



LIVING GREAT CELEBRATING LIFE

GREAT EASTERN HOLDINGS LIMITED ANNUAL REPORT 2017

LIVING GREAT CELEBRATING LIFE

At Great Eastern, we have made it our LIFE company purpose to empower generations of customers to live healthier and better so that they can live life to the fullest.

The motif applied across this year's report symbolises our multi-faceted value-added customer offerings. From our comprehensive suite of insurance and financial solutions to our innovative LIVE GREAT Programme, we are committed to delivering our best to our customers and the community. Be it celebrating life's simple moments or commemorating life's major milestones, every day, in many ways, we inspire those around us to live great and celebrate life.

CONTENTS

1	Key Figures
8	Letter to Shareholders
14	Board of Directors
22	Key Executives
26	Financial Highlights
28	Embedded Value
Business Review	
30	Singapore
34	Malaysia
37	Emerging Markets
38	Human Capital
40	Corporate Social Responsibility
44	Year in Review (Highlights)
46	Awards & Accolades
47	Sustainability Report
69	Corporate Governance Report
95	Financial Statements
232	List of Major Properties
233	Additional Information
234	Shareholding Statistics
236	Further Information on Directors
241	Management Team
242	Group Network
246	Notice of AGM and Proxy Form Corporate Information

WHO WE ARE

We are a LIFE company.

WHAT WE BELIEVE IN

Our customers are at the heart of all that we do.

WHAT WE DO

Inspiring people to LIVE GREAT.

VISION

To be the leading financial service provider in Asia, recognised for our excellence.

MISSION

To make life great by providing financial security, and promoting good health and meaningful relationships.

CORE VALUES

INTEGRITY • INITIATIVE • INVOLVEMENT

ETHOS

Great Eastern is always acting in the best interests of our customers with Fair Dealing as the basis of our business.

KEY FIGURES

PERFORMANCE HIGHLIGHTS FY2017

S\$1,157

MILLION

PROFIT ATTRIBUTABLE
TO SHAREHOLDERS

S\$12,560

MILLION

GROSS PREMIUMS

S\$548

MILLION

ECONOMIC VALUE OF ONE
YEAR'S NEW BUSINESS

S\$84,562

MILLION

TOTAL ASSETS

S\$599

MILLION

OPERATING PROFIT AFTER TAX

S\$7,545

MILLION

SHAREHOLDERS' FUND

S\$13,389

MILLION

EMBEDDED VALUE

70

CENTS

DISTRIBUTION PER SHARE¹

S\$13,097

MILLION

MARKET CAPITALISATION²

- 1 This includes the interim one-tier tax exempt dividend of 10 cents per ordinary share, a final one-tier tax exempt dividend of 50 cents per ordinary share and a special one-tier tax exempt dividend of 10 cents per ordinary share for the financial year ended 31 December 2017.

- 2 This is calculated using Shares Outstanding of 473,319,069 shares and last traded price in FY2017 of S\$27.67 (29 December 2017).



**OPTIMISING
POTENTIAL**

**ENHANCING
SYNERGIES**

At Great Eastern, we strive to bring out the best in our people. We believe in nurturing an engaging environment that fosters effective synergy, helping our people grow with the company and realise their fullest potential.





REWARDING WELLNESS

ENRICHING LIVES

We are a LIFE company committed to enriching lives by helping our customers and the community achieve their financial and wellness goals. From providing innovative financial solutions to empowering and rewarding them to live healthier and better, we have made it our purpose to champion living life to the fullest.





REACHING OUT

EMPOWERING COMMUNITIES

We believe in making a positive difference in the communities we work in and adding value to the lives around us. Through our corporate and community initiatives, we strive to inspire others to go the extra mile for the good and betterment of society.





LETTER TO SHAREHOLDERS



KOH BENG SENG
Chairman

KHOR HOCK SENG
Group Chief Executive Officer

“ In today’s age of the empowered customer, it is no longer sufficient to provide quality products and services and good customer experience. We must also build long term relationships with our customers by focusing on meeting their needs and placing their interests at the heart of everything we do, so that they will make Great Eastern their insurer of choice. ”

Dear Shareholders,

We are pleased to report that in 2017, the Great Eastern Group delivered a strong set of results on all fronts. All our key operating metrics – Total Weighted New Sales (TWNS), New Business Embedded Value (NBEV) and group profit attributable to shareholders – registered significant year-on-year growth, with group profit attributable to shareholders crossing the S\$1 billion mark.

This achievement is a result of focused and disciplined execution of our clear and consistent strategies, the resilience of our business model, as well as our commitment to building a high quality sustainable business for the long term.

The financial strength of the Group, coupled with our brand trusted by generations of customers for the last 110 years and ranked the top insurance brand in Singapore and Malaysia, our well-established multi-distribution channels, our dedicated employees, as well as our quality products and services, continued to be the bedrock of our success.

These factors, together with our core values and our commitment to do right by our customers, continue to guide our decisions and actions.

In today's age of the empowered customer, it is no longer sufficient to provide quality products and services and good customer experience. We must also build long term relationships with our customers by focusing on meeting their needs and placing their interests at the heart of everything we do, so that they will make Great Eastern their insurer of choice.

Across our markets, we rolled out initiatives and leveraged our strengths, including our expanded suite of innovative products and our LIVE GREAT Programme, to meet the evolving needs and aspirations of our customers.

We maintained leadership in our core markets of Singapore and Malaysia. A key driver of our success continued to be our multi-channel distribution model – comprising a 21,000-strong agency force, our financial advisory firm Great Eastern Financial Advisers, and our strategic bancassurance partnership with OCBC Bank – which we harnessed to deepen and broaden market penetration.



**S\$1,157
MILLION
PROFIT
ATTRIBUTABLE TO
SHAREHOLDERS**

We grew our Takaful business in Malaysia to better serve the underinsured and fast-growing Islamic insurance market in the country. In Indonesia, we closed the year on a strong footing and our business there is now on a growth trajectory.

With the rebranding and consolidation of Overseas Assurance Corporation Ltd and Overseas Assurance Corporation (Malaysia) Berhad into the Great Eastern brand as Great Eastern General Insurance, we are better positioned to strengthen our focus to further build our General Insurance business into a significant pillar of growth for the Group. This greater brand unity across our business lines enables us to fully leverage the strengths of our brand to offer more compelling propositions to individual and corporate customers.

On the digital front, we further built on our digitalisation capabilities and harnessed new technologies to grow our reach and better understand our customers. Our digital innovation will be the catalyst for us to take customer engagement and customer experience to a new level, further improve overall productivity and operational efficiency, while opening up exciting business opportunities for us.

In 2018, we will continue to roll out more digital initiatives to provide even greater tangible value to our customers as we build a network of partnerships and create a broader ecosystem in health and wellness, lifestyle rewards, retail, travel and hospitality. In tandem with this, we have embedded the proactive management of cyber security as well as information security into our overall risk management strategy to safeguard our company and customer data.

We remain committed to upholding the highest standards of corporate governance and risk management controls. These are critical to our ability to safeguard the long-term interests of shareholders and policyholders.

LETTER TO SHAREHOLDERS

FINANCIAL PERFORMANCE

In 2017, the Group's TWNS rose by 23% to S\$1,321.0 million, driven by strong contributions from both agency and bancassurance channels. NBEV, a measure of long-term economic profitability, grew 17% to S\$548.3 million.

The strong NBEV growth was propelled by higher sales in Singapore and higher margins in Malaysia.

The Group's operating profit from insurance business for the year increased by 19%, driven by higher profit in both the Singapore and Malaysia insurance businesses.

On a full year basis, group profit attributable to shareholders increased by 96%. This was driven by higher profit from the insurance business, gains from sale of investments and changes in fair value of our investments as a result of favourable market conditions.

The Group's Embedded Value, an estimate of the long-term economic value of a life insurance company, continued to register robust growth of 14% in 2017 to S\$13.4 billion stemming from an increase in the value of the Group's inforce business and the value of adjusted shareholders' fund.

Great Eastern is committed to enhancing shareholder value. To this end, the Directors have recommended the payment of a final one-tier tax exempt dividend of 50 cents per ordinary share and a special one-tier tax exempt dividend of 10 cents per ordinary share. Upon shareholders' approval, the final and special dividends will be payable on 8 May 2018. Including the interim one-tier tax exempt dividend of 10 cents per ordinary share paid in August 2017, total dividends for the financial year 2017 would amount to 70 cents per ordinary share, as compared with total dividends of 50 cents per ordinary share the previous year.

ENHANCING OUR CUSTOMER PROPOSITION

Our customer strategy is anchored on two key pillars:

Putting Customers at the Heart of What We Do

We leveraged our large customer database and harnessed customer analysis and data analytics to better serve our customers.

By optimising online and offline data, we were able to gain better understanding of customer behaviours and create more compelling and customised value propositions for our customers.

“ Our digital innovation will be the catalyst for us to take customer engagement and customer experience to a new level, further improve overall productivity and operational efficiency, while opening up exciting business opportunities for us. ”

One successful example is our Great Protector campaign where we harnessed customer insights from edGE, our customer relationship management system, and worked closely with our distribution representatives to reach out to our policyholders and their family members with this special personal accident plan. Some 36,000 customers took up the product within a short period of time.

Rewarding and Delighting Customers

We refreshed our customer loyalty programme with new initiatives to build greater engagement and brand affinity with key customer segments. Our Live Great Moments campaign in Singapore, where soon-to-wed Live Great members and policyholders were encouraged to submit their compelling stories and were rewarded with attractive prizes, received good response. Such positive interactions with our customers at key milestones of their lives provided good opportunities for us to further cultivate deeper relationships and instill greater brand recall and loyalty.

We also launched GREAT205, a savings plan with attractive guaranteed annual returns of 2.05% over 3 years, for our customers. The product was very well received by our customers across various segment groups.

DIGITAL TRANSFORMATION

We have made good progress in our digital transformation journey and have been steadily building up our digital capabilities to further propel our business forward.

A key focus of our digital strategy is to offer a wider range of services and broader value for our customers, enabling them to enjoy not only insurance solutions seamlessly but also access to benefits and value-added services from our partners through our digital affinity ecosystem.

Our digital strategy, anchored on harnessing data analytics, robotics and artificial intelligence, will enable us to:

- respond more nimbly to business opportunities, including enabling new business models and equipping our channel partners to boost their capabilities and productivity;
- increase customer engagement, deepen customer relationships and enhance customer experience;
- leverage data as a competitive advantage to deliver innovative and customised products and services; and
- empower and help customers daily in their health and wellness journey

In Singapore, we implemented Robotics Process Automation (RPA) to automate and perform repetitive, high volume and time-consuming tasks in medical claims. This has resulted in greater overall efficiency and productivity. We are exploring harnessing RPA for other areas of our business operations. Our e-Connect which provides customers a 360-degree, single-view of their policy portfolio across multiple business lines – Life, General and Group – has received good response from our customers.

In Malaysia, we rolled out a new and more interactive mobile point-of-sale platform to deliver a more engaging and seamless experience for customers. This platform will also be launched in Singapore soon.

In Singapore and Malaysia, we also introduced other technology-led innovations such as ePAY, a convenient, cashless and more secure mode of payment.

LEVERAGING GROUP SYNERGIES

Our synergistic partnership with OCBC Bank has grown from strength to strength and continued to yield good results.

In Singapore and Malaysia, with the goal-based advisory initiative launched by the bank, we were able to more effectively tap into opportunities provided by the bank's high net worth and mass customers to deliver more compelling insurance products and services.

This, coupled with enhancing the product suite for the bank's customers and training programmes for the bank's advisory force, contributed significantly to the strong performance of the bancassurance channel in both countries.

In Indonesia, our strategic collaboration with OCBC NISP continued to be the key driver of our business growth as we reached out to the community with a wider suite of products centred on family protection, investment, retirement and legacy planning.

CHANGES TO REGULATORY LANDSCAPE

We recognise that regulatory changes are focused at enhancing industry robustness and standards and safeguarding customers' interests, all of which will have a positive impact on the soundness and professionalism of the industry in the long term.

Several key regulations and consultation papers were issued during the year:

- Protection of personal data continued to be a focus in both Singapore and Malaysia in 2017.

In Singapore, the Personal Data Protection Commission (PDPC) launched its first public consultation on the review of the Singapore Personal Data Protection Act. Great Eastern Singapore has provided feedback to PDPC.

In Malaysia, Bank Negara Malaysia ("BNM") issued two regulations to protect customer data and secure sensitive data in removable storage devices. Great Eastern Malaysia entities are putting in place enhanced procedures to address the new requirements.

- In Singapore and Malaysia, regulations were issued to address the growing segment of technology-savvy and self-directed consumers.

The Monetary Authority of Singapore (MAS) issued Guidelines on Online Distribution of Life Policies with No Advice which specifies safeguards insurers are required to have for online distribution of life policies without the provision of advice.

BNM issued Guidelines on Direct Distribution Channels for Pure Protection Products which require diversification of distribution channels to promote greater accessibility to the public. Great Eastern Life Assurance (Malaysia) Berhad (GELM) has made available a protection term product over the counter as well as its online platform and targets to offer pure protection critical illness and medical and health products via its online platform in 2018.

- In response to the increasing take-up rate of digital advisory services, MAS issued a consultation paper on the provision of digital advisory services. Great Eastern Singapore has provided comments to MAS.

LETTER TO SHAREHOLDERS

- A new accounting standard IFRS 17 was issued in May 2017. It will replace IFRS 4 on accounting for insurance contracts from 1 January 2021. This standard significantly changes the way insurers recognise revenue, measure the value of insurance contracts and present financial statements (including disclosures). A Project Steering Committee has been formed to oversee the implementation of IFRS 17 and we are at the initial planning and assessment phase.
- To provide greater flexibility for management of operating expenses and encouraging innovation and competition under the LIFE Framework, BNM issued Guidelines on Operating Cost Controls for Life Insurance and Family Takaful Business for gradual deregulation of the operating cost control limits. A Steering Committee comprising key GELM and Great Eastern Takaful Berhad (GETB) senior management has been formed to oversee the implementation of initiatives stipulated in the LIFE Framework.
- In Indonesia, the Financial Services Authority (OJK) issued a regulation on Sustainable Finance. PT Great Eastern Life Indonesia is working towards implementing the Financial Sustainability Principles by 1 January 2020.

On the accounting front, we have adopted FRS 109 on Financial Instruments with effect from 1 January 2018 and successfully implemented systems and measures required for this new accounting standard.

HUMAN CAPITAL

We are committed to being an employer of choice. We believe that by investing in our people, we are investing in the future of the company. Our people strategy is an integral part of our business strategy and is anchored on creating a high-performing workforce and building a forward-thinking culture which drives the right behaviours to manage change and challenges.

Our core values of Integrity, Initiative and Involvement continue to guide us as we create an engaging environment to enable our people to excel in their work and career. We recognise that an engaged and energised workforce is key to our continued success.

Our people strategies continue to be centred on leadership development and building organisational effectiveness. We also place emphasis on performance-based rewards and employee engagement, anchored by our Moving Together As One collaborative culture.

GIVING BACK TO THE COMMUNITY

As we grow our business, we are also conscious of our responsibility to contribute meaningfully to the community and to strongly support those in society who need help.

Across the Group, our corporate social responsibility efforts were focused on empowering the community and inspiring positive change. We encourage and create opportunities for employees to volunteer their time and talents to support worthy causes.

In Singapore and Malaysia, we leveraged our signature LIVE GREAT events such as our Great Eastern Women's Run and Live Great Run to promote health and wellness in the community as well as to raise funds for the needy.

We continued to support education for needy students through our scholarships and bursaries in Singapore and Malaysia.

In Indonesia, our financial literacy seminars targeted at working women and corporate partners attracted good participation while in Malaysia, Great Eastern Takaful Berhad's financial literacy programme, Bijak Amwal, which educates and raises awareness on Islamic Finance and takaful among school children, was well received.

To mark Great Eastern turning 109, community activities were held across the Group. These included the planting of 50 endangered local native trees in Singapore as well as organising an environmental workshop for children in Malaysia.

In Indonesia, we marked the anniversary by bringing cheer and gifts to children with cancer, while in Brunei we donated a therapy garden for children with special needs.

SUSTAINABLE DEVELOPMENT

As a responsible insurer, we are committed to building a sustainable future. In this regard, we incorporate Environmental, Social and Governance (ESG) principles into our strategic initiatives to promote sustainable insurance and responsible investments.

Our inaugural Sustainability Report which can be found on pages 47 to 68 sets out the ESG factors which we have assessed to be material to the sustainability of our business. We will continue to manage and monitor our material ESG factors.

ACCOLADES

During the year, we garnered accolades and awards which serve as a strong testament to the efforts put in by all in the Group.

Our brand ranking was seventh out of 100 top Singapore brands. Brand Finance, the world's leading independent intangible asset and brand valuation consultancy, valued the Great Eastern brand at US\$1.52 billion.

Our strong efforts at engaging the community were also well recognised. Our Great Eastern Women's Run in Singapore captured seven awards, including two Golds in the Marketing Excellence Awards.

Our Malaysia business also received several awards for brand leadership and excellence in Human Resource while our Indonesia operations captured awards for business performance in its respective category.

OUTLOOK

Global synchronised growth is expected to continue in 2018 as central banks around the world take steps to normalise monetary policy. We expect economic growth in the US to remain positive with improvement in the job market and corporate profitability. The Federal Reserve has embarked on a gradual path to increase interest rates. A similar economic expansion is underway in Europe and Asia. We remain cautiously optimistic for our main markets of Singapore and Malaysia, as well as Indonesia.

Looking at the risk scenario, geopolitical tensions in Korea, Europe and the Middle East, a bottoming out of the global interest rate cycle and on-going economic restructuring in China could create headwinds for financial markets. These, coupled with spikes in market volatility, may impact the valuation of our financial assets.

We will remain vigilant and continue to proactively manage our market exposures. We will strengthen our business model, prudently manage costs and find innovative ways to enhance our service level and customer propositions through analytics and digitalisation.

We remain positive on the long-term prospects for our business. We expect our growth momentum in our insurance business to continue as our fundamentals, and the demand for insurance in the markets we operate in, remain strong.

Increased public awareness on the importance of insurance, rising per capita incomes, ageing populations, the fast-emerging middle class, coupled with a relatively low level of insurance penetration, present significant business opportunities for us.

We remain firmly focused on our strategic direction and plans. We will continue to strengthen our distribution capabilities, optimise and expand our bancassurance partnerships, and, in tandem, push strongly forward in our digitalisation efforts to better understand and serve our customers and grow our business.

ACKNOWLEDGEMENTS

We extend a warm welcome to Mr Lee Fook Sun and Mrs Teoh Lian Ee who both joined the Board on 1 August 2017. Mr Lee brings with him extensive management experience and in-depth knowledge of cyber security, IT networks and technology risks. We will also benefit greatly from Mrs Teoh's vast experience in tax matters and aspects of trust law. We look forward to their active participation on the Board.

On behalf of the Group, we would like to thank the Board of Directors as well as the Boards of our subsidiary companies for their guidance and wise counsel.

We would also like to express our appreciation to OCBC Bank, our business partners, the Union, management and employees as well as our agency and financial advisors for their continued efforts and dedication.

A special note of thanks to our shareholders for your strong support, without which we would not be in the position of strength that we are in today.

As we celebrate our 110th anniversary this year, we remain steadfastly confident of the future. We look forward to your continued support, trust and confidence in us as we continue to deliver long-term sustainable value for our shareholders and take Great Eastern to the next level.



KOH BENG SENG
Chairman



KHOR HOCK SENG
Group Chief Executive Officer

20 March 2018

BOARD OF DIRECTORS



KOH BENG SENG

Chairman

Mr Koh was first appointed to the Board of Great Eastern Holdings Limited (the “Company”) on 2 January 2008 as a non-executive Director and was appointed as Chairman of the Company on 1 September 2014. He was last re-elected as the Company’s Director on 19 April 2016. Mr Koh was appointed Chairman of the Company’s principal insurance subsidiaries, namely, The Great Eastern Life Assurance Company Limited (“Great Eastern Life”) and Great Eastern General Insurance Limited (“GEG”) (formerly known as “The Overseas Assurance Corporation Limited”) on 1 September 2014. He is the Chief Executive Officer of Octagon Advisors Pte. Ltd. He is also a Director of Bank of China (Hong Kong) Limited and BOC Hong Kong (Holdings) Limited.

Mr Koh was previously Deputy President of United Overseas Bank Ltd (“UOB”) and a Director of Far Eastern Bank Ltd, Fraser and Neave, Limited, Japan Wealth Management Securities Inc. and Sing-Han International Financial Services Limited, Singapore Technologies Engineering Ltd, United Engineers Limited and UOB. Mr Koh was previously with the Monetary Authority of Singapore (“MAS”) for 24 years until 1998, his last appointment being Deputy Managing Director, Banking and Financial Institution Group. He was a Director of Hon Sui Sen Endowment CLG Limited (In Members’ Voluntary Liquidation). He also served as a Member of the advisory team to the International Monetary Fund on reforms to Thailand’s financial sector.

Mr Koh holds a Bachelor of Commerce (First Class Honours) from the former Nanyang University, Singapore, and a Master of Business Administration from Columbia University, USA. Age 67.



NORMAN IP

Mr Ip was first appointed to the Board of the Company on 5 March 2010 and was last re-elected as the Company’s Director on 18 April 2017. Mr Ip served as Acting Group Chief Executive Officer of the Company from 1 July 2014 to 1 November 2015. He is a Director of the Company’s principal insurance subsidiaries, including Great Eastern Life, GEG and Chairman of several of the Company’s subsidiaries in Malaysia. He is the Chairman of WBL Corporation Limited, a Director of AIMS AMP Capital Industrial REIT Management Limited. He is presently a Senior Adviser of United Engineers Limited. He is also the Deputy Chairman of the Building and Construction Authority and a Member of Securities Industry Council.

Mr Ip was previously the Group Managing Director of United Engineers Limited and Chairman of Malaysia Smelting Corporation Berhad and UE E&C Ltd as well as a Director of Australia Oriental Minerals NL, a company listed on the Australian Securities Exchange. He is a Chartered Accountant by training and has over 33 years of experience in finance and investments, real estate and managing companies. From 2000 to 2009, he was President and Group Chief Executive Officer of The Straits Trading Company Limited (“STC”), the main activities of which are in real estate, mining and hospitality. Prior to joining STC in 1983, he was with Ernst & Whinney (now known as Ernst & Young LLP).

Mr Ip holds a Bachelor of Science (Economics) from the London School of Economics and Political Science. He is a Fellow of both the Institute of Chartered Accountants in England and Wales and the Institute of Singapore Chartered Accountants. Age 65.



LAW SONG KENG

Mr Law was first appointed to the Board of GEH on 1 January 2013 and was last re-elected as the Company's Director on 19 April 2016. He is the Chairman of Asia Capital Reinsurance Group Pte Ltd, Concord Insurance Company Limited, Frasers Hospitality Asset Management Pte Ltd and Frasers Hospitality Trust Management Pte Ltd. He is also a Director of ACR Capital Holdings Pte Ltd, Asia Capital Reinsurance Malaysia Sdn Bhd and IFS Capital Limited.

Mr Law was previously Deputy Managing Director (Administration and Insurance) at the MAS, Managing Director and Chief Executive Officer of GEG, a Member of Central Provident Fund as well as a Director of Inland Revenue Authority of Singapore ("IRAS") and Manulife (Singapore) Pte Ltd.

Mr Law holds a Bachelor of Science (First Class Honours in Mathematics) from the University of Singapore and a Master of Science (Actuarial Science) from the Northeastern University, USA. He is a Fellow of the Society of Actuaries, USA, and was awarded the Public Service Star (BBM) in 2001. Age 73.



LEE FOOK SUN

Mr Lee was first appointed to the Board of the Company on 1 August 2017. He is the Executive Chairman of Quann World Pte. Ltd. He is a Director of SMRT Corporation Ltd, the Chairman of Building and Construction Authority, a Director on the boards of DSO National Laboratories and a Corporate Adviser of Temasek International Advisors Pte. Ltd.

Mr Lee was previously the Deputy CEO and President of Defence Business of Singapore Technologies Engineering Ltd and the President of Singapore Technologies Electronics Limited. Prior to this, he served in the Singapore Armed Forces as a Director of Joint Intelligence Directorate, Director of Military Security Department and Assistant Chief of General Staff (Logistics).

Mr Lee holds a Bachelor of Arts (Honours) and a Master of Arts (Engineering Science) from the University of Oxford (UK) and attended the Stanford University Executive Programme. Age 61.

BOARD OF DIRECTORS



KYLE LEE KHAI FATT

Mr Lee was first appointed to the Board of the Company on 1 July 2014 and was re-elected as the Company's Director on 18 April 2017. He is also a Director of Great Eastern Life.

Mr Lee trained as a Chartered Accountant in London, and in his professional career spanning of 36 years, he has worked in both United Kingdom and Singapore. He was a partner of Price Waterhouse and PricewaterhouseCoopers LLP until 2010, holding leadership positions at firm, practice, industries and sector levels.

As a non-executive, independent Director of other public and private companies, Mr Lee held Chairmanship of Board, Audit Committee and Nomination Committee positions. These include CapitaLand Mall Trust Management Limited, ComfortDelgro Corporation Limited, FEO Hospitality Trust Management Pte Ltd, Jurong International Holdings Pte Ltd., MFS Technology Ltd and WBL Corporation Limited, among others.

Mr Lee is a Fellow of the Institute of Chartered Accountants in England and Wales, the Institute of Singapore Chartered Accountants and the Singapore Institute of Directors. Age 65.



SOON TIT KOON

Mr Soon was first appointed to the Board of the Company on 1 January 2016 and was last re-elected as the Company's Director on 19 April 2016. He is a Director of OCBC Wing Hang Bank Limited, SPH REIT Management Pte Ltd and Wah Hin & Company Private Limited. Mr Soon held a series of senior positions in Oversea-Chinese Banking Corporation Limited ("OCBC Bank") from 2002 to December 2011 when he retired from the bank. He was the Chief Financial Officer of OCBC Bank from September 2002 to June 2008, and from April 2010 to November 2011. He was the Head of Group Investments of OCBC Bank from June 2008 to April 2010. Prior to joining OCBC Bank, Mr Soon was the Chief Financial Officer of Wilmar Holdings Pte Ltd from 2000 to 2002. From 1983 to 2000, he worked in Citicorp Investment Bank (Singapore) Limited and was Managing Director from 1993 to 2000.

Mr Soon holds a Bachelor of Science (Honours) in Applied Chemistry from the University of Singapore and a Master of Business Administration from University of Chicago, USA. He also completed the Advanced Management Program at Harvard Business School. Age 66.



TEOH LIAN EE

Mrs Teoh was first appointed to the Board of the Company on 1 August 2017. She is a Consultant with Rajah & Tann Singapore LLP, specializing in tax and trust law. She is also a Director of Asian Healthcare Investment Pte Ltd and Tsao Foundation.

Prior to joining Rajah & Tann Singapore LLP, Mrs Teoh was a Senior Consultant to IRAS for 6 years where she advised the government on issues of tax law. Prior to her appointment with IRAS in December 2008, she was an advocate and solicitor in private practice. She was the Head of Drew & Napier's Tax and Trust Business Group until her retirement in June 2008. Prior to joining Drew & Napier in 1988, she had worked in the Legal Department of IRAS. She rejoined IRAS as Senior Consultant in December 2008.

Mrs Teoh holds a Master of Laws and Bachelor of Laws (Second Upper Class Honours) from the University of Singapore. Age 66.



THEAN NAM YEW

Mr Thean was first appointed to the Board of the Company on 5 January 2017 and last re-elected as the Company's Director on 18 April 2017. He has 24 years of experience in consulting, technology, change and transformation delivery and his experience is mainly focused on working with C-level executives to create strong linkages between transformation programmes to the respective clients' business agenda. He has extensive financial services industry experience and has been working with large financial institutions in the ASEAN region.

Mr Thean holds a Bachelor of Electrical and Electronic Engineering (First Class Honours) from the University of Melbourne, Australia and has completed an Advanced Business Management Programme from the Kellogg Graduate School of Management, Northwestern University, Illinois, USA. Age 50.

BOARD OF DIRECTORS



SAMUEL N. TSIEN

Mr Tsien was first appointed to the Board of the Company on 15 April 2012 and was last re-elected as the Company's Director on 18 April 2017. He was a Director of GEG until 1 January 2014.

Mr Tsien is the Group Chief Executive Officer and Executive Director of OCBC Bank. Prior to these appointments, he was the Senior Executive Vice President and Global Head, Global Corporate Bank overseeing the corporate and commercial banking business at OCBC Bank. Mr Tsien is also Chairman of OCBC Wing Hang Bank (China) Ltd and a Commissioner of PT Bank OCBC NISP Tbk. He is a Director of Mapletree Investments Pte Ltd. He also serves on the boards of major OCBC Group companies, including Bank of Singapore Ltd, OCBC Bank (Malaysia) Berhad, and OCBC Wing Hang Bank Limited. He is the Vice Chairman of the Association of Banks in Singapore and The Institute of Banking and Finance ("IBF"), a Member of the Monetary Authority of Singapore ("MAS") Financial Centre Advisory Panel and a Member of the MAS Payments Council.

Prior to joining OCBC Bank, Mr Tsien was the President and Chief Executive Officer of China Construction Bank (Asia) when China Construction Bank acquired Bank of America (Asia). From 1995 to 2006, he was President and Chief Executive Officer of Bank of America (Asia), and Asia Consumer and Commercial Banking Group Executive of Bank of America Corporation.

Mr Tsien holds a Bachelor of Arts with Honours in Economics from the University of California, Los Angeles, USA. Age 63.



WEE JOO YEOW

Mr Wee was first appointed to the Board of the Company on 1 January 2016 and last re-elected as the Company's Director on 19 April 2016. He has more than 39 years of corporate banking experience. He was Managing Director and Head of Corporate Banking Singapore at United Overseas Bank Ltd until his retirement in June 2013. Prior to that, he was Executive Vice President and Head of Corporate Banking with Overseas Union Bank Ltd and Head, Credit and Marketing with First National Bank of Chicago (Singapore). He is presently a Director of several companies, including Frasers Property Limited, Mapletree Industrial Trust Management Ltd, Oversea-Chinese Banking Corporation Limited and PACC Offshore Services Holdings Ltd.

Mr Wee holds a Master of Business Administration from New York University, USA and a Bachelor of Business Administration (Honours) from the University of Singapore. Age 70.

BOARD OF DIRECTORS

PRINCIPAL INSURANCE SUBSIDIARIES IN SINGAPORE

THE GREAT EASTERN LIFE ASSURANCE COMPANY LIMITED

Koh Beng Seng¹, Chairman

Norman Ip¹

Mimi Ho

Kyle Lee Khai Fatt¹

Leo Mun Wai

Quah Wee Ghee

GREAT EASTERN GENERAL INSURANCE LIMITED

(formerly known as “The Overseas Assurance Corporation Limited”)

Koh Beng Seng¹, Chairman

Norman Ip¹

Mimi Ho

Leo Mun Wai

Quah Wee Ghee

¹ Please refer to the “Board of Directors” section on pages 14 and 16 in the Annual Report 2017 for the profiles of Mr Koh Beng Seng, Mr Norman Ip and Mr Kyle Lee Khai Fatt.

BOARD OF DIRECTORS PRINCIPAL INSURANCE SUBSIDIARIES IN SINGAPORE



MIMI HO

Ms Ho was first appointed to the Board of The Great Eastern Life Assurance Company Limited (“Great Eastern Life”) on 17 April 2013 and was last re-elected as Great Eastern Life’s Director on 19 April 2016. She was appointed as a Director of Great Eastern General Insurance Limited (“GEG”) (formerly known as “The Overseas Assurance Corporation Limited”) on 1 January 2014. She is a Director of Asia Pacific Clear Pte Ltd, Asia Pacific Exchange Pte Ltd, Partner Reinsurance Asia Pte. Ltd. and Regulatory Professionals Pte Ltd.

Ms Ho was previously a Director of Central Provident Fund Board, a Director and Member of the Finance Committee of Assisi Hospice as well as an Executive Director with the Monetary Authority of Singapore (“MAS”) from March 1998 to September 2008 in various capacities including Insurance Supervision, Capital Markets Supervision, Financial Markets Development and Chief Representative for MAS in New York and London. She was also a Member of the Disciplinary Committee for Casino Regulatory Authority. Prior to that, she was the Chief Financial Officer and Appointed Actuary for Prudential Assurance Company Singapore (Pte.) Limited from February 1994 to February 1998.

Ms Ho holds a Bachelor in Mathematics and Master in Mathematical Statistics, both from Columbia University. She is a Fellow of the Society of Actuaries, USA and also a Financial Industry Certified Professional (FICP) for Compliance. Age 62.

LEO MUN WAI

Mr Leo was first appointed to the Board of Great Eastern Life on 15 April 2016 and last re-elected as Great Eastern Life’s Director on 19 April 2016. He was appointed a Director of GEG on 15 April 2016. He is presently an independent consultant.

Mr Leo was previously a Managing Director and Adviser of State Street Bank & Trust, Singapore and a Senior Partner of Capelle Consulting Singapore. He was also a Director and Audit Committee Member of the Casino Regulatory Authority from 2008 to 2012 and a Member of Securities Industry Council from 2010 to 2012. Mr Leo was previously with the MAS for 20 years until 2012 in various capacities including Assistant Secretary of Securities Industry Council, Senior Deputy Director of Supervisory Policy, Director of Human Resource Department, Executive Director of External Department, Executive Director of Banking Supervision, his last appointment being Assistant Managing Director of Capital Markets Group.

Mr Leo holds a Bachelor of Accountancy (Second Upper Honours) from National University of Singapore and a Masters of Finance, International Finance from RMIT University. He also completed the International Executive Programme at INSEAD. Age 51.



QUAH WEE GHEE

Mr Quah was first appointed to the Board of Great Eastern Life on 1 March 2012 and last re-elected as Great Eastern Life's Director on 14 April 2017. He was appointed a Director of GEG on 1 January 2014. Mr Quah is a Partner of Avanda LLP, and a Director of Avanda Investment Management Pte Ltd, Bank of Singapore Ltd, Cypress Holding Pte Ltd and Oversea-Chinese Banking Corporation Limited. He is the Chairman of Investment Committee and a Member of Evaluation Committee of Ministry of Health Holdings Pte Ltd, and an Adviser of Investment Committee of Wah Hin & Company Private Limited.

Mr Quah was previously the Chairman of SLF Strategic Advisers Private Limited, a Director of EDBI Pte Ltd, Singapore Exchange Limited and Singapore Labour Foundation, a Member of Board of Trustees of Singapore University of Technology and Design, Managing Director and President of GIC Asset Management Pte Ltd and Adviser to the Executive Committee of Government of Singapore Investment Corporation Pte Ltd.

Mr Quah holds a Bachelor of Engineering (Civil Engineering) from the National University of Singapore. He is a Chartered Financial Analyst and Alumni Member of the Stanford Graduate Business School. In 2010, he was awarded the Institute of Banking and Finance Distinguished Financial Industry Certified Professionals title. Age 56.

KEY EXECUTIVES



From left:
CLEMENT LIEN, JIMMY TONG, RONNIE TAN,
KHOR HOCK SENG, DATO KOH YAW HUI,
BEN TAN AND WEE AI NING



From left:
CHIN WEE CHEAK, COLIN CHAN, RAYMOND ONG,
JAMES LEE, JENNIFER WONG PAKSHONG,
PATRICK KOK, RYAN CHEONG AND NG YOH THAI

KEY EXECUTIVES

KHOR HOCK SENG

Group Chief Executive Officer

With Great Eastern since November 2015. Over 30 years of insurance experience and has held senior leadership positions in major multinational insurance companies. Responsible for the overall strategic direction and business growth for the Great Eastern Group.

Qualifications:

Bachelor of Arts with a major in Actuarial Studies and Statistics, Macquarie University, Australia; Certificate of Actuarial Techniques, London Institute of Actuaries, UK.

RONNIE TAN

Group Chief Financial Officer

With Great Eastern since 2002. Responsible for Corporate Finance, Actuarial, Accounting, Financial Controls and Tax functions for the Group, as well as Investor Relations.

Qualifications:

BSc in Business Administration (Highest Distinction), University of Nebraska-Lincoln; Chartered Financial Analyst; Fellow of the Society of Actuaries.

DATO KOH YAW HUI

Chief Executive Officer (Malaysia)

With Great Eastern since 2002. Responsible for the Malaysia Conventional Life business as well as oversees the growth of the company's Takaful business.

Qualifications:

BSocial Science (Hons) in Economics, Universiti Sains Malaysia; Fellow of Life Management Institute, USA; Registered Financial Planner (RFP); Shariah RFP.

CLEMENT LIEN

Chief Executive Officer (Indonesia)

Joined Great Eastern in January 2015. Responsible for growing the Life business in Indonesia.

Qualifications:

Bachelor of Business Administration (Hons), National University of Singapore. Fellow of Life Management Institute (Distinction), USA.

BEN TAN

Managing Director, Regional Agency/FA/Bancassurance

With Great Eastern since 2008. Responsible for driving the growth and governance of the Agency, Financial Adviser (FA) and Bancassurance channels across the Group.

Qualifications:

Bachelor of Science in Business, Indiana University, U.S.A.

JIMMY TONG

Managing Director, General and Group Insurance

Joined Great Eastern in May 2016. Leads and oversees the General and Group Insurance business across all markets in the Group.

Qualifications:

Bachelor of Business Administration, National University of Singapore; Chartered Financial Analyst.

WEE AI NING

Group Chief Investment Officer

Joined Great Eastern in August 2017. Responsible for formulating the Group's investment strategies and management of all investments within the Group.

Qualifications:

Bachelor of Economics (Econometrics) Monash University Australia. Chartered Financial Analyst.

RAYMOND ONG

Group Chief Risk Officer

With Great Eastern since 2009. Responsible for overall risk management of the Group, including market, credit, liquidity, insurance, operational, technology and compliance risks.

Qualifications:

Bachelor of Science, First Class Honours, in Actuarial Mathematics and Statistics from Heriot-Watt University, Edinburgh, UK. Fellow of the Institute of Actuaries, UK.

COLIN CHAN

Managing Director, Group Marketing

With Great Eastern since 1994. Responsible for implementation of marketing and product efforts across the Group, including branding and communications.

Qualifications:

Bachelor of Business, Actuarial Science (1st Class Hons), Nanyang Technological University; Fellow of Institute of Actuaries, UK.

RYAN CHEONG

Managing Director, Strategy & Transformation

With Great Eastern since 2012. Responsible for the formulation of business strategy and transformation programmes across all markets in the Group.

Qualifications:

Bachelor of Arts, University of Cambridge; Master of Arts, University of Cambridge; Master of Business Administration, The University of Manchester.

NG YOH THAI

Managing Director, Group Information Technology

With Great Eastern since January 2014 and OCBC Bank since 2003. Responsible for the Group's IT and digitalisation efforts to deliver digital and IT solutions to improve customer experience and to support business growth.

Qualifications:

BSc (Hons) in Computer Science and Master of Science in Computer Science, University of Manitoba, Canada.

PATRICK KOK

Managing Director, Group Operations

With Great Eastern since 2009. Leads and oversees the Customer Service, Underwriting and Claims departments across the Group, with strong focus on delivering customer service excellence.

Qualifications:

Associate of Chartered Insurance Institute, UK. B. Engineering (Hons), National University of Singapore

JENNIFER WONG PAKSHONG

Group Company Secretary and General Counsel

With Great Eastern since 2009 and the Group since 1999. Oversees the corporate secretarial and legal functions across all countries.

Qualifications:

LLB (Hons), University of Bristol (UK); LLM (with Merit), University College London; Degree of an Utter Barrister, Gray's Inn (UK); admitted as an Advocate and Solicitor of the Supreme Court of Singapore.

CHIN WEE CHEAK

Head, Group Audit

With Great Eastern since 2009 and the OCBC Group since 1999. Responsible for the independent and objective assessment of the Group's risk management, control and governance processes through internal audit.

Qualifications:

BAccountancy (2nd Upper Class Hons), National University of Singapore.

JAMES LEE

Managing Director, Group Human Capital

With Great Eastern since 1997. Responsible for human capital and change programmes across the Group, with priority on developing an inclusive and collaborative workplace and high-performance culture.

Qualifications:

BBA in Finance, University of Hawaii, USA; Master of Business Administration in Finance, Hawaii Pacific University, USA.

FINANCIAL HIGHLIGHTS

FINANCIAL YEAR ENDED 31 DECEMBER		2017	2016	2015	2014	2013
GROUP STATISTICS						
Gross Premiums	(S\$millions)	12,559.5	9,555.7	8,757.4	8,209.8	7,977.5
Profit Attributable to Shareholders	(S\$millions)	1,156.5	589.3	785.4	878.6	674.8
Operating Profit after Tax ¹	(S\$millions)	598.7	504.2 ²	581.4	590.7	559.6
Total Assets	(S\$millions)	84,561.6	71,123.1	65,820.7	65,677.4	60,936.6
Shareholders' Fund	(S\$millions)	7,544.5	6,588.9	6,230.4	5,871.8	5,076.9
Stock Exchange Prices ³	(S\$)	27.67	20.31	20.24	23.99	17.82
Market Capitalisation ³	(S\$millions)	13,096.7	9,613.1	9,580.0	11,354.9	8,434.5
Embedded Value	(S\$millions)	13,389.1	11,693.8	11,001.4	10,435.5	9,213.7
Economic Value of One Year's New Business	(S\$millions)	548.3	466.2 ⁴	385.2	394.3	422.7
GROUP FINANCIAL RATIOS						
Return on Equity ⁵	(%)	16.4	9.2	13.0	16.0	13.7
Gross Premium Growth	(%)	31.4	9.1	6.7	2.9	20.6
Basic Earnings per share ⁶	(S\$)	2.44	1.25	1.66	1.86	1.43
Diluted Earnings per share	(S\$)	2.44	1.25	1.66	1.86	1.43
Net Asset Value per share	(S\$)	15.94	13.92	13.16	12.41	10.73
Embedded Value per share	(S\$)	28.288	24.706	23.243	22.047	19.466
Economic Value of One Year's New Business per share	(S\$)	1.158	0.985	0.814	0.833	0.893
Dividend per share	(cents)	70.0	50.0	55.0	55.0	55.0

1 Operating Profit after Tax is defined as premiums less claims, surrenders, commissions, expenses and changes in reserves, plus net investment income (dividends, coupon, etc). Disclosure of Operating Profit after Tax began in 2013.

2 If translated using exchange rates as at 31 December 2017, FY16 operating profit after tax would have been S\$502.2 million.

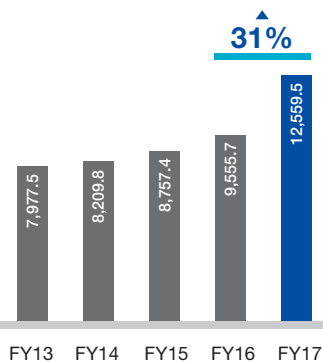
3 The Stock Exchange Prices and Market Capitalisation were obtained from Bloomberg.

4 If translated using exchange rates as at 31 December 2017, FY16 economic value of one year's new business would have been S\$469.6 million.

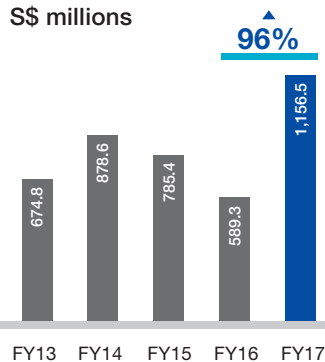
5 The average of the opening (1 January) and closing (31 December) balances of Shareholders' Fund has been used in the computation of Return on Equity.

