

OCBC Digital Strategy Introduction

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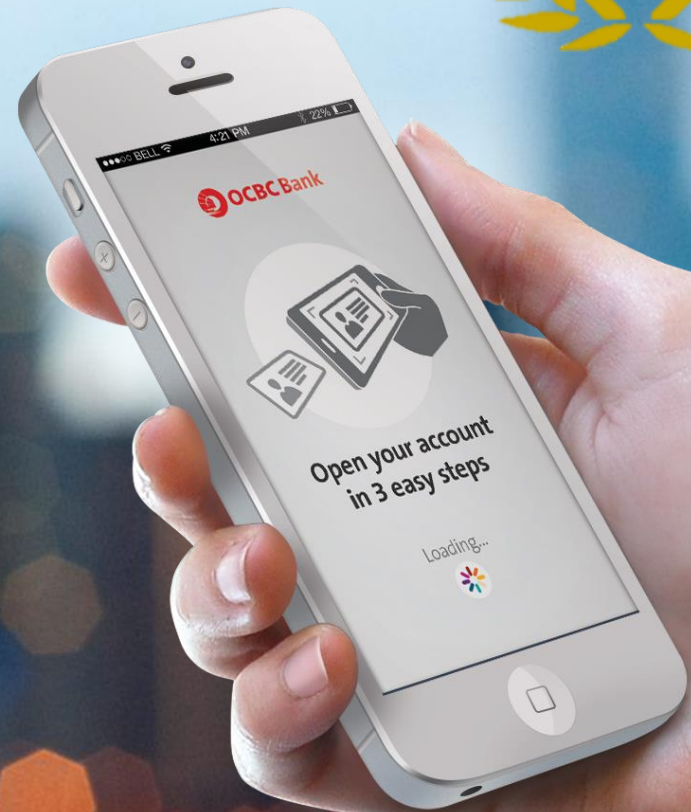
Head, e-Business & Business Transformation

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Digital strategy Introduction

Asia's Leader
in Digital
Banking by
IDC



Core belief: Digital banking defined as end to end re-imagining of banking services for the digital customer

Digital Banking

Smarter & simpler banking and advice to the **Digital Consumer** seamlessly across all channels

