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Oversea-Chinese Banking Corporation Limited

(incorporated with limited liability in the Republic of Singapore)
(as Issuer)

CNY500,000,000 3.50 PER CENT. NOTES DUE 2020 (the “Notes”)
under its U.S.\$10,000,000,000 GLOBAL MEDIUM TERM NOTE PROGRAM
(Bond Stock Code: 85912)

Announcement

Please refer to the attached announcement issued on the Singapore Exchange Securities Trading Limited (“SGX-ST”) on 7 April 2016.

Peter Yeoh
Company Secretary
Oversea-Chinese Banking Corporation Limited

Hong Kong, 7 April 2016

As at the date of this announcement, the Board of directors of Oversea-Chinese Banking Corporation Limited comprises the following directors:

Mr. Ooi Sang Kuang (Chairman), Mr. Samuel Nag Tsien, Dr. Cheong Choong Kong, Mr. Lai Teck Poh, Dr. Lee Tih Shih, Mr. Quah Wee Ghee, Mr. Pramukti Surjaudaja, Mr. Tan Ngiap Joo, Dr. Teh Kok Peng, Mr. Wee Joo Yeow and Ms. Christina Ong.

Asset Acquisitions and Disposals::ACQUISITION OF BARCLAYS WEALTH AND INVESTMENT MANAGEMENT BUSINESS IN SINGAPORE AND HONG KONG
Issuer & Securities

Issuer/ Manager	OVERSEA-CHINESE BANKING CORPORATION LIMITED
Securities	OVERSEA-CHINESE BANKING CORP - SG1S04926220 - O39
Stapled Security	No

Announcement Details

Announcement Title	Asset Acquisitions and Disposals
Date & Time of Broadcast	07-Apr-2016 07:19:55
Status	New
Announcement Sub Title	ACQUISITION OF BARCLAYS WEALTH AND INVESTMENT MANAGEMENT BUSINESS IN SINGAPORE AND HONG KONG
Announcement Reference	SG160407OTHRRSOD
Submitted By (Co./ Ind. Name)	Peter Yeoh
Designation	Company Secretary
Description (Please provide a detailed description of the event in the box below)	Please see attached.
Attachments	<p>OCBC MediaRelease_070416.pdf</p> <p>OCBC Presentation_070416.pdf</p> <p>Total size =693K</p>



OCBC BANK'S PRIVATE BANKING SUBSIDIARY BANK OF SINGAPORE TO ACQUIRE BARCLAYS BANK PLC'S WEALTH AND INVESTMENT MANAGEMENT BUSINESS IN SINGAPORE AND HONG KONG

The acquisition broadens OCBC Bank's wealth management franchise across its core markets and strengthens Bank of Singapore's position as Asia's Global Private Bank

Singapore, 7 April 2016 – OCBC Bank (“the Bank”) announced today that its wholly-owned private banking subsidiary, Bank of Singapore, has entered into an agreement to acquire the Wealth and Investment Management business of Barclays Bank PLC in Singapore and Hong Kong (“Barclays WIM Singapore and Hong Kong”) for approximately US\$320 million in cash.

The purchase price is set at 1.75% of Barclays WIM Singapore and Hong Kong's assets under management (“AUM¹”) that are transferred to Bank of Singapore upon the completion of the transaction. Based on Barclays WIM Singapore and Hong Kong's AUM of US\$18.3 billion at 31 December 2015, the indicative purchase price is US\$320 million. Bank of Singapore has sufficient financial resources, through its own internal cash, to fund the acquisition.

The acquisition is expected to be accretive to OCBC Bank's earnings per share and return on equity after the first year.

The transaction will have minimal impact on OCBC Bank's capital position, which will remain robust following the completion of the transaction. The transaction is subject to approval of the Singapore High Court for the transfer of the Singapore business. The transaction is expected to be completed towards the end of 2016.

Rationale for Proposed Acquisition

Broadening OCBC Bank's Wealth Management Franchise

The acquisition of Barclays WIM Singapore and Hong Kong furthers OCBC Bank's strategic goal of deepening its presence in its four core markets – Singapore,

¹ Applicable AUM include deposits but exclude assets under administration and lending to clients.

Malaysia, Indonesia and Greater China – and particularly in its wealth management business.

Over the years, through strategic acquisitions and organic growth, OCBC Bank has built a unique and comprehensive wealth management platform across the Bank and its subsidiaries. This platform comprises private banking services offered by Bank of Singapore, life insurance by Great Eastern Holdings, asset management by Lion Global Investors, brokerage services by OCBC Securities, as well as other wealth management products and services offered by the Bank. OCBC Bank's consolidated wealth management income across its group of companies has grown steadily over the years. That income reached S\$2.35 billion in 2015, up 6% from a year ago, and amounted to 27% of the OCBC Group's total income.

Barclays WIM Singapore and Hong Kong brings with it a base of more than 1,800 clients, with total AUM of US\$18.3 billion as at 31 December 2015, in two of OCBC Bank's core markets – Singapore and Greater China. Within the Asia Pacific region, where HNWI (high net worth individual) wealth is expected to continue expanding rapidly, both Singapore and Hong Kong feature as leading wealth management and private banking centres. Thus OCBC Bank's wealth management franchise across its core markets will be significantly broadened with the addition of Barclays WIM Singapore and Hong Kong.

