

Group Chief Executive Officer Update

3 November 2021



OCBC Financial Results



Disclaimer: This presentation should be read as an overview of OCBC's current business activities and operating environment which may contain statements relating to OCBC's growth strategy and future business aspirations. These statements involve risks and uncertainties and should not be solely relied upon by investors or potential investors when making an investment decision. OCBC Bank accepts no liability whatsoever with respect to the use of this document or its content.

Positive Global Economic Outlook in 2022

Regional recovery underpinned by improved macro fundamentals

- ❑ Broad economic recovery expected across ASEAN and China
- ❑ Increasing vaccination rates and improving Covid-19 situation in our key markets
- ❑ Gradual opening of travel lanes to boost economic activity
- ❑ Rising demand for sustainable financial solutions from increased focus on climate change
- ❑ Remain watchful of near-term headwinds, such as power crunch concerns and supply chain disruptions

Driving Our Strategic Priorities

Making strong headway in our future growth trajectory

- ❑ Capture rising Asian wealth flows
- ❑ Support increasing ASEAN-Greater China trade and investment flows
- ❑ Drive transition to a sustainable low carbon world
- ❑ Accelerate digital transformation



Capturing Rising Asian Wealth Flows

Singapore and Hong Kong hubs with compelling digital propositions

- ❑ Capture growth from China's Wealth Management Connect Scheme
 - Partnered Ping An Bank to provide two-way wealth management services in the Greater Bay Area
- ❑ Strengthen private banking hub capabilities across Singapore, Hong Kong, Dubai and London
- ❑ Acquire and deepen wallet share through partnerships, group collaboration and cross-sell
- ❑ Align Group Wealth Platform across consumer and private banking to deliver scalable growth
- ❑ Advance digitalisation and enhance product capabilities



Record High

9M21 WM income and fees

+6%

YoY Growth
30 Sep 2021

Bank of Singapore
AUM

+13%

YoY Growth
30 Sep 2021

Premier &
Premier Private
Client AUM

Powering Growth in ASEAN-Greater China

Support increasing trade and investment flows through strong network capabilities

- ❑ Twin-Hub regional model: Singapore and Hong Kong
- ❑ Put in place regional coverage model
- ❑ Enhance Greater China transaction banking and investment banking to support inbound and outbound clients
- ❑ Strengthen talent pipeline and management bench strength
- ❑ Unlock value from new economy and high-growth industries across the region to grow loans and fees



+12%
YTD 2021 Greater China
Loan growth

22%
9M21 Greater China
Op. Profit contribution



Advancing Transition to a Sustainable Low Carbon World

Making big strides to further our sustainability agenda

- ❑ Seize growth opportunities in sustainability and pave the way towards net zero financed emissions
- ❑ Positioning OCBC as a leading investor and sponsor in the region for sustainable innovations
- ❑ Reducing operational CO₂ emissions
- ❑ Surpassed our 'S\$25 billion by 2025' sustainable finance (lending only) target for businesses

Green & Sustainable Finance

Close to **S\$30b** Lending commitments

Sustainability Advisor for **7 out of 10** sustainability-linked bonds and green bonds in Singapore since 2020

Double lending to SMEs by end-2021



Signatories and Commitments

1st bank in SEA to announce that it would no longer finance new coal-fired power plants

Adopted the **Equator Principles**

Published OCBC's first **TCFD** report in Oct 2021

First-to-Market



Sustainability-linked Structured Deposit



'Eco-Care' Car, Home, Renovation Loans and Solar Panel Loans

Eco-care loans **>S\$500m**
30 Sep 2021

#OCBCcares Environment Fund

S\$265k

Provided to implement 15 ground-up community sustainability projects in Singapore

S\$100k

Commitment made to support youth projects from the Sustainability Exchange Programme

Building a Leading Regional Sustainable Bank

Delivering positive impact to build a Sustainable Future

- ❑ Formed Sustainability Taskforce in 2020, leading to the development of a comprehensive Climate Strategy with each of 6 pillars driven by senior management
- ❑ Established a Sustainable Finance Framework for SMEs to easily access green finance to achieve their sustainability goals, benefitting more than 200 SMEs in the region. Expect to achieve more than S\$3 billion green financing to SMEs by year end
- ❑ Bank of Singapore is the first in Asia to incorporate ESG factors in assessing loan quantum for investment financing
- ❑ Introduced a comprehensive sustainability training programme for all 30,000 employees
- ❑ Launched the OCBC Climate Index in Singapore to measure environmental sustainability awareness and adoption, thereby influencing behavioural change
- ❑ Sponsor of the OCBC Arboretum at the Singapore Botanic Gardens to conserve 2,000 highly-endangered dipterocarp trees

Accelerating Digital Transformation

Grow and deepen customer segments while enhancing greater customer value and experience

- ❑ Fast-track modernisation of Technology Stack
- ❑ Launch Groupwide Operational Excellence Programme
- ❑ Institute Data-Driven culture across the organisation
- ❑ Scale up Agile Delivery Model to accelerate the delivery of process and channel enhancements
- ❑ Build future-ready workforce



Digital Sales and Acquisition

98%
for 9M21

SME accounts
opened digitally

4X
YoY for 9M21

Digital wealth
acquisition and
sales

3.5X
YoY for 9M21

Digital Secured Loans
(62% digital share of
new sales)

% of Digital Transactions

95% Consumer
for 9M21

85% SMEs
for 9M21

First-to-Market



OCBC Virtual
Purchasing Card



Face recognition
for ATM banking
transactions in SG



Instant Buy/sell
Precious Metals



Travel with OCBC

Awards and Accolades

Recognition for excellence and achievements

Best Managed Bank during Covid-19

(The Asian Banker Leadership Achievement Awards)

Among the World's Top 50 Safest Banks

(Global Finance)

Best Bank in Asia-Pacific

(Global Finance)

Singapore Corporate Governance Award 2021 – Runner-Up

(Big Cap Category)

(Securities Investors Association (Singapore))

Consumer/ Private Banking

- ❑ **Best Retail Bank Singapore** *(The Digital Banker)*
- ❑ **Best Private Bank – Fund Advisory** *(Asian Private Banker)*
- ❑ **Best Private Banking Services Overall (Philippines), High Net Worth Clients (Indonesia and Singapore), Super Affluent Clients (UAE)** *(Euromoney Private Banking Survey)*
- ❑ **Best for Investment Research in Singapore** *(Asiamoney Asia Private Banking Awards)*

Wholesale Banking/ Treasury

- ❑ **Best SME Bank in Southeast Asia, Singapore, Indonesia** *(Alpha Southeast Asia)*
- ❑ **Best Trade Finance Bank in Singapore** *(The Asian Banker)*
- ❑ **Malaysia International Cash Management Foreign Bank of the Year** *(Asian Banking & Finance Wholesale Banking Awards)*
- ❑ **Green and Sustainable Finance Deal of the Year and Service Awards** *(Islamic Finance News)*
- ❑ **China Credit Award** *(Banking Digital Innovation Summit)*

Digital Banking

- ❑ **Best Branch Digitalisation Implementation** *(The Asian Banker Financial Technology Innovation Awards)*
- ❑ **Digital Lending Product of the Year, Automobile Lending Product of the Year** *(The Digital Banker's Global Retail Innovation Awards)*
- ❑ **Best Private Bank for Digital Customer Service in Asia** *(PWM Wealth Tech Awards)*
- ❑ **Best Transactional Banking Online Platform in Southeast Asia** *(Alpha Southeast Asia)*





Thank You

