



Stay true

## Redefining the Consumer and Wealth Experience

OCBC Sell-Side Analysts' Day  
12 May 2017



Disclaimer: This material should be read as an overview of OCBC's current business activities and operating environment. It 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.

# OCBC Sell-Side Analysts' Day Agenda

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Stay true

## Redefining the Consumer and Wealth Experience

Ching Wei Hong  
Chief Operating Officer

12 May 2017

OCBC Sell-Side Analysts' Day



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# Redefining the Consumer and Wealth Experience

## OCBC Consumer/Wealth Strategic Capability Roadmap

**Group Wealth Platform**

**Stay True**

**Conclusion**





# OCBC Consumer/Wealth Strategic Capability Roadmap

Data-driven customer segmentation in place since 2010

2015 and beyond

2010

OCBC CFS Wealth Halo

Customer  
Centricity  
&  
Segmentation

Wealth & Simplicity

Lifestyle - Unsecured

Regional Premier

OCBC.com

Branding & Marketing

Big Data  
Insights

Customer  
Centricity &  
Segmentation

Wealth Advisory & Simplicity

Lifestyle

Regional Premier

Digital

Branding & Marketing

# Redefining the Consumer and Wealth Experience

## OCBC Consumer/Wealth Strategic Capability Roadmap

### Group Wealth Platform

### Stay True

### Conclusion



# OCBC Wealth Platform – Customer Segmentation



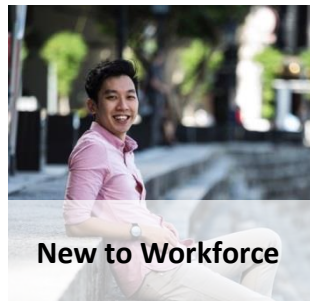
OCBC PREMIER BANKING



Children & Young Families



Youth



New to Workforce




Emerging Affluent





Affluent & Emerging HNW



HNW & UHNW

 **13% CAGR**  
No. of clients

 **17% CAGR**  
No. of clients

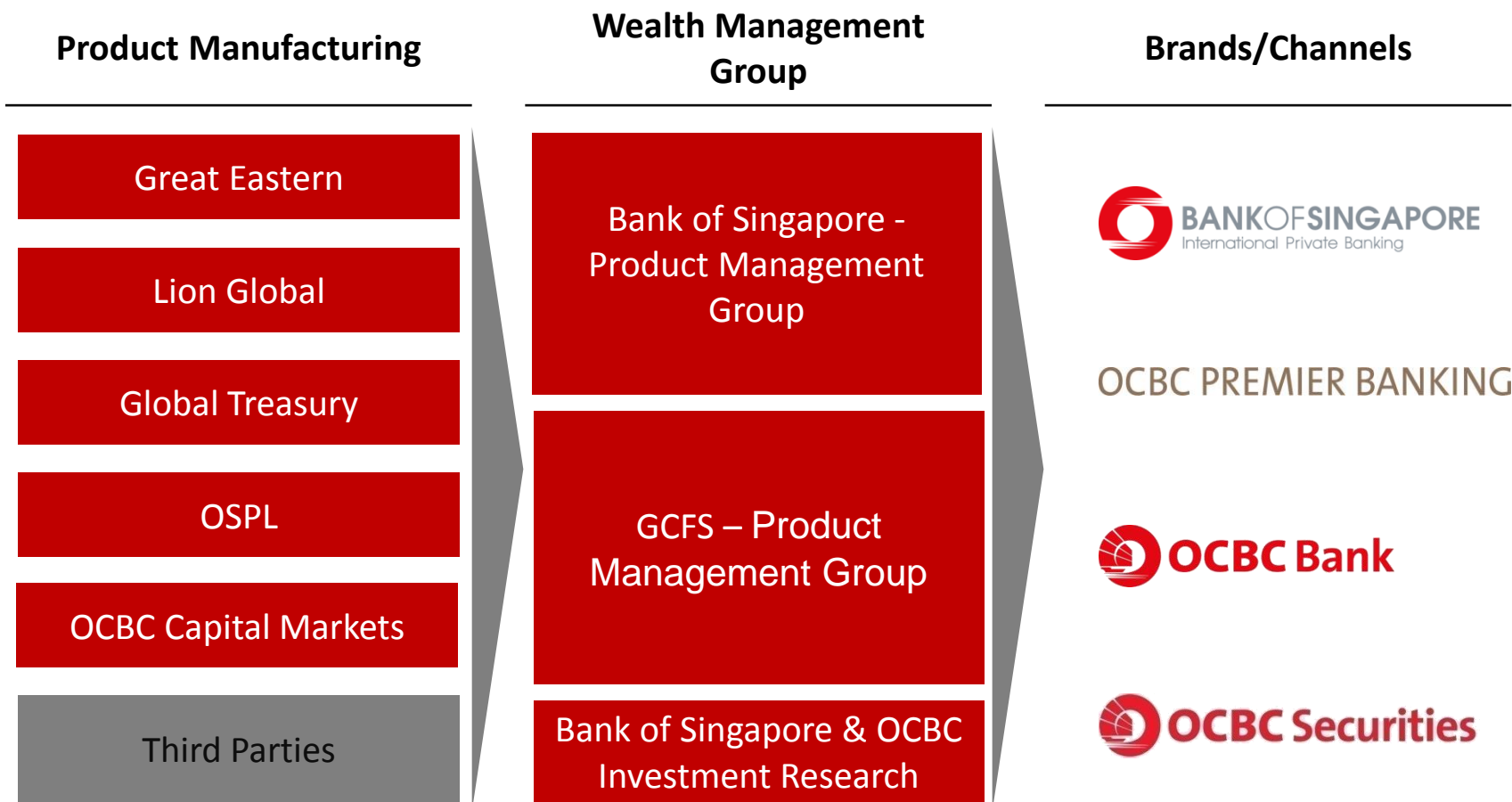
 **9% CAGR**  
No. of clients





# OCBC Wealth Platform

- › Provide **unified investment views and ideas** to all wealth channels
- › Better coordinate product providers in view of **delivering superior advisory**
- › Maximize usage of group resources
- › Offer more cross-entity career opportunities



# OCBC Wealth Platform – Wealth Panel

Over 200 years of collective investment experience, providing unified house views to grow, manage and protect our clients' wealth



## OCBC Wealth Panel

Left to right: Sean Quek (Managing Director and Head of Equity Research, Bank of Singapore), Teo Joo Wah (Chief Strategist, Lion Global Investors), Carmen Lee (Head, OCBC Investment Research, OCBC Bank), Marc Van de Walle (Head, Group Wealth Management, OCBC Bank, and Chairman, OCBC Wealth Panel), Richard Jerram (Chief Economist, Bank of Singapore), Tan Siew Lee (Head, Wealth Management Singapore, OCBC Bank), Gregory Choy (Head of Wealth Advisory, Wealth Management Singapore, OCBC Bank), Selena Ling (Head, Treasury Research & Strategy, OCBC Bank), Michael Tan (Senior Investment Counsellor, Wealth Management Singapore, OCBC Bank), Johan Jooste (Chief Investment Officer, Bank of Singapore), Vasu Menon (Senior Investment Strategist, Wealth Management Singapore, OCBC Bank).

# OCBC Wealth Platform – Research & Advisory

Giving group access to research on more than 1,000 securities

Research Platform



Economics

- › 48 investment and research analysts

Equities

- › Research coverage of over 1,200 stocks, 500+ bonds, 145 funds and 28 currency pairs

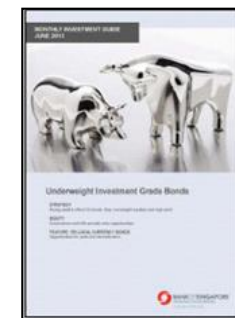
Fixed Income

- › Model portfolios

Funds

- › Unified house views across OCBC, Bank of Singapore, OCBC Securities, Lion Global Investors

Foreign Exchange





# OCBC Wealth Platform– OCBC Life Goals

Tailoring wealth solutions not products for different customers.

A simplified goal based conversation to understand customers' needs



# Redefining the Consumer and Wealth Experience

## OCBC Consumer/Wealth Strategic Capability Roadmap

### Group Wealth Platform

### Stay True

### Conclusion



# Stay True




## NO TRICKS. NO HIDDEN CONDITIONS. STAY TRUE.

From here on, OCBC promises to stop common advertising practices (that we've also been guilty of in the past) such as:

- RESTRICTIONS HIDDEN IN FINE PRINT**  
We will not hide important terms of promotions in our T&Cs. Everything will be upfront.
- COMPLICATED MECHANICS**  
You will always be able to understand our offers in a simple manner.
- MISLEADING ADVERTISING**  
We always say what we mean clearly in our ads. No two ways about it.

Don't believe us? Flip the page and see what we mean.




## STRETCH YOUR PAYMENTS, GET A REBATE. IT'S THAT SIMPLE.

The OCBC Cashflo Credit Card doesn't just split your payments automatically at no extra cost. It comes with no complicated and hidden conditions either.

### STAY TRUE

[ocbc.com/cashflo](http://ocbc.com/cashflo)



**0%  
INTEREST**

Pay over 3 months when you spend from \$5100 to below \$51,000

Pay over 6 months when you spend \$51,000 and more

**UP TO  
1%  
REBATE EARNED  
ON ALL YOUR  
PURCHASES**

0.5% rebate with monthly bill below \$51,000

1% rebate with monthly bill of \$51,000 and above  
Up to a maximum rebate of \$100/month

For more details, visit [ocbc.com/cashflo](http://ocbc.com/cashflo)




## CONNECTING YOU TO WEALTH WITH HONESTY

Get sound, unbiased market insights at your fingertips. Without hidden intentions to sway you to do what benefits us. Because earning your faith is more important than earnings.

### STAY TRUE

[ocbc.com/onestwealth](http://ocbc.com/onestwealth)

#OCBCOneWealth

**OCBC Digital Advantage**

Achieve your wealth goals on the go with OCBC OneWealth™.

**ONE WEALTH**  
OCBC Bank

**ACT** on the latest insights to buy and sell unit trusts

**TRACK** your investments with OCBC OneTouch™

**STAY AHEAD** with market insights and investment ideas from experts

Download on the App Store | GET IT ON Google Play

For more details, visit [ocbc.com/onestwealth](http://ocbc.com/onestwealth)



**0%  
INTEREST**

Pay over 3 months when you spend from \$5100 to below \$51,000

Pay over 6 months when you spend \$51,000 and more

**UP TO  
1%  
REBATE EARNED  
ON ALL YOUR  
PURCHASES**

0.5% rebate with monthly bill below \$51,000

1% rebate with monthly bill of \$51,000 and above  
Up to a maximum rebate of \$100/month

**ONE WEALTH**  
OCBC Bank

**ACT** on the latest insights to buy and sell unit trusts

**TRACK** your investments with OCBC OneTouch™

**STAY AHEAD** with market insights and investment ideas from experts

Download on the App Store | GET IT ON Google Play

For more details, visit [ocbc.com/onestwealth](http://ocbc.com/onestwealth)







# Stay True – OCBC 360 Account

Simplifying an account with complex mechanics



**Bonus interest on the first S\$70,000 of your account balance when you do all or any of these:**

<p><b>SALARY</b></p>  <p><b>1.2%</b> per year</p> <p>Credit your salary of at least S\$2,000 through GIRO.</p> <p><a href="#">Details</a></p>	<p><b>PAYMENT</b></p>  <p><b>0.3%</b> per year</p> <p>Pay at least 3 bills online or through GIRO with a total amount of at least S\$150.</p> <p><a href="#">Details</a></p>	<p><b>SPEND</b></p>  <p><b>0.3%</b> per year</p> <p>Spend at least S\$500 on OCBC Credit Cards.</p> <p><a href="#">Details</a></p>	<p><b>WEALTH</b></p>  <p>Up to <b>1.2%</b> per year</p> <p>Insure or invest with OCBC. Earn 0.6% or 1.2% for 12 months, depending on the qualifying amount.</p> <p><a href="#">Details</a></p>
<p><b>1%</b> per year</p> <p><b>SAVE</b></p> <p>Earn this extra bonus on the first S\$70,000 if your account balance is S\$200,000 and above</p> <p><a href="#">Details</a></p>			

# Redefining the Consumer and Wealth Experience

## OCBC Consumer/Wealth Strategic Capability Roadmap

### Group Wealth Platform

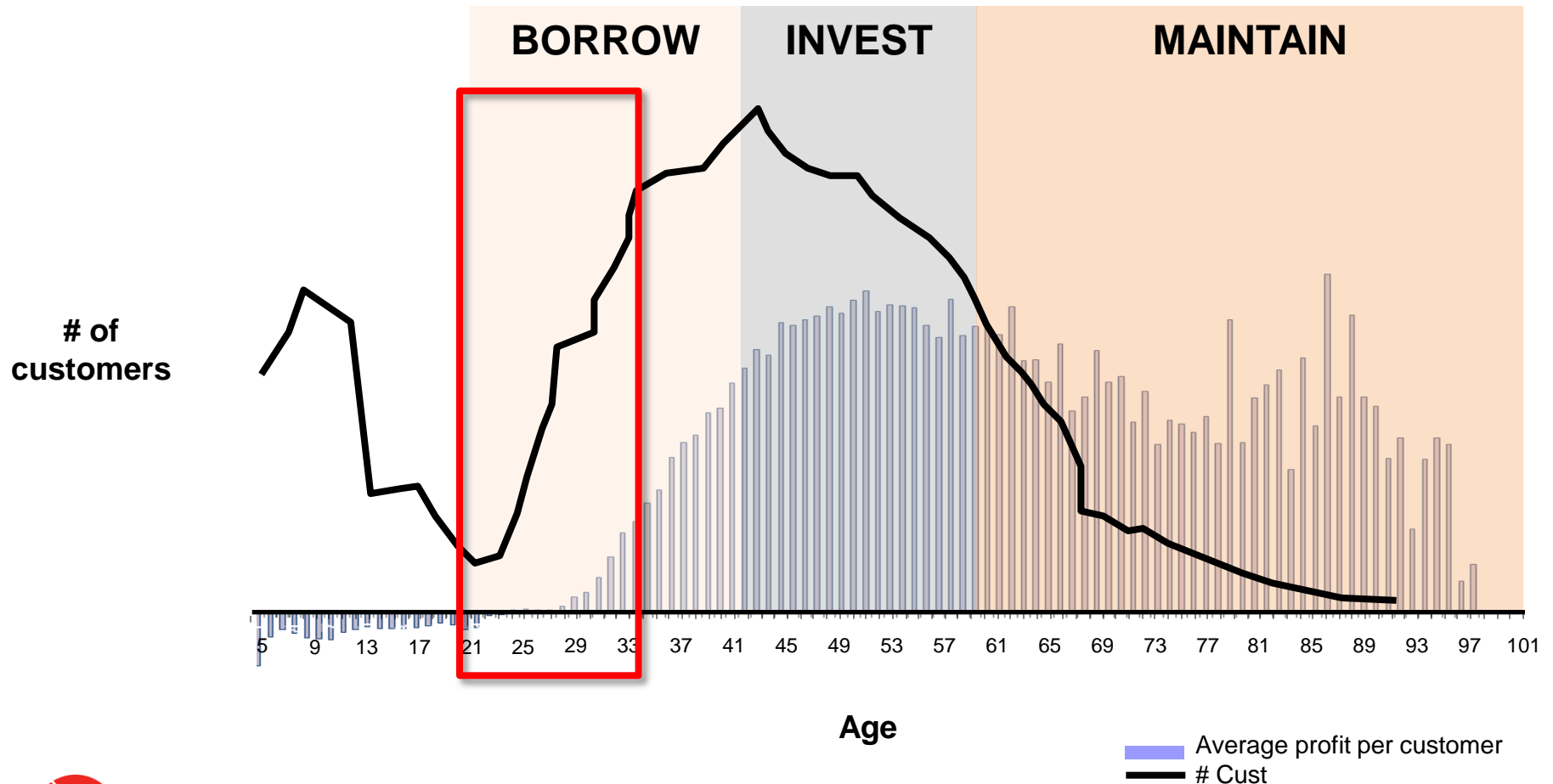
### Stay True

### Conclusion



# 2010 – Lack of strong customer proposition

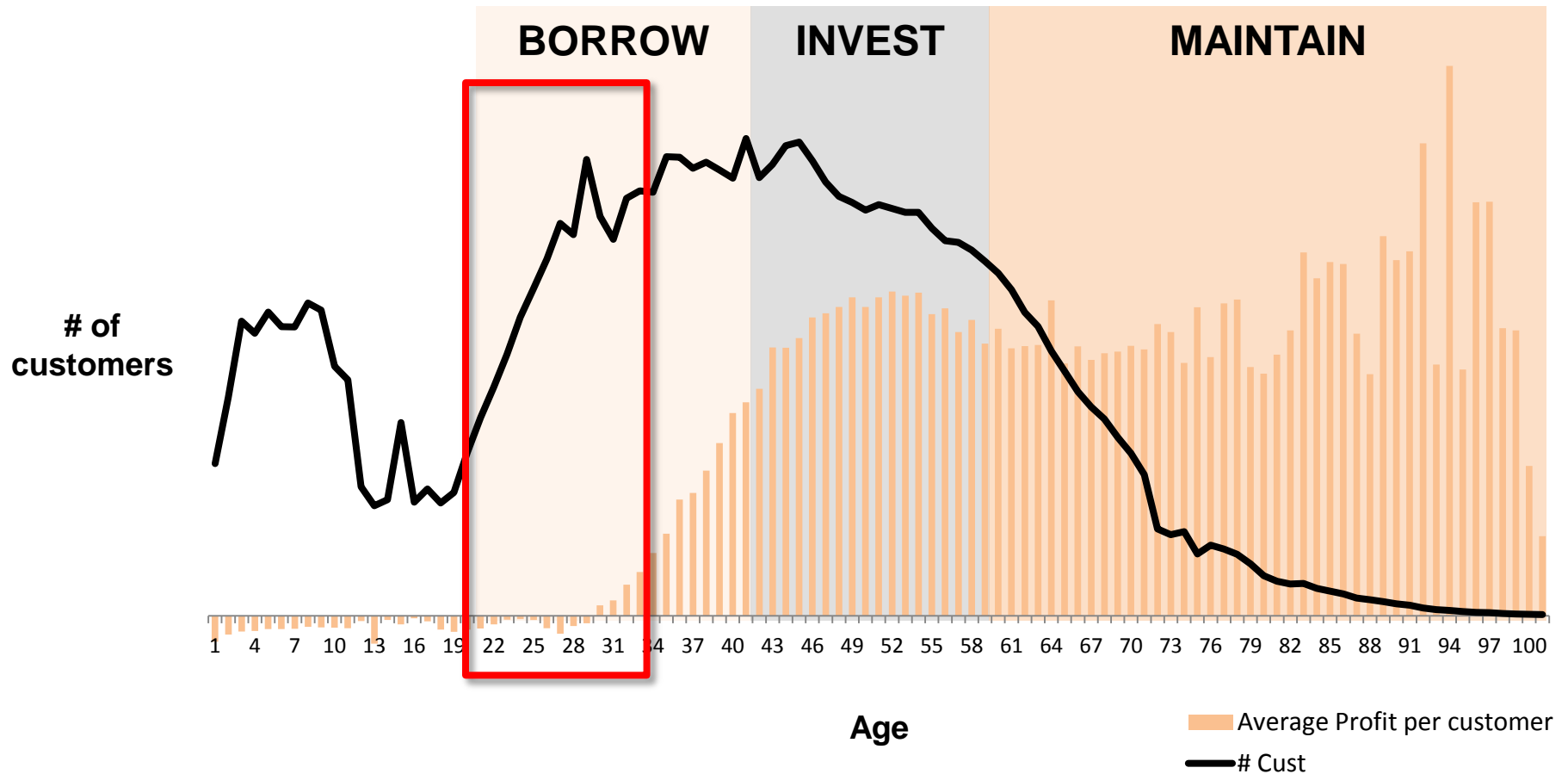
**Missing out young single professionals (21-33 years old), doctors, bankers, lawyers, teachers, engineers.**





