


2025 Annual Results

March 30, 2026



This presentation and subsequent discussions may contain forward-looking statements that involve risks and uncertainties. These statements are generally indicated by the use of forward-looking terminology such as believe, expect, anticipate, estimate, plan, project, target, may or will, or may be expressed as being the results of actions that may or are expected to occur in the future. You should not place undue reliance on these forward-looking statements, which reflect our belief only as of the date of this presentation. These forward-looking statements are based on our own information and on information from other sources we believe to be reliable. Our actual results may be materially less favorable than those expressed or implied by these forward-looking statements which could depress the market price of our local shares and Level 1 ADSs.

Agenda

- 01** Strategy Review
 - 02** Financial & Business Results
 - 03** Outlook
- 



中銀香港(控股)有限公司
BOC HONG KONG (HOLDINGS) LIMITED

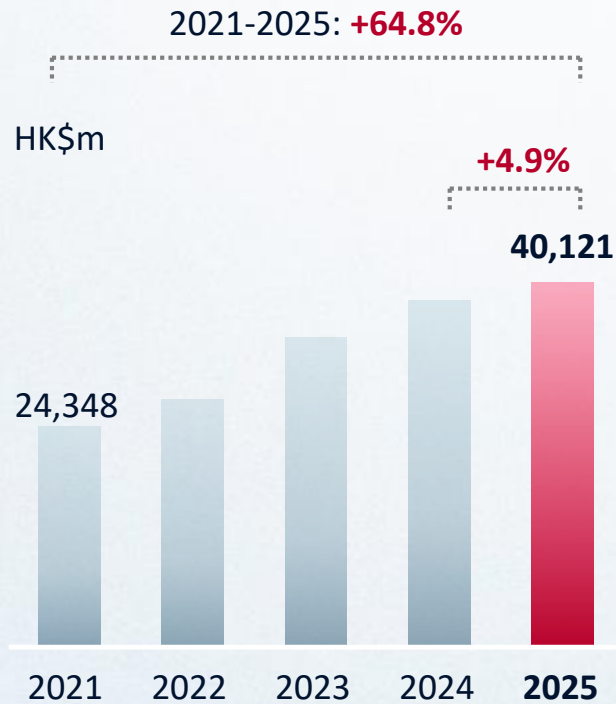
01

Strategy Review

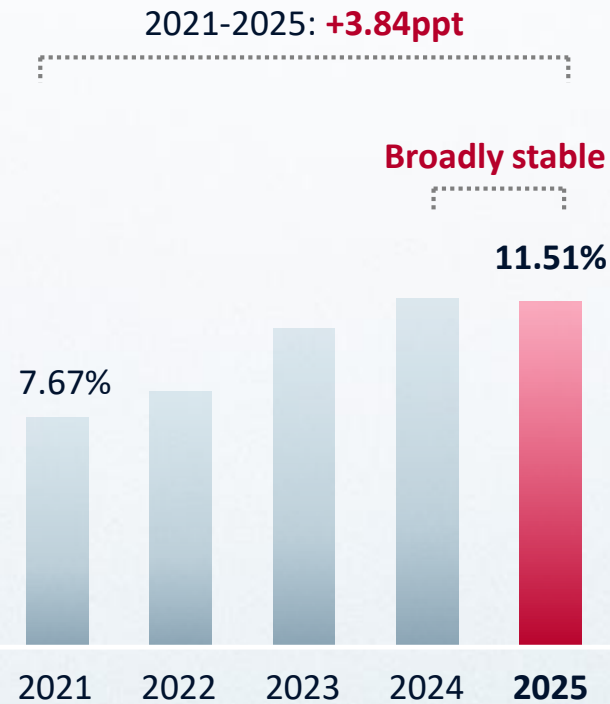


Bringing our Five-year Plan to a Successful Conclusion with Solid Growth in Operating Results

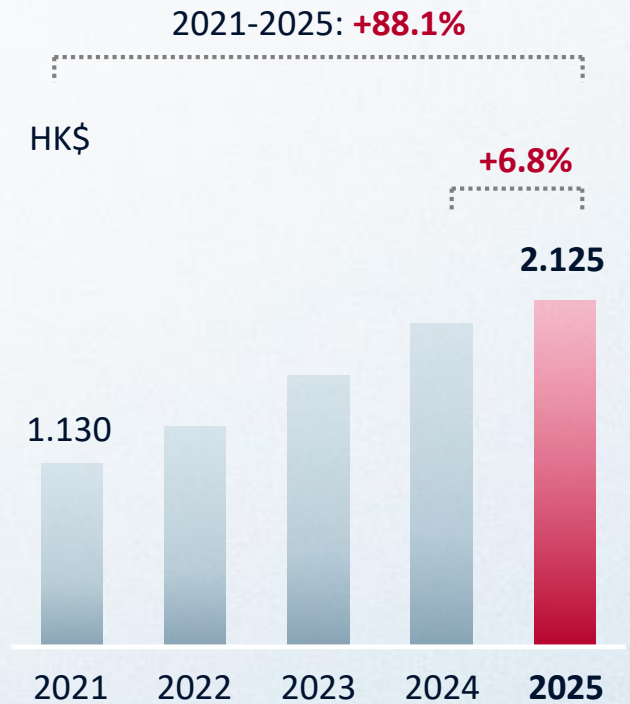
Profit Attributable to Equity Holders



ROE



Dividend per Share



Strengthening Integrated Service Capabilities while Deepening Local Market Commitment



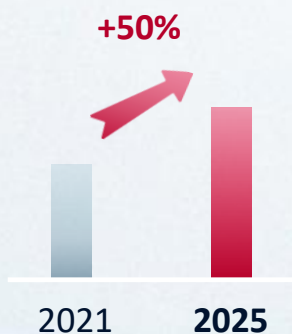
Consolidating Core Business Advantages

- **#1** in cumulative number of new residential mortgage loans for **7** consecutive years
- **#1** mandated arranger for HK/Macao syndicated loans for **21** consecutive years
- **#1** in IPO receiving bank business
- **Maintained leadership in offshore market** in number of CIPS indirect participants
- **New high** in market share of funds distribution after **4 years of consecutive growth**
- Personal payroll amounts **up 17%**
- Number of cash pools **up 30%**
- Assets under custody **up 29%**
- Value of bonds underwritten **up 65%**

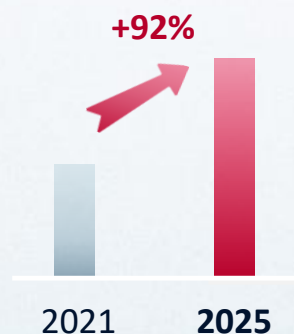


Enhancing Integrated Service Capabilities

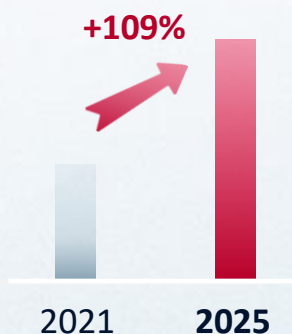
- BOC Life's standard new premiums **up 50%**, **#2*** in market
- BOCI Prudential's MPF AUM **up 22%**, ranking **among the top in market**
- BOCHK Asset Management's AUM and AUA **up 37%**
- Appointed by the Shanghai Gold Exchange to operate its **first** International Board-certified vault in Hong Kong