6 The Basic Earnings per share were based on the Group's Profit Attributable to Shareholders divided by total paid-up shares.

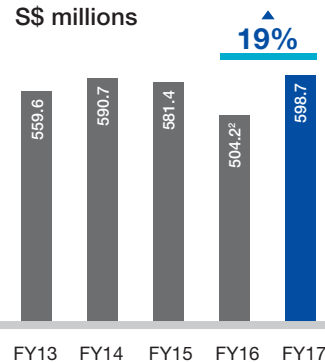
Gross Premiums
S\$ millions



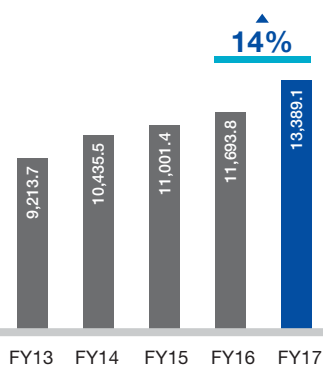
Profit Attributable to Shareholders
S\$ millions



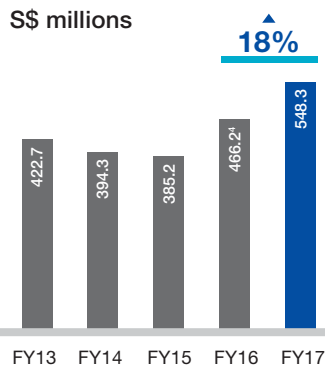
Operating Profit after Tax¹
S\$ millions



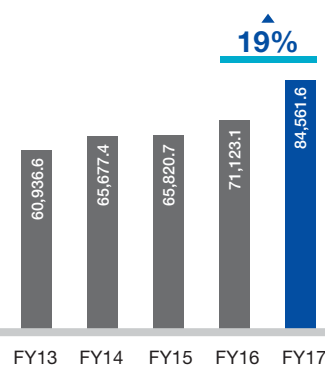
Embedded Value
S\$ millions



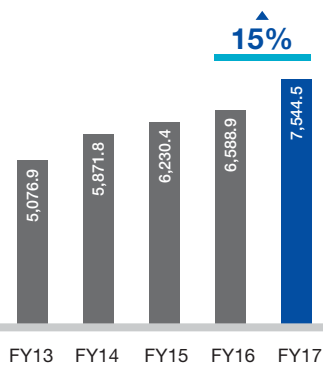
Economic Value of One Year's New Business
S\$ millions



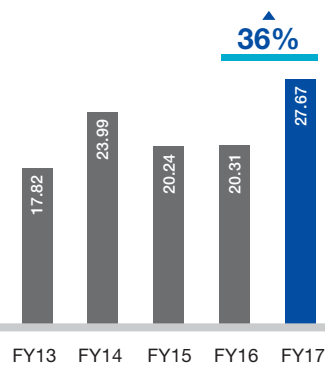
Total Assets
S\$ millions



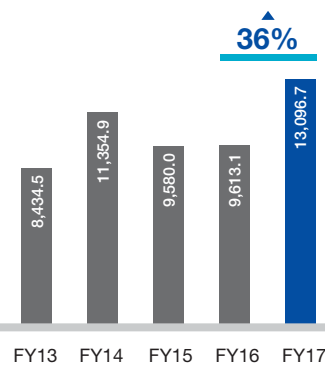
Shareholders' Fund
S\$ millions



Stock Exchange Prices³
S\$



Market Capitalisation³
S\$ millions



EMBEDDED VALUE

EMBEDDED VALUE

An actuarial embedded value is a commonly used technique to assess the economic value of the existing business of a life insurance company. Looking at a company's distributable profits for a year, or even a few years, is not a reliable guide to its long-term economic value. This is because the timing of distributable profits arising from a profitable insurance policy may involve accounting losses in the initial policy years and higher accounting profits in later years that will make the policy profitable overall. The loss in the initial years is due to the initial expenses of writing new business, combined with the need to meet capital requirements. As a result, in any one year, high growth of business may tend to lower distributable profits. Embedded values have therefore been developed as a way to assess the long-term economic value of a life insurance company for the existing blocks of business.

The embedded value of Great Eastern Holdings Limited ("the Group") has been determined using the traditional deterministic cash flow methodology that has been adopted historically for embedded value reporting, and comprises the sum of the value of In-Force Business and the value of the adjusted Shareholders' Funds.

VALUE OF IN-FORCE BUSINESS

This represents an estimate of the economic value of projected distributable profits to shareholders, i.e. after-tax cash flows less increases in statutory reserves and capital requirements attributable to shareholders, from the In-Force Business at the valuation date, i.e. 31 December 2017. The cash flows represent a deterministic projection, using best estimate assumptions of future operating experience and are discounted at a risk-adjusted discount rate. The use of a risk-adjusted discount rate, together with an allowance for the cost of holding statutory reserves and meeting capital requirements, represent the allowance for risk in the value of In-Force Business together with an implicit allowance for the cost of options and guarantees provided to policyholders. It should be noted that this allowance for risk is approximate and may not correspond precisely with the allowance determined using capital market consistent techniques.

In projecting the value of In-Force Business, the statutory reserve valuation bases and capital requirements are based on the Risk Based Capital framework as set out in local regulations for Singapore and Malaysia.

In Singapore, the Group's asset management company Lion Global Investors Ltd ("LGI") manages a proportion of the Singapore Life Funds' assets for which fees are payable from each Fund. In line with generally accepted traditional embedded valuation methodologies in respect of services provided by asset management companies within our insurance group, the present value of profits arising in LGI from the fees paid by Singapore Life Fund is included in the embedded value and new business value of the Group for the year ended 31 December 2017.

ADJUSTED SHAREHOLDERS' FUND

This represents the value of assets over and above that required to meet statutory reserves, capital requirements and other liabilities.

ASSUMPTIONS USED

The assumptions adopted for the calculations have been determined taking into account the recent experience of, and expected future outlook for, the life insurance business of the companies involved, i.e. The Great Eastern Life Assurance Company Limited ("GEL") in Singapore and Great Eastern Life Assurance (Malaysia) Berhad ("GELM") in Malaysia.

Investment returns assumed are based on the long term strategic asset mix and their expected future returns. The risk-adjusted discount rate used is 7.0% for Singapore and 8.75% for Malaysia.

EMBEDDED VALUE CALCULATION

The value of In-Force Business has been calculated for the life insurance business of GEL in Singapore and GELM in Malaysia, along with the adjusted Shareholders' Funds for the Group. The results of the calculations as at 31 December 2017 are as follows:

Embedded Value (\$ millions)	Singapore	Malaysia	Total
Life Business			
Value of In-Force Business	5,170	2,484	7,654
Shareholders' Funds and Non-Life Business			
Adjusted Shareholders' Funds	5,130*	605^	5,735
Total Embedded Value	10,300	3,089	13,389

* Includes businesses in Brunei, Hong Kong, Indonesia and Sri Lanka.

^ Includes Great Eastern Takaful Berhad (GETB).

ECONOMIC VALUE OF ONE YEAR'S NEW BUSINESS

The economic value of one year's new business, defined as the value of projected shareholder distributable profits from new business sold in the year, is used to determine the estimated value of future distributable profits from new sales. Using the same best estimate, reserving and capital requirement assumptions as those

used for the In-Force Business, the economic value of business written for the year ended 31 December 2017 has been calculated as follows:

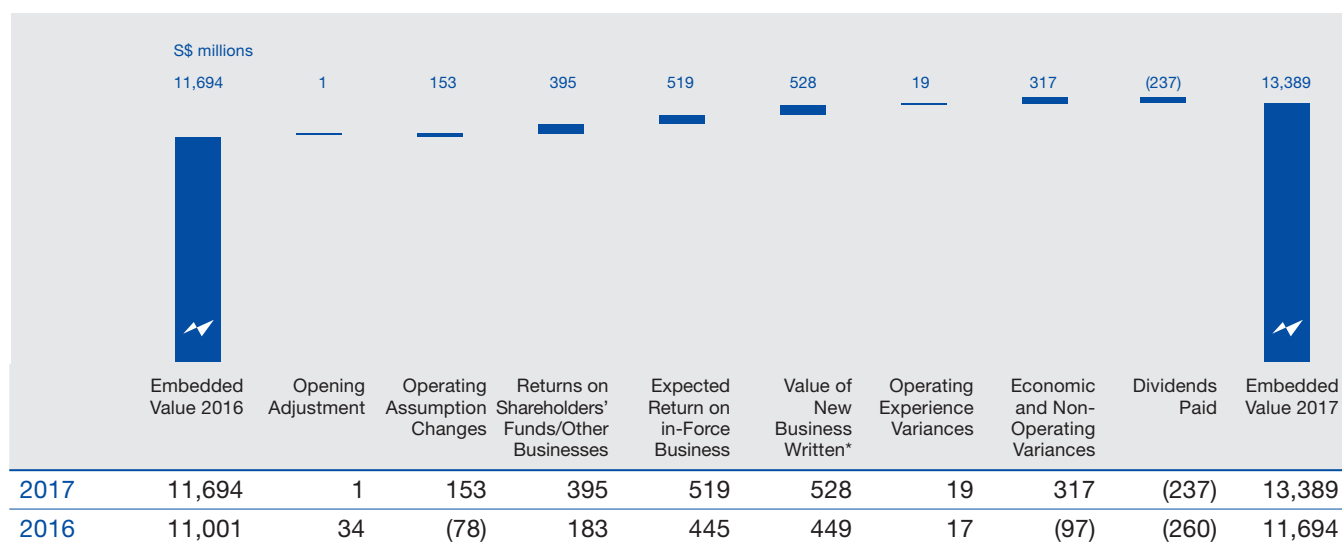
Values (S\$ millions)	Singapore	Malaysia*	Other Asia** and GETB	Total
Economic Value of One Year's New Business	327	201	20	548

* Excludes GETB.

** Includes Group's regional operations in Brunei and Indonesia.

ANALYSIS OF CHANGE IN EMBEDDED VALUE (S\$ MILLIONS)

The chart shows various components accounting for the change in embedded value from the start to the end of the year. The table below the chart provides comparison of the individual components against 2016 analysis results.



*Excludes values of new business from GETB and the Group's other regional operations in Brunei and Indonesia.

INDEPENDENT REVIEW

The embedded value, the value of one year's new business and the analysis of change in embedded value during the year were determined by the Group. EY performed a review of the methodology used (based on the traditional deterministic embedded value reporting approach), the assumptions adopted, and performed a high level review of the results of the Group's calculations.

SCENARIO TESTING

In addition, some scenario tests were conducted using different investment return assumptions and risk-adjusted discount rates. The results are summarised below:

Values (S\$ millions)	Base Scenario	Investment +0.5%	Investment -0.5%	Discount Rate +1.0%	Discount Rate -1.0%
Total Embedded Value	13,389	13,989	12,819	12,657	14,263
Economic Value of One Year's New Business	548	612	488	483	626



Our Singapore operations, comprising Great Eastern Life Assurance Company Limited (GELS) and Great Eastern General Insurance Limited (GEG), continued to deliver a strong performance.

Collectively, these businesses registered S\$940.1 million in total weighted new business premiums (TWP). This was a 36% year-on-year growth compared to S\$691.0 million in 2016. New business embedded value for the year grew 6% to S\$327.1 million. Our General Insurance business grew to S\$111.4 million in gross written premium.

Our strategy continued to be focused on putting the customer at the centre of what we do. Central to this was our deliberate efforts to deepen and widen our relationship with our customers. To further drive customer engagement and build customer affinity, we leveraged our 109th anniversary celebrations and rolled out exciting initiatives under our LIVE GREAT Programme which registered good results.

During the year, we further built up our digital and distribution capabilities, expanded our product suite and ramped up service levels to deliver consistent and seamless customer experience across all touch points and our lines of business.

BUILDING BRAND AFFINITY AND CUSTOMER ENGAGEMENT

Our signature Great Eastern Women's Run continued to be a key engagement platform. The Run attracted over 13,000 women, including Ms Grace Fu, Minister for Culture, Community and Youth, and several Members of Parliament.

We improved the Run experience for participants and included more attractive prizes as well as more fun elements, including mega-sized ball pits where participants waded through 135,000 colourful balls, Instagrammable photo walls and a new Mummy + Me category.

As a LIFE company, we are constantly championing healthy living and wellness. Our new GEWR mobile app provided participants timely race information and updates and also enabled them to do their part for charity by clocking their clicks on the app. About S\$10,000 was garnered through this initiative, with Great Eastern donating S\$50 for every 1,000km collectively clocked.

In yet another first, participants had the opportunity to accessorise their outfits and contribute to charity by customising their race bibs and t-shirts, in addition to purchasing colourful tutus. Funds were raised to support the Breast Cancer Foundation and Women's Health Research and Education Fund.

In support of the national effort to combat obesity, with recent data showing that more Singaporeans gain weight after entering the workforce, we also leveraged the Run to reach out to tertiary students to promote the importance of keeping healthy through running.

In collaboration with the S.League, we held football clinics for needy children as well as an amateur league for our agency leaders, customers, corporate guests and undergraduates from institutions of higher learning.



Our series of LIVE GREAT workshops and seminars on a wide range of health and wellness topics were well received by our key customer segments – young adults new to the workforce as well as parents with young children.

In conjunction with our 109th anniversary, we rewarded our customers with two attractive and innovative products – *Great Protector* and *GREAT205*. LIVE GREAT members were also treated to 20,000 complimentary cups of frozen yoghurt and 25,000 fruit juices. We partnered Singapore Sports Hub to host the LIVE GREAT Fiesta at its Community Play Day where families enjoyed different sports, including the inaugural Great Eastern Warriors Challenge, a fun obstacle course.

We also co-sponsored the Battle of the Masters, which featured Liverpool and Arsenal legends who participated in our Score for Charity event at the Great Eastern Centre atrium in support of The Straits Times School Pocket Money Fund.

We launched our LIVE GREAT Moments campaign, where soon-to-wed LIVE GREAT members and policyholders were encouraged to submit their compelling stories and were rewarded with attractive prizes. Continuous and regular engagements with our customers at key milestones of their lives provided good opportunities for us to strengthen relationships and further build customer loyalty.

MEETING CUSTOMER NEEDS WITH INNOVATIVE SOLUTIONS

Another area of focus was to harness data analytics for deeper customer insights in uncovering trends and opportunities to enable us to respond more rapidly to customer needs. By combining analysis and analytics, we were better positioned to identify behavior and trends and formulate more relevant, customised products and services as well as communications to address those trends.

With our enterprise data visualisation tools, we were able to share business insights with various department users more efficiently. These dashboards allow business users to do self-business discovery, which helps in the identification of new business opportunities. This enabled us to unlock the value in data, provide timely detailed post campaign analysis and increase marketing opportunities for future campaigns.

We launched Health Connect, a new call-in service exclusively for our *Supreme Health* customers. With this service, our customers have the assurance that their bills will be covered even before admission to the hospital. They also enjoy pre-authorisation of medical expenses for hospitalisation at both private and restructured hospitals, as well as direct settlement of claimable hospital expenses.

With our *Total Health Platinum Select*, a new rider to our Integrated Shield private hospital plan, policyholders have a cost-effective option for comprehensive first-dollar coverage in private hospitals when they use Health Connect, as well as in restructured hospitals.

Great Protector and *GREAT205* launched during the year were both well received. With *Great Protector*, our customers could enjoy up to S\$3 million in personal accident coverage for just \$1.50 per day while with *GREAT205*, our customers were able to enjoy guaranteed annual returns of 2.05% over three years.

Following the successful introduction of our LIVE GREAT Baby programme in KK Women's and Children's Hospital, we extended the programme to all Singapore hospitals. With this, newborns enjoy complimentary accident coverage when their parents enroll into the programme.



We collaborated with OCBC Bank to leverage the bank's mobile and internet platform to deliver our product solutions to the bank's customers more efficiently. With *Early Cancer Care*, which provides cancer coverage for both early and major cancer detection, eligible OCBC Bank customers simply needed to make a health declaration with the click of a button. It was the first health insurance product to be rolled out on the bank's mobile and Internet banking channels.

We are constantly innovating to enhance customer experience and to better serve our customers and assist them achieve their health and wellness goals. We have successfully piloted a digital health platform powered by artificial intelligence. This will feature fun challenges and rewards, as well as a chatbot health and wellness coach which provides personalised advice and insights to encourage healthy behavior changes. This will be rolled out in 2018.

STRENGTHENING OUR DISTRIBUTION CAPABILITIES

We succeeded in boosting our distribution capabilities through organically growing our agency franchise and footprint significantly. A key strategy was to reach out to universities through campus initiatives and structured programmes to introduce undergraduates to the financial services industry.

We continued to invest in upgrading our advisory, analytical and sales tools which enabled our distribution representatives to engage clients more effectively and efficiently. We introduced new system validations and functionalities in SynerGE, our point-of-sale system, which further strengthened our sales and advisory process as well as boosted overall productivity.

Best-in-class training programmes were conducted to upgrade our distribution force on product knowledge as well as to enhance core competencies, with a strong focus on providing sound and quality advice to our customers. Product workshops were held at agency offices and new training modules developed. We also streamlined our Ignite Series aimed at training new representatives.

Great Eastern Financial Advisers (GEFA), our financial advisory arm, into its sixth year, remained the largest financial advisory firm in Singapore, with over 1,100 financial consultants. Its Premier Client Group (PCG), a collaborative effort between Great Eastern and OCBC Bank, continued to provide comprehensive financial planning and wealth management solutions for affluent customers delivered by consultants and a network of specialists, harnessing the strengths and specialities of both organisations.

We enhanced our Benefits @ Worksite programme which is aimed at helping enrolled companies achieve better productivity by enhancing their employees' health and financial wellness. In addition to complimentary health screenings and educational talks, we also provided exclusive solutions for business protection and employee benefits.

On the bancassurance front, the channel continued to register strong and healthy growth. With the bank's goal-based advisory initiative, we were able to better serve the bank's existing customers and also to reach out to a wider customer base.



centralisation exercise with Group Operations to enhance operational efficiencies within General Insurance which resulted in increased productivity and better support for our distribution force to serve our customers.



With our *TravelSmart Premier* mobile application, customers have convenient access to information and can purchase travel insurance on-the-go. We will be enhancing our application capabilities to facilitate the purchase of more products as well as the submission of simple claims.

ENHANCING OUR GROUP INSURANCE PROPOSITION

As a leading Group Insurer in the market, we continued to offer compelling value propositions for our clients anchored on three Cs -- choice, comprehensive coverage and convenience.

We offer both customised and standard portfolio-based Group Insurance products and solutions to cater to the different needs of each client. We continuously improve the customer experience journey for our clients as well as their employees and insured members, leveraging on technology to enhance our customer service delivery and increase productivity.

We launched several new products to help support the bank's initiatives. A key product was *Max Retirement Income*, a regular premium plan which, with its affordable premiums, successfully reached out to customers to encourage early retirement planning. We also enhanced our mortgage protection plans to provide comprehensive coverage for the bank's home loan customers.

We recently launched a new mobile app for members of our *SupremeCare* corporate programme. With this app, they can conveniently locate panel clinics within their vicinity, request for Letter of Guarantee for surgery and hospitalisation, use their personalised e-card for cashless payment at panel clinics as well as submit scanned receipts for outpatient claims. Members can also conveniently view their benefits and the status of their claims. We also enhanced our LiveGreat corporate programme app to offer the same features.

To further improve productivity, competency and product trainings were conducted for the teams to sharpen their skills to better advise customers on their life-goal needs.

GROWING OUR GENERAL INSURANCE BUSINESS

We remain committed to helping employees of our corporate clients better manage their financial and physical wellness. Under our Life in Group initiative, we worked with our corporate clients to offer a holistic suite of solutions. These included making available health checks and talks, wellness clinics as well as appropriate individual insurance and savings plans.

Our General Insurance business was rebranded to Great Eastern General Insurance (GEG) Ltd in July 2017 as part of the strategy to strengthen focus to further build the business as a significant pillar of growth for the Group. With this, we were also able to leverage the huge customer database and distribution capabilities of Great Eastern and OCBC Bank and draw on our collective strengths to tap into new growth opportunities to serve individual and corporate customers.

On the product front, our *Enhanced Life Accident Protector*, the first personal accident plan to provide monthly disability income benefit; our enhanced *Flexi Maternity Cover* for mothers and their newborns as well as our *Enhanced Employee Comprehensive Benefits Care* targeted at Small and Medium Enterprises, received good traction.

Deliberate efforts were made to achieve greater operational synergy and customer centricity. We embarked on a



Our Malaysian operations continued its good growth momentum and registered a strong performance to maintain its market leadership position in the conventional Life insurance business.

Great Eastern Life Assurance (Malaysia) Berhad (GELM) and Great Eastern Takaful Berhad (GETB) registered RM1,095.8 million (S\$362.1 million) in total weighted new business and new business embedded value for the year grew 37% to RM650.9 million (S\$215.2 million).

ENHANCING CUSTOMER ENGAGEMENT

During the year, we held several signature events under our LIVE Great Programme which deepened our engagement with the community and further reinforced our LIFE company purpose, further promoting the importance of living healthier and better.

Our Great Eastern LIVE GREAT Run inspired 13,000 participants of all ages to run the extra mile for health. In addition to the 12km route, we added a new 5km Triple Fun Run which featured three zones where runners were showered with foam, water and colour, which enhanced the event experience.

The Great Eastern Viper Challenge was held over four legs – in Penang, Genting Highlands and Shah Alam, culminating in a final event in Cyberjaya. All in, over 40,000 competitors pitted their strength and endurance in one of Asia’s most gruelling obstacle events.

Our collaboration with The Star as the main sponsor of the FitForLife health fairs in Kuala Lumpur and Penang was a good success. Over 70,000 visitors thronged the fairs, which provided a good platform for us to promote health and wellness and further amplify our LIVE GREAT message.

We further expanded our brand presence with our exclusive sponsorship of Asia’s Got Talent Season 2. The popular talent show provided good opportunities for us to ramp up our community engagement in the various major cities in the country through a series of contests targeted at inspiring Malaysians to strive for their dreams.

LEADING THROUGH PRODUCT INNOVATION

As a market leader in health insurance, we strive to set industry benchmarks by developing innovative products to meet our customers’ evolving needs.

To help customers better manage the increasing cost of private healthcare, we improved the benefits for *Smart Medic Xtra*, our flagship medical plan. To provide more Malaysians access to medical protection, we introduced *Great Medic Xtra*, an affordable and comprehensive medical plan with an optional rider, *Great Extender*.

Smart Legacy, our investment-linked plan with coverage from RM500,000 at affordable premiums, registered good take up.

For the senior market, we offered *Great Cherish 80*, which provides life protection with no medical underwriting requirement and money back upon maturity. We also



introduced *Great Flexi Wealth*, a savings plan with easy enrolment, to help customers grow their wealth in the short to medium term.

STRENGTHENING OUR DISTRIBUTION CAPABILITIES

Our 18,000-strong agency force remains our main distribution channel. A key focus during the year was to ramp up our recruitment efforts to boost distribution capabilities. Through our innovative recruitment strategy, we successfully attracted about 5,200 new representatives.

Best-in-class training programmes were conducted at our Centre for Excellence during the year to enhance professional standards and product knowledge. This boosted agency productivity which registered notable increases.

A record 2,903 top achievers were recognised at the Great Eastern Supremacy Summit, while our Life Planning Advisor Programme registered the largest number of graduates since its inception.

On the bancassurance front, we enhanced our product suite with the launch of *CashPlus* and *MaxYield*. With OCBC Malaysia's goal-based advisory initiative, we were able to more effectively reach out to the bank's customers to deliver more value-added propositions. Training programmes were also conducted to boost professionalism and core competencies.

IMPROVING CUSTOMER EXPERIENCE

Another major initiative was to leverage our digital capabilities to deliver a better experience for customers while at the same time better equipping our agents to meet Bank Negara's Life Framework Balanced Scorecard.

Towards this end, we launched an interactive mobile point-of-sales (MPOS) platform which provided a seamless end-to-end user experience for customers – from managing customer profiles, conducting fact finding, generating sales illustrations to submitting proposals.

We were the first insurance company in Malaysia to provide customers the convenience of an e-payment gateway through MPAY for mobile point-of-sales applications. In support of Bank Negara's drive towards electronic payments, we added another premium payment collection channel via JomPAY which benefitted our customers.

We also upgraded our e-Connect portal to provide customers an integrated view of their insurance portfolio across all business lines and the ease to perform selected online transactions.



GROWING OUR GENERAL AND GROUP INSURANCE BUSINESS

As part of our strategy to refocus on building our General Insurance business into a major engine of growth for the Group, we rebranded Overseas Assurance Corporation (Malaysia) Berhad to Great Eastern General Insurance (Malaysia) Berhad (GEGM) during the year.

With the consolidation into the Great Eastern brand, GEGM customers now enjoy broader product offerings in the life, family takaful and general insurance suite. They also have access to our LIVE GREAT Programme which offers health and wellness privileges from over 1,000 merchant partner outlets across the region.

In conjunction with the rebranding, GEGM launched *Great Shield Active*, a Personal Accident plan which provides double and triple indemnity on public conveyance or at public sport events for accidental death and total permanent disablement with a maximum sum insured of RM1.38 million. It also launched *EasiMed Major*, a medical insurance plan designed to help customers cover their additional healthcare costs.

In addition, new packaged fire products for home and commercial properties were also launched. Following detariffication of the motor insurance industry in Malaysia, we introduced customised add-on products to provide customers with broader options.

We stepped up our referral programme with OCBC Malaysia and successfully reached out to a wider base of the bank's Business Banking customers, which augurs well for our business.

On the Group Insurance front, we continued to provide a comprehensive range of Employee Benefit solutions for companies. Our Group Multiple Benefit Insurance Scheme, with its comprehensive protection against loss of life, total permanent disability, accident and the 36 critical illnesses, coupled with attractive investment benefits, continued to be well received.

GROWING OUR TAKAFUL BUSINESS

Our Takaful operations continued its firm focus to serve the underinsured and fast-growing Islamic insurance market in Malaysia.

Great Eastern Takaful's (GETB) agency channel continued to be the main driver of the business, while our bancatakaful collaboration with our bank partners grew from strength to strength.

We strengthened our partnership with Koperasi Angkatan Tentera Malaysia Berhad and continued to provide a high level of service to its 140,000 members through our Group Takaful scheme.

We secured a new partnership with POS MALAYSIA with our customised Group Scheme -I POS Kasih- for its 18,000 employees nationwide.

During the year, we launched the second edition of our flagship product *i-Great Damai 2.0*, which offers protection with investment-linked benefits, as well as *i-Great MediMax*, a standalone medical plan.



INDONESIA

Indonesia’s growing middle class and rising income levels present attractive opportunities for us to penetrate key market segments with tailored insurance solutions.

Our Indonesian subsidiary PT Great Eastern Life Indonesia (GELI) continued to leverage its strategic bancassurance partnerships with Bank OCBC NISP and other major banks as well as a diversified product portfolio to drive business growth.

Our digitally-led customer strategy enabled us to reach out to a broader base of customers as well as new target segments. We also leveraged our LIVE GREAT Programme to promote our LIFE company purpose of championing health and wellness.

We strengthened and deepened our collaboration with Bank OCBC NISP and developed products for wealth management, funding businesses, small and medium enterprises, private banking, digital channels and Sharia. Our joint efforts with the bank to improve productivity through the One Sales Discipline initiative registered good results.

We also expanded our bancassurance partnership with Bank Mayora and Bank Panin Dubai Syariah which enabled us to better serve the bank’s customers.

During the year, we rolled out a suite of innovative products to meet the different needs of our customers. These included *LiveSmart*, a term life product distributed digitally to the mass market; *Legacy Protector*, a single premium USD product which provides lifetime cash flow and the first of its kind in the local market; *Great Optima Link* packages to cater for retirement, education as well as health needs of

our customers; *MaxPrestige Heritage Protector*, a universal life product which offers higher protection coverage; as well as *Great Hasanah Pembiayaan*, a credit life plan for Sharia customers.

We continued to take steps to strengthen our business and organisational resilience. We relocated GELI’s data centre to the country and upgraded our core operating system to be aligned with our operations in Singapore and Malaysia. We also boosted our digital capabilities which enabled us to pursue new business opportunities as well as offer product solutions and services to our increased customer base more seamlessly and efficiently.

BRUNEI

The agency force continued to be a key distribution channel for Great Eastern Life Brunei (GELB). In 2017, GELB focused on improving the professionalism of our agency force to better serve our customers. Training programmes were restructured to enhance product knowledge, core competencies and financial advisory skills.

We also strengthened our bancassurance partnership with Baiduri Bank, the oldest local bank in Brunei and one of the largest providers of financial products and services, to reach out to key customer segments.

Various campaigns and initiatives were launched to improve penetration into the bank’s customer base, in particular young professionals, managers and executives. In addition, we intensified our efforts to reach out to the bank’s high net worth customers to provide customised solutions.

In response to the market’s growing demand for Singapore dollar-denominated insurance products, GELB launched our *Supreme Retirement* series in Singapore dollar which received encouraging response.

We leveraged major festive occasions to organise LIVE GREAT get-togethers for customers, business partners and agency force. These provided good opportunities to strengthen relationships with our key stakeholders and boosted brand affinity.

HUMAN CAPITAL



Great Eastern is committed to being an employer of choice. Our core values of Integrity, Initiative and Involvement guide us as we create an engaging and dynamic environment for our people to realise and maximise their potential. We recognise that an engaged workforce is key to our success.

Towards this end, our people strategies continue to be focused on leadership and talent development, organisational effectiveness, rewards and performance management and employee engagement.

BUILDING A STRONG CORPORATE CULTURE

During the year, we ramped up initiatives to build a strong corporate culture anchored on “Moving Together As One”, fundamental to the success and sustainability of the company.

The theme for this year’s anchor corporate culture building programme centred around how we could “Make Life Great for our Customers”.

REWARDS AND PERFORMANCE MANAGEMENT

To drive performance, remuneration and other incentives are based on a total rewards view rather than individual compensation components. We remain committed to a fair and open performance management process to reward performance and support career development.

The compensation framework is also aligned to the Financial Stability Board’s principles for sound compensation practices.

DEVELOPING OUR PEOPLE

We continued to invest in our people and in their personal and professional development. Opportunities were provided for them to cultivate core competencies and skills to be future-ready to meet the rapidly changing demands of the industry.

On-the-job learning and workshops were organised throughout the year to help our people in their career development. Training e-modules were rolled out for all new hires as an introduction to the industry and our organisation.

With the Great Eastern Career Framework implemented across the Group, employees have greater clarity and visibility of their career paths and opportunities. With the framework, employees can better chart their own individual careers which also facilitate management of cross-functional and divisional employee rotation.

TALENT MANAGEMENT AND SUCCESSION PLANNING

In today’s competitive environment, talent management is key for building a robust bench strength and for our long-term success. Leadership succession is a priority for the Group and a core component of our Talent Management strategy.

Executive programmes are offered to talents who have been earmarked for leadership and succession, together with job enlargements and rotations to better prepare them for progression within the organisation.

Through our Corporate Management Associate Programme, we also seek to attract young exceptional talents who go



through a structured attachment programme in preparation for future leadership roles.

Our succession planning strategy cuts across all levels and is a key component of our business continuity plan. Key positions are reviewed annually and we have a robust programme to identify, mentor and groom our talent to ensure they are equipped and in the right position to take the helm when the need arises.

ENGAGING OUR PEOPLE

Employee engagement is integral to developing a sense of belonging for our multi-generational workforce. Our employee engagement strategy continued to be centred on our Making Life Great (MLG) workshops where we encourage two-way communication and teamwork and our LIFE Programme which champions building a healthy workforce. Regular town halls were held to update employees on company performance and developments.

With the company's continued emphasis on customer-centricity, the MLG workshops across the Group focused on the theme of "Make Life Great For Our Customers". A series of one-day workshops which involved team-based activities and collaborative learning were held in Singapore, Malaysia and Indonesia.

Revolving around customer journey mapping, the workshops introduced a common language and tools for employees to better understand our business from the customers' perspective. This will better enable us to systematically and effectively address areas which need improvements as we strive to deliver more customer-centric products and services.

As a LIFE company, the well-being of our employees is a priority. Through our LIFE Programme, a key component of our employee value proposition, we empower, motivate and incentivise our employees to take charge of their health and wellness.

Throughout the year, we organised a series of health-focused workshops and activities at company and department levels to spur employees on their journey to better health.

The LIFE Programme, a key anchor in driving organisational health and employee engagement across the Group, has grown from strength to strength. Participation in the programme has increased to about 83% in Singapore and 70% in Malaysia since its launch. In tandem with the success of the programme, the overall health profile of employees has improved.

In Singapore and Malaysia, a series of health and wellness activities were organised throughout the year. The GO GREEN campaign which empowers and rewards staff to maintain a healthy lifestyle and stay in the Green Zone also registered good results.

In Singapore, highlights included the popular Lateral Challenge where staff took part in a brisk run weekly from Great Eastern Centre to the scenic Marina Bay area, a Vertical Challenge which involved stair-climbing and a Static Challenge which featured fun-packed high energy workouts.

In Malaysia, highlights included a badminton tournament which attracted enthusiastic participation from across all levels. In addition to health talks, employees who participated in simple monthly health and wellness quizzes were rewarded with healthy snacks.

ENHANCING THE RECRUITMENT EXPERIENCE

We recently introduced a new job application platform on both desktop and mobile to provide a more seamless experience for internal and external applicants.

The platform also allows us to tap into a wider pool of talent globally which in turn enables us to proactively reach out to a broader network of potential talents.

CORPORATE SOCIAL RESPONSIBILITY



At Great Eastern, we believe in being a responsible corporate citizen. Practising corporate social responsibility is an integral part of how we conduct our business and we strive to bring about positive changes for the communities in which we operate. Even as we deliver our best to our customers, we strive to give our best to the community.

As a LIFE company, our corporate social responsibility efforts continued to be anchored on our LIVE GREAT philosophy where we champion healthy living and wellness as well as empowerment through education. We are also committed to doing our bit for the environment.

Year round, our employees and distribution representatives across the Group volunteer their time and talent to enrich the lives of those in our communities.

LIVING HEALTHY THROUGH SPORTS

In Singapore, over 13,000 women participated in our award-winning Great Eastern Women's Run (GEWR), a signature event under our LIVE GREAT Programme. We continued to create special LIVE GREAT moments and an enjoyable race experience for participants.

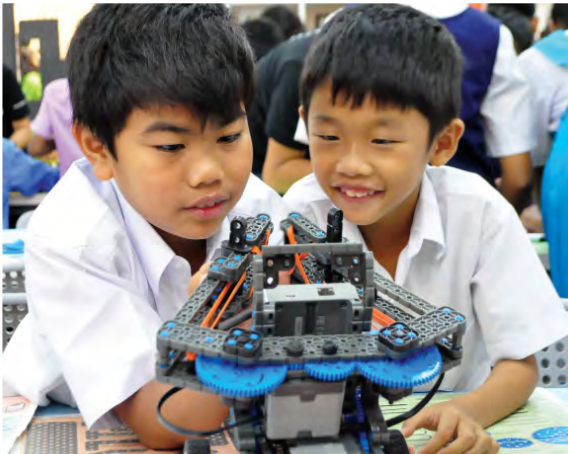
The Run featured many 'firsts'. We enhanced the race content with the addition of a new 2-km Mummy + Me category, while participants of the 5km LIVE GREAT Fun Race enjoyed a unique experience as they navigated through Instagram-worthy photo walls and mega-sized ball pits with 135,000 colourful balls to wade through.

We also introduced a digital element to the event. The GEWR mobile app provided race-related information as well as monthly challenges to encourage participants to do their bit for charity by clocking their clicks, with Great Eastern donating S\$50 for every 1,000km collectively clocked. Through various platforms, a total of S\$57,662 was raised to support two meaningful causes - The Breast Cancer Foundation and The Women's Health Research and Education Fund.

To further promote health and wellness to the community, we extended our co-title sponsorship of the S.League for two seasons. In conjunction with Great Eastern Community Shield which was held at the iconic Singapore Sports Hub for the first time, a football tournament was held for children supported by the Straits Times School Pocket Money Fund and from the S.League Club academies.

We were also one of the sponsors for Battle of the Masters, which featured football legends from Liverpool and Arsenal, including David James and Gilberto Silva. Great Eastern Centre Atrium was turned into a football fiesta to raise funds for needy school children. Over S\$20,000 was raised through Score for Charity where corporate partners, employees and distribution representatives as well as the public had a field day taking spot kicks against the legends. Funds were also raised through the sale of special merchandise and mementos.

The Great Eastern Viper Challenge, a major initiative of our LIVE GREAT Programme in Malaysia, continued to inspire Malaysians to pursue a healthier lifestyle through sports. The Challenge was held in four locations -- Penang, Genting Highlands and Shah Alam, with the final leg in Cyberjaya.



Overall, close to 40,000 participants pitted their physical and mental strength and endurance in one of Asia's most gruelling obstacle events.

Our signature Great Eastern LIVE GREAT Run provided another platform to promote the importance of living a healthier lifestyle. Over 13,000 runners participated. In the 5-km Triple Fun Run, runners were showered with coloured foam while the post-event carnival featured equally fun activities, including bubble football, inflatable rock climbing, Zumba workout sessions and ViperKidz, a scaled-down version of the Great Eastern Viper Challenge. The Run raised RM32,709 for the ChildrenCare programme.

HELPING THE YOUNG AND ELDERLY

As a Group, we continued to organise activities and raise funds for needy children and elderly beneficiaries. Through our efforts, we hope to help build a more caring, inclusive society.

In Singapore, S\$232,894 was raised for our ChildrenCare and GoldenCare beneficiaries – MINDS Fernvale Gardens School for children with special needs and AWWA Community

Home for Senior Citizens. The funds support various sports and wellness programmes for the children and active ageing for the needy elderly.

Since its inception, our ChildrenCare programme in Malaysia continues to grow from strength to strength and has raised over RM2.4 million for over 180 children's charities. In 2017, GELM donated over RM50,000 to homes for underprivileged children to bring cheer and joy during festivals. In addition, RM23,000 worth of gifts was donated to children from Yayasan Sunbeams Home.

GETB employees also volunteered their time to help meaningful causes. A charity bazaar was organised to support an orphanage and employees also contributed food, school supplies, and other daily amenities. These were distributed during an Iftar (breaking of fast) programme organised by GETB's Sports and Recreation Club.

GETB also disbursed RM157,000 from Accumulated Underwriting Surplus and Zakat 2016 monies to charitable organisations, including underprivileged children within the Klang Valley.

CORPORATE SOCIAL RESPONSIBILITY



EMPOWERMENT THROUGH EDUCATION

We believe that education empowers the young to reach their potential and is key to building a better future.

In conjunction with the Great Eastern Community Shield, S\$64,500 was raised for the Straits Times School Pocket Money Fund through the generous contributions from our employees, distribution force and business partners. The funds support 14,000 children and youths from low-income families by providing pocket money to help them through school.

We also contributed S\$50,000 to the Nanyang Technological University Sports and Recreation Centre in support of the development of sportsmen and sportswomen of the future. In Malaysia, we awarded education scholarships worth RM835,000 through the Great Eastern Supremacy Scholarship Award to deserving students.

Under the ChildrenCare programme in Malaysia, in collaboration with Jabatan Kebajikan Masyarakat (JKM), we continued to help and motivate underprivileged children through our Program Aspirasi Gemilang 'A'. These students were given a cash incentive for every 'A' achieved in the national examinations. Since its inception, we have awarded close to RM60,000 to 312 children for outstanding results.

In addition, two robotics workshops were organised for 210 needy children where they learnt about concepts of designing, building and programming robots.

We also supported Karnival Kewangan Kuching, a Bank Negara initiative to educate Malaysians on financial literacy and sponsored underprivileged children to attend the workshops.

GETB's financial literacy programme, Bijk Amwal continued to receive good traction from schools. The programme educates and raises awareness on Islamic Finance and takaful among school children and is conducted with the support of the Ministry of Education.

In Indonesia, we conducted a series of financial literacy seminars as part of our LIVE GREAT Programme, targeted at working women as well as our corporate partners in support of efforts by the Financial Services Authority (FSA) towards economic growth.

OTHER COMMUNITY INITIATIVES

To mark Great Eastern turning 109, community activities were held across the Group.

In Singapore, 109 employees and distribution representatives planted 50 endangered local native trees at East Coast Park as a contribution to the country's greening efforts towards a sustainable environment while in Malaysia, GELM organised an environment workshop for 109 underprivileged children where they learnt about terrarium-making and caring for the environment.

In Indonesia, we marked the anniversary by bringing cheer and gifts to children at Yayasan Kanker Anak Indonesia, a foundation for children with cancer.



Employees and agency force from our Brunei office hosted a garden party for special needs children at Pusat Ehsan Al-Ameerah Al-Hajjah Maryam to celebrate the launch of the centre's therapy garden donated by GELB.

As part of our ongoing efforts to support the Life Insurance Association of Malaysia, we organised a blood donation campaign in several states which was successful in encouraging more Malaysians to donate blood.

We collaborated with OCBC Bank to host 250 beneficiaries at the Great Egg Cookout Carnival and also co-hosted over 300 beneficiaries with OCBC Bank at the Sports Hub Community Play Day. Volunteers assisted and cheered on the beneficiaries as they tried their hands at various sports activities and fun challenges.

YEAR IN REVIEW (HIGHLIGHTS)



JANUARY

- GELS enhanced its LIFE Programme with a refreshed line-up of exciting health and wellness initiatives for employees.
- GELM supported Bank Negara's initiative to promote financial literacy across the community.

FEBRUARY

- In conjunction with the 2017 Great Eastern Community Shield, GELS raised S\$64,500 for needy school children.
- GELI conducted the first of a series of health talks for OCBC NISP employees.

MARCH

- GELS introduced Health Connect, an exclusive call-in service for *Supreme Health* customers.
- GELM held the first leg of the Great Eastern Viper Challenge in Penang which attracted over 10,000 participants.
- GELM received the Global Responsible Business Leadership Awards – Insurance Excellence by the Asia Pacific CSR Council and United Nations Global Compact (UNGC).
- GELM ChildrenCare organised a robotics workshop for needy children.

APRIL

- GELS LIVE GREAT Baby Programme received good traction.
- GELM co-sponsored the FitForLife Fair in Kuala Lumpur which attracted 60,000 visitors.
- GELM received the Reader's Digest Trusted Brand Gold Award.
- GETB launched *i-Great Damai 2.0*.
- GETB launched the Takaful Specialist model for Bank Muamalat.
- GELI launched *LiveSmart*.

MAY

- GELS collaborated with OCBC Bank to host beneficiaries in The Great Egg Cookout Carnival.
- GELM was awarded Best Performing Brand of the Year 2016-2017 for the insurance industry at The BrandLaureate Best Brands Award.
- GETB distributed surplus and investment income to its certificate holders for FY2016.
- GETB organised a futsal competition as part of its media engagement initiatives.

JUNE

- Great Eastern was ranked 7th in the Top 100 Singapore Brands for 2017 by Brand Finance.

- GELS garnered the Reader's Digest Trusted Brand Gold Award.
- GELS launched LIVE GREAT Moments.
- GELM organised a robotics workshop for underprivileged children.
- GELM contributed RM25,000 to underprivileged children homes to celebrate Hari Raya Aidilfitri.
- GETB launched *i-Great MediMax*.
- GETB organised a charity bazaar and a donation drive for an orphanage.