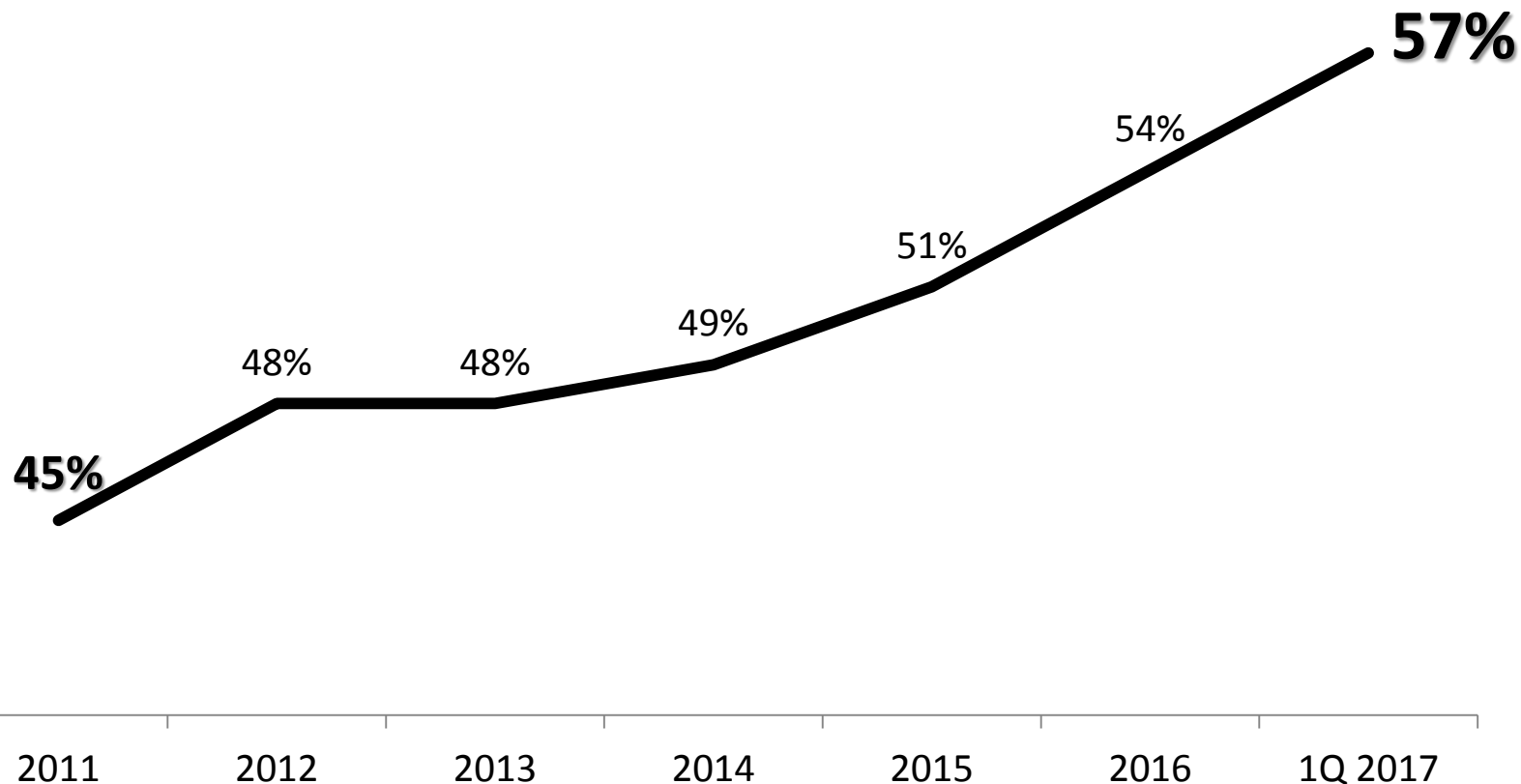
# 2016 – Increasing customer profitability over the years

Significant increase in number of target customers through FRANK and 360 Account.  
Profitability breakeven point @ 29 years old



# E-B scores reached record high in 1Q2017

Committed to providing end-to-end service excellence

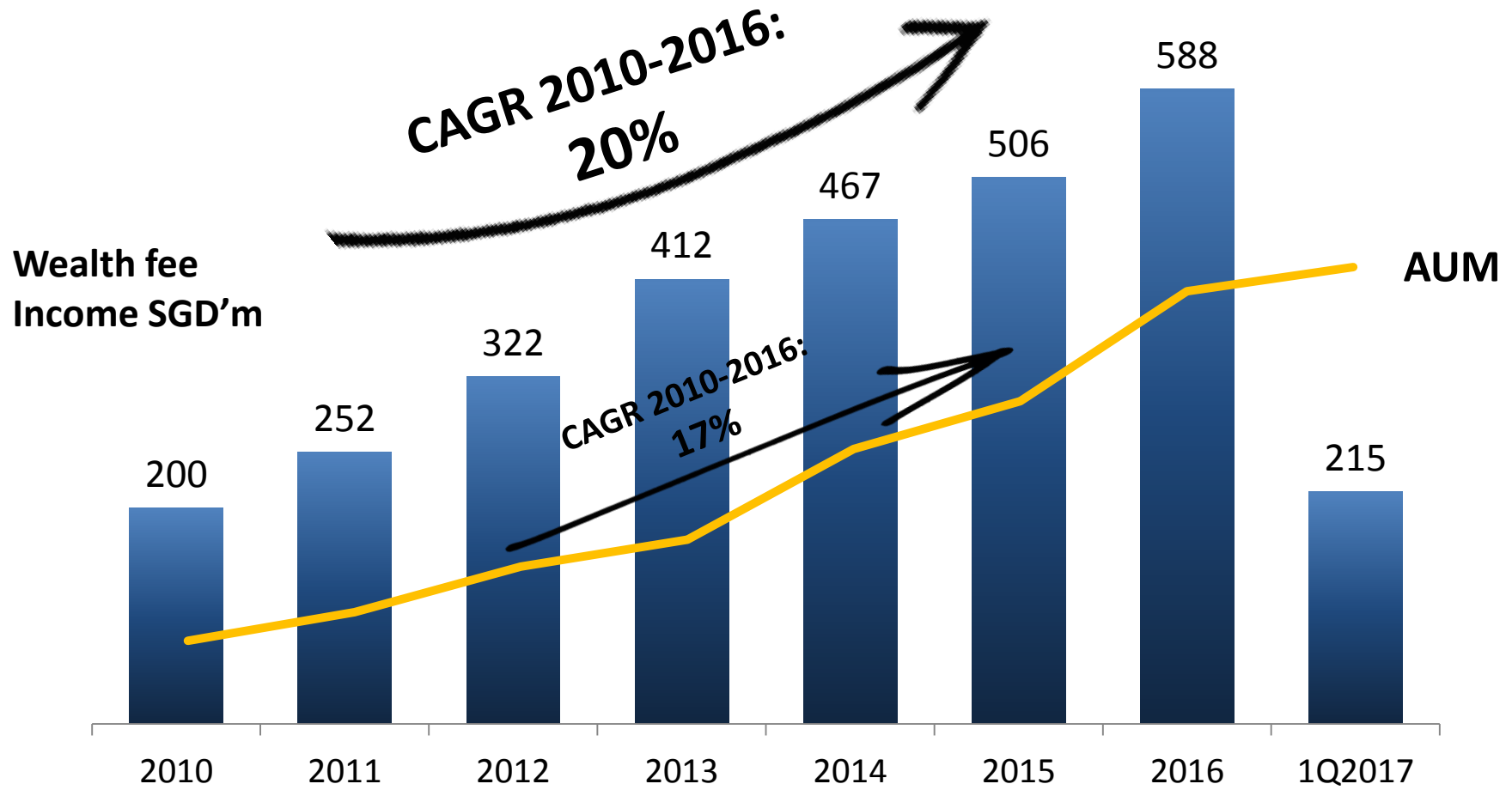


Note: Overall weighted E-B scores, calculated from transaction/enquiries channel, sales-related channels and relationship-related channels. (n= 4,000)  
Source: OCBC Market Research E-B Surveys 2011, 2012, 2013, 2014, 2015 , 2016 and 1Q 2017.

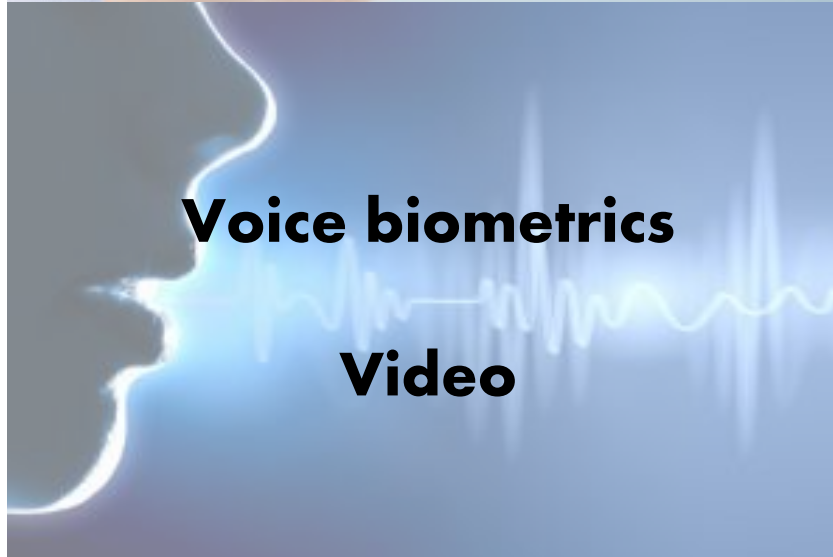
# Total Wealth Fee Income & AUM Growth

OCBC Consumer Banking, Bank of Singapore Private Banking, OWHB Consumer Banking

Strong growth in wealth fee income and AUM despite challenging economic times.  
Wealth fee income growth outpacing AUM growth.



# 2017 & Beyond – Bank of the Future



# Thank you







# OCBC Life Goals

Redefining the Consumer and Wealth Experience

**Dennis Tan**

Head, Consumer Financial Services (Singapore)

12<sup>th</sup> May 2017

# Did you know?

Out of **10** people



**4** are **behind** on their retirement goals



**3** **have not started** planning for **retirement**

Only three are on target or have achieved their goals



# Did you know?

Education costs are expected to

**increase sharply** in the future.



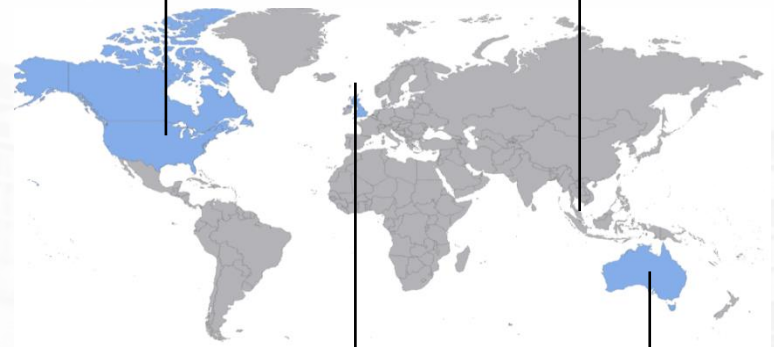
## UNITED STATES OF AMERICA

TODAY S\$218,000  
2040 **S\$859,000**



## SINGAPORE

TODAY S\$40,000  
2040 **S\$59,000**



## UNITED KINGDOM

TODAY S\$157,000  
2040 **S\$1,230,000**



## AUSTRALIA

TODAY S\$113,000  
2040 **S\$363,000**



Source: Projections above as derived from the OCBC Education Planner on 31 July 2016, available at [ocbc.com/education](http://ocbc.com/education). 24

# Product

---

Product

Product

Product

Product

Product

Product

Product

Product

Product

Product

Product

# OCBC Life Goals

---

## Solutions



# OCBC Life Goals

---

**Helping consumers achieve their financial goals**

**Understand  
Your Goals**



**Customise  
Your Portfolio**



**Review &  
Adapt**

# OCBC Life Goals

---

Every customer is **different**

Every customer has **unique goals**

**Goals change over time**

**Understand them**

**Tailor solutions**

# Solutions For Every Life Stage

---





# Solutions For Every Goal

---



**Retirement**



**Education**



**Legacy**

# Solutions For Every Goal

---

## Manage

---

Optimise cash flow, to  
reap returns while  
maximizing savings

## Safeguard

---

Ensuring adequate  
protection against life's  
unexpected events

## Build

---

Creating a diversified  
portfolio to build wealth



# Training & Development

---

**Comprehensive  
OCBC Life Goals Training**

**Monthly  
Reinforcement Sessions**

**Continuing Professional  
Development**

# Consumer Response

---

*“More **personalized**...there’s time spent to **understand** my personal situation and what I really need.”*

*Female, age 30  
Planning for Children’s Education*

*“The PFC **pro-actively understood my financial situation** before making a suitable recommendation. I am very satisfied on this point.”*

*Male, age 54  
Planning for Retirement and Legacy Transfer*

# Consumer Response

---

*“My RM is **able to relate to my needs and expectations**. Aware of my family commitments, he advised me on a suitable financial package.”*

*Female, age 49  
Premier Banking Client  
Planning for Retirement*

*“It’s **holistic...** everything from transactions to insurance to investments.”*

*Male, age 39*

# Consumer Response

---

Usage of Life Goal planners

**36%**

---

Consumers using OCBC  
Life Goals are

**26%**  
more satisfied

---

Number of OCBC Life Goals  
consumers who are new to  
product solutions

**2** out of 3

# Staff Response

---

Staff using OLG

**26%**

**more productive**

*“With Life Goals, I am able to **create conversations** about safeguard, not just investments.”*

*Premier Relationship Manager*

*“Previously, the conversation ended after selling a single UT. Now we can sell a **solution for the whole portfolio.**”*

*Personal Financial Consultant*

*“Life goals for retirement gives us a number to start conversations with. We can offer customers a **whole retirement plan** instead of a one-off UT.”*

*Rookie Personal Financial Consultant*



# The Customer Journey

---

Onboarding

Access

Usage

Purchase



OCBC Bank

Open Account  
App



Mobile Banking

ONE  
WEALTH  
OCBC Bank

OneWealth

ONE  
WEALTH  
OCBC Bank

OneWealth



AutoROME



OneTouch



Money In\$ights



Online UT

# The Customer Journey

---

Onboarding

Access

Usage

Purchase



Open Account  
App



Mobile Banking



AutoROME



OneTouch



OneWealth



OneWealth

**OCBC**

**Life Goals**



Money In\$ights



Online UT

# The Journey Ahead

1. **Empower** consumers with **Omni-channel** portfolio tracking and review capabilities



2. Expand **Short Term Goal** conversations

First Home

First Car

Travel

3. More **Product Solutions**

# Consumer Financial Services Singapore

---

Number of Customers

**1.5x**

AUM

**2.0x**

Wealth Fee Income

**2.4x**

2010-2016 Growth

# SECURE YOUR FUTURE WITH **OCBC LIFE GOALS**



[ocbc.com/retirement](https://ocbc.com/retirement)



[ocbc.com/education](https://ocbc.com/education)



# **Digitally Discerning not Digitally Distracted**

**OCBC Consumer Financial Services**

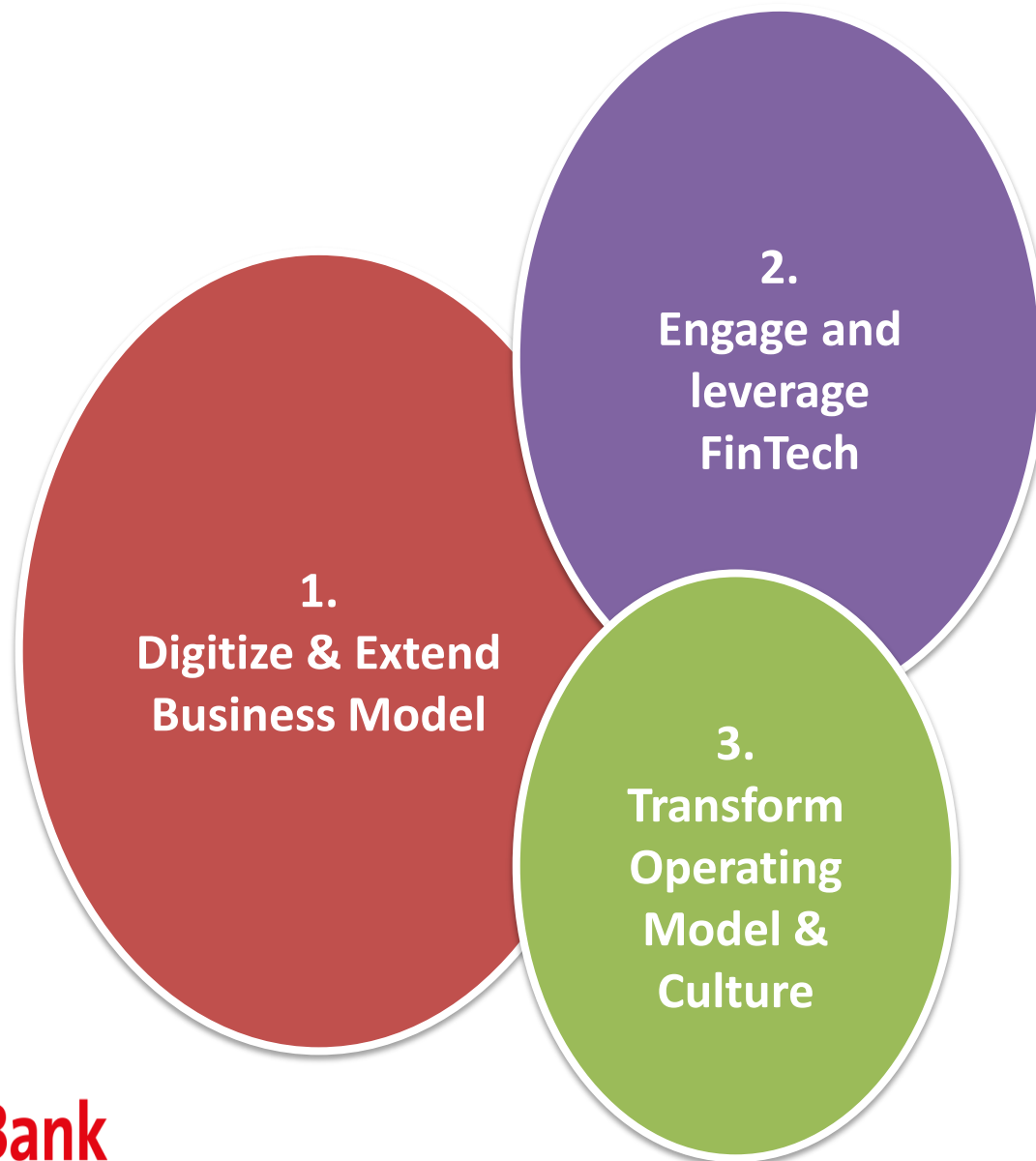
**Digital results and approach**

**Pranav Seth**

**12 May 2017**



# “Digitally Discerning”, Collaborative & Nimble



# Disciplined competency build for sustainable & deep transformation

1.

## Digitize & Extend Business Model

- Sustainable productivity, efficiency & engagement
- Capture new segments
- Digitally engage beyond products



**CUSTOMER  
INSIGHTS**

Simple.  
Transparent.  
Instant.  
Frictionless.



**DATA &  
ML**

Personal.  
Relevant.  
Pro-active.  
Embedded in core  
processes



**DESIGN**

End to End.  
Journeys.  
Co-created.  
Iterative.



**IT**

Disciplined roadmap  
STP  
Scalable (SoA/ API)  
Agile-like

# OCBC Open Account App

**12%**

360 a/cs  
opened online

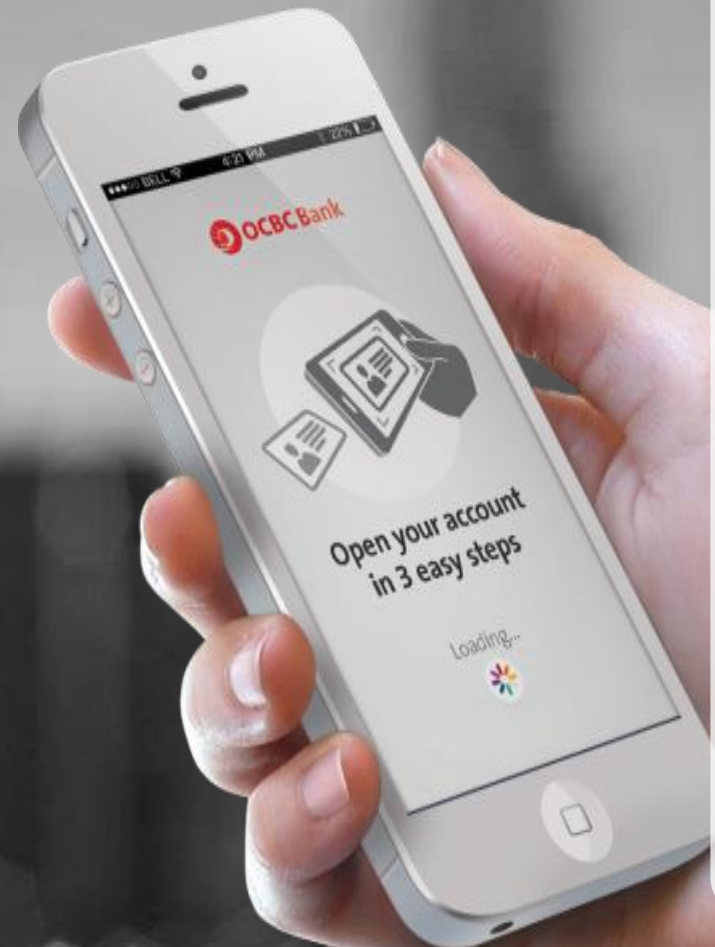
**60%**

new to bank  
customers

**Myinfo**

SG's first completely remote, paperless a/c opening digital platform

natural extension into MyInfo, amongst first wave of banks



relationship  
opening &  
deepening



banking &  
payments



wealth  
management

# autoROME and Agent Mobility



▲ 40%  
FNA  
productivity

▲ 15%  
bancassurance  
productivity



relationship  
opening &  
deepening



banking &  
payments



wealth  
management

digital-empowered front-line, in-branch (desktop) & off premises (tablet)

mobile financial needs analysis and bancassurance origination

fully digital onboarding with a/c opening & cross-sell, credit cards and unsecured loans

paperless, guided and completely straight-through journeys, with embedded compliance automation



# OCBC OneTouch, Apple Watch App

**15m**

OneTouch  
usages

**\$1.1m**

annualised  
cost save



SG's first fingerprint authentication on mobile and wearable banking

instant & frictionless access to banking information

a/c balances, transactions and cards details



relationship  
opening &  
deepening



banking &  
payments



wealth  
management

# Voice Biometrics & Speech Recognition

voice as password for authentication

speech recognition for quick and accurate access to the right service or agent



relationship  
opening &  
deepening



banking &  
payments



wealth  
management

# OCBC Emma – AI powered chatbot



relationship  
opening &  
deepening



banking &  
payments



wealth  
management



Hi there! I'm Emma, your OCBC Bank Virtual Service Ambassador! I can help you with your queries on Home and Renovation Loans.