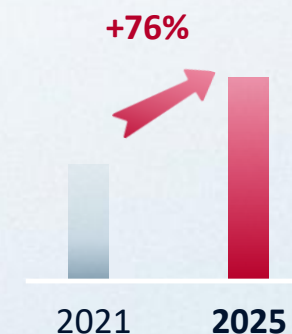
Number of High-end Customers



Personal Payroll Amounts



Number of Cash Pools



Assets Under Custody

*Based on data for 3Q25 released by Insurance Authority

Capturing Cross-border Business Opportunities while Advancing Regional Development

- Promoted the development of MMA businesses, and **remained at the forefront** of Stock Connect, Bond Connect, Swap Connect, Wealth Management Connect and Payment Connect businesses. Our cross-border high-end customer base **increased by 21%**
- Supported comfortable daily living across the GBA, extended **“GBA Account Opening”** attestation service to all Mainland GBA cities, introduced RMB options for **“GBA Loans”** and offered a **“financial + wellness”** comprehensive cross-border elderly care solution
- Sharpened cross-border competitive advantages, supported HKSAR Government's **“GoGlobal Task Force”**, launched **one-stop cross-border financial service solutions** for “Going Global” enterprises, and helped the government issue infrastructure bonds for the Northern Metropolis development
- Deepened regional development with BOC Malaysia, BOC Thailand and Jakarta Branch appointed as cross-currency dealers under the Local Currency Transaction Framework
- SEA entities **grew** their corporate accounts by **15%** and personal payroll accounts by **21%**

SEA-related Businesses

Customer Deposits*

+20.2% YTD

Customer Loans*

+9.6% YTD

Operating Income*

+6.2% YoY

NPL Ratio**

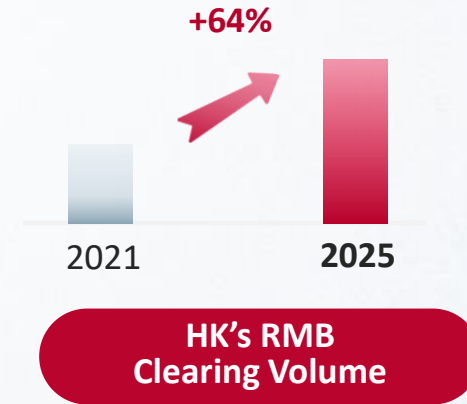
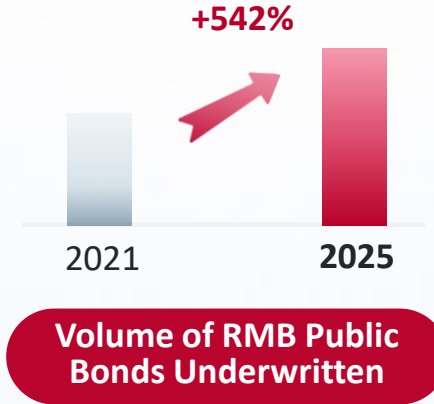
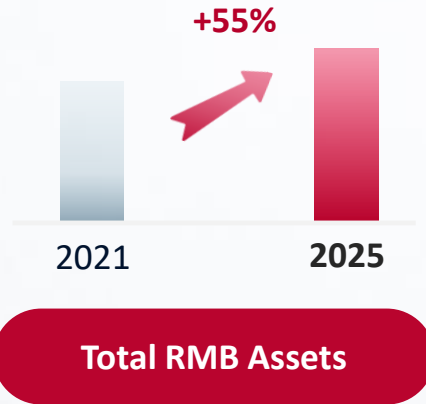
2.11% -0.67ppt

*Includes all SEA related businesses within the Group. Percentage changes were calculated in constant currency terms

**Combined data of nine SEA entities. The non-performing loan ratio was calculated in accordance with local regulatory requirements



Leveraging Advantages of our Featured Businesses to Promote the International Use of RMB



Cementing Business Advantages

- BOCHK sustained leadership in offshore RMB clearing, BOC Malaysia, Manila Branch and Phnom Penh Branch **led market** in local RMB clearing services
- Vientiane Branch became **one of the first offshore direct participants** in the e-CNY cross-border digital payment platform and Laos' **designated acquiring and clearing bank for e-CNY**
- Ho Chi Minh City Branch was approved as a **direct participant in RMB CIPS**, Jakarta Branch became **cross-border payment settlement bank for UnionPay**
- Led the Hong Kong market in RMB loans and deposits, with RMB fund sales value **up 23%**
- Ranked #1** in RMB standard new premiums in the first three quarters **for the 13th consecutive year**

Supporting Innovative Development

- Acted **for the first time** as a **settlement agent** for the MOF's RMB green bonds
- Appointed as the **first** offshore clearing member of the Shanghai Clearing House
- Became one of the first banks** to support HKMA's **RMB Business Facility Arrangements**
- Launched **repo businesses** in Hong Kong for **offshore RMB bonds** and cross-boundary bonds using Northbound Bond Connect instruments as collateral
- Assisted the Government of Indonesia in issuing its **first** offshore RMB bond
- Assisted a Malaysian bank in issuing its first **Panda bond**, setting the record for the largest Panda bond issuance by a Malaysian entity

*Based on RTGS data

Supporting HK's Fintech Development while Deepening Digital and Intelligent Business Empowerment

Supporting Financial Infrastructure

Completed **Ensemble^{TX}** production verification and realised tokenised assets trading and interbank transfer of tokenised deposits

Participated in HKMA's **Gen A.I.** Sandbox, and completed the testing of AI avatars and anti-deepfake solution

Expanded **e-CNY** merchant acquiring services in Hong Kong to offer flexible and convenient payment options

Supported the optimisation of **mBridge** business to provide e-CNY and e-HKD liquidity



Empowering Business Development

Leveraged HKMA's **IADS** and **cross-boundary credit referencing** to simplify personal loan approvals

Completed 1st batch of innovative cases using freight logistics data from the **Cargo^X** expert panel, to help enhance the digital ecosystem for local trade finance

Achieved **19% growth** in active mobile banking personal customers and **24% growth** in universities' e-payment volumes

Refined "Home Expert" app, with **over 200,000 downloads** and **80%** of mortgage applications submitted online

Increased iGTB transaction volume by **66%** and the number of BOC Connect registered users by **51%**

Grew BOC Pay+ customer base by **12%** and BoC Bill settlement volume by **13%**



Enhancing Smart Operations

Established an **AI committee** to strengthen planning, implementation and management of AI applications.