Strengthening Bank of Singapore's position as Asia's Global Private Bank

Barclays WIM Singapore and Hong Kong's client base, geographical coverage and talent pool provide an excellent and complementary fit for Bank of Singapore.

The acquisition further positions Bank of Singapore to capture opportunities in the two strategic private banking hubs in Asia, Singapore and Hong Kong. Barclays WIM Singapore and Hong Kong has strong coverage of UHNW (ultra high net worth) clients and entrepreneurs. This will reinforce Bank of Singapore's coverage of UHNW clients today, further expanding its client base and strengthening its foundation to attract new clients throughout the region.

With the addition of Barclays WIM Singapore and Hong Kong, Bank of Singapore's AUM will rise by 33.3% to US\$73.3 billion. As there is little overlap in client relationships between Bank of Singapore and Barclays WIM Singapore and Hong Kong, the franchise value of Bank of Singapore is expected to be significantly enhanced. This will enable Bank of Singapore to accelerate growth in its key markets.

With a strong reputation for good client service, Barclays WIM Singapore and Hong Kong has an attractive talent pool including 88 highly-trained and experienced relationship managers, with an average of more than five years with the Barclays

WIM business. Following the completion of the acquisition, Bank of Singapore will have a total of about 400 relationship managers to serve its enlarged client base, and will be strongly positioned for further increases in AUM as it deepens its market penetration.

Enhancing Value for Barclays WIM Singapore and Hong Kong Clients

Bank of Singapore and Barclays WIM Singapore and Hong Kong both operate on an open-architecture product platform, working with strategic partners to provide a range of product and investment solutions.

Bank of Singapore has over the years built strong Managed Investments capabilities, complemented by wealth planning and premium advisory services and supported by one of the largest research teams in Asia. Bank of Singapore also offers its UHNW clients an Advisory Portfolio Management service that combines the investment principles and risk management framework of Discretionary Portfolio Management with active client participation and validation. In addition, Bank of Singapore offers premium foreign exchange trading and equity services for more sophisticated investors.

Clients of Barclays WIM Singapore and Hong Kong will benefit from Bank of Singapore's strong research and advisory capabilities. Bank of Singapore leverages a team of more than 50 in-house research analysts and product specialists covering over 1000 securities and 30 currencies, in addition to partnerships with leading independent research houses.

As part of the OCBC Group of companies, Bank of Singapore is also able to extend OCBC Bank's commercial banking capabilities to its clients including a broad array of consumer and corporate banking, corporate finance and treasury services across the Bank's regional and international network. Beyond private banking services, clients of Bank of Singapore also have access to personal and business banking services, as well as investment opportunities offered by OCBC Bank and its subsidiaries.

Ensuring a Smooth Integration

OCBC Bank has extensive experience from its acquisitions in past years and has demonstrated its ability to extract and create value by building on complementary strengths. The Bank has been able to retain employees and customers; and over time, it has increased staff strength and grown its customer numbers.

This was the case with ING Asia Private Bank, which it acquired in 2010 and renamed Bank of Singapore after combining it with its then private banking business.

Bank of Singapore has made great strides, including seeing its AUM more than double to US\$55 billion and becoming a leading private bank in Asia.

Wing Hang Bank, which the Bank acquired in 2014, has similarly reaped the benefits of being part of the larger OCBC Group. The successful transfer of product development, risk and sales management capabilities from the OCBC Group, especially in the areas of wealth management and treasury, has enhanced the franchise value of the renamed OCBC Wing Hang, which saw its net profit rise 19.2% in 2015, substantially outperforming the market. This has been achieved through the deepening of customer relationships with the offering of a broadened range of products and services.

With Barclays WIM Singapore and Hong Kong, the emphasis will similarly be on ensuring a smooth integration such that Bank of Singapore continues supporting the needs of its new clients seamlessly. Of equal importance, Bank of Singapore will support the continued career development of its new employees.

Statement from Mr Bahren Shaari, CEO, Bank of Singapore

“We are delighted to have the opportunity to add Barclays Wealth and Investment Management business in Singapore and Hong Kong to complement Bank of Singapore’s already solid position as Asia’s Global Private Bank. Strategically, this acquisition further broadens our geographical footprint and client coverage while adding scale, deepening our presence in our core Asian markets, including Southeast Asia, Greater China and the Middle East, namely the Gulf Cooperation Council countries.

The combination of both businesses, including Barclays’ valuable franchise, will bring about attractive synergies. With a larger pool of well-trained and experienced relationship managers, we can serve a larger base of UHNW and HNW clients, offering Bank of Singapore’s comprehensive range of investment ideas and solutions and strong research capabilities. Existing Barclays clients can benefit from our connectivity in key markets including China, Indonesia and Malaysia, in the commercial banking space.