Hey Emma, am I eligible to refinance my home loan?

The eligibility conditions for refinancing your loan with us are:

- Private Property Loan - The loan amount remaining must be at least SGD 200,000
- HDB loan - The loan amount remaining must be at least SGD 100,000

© Powered by CogniCor

1<sup>st</sup> AI powered home & renovation loan specialist

convenient, fast and accurate “always-on”

**34,000**  
queries

**\$28m**  
loans  
approved

# OCBC Pay Anyone – embedding payments

**10x**  
payments

**25%**  
use weekly

*Q1 growth YoY ('16 vs '17)*

SG's first P2P payment using mobile number, email or facebook

1<sup>st</sup> bank in Asia Pacific to integrate with Apple's Siri & iMessage

integration with national initiative to send money to mobile and NRIC (CAS)

**coming soon**



relationship  
opening &  
deepening



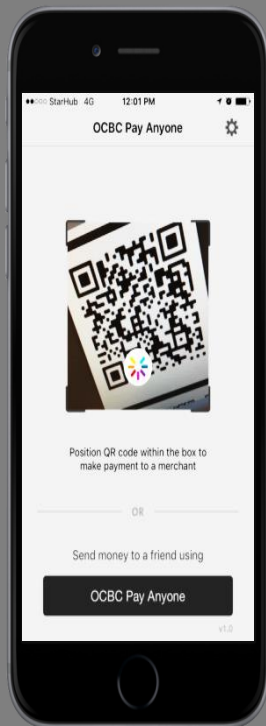
banking &  
payments



wealth  
management

Jun 2017

# OCBC Pay Anyone App – QR code merchant payments



payment app to scan and pay with biometric authentication

QR code-based solution with NETS, supporting smart-nation agenda for cashless economy

pay directly from OCBC CASA



relationship  
opening &  
deepening



banking &  
payments



wealth  
management



Coming soon



# – personalised service at scale

The screenshot displays a customer dashboard for a user named 'Premier Onshore | Gold'. The interface includes a sidebar with navigation icons and a main content area with several sections:

- Customer Details:** Includes fields for Channel Permission, Mobile (3123 XXXX), IC/PP (881010XXX), Date of Birth / Age (30 June 1981 / 34), Risk Profile (Aggressive), Life Goals (Grow Wealth, Retirement), and Last updated dates.
- Wealth Profile:** Includes fields for RM Name / RM Centre (David Pang / OCBC Centre Branch), Wealth disc (17 Oct 2015), Plan signed date (17 Oct 2015), CKA (Completed on 17/10/2015), and Life Goals (On target).
- Recommendation:** A section with a 'Recommend' button and a message: 'We recommend: Validate the latest phone number'.
- Why do we make the recommendation?:** A section with a message: 'Handphone number tagged as invalid during recent campaign'.
- Did customer want to continue with recommendation?:** A section with 'No' and 'Yes' buttons.

360 dashboard omni-channel support

end-to-end automation of processes – 80% volumes

Machine learning-based next best sales & service actions

guided dialogues and workflows



relationship  
opening &  
deepening



banking &  
payments

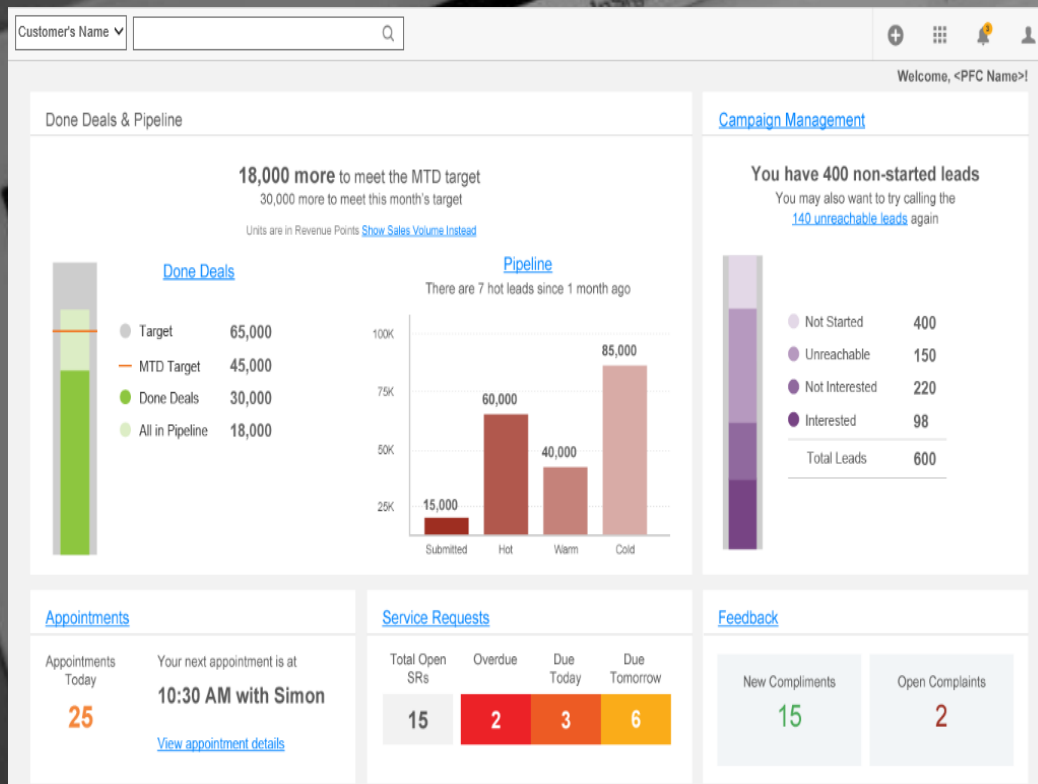


wealth  
management

Coming soon



# – boosting sales with a personal touch



relationship  
opening &  
deepening



banking &  
payments



wealth  
management

clear performance, opportunity and sales dashboard – 15%-20% productivity lift expected

360 view at a glance, personalized conversations

mobility enabled

# OCBC OneWealth App

## Democratising Wealth, Unlocking New Segments

**1/2**

UT txns  
online

**1/3rd**

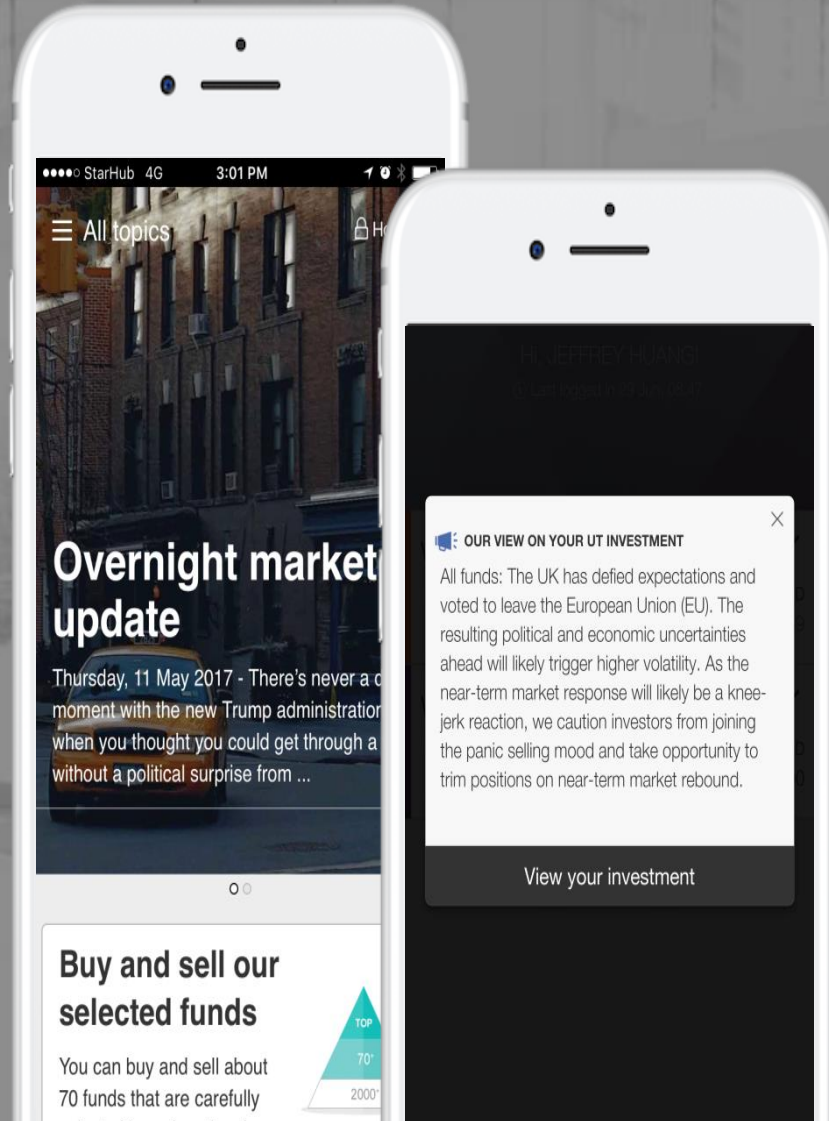
new to investment  
with OCBC

simplified decision making

guided buying journey, accessible – start as low as \$100

contextual, personalised, actionable alerts

biometric access to investment portfolio



relationship  
opening &  
deepening



banking &  
payments

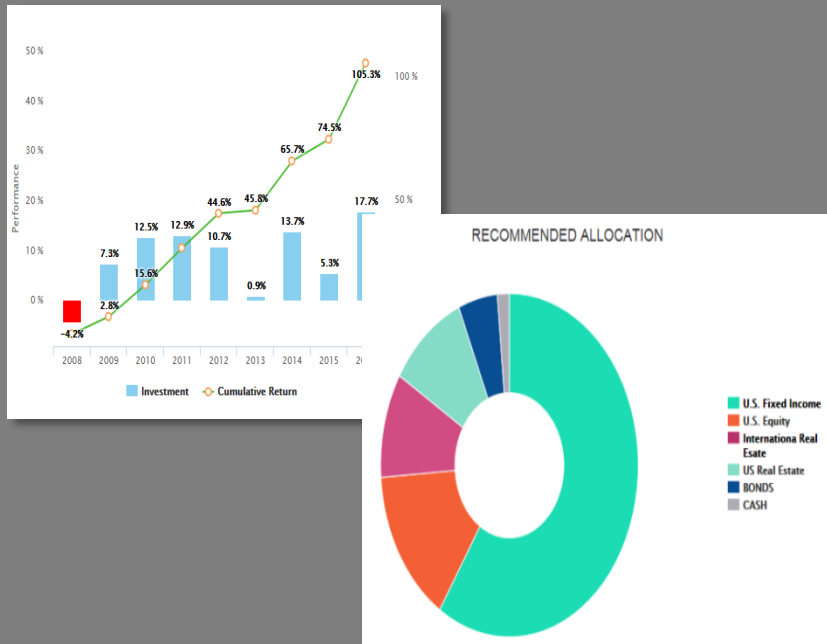


wealth  
management

# Robo & Bionic Advisory Pilots

## Democratising Wealth, Unlocking New Segments

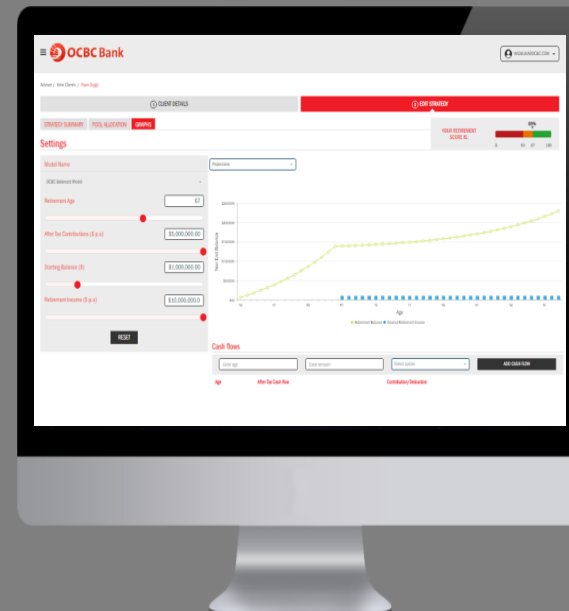
**Self-serve**



**Assisted**

**scenario-based planning & investment strategy**

**simulations & what-if analysis**



**1<sup>st</sup> bank in SE Asia to pilot robo-advisory service**

**guided investment journey with access to basket of stocks & ETFs**

**affordable investments starting as low as \$3,000**



relationship  
opening



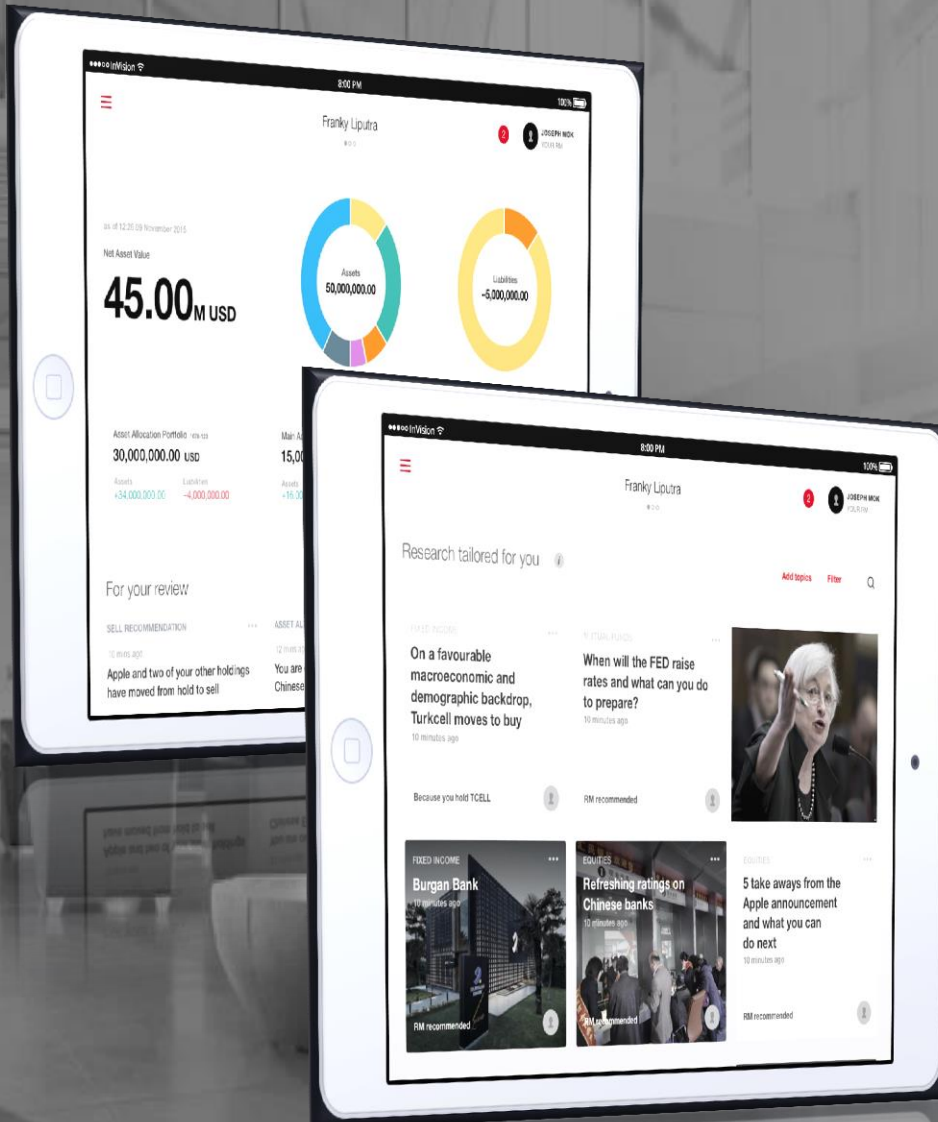
banking &  
payments



wealth  
management

# Bank of Singapore Apollo App

## Wealth conversations with private clients



portfolio view

contract notes

Contextual, personalized research  
& investment opportunities

unified view for RMs & customers



relationship  
opening &  
deepening



banking &  
payments

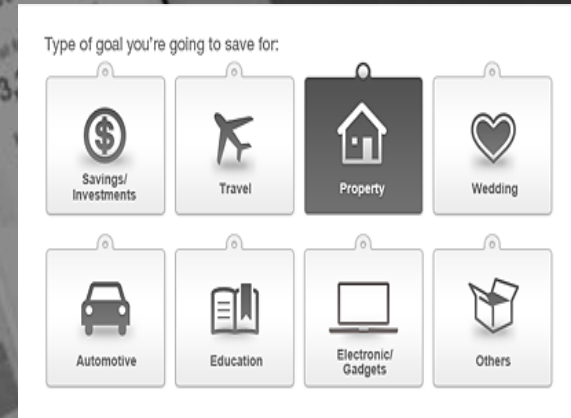


wealth  
management



# Money In\$ights and OCBC Life Goals

## Short-term goals



personal financial management tool

spends tracking & goal-based savings

big data enabled social comparison: 'people like you'



relationship  
opening &  
deepening



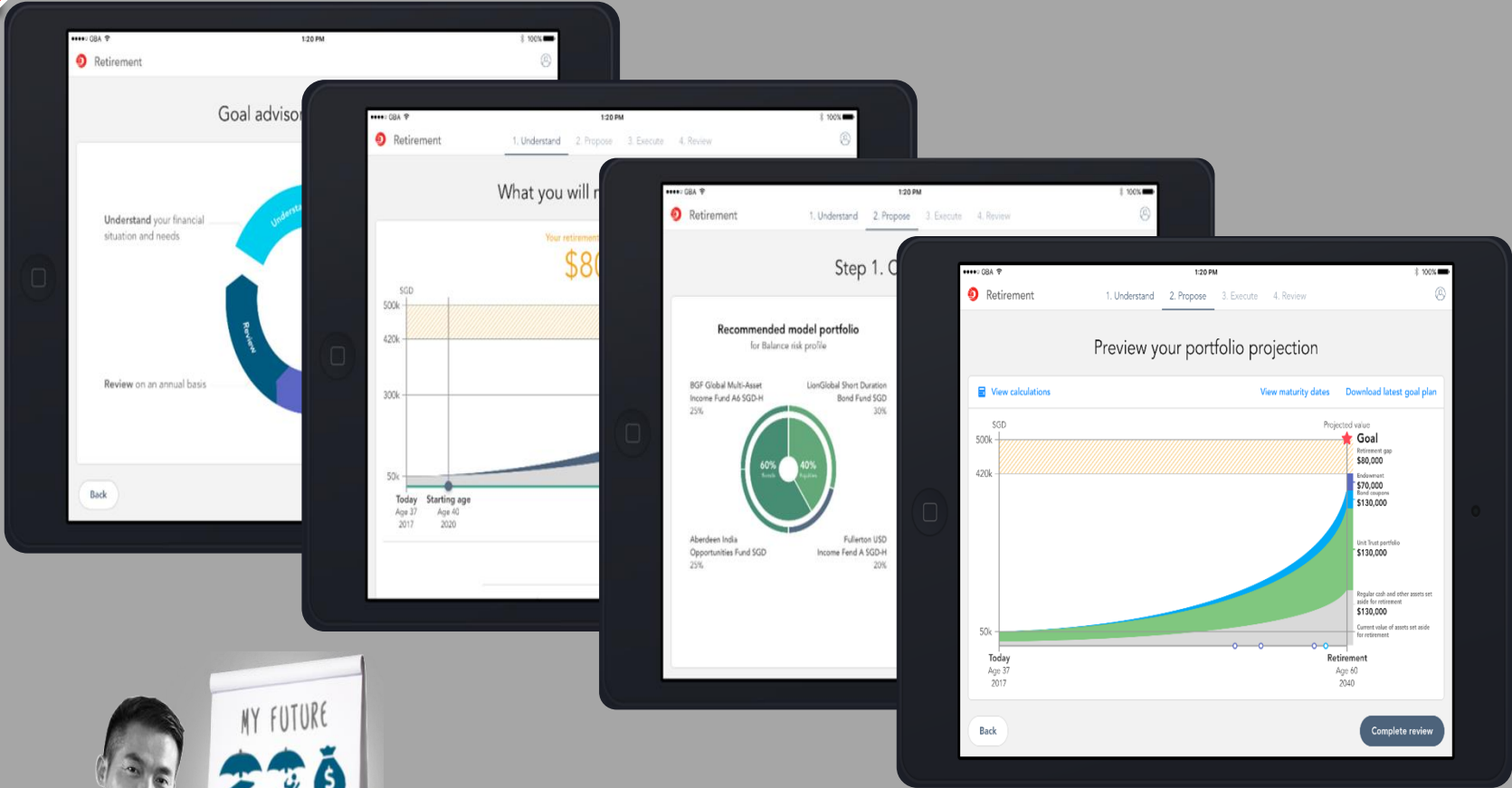
banking &  
payments



wealth  
management

Coming soon

# OCBC Life Goals



thematic omni-channel goals based conversation

periodic reviews & recommendations

automated cash management, insurance, investment solutions

omni-channel interactions & mobile/online execution



relationship opening & deepening



banking & payments



wealth management

# Digital franchise growth driving higher engagement and revenue generation...

## Exponential growth in digital adoption



▲ **3X**

active digital  
customers



**99%**

financial  
transactions  
done via digital

## Highly engaged digital customers



▲ **2X**

higher product  
holdings vs non-  
Digital customers



**#1**

market-leading  
customer satisfaction  
(last 4 yrs)

