billion (2023: $7.07 billion). The difference in values is attributable to an intended over-collateralisation required to maintain the credit ratings of the covered bonds in issue, and additional assets assigned to facilitate future issuances.

46. Related Party Transactions

Loans and deposits transactions with related parties arise from the ordinary course of business and are not treated any differently from loans and deposits transactions with other customers of the Group. Credit facilities granted are subject to the same credit evaluation, approval, monitoring and reporting processes. All transactions with related parties are conducted on commercial terms.

46.1 Material Related Party Transactions

Material related party balances at the reporting date and transactions during the financial year were as follows:

	GROUP			BANK	
$ million	Associates	Life insurance funds	Subsidiaries	Associates	Life insurance funds
(a) Loans, placements and other receivables					
At 1 January 2024	14	747	12,719	13	154
Net change	(13)	122	5,259	(12)	(64)
At 31 December 2024	**1**	**869**	**17,978**	**1**	**90**
(b) Deposits, borrowings and other payables					
At 1 January 2024	276	937	38,828	186	635
Net change	48	(78)	7,774	45	12
At 31 December 2024	**324**	**859**	**46,602**	**231**	**647**
(c) Off-balance sheet credit facilities [(1)]					
At 1 January 2024	–	4	15,975	–	4
Net change	–	3	2,438	–	3
At 31 December 2024	**–**	**7**	**18,413**	**–**	**7**
(d) Income statement transactions					
Year ended 31 December 2024					
Interest income	**#**	**34**	**392**	**#**	**3**
Interest expense	**9**	**17**	**1,860**	**7**	**15**
Rental income	**–**	**2**	**36**	**–**	**#**
Fee and commission and other income	**–**	**239**	**279**	**–**	**187**
Other income – disposal of properties	**–**	**–**	**965**	**–**	**–**
Rental and other expenses	**22**	**53**	**767**	**22**	**1**
Year ended 31 December 2023					
Interest income	#	19	445	#	1
Interest expense	8	11	1,562	7	3
Rental income	–	2	35	–	#
Fee and commission and other income	–	244	94	–	185
Rental and other expenses	20	21	674	20	1

(1) Off-balance sheet credit facilities refer to transaction-related and trade-related contingencies and commitments.

During the financial year, the Group had banking transactions with director-related and key management-related entities and personnel of the Group. These transactions were not material.

Notes to the Financial Statements

For the financial year ended 31 December 2024

46. Related Party Transactions (continued)

46.2 Key Management Personnel Compensation

	BANK	
	2024 $ million	2023 $ million
Key management personnel compensation is as follows:		
Short-term employee benefits	**45**	50
Share-based benefits	**16**	6
	61	56

Certain performance-related payments to key management personnel of the Bank in relation to the performance year 2024 included in the above table are subject to the approval of the Remuneration Committee.

Comparatives have been updated following the approval of the performance-related payments to key management personnel of the Bank in relation to the performance year 2023 by the Remuneration Committee.

47. Capital Management

The key objective of the Group's capital management policy is to maintain a strong capital position to support business growth and strategic investments, and to sustain investor, depositor, customer and market confidence. In line with this, the Group targets a minimum credit rating of "A" and ensures that its capital ratios are comfortably above the regulatory minima, while balancing shareholders' desire for sustainable returns and high standards of prudence. The Group actively manages its capital composition with an optimal mix of capital instruments in order to keep its overall cost of capital low.

A description of the key terms and conditions of the regulatory capital instruments can be found in Notes 13, 14 and 21 of the financial statements, and the approaches adopted by the Group for the computation of risk-weighted assets can be found in the "Pillar 3 Disclosures" chapter.

The Group has complied with all externally imposed regulatory capital requirements.

48. New Accounting Standards and Interpretations

As of the reporting date, certain new standards, amendments and interpretations to existing accounting standards have been published. The Group has not adopted the following relevant new/revised financial reporting standards and interpretations that have been issued but not yet effective.

SFRS(I)	Title	Effective for financial year beginning on or after
SFRS(I) 1-21 (Amendments), SFRS(I) 1 (Amendments)	*Lack of Exchangeability*	1 January 2025
SFRS(I) 10 (Amendments), SFRS(I) 1-28 (Amendments)	*Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*	To be determined
SFRS(I) 9 (Amendments), SFRS(I) 7 (Amendments)	*Classification and Measurement of Financial Instruments – Amendments to SFRS(I) 9 and SFRS(I) 7*	1 January 2026
SFRS(I) 9 (Amendments), SFRS(I) 7 (Amendments)	*Contracts Referencing Nature-dependent Electricity*	1 January 2026
Various	*Annual Improvements to SFRS(I)s – Volume 11*	1 January 2026
SFRS(I) 18	*Presentation and Disclosure in Financial Statements*	1 January 2027
SFRS(I) 19	*Subsidiaries without Public Accountability: Disclosures*	1 January 2027

Based on the Group's preliminary analysis, the initial application of the above standards (including their consequential amendments) and interpretations are not expected to have a significant impact on the Group's financial statements except as described below.

SFRS(I) 18 Presentation and Disclosure in Financial Statements

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after 1 January 2027. While SFRS(I) 18 does not impact the recognition and measurement of items in the financial statements, it impacts the presentation and disclosure of the income statement and introduces additional disclosure requirements, in particular those related to the income statement and providing management-defined performance measures within the financial statements.

The Group is currently assessing the impact of applying the new standard on the Group's consolidated financial statements, particularly with respect to the structure of the Group's income statement, disclosure of management-defined performance measures and other additional disclosure requirements.

The Group will apply the new standard from its mandatory effective date of 1 January 2027. Retrospective application is required. Therefore, comparative information for the financial year ending 31 December 2026 will be restated in accordance with SFRS(I) 18.

Shareholding Statistics

As at 27 February 2025

Class of Shares

Ordinary Shares

Voting Rights

One vote per share (other than treasury shares and subsidiary holdings, which are treated as having no voting rights)

Distribution of Shareholders

Size of Holdings	Number of Shareholders	%	Number of Shares Held	%
1 – 99	12,721	10.10	454,855	0.01
100 – 1,000	36,204	28.73	19,675,197	0.43
1,001 – 10,000	59,786	47.45	210,880,584	4.67
10,001 – 1,000,000	17,169	13.63	760,188,533	16.84
1,000,001 and above	117	0.09	3,523,742,660	78.05
Total	**125,997**	**100.00**	**4,514,941,829**	**100.00**

Number of issued shares (including treasury shares): 4,514,941,829
Number of treasury shares held: 18,974,076
Number of subsidiary holdings held: Nil
Percentage of the aggregate number of treasury shares and subsidiary holdings held against the total number of issued shares: 0.42%

Note:
"Subsidiary holdings" is defined in the Listing Manual of the Singapore Exchange Securities Trading Limited (**SGX-ST**) to mean shares referred to in Sections 21(4), 21(4B), 21(6A) and 21(6C) of the Companies Act 1967.

Twenty Largest Shareholders

Shareholders	Number of Shares Held	%*
1. Citibank Nominees Singapore Pte Ltd	765,182,371	17.02
2. Selat (Pte) Limited	467,604,264	10.40
3. HSBC (Singapore) Nominees Pte Ltd	333,731,498	7.42
4. DBSN Services Pte. Ltd.	285,017,843	6.34
5. Raffles Nominees (Pte.) Limited	254,386,075	5.66
6. Lee Foundation	200,851,953	4.47
7. DBS Nominees (Private) Limited	182,451,240	4.06
8. Herald Investment Pte Ltd	181,721,294	4.04
9. Singapore Investments Pte Ltd	157,007,526	3.49
10. Lee Rubber Company Pte Ltd	141,656,364	3.15
11. United Overseas Bank Nominees (Private) Limited	50,788,445	1.13
12. Kallang Development (Pte) Limited	44,007,742	0.98
13. DB Nominees (Singapore) Pte Ltd	30,696,287	0.68
14. Lee Pineapple Company (Pte) Limited	30,595,980	0.68
15. Kew Estate Limited	28,430,489	0.63
16. BPSS Nominees Singapore (Pte.) Ltd.	28,028,556	0.62
17. OCBC Securities Private Limited	25,480,334	0.57
18. Phillip Securities Pte Ltd	24,434,770	0.54
19. OCBC Nominees Singapore Private Limited	21,320,533	0.47
20. UOB Kay Hian Private Limited	12,700,435	0.28
Total	**3,266,093,999**	**72.63**

* Percentage is calculated based on the total number of issued shares (excluding treasury shares) as at 27 February 2025.

