

Oversea-Chinese Banking Corp Ltd

Creation of Franchise Value in Greater China

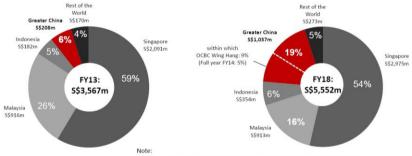
SINGAPORE | BANKING | UPDATE

- We attended OCBC's Greater China Media and Sell-Side Analysts Briefing in Hong Kong and Macau on the 13th and 14th August 2019.
- The event shared insights and updates on the Group's growth and transformation journey in Greater China over the last 5 years, as well as plans to continue to grow in the region.
- Since the Wing Hang acquisition, earnings from Greater China tripled to 18% and AUM from wealth management tripled.
- Maintain ACCUMULATE at a slightly lower TP of \$12.32 (previous TP: \$12.50). We increased our credit cost assumptions to 23 bps (previously 20 bps), and lowered our loan growth estimate to 4.0% (previously 4.4%).

Franchise value creation

Since the acquisition of Wing Hang Bank in 2H14, contribution from Greater China increased from 6% in FY13 to 19% in FY18 (Figure 1). The acquisition of Wing Hang bank created *franchise value* of \$\$600mn in FY18, which is the difference between the \$\$1,037mn (Figure 1) earnings recorded on the Greater China legal entity basis (where transactions or assets are booked) and the \$\$1,628mn (Figure 2) earnings based on internal management reports that includes Greater China earnings generated from outside China.

Figure 1: Profit before tax by geography showed earnings from Greater China tripling in 5 years.



The geographical segment analysis is based on the location where assets or

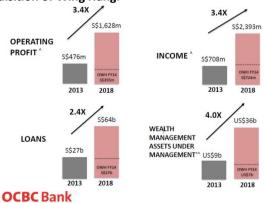
transactions are booked.

Greater China comprises China, Hong Kong, Macau and Taiwan.

Source: OCBO

OCBC Bank

Figure 2: The group enhanced franchise value through 'merger of scope' after the acquisition of Wing Hang.



Source: OCBC



2 September 2019

ACCUMULATE (Maintained)

SGD 12.32
SGD 0.48
SGD 10.65

COMPANY DATA

BLOOMBERG TICKER	OCBC SP
O/S SHARES (MN):	4,318
MARKET CAP (USD mn / SGD mn):	33042/45896
52 - WK HI/LO (SGD) :	12.19/10.36
3M Average Daily T/O (mn):	5.43

MAJOR SHAREHOLDERS (%)

Selat Pte Limited	11.7%
Lee Foundation Singapore	4.4%
Vanguard Group Inc	2.7%

PRICE PERFORMANCE (%)

	1MTH	3МТН	YTD
COMPANY	(7.6)	(0.7)	(2.1)
STI RETURN	(7.0)	(1.2)	4.0

PRICE VS. STI



Source: Bloomberg, PSR

KEY FINANCIALS

Y/E Dec (SGD mn)	FY17	FY18	FY19e	FY20e
Total Income	7,595	9,701	10,544	11,001
Op. Profit	4,938	5,097	5,170	6,089
NPAT, adj.	2,454	4,492	4,705	5,505
EPS (SGD)	1.00	1.06	1.09	1.28
PER, adj. (x)	10.6	10.1	9.7	8.3
P/BV, x	1.2	1.1	1.1	1.0
ROE	6.6%	11.3%	11.2%	12.5%

Source: Bloomberg, Company, PSR

Valuation Method:

Gordon Growth Model (COE: 9%, g: 2%)

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Greater China - the Group's largest market outside Singapore

OCBC executed its Greater Bay Area (GBA) strategy in 2017, identifying Hong Kong, Macau and the Pearl Delta Region as targets to strengthen core banking business in Greater China by capturing trade, capital and wealth flows in and out of GBA.

Moving forward, the Group will be expanding its strategy and focus on 3 key regions in Greater China; namely the Jing-Jin-Ji region, Yangtze River Delta region and the Greater Bay Area (Figure 3). The Group expects synergy between the Group's Greater China and ASEAN franchise as they capture flows from supply chain re-positioning in these two regions.

The GBA registered PBT of \$\$605mn in FY18, making up 58% of Greater China's PBT of \$\$1,037mn. The Group targets to hit \$\$1bn in PBT from the GBA by 2023, representing a 5-year CAGR of 11%; supported by loans growth of 12%/year to reach \$\$80bn by 2023 (Figure 4).