## Higher sales, revenue generation & profitability



▲ **2.1X**

higher profitability  
of digital  
customers



**3X**

digital sales  
growth vs  
branches

▲ **8.6X**

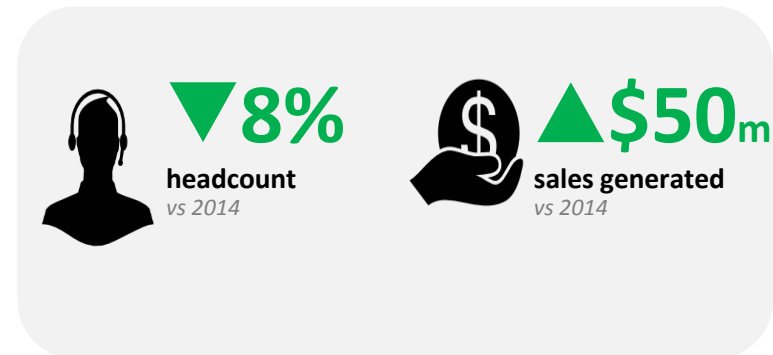
digital revenue  
growth

# And a positive shift in cost structures and efficiencies, enabling headcount re-deployment for revenue generation

## Digital migration driving branch optimisation..



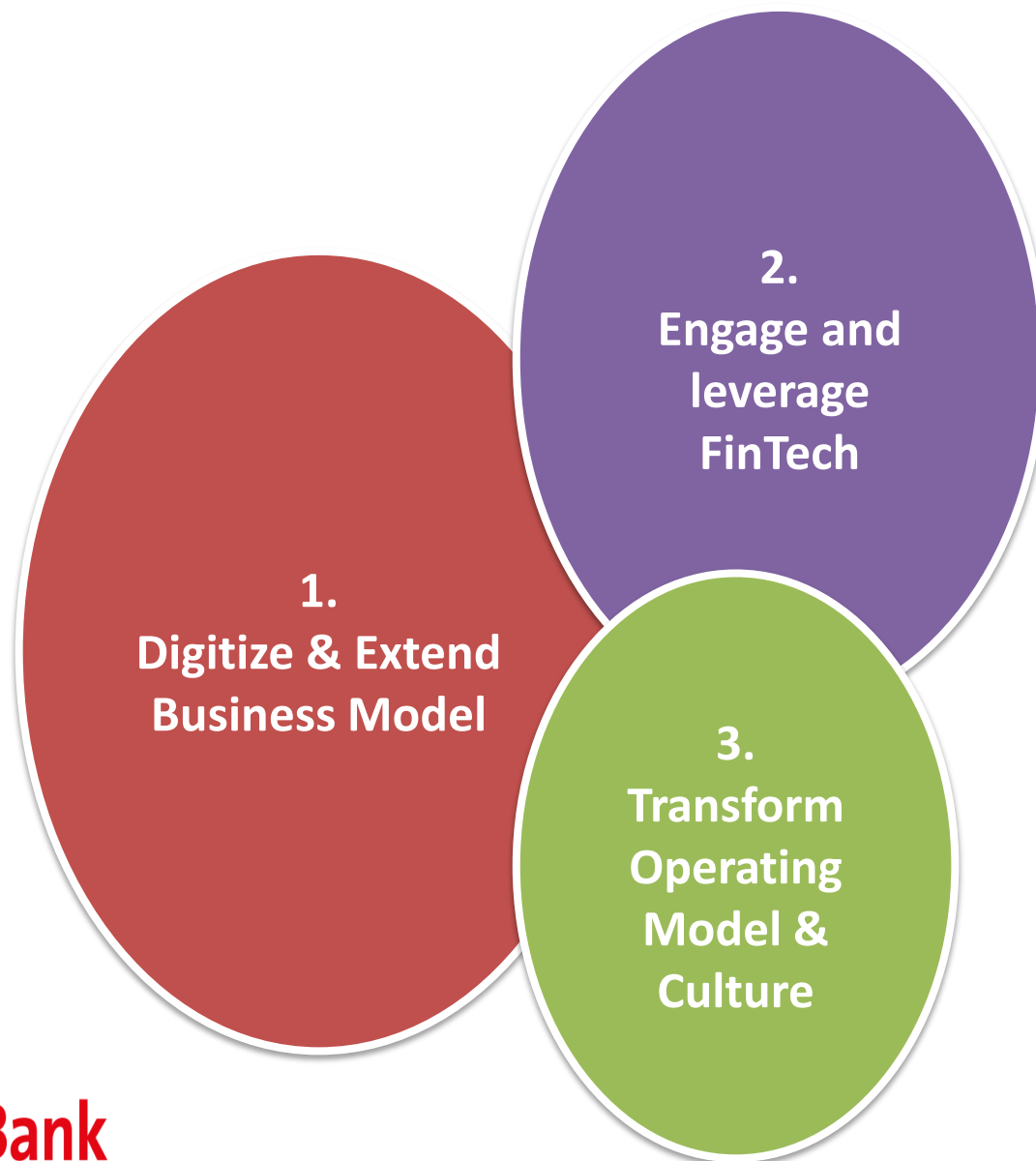
## ..and contact centre efficiency



## Lower cost-income and staff mix optimisation



# “Digitally Discerning”, Collaborative & Nimble





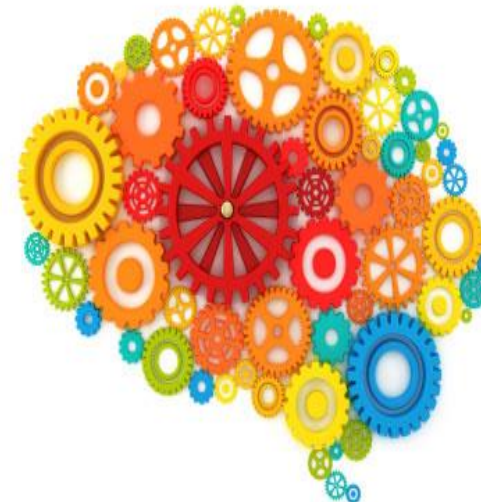
# Finding tangible FinTech opportunities while enabling an innovation culture



**Fintech Acceleration & Management**



**Business Fintech Engagement**



**Innovation Culture & Processes**

# Commercial partner of choice for start-ups

## 1. Proof of concept platform to:

- **Validate** business proposition hypothesis
- Rapid **prototyping**
- Safe environment to fail fast
- **Fast-tracking** of pilots

## OCBC API store

First SE Asian bank to launch an **open API platform**



## 2. Data Sandbox

# “Smart Experimentation” to test new ideas

SELECTIVE  
EXAMPLES

## On going initiatives



Wearable data based  
Wellness advisory



DLT platform to handle  
KYC data



DLT platform to handle  
Payment and Trade  
Finance



Audit based on AI  
pattern recognition



Mining external data  
for micro  
segmentation



Customer – merchant  
loyalty platform



Customer Due Dilligence  
Graph analytics



Next best action marketing



Robotics Process  
Automation



Machine learning for  
Operational risk management

## Pilots / Commercialisation



Mortgage bot



Self directed  
Portfolios



Bionic Wealth  
Advisory



Unsupervised learning  
on AML patterns



AI based insights based on your  
spend and save patterns



AI Based  
Know Your Customer (KYC)

# Building new skills and competencies to support transformation



# Bank of the Future

A man with dark hair, wearing a blue button-down shirt and large wooden headphones around his neck, is smiling and holding a white smartphone. He is standing in a modern, minimalist interior with white shelves holding various decorative objects like vases, a bust, and a camera on a tripod is visible in the lower left.

- **Voice, Video & Chat**
- **API based access**
- **Embedded Artificial Intelligence**
- **Branch Experience**
- **Eco-system based – Embedded & Ubiquitous**





**THANK YOU!**



# The OCBC Group Wealth Platform

Marc Van de Walle /12 May 2017

# The OCBC Group Wealth Platform as a competitive advantage



**1** Strength of the Bank of Singapore product platform

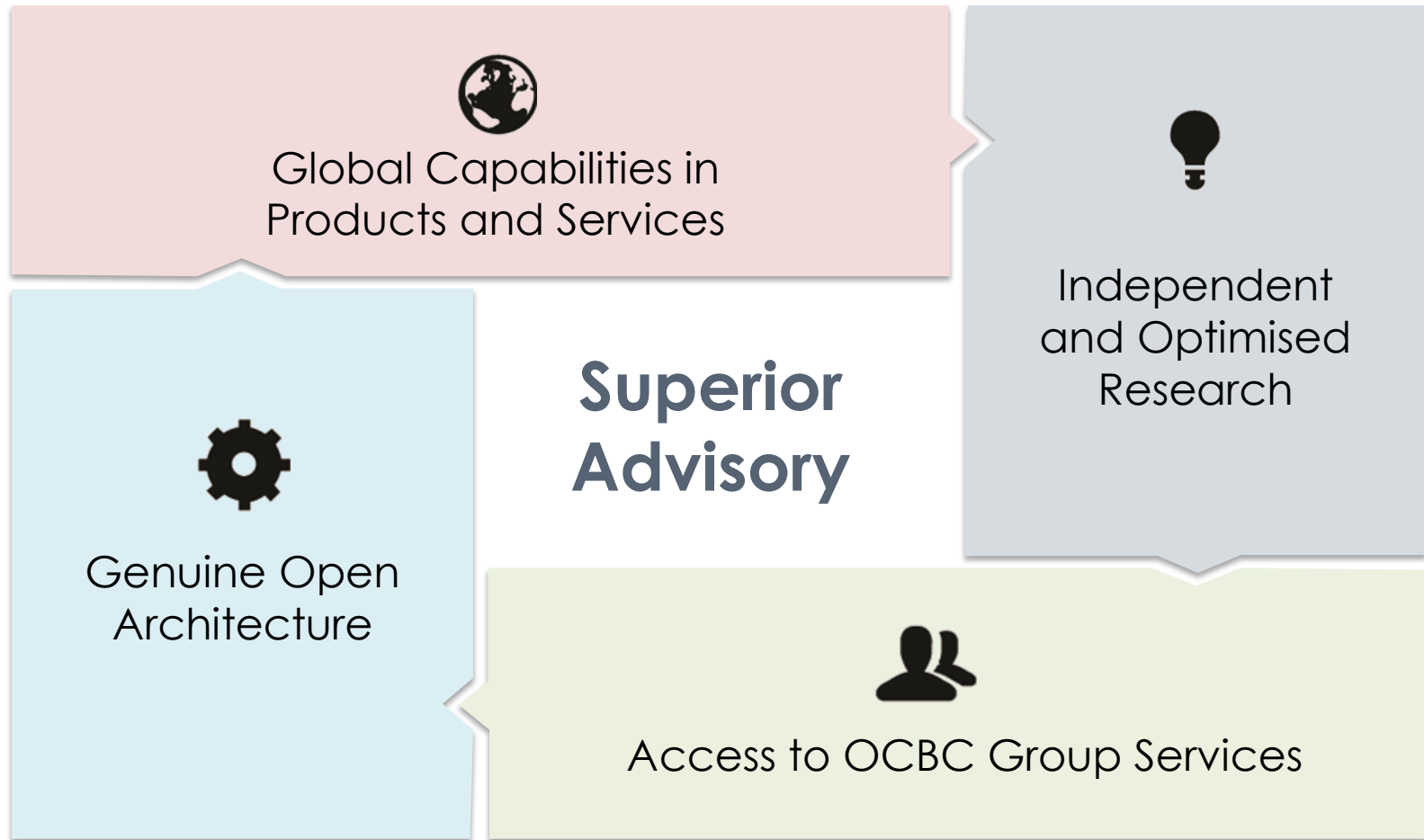


**2** Synergies within the OCBC Group Wealth Platform



**3** Stronger after the Barclays Integration

# A unique combination of attributes





# Global capabilities

## Investment Products

- Cash and Money Market
- Investment Grade Bonds
- High Yield Bonds
- Equity
- Foreign Exchange
- Derivatives
- Structured Products
- Third Party Mutual Funds
- Hedge Funds
- Private Equity

## Investment Services

- Discretionary Portfolio Management #
  - Cash, Securities, Funds
- Advisory Portfolio Management\*
- Premium Advisory Services\*

## Round-The-Clock Support

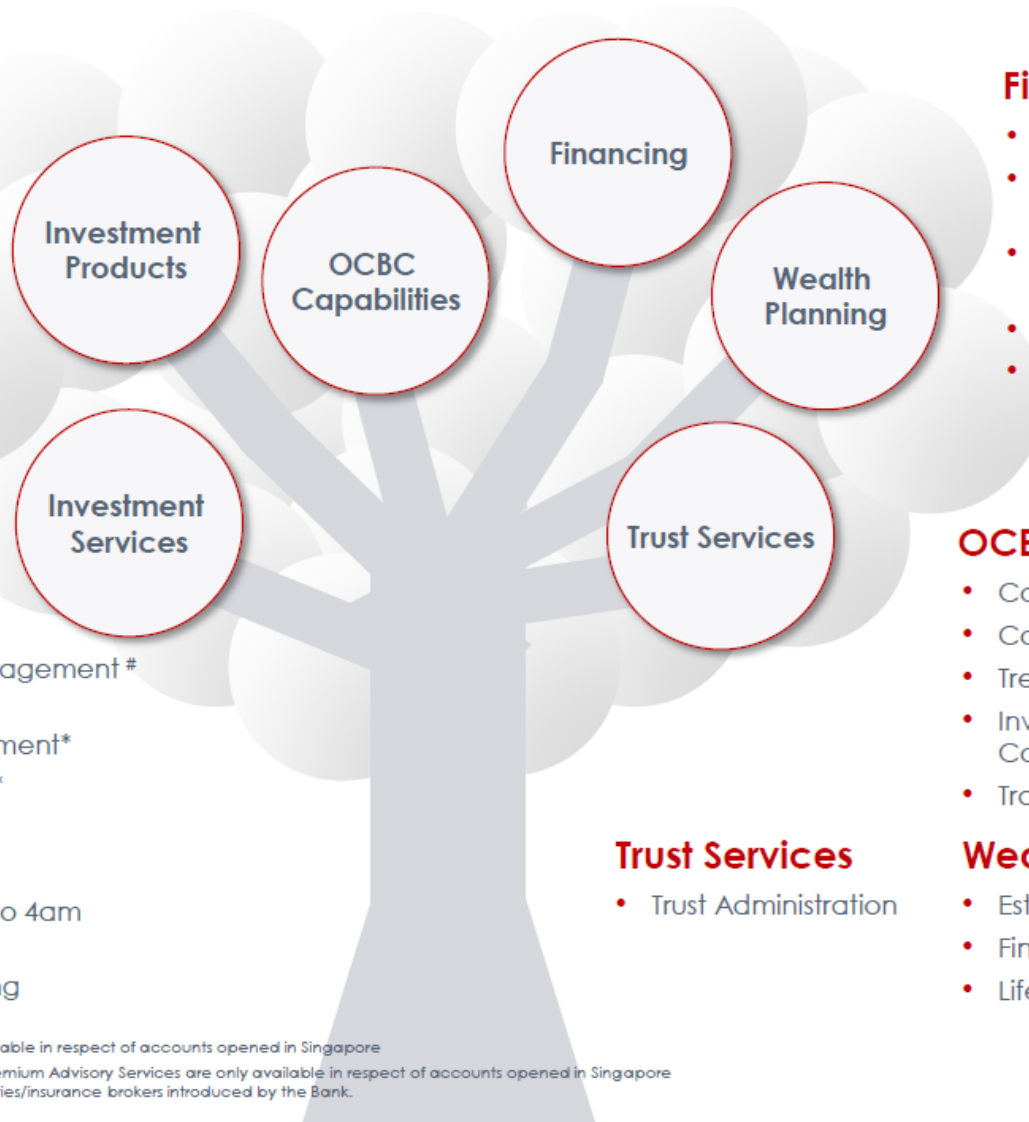
- Night-Dealing facilities up to 4am (SG/HK)/(10pm CET time)
- 24-hour Online Web Banking

# Discretionary programme services are only available in respect of accounts opened in Singapore

\* Advisory Portfolio Management Services and Premium Advisory Services are only available in respect of accounts opened in Singapore

^ Insurance services are provided by external parties/insurance brokers introduced by the Bank.

+ Provided by OCBC or via external parties



## Financing

- Portfolio Leveraging
- Residential Real Estate Financing
- Insurance Premium Financing
- Corporate Finance<sup>+</sup>
- Structured Transactions

## OCBC Capabilities

- Consumer Banking
- Corporate Banking
- Treasury
- Investment Banking and Corporate Finance<sup>+</sup>
- Transaction Banking

## Trust Services

- Trust Administration

## Wealth Planning

- Estate Planning
- Financial Planning
- Life Insurance<sup>^</sup>



# Global independent research

## Inhouse: Where we can make a difference



	Johan Jooste	Richard Jerram	Sean Quek	Carmen Lee	Todd Schubert
<b>Position</b>	CIO	Chief Economist	Head of Equity Research	Head of OIR	Head of FI Research
<b>Years of Experience</b>	23	23	19	29	27
<b>Previous Firms</b>	Merrill Lynch, Julius Baer	Macquarie Capital Securities, ING	Credit Suisse	UBS, Bankers Trust	GIC, Deutsche Bank

Strategy

Asian EQ

EM Bonds

## Broad coverage across asset classes

- 1,200 stocks
- 500+ bonds
- 28 currencies
- 145 funds

## External: Supplement with partnerships with high quality players



**OCBC Bank**



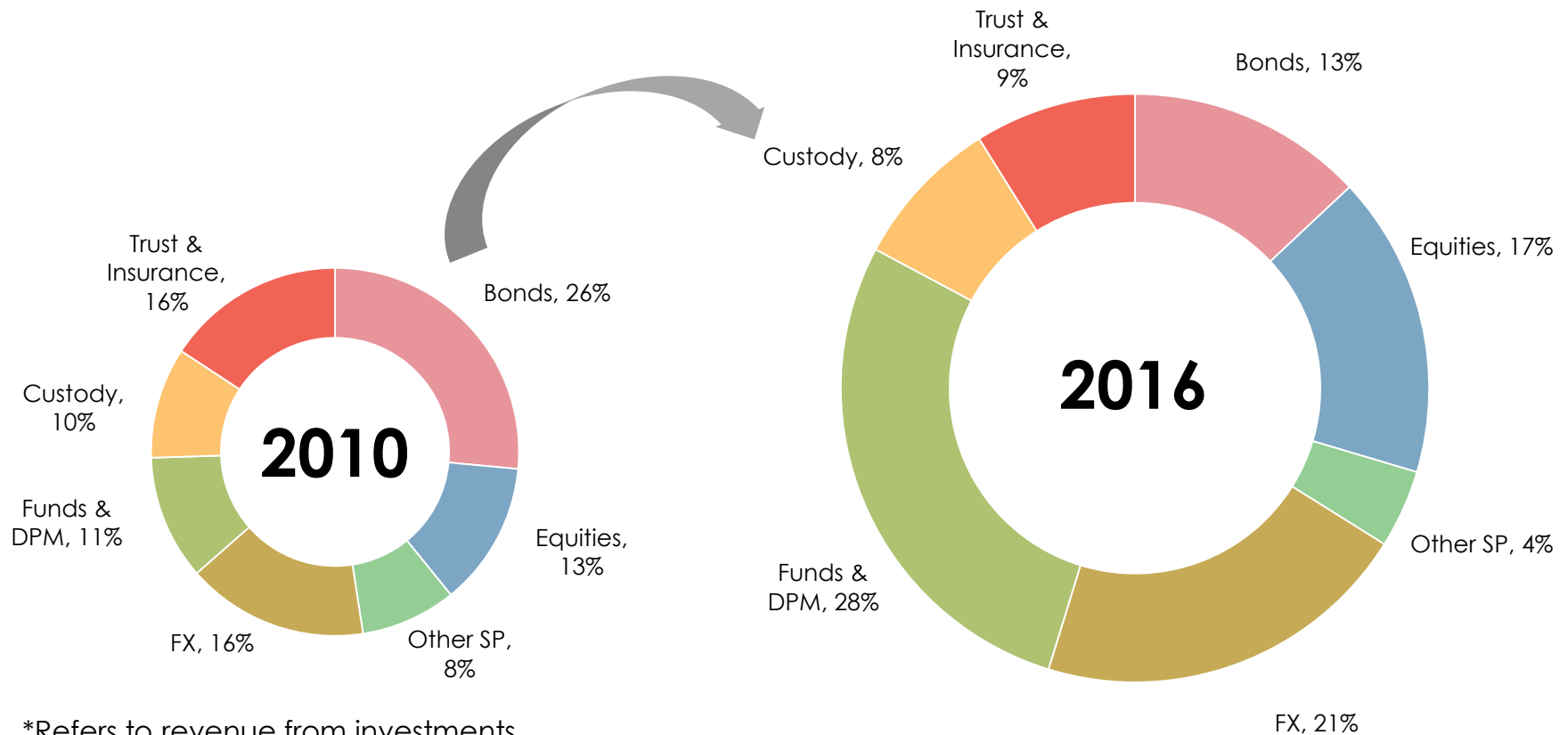
**BANK OF SINGAPORE**

# Open architecture



# Excellent investment revenue growth and mix\*

- Investment revenues up 2.7x
- Good balance
- Recurring income from Funds & DPM up 7x



\*Refers to revenue from investments

# Selected product innovations

## Competitive Advantage Note (CAN)

2014: Unique in-house research driven stock selection methodology.

