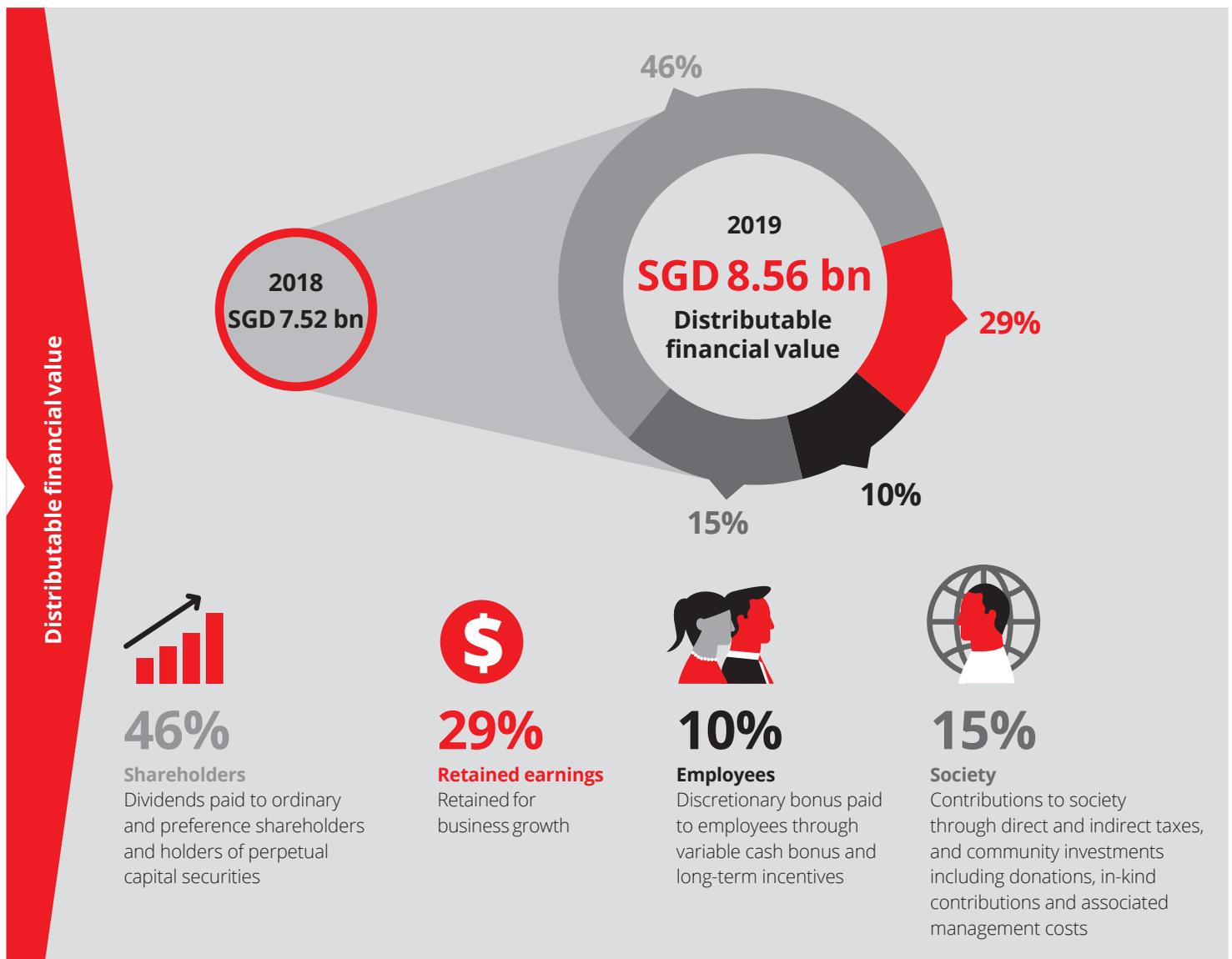


How we distribute value created



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 2019, the distributable financial value amounted to SGD 8.56 billion (2018: SGD 7.52 billion).

In addition, we distribute non-financial value to our stakeholders in the following ways.

Customers

Delivering suitable products in an innovative, easily accessible and responsible way.

Read more about this on pages 38 to 43.

Employees

Training, enhanced learning experiences as well as health and other benefits for our employees.

Read more about "Talent management and retention" in the Sustainability Report.

Society

Supporting social enterprises, promoting financial inclusion, investing in and implementing environmentally-friendly practices.

Read more about "Social entrepreneurship" in the Sustainability Report.

Regulators

Active engagement with local and global regulators and policy makers on reforms and new initiatives that help to maintain the integrity of the banking industry.

Read more about this on page 74.