Promoted implementation of AI application scenarios and **AI office assistants** to boost work efficiency

Developed a **management platform for BOCHK's digital transformation indicators** and implemented business flow digitalisation, internal process automation and intensive operations

Enhanced smart fraud prevention management capabilities and launched **"Money Safe"** deposit protection measure in support of the HKMA initiative

Expanded our **Regional Operation Centre in Nanning, Guangxi** to improve the efficiency of intensive operations



Delivering on our CSR and Sustainable Development Commitments

Promoting Green Finance

- Assisted Guangdong, Hainan and Shenzhen governments continuously to issue **sustainability-themed bonds** in the Hong Kong market
- Acted as global coordinator for the HKSAR Government's issuance of **green bonds in multiple currencies**
- Assisted a **supranational entity** to issue **CSR bonds** for the first time
- Launched "**Urban GreenUp**" campaign to pursue sustainable development with customers

Fulfilling CSR

- Fully supported rescue and relocation efforts for the Tai Po fire incident by donating **HK\$20 million** via BOCHK Charitable Foundation and setting up a designated donation account that collected over **HK\$10 million** in total
- Actively organised **anti-fraud and wealth management promotion and education sessions** for the elderly and local communities
- Carried out more than **50** charitable projects and over **170** volunteer events, recording over **30,000** service hours
- Received again the highest **AAA** rating from **MSCI ESG Research**
- Named "**Asia-Pacific Climate Leaders**" by the *Financial Times* for the 4th consecutive year, and again awarded "**Hong Kong's Best Bank for Corporate Responsibility**" by *Euromoney*





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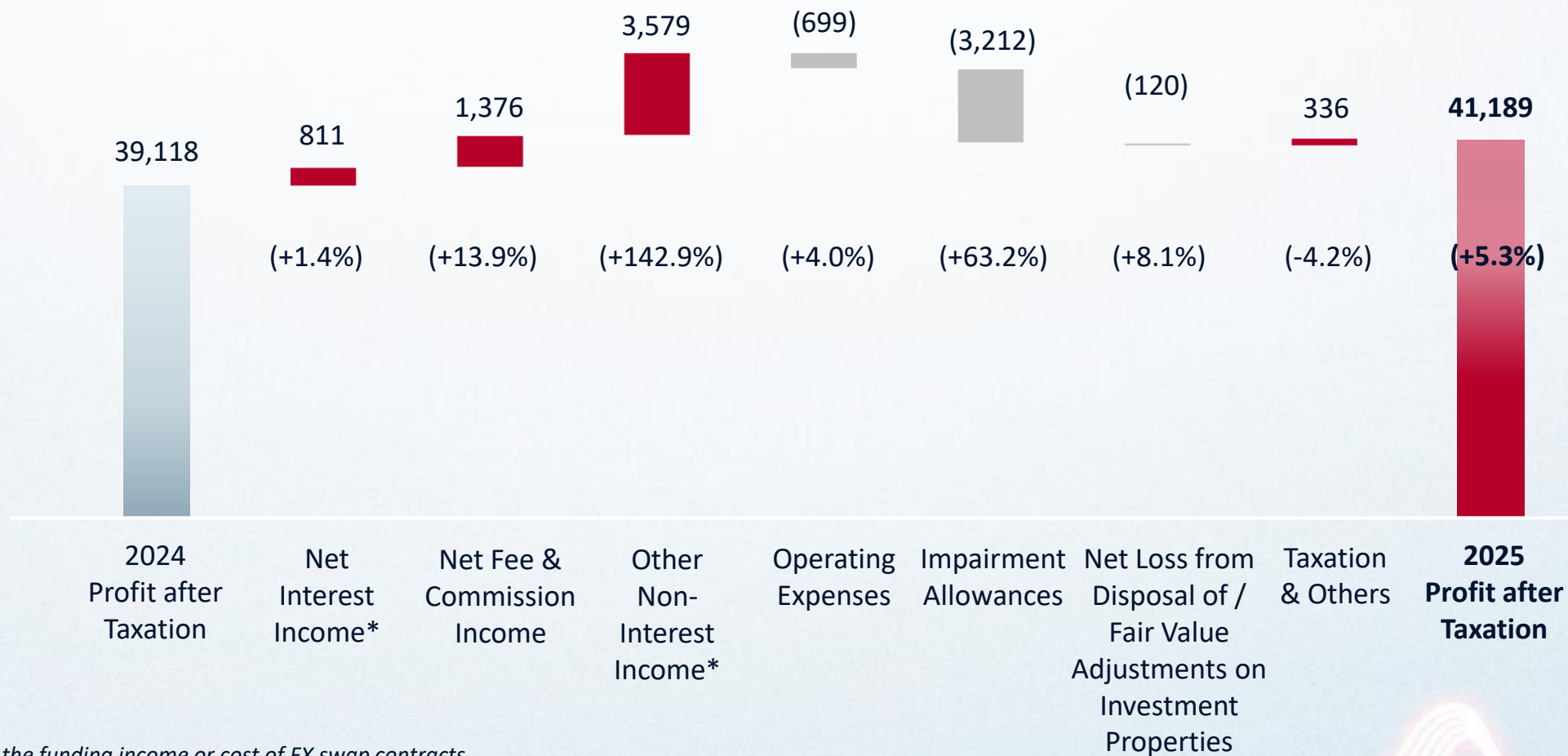
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Financial & Business Results