**9.5% absolute return\*** since Jul 2014.

**Raised US\$250M**

## FinIQ Platform

2015: **1<sup>st</sup> in Asia** with 5 counterparties in FX derivatives, real time pricing and execution.

## Bank of Singapore RISE (REITs SG Index) Note

2016: **1<sup>st</sup> S-REITs note** driven by research methodologies in partnership with SGX.

**16.8% absolute return** since Jan 2015.

**Raised US\$82M**

## Lion-Bank of Singapore Emerging Market Bond Fund

2016: **1<sup>st</sup> Fixed Maturity Fund** leveraging off BOS DPM and FI research capabilities.

One of largest EM Corporate Bond Funds.

**13.5% absolute return** since Feb 2015.

**Raised approx. US\$1B**

## Lion-Bank of Singapore Asian Income Fund

2016: **1<sup>st</sup> of its kind** Asian Equity and Fixed Income Fund.

**11.5% absolute return** since Feb 2016.

**Raised US\$240M**

## Market Essentials Mandate

2016: **1<sup>st</sup> factor based** DPM offering in Asia.

**Raised US\$140M**

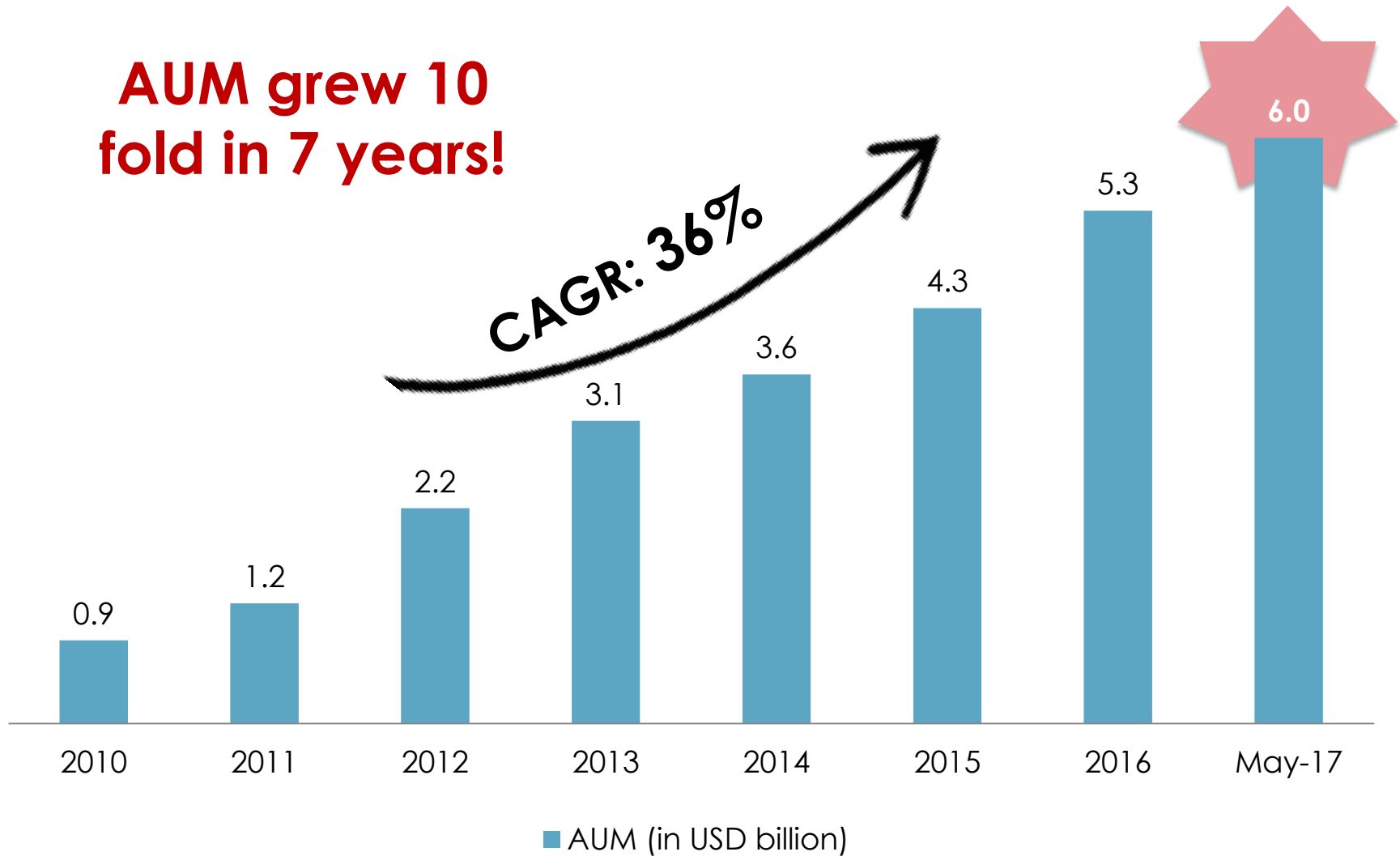
## Invesco Senior Loans

2017: **1<sup>st</sup> private bank** to launch a Senior Loans Fixed Maturity Fund in Asia.

**Raised US\$1.1B**

## Early and leading player in DPM

**AUM grew 10 fold in 7 years!**





# Diversity in talents



**Marc Van de Walle**  
CFA, MBA



**Hou Wey Fook**  
CFA



**Johan Jooste**



**Fidelis Oruche**



**Suchanda Mandal**  
MBA



**Lee Woon Shiu**



**Mark Farrell**



**Jerome Thuillier**

Position	Head, Product Management	Head of Managed Investments	Chief Investment Officer	Head of Trading Advisory & Product Development	Head, PMG Management Office	Head, Wealth Planning	Head, BOS Trustee Ltd	Head, Product Management HK
Years of Experience	21	28	23	18	17	18	26	20
Previous Firms	ING Belgium/Luxembourg, ING Asia Private Banking	Government of Singapore Investment Corp (GIC), OCBC Asset Management	FirstRand Group, Merrill Lynch, Julius Baer	Merrill Lynch, AIG Trading, Lehman Brothers, Standard Chartered Bank, RBC Capital Markets	Citi Deutsche Bank	ING	Credit Suisse	Barclays BNP Paribas

# Diversity in talents



**Richard Jerram**  
CFA, PhD



**Sean Quek**  
CFA



**Todd Schubert**  
CFA



**Jean Chia**



**Ho Shui Wei**



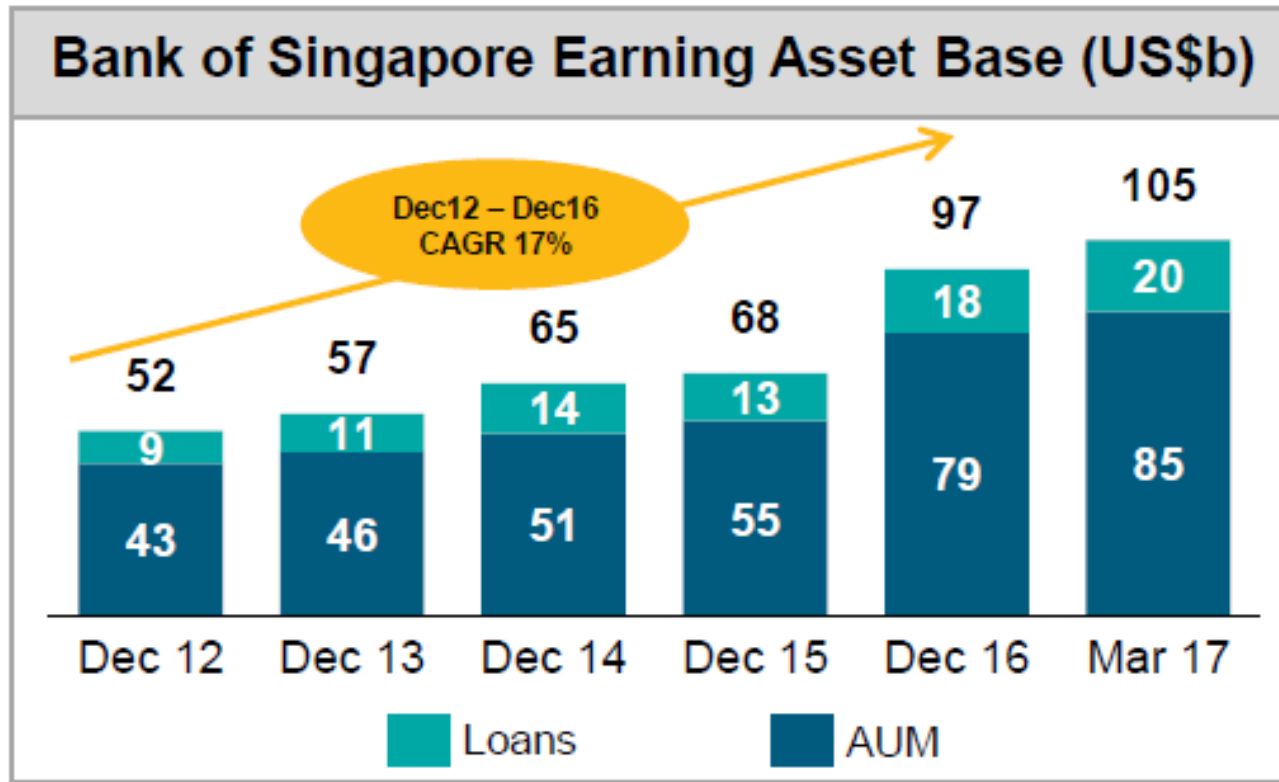
**Tang Hsiao Ching**  
CAIA



**Heng Phok Jui**  
MBA

Position	Chief Economist	Head of Equity Research	Head of FI Research	Head, Equity Advisory & Sales	Head, FX Advisory & Sales	Head, MI Advisory & Sales	Head, Private Equity
Years of Experience	23	19	27	19	17	18	19
Previous Firms	Macquarie Capital Securities, ING, Economist Intelligence Unit, Kleinwort Benson International, Mitchinson Napier Bedford & Co	Credit Suisse	GIC Deutsche Bank	SPH Allianz Global Investors UBS AG	UBS AG MAS	Julius Baer BNP Paribas Temasek Holdings	GIC

# Fuelling Bank of Singapore's strong growth in AUM



Source: OCBC 1Q17 Results Presentation

# The OCBC Group Wealth Platform as a competitive advantage



**1** Strength of the Bank of Singapore product platform



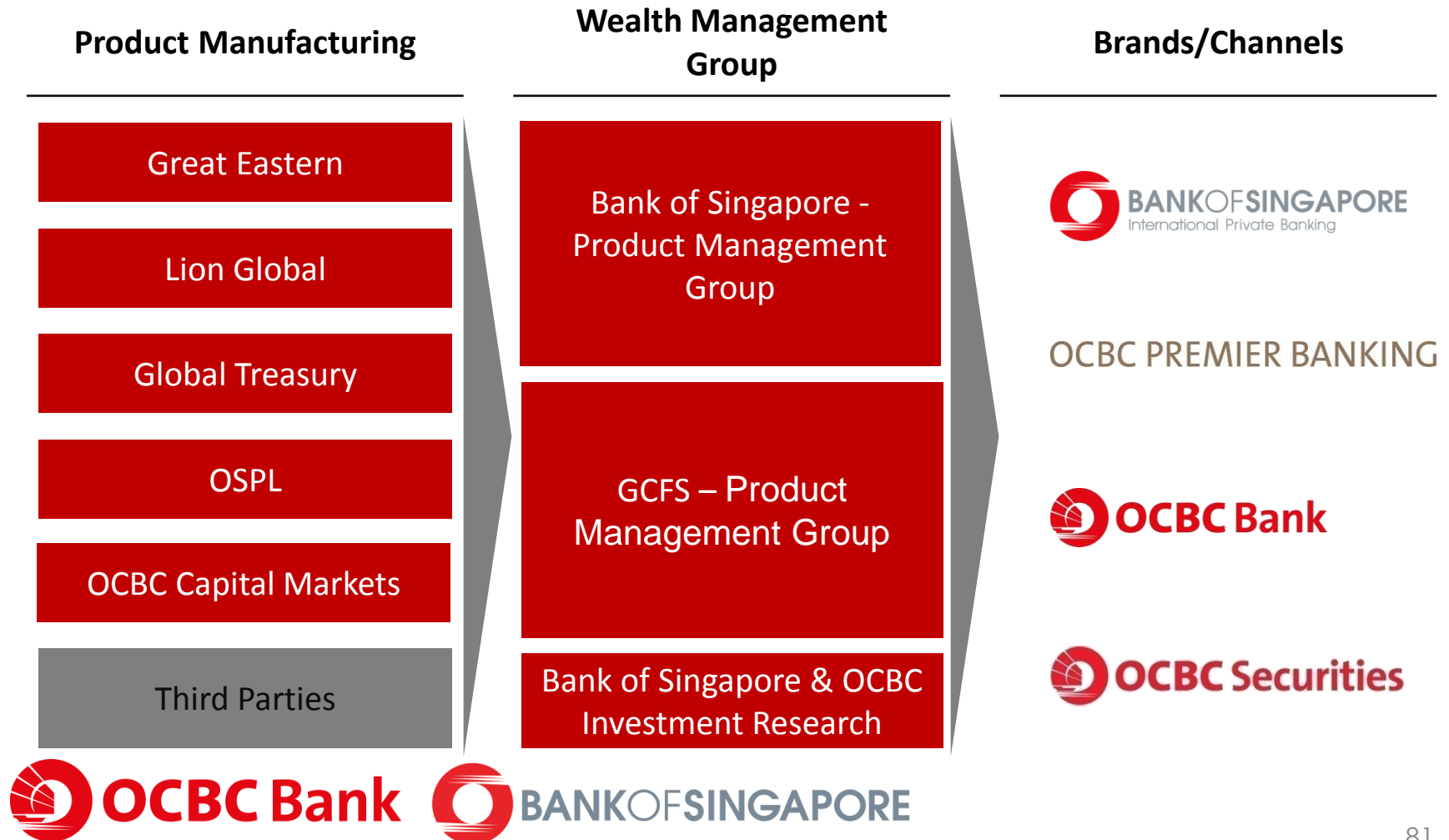
**2** Synergies within the OCBC Group Wealth Platform



**3** Stronger after the Barclays Integration

# OCBC Group Wealth Platform

- Provide consistent investment views and ideas to all wealth channels
- Better coordinate product providers in view of delivering superior advisory
- Maximise usage of group resources
- Offer more cross-entity career opportunities





# OCBC Wealth Panel

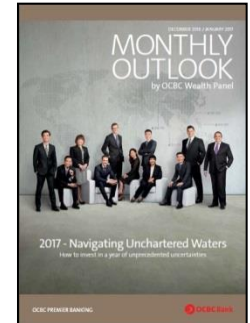
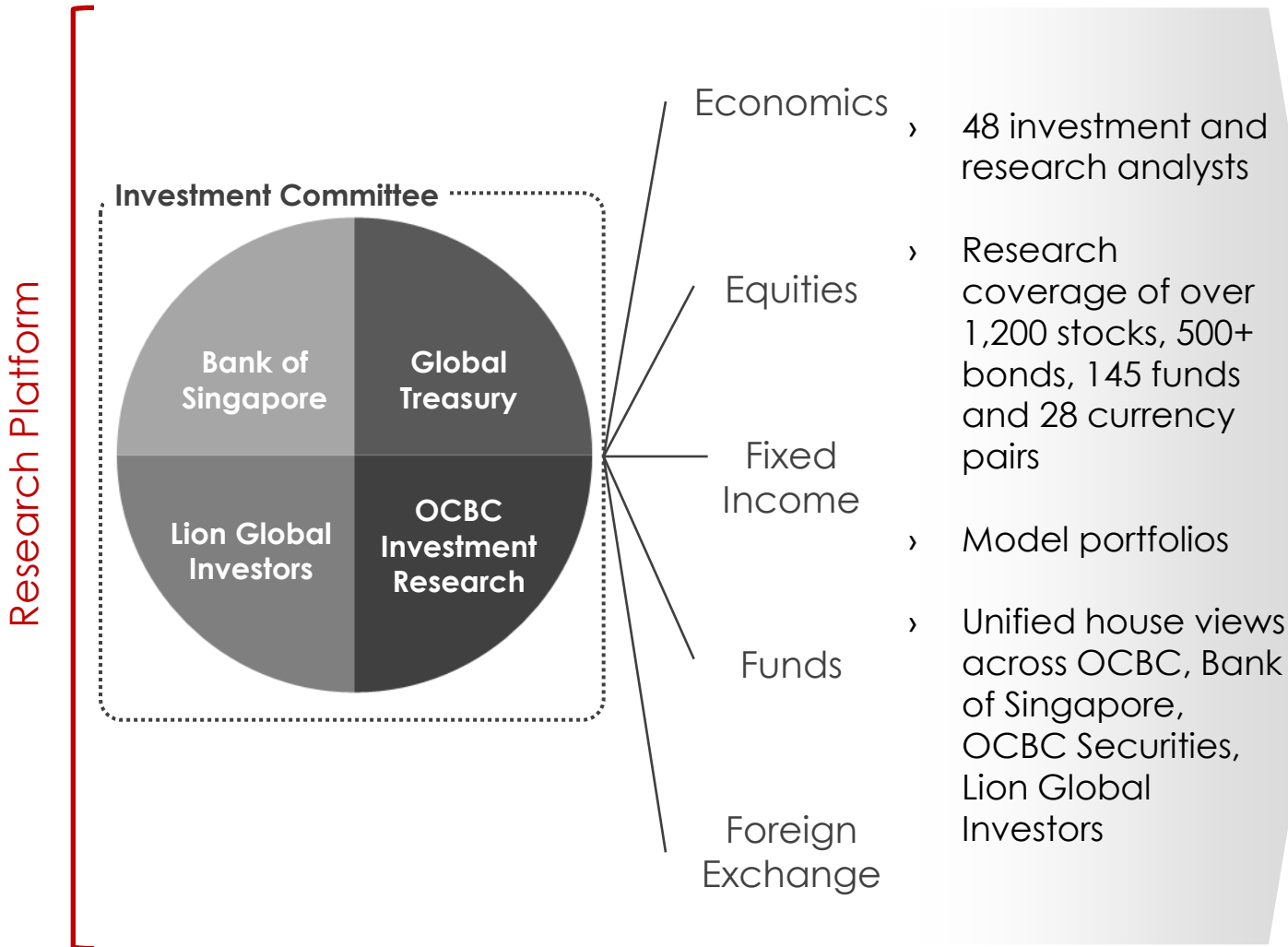