JULY

- In Singapore, Overseas Assurance Corporation Ltd was rebranded to Great Eastern General Insurance.
- The Great Eastern Women's Run (GEWR) captured two awards at the Loyalty and Engagement Awards 2017.
- GEWR 2017 Launch featured a speed challenge with one of Singapore's leading female marathoners.
- GELS partnered KK Women's and Children's Hospital in a parenting forum.
- The second leg of the Great Eastern Viper Challenge was held at Genting Highlands.
- GELM launched *Great Term Direct*.
- GETB hosted corporate partners and clients at its Hari Raya Open House.
- GELI launched a new strategic partnership with PT Bank Mayora.



AUGUST

- Great Eastern turned 109.
- Overseas Assurance Corporation (Malaysia) Berhad was rebranded to Great Eastern General Insurance (Malaysia) Berhad.
- To celebrate Great Eastern's 109th anniversary, GELS organised A Gift Of Trees CSR activity.
- GELS launched *Great Protector*.
- GELM awarded scholarships worth RM835,000 to deserving students through the Great Eastern Supremacy Scholarship Award.
- GELM received the Aon Best Employer Award for Commitment to Effective Leadership.
- GELM won The BrandLaureate Industry Champion Brand ICON Awards 2017.
- GELM conducted a Let's Score 'A' Workshop for underprivileged children.
- GETB's Bijak Amwal financial literacy programme was extended to more schools.
- GELI conducted a financial literacy workshop for working women.
- GELI collaborated with Yayasan Kanker Anak Indonesia to bring cheer to children with cancer.
- GELI won two awards at the Indonesia Insurance Awards 2017 organised by Economic Review Magazine.

SEPTEMBER

- GELS launched *GREAT205*.
- GEWR won two awards at the Marketing Events Awards 2017.
- GELS held the inaugural Great Eastern Warriors Challenge.
- GELM held an environmental workshop for children.
- GELM conducted the Let's Score 'A' Workshop for underprivileged children.
- In support of Life Insurance Association of Malaysia, GELM organised a LIAM Blood Donation Campaign in several states.
- The third leg of the Great Eastern Viper Challenge was held at Shah Alam.
- GETB customised a Group Scheme – I POS Kasih – for POS MALAYSIA employees.
- GELI launched *Legacy Protector* and *Great Optima Link* packages.

OCTOBER

- GELS garnered the Special Events Gold Award from the Community Chest of Singapore.
- GELS donated \$50,000 to the Nanyang Technological University Sports & Recreation Centre.
- The Great Eastern Live Great Run 2017 held at Merdeka Square attracted over 13,000 participants.

- GELM was awarded HR Asia Best Companies to Work for in Asia 2017.
- GELM launched *Smart Legacy*.

NOVEMBER

- GEWR 2017 attracted over 13,000 participants and raised S\$57,662 for two women and children related causes.
- GELS organised Score For Charity and raised over S\$20,000 for Straits Times School Pocket Money Fund.
- GEWR captured three awards at the Marketing Excellence Awards 2017.
- The FitForLife health & wellness fair in Penang drew a good crowd.
- GELM donated RM14,000 worth of gift vouchers to underprivileged children homes for Deepavali.
- GELM ChildrenCare awarded RM9,400 to underprivileged children for the Program Aspirasi Gemilang 'A'.
- GELM sponsored Asia's Got Talent Season 2 and initiated "Road to Greatness" to bring Malaysians together to support local acts.
- GELM was awarded "Most Popular Graduate Employer in Insurance" in the Malaysia's 100 Leading Graduate Employers 2017.
- GELM ChildrenCare sponsored underprivileged children for financial literacy workshops at the Karnival Kewangan Kuching.
- GELM launched *Great Early Triple Care*.
- GELI launched a new partnership with PT Bank Panin Dubai Syariah Tbk.
- GELI launched *MaxPrestige Heritage Protector* and *Great Hasanah Pembiayaan*.

DECEMBER

- GELS Kids@Work partnered Singapore Kindness Movement to promote kindness in the family.
- The Great Eastern Viper Challenge 2017 Finale was held at Cyberjaya and attracted over 15,000 participants.
- GELM ChildrenCare donated RM 23,000 worth of gifts to children from Yayasan Sunbeams Home.
- GETB launched its comic sketch campaign on Facebook with popular cartoonist Sireh to create awareness on financial planning.
- GELI participated in the Insurance Festival Day in Padang.

AWARDS AND ACCOLADES



In 2017, Great Eastern continued to uphold excellence and across the Group, we were recognised for our customer-centricity and community initiatives.

These accolades are a firm affirmation of the strength of the Great Eastern brand and the trust that our customers and industry peers have in us.

We are encouraged by these awards which will spur us to continue to put in our best efforts.

SINGAPORE

Ranked 7th in Top 100 Singapore Brands
Brand Finance

Trusted Brand Gold Award 2017
Reader's Digest

Special Events (Gold)
Community Chest Awards 2017

Excellence in Marketing to a Female Audience (Gold)
Excellence in Sponsorship Activation (Silver)
Excellence in Event Marketing (Bronze)
Marketing Excellence Awards 2017, Marketing Magazine

Best Event – Targeted Community (Gold)
Best Event – Sports (Bronze)
Marketing Events Awards 2017, Marketing Magazine

Best Engagement Strategy For a Female Audience (Silver)
Best Use of Experiential/Live Marketing (Silver)
Loyalty and Engagement Awards 2017, Marketing Magazine

Top 75 Employers in Singapore
Randstad Employer Brand Awards

Singapore's 100 Leading Graduate Employers
Ranked 1st under Insurance and Risk Management
Singapore's 100 Leading Graduate Employers Awards 2017

MALAYSIA

Industry Champion Brand ICON 2017
The BrandLaureate Leadership Award

Best Performing Brand of the Year 2016-2017 – Insurance
The BrandLaureate Best Brands Award

Trusted Brand Gold Award 2017
Reader's Digest

HR Asia Best Companies To Work For in Asia 2017 (Malaysia)
Business Media International

Best Employer for Commitment to Effective Leadership
Aon Hewitt

Global Responsible Business Leadership Awards – Insurance Excellence
Asia Pacific CSR Council and United Nations Global Compact (UNGC)

Malaysia's 100 Leading Graduate Employers
Ranked 1st under Insurance
Malaysia's 100 Leading Graduate Employers Awards 2017

INDONESIA

Best Life Insurance Company 1st Rank
Best Life Insurance CEO for Non-State Owned Companies
Indonesia Insurance Award 2017 by Economic Review Magazine



SUSTAINABILITY REPORT

ABOUT THIS REPORT

This is Great Eastern Holdings' (the Group) inaugural Sustainability Report. This report covers the Environmental, Social and Governance (ESG) performance of the Group from 1 January to 31 December 2017. We have not sought external assurance for this year's inaugural report. It has been prepared in accordance with the Global Reporting Initiatives (GRI) Standards: Core Option and is also aligned with the requirements of Singapore Exchange's Sustainability Reporting guidelines.

We have adopted a phased approach and over time, disclosures on performance and targets will increase. The focus for this report is on our Singapore insurance business. The scope for future reports will be progressively expanded to include all operations in the Group.

CONTENTS

49	Our Approach
50	Stakeholder Engagement
53	Materiality Assessment
54	Customer-Centricity
55	Communities
56	Employer of Choice
58	Strong Governance
61	Responsibility to Our Stakeholders
63	Environment
64	Performance Indicators
65	GRI Standards Content
	Index



OUR APPROACH

As a responsible insurer, we are committed to building a sustainable future, guided by our core values of integrity, initiative, and involvement as well as our philosophy of doing things right and doing things better.

GOVERNANCE & RISK MANAGEMENT

Sustainability Governance

Our Enterprise Risk Management Framework (ERM Framework) sets forth the means by which the company evaluates and manages risks inherent in the business. Risks are managed holistically by evaluating their interactions across the Group (i.e. risks are not evaluated in isolation). The ERM Framework is designed to identify risks that do not currently exist or are not currently recognised, but might emerge due to changes to the environment. It follows a comprehensive, iterative, and forward-looking assessment approach, which allows us to make informed decisions in response to the risks and challenges we face while achieving our business objectives. This process involves various stakeholders, including the Board of Directors and Management.

To ensure the proper management of sustainability issues and to update our Board of Directors in a timely manner we have implemented the following governance structure:

Board of Directors

Has overall responsibility over our sustainability efforts and oversees the management and monitoring of material ESG factors

Sustainability Steering Committee

To develop sustainability objectives and strategy, manage and monitor overall sustainability performance. Members include:

- 1) Group Chief Executive Officer (Chair)
- 2) Group Chief Risk Officer
- 3) Group Chief Financial Officer
- 4) Group Chief Investment Officer
- 5) Group Secretariat and General Counsel
- 6) Managing Director, Group Marketing
- 7) Managing Director, Strategy and Transformation
- 8) Managing Director, Human Capital

Sustainability Working Group

To drive sustainability programmes across the Group. Departments involved include:



- 1) Group Risk Management
- 2) Group Finance
- 3) Group Investment Management
- 4) Group Secretariat
- 5) Group Marketing
- 6) Group Human Capital
- 7) Group Operations



The Sustainability Steering Committee (SSC) comprises senior management members and makes recommendations on sustainability strategy and reporting for the Board's review and approval. Chaired by the Group CEO, the SSC determines and reviews material ESG issues, formulating sustainability strategies taking into consideration these material issues, setting the long term ESG targets and overseeing the management of the Group's sustainability performance.

The SSC is supported by the Sustainability Working Group (SWG). The SWG comprises senior managers from key functions within the company. The SWG drives the sustainability programme and provides updates to the SSC.



STAKEHOLDER ENGAGEMENT

We regularly engage our key stakeholder groups or individuals who have an impact on or are affected by the company's activities. The table below provides a detailed summary of our approach towards stakeholder engagement.

Stakeholder	Issues and Concerns	Our Response	Engagement Method	Frequency
Customers 	<ul style="list-style-type: none"> • Healthy lifestyle with sufficient insurance coverage • Wealth accumulation • Legacy planning • Comprehensive range of quality products to suit their needs • Fair dealing • Professional advice • Customer privacy • Seamless service 	<ul style="list-style-type: none"> • Provide clear details for all products, their defining features, benefits and risks and include the respective terms and conditions in all our marketing collaterals • Provide comprehensive products and services to meet customers' financial and insurance needs at different life stages • Conduct regular product and skills training for our advisory force to equip them to provide sound advice • Introduced Robotic Process Automation (RPA) in 2017 which reduced turn-around time for hospital claims • Simplify processes leveraging our digital capabilities 	<ul style="list-style-type: none"> • LIVE GREAT series of health and wellness events • Marketing campaigns • Conduct focus groups • Face-to-face portfolio reviews with respective advisors 	<ul style="list-style-type: none"> • Regular LIVE GREAT talks and seminars • Annual LIVE GREAT events, including Great Eastern Women's Run (GEWR)
Regulators and Other Government Agencies 	<ul style="list-style-type: none"> • Risk Culture • Market Conduct Risk • Combating financial crime • Data governance and data loss • Cyber security • Financial stability • Fintech 	<ul style="list-style-type: none"> • Robust risk management and compliance culture • Established a dedicated Regional Data Protection Governance Office • Established a Cyber Security Roadmap • Mandatory completion of extensive e-learning programmes by all employees • Independent, effective and prompt handling of customer complaints through compliance with the Group Complaint Handling Policy • Policies and procedures to ensure compliance with applicable laws, rules and regulations 	<ul style="list-style-type: none"> • Regular meetings and ad hoc consultations with regulators • Participate in market industry forums and seminars • Regulatory and Audit reports • Actively engage Ministry of Home Affairs (MHA) in the detection of terrorism-related persons 	<ul style="list-style-type: none"> • Ad hoc or on a regular basis, depending on the nature of the engagement

Stakeholder	Issues and Concerns	Our Response	Engagement Method	Frequency
Community 	<ul style="list-style-type: none"> • Products which meet varying needs and budgets • A healthier community • A more inclusive society • Environmental sustainability 	<ul style="list-style-type: none"> • Provide comprehensive products and services to meet customers' financial and insurance needs at different stages of life • Organise LIVE GREAT series of health and wellness events • ChildrenCare and GoldenCare CSR activities • Encourage volunteerism among employees and advisory force 	<ul style="list-style-type: none"> • Collaborate with government agencies such as Central Provident Fund (CPF) and Ministry of Health (MOH) to bridge the protection gap through government schemes • Through series of LIVE GREAT health and wellness events • Organise CSR activities 	<ul style="list-style-type: none"> • Regular or on an ad hoc basis, depending on the nature of the engagement
Employees 	<ul style="list-style-type: none"> • Career development • Fair employment practises • Work-life balance • Continuous learning 	<ul style="list-style-type: none"> • Skills building and future proofing • Create a fair and inclusive workplace • Aim to be an Employer of Choice • Establish our LIFE Programme, which champions health and wellness 	<ul style="list-style-type: none"> • Monthly LIFE Programme activities • Group CEO town halls • Divisional town halls • “Making Life Great” workshops • Staffnet (internal portal) • EDM updates to employees • Employee Engagement Survey 	<ul style="list-style-type: none"> • Twice yearly employee townhall meetings • Bi-Annual Group-wide Employee Engagement Survey • Annual “Making Life Great” workshops • Ongoing engagement at the division and department levels

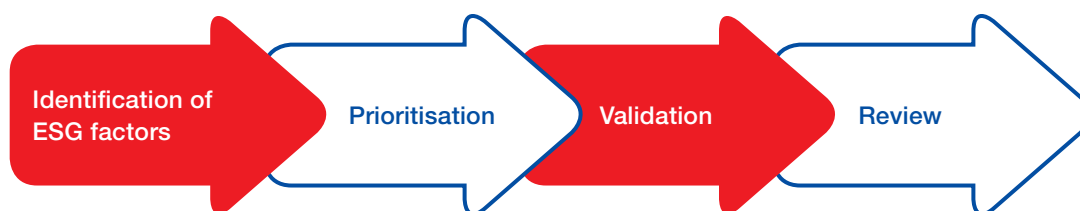
STAKEHOLDER ENGAGEMENT

Stakeholder	Issues and Concerns	Our Response	Engagement Method	Frequency
Agency Force, Bancassurance Partners, and Financial Advisers 	<ul style="list-style-type: none"> Updated product knowledge and skill to provide sound advice Faster turnaround time for claims Data governance and data privacy Management of market conduct risk and controls 	<ul style="list-style-type: none"> Conduct regular product and skills training for our advisory force to equip them to provide sound advice Introduced Robotic Process Automation (RPA) in 2017 which reduced turn-around time for hospital claims Work closely with Distribution Division to improve market conduct risks through appropriate mitigating controls Established a dedicated Regional Data Protection Governance Office Regular review of improvement on touch points Timely updates on new products, company initiatives and changes to agency guidelines Annual e-learning exercises 	<ul style="list-style-type: none"> Training sessions at our Centre for Excellence (CFE) Face-to-face meetings Leaders luncheons with Group CEO/ leaders town halls / leader cluster meetings 	<ul style="list-style-type: none"> Regular training sessions Quarterly Leaders' Luncheons with Group CEO and Leaders' Townhalls facilitated by Group CEO and Group Management Committee (GMC) Quarterly leader cluster meetings
Shareholders 	<ul style="list-style-type: none"> Sustainable earnings growth Volatility in earnings Financial strength Strong corporate governance Disclosure of information 	<ul style="list-style-type: none"> Disciplined growth strategy Consistent dividend policy Strict compliance with the Code of Corporate Governance Ensure sound capital management strategy and robust risk management practices Strong board oversight Transparent and timely disclosures 	<ul style="list-style-type: none"> Financial results reports Annual Report Great Eastern website Announcements via SGXNet Meetings with shareholders 	<ul style="list-style-type: none"> Quarterly financial reports Annual report and Annual General Meeting Regular meetings with shareholders

MATERIALITY ASSESSMENT

In determining our material issues and throughout the process outlined below, we followed GRI's main principles for defining material issues, focusing on the sustainability context in the identification of issues, prioritising their materiality, subsequently ensuring their completeness in having them validated by the Board of Directors. Stakeholder inclusiveness was considered at all stages.

Through discussion in the SSC, we identified our material issues for reporting based on the significance of our ESG and economic impacts and the degree of influence these issues have on stakeholders' assessments and decisions. In identifying our material issues, we also benchmarked against global insurance companies' published ESG factors.



These material issues were discussed, deliberated and prioritised by the SSC and have been validated by the Board in July 2017. The validated material ESG factors were subsequently mapped to the GRI Standards.

Going forward, our material ESG issues will be reviewed annually to ensure completeness and continued relevance to our business strategies and stakeholders.

Material ESG Issue	Category	Impact	Involvement*
Fair Dealing	Social / Governance	Customers, Regulators and Employees	Direct
Customer Experience	Social	Customers	Direct and Indirect
Financial Inclusion	Social	Customers, Communities	Direct and Indirect
Corporate Social Responsibility	Social	Communities	Direct and Indirect
Employment	Social	Employees	Direct
Strong Governance	Governance	All Stakeholders	Direct
Combating Financial Crimes, Cyber Security & Customer Privacy	Governance	Customers, Regulators	Direct and Indirect
Economic Contributions	Social / Governance	Customers, Communities, Shareholders and Employees	Direct and Indirect
Responsible Investment	Environment / Social / Governance	Customers, Communities and Shareholders	Direct and Indirect

* Our indirect involvement indicates that the impacts occur outside of the company and we may therefore only have limited control.

CUSTOMER-CENTRICITY

Integrity in all our dealings with our customers and the wider community is one of our core values and the cornerstone of our business.

FAIR DEALING

By upholding best practices in Fair Dealing, we aim to deliver our products to customers in a transparent and responsible manner. Fair Dealing impacts our customers and the way the industry is perceived by the community. We aim to adhere to the highest standards in Fair Dealing.

We are committed to adhering to the MAS Guidelines on Fair Dealing. The company has adopted the 5 Fair Dealing Outcomes promulgated in the MAS Fair Dealing Guidelines which seek to ensure that:

- The company gives customers confidence that Fair Dealing is central to our corporate culture.
- The company offers products and services that are suitable for our target customer segments.
- The company has competent representatives who provide customers with quality advice and appropriate recommendations.
- The company provides clear, relevant and timely information to customers to make informed financial decisions.
- The company handles customer complaints in an independent, effective and prompt manner.

Our Group Market Conduct Risk Management Policy, augmented by operating manuals and procedures, sets out the expectations of good market conduct practices in delivering Fair Dealing outcomes to our customers.

Fair Dealing and Market Conduct Key Performance Indicators (KPIs) are assigned to members of the Group Management Committee (GMC) by the Group CEO. These members are managing divisions that have active roles in contributing to the achievement of Fair Dealing outcomes and managing Market Conduct risks. Fulfilment of these assigned KPIs is tied directly to the remuneration of the respective GMC members. The Fair Dealing monitoring programme includes:

- 1) Monitoring the achievement of Fair Dealing outcomes
- 2) Regulatory reporting of misconduct cases
- 3) Internal and external audit findings related to market conduct and fair dealing principles

Results from the monitoring of metrics and thresholds set for each Fair Dealing Outcome are reported to the Board of Directors and senior management on a quarterly basis.

In Singapore, remuneration for our representatives are subject to compliance with the Balanced Scorecard Framework, which also includes non-sales key performance indicators to

encourage representatives to uphold good sales practices, which serve to safeguard customers' interests.

All employees are required to complete our Fair Dealing e-learning module and 100% of our employees completed training in 2017. There were no significant cases of non-compliance pertaining to Fair Dealing in 2017.

We target zero non-compliance pertaining to Fair Dealing requirements.

CUSTOMER EXPERIENCE

We are committed to provide meaningful solutions and deliver a superior differentiated customer experience.

With e-Connect, our customers have an integrated view of their insurance portfolio combining Group, General and Life insurance. In addition to enquiring on service and the status of their claims, customers can also perform selected services and transactions online 24/7 on demand and 'on the go'.

We are building up our digital capabilities to enhance customer experience. For details, please refer to the Annual Report.

Our customer service officers are trained to ensure that they maintain relevant skill sets to provide consistent service to our policyholders. In addition, we leverage our strong partnership with our agency force to better serve our policyholders.

We have a dedicated Customer Advocate Unit to ensure that issues and feedback from policyholders are addressed professionally, timely and in accordance with the principles of Fair Dealing. About 80% of complaints were resolved within the prescribed internal turnaround time. For the remaining 20%, which were more complex in nature, extra efforts were taken to engage affected policyholders to resolve the issues.

With our enhanced auto-underwriting system, underwriting turnaround time has improved which has enhanced customer experience and boosted overall productivity.

Another key focus is product innovation. We closely monitor industry trends locally and globally to gather market and product intelligence. Through internal brainstorming sessions and customer research such as focus groups, we obtain deeper insights to better understand customer needs and improve our product offerings.

In the Customer Satisfaction Index of Singapore Survey conducted by the Institute of Service Excellence (Singapore Management University), Great Eastern topped the life insurance category for 2015 and 2016.

COMMUNITIES

The prosperity and well-being of the communities we operate in are closely connected with the company's sustainability as a business.

FINANCIAL INCLUSION

At Great Eastern, we believe in making insurance inclusive and making insurance accessible to the larger community. In line with this commitment, we support government schemes to provide basic insurance products to the wider community at affordable premiums. We are one of only two insurers to support all government schemes:

Dependants' Protection Scheme

An affordable term-life insurance scheme that provides basic coverage of up to \$46,000 in the event of death, Terminal Illness or Total Permanent Disability. We are one of two appointed insurers that administer this basic insurance scheme for the Central Provident Fund Board (CPF Board).

Integrated Shield Plans – the additional private insurance component integrated with MediShield Life

MediShield Life provides lifetime coverage regardless of age or pre-existing health conditions. We are one of six appointed insurers that offer Integrated Shield Plans, providing comprehensive medical insurance coverage which is integrated with MediShield Life.

ElderShield

This scheme provides basic financial protection coverage for those who need long-term care, especially in old age, by supplementing one's savings in the event of severe disability. CPF members with a Medisave Account (MA) will automatically be enrolled in ElderShield at the age of 40, unless they opt out of the scheme. We also offer additional coverage for those who wish to extend it with higher monthly income benefits and over a longer benefit pay-out period.

We support compareFIRST, a joint effort by the Consumers Association of Singapore (CASE), MAS, LIA, and MoneySENSE. This web aggregator allows customers to compare and find life insurance products most suited to their financial objectives. By making it easier for customers to compare product benefits and features all within the same website, customers are better positioned to make informed choices.

Recognising that some customers prefer a 'no-frills' approach and prefer to purchase insurance directly from us, we set up a dedicated Customer Service Counter at Great Eastern Centre for our Direct Purchase Insurance products.

We regularly review and evaluate the relevance and effectiveness of our product offerings. Through continuous monitoring, we are able to refine and enhance existing offerings as well as introduce new innovative products across all our business lines – Life, General and Group insurance.

We will continue to promote financial inclusion and continue to make insurance accessible to the wider community.

CORPORATE SOCIAL RESPONSIBILITY

At Great Eastern, we strive to bring about positive changes for the communities in which we operate. Our Corporate Social Responsibility (CSR) focus is anchored on four pillars – Promoting Healthy Living and Wellness through Sports, Helping the Young and Elderly Needy, Empowerment through Education and Supporting the Environment.

Please refer to this Annual Report for details of our CSR initiatives for 2017.

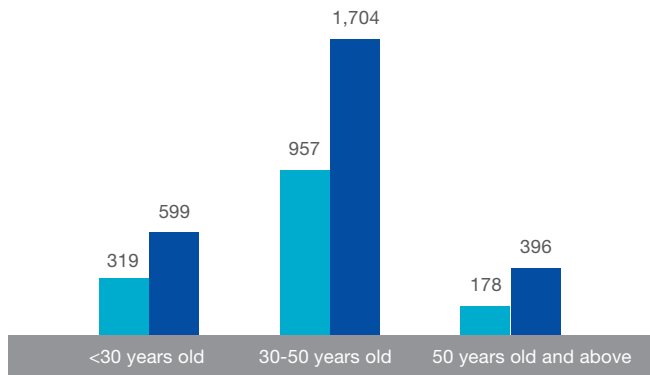
In conjunction with the company's 110th anniversary in 2018, we will be launching Great Eastern Cares to strengthen our focus on CSR across the Group.

Policies in force as at 31 December 2017	('000)
Dependants' Protection Scheme (DPS)	896
Integrated Shield Plans (SG and PR only)	442
ElderShield	504

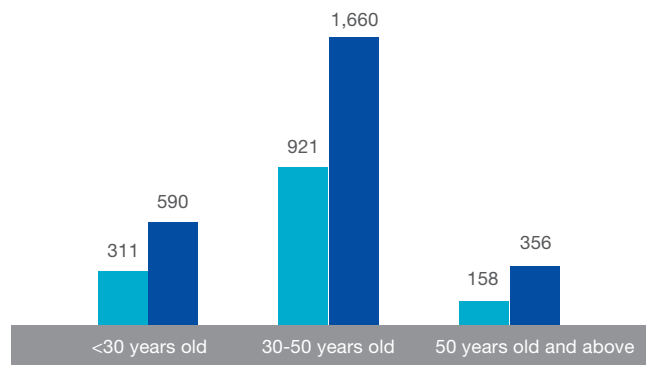
EMPLOYER OF CHOICE

Great Eastern is committed to being an Employer of Choice and to nurturing an engaging and dynamic environment to bring forth the best in our people as we strive towards a high-performance culture.

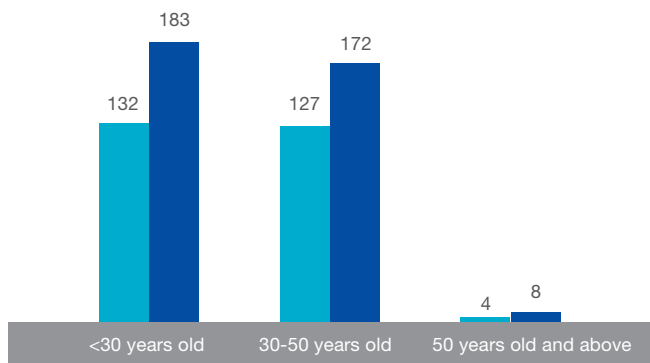
Total Headcount (2017)



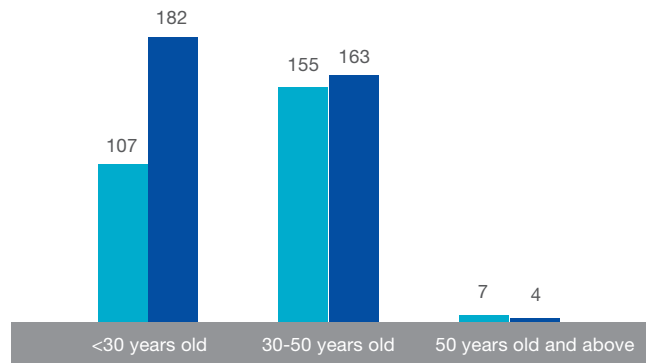
Total Headcount (2016)



New Hires (2017)



New Hires (2016)



■ Male ■ Female

We launched the Great Eastern Career Framework in 2016 across the Group. The framework provides greater transparency and visibility to all employees vis-à-vis their career paths and opportunities, while at the same time facilitating management of cross-functional and divisional employee rotation.

The framework offers more structured and targeted learning and customised development for every individual employee, empowering them to take ownership of their career development as they pursue their aspirations with the company, regardless of the starting point in their career with us - whether new to the workforce, mid-career, or in their silver years.

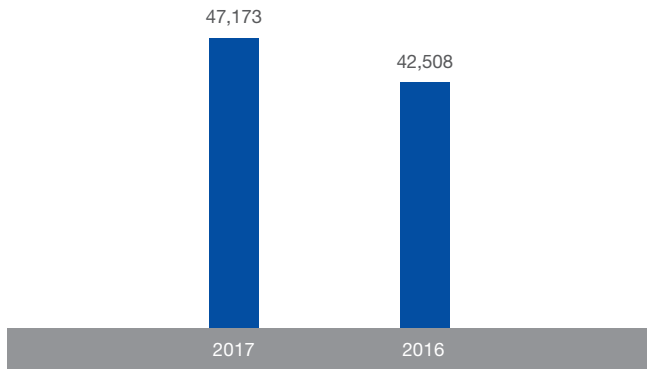
To supplement the framework, a Career Book will be launched in 2018 outlining in greater detail the roles, responsibilities and competency levels required for the different levels of their career in their respective divisions. This will help employees better manage their own career progression and professional development within the company.

All our employees received a performance and career development review in 2017.

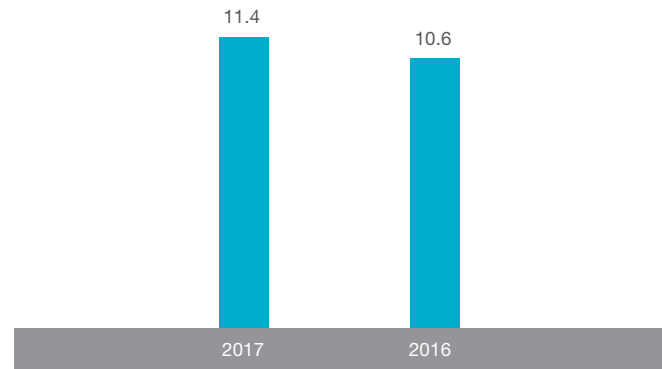
Employee engagement is a key focus for us. We conduct an employee engagement survey every two years. In 2016, the Group's engagement score increased to 74% compared with 69% in 2015¹.

For divisions where engagement levels were below the company average, pulse surveys were conducted in 2017 to ensure that targeted interventions were implemented for these divisions throughout the year.

Total Training Hours



Average Training Hours



Employee satisfaction score for our training programmes improved to 72% in 2016 compared with 67% in 2015.

In 2018, we will be conducting our next employee engagement survey. We will be providing additional data on employee training in the next report.

Management is committed to review the survey findings, identifying and plug gaps and improving our Human Capital policies, programmes and initiatives as we strive to be an Employer of Choice.

¹ The survey schedule was changed from annual to once every two years in 2017.

STRONG GOVERNANCE

Strong governance shapes our approach to sustainability and is an integral part of our business as well as our corporate culture.

GOVERNANCE FRAMEWORK

Firmly guided by our core values of integrity, initiative and involvement, strong governance is critical to our long-term success. We are committed to the highest standards of corporate governance. We conduct our business with high ethical standards and comply with all applicable laws and regulations.

Our strong governance and risk management culture ensures achievement of our business objectives based on sound and responsible principles and, more importantly, sustainable growth in the long term.

Our governance and risk focused culture permeates all levels within the Group, from the Board of Directors, to management and frontliners. The Risk Management Committee provides oversight and approval of governance frameworks and policies on evaluation and management of risks. All business units and functional departments are required to perform regular self-assessments to identify and evaluate key risks inherent in their respective business operations as well as the adequacy of controls established to mitigate each of the respective identified risks. Through a bottom-up approach, key issues are regularly highlighted and discussed at Group Management and Risk Management Committee meetings.

All employees are required to complete e-learning programmes to ensure that they are kept aware of their roles and responsibilities in managing risks in their respective areas. These include Fraud Risk Management, Whistle-blowing, Insider Trading and Anti-Money Laundering / Countering the Financing of Terrorism (AML/CFT). All employees are to carry out their duties with the highest standard of ethical conduct as outlined in the Code of Conduct in the Group Human Capital Policy.

Group Risk Management submits regular updates and reports to the Board of Directors and management. This includes regulatory updates and regulatory breach reports. Group Audit maintains a log of all whistle-blowing cases received and reports the progress and status of whistle-blowing investigations to the Audit Committee. Fraud incidents are also reported to Risk Management Committee.

There were no significant regulatory breaches in 2017.

In 2018, we will continue to build on our strong risk and compliance culture within the Group. We will also continue to adopt a zero-tolerance stance to significant regulatory breaches.

COMBATING FINANCIAL CRIMES

At Great Eastern, we are in the business of trust. We take proactive measures to guard against being used as a vehicle or as a source of any kind of unlawful transactions.

AML/CFT, Fraud and Insider Trading

We actively manage risks pertaining to money laundering, terrorism financing, and sanctions (ML/TF/S). ML/TF/S risk may occur mainly in two stages in our relationships with customers, employees and representatives / business partners:

- 1. Onboarding**
During the establishment of a business relationship when onboarding new customers, new employees and officers, or other representatives.
- 2. Ongoing relationships**
Where customers carry out transactions with the company or when profile changes are made for existing customers, employees and officers, or other representatives.

The Group has established a Group AML/CFT Policy and Group Customer Due Diligence Standard to manage the ML/TF/S compliance risk for onboarding new customers. Diligent screening of customers, employees, and officers/representatives is carried out during onboarding and on a continuous basis thereafter. For ongoing monitoring, we have put in place all the required processes for reviewing and monitoring customers' transactions in a timely manner.

Underlining our AML/CFT efforts is a Group-wide AML/CFT screening and risk scoring system which provides timely automated screening for due diligence checks on our customers, representatives, and employees at the initial on-boarding and also on an ongoing basis. This system has been rolled out to all business units in Singapore and to all local compliance functions in the subsidiary companies to ensure the required implementation of compliance controls. The system enables name screening against watch-lists (such

as sanctions, terrorism-related person, financial crimes and adverse news) and categorises the respective person's risk profile based on a set of pre-determined risk factors for the filtering of high-risk persons for enhanced due diligence.

Our directors are kept abreast of the latest regulatory changes and developments on AML/CFT as well as emerging new risk types as part of New Director's Orientation and annual trainings.

Internal Audit adopts a 3-year audit review cycle on AML/CFT compliance to assess the effectiveness and adequacy of our controls. For any AML compliance breaches or incidents of non-compliance, business units are required to file a compliance event report with Group Risk Management.

We continue to invest in our AML/CFT system to further strengthen monitoring and surveillance efforts. We aim to ensure full regulatory compliance at all times.

All employees are made aware of our policies and standards and all relevant documents are posted in Staffnet, making them easily accessible to all employees of the company. Completing our framework for combating financial crimes is a large number of additional policies, covering:

- customer due diligence and ongoing monitoring
- money laundering, terrorist financing, and sanctions risk assessment
- fraud risk and market conduct risk management
- market conduct and compliance monitoring

We conduct our business in accordance with high ethical standards and in compliance with all relevant laws and regulations pertaining to financial transactions.

We adopt a zero tolerance stance towards fraud, including bribery and corruption. The Group Fraud Risk Management Policy lays the foundation and sets the company's tone from the top with minimum standards and principles in managing fraud risks within the Group.

We also have a Group Insider Trading Policy which sets the minimum standards with regard to the prevention of insider trading within the Group. These are promulgated

through compulsory e-learning courses for all employees on a regular basis to raise the level of awareness on the policies requirement.

The Board of Directors together with senior management provides strong governance, leadership and oversight to ensure that appropriate and relevant anti financial crime initiatives are carried out.

Cyber Security

Cyber risk has increased over the years with developments of new forms of cyber-attacks through ransomware, malware and phishing emails. We have a well-defined cyber security roadmap to improve our capabilities in protecting the company's as well as our customers' data from unauthorised access.

To further enhance cyber security resiliency, we have established a Cyber Security Roadmap to define the strategic direction that will guide the identification of key initiatives required to continually improve the company's cyber security to defend against an evolving cyber threat landscape.

Our current cyber-defence capabilities include:

System Security Data Loss Prevention Proactive Monitoring

- Perimeter and Endpoint defences against malicious cyber attacks
- Internet service outage resiliency
- Secure identity and access management against unauthorised access and intrusion

Data Loss Prevention

- Secure encryption and disposal of data and information on IT assets
- Outbound content monitoring

Proactive Monitoring

- Real-time systems monitoring to prevent systems downtime
- Protection against website defacement
- Monitoring against cyber vandalism and reputational loss

STRONG GOVERNANCE

Penetration tests are conducted to ascertain the company's cyber defences competencies by qualified industry cyber security experts. The test outcomes allow us to continually fortify our defences against evolving cyber threats. Cyber security incidents are tracked and reported to the Risk Management Committee regularly.

The Board of Directors is updated on developments pertaining to cyber security with professional trainings. All employees in the company are provided training to elevate awareness of their responsibilities with respect to information and IT protection and security through the Cyber Security Awareness programme. 100% of our employees completed our Cyber Security Awareness training in 2017. To further heighten awareness, advisories and information regarding current cyber threats are also disseminated regularly to all employees.

Our strong governance structure and established processes ensure that we always maintain compliance with changing requirements and revisions to technology risk regulations that affect our business, such as MAS' Technology Risk Management Guidelines (2013).

Customer Privacy

Our customers entrust us to protect their personal information. We recognise our responsibility to protect our customers' privacy, in line with the strict regulations of the Personal Data Protection Act (PDPA).

We take this responsibility for confidentiality of our customers' data very seriously and it is one of our highest priorities to ensure that all details of our customers' policies are safe with us. The company is taking all necessary steps to protect our customers' data so that our customers will continue to have confidence in doing business with us.

Our Group Data Governance Policy clearly defines authority and control over the management of all data owned by or in control of the company and its subsidiaries and branches, in both electronic and non-electronic form.

Privacy & Security Policies are in place with a view to keeping the public informed on the purpose of our collection and acceptable use of their personal data. These Privacy & Securities Policies are made available online at <https://econnect-sg.greateasternlife.com/sg/en/pncpolicies.htm> and a reminder of this link is included on the envelopes of all mail sent out to Customers.

In addition to regular reminders on data governance/PDPA, we also send out circulars to inform our agency force of relevant regulatory updates concerning our industry. Annual e-learning exercises for our agency force cover different aspects of regulatory topics including Data Governance and PDPA.

Our initiatives to promote PDPA awareness include training to all employees and agents on data governance. In addition to training, regular circulars are issued to our agency force to remind them of their obligations when handling customers' data. Apart from our Group Data Governance Policy we also have a Data Entry Procedure which gives guidance on how to reflect customers' data in our systems so that there is consistency in data quality.

In 2017, we implemented the following:

- a Regional Data Protection and Governance Office (RDPGO) at Group level, with local office and appointed Data Protection Officers within each entity.
- a data masking project team which is reviewing the types of personal data included in customer communications and assessing the feasibility of masking data partially without impacting customer experience.

There were no significant cases concerning breaches of customer privacy.

We will continue to strengthen our internal controls and policies to prevent loss of data and to improve better customer experience by refining our processes and customer touch points.

RESPONSIBILITY TO OUR STAKEHOLDERS

We generate direct and indirect economic value for our various stakeholders. Therefore we are committed towards creating a sustainable business model.

ECONOMIC CONTRIBUTIONS

In the course of conducting our business sustainably, we generate direct and indirect economic value for our various stakeholders and society. These contributions come in the form of tangible financial and intangible non-financial values.

Our economic contributions arise from compensation to our employees, taxes to the authorities, dividends to our shareholders and payments to our suppliers. As part of commitment to supporting the long-term development of local businesses, we make every effort to procure from local suppliers.

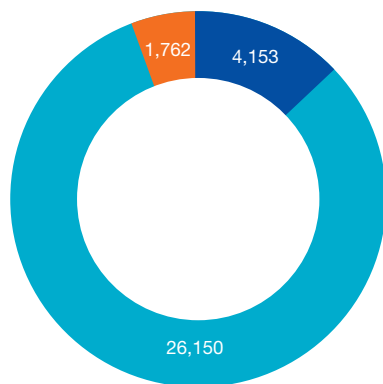
In 2017, our Group generated total income of S\$17,235.8 million, with profit attributable to shareholders of S\$1,156.5 million.

in Singapore Dollars (millions)		2017	2016
Society	Operating costs	6,958.3	6,304.0
	Tax contributions	402.1	264.1
Employees	Employee costs and related expenses	360.0	309.9
Providers of Capital	Interest expense paid on debt issued	18.3	18.3
	Dividends paid to shareholders	236.7	260.3

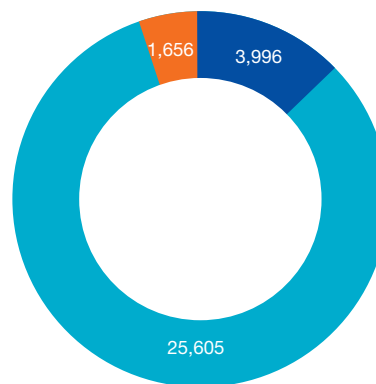
We are committed to creating sustainable economic value for our stakeholders and to continue the distribution of this value in a number of ways.

For further details, please refer to the sections Letter to Shareholders and Financial Statements in this Annual Report.

Total Jobs Offered in 2017



Total Jobs Offered in 2016



■ Employee ■ Agents ■ Financial Advisors

RESPONSIBILITY TO OUR STAKEHOLDERS

Our Supply Chain

We procure from local suppliers as part of our commitment towards supporting the long-term development of the local economy. We also support local businesses and help create jobs through the goods and services we buy.

Our supply chain includes asset managers, consultancy services, legal, real estate/facilities maintenance, external service providers in IT and other services. We will target to track the corresponding statistics in our 2018 report.

RESPONSIBLE INVESTMENT

In 2017, the Group held S\$84.6 billion in assets on our own accounts and on behalf of our customers.

We are committed to conducting our investment in a responsible manner and take into account financial and ESG factors in our investment decision making while at the same time managing risks and generating sustainable, long-term returns.

We invest with external asset managers who support ESG principles in their investment process, including the incorporation of ESG issues into their ownership practices and policies, as well as their investment analysis and decision-making processes.

Many of the asset managers whom we invest with are United Nations Principles of Responsible Investment (UNPRI) signatories. As part of their commitment to ESG principles, they are required to report on their responsible investment activities annually and are scored in an Assessment Report. We evaluate our responsible investment activities by monitoring the Group's allocations to these asset managers and analyse the performance of these investments.

As at end 2017, the Group had more than S\$2.0 billion invested with these asset managers.

In 2018, we plan to allocate an additional of S\$1.5 billion to ESG mandates. These mandates will adopt a best-in-class approach to select companies with the highest ESG ratings within their sector and region peer group, and to consciously exclude companies with poor ESG ratings and those involved in ESG controversies. ESG rating considers a diverse range of issues including pollution and carbon footprints, labour practices, health and safety, product liability, corporate ethics etc. We will engage market leaders in indexing and ESG research for policy benchmarking and ESG ratings.

ENVIRONMENT

As an insurance company and a good corporate citizen we have a moral obligation to safeguard the well-being of future generations.

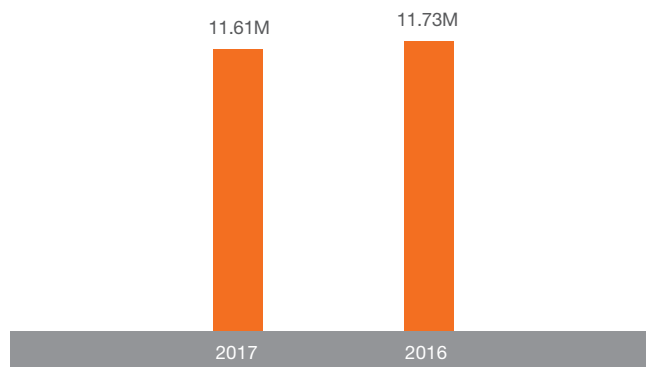
Insurance companies are at the forefront of climate change related issues, already dealing with very significant loss events as rising CO2 levels increasingly lead to extreme weather events, jeopardising the long-term viability of insurance policies for assets most likely to be affected. At this point, Singapore's proximity to the equator as well as the government's foresight in implementing mitigation measures are still shielding us from some of these impacts, which is the main reason that this issue is not yet deemed to be material by our stakeholders.

