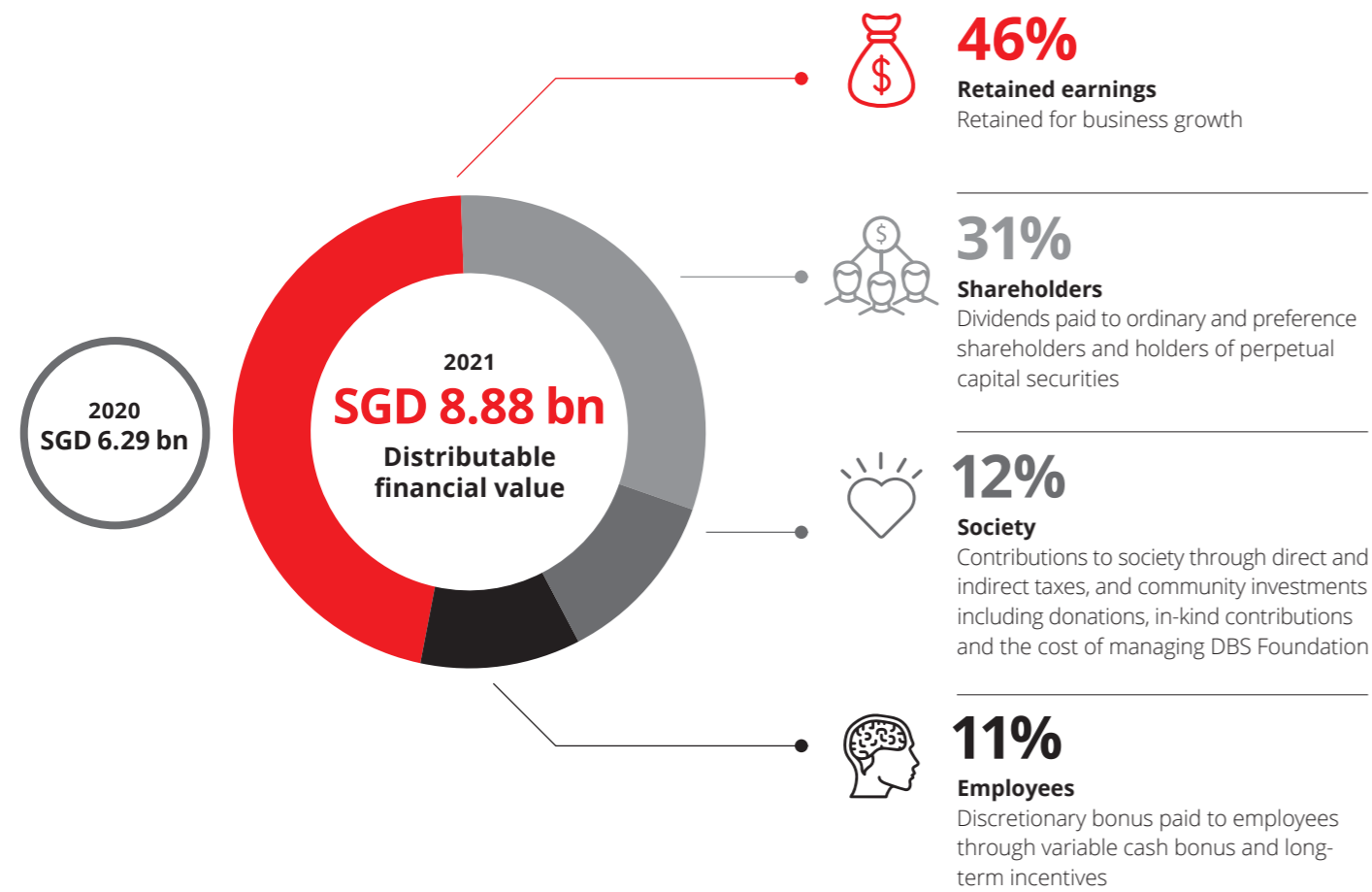


HOW WE DISTRIBUTE VALUE CREATED

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 2021, the distributable financial value amounted to SGD 8.88 billion (2020: SGD 6.29 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

Re-designing hybrid work environment that is collaborative, dialling up engagement programmes, enhancing learning and development, as well as providing health and other benefits for our employees.

Read more about "Employee well-being and managing talent" in the Sustainability Report.

Society

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

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

Regulators

Engaging 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 pages 76 to 77.

MATERIAL MATTERS

Material matters have the most impact on our ability to create long-term value as a bank. These matters influence how the Board and senior management steer the bank.

Identify

matters that may impact the execution of our strategy. This is a group-wide effort considering input from all business and support units, and incorporating feedback from stakeholders.

Read more about our stakeholder engagement on pages 76 to 77.

Prioritise

matters that most significantly impact our ability to successfully execute our strategy in delivering long-term value and influencing the decisions of key stakeholders.

Integrate

these matters that are material to value creation into our balanced scorecard to set objectives, drive behaviours, measure performance and determine the remuneration of our people.

Read more about our balanced scorecard approach under "Our 2021 priorities" on pages 28 to 33.

In 2021, we re-validated the findings of our materiality assessment that had been completed in the prior year. The process included desktop research of external trends, data analysis, and regular dialogues with our key stakeholders through various platforms and feedback channels to gain insights and identify matters of key relevance to them.

"Responsible financing", "Employee well-being and managing talent", and "Preventing financial crime" were elevated in materiality. We consider these matters to be of increased importance as climate change, changing needs of employees, and the growing number of scams are key risks we need to sharpen our focus on.

Read more about material ESG matters in the Sustainability Report.

DBS 2021 Materiality matrix

