

# Excel For Sustainable Growth

With a broad geographical footprint in North and Southeast Asia and a diversified business, OCBC is well-positioned as a leading financial services partner for a sustainable Asia. With our refreshed three-year strategy, we aim to excel for sustainable growth so as to continue creating long-term value for our stakeholders.

## Our Purpose

We help individuals and businesses across communities achieve their aspirations by providing innovative financial services that meet their needs.

## Our Values

### L Lasting Value

We focus on long-term value creation for our shareholders, customers, people and the communities we serve. We adopt prudent risk-taking in all our dealings and investments. Only then can we achieve growth and sustainability for our business.

### I Integrity

We hold ourselves to the highest ethical standards and assume that everything we do is in full public view. Fair dealing is the foundation of our business. That way, the trust in us that was built by our predecessors and us will never be eroded.

### F Forward-looking

We embrace technological advances, economic conditions and social institutions, progressing with time and the market. Together, we break new ground through our thinking, actions and decisions.

### R Respect

We treat all our stakeholders with respect and humility. We care by listening to, understanding and supporting one another, working as one team regardless of differences to achieve our common Purpose.

### R Responsibility

We are committed to being reliable and fulfilling our promises. Each of us individually takes ownership of doing the right things, giving the right advice and developing the right solutions.

## How We Create Sustainable Value

3-year strategy refresh to drive growth and reinforce core strengths (2022 – 2024)			
Banking on four growth priorities to capture regional trade, investment and wealth flows			
<b>Drive Growth</b>	Capture rising <b>Asian wealth</b> with our Singapore - Hong Kong hubs and digital propositions	<b>Deepen wealth management capacities to enhance competitive position</b>	<ul style="list-style-type: none"> <li>Further enhance Group Wealth Platform to deliver best-in-class wealth management offerings</li> <li>Strengthen hub capabilities across Singapore, Hong Kong, Dubai, and London to capture growth</li> <li>Build up regional wealth teams in key markets</li> </ul>
	Support increasing ASEAN-Greater China <b>trade and investment flows</b>	<b>Increase global share of trade &amp; investment flows towards ASEAN &amp; Greater China</b>	<ul style="list-style-type: none"> <li>Harness network strength in Asia with twin-hub capabilities of Singapore and Hong Kong</li> <li>Capture increasing ASEAN-Greater China flows to grow strategic value along regional corridor</li> <li>Bolster transaction banking &amp; investment banking propositions</li> </ul>
	Unlock value from <b>New Economy</b> and high-growth industries	<b>Unlock value via partnerships and high growth industries</b>	<ul style="list-style-type: none"> <li>Deepen banking relationships with high-growth and emerging sectors</li> <li>Partner new digital players</li> <li>Invest and develop digital assets and tokenisation capabilities and customer propositions</li> </ul>
	Drive transition to a <b>sustainable</b> low-carbon world	<b>Capture green opportunities as clients and communities transition to low-carbon world</b>	<ul style="list-style-type: none"> <li>Regional leader in sustainable finance and investing</li> <li>Develop comprehensive suite of sustainable financing and investment propositions, grow sustainable financing portfolio to S\$50b by 2025</li> <li>Create decarbonisation pathway for operational &amp; financed emissions, achieve carbon neutrality for OCBC's banking operational emissions in 2022</li> </ul>
Accelerating investments in transformation, digitalisation and people assets			
<b>Reinforce Strengths</b>	Forge a <b>"One Group"</b> integrated customer experience approach	<b>Leverage collaborative business models across Group to capture synergies</b>	<ul style="list-style-type: none"> <li>Enhance customer experience with collaborative business models across geographies, entities and products</li> <li>Capture synergies and unique strengths of diversified business franchise</li> <li>Scale up product capabilities and distribution across three business pillars – banking, wealth management and insurance</li> </ul>
	Invest in accelerating <b>digital transformation</b>	<b>Drive transformation for operational and business excellence</b>	<ul style="list-style-type: none"> <li>Accelerate investments in digitalisation and data analytics</li> <li>Elevate customer experience excellence to create greater value throughout customer journeys</li> <li>Embed 'Agile concept' into the way we operate</li> </ul>
	Strengthen our <b>people assets</b> and culture	<b>Attract, retain and develop the best talent to be future-ready</b>	<ul style="list-style-type: none"> <li>Enable employees to realise full potential through culture of learning</li> <li>Develop and attract fresh talent for the future</li> <li>Prioritise employee safety and well-being</li> </ul>
	Build on our <b>capital and risk management strengths</b>	<b>Strong balance sheet fundamentals &amp; prudent risk management to drive growth</b>	<ul style="list-style-type: none"> <li>Deliver sustainable growth through franchise expansion with robust capital base and prudent risk management</li> </ul>

## Who We Create Value For

### Shareholders

We conduct business taking a long-term view to deliver sustainable returns to our shareholders.

### Customers

We commit to living our Brand Promise every day, delivering Simply Spot On solutions and experiences to our customers consistently.

### Employees

We take a long-term view of our employees and continue to invest in their personal and professional growth. We show that we care by respecting, understanding and supporting each other. We work as a team to achieve our common Purpose.

### Community

By engaging and supporting the community we operate in, we help to shape a more sustainable society. Sustainability means to build and invest for a better future for our business and make a lasting impact on society.

### Environment

We promote the climate change agenda, support our customers in adopting low-carbon projects and fund community initiatives that make meaningful impact for the environment.