Meet our distinguished Wealth Panel



# OCBC Wealth Strategic Thrust – Wealth Platform

**Giving group access to research on more than 1,000 securities**



# Notable synergies



**Bank of Singapore  
Spot/Forwards volume  
channeled to OCBC >60%**



**Bank of Singapore SGX  
equity volume channeled  
to OSPL >80%**



**Bank of Singapore – Lion  
Global Investors Emerging  
Market Bond Fund sold by  
OCBC MY:  
MYR 200mil**



**Bank of Singapore – Lion  
Global Investors Asian  
Balanced Income Fund  
sold by OCBC SG and MY:  
USD 47mil**



**Collaboration with OCBC  
on Equity Capital Markets:  
Cornerstone, Anchor  
investment for IPOs and  
Block trades**



**OCBC Structuring  
Capabilities:**

- Asian Bond Basket Note, Global EM Bond Basket Note
- Swaps business – all trades channeled to OCBC



# The OCBC Group Wealth Platform as a competitive advantage



**1** Strength of the Bank of Singapore product platform



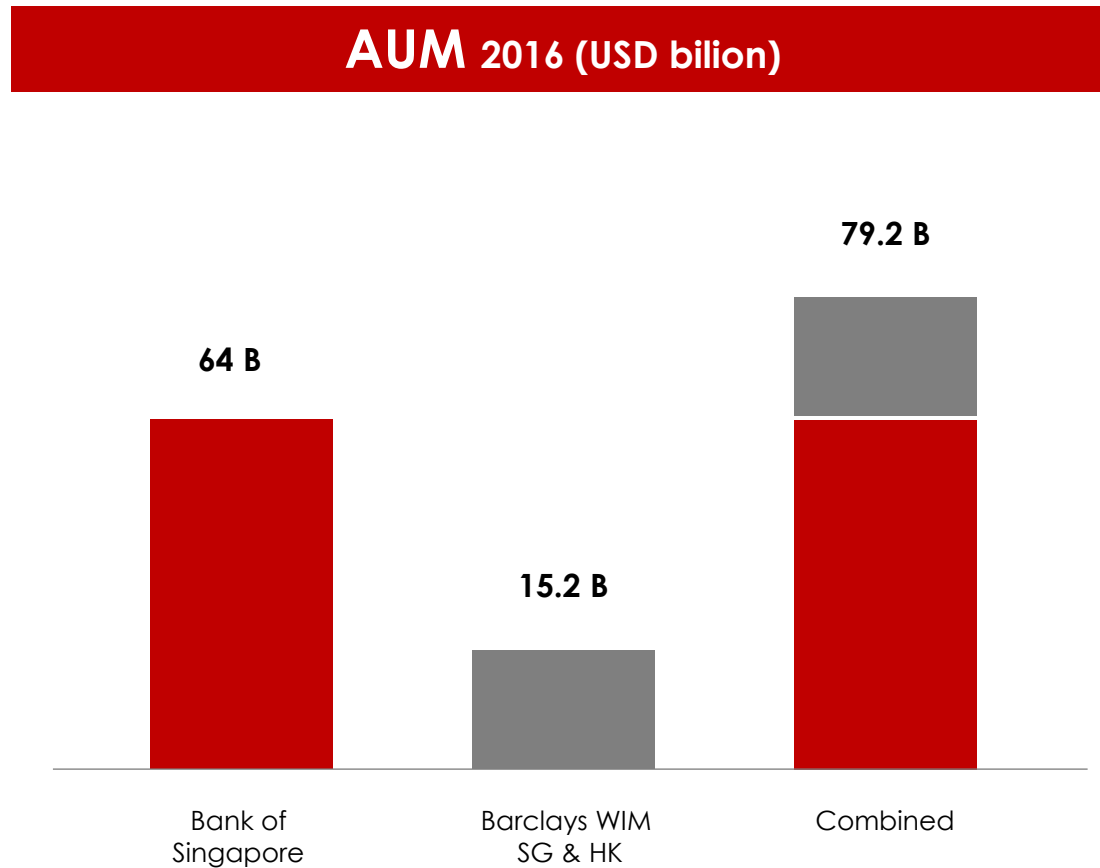
**2** Synergies within the OCBC Group Wealth Platform



**3** Stronger after the Barclays Integration

# Integration with Barclays WIM

Combined scale





# Successful integration places Bank of Singapore at 7<sup>th</sup> in the APB league table

Rank	Change	Bank	2016 AUM (USD bn)
1	-	UBS Wealth Management	286.4
2	-	Citi (Incl. Gold, Private Client and Private Bank)	218
3	-	Credit Suisse Private Banking	163.8
4	-	HSBC Private Bank	108
5	-	Julius Baer	82.4
6	-	DBS (Incl. Treasures Private Client and Private Bank)	81.2
7	▲ 4	<b>Bank of Singapore</b>	<b>79</b>
8	▲ 2	BNP Paribas Wealth Management	74
9	▼ 2	Morgan Stanley Private Wealth Management	71
10	▲ 2	Goldman Sachs Private Wealth Management	70

Source: The Asian Private Banker League Table, 2016

# Compelling and complementary



## CLIENT BASE

Strong UHNW focus

Broad HNW base with growing UHNW

## GEOGRAPHICAL COVERAGE

Strong NRI & North Asia franchise

Leader in South East Asia with strong hubs in Hong Kong and Dubai

## PRODUCTS & SOLUTIONS

Superior capabilities in FX and complex derivatives

Broad product platform with unique strengths in fixed income, managed investments and wealth planning

# Compelling and complementary

## Complex Swaps

- Bank of Singapore now offers structured equity swaps, swaptions and cross currency swaps
- Solution developed in less than 9 months

**November 2016**



**63 swaps from Barclays  
successfully migrated**

**2017 YTD**

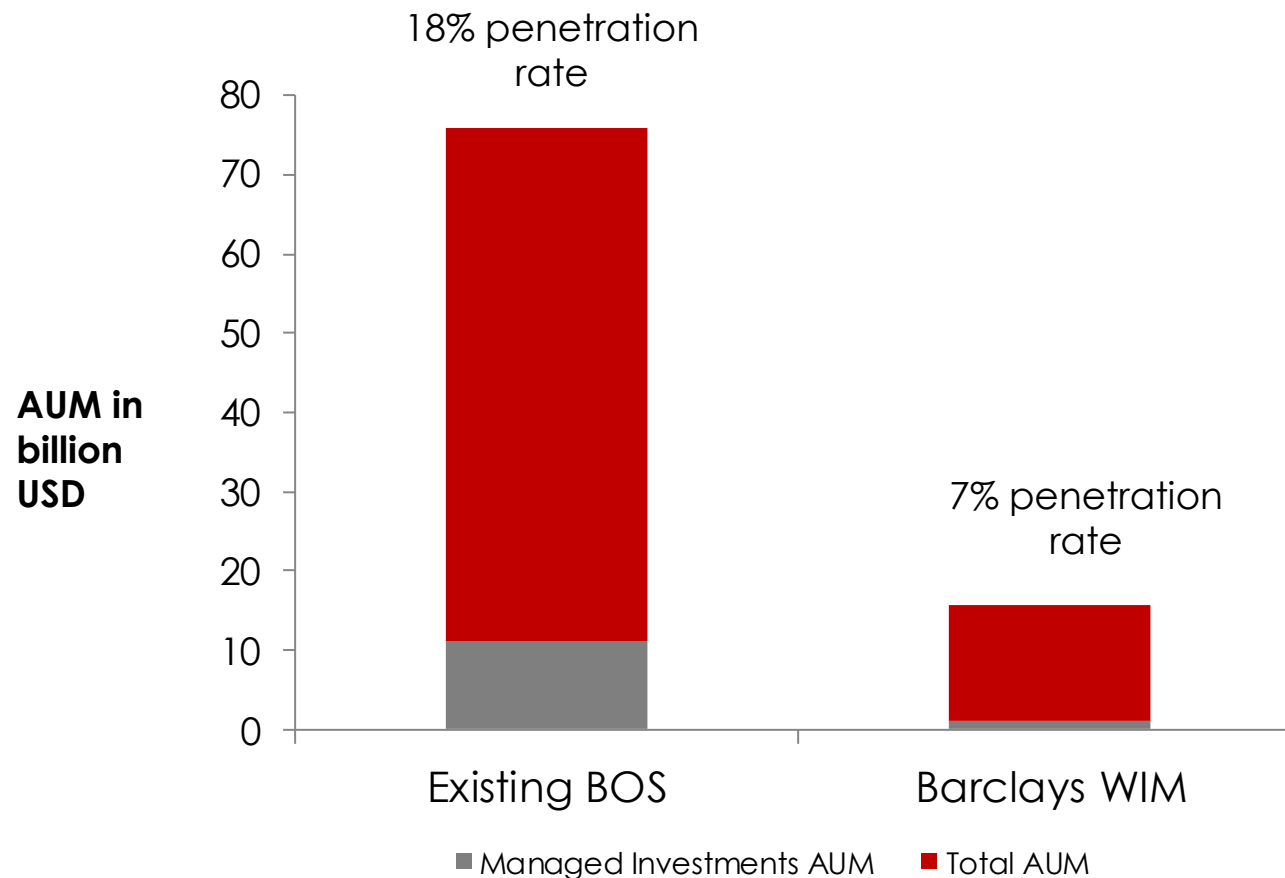


**Over 200 swaps already traded  
and extended offering to all  
eligible clients**

## New FX Margining System

- Competitive and sophisticated margining in FX portfolios
- Includes delta netting, correlation benefits, cross currency and cross value date netting
- Simulation of margin and portfolio impact from risk scenario analysis

# Tremendous upside for penetration of Managed Investments



100





Thank You



# The Design of the Customer Experience

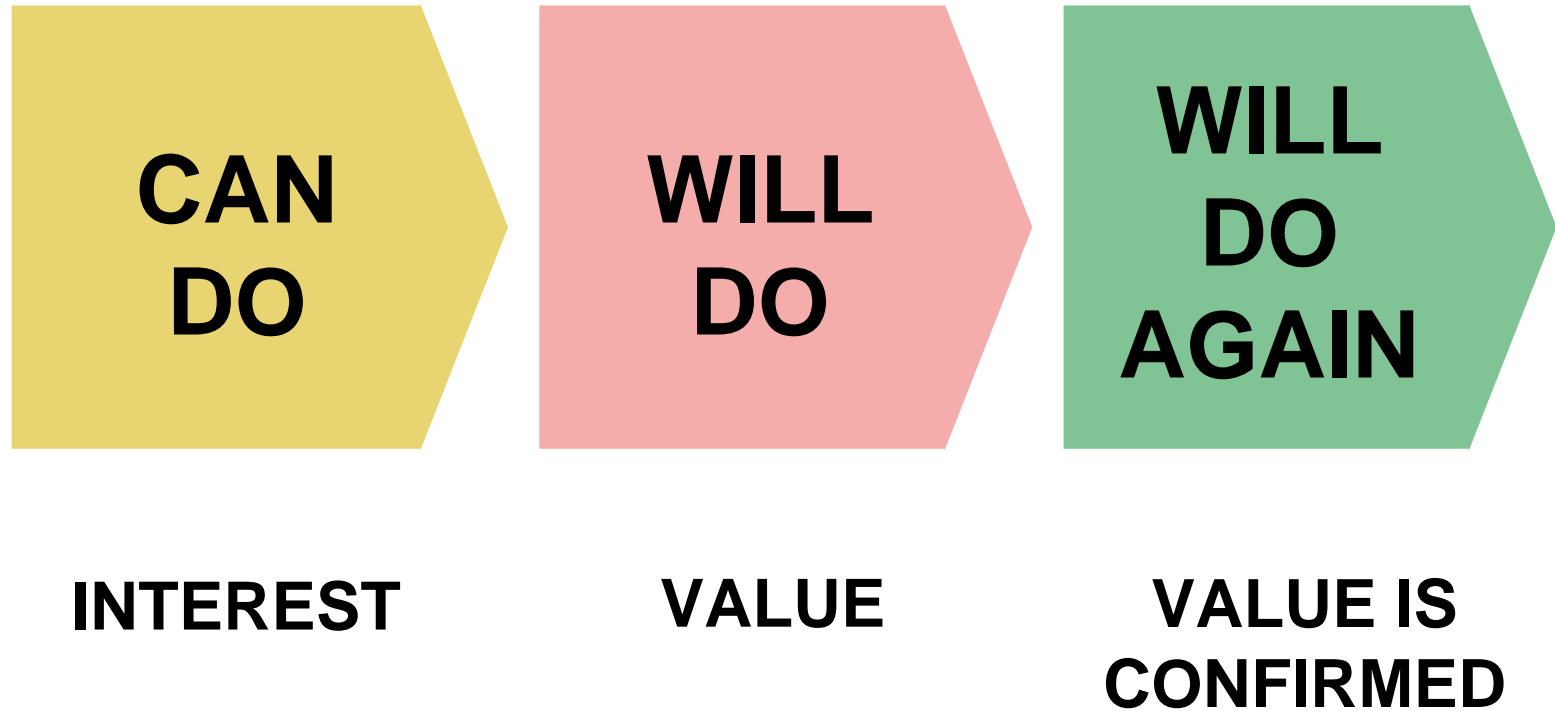
Bojan Blecic  
Head of Experience Design



**EASY**  
**USEFUL**  
**ENJOYABLE**

# **ADOPTION & USAGE**

# THE ADOPTION PROCESS



# USAGE



# ADOPTION

## KEEP THE PROMISE

- Fulfil expectations
- Build trust

- Core features
- Clear guidance
- Highest simplicity

## BUILD LOYALTY

- Provide the long "wow"
- Encourage the habit

- Simplify routines
- Disclose additional features
- Expose the ecosystem

# **1 Retirement planning Self directed**

**Natural language**

**Plain english**

**Clear guidance**

**Basic functions**

**Fewer choices**



# **2 Retirement planning With advisor**

**Detailed and accurate**

**Flexible**

**Rich functionalities**

**Choice**

# **3 Retirement plan review**

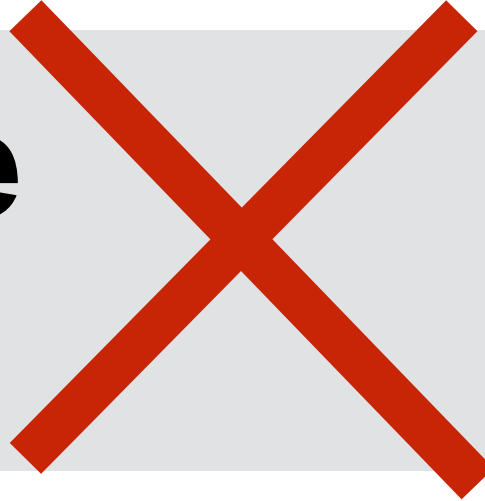
## **With advisor**

**Customisable and flexible**

# **4 Bank of Singapore Wealth App**

# **Moments of the wealth management experience**

**Experience  
Designer**





# **Bank wide transformation**





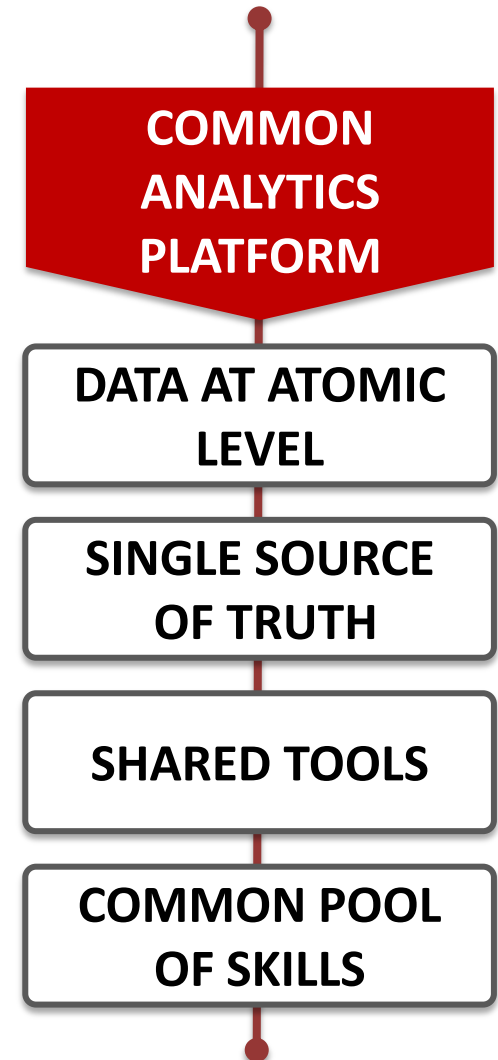
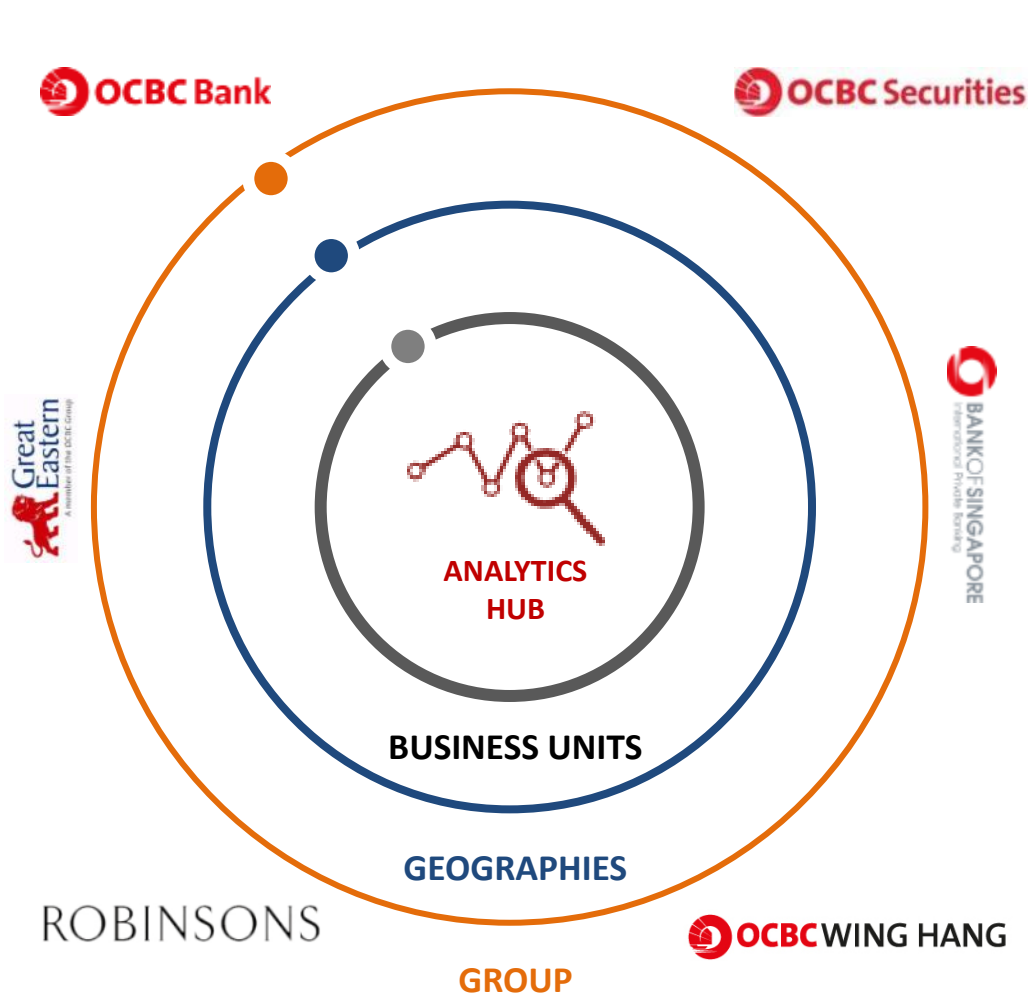
# **OCBC'S BIG DATA ANALYTICS CAPABILITY**

**Donald MacDonald; Head of Group Customer Analytics and Decisioning**



# ANALYTICS | NOT JUMPING ON BIG DATA BANDWAGON

OCBC FIRST BANK TO INVEST. OVER \$100M INVESTED SINCE 2004



## REGIONAL

Regional team of 40 highly skilled analysts

■ OFFSHORE TEAM



■ Malaysia  
■ Singapore

Supporting Singapore, Malaysia, China & Hong Kong

## ACROSS OCBC GROUP

& partners

OCBC Group



**OCBC Bank**

CFS

GCB

HR

GTB



**OCBC Securities**



**OCBC WING HANG**



A member of the OCBC Group



**BANK OF SINGAPORE**  
International Private Banking

Partners

**ROBINSONS**







HOW WE OPERATE

NOT CONSULTANTS...

PART OF BAU PROCESS

RELEVANCE

# BIG DATA | VERY DEEP SINGLE VIEW OF CUSTOMER

... in her late-20s

EVERY CUSTOMER...

4 Million

... works at Oracle

... is married to David,  
has a 2 year old child

... saves over \$2000 a month

EVERY ACCOUNT...