Approximately 72.2% of the issued shares (excluding treasury shares) are held in the hands of the public. Rule 723 of the Listing Manual of the SGX-ST has accordingly been complied with.

Substantial Shareholders

(As shown in the Register of Substantial Shareholders)

Substantial shareholders	Direct interest No. of Shares	Deemed interest No. of Shares	Total No. of Shares	%*
Lee Foundation	189,310,098[1]	31,835,411[2]	221,145,509	5.13
Selat (Pte) Limited	467,604,264	181,721,294[3]	649,325,558	14.44

* Percentage is calculated based on the total number of issued shares (excluding treasury shares) as at the date of the latest notification given by the relevant substantial shareholder under the Securities and Futures Act 2001 (**SFA**).

(1) Does not include shares acquired pursuant to OCBC's Scrip Dividend Scheme in October 2019, October 2020 and June 2021. As the acquisitions did not result in any overall percentage level changes in Lee Foundation's total interest in OCBC, no notification of the changes was required to be given under the SFA.

(2) Represents Lee Foundation's deemed interest in (a) the 29,222,140 shares held by Lee Pineapple Company (Pte) Limited, and (b) the 2,613,271 shares held by Peninsula Plantations Sendirian Berhad (**Peninsula Plantations**). Lee Foundation has, however, informed the Bank in writing that it has ceased to have a deemed interest in the shares held by Peninsula Plantations following a corporate restructuring exercise but that, as the cessation did not result in an overall percentage level change in Lee Foundation's total interest in OCBC, no notification of the change was required to be given under the SFA.

(3) Represents Selat (Pte) Limited's deemed interest in the 181,721,294 shares held by Herald Investment Pte Ltd.

Five-Year Ordinary Share Capital History

(OCBC Group – As at 31 December 2024)

		Number of ordinary shares (million)		
Year	Particulars	Issued	Held in treasury	In circulation
2020	Shares issued to non-executive directors	#		
	Shares issued in lieu of dividend	67		
	Share buyback		(7)	
	Issue of shares pursuant to Share Option Scheme		2	
	Issue of shares pursuant to Employee Share Purchase Plan		#	
	Issue of shares pursuant to Deferred Share Plan		11	
	Year end balance	4,476	(2)	4,474
2021	Shares issued to non-executive directors	#		
	Shares issued in lieu of dividend	32		
	Issue of shares pursuant to Deferred Share Plan	7		
	Issue of shares pursuant to Share Option Scheme	#	7	
	Share buyback		(34)	
	Issue of shares pursuant to Employee Share Purchase Plan		6	
	Year end balance	4,515	(23)	4,492
2022	Shares issued to non-executive directors	#		
	Share buyback		(21)	
	Issue of shares pursuant to Share Option Scheme		6	
	Issue of shares pursuant to Employee Share Purchase Plan		10	
	Issue of shares pursuant to Deferred Share Plan		8	
	Year end balance	4,515	(20)	4,495
2023	Shares issued to non-executive directors	#		
	Share buyback		(16)	
	Issue of shares pursuant to Share Option Scheme		4	
	Issue of shares pursuant to Employee Share Purchase Plan		6	
	Issue of shares pursuant to Deferred Share Plan		5	
	Year end balance	4,515	(21)	4,494
2024	Shares issued to non-executive directors	#		
	Share buyback		(13)	
	Issue of shares pursuant to Share Option Scheme		6	
	Issue of shares pursuant to Employee Share Purchase Plan		7	
	Issue of shares pursuant to Deferred Share Plan		6	
	Year end balance	4,515	(15)	4,500

(1) # represents less than 500,000 shares.

Our Board – Biographies

Mr Andrew Lee (72)

Chairman, Non-Executive and Independent Director

Appointed as Director: 18 February 2022
Last Re-elected as a Director: 30 April 2024
Appointed as Chairman: 1 February 2023

Mr Lee is a veteran banker with more than 30 years of financial services experience in OCBC Bank, Great Eastern Life Assurance, BCS Information Systems as its Executive Chairman, and Standard Chartered Bank.

Other Directorships and Principal Commitments/Appointments
- Bank of Singapore Limited, Board Chairman
- Great Eastern Holdings Limited*, Board Director
- Nordic Group Ltd*, Board Director
- OCBC Management Services Private Limited, Board Director

* *Listed company*

Directorships and Principal Commitments/Appointments for the past 5 years
- OCBC Al-Amin Bank Berhad, Board Director

Academic and Professional Qualifications
- Bachelor of Arts, University of Singapore
- Bachelor of Social Science (Honours in Economics), University of Singapore
- Stanford Executive Programme, Stanford University Graduate School of Business

OCBC Board Committees Served On
Chairman, Risk Management Committee
Chairman, Remuneration Committee
Member, Board Sustainability Committee
Member, Ethics and Conduct Committee
Member, Executive Committee
Member, Nominating Committee

Length of Service as a Director
3 years 2 months

Country of Principal Residence
Singapore

Ms Chong Chuan Neo (62)

Non-Executive and Independent Director

Appointed as Director: 18 February 2022
Last Re-elected as a Director: 22 April 2022

Ms Chong spent over 29 years at Accenture where she held senior leadership roles covering various industries and countries in Asia Pacific. She was the Chairman and CEO of Accenture Greater China from 2015 to 2018 and a member of the Global Leadership Council. In the past six years, she has been actively involved in transformation and sustainability initiatives at privately held companies in Asia.

Other Directorships and Principal Commitments/Appointments
- MODA Solutions (Frontier), Board Director
- OCBC Bank (Hong Kong) Limited, Board Director
- Raffles Medical Group Ltd*, Board Director
- SIA Engineering Company Ltd*, Board Director
- Partners Group, Operating Director

* *Listed company*

Directorships and Principal Commitments/Appointments for the past 5 years
- Aimazing Pte Ltd, Board Director
- Boost Holdings Sdn Bhd, Board Director
- Graduate Investment Pte Ltd, Board Director
- iShine Cloud Ltd, Board Director
- Lion Global Investors Ltd, Board Director
- vKirirom Pte Ltd, Board Director
- National Volunteer and Philanthropy Center, Adviser of Digital Task Force
- NUS Innovation & Enterprise, Executive Council Member

Academic and Professional Qualifications
- Bachelor of Science (Computer Science and Mathematics), National University of Singapore
- Management and Executive Programs in Business and Leadership, IMD Lausanne, Switzerland

OCBC Board Committees Served On
Chairman, Board Sustainability Committee
Member, Audit Committee
Member, Ethics and Conduct Committee

Length of Service as a Director
3 years 2 months

Country of Principal Residence
Singapore

Our Board – Biographies

Mr Chua Kim Chiu (70)

Non-Executive and Independent Director

Appointed as Director: 20 September 2017
Last Re-elected as a Director: 25 April 2023

Mr Chua is Professor (Practice) in Accounting, NUS Business School, National University of Singapore since 2016, after retiring as a partner from PricewaterhouseCoopers where he had a long and distinguished career of over 35 years.

Other Directorships and Principal Commitments/Appointments
- Department of Accounting, NUS Business School, National University of Singapore, Professor (Practice)
- MPACT Management Ltd (Manager of Mapletree Pan Asia Commercial Trust*), Board Director
- Institute of Valuers and Appraisers, Singapore – Singapore Intellectual Property Strategy 2030 (SIPS 2030) Task Force, Member
- National University Health System Pte Ltd, Audit and Risk Committee, Member

* *Listed real estate investment trust (REIT)*

Directorships and Principal Commitments/Appointments for the past 5 years
- Greenland (Singapore) Trust Management Pte. Ltd., Board Director
- Mapletree North Asia Commercial Trust Management Ltd, Board Director
- ACRA Financial Reporting Technical Advisory Panel, Member
- NUS Business School, Executive Education Advisory Board, Member

Academic and Professional Qualifications
- Bachelor of Commerce and Administration (Honours), Victoria University of Wellington, New Zealand
- Bachelor of Commerce, Nanyang Technological University (formerly Nanyang University), Singapore
- Fellow Chartered Accountant of Singapore
- Fellow of Chartered Accountants Australia and New Zealand
- Fellow Chartered Certified Accountant, United Kingdom

OCBC Board Committees Served On
Chairman, Audit Committee
Member, Risk Management Committee

Length of Service as a Director
7 years 7 months

Country of Principal Residence
Singapore

Dr Andrew Khoo (62)

Non-Executive and Independent Director

Appointed as Director: 8 March 2021
Last Re-elected as a Director: 30 April 2024

Dr Khoo spent 22 years in the Monetary Authority of Singapore holding several key positions. He retired as its Deputy Managing Director (Corporate Development).