Other environmental issues such as water scarcity, waste, or harmful emissions are also likely to affect the communities we operate in over the longer term. We are actively monitoring these developments and are strengthening our stakeholder engagement as well as our internal risk management frameworks with regard to these topics to ensure that we are prepared when these issues become material for the company.

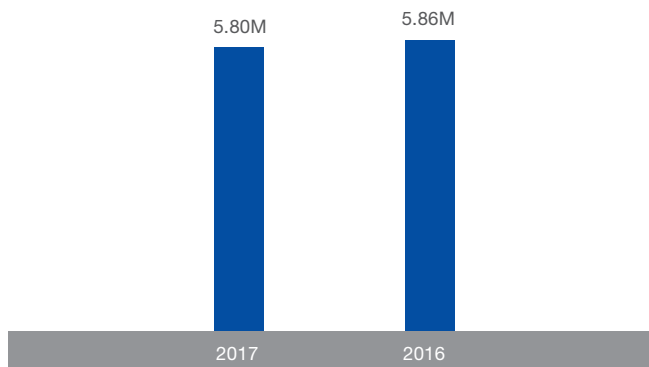
In line with this approach, we have started to implement the necessary mechanisms to monitor and control our environmental impact. Listed below are the first headline figures to emerge from this exercise. We are working to expand coverage of these measures to all parts of the group.

ENERGY & EMISSIONS

Electricity (kWh)

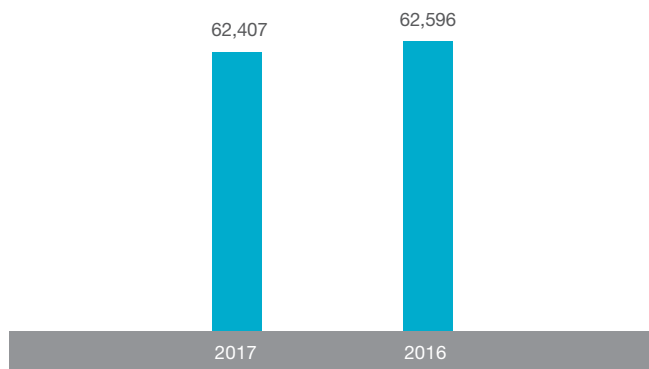


Carbon Emissions (kgCO₂)



WATER

Water Consumption (cu/m)



PERFORMANCE INDICATORS

	2017	2016
Employee		
Total Headcount	4,153	3,996
Female (<30 years old)	599	590
Male (<30 years old)	319	311
Female (30-50 years old)	1,704	1,660
Male (30-50 years old)	957	921
Female (50 years old and above)	396	356
Male (50 years old and above)	178	158
New hires	626	618
Female (<30 years old)	183	182
Male (<30 years old)	132	107
Female (30-50 years old)	172	163
Male (30-50 years old)	127	155
Female (50 years old and above)	8	4
Male (50 years old and above)	4	7
Employee Attrition	12.8%	13.5%
Total training hours	47,173	42,508
Average training hours per employee	11.4	10.6
Economic Value of Contributions (S\$ millions)		
Total operating income	17,235.8	12,166.0
Profit attributable to shareholders	1,156.5	589.3
Dividend to shareholders	236.7	260.3
Employee cost and related expenses	360.0	309.9
Income tax to government	402.1	264.1
Operating expenses	6,958.3	6,304.0
Indirect Economic Contributions		
Total jobs offered	32,065	31,257
Employees	4,153	3,996
Agents	26,150	25,605
Financial Advisors	1,762	1,656
Environment¹		
Electricity used (kWh)	11,615,950	11,731,411
Carbon emissions (tCO ₂)	5,801,593	5,859,260
Water consumption	62,407	62,596
Waste		
Machines recycled	126	306
Paper recycled (kilograms)	62,567	74,144

¹ Singapore operations only

GRI STANDARDS CONTENT INDEX

Disclosure Number	Disclosure Title	Page Reference and Remarks
Organisational Profile		
102-1	Name of the organisation	Great Eastern Holdings Limited
102-2	Activities, brands, products, and services	Segmental Information section. Refer to pages 188 - 189
102-3	Location of headquarters	1 Pickering Street, Great Eastern Centre, Singapore 048659
102-4	Location of operations	Group Network section. Refer to pages 243 - 245
102-5	Ownership and legal form	Public limited company listed on the Singapore Exchange
102-6	Markets served	Segmental Information section. Refer to pages 188 - 189
102-7	Scale of the organisation	Segmental Information section. Refer to pages 188 - 189 Employer of Choice section. Refer to pages 56 - 57 Life Assurance Revenue Account section. Refer to page 115 General Insurance Revenue Account section. Refer to page 116 Balance Sheet section. Refer to page 108
102-8	Information on employees and other workers	Employer of Choice section. Refer to page 56 In Singapore, most of the Group's activities are undertaken by permanent, full-time employees. Part-time or temporary contractors could be periodically engaged, either directly with the Group or through 3rd party agencies, to assist in projects or an increase in departmental activities
102-9	Supply chain	Economic Contributions section. Refer to page 62
102-10	Significant changes to the organisation and its supply chain	Mr Thean Nam Yew was appointed to the Board on 5 January 2017. Mr Lee Fook Sun and Mrs Teoh Lian Ee were appointed to the Board on 1 August 2017. Mr Tan Yam Pin stepped down from the Board at the 2017 AGM held on 18 April 2017.
102-11	Precautionary Principle or approach	Great Eastern does not explicitly refer to the precautionary principle or approach in its risk management principles. Sustainability Governance section. Refer to page 49 Strong Governance section. Refer to pages 58 - 60
102-12	External initiatives	Financial Inclusion section. Refer to page 55 We are an HCPartner, as part of our support for Singapore's Tripartite Alliance for Fair & Progressive Employment Practices' (TAFEP) Human Capital Partnership (HCP) Programme
102-13	Membership of associations	GEL: Life Insurance Association Singapore (LIA) GEG: General Insurance Association (GIA) GEFA: Association of Financial Advisers (Singapore) (AFAS)
Strategy		
102-14	Statement from senior decision-maker	Letter to Shareholders. Refer to pages 8 - 13
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	https://www.greateasternlife.com/sg/en/about-us/company-profile/our-vision-mission-and-values.html
Governance		
102-18	Governance structure	Sustainability Governance section. Refer to page 49

GRI STANDARDS CONTENT INDEX

Disclosure Number	Disclosure Title	Page Reference and Remarks
Stakeholder Engagement		
102-40	List of stakeholder groups	Stakeholder Engagement section. Refer to pages 50 - 52
102-41	Collective bargaining agreements	In Singapore, the Singapore Insurance Employees' Union (SIEU) represents our applicable employees' cohort on collective bargaining.
102-42	Identifying and selecting stakeholders	Stakeholder Engagement section. Refer to pages 50 - 52
102-43	Approach to stakeholder engagement	Stakeholder Engagement section. Refer to pages 50 - 52
102-44	Key topics and concerns raised	Stakeholder Engagement section. Refer to pages 50 - 52
Reporting Practice		
102-45	Entities included in the consolidated financial statements	Group Network section. Refer to pages 243 - 245
102-46	Defining report content and topic Boundaries	Materiality Assessment Section. Refer to page 53
102-47	List of material topics	Materiality Assessment Section. Refer to page 53
102-48	Restatements of information	Not Applicable. This is our Inaugural Sustainability Report
102-49	Changes in reporting	Not Applicable. This is our Inaugural Sustainability Report
102-50	Reporting period	About This Report section. Refer to page 48
102-51	Date of most recent report	Not Applicable. This is our Inaugural Sustainability Report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Corpcomms-sg@greateasternlife.com
102-54	Claims of reporting in accordance with the GRI Standards	About This Report section. Refer to page 48
102-55	GRI content index	GRI Standards Content Index, pages 65-68
102-56	External assurance	We have not sought external assurance for this reporting period
Economic Contributions (GRI: Economic Performance)		
103-1	Explanation of the material topic and its Boundary	Economic Contributions section. Refer to page 61
103-2	The management approach and its components	Economic Contributions section. Refer to page 61
103-3	Evaluation of the management approach	Economic Contributions section. Refer to page 61
201-1	Direct economic value generated and distributed	Economic Contributions section. Refer to page 61
203-2	Significant indirect economic impacts	Economic Contributions section. Refer to page 61
Responsible Investment (GRI: Indirect Economic Impacts)		
103-1	Explanation of the material topic and its Boundary	Responsible Investment section. Refer to page 62
103-2	The management approach and its components	Responsible Investment section. Refer to page 62
103-3	Evaluation of the management approach	Responsible Investment section. Refer to page 62
Customer Experience		
103-1	Explanation of the material topic and its Boundary	Customer Experience section. Refer to page 54
103-2	The management approach and its components	Customer Experience section. Refer to page 54
103-3	Evaluation of the management approach	Customer Experience section. Refer to page 54
NON GRI	Customer Satisfaction Index	Customer Experience section. Refer to page 54

Disclosure Number	Disclosure Title	Page Reference and Remarks
Combating Financial Crime		
103-1	Explanation of the material topic and its Boundary	Combating Financial Crimes section. Refer to pages 58 - 60
103-2	The management approach and its components	Combating Financial Crimes section. Refer to pages 58 - 60
103-3	Evaluation of the management approach	Combating Financial Crimes section. Refer to pages 58 - 60
205-2	Communication and training about anti-corruption policies and procedures	Combating Financial Crimes section. Refer to pages 58 - 60
NON GRI	Cyber Security	Combating Financial Crimes section. Refer to pages 58 - 60
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Combating Financial Crimes section. Refer to pages 58 - 60
Employment		
103-1	Explanation of the material topic and its Boundary	Employer of Choice section. Refer to pages 56 - 57
103-2	The management approach and its components	Employer of Choice section. Refer to pages 56 - 57
103-3	Evaluation of the management approach	Employer of Choice section. Refer to pages 56 - 57
401-1	New employee hires and employee turnover	Employer of Choice section. Refer to pages 56 - 57
404-3	Percentage of employees receiving regular performance and career development reviews	Employer of Choice section. Refer to pages 56 - 57
Training and Education		
103-1	Explanation of the material topic and its Boundary	Employer of Choice section. Refer to pages 56 - 57
103-2	The management approach and its components	Employer of Choice section. Refer to pages 56 - 57
103-3	Evaluation of the management approach	Employer of Choice section. Refer to pages 56 - 57
404-1	Average hours of training per year per employee	Employer of Choice section. Refer to pages 56 - 57
Community Development (GRI: Local Communities)		
103-1	Explanation of the material topic and its Boundary	Corporate Social Responsibility section. Refer to pages 40 - 43 and 55
103-2	The management approach and its components	Corporate Social Responsibility section. Refer to pages 40 - 43 and 55
103-3	Evaluation of the management approach	Corporate Social Responsibility section. Refer to pages 40 - 43 and 55
413-1	Operations with local community engagement, impact assessments, and development programmes	Corporate Social Responsibility section. Refer to pages 40 - 43 and 55

GRI STANDARDS CONTENT INDEX

Disclosure Number	Disclosure Title	Page Reference and Remarks
Financial Inclusion (GRI FSSD: Local Communities)		
103-1	Explanation of the material topic and its Boundary	Financial Inclusion section. Refer to page 55
103-2	The management approach and its components	Financial Inclusion section. Refer to page 55
103-3	Evaluation of the management approach	Financial Inclusion section. Refer to page 55
FS14	Initiatives to improve access to financial services for disadvantaged people	Financial Inclusion section. Refer to page 55
Fair Dealing (GRI: Marketing and Labeling)		
103-1	Explanation of the material topic and its Boundary	Fair Dealing section. Refer to page 54
103-2	The management approach and its components	Fair Dealing section. Refer to page 54
103-3	Evaluation of the management approach	Fair Dealing section. Refer to page 54
NON GRI	Fair Dealing True Customer Centricity (Non-GRI material topic)	Fair Dealing section. Refer to page 54
Strong Governance (GRI: Socioeconomic Compliance)		
103-1	Explanation of the material topic and its Boundary	Strong Governance section. Refer to pages 58 - 60
103-2	The management approach and its components	Strong Governance section. Refer to pages 58 - 60
103-3	Evaluation of the management approach	Strong Governance section. Refer to pages 58 - 60
419-1	Non-compliance with laws and regulations in the social and economic area	Strong Governance section. Refer to pages 58 - 60
Energy		
302-1	Energy consumption within the organisation	Environment section. Refer to page 63
Water		
303-1	Water withdrawal by source	Environment section. Refer to page 63
Emissions		
305-1	Direct (Scope 1) GHG emissions	Environment section. Refer to page 63
305-2	Energy indirect (Scope 2) GHG emissions	Environment section. Refer to page 63

CORPORATE GOVERNANCE REPORT

The Board of Directors and Management of Great Eastern Holdings Limited (“GEH” or the “Company”) place great importance on high standards of corporate conduct and are committed to upholding the values of integrity, honesty and proper conduct at all times in the business operations and dealings of the Company and its subsidiaries (collectively, the “Group”).

Following the approval of GEH as a financial holding company by the Monetary Authority of Singapore (“MAS”) on 27 April 2012, GEH has adopted the corporate governance practices that conform with the Banking (Corporate Governance) Regulations and any exemptions thereto (collectively, the “CG Regulations”), as well as the corporate governance guidelines issued by MAS (the “MAS CG Guidelines”). The Company also observes the Code of Corporate Governance 2012 (the “Code”) as part of its listing obligations. Where differences exist between the requirements of the above, the Company follows the CG Regulations.

A summary of the expressed disclosures pursuant to the Company’s corporate governance arrangements is provided on pages 91 to 94 of this Annual Report.

THE BOARD’S CONDUCT OF AFFAIRS

Board’s responsibilities and accountability

1. The Company’s Board provides strategic direction to, and oversight of the operations of, the Company and the Group. The principal roles and functions of the Board, as set out in the Board charter, include the following:

- (a) reviewing and approving the overall business strategy as well as the organisation structure of the Company and the Group developed and recommended by Management;
- (b) ensuring that decisions and investments are consistent with the long-term strategic goals of the Company and the Group and the objectives of the individual policy funds;
- (c) ensuring that interests of shareholders, policyholders and other stakeholders are taken into account in managing the Company’s and the Group’s business;
- (d) ensuring that the necessary human resources are in place for the Company to achieve its objectives;

- (e) ensuring that the Company is operated in accordance with the relevant laws and regulations, as well as policies, processes and guidelines approved by the Board, so as to preserve its financial integrity;
- (f) reviewing the acquisition or disposal of assets that is material to the Company and to the Group;
- (g) providing oversight in ensuring that the risk appetite of the Company and Group reflects its strategic intent, taking into account the operating and regulatory environment, and consists of a balanced set of return objectives and risk tolerance, such as effectiveness of internal controls and capital sufficiency;
- (h) overseeing, through the Audit Committee, the quality and integrity of the accounting and financial reporting systems, disclosure controls and procedures, and system of internal controls;
- (i) overseeing, through the Risk Management Committee, the establishment and operation of an independent risk management function, the adequacy of the risk management policies and systems, and capital management strategy, including the optimal allocation of capital resources, and the quality of the risk management processes and reporting;
- (j) overseeing, through the Nominating Committee, the succession planning for key senior executive positions within the Group, and the selection and appointment of senior executive officers;
- (k) establishing corporate values and risk cultures, emphasising integrity, honesty and proper conduct at all times, with respect to internal dealings and external transactions, including situations where there are potential conflicts of interests, so as to uphold fair-dealing standards;
- (l) providing a balanced and objective assessment of the performance, position and prospects of the Company and the Group to shareholders and the investment community in general. This includes information provided in interim and other price-sensitive public reports, and regulatory reports;

CORPORATE GOVERNANCE REPORT

- (m) overseeing, through the Remuneration Committee, the design and operation of an appropriate remuneration framework and ensuring that the remuneration practices are aligned with the remuneration framework;
 - (n) reviewing Management's performance and ensuring that Management formulates policies and processes to promote fair practices and high standards of business conduct by staff;
 - (o) maintaining records of all meetings of the Board and Board Committees, especially with regards to records of discussions on key deliberations and decisions taken; and
 - (p) taking into consideration sustainability issues, including environmental and social factors, as part of strategy formulation. The Board reviews and approves all material environmental, social and governance issues and the sustainability strategy.
2. The Company has adopted internal guidelines on matters which require Board approval. Matters requiring Board approval include overall business strategy and direction, significant policies governing the operations of the Group, strategic or significant acquisitions, investments and divestments by the Group, corporate restructuring, major corporate initiatives and other Group activities of a significant nature, dividend policy and dividend declaration, the quarterly and year-end financial reporting and announcement of financial results and financial statements of the Company and the Group.
3. The Board approves transactions exceeding certain threshold limits, while delegating authority for transactions below those limits to the Board Committees and Management to optimise operational efficiency.

Board Committees

4. The Board has established a number of Board committees ("Board Committees") to assist it in carrying out more effectively its oversight of the operations and business affairs of the Company and the Group. These Board Committees consist of the Nominating Committee, Remuneration Committee, Audit Committee, Executive Committee and Risk Management Committee. All the Board Committees have been constituted with clear Board-approved terms of reference.
5. The Company's Board Committees, in carrying out their responsibilities in accordance with their respective terms of reference, are also actively involved in assisting the Board to ensure compliance with good corporate governance practices by the Company. Details of the principal roles and responsibilities of the Board Committees are set out in the relevant sections on the respective Board Committees in this Report. Minutes of Board Committee meetings, which provide a fair and accurate record of the discussions and the key deliberations and decisions taken during the meetings, are maintained and circulated to the Board.
- ### Meetings and Directors' attendance
6. The Board meets regularly during the year to review the business performance and key activities of the Group presented by Management, and to deliberate significant business proposals presented by Management. All members of the Board participate actively in Board discussions and decisions are taken objectively in the interests of the Company. The Board works with Management to achieve its stated goals and Management remains accountable to the Board. Where warranted by particular circumstances, *ad hoc* Board or Board Committee meetings will be convened. In 2017, the Board held seven Board meetings including one Board Strategy meeting.
7. Meetings of the Board and Board Committees via telephone or video conference are permitted by the Company's Constitution. If a Director is unable to attend any Board or Board Committee meeting, he will still receive all the papers and materials to be tabled for discussion at that meeting. Directors are provided with information related to agenda items before each meeting. Directors are also equipped with electronic tablets that allow secured access to Board and Board Committee meeting materials. Information provided includes background information on matters to be addressed by the Board, copies of disclosure documents, monthly internal financial statements, enterprise risk management and audit dashboards, operating plans, forecasts, and reports of variances from operating plans and forecasts.
8. The number of meetings of the Board and Board Committees held in 2017 and the attendance of the Directors at those meetings are tabulated on the following page.

CORPORATE GOVERNANCE REPORT

Directors' attendance at Board and Board Committee meetings in 2017

Name of Director	Board (including Board Strategy)			Nominating Committee			Audit Committee		
	No. of Meetings			No. of Meetings			No. of Meetings		
	Scheduled		<i>Ad hoc</i>	Scheduled		<i>Ad hoc</i>	Scheduled		<i>Ad hoc</i>
	Held	Attended	Attended	Held	Attended	Attended	Held	Attended	Attended
Koh Beng Seng	6	6	1	2	2	2	-	-	-
Norman Ip	6	6	1	2	2	2	-	-	-
Law Song Keng	6	6	1	-	-	-	4	4	1
Lee Fook Sun ⁽¹⁾	3	3	1	-	-	-	-	-	-
Kyle Lee Khai Fatt	6	6	1	2	2	2	4	4	2
Soon Tit Koon	6	6	1	-	-	-	-	-	-
Tan Yam Pin ⁽²⁾	1	1	-	-	-	-	1	1	-
Teoh Lian Ee ⁽³⁾	3	3	1	-	-	-	1	1	1
Thean Nam Yew ⁽⁴⁾	6	6	1	-	-	-	4	4	2
Samuel N. Tsien	6	6	1	2	2	2	-	-	-
Wee Joo Yeow	6	6	1	2	2	2	-	-	-

Name of Director	Remuneration Committee			Executive Committee			Risk Management Committee	
	No. of Meetings			No. of Meetings			No. of Meetings	
	Scheduled		<i>Ad hoc</i>	Scheduled		<i>Ad hoc</i>	Scheduled	
	Held	Attended	Attended	Held	Attended	Attended	Held	Attended
Koh Beng Seng	1	1	1	4	4	2	6	6
Norman Ip	1	1	1	4	4	2	-	-
Law Song Keng	-	-	-	4	4	1	6	6
Lee Fook Sun ⁽¹⁾	-	-	-	2	2	1	-	-
Kyle Lee Khai Fatt	-	-	-	-	-	-	-	-
Soon Tit Koon	-	-	-	-	-	-	6	6
Tan Yam Pin ⁽²⁾	-	-	-	-	-	-	-	-
Teoh Lian Ee ⁽³⁾	-	-	-	-	-	-	-	-
Thean Nam Yew ⁽⁴⁾	-	-	-	-	-	-	-	-
Samuel N. Tsien	-	-	-	4	4	2	6	6
Wee Joo Yeow	1	1	1	-	-	-	-	-

Notes:

- ⁽¹⁾ Appointed as Director and Member of Executive Committee on 1 August 2017.
⁽²⁾ Stepped down as Director on 18 April 2017.
⁽³⁾ Appointed as Director and Member of Audit Committee on 1 August 2017.
⁽⁴⁾ Appointed as Director and Member of Audit Committee on 5 January 2017.

Directors' attendance at the annual general meeting ("AGM") of the Company is not included in the above table.

There were 2 Board sessions without Management held in 2017. Directors' attendance at these sessions is not included in the above table.

The number of meetings indicated in "Held" above reflects the number of meetings held during the time the respective Directors held office.

Total number of *ad hoc* meetings held in 2017 – Board: 1, Audit Committee: 2, Executive Committee: 2, Nominating Committee: 2, Remuneration Committee: 1

CORPORATE GOVERNANCE REPORT

BOARD COMPOSITION AND GUIDANCE

Board Membership

9. The Company's present Board of ten Directors comprises a non-executive Chairman, Mr Koh Beng Seng and nine other non-executive Directors. The nine non-executive Directors are Mr Norman Ip, Mr Law Song Keng, Mr Lee Fook Sun, Mr Kyle Lee Khai Fatt, Mr Soon Tit Koon, Mrs Teoh Lian Ee, Mr Thean Nam Yew, Mr Samuel N. Tsien and Mr Wee Joo Yeow. Board members do not appoint alternate directors as a matter of practice.
10. Mr Thean Nam Yew was appointed to the Board on 5 January 2017 and was re-elected to the Board at the Company's AGM on 18 April 2017 ("2017 AGM") pursuant to the Company's Constitution.
11. Mr Tan Yam Pin stepped down from the Board at the 2017 AGM.
12. Mr Lee Fook Sun and Mrs Teoh Lian Ee were appointed to the Board on 1 August 2017 and will be subject to re-election at the Company's AGM to be held on 19 April 2018 ("2018 AGM") pursuant to the Company's Constitution.
13. All appointments and re-appointments of Directors of the Company are subject to approval by MAS.

Key information on Directors

14. Key information on each Director's professional qualifications and background is set out under the sections "Board of Directors" and "Further Information on Directors" of the Company's Annual Report. Directors' interests in shares and share options in the Company and in OCBC Bank and other related corporations are disclosed in the Directors' Statement. The Company does not grant share options to non-executive Directors of the Company. The Directors do not hold shares in the Company's subsidiaries.
15. Key information on each Director of the Company's principal insurance subsidiaries in Singapore, namely, The Great Eastern Life Assurance Company Limited ("GEL") and Great Eastern General Insurance Limited ("GEG") (formerly known as The Overseas Assurance Corporation Limited) is also set out under the section "Board of Directors" in the Company's Annual Report.

Board Composition and Independence

16. The Company determines the independence of its Directors in accordance with the requirements under the CG Regulations. Under the CG Regulations, an independent Director of the Company is one who is independent from the substantial shareholders of the Company, and management and business relationships with the Company, and has not served for more than nine years on the Board.
17. Under the CG Regulations, the Board is required to comprise a majority of independent Directors.
18. The Company's Board comprises a majority of independent Directors. The Nominating Committee determines annually whether a Director is independent. Taking into consideration the definition of "independence" of a Director under the CG Regulations, the Nominating Committee has determined that the Company's independent Directors are currently Mr Norman Ip, Mr Law Song Keng, Mr Lee Fook Sun, Mr Kyle Lee Khai Fatt, Mr Soon Tit Koon, Mrs Teoh Lian Ee and Mr Thean Nam Yew.
19. Mr Norman Ip and Mr Law Song Keng are non-executive Directors of companies that have purchased insurance or provided reinsurance to the Company's subsidiaries. Such business transactions have been conducted in the ordinary course of business, on an arm's length basis and on reasonable commercial terms. The Nominating Committee considers them to be independent of business relationships as they are not involved in the day to day conduct of these companies' businesses and are of the view that these business relationships do not affect their ability to act independently.
20. Under the CG Regulations, Mr Koh Beng Seng is deemed non-independent as he has served for more than nine years on the Board. However, he is independent from the substantial shareholder of the Company, and management and business relationships with the Company and its subsidiaries.

CORPORATE GOVERNANCE REPORT

21. Mr Wee Joo Yeow is a non-independent Director as he is a member of the Board of OCBC Bank and hence, under the CG Regulations, is not independent from the substantial shareholder of the Company. As Mr Wee Joo Yeow is an independent Director of OCBC Bank, he has been determined by the Nominating Committee to be independent from management and business relationships with the Company and its subsidiaries.
 22. Mr Samuel N. Tsien is a non-independent Director as he is the Group Chief Executive Officer and Executive Director of OCBC Bank.
 23. The current Board complies with the requirements on Board composition and Board independence under the CG Regulations. Seven out of ten of the Board members are independent Directors.
 24. The Board, through its Nominating Committee, is of the view that the current Board size is appropriate to facilitate effective decision making, taking into account the scope and nature of the operations of the Company and the Group.
 25. The Board, through its Nominating Committee, assesses the diversity of its members' competency profiles, including gender representation, and determines the collective skills required to discharge its responsibilities effectively.
 26. The Company's Board members have diverse backgrounds, experience and qualifications, and bring a wide range of commercial and financial experience to the Board. Collectively, they provide the necessary business acumen, knowledge, capabilities and core competencies to the Company and the Group, including industry knowledge in insurance (such as key products and customers) and actuarial science, investment and asset management (such as real estate and property), knowledge in banking, accounting, finance, strategy formulation, management experience, risk management, technology, transformation management, taxation, trust law, cyber security and familiarity with regulatory requirements. Several Directors also have experience in jurisdictions outside Singapore such as Malaysia, Indonesia and Greater China. At least one of the independent Directors has experience in the insurance industry. The diversity of experience and competencies of the Directors enhance the effectiveness of the Board in discharging its responsibilities. Female representation on the Board is currently 10%.
 27. With the knowledge, objectivity and balance contributed by the non-executive Directors, the Board constructively challenges and enhances proposals on strategy, reviews the performance of Management against agreed goals and objectives, and monitors the reporting of performances.
 28. The non-executive Directors met twice during the year without the presence of Management to discuss matters such as the performance and effectiveness of Management.
- ## CHAIRMAN AND CHIEF EXECUTIVE OFFICER
29. The roles of the Chairman, Mr Koh Beng Seng, and the Group Chief Executive Officer ("Group CEO"), Mr Khor Hock Seng, are distinct and separate, with a clear division of responsibilities between them to ensure an appropriate balance of power, increased accountability and greater independence in decision making. The Company has Board-approved internal guidelines setting out the scope of authority of the Chairman and the Group CEO. The Chairman and the Group CEO are not related to each other.
 30. The principal responsibilities of the Chairman include leading the Board to ensure it effectively discharges its roles and responsibilities, approving agendas of Board meetings, monitoring the quality and timeliness of the flow of information from Management to the Board and promoting effective communication with shareholders. The Chairman also facilitates robust discussions and deliberations in Board meetings, encourages constructive relations between the Board and Management, and promotes high standards of corporate governance with the full support of the other Directors, the Company Secretary and Management.
 31. The Group CEO manages the Company and oversees the Group's operations and implementation of the Group's strategies, plans and policies to achieve planned corporate performance and financial goals. His management of the Group's businesses, including implementing Board's decisions, is carried out with the assistance of the senior management executives of the Group. Collectively, they are responsible for the day-to-day operations and administration of the Company and the Group, ensuring, *inter alia*, operational and organisational efficiency, profitable performance of the operating units, regulatory compliance, good corporate governance and effective risk management. The Board establishes the performance targets of the Group CEO and reviews his performance against the targets annually.

CORPORATE GOVERNANCE REPORT

32. The Board has not appointed a Lead Independent Director as the Chairman and the Group CEO are already separate persons, are not related to each other and the Chairman is not involved in the day-to-day running of the Company's business and operations. The Chairman is independent from the substantial shareholder of the Company, and management and business relationships with the Company and its subsidiaries. He is also independent of the Management and performs an effective check and balance on the Management. The Board has a majority of independent directors and the directors are able to exercise independent and objective judgment. As part of its continuous assessment of corporate governance standards, the Board will appoint a Lead Independent Director when the Board situation warrants it.
37. The responsibilities of the Nominating Committee are set out in its Board-approved terms of reference. The Nominating Committee reviews the Board and Board Committee compositions annually and ensures that there is progressive renewal of the Board. It is responsible for identifying candidates, reviewing and recommending nominations and/or re-nominations of Directors on the Board and Board Committees. The Nominating Committee also reviews nominations for and dismissals or resignations of senior management positions in the Company, including the Group CEO, Group Chief Financial Officer ("CFO") and Group Chief Risk Officer ("Group CRO").
38. The Nominating Committee held a total of four meetings in 2017.

NOMINATING COMMITTEE

33. Under the CG Regulations, the Nominating Committee is required to comprise at least five Directors, with at least one-third of Directors being independent Directors (including the Nominating Committee Chairman) and at least a majority being independent from management and business relationships.
34. The Nominating Committee comprises the following Directors:
- Mr Norman Ip, Chairman
 - Mr Koh Beng Seng, Member
 - Mr Kyle Lee Khai Fatt, Member
 - Mr Samuel N. Tsien, Member
 - Mr Wee Joo Yeow, Member
35. A majority of the members are independent from management and business relationships and at least one-third, being the Nominating Committee Chairman, Mr Norman Ip, and Mr Kyle Lee Khai Fatt, are independent Directors under the CG Regulations.
36. The appointment and re-appointment of Nominating Committee members are subject to the prior written approval of MAS.
39. The Nominating Committee has a key role in carrying out the formal and transparent process established for the appointment and re-election of Directors to the Board. Taking into account the competencies and skills required by the Board, the Nominating Committee establishes annually the profile required of the Board members, before making any recommendations on the appointment of new Directors, where necessary. The Nominating Committee may engage external search consultants to source for potential candidates. Proposals for the appointment of new Directors are reviewed by the Nominating Committee. The Nominating Committee meets with the short-listed candidates to assess their suitability and commitment. Competent individuals are nominated for Board approval after the Nominating Committee has assessed their suitability taking into consideration, amongst others, their professional qualifications, integrity, financial and commercial business experience and field of expertise relevant to the Group, potential to contribute to the effectiveness of the Board and to complement the skills, knowledge and expertise of the Board.

CORPORATE GOVERNANCE REPORT

40. In addition, the Nominating Committee further determines the proposed candidate's independence under the CG Regulations and ensures that the proposed candidate would satisfy the criteria under the CG Regulations in that his/her appointment would not result in non-compliance with any of the composition requirements for the Board and Board Committees, and that he/she is a fit and proper person for the office, taking into account his/her track record, age, experience, capabilities, skills and other relevant factors as may be determined by the Nominating Committee. Such reviews are also conducted on an annual basis to ensure that each Director remains qualified for the office based on the above criteria.

Re-nomination and Re-election of Directors

41. All Directors of the Board are required to submit themselves for re-nomination and re-election at regular intervals, at least once every three years. At each AGM of the Company, one-third of the Directors, being those who have served longest in office since their re-election, are required to retire by rotation in accordance with the Company's Constitution. Pursuant to the Company's Constitution, newly appointed Directors will hold office until the next AGM and, if eligible, can stand for re-election. Retiring Directors are eligible for re-election when re-nominated by the Nominating Committee, taking into account the Directors' attendance at meetings, their expertise, knowledge and commitment, and their contributions to Board discussions and to the effectiveness of the Board.
42. The Directors who are retiring by rotation under Article 97 of the Company's Constitution and standing for re-election at the 2018 AGM are Mr Koh Beng Seng, Mr Law Song Keng and Mr Soon Tit Koon. Both Mr Lee Fook Sun and Mrs Teoh Lian Ee who were appointed after the 2017 AGM are standing for re-election at the 2018 AGM pursuant to Article 103 of the Company's Constitution.

Talent Development and Succession Planning

43. The Company has instituted a rigorous process for talent development and succession planning. It conducts an annual review of the succession plans for key senior management executives, taking into account the current needs and future strategic capabilities. An annual discussion will be held with the Nominating Committee to review potential successors and their corresponding development plans.
44. The Nominating Committee reviews the talent development framework and processes in order to build a deeper and wider bench strength and a strong talent pool. Critical jobs are identified and potential successors are groomed for key positions. Group Human Capital engages the Group CEO and the respective heads of business units to review the list of critical jobs and the potential successors annually based on current and future business needs.

Board Orientation and Training

45. Upon the appointment of a new Director, the newly-appointed Director will be apprised of his/her statutory and fiduciary duties and obligations and issued a Director's orientation kit which will include key information on the Company and the Group, the terms of reference of the Board and Board Committees, duties and obligations of Directors as well as relevant rules and regulations. As part of the induction programme for new Directors, the Group CEO and senior management executives will conduct presentation sessions for new Directors on the Group's principal activities, strategic plans and business operations and the induction programme will be tailored to the specific development needs of the new Directors. The Company constantly reviews and improves on the contents of such briefings to new Directors to take into account any new legislative changes which affect the Directors and to enable them to have a more comprehensive understanding of the Group, the insurance business and practices and the Group's financial statements.

CORPORATE GOVERNANCE REPORT

46. The Nominating Committee ensures there is a continuous professional development programme for all Directors, to ensure that they are equipped with the appropriate skills and knowledge to perform their roles on the Board and Board Committees effectively. The Company arranges for first-time Directors to attend training in areas such as accounting, risk management, insurance and the Singapore Institute of Directors' programmes for listed company directors. From time to time, the Company organises talks, seminars or presentations by external professionals, consultants or Management on topics relevant to the insurance industry, relevant new laws, regulations and changing commercial risks and provides updates on developments in the industry locally and in other developed countries. Industry-related and topical articles are regularly circulated to Directors as part of the Company's continuous development programmes for Directors. Continued training and development programmes are offered to Directors and they may attend appropriate courses, conferences and seminars conducted by professional bodies within the industry or other professional organisations including programmes conducted by the Singapore Institute of Directors where relevant.
47. The Company arranges for and funds the training and development programmes for existing and new Directors. The Company also maintains formal records of the training and development received by its Directors.
48. Continuing development programmes arranged by the Company for Directors in 2017 covered the following subjects:
- Digitalization in Insurance
 - Cyber Security Advance Capabilities
 - Update of China Insurance Industry
 - Perspectives on Digital Financial Services
 - Big Data and Artificial Intelligence in Financial Services
 - Update on IFRS 9 and 17
 - Relevance of the Enhanced Auditor's Report to Directors, Audit Committee and Management
 - Anti-Money Laundering/Countering the Financing of Terrorism

BOARD PERFORMANCE

49. The Board has an annual performance evaluation process, carried out by the Nominating Committee, to assess the effectiveness of the Board, Board Committees and each Director's contributions. This annual assessment process consists principally of evaluation by and feedback from each Director. Each Director evaluates the performance of the Board and Board Committees. The assessment of the contributions of individual Directors to the effectiveness of the Board is also performed annually. Such assessments are made against established performance criteria consistent with those approved by the Board and used in the previous year. The 2017 Board evaluation questionnaire focused on areas such as competency and independence, information quality and timeliness, conduct of meetings, corporate social responsibility, managing performance, succession planning, Directors development, internal controls and risk management as well as Board Committees. The Board Chairman and/or Nominating Committee Chairman will act upon the feedback provided to enhance the Board's performance.
50. The purpose of the evaluation is to increase the overall effectiveness of the Board. The Board has found the evaluation process useful and constructive since its implementation more than ten years ago. This collective process has also provided an opportunity to obtain insightful feedback from each Director on suggestions to enhance the effectiveness of the Board.
51. Directors are expected to set aside adequate time for their oversight of matters relating to the Company. The Directors provide declarations of changes in their other appointments which are disseminated to all Board members. The Company has established guidelines on meeting attendance and the extent of other appointments outside the Company that a Director may assume. Generally, a Director who has full-time employment in any organisation shall have appointments in no more than three other listed companies, while a Director who does not have any full-time employment shall have appointments in no more than six other listed companies. The Nominating Committee annually assesses each Director's attendance record and degree of participation at meetings.

CORPORATE GOVERNANCE REPORT

ACCESS TO INFORMATION

52. The Board members are provided with relevant and timely information by Management on matters to be discussed or considered at meetings of the Board and Board Committees. For matters requiring approval, information furnished by Management usually includes background explanatory information, relevant facts and/or analysis to support the proposal, implications or merits of the case, risk analysis and mitigating strategies, the budget (if applicable) and Management's recommendation. The senior management executives who can provide additional information and insight or provide clarifications to queries raised are usually present at the meeting during discussion on such matters. Occasionally, external consultants engaged on specific projects may also be invited to brief the Board or Board Committees, where relevant. All Board and Board Committees members have unfettered access to information which the Company is in possession of or has access to, for the purpose of carrying out their responsibilities.
53. Information furnished to the Board on an on-going basis includes the business forecasts, monthly Group financials and quarterly reports on the financial results and performance of the Group and principal subsidiaries within the Group, with explanations of material variances between actual results and business plans/budgets. Management also provides the Board with information on potentially material risks facing the business including credit, market, liquidity and operational risks.
54. Directors have separate and independent access to the Company Secretary and to senior management executives of the Company and the Group at all times.

55. The Company Secretary attends all Board meetings and prepares minutes of Board proceedings. She assists the Chairman to ensure that appropriate Board procedures are followed and that applicable regulations are complied with. Under the direction of the Chairman, she ensures good information flow within the Board and Board Committees and between senior management executives and non-executive Directors. The Company Secretary also facilitates the orientation of new Directors and professional development of Directors, as required. The appointment and removal of the Company Secretary is considered to be a matter for the Board as a whole.
56. The Directors may take independent professional advice as and when necessary to enable them to discharge their duties effectively. Similarly, the Board and Board Committees may obtain professional advice, whenever necessary and appropriate, so as to effectively discharge their roles and responsibilities.

REMUNERATION COMMITTEE

57. Under the CG Regulations, the Remuneration Committee is required to comprise at least three Directors, with at least one-third of Directors, being independent Directors (including the Remuneration Committee Chairman) and at least a majority being independent from management and business relationships.
58. The Remuneration Committee comprises the following Directors:
- Mr Norman Ip, Chairman
 - Mr Koh Beng Seng, Member
 - Mr Wee Joo Yeow, Member

CORPORATE GOVERNANCE REPORT

59. All the members are independent from management and business relationships. The Remuneration Committee Chairman, Mr Norman Ip, is an independent Director under the CG Regulations.
60. The Remuneration Committee ensures that the Company implements formal and transparent procedures for developing policies on executive remuneration and for determining the remuneration packages of Directors and senior management executives.
61. The responsibilities of the Company's Remuneration Committee are set out in its Board-approved terms of reference. The Remuneration Committee's principal responsibilities are to recommend to the Board for endorsement a framework of Directors' fees, as well as remuneration of executive Directors and senior management executives. For executive Directors and senior management executives, the framework covers all aspects of remuneration including salaries, allowances, bonuses, share options and other incentives and benefits. The Remuneration Committee also ensures that the Group's remuneration policies and practices are aligned with the approved framework and that remuneration packages are appropriate to attract, retain and motivate the executive Directors and senior management executives without being excessive.
62. The Remuneration Committee held a total of two meetings in 2017.

PROCEDURES FOR DEVELOPING REMUNERATION POLICIES, LEVEL AND MIX OF REMUNERATION AND DISCLOSURE ON REMUNERATION

63. In considering its recommendations to the Board and in approving remuneration, the Remuneration Committee ensures that remuneration policies are in line with the Group's strategic objectives and corporate values, and do not give rise to conflicts between the objectives of the Company and interests of individual Directors and key executives.
64. The Remuneration Committee members are well-versed in executive compensation matters, given their extensive experience in senior corporate positions and major appointments. They also have access to expert advice from external independent compensation consultants, where necessary. The Remuneration Committee will ensure that existing relationships, if any, between the Company and its appointed remuneration consultants will not affect the independence and objectivity of the remuneration consultants.
65. In 2017, Towers Watson provided independent advisory services on the Group's compensation framework to ensure greater alignment of pay policies and practices with market and regulatory standards, and on its staff benefits programme. Towers Watson is not related to the Company and the Company is not aware of any business or personal relationship between Towers Watson and the Company's Directors and key management executives.

CORPORATE GOVERNANCE REPORT

Remuneration of non-executive Directors

66. The non-executive Directors are paid Directors' fees, which take into account factors such as the Directors' contributions, effort and time spent, attendance at meetings and the frequency of meetings, the respective responsibilities of the Directors including the Board Committees on which they serve, market practices and the need to pay competitive fees to attract, retain and motivate Directors. No Director is involved in deciding his own remuneration.
67. The Remuneration Committee performs an annual review of the structure for Directors' fees and of the computation of the aggregate Directors' fees based on the earlier Board-approved fee structure, before recommending any proposed changes to the Board for endorsement. The Directors' fees proposed by the Board each year are subject to shareholders' approval at the Company's AGM.

68. In its review of the non-executive Directors' remuneration, the Remuneration Committee can seek expert advice, if necessary. No consultant was engaged in 2017 to provide advice on the remuneration of non-executive Directors.
69. The Remuneration Committee has considered the market practices for non-executive Directors' compensation and, on its recommendation, the Board has decided to use the same fee structure for computing the fee for each non-executive Director for the financial year ended 31 December 2017 ("FY2017") as that used in the previous financial year (in the table set out below):

		Annual retainer
Board	Chairman	\$300,000
	Member	\$75,000
Board Committees	Chairman: <ul style="list-style-type: none"> • Audit Committee • Executive Committee • Risk Management Committee 	\$60,000
	Chairman: <ul style="list-style-type: none"> • Nominating Committee • Remuneration Committee 	\$30,000
	Member: <ul style="list-style-type: none"> • Audit Committee • Executive Committee • Risk Management Committee 	\$30,000
	Member: <ul style="list-style-type: none"> • Nominating Committee • Remuneration Committee 	\$15,000
	Attendance fees per Board or Board Committee meeting	

Attendance fees are paid to non-executive Directors to recognise their contributions and time spent in attending meetings.

