

The Asian Bank of Choice for the New Asia

1 *Geographies*

1. Entrench leadership in Singapore
2. Re-energise Hong Kong
3. Rebalance geographic mix of our business

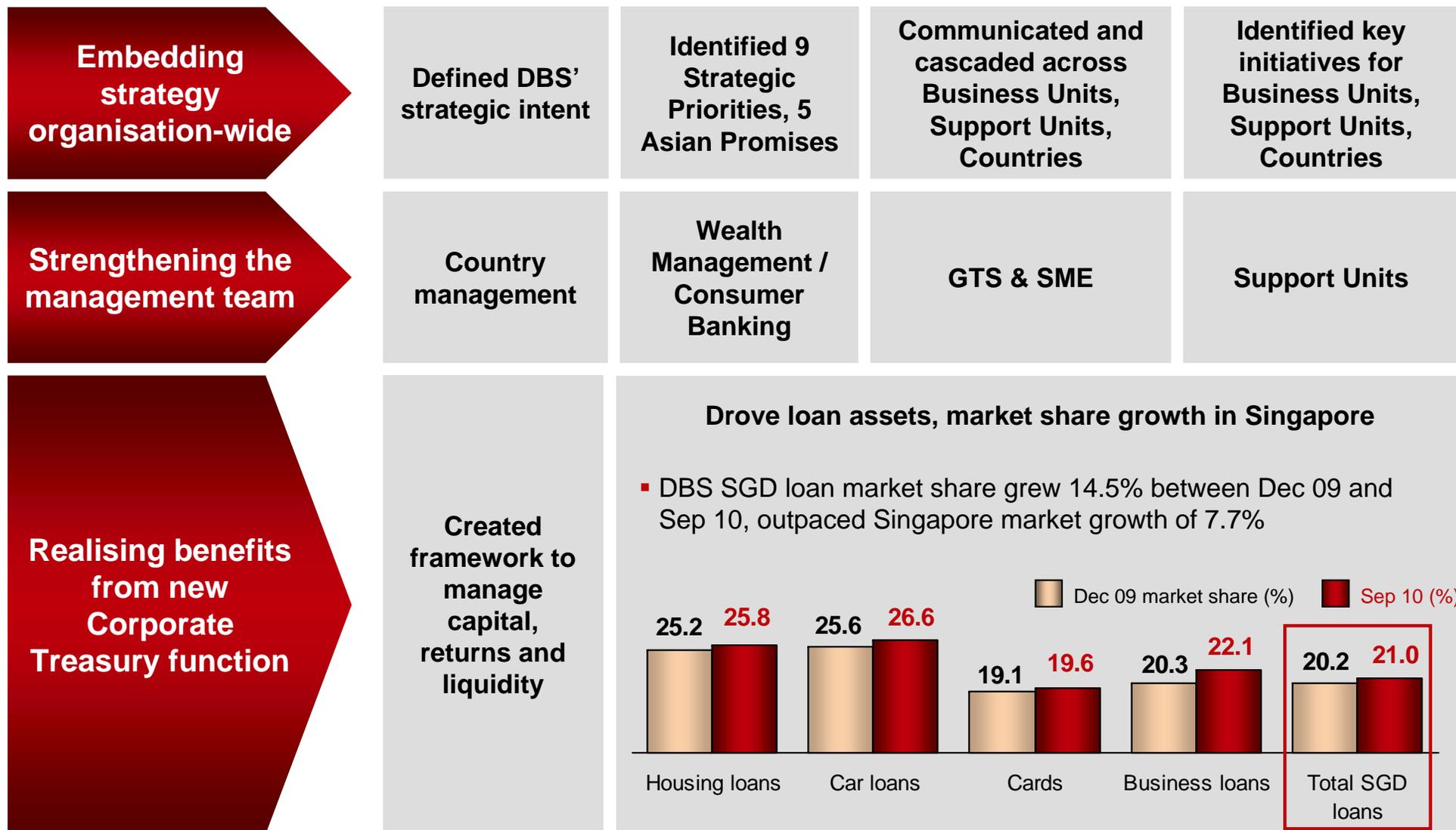
2 *Regional Businesses*

4. Build a leading SME business anchored around trade finance
5. Strengthen wealth proposition for Asia's growing affluent
6. Build-out GTS and T&M capabilities across the region

3 *Enablers*

7. Place customers at the heart of the banking experience
8. Focus on organisation, people and culture
9. Strengthen technology and infrastructure platform

Progress made in 2010



Progress made in 2010 (cont'd)

Gaining traction on strategic priorities

Business, Countries

Further leveraging POSB franchise

- Reconfiguring branch model
- Increased sales focus → 50% of new unsecured loans generated by branches in Q3 (up from 44% in Q1)

Developing strategic blueprints for Regional SME, Asia Wealth Management

SME business model

- SME banking – hub and spoke model
- Community banking – branch driven model

Wealth business model

- Wealth continuum across affluent to HNWI
- Aligned organisation structure
- Distinct brands, customer servicing models
- Single platform for product, middle office and technology

Increasing cross-sell efforts

- Actively driving cross-sell of T&M products to corporate and retail clients
- Leveraging Greater China franchise to build a strong RMB business spanning foreign exchange, bonds, structured products and hedging solutions
- Maintained leadership position in SGD bonds, REITs, IPOs, equity offerings in Singapore
- Emphasis on mid-cap cross-border M&A advisory gaining traction: Ranked #7 in Asia-Pac M&A mid cap deals for 9M10, up from 17th position a year ago

Enablers

Creating regional management framework

- Streamlined matrix organization
- Put in place standard country governance framework
- Established new Singapore organisation
- Set up regional policy framework – Accounting And Operations Standardisation Team, Risk Policy Unit
- Rolled out MIS framework for managing regional clients
- Building returns-based performance model

Improving customer experience

- Formed Customer Experience Council
- Developed Asian Service Programme, service values
- Created and rolled out process improvement methodology

Developing regional technology blueprint

- Putting in place a resiliency and reliability improvement plan to enhance availability of services
- Building consistency in regional applications platform
- Formed Innovation Council, identified key initiatives

Key Performance Indicators

