Our Purpose

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

Our Values

Customers

We listen to our customers and understand their needs. We build enduring relationships with them by delivering superior products and quality service.

People

We treat each other fairly and with respect. We support our colleagues and invest in their development to help them realise their full potential. We recognise and reward outstanding performance.

Teamwork

We, as team members, actively support each other across the organisation as we work towards our common purpose. As individuals, we expect total responsibility from ourselves.

Integrity

Fair dealing is the basis of our business. We assume everything we do is in full public view.

Prudent Risk Taking

We are prudent risk takers because our customers rely on us for safety and soundness.

Effectiveness

We actively invest in infrastructure, process improvement and skills to lower our delivery costs. We do the right things right the first time, on time, every time.

Contents

Our Purpose & Our Values

Inside Front Cover

Group Overview

Letter to Shareholders	02
Financial Highlights	08
OCBC at a Glance	10
Board of Directors	11
Strategy & Capital Committee Members & Other Management Committee Members	14

Operations Overview

OCBC Corporate Strategy	17
OCBC Greater China Strategy	18
Operations Review	19
Corporate Social Responsibility	29

Governance

Corporate Governance	33
Additional Information Required	
under the SGX-ST Listing Manual	46
Capital Management	47
Risk Management	49
Pillar 3 Disclosures	59

Financials

Financial Report	69
Management Discussion and Analysis	
Financial Statements	
Group's Major Properties	
Ordinary/Preference Shareholding Statistics	194
Investor Reference	198

Additional Information

Further Information on Directors	200
International Network	206
Financial Calendar	208
Notice of Annual General Meeting	209
Proxy Form	215
Corporate Profile and Corporate Information	Inside Back Cover