



New Horizons II strategy charts a clear direction for OCBC Bank as we seek to embed ourselves in the region and to build a high performance bank. We remain focused on strengthening our capabilities in all aspects of our business and seizing growth opportunities in our key markets of Singapore, Malaysia, Indonesia and China.

CONTENTS

Purpose and Values	01
Letter to Shareholders	02
Financial Highlights	06
Board of Directors	08
Principal Officers	12
New Horizons II	16
Corporate Social Responsibility	26
Operations Review	28
Corporate Governance	34
Risk Management	43
Financial Report	51
• Management Discussion and Analysis	52
• Financial Statements	64
• Group's Major Properties	168
• Group's Major Quoted Equities	169
Ordinary/Preference Shareholding Statistics	170
Investor Reference	174
Further Information on Directors	176
Additional Information Required Under The SGX Listing Manual	190
Principal Network	191
Financial Calendar	193
Notice of Annual General Meeting	194
Proxy Form	199
Request for Chinese Annual Report	201
Corporate Profile and Information	(Inside Back Cover)