How we create value – our business model

Our strategy

- Our strategy is predicated on Asia’s megatrends, including the rising middle class, growing intra-regional trade, urbanisation, and the rapid adoption of technology that is fueling new innovations.
- We seek to intermediate trade and capital flows as well as support wealth creation in Asia. Our established and growing presence in Greater China, South Asia and Southeast Asia makes us a compelling Asian bank of choice.
- In Singapore, we traditionally serve all customer segments. Outside Singapore, we have begun to engage individuals and SMEs through a digital strategy as we leverage digital technologies to extend our reach in growth markets.

Making Banking Joyful

Our vision in our next phase of growth is to “Make Banking Joyful” – embedding ourselves seamlessly in our customers’ lives and delivering simple, fast and contextual banking in the digital age. To achieve this, we are building five key capabilities: leveraging digital for customer acquisition, eliminating paper and creating instant fulfilment in transactions, engaging customers digitally, building ecosystem partnerships, and becoming a data-first organisation.

To build these capabilities, we are focused on three execution priorities: transforming the bank to be digital to the core, embedding ourselves in the customer’s journey to be truly customer-centric, and re-orienting the organisation to create a start-up mindset.

Read more about our digital strategy on pages 8 to 11.

Read more about our strategy on pages 9 to 17.

Customers

- Our strategy is clear and simple. It defines the business that we will do and will not do. We use our resources to build competitive advantages. We have put in place a governance framework to ensure effective execution and risk management. Further, we have a balanced scorecard to measure our performance and align compensation to desired behaviours.

Read more about how we use our resources on pages 22 to 23.

Read more about our sustainability efforts on pages 36 to 37.

Read more about how we use our resources on pages 22 to 23.

Read more about our sustainability efforts on pages 36 to 37.

Read more about our remuneration policy on pages 38 to 41.

Read more about our remuneration policy on pages 38 to 41.

Balanced scorecard

We use a balanced scorecard approach to assess our performance, track the progress we have made in executing our strategy and determine remuneration.

The scorecard is divided into three parts and is balanced in the following ways:

- Between financial and non-financial performance indicators. Almost one-quarter of the total weighting is focused on control and compliance metrics. On top of that, in line with our digital agenda of “Making Banking Joyful”, we have key performance indicators (KPIs) to track progress made on our digital transformation and the value created from digitalisation
- Across multiple stakeholders
- Between current year targets and long-term strategic outcomes

The scorecard is updated yearly and approved by the Board before being cascaded throughout the organisation, ensuring that the goals of every business, country and support function are aligned to those of the Group.

Performance is assessed against the scorecard to determine remuneration, providing a clear line of sight between employee goals and organisational imperatives. We have achieved a well-established rhythm towards performance monitoring and our rewards are closely linked to scorecard outcomes.

Read more about our balanced scorecard on pages 28 to 41.

Read more about our balanced scorecard on pages 28 to 41.

Read more about our remuneration policy on pages 62 to 67.

Nimbleness and agility

We are at a “goldilocks” size – big enough to have meaningful scale yet nimble enough to quickly act on opportunities. We are continuing to foster a start-up culture to embed customer-centricity and drive internal collaboration by embracing experimentation, entrepreneurship and innovation.