8 Million

... is a risk taking investor

... loves vintage handbags

... browsed OCBC.Com today

EVERY TRANSACTION

10 Billion +

... Plain white t-shirts in M&S

... trades penny stocks

... has a large insurance claim



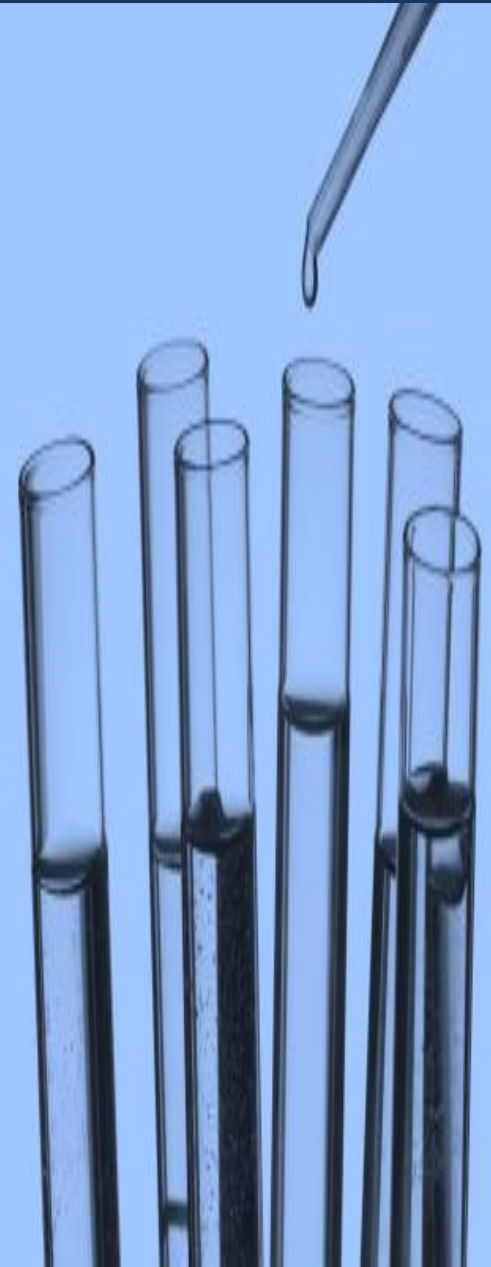
## DRIVE SALES



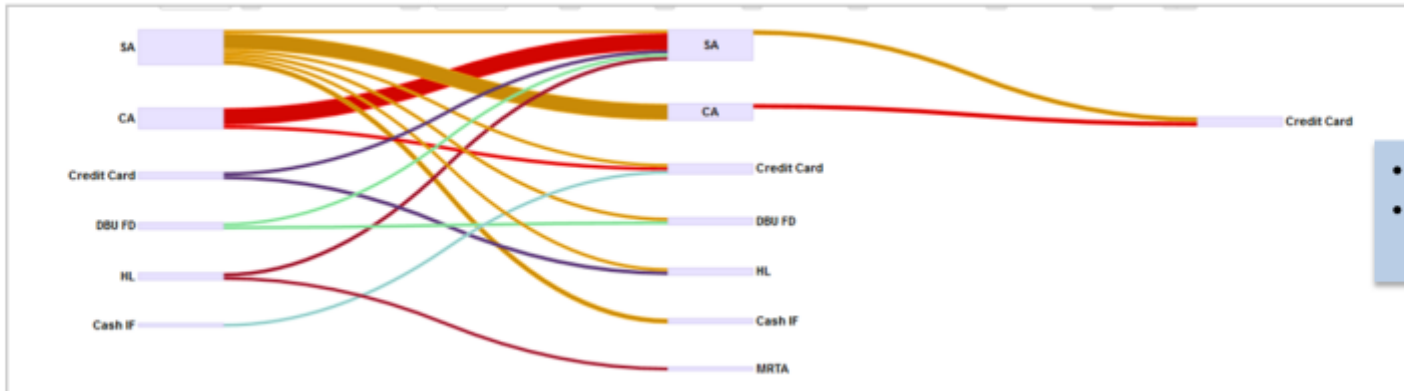
## ENHANCE SERVICE



## INNOVATION & EFFICIENCY



## NEW WORKFORCE



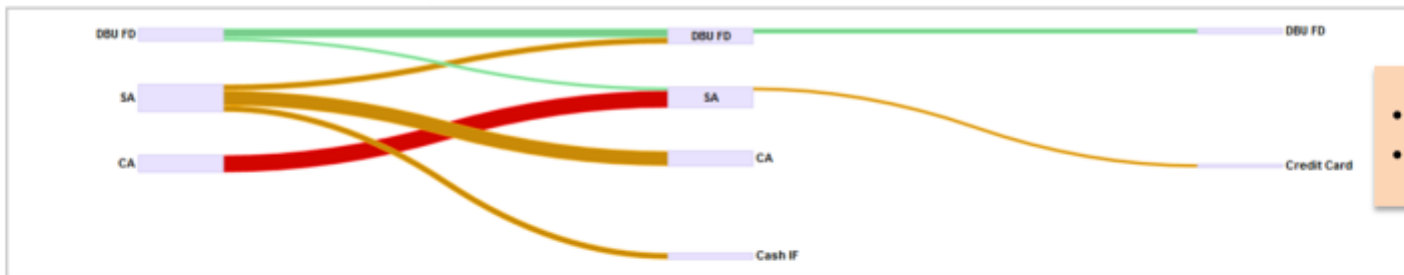
- CA/SA
- CASH I / CC

## YOUNG FAMILIES



- CA/SA
- CASH I / CC

## MATURE FAMILIES



- FD
- CA/SA

## ACTIVE AGING



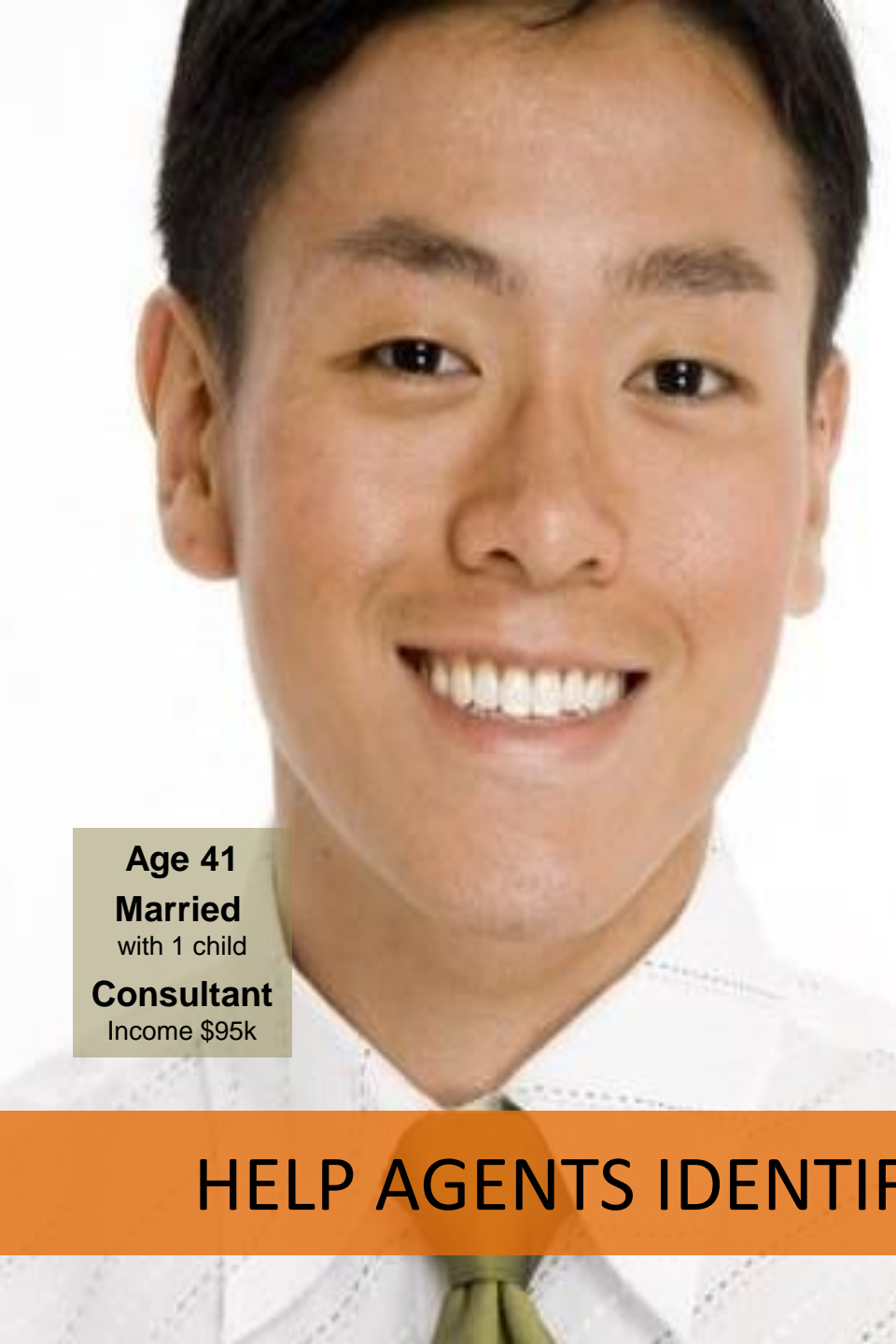
- FD rollers

**PREDICT FUTURE BEHAVIOURS...**

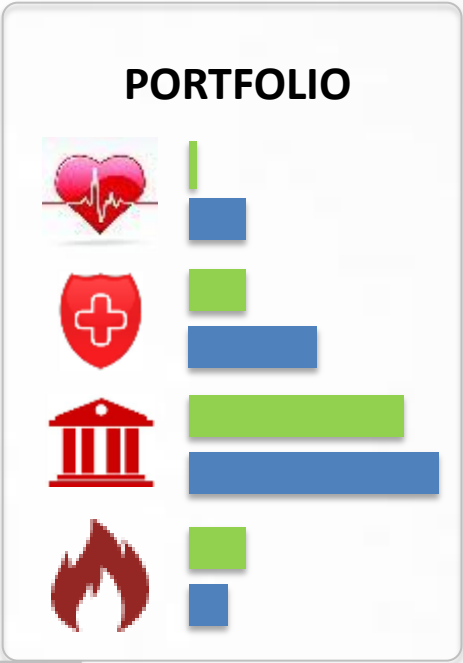
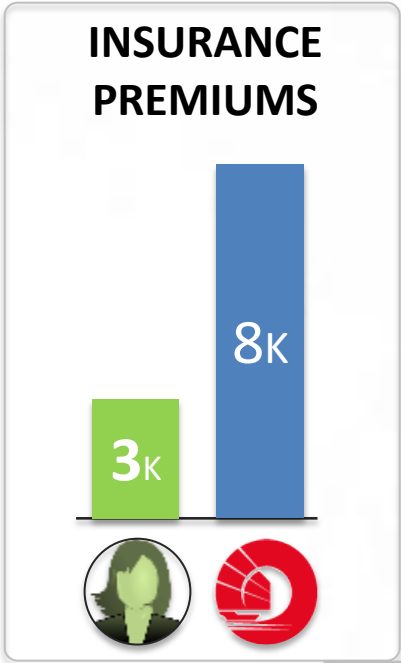





**MACHINE LEARNING NEXT BEST ACTIONS FOR ALL...**



**Age 41**  
**Married**  
with 1 child  
**Consultant**  
Income \$95k



### RECOMMENDATION



\$2,514

**PROTECTION**





\$943

**HEALTH**

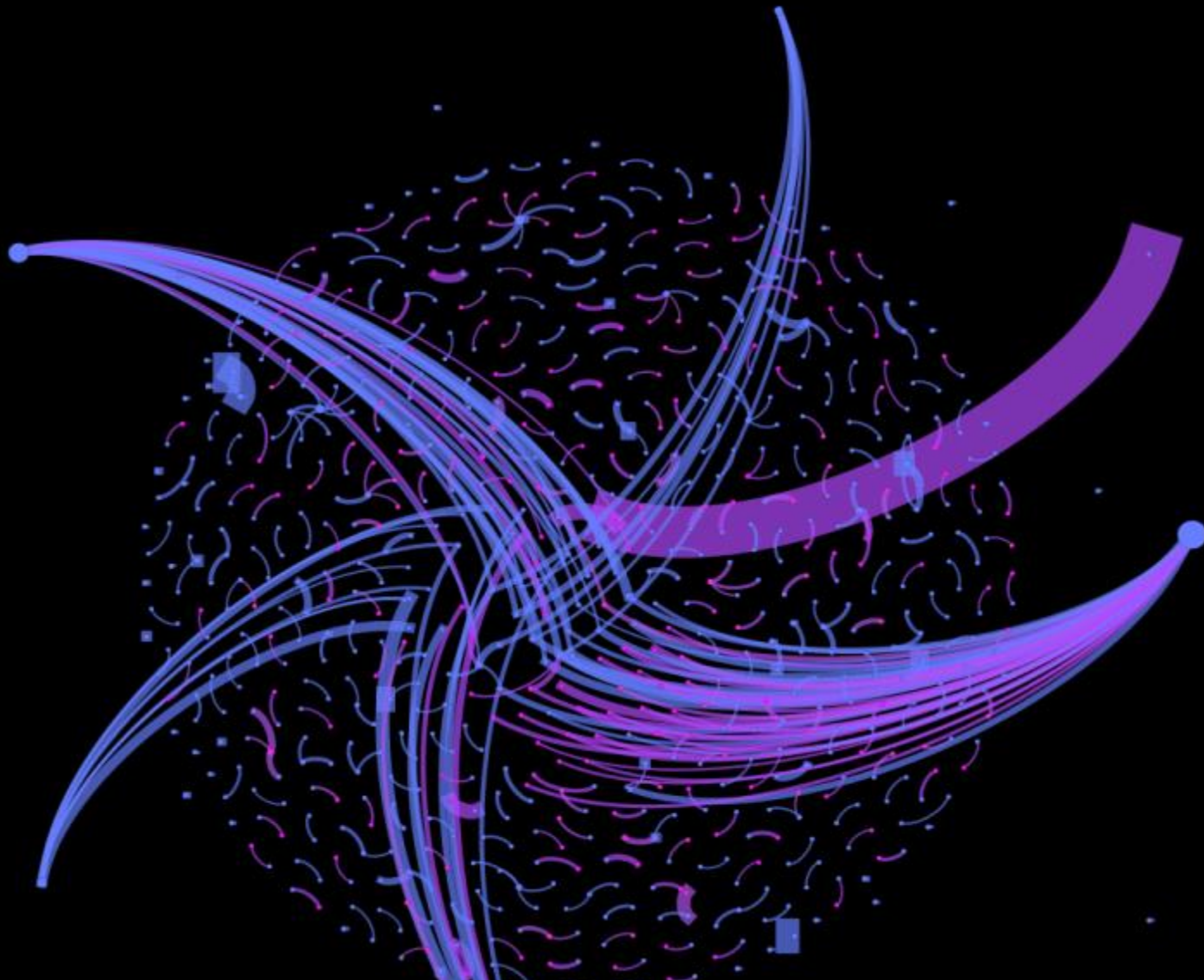
**HELP AGENTS IDENTIFY PORTFOLIO GAPS...**