Our employees are key to Bank of Singapore’s success and we believe in investing in tailored training programmes and skills upgrading in order to develop and maintain a pool of knowledgeable, professional and trusted advisors for our clients. Likewise, we place significant value on the expertise and experience of Barclays’ talent pool and look forward to welcoming them as an integral part of Bank of Singapore.”

Statement from Mr Samuel Tsien, Group CEO, OCBC Bank

“The wealth management business is strategically important for OCBC. The acquisition of Barclays Wealth and Investment Management business in Singapore and Hong Kong further broadens our wealth management franchise, firmly establishing us as a leading wealth management player in Asia.

We see attractive value in Barclays’ strong and complementary private banking client base in Singapore and Hong Kong, as well as in its experienced and service-oriented wealth management team. The enlarged scale and expanded client coverage that Bank of Singapore now possesses will significantly strengthen its position as Asia’s Global Private Bank, as it captures the growing wealth and serves the wealth management needs of high net worth clients in the region.

We look forward to welcoming the clients and colleagues from Barclays Wealth and Investment Management business in Singapore and Hong Kong into the OCBC family. We will ensure that the integration is smooth and that Bank of Singapore supports the needs of its new clients with a more expanded suite of products and network. And equally importantly, the enlarged platform will support the continued career development of our new colleagues.”

Statement from Mr Akshaya Bhargava, CEO, Barclays Wealth, Entrepreneurs & Business Banking

“We believe that in Bank of Singapore and its parent OCBC Bank we have found a buyer that satisfies our core criteria of maintaining a consistent service for our clients and that has the scope to integrate and enhance the careers of our colleagues. Our priority is supporting all our impacted colleagues and clients throughout this transition. I want to take this opportunity to thank our colleagues in the business we are selling for their hard work and professionalism which has built strong client relationships over many years and has made this business so attractive to OCBC Bank.”

Interests

As of the date hereof, none of the Directors and the substantial shareholders of OCBC Bank or their respective associates has any interest, direct or indirect, in the transaction, other than that arising from their respective shareholdings in OCBC Bank, if any.

SOCIAL MEDIA ASSETS

Official hashtags: #ocbcbank #bankofsingapore #barclays

Keywords:

OCBC Bank, Bank of Singapore, Barclays, acquisition, Wealth Management, Private Banking



Suggested tweet: OCBC Bank subsidiary Bank of Singapore acquires Barclays Wealth and Investment Management businesses in Singapore and Hong Kong



Suggested Facebook post: OCBC Bank's private banking subsidiary Bank of Singapore has entered into an agreement to acquire Barclays Wealth and Investment Management businesses in Singapore and Hong Kong. The acquisition broadens OCBC Bank's wealth management franchise and strengthens Bank of Singapore's position as Asia's Global Private Bank.

About OCBC Bank

OCBC Bank 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 now the second largest financial services group in Southeast Asia by assets and one of the world's most highly-rated banks, with an Aa1 rating from Moody's. Recognised for its financial strength and stability, OCBC Bank has been ranked Asean's strongest bank and among the world's five strongest banks by Bloomberg Markets for five consecutive years since the ranking's inception in 2011.

OCBC Bank and its subsidiaries offer 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 Bank's key markets are Singapore, Malaysia, Indonesia and Greater China. It has over 630 branches and representative offices in 18 countries and regions. These include the more than 330 branches and offices in Indonesia under subsidiary Bank OCBC NISP, and more than 90 branches and offices in Hong Kong, China and Macau under OCBC Wing Hang.

OCBC Bank'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.

OCBC Bank's 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 largest private sector asset management companies in Southeast Asia.

For more information, please visit www.ocbc.com

About Bank of Singapore

Bank of Singapore is the dedicated private banking subsidiary of OCBC Bank. It has a strong Aa1 credit rating from Moody's and offers a unique value proposition as a safe Singapore-registered private bank.

It operates on an open-architecture product platform and has strong research capabilities, especially in emerging market research, to help its clients make the right decisions for fixed income, equities and money market investments as well as portfolio management, trust and insurance services. Over the years, it has built Managed Investments capabilities and premium trust and advisory services, supported by one of the largest research teams in Asia.

Beyond private banking services, clients of Bank of Singapore have access to personal and business banking services, as well as investment opportunities offered by OCBC Bank or its subsidiaries.

It is able to leverage OCBC Bank's commercial banking capabilities to extend its clients a broad array of consumer and corporate banking, corporate finance and treasury services across the OCBC Bank's regional and international network.

Bank of Singapore serves high net worth individuals and wealthy families in its key markets of Southeast Asia, Greater China, Singapore, Philippines, India Sub-Continent and other International markets. Headquartered in Singapore, Bank of Singapore has a branch in Hong Kong and representative offices in Manila and Dubai.

Its strong performance has won it industry recognition. It was named Outstanding Private Bank in Southeast Asia by Private Banker International in 2014. Since 2010,

it has been consecutively named Best Private Wealth Management Bank in Southeast Asia and Singapore by Alpha South East Asia. Asian Private Banker has named it Best Private Bank in Singapore from 2011 to 2014 and Best Private Bank in the Philippines in 2015, for the second consecutive year. Bank of Singapore has also been consistently ranked among the top 3 private banks in Singapore by Asiamoney and FinanceAsia.