Figure 3: OCBC will be focusing on 3 key regions in Greater China Figure 4: Group's 2023 Targets for the Greater Bay Area



Required CAGR PROFIT to achieve target S\$605m S\$1h BEFORE TAX 11% Required CAGR LOANS S\$80b to achieve target S\$42b S\$45b 12% Required CAGR 4,200 **EMPLOYEES** 3.500 3,600 to achieve target 3%

Source: OCBC

OCBC Bank

Hong Kong the core contributor to OCBC Wing Hang

Hong Kong contributed 73% to OCBC Wing Hang's (OWH) earnings in FY18 (Figure 5). OWH has been on a growth strategy since 2017 to increase existing and new customer franchise, create new revenue streams and improve productivity; by implementing the GBA strategy and three year digitilisation plan with an investment of HK\$400mn since 2018. The merger of the two China entities (OCBC China and Wing Hang China) to form OCBC Wing Hang China streamlined processes. In addition, the hubbing of Macau Treasury to Hong Kong and integration of Financial Institutions Business from the Hong Kong Branch resulted in CIR improvement of 5.5 p.p. to 46.9% in FY18 (FY17: 52.4%).

Figure 5: OCBC Wing Hang's Profit before tax by geography

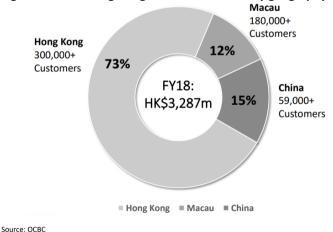


Figure 6: Increased connectivity between the 3 legal entities created deeper penetration into Greater China



Integration of capabilities between Bank of Singapore, OCBC Wing Hang, and OCBC Hong Kong

The increased connectivity between Bank of Singapore (BOS), OWH and OCBC HK created a comprehensive suite of product and service offerings as well as cross referral of clients across consumer banking, corporate banking, investment banking, treasury and market and private banking. As a result, Greater China's AUM and revenue tripled between 2013 and 2018; along with 2018's AUM/client being 2.5x that of 2013's. All these reflects OCBC's ability to increase its pool of high net worth clients.

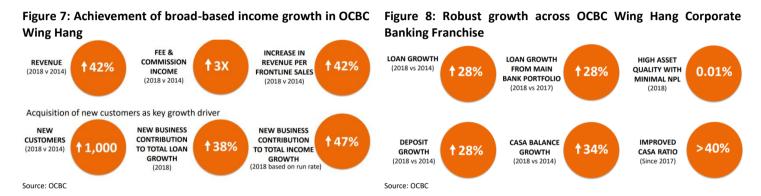


OCBC Wing Hang's single integrated platform for SMEs and Consumers

Unlike OWH's Hong Kong competitors, OWH's differentiating approach is to serve both SME businesses and individuals within the same branch. This is to serve time-starved SME business owners faster in conveniently-located retail branches instead of being directed to a specific SME banking branch. OWH's differentiation strategy proved effective as seen in a 5x increase in new-to-bank customers and 50% increase in SME customers between 2014 and 2018. In addition, 53% of OWH's SME customers are also consumer customers.

Corporate banking synergy - Bank of Singapore and OCBC Wing Hang

OWH's corporate clients from Hong Kong now have access to the entire product suite of OCBC Group, opening doors and providing support for corporates across the region. As a result, there is a 5x increase in referral, 3x increase in Treasury advisory income and 10x rise in corporate wealth management income between 2014 and 2018. Relationship-stickiness resulted in a 2x increase in revenue per customer between 2014 and 2018.



Maintain ACCUMULATE at a slightly lower TP of \$12.32 (previous TP: \$12.50). We increased our credit cost assumptions to 23 bps (previously 20 bps), and lowered our loan growth estimate to 4.0% (previously 4.4%).

We are positive on continued growth in OCBC's Greater China franchise with China remaining as the largest economic activity generator in Asia. OCBC's market share in Hong Kong and China is small, meaning there is still room for quality loan growth without affecting credit quality. In fact, Greater China's NPL ratio is the lowest in all of OCBC's regions, at 0.5% for OWH while group NPL stood at 1.5%.

However, the US-China trade tension may result in some deterioration in asset quality and more provisions, along with additional risks of slower loan and fees growth. The recent unrest in Hong Kong brings uncertainty in business and investor sentiment as well. OCBC does not expect the protest to poses a threat in the medium to long term and expects the protest to be resolved. OCBC does not expect its medium to long term targets to change and suggested no noticeable increase in outflow from Hong Kong because of recent events. We believe OCBC's share price could be volatile in the near term due to expectations of inorganic expansion (management expressed the need for strong capital levels amid volatile markets and for market opportunities and acquisitions).







