OMERS

We face a complex, challenging environment...



HIGH VALUATIONS & COMPETITIVE MARKET



GEOPOLITICAL INSTABILITY



RAPID DISRUPTION ACROSS INDUSTRIES



RISING INTEREST RATES



CPP EXPANSION



GOVERNMENT **CHANGES**

... and substantial structural challenges going forward





Changing nature of work





Sustaining long term returns

OUR STRATEGY

To make OMERS a sustainable, affordable and meaningful defined benefit Plan

INSTITUTIONAL RESILIENCY

FINANCIAL RESILIENCY



V. Operations

Advance our operational capabilities

- 1) Build and retain diverse **Talent Depth** across the organization
- 2) Enhance our **Data and Technology** capabilities
- 3) Leverage cost-control and fee offsets to Manage Costs



N IV. Engagement

Improve stakeholder trust and understanding

- 1) **Enhance and Align Stakeholder Engagement**
- 2) Enhance the **Pension Services** delivery method
- 3) Increase focus on **Government** Relations



RISK MANAGEMENT

GOVERNANCE



I. Plan Design

Evolve OMERS offering to meet stakeholders' and sustainability needs

- 1) Ensure **Plan Sustainability** via appropriate Plan design
- 2) Explore how to **Modernize the Plan** and improve its relevance
- 3) Jointly find ways to **Simplify the Plan**
- 4) Consider options to Grow the Plan



I. Funding

Manage funding and ALM levers to ensure the Plan's financial health

- 1) Develop a Joint **Funding Framework** to manage the value proposition
- 2) Update the **Funding Management** Strategy
- 3) Evolve our **Discount Rate** approach to manage risk
- 4) Conduct **Asset-Liability Management** studies



III. Investment

Maintain a diverse investment portfolio that meets risk/return hurdles

- 1) Deliver a clear **Total Portfolio Strategy** within our risk-return targets
- 2) Continue to actively incorporate **Environmental, Social and Governance factors**
- 3) Improve the Plan's Global Diversification
- 4) Expand our **Strategic Partnerships**

OMERS Long-Term Aspirations The Road to 2030

A member-first service-oriented platform delivering exceptional value and service

> A governance model that is effective and collaborative

A world-class investment platform, highly focused on the right strategic markets and partners

A disciplined, prudent and risk-conscious steward that meets the changing needs of stakeholders

An industry-leading employer with an exceptional workplace environment