Other Directorships and Principal Commitments/Appointments
- OCBC Bank (Hong Kong) Limited, Board Chairman
- Bank of Ningbo Co., Ltd*, Board Director
- National Environment Agency, Board Member
- Stroke Support Station, Director
- OCBC Management Services Private Limited, Board Director

* *Listed company*

Directorships and Principal Commitments/Appointments for the past 5 years
Nil

Academic and Professional Qualifications
- Doctor of Philosophy, University of Melbourne
- Bachelor of Economics (Honours), Monash University
- Member, CPA Australia

OCBC Board Committees Served On
Chairman, Nominating Committee
Member, Executive Committee
Member, Remuneration Committee

Length of Service as a Director
4 years 1 month

Country of Principal Residence
Singapore

Dr Lee Tih Shih (61)

Non-Executive and Non-Independent Director

Appointed as Director: 4 April 2003
Last Re-elected as a Director: 25 April 2023

Dr Lee is a Professor at Duke-NUS Medical School, a renowned neuroscientist, and a specialist practitioner. He is a Director of Lee Foundation and Selat (Pte) Ltd.

Other Directorships and Principal Commitments/Appointments
- Duke-NUS Medical School (Singapore), Professor
- Lee Foundation, Singapore, Board Director
- Selat (Pte) Ltd, Board Director
- Singapore Investments (Pte) Ltd, Board Director

Directorships and Principal Commitments/Appointments for the past 5 years
- Neuropsychiatry Associates Pte. Ltd., Board Director

Academic and Professional Qualifications
- MBA with Distinction, Imperial College, London
- MD and PhD, Yale University, New Haven
- Fellow, Royal College of Physicians of Edinburgh

OCBC Board Committee Served On
Chairman, Executive Committee

Length of Service as a Director
22 years

Country of Principal Residence
Singapore

Mr Lian Wee Cheow (64)

Non-Executive and Independent Director

Appointed as Director: 1 January 2025

Mr Lian is a former Partner of PricewaterhouseCoopers (PwC) Singapore Financial Services Group till his retirement in June 2023. He was involved in both assurance and advisory work for a wide spectrum of financial services clients in Singapore and the region for over 38 years and has worked in PwC Melbourne, Australia and PwC London, UK. At PwC Singapore, he has held senior roles in Partners Affairs, Ethics and Business Conduct Leader and chaired the Risk and Quality Committee of the Financial Services Assurance Practice. He was a recipient of the Public Service Medal Award in 2021.

Other Directorships and Principal Commitments/Appointments
- Lian Shops Pte Ltd, Board Director
- Singapore International Foundation, Vice Chairman and Chairman of Audit Committee
- Singapore University of Social Sciences, Chairman of Advisory Committee to School of Accountancy

Directorships and Principal Commitments/Appointments for the past 5 years
- PricewaterhouseCoopers LLP, Partner
- PricewaterhouseCoopers Management Services Pte Ltd, Director
- PricewaterhouseCoopers Professional Services Pte Ltd, Director
- PricewaterhouseCoopers Services LLP, Partner
- Singapore Institute of Chartered Accountants, Chairman of Banking and Finance Committee
- Anderson Secondary School, Chairman of Advisory Board

Academic and Professional Qualifications
- Bachelor of Accountancy, National University of Singapore
- Fellow Chartered Accountant of Singapore
- Fellow Chartered Accountant of Australia and New Zealand

OCBC Board Committees Served On
Member, Nominating Committee
Member, Risk Management Committee

Length of Service as a Director
3 months

Country of Principal Residence
Singapore

Our Board – Biographies

Mr Seck Wai Kwong (69)

Non-Executive and Independent Director

Appointed as Director: 4 September 2023
Last Re-elected as a Director: 30 April 2024

Mr Seck retired as the CEO of Eastspring Investments Group, the Asian investment management arm of Prudential plc in August 2023. Prior to Eastspring, he was CEO, Asia-Pacific of State Street Bank and Trust Company from 2011 to 2019 and has held senior positions in the Singapore Exchange, Monetary Authority of Singapore, GIC, Lehman Brothers and DBS Bank. Mr Seck was conferred the Public Service Medal in 2017 and the Public Service Star in 2023. He was appointed as a member of the Public Service Commission in February 2024.

Other Directorships and Principal Commitments/Appointments
- GIC Private Limited, Board Director
- Asia Senior Advisory Council of Energy Impact Partners, LP, Chairman
- Public Service Commission, Member
- International Alliance for Christian Education, USA, Board of Reference, Member
- Ministry of Home Affairs, Uniformed Services INVEST Fund Board of Trustees, Home Affairs Uniformed Services (HUS) Invest Fund, Investment Committee, Trustee and Chairman
- Singapore Baptist Theological Seminary, Board Member
- The Hong Kong University of Science and Technology School of Business and Management (HKUST Business School), Advisory Board, Member
- City University of Hong Kong, Adjunct Professor

Directorships and Principal Commitments/Appointments for the past 5 years
- Eastspring Investments (Singapore) Limited, Board Chairman
- Eastspring Investments Group Pte. Ltd., Board Director
- Eastspring Investments Limited, Board Director
- Eastspring Investments (Luxembourg) S.A., Board Chairman
- Eastspring Investment Management (Shanghai) Company Limited, Board Director
- Eastspring Overseas Investment Fund Management (Shanghai) Company Limited, Board Director
- CITIC-Prudential Fund Management Company Limited, Deputy Chairman
- ICICI Prudential Asset Management Company Limited, Board Director
- TMB Asset Management Company Limited, Thailand, Board Director
- Gordon College, Wenham, Global Advisory Board, Member
- Monash University, Vice Chancellor Professorial Fellow
- Monash University, Philanthropic Campaign Council, Member
- Monetary Authority of Singapore, Financial Center Advisory Panel, Member
- National University of Singapore Business School, Adjunct Professor
- The Hong Kong University of Science and Technology School of Business and Management (HKUST Business School), Adjunct Professor
- Wealth Management Institute, Future Leaders Council, Chairman

Academic and Professional Qualifications
- Master of Business Administration (with Distinction), Wharton School, University of Pennsylvania
- Bachelor of Economics (First Class Honours), Monash University, Australia

OCBC Board Committees Served On
Chairman, Ethics and Conduct Committee
Member, Audit Committee

Length of Service as a Director
1 year 7 months

Country of Principal Residence
Singapore

Mr Pramukti Surjaudaja (62)

Non-Executive and Non-Independent Director

Appointed as Director: 1 June 2005
Last Re-elected as a Director: 30 April 2024

Mr Pramukti has held key positions at OCBC Indonesia, for 37 years, including President Director, and is presently its Board President Commissioner.

Other Directorships and Principal Commitments/Appointments

- PT Bank OCBC NISP Tbk*, Board President Commissioner
- IOA Association, Board of Supervisors, Deputy Chairman
- British School Jakarta, Circle of Trustees, Member
- Parahyangan Catholic University, Board of Advisors, Member
- San Francisco State University, Lam Family College of Business, Dean's Development Council, Member

* *Listed company*

Directorships and Principal Commitments/Appointments for the past 5 years

- PT Biolaborindo Makmur Sejahtera, Commissioner
- INSEAD, Southeast Asia Council, Member
- Karya Salemba Empat Foundation, Board of Trustees, Member

Academic and Professional Qualifications

- Master of Business Administration (Banking), Golden Gate University, San Francisco
- Bachelor of Science (Finance & Banking), San Francisco State University
- Participant in Special Programs in International Relations, International University of Japan

OCBC Board Committees Served On

Member, Nominating Committee
Member, Remuneration Committee

Length of Service as a Director

19 years 10 months

Country of Principal Residence

Indonesia

Ms Tan Yen Yen (59)

Non-Executive and Independent Director

Appointed as Director: 1 January 2020
Last Re-elected as a Director: 25 April 2023

Ms Tan is a highly regarded IT practitioner for many years with vast experiences from SAS Institute, Oracle Corporation, Hewlett-Packard Singapore and Vodafone Enterprise Singapore. She now focuses on non-executive roles on boards and corporate advisory roles.