Solid Growth in Operating Results

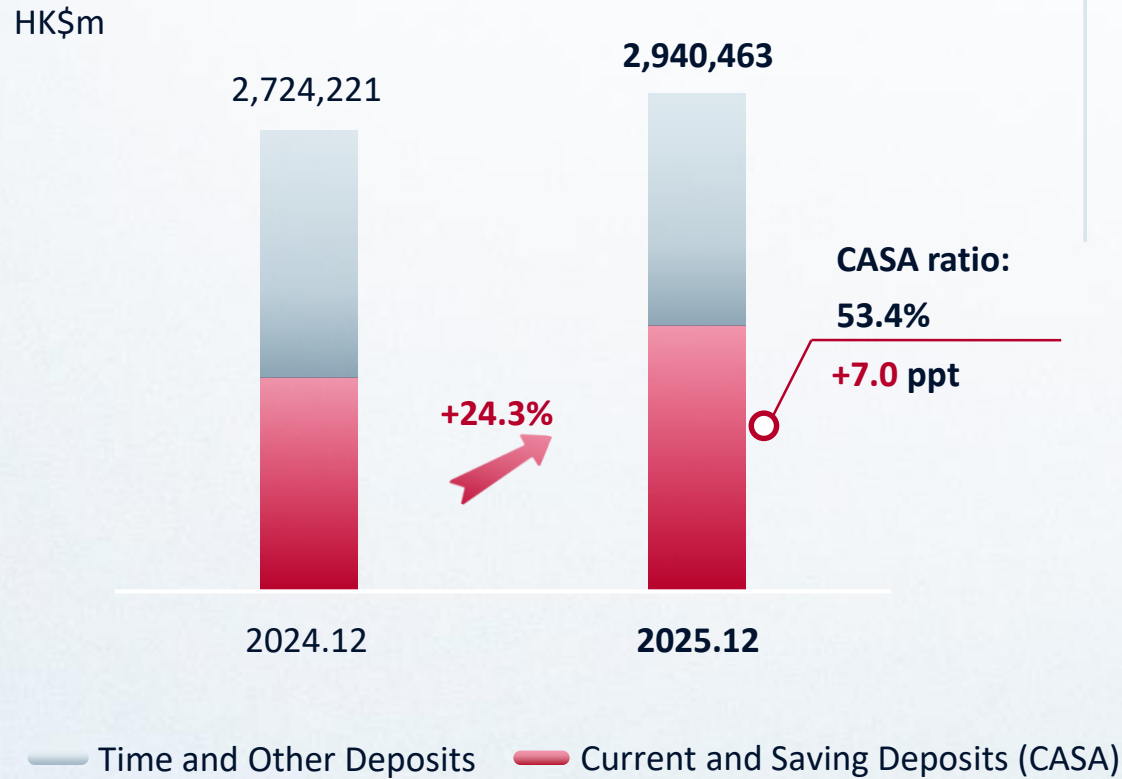
HK\$m



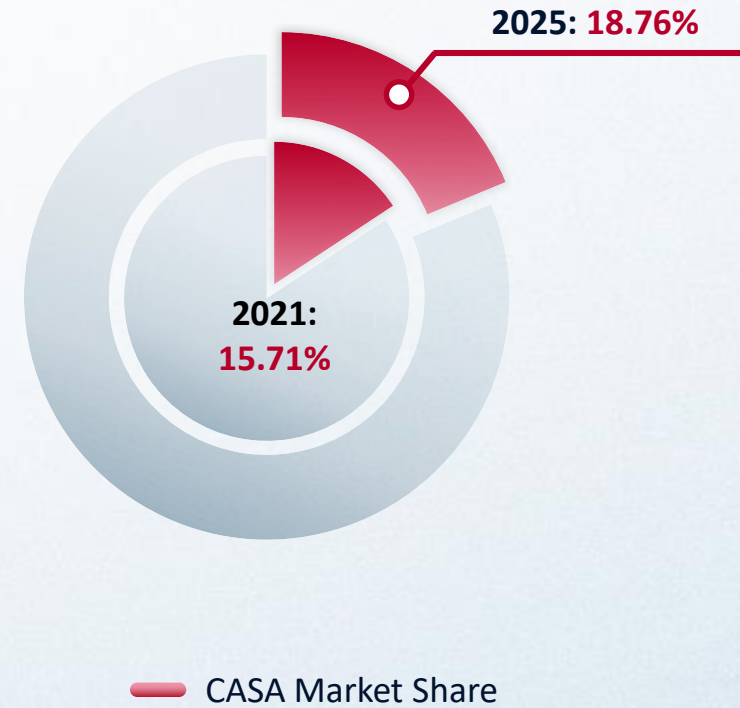
* Including the funding income or cost of FX swap contracts

