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**Issuer:** Oversea-Chinese Banking Corporation Limited

**Stock code:** 039

**Meeting details:**

Date: 16 April 2026

Time: 2.00 p.m.

Venue: Sands Expo & Convention Centre, Level 4, Roselle and Simpor Ballrooms, 10 Bayfront Avenue, Singapore 018956

**Q1.** The group successfully completed a planned leadership transition in 2026, with Mr Tan Teck Long assuming the role of Group chief executive office on 1 January 2026. This followed his appointment as Deputy CEO in July 2025.

The new CEO’s perspectives are outlined in the annual report (pages 10 to 13), together with the refreshed corporate strategy, The Next Frontier (pages 14 to 17). This strategy seeks to position the group to capture rising Asia flows, deepen its core market franchises, advance technology led and customer centric capabilities through artificial intelligence, digital and data, and support the green transition.

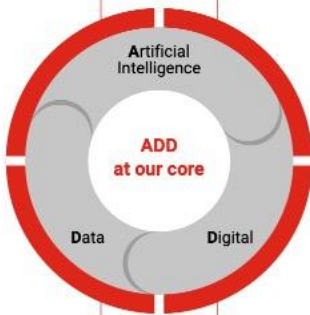
### The OCBC Next Frontier Strategy

We are forging ahead with a focus on driving strong growth, leveraging our solid foundation as an integrated financial services group.

**Accelerating growth with four strategic shifts**

**Asia Shift**  
Tap rising Asia trade, investment and wealth flows

**Tech Shift**  
Embed customer centricity powered by ADD – Artificial Intelligence (AI), Digital, Data – and pursue Tech sectors



**Franchise Shift**  
Deepen core market franchise to capture long-term growth

**Net-Zero Shift**  
Continue to support green transitions

### Powering Shifts, Accelerating Growth

Megatrends are shifting the frontier. We will ride them to power our four strategic shifts.

| Asia Shift  | Franchise Shift   |
|---|---|
| Capture ASEAN-Greater China trade, investment and wealth flows by leveraging OCBC’s regional network with a strong “One-ASEAN” value proposition.<br><br>Capture rising Asian wealth flows with our Singapore-Hong Kong twin wealth hubs approach.                                    | <p><b>Singapore-Hong Kong Twin Hubs</b></p> Deliver a Whole-of-Wealth value proposition across Banking, Wealth and Insurance.<br><br>Lead in Silver proposition for the super-aged society.<br><br>Grow affluent segment in Hong Kong.<br><br>Scale up Global Markets in Hong Kong. |
| Tech Shift  | ASEAN Domestic Markets  |
| With a customer centric Artificial Intelligence (AI), Digital and Data (ADD) strategy, the right customer will be delivered the right product at the right time.<br><br>Intensify focus and coverage on technology, including digital infrastructure and the technology supply chain. | Expand affluent customer base by leveraging Great Eastern Malaysia’s ecosystem.<br><br>Capture inbound investment flows and leverage special economic zones like the Johor-Singapore Special Economic Zone.<br><br>Grow OCBC Private Bank in Indonesia.                             |
| Net-Zero Shift  |   |
| Expand coverage of green sectors such as renewable and sectors transitioning to net-zero.<br><br>Deepen support for the green transition of SMEs in core markets.   |   |

(Source: company annual report)

- (i) **Having spent the past three months in his new role, can the CEO share which elements of The Next Frontier strategy does he feel most confident about, and which areas does he see as presenting the greatest opportunity for growth and improvement?**
- (ii) **What are the most significant risks or constraints that could jeopardise the group’s growth, including tail risks or low-probably, high-impact events?**
- (iii) **The group already has a sizable network in Southeast Asia, with a strong Singapore core and estimated top 10 presence in both Indonesia and Malaysia. Are there identifiable gaps in capabilities, market positioning or scale that may require substantial strategic investments or partnerships?**

**Q2.** As at 31 December 2025, the group reported a Common Equity Tier 1 capital adequacy ratio (CET1 CAR) of 16.9%, or 15.1% on a fully phased-in Basel III basis. This remains well above the Monetary Authority of Singapore’s minimum requirements<sup>1</sup>, including the capital conservation buffer, as well as the group’s internal target of 14%.

| <b>Group Five-Year Summary</b>               |      |                     |      |      |             |
|--|------|---------------------|------|------|-------------|
|  | 2021 | 2022 <sup>(1)</sup> | 2023 | 2024 | 2025        |
| <b>Ratios (%)</b>                            |      |                     |      |      |             |
| Return on equity                             | 9.6  | 11.1                | 13.7 | 13.7 | <b>12.6</b> |
| Return on assets <sup>(2)</sup>              | 1.13 | 1.21                | 1.46 | 1.53 | <b>1.37</b> |
| Dividend cover (times)                       | 2.02 | 1.79                | 1.89 | 1.66 | <b>1.65</b> |
| Cost-to-income                               | 45.0 | 42.9                | 38.7 | 39.7 | <b>40.2</b> |
| <b>Capital adequacy ratios<sup>(4)</sup></b> |      |                     |      |      |             |
| Common Equity Tier 1                         | 15.5 | 15.2                | 15.9 | 17.1 | <b>16.9</b> |
| Tier 1                                       | 16.0 | 15.9                | 16.5 | 17.8 | <b>17.6</b> |
| Total  | 17.6 | 17.7                | 18.1 | 19.7 | <b>19.4</b> |

(Source: company annual report)

The \$2.5 billion capital return plan, announced in February 2025, will be completed by 2026. So far, \$1.7 billion has been returned via special dividends and share buybacks. The bank’s return on equity (ROE) was 12.6% in 2025, lower than the 13.7% achieved in the prior two years but remains slightly above the 5-year average ROE return of 12.14%.

- (i) How does the board assess the recent ROE trends? What medium to long-term return targets has the board set, and what strategic or operational levers are expected to drive improvements in ROE?**
- (ii) With the current \$2.5 billion capital return programme nearing completion, can the board provide shareholders with greater clarity on the next phase of balance sheet optimisation/capital returns?**

**Q3.** Mr Lian Wee Cheow and Mrs Tan Ching Yee were appointed to the board on 1 January 2025 and 1 November 2025 respectively. The biographies of the directors are set out on pages 259 and 261 of the annual report. Both are first-time directors of a listed company.

<sup>1</sup> Singapore-incorporated banks are required by the to meet CET1 CAR, Tier 1 CAR and Total CAR of 9%, 10.5% and 12.5% respectively.

| Description (Please provide a detailed description of the event in the box below)   | Description (Please provide a detailed description of the event in the box below)   |
|---|---|
| Appointment of Non-Executive and Independent Director   | Appointment of Tan Ching Yee as Non-Executive and Independent Director  |
| <b>Additional Details</b>   | <b>Additional Details</b>   |
| <b>Date Of Appointment</b><br>01/01/2025  | <b>Date Of Appointment</b><br>01/11/2025  |
| <b>Name Of Person</b><br>Lian Wee Cheow   | <b>Name Of Person</b><br>Tan Ching Yee  |
| <b>Age</b><br>63  | <b>Age</b><br>60  |
| <b>Country Of Principal Residence</b><br>Singapore  | <b>Country Of Principal Residence</b><br>Singapore  |
| <b>The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)</b><br>OCBC has constantly been on the watch for director candidate to complement the Board's overall competency and skills to refresh itself from time to time. The appointment of Mr Lian Wee Cheow is appropriate and complements the competencies and skills of present Board members. His nomination as a non-executive and independent director of OCBC Bank was made by the Nominating Committee and approved by the Board. | <b>The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)</b><br>OCBC has constantly been on the watch for director candidate to complement the Board's overall competency and skills to refresh itself from time to time. The appointment of Mrs Tan Ching Yee is appropriate and complements the competencies and skills of present Board members. Her nomination as a non-executive and independent director of OCBC Bank was made by the Nominating Committee and approved by the Board. |
| <b>Whether appointment is executive, and if so, the area of responsibility</b><br>Non-executive   | <b>Whether appointment is executive, and if so, the area of responsibility</b><br>Non-executive   |
| <b>Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)</b><br>Non-executive and Independent Director<br>Member of Risk Management Committee   | <b>Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)</b><br>Non-executive and Independent Director<br>Member of Risk Management Committee<br>Member of Board Sustainability Committee   |

(Compiled from company's announcements)

- (i) Can the board explain the search and nomination process used to identify and shortlist director candidates, as required by the SGX announcement template?**
- (ii) Considering the complexity of regulatory, financial and risk oversight responsibilities of a financial institution, how does the board ensure that the learning curve for first-time directors does not dilute the effectiveness of board oversight during the transition period?**

In addition, Mr Lian Wee Cheow previously served as the engagement partner responsible for the audit<sup>2</sup> of the OCBC Group from 2020 to 2022. The director signed off on the financial statements in February 2023 and had attended the April 2023 AGM as the PwC Partner-in-charge.

Mr Lian Wee Cheow retired from PwC in June 2023 and was appointed to the board on 1 January 2025. He was then appointed as an audit committee member on 1 July 2025, following the two-year cooling-off period in accordance with Provision 10.3 of the 2018 Code of corporate governance.

- (iii) From a governance and investor confidence perspective, how does the board assess whether the appointment of a recent audit engagement partner to the audit committee could affect perceptions of independence? While Mr Lian's appointment complies with the prescribed cooling-off**

<sup>2</sup> <https://www.ocbc.com.my/group/about-us/our-leadership#lian-wee-cheow>

**period, how does the board and the audit committee address potential familiarity and self-review threats arising from his prior role as engagement partner?**

*Shareholders are welcome to use and/or adapt the questions prepared by SIAS and to forward them to the company.*

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