Other Directorships and Principal Commitments/Appointments

- ams OSRAM AG*, Board Director
- EdgeConnex Inc, Board Director
- Jardine Cycle & Carriage Ltd*, Board Director
- The Y Journey Pte Ltd, Board Director
- Ministry of Culture, Community and Youth (High Performance Sports), SpexBusiness Network Advisory Board, Chairman
- Reviewing Tribunals under the Significant Investments Review Act, Member

* *Listed company*

Directorships and Principal Commitments/Appointments for the past 5 years

- Barry Callebaut AG, Board Director
- Galboss Asia Pte Ltd, Board Director
- InCorp Global Pte Ltd, Board Director
- Singapore Press Holdings Ltd, Board Director
- XY Maxwell Pte Ltd, Board Director
- Vodafone group of companies in Asia Pacific, Board Director
- Vodafone Enterprise Singapore Pte Ltd, President
- Singapore Science Centre, Chairman
- National University of Singapore (School of Computing), Board of Advisors, Member
- TNF Ventures Pte Ltd, Advisor Mentor

Academic and Professional Qualifications

- Executive MBA, Helsinki School of Economics Executive Education
- Bachelor of Science (Computer Science), National University of Singapore

OCBC Board Committees Served On

Member, Audit Committee
Member, Nominating Committee
Member, Risk Management Committee

Length of Service as a Director

5 years 3 months

Country of Principal Residence

Singapore

Our Board – Biographies

Ms Helen Wong (63)

Group Chief Executive Officer,
Executive and Non-Independent Director

Appointed as Director: 7 February 2023
Last Re-elected as a Director: 25 April 2023
Appointed as Group Chief Executive Officer: 15 April 2021

Ms Wong has over 40 years of banking experience with deep knowledge of Greater China. She spent 27 years at HSBC where her last held role was the Chief Executive for Greater China.

Other Directorships and Principal Commitments/Appointments

- OCBC Bank Limited (OCBC China), Board Chairman
- Bank of Singapore Limited, Board Director
- Dr Goh Keng Swee Scholarship Fund, Board Director
- Enterprise Singapore, Board Director
- Great Eastern Holdings Limited*, Board Director
- OCBC Bank (Malaysia) Berhad, Board Director
- OCBC Overseas Investments Pte. Ltd., Board Director
- OCBC Bank (Hong Kong) Limited, Board Director
- PT Bank OCBC NISP Tbk*, Board Commissioner
- Institute of Banking & Finance Singapore, Council Member
- The Association of Banks in Singapore, Council Member
- The Institute of International Finance (IIF), Board Member
- Advisory Board of the Asian Financial Leaders Programme, Member
- CNBC ESG Council, Member
- MAS Payments Council, Member
- MAS Financial Centre Advisory Panel (FCAP), Member
- MAS Financial Sector Tripartite Committee (FSTC), Member

* *Listed company*

Directorships and Principal Commitments/Appointments for the past 5 years

- The Shanghai Committee of the Chinese People's Political Consultative Conference, Member

Academic and Professional Qualification

- Bachelor of Social Sciences, University of Hong Kong

OCBC Board Committees Served On

Member, Board Sustainability Committee
Member, Risk Management Committee

Length of Service as a Director

2 years 2 months

Country of Principal Residence

Singapore

Our Management – Biographies

Ms Helen Wong

Group Chief Executive Officer

Ms Helen Wong was appointed Group Chief Executive Officer of OCBC on 15 April 2021 and Executive Director on 7 February 2023. She is also Chairman of OCBC China, a Board Commissioner of OCBC Indonesia and a Director of Bank of Singapore, Great Eastern Holdings, OCBC Malaysia, OCBC Hong Kong and the Dr Goh Keng Swee Scholarship Fund. Ms Wong is currently a council member of the Association of Banks in Singapore (ABS) and the Institute of Banking and Finance Singapore (IBF). She also serves as a Board member at Enterprise Singapore (ESG) and the Institute of International Finance, and as a member of the Monetary Authority of Singapore (MAS) Financial Centre Advisory Panel, MAS Payments Council and MAS Financial Sector Tripartite Committee.

Ms Wong joined OCBC on 3 February 2020 as Deputy President and Head of Global Wholesale Banking. She has over 40 years of banking experience, having started out as a Management Trainee in OCBC and was its first China Desk Manager, based at the Hong Kong Branch. She has vast experience in Greater China, covering a wide range of roles in capital markets, syndicated finance and corporate banking. Before returning to OCBC, Ms Wong spent 27 years at HSBC, where her last role was as its Chief Executive for Greater China, which she was appointed to in 2015. She became the President and CEO of HSBC China based in Shanghai in 2010, and was promoted to be Group General Manager in 2011 to recognise her responsibility for the business operations and strategic expansion in China. She also held non-executive directorships at Baoshan Iron & Steel from 2012 to 2015, and at Bank of Communications from 2016 to 2019. Ms Wong holds a Bachelor of Social Sciences from the University of Hong Kong.

Ms Goh Chin Yee

Group Chief Financial Officer

Ms Goh Chin Yee was appointed Group Chief Financial Officer in November 2022, with global responsibility over financial, regulatory and management accounting, treasury financial control and advisory, corporate planning and development, funding and capital management, corporate treasury and investor relations. Since November 2024, Ms Goh is also responsible for group property management and corporate services covering corporate real estate and central procurement functions.

Prior to this appointment, Ms Goh was the Head of Group Audit since March 2013, overseeing the full spectrum of internal audit activities in OCBC Group. She has also worked in diverse functions in the Group, covering strategic management, investment research, fund management, finance, risk management and treasury business management.

Ms Goh graduated with First Class Honours in Bachelor of Engineering from the National University of Singapore and holds the professional qualifications of Chartered Financial Analyst, Certification in Risk Management Assurance and Certified Internal Auditor.

Mr Noel Gerald DCruz

Group Chief Risk Officer

Mr Noel Gerald DCruz was appointed Group Chief Risk Officer (GCRO) on 1 January 2023. As GCRO, he has overall responsibility for the management of financial and non-financial risks for OCBC. This covers risk types such as credit, market, liquidity, operational and information security risks, and their associated sub risk types. In addition, he is concurrently the Group Chief Information Security Officer, responsible for Cyber & Information Security. He reports jointly to both Group CEO and the Board Risk Committee of OCBC.

Mr DCruz joined the Bank in 1989 after a stint at the Monetary Authority of Singapore and rose through the ranks to head both the Group Risk Portfolio Management department as well as the Group Data Management Office. He has worked on various transformation projects and was closely involved in the reorganisation and reinforcement of the Bank's credit risk management function with dedicated policy, underwriting, analytics and data, remediation units, and the establishment of the Credit Risk Management Committee.

Mr DCruz led the OCBC Group programmes to develop internal ratings-based approaches for credit management and capital adequacy assessments, and later, the modelling approaches for Expected Credit Loss portfolio allowances. In 2017, he formed the Group Data Management Office to drive the implementation of a Group-wide data governance and management framework. He also spearheaded the Bank's use of risk appetite, stress testing and early warning frameworks to guide risk taking in the Bank.

Mr DCruz holds a degree in Economics from the London School of Economics and Political Science.

Mr Tan Teck Long

Global Wholesale Banking

Mr Tan Teck Long was appointed Group Managing Director and Head of Global Wholesale Banking on 15 March 2022. As the Head of Global Wholesale Banking, he has global responsibility for all banking relationships with small and medium-sized enterprises, large corporates and financial institutions, global transaction banking as well as the investment banking business.

Mr Tan has more than 30 years of banking experience overseeing Corporate Banking, Investment Banking and Risk Management. He joined OCBC from DBS Bank, where his last appointment was Group Chief Risk Officer. During his tenure at DBS Bank, he had served in a number of senior roles including Group Head of DBS' corporate banking business, Head of Institutional Banking Group (China), Group Head of Special Assets Management and Group Head of Corporate Real Estate Strategy and Administration.

Mr Tan also serves as director on the boards of Bank of Ningbo and Maxwealth Fund Management Company.

Our Management – Biographies

Mr Tan is a Chartered Financial Analyst charter holder and a Fellow Chartered Accountant of Singapore. He holds a Master of Business Administration from the University of Manchester and a Bachelor of Accountancy with First Class Honours from the National University of Singapore.