Further Improvement in Deposit Mix

Customer Deposits up 7.9%



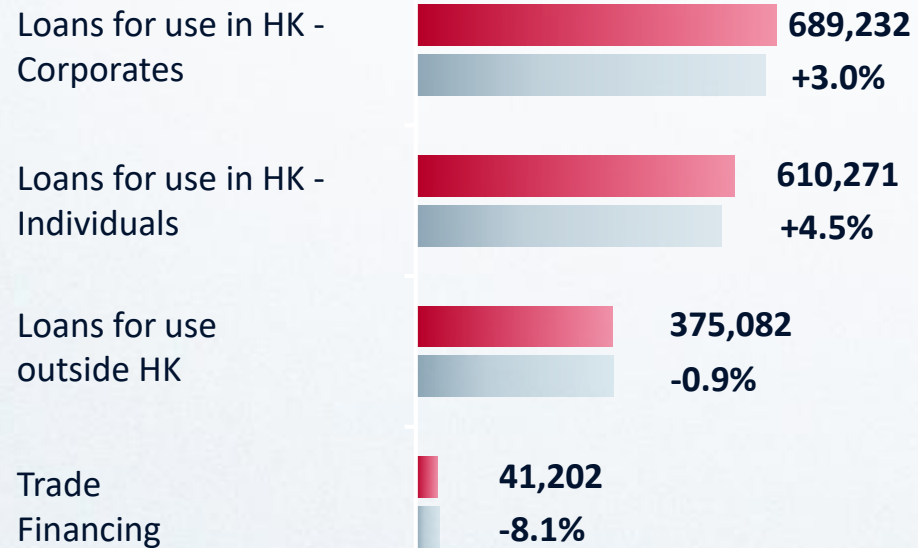
Leading Market Position



Stable Increase in Customer Loans

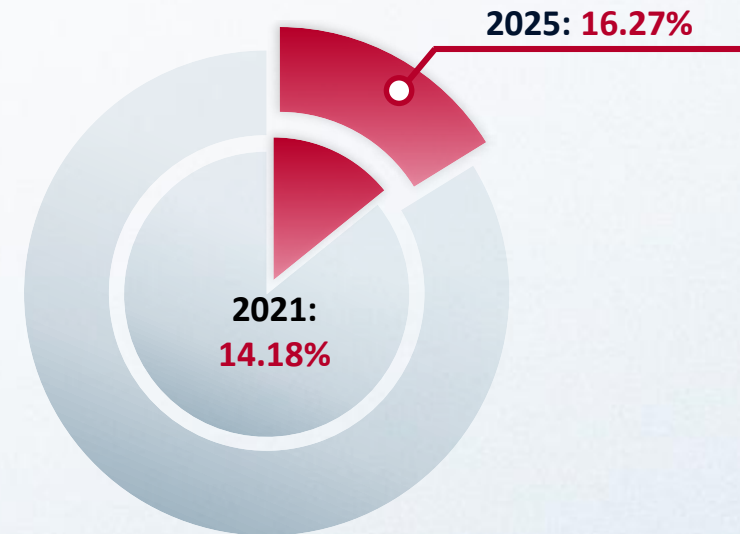
Customer Loans up 2.3%

HK\$m



■ 2024.12 ■ 2025.12

Leading Market Share

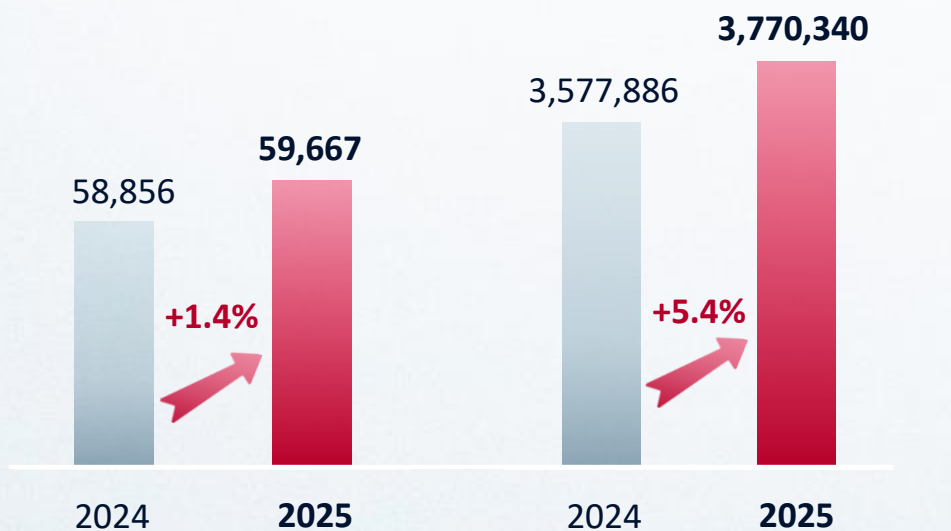


■ Loan Market Share

Steady Expansion in Net Interest Income

Net Interest Income up 1.4%

HK\$m

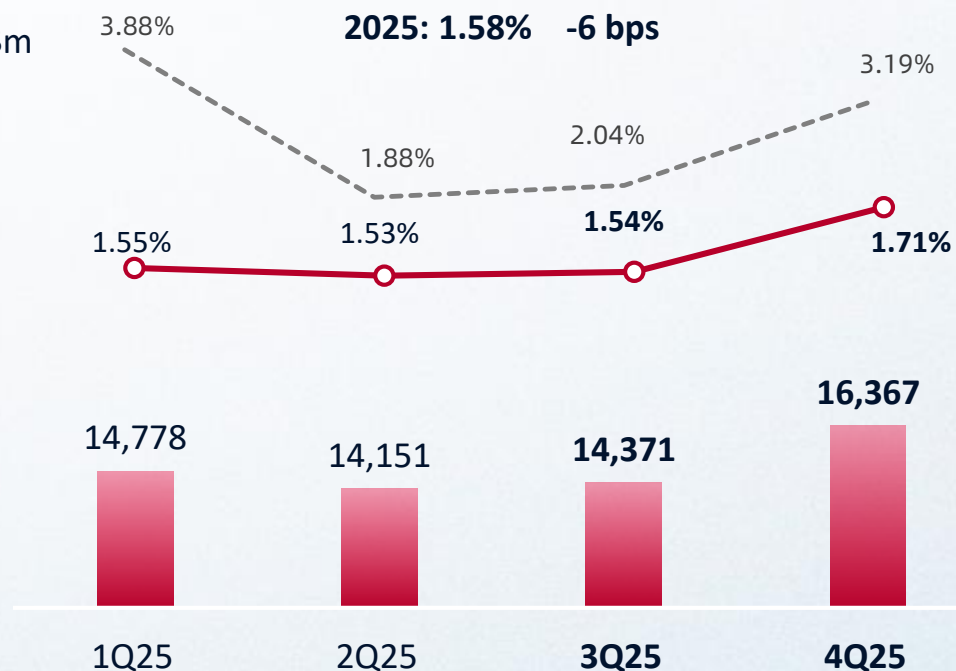


Net Interest Income*

Average Interest-earning Assets

Steady NIM Improvement

HK\$m



○ Net Interest Margin*

■ Net Interest Income*

-- 1M HIBOR (Quarter-average)

* Including the funding income or cost of FX swap contracts

Continued Growth in Fee Income

Net Fee Income up 13.9%

HK\$m

9,893

11,269

7,054

3,995

2,236

6,873

6,386

1,868

2024

2025

- Net Fee and Commission Income
- Non-credit-related Business: Traditional Fee Services
- Investment and Insurance-related Businesses
- Credit-related Business: Loan Commissions

Growth Driven by Wealth Management and Consumption

Fee and Commission Income



Securities brokerage +45.2%



Funds distribution +43.0%



Insurance +95.6%

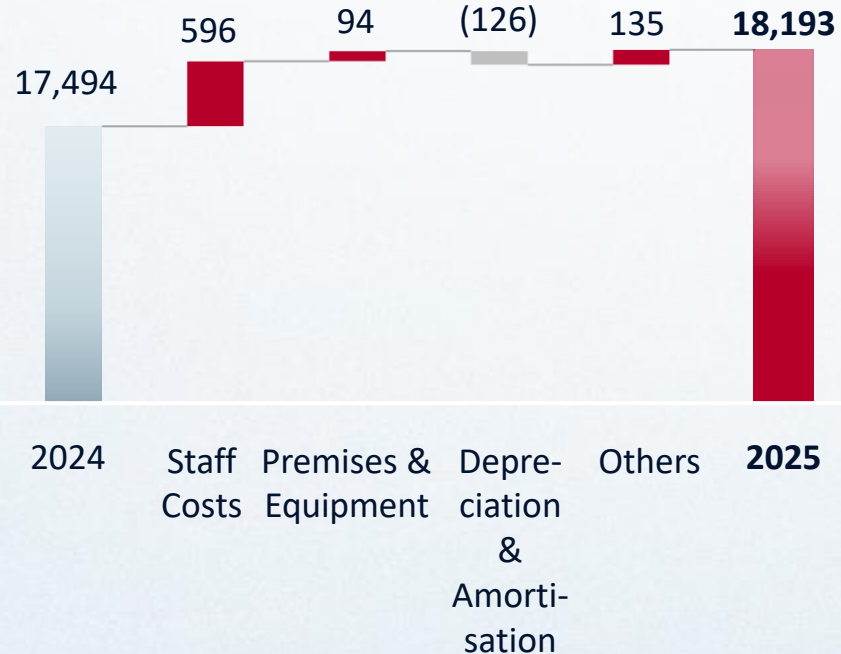


Credit card business +7.9%

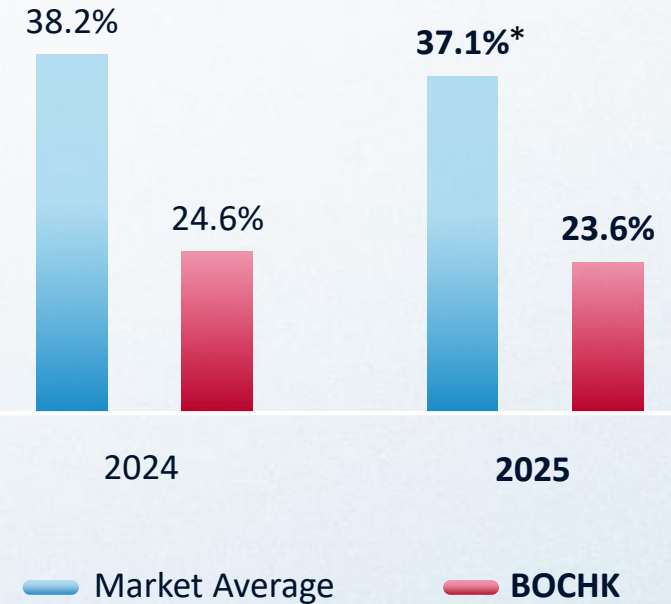
Consistently Robust Management of Cost Efficiency

