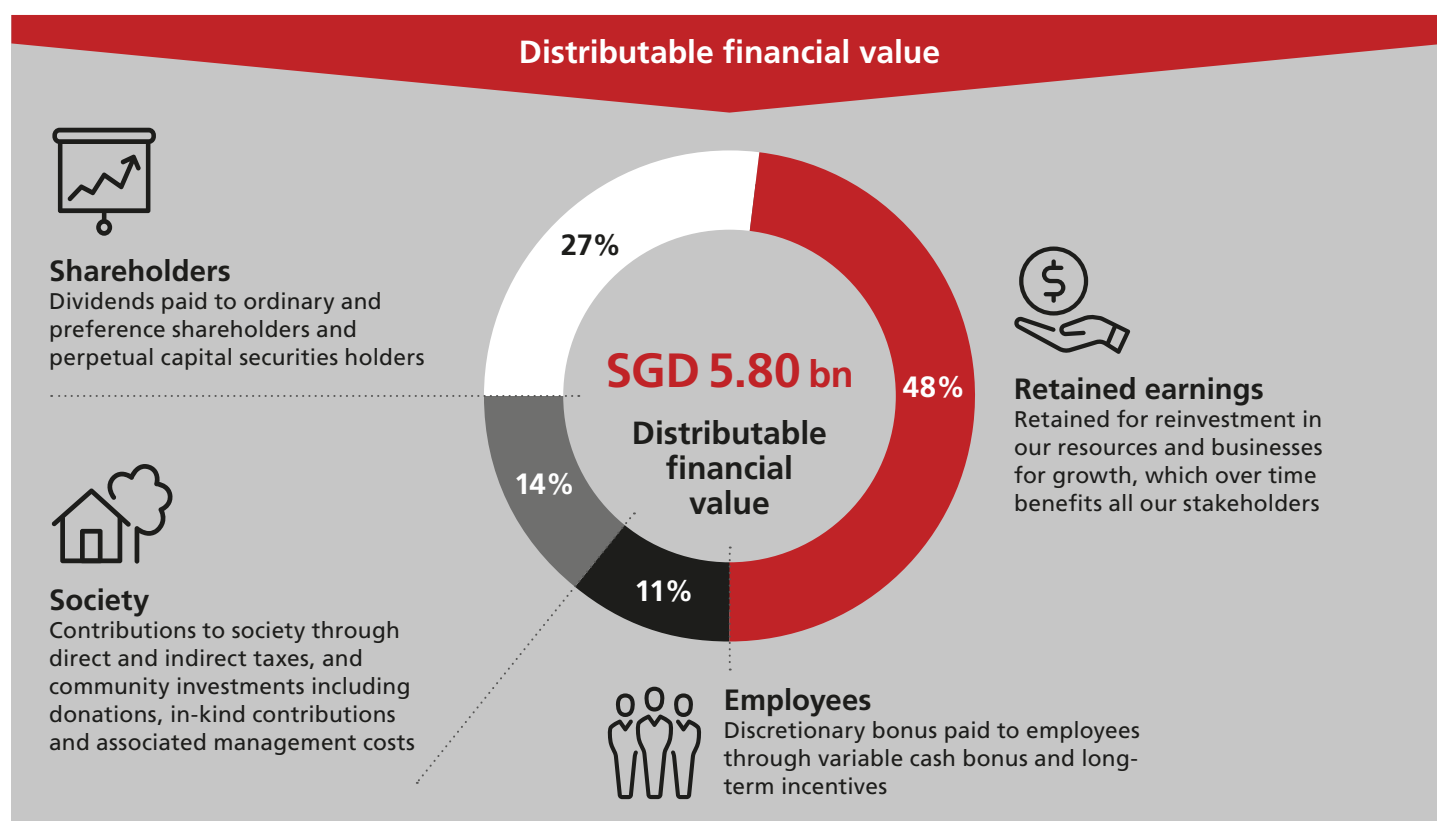


How we distribute value created

We distribute value to our stakeholders in several ways. Some manifest themselves in financial value while others bring about intangible benefits.

We define distributable financial value as net profit before discretionary bonus, taxes (direct and indirect) and community investments. In 2016, the distributable financial value amounted to SGD 5.80 billion (2015: SGD 6.03 billion).



We also distribute non-financial value to our stakeholders in the following ways.

Customers
Delivering suitable products in an innovative, easily accessible and responsible way.
For more information, see pages 42 to 47.

Society
Supporting social enterprises, promoting financial inclusion, investing in and implementing environmentally-friendly practices.
For more information, see pages 109 to 112.

Employees
Training, enhanced learning experiences as well as health and other benefits for our employees.
For more information, see pages 113 to 114.

Regulators
Active engagement with local and global regulators and policy makers on reforms and new initiatives that help to build a prudent banking industry.
For more information, see page 30.