Mr Sunny Quek

Global Consumer Financial Services

Mr Sunny Quek was appointed Head of Global Consumer Financial Services in October 2022 and has been the Head of Consumer Financial Services Singapore since November 2019. He joined OCBC in December 2012 as Head of Branch and Premier Banking. In the six years, Mr Quek was responsible for formulating and executing the sales and distribution strategy for the consumer banking branch network in Singapore, and supporting the OCBC Premier Banking network in the region.

He made significant contributions to the transformation and growth of the retail banking business and led the OCBC Premier Banking business to become a leader in the affluent segment space. In 2018, he spearheaded the transformation of the OCBC Premier Private Client segment to launch an Accredited Investor (AI) platform that offers bespoke wealth solutions to high net worth individuals in Singapore and the region. Mr Quek started his banking career at Tokai Bank in 1997 before joining Citibank Singapore in 2000. He has more than 26 years of experience spanning branch management, treasury sales and trading. Mr Quek currently serves as a board member of OCBC Securities Private Limited, Lion Global Investors Limited, OCBC Investment Research Private Limited, E2 Power Private Limited and Network for Electronic Transfers (Singapore). He graduated with a Bachelor of Science in Economics from the National University of Singapore.

Mr Jason Moo

CEO Bank of Singapore

Mr Jason Moo was appointed CEO of Bank of Singapore in March 2023. He joined Bank of Singapore from Julius Baer, where he was Head Private Banking Southeast Asia and Branch Manager Singapore.

Prior to joining Julius Baer in 2020, Mr Moo worked at Goldman Sachs for more than two decades and has held several senior roles, including CEO of Goldman Sachs Singapore and Head of Southeast Asia and Australia for Private Wealth Management (PWM). Before relocating back to Singapore, he was based in Hong Kong as Head of Market Solutions Group and Head of Alternative Capital Markets Asia Pacific. Prior to that, he worked in the Equities Merchandising Group in New York. He joined Goldman Sachs as a financial analyst in PWM in Singapore upon graduation.

Mr Moo earned a BA in Economics and East Asia Studies, with a focus on Japan, from Brown University, USA. He serves on the Board of Governors of Raffles Institution.

Mr Kenneth Lai

Global Markets

Mr Kenneth Lai was appointed Head of Global Markets in October 2020. He has global responsibility for OCBC's global markets businesses and asset liability management in Singapore, Malaysia, Indonesia, Hong Kong, China and seven other overseas centres.

Mr Lai joined OCBC in February 2012 as Head of Global Markets International. Since 2015, he has also been responsible for the Bank's Asset and Liability Management (ALM) globally. He was appointed Group Managing Director in May 2019. Mr Lai has over 34 years of experience in different functions across trading, sales and asset liability management and across different countries in Asia. Currently, he serves on the Boards of OCBC Securities and Asia Securities Industry and Financial Markets Association (ASIFMA). Mr Lai also serves on Great Eastern Group's Asset/Liability Committee and Investment Committee. He is a member of the Singapore Foreign Exchange Market Committee (SFEMC), Chairman of the SFEMC Manpower Development Sub-Committee, member of the Institute of Banking and Finance Singapore (IBF) Standards Committee, Chairman of the IBF's Capital and Financial Markets Workgroup, Chairman of IBF Financial Markets Regulations & Practices Examination Board, and member of the ABS Standing Committee on Financial Market and Benchmark Co Oversight Committee.

Before joining OCBC, he was the Head of Financial Markets at Ta Chong Bank in Taiwan and has held several key appointments with ABN AMRO Bank. He started his career at Bankers Trust Company. Mr Lai holds a Bachelor of Science in Finance and is an IBF Distinguished Fellow.

Mr Wang Ke

Greater China
CEO Hong Kong

Mr Wang Ke was appointed Head of Greater China on 1 November 2023 and CEO of OCBC Hong Kong on 15 December 2023. He joined OCBC as Chief Information Officer and Head of IT in China in 2012 and assumed the expanded role as Head of Operations and Technology afterwards. Prior to his current role, Mr Wang was the CEO of OCBC Wing Hang China (now known as OCBC China) since December 2019. He has also served as Regional General Manager of the Pearl River Delta region and was appointed as the Deputy President of OCBC Wing Hang Bank China in March 2015. Mr Wang is conversant with foreign companies' business models in China and has intimate knowledge of the local market and regulations. As an indispensable member of the Bank's top management, he participated in the strategy formulation, led the implementation of many strategic projects and achieved fruitful results. He has over 20 years of international banking working experience spanning a wide spectrum of fields in China, the United States and Singapore.

Before joining OCBC, Mr Wang held several senior positions in JPMorgan Chase & Co., McKinsey & Company and United Overseas Bank (China) Limited, where he oversaw the operations, technology and risk management and accumulated rich and comprehensive experience in the international financial business management and people engagement. Mr Wang holds a Master of Business Administration degree from Kellogg School of Management at Northwestern University and a bachelor's degree in Computer Science from Peking University.

Mr Tan Chor Sen

CEO Malaysia

Mr Tan Chor Sen was appointed CEO of OCBC Malaysia on 1 January 2023.

His banking experience began in commercial banking with postings in consumer banking and later several positions in corporate and offshore banking.

Mr Tan joined OCBC in Singapore in 2005 as Head of Emerging Business and led the formation of the unit. During this time, he redefined the Bank's coverage of small businesses, positioning OCBC as a leading SME bank in Singapore. He was instrumental in expanding the SME business regionally in Malaysia, Indonesia and Hong Kong, introducing new business models, digital solutions and service innovations for SMEs.

In 2012, Mr Tan was appointed Head of International, Global Commercial Banking. In addition to overseeing the growth of the emerging business segment in OCBC's core markets, he was also responsible for developing cross-border capabilities and business within the region. In the decade under his leadership, he progressively led the Bank's strategic thrust in capturing the cross-border trade and investment flows within ASEAN countries and with Greater China.

He holds a Bachelor of Business Administration from the National University of Singapore and is an IBF Fellow (Corporate Banking). He is a Council Member of the Association of Banks in Malaysia and the Asian Institute of Chartered Bankers.

Ms Parwati Surjaudaja

CEO Indonesia

Ms Parwati Surjaudaja was appointed as President Director and CEO of OCBC Indonesia (previously Bank OCBC NISP) in December 2008 and was last re-elected as President Director in 2023. Prior to this appointment, she joined Bank NISP as a Director in 1990 and served as a Deputy President Director from 1997. Ms Surjaudaja, who has more than 30 years of experience in the banking industry, has led OCBC Indonesia to be among the 10 biggest banks in Indonesia by total assets, with the highest credit rating.

She is a pioneer in ESG initiatives in the region through the deployment of green and gender financing. For her strong commitment, she was elected as one of G20 EMPOWER Advocates for gender equality and spoke in various international forums such as the World Bank Annual Meeting on Gender Equality, Washington DC and Bloomberg Sustainability Business Summit, London. She was named Fortune Indonesia's Businessperson of the Year in 2021 and received the Achievement Award by the Her Times Women Empowerment Award in 2023. In 2024, she was the Winner in the Leadership Commitment Category at the Indonesia Women's Empowerment Principles (WEPs) Awards 2024.

Under her leadership, OCBC Indonesia has received prestigious awards including the Bank of the Year Country Award for seven consecutive years since 2018 from The Banker, London, Honourable Mention by the UN Women-WEPs Awards 2020 on the Gender Inclusive Workplace and Gender-Responsive Marketplace in 2021, and Top 5 Workplace – LinkedIn Top Companies Indonesia in 2022.

Ms Surjaudaja had previous corporate experience with SGV Utomo-Arthur Andersen and holds a Master of Business Administration (Accounting) and a Bachelor of Science Cum Laude (Accounting and Finance) from San Francisco State University.

Mr Ang Eng Siong

CEO China

Mr Ang Eng Siong was appointed CEO of OCBC Wing Hang China (now known as OCBC China) on 1 November 2023. Prior to this appointment, he was the Deputy President and Head of Corporate Banking of OCBC Wing Hang China. In February 2024, Mr Ang was approved to expand his role as the Director of OCBC China.

Mr Ang joined OCBC in July 2009 as a Management Associate. He has more than 17 years of banking experience in Corporate Banking, Risk Management and Corporate Treasury, including his role as an Economist at the Monetary Authority of Singapore prior to joining OCBC.