Satisfying Core Requirements while Focusing on Key Initiatives

HK\$m

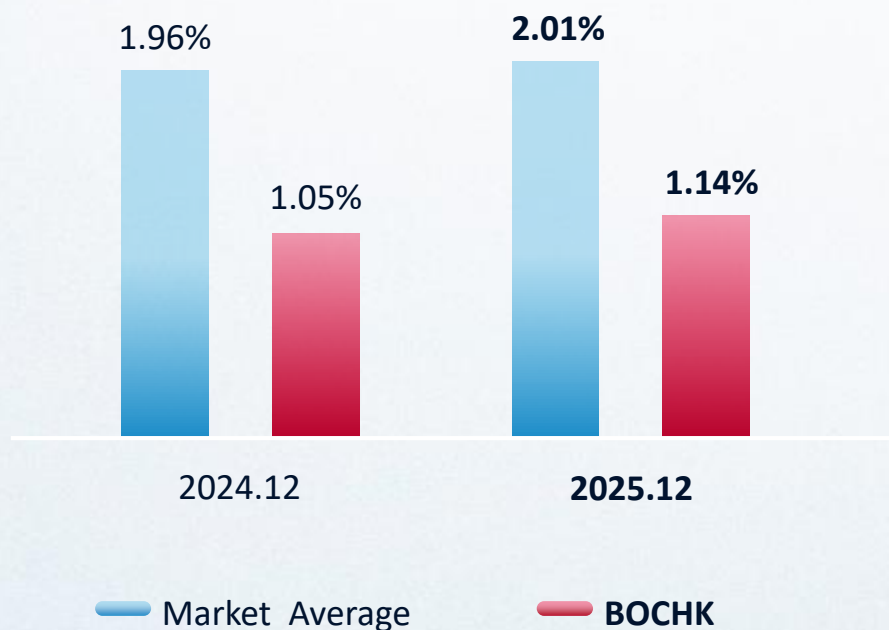


Outperforming the Market in Cost-to-income Ratio



Market data source: HKMA, *1-3Q25

Better-than-market NPL Ratio

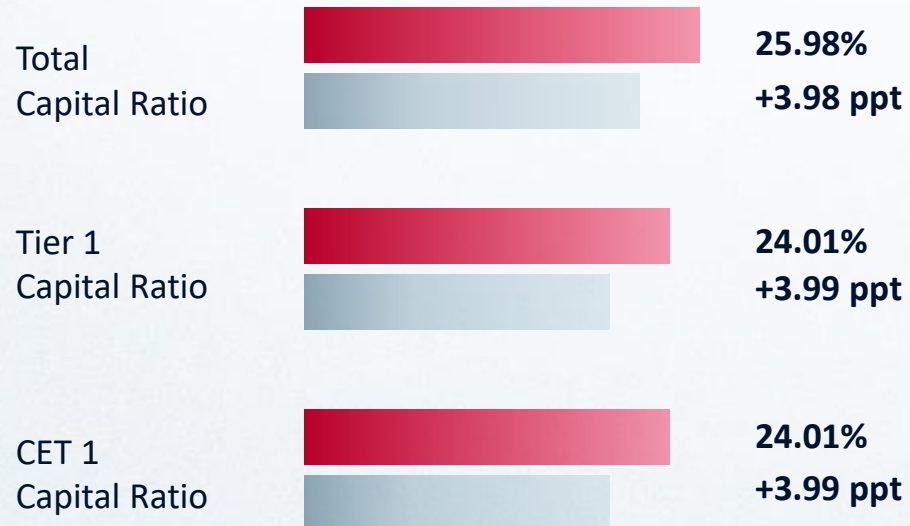


Market data source: HKMA

Continuously Consolidating Risk Provisions

HK\$m/%	2025	2024	Change
Net Charge of Impairment Allowances – Advances and Other Accounts	8,248	4,945	3,303
<i>Stage 1</i>	<i>893</i>	<i>1,262</i>	<i>(369)</i>
<i>Stage 2</i>	<i>3,517</i>	<i>753</i>	<i>2,764</i>
<i>Stage 3</i>	<i>3,838</i>	<i>2,930</i>	<i>908</i>
Credit Cost	0.49%	0.30%	0.19 ppt

Solid Capital Ratios



■ 2024.12 ■ 2025.12

Consistently Increasing Shareholder Return



Total DPS for 2025 **rose 6.8%** to HK\$2.125 with the payout ratio rising **1ppt to 56.0%**



Adjusted dividend distribution to **quarterly payouts** in 2025, meeting diverse needs of investors



Completed BOCI Private Bank acquisition in Jan 2026, to build the Group's private banking centre in Hong Kong



The Board has in-principle approved **the framework of the three-year shareholder return programme** for 2026-2028, with details subject to external regulatory review and internal corporate governance procedures



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03

Outlook





Convergence of multiple geopolitical risks and reshaping of the global trade order

ASEAN growth resilience under strain, Hong Kong's economy need new breakthroughs

Banks face new development requirements amid shifting growth dynamics and ever-increasing risk management demands



China's 15th Five-Year Plan charts a clear direction for deepening high-quality growth and strengthening technology capabilities

Hong Kong consolidates its role as an **international financial, shipping and trade centre** while rapidly developing as an **international innovation and technology hub**

New cross-border business opportunities emerge from "**Going Global**" **Chinese enterprises** and solid, high-quality progress in **Belt and Road cooperation**

Provide high-quality services for “Going Global” enterprises and set new standards for cross-border financial services

Focus on customer experience and enhance our wealth management brand reputation

Leverage our clearing bank advantages and further consolidate leadership in RMB business

Promote the development of custody and asset management businesses and explore best practices in business centre construction

Improve data governance mechanisms and fully embrace the AI era

Strengthen operational resilience and refine our smart operations system

Enhance regional management capabilities and reinforce development of talent pool for the Group and SEA business

Closely monitor risks in key areas and increase the quality and efficiency of comprehensive risk management



Appendices



Income Statement and Balance Sheet Summary

Income statement summary (HK\$m)	2025	2024	Change
Net interest income*	59,667	58,856	1.4%
Net fee and commission income	11,269	9,893	13.9%
Other non-interest income*	6,083	2,504	142.9%
Net operating income before impairment allowances	77,019	71,253	8.1%
Operating expenses	(18,193)	(17,494)	4.0%
Pre-provision Operating Profit (PPOP)	58,826	53,759	9.4%
Net charge of impairment allowances	(8,294)	(5,082)	63.2%
Operating profit	50,532	48,677	3.8%
Profit for the year	41,189	39,118	5.3%
Profit attributable to equity holders of the Company	40,121	38,233	4.9%

Per share (HK\$)	2025	2024	Change
Basic earnings per share	3.7947	3.6162	4.9%
Dividend per share	2.1250	1.9890	6.8%

Balance sheet summary (HK\$m)	2025.12	2024.12	Change
Total assets	4,489,809	4,194,408	7.0%
Advances to customers	1,715,787	1,676,886	2.3%
Total liabilities	4,126,334	3,852,178	7.1%
Deposits from customers	2,940,463	2,724,221	7.9%
Total equity	363,475	342,230	6.2%

*Including the funding income or cost of FX swap contracts

Average Balances and Average Interest Rates

(HK\$m / %)	2025		2024	
Assets	Average balance	Average yield	Average balance	Average yield
Balances and placements with banks and other financial institutions	539,145	2.17%	646,302	2.15%
Debt securities investments and other debt instruments	1,541,200	3.13%	1,264,395	3.74%
Advances to customers and other accounts	1,672,593	3.57%	1,654,660	4.66%
Other interest-earning assets	17,402	3.94%	12,529	5.39%
Total interest-earning assets	3,770,340	3.19%	3,577,886	3.89%