PSR Rating System		
Total Returns	Recommendation	Rating
> +20%	Buy	1
+5% to +20%	Accumulate	2
-5% to +5%	Neutral	3
-5% to -20%	Reduce	4
< -20%	Sell	5

Remarks

We do not base our recommendations entirely on the above quantitative return bands. We consider qualitative factors like (but not limited to) a stock's risk reward profile, market sentiment, recent rate of share price appreciation, presence or absence of stock price catalysts, and speculative undertones surrounding the stock, before making our final recommendation

Financials

Income	Statem	ent

Y/E Dec, SGD mn	FY16	FY17	FY18	FY19e	FY20e
Net Int Income	5,052	5,423	5,890	6,277	6,372
Fees and Commission	1,638	1,017	2,030	2,240	2,565
Other Non int income	1,799	1,155	1,781	2,040	2,094
Total operating income	8,489	7,595	9,701	10,557	11,032
Operating expenses	3,789	2,246	4,214	4,589	4,811
Provisions and others	821	411	390	730	133
Operating profit	3,879	4,938	5,097	5,238	6,087
Associates & JVs	396	316	456	593	652
Profit Before Tax	4,275	5,254	5,553	5,831	6,740
Taxation	629	803	878	922	1,066
Profit After Tax	3,646	4,451	4,675	4,909	5,674
Non-controlling Interest	173	80	183	147	170
Net Income, reported	3,473	4,371	4,492	4,762	5,504
Net Income, adj.	3,473	2,454	4,492	4,761	5,504

Balance Sheet

Y/E Dec, SGD mn	FY16	FY17	FY18	FY19e	FY20e
Cash bal with central banks	16,559	19,594	18,748	19,194	31,510
Due from banks	39,801	49,377	39,035	37,239	37,613
Debt and equity securities	23,157	25,329	25,542	25,297	25,550
Loans and bills receivable	216,830	234,141	255,193	267,163	269,771
Life Assur. Fund Inv. Assets	61,973	73,927	76,867	79,173	81,548
Others	51,564	52,527	52,158	51,523	52,039
Total Assets	409,884	454,895	467,543	479,588	498,032
Due to banks	10,740	7,485	7,576	9,676	8,379
Due to non-bank customers	261,486	283,642	295,412	303,305	317,281
Life Assur. Fund Liabilities	61,962	73,755	74,928	77,176	79,491
Debts issued	19,947	32,235	30,272	27,590	28,473
Others	16,107	15,985	15,963	16,431	16,913
Total liabilities	370,242	413,102	424,151	434,177	450,536
Shareholder's equity	37,007	39,028	42,137	44,008	45,923
Non-controlling interest	2,635	2,765	1,255	1,402	1,572
Total Equity	39,642	41,793	43,392	45,411	47,496

Per share data (SGD)

Y/E Dec	FY16	FY17	FY18	FY19e	FY20e
EPS, reported	0.83	1.00	1.06	1.11	1.28
EPS, adj.	0.83	1.00	1.06	1.11	1.28
DPS	0.36	0.37	0.43	0.49	0.55
BVPS	8.61	9.08	9.68	9.99	10.47
Dividend payout ratio	43%	37%	41%	44%	43%

Supplementary items

Y/E Dec	FY16	FY17	FY18	FY19e	FY20e
CET1 CAR	14.7%	13.9%	14.0%	13.4%	14.1%
Tier 1 CAR	15.2%	15.0%	14.8%	14.1%	14.8%
Total CAR	17.2%	17.2%	16.5%	15.8%	16.5%

Valuation Ratios

Y/E Dec	FY16	FY17	FY18	FY19e	FY20e
P/E (X), a dj.	12.8	10.6	10.1	9.6	8.3
P/B (X)	1.2	1.2	1.1	1.1	1.0
Dividend Yield	3.4%	3.5%	4.0%	4.6%	5.2%
Growth & Margins					
Growth					
Netintincome	-2.6%	7.3%	8.6%	6.6%	1.5%
Non intincome	-2.7%	24.4%	-10.9%	12.3%	8.9%
Pre provision operating profit	-2.7%	14.2%	0.0%	8.8%	4.5%
Operating income	-13.3%	25.8%	4.4%	2.7%	16.2%
Net income, reported	-11.0%	20.8%	7.1%	6.0%	15.6%
Net income, adj	-11.0%	20.8%	7.1%	6.0%	15.6%
Margins					
Net interest margin	1.67%	1.65%	1.70%	1.74%	1.73%
Key Ratios					
ROE	10.0%	6.6%	11.3%	11.3%	12.5%
ROA	1.0%	0.6%	1.1%	1.2%	1.3%
RORWA	1.8%	1.3%	2.2%	2.2%	2.5%
Non-int/total income ratio	40.5%	28.6%	39.3%	40.5%	42.2%
Cost/income ratio	44.6%	29.6%	43.4%	43.5%	43.6%
Loan/deposit ratio	82.9%	82.5%	86.4%	88.1%	85.0%
NPL ratio	1.3%	1.4%	1.5%	1.5%	1.5%

Source: Company, Phillip Securities Research (Singapore) Estimates



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