Group Chief Executive Officer Update

3 November 2021





OCBC Bank



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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%

Bank of Singapore AUM

YoY Growth 30 Sep 2021

+13%

YoY Growth 30 Sep 2021

) Sep 2021

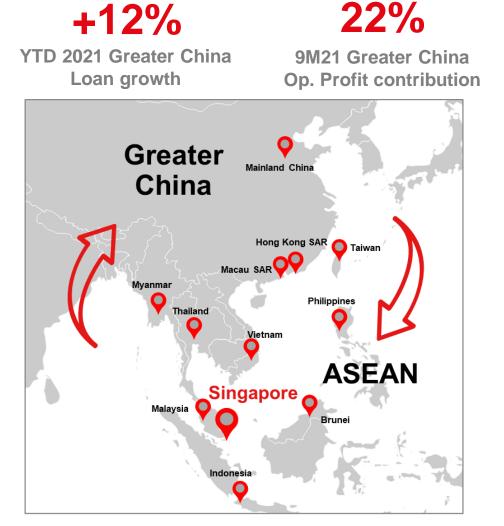
Premier & Premier Private Client AUM



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





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



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

1 St 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



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

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

First-to-Market

Sustainability-linked Structured Deposit



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

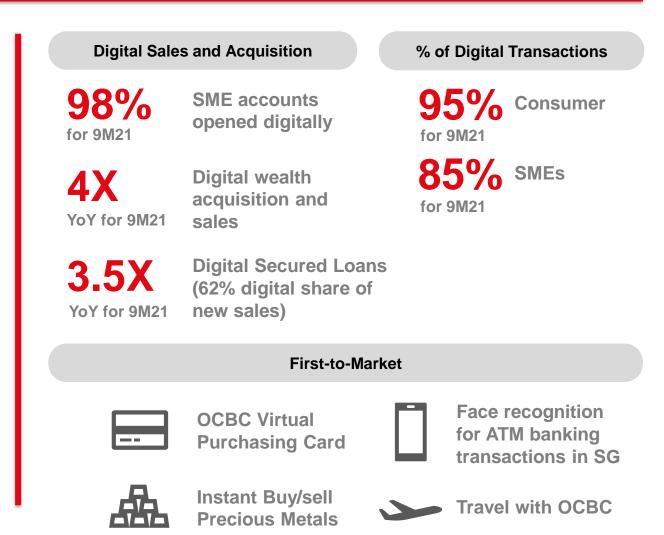


Accelerating Digital Transformation

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

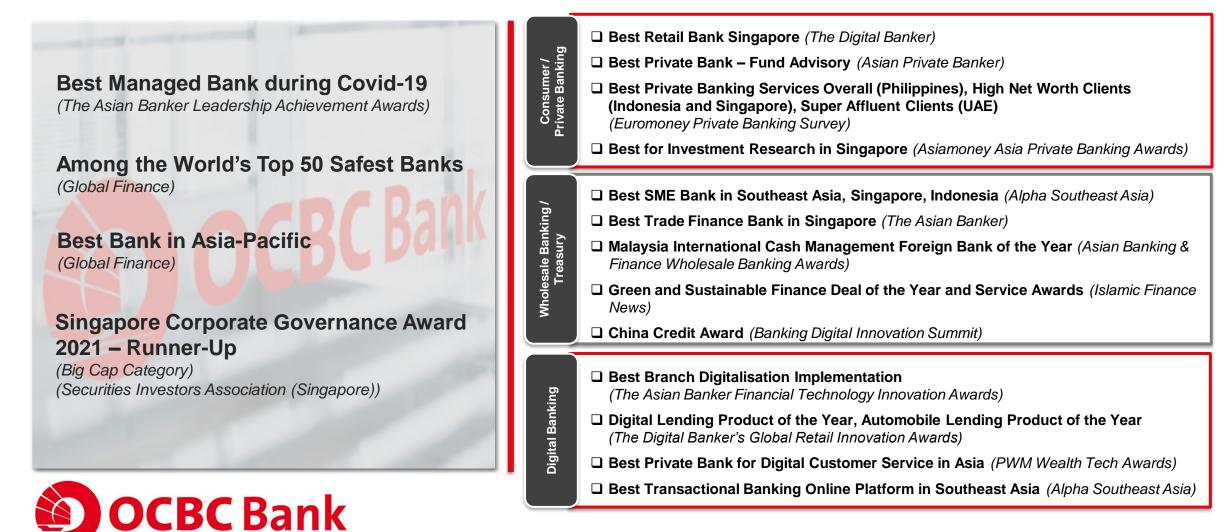
- Fast-track modernisation of Technology Stack
- Launch Groupwide Operational Excellence Programme
- Institute Data-Driven culture across the organisation
- Scale up Agile Delivery Model to accelerate the delivery of process and channel enhancements
- Build future-ready workforce

CBC Bank



Awards and Accolades

Recognition for excellence and achievements



Thank You