(HK\$m / %)	2025		2024	
Liabilities	Average balance	Average rate	Average balance	Average rate
Deposits and balances from banks and other financial institutions	262,232	1.39%	288,524	2.30%
Current, savings and time deposits	2,746,422	2.16%	2,610,964	2.84%
Subordinated liabilities	74,253	2.15%	75,255	3.24%
Other interest-bearing liabilities	123,469	2.36%	104,929	3.44%
Total interest-bearing liabilities	3,206,376	2.10%	3,079,672	2.82%

%	2025	2024
Net interest margin	1.40%	1.46%
Net interest margin (adjusted)*	1.58%	1.64%

*Including the funding income or cost of FX swap contracts

Fee and Commission Income

HK\$m	2025	2024	Change
Securities brokerage	3,290	2,266	45.2%
Credit card business	2,760	2,559	7.9%
Insurance	1,991	1,018	95.6%
Loan commissions	1,868	2,236	-16.5%
Funds distribution	957	669	43.0%
Trust and custody services	902	909	-0.8%
Payment services	776	745	4.2%
Currency exchange	503	540	-6.9%
Bills commissions	452	444	1.8%
Safe deposit box	293	290	1.0%
Funds management	148	42	252.4%
Others	1,187	1,567	-24.3%
Fees and commission income	15,127	13,285	13.9%
Fees and commission expense	(3,858)	(3,392)	13.7%
Net fee and commission income	11,269	9,893	13.9%

Operating Expenses

HK\$m	2025	2024	Change
Staff costs	12,066	11,470	5.2%
Premises & equipment expenses	1,619	1,525	6.2%
Depreciation and amortisation	2,741	2,867	-4.4%
Others	2,991	2,839	5.4%
Less: Costs directly attributable to insurance contracts	(1,224)	(1,207)	1.4%
Total operating expenses	18,193	17,494	4.0%

	2025.12	2024.12	Change
Full-time staff headcount	15,585	15,309	1.8%

Customer Deposits

HK\$m	2025.12	2024.12	Change
Total deposits from customers	2,940,463	2,724,221	7.9%
CASA	1,570,605	1,263,804	24.3%
Demand deposits and current accounts	291,926	230,347	26.7%
Savings deposits	1,278,679	1,033,457	23.7%
Time, call and notice deposits	1,362,897	1,449,606	-6.0%
Structured deposits	6,961	10,811	-35.6%

HK\$m	2025.12	2024.12	Change
Loans for use in Hong Kong - industrial, commercial and financial	689,232	669,434	3.0%
Property development	156,785	166,412	-5.8%
Property investment	95,904	90,844	5.6%
Financial concerns	25,091	16,140	55.5%
Stockbrokers	4,362	3,475	25.5%
Wholesale and retail trade	41,831	35,172	18.9%
Manufacturing	59,046	54,468	8.4%
Transport and transport equipment	66,265	65,531	1.1%
Information technology	32,339	40,297	-19.7%
Others	207,609	197,095	5.3%
Loans for use in Hong Kong - individuals	610,271	583,967	4.5%
Loans for the purchase of flats in Home Ownership Scheme, Private Sector Participation Scheme and Tenants Purchase Scheme	63,926	51,167	24.9%
Loans for purchase of other residential properties	407,914	397,228	2.7%
Credit card advances	13,035	13,192	-1.2%
Others	125,396	122,380	2.5%
Trade financing	41,202	44,850	-8.1%
Loans for use outside Hong Kong	375,082	378,635	-0.9%
Gross advances to customers	1,715,787	1,676,886	2.3%

HK\$m	2025.12	2024.12	Change
CET 1 Capital	295,716	266,651	10.9%
Tier 1 Capital	295,716	266,651	10.9%
Total Capital	319,967	292,980	9.2%
Risk-weighted Assets	1,231,680	1,331,828	-7.5%
%	2025.12	2024.12	Change
CET 1 Capital ratio	24.01%	20.02%	3.99ppt
Tier 1 Capital ratio	24.01%	20.02%	3.99ppt
Total Capital ratio	25.98%	22.00%	3.98ppt
Average value of liquidity coverage ratio (%)	2025	2024	Change
First quarter	231.50%	223.79%	7.71ppt
Second quarter	185.34%	250.58%	-65.24ppt
Third quarter	191.26%	231.81%	-40.55ppt
Fourth quarter	184.39%	201.06%	-16.67ppt
Quarter-end value of net stable funding ratio (%)	2025	2024	Change
First quarter	140.67%	140.36%	0.31ppt
Second quarter	139.34%	140.96%	-1.62ppt
Third quarter	143.07%	140.29%	2.78ppt
Fourth quarter	142.30%	141.83%	0.47ppt



Gross Advances and Other Accounts by Internal Credit Grade and Stage Classification



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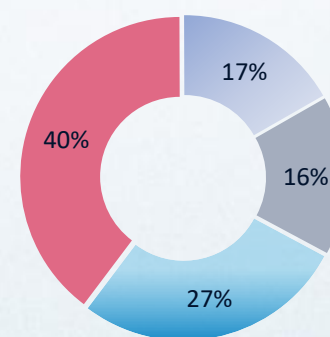
HK\$m	2025.12				2024.12			
	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
Advances to customers	1,632,578	63,628	19,558	1,715,764	1,624,103	34,322	17,652	1,676,077
Pass	1,630,708	27,817	-	1,658,525	1,621,815	13,574	-	1,635,389
Special mention	1,870	35,811	-	37,681	2,288	20,748	-	23,036
Substandard or below	-	-	19,558	19,558	-	-	17,652	17,652
Trade bills	3,157	-	-	3,157	2,154	-	-	2,154
Pass	3,157	-	-	3,157	2,153	-	-	2,153
Special mention	-	-	-	-	1	-	-	1
Substandard or below	-	-	-	-	-	-	-	-
Advances to banks and other financial institutions	4,985	-	-	4,985	2,222	-	-	2,222
Pass	4,985	-	-	4,985	2,222	-	-	2,222
Special mention	-	-	-	-	-	-	-	-
Substandard or below	-	-	-	-	-	-	-	-
Gross advances and other accounts	1,640,720	63,628	19,558	1,723,906	1,628,479	34,322	17,652	1,680,453
Impairment allowances	(4,023)	(7,081)	(7,653)	(18,757)	(5,459)	(1,551)	(7,950)	(14,960)
Advances and other accounts	1,636,697	56,547	11,905	1,705,149	1,623,020	32,771	9,702	1,665,493