CORPORATE GOVERNANCE REPORT

Remuneration policy in respect of Key Senior Management Executives

70. The objective of the Group's remuneration policy is to attract, motivate, reward and retain quality personnel.
71. The remuneration of the Group CEO and the key senior management executives who report directly to the Group CEO are reviewed annually by the Remuneration Committee, based on the overall remuneration framework approved by the Board.
72. In such annual reviews, the Remuneration Committee takes into consideration factors such as market competitiveness and market benchmark, and that the remuneration is commensurate with individual performance and contribution. The Remuneration Committee also takes into account the time horizon of risks, such as ensuring that all variable compensation payments shall not be fully paid over short periods when risks are realised over long periods.
73. The basic component of the remuneration package comprises a monthly basic salary. The variable components have been designed to link rewards to corporate and individual performance, based on appropriate and meaningful performance measures set up by the Company, and approved by the Remuneration Committee and the Board. Such components comprise a performance-based variable bonus and long-term incentives, which are generally paid/awarded once a year.
74. In awarding long-term incentives, including the grant of share options to the senior executives, the Remuneration Committee also takes into account their potential for future development and contribution to the Group.
75. The annual budget for salary increment, performance-related variable bonus and long-term incentives, reviewed and approved by the Remuneration Committee, is submitted to the Board for endorsement and approval.
76. As a consequence of the financial crisis in recent years, financial institutions globally have been reviewing compensation practices to reduce incentives that encourage excessive risk taking. While the Company has adopted compensation practices that take into account the principles and implementation standards issued by the Financial Stability Forum for Sound Compensation Practices, it also continues to review its compensation practices on an on-going basis to further ensure that decisions made are conducive for sustained business performance. In its deliberations, the Remuneration Committee also takes into account the remuneration principles, practices and standards that may be specified by the MAS from time to time.
77. The Company has identified a group of senior executives whose authorities and actions are deemed to have a major influence on the long term performance of the Company. This group, identified as "Material Risk Takers" comprises the Group CEO and his direct reports, key personnel at business units and senior control staff. Employees who are not senior staff but are identified as "Material Risk Takers" are also included in this group.
78. The Company does not provide any termination, retirement and post-employment benefits to its key management personnel.

Remuneration of Top Five Key Management Personnel in 2017

79. The Code recommends the disclosure of the individual remuneration of the Company's top five key management personnel as well as their aggregate remuneration. The Board considered this matter carefully and has decided against such disclosure for the time being as it is not a standard business practice to do so, having taken into account the highly competitive conditions for talent in the industry.

Disclosure on Directors' and the Group CEO's remuneration

80. The remuneration of each individual Director and the Group CEO in respect of FY2017 is shown in the table on the next page. Non-executive Directors will be paid Directors' fees totalling \$2,143,000 in respect of FY2017, subject to shareholders' approval at the 2018 AGM. For the financial year ended 31 December 2016, non-executive Directors were paid Directors' fees totalling \$1,990,000.

CORPORATE GOVERNANCE REPORT

Directors' and the Group CEO's remuneration for FY2017

Name	Total Remuneration (Great Eastern Group) \$'000	Directors' Fees (GEH) \$'000	Directors' Fees (Subsidiaries) \$'000	Salary \$'000	Bonuses ⁽¹⁾ \$'000	Long-term incentives ⁽²⁾ \$'000	Benefits-in-kind ⁽³⁾ \$'000
Directors							
Koh Beng Seng ⁽⁴⁾	561	549	-	-	-	-	12
Norman Ip ⁽⁴⁾⁽⁵⁾	444	234	210	-	-	-	-
Law Song Keng	237	237	-	-	-	-	-
Lee Fook Sun	65	65	-	-	-	-	-
Kyle Lee Khai Fatt ⁽⁶⁾	254	213	41	-	-	-	-
Soon Tit Koon ⁽⁴⁾	171	171	-	-	-	-	-
Tan Yam Pin ⁽⁷⁾	44	44	-	-	-	-	-
Teoh Lian Ee	62	62	-	-	-	-	-
Thean Nam Yew ⁽⁴⁾	181	181	-	-	-	-	-
Samuel N. Tsien ⁽⁴⁾⁽⁸⁾	243	243	-	-	-	-	-
Wee Joo Yeow	144	144	-	-	-	-	-
Group CEO							
Khor Hock Seng	4,639	-	-	1,100	700	2,522	317

Notes:

- ⁽¹⁾ Bonuses comprise variable bonus paid in 2017.
- ⁽²⁾ Represents fair value of grant of shares options under the OCBC Share Option Scheme 2001, award of deferred shares under the OCBC Deferred Share Plan and long-term incentive take-out.
- ⁽³⁾ Represents non-cash-component and comprises housing allowance, car, club, insurance benefits and employer's contribution to the Central Provident Fund.
- ⁽⁴⁾ Includes standard meeting attendance fees for attending Investment Review Working Group and/or Technology Transformation Programme Working Group meetings as member or invitee.
- ⁽⁵⁾ Mr Norman Ip received Director's fees for his board service in respect of GEH subsidiaries in Singapore and Malaysia.
- ⁽⁶⁾ Mr Kyle Lee Khai Fatt received Director's fee for his board service in respect of a GEH subsidiary in Singapore.
- ⁽⁷⁾ Stepped down as Director on 18 April 2017.
- ⁽⁸⁾ The Director's fee attributable to Mr Samuel N. Tsien is paid to OCBC Bank.

CORPORATE GOVERNANCE REPORT

Remuneration of Directors' Immediate Family

81. None of the Directors or the Group CEO had immediate family members who were employees of the Company in 2017.

Share-based incentives

82. The Company does not have any share option scheme or share plan in place. Instead, the Company's holding company, OCBC Bank, grants share options pursuant to the OCBC Share Option Scheme 2001 and awards shares pursuant to the OCBC Deferred Share Plan to selected senior executives of the Group, based on recommendations of the Remuneration Committee.
83. Details of the share options and share awards granted to the Company's eligible executives are disclosed in the financial statements. Further details of the above share option scheme and share plan are set out in Note 32 of the Notes to the Financial Statements and in OCBC Bank's Annual Report.
84. All grants and awards are subject to cancellation and clawback if it is determined that they were made on the basis of materially inaccurate financial statements and/or the employee has engaged in conduct that results in financial loss, reputational harm, restatement of financial results and/or adverse changes of the Company's risk profile/rating.

ACCOUNTABILITY

85. The Board is responsible for providing to shareholders a balanced and understandable assessment of the performance, position and prospects of the Group, including financial statements and other reports.
86. The Board provides to shareholders, on a quarterly basis, the financial statements of the Group for the first, second and third quarters of the year and for the full year, as applicable, together with a balanced review of the Group's performance, position and prospects. These financial reports and other price-sensitive information are disseminated to shareholders through announcements via SGXNET to the Singapore Exchange Securities Trading Limited ("SGX-ST"), then posted on the Company's website and also made available in press releases. The Company's Annual Report is sent to all shareholders and the contents are also available on the Company's website.

87. The Company has in place a process for Management to represent to the Board on the integrity of the Company's and the Group's financial statement and internal control system in relation to the requirement under the listing manual of SGX-ST for the Board to issue an assurance statement that accompanies the Company's announcements of its quarterly and full year financial results.
88. The Board is kept apprised of material changes in legislations and regulatory requirements including requirements under the listing manual of SGX-ST. The Board takes necessary steps to ensure that the Company complies with these requirements. In compliance with SGX-ST Listing Rule 720(1), the Company has procured undertakings from its Directors and key executive officers in the form prescribed by the SGX-ST.
89. To keep Board members informed and updated, Management provides the Board with monthly financial updates on the performance and position of the Group. The Board is also updated on any significant events that have occurred or affected the industry during the year.

AUDIT COMMITTEE

90. The Audit Committee is required to comprise at least three non-executive Directors, all of whom are independent from management and business relationships, and at least a majority of Directors (including the Audit Committee Chairman) who are independent Directors.
91. The Audit Committee comprises the following Directors:
- Mr Kyle Lee Khai Fatt, Chairman
 - Mr Law Song Keng, Member
 - Mrs Teoh Lian Ee, Member
 - Mr Thean Nam Yew, Member

CORPORATE GOVERNANCE REPORT

92. All the members are independent Directors and independent from management and business relationships under the CG Regulations. The members are not partners or directors of Messrs Ernst & Young LLP (“EY”), the external auditor and none of them hold any financial interest in EY.
93. Members of the Audit Committee are appropriately qualified to discharge their responsibilities. In particular, Mr Kyle Lee Khai Fatt and Mr Thean Nam Yew have relevant accounting and auditing experience and Mrs Teoh Lian Ee has experience in taxation and trust law. All the Audit Committee members have financial management knowledge and experience. The Audit Committee members keep abreast of relevant changes through regular updates from the external auditor on changes to accounting standards and issues which have a direct impact on the financial statements. The Audit Committee carries out functions prescribed in Section 201B(5) of the Companies Act (Chapter 50), the Code, the SGX-ST Listing Manual, the CG Regulations and the MAS CG Guidelines and operates within Board-approved terms of reference which set out the Audit Committee’s authority and duties.
94. The Audit Committee has explicit authority to investigate any matter within its terms of reference and has the full co-operation of and access to Management. The Audit Committee has full discretion to invite any Director or senior management executive to attend its meetings. It has resources to enable it to discharge its functions properly.
95. The Audit Committee held a total of six meetings in 2017. Its members’ attendance at these meetings is disclosed in this Report. The Audit Committee meetings were attended by the internal and external auditors, the Group CEO and certain senior management executives, including the Group CFO.
96. The responsibilities of the Audit Committee are set out in its Board-approved terms of reference. The functions performed by the Audit Committee and details of the Audit Committee’s activities during FY2017 included the following:
- 96.1 Reviewed with the internal auditor:
- 96.1.1 their audit plans, their evaluation of the system of internal controls and their audit reports;
- 96.1.2 the scope and results of the internal audits; and
- 96.1.3 the assistance given by the officers of the Company and the Group to the auditor.
- 96.2 Reviewed with the external auditor:
- 96.2.1 the audited financial statements of the Company and the Group for the financial year which are prepared in accordance with the Singapore Financial Reporting Standards (“FRS”) and Interpretations of FRS for submission to the Board for consideration and approval thereafter;
- 96.2.2 their scope and overall audit procedures and cost effectiveness, and their independence and objectivity taking into consideration factors including the nature and extent of non-audit services provided by them;
- 96.2.3 the implications and impact on the financial statements of proposed implementation of new financial reporting standards and any changes in accounting policies and regulatory requirements; and
- 96.2.4 any significant financial reporting issues, to ensure the integrity of the financial statements of the Company and the Group, and reviewed the draft announcement relating to the financial performance of the Company and the Group.
- 96.3 Reviewed the audited financial statements with Management, including discussion on the accounting policies applied and significant judgments affecting the financial statements. The following key audit matters highlighted in the Independent Auditor’s Report on pages 101 to 103 were also discussed with Management and the external auditor:

CORPORATE GOVERNANCE REPORT

- 96.3.1 *Valuation of insurance contract liabilities* – The Audit Committee has reviewed the insurance contract liabilities, and the key assumptions and judgments made in valuing these liabilities. The Committee considered information on key assumptions such as mortality, morbidity, lapse rate, expense, loss ratio etc. The review included the methodology used in the valuation of the liabilities, rationale for changes to key assumptions during the year and explanation on the variances against past trends.
- 96.3.2 *Valuation of financial investments* – The Audit Committee has reviewed the valuation methodology for investments and the appropriateness of related disclosures. The Committee also held discussions with Management to ensure investment related policies, controls and operation processes are in place for proper valuation of financial investments.
- 96.3.3 *Valuation of provision for tax and deferred taxation* – The Audit Committee has reviewed Management's analysis of the changes in tax and deferred tax provision during the year. The Committee also considered the input from Management on the adequacy of the provision.
- No significant issue arose in respect of these items.
- 96.4 Reviewed the findings of the internal and external auditors on their reviews of the adequacy and effectiveness of the internal controls of the Company and its principal subsidiaries, including financial, operational, compliance and information technology controls and systems established by Management.
- 96.5 Reviewed the effectiveness of the internal audit functions of the Company and its principal subsidiaries.
- 96.6 Performed the review of the independence of the external and internal auditors.
- 96.7 Made recommendations to the Board on the re-appointment of the external auditor and approved the remuneration and terms of engagement of the external auditor.
- 96.8 Reviewed material and/or special related party transactions and the write-off of material related party transactions as may be required by the relevant regulatory authorities, and recommend to the Board for approval.
- 96.9 Reviewed interested person transactions as may be required by the relevant regulatory authorities as well as transactions that will be disclosed in the Annual Report.
97. The Audit Committee undertook a review of all relationships between the Group and the external auditor (including non-audit services provided by the external auditor) for FY2017, and is satisfied that the provision of such non-audit services would not, in its opinion, affect the independence of the external auditor. Please refer to Note 8 of the Notes to the Financial Statements for details of fees payable to the external auditor in respect of audit and non-audit services.
98. Taking into account the aforesaid and other factors such as the size and complexity of the Group and the adequacy of resources and experience of the external auditor as well as the external auditor's compliance with SGX-ST Listing Rules which require the lead engagement partner to be rotated every five years, the Audit Committee has nominated the re-appointment of EY as the external auditor at the forthcoming AGM. The Company has complied with Rules 712 and 715 of the SGX-ST Listing Manual in relation to its auditor.

CORPORATE GOVERNANCE REPORT

99. The Group has also instituted a whistle-blowing policy whereby staff of the Group and external parties may raise concerns on possible improprieties in matters of financial reporting or other matters in confidence. All whistle-blowing incidents will be reported to the Audit Committee. Concerns expressed anonymously will be considered and investigated on the basis of their merits. The Audit Committee ensures that arrangements are in place for the independent investigation of such matters and for appropriate follow-up action. If fraud is determined, appropriate remedial action will be taken and the Audit Committee updated regularly on its status. The whistle-blower will have protection against reprisals provided he/she has acted in good faith.
100. The Audit Committee, in performing its functions, met at least annually with the internal and external auditors in separate sessions without the presence of Management, to consider any other matters which may be raised privately. The auditors, both internal and external, have unrestricted access to the Audit Committee, and to information and such persons within the Group as necessary to conduct the audit.
102. Based on the internal controls established and maintained by the Group, work performed by the internal and external auditors, and reviews performed by Management and various Board Committees, the Board, with the concurrence of the Audit and Risk Management Committees, is of the opinion that the system of internal controls, including financial, operational, compliance and information technology controls as well as risk management systems, was adequate as at 31 December 2017, to address the risks which the Group considers relevant and material to its operations as at 31 December 2017.
103. The system of internal controls provides reasonable, but not absolute, assurance that the Group will not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. However, the Board also notes that no system of internal controls can provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors, poor judgment in decision-making, human error, losses, fraud or other irregularities.

INTERNAL CONTROLS

101. The Board is responsible for ensuring that the Company's system of internal controls is adequate to safeguard shareholders' interest and the Company's assets. The Company has in place, self-assessment processes for all business units to assess and manage the adequacy and effectiveness of their systems and processes of internal controls, and their level of compliance with applicable rules and regulations. The results of evaluations are reviewed by senior management executives. The Board has received assurance from the Group CEO and Group CFO on the effectiveness of the Company's risk management and internal control systems, and that the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and financial position.

INTERNAL AUDIT

104. The internal audit function ("Group Internal Audit") serves to provide the Board and Management with an independent appraisal of the reliability, adequacy and effectiveness of the system of internal controls established by Management, to ensure that transactions are promptly and accurately recorded and that the Group's assets are safeguarded. Group Internal Audit resides in-house and is independent of the activities it audits. Its terms of reference are approved by the Audit Committee.
105. Group Internal Audit adopts a risk-based approach where audit work is prioritised and scoped according to an assessment of risk exposures, including not only financial risks, but operational, technology, compliance and strategic risks as well. The work undertaken by Group Internal Audit involves the assessment of the adequacy and effectiveness of the Group's risk management and internal control framework, including ascertaining if the internal controls are sufficient in ensuring prompt and accurate recording of transactions and the adequate safeguarding of assets. Reviews conducted by Group Internal Audit also focus on the Group's compliance with relevant laws and regulations, adherence to established policies and processes and whether Management has taken appropriate measures to address control deficiencies.

CORPORATE GOVERNANCE REPORT

106. The Head of Group Internal Audit reports to the Chairman of the Audit Committee and administratively to the Group CEO. His annual remuneration, evaluation, appointment, resignation and removal are approved by the Audit Committee.
107. Group Internal Audit is staffed by executives with the relevant qualifications and experience, and the Audit Committee ensures that Group Internal Audit is adequately resourced. Group Internal Audit has unfettered access to the Board, the Audit Committee and senior management executives, where necessary, and has the right to seek information and explanations as well as access to all the Company's documents, records, properties and personnel. Group Internal Audit meets or exceeds the International Standards for the Professional Practice of Internal Auditing of The Institute of Internal Auditors.
108. Group Internal Audit reports to the Audit Committee its annual or periodic plan and the proposed areas of audit focus, factors that adversely affect the Group Internal Audit's independence, objectivity or effectiveness and material findings from audits conducted. During the year, Group Internal Audit carried out audits on selected significant business units in the Group, including an audit review of the IT systems. Group Internal Audit's summary of major findings and recommendations and Management's related responses were discussed at Audit Committee meetings. The Audit Committee ensures that procedures are in place to follow up on the recommendations by Group Internal Audit in a timely manner and to closely monitor any outstanding issues. The Audit Committee also reviews annually the adequacy and effectiveness of the internal audit function.

RISK MANAGEMENT AND RISK MANAGEMENT COMMITTEE

109. The Board is responsible for the governance of risk. It sets the tone for the Company's risk culture and monitors, through the Risk Management Committee, the effectiveness and adequacy of the risk management processes and systems of the Company and its principal subsidiaries.
110. The Risk Management Committee is required to comprise at least three Directors, a majority of whom (including the Risk Management Committee Chairman) are non-executive Directors. The MAS CG Guidelines further stipulate that the members of this Committee should be appropriately qualified to discharge their duties, with at least two having the relevant technical financial sophistication in risk disciplines or business experience.
111. The Risk Management Committee comprises the following Directors:
 - Mr Koh Beng Seng, Chairman
 - Mr Law Song Keng, Member
 - Mr Soon Tit Koon, Member
 - Mr Samuel N. Tsien, Member
112. All the members are non-executive Directors of whom Mr Law Song Keng and Mr Soon Tit Koon are independent Directors. All the members have the relevant technical financial sophistication in risk disciplines or business experience to enable them to discharge their duties effectively.
113. The Risk Management Committee is responsible for the oversight of market, credit, liquidity, insurance, operational, technology, regulatory and compliance risks to manage the financial and reputational impact arising from these risks. It reviews the overall risk management philosophy, including the risk profile, risk tolerance level, and risk and capital management strategy, guided by the overall corporate strategy and risk appetite approved by the Board.

CORPORATE GOVERNANCE REPORT

114. The Risk Management Committee performs its functions pursuant to its Board-approved terms of reference. Such terms of reference include the review and approval or endorsement of enterprise risk management framework, major policies, charters and strategies for effective risk management, investment management and asset-liability management. The terms of reference also include the review and approval of major risk management initiatives, and the approval of significant investment, property and other financial transactions that exceed the authorisation limits of the Management Committees – the Group Management Committee and Group Asset-Liability Committee. Material investment-related activities and transactions are reviewed and approved by the Risk Management Committee and reported to the Board for information, endorsement or approval, as applicable.
115. The Risk Management Committee endorses the appointment and annual appraisal of the Group CRO who reports directly to the Risk Management Committee and the Group CEO. The appointment of the Group CRO also requires the prior approval of MAS.
116. The Group CRO is responsible for establishing and implementing the Group's risk management framework and processes for identifying, assessing, measuring, controlling, mitigating, monitoring and reporting of risks.
117. The Group Risk Management Department has adequate resources and is staffed by experienced and qualified personnel who are sufficiently independent to perform their duties objectively. The Group Risk Management Department regularly engages senior management executives to develop enterprise-wide risk controls and risk mitigation procedures.
118. The Risk Management Committee held a total of six meetings in 2017.
119. The Group's enterprise risk governance, risk management objectives and policies and other pertinent details are disclosed in Note 36 of the Notes to the Financial Statements.

EXECUTIVE COMMITTEE

120. The Executive Committee is required to comprise a majority of independent Directors.
121. The Executive Committee comprises the following Directors:
 - Mr Koh Beng Seng, Chairman
 - Mr Norman Ip, Member
 - Mr Law Song Keng, Member
 - Mr Lee Fook Sun, Member
 - Mr Samuel N. Tsien, Member
122. Mr Norman Ip, Mr Law Song Keng and Mr Lee Fook Sun are independent Directors under the CG Regulations.
123. The Executive Committee carries out the functions set out in its Board-approved terms of reference. Such functions consist principally of overseeing the management of the business and affairs of the Company and the Group within the parameters and scope of authority delegated by the Board, and include the review of the Group's policies, strategies, objectives and performance targets, proposed transactions or initiatives of a material nature and any major proposed investment or divestment. The Executive Committee does not take on the functions of the Management. Major decisions of the Executive Committee are submitted to the Board for endorsement and approval.
124. The Executive Committee held a total of six meetings in 2017.

CORPORATE GOVERNANCE REPORT

TECHNOLOGY TRANSFORMATION PROGRAMME WORKING GROUP

125. The Technology Transformation Programme Working Group was formed in March 2017 to review and advise on the technology transformation strategy and goals, and implementation programmes proposed by Management so as to harness digital technology strategically to transform and position the Group for the future. The membership of the Technology Transformation Programme Working Group comprised non-executive Directors of GEH and its principal subsidiaries and the Group CEO. The Technology Transformation Programme Working Group was chaired by Mr Thean Nam Yew and the GEH Directors who were members of the Technology Transformation Programme Working Group were Mr Lee Fook Sun, Mr Samuel N. Tsien and Mr Soon Tit Koon. The other members of the Technology Transformation Programme Working Group were Ms Mimi Ho, Mr Leo Mun Wai and Mr Quah Wee Ghee, Directors from its principal insurance subsidiaries. The Technology Transformation Programme Working Group completed its review in September 2017.

COMMUNICATION WITH SHAREHOLDERS

126. The Company recognises that regular, effective, timely and fair communication with shareholders is essential to enable its shareholders to make informed decisions about the Company. The Company announces quarterly and full year results within the time frame prescribed in the Listing Manual of the SGX-ST. The Company conducts calls with analysts on its quarterly results and briefings to the media on the half-year and full year results. All pertinent material and price-sensitive information are disclosed promptly via SGXNET and posted on the Company's website. No unpublished price-sensitive information is disclosed on a selective basis.

127. The Company's Annual Report containing the financial statements of the Company and the Group for the financial year also contains other pertinent information and disclosures including a review of the annual operations and activities, to enable shareholders and investors to have a better understanding of the Group's business and performance.

128. The corporate website address can be found in the annual report and SGX website. Shareholders and the public can access the website of the Company for the latest media releases, financial results, quarterly results presentation materials, annual reports and other corporate information on the Company. The Group's corporate structure and the Company's vision and mission statements can also be found in the Company's website. Investors can submit feedback and queries to the Company's Investor Relations Unit through the contact details provided on the Company's website. The investor relations personnel communicate with the Company's investors and respond to their queries on published information promptly. One of the key roles of the Group's Brands and Communications and Investor Relations Departments is to keep the market and investors apprised of the Group's major corporate developments and financial performance through regular media releases, briefings and meetings with the media, analysts and fund managers.

129. All registered shareholders of the Company receive the Company's Annual Report containing the notice of AGM, within the statutory timeline before the AGM. The Notice of AGM is also announced via SGXNET and published in the press. At the AGM, shareholders are given the opportunity to participate effectively by providing feedback and raising questions. Shareholders may vote in person at the Company's AGM or at any extraordinary general meeting ("EGM") or by proxy if they are unable to attend. The Company's Constitution provides that shareholders may appoint one or two proxies to attend and speak at the Company's AGM and/or EGM and to vote in their stead. Relevant intermediaries as defined in Section 181 of the Companies Act (Chapter 50) may appoint more than two proxies to attend, speak and vote at the Company's AGM and/or EGM. This will enable indirect investors, including Central Provident Fund Board's investors to be appointed as proxies to participate at general meetings. To ensure authenticity of shareholder identity and other related security issues, the Company currently does not allow voting in absentia by mail, email or fax.

CORPORATE GOVERNANCE REPORT

130. Since 2012, the Company has conducted electronic poll voting for all the resolutions passed at the AGM, for greater transparency in the voting process. Shareholders are informed of the rules, including voting procedures that govern the proceedings of general meetings of shareholders. Detailed results of the votes, showing the number of votes cast for and against each resolution and the respective percentages, are instantaneously displayed at the Company's AGM and subsequently announced via SGXNET on the same day.
131. For the Company's AGM, separate resolutions are set out on distinct issues, such as the proposed re-election of Directors, proposed Directors' fees and recommendation of final dividend. For the Company's EGM, the proposed corporate action or transaction, as applicable, and the rationale and other pertinent details for such proposal are set out in a separate circular to shareholders, with the proposed resolution set out for approval by shareholders at the EGM. The Company does not "bundle" resolutions, unless the resolutions are interdependent and linked so as to form one significant proposal.
132. At the Company's AGM, the Chairman and Directors, the chairpersons of all Board Committees, Group CEO, Management and the Company's professional advisers, where necessary, are present and available to address queries from shareholders. The external auditor is also present to address any shareholders' queries about the conduct of the audit and the preparation and content of the auditor's report. An independent scrutineer is engaged to review the voting process and address shareholders' queries on the voting procedures.
133. The Company Secretary prepares minutes of general meetings that include responses from the Board and Management to the relevant comments or queries from shareholders. The minutes are made available on the Company's website.

DEALINGS IN SECURITIES

134. The Company has adopted internal codes and policies on dealings in Company's securities in line with the relevant rules set out in the Listing Manual of SGX-ST. As an enhancement of our policies and controls on insider trading, the Company has included the trading of securities of OCBC Bank during the black-out period. The Directors, executives of the Company and of the Group and employees are periodically reminded, not to deal in the securities of the Company and OCBC Bank for the period commencing one month before the Company's announcement of financial results for the year (to the date of the announcement of the relevant results of OCBC Bank); and for the period commencing two weeks before the announcement of the Company's quarterly results for each of the first three quarters of the financial year (to the date of the announcement of the relevant results of OCBC Bank). The Company will notify Directors, executives of the Company and of the Group and employees of each black-out period. Directors, executives of the Company and of the Group and employees are regularly reminded not to deal in securities of the Company, OCBC Bank and/or other listed companies at all times if they are privy to unpublished material price-sensitive information and not to deal in the securities of the Company and OCBC Bank on short-term considerations. Employees in departments deemed to have access to price-sensitive information are instructed to conduct all personal securities transactions through OCBC Bank's stockbroking subsidiary for transaction monitoring purposes.

CORPORATE GOVERNANCE REPORT

RELATED PARTY TRANSACTIONS

135. The Company has implemented policies and procedures on related party transactions covering the definitions of relatedness, limits applied, terms of transactions, and the authorities and procedures for approving, monitoring and, where necessary, writing off such transactions. All related party transactions are conducted on reasonable commercial terms and in the ordinary course of business. The terms and conditions of such transactions are carried out on an arm's length basis. Directors with conflicts of interest are excluded from the approval process of granting and managing related party transactions. Material and/or special related party transactions and the write-off of material and/or special related party transactions are reported to the Audit Committee for review and to the Board for approval.
136. The Company also complies with the SGX-ST Listing Manual on interested person transactions. All interested person transactions are conducted on reasonable commercial terms and carried out on an arm's length basis.
137. Details of the Company's related party transactions and interested person transactions during FY2017 are respectively set out in Note 34 of the Notes to the Financial Statements and page 233 of this Annual Report.

DIVIDEND POLICY

138. The Company targets to provide a sustainable dividend payout. The past four years' dividend payout and the current year's proposed dividend are respectively set out in the Financial Highlights on page 26 of the Annual Report and Note 39 of the Notes to the Financial Statements.

ETHICAL STANDARDS

139. The Directors and Management are committed to promoting and maintaining values which emphasise integrity, honesty and proper conduct at all times in the business operations and dealings of the Group. The Company has adopted a Code of Conduct which sets out the guiding principles and minimum standards expected of its employees such as the highest standards of conduct and professional integrity. The Code of Conduct also provides guidance on areas such as responsible stewardship of the Company's resources, the Company's position against fraudulent conduct, conflicts of interests and the appropriate disclosures to be made, and maintaining confidentiality of information. The Code of Conduct is available on the Company's staff intranet. The Group Human Capital Department provides an annual attestation to the Audit Committee that the Code of Conduct has been properly disseminated to all staff.
140. The Company has a suite of policies in place for proper governance and management that staff have to comply with. All policies are prepared in accordance with subject to the Company's risk management and internal control systems and processes, including Management self-assessment and independent audits.
141. The Company treats feedback and complaints from its customers seriously, and has instituted channels whereby customers may provide feedback or complaints. The Company aims to resolve feedback and complaints professionally and fairly in accordance with the service standards indicated on its website.

CORPORATE GOVERNANCE REPORT

SUMMARY OF DISCLOSURES

Express disclosure requirements in the Guidelines on Corporate Governance for Financial Holding Companies, Banks, Direct Insurers, Reinsurers and Captive Insurers which are incorporated in Singapore (which comprises the Code of Corporate Governance 2012), and the applicable disclosures pursuant to the Corporate Governance Disclosure Guide issued by the Singapore Exchange on 29 January 2015.

Principle and Guidelines	Paragraph Number in Corporate Governance Report
Guideline 1.3 Delegation of authority, by the Board to any Board committee, to make decisions on certain Board matters.	4
Guideline 1.4 The number of meetings of the Board and Board committees held in the year, as well as the attendance of every Board member at these meetings.	6 and 8
Guideline 1.5 The type of material transactions that require Board approval under guidelines.	2
Guideline 1.6 The induction, orientation and training provided to new and existing Directors.	45, 46 and 48
Guideline 1.16 An assessment of how these programmes meet the requirements as set out by the Nominating Committee to equip the Board and the respective Board committees with relevant knowledge and skills in order to perform their roles effectively.	45 and 46
Guideline 2.1 Compliance with the guideline on proportion of independent Directors on the Board.	17 and 18
Guideline 2.3 The Board should identify in the Company's Annual Report each Director it considers to be independent. Where the Board considers a Director to be independent in spite of the existence of a relationship as stated in the Code that would otherwise deem a Director not to be independent, the nature of the Director's relationship and the reasons for considering him/her as independent should be disclosed.	18 and 19
Guideline 2.4 Where the Board considers an independent Director, who has served on the Board for more than nine years from the date of his/her first appointment, to be independent, the reasons for considering him/her as independent should be disclosed.	Not Applicable
Guideline 2.6 (a) The Board's policy with regard to diversity in identifying director nominees. (b) Whether current composition of the Board provides diversity on skills, experience, gender and knowledge of the Company, and elaborate with numerical data where appropriate. (c) Steps that the Board has taken to achieve the balance and diversity necessary to maximise its effectiveness.	25, 26 and 39
Guideline 2.13 Names of the members of the Executive Committee and the key terms of reference of the Executive Committee, explaining its role and the authority delegated to it by the Board.	121 and 123

CORPORATE GOVERNANCE REPORT

Principle and Guidelines	Paragraph Number in Corporate Governance Report
Guideline 3.1 Relationship between the Chairman and the CEO where they are immediate family members.	Not Applicable
Guideline 4.1 Names of the members of the Nominating Committee and the key terms of reference of the Nominating Committee, explaining its role and the authority delegated to it by the Board.	34, 37, 39 and 40
Guideline 4.4 (a) The maximum number of listed company Board representations which Directors may hold should be disclosed. (b) Specific considerations in deciding on the capacity of Directors.	51
Guideline 4.6 Process for the selection, appointment and re-appointment of new Directors to the Board, including the search and nomination process.	39, 40 and 41
Guideline 4.7 Key information regarding Directors, including which Directors are executive, non-executive or considered by the Nominating Committee to be independent.	9, 14 and 18
Guideline 4.13 Resignation or dismissal of key appointment holders.	11
Guideline 4.14 Deviation and explanation for the deviation from the internal guidelines on time commitment referred to in Guidelines 4.4 and 4.10.	Not Applicable
Guideline 5.1 The Board should state in the Company's Annual Report how assessment of the Board, its Board committees and each Director has been conducted. If an external facilitator has been used, the Board should disclose in the Company's Annual Report whether the external facilitator has any other connection with the Company or any of its Directors. This assessment process should be disclosed in the Company's Annual Report.	49
Guideline 6.1 Types of information which the Company provides to independent Directors to enable them to understand its business, the business and financial environment as well as the risks faced by the Company, and how frequent is such information provided.	52 and 53
Guideline 7.1 Names of the members of the Remuneration Committee and the key terms of reference of the Remuneration Committee, explaining its role and the authority delegated to it by the Board.	58, 61 and 63
Guideline 7.3 Names and firms of the remuneration consultants (if any) should be disclosed in the annual remuneration report, including a statement on whether the remuneration consultants have any relationships with the Company.	64 and 65

CORPORATE GOVERNANCE REPORT

Principle and Guidelines	Paragraph Number in Corporate Governance Report
<p>Principle 9 Clear disclosure of remuneration policies, level and mix of remuneration, and procedure for setting remuneration.</p>	66 to 78
<p>Guideline 9.1 Remuneration of Directors, the CEO and at least the top five key management personnel (who are not also Directors or the CEO) of the Company. The annual remuneration report should include the aggregate amount of any termination, retirement and post-employment benefits that may be granted to Directors, the CEO and the top five key management personnel (who are not Directors or the CEO).</p>	78 to 80
<p>Guideline 9.2 Fully disclose the remuneration of each individual Director and the CEO on a named basis. There will be a breakdown (in percentage or dollar terms) of each Director's and the CEO's remuneration earned through base/fixed salary, variable or performance-related income/bonuses, benefits in kind, stock options granted, share-based incentives and awards, and other long-term incentives.</p>	80
<p>Guideline 9.3 Name and disclose the remuneration of at least the top five key management personnel (who are not Directors or the CEO) in bands of S\$250,000. There will be a breakdown (in percentage or dollar terms) of each key management personnel's remuneration earned through base/fixed salary, variable or performance-related income/bonuses, benefits in kind, stock options granted, share-based incentives and awards, and the other long-term incentives. In addition, the Company should disclose in aggregate the total remuneration paid to the top five key management personnel (who are not Directors or the CEO). As best practice, companies are also encouraged to fully disclose the remuneration of the said top five key management personnel.</p>	79
<p>Guideline 9.4 Details of the remuneration of employees who are immediate family members of a Director or the CEO, and whose remuneration exceeds S\$50,000 during the year. This will be done on a named basis with clear indication of the employee's relationship with the relevant Director or the CEO. Disclosure of remuneration should be in incremental bands of S\$50,000.</p>	81
<p>Guideline 9.5 Details and important terms of employee share schemes.</p>	82 and 83
<p>Guideline 9.6 For greater transparency, companies should disclose more information on the link between remuneration paid to the executive Directors and key management personnel, and performance. The annual remuneration report should set out a description of performance conditions to which entitlement to short-term and long-term incentive schemes are subject, an explanation on why such performance conditions were chosen, and a statement of whether such performance conditions are met.</p>	73, 74 and 76

CORPORATE GOVERNANCE REPORT

Principle and Guidelines	Paragraph Number in Corporate Governance Report
<p>Guideline 11.3 The Board should comment on the adequacy and effectiveness of the internal controls, including financial, operational, compliance and information technology controls, and risk management systems.</p> <p>The commentary should include information needed by stakeholders to make an informed assessment of the Company's internal control and risk management systems.</p> <p>The Board should also comment on whether it has received assurance from the CEO and the CFO: (a) that the financial records have been properly maintained and the financial statements give true and fair view of the Company's operations and finances; and (b) regarding the effectiveness of the Company's risk management and internal control systems.</p>	101 to 103
<p>Guideline 11.14 Names of the members of the Risk Management Committee and the key terms of reference of the Risk Management Committee, explaining its role and the authority delegated to it by the Board.</p>	111, 113 and 114
<p>Guideline 12.1 Names of the members of the Audit Committee and the key terms of reference of the Audit Committee, explaining its role and the authority delegated to it by the Board.</p>	91, 93 and 94
<p>Guideline 12.6 Aggregate amount of fees paid to the external auditor for that financial year, and breakdown of fees paid in total for audit and non-audit services respectively, or an appropriate negative statement.</p>	96.6 and 97
<p>Guideline 12.7 The existence of a whistle-blowing policy should be disclosed in the Company's Annual Report.</p>	99
<p>Guideline 12.8 Summary of the Audit Committee's activities and measures taken to keep abreast of changes to accounting standards and issues which have a direct impact on financial statements.</p>	93 and 96
<p>Guideline 13.1 Whether the Company has an internal audit function.</p>	104 to 108
<p>Guideline 15.4 The steps the Board has taken to solicit and understand the views of the shareholders e.g. through analysts briefings, investor roadshows or Investors' Day briefings.</p>	128
<p>Guideline 15.5 Where dividends are not paid, companies should disclose their reasons.</p>	Not Applicable
<p>Guideline 17.4 Material related party transactions.</p>	96.8, 135 and 137

FINANCIAL STATEMENTS

96	Directors' Statement	110	Statements of Changes in Equity
100	Independent Auditor's Report	113	Consolidated Statement of Cash Flows
106	Profit & Loss Statements	115	Life Assurance Revenue Statement
107	Statements of Comprehensive Income	116	General Insurance Revenue Statement
108	Balance Sheets	117	Notes to the Financial Statements

DIRECTORS' STATEMENT

The Directors are pleased to present this statement to the members together with the audited consolidated financial statements of Great Eastern Holdings Limited (“GEH” or the “Company”) and its subsidiaries (collectively the “Group”) and the balance sheet and statement of changes in equity of the Company for the financial year ended 31 December 2017.

1. OPINION OF THE DIRECTORS

In the opinion of the Directors,

- (i) the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2017 and the financial performance, changes in equity of the Group and of the Company and cash flows of the Group and financial performance of the insurance operations of the Group for the financial year ended on that date; and
- (ii) at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2. DIRECTORS

The Directors of the Company in office at the date of this statement are:

Mr Koh Beng Seng, Chairman
Mr Norman Ip
Mr Law Song Keng
Mr Lee Fook Sun (appointed on 1 August 2017)
Mr Kyle Lee Khai Fatt
Mr Soon Tit Koon
Mrs Teoh Lian Ee (appointed on 1 August 2017)
Mr Thean Nam Yew (appointed on 5 January 2017)
Mr Samuel N. Tsien
Mr Wee Joo Yeow

3. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangements whose objects are, or one of whose objects is, to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, save as disclosed in this statement.

DIRECTORS' STATEMENT

4. DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

According to the register of Directors' shareholdings, the Director who held office at the end of the financial year had an interest in shares in, or debentures of, the Company as at the end of the financial year and as at 21 January 2018, is as follows:

	Holdings registered in the name of Directors or in which Directors have a direct interest		Holdings in which Directors are deemed to have an interest	
	As at 1.1.2017 or date of appointment	As at 31.12.2017	As at 1.1.2017 or date of appointment	As at 31.12.2017
Ordinary shares in the capital of the Company				
Mrs Teoh Lian Ee	–	–	5,000 ⁽¹⁾	5,000 ⁽¹⁾

The interests in shares in, or debentures of, the Company's holding company, Oversea-Chinese Banking Corporation Limited ("OCBC Bank") and its related corporations, of Directors who held office at the end of the financial year, were as follows:

	Holdings registered in the name of Directors or in which Directors have a direct interest		Holdings in which Directors are deemed to have an interest	
	As at 1.1.2017 or date of appointment	As at 31.12.2017	As at 1.1.2017 or date of appointment	As at 31.12.2017
Ordinary shares in the capital of OCBC Bank				
Mr Norman Ip	4,201	4,201	–	–
Mr Law Song Keng	116,452	116,452	15,249 ⁽¹⁾	15,249 ⁽¹⁾
Mr Lee Fook Sun	174,307	174,307	–	–
Mr Kyle Lee Khai Fatt	122,229	122,229	–	–
Mr Soon Tit Koon	107,753	462	–	–
Mrs Teoh Lian Ee	24,519	24,519	299	299
Mr Samuel N. Tsien	762,471	1,037,861	745,799 ⁽²⁾	716,745 ⁽³⁾
Mr Wee Joo Yeow	46,652	52,652	4,794	4,794

OCBC Capital Corporation (2008) 5.1% non-cumulative non-convertible guaranteed preference shares

Mrs Teoh Lian Ee	3,000	3,000	–	–
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Notes:

⁽¹⁾ Held by spouse.

⁽²⁾ Comprises deemed interest in 738,024 ordinary shares subject to award(s) granted under the OCBC Deferred Share Plan and subscription rights over 7,775 ordinary shares granted under the OCBC Employee Share Purchase Plan.

⁽³⁾ Comprises deemed interest in 709,143 ordinary shares subject to award(s) granted under the OCBC Deferred Share Plan and subscription rights over 7,602 ordinary shares granted under the OCBC Employee Share Purchase Plan.

DIRECTORS' STATEMENT

4. DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (CONTINUED)

Share options

According to the register of Directors' shareholdings, as at the beginning and as at the end of the financial year, the following Directors had interests in share options to subscribe for ordinary shares in the capital of OCBC Bank under the OCBC Share Option Scheme 2001, as follows:

	Options held by Directors		Options in which Directors are deemed to have an interest	
	As at 1.1.2017 or date of appointment	As at 31.12.2017	As at 1.1.2017 or date of appointment	As at 31.12.2017
Mr Soon Tit Koon	209,709	-	-	-
Mr Samuel N. Tsien	4,314,802	4,624,417	-	-

Save as disclosed above, the Directors holding office at the end of the financial year did not have any interest in shares in, or debentures of, the Company or any related corporation either at the beginning of the financial year, date of appointment, or at the end of the financial year.

5. SHARE OPTIONS

The Company does not have any share option scheme in place.

6. AUDIT COMMITTEE

The Audit Committee ("AC") comprises four non-executive Directors. The AC members at the date of this statement are Mr Kyle Lee Khai Fatt (AC Chairman), Mr Law Song Keng, Mrs Teoh Lian Ee and Mr Thean Nam Yew. The AC convened six meetings during the financial year under review.

The AC performs the functions specified under Section 201B(5) of the Companies Act, Chapter 50, including reviewing with the auditor its audit plan, its evaluation of the system of internal accounting controls and its audit report, reviewing the assistance given by the Company's officers to the auditor, reviewing the scope and results of the internal audit procedures, reviewing the financial statements of the Company and of the Group and the auditor's report thereon prior to their submission to the Company's Board of Directors. Details of the functions performed by the AC, including functions specified in the SGX-ST Listing Manual, Banking (Corporate Governance) Regulations 2005, Banking (Corporate Governance) (Amendment) Regulations 2010, MAS Guidelines on Corporate Governance and the Code of Corporate Governance 2012, are set out in the Report on Corporate Governance included in the Company's Annual Report for the financial year ended 31 December 2017.

The AC has nominated Ernst & Young LLP for re-appointment as auditor at the forthcoming AGM of the Company.

DIRECTORS' STATEMENT

7. AUDITOR

The auditor, Ernst & Young LLP, has expressed its willingness to accept re-appointment.

On behalf of the Board of Directors



Koh Beng Seng
Chairman



Kyle Lee Khai Fatt
Director

Singapore
12 February 2018

INDEPENDENT AUDITOR'S REPORT

To the Members of Great Eastern Holdings Limited

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

We have audited the financial statements of Great Eastern Holdings Limited (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the balance sheets of the Group and the Company as at 31 December 2017, the profit and loss statements, statements of comprehensive income and the statements of changes in equity of the Group and the Company, the consolidated statement of cash flows, the life assurance revenue statement and general insurance revenue statement of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying balance sheets of the Group and the Company as at 31 December 2017, the profit and loss statements, statements of comprehensive income and the statements of changes in equity of the Group and the Company, the consolidated statement of cash flows, the life assurance revenue statement and general insurance revenue statement of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the Act) and Financial Reporting Standards in Singapore (FRSs) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2017 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group, financial performance and changes in equity of the Company and financial performance of the insurance operations of the Group for the year ended on that date.