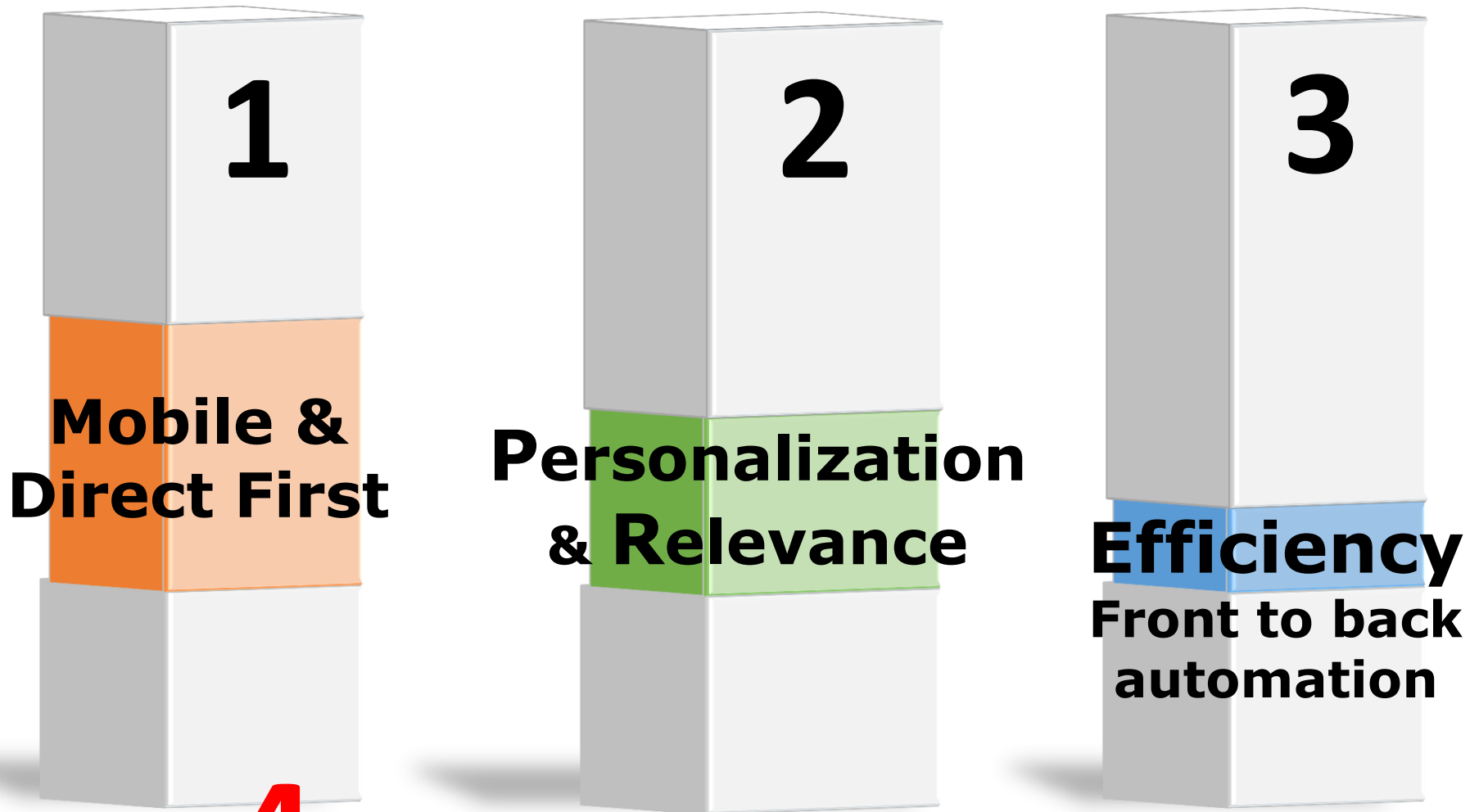


Self-service banking

- Digital and digital enabled interactions
- Digitization of knowledge, transactions and processes
- New business propositions/ models

- Simplicity
- “Bank in your pocket”
- Here and now/ Instant
- Personal & Relevant
- Social

Digital banking: guiding principles



4 Think & Act Start-up!

Key differentiating blocks

**#DigitalHere!
#DigitalNow! focus**

**Best in breed
experience design**

**Customer insights &
Data analytics**



**Focus on Digital
Transformation of
Core business**



**Pragmatic & active
scan of innovation,
threats, opportunities**



**Focus on Revenue,
Efficiency & Net
Promoter Score with
disciplined tracking
of digital benefit
capture**



**Agility to move fast if
required - bringing
some development in-
house**



**Clear roadmap in
place since 2010;
refreshed half yearly**

Key differentiating blocks

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experience design

Customer insights &
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Asia's Top Design
Practice 2014 & 2015
(Singapore Design
Awards)



Longest established for
a Singapore bank (since
2010)



Diverse backgrounds



Experienced across
physical as well as
digital

Key differentiating blocks

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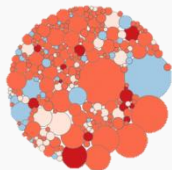
**Customer insights &
Data analytics**



**Group wide capability
including OCBC Bank,
Great Eastern and
OSPL. Regionally.**



**Early adopter - 2001
\$100m+ investments
into data platform for
last 8 years**



**Structured and
unstructured data.
Every customer. Every
product. Every
transaction. Every day.**



**Real time integration on
some channels**



**Self Service analytics
for key business user
groups**

Rigorous process to leverage customer data & insights and design thinking

Customer

**Channel
Experience**

Design thinking

**Product
CVP design**

**Marketing
& Comms design**

Customer Insights

Research

Big Data

Customer

Measure & Iterate



Digitization focus areas for consumer bank



Online/ Mobile as core channel – sales, service & engagement



Agent mobility, process & branch digitization



Personalized & Democratic Wealth Access

Online/ Mobile results

- 2nd in Market share; higher than natural share⁺
- Highest growth rates of digital active customers globally*
- Highest growth rate on mobile users in SEA*



Penetration & Usage

- 20% of all 360 account sales and Credit cards [^]
- 25% of all Unit Trusts and General Insurance sales[^]



Sales

- Highest customer satisfaction in SG (competitive net promoter score) for 3 years running⁺
- Digital customer profitability is 1.6x higher[^]



Satisfaction & Engagement

Sources:

⁺ OCBC GCX Market research report

[^] OCBC Data analytics reports

* Mckinsey Finalta benchmarking study- 2014

- **1+ million** deposit accounts opened since 2011
 - **\$90M** banca sales since Apr '15
 - **90+%** of digital Financial Needs Analysis

Usage and adoption

- **35-100+%** increase in add-on services
- **15%** increase in cross-sell

Cross-sell & add-on services

Front-to-back efficiency

- **29%** time reduction
- **100%** instant straight-through processing

Customer Experience

- Highest satisfaction after launch – **1st position**



Thanks