OCBC Bank is one of Asia's leading financial services groups and the second largest by assets in Southeast Asia. It is consistently ranked among the world's strongest and safest banks by leading market research firms and publications.

For more information, please visit www.bankofsingapore.com

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Acquisition of Barclays Wealth and Investment Management business in Singapore and Hong Kong

Strengthening Bank of Singapore's position as Asia's Global Private Bank

7 April 2016



Agenda

Transaction Overview and Timeline

Acquisition Rationale

Integration Strategy

Conclusion / Summary



Transaction Overview and Timeline

Transaction Overview and Timeline

Acquisition	<ul style="list-style-type: none">• Barclays Bank PLC's Wealth and Investment Management business in Singapore and Hong Kong ("Barclays WIM Singapore and Hong Kong")
Consideration	<ul style="list-style-type: none">• US\$ 320 mn (approximately S\$ 434 mn)• Funded by internal cash from Bank of Singapore
Transaction Multiple	<ul style="list-style-type: none">• P/AUM: 1.75%• Barclays WIM Singapore and Hong Kong will be transferred to Bank of Singapore at zero NAV
Financial Impact	<ul style="list-style-type: none">• OCBC Group's capital position will remain robust post-completion of the transaction⁽¹⁾• Expected EPS and ROE accretion after the first year
Acquisition Rationale	<ul style="list-style-type: none">• Broadening OCBC Bank's wealth management franchise• Strengthening Bank of Singapore's position as Asia's Global Private Bank• Enhancing value for Barclays WIM Singapore and Hong Kong clients
Closing	<ul style="list-style-type: none">• Expected completion towards the end of 2016



Acquisition Rationale

Barclays WIM Singapore and Hong Kong is a compelling acquisition for Bank of Singapore

- #1** **Broadening OCBC Bank's wealth management franchise**, and advancing OCBC Bank's strategic goal of deepening its presence in its four core markets – Singapore, Malaysia, Indonesia and Greater China
- #2** **Strengthening Bank of Singapore's position as Asia's Global Private Bank**, as Barclays WIM Singapore and Hong Kong's client base, geographical coverage and talent pool provide an excellent and complementary fit for Bank of Singapore
- #3** **Enhancing value for Barclays WIM Singapore and Hong Kong clients** through Bank of Singapore's comprehensive product and service offerings, and access to OCBC Bank's commercial banking capabilities including consumer and corporate banking, corporate finance, and treasury services

#1

Broadening OCBC Bank's wealth management franchise

OCBC corporate strategy

Deepen Presence in Core Markets

A leading, well-diversified Asian financial services group with a broad geographical footprint in North & Southeast Asia

SINGAPORE

Dominant

market position at home

MALAYSIA

Top Foreign Bank

with combined strengths of conventional and Islamic banking franchise

INDONESIA

One of Top 10

national banks

GREATER CHINA

Strong Presence

with dominance in cross-border trade, wealth and capital flows

Core Businesses

Retail & Commercial Banking

Service Distinction and Regional Platform, with Cash Management, Trade, Treasury & Investment Banking capabilities across Network & Key Geographies for consumers, businesses and FIs / NBFIs

Wealth Management

"Asia's Global Private Bank".
Regional Premier Platform.
Integrated model across private banking, premier banking, bancassurance, securities and asset management

Insurance

Deepen insurance penetration in Singapore and Malaysia, build presence in Indonesia, revamp model in Greater China

Core Competencies

Disciplined Risk Management

Diversified Funding Base

Investment in Technology & People

Well-positioned to ride on KEY ASIAN MEGATRENDS shaping the region's growth

Rising Asian Wealth

Increasing Intra-Asia Trade & Cross-Border Capital Flows

Dominance of China – Capital Account, RMB Internationalisation, One Belt One Road