BASIS FOR OPINION

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

INDEPENDENT AUDITOR'S REPORT

To the Members of Great Eastern Holdings Limited

KEY AUDIT MATTERS (CONTINUED)

Valuation of life insurance contract liabilities

As at 31 December 2017, the Group has \$62.2 billion of life insurance contract liabilities, which represents 80.9% of the Group's total liabilities. The valuation of life insurance contract liabilities involves significant judgement over uncertain future outcomes, including primarily the timing and occurrence of ultimate full settlement of life insurance contract liabilities. The Company uses valuation models and assumptions to support the calculations of the life insurance contract liabilities. The complexity of the models may give rise to errors as a result of inadequate/incomplete data or assumptions used or inappropriate design or application of the models. Economic assumptions such as investment return and interest rates, and non-economic assumptions such as mortality, morbidity, expenses, policyholders' behavior and claims experience are some of the key inputs used to estimate these life insurance contract liabilities. Changes in assumptions used may give rise to material impact to the valuation of these life insurance contract liabilities. On top of analysing historical experiences, significant management judgement is also involved in setting these assumptions.

We used internal actuarial specialists to assist us in performing the following procedures. Our audit procedures included, amongst others:

- assessing the processes and tested controls relating to the actuarial valuation process, including management's determination and approval process for setting of economic and non-economic actuarial assumptions;
- assessing the appropriateness of the actuarial valuation methodologies and assumptions used by the management against regulatory requirements and industry practices, where applicable;
- comparing assumptions used by management against the Group's experiences and market observable data, where applicable;
- assessing whether changes made to the actuarial models are in line with our understanding of business developments, and our expectations derived from the Group's or market experience;
- reviewing reasonableness of the actuarial reserves being set up by performing an analytical review on the results;
- reviewing a selection of the Group's independent testing of actuarial models used for reserve calculations.

Based on the work performed, we considered the valuation methodologies and the assumptions used to be appropriate.

We also considered whether the disclosures in relation to life insurance contract liabilities comply with the relevant disclosure requirements. The Group's disclosures related to life insurance liabilities are included in Note 2.9.4 (Life insurance contract liabilities), Note 2.32.1(a) (Critical accounting estimates and assumptions on liabilities of insurance business), Note 18 (note on Life Assurance Fund) and Note 36 (Insurance Risk). Accordingly, our review of the disclosures noted that they were in compliance with the relevant requirements.

Valuation of general insurance contract liabilities

As at 31 December 2017, the Group has \$194.6 million of general insurance contract liabilities, which represents 0.3% of the Group's total liabilities. General insurance contract liabilities, which include the Group's loss reserves and unexpired risk reserve, are determined based on previous claims experience, existing knowledge of events, the terms and conditions of the relevant policies and interpretation of circumstances. Estimates have to be made for both the expected ultimate cost of claims reported at the balance sheet date, and for the expected ultimate cost of claims incurred but not yet reported (IBNR) at the balance sheet date. The estimation of general insurance contract liabilities are sensitive to various factors and uncertainties. Significant management judgement is applied in setting these assumptions.

INDEPENDENT AUDITOR'S REPORT

To the Members of Great Eastern Holdings Limited

KEY AUDIT MATTERS (CONTINUED)

Valuation of general insurance contract liabilities (continued)

We used internal actuarial specialists to assist us in performing the following procedures. Our audit procedures included, amongst others:

- comparing the actuarial valuation methodologies and assumptions used by the management with industry data, and against recognised actuarial practices;
- reviewing the assumptions used by the Certifying Actuary and rationale for conclusions made thereon;
- assessing consistency of valuation methodologies applied against prior years;
- assessing whether changes made to the actuarial models are in line with our understanding of business developments, and our expectations derived from market experience; and
- performing independent analysis and re-computation of the general insurance contract liabilities of selected classes of business. We focused on the largest and most uncertain reserves. We compared our independent analysis to those performed by the management and enquired with management significant differences noted, if any.

Based on the work performed, we considered the methodology and assumptions used by management to be appropriate.

We considered whether the disclosures in relation to general insurance contract liabilities comply with the relevant disclosure requirements. The Group's disclosures related to general insurance liabilities are included in 2.9.5 (General insurance contract liabilities), Note 2.32.1(a) (Critical accounting estimates and assumptions on liabilities of insurance business), Note 17 (note on General insurance Fund) and Note 36 (Insurance Risk). Accordingly, our review of the disclosures noted that they were in compliance with the relevant requirements.

Valuation of financial investments

Financial instruments comprise mainly debt and equity investments. These instruments are measured at fair value with the corresponding fair value changes recognised in either other comprehensive income or, profit or loss. The valuation is performed by the Group using inputs which have been classified in accordance with the fair value hierarchy stated in FRS 113 – Fair Value Measurement. The fair value hierarchy is disclosed in Note 37.

The valuation of investments for the Level 2 and level 3 investments involves significant management judgement since these are valued based on inputs other than observable quoted prices. As such, we determined this to be significant to our audit. As at 31 December 2017, the Level 2 and Level 3 investments amounted to \$18.4 billion and \$1.2 billion.

Our audit procedures focused on the valuation of these financial investments and included the following:

- assessing the processes and controls relating to valuation of these financial investments and their valuations review process;
- performing independent valuations using external quotes where available, or with reference to alternative valuation methods used by other market participants on a sample of investments.

Overall, the results of our independent valuation are consistent with those of management's valuation.

INDEPENDENT AUDITOR'S REPORT

To the Members of Great Eastern Holdings Limited

KEY AUDIT MATTERS (CONTINUED)

Valuation of financial investments (continued)

We also assessed the adequacy of the related note disclosures, including valuation sensitivity analysis and fair value hierarchy. The Group's disclosures related to financial investments are included in Note 2.19 (Financial assets), Note 2.23 (Determination of fair value of financial instruments), Note 37 (note on Fair value of assets and liabilities). Accordingly, our review of the disclosures noted that they were in compliance with the relevant requirements.

Valuation of provision for tax and deferred taxation

As at 31 December 2017, the Group has recognised provision for tax and deferred tax liabilities of \$534.7 million and \$1,375.0 million respectively. The taxation rules and regulations governing the insurance industry are complex and evolving. There are many transactions and calculations for which the ultimate tax determination is uncertain as it involved significant management judgment in determining the deductibility of certain expenses during the estimation of provision for income taxes. The final tax outcome for open years of assessment may therefore be different from the amounts that were initially recorded and result in either tax refunds or further taxes to be imposed. As such, the valuation of the income tax is significant to our audit.

Our audit procedures included, amongst others:

- involving our internal tax experts in assessing the veracity of the bases used to determine the tax positions. We corroborated these bases with supporting evidence, historical accuracy of management's assumptions used and estimation process. We also assessed the historical accuracy of management's assumptions and estimation process;
- reviewing correspondences with the tax authorities to identify potential tax exposures; and
- assessing the adequacy of the Group's disclosures on provision for tax and deferred tax.

Overall, the results of our evaluation of the Group's provision for tax and deferred tax are consistent with management's provision for tax and deferred tax.

The Group's disclosures related to provision for tax, and deferred taxation are included in Note 2.12 (Taxes), Note 9 (notes on Income tax). Our review of the disclosures noted that they were in compliance with the relevant requirements.

OTHER INFORMATION

Management is responsible for the other information. The other information consists of information included in the annual report other than the financial statements and our auditor's report thereon. We obtained all the other information prior to the date of our auditor's report and we expect to obtain the Key Figures, Letter to Shareholders, Financial Highlights, Embedded Value, Business Review – Singapore, Business Review – Malaysia, Business Review – Emerging Markets, Corporate Governance Report, Additional Information, Shareholding Statistics, Notice of Annual General Meeting and Proxy Form and Sustainability report, collectively, "Other Reports", after the date of our auditor's report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Other Reports, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

INDEPENDENT AUDITOR'S REPORT

To the Members of Great Eastern Holdings Limited

RESPONSIBILITIES OF MANAGEMENT AND DIRECTORS FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITOR'S REPORT

To the Members of Great Eastern Holdings Limited

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Mak Keat Meng.

The logo for Ernst & Young LLP, featuring the company name in a stylized, handwritten-style font.

Ernst & Young LLP

Public Accountants and Chartered Accountants

Singapore

12 February 2018

PROFIT & LOSS STATEMENTS

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	Group		Company	
		2017	2016	2017	2016
Gross Premiums		12,559.5	9,555.7	-	-
Life assurance profit from:					
Participating Fund		170.5	143.8	-	-
Non-participating Fund		521.7	182.9	-	-
Investment-linked Fund		184.0	172.3	-	-
Profit from life assurance		876.2	499.0	-	-
Profit from general insurance		23.7	25.7	-	-
Profit from insurance business		899.9	524.7	-	-
Dividend from subsidiaries		-	-	393.6	664.9
Investment income, net	4	153.6	172.1	0.5	0.8
Gain on sale of investments and changes in fair value	5	329.6	54.2	-	-
Change in third-party interests in consolidated investment funds		(22.3)	3.7	-	-
Loss on disposal of interest in associate		(1.3)	-	-	-
Gain/(loss) on disposal of subsidiaries	27	1.0	(18.7)	-	-
Increase in provision for impairment of assets		(15.8)	(16.3)	-	-
(Loss)/gain on exchange differences		(10.1)	2.5	-	-
Profit from Shareholders' Fund's investments		434.7	197.5	394.1	665.7
Fees and other income		88.5	82.5	1.6	0.7
Profit before expenses		1,423.1	804.7	395.7	666.4
less:					
Management and other expenses		96.8	83.6	5.1	7.5
Interest expense		18.3	18.3	-	-
Depreciation		2.1	1.3	0.2	0.2
Expenses		117.2	103.2	5.3	7.7
Profit after expenses		1,305.9	701.5	390.4	658.7
Share of loss after income tax of associates		-	(1.2)	-	-
Profit before income tax	8	1,305.9	700.3	390.4	658.7
Income tax		(138.5)	(101.5)	-	(0.1)
Profit after income tax		1,167.4	598.8	390.4	658.6
Attributable to:					
Shareholders		1,156.5	589.3	390.4	658.6
Non-controlling interests		10.9	9.5	-	-
		1,167.4	598.8	390.4	658.6
Basic and diluted earnings per share attributable to shareholders of the Company (in Singapore Dollars)	10	\$2.44	\$1.25		

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	Group		Company	
		2017	2016	2017	2016
Profit after income tax for the year		1,167.4	598.8	390.4	658.6
Other comprehensive income:					
Items that will not be reclassified to profit or loss:					
Exchange differences arising on translation of overseas entities attributable to non-controlling interests		0.1	–	–	–
Items that may be reclassified subsequently to profit or loss:					
Exchange differences arising on translation of overseas entities		5.2	9.6	–	–
Share of other comprehensive income of associates		(0.5)	0.5	–	–
Available-for-sale financial assets:					
Changes in fair value		342.9	64.5	–	–
Reclassification of realised gain on disposal of investments to Profit and Loss Statement	5	(298.2)	(65.0)	–	–
Tax on changes in fair value	9	(7.4)	(0.3)	–	–
Other comprehensive income for the year, after tax		42.1	9.3	–	–
Total comprehensive income for the year		1,209.5	608.1	390.4	658.6
Total comprehensive income attributable to:					
Shareholders		1,194.0	599.4	390.4	658.6
Non-controlling interests		15.5	8.7	–	–
		1,209.5	608.1	390.4	658.6

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

BALANCE SHEET – GROUP

as at 31 December

in Singapore Dollars (millions)	Note	Group					
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
		2017	2016	2017	2016	2017	2016
Share capital	11	152.7	152.7	152.7	152.7	–	–
Reserves							
Currency translation reserve	12	(137.0)	(139.8)	(137.0)	(139.8)	–	–
Fair value reserve	12	98.3	65.5	98.3	65.5	–	–
Other reserve	12	0.2	–	0.2	–	–	–
Accumulated profit		7,430.3	6,510.5	7,430.3	6,510.5	–	–
SHAREHOLDERS' FUND		7,544.5	6,588.9	7,544.5	6,588.9	–	–
NON-CONTROLLING INTERESTS		86.1	75.3	86.1	75.3	–	–
TOTAL EQUITY		7,630.6	6,664.2	7,630.6	6,664.2	–	–
LIABILITIES							
Insurance payables	13	4,124.1	3,670.8	33.3	38.8	4,090.8	3,632.0
Other creditors and interfund balances	14	4,334.7	2,653.8	456.1	202.0	3,878.6	2,451.8
Unexpired risk reserve	16	129.3	124.9	129.3	124.9	–	–
Derivative financial liabilities	23	379.9	737.5	13.9	4.6	366.0	732.9
Income tax payable		534.7	446.4	247.9	177.7	286.8	268.7
Provision for agents' retirement benefits	7	276.0	263.3	–	–	276.0	263.3
Deferred tax	9	1,375.0	1,058.3	64.2	55.4	1,310.8	1,002.9
Debt issued	15	399.7	399.6	399.7	399.6	–	–
General insurance fund	17	233.7	223.2	233.7	223.2	–	–
Life assurance fund	18	65,143.9	54,881.1	–	–	65,143.9	54,881.1
TOTAL EQUITY AND LIABILITIES		84,561.6	71,123.1	9,208.7	7,890.4	75,352.9	63,232.7
ASSETS							
Cash and cash equivalents		5,364.8	3,526.6	1,166.5	759.4	4,198.3	2,767.2
Other debtors and interfund balances	19	3,800.7	2,691.0	2,444.8	1,488.5	1,355.9	1,202.5
Insurance receivables	20	2,701.1	2,604.5	207.6	201.1	2,493.5	2,403.4
Loans	22	1,359.1	1,609.0	34.2	45.2	1,324.9	1,563.8
Derivative financial assets	23	238.9	84.9	1.1	6.5	237.8	78.4
Investments	24	68,918.9	58,383.3	5,309.4	5,337.1	63,609.5	53,046.2
Assets held for sale	25	3.9	–	3.9	–	–	–
Associates	26	2.2	47.4	–	6.3	2.2	41.1
Intangible assets	29	27.6	32.0	27.1	31.5	0.5	0.5
Investment properties	30	1,553.0	1,539.0	–	–	1,553.0	1,539.0
Property, plant and equipment	31	591.4	605.4	14.1	14.8	577.3	590.6
TOTAL ASSETS		84,561.6	71,123.1	9,208.7	7,890.4	75,352.9	63,232.7

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

BALANCE SHEET – COMPANY

as at 31 December

in Singapore Dollars (millions)	Note	Company	
		2017	2016
Share capital	11	152.7	152.7
Reserves			
Merger reserve	12	419.2	419.2
Accumulated profit		2,816.2	2,662.5
TOTAL EQUITY		3,388.1	3,234.4
LIABILITIES			
Other creditors	14	8.2	7.8
Income tax		0.1	0.1
TOTAL EQUITY AND LIABILITIES		3,396.4	3,242.3
ASSETS			
Cash and cash equivalents		20.6	20.8
Other debtors	19	0.1	0.1
Amounts due from subsidiaries	21	2,681.5	2,534.9
Subsidiaries	27	693.9	686.1
Property, plant and equipment		0.3	0.4
TOTAL ASSETS		3,396.4	3,242.3

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY – GROUP

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	Attributable to shareholders of the Company					Total	Non-Controlling Interests	Total Equity
		Share Capital	Currency Translation Reserve	Fair Value Reserve	Other Reserve	Accumulated Profit ⁽¹⁾			
Balance at 1 January 2017		152.7	(139.8)	65.5	–	6,510.5	6,588.9	75.3	6,664.2
Profit for the year		–	–	–	–	1,156.5	1,156.5	10.9	1,167.4
Other comprehensive income									
Exchange differences arising on translation of overseas entities		–	5.2	–	–	–	5.2	0.1	5.3
Share of other comprehensive income of associates		–	(0.5)	–	–	–	(0.5)	–	(0.5)
Available-for-sale financial assets:									
Changes in fair value		–	–	338.2	–	–	338.2	4.7	342.9
Reclassification of realised gain on disposal of investments to Profit and Loss Statement	5	–	–	(298.2)	–	–	(298.2)	–	(298.2)
Tax on changes in fair value	9	–	–	(7.2)	–	–	(7.2)	(0.2)	(7.4)
Other comprehensive income for the year, after tax		–	4.7	32.8	–	–	37.5	4.6	42.1
Total comprehensive income for the year		–	4.7	32.8	–	1,156.5	1,194.0	15.5	1,209.5
Distributions to shareholders									
Dividends paid during the year:									
Final one-tier tax exempt dividend for the previous year	39	–	–	–	–	(189.3)	(189.3)	–	(189.3)
Interim one-tier tax exempt dividend	39	–	–	–	–	(47.4)	(47.4)	–	(47.4)
Dividends paid to non-controlling interests		–	–	–	–	–	–	(7.5)	(7.5)
Total distributions to shareholders		–	–	–	–	(236.7)	(236.7)	(7.5)	(244.2)
Changes in ownership interests in subsidiaries									
Disposal of subsidiaries	27	–	(1.9)	–	–	–	(1.9)	(0.6)	(2.5)
Transaction with non-controlling interests without a change in control		–	–	–	0.2	–	0.2	3.4	3.6
Total changes in ownership interests in subsidiaries		–	(1.9)	–	0.2	–	(1.7)	2.8	1.1
Total transactions with shareholders in their capacity as shareholders		–	(1.9)	–	0.2	(236.7)	(238.4)	(4.7)	(243.1)
Balance at 31 December 2017		152.7	(137.0)	98.3	0.2	7,430.3	7,544.5	86.1	7,630.6

⁽¹⁾ Included in Accumulated Profit are non-distributable reserves of \$2,198.6 million (31 December 2016: \$1,309.2 million), which arises from regulatory risk charges in Singapore and Malaysia. Refer to Notes 12 and 36 for more details.

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY – GROUP

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	Attributable to shareholders of the Company					Total	Non-Controlling Interests	Total Equity
		Share Capital	Currency Translation Reserve	Fair Value Reserve	Other Reserve	Accumulated Profit ⁽¹⁾			
Balance at 1 January 2016		152.7	(170.8)	67.0	–	6,181.5	6,230.4	66.6	6,297.0
Profit for the year		–	–	–	–	589.3	589.3	9.5	598.8
<u>Other comprehensive income</u>									
Exchange differences arising on translation of overseas entities		–	9.6	–	–	–	9.6	–	9.6
Share of other comprehensive income of associates		–	0.5	–	–	–	0.5	–	0.5
Available-for-sale financial assets:									
Changes in fair value		–	–	65.3	–	–	65.3	(0.8)	64.5
Reclassification of realised gain on disposal of investments to Profit and Loss Statement	5	–	–	(65.0)	–	–	(65.0)	–	(65.0)
Tax on changes in fair value	9	–	–	(0.3)	–	–	(0.3)	–	(0.3)
Other comprehensive income for the year, after tax		–	10.1	–	–	–	10.1	(0.8)	9.3
Total comprehensive income for the year		–	10.1	–	–	589.3	599.4	8.7	608.1
<u>Distributions to shareholders</u>									
Dividends paid during the year:									
Final and special one-tier tax exempt dividends for the previous year	39	–	–	–	–	(213.0)	(213.0)	–	(213.0)
Interim one-tier tax exempt dividend	39	–	–	–	–	(47.3)	(47.3)	–	(47.3)
Total distributions to shareholders		–	–	–	–	(260.3)	(260.3)	–	(260.3)
<u>Changes in ownership interests in subsidiaries</u>									
Disposal of subsidiary	27	–	20.9	(1.5)	–	–	19.4	–	19.4
Total changes in ownership interests in subsidiaries		–	20.9	(1.5)	–	–	19.4	–	19.4
Total transactions with shareholders in their capacity as shareholders		–	20.9	(1.5)	–	(260.3)	(240.9)	–	(240.9)
Balance at 31 December 2016		152.7	(139.8)	65.5	–	6,510.5	6,588.9	75.3	6,664.2

⁽¹⁾ Included in Accumulated Profit are non-distributable reserves of \$2,198.6 million (31 December 2016: \$1,309.2 million), which arises from regulatory risk charges in Singapore and Malaysia. Refer to Notes 12 and 36 for more details.

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY – COMPANY

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	Share Capital	Merger Reserve	Accumulated Profit	Total Equity
Balance at 1 January 2017		152.7	419.2	2,662.5	3,234.4
Profit for the year		–	–	390.4	390.4
Total comprehensive income for the year		–	–	390.4	390.4
<u>Distributions to shareholders</u>					
Dividends paid during the year:					
Final one-tier tax exempt dividend for the previous year	39	–	–	(189.3)	(189.3)
Interim one-tier tax exempt dividend	39	–	–	(47.4)	(47.4)
Total distributions to shareholders		–	–	(236.7)	(236.7)
Total transactions with shareholders in their capacity as shareholders		–	–	(236.7)	(236.7)
Balance at 31 December 2017		152.7	419.2	2,816.2	3,388.1
Balance at 1 January 2016		152.7	419.2	2,264.2	2,836.1
Profit for the year		–	–	658.6	658.6
Total comprehensive income for the year		–	–	658.6	658.6
<u>Distributions to shareholders</u>					
Dividends paid during the year:					
Final and special one-tier tax exempt dividends for the previous year	39	–	–	(213.0)	(213.0)
Interim one-tier tax exempt dividend	39	–	–	(47.3)	(47.3)
Total distributions to shareholders		–	–	(260.3)	(260.3)
Total transactions with shareholders in their capacity as shareholders		–	–	(260.3)	(260.3)
Balance at 31 December 2016		152.7	419.2	2,662.5	3,234.4

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before income tax		1,305.9	700.3
Life assurance profit/(loss) before income tax		587.6	(464.4)
General insurance profit before income tax		28.9	33.0
<i>Adjustments for non-cash items:</i>			
Surplus transferred from life assurance fund but not yet withdrawn		(876.2)	(499.0)
Surplus transferred from general insurance fund but not yet withdrawn		(23.7)	(25.7)
Share of loss of associates		0.5	8.6
Gain on sale of investments and changes in fair value		(3,187.1)	(356.1)
(Gain)/loss on disposal of subsidiaries	27	(1.0)	18.7
Loss on disposal of interest in associate		9.4	–
Increase in provision for impairment of assets	8	251.9	250.8
Increase in provision for agents' retirement benefits	7	37.9	31.4
Gain on disposal of property, plant and equipment	8	–	(0.1)
Depreciation	31	70.7	56.2
Unrealised loss/(gain) on exchange differences		1,163.8	(70.4)
Change in life assurance contract liabilities	18	8,880.9	5,771.4
Change in general insurance contract liabilities	17	(6.1)	(3.6)
Change in unexpired risk reserve	16	8.1	0.4
Amortisation of capitalised transaction fees		0.1	0.1
Dividend income	4	(563.3)	(549.0)
Interest income	4	(1,802.9)	(1,733.5)
Interest expense		18.3	18.3
Interest expense on policy benefits	8	152.1	146.5
Share-based payments	8	4.7	3.4
		6,060.5	3,337.3
<i>Changes in working capital:</i>			
Insurance receivables		(86.7)	(30.1)
Other debtors and interfund balances		(1,047.9)	(81.1)
Insurance payables		453.3	279.4
Other creditors and interfund balances		1,689.8	101.8
Cash generated from operations		7,069.0	3,607.3
Income tax paid		(313.8)	(314.8)
Interest paid on policy benefits		(152.1)	(146.5)
Agents' retirement benefits paid	7	(32.9)	(12.0)
Net cash flows from operating activities		6,570.2	3,134.0

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	2017	2016
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from maturities and sale of investments		43,431.1	25,892.8
Purchase of investments		(50,688.1)	(30,524.6)
Proceeds from disposal of interests in associate		32.1	–
Net cash inflow from disposal of subsidiaries	27	14.9	23.6
Proceeds from sale of property, plant and equipment		1.3	8.6
Purchase of property, plant and equipment and investment properties	30, 31	(58.9)	(54.4)
Interest income received		1,763.7	1,688.1
Interest expense paid		(18.1)	(18.6)
Dividends received		553.5	550.7
Net cash flows used in investing activities		(4,968.5)	(2,433.8)
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid	39	(236.7)	(260.3)
Dividends paid to non-controlling interests		(7.5)	–
Changes in non-controlling interests		3.4	–
Net cash flows used in financing activities		(240.8)	(260.3)
Net effect of currency translation reserve adjustment		477.3	(404.4)
Net increase in cash and cash equivalents		1,838.2	35.5
Cash and cash equivalents at the beginning of the year		3,526.6	3,491.1
Cash and cash equivalents at the end of the year		5,364.8	3,526.6
Cash and cash equivalents comprise:			
Cash and bank balances		1,168.1	891.1
Cash on deposit		3,986.2	2,509.5
Short term instruments		210.5	126.0
		5,364.8	3,526.6

Included in the cash and cash equivalents are bank deposits amounting to \$1.8 million (31 December 2016: \$0.9 million) which are lodged with the regulator as statutory deposits, which are not available for use by the Group.

The changes in liabilities arising from financing activities for the periods ended 31 December 2017 and 2016 were not material.

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

LIFE ASSURANCE REVENUE STATEMENT

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	Group	
		2017	2016
Income			
Gross premiums		12,303.3	9,301.6
/ess: Premiums ceded to reinsurers		186.0	234.3
Net premiums		12,117.3	9,067.3
Commissions received from reinsurers		31.9	20.9
Investment income, net	4	2,054.3	1,974.9
Rental income, net		56.4	57.3
Loss on disposal of interest in associate		(8.1)	–
Gain on sale of investments and changes in fair value	5	2,851.5	300.7
(Loss)/gain on exchange differences		(634.0)	239.7
		16,469.3	11,660.8
/ess: Expenses			
Gross claims, surrenders and annuities		5,468.4	4,917.6
Claims, surrenders and annuities recovered from reinsurers		(129.1)	(96.7)
Commissions and agency expenses		893.0	832.0
Increase in provision for impairment of assets	8	235.2	234.0
Management expenses		428.7	375.0
Agents' retirement benefits	7	37.9	31.4
Depreciation	31	66.2	53.1
Change in life assurance fund contract liabilities	18	8,880.9	5,771.4
		15,881.2	12,117.8
Life assurance profit/(loss) before share of loss of associates		588.1	(457.0)
Share of loss after income tax of associates		(0.5)	(7.4)
Life assurance profit/(loss) before income tax		587.6	(464.4)
Income tax	9	(484.6)	(150.9)
Life assurance profit/(loss) after income tax	18	103.0	(615.3)
Retained in life assurance fund		(773.2)	(1,114.3)
Transferred to Profit and Loss Statement	18	876.2	499.0
		103.0	(615.3)

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

GENERAL INSURANCE REVENUE STATEMENT

for the financial year ended 31 December

in Singapore Dollars (millions)	Note	Group	
		2017	2016
Income			
Gross premiums		256.2	254.1
<i>less:</i>			
Premiums ceded to reinsurers		94.2	98.3
Increase in unexpired risk reserve during the year	16	8.1	0.4
Net premiums		153.9	155.4
Commissions received from reinsurers		23.6	25.2
Investment income, net	4	13.7	14.1
Gain on sale of investments and changes in fair value	5	6.0	1.3
(Loss)/gain on exchange differences		(2.4)	0.4
Total income		194.8	196.4
<i>less: Expenses</i>			
Gross claims and changes in loss reserve		136.9	141.5
Claims and changes in loss reserve ceded to reinsurers		(65.5)	(68.2)
Commissions and agency expenses		44.7	44.4
Increase in provision for impairment of assets		0.9	0.5
Management expenses		46.5	43.4
Depreciation		2.4	1.8
Total expenses		165.9	163.4
General insurance profit before income tax		28.9	33.0
Income tax		(6.1)	(7.4)
General insurance profit after income tax	17	22.8	25.6
Retained in general insurance fund		(0.9)	(0.1)
Transferred to Profit and Loss Statement	17	23.7	25.7
		22.8	25.6

The accompanying significant accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1 GENERAL

Great Eastern Holdings Limited (the “Company” or “GEH”) is a limited liability company which is incorporated and domiciled in the Republic of Singapore. The notes refer to the Company and the Group unless otherwise stated. The registered office and principal place of business of the Company is located at 1 Pickering Street, #16-01, Great Eastern Centre, Singapore 048659.

The principal activity of the Company is that of an investment holding company. The principal activities of the significant subsidiaries within the Group are stated in Note 3. There have been no significant changes in the nature of these activities during the financial year.

The Company’s immediate and ultimate holding company is Oversea-Chinese Banking Corporation Limited (“OCBC Bank”), which prepares financial statements for public use.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of Preparation

The consolidated financial statements have been prepared in accordance with the Singapore Financial Reporting Standard [“FRS”] and Interpretation of FRS [“INT FRS”] as required by the Companies Act, Chapter 50. The basis for preparation of the financial statements is fund accounting and the insurance fund profit that is transferred to the Group Profit and Loss Statements is determined in accordance with the Insurance Regulations of the respective jurisdictions in which the insurance subsidiaries operate. The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The accounting policies have been consistently applied by the Company and the Group and are consistent with those used in the previous financial year, except as disclosed below.

The financial statements are presented in Singapore Dollars (SGD or \$) and all values are rounded to the nearest \$0.1 million except as otherwise stated.

Convergence with International Financial Reporting Standards

The Accounting Standards Council announced on 29 May 2014 that Singapore incorporated companies listed on the Singapore Exchange will apply a new financial reporting framework identical to the International Financial Reporting Standards. The new framework, Singapore Financial Reporting Standards (International) (“SFRS(I)”) was issued on 29 December 2017. The Group will adopt the new financial reporting framework on 1 January 2018.

Arising from the adoption of SFRS(I) on 1 January 2018, the Group will be changing its basis for preparation of the financial statements to an enterprise wide basis for comparability to industry practices. The Group’s profit from insurance fund will no longer be determined in accordance with the Insurance Regulations of the respective insurance subsidiaries, and instead align with SFRS(I). The change in accounting policy will be applied retrospectively.

The Group has performed an assessment of the impact of adopting the new financial reporting framework. Other than the estimated impact arising from the adoption of SFRS(I) and the change in profit recognition policy described below, the Group expects that the adoption of SFRS(I) will have no material impact on the financial statements in the year of initial application.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of Preparation (continued)

Application of SFRS(I) 1

When the Group adopts SFRS(I) in 2018, the Group will apply SFRS(I) 1 with 1 January 2017 as the date of transition for the Group and the Company. The Group is required to retrospectively apply all SFRS(I) effective at 1 January 2018, subject to the mandatory exemptions and optional exemptions under SFRS(I) 1. The Group plans to elect relevant optional exemptions and the resulting significant adjustments to the Group's financial statements prepared under SFRS(I) are as follows:

Cumulative translation

The Group expects to elect the option to deem cumulative translation differences for foreign operations to be zero, and accordingly, reclassify the foreign currency translation reserve to the opening retained earnings as at the date of transition to SFRS(I) on 1 January 2017. The gain or loss recognised on disposal of the foreign operations after 1 January 2017 will exclude cumulative translation differences that arose before 1 January 2017.

2.2 Changes in Accounting Policies

2.2.1 The Group and the Company have applied the following FRS with effect from 1 January 2017:

FRS	Title	Effective date (Annual periods beginning on or after)
FRS 7	Amendments to FRS 7 – Disclosure Initiative	1 January 2017
FRS 12	Amendments to FRS 12 – Recognition of Deferred Tax Assets for Unrealised Losses	1 January 2017
Various	Improvements to FRSs (December 2016)	1 January 2017

The adoption of these standards did not have any significant effect on the financial performance or position of the Group and the Company.

2.2.2 FRS not yet effective

In conjunction with the Group's adoption of SFRS(I) in 2018, the Group will apply SFRS(I)s effective on 1 January 2018. The Group and the Company have not applied the following SFRS(I) that have been issued but which are not yet effective:

SFRS(I)	Title	Effective date (Annual periods beginning on or after)
SFRS(I) 9	Financial Instruments	1 January 2018
SFRS(I) 15	Revenue from Contracts with Customers	1 January 2018
SFRS(I) INT 22	Foreign Currency Transactions and Advance Consideration	1 January 2018
SFRS(I) 1-17	Leases	1 January 2019
SFRS(I) INT 23	Uncertainty over Income Tax Treatments	1 January 2019
SFRS(I) 1-28	Amendments to SFRS(I) 1-28 – Long-term Interests in Associates and Joint Ventures	1 January 2019
SFRS(I) 9	Amendments to SFRS(I) 9 – Prepayment Features with Negative Compensation	1 January 2019
SFRS(I) 10, SFRS(I) 1-28	Amendments to SFRS(I) 10 and SFRS(I) 1-28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Changes in Accounting Policies (continued)

2.2.2 FRS not yet effective (continued)

SFRS(I) 9 Financial Instruments

SFRS(I) 9 introduces new requirements for classification and measurement of financial instruments, impairment of financial instruments and hedge accounting, and is effective for annual periods beginning on or after 1 January 2018. Financial instruments are classified according to their contractual cash flow characteristics and the business model under which they are held. The impairment requirements in SFRS(I) 9 are based on an expected credit loss model and replace the FRS 39 incurred loss model.

Except for hedge accounting, retrospective application is required but providing comparative information is not compulsory. For hedge accounting, the requirements are generally applied prospectively, with some limited exceptions. The Group plans to adopt the new standard on the required effective date without restating prior periods' information and recognises any difference between the previous carrying amount and the carrying amount at the beginning of the annual reporting period at the date of initial application in the opening retained earnings.

The information below reflects the Group's expectation of the impact arising from adopting SFRS(I) 9 based on currently available information. The impact may change when the transition adjustments are finalised upon adoption of SFRS(I) 9 in 2018.

(a) Classification and measurement

The Group expects to have mixed business models. For its available-for-sale debt securities amounting to approximately \$6.1 billion, based on business model, the Group intends to hold the debt securities to collect contractual cash flows and sell, and accordingly measure them at fair value through other comprehensive income ("FVOCI") when it applies SFRS(I) 9. The Group intends to make an election to measure its currently available-for-sale debt securities amounting to approximately \$32.9 billion at fair value through profit or loss ("FVTPL") as doing so eliminates or significantly reduces measurement or recognition inconsistency that would otherwise arise from measuring assets or liabilities or recognising the gains or losses on them on different bases. Currently, available-for-sale debt securities where cash flows do not represent solely payments of principal and interest amounting to approximately \$0.9 billion will also be reclassified to FVTPL. The Group intends to continue to measure its currently held-for-trading debt securities of \$1.6 billion and FVTPL debt securities of \$1.2 billion at FVTPL.

For equity securities, the Group intends to continue to measure its currently held-for-trading equity securities and FVTPL equity securities of \$2.5 billion at FVTPL. The Group intends to elect to measure its currently available-for-sale equity securities amounting to approximately \$2.2 billion at FVOCI. The Group also intends to measure its currently available-for-sale equity securities amounting to approximately \$12.1 billion at FVTPL. In addition, the Group currently measures unquoted equity securities of \$0.5 billion at cost. Under SFRS(I) 9, the Group will be required to measure these securities at fair value. The difference between current carrying amount and fair value as at 31 December 2017 would be recognised with the corresponding tax impact in the opening retained earnings when the Group applies SFRS(I) 9, and is not expected to be significant.

For collective investment schemes ("CIS"), the Group intends to continue to measure CIS currently measured at FVTPL amounting to \$2.4 billion at FVTPL. The Group intends to measure currently available-for-sale collective investment schemes amounting to \$6.9 billion at FVTPL.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Changes in Accounting Policies (continued)

2.2.2 FRS not yet effective (continued)

(b) Impairment

SFRS(I) 9 requires the Group and the Company to record expected credit loss on its debt securities measured at FVOCI, loans measured at amortised cost and loan commitments, either on a 12-month or lifetime basis. The expected credit loss is not expected to be significant.

(c) Hedge accounting

The Group applies hedge accounting on hedges for net investments in foreign operations and does not expect any significant impact to arise from the adoption of SFRS(I) 9.

The net impact to opening retained earnings from the adoption of SFRS(I) 9 is approximately \$0.1 billion.

Other than the effects of the matter as described above and the adoption of the new standards that are effective on 1 January 2018, the Group expects that there will be no other material impact on the financial statements in the year of initial application.

2.3 Basis of Consolidation and Business Combinations

2.3.1 Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances. A list of the Company's significant subsidiaries is shown in Note 3.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated. Balances, income and expenses between Shareholders', Life and General Insurance Funds are not eliminated as the Group prepares its financial statements on a fund accounting basis.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- De-recognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- De-recognises the carrying amount of any non-controlling interest;
- De-recognises the cumulative translation differences recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained;
- Recognises any surplus or deficit in profit or loss;
- Re-classifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Basis of Consolidation and Business Combinations (continued)

2.3.2 Business Combinations

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognised in profit or loss.

The Group elects for each individual business combination, whether a non-controlling interest in the acquiree (if any), that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation, is recognised on the acquisition date at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by another FRS.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. The accounting policy for goodwill is set out in Note 2.24. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

2.4 Subsidiaries

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses, if any.

2.5 Joint Arrangements

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

To the extent the joint arrangement provides the Group with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation. To the extent the joint arrangement provides the Group with rights to the net assets of the arrangement, the arrangement is a joint venture.

The Group recognises its interests in a joint venture as an investment and accounts for the investment using the equity method. The accounting policy for investment in a joint venture is set out in Note 2.6.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.6 Associates and Joint Ventures

Associates are entities over which the Group has the power to participate in the financial and operating policy decisions of the investee but does not have control or joint control of those policies.

The Group accounts for its investment in associates and joint ventures using the equity method from the date on which it becomes an associate or joint venture.

On acquisition of the investment, an excess of the cost of the investment over the Group's share of the net fair value of the investee's identifiable assets and liabilities is accounted as goodwill and is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment is included as income in the determination of the entity's share of the associate or joint venture's profit or loss in the period in which the investment is acquired.

Under the equity method, investments in associates or joint ventures are carried in the balance sheet at cost plus post-acquisition changes in the Group's share of net assets of the associates or joint ventures. The profit or loss reflects the share of results of operations of the associates or joint ventures. Distributions received from joint ventures or associates reduce the carrying amount of the investment. Where there has been a change recognised in other comprehensive income by the associates or joint ventures, the Group recognises its share of such changes in other comprehensive income. Unrealised gains and losses resulting from transactions between the Group and the associates or joint ventures are eliminated to the extent of the interest in the associates or joint ventures.

When the Group's share of losses in an associate or joint venture equals or exceeds its interest in the associate or joint venture, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate or joint venture.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in its associates or joint ventures. The Group determines at the end of each reporting period whether there is any objective evidence that the investment in an associate or joint venture is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and the respective carrying value and recognises the amount in the profit or loss.

The financial statements of the associates and joint ventures are prepared as of the same reporting date as the Company. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures the retained investment at fair value. Any difference between the fair value of the aggregate of the retained interest and proceeds from disposal and the carrying amount of the investment at the date the equity method was discontinued is recognised in profit or loss.

If the Group's ownership interest in an associate or a joint venture is reduced, but the Group continues to apply the equity method, the Group reclassifies to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.7 Transactions with Non-Controlling Interests

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to shareholders of the Company, and is presented separately in the Consolidated Profit and Loss Statement, Consolidated Statement of Comprehensive Income and within equity in the Consolidated Balance Sheet, separately from Shareholders' Equity. An exception to this occurs when non-controlling interests arise through minority unit holders' interest in consolidated investment funds, when they are recognised as a liability, reflecting the net assets of the consolidated entity. These interests qualify as a financial liability as they give the holder the right to put the instrument back to the issuer for cash. Changes in these liabilities are recognised in the Consolidated Profit and Loss Statement or Revenue Statement as expenses.

Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to shareholders of the Company.

2.8 Foreign Currency Conversion and Translation

2.8.1 Functional and Presentation Currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The Group's consolidated financial statements are presented in Singapore Dollars, which is also the Company's functional and presentation currency.

2.8.2 Transactions and Balances

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the reporting period. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in the Profit and Loss Statement or Revenue Statements except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation. Exchange differences on non-monetary items such as equity investments classified as available-for-sale financial assets are included in the fair value reserve in equity.

2.8.3 Consolidated Financial Statements

For consolidation purposes, the assets and liabilities of foreign operations are translated into Singapore Dollars at the rate of exchange ruling at the end of the reporting period. The Profit and Loss Statement and Revenue Statements are translated at the exchange rates prevailing at the dates of the transactions. The exchange differences arising from the translation are recognised in the Statement of Comprehensive Income, Life Assurance Fund or General Insurance Fund as foreign currency translation reserve.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.8 Foreign Currency Conversion and Translation (continued)

2.8.3 Consolidated Financial Statements (continued)

On disposal of a foreign operation, the cumulative amount of exchange differences recognised in other comprehensive income relating to that particular foreign operation is recognised in the Profit and Loss Statement or Revenue Statements as gain or loss on disposal of the operation.

In the case of a partial disposal without loss of control of a subsidiary that includes a foreign operation, the proportionate share of the cumulative amount of the exchange differences is re-attributed to non-controlling interest and is not recognised in profit and loss. For partial disposals of associates or jointly controlled entities that are foreign operations, the proportionate share of the accumulated exchange differences is reclassified to the Profit and Loss Statement or Revenue Statements.

2.9 Insurance Contracts

2.9.1 Product Classification

Insurance contracts are those contracts where the Group (the insurer) has accepted significant insurance risk from the policyholders by agreeing to compensate the policyholders if a specified uncertain future event (the insured event) adversely affects the policyholders. As a general guideline, the Group determines whether it has significant insurance risk, by comparing benefits paid with benefits payable if the insured event did not occur. Insurance contracts can also transfer financial risk.

Investment contracts are contracts that transfer significant financial risk. Financial risk is the risk of a possible future change in one or more of a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of price or rates, credit rating or credit index or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract.

Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its lifetime, even if the insurance risk reduces significantly during this period, unless all rights and obligations are extinguished or expired. Investment contracts can however be reclassified as insurance contracts after inception if insurance risk becomes significant.

Insurance and investment contracts are further classified as being either with or without discretionary participating features ("DPF"). DPF is a contractual right to receive, as a supplement to guaranteed benefits, additional benefits that are:

- Likely to be a significant portion of the total contractual benefits;
- Whose amount or timing is contractually at the discretion of the issuer; and contractually based on the:
 - Performance of a specified pool of contracts or a specified type of contract,
 - Realised and/or unrealised investment returns on a specified pool of assets held by the issuer, or
 - The profit or loss of the company, fund or other entity that issues the contract.

For financial options and guarantees which are not closely related to the host insurance contract and/or investment contract with DPF, bifurcation is required to measure these embedded derivatives separately at fair value through the Revenue Statement. However, bifurcation is not required if the embedded derivative is itself an insurance contract and/or investment contract with DPF, or if the host insurance contract and/or investment contract itself is measured at fair value through the Revenue Statement.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.9 Insurance Contracts (continued)

2.9.1 Product Classification (continued)

For the purpose of FRS 104, the Group adopts maximum policy benefits as the proxy for insurance risk and cash surrender value as the proxy for realisable value of the insurance contract on surrender. The Group defines insurance risk to be significant when the ratio of the insurance risk over the deposit component is not less than 105% of the deposit component at inception of the insurance contract. Based on this definition, all policy contracts issued by insurance subsidiaries within the Group are considered insurance contracts as at the balance sheet date.

The insurance subsidiaries within the Group write insurance contracts in accordance with the local Insurance Regulations prevailing in the jurisdictions in which the insurance subsidiaries operate.