Non-bank Mainland Exposures

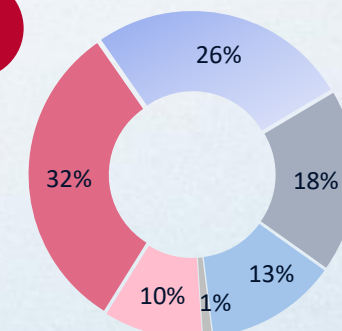
HK\$m	On-balance sheet exposure				Off-balance sheet exposure	Total exposure
	Total loans and advances	O/W: for use in Mainland	Debt securities and others	Subtotal		
Central government, central government-owned entities and their subsidiaries and joint ventures	278,624	61,221	88,222	366,846	27,270	394,116
Local governments, local government-owned entities and their subsidiaries and joint ventures	57,511	25,895	12,296	69,807	6,297	76,104
PRC nationals residing in Mainland or other entities incorporated in Mainland and their subsidiaries and joint ventures	90,415	24,840	12,427	102,842	31,258	134,100
Others	79,415	42,366	723	80,138	17,102	97,240
Total	505,965	154,322	113,668	619,633	81,927	701,560

With reference to the completion instructions for the HKMA's return of Mainland activities (Note 53 of the Notes to the Financial Statements of 2025 Annual Report), as of 31 December 2025, the total on-balance sheet non-bank Mainland exposure was HK\$619.6bn, up 5.0% from the end of previous year, accounting for 14.93% of total assets.

Of this, total loans and advances reached HK\$506.0bn, up HK\$7.4bn or 1.5%. NPL ratio was 1.14%, down 0.19 ppt from the end of previous year. Loans for use in the Mainland stood at HK\$154.3bn, accounting for 9.0% of total loans of the Group.



Structure of loans and advances for use in Mainland



- Property development & investment
- Electricity and gas
- Manufacturing
- Transport and transport equipment
- Wholesale, retail, and import/export trade business
- Others

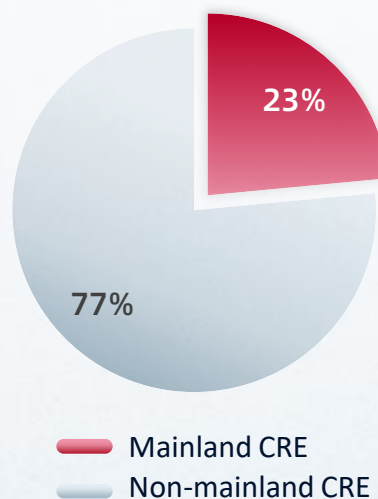
Loan Exposure to Property Companies

- As at end of 2025, commercial real-estate (CRE) related loans to corporates amounted to **HK\$326.5bn**, down 2.9% from the end of 2024; accounting for **19.0%** of Group's total loans, down 1.0 ppt from the end of 2024
- Loan for use in HK, Chinese Mainland, SEA and other regions accounted for 77.4%, 14.9%, 3.2% and 4.5%

Mainland CRE Loans

- Amounted to HK\$76.0bn, down 10.8% from the end of 2024; accounting for 4.4% of Group's total loans, down 0.7ppt
- Customers mainly operate in the GBA and tier 1 & 2 coastal cities of the Chinese Mainland, and are market leaders with national business presence and relatively stable financial condition
- SOE loans: 88%; POE loans: 12%
- 43.9% for use in Chinese Mainland; 53.5% for use in HK
- Non-performing loans accounted for 6.6%, down 0.7 ppt from the end of 2024. NPL provision coverage ratio was 141.5%

Customer Structure



Non-Mainland CRE Loans

- Amounted to HK\$250.5bn, down 0.2% from the end of 2024; accounting for 14.6% of Group's total loans, down 0.36 ppt
- Customers are mostly Hong Kong local sizeable blue chips with relatively stable financial conditions, of which more than 70% are related to listed companies
- 85% for use in HK, c.60% was property development loans; others were mainly used in Chinese Mainland
- Construction loans: c.10.5%; secured loans: c.32.4%, average LTV ratio: c.58%; Unsecured loans: 57.1%, mainly related to listed companies
- Non-performing loan ratio was 2.49%, up 1.11 ppt from the end of 2024, mainly due to downgrades of certain Hong Kong small and medium-sized CREs. NPL provision coverage ratio was 50.3%, average LTV for non-performing secured loans was 65%

Rapid Growth in Personal Banking



TRB of High-end Customers

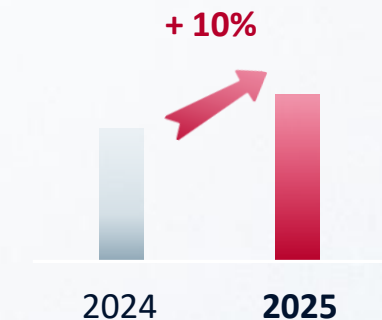
TRB of High-end Cross-border Customers

- Number of high-end cross-border customers **rose by 21%**
- Wealth management income **increased by 40% YoY**

of which, Securities income **+42%**
Insurance distribution income **+57%**
*Investment product distribution income*** **+41%**

** Includes income related to funds and bonds

Effective Transformation in Private Banking Business



Assets under Management

- Private banking income **increased by 16%** in 2025, with **29% growth** in non-interest income
- Provided integrated services for onshore and offshore customers to tap **family office** opportunities
- Completed BOCI Private Bank acquisition in early 2026, with a view to enhancing core competitiveness of our wealth management business and building a **private banking business centre**

HK\$m	2025	2024	Change
Standard new premiums	25,862	17,295	49.5%
Value of new business (VNB)	4,245	3,117	36.2%
Profit before taxation	1,822	1,472	23.8%

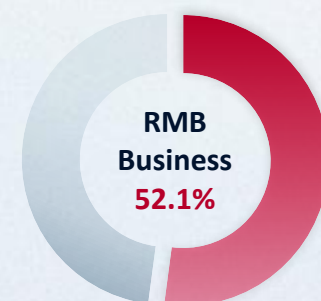
MOODY'S **A1**

STANDARD&POOR'S **A**

Leading position in overall market and #1 in RMB insurance

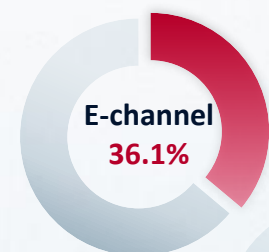


- In 9M2025, BOC Life **ranked #2 in the market**, with a market share of **14.3%** in standard new premiums
- Remained **#1 in RMB insurance** in 9M2025, with a **52.1%** market share
- Cemented business advantages in banking distribution channels, maintained leading market position in bancassurance sales, and expanded partnerships with insurance brokerages. Standard new premiums from **broker channel surged by 117% YoY**. Standard new premiums from **tier agency rose by 83% YoY** in 2025



BOC Life Other insurers

Leading position maintained in e-channel, broker channel and QDAP sales



- In 9M25, e-channel* market share reached **36.1%, maintaining market leadership**

*Statistics from Insurance Authority: Direct distribution channel including e-channel sales, direct mail and telesales, with the majority coming from e-channel sales



- In 9M25, banking channel market share reached **20.8%, #2 in the market**



- Leading position** in the Qualifying Deferred Annuity Policy (QDAP) market since its launch in 2019

** Annual premiums from April 2019 to September 2025

BOC Life Other insurers