Since joining OCBC, Mr Ang has had exposure to different functions of the Bank. He began his career in the Bank in the Market Risk and Asset Liability Management function, covering liquidity risk management. He was the Executive Assistant to the Group Chairman, where he gained first-hand exposure to senior level decision making. Mr Ang helped to set up the Bank's Corporate Treasury function and covered balance sheet management before moving to OCBC Wing Hang China in 2015 where he was responsible for Network Customers in Corporate Banking and headed up the Risk Management function as the Chief Risk Officer before assuming the role of Head of Corporate Banking.

Mr Ang graduated with First Class Honours in Bachelor of Social Sciences (Economics) from the National University of Singapore and holds the professional qualifications of Chartered Financial Analyst, amongst others. He also holds a Master of Science (Financial Engineering) from Nanyang Technological University.

Mr Linus Goh

Global Commercial Banking

Mr Linus Goh is Head of Global Commercial Banking at OCBC where he has global responsibility for the bank's commercial and institutional banking

Our Management – Biographies

businesses, serving start-ups, SMEs, mid-cap corporates and financial institutions globally. He joined OCBC in April 2004 as Group Managing Director and Head of International. In August 2008, he assumed responsibility for Global Enterprise Banking and Financial Institutions, and Global Transaction Banking in April 2012. Mr Goh has over 38 years of banking experience, including 17 years at Citibank, N.A. Singapore, where he held several senior management positions overseeing corporate banking, financial institutions, e-business and transaction banking.

Mr Goh actively supports the development of start-ups and SMEs in Singapore and served in Seeds Capital Private Limited under Enterprise Singapore and the SME Committee of the Singapore Business Federation. He also served as a member of the Pro-Enterprise Panel under the Ministry of Trade and Industry. Mr Goh is an IBF Distinguished Fellow.

Ms Elaine Lam

Global Corporate Banking

Ms Elaine Lam was appointed Group Managing Director and Head of Global Corporate Banking of OCBC in April 2016. She has global responsibility for OCBC's corporate banking business which spans industry groups including real estate, infrastructure, energy, utilities, transportation, technology, conglomerates, industrials, public sector, regional coverage groups and Greater China Business Office as well as OCBC's corporate banking business in the overseas branches and subsidiaries. She is also responsible for the Structured/Project Finance and Partnership & Innovation groups within Global Corporate Banking.

With more than 28 years of experience in corporate banking, Ms Lam has served in the Institute of Banking & Finance (IBF) Corporate Banking Workgroup, the Financial Industry Competency Standards' Corporate Banking Working Group, IBF Sustainable Finance Workgroup and in the steering committee of the Monetary Authority of Singapore's Finance Centre Advisory Panel Green Finance Taskforce.

Since June 2024, she has been a Member of the IBF Standards Committee and Chairperson of the Corporate Banking Working Group.

Ms Lam also serves as Singapore's APEC Business Advisory Council (ABAC) member in championing Singapore's business interests at the ABAC, since January 2022.

She holds a Bachelor of Accountancy (Honors) from the Nanyang Technological University and is an IBF Distinguished Fellow (Corporate Banking).

Mr Gan Kok Kim

Global Investment Banking

Mr Gan Kok Kim was appointed Group Managing Director and Head of Global Investment Banking in February 2012. As the Head of Global Investment Banking, he oversees OCBC's loans syndication, debt capital markets, corporate finance, merger and acquisition and mezzanine/private equity investment businesses. Mr Gan joined OCBC in 2004 as the Head of Treasury at OCBC Malaysia. In February 2011, he was also appointed Head of International Treasury.

In August 2011, he was given the additional role of Head of Asset Liability Management in Singapore and gave up his Malaysian role. Mr Gan has more than 35 years of treasury and markets, investment banking, and management experience and has held various positions in a global bank. He holds a Bachelor of Science in Economics from the Massachusetts Institute of Technology.

Mr Melvyn Low

Global Transaction Banking

As Group Managing Director and Head of Global Transaction Banking, Mr Melvyn Low has responsibility for OCBC's transaction banking business serving SMEs, large corporations, financial institutions and government entities across the Bank's core markets of Singapore, Malaysia, China, Hong Kong and Indonesia.

He is an industry veteran with more than 30 years of experience and has held senior positions in cash management, trade and securities services in regional and global banks. He is currently the Payment Co-Chair of the Digital Standing Committee for the Association of Banks in Singapore and also serves as a board member of Network for Electronic Transfers (Singapore) and the Singapore Trade Data Exchange (SGTraDex).

Mr Low is an IBF Distinguished Fellow and holds a Master of Business Administration from the University of British Columbia, Canada.

Mr Praveen Raina

Group Operations and Technology

Mr Praveen Raina was appointed Head of Group Operations and Technology in June 2021. He spearheads the strategic direction and execution of the bank's technology and operational functions across OCBC globally. A veteran in the field of technology and banking, Praveen brings over 20 years of experience, with a track record of driving digital innovation and operational excellence.

Mr Raina began his banking career at OCBC in 2008. Since then, he has held several senior management positions within the OCBC Group, including serving as the Global Head of Operations & Technology at Bank of Singapore, OCBC's private banking subsidiary. His leadership has consistently focused on leveraging frontier technologies such as artificial intelligence, machine learning, and blockchain to optimise the bank's operational processes and enhance customer experience.

Mr Raina holds a Master of Business Administration from the University of Windsor (Canada) and a Bachelor of Applied Science in Computer Science from the Memorial University of Newfoundland (Canada).

Ms Lee Hwee Boon

Group Human Resources

Ms Lee Hwee Boon was appointed Head of Group Human Resources in

June 2022. As the Head of Group Human Resources, she is committed to driving people strategy in alignment with OCBC Group's overall objectives and fostering a culture of learning and development, collaboration and employee engagement. She is also dedicated to shaping the Group's talent management strategies and ensuring OCBC remains a preferred employer in the banking industry.

Prior to this appointment, Ms Lee worked in diverse functions within OCBC Group covering strategy, risk management as well as corporate and commercial banking. She holds a Bachelor of Business with Honours from Nanyang Technological University and is an IBF Fellow.

Ms Loretta Yuen

Group Legal and Compliance

Ms Loretta Yuen was appointed General Counsel and Head of Group Legal and Compliance in September 2010 and Group Managing Director in June 2015. She oversees the full spectrum of legal and regulatory risks, including anti-money laundering, across OCBC Group, and provides advice on regulatory risks and legal issues involved in decisions to management, so that management can make informed strategic choices within an acceptable legal and regulatory risk profile.

Ms Yuen has over 25 years of legal and regulatory experience in banking and finance. She graduated with Second Class Honours in Law from the National University of Singapore and is an IBF Distinguished Fellow. In 2017, Ms Yuen was conferred the Outstanding Singapore Chief Legal Officer Award by the Singapore Corporate Counsel Association.

Ms Elaine Heng

Group Strategy and Transformation Office

Ms Elaine Heng was appointed Group Chief Strategy and Transformation Officer on 1 November 2024. She joined OCBC on 22 April 2024 as the Head of Group Strategy, Innovation and Sustainability. Ms Heng oversees Group Strategy, Group Transformation, Group Innovation, Group Data, Group Customer Experience, Group Operational Excellence and Group Sustainability across the OCBC Group. In addition to spearheading OCBC's sustainability agenda, Ms Heng leads the charge to future-proof the businesses by maximising new growth engines and emerging trends and bring to fruition cutting edge business deals and models across the Group.

Prior to joining OCBC, Ms Heng was Chief Executive Officer for Retail Business and Deputy Group Chief Executive Officer at FairPrice Group (FPG). In her role as CEO of Retail Business, Elaine was responsible for the overall strategy, products procurement, operations and management of the Co-operative's business comprising FairPrice supermarkets, hypermarkets, online, pharmacies and convenience stores.

Ms Heng also spent close to 20 years in banking, 15 of which were at Standard Chartered Bank. She worked closely with the Group CEO in London in managing the business during the global financial crisis. She has in-depth banking knowledge and experiences gained from driving consumer banking, SME banking and digital banking, and managing strategic planning and talent management.

She is a graduate with a Bachelor of Business Administration from the National University of Singapore.

Mr Harry Lim

Group Audit

Mr Harry Lim is Group Managing Director and Head of Group Audit. In this pivotal role, he delivers independent, risk-based and objective assurance on the OCBC Banking Group's governance, risk management and internal control processes.

Prior to the current role, he spent a decade overseas in Shanghai and Hong Kong where he spearheaded the transformation of the internal audit functions across China, Hong Kong and Macau.

