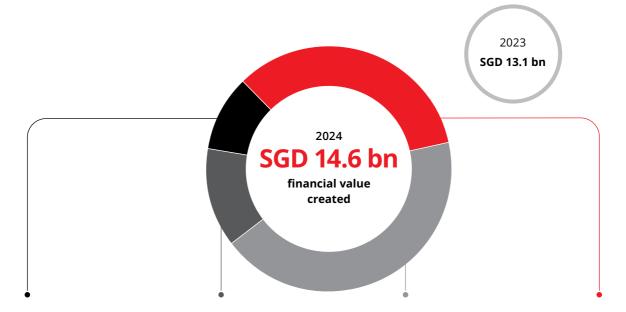
How we allocate financial value created



Employees



Total discretionary bonus to employees through variable cash bonus and long-term incentives. In 2024, a special one-time bonus of SGD 1,000 $^{(1)}$ each was paid to all staff except senior managers as an additional reward for their contribution to the record performance.

Society



Contributions to society through direct and indirect taxes, as well as stepping up our support for vulnerable communities and catalysing social impact. Similar to 2023, SGD 100 million was set aside in 2024 for Impact Beyond Banking.



Dividends for the year to ordinary shareholders. Dividends increased 27% year-on-year to SGD 2.22 per share or SGD 6.31 billion from a step-up in dividends per share as well as a one-for-10 bonus issue that effectively raised dividends

Retained earnings



Retained for business growth and future payout of dividends. Capital Return dividend of 15 cents per share per quarter planned for financial year 2025, along with share buybacks announced previously.

We create value for our stakeholders in several ways:

We define financial value created as net profit before discretionary bonus, taxes (direct and indirect) and community contributions. In 2024, the financial value created amounted to SGD 14.6 billion (2023: SGD 13.1 billion).

Beyond financials, we create value for our stakeholders in the following ways.

Customers

Supporting our customers' sustainability ambitions through innovative financial solutions and democratising banking services for all.

Read more about our "Responsible Banking" in the Sustainability Report.

Society

Championing Businesses for Impact and uplifting vulnerable communities to catalyse positive environmental and social impact.

Read more about our "Impact Beyond Banking" in the Sustainability Report.

Employees

Empowering our people to build fulfilling long-term careers by enhancing their experience, investing in their growth and development and fostering an inclusive culture with equal opportunities.

Read more about our "Enhancing employee engagement and culture", "Developing our people" and "Driving diversity, equity and inclusion" in the Sustainability Report.

Suppliers

Through our supplier selection and engagement, we partner with and support more restorative businesses.

Read more about our approach to "Sustainable procurement" in the Sustainability Report.

Regulators

Engaging with local and global regulators and policymakers on reforms and new initiatives that help to maintain the integrity of the banking industry.

Read more about our "Stakeholder engagement" in the Sustainability Report.

