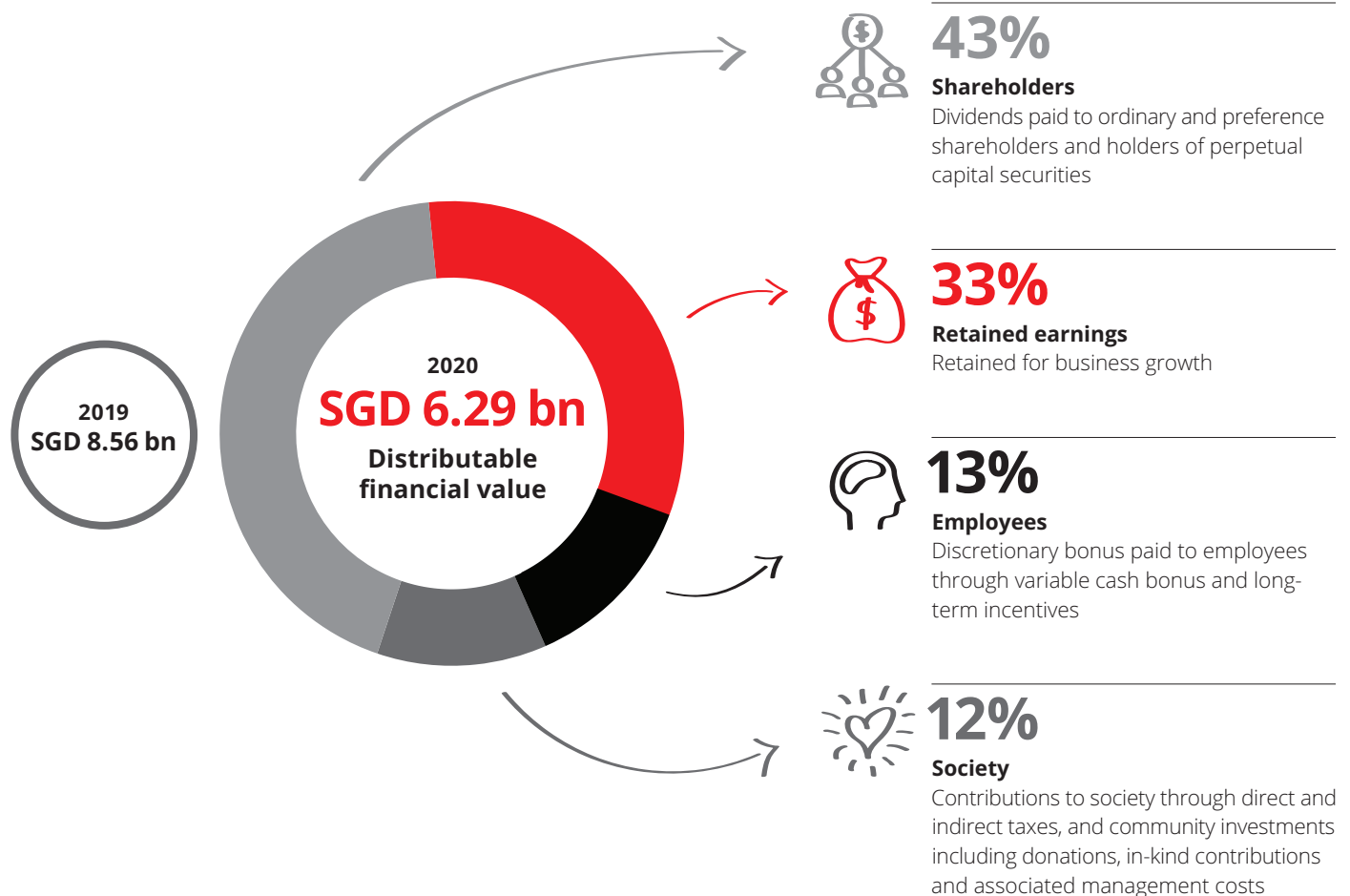


How we distribute value created

Distributable financial value



We distribute value to our stakeholders in several ways: some in financial value, others in intangible benefits.

We define distributable financial value as net profit before discretionary bonus, taxes (direct and indirect) and community investments. In 2020, the distributable financial value amounted to SGD 6.29 billion (2019: SGD 8.56 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

Engagement, enhanced learning and development, as well as health and other benefits for our employees.

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

Society

Championing social enterprises, promoting financial inclusion, and supporting communities through voluntary programmes, donations, and other in-kind contributions.

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.