Mr Lim has close to 30 years of experience in finance and banking. His extensive career began at the Monetary Authority of Singapore, followed by significant roles at Credit Suisse and JP Morgan Chase. There, he gained invaluable expertise in regional oversight and governance, market risk reporting and analysis, and internal audit for various investment banking trading operations across the Asia Pacific.

He co-chairs the Anti-Money Laundering Audit Peer Group, which published Singapore's first industry-led best practice paper to enhance anti-money laundering/countering the financing of terrorism audits in banks.

Currently, Mr Lim is driving a strategic initiative with his leadership team to evolve Group Audit into a proactive function that not only safeguards OCBC Group's interests and risks but also enables the Group to achieve its strategic goals. A framework covering people, process, positioning and innovation has been designed to realise the strategic ambitions of Group Audit.

Ms Koh Ching Ching

Group Brand and Communications

As the Head of Group Brand and Communications, Ms Koh Ching Ching oversees OCBC's branding and communications initiatives with the media, employees, customers, shareholders and the general public across its core markets. She has been heading the division since November 2004 and was appointed Group Managing Director in March 2012.

Prior to her current role, she led OCBC's franchise expansion efforts in trade finance in Malaysia. Ms Koh has 16 years of corporate and retail banking experience, having held various senior customer and product positions in local and foreign financial institutions. She graduated with First Class Honours in Business Administration from the National University of Singapore.

OCBC's Presence in ASEAN, Greater China and Beyond

Southeast Asia

Singapore

OCBC Bank Limited
Head Office
63 Chulia Street
#10-00 OCBC Centre East
Singapore 049514
Tel: (65) 6363 3333
Fax: (65) 6534 3986
www.ocbc.com

32 branches in Singapore.

Bank of Singapore Limited
Head Office
63 Market Street #22-00
Bank of Singapore Centre
Singapore 048942
Tel: (65) 6559 8000
www.bankofsingapore.com

Great Eastern Holdings Limited

The Great Eastern Life Assurance Company Limited

Great Eastern General Insurance Limited
Head Office
1 Pickering Street
#01-01 Great Eastern Centre
Singapore 048659
Tel: (65) 6248 2888
www.greateasternlife.com
www.greateasterngeneral.com

Great Eastern Financial Advisers Private Limited
1 Pickering Street
#01-01 Great Eastern Centre
Singapore 048659
Tel: (65) 6248 2121
Fax: (65) 6327 3073
www.greateasternfa.com.sg

Lion Global Investors Limited
65 Chulia Street
#18-01 OCBC Centre
Singapore 049513
Tel: (65) 6417 6800
www.lionglobalinvestors.com

OCBC Securities Private Limited
18 Church Street
#01-00 OCBC Centre South
Singapore 049479
Tel: (65) 6338 8688
www.iocbc.com

BOS Trustee Limited
63 Market Street #14-00
Bank of Singapore Centre
Singapore 048942
Tel: (65) 6818 6478
Fax: (65) 6818 6487

OCBC Property Services Private Limited
63 Chulia Street
#08-03/04
OCBC Centre East
Singapore 049514

Brunei

The Great Eastern Life Assurance Company Limited
Units 17/18, Block B
Bangunan Habza
Spg 150, Kpg. Kiarong Bandar
Seri Begawan BE1318
Negara Brunei Darussalam
Tel: (673) 223 3118
Fax: (673) 223 8118
www.greateasternlife.com/bn

Lion Global Investors Limited-Brunei Branch
Unit 3A, Level 5
Retail Arcade
The Empire Brunei
Jerudong BG3122
Negara Brunei Darussalam
Tel: (673) 261 0925/261 0926
www.lionglobalinvestors.com

Indonesia

PT Bank OCBC NISP Tbk
Head Office
OCBC Tower
Jl. Prof. Dr. Satrio Kav. 25
Jakarta 12940
Indonesia
Tel: (62) 21 2553 3888
Fax: (62) 21 5794 4000
www.ocbc.id

207 branches and offices in Indonesia.

PT Great Eastern Life Indonesia
Head Office
Menara Karya, 5th Floor
Jl. H.R. Rasuna Said
Blok X-5 Kav. 1-2
Jakarta Selatan 12950
Indonesia
Tel: (62) 21 2554 3888
www.greateasternlife.com/id

PT Great Eastern General Insurance Indonesia
MidPlaza 2, 23rd Floor
Jalan Jenderal Sudirman
Kav. 10-11
Jakarta 10220
Indonesia
Tel: (62) 21 5723737
www.greateasterngeneral.com/id

11 branches and/or servicing offices in Indonesia.

PT OCBC Sekuritas Indonesia
Head Office
Indonesia Stock Exchange
Building Tower 2
29th Floor
Suite 2901
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190
Indonesia
Tel: (62) 21 2970 9300
Fax: (62) 21 2970 9393
www.ocbcsekuritas.com

Malaysia

OCBC Bank (Malaysia) Berhad
Head Office
Menara OCBC
18 Jalan Tun Perak
50050 Kuala Lumpur
Malaysia
www.ocbc.com.my

OCBC Contact Centre:
Tel: (603) 8317 5000 (Personal)
Tel: (603) 8317 5200 (Corporate)

31 branches in Malaysia.

OCBC Al-Amin Bank Berhad
Head Office
25th floor
Wisma Lee Rubber
1 Jalan Melaka
50100 Kuala Lumpur
Malaysia

General Enquiries:
Within Malaysia
Tel: (603) 8314 9310 (Personal)
Tel: (603) 8314 9090 (Corporate)

Outside Malaysia
Tel: (603) 8314 9310 (Personal)
Tel: (603) 8314 9090 (Corporate)

7 branches in Malaysia.

OCBC Bank Limited
Labuan Branch
Licensed Labuan Bank (940026C)
Level 8 (C)
Main Office Tower
Financial Park Labuan
Jalan Merdeka
87000 Labuan
Federal Territory
Malaysia
Tel: (60-87) 423 381/82
Fax: (60-87) 423 390

BOS Wealth Management Malaysia Berhad
09-02 Level 9, Imazium
No. 8 Jalan SS 21/37
Damansara Uptown
47400 Petaling Jaya
Selangor, Malaysia
Tel: (603) 7712 3000
www.boswealthmanagement.com.my

Great Eastern Life Assurance (Malaysia) Berhad
Head Office
Menara Great Eastern
303 Jalan Ampang
50450 Kuala Lumpur
Malaysia
Tel: (603) 4259 8888
Fax: (603) 4259 8000
www.greateasternlife.com/my

21 branch offices in Malaysia.

Great Eastern General Insurance (Malaysia) Berhad
Head Office
Level 18
Menara Great Eastern
303 Jalan Ampang
50450 Kuala Lumpur
Malaysia
Tel: (603) 4259 8888
Fax: (603) 4813 0055
www.greateasterngeneral.com/my

13 branches and 5 servicing offices in Malaysia.

Great Eastern Takaful Berhad
Level 3
Menara Great Eastern
303 Jalan Ampang
50450 Kuala Lumpur
Malaysia
Tel: (603) 4259 8338
Fax: (603) 4259 8808
www.greateasterntakaful.com

2 agency offices in Malaysia.

OCBC Advisers (Malaysia) Sdn Bhd
13th Floor Menara OCBC
18 Jalan Tun Perak
50050 Kuala Lumpur
Malaysia
Tel: (603) 2034 5696

Pac Lease Berhad
Level 17,
Menara Great Eastern 2
50, Jalan Ampang
50450 Kuala Lumpur
Malaysia
Tel: (603) 2035 1000
www.pacelease.com.my

OCBC Properties (Malaysia) Sdn Bhd
27th Floor
Wisma Lee Rubber
1 Jalan Melaka
50100 Kuala Lumpur
Malaysia
Tel: (603) 2054 3844

Myanmar

OCBC Bank Limited
Yangon Branch
Suite Nos. #21-01 to 05
Junction City Tower, No. 3/A
Corner of Bogyoke Aung San
Road and 27th Street
Pabedan Township, Yangon
Myanmar
Tel: (951) 925 3488
Fax: (951) 925 3366

Philippines

Bank of Singapore Limited (Philippines Representative Office)
34/F Ayala Triangle Gardens
Tower 2
Paseo de Roxas Makati City
1226
Philippines
Tel: (63) 2 8479 8988

Thailand

OCBC Bank Limited
Bangkok Branch
Unit 2605-10, 26th Floor
195 One Bangkok Tower 4,
Witthayu Road, Lumphini
Pathumwan, Bangkok 10330
Thailand
Tel: (66) 2 287 9888
Fax: (66) 2 287 9898