**NOTIFY CUSTOMERS IN REAL-TIME OF  
GREAT DEALS IN THEIR VICINITY...**



**IDENTIFY ABNORMAL BEHAVIOURS...**

## DRIVE SALES



## ENHANCE SERVICE



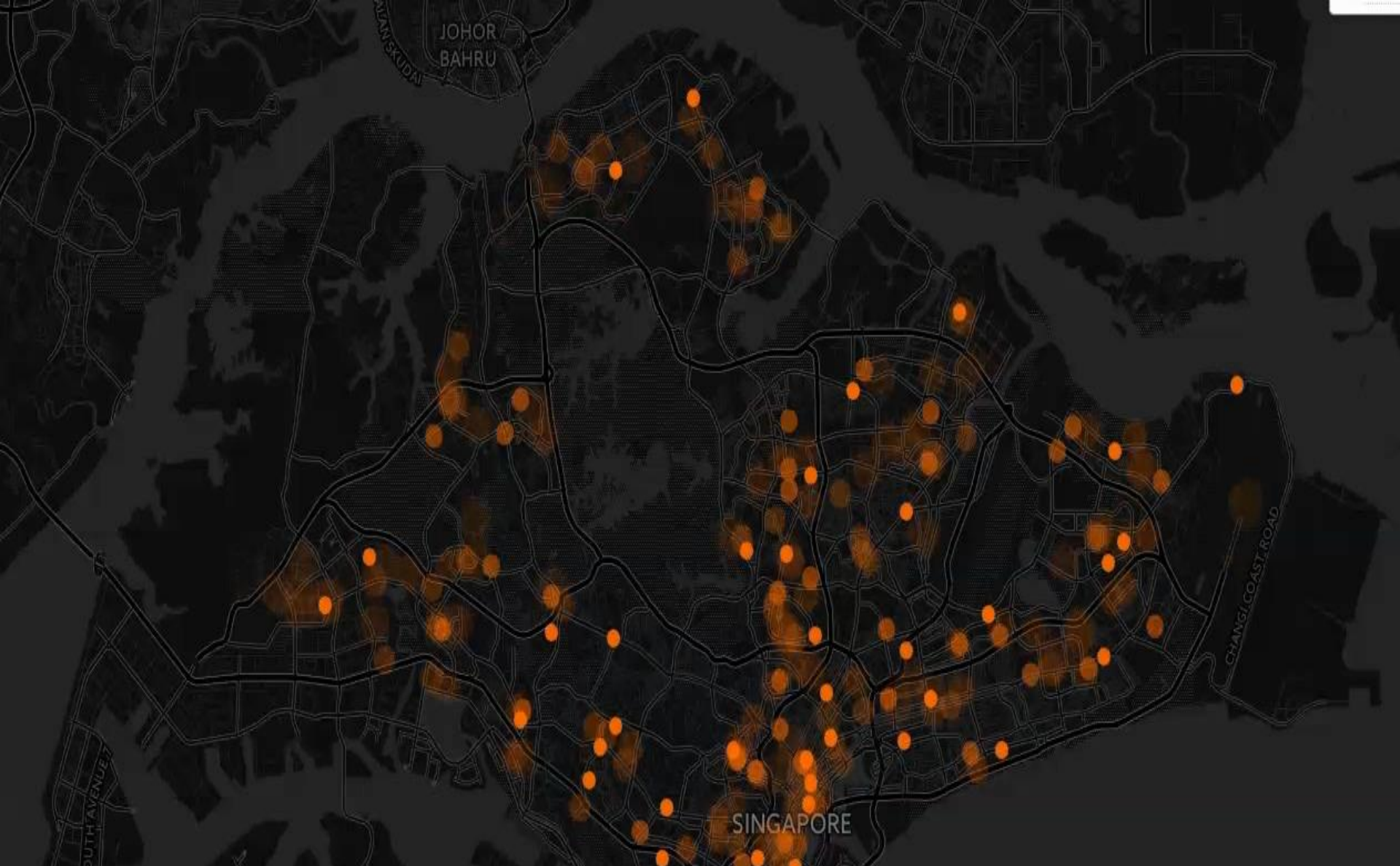
## INNOVATION & EFFICIENCY



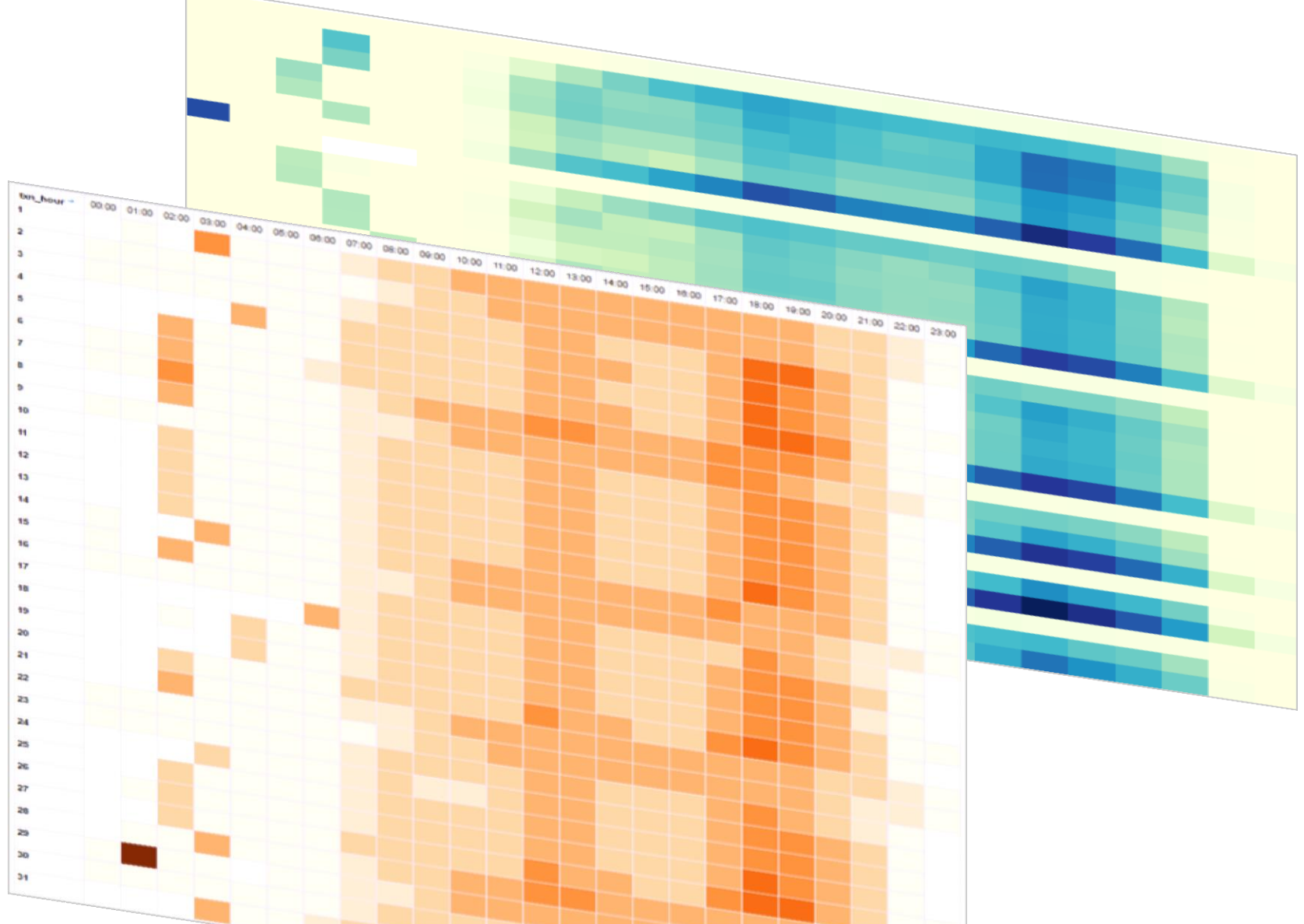




**PERSONALISE SERVICE DECISIONS BASED ON VALUE**



**WHERE TO POSITION OUR NEXT ATM**



WHEN TO ADD **MORE STAFF** IN THE CHANNELS







**WE UNDERSTAND WHAT DRIVES SATISFACTION...**

## ANNUAL PROFIT PER CUSTOMER



EXCEED

MEET

BELOW

**PROFIT**

**35% HIGHER**

*when we **EXCEED**  
expectations*



**PROFIT**

**AND HOW SATISFACTION DRIVES PROFIT**



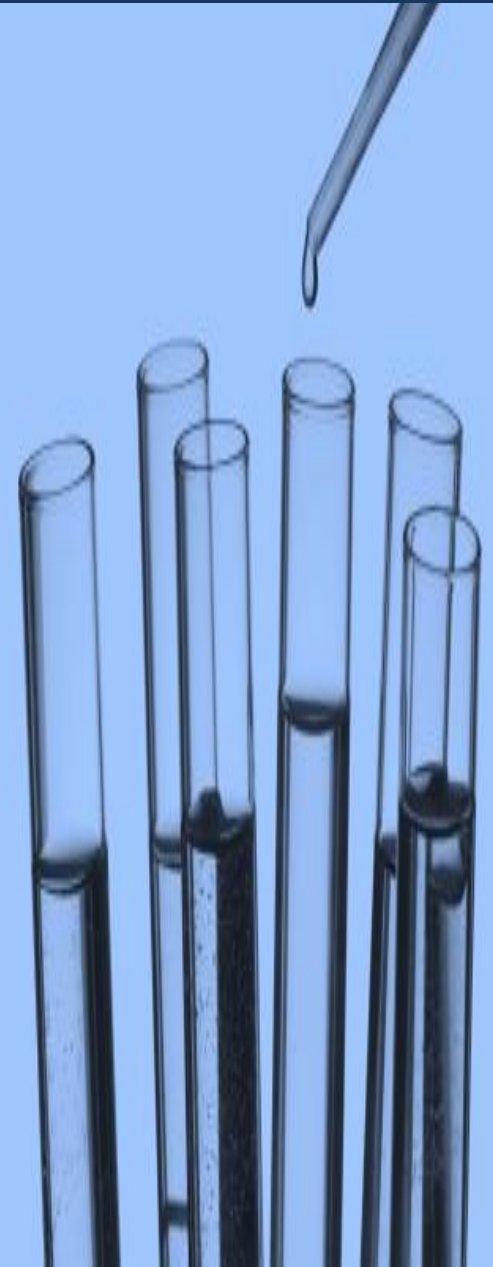
## DRIVE SALES



## ENHANCE SERVICE



## INNOVATION & EFFICIENCY





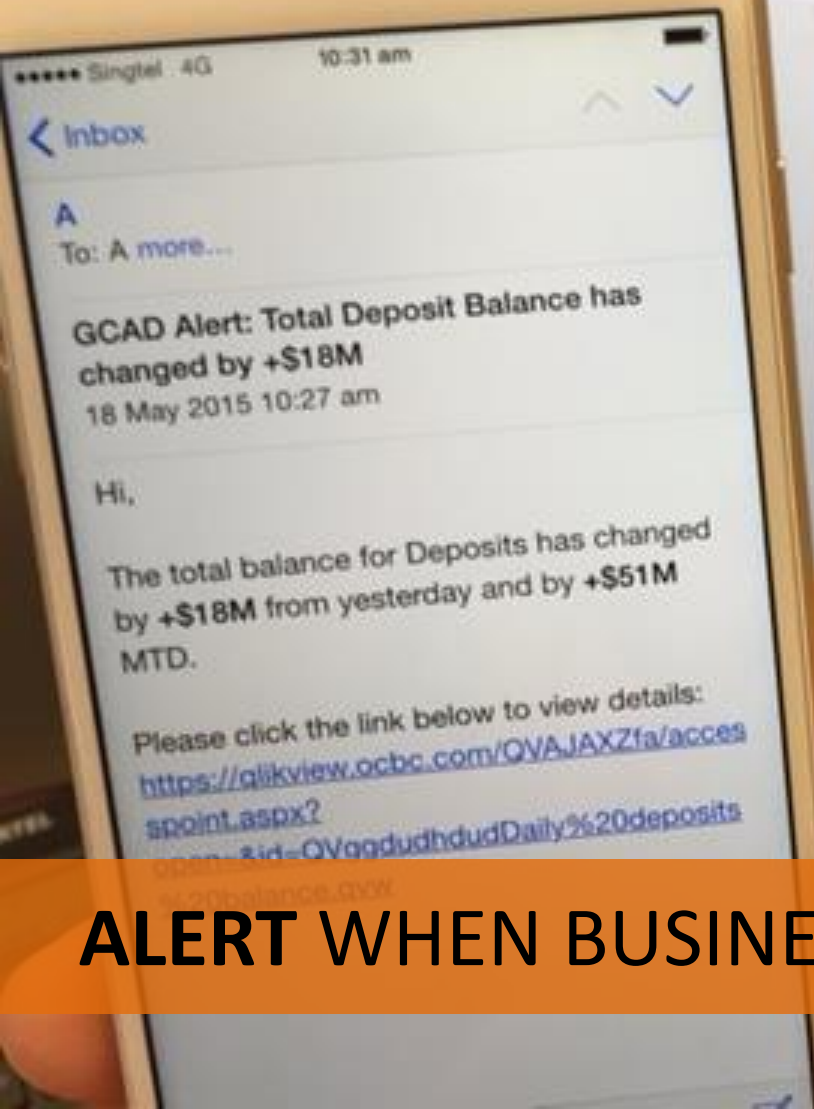
**MATCH INDIVIDUAL EMPLOYEES  
TO THE BEST TRAINING COURSES**

Power is gained by  
**sharing knowledge,**  
not hoarding it.



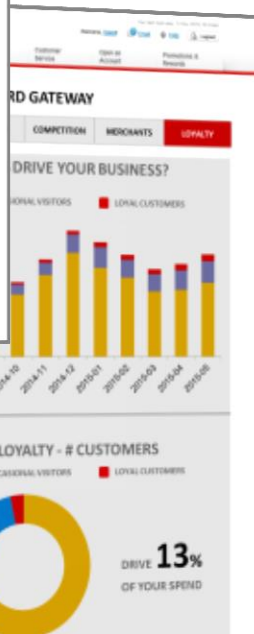
**WE ENABLE EVERYONE TO BE AN ANALYST...**



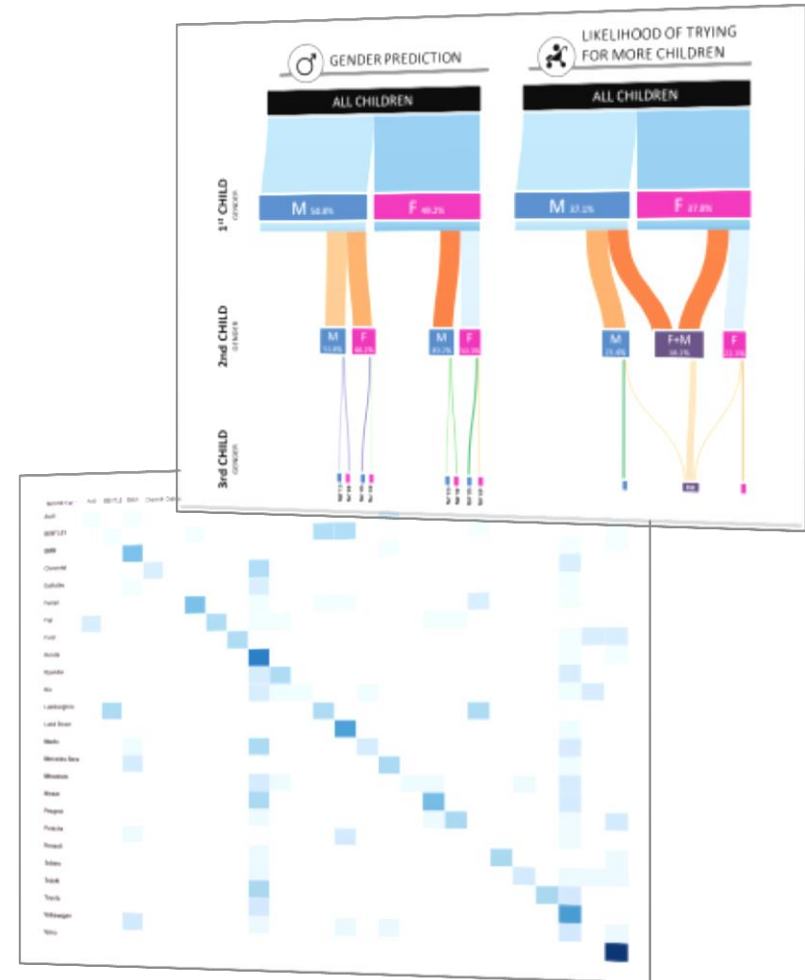


**ALERT WHEN BUSINESS HAS SIGNIFICANT CHANGE**

## BUSINESS PULSE PROFILES

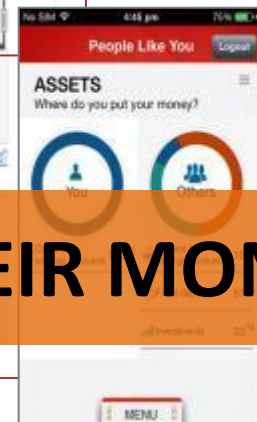
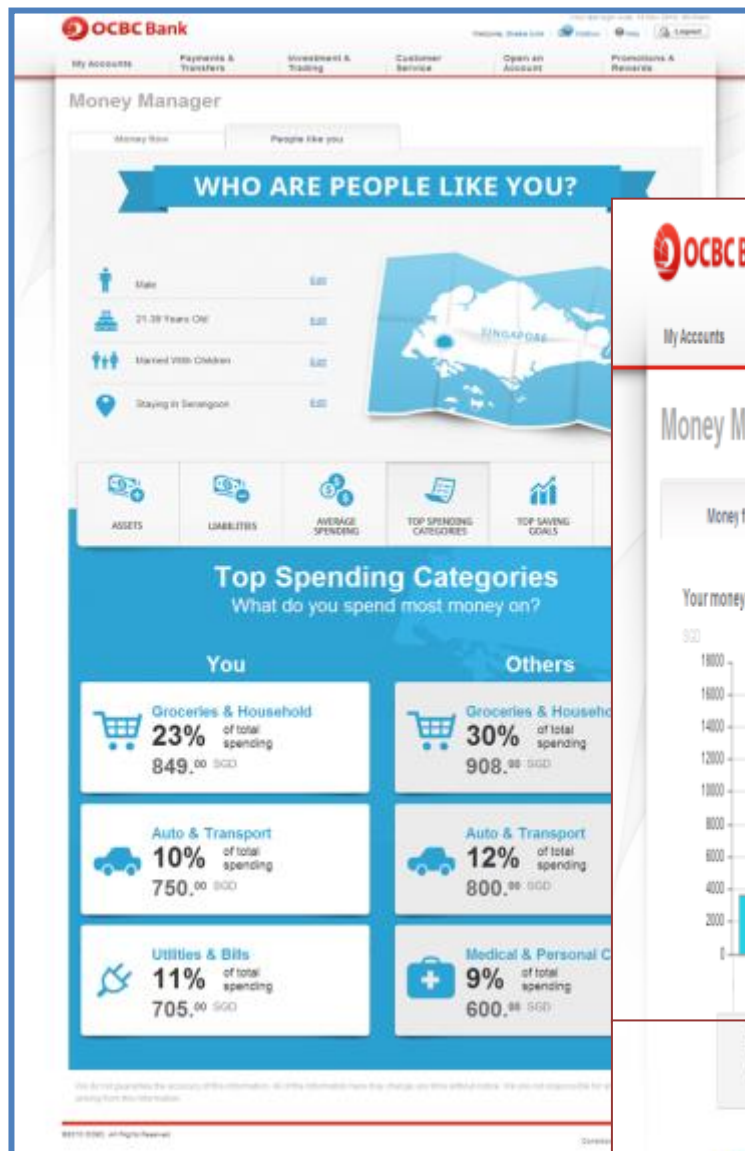


## PARTNER INSIGHTS



HELP PARTNERS IDENTIFY OPPORTUNITIES...



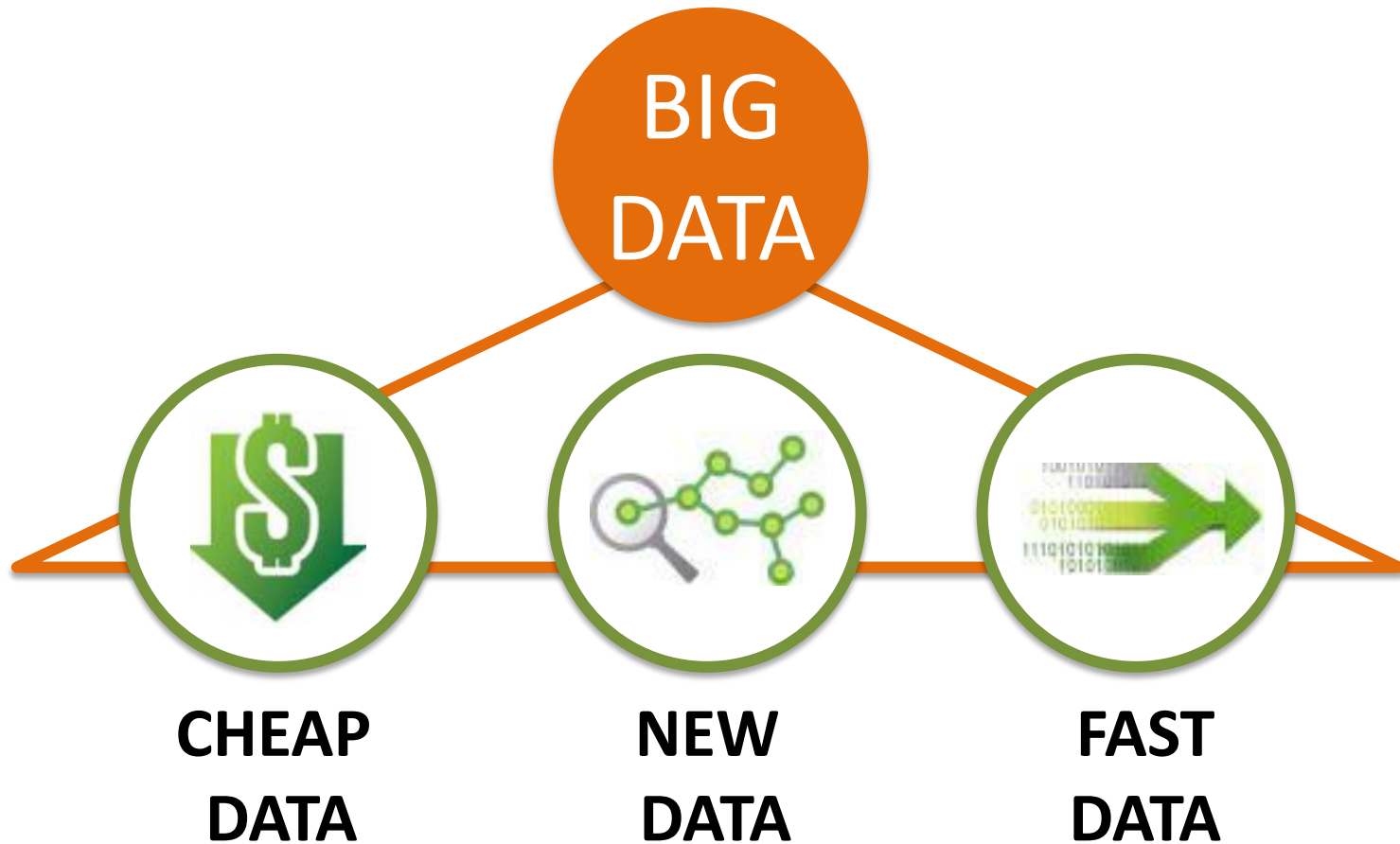


HELP CUSTOMERS BETTER MANAGE THEIR MONEY...



**2017 FOCUS**

# OCBC'S BIG DATA STRATEGY







CHEAP DATA

20X CHEAPER

# NEW DATA



**CV's  
& EXIT  
INTERVIEWS**



**NPS &  
SURVEY  
VERBATIMS**



**VOICE  
LOGS**



**CHANNEL  
MACHINE  
LOGS**



FAST DATA







**LOCATION STREAMING**

**~20% CONVERSION**

## BIG DATA LAB | Objectives

**EXPERIMENT**

Platform to  
demonstrate  
potential

Use Cases for **all areas** –  
including Marketing, Risk  
and Fraud

+

**LEARN**

Identify which  
Use Cases work

Educate OCBC Group on  
learning's & potential  
applications

+

**QUANTIFY**

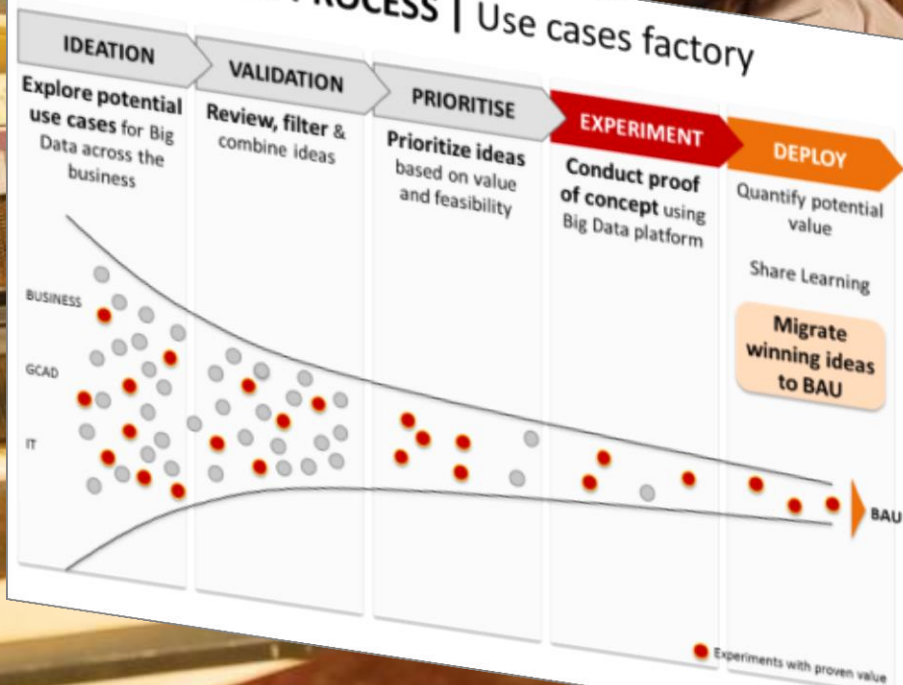
Quantify the  
value

Deploy positive  
experiments into BAU



big  
data  
lab

## STRUCTURED PROCESS | Use cases factory



# RESULTS SO FAR...

Widely recognized as a leader in Asia



## REVENUES

**35%**

Of Wealth Sales

**30%**

Of New Credit Cards



## RECOGNITION

### ASIAN BANKER

Best Analytics & Data  
'08, '10, '13, '15, '17

### FINANCIAL INSIGHTS

Trailblazer Award for Analytics, '13

### UNICA (now IBM)

Global Marketing Success Award





DONALD MACDONALD

# Thank you