Urbanisation and Continued Rise of SMEs in Asia

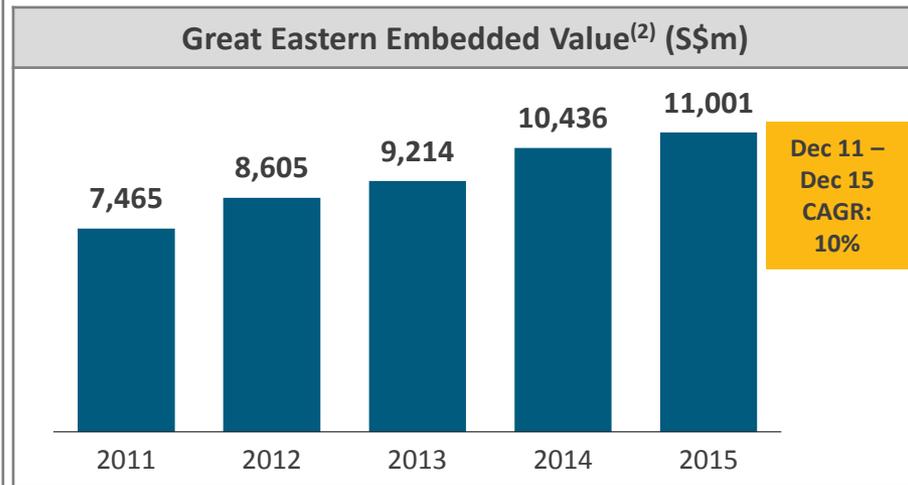
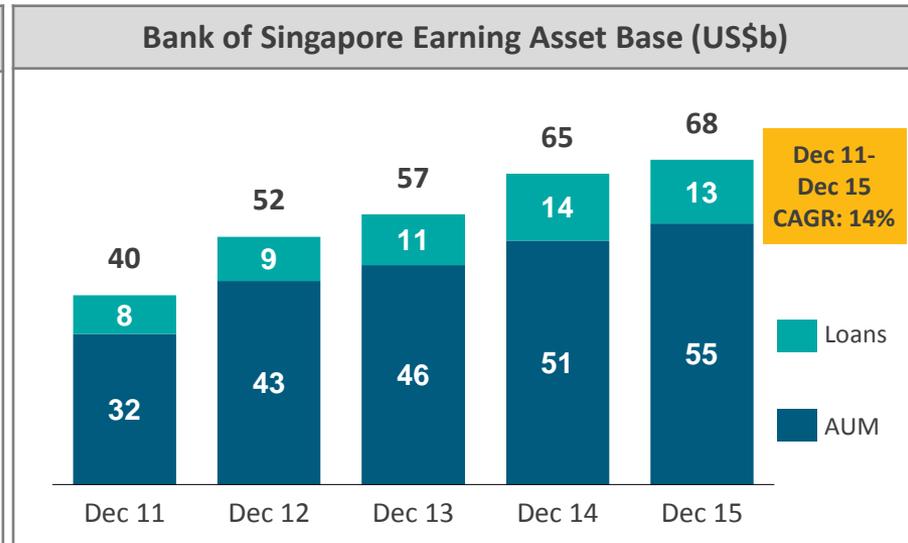
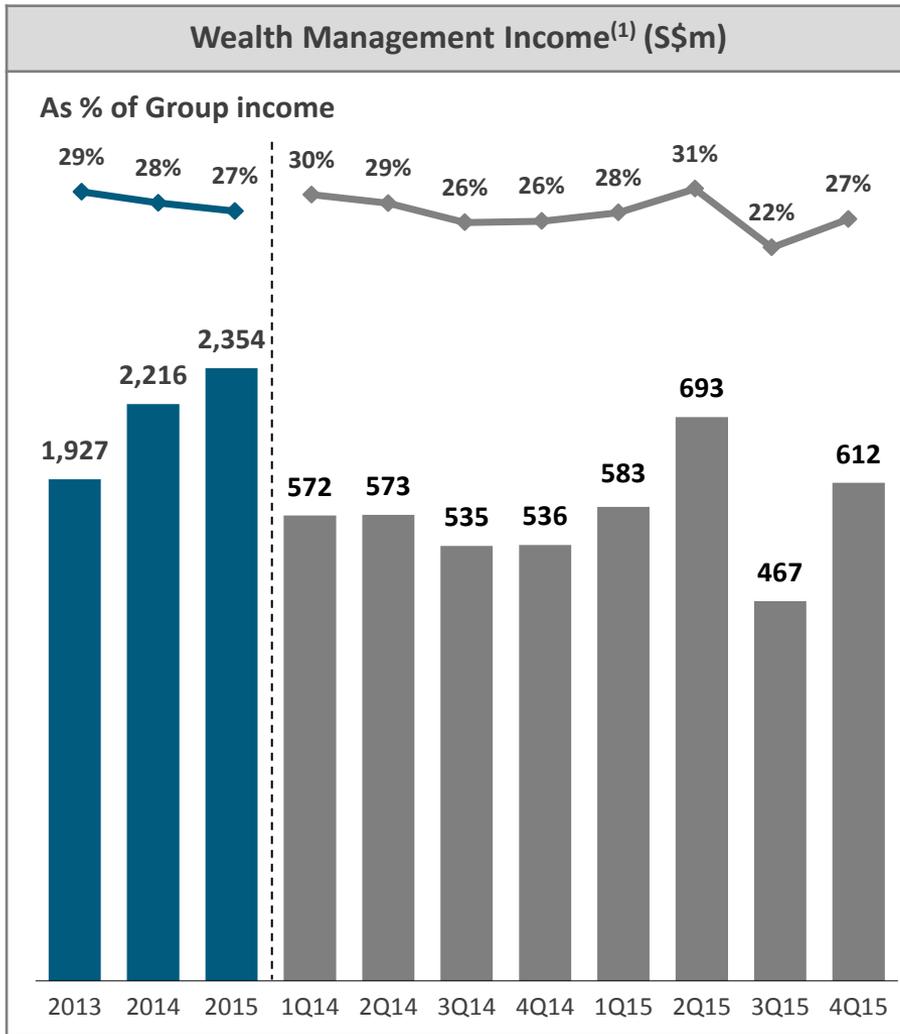
Formation of Economic Blocs and New Policy Banks

Digital Disruption, Cyber Threats and New Technologies

#1

Broadening OCBC Bank's wealth management franchise

Steady growth in OCBC Group's consolidated wealth management income



Note:

(1) Wealth management income comprises the consolidated income from insurance, asset management, stockbroking and private banking subsidiaries, plus the Group's income from the sales of unit trusts, bancassurance products, structured deposits and other treasury products to consumer customers.