2.9.2 Types of Insurance Contracts

Insurance contract liabilities are classified into principal components as follows:

- (a) Life Assurance Fund contract liabilities; comprising
 - Participating Fund contract liabilities;
 - Non-Participating Fund contract liabilities; and
 - Investment Linked Fund contract liabilities.
- (b) General Insurance Fund contract liabilities.
- (c) Reinsurance contracts.

2.9.3 Deferred Acquisition Costs

The Group does not defer acquisition costs relating to its insurance contracts.

2.9.4 Life Assurance Contract Liabilities

Insurance contracts are recognised and measured in accordance with the terms and conditions of the respective contracts and are based on guidelines laid down by the respective insurance regulations. Premiums, claims and benefit payments, acquisition and management expenses and valuation of future policy benefit payments or premium reserves as the case may be, are recognised in the Revenue Statements of the respective insurance funds.

Life assurance liabilities are recognised when contracts are entered into and premiums are charged. These liabilities are measured by using the gross premium valuation method. The liability is determined as the sum of the present value of future guaranteed and, where relevant, appropriate level of non-guaranteed benefits, less the present value of future gross considerations arising from the policy discounted at the appropriate discount rate. The liability is based on best estimate assumptions and with due regard to significant recent experience. An appropriate risk margin allowance for adverse deviation from expected experience is made in the valuation of non-participating life policies, the guaranteed benefit liabilities of participating life policies and liabilities of non-unit investment-linked policies.

The liability in respect of participating insurance contract is based on the higher of the guaranteed benefit liabilities or the total benefit liabilities at the contract level derived as stated above. Refer to Table 2.9 for details.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.9 Insurance Contracts (continued)

2.9.4 Life Assurance Contract Liabilities (continued)

In the case of life policies where part of, or all the premiums are accumulated in a fund, the accumulated amounts, as declared to policyholders are shown as liabilities if the accumulated amounts are higher than the amounts as calculated using the gross premium valuation method.

In the case of short-term life policies covering contingencies other than death or survival, the liability for such life insurance contracts comprises the provision for unearned premiums and unexpired risks, together with provision for claims outstanding, including an estimate of the incurred claims that have not yet been reported to the Group.

Adjustments to liabilities at each reporting date are recorded in the respective Revenue Statements. Profits originating from margins for adverse deviations on run-off contracts are recognised in the Revenue Statements over the lives of the contracts, whereas losses are fully recognised in the Revenue Statements during the first year of run-off.

The liability is extinguished when the contract expires, is discharged or is cancelled.

The Group issues a variety of short and long duration insurance contracts which transfer risks from the policyholders to the Group to protect policyholders from the consequences of insured events such as death, disability, illness, accident, including survival. These contracts may transfer both insurance and investment risk or insurance risk alone, from the policyholders to the Group.

For non-participating policy contracts, both insurance and investment risks are transferred from policyholders to the Group. For non-participating policy contracts other than medical insurance policy contracts, the payout to policyholders upon the occurrence of the insured event is pre-determined and the transfer of risk is absolute. For medical insurance policy contracts, the payout is dependent on the actual medical costs incurred upon the occurrence of the insured event.

Contracts which transfer insurance risk alone from policyholders to the Group are commonly known as investment linked policies. As part of the pricing for these contracts, the insurance subsidiaries within the Group include certain charges and fees to cover for expenses and insured risk. The net investment returns derived from the variety of investment funds as selected by the policyholders accrue directly to the policyholders.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.9 Insurance Contracts (continued)

2.9.4 Life Assurance Contract Liabilities (continued)

A significant portion of insurance contracts issued by subsidiaries within the Group contain discretionary participating features. These contracts are classified as participating policies. In addition to guaranteed benefits payable upon insured events associated with human life such as death or disability, the contracts entitle the policyholder to receive benefits, which could vary according to investment performance of the fund. The Group does not recognise the guaranteed components separately from the discretionary participating features.

The valuation of insurance contract liabilities is determined according to:

- (a) Singapore Insurance Act (Chapter 142), Insurance (Valuation and Capital) Regulations 2004 for insurance funds regulated in Singapore ("MAS Regulations"); and
- (b) Risk-Based Capital Framework for Insurers for insurance funds regulated in Malaysia.

Each insurance subsidiary within the Group is required by the Insurance Regulations and accounting standards to carry out a liability adequacy test using current estimates of future cash flows relating to its insurance contracts; the process is referred to as the gross premium valuation or bonus reserve valuation, depending on the jurisdiction in which the insurance subsidiary operates.

The liability adequacy test is applied to both the guaranteed benefits and the discretionary participating features; the assumptions are based on best estimates, the basis adopted is prescribed by the Insurance Regulations of the respective jurisdiction in which the insurance subsidiary operates. The Group performs liability adequacy tests on its actuarial reserves to ensure that the carrying amount of provisions is sufficient to cover estimated future cash flows. When performing the liability adequacy test, the Group discounts all contractual cash flows and compares this amount against the carrying value of the liability. Any deficiency is charged to the Revenue Statement.

The Group issues investment linked contracts as an insurance contract which insure human life events such as death or survival over a long duration; coupled with an embedded derivative linking death benefit payments on the contract to the value of a pool of investments within the investment linked fund set up by the insurance subsidiary. As an embedded derivative meets the definition of an insurance contract it need not be separately accounted for from the host insurance contract. The liability valuation for such contracts is adjusted for changes in the fair value of the underlying assets at frequencies in accordance with the terms and conditions of the insurance contracts.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.9 Insurance Contracts (continued)

2.9.4 Life Assurance Contract Liabilities (continued)

TABLE 2.9 below provides the key underlying assumptions used for valuation of life insurance contract liabilities.

	SINGAPORE	MALAYSIA
Valuation Method	<p>Gross Premium Valuation</p> <p>For Participating Fund, the method that produces the higher reserves of:</p> <ul style="list-style-type: none"> (i) Total assets backing policy benefits; (ii) Guaranteed and non-guaranteed cashflows discounted at the appropriate rate of return reflecting the strategic asset allocation; and (iii) Guaranteed cashflows discounted using the interest rate outlined under (i) below. 	<p>Gross Premium Valuation</p> <p>For Participating Fund, the method that produces the higher reserves of:</p> <ul style="list-style-type: none"> (i) Guaranteed and non-guaranteed cashflows discounted at the appropriate rate of return reflecting the strategic asset allocation; and (ii) Guaranteed cashflows discounted using Malaysia Government Securities zero coupon spot yields (as outlined below).
Interest Rate	<ul style="list-style-type: none"> (i) Singapore Government Securities zero coupon spot yields for cash flows up to year 15, an interpolation of the 15-year Singapore Government Securities zero coupon spot yield and the Long Term Risk Free Discount Rate (LTRFDR) for cash flows between 15 to 20 years, and the LTRFDR for cash flows year 20 and after. (ii) For Universal Life policies denominated in US dollar: <ul style="list-style-type: none"> a. Observable market yields of US Treasury Yield Curve Rates for cash flows up to year 30; b. Ultimate forward rate (UFR) of 3.5% applicable for cash flows beyond 60 years; and c. Extrapolated yields in between. <p><i>Data source: MAS website and Bloomberg</i></p>	<p>Malaysia Government Securities yields determined based on the following:</p> <ul style="list-style-type: none"> (i) For cashflows with duration less than 15 years, Malaysia Government Securities zero coupon spot yields of matching duration. (ii) For cashflows with duration 15 years or more, Malaysia Government Securities zero coupon spot yields of 15 years to maturity. <p><i>Data source: Bond Pricing Agency Malaysia</i></p>
Mortality, Disability, Dread disease, Expenses, Lapse and surrenders	<p>Participating Fund:</p> <ul style="list-style-type: none"> (i) Best estimates for Gross Premium Valuation method (ii); (ii) Best estimates plus provision for adverse deviation (PAD) for Gross Premium Valuation method (iii). <p>Non-Participating and Non-Unit reserves of Investment Linked Fund:</p> <p>Best estimates plus provision for adverse deviation (PAD).</p> <p><i>Data source: internal experience studies</i></p>	<p>Participating Fund:</p> <ul style="list-style-type: none"> (i) Best estimates for Gross Premium Valuation method (i); (ii) Best estimates plus provision for risk of adverse deviation (PRAD) for Gross Premium Valuation method (ii). <p>Non-Participating and Non-Unit reserves of Investment Linked Fund:</p> <p>Best estimates plus provision for risk of adverse deviation (PRAD).</p> <p><i>Data source: internal experience studies</i></p>

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.9 Insurance Contracts (continued)

2.9.5 General Insurance Fund Contract Liabilities

The Group issues short term property and casualty contracts which protect the policyholder against the risk of loss of property premises due to fire or theft in the form of fire or burglary insurance contracts and/or business interruption contracts; risk of liability to pay compensation to a third party for bodily harm or property damage in the form of public liability insurance contracts. The Group also issues short term medical and personal accident general insurance contracts.

General insurance contract liabilities include liabilities for outstanding claims and unearned premiums.

Outstanding claims provisions are based on the estimated ultimate cost of all claims incurred but not settled at the balance sheet date, whether reported or not, together with related claims handling costs and reduction for the expected value of salvage and other recoveries. Delays can be experienced in the notification and settlement of certain types of claims, therefore, the ultimate cost of these claims cannot be known with certainty at the balance sheet date. The liability is calculated at the reporting date using a range of standard actuarial claim projection techniques based on empirical data and current assumptions that may include a margin for adverse deviation. The liability is not discounted for the time value of money. No provision for equalisation or catastrophe reserves is recognised. The liabilities are derecognised when contracts expire, are discharged or are cancelled.

The provision for unearned premiums represents premiums received for risks that have not yet expired at the reporting date. The provision is recognised when contracts are entered into and premiums are charged. The provision is released over the terms of the contracts and is recognised as premium income.

The valuation of general insurance contract liabilities at balance sheet date is based on best estimates of the ultimate settlement cost of claims plus a provision for adverse deviation. For both Singapore and Malaysia, as required by the local Insurance Regulations, the provision for adverse deviation is set at 75% level of sufficiency. For Singapore, the valuation methods used include the Paid Claim Development method, the Incurred Claim Development method, the Paid Bornhuetter-Ferguson Method, the Incurred Bornhuetter-Ferguson Method and the Expected Loss Ratio Method. For Malaysia, the valuation methods used include the Paid Claim Development Method, the Incurred Claim Development Method, the Paid Bornhuetter-Ferguson Method, the Incurred Bornhuetter-Ferguson Method and the Loss Ratio Method.

2.9.6 Reinsurance Contracts

The Group cedes insurance risk in the normal course of business for all of its businesses. Reinsurance assets represent balances due from reinsurers. These amounts are estimated in a manner consistent with the outstanding claims provision or settled claims associated with the reinsurer's policies and are in accordance with the related reinsurance contract.

Reinsurance assets are reviewed for impairment at each reporting date or more frequently when an indication of impairment arises during the financial period. Impairment occurs when there is objective evidence as a result of an event that occurred after initial recognition of the reinsurance asset that the Group may not receive part or all outstanding amounts due under the terms of the contract. The impairment loss is recorded in the Revenue Statement. Gains or losses on reinsurance are recognised in the Revenue Statement immediately at the date of contract and are not amortised. Ceded reinsurance arrangements do not relieve the Group from its obligations to policyholders.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.9 Insurance Contracts (continued)

2.9.6 Reinsurance Contracts (continued)

The Group also assumes reinsurance risk in the normal course of business for life insurance and non-life insurance contracts where applicable. Premiums and claims on assumed reinsurance are recognised as revenue or expenses in the same manner as they would be if the reinsurance were considered direct business, taking into account the product classification of the reinsured business. Reinsurance liabilities represent balances due to reinsurance companies. Amounts payable are estimated in a manner consistent with the related reinsurance contract. Premiums and claims are presented on a gross basis for both ceded and assumed reinsurance. Reinsurance assets or liabilities are derecognised when the contractual rights are extinguished or expire or when the contract is transferred to another party.

2.10 Profit from Insurance Funds

Profit derived from the insurance funds is categorised as follows:

2.10.1 Life Assurance – Participating Fund

Profits to shareholders from the participating fund are allocated from the surplus or surplus capital, determined from the results of the annual actuarial valuation (such valuation also determines the liabilities relating to all the policyholders' benefits of the participating fund) parameters which are set out in the Insurance Regulations of the respective jurisdiction in which the insurance subsidiaries operate. The provisions in the Articles of Association of the insurance subsidiaries within the Group are applied in conjunction with the prescriptions in the respective Insurance regulations, such that the distribution for any year to policyholders of the participating fund and shareholders approximate 90% and 10% respectively of total distribution from the participating fund. The annual declaration of the quantum of policyholder bonus and correspondingly the profits to shareholders to be distributed out of the participating fund is approved by the Board of Directors of each insurance subsidiary under the advice of the Appointed Actuary of the respective insurance subsidiary, in accordance with the Insurance Regulations and the Articles of Association of the respective insurance subsidiaries.

2.10.2 Life Assurance – Non-Participating Fund

Revenue consists of premiums, investment and interest income; including fair value movements of certain assets as prescribed by the appropriate Insurance Regulations. Expenses include reinsurance costs, acquisition costs, benefit payments and management expenses. Profit or loss from the non-participating fund is determined from the revenue and expenses of the non-participating fund and the results of the annual actuarial valuation of the liabilities in accordance with the requirements of the Insurance Regulations of the respective jurisdictions in which the insurance subsidiaries operate. In addition, profit transfers from the Singapore and Malaysia non-participating funds include the fair value change of asset values measured in accordance with the Insurance Regulations of the respective insurance subsidiaries.

2.10.3 Life Assurance – Investment-Linked Fund

Revenue essentially consists of bid-ask spread and fees for mortality and other insured events, asset management, policy administration and surrender charges. Expenses include reinsurance costs, acquisition costs, benefit payments and management expenses. Profit is derived from revenue net of expenses and provision for the annual actuarial valuation of liabilities in accordance with the requirements of the Insurance Regulations, in respect of the non-unit-linked part of the fund.

2.10.4 General Insurance Fund

Revenue consists of premiums and investment income. Expenses include reinsurance costs, acquisition costs, benefit payments and management expenses. Loss reserves or reserves for claims incurred but not reported are reviewed and provisions made at each reporting date. The sum of premium, expenses and reserves is underwriting performance for the period. Investment and interest income include changes in fair value of assets valued in accordance with the requirements of the appropriate Insurance Regulations. Profit or loss from the General Insurance Fund is derived from the sum of underwriting and investment performance.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Recognition of Income and Expense

2.11.1 Premiums and Commissions

Life Assurance Business

First year premiums of insurance policies are recognised from inception date and subsequent renewal premiums are recognised when due. Single premiums are recognised on the dates on which the policies are effective. Premiums from the investment-linked business, universal life and certain Takaful Non-participating products are recognised as revenue when payment is received.

General Insurance Business

Premiums from the general insurance business are recognised as revenue upon commencement of insurance cover, in the General Insurance Revenue Statement. Premiums pertaining to periods outside of the financial reporting period are adjusted through the movement in unexpired risk reserve. Commission is recognised as an expense when incurred, typically upon the risk underwritten as reflected in the premium recognised.

Premiums ceded out and the corresponding commission income from general insurance contracts are recognised in the General Insurance Revenue Statement upon receipt of acceptance confirmation from the ceding company or in accordance with provisions incorporated in the treaty contracts. Premiums ceded out pertaining to periods outside of the financial reporting period are adjusted through the movement in unexpired risk reserve.

2.11.2 Interest Income

Interest income is recognised using the effective interest method.

2.11.3 Dividend Income

Dividend income is recognised as investment income when the Group's right to receive the payment is established. Dividend income from the Company's subsidiaries is recognised when the dividend is declared payable.

2.11.4 Rental Income

Rental income from operating leases is recognised on a straight-line basis over the lease term. The aggregate cost of incentives provided to lessees is recognised as a reduction of rental income over the lease term on a straight-line basis.

2.11.5 Gain/Loss on Sale of Investments

Gains or losses on sale of investments are derived from the difference between net sales proceeds and the purchase or amortised cost. They are recognised on trade date.

2.11.6 Impairment of Non-Financial Assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment test for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Recognition of Income and Expense (continued)

2.11.6 Impairment of Non-Financial Assets (continued)

Impairment losses of continuing operations are recognised in the Revenue Statements or Profit and Loss Statement.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the Revenue Statements or Profit and Loss Statement. Unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

2.11.7 Impairment of Financial Assets

The Group assesses at each reporting date whether there is any objective evidence that a financial asset is impaired.

(a) Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Group first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in the Profit and Loss Statement or Revenue Statements.

When the asset becomes uncollectible, the carrying amount of the impaired financial asset is reduced directly or if an amount was charged to the allowance account, the amount charged to the allowance account is written off against the carrying value of the financial asset.

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in the Revenue Statements or Profit and Loss Statement.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Recognition of Income and Expense (continued)

2.11.7 Impairment of Financial Assets (continued)

(b) Financial assets carried at cost

If there is objective evidence (such as significant adverse changes in the business environment where the issuer operates, probability of insolvency or significant financial difficulties of the issuer) that an impairment loss on financial assets carried at cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed in subsequent periods.

(c) Available-for-sale financial assets

In the case of equity investments classified as available-for-sale, objective evidence of impairment include (i) significant financial difficulty of the issuer or obligor; (ii) information about significant changes with an adverse effect that have taken place in the technological, market, economic or legal environment in which the issuer operates, which indicates that the cost of the investment in the equity instrument may not be recovered; and (iii) a significant or prolonged decline in the fair value of the investment below its cost. 'Significant' is to be evaluated against the original cost of the investment and 'prolonged' against the period for which the fair value has been below its original cost.

If an available-for-sale financial asset is impaired, an amount comprising the difference between its acquisition cost (net of any principal repayment and amortisation) and its current fair value, less any impairment loss previously recognised in the Revenue Statements or Profit and Loss Statement, is transferred from other comprehensive income and recognised in the Revenue Statements or Profit and Loss Statement. Reversals of impairment losses in respect of equity instruments are not recognised in the Revenue Statements or Profit and Loss Statement; increases in their fair value after impairment are recognised directly in other comprehensive income.

In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as financial assets carried at amortised cost. However, the amount recorded for impairment is the cumulative loss measured as the difference between the amortised cost and the current fair value, less any impairment loss on that investment previously recognised in the Revenue Statements or Profit and Loss Statement.

Future interest income continues to be accrued based on the reduced carrying amount of the asset, using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. If, in a subsequent year, the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in the Revenue Statements or Profit and Loss Statement, the impairment loss is reversed in the Revenue Statements or Profit and Loss Statement.

2.11.8 Fees and Other Income

Fees and other income comprise mainly management and advisory fee income. Management and advisory fee income includes income earned from the provision of administration services, investment management services, surrenders and other contract fees. This fee income is recognised as revenue over the period in which the services are rendered. If the fees are for services to be provided in future periods, then they are deferred and recognised over those periods.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Recognition of Income and Expense (continued)

2.11.9 Employee Benefits

Defined Contribution Plans under Statutory Regulations

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Singapore and Malaysia companies in the Group make contributions respectively to the Central Provident Fund and Employees' Provident Fund, which are defined contribution pension schemes. These contributions are recognised as an expense in the period in which the service is rendered.

Employee Leave Entitlements

An employee's entitlement to annual leave and long-service leave is estimated and accrued according to the Group's Human Resource policy.

Share Options

Senior executives of the Group are granted share options in the OCBC Bank's Share Option Scheme as consideration for services rendered. Options granted are exercisable for up to 10 years. The options may be exercised after the first anniversary of the date of the grant, and generally vest in one-third increments over a 3-year period. The cost of these options are recognised as expense in the Profit and Loss Statement or Revenue Statements of the respective insurance funds based on the fair value of the options at the date of the grant. The expense is recognised over the vesting period of the grant, with a corresponding increase in intercompany balance with the holding company.

The cumulative expense recognised at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of options that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in cumulative expense recognised as at the beginning and end of that period.

No expense is recognised for options that do not ultimately vest, except for options where vesting is conditional upon a market or non-vesting condition, which are treated as vested irrespective of whether or not the market condition or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied. In the case where the option does not vest as a result of a failure to meet a non-vesting condition that is within the control of the Group or the senior executives, it is accounted for as a cancellation. In such case, the amount of the compensation cost that otherwise would be recognised over the remainder of the vesting period is recognised immediately in the Profit and Loss Statement or Revenue Statements upon cancellation.

Deferred Share Plan

In addition to the OCBC Bank's Share Option Scheme, certain employees within the Group are granted OCBC shares under the OCBC Deferred Share Plan ("DSP"). The deferred share awards are granted as part of variable performance bonus. Half of the share awards will vest two years from the grant date and the remaining half will vest at the end of three years from the grant date. The cost of the DSP is recognised in the Profit and Loss Statement or Revenue Statements on the straight-line basis over the vesting period of the DSP.

At each balance sheet date, the cumulative expense is adjusted for the estimated number of shares granted under the DSP that have vested and/or lapsed.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Recognition of Income and Expense (continued)

2.11.10 Leases

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date: whether fulfilment of the arrangement is dependent on the use of a specific asset or assets or the arrangement conveys a right to use the asset, even if that right is not explicitly specified in an arrangement. For arrangements entered into prior to 1 January 2005, the date of inception is deemed to be 1 January 2005 in accordance with the transitional requirements of INT FRS 104.

As Lessor

Leases where the Group retains substantially all the risks and rewards of ownership of the leased item are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term. The accounting policy for rental income is set out in Note 2.11.4.

As Lessee

Operating lease payments are recognised as an expense in the Profit and Loss Statement or Revenue Statements on a straight-line basis over the lease term. The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight-line basis.

2.12 Taxes

2.12.1 Current Income Tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of the reporting period, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

2.12.2 Deferred Tax

Deferred tax is provided, using the liability method, on all temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences. Exceptions include:

- Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.12 Taxes (continued)

2.12.2 Deferred Tax (continued)

Deferred tax assets are recognised for all deductible temporary differences, carry-forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry-forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates expected to apply to taxable income in the year when the asset is realised or the liability is settled, based on tax rates (and applicable tax laws and jurisdictions) that have been enacted or substantively enacted at the balance sheet date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in insurance funds and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, would be recognised subsequently if new information about facts and circumstances changed. The adjustment would either be treated as a reduction to goodwill (as long as it does not exceed goodwill) if it is incurred during the measurement period or in profit or loss.

2.12.3 Sales Tax

Revenues, expenses and assets are recognised net of the amount of sales tax except where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable. Receivables and payables are stated with the amount of sales tax included.

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheet.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.13 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, where it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.14 Unexpired Risk Reserve

Unexpired Risk Reserve (“URR”) represents the portion of the written premiums of general insurance policies, gross of commission payable to intermediaries attributable to periods after the financial period, in the form of unearned premium. The change in the provision for unearned premium is taken to the Revenue Statements in order that revenue is recognised over the period of risk exposure. Further provisions are made for claims anticipated under unexpired insurance contracts which may exceed the unearned premiums and the premiums due in respect of these contracts.

URR is computed using the 1/24th method and is reduced by the corresponding percentage of gross direct business, commissions and agency related expenses not exceeding limits specified by regulators in the respective jurisdictions in which the Group operates.

2.15 Policy Benefits

Policy benefits are recognised when the policyholder exercises the option to deposit the survival benefits with the life assurance subsidiary companies when the benefit falls due. Policy benefits are interest bearing at rates adjusted from time to time by the life assurance subsidiary companies. Interest payable on policy benefits is recognised in the Revenue Statements as incurred.

2.16 Claims Admitted or Intimated

Full provision is made for the estimated cost of all life assurance claims notified but not settled at balance sheet date. Provision is made for estimated claims incurred but not reported for all classes of general insurance business written.

2.17 Cash and Cash Equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits and short-term, highly liquid investments with maturity of three months or less that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value.

2.18 Insurance Receivables

Insurance receivables are recognised when due. They are measured at initial recognition at the fair value received or receivable. Subsequent to initial recognition, insurance receivables are measured at amortised cost, using the effective interest method. The carrying value of insurance receivables is reviewed for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable, with the impairment loss recognised in the Revenue Statements. Insurance receivables are derecognised when the derecognition criteria for financial assets, as described in Note 2.19 has been met.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.19 Financial Assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual obligations of the financial asset. The Group determines the classification of its financial assets at initial recognition. When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

2.19.1 Financial Assets at Fair Value through Revenue Statements of Insurance Funds and Profit and Loss Statement

Financial assets at fair value through Revenue Statements of Insurance Funds and Profit and Loss Statement include financial assets held for trading and financial assets designated upon initial recognition at fair value through profit or loss. Financial assets classified as held for trading are derivatives, hybrid financial instruments with derivatives embedded in non-derivative host contract or assets acquired principally for the purpose of selling in the short term and which are not designated as hedging instruments in hedge relationships as defined by FRS 39.

Investments held by the investment-linked funds and the Group's fully consolidated investment funds are designated as fair value through profit and loss at inception as they are managed and evaluated on a fair value basis, in accordance with the respective investment strategy and mandate.

Derivatives are financial instruments or contracts where the values vary according to changes in interest rate, foreign exchange rate, credit spreads or other variable. The Group uses derivatives such as interest rate swaps and foreign exchange contracts for risk mitigation.

Subsequent to initial recognition, financial assets at fair value through Revenue Statements of Insurance Funds and Profit and Loss Statement are measured at fair value. Any gains or losses arising from changes in fair value of the financial assets are recognised in the Revenue Statements of the Insurance Funds or Profit and Loss Statement.

2.19.2 Loans and Receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the Revenue Statements of the Insurance Funds and Profit and Loss Statement when the loans and receivables are derecognised or impaired, and through the amortisation process.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.19 Financial Assets (continued)

2.19.3 Available-for-sale Financial Assets

Available-for-sale financial assets include equity and debt securities. Equity investments classified as available-for-sale are those, which are neither classified as held for trading nor designated at fair value through profit or loss. Debt securities in this category are those which are intended to be held for an indefinite period of time and which may be sold in response to needs for liquidity or in response to changes in the market conditions.

After initial recognition, available-for-sale financial assets are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial assets are recognised in the fair value reserve in the Statement of Comprehensive Income or Insurance Funds, except that impairment losses, foreign exchange gains and losses on monetary instruments and interest calculated using the effective interest method are recognised in the Revenue Statements of Insurance Funds or Profit and Loss Statement accordingly. The cumulative gain or loss previously recognised in equity is recognised in the Revenue Statements of Insurance Funds and Profit and Loss Statement when the financial asset is derecognised.

Unquoted equity securities whose fair value cannot be reliably measured are measured at cost less impairment losses.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in the Revenue Statements of Insurance Funds and Profit and Loss Statement.

Regular way purchase or sale of a financial asset

All regular way purchases and sales of financial assets are recognised or derecognised on trade date i.e., the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned.

2.20 Hedge Accounting

The Group applies hedge accounting for hedges of net investments in foreign operations. At the inception of a hedging relationship, the Group formally designates and documents the hedging relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

For hedges of net investments in foreign operations, gains or losses on the hedging instrument relating to the effective portion of the hedge are recognised as other comprehensive income while any gains or losses relating to the ineffective portion are recognised in the Profit and Loss Statement or Revenue Statements. On disposal of the foreign operation, the cumulative value of any such gains or losses recorded in equity is transferred to the Profit and Loss Statement or Revenue Statements.

The Group uses forward currency contracts as hedges of its exposure to foreign exchange risk on its investments in foreign subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.21 Financial Liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when the Group becomes a party to the contractual obligations of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value, plus, in the case of financial liabilities other than derivatives, directly attributable transaction costs.

The Group's financial liabilities include other creditors and interfund balances and insurance payables.

Subsequent measurement

The measurement of financial liabilities depends on their classification as follows:

2.21.1 Financial Liabilities at Fair Value through Profit or Loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading. Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term and include derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships.

Subsequent to initial recognition, financial liabilities at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial liabilities are recognised in the Profit and Loss Statement or Revenue Statements.

2.21.2 Financial Liabilities at Amortised Cost

After initial recognition, other financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the Profit and Loss Statement or Revenue Statements.

2.22 Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount is presented in the balance sheet, when and only when, there is a currently enforceable legal right to set off the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.23 Determination of Fair Value of Financial Instruments

The fair value of financial instruments that are actively traded in organised financial markets is determined by reference to quoted or published bid prices on the balance sheet date. If quoted prices are not available over the counter, broker or dealer price quotations are used.

For units in unit trusts and shares in open-ended investment companies, fair value is determined by reference to published bid-values.

For financial instruments where there is no active market, the fair value is determined by using valuation techniques. Such techniques include using recent arm's length transactions, reference to the current market value of another instrument which is substantially the same, discounted cash flow analysis and/or option pricing models. For discounted cash flow techniques, estimated future cash flows are based on management's best estimates and the discount rate is a market-related rate for a similar instrument. Certain financial instruments, including derivative financial instruments, are valued using pricing models that consider, among other factors, contractual, and market prices, correlation, time value of money, credit risk, yield curve volatility factors and/or prepayment rates of the underlying positions. The use of different pricing models and assumptions could produce materially different estimates of fair values.

The fair value of floating rate and overnight deposits with financial institutions is their carrying value. The carrying cost is the cost of the deposit and accrued interest. The fair value of fixed interest-bearing deposits is estimated using discounted cash flow techniques. Expected cash flows are discounted at current market rates for similar instruments at the balance sheet date.

If the fair value cannot be measured reliably, these financial instruments are measured at cost, being the fair value of the consideration paid for the acquisition of the investment or the amount received on issuing the financial liability. All transaction costs directly attributable to the acquisition are also included in the cost of the investment.

2.24 Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

The cash-generating unit to which goodwill has been allocated is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in the Revenue Statements or Profit and Loss Statement. Impairment losses recognised for goodwill are not reversed in subsequent periods.

Where goodwill forms part of a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operation disposed of and the portion of the cash-generating unit retained.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.24 Goodwill (continued)

Goodwill and fair value adjustments which arose on acquisitions of foreign subsidiaries before 1 January 2005 are deemed to be assets and liabilities of the parent company and are recorded in SGD at the rates prevailing at the date of acquisition.

Goodwill and fair value adjustments arising on the acquisition of foreign operations on or after 1 January 2005 are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated at the closing rate at the balance sheet date.

2.25 Property, Plant and Equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Freehold land has an unlimited useful life and is not depreciated. No depreciation is provided for 999-year leasehold land. No depreciation is provided on capital works in progress as the assets are not yet available for use.

Depreciation of an asset begins when it is available for use and is calculated on a straight-line basis over the estimated useful life of an asset. The useful lives are as follows:

Leasehold land	Term of lease, up to 99 years
Buildings	50 years
Office furniture, fittings and equipment	5 to 10 years
Renovation	3 to 5 years
Computer equipment and software development costs	3 to 10 years
Motor vehicles	5 years

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be recoverable.

The residual values, useful life and depreciation method are reviewed at each financial year-end and adjusted prospectively, if appropriate. This is to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the Profit and Loss Statement or Revenue Statements in the year the asset is derecognised.

2.26 Investment Properties

Investment properties are properties that are owned by the Group in order to earn rentals or for capital appreciation, or both, rather than for use in the production or supply of goods or services, or for administrative purposes, or in the ordinary course of business. Investment properties comprise completed investment properties and properties that are being constructed or developed for future use as investment properties.

Investment properties are initially measured at cost, including transaction costs. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met. Subsequent to initial recognition, investment properties are measured at fair value which reflects market conditions at the balance sheet date. Gains or losses arising from changes in the fair values of investment properties are recognised in the Profit and Loss Statement or Revenue Statements in the year in which they arise.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.26 Investment Properties (continued)

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Gains or losses on the retirement or disposal of an investment property are recognised in the Profit and Loss Statement or Revenue Statements in the year of retirement or disposal.

Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. For a transfer from owner occupied property to investment property, the property is accounted for in accordance with the accounting policy for property, plant and equipment set out in Note 2.25 up to the date of change in use.

2.27 Provision for Agents' Retirement Benefits

Provision for agents' retirement benefits is set aside for agents of the Malaysian operations and is calculated in accordance with the terms and conditions in the respective agent's Agreement. The terms and conditions of the Agreement stipulate that upon the agent maintaining his position for the qualifying year and achieving the required personal sales and minimum new business, the agent shall be allocated a deferred benefit/retirement benefit. The deferred benefit/retirement benefit accumulated at Balance Sheet date includes accrued interest. The accrued deferred benefit shall only become payable provided the Agreement has been in force for certain continuous contract years and the agent has attained the minimum retirement age stipulated in the Agreement.

2.28 Related Parties

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Group and Company if that person:
 - (i) Has control or joint control over the Company;
 - (ii) Has significant influence over the Company; or
 - (iii) Is a member of the key management personnel of the Group or Company or of a parent of the Company.

- (b) An entity is related to the Group and the Company if any of the following conditions applies:
 - (i) The entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - (iii) Both entities are joint ventures of the same third party;
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) The entity is a post-employment benefit plan for the benefit of the employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company;
 - (vi) The entity is controlled or jointly controlled by a person identified in (a);
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity);
 - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

In the Company's financial statements, loans to subsidiaries are interest-free and stated at fair value at inception. The difference between the fair value and the loan amount at inception is recognised as additional investment in subsidiaries in the Company's financial statements. Subsequently, these loans are measured at amortised cost using the effective interest method. The unwinding of the difference is recognised as interest expense in the Profit and Loss Statement over the expected repayment period.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.29 Segment Reporting

For management purposes, the Group is organised into operating segments based on their products and services. The management regularly reviews the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 35, including the factors used to identify the reportable segments and the measurement basis of segment information.

2.30 Share Capital and Share Issuance Expenses

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

2.31 Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
 - (i) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the balance sheet of the Group, except for contingent liabilities assumed in a business combination that are present obligations and for which the fair values can be reliably determined.

2.32 Critical Accounting Estimates and Judgments

In the preparation of the Group's financial statements, management makes estimates, assumptions and judgments that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities at the reporting date. Estimates, assumptions and judgments are continually evaluated and based on internal studies of actual historical experience and other factors. Best estimates and assumptions are constantly reviewed to ensure that they remain relevant and valid. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in future periods.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.32 Critical Accounting Estimates and Judgments (continued)

2.32.1 Critical Accounting Estimates and Assumptions

(a) Liabilities of insurance business

The estimation of the ultimate liability arising from claims made under life and general insurance contracts is the Group's most critical accounting estimate. There are several sources of uncertainty that need to be considered in the estimation of the liabilities that the Group will ultimately be required to pay as claims.

For life insurance contracts, estimates are made for future deaths, morbidity, disabilities, lapses, voluntary terminations, investment returns and administration expenses. The Group relies on standard industry reinsurance and national mortality and morbidity tables which represent historical experience, and makes appropriate adjustments for its respective risk exposures and portfolio experience in deriving the mortality and morbidity estimates. These estimates provide the basis for the valuation of the future benefits to be paid to policyholders and to ensure adequate provisions which are monitored against current and future premiums. For those contracts that insure risk on longevity and disability, estimates are made based on recent past experience and emerging trends. Epidemics and changing patterns of lifestyle could result in significant changes to the expected future exposures. Each year, these estimates are assessed for adequacy and changes will be reflected as adjustments to insurance fund contract liabilities. The carrying value of life insurance contract liabilities as at 31 December 2017 amounted to \$62,230.0 million (31 December 2016: \$52,912.4 million).

For general insurance contracts, estimates have to be made for both the expected ultimate cost of claims reported at the balance sheet date and for the expected ultimate cost of claims incurred but not yet reported at the balance sheet date ("IBNR").

It can take a significant time before the ultimate claims costs can be established with certainty and for some type of policies, IBNR claims form the majority of the balance sheet liability. The ultimate cost of outstanding claims is estimated using a range of standard actuarial claims projection techniques such as Chain Ladder and Bornhuetter-Ferguson methods.

The main assumption underlying these techniques is that a company's past development experience can be used to project future claims development and hence, ultimate claim costs. As such, these methods extrapolate the development of paid and incurred losses, average costs per claim and claim numbers based on the observed development of earlier years and expected loss ratios. Historical claims development is mainly analysed by accident years but can also be further analysed by significant business lines and claims type. Large claims are usually separately addressed, either by being reserved at the face of loss adjustor estimates or separately projected in order to reflect their future development. In most cases, no explicit assumptions are made regarding future rates of claims inflation or loss ratios. Additional qualitative judgment is used to assess the extent to which past trends may not apply in future, (for example, to reflect one-off occurrences, changes in external or market factors, economic conditions as well as internal factors such as portfolio mix, policy features and claims handling procedures) in order to arrive at the estimated ultimate cost of claims that present the likely outcome from the range of possible outcomes, taking account of all uncertainties involved. The carrying value of general insurance fund contract liabilities as at 31 December 2017 amounted to \$110.1 million (31 December 2016: \$115.7 million).

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.32 Critical Accounting Estimates and Judgments (continued)

2.32.1 Critical Accounting Estimates and Assumptions (continued)

(b) Share option costs

The Group calculates the fair value of share options using the binomial model which requires input of certain variables which are determined based on assumptions made. Further details are provided in Note 32.

(c) Income taxes

The Group is subject to income taxes in numerous jurisdictions. Significant judgment is required in determining the deductibility of certain expenses during the estimation of the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which the determination is made. The carrying amount of the income tax and deferred tax provisions as at 31 December 2017 amounted to \$1,909.7 million (31 December 2016: \$1,504.7 million).

(d) Provision for agents' retirement benefits

Provision for agents' retirement benefits is calculated in accordance with the terms and conditions of the agreement, which stipulate that upon the agent maintaining his position for the qualifying year and achieving the required personal sales and minimum new business, the Group shall allocate to the agent a deferred benefit/retirement benefit. Interest is accrued based on an estimated rate at the end of the financial year on the accumulated deferred benefit/retirement benefit with an adjustment made subsequent to year end for changes in certain statutory dividend rates. Additional provision is made to cover estimated liability for future benefits payable in the event of death, disability, investment returns and benefits payable. The agents' retirement benefit becomes vested and payable upon fulfilment of the stipulated conditions.

Judgment is required to estimate the provision to be made, based upon the likely fulfilment of the conditions and occurrence of the claimable event. At each reporting year, these estimates are reassessed for adequacy and changes will be reflected as adjustments to the provision. The carrying amount of agents' retirement benefits as at 31 December 2017 amounted to \$276.0 million (31 December 2016: \$263.3 million).

2.32.2 Critical Judgments in Applying Accounting Policies

(a) Impairment of goodwill

The Group conducts impairment tests on the carrying value of goodwill in accordance with the accounting policy stated in Note 2.24. The recoverable amounts of cash-generating units are determined based on the value-in-use method, which adopts a discounted cash flow approach on projections, budgets and forecasts over a 5-year period. Cash flows beyond the fifth year are extrapolated using estimated terminal growth rates not exceeding the long-term average growth of the industry and country in which the cash-generating unit operates. The discount rates applied to the cash flow projections are derived from the Group's weighted average cost of capital at the date of assessment. Changes to the assumptions, particularly the discount rate and terminal growth rate, may significantly affect the results of the impairment test. Further details of the key assumptions applied in the impairment assessment of goodwill are provided in Note 29.

NOTES TO THE FINANCIAL STATEMENTS

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.32 Critical Accounting Estimates and Judgments (continued)

2.32.2 Critical Judgments in Applying Accounting Policies (continued)

(b) Impairment of loans and receivables

The Group determines impairment of loans by calculating the present value of future recoverable cash flows and the fair value of the underlying collaterals for impaired loans against the carrying value of the loans. The future recoverable cash flows are determined based on credit assessment on a loan-by-loan basis for impaired loans.

(c) Impairment of available-for-sale financial assets

The Group reviews its debt securities classified as available-for-sale investments at each balance sheet date to assess whether they are impaired. The Group also records impairment charges on available-for-sale equity investments when there has been a significant or prolonged decline in the fair value below their cost. The determination of what is “significant” or “prolonged” requires judgment. In making this judgment, the Group evaluates, among other factors, historical share price movements and the duration and extent to which the fair value of an investment is less than its cost.

(d) Insurance contract classification

Contracts are classified as insurance contracts where they transfer significant insurance risk from the policyholder to the Group. The Group exercises judgment about the level of insurance risk transferred. The level of insurance risk is assessed by considering whether upon the insured event the Group is required to pay significant additional benefits. These additional benefits include claims liability and assessment costs, but exclude the loss of the ability to charge the policyholder for future services. The assessment covers the whole of the expected term of the contract where such additional benefits could be payable. Some contracts contain options for the policyholder to purchase insurance risk protection at a later date; these insurance risks are deemed not significant.

(e) Property classification

The Group adopts certain criteria based on FRS 40, Investment Property in determining whether a property qualifies to be classified as an investment property. Investment property is a property held to earn rentals or for capital appreciation or both.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes.

If these portions could be sold separately (or leased separately under a finance lease), the Group would account for these portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgment is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as investment property.

NOTES TO THE FINANCIAL STATEMENTS

3 SUBSIDIARIES AND ASSOCIATES

	Country of Incorporation	Principal Activities	Effective interest held by GEH	
			2017 %	2016 %
(i) SIGNIFICANT SUBSIDIARIES				
<u>Held by the Company</u>				
The Great Eastern Life Assurance Company Limited ^(3.1)	Singapore	Life assurance	100.0	100.0
Great Eastern General Insurance Limited ^{(3.1) & (3.6)}	Singapore	Composite insurance	100.0	100.0
Lion Global Investors Limited ^(3.1)	Singapore	Asset management	70.0	70.0
The Great Eastern Trust Private Limited ^(3.1)	Singapore	Investment holding	100.0	100.0
<u>Held through subsidiaries</u>				
Great Eastern Life Assurance (Malaysia) Berhad ^(3.2)	Malaysia	Life assurance	100.0	100.0
Great Eastern General Insurance (Malaysia) Berhad ^{(3.2) & (3.7)}	Malaysia	General insurance	100.0	100.0
P.T. Great Eastern Life Indonesia ^(3.2)	Indonesia	Life assurance	99.5	99.2
Straits Eastern Square Private Limited ^(3.1)	Singapore	Property investment	100.0	100.0
218 Orchard Private Limited ^(3.1)	Singapore	Property investment	100.0	100.0
Great Eastern Takaful Bhd ^(3.2)	Malaysia	Family Takaful business	70.0	70.0
LGlobal Funds-Asia High Dividend Equity ^{(3.3) & (3.5)}	Luxembourg	Collective portfolio investment fund	13.5	49.3
Affin Hwang Wholesale Income Fund ^{(3.3) & (3.5)}	Malaysia	Wholesale fixed income fund	100.0	–
(ii) SIGNIFICANT ASSOCIATES				
<u>Held through subsidiaries</u>				
Fairfield Investment Fund Ltd ^(3.4)	British Virgin Islands	Collective investment scheme	–	45.8
Lion Indian Real Estate Fund ^(3.3)	Cayman Islands	Real Estate Investment Trust	45.5	45.5

^(3.1) Audited by Ernst & Young LLP, Singapore.

^(3.2) Audited by member firms of EY Global in the respective countries.

^(3.3) Audited by PricewaterhouseCoopers.

^(3.4) During the year, the Group ceased to account for the company as an associate.

^(3.5) LGlobal Funds-Asia High Dividend Equity and Affin Hwang Wholesale Income Fund are considered subsidiaries as the Group is deemed to have control over the funds in accordance with FRS 110.

^(3.6) Formerly known as The Overseas Assurance Corporation Limited.

^(3.7) Formerly known as Overseas Assurance Corporation (Malaysia) Berhad.