Vietnam

OCBC Bank Limited
Ho Chi Minh City Branch
Unit 708-709, Level 7
Saigon Tower
29 Le Duan Street
Ben Nghe Ward, District 1
Ho Chi Minh City
Vietnam
Tel: (84) 28 3823 2627
Fax: (84) 28 3823 2611

East Asia

Japan

OCBC Bank Limited
Tokyo Branch
Sanno Park Tower
5th Floor 11-1
Nagata-cho 2 chome
Chiyoda-ku
Tokyo 100-6105
Japan
Tel: (81) 3 5510 7660

South Korea

OCBC Bank Limited
Seoul Branch
25th Floor
Seoul Finance Center
(Taepyung-ro 1-ka)
136 Sejong-daero
Jung-gu
Seoul 04520
Republic of Korea
Tel: (82) 2 2021 3900
Fax: (82) 2 2021 3908

Greater China

China

OCBC Bank Limited
Head Office
OCBC Centre
No. 1155 Yuanshen Road
Pudong New District
Shanghai 200135
People's Republic of China
Tel: (86) 21 5820 0200
www.ocbc.com.cn

15 branches and sub-branches, including its head office, across 14 cities in Mainland China covering Shanghai, Suzhou, Shaoxing, Shenzhen, Guangzhou, Foshan, Xiamen, Zhuhai, Chongqing, Chengdu, Wuhan, Beijing, Tianjin and Qingdao as at end December 2024.

Bank of Ningbo Co., Ltd
Head Office
No. 345, Ning Dong Road
Ningbo Zhejiang 315042
People's Republic of China
Tel: (86) 574 8705 0028
Fax: (86) 574 8705 0027
www.nbcb.com.cn

Bank of Ningbo is OCBC's strategic partner in China.

481 branches, sub-branches and offices across 17 cities in Mainland China covering Ningbo, Shanghai, Hangzhou, Nanjing, Shenzhen, Suzhou, Wenzhou, Beijing, Wuxi, Jinhua, Shaoxing, Taizhou, Jiaxing, Lishui, Huzhou, Quzhou and Zhoushan as at end December 2024.

Hong Kong SAR

Bank of Singapore Limited
Hong Kong Branch
1 Harbour View Street
34th Floor
One International Finance Centre
Central
Hong Kong SAR
Tel: (852) 2846 3980

OCBC Bank (Hong Kong) Limited
Head Office
161 Queen's Road Central
Hong Kong SAR
Tel: (852) 2852 5111
Fax: (852) 2851 7127
www.ocbc.com.hk

25 branches in Hong Kong SAR.

OCBC Credit (Hong Kong) Limited
Head Office
14/F Tai Yau Building
181 Johnston Road
Wanchai
Hong Kong SAR
Tel: (852) 2201 7712
Fax: (852) 2191 5144

5 offices in Hong Kong SAR.

OCBC Securities Brokerage (Hong Kong) Limited
1/F & 2/F Chun Wo Commercial Centre,
23-29 Wing Wo Street, Central,
Hong Kong SAR
Tel: (852) 2852 5338
Fax: (852) 2815 8287

Macau SAR

OCBC Bank (Macau) Limited
Head Office
241 Avenida de Almeida Ribeiro
Macau SAR
Tel: (853) 2833 5678
Fax: (853) 2857 6527
www.ocbc.com.mo

10 branches in Macau SAR.

Taiwan

OCBC Bank Limited
Taipei Branch
41 Floor, No. 68, Sec. 5
Zhongxiao East Road
Xinyi District
Taipei City 11065
Taiwan (R.O.C)
Tel: (886) 2 8726 8100
Fax: (886) 2 2722 8908

North America

United States of America

OCBC Bank Limited
Los Angeles Agency
801 South Figueroa Street
Suite 970
Los Angeles California 90017
United States of America
Tel: (1) 213 624 1189
Fax: (1) 213 624 1386

OCBC Bank Limited
New York Agency
66 Hudson Blvd E, Suite 2201
New York, NY 10001
United States of America
Tel: (1) 212 586 6222
Fax: (1) 212 586 0636

Oceania

Australia

OCBC Bank Limited
Sydney Branch
Level 2
75 Castlereagh Street
Sydney NSW 2000
Australia
Tel: (61) 2 9235 2022

Europe

United Kingdom

OCBC Bank Limited
London Branch
The Rex Building, 3rd Floor
62 Queen Street
London EC4R 1EB
United Kingdom
Tel: (44) 20 7653 0900

BOS Wealth Management Europe S.A.
UK Branch
The Rex Building, 3rd Floor
62 Queen Street
London EC4R 1EB
United Kingdom
Tel: (44) 20 7029 5850

Luxembourg

BOS Wealth Management Europe S.A.
33, Rue Sainte Zithe
L-2763 Luxembourg
Tel: (352) 28 57 32 2000

BOS Wealth Management Europe is a wholly owned subsidiary of Bank of Singapore, dedicated to providing wealth management services to European clients.

Middle East

United Arab Emirates

Bank of Singapore Limited
Dubai International Financial Centre Branch
Office 30-34, Level 28
Central Park Towers
Dubai International Financial Centre
P.O. Box 4296
Dubai U.A.E
Tel: (971) 4427 7100

Regulated by the Dubai Financial Services Authority.

Financial Calendar

February	
26 February 2025	Announcement of full year results for 2024

April	
17 April 2025	Annual General Meeting

May	
May 2025	Announcement of first quarter results for 2025
On or about 9 May 2025*	Payment of 2024 final dividend on ordinary shares (subject to shareholders' approval at Annual General Meeting)

August	
August 2025	Announcement of first half results for 2025
August 2025*	Payment of 2025 interim dividend on ordinary shares (subject to approval by the Board)

November	
November 2025	Announcement of third quarter results for 2025

* *The dividend payment dates are indicative and subject to change. Please refer to OCBC website, www.ocbc.com for latest updates.*

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Corporate Profile

OCBC is the longest established Singapore bank, formed in 1932 from the merger of three local banks, the oldest of which was founded in 1912. It is one of the world's most highly-rated banks, with Aa1 by Moody's and AA- by both Fitch and S&P. Recognised for its financial strength and stability, OCBC is consistently ranked among the World's Top 50 Safest Banks by Global Finance and has been named Best Managed Bank in Singapore by The Asian Banker.

OCBC is the second largest financial services group in Southeast Asia by assets. The Group offers a broad array of commercial banking, specialist financial and wealth management services, ranging from consumer, corporate, investment, private and transaction banking to treasury, insurance, asset management and stockbroking services.

OCBC's private banking services are provided by its wholly-owned subsidiary Bank of Singapore, which operates on a unique open-architecture product platform to source for the best-in-class products to meet its clients' goals. Its insurance subsidiary, Great Eastern Holdings, is the oldest and most established life insurance group in Singapore and Malaysia. Its asset management subsidiary, Lion Global Investors, is one of the leading asset management companies in Southeast Asia. Its brokerage subsidiary, OCBC Securities, is one of the leading securities firms in Singapore.

The Group's key markets are Singapore, Malaysia, Indonesia and Greater China. It has close to 420 branches and representative offices in 19 countries and regions.

For more information, please visit www.ocbc.com.

Corporate Information

Board of Directors
Mr Andrew Lee
Chairman

Ms Chong Chuan Neo
Mr Chua Kim Chiu
Dr Andrew Khoo
Dr Lee Tih Shih
Mr Lian Wee Cheow
Mr Seck Wai Kwong
Mr Pramukti Surjaudaja
Ms Tan Yen Yen
Ms Helen Wong

Secretaries
Mr Peter Yeoh
Ms Sherri Liew

Registered Office
63 Chulia Street
#10-00 OCBC Centre East
Singapore 049514
Tel: (65) 6363 3333
(Personal Banking)
(65) 6538 1111
(Business Banking)
Website: www.ocbc.com

Share Registration Office
Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
#14-07 Keppel Bay Tower
Singapore 098632
Tel: (65) 6536 5355

Auditor
PricewaterhouseCoopers LLP
7 Straits View
Marina One East Tower Level 12
Singapore 018936
Tel: (65) 6236 3388

Partner in charge of the Audit
Mr Ho Hean Chan
(Year of Appointment: 2023)

Investor Relations
Email: Investor-Relations@ocbc.com

Oversea-Chinese Banking Corporation Limited
(Incorporated in Singapore)

Company Registration Number: 193200032W

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