(2) An actuarial embedded value is a commonly used technique to estimate the economic value of the existing business of a life insurance company.



#1

Broadening OCBC Bank's wealth management franchise

Acquisition furthers OCBC Bank's strategic goal of deepening its presence in its four core markets – Singapore, Malaysia, Indonesia and Greater China – and particularly in its wealth management business

OCBC Bank has built a unique and comprehensive wealth management platform

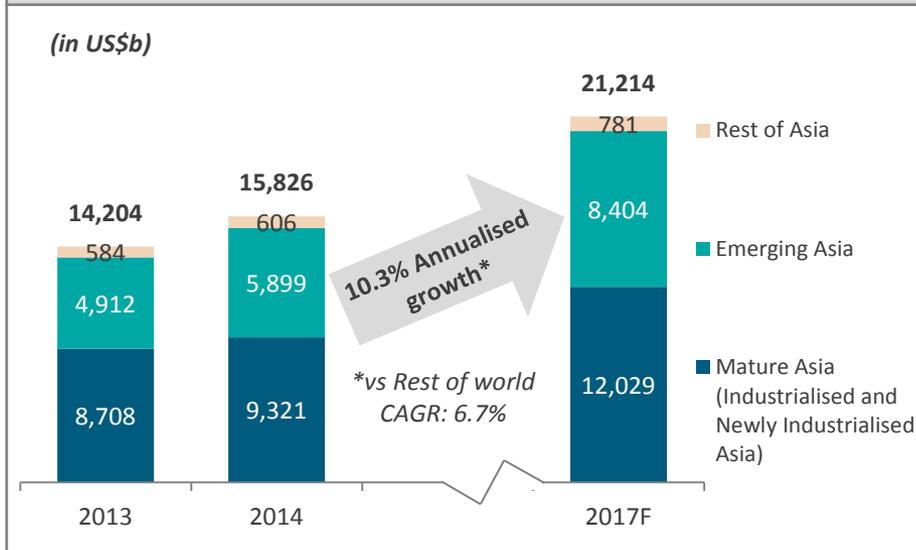
- Private banking services offered by Bank of Singapore
- Insurance products by Great Eastern Holdings
- Asset management products and services by Lion Global Investors
- Brokerage services by OCBC Securities
- Wealth management products and services offered by OCBC Bank

Barclays WIM Singapore and Hong Kong brings with it a base of over 1,800 clients, with total AUM of US\$18.3 billion (as at 31 Dec 2015)

- Acquisition boosts Bank of Singapore's rankings to be among the ten largest private banks in Asia by AUM⁽¹⁾

Within the Asia Pacific region, HNWI wealth is expected to expand rapidly

Asia Pacific HNWI Wealth Forecast (2013 – 2017F)



#2

Strengthening Bank of Singapore's position as Asia's Global Private Bank

Bank of Singapore: Rooted in Asia, Global in Perspective

- Largest pure-play private bank headquartered in Singapore⁽¹⁾ with a branch in Hong Kong as well as representative offices in Manila and Dubai to service clients across Southeast Asia, Greater China, India sub-continent, and other international markets
- With US\$55 billion⁽²⁾ of AUM, Bank of Singapore is the private banking arm of OCBC Bank, the second largest banking group in Singapore and Southeast Asia by total assets
- Named Best Private Wealth Management Bank in Southeast Asia and Singapore for six consecutive years by Alpha South East Asia
- Rated Aa1 by Moody's
- Access to OCBC's consumer and commercial banking solutions and its network of subsidiary companies, including Great Eastern Holdings and Lion Global Investors

Note:

(1) By earning asset base.

(2) As at 31 December 2015.

#2

Strengthening Bank of Singapore's position as Asia's Global Private Bank

Barclays WIM Singapore and Hong Kong's client base, geographical coverage and talent pool provide an excellent and complementary fit for Bank of Singapore

- Barclays WIM Singapore and Hong Kong has strong coverage of UHNW (ultra high net worth) clients and entrepreneurs
 - Barclays WIM Singapore and Hong Kong has successfully penetrated the Forbes Rich List of India, Indonesia, and China
- Barclays WIM Singapore and Hong Kong has an attractive talent pool including 88 highly-trained and experienced relationship managers (RMs), supported by a team of product specialists
 - Minimal overlap in client relationships
 - RMs have average tenure of more than 5 years with Barclays WIM business
 - Post-acquisition, Bank of Singapore will have about 400 RMs to serve its enlarged client base

Barclays WIM Singapore and Hong Kong: strong presence in North Asia, South and Southeast Asia



Banks over 50% of the top 50 names on Forbes China Billionaires List



Penetrates c. 25% of the top 100 names on Forbes India Billionaire List



Already serves more than 50% of the top 40 names on Forbes Indonesia's 50 Richest List