NOTES TO THE FINANCIAL STATEMENTS

4 INVESTMENT INCOME, NET

in Singapore Dollars (millions)	Group	
	2017	2016
4.1 Profit and Loss Statement		
Dividend income		
– Investments		
Available-for-sale financial assets	55.8	66.2
Financial assets at fair value through profit and loss statement	6.2	6.3
	62.0	72.5
Interest income		
– Investments		
Available-for-sale financial assets	86.1	95.5
Financial assets at fair value through profit and loss statement	4.1	2.4
– Loans and receivables	6.1	5.6
	96.3	103.5
	158.3	176.0
/less: Investment related expenses	(4.7)	(3.9)
	153.6	172.1

During the year ended 31 December 2017, the Company had interest income for loans and receivables of \$0.5 million (31 December 2016: \$0.8 million).

4.2 Life Assurance Revenue Statement

Dividend income		
– Investments		
Available-for-sale financial assets	419.5	408.3
Financial assets at fair value through profit and loss statement	81.3	67.6
	500.8	475.9
Interest income		
– Investments		
Available-for-sale financial assets	1,377.5	1,289.0
Financial assets at fair value through profit and loss statement	71.5	67.7
– Loans and receivables	243.7	259.4
	1,692.7	1,616.1
	2,193.5	2,092.0
/less: Investment related expenses	(139.2)	(117.1)
	2,054.3	1,974.9

NOTES TO THE FINANCIAL STATEMENTS

4 INVESTMENT INCOME, NET (CONTINUED)

in Singapore Dollars (millions)	Group	
	2017	2016
4.3 General Insurance Revenue Statement		
Dividend income		
– Investments		
Available-for-sale financial assets	0.5	0.6
	0.5	0.6
Interest income		
– Investments		
Available-for-sale financial assets	12.9	13.2
Financial assets at fair value through profit and loss statement	0.5	0.3
– Loans and receivables	0.5	0.4
	13.9	13.9
	14.4	14.5
less: Investment related expenses	(0.7)	(0.4)
	13.7	14.1

During the year ended 31 December 2017, the total dividend and interest income for financial assets that are not classified as fair value through profit and loss amounted to \$148.0 million, \$2,040.7 million and \$13.9 million for the Profit and Loss Statement, Life Assurance Revenue Statement and General Insurance Revenue Statement respectively (31 December 2016: \$167.3 million, \$1,956.7 million and \$14.2 million).

5 GAIN ON SALE OF INVESTMENTS AND CHANGES IN FAIR VALUE

in Singapore Dollars (millions)	Note	Group	
		2017	2016
5.1 Profit and Loss Statement			
Realised gain from sale of investments		3.0	0.9
Amount transferred from Statement of Comprehensive Income on sale of investments		298.2	65.0
Changes in fair value of investments			
– fair value through profit and loss statement		40.3	(4.8)
– held-for-trading		(11.9)	(6.9)
		28.4	(11.7)
		329.6	54.2
5.2 Life Assurance Revenue Statement			
Realised loss from sale of investments		(29.8)	(3.7)
Amount transferred from Fair Value Reserve on sale of investments	18	1,178.6	323.5
Changes in fair value of investments			
– fair value through revenue statement		775.2	118.2
– held-for-trading		917.7	(120.9)
		1,692.9	(2.7)
Changes in fair value of investment properties	30	9.8	(16.4)
		2,851.5	300.7

NOTES TO THE FINANCIAL STATEMENTS

5 GAIN ON SALE OF INVESTMENTS AND CHANGES IN FAIR VALUE (CONTINUED)

in Singapore Dollars (millions)	Note	Group	
		2017	2016
5.3 General Insurance Revenue Statement			
Realised gain from sale of investments		2.5	1.2
Amount transferred from Fair Value Reserve on sale of investments	17	1.3	0.7
Changes in fair value of held-for-trading investments		2.2	(0.6)
		6.0	1.3

6 PROVISIONS

in Singapore Dollars (millions)	Note	Group						Company	
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund		2017	2016
		2017	2016	2017	2016	2017	2016		
6.1 Provision for impairment of secured loans									
Balance at the beginning of the year		6.1	2.1	2.1	2.1	4.0	-	-	-
Increase in provision for the year		52.4	4.0	0.2	-	52.2	4.0	-	-
Utilised during the year		(11.2)	-	-	-	(11.2)	-	-	-
Balance at the end of the year	22	47.3	6.1	2.3	2.1	45.0	4.0	-	-
6.2 Provision for impairment of quoted equity securities									
Balance at the beginning of the year		282.0	160.0	9.5	13.1	272.5	146.9	-	-
Increase in provision for the year		112.8	198.6	2.6	4.7	110.2	193.9	-	-
Reclassification		(12.1)	-	(1.7)	-	(10.4)	-	-	-
Utilised during the year		(89.3)	(73.4)	(8.6)	(8.2)	(80.7)	(65.2)	-	-
Currency translation reserve adjustment		(4.6)	(3.2)	-	(0.1)	(4.6)	(3.1)	-	-
Balance at the end of the year	24	288.8	282.0	1.8	9.5	287.0	272.5	-	-
6.3 Provision for impairment of unquoted equity securities									
Balance at the beginning of the year		40.7	38.3	12.3	10.9	28.4	27.4	-	-
Increase in provision for the year		16.7	4.0	5.5	1.4	11.2	2.6	-	-
Reclassification		12.1	-	1.7	-	10.4	-	-	-
Utilised during the year		(3.0)	(1.4)	(1.6)	-	(1.4)	(1.4)	-	-
Currency translation reserve adjustment		(0.2)	(0.2)	-	-	(0.2)	(0.2)	-	-
Balance at the end of the year	24	66.3	40.7	17.9	12.3	48.4	28.4	-	-

NOTES TO THE FINANCIAL STATEMENTS

6 PROVISIONS (CONTINUED)

in Singapore Dollars (millions)	Note	Group						Company	
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund		2017	2016
		2017	2016	2017	2016	2017	2016		
6.4 Provision for impairment of unquoted debt securities									
Balance at the beginning of the year		12.0	5.5	8.1	5.5	3.9	-	-	-
Increase in provision for the year		58.5	6.5	3.7	2.6	54.8	3.9	-	-
Utilised during the year		(6.5)	-	(6.5)	-	-	-	-	-
Balance at the end of the year	24	64.0	12.0	5.3	8.1	58.7	3.9	-	-
6.5 Provision for impairment of collective investment schemes									
Balance at the beginning of the year		80.4	47.9	8.3	3.7	72.1	44.2	-	-
Increase in provision for the year		6.5	37.7	-	8.1	6.5	29.6	-	-
Utilised during the year		(32.9)	(5.2)	(7.0)	(3.5)	(25.9)	(1.7)	-	-
Balance at the end of the year	24	54.0	80.4	1.3	8.3	52.7	72.1	-	-
6.6 Provision for impairment of unsecured loan to subsidiary companies									
Balance at the beginning and end of the year	21	-	-	-	-	-	-	7.0	7.0
Increase in provision for impairment of assets for the year	8	246.9	250.8	12.0	16.8	234.9	234.0	-	-

7 PROVISION FOR AGENTS' RETIREMENT BENEFITS

in Singapore Dollars (millions)	Group	
	2017	2016
Balance at the beginning of the year	263.3	250.6
Currency translation reserve adjustment	7.7	(6.7)
Increase in provision for the year	37.9	31.4
Paid during the year	(32.9)	(12.0)
Balance at the end of the year	276.0	263.3

As at 31 December 2017, \$93.0 million (31 December 2016: \$78.7 million) of the above provision for agents' retirement benefits is payable within one year.

NOTES TO THE FINANCIAL STATEMENTS

8 ADDITIONAL PROFIT & LOSS DISCLOSURES

in Singapore Dollars (millions)	Note	Group						Company	
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund		2017	2016
		2017	2016	2017	2016	2017	2016		
Fees paid to auditors		2.5	2.3	0.9	0.9	1.6	1.4	0.4	0.2
Audit fees paid to Auditor of the Company		1.6	1.3	0.7	0.5	0.9	0.8	0.4	0.2
Audit fees paid to other auditors		0.5	0.6	0.1	0.2	0.4	0.4	-	-
Non-audit fees paid to Auditor of the Company		0.3	0.3	0.1	0.1	0.2	0.2	-	-
Non-audit fees paid to other auditors		0.1	0.1	-	0.1	0.1	-	-	-
Staff costs and related expenses (including executive directors and key management personnel compensation)		360.0	309.9	93.8	108.6	266.2	201.3	-	2.2
Salaries, wages, bonuses and other costs		321.1	275.5	86.2	97.7	234.9	177.8	-	2.1
Central Provident Fund / Employee Provident Fund		34.2	31.0	6.2	9.2	28.0	21.8	-	0.1
Share-based payments		4.7	3.4	1.4	1.7	3.3	1.7	-	-
Rental expense		24.4	24.8	5.4	9.3	19.0	15.5	-	0.3
Fee income		85.6	80.6	85.6	80.6	-	-	-	-
Fund management fee		84.6	79.5	84.6	79.5	-	-	-	-
Financial advisory fee		1.0	1.1	1.0	1.1	-	-	-	-
Gain on disposal of property, plant and equipment		-	(0.1)	-	-	-	(0.1)	-	-
Depreciation	31	70.7	56.2	4.5	3.1	66.2	53.1	0.2	0.2
Interest expense on policy benefits		152.1	146.5	-	-	152.1	146.5	-	-
Provision for impairment of assets		251.9	250.8	16.7	16.8	235.2	234.0	-	-
Financial assets	6	246.9	250.8	12.0	16.8	234.9	234.0	-	-
Goodwill	29	4.7	-	4.7	-	-	-	-	-
Property, plant and equipment	31	0.3	-	-	-	0.3	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

9 INCOME TAX

Major components of income tax expense

The major components of income tax expense for the years ended 31 December 2017 and 2016 are:

in Singapore Dollars (millions)	Note	Group				Company			
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund			
		2017	2016	2017	2016	2017	2016		
Profit and Loss or Revenue Statements:									
Current income tax:									
– Current income taxation		412.2	271.3	151.1	111.6	261.1	159.7	–	0.1
– Over provision in respect of previous years		(10.1)	(7.2)	(6.3)	(3.8)	(3.8)	(3.4)	–	–
		402.1	264.1	144.8	107.8	257.3	156.3	–	0.1
Deferred income tax:									
– Origination and reversal of temporary differences		227.1	(4.3)	(0.2)	1.1	227.3	(5.4)	–	–
		227.1	(4.3)	(0.2)	1.1	227.3	(5.4)	–	–
Total tax charge for the year recognised in Profit and Loss or Revenue Statements									
		629.2	259.8	144.6	108.9	484.6	150.9	–	0.1

Deferred tax for the year, on fair value changes on available-for-sale investments, charged directly to other comprehensive income and to the Insurance Funds:

– equity		(7.4)	(0.3)	(7.4)	(0.3)	–	–	–	–
– insurance funds	17, 18	(76.4)	(0.1)	(0.3)	(0.1)	(76.1)	–	–	–

NOTES TO THE FINANCIAL STATEMENTS

9 INCOME TAX (CONTINUED)

Relationship between income tax expense and accounting profit

The reconciliation between income tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2017 and 2016 is as follows:

	Group						Company	
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund		2017	2016
in Singapore Dollars (millions)	2017	2016	2017	2016	2017	2016	2017	2016
Profit before income tax	1,305.9	701.5	1,305.9	701.5	–	–	390.4	658.7
General insurance profit before income tax	28.9	33.0	28.9	33.0	–	–	–	–
Life assurance profit/(loss) before income tax	587.6	(464.4)	–	–	587.6	(464.4)	–	–
Tax at the domestic rates applicable to profits in the countries where the Group operates	300.0	119.0	251.6	149.2	48.4	(30.2)	66.3	112.0
<u>Adjustments:</u>								
Tax effect of net surplus transferred to Shareholders' Fund	(83.7)	(24.8)	(83.7)	(24.8)	–	–	–	–
Tax effect of provision against future policyholders' bonus	178.1	(12.6)	–	–	178.1	(12.6)	–	–
Foreign tax paid not recoverable	23.2	20.3	2.8	4.4	20.4	15.9	–	–
Permanent differences	437.4	403.7	8.8	7.8	428.6	395.9	(0.3)	1.1
Tax exempt income	(217.2)	(241.1)	(29.0)	(23.9)	(188.2)	(217.2)	(66.0)	(113.0)
Deferred tax assets not recognised	1.5	2.5	0.4	–	1.1	2.5	–	–
Over provision in respect of previous years	(10.1)	(7.2)	(6.3)	(3.8)	(3.8)	(3.4)	–	–
Income tax expense recognised in the Profit and Loss or Revenue Statements	629.2	259.8	144.6	108.9	484.6	150.9	–	0.1

The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

NOTES TO THE FINANCIAL STATEMENTS

9 INCOME TAX (CONTINUED)

in Singapore Dollars (millions)	Group					
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
	2017	2016	2017	2016	2017	2016
Deferred Tax						
Balance at the beginning of the year	1,058.3	1,068.3	55.4	55.2	1,002.9	1,013.1
Currency translation reserve adjustment	5.8	(6.1)	1.3	(1.3)	4.5	(4.8)
Deferred tax charge taken to Profit and Loss or Revenue Statements:						
Other temporary differences	43.0	(4.3)	0.2	0.7	42.8	(5.0)
Fair value changes	6.0	12.6	(0.4)	0.4	6.4	12.2
Provision against future policyholders' bonus	178.1	(12.6)	-	-	178.1	(12.6)
Deferred tax on fair value changes on available-for-sale investments	83.8	0.4	7.7	0.4	76.1	-
Balance at the end of the year	1,375.0	1,058.3	64.2	55.4	1,310.8	1,002.9

Deferred taxes at 31 December related to the following:

	Balance Sheets					
<u>Deferred tax liabilities:</u>						
Differences in depreciation for tax purposes	12.1	13.0	1.1	1.4	11.0	11.6
Accrued investment income	1.6	1.5	0.8	0.8	0.8	0.7
Net unrealised gains on investments	301.0	155.9	22.2	15.1	278.8	140.8
Net accretion on fixed income investments	17.8	17.5	0.7	-	17.1	17.5
Undistributed bonus to policyholders	1,011.5	833.3	-	-	1,011.5	833.3
Differences in insurance items	42.8	41.8	42.8	41.8	-	-
Deferred tax liabilities	1,386.8	1,063.0	67.6	59.1	1,319.2	1,003.9
<u>Deferred tax assets:</u>						
Net unrealised loss on investments	-	2.9	-	2.6	-	0.3
Unutilised tax losses carried forward	-	0.9	-	0.2	-	0.7
Net amortisation on fixed income investments	10.1	-	1.7	-	8.4	-
Other accruals and provisions	1.7	0.9	1.7	0.9	-	-
Deferred tax assets	11.8	4.7	3.4	3.7	8.4	1.0
Net deferred tax liabilities	1,375.0	1,058.3	64.2	55.4	1,310.8	1,002.9

NOTES TO THE FINANCIAL STATEMENTS

9 INCOME TAX (CONTINUED)

in Singapore Dollars (millions)	Note	Group					
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
		2017	2016	2017	2016	2017	2016
Profit and Loss Statement and Revenue Statements							
<u>Deferred tax liabilities:</u>							
Differences in depreciation for tax purposes		(1.9)	2.2	(0.3)	0.9	(1.6)	1.3
Accrued investment income		0.1	0.1	–	0.1	0.1	–
Net unrealised gain on investments		136.6	(3.9)	(0.8)	0.1	137.4	(4.0)
Net accretion on fixed income investments		(78.6)	8.7	0.7	–	(79.3)	8.7
Undistributed bonus to policyholders	18	178.1	(12.6)	–	–	178.1	(12.6)
<u>Deferred tax assets:</u>							
Net unrealised gain/(loss) on investments		2.9	(1.2)	2.6	(1.7)	0.3	0.5
Unutilised tax losses carried forward		0.9	0.5	0.2	(0.2)	0.7	0.7
Net amortisation on fixed income investments		(10.1)	1.7	(1.7)	1.7	(8.4)	–
Other accruals and provisions		(0.9)	0.2	(0.9)	0.2	–	–
Deferred tax expense		227.1	(4.3)	(0.2)	1.1	227.3	(5.4)

Unrecognised tax losses

At the balance sheet date, the Group has tax losses of approximately \$4.7 million (31 December 2016: \$4.1 million) that are available for offset against future taxable profits of the companies in which the losses arose, for which no deferred tax asset is recognised due to uncertainty of its recoverability. The use of these tax losses is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the companies operate.

There are no unrecognised temporary differences relating to investments in subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS

10 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net profit for the year attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the year.

Diluted and basic earnings per share are the same as there are no dilutive potential ordinary shares.

The following reflects the profit for the year attributable to ordinary shareholders and the weighted average number of shares outstanding during the year, used in the computation of basic and diluted earnings per share for the years ended 31 December:

		Group	
		2017	2016
Profit attributable to ordinary shareholders for computation of basic and diluted earnings per share	(in millions of Singapore Dollars)	1,156.5	589.3
Weighted average number of ordinary shares on issue applicable to basic and diluted earnings per share	(in millions)	473.3	473.3
Basic and diluted earnings per share	(in Singapore Dollars)	\$2.44	\$1.25

There have been no transactions involving ordinary shares or potential ordinary shares since the reporting date and before the completion of these financial statements.

11 SHARE CAPITAL

	Group and Company			
	2017		2016	
	Number of shares	Amount \$'mil	Number of shares	Amount \$'mil
Ordinary shares: Issued and fully paid				
Balance at the beginning and end of the year	473,319,069	152.7	473,319,069	152.7

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restriction.

In accordance with the Companies Act Cap. 50, the shares of the Company have no par value.

NOTES TO THE FINANCIAL STATEMENTS

12 RESERVES

Merger reserve represents the difference between the fair value and nominal value of shares issued for the acquisition of a subsidiary. The merger reserve had been utilised in part in prior years to write-off the goodwill on acquisition of the subsidiary.

The currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. The currency translation reserve is also used to record the effect of hedging of net investment in foreign operations.

The fair value reserve represents the cumulative fair value changes, net of tax, of available-for-sale investments until they are disposed of or impaired.

The other reserve represents the gain or loss on disposal of interest in subsidiary, without loss of control, reclassified to equity.

As at 31 December 2017, non-distributable reserves of \$2,198.6 million (31 December 2016: \$1,309.2 million) have been set aside by the Group's insurance entities to meet risk-based capital requirements for regulatory reporting purposes. These reserves are deemed statutory reserves and are not available for distribution to shareholders. These statutory reserves are measured according to the regulatory prescriptions and are subject to changes in line with the underlying risks underwritten by the respective businesses. Refer to Note 36 for more details.

13 INSURANCE PAYABLES

in Singapore Dollars (millions)	Group					
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
	2017	2016	2017	2016	2017	2016
Claims admitted or intimated	278.8	240.8	-	-	278.8	240.8
Policy benefits	3,742.8	3,319.5	-	-	3,742.8	3,319.5
Reinsurance liabilities	102.5	110.5	33.3	38.8	69.2	71.7
	4,124.1	3,670.8	33.3	38.8	4,090.8	3,632.0

Policy benefits bear interest at 3% per annum (2016: 3% per annum) for the Group's insurance subsidiaries in Singapore and at 5% per annum (2016: 5% per annum) for the Group's insurance subsidiaries in Malaysia.

NOTES TO THE FINANCIAL STATEMENTS

14 OTHER CREDITORS AND INTERFUND BALANCES

Other creditors and interfund balances comprise the following:

in Singapore Dollars (millions)	Group						Company	
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund		2017	2016
	2017	2016	2017	2016	2017	2016		
Financial Liabilities:								
Accrued expenses and other creditors	1,262.0	1,035.1	101.1	78.1	1,160.9	957.0	8.2	7.8
Investment creditors	780.8	139.4	305.2	53.7	475.6	85.7	-	-
Interest payable	9.2	9.2	9.2	9.2	-	-	-	-
Amount due to holding company ⁽¹⁾	2.3	1.9	2.3	1.9	-	-	-	-
Third-party interests in consolidated investment funds ⁽²⁾	35.1	54.6	35.1	54.6	-	-	-	-
Interfund balances	2,214.3	1,386.3	-	-	2,214.3	1,386.3	-	-
	4,303.7	2,626.5	452.9	197.5	3,850.8	2,429.0	8.2	7.8
Non-Financial Liabilities:								
Premiums in suspense	31.0	27.3	3.2	4.5	27.8	22.8	-	-
	4,334.7	2,653.8	456.1	202.0	3,878.6	2,451.8	8.2	7.8

⁽¹⁾ Amount due to holding company is non-trade related, unsecured, interest-free, repayable upon demand and is to be settled in cash.

⁽²⁾ Third-party interests in consolidated investment funds consist of third-party unit holders' interests in consolidated investment funds which are reflected as a liability since they can be put back to the Group for cash.

15 DEBT ISSUED

in Singapore Dollars (millions)	Issue Date	Maturity Date	Group	
			2017	2016
Issued by The Great Eastern Life Assurance Company Limited:				
\$400.0 million 4.6% subordinated fixed rate notes	19 Jan 2011	19 Jan 2026	399.7	399.6
			399.7	399.6

On 19 January 2011, one of the Group's subsidiaries issued \$400.0 million subordinated fixed rate notes ("Notes") due 2026 callable in 2021. The Notes will initially bear interest at the rate of 4.6% per annum, payable semi-annually on 19 January and 19 July each year up to 19 January 2021. If the Notes are not redeemed or purchased and cancelled on 19 January 2021, the interest rate from that date will be reset at a fixed rate per annum equal to the aggregate of the then prevailing 5-year SGD Swap Offer Rate and 1.35%, payable semi-annually in arrears. The subordinated notes qualify as Tier 2 capital for the Group.

16 UNEXPIRED RISK RESERVE

in Singapore Dollars (millions)	Note	Group General Insurance Fund	
		2017	2016
Balance at the beginning of the year		75.2	76.1
Currency translation reserve adjustment		1.2	(1.3)
Increase/(decrease) in unexpired risk reserve during the year, gross		1.0	(0.4)
Movement in reinsurers' share of unexpired risk reserve during the year		7.1	0.8
Balance at the end of the year		84.5	75.2
Unexpired risk reserve, gross		129.3	124.9
Reinsurers' share of unexpired risk reserve	20	(44.8)	(49.7)
Unexpired risk reserve, net		84.5	75.2

NOTES TO THE FINANCIAL STATEMENTS

17 GENERAL INSURANCE FUND

in Singapore Dollars (millions)	Note	Group	
		2017	2016
Balance at the beginning of the year		117.6	122.0
Currency translation reserve adjustment		1.4	(1.3)
Fair value reserve movement		1.3	0.6
Decrease in loss reserve during the year, gross		(11.7)	(12.5)
Movement in reinsurers' share of loss reserve during the year		5.6	8.9
Transferred from General Insurance Revenue Statement		22.8	25.6
Transferred to Profit and Loss Statement		(23.7)	(25.7)
Balance at the end of the year		113.3	117.6
General Insurance Fund comprises:			
General Insurance Fund Contract Liabilities, net		110.1	115.7
Reinsurers' share of loss reserve	20	120.4	105.6
General Insurance Fund Contract Liabilities, gross		230.5	221.3
Fair Value Reserve		3.2	1.9
		233.7	223.2
<i>Represented by:</i>			
<u>General Insurance Fund Contract Liabilities</u>			
Balance at the beginning of the year		115.7	120.7
Currency translation reserve adjustment		1.4	(1.3)
Decrease in loss reserve during the year, gross		(11.7)	(12.5)
Movement in reinsurers' share of loss reserve during the year		5.6	8.9
Transferred from General Insurance Revenue Statement		22.8	25.6
Transferred to Profit and Loss Statement		(23.7)	(25.7)
Balance at the end of the year		110.1	115.7
<u>Fair Value Reserve ⁽¹⁾</u>			
Balance at the beginning of the year		1.9	1.3
Fair value changes on remeasuring available-for-sale investments		2.9	1.4
Transfer of fair value reserve to General Insurance Revenue Statement on sale of investments	5	(1.3)	(0.7)
Deferred tax on fair value changes	9	(0.3)	(0.1)
Balance at the end of the year		3.2	1.9

⁽¹⁾ The above fair value reserve is deemed equity of General Insurance Fund.

As at 31 December 2017, \$3.2 million (31 December 2016: \$1.9 million) pertains to the fair value reserves of the general insurance fund. This arose as a result of the general insurance fund investments being classified as available-for-sale under FRS. As mentioned in Note 2.1, insurance fund profit that is transferred to the Profit and Loss Statement is determined in accordance with the Insurance Regulations of the respective jurisdictions. Under the Insurance Regulations, investments are carried at market value or net realisable value. As such, the profit recognised in the Profit and Loss Statement includes the changes in the fair value of the investments and the fair value reserves that are not distributable to the shareholders.

NOTES TO THE FINANCIAL STATEMENTS

18 LIFE ASSURANCE FUND

in Singapore Dollars (millions)	Note	Group	
		2017	2016
Balance at the beginning of the year		54,881.1	50,478.1
Currency translation reserve adjustment		498.3	(427.2)
Fair value reserve movement		1,656.8	176.6
Change in life assurance fund contract liabilities			
– Due to assumptions change		(117.0)	4.8
– Due to change in discount rate		201.0	161.0
– Due to movement during the year		8,975.0	5,593.0
Provision for deferred tax on future policyholders' bonus	9	(178.1)	12.6
Disposal of subsidiary	27	–	(3.5)
Transferred from Life Assurance Revenue Statement		103.0	(615.3)
Transferred to Profit and Loss Statement		(876.2)	(499.0)
Balance at the end of the year		65,143.9	54,881.1

Represented by:

Life Assurance Fund Contract Liabilities

Balance at the beginning of the year		52,912.4	47,513.9
Currency translation reserve adjustment		436.7	(370.7)
Change in life assurance fund contract liabilities			
– Due to assumptions change		(117.0)	4.8
– Due to change in discount rate		201.0	161.0
– Due to movement during the year		8,975.0	5,593.0
Provision for deferred tax on future policyholders' bonus	9	(178.1)	12.6
Disposal of subsidiary	27	–	(2.2)
Balance at the end of the year		62,230.0	52,912.4

Life assurance fund contract liabilities at 31 December comprised the following:

Contracts with Discretionary Participating Features (“DPF”)	47,119.4	41,989.6
Contracts without Discretionary Participating Features (“DPF”)	8,816.7	5,609.0
Investment-linked contracts	6,293.9	5,313.8
	62,230.0	52,912.4

NOTES TO THE FINANCIAL STATEMENTS

18 LIFE ASSURANCE FUND (CONTINUED)

in Singapore Dollars (millions)	Note	Group	
		2017	2016
<u>Unallocated Surplus</u>			
Balance at the beginning of the year		(341.2)	801.7
Currency translation reserve adjustment		35.1	(28.6)
Transferred from Life Assurance Revenue Statement		103.0	(615.3)
Transferred to Profit and Loss Statement		(876.2)	(499.0)
Balance at the end of the year		(1,079.3)	(341.2)
<u>Fair Value Reserve ⁽¹⁾</u>			
Balance at the beginning of the year		2,309.9	2,162.5
Currency translation reserve adjustment		26.5	(27.9)
Fair value changes on remeasuring available-for-sale investments		2,911.5	500.1
Transfer of fair value reserve to Life Assurance Revenue Statement on sale of investments	5	(1,178.6)	(323.5)
Deferred tax on fair value changes	9	(76.1)	–
Disposal of subsidiary	27	–	(1.3)
Balance at the end of the year		3,993.2	2,309.9

⁽¹⁾ The above fair value reserve is deemed equity of Life Assurance Fund.

As at 31 December 2017, \$263.2 million (31 December 2016: \$148.1 million) of the life fund fair value reserves pertains to the Life Insurance Non-Participating Fund. This arose as a result of the life fund investments being classified as available-for-sale under FRS. As mentioned in Note 2.1, insurance fund profit that is transferred to the Profit and Loss Statement is determined in accordance with the Insurance Regulations of the respective jurisdictions. Under the Insurance Regulations, investments are carried at market value or net realisable value. As such, the Non-Participating Fund profit recognised in the Profit and Loss Statement includes the changes in the fair value of the Non-Participating Fund investments and the fair value reserves of the Non-Participating Fund that are not distributable to the shareholders.

NOTES TO THE FINANCIAL STATEMENTS

19 OTHER DEBTORS AND INTERFUND BALANCES

in Singapore Dollars (millions)	Note	Group					
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
		2017	2016	2017	2016	2017	2016
Other debtors and interfund balances comprise the following:							
Financial Assets:							
Accrued interest and dividend receivable		540.7	474.6	31.7	36.2	509.0	438.4
Investment debtors		874.4	679.6	161.0	27.2	713.4	652.4
Other receivables		62.9	60.7	4.8	4.3	58.1	56.4
Deposits collected		38.7	39.7	0.5	0.5	38.2	39.2
Interfund balances		2,214.3	1,386.3	2,214.3	1,386.3	-	-
	22	3,731.0	2,640.9	2,412.3	1,454.5	1,318.7	1,186.4
Non-Financial Assets:							
Prepayments and others		69.7	50.1	32.5	34.0	37.2	16.1
		3,800.7	2,691.0	2,444.8	1,488.5	1,355.9	1,202.5

As at 31 December 2017, the Company had prepayments of \$0.1 million (31 December 2016: \$0.1 million).

20 INSURANCE RECEIVABLES

Insurance receivables comprise the following:

Financial Assets:							
Due from policyholders:							
Outstanding premiums		244.8	249.4	35.7	39.3	209.1	210.1
Policy loans		2,276.2	2,186.3	-	-	2,276.2	2,186.3
Due from reinsurers:							
Amounts due from reinsurers		14.9	13.5	6.7	6.5	8.2	7.0
	22	2,535.9	2,449.2	42.4	45.8	2,493.5	2,403.4
Non-Financial Assets:							
Due from reinsurers:							
Unexpired risk reserve	16	44.8	49.7	44.8	49.7	-	-
Loss reserve	17	120.4	105.6	120.4	105.6	-	-
		2,701.1	2,604.5	207.6	201.1	2,493.5	2,403.4

21 AMOUNTS DUE FROM SUBSIDIARIES

in Singapore Dollars (millions)	Note	Company	
		2017	2016
Amounts due from subsidiaries		2,679.4	2,532.8
Loans to subsidiaries		9.1	9.1
Provision for impairment of unsecured loan to subsidiary	6	(7.0)	(7.0)
	22	2,681.5	2,534.9

The amounts due from subsidiaries and loans to subsidiaries are non-trade related, unsecured, interest-free, repayable on demand and are to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

22 LOANS AND RECEIVABLES

in Singapore Dollars (millions)	Note	Group						Company	
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund		2017	2016
		2017	2016	2017	2016	2017	2016		
Loans comprise the following:									
Secured loans		1,157.9	1,395.5	16.6	25.0	1,141.3	1,370.5	-	-
Unsecured loans		248.5	219.6	19.9	22.3	228.6	197.3	-	-
		1,406.4	1,615.1	36.5	47.3	1,369.9	1,567.8	-	-
less: Provision for impairment of secured loans	6	47.3	6.1	2.3	2.1	45.0	4.0	-	-
		1,359.1	1,609.0	34.2	45.2	1,324.9	1,563.8	-	-

If loans were carried at fair value, the carrying amounts would be as follows:

Loans	1,373.1	1,618.5	34.5	45.6	1,338.6	1,572.9	-	-
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Loans and receivables:

Cash and cash equivalents		5,364.8	3,526.6	1,166.5	759.4	4,198.3	2,767.2	20.6	20.8
Other debtors and interfund balances	19	3,731.0	2,640.9	2,412.3	1,454.5	1,318.7	1,186.4	-	-
Insurance receivables	20	2,535.9	2,449.2	42.4	45.8	2,493.5	2,403.4	-	-
Loans		1,359.1	1,609.0	34.2	45.2	1,324.9	1,563.8	-	-
Amounts due from subsidiaries	21	-	-	-	-	-	-	2,681.5	2,534.9
Total loans and receivables at amortised cost		12,990.8	10,225.7	3,655.4	2,304.9	9,335.4	7,920.8	2,702.1	2,555.7

22.1 Loans analysed by Interest Rate Sensitivity and Geography

Fixed

Singapore	123.8	170.4	-	-	123.8	170.4	-	-
Malaysia	927.3	1,065.6	19.2	21.8	908.1	1,043.8	-	-
	1,051.1	1,236.0	19.2	21.8	1,031.9	1,214.2	-	-

Floating

Singapore	308.0	373.0	15.0	23.4	293.0	349.6	-	-
Total	1,359.1	1,609.0	34.2	45.2	1,324.9	1,563.8	-	-

The analysis by interest rate sensitivity is based on where the transactions are booked and where the credit risk resides.

NOTES TO THE FINANCIAL STATEMENTS

23 DERIVATIVE FINANCIAL INSTRUMENTS

	Notional Principal	Derivative Financial Assets	Derivative Financial Liabilities	Notional Principal	Derivative Financial Assets	Derivative Financial Liabilities
in Singapore Dollars (millions)	2017	2017	2017	2016	2016	2016
23.1 Total						
Foreign exchange:						
Forwards	9,795.0	115.2	(29.9)	8,141.3	33.7	(227.6)
Currency swaps	5,361.0	95.3	(348.1)	3,283.1	5.3	(471.8)
Interest rates:						
Swaps	677.0	26.5	(0.3)	1,213.7	43.8	(37.8)
Exchange traded futures	407.9	0.2	(0.7)	288.5	2.1	(0.3)
Equity:						
Options	0.4	1.7	(0.9)	–	–	–
	16,241.3	238.9	(379.9)	12,926.6	84.9	(737.5)
23.2 Shareholders' and General Insurance Funds						
Foreign exchange:						
Forwards	523.7	0.7	(13.8)	447.1	6.5	(4.5)
Currency swaps	–	–	–	1.4	–	(0.1)
Equity:						
Options	0.2	0.4	(0.1)	–	–	–
	523.9	1.1	(13.9)	448.5	6.5	(4.6)
23.3 Life Assurance Fund						
Foreign exchange:						
Forwards	9,271.3	114.5	(16.1)	7,694.2	27.2	(223.1)
Currency swaps	5,361.0	95.3	(348.1)	3,281.7	5.3	(471.7)
Interest rates:						
Swaps	677.0	26.5	(0.3)	1,213.7	43.8	(37.8)
Exchange traded futures	407.9	0.2	(0.7)	288.5	2.1	(0.3)
Equity:						
Options	0.2	1.3	(0.8)	–	–	–
	15,717.4	237.8	(366.0)	12,478.1	78.4	(732.9)

The table above shows the fair value of derivative financial instruments, recorded as assets or liabilities together with their notional amounts. The notional amount, recorded gross, is the amount of a derivative's underlying asset, reference rate or index and the basis upon which changes in the value of derivatives are measured.

The fair value of derivatives shown above represents the current risk exposure but not the maximum risk exposure that would arise in the future as a result of the changes in value.

NOTES TO THE FINANCIAL STATEMENTS

23 DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

23.4 Hedge of net investments in foreign operations

Included in derivative financial instruments as at 31 December 2017 were foreign exchange forward contracts designated as hedges of the net investments in the Group's subsidiaries. The foreign exchange forward contracts are being used to hedge the Group's exposure to foreign exchange risk on these investments. The movement in fair value of the foreign exchange forward contracts are transferred to other comprehensive income to offset any gains or losses on translation of the net investments in the subsidiaries. There is no ineffectiveness in the year ended 31 December 2017 (31 December 2016: nil).

in Singapore Dollars (millions)	Notional	Derivative	Derivative	Notional	Derivative	Derivative
	Principal	Financial	Financial	Principal	Financial	Financial
	2017	Assets	Liabilities	2016	Assets	Liabilities
Foreign exchange:						
Forwards	303.5	–	(13.8)	196.5	4.0	–

24 INVESTMENTS

in Singapore Dollars (millions)	Note	Group					
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
		2017	2016	2017	2016	2017	2016
24.1 Available-for-sale financial assets							
Equity securities							
(i) Quoted equity securities		14,120.6	10,697.3	1,919.6	1,323.3	12,201.0	9,374.0
(ii) Unquoted equity securities		554.8	709.0	41.4	50.7	513.4	658.3
		14,675.4	11,406.3	1,961.0	1,374.0	12,714.4	10,032.3
less: Provision for impairment of quoted equity securities	6	288.8	282.0	1.8	9.5	287.0	272.5
Provision for impairment of unquoted equity securities	6	66.3	40.7	17.9	12.3	48.4	28.4
		14,320.3	11,083.6	1,941.3	1,352.2	12,379.0	9,731.4
Debt securities							
(iii) Quoted debt securities ⁽¹⁾		27,193.6	24,284.4	1,956.6	2,306.4	25,237.0	21,978.0
(iv) Unquoted debt securities		12,739.0	11,662.0	480.8	576.9	12,258.2	11,085.1
		39,932.6	35,946.4	2,437.4	2,883.3	37,495.2	33,063.1
less: Provision for impairment of unquoted debt securities	6	64.0	12.0	5.3	8.1	58.7	3.9
		39,868.6	35,934.4	2,432.1	2,875.2	37,436.5	33,059.2
Other investments							
(v) Collective investment schemes ⁽²⁾		6,983.0	5,271.3	647.3	878.3	6,335.7	4,393.0
less: Provision for impairment of collective investment schemes	6	54.0	80.4	1.3	8.3	52.7	72.1
		6,929.0	5,190.9	646.0	870.0	6,283.0	4,320.9
Total available-for-sale financial assets		61,117.9	52,208.9	5,019.4	5,097.4	56,098.5	47,111.5

NOTES TO THE FINANCIAL STATEMENTS

24 INVESTMENTS (CONTINUED)

in Singapore Dollars (millions)	Note	Group					
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
		2017	2016	2017	2016	2017	2016
24.2 Securities at fair value through profit or loss							
Equity securities							
(i) Quoted equity securities		2,535.1	2,033.0	119.3	157.5	2,415.8	1,875.5
(ii) Unquoted equity securities		1.1	1.8	–	–	1.1	1.8
		2,536.2	2,034.8	119.3	157.5	2,416.9	1,877.3
Debt securities							
(iii) Quoted debt securities		419.0	518.8	33.9	37.7	385.1	481.1
(iv) Unquoted debt securities		761.3	536.7	110.3	–	651.0	536.7
		1,180.3	1,055.5	144.2	37.7	1,036.1	1,017.8
Other investments							
(v) Collective investment schemes ⁽²⁾		2,430.6	1,992.0	3.8	7.2	2,426.8	1,984.8
Total securities at fair value through profit or loss ⁽³⁾		6,147.1	5,082.3	267.3	202.4	5,879.8	4,879.9
24.3 Financial instruments held-for-trading							
Equity securities							
(i) Quoted equity securities		12.1	7.4	–	–	12.1	7.4
		12.1	7.4	–	–	12.1	7.4
Debt securities							
(ii) Quoted debt securities		541.2	485.2	2.8	18.1	538.4	467.1
(iii) Unquoted debt securities		1,100.6	599.5	19.9	19.2	1,080.7	580.3
		1,641.8	1,084.7	22.7	37.3	1,619.1	1,047.4
Total financial instruments held-for-trading		1,653.9	1,092.1	22.7	37.3	1,631.2	1,054.8
TOTAL INVESTMENTS		68,918.9	58,383.3	5,309.4	5,337.1	63,609.5	53,046.2

⁽¹⁾ Included in quoted debt securities are quoted government securities amounting to \$7.4 million (2016: \$6.7 million) which are lodged with the regulator as statutory deposits.

⁽²⁾ Collective investment schemes include but are not limited to unit trusts, hedge funds and real estate investment funds.

⁽³⁾ These securities are designated as fair value through Profit and Loss Statement or Revenue Statements on initial recognition.

NOTES TO THE FINANCIAL STATEMENTS

25 ASSETS HELD FOR SALE

in Singapore Dollars (millions)	Note	Group Shareholders' and General Insurance Funds	
		2017	2016
Carrying Value:			
Reclassification from property, plant and equipment	31	3.9	–
At 31 December		3.9	–

As at 31 December 2017, the Group is in the midst of disposing the property which was previously classified as self-occupied property.

26 ASSOCIATES

in Singapore Dollars (millions)	Group					
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
	2017	2016	2017	2016	2017	2016
Investment in shares, at cost	14.6	80.5	–	9.3	14.6	71.2
Share of post-acquisition results	(13.1)	(37.1)	–	(3.5)	(13.1)	(33.6)
Currency translation adjustment	0.7	4.0	–	0.5	0.7	3.5
	(12.4)	(33.1)	–	(3.0)	(12.4)	(30.1)
Carrying amount at 31 December	2.2	47.4	–	6.3	2.2	41.1

Following the redemption of the Group's associate, Fairfield Investment Fund Ltd ("Fairfield") during the year, the Group ceased to account for Fairfield as its associate.

For the current financial period, the Group recognised its associate's share of operating results based on unaudited records available up to 30 November 2017 as the information as at 31 December 2017 was not available at the reporting date.

Aggregate information about the Group's investment in associates that are not individually material are as follows:

in Singapore Dollars (millions)	2017	2016
Loss after tax from continuing operations	(0.3)	(0.2)
Total comprehensive income	(0.3)	(0.2)

NOTES TO THE FINANCIAL STATEMENTS

27 SUBSIDIARIES

in Singapore Dollars (millions)	Company	
	2017	2016
Investment in shares, at cost	975.7	967.9
Distribution from pre-acquisition reserve	(281.8)	(281.8)
	693.9	686.1

Significant restrictions:

The ability of insurance subsidiaries to transfer funds to the Group in the form of cash dividends is subject to local insurance laws and regulations and solvency requirements in certain jurisdictions in which the subsidiaries operate. These requirements do not constitute a material limitation on the ability of the subsidiaries to transfer funds to the Group.

27.1 Interest in subsidiary with material non-controlling interest (NCI)

The Group has the following subsidiary that has NCI that is material to the Group.

Name of Subsidiary in Singapore Dollars (millions)	Principal place of business	Proportion of ownership interest held by NCI	Profit/(Loss) allocated to NCI during the reporting period	Acumulated NCI at the end of the reporting period	Dividends paid to NCI
31 December 2017:					
Lion Global Investors Limited	Singapore	30%	12.8	72.1	7.5
31 December 2016:					
Lion Global Investors Limited	Singapore	30%	11.6	62.3	–

Significant restrictions:

There are no significant restrictions on the Group's ability to use or access assets and settle liabilities of subsidiaries with material non-controlling interests.

NOTES TO THE FINANCIAL STATEMENTS

27 SUBSIDIARIES (CONTINUED)

27.2 Summarised financial information about subsidiaries with material NCI

Summarised financial information including goodwill on acquisition and consolidation adjustments but before intercompany eliminations of subsidiaries with material non-controlling interests are as follows:

Summarised balance sheets

in Singapore Dollars (millions)	Lion Global Investors Ltd	
	2017	2016
Current		
Assets	218.8	148.4
Liabilities	(39.8)	(33.8)
Net current assets	179.0	114.6
Non-current		
Assets	56.5	98.3
Net non-current assets	56.5	98.3
Net assets	235.5	212.9

Summarised statement of comprehensive income

in Singapore Dollars (millions)	2017	2016
Revenue	92.7	85.3
Profit before income tax	51.0	45.3
Income tax expense	(8.6)	(6.7)
Profit after tax – continuing operations	42.4	38.6
Other comprehensive income	5.2	0.2
Total comprehensive income	47.6	38.8

Other summarised information

Net cash flows from operations	44.9	35.2
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NOTES TO THE FINANCIAL STATEMENTS

27 SUBSIDIARIES (CONTINUED)

27.3 Loss of control in subsidiaries

On 24 April 2017, the Group redeemed all of its interests in LGlobal Funds – Asian Bond (“LGAB”), a sub-fund of LGlