

> Strategy & Capital Committee Members



1. MR SAMUEL N. TSIENT

Chief Executive Officer

Mr Samuel N. Tsien was appointed to the Board on 13 February 2014 and elected as a Director on 24 April 2014. He was appointed Chief Executive Officer on 15 April 2012. He joined OCBC Bank in July 2007 as Senior Executive Vice President, managing the Group's corporate and commercial banking business. In 2008, he assumed the position as Global Head of Global Corporate Bank with added responsibilities of overseeing the financial institution and transaction banking businesses. He has 37 years of banking experience. Prior to joining OCBC Bank, he was the President and Chief Executive Officer of China Construction Bank (Asia) when China Construction Bank acquired Bank of America (Asia). From 1995 to 2006, he was President and Chief Executive Officer of Bank of America (Asia), and Asia Consumer and Commercial Banking Group Executive of Bank of America Corporation. Mr Tsien is presently Chairman of OCBC Bank (China) Ltd and a Commissioner of PT Bank OCBC NISP Tbk. He also serves on the boards of major OCBC Group companies, including Great Eastern Holdings Ltd, Bank of Singapore Ltd, OCBC Wing Hang Bank Ltd, OCBC Bank (Malaysia) Berhad and OCBC Al-Amin Bank Berhad. He is also concurrently the Chairman of the Association of Banks in Singapore since June 2013, a council member of the Singapore Business Federation and a Director of Mapletree Investments Pte Ltd. Mr Tsien holds a Bachelor of Arts with Honours in Economics from the University of California, Los Angeles. Age 60.

2. MR CHING WEI HONG

Chief Operating Officer

Mr Ching Wei Hong was appointed Chief Operating Officer on 15 April 2012. In addition to Global Consumer Financial Services which he has had oversight of since May 2010, he is responsible for the Group Operations & Technology, Group Corporate Communications, Group Quality & Service Excellence and OCBC Property Services functions of the Bank. Mr Ching is also Chairman of Bank of Singapore, OCBC Securities and Lion Global Investors. As Head of Global Consumer Financial Services, he is responsible for building our consumer banking business in our key markets and expanding our wealth management franchise. In his tenure with OCBC Bank, he has held senior management responsibilities across various roles including Chief Financial Officer, Head of Group Operations and Technology and Head of Transaction Banking. Mr Ching has more than 29 years of experience in regional finance, corporate banking and cash management. Before joining OCBC, he was Director of Corporate Finance, Philips Electronics Asia Pacific Pte Ltd. He also held senior regional assignments in Bank of America and was Treasurer of Union Carbide Asia Pacific. Mr Ching holds a Bachelor of Business Administration from the National University of Singapore. Age 55.

3. MR DARREN TAN SIEW PENG

Chief Financial Officer

Mr Darren Tan Siew Peng was appointed Executive Vice President and OCBC Bank's Chief Financial Officer ("CFO") in December 2011. As CFO, he oversees financial, regulatory and management accounting, treasury financial control, corporate treasury, funding and capital management, corporate development and investor relations. He joined OCBC Bank in March 2007 as Head of Asset Liability Management in Global Treasury and assumed the role of Deputy CFO in May 2011. Prior to joining OCBC, Mr Tan worked for 13 years in the Government of Singapore Investment Corporation ("GIC") with his last position in GIC as Head of Money Markets. He graduated with First Class Honours in Accountancy from Nanyang Technological University and is a Chartered Financial Analyst. Age 44.



4. MR VINCENT CHOO Group Risk Management

Mr Vincent Choo Nyen Fui was appointed Head of Group Risk Management on 1 August 2014. As Chief Risk Officer, he covers the full spectrum of risk, including Credit, Technology and Information Security, Liquidity, Market and Operational risk management. He reports jointly to both CEO and the Board Risk Management Committee of OCBC Bank. Mr Choo joined OCBC Bank from Deutsche Bank AG where his last appointment was Managing Director and Chief Risk Officer for Asia Pacific. In his 20 years at Deutsche Bank AG, he served in a number of senior roles including Head of Market Risk Management for Asia Pacific, with additional responsibilities for Traded Credit Products, and Head of New Product Approval for Asia. He holds a Master of Arts in Economics from University of Akron. Age 52.

5. MR LINUS GOH TI LIANG Global Commercial Banking

Mr Linus Goh Ti Liang joined OCBC Bank in April 2004 as Executive Vice President and Head of International. He is presently the Head of Global Commercial Banking where he has global responsibility for the bank's commercial and institutional banking businesses. In addition to enterprise banking and financial institutions, which he has managed since August 2008, Mr Goh also has oversight of the bank's transaction banking business. Mr Goh has over 28 years of banking experience, including 17 years at Citibank, N.A. Singapore, where he held several senior management positions overseeing corporate banking, financial institutions, e-business and transaction banking. Mr Goh holds a Bachelor of Arts (Philosophy) with Honours from the National University of Singapore. Age 52.

6. MR LAM KUN KIN Global Treasury and Investment Banking

Mr Lam Kun Kin was appointed Head of Global Treasury in January 2007 and Senior Executive Vice President in April 2011. He has global responsibility for OCBC Bank's financial market businesses and asset liability management in Singapore, Malaysia, Indonesia and nine other overseas centres. Since February 2012, he also has additional responsibility of overseeing the Bank's Global Investment Banking division. Mr Lam has more than 28 years of banking and investment management experience covering global fund management, global markets sales & trading, global investment banking and Asian financial market businesses. Currently, he serves on the boards of Bank of Singapore, OCBC Securities, AVIC Trust and on Great Eastern Group's Asset and Liability Committee. Prior to joining OCBC Bank, Mr Lam held various senior management positions in the Government of Singapore Investment Corporation, Citibank and Temasek Holdings. Since September 2014, he has been appointed by the Monetary Authority of Singapore as Co-Chairman of the Singapore Foreign Exchange Market Committee. He holds a Bachelor of Accountancy with Honours from the National University of Singapore and is a Chartered Financial Analyst. Age 52.

7. MR GEORGE LEE LAP WAH Global Corporate Banking

Mr George Lee Lap Wah was appointed Executive Vice President in August 2005 and is currently Head of Global Corporate Banking. Before assuming this role, he was Head of Global Investment Banking from 2002. Mr Lee has more than 36 years of banking experience and has held senior level positions in Credit Suisse First Boston, Credit Suisse Singapore and Security Pacific National Bank. Mr Lee holds a Bachelor of Business Administration with Honours from the University of Singapore and is a Chartered Financial Analyst. Age 62.

> Strategy & Capital Committee Members



8. MR LIM KHIANG TONG

Group Operations and Technology & Group Customer Experience

Mr Lim Kiang Tong joined OCBC Bank in September 2000 as Chief Technology Officer of finatiQ.com and was transferred to OCBC Bank, assuming the role of Head of IT Management in January 2002. He was appointed Executive Vice President in December 2007 and Head of Group Operations and Technology in May 2010. Mr Lim oversees OCBC Bank's regional processing centres and technology operations, driving for productivity gains and lower unit costs. Since June 2013, he has also assumed oversight of the Bank's Group Customer Experience division, leading quality initiatives designed to strengthen service culture and simplify banking to engage customers better. Mr Lim has more than 25 years of information technology and banking operations management experience. He holds a Bachelor of Science (Computer Science & Economics) from the National University of Singapore. Age 54.

10. MR JASON HO POH WAH

Deputy Head Group Human Resources

Mr Jason Ho Poh Wah joined OCBC Bank in January 2013 as Senior Vice President and Head of Asset & Liability Management. He will assume the role of Head of Group Human Resources in July 2015, following his appointment as Deputy Head, effective January 2015. He has 28 years of banking experience and has held senior level positions at KBC Bank, Standard Chartered Bank and Volvo Group Treasury Asia Limited. Mr Ho holds a Bachelor of Business Administration from the National University of Singapore and a Masters in Applied Finance from Australia's Macquarie University. He is currently serving as the Deputy President of ACI – The Financial Markets Association. Age 52.

9. MS CYNTHIA TAN GUAN HIANG

Group Human Resources

Ms Cynthia Tan Guan Hiang was appointed Executive Vice President in April 2005. Being Head of Group Human Resources, she is responsible for the management as well as training and development of our human capital. Ms Tan has over 30 years of experience in this field, having held senior level positions in DFS Ventures, MentorGraphics, Apple Computer and National Semiconductor. She was also a former lecturer in Business Studies at Ngee Ann Polytechnic. She holds a Masters in Business Administration from the University of Hull, UK. Age 64.

The members of the Strategy & Capital Committee are also members of OCBC Bank's Management Committee.

Other Management Committee Members

MR ONG ENG BIN
CEO, OCBC Bank Malaysia

MR GAN KOK KIM
Global Investment Banking

MS GOH CHIN YEE
Group Audit

MR RENATO DE GUZMAN
CEO, Bank of Singapore

MR BAHREN SHAARI
CEO, Bank of Singapore
(effective 1 Feb 2015)

MS KNG HWEE TIN
CEO, OCBC Bank China

MS KOH CHING CHING
Group Corporate
Communications

MR NA WU BENG
Director and CEO,
OCBC Wing Hang Bank

MR NEO BOCK CHENG
Global Transaction Banking

MR VINCENT SOH
Group Property Management

MR DENNIS TAN
Consumer Financial Services
Singapore

MRS TENG SOON LANG
Group Quality and
Service Excellence

MR PETER YEOH
Group Secretariat

MS LORETTA YUEN
Group Legal and
Regulatory Compliance