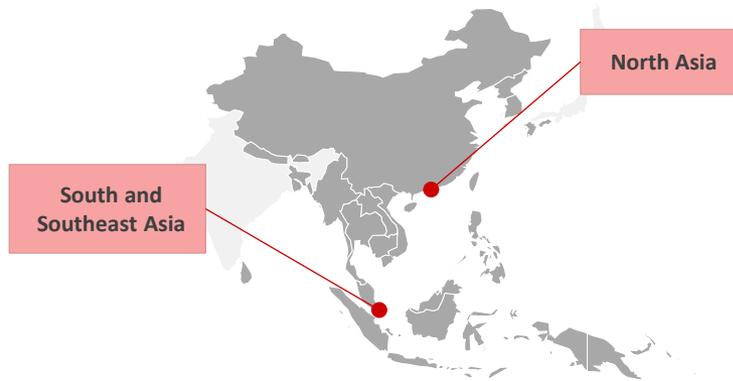
The acquisition will expand Bank of Singapore's client coverage across the wealth spectrum and increase its ability to attract new clients throughout the region

#2

Strengthening Bank of Singapore's position as Asia's Global Private Bank

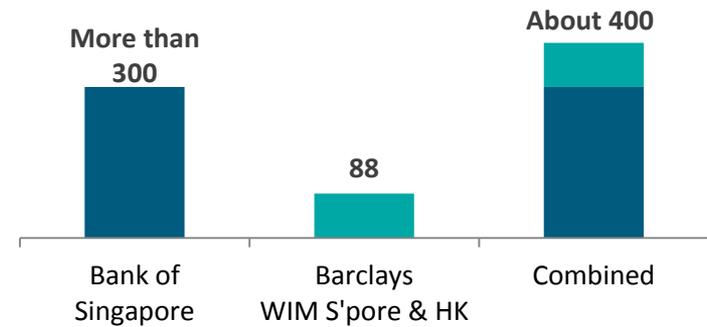
Acquisition further positions Bank of Singapore to capture opportunities in the two strategic private banking hubs in Asia - Singapore and Hong Kong

Geographical Focus

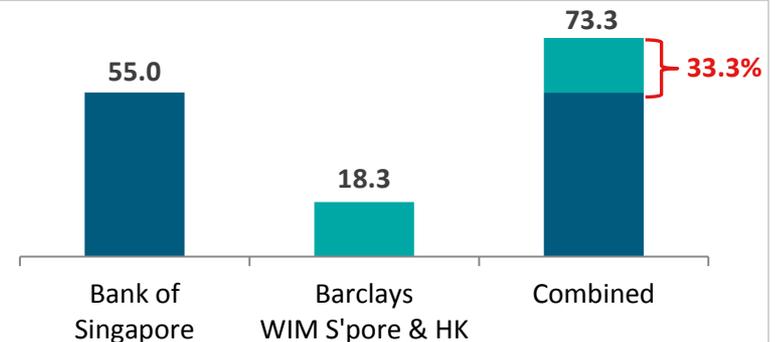


Combined Scale: Bank of Singapore & Barclays WIM Singapore and Hong Kong

RMs



AUM⁽¹⁾ (US\$b)



- Singapore and Hong Kong are strong global private banking centers with attractive strategic benefits backed by a strong regulatory environment
 - From 2010 to 2014, total AUM has grown by 19.9% in Singapore to US\$543 billion, and by 38.7% in Hong Kong to US\$709 billion
- The acquisition will increase Bank of Singapore's total AUM⁽¹⁾ by 33.3%

#3

Enhancing value for Barclays WIM Singapore and Hong Kong clients

Barclays WIM Singapore and Hong Kong clients benefit through Bank of Singapore's comprehensive product and service offerings, and access to OCBC Bank's commercial banking capabilities including consumer and corporate banking, corporate finance and treasury services

Bank of Singapore's comprehensive product offerings

- Strong Managed Investments capabilities - cash, securities, funds and bonds
- Advisory Portfolio Management service for UHNW
- Quality foreign exchange trading and equity services for more sophisticated investors
- Broad array of wealth planning services (trusts, estate planning, financial planning, among others)
- Operates on an open-architecture product platform, working with strategic partners to provide a range of product and investment solutions

Bank of Singapore's independent research & strong advisory capabilities

- Bank of Singapore advice is firmly grounded in independent research with a solid track record
- Independence and alignment with the client's interest is rooted in the fact that Bank of Singapore does not have sell-side capital market activities and does not take proprietary positions
- Bank of Singapore leverages a team of more than 50 in-house research analysts and product specialists covering over 1,000 securities and 30 currencies

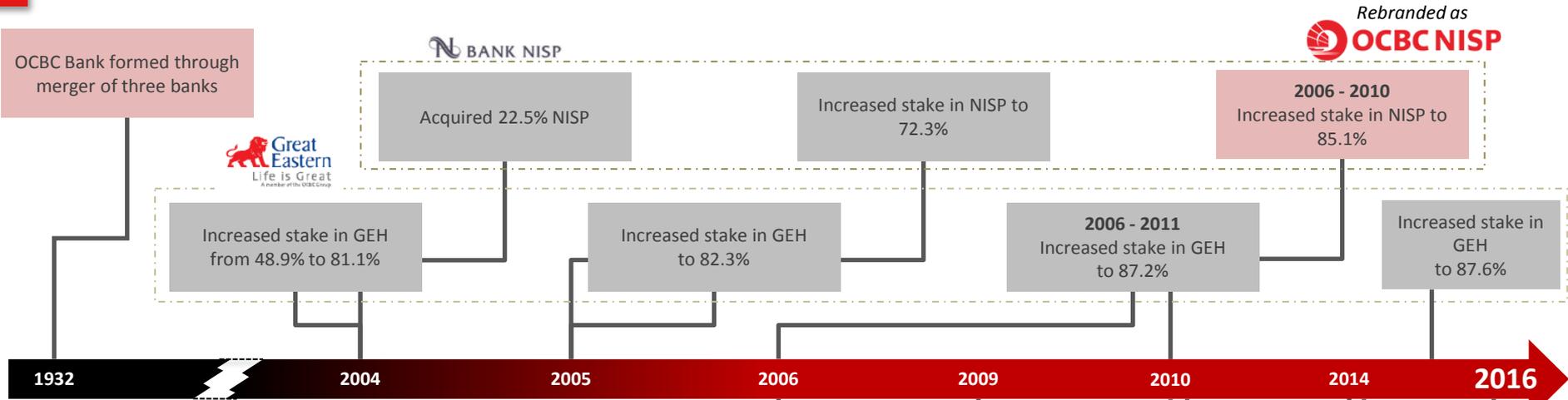
Ability to leverage OCBC Bank's wide range of services

- Offers Consumer Banking, Business Banking, Investment Banking, Transaction Banking, and Global Treasury among its banking services
- Among the top players in Singapore in bancassurance sales, home loans, unit trust distribution, personal credit, small and medium-sized enterprises market and the Singapore dollar capital market
- Offers financing services such as portfolio leveraging, residential real estate financing, insurance premium financing, and structured transactions



Integration Strategy

Our successful history of acquisitions and integrations



Entity	Acquisition Rationale
Great Eastern Life is Great A member of the OCBC Group	The acquisition of Great Eastern Holdings (GEH) brought about greater synergies in product development, marketing and distribution and customer services to offer customers additional choices through a more comprehensive range of financial products and services
BANK NISP	The acquisition enabled OCBC to establish a respectable franchise in Indonesia, an attractive market with high margins and growth potential
ING Asia Private Bank	The acquisition of ING Private Bank placed OCBC in the position to participate in the growth opportunities arising from the rapid wealth creation in Asia
宁波银行 BANK OF NINGBO	With its strengths in the SME market and growing consumer segment, Bank of Ningbo (BON) complements OCBC's organic growth in China by offering an additional wing to participate in the economic growth of China
中航信托 AVIC TRUST CO., LTD	The investment enables OCBC to participate in sectors within China where 100% foreign presence is not permitted
WING HANG BANK	The acquisition furthers OCBC's strategic goal of deepening its presence in its four core markets, providing OCBC with greater scope in product capabilities, network size, customer base and market coverage with minimal duplication
BARCLAYS Wealth and Investment Management business in Singapore and Hong Kong	The acquisition of Barclays WIM Singapore and Hong Kong strengthens Bank of Singapore's position as Asia's Global Private Bank. Bank of Singapore's franchise value will be enhanced, enabling it to accelerate growth in its key markets

Rebranded as **OCBC NISP**

Rebranded as **BANK OF SINGAPORE**
International Private Banking
A subsidiary of OCBC Bank

Rebranded as **OCBC WING HANG**

Integration strategy

We will manage integration in a balanced and seamless manner, adopting our best practices from past acquisitions

Clients

- Pro-active client communication and engagement approach together with Barclays WIM Singapore and Hong Kong
- Preserving and managing a seamless client experience is at the forefront of our integration strategy

Employees

- Employee retention is critical to us and we value the contribution of the Barclays WIM Singapore and Hong Kong's staff to a successful integration and future business growth
- We will actively engage Barclays WIM Singapore and Hong Kong's employees throughout the transition period and integrate them into Bank of Singapore through tailored onboarding and training programmes

Systems

- We have conducted thorough reviews to identify key gaps in functionality
- We will work with the best partner in the development of automated migration tools to efficiently complete the migration

Supported by a joint integration committee to facilitate the timely and successful completion of integration



Conclusion / Summary

Conclusion / Summary

1 **Broadening OCBC Bank's wealth management franchise** and advancing OCBC Bank's strategic goal of deepening its presence in its four core markets



2 **Strengthening Bank of Singapore's position as Asia's Global Private Bank**



3 **Enhancing value for Barclays WIM Singapore and Hong Kong clients** through Bank of Singapore's comprehensive product and service offerings, and access to OCBC Bank's commercial banking capabilities including consumer and corporate banking, corporate finance and treasury services



4 We have a **successful history of acquisitions and integrations** and are confident of adding Barclays WIM Singapore and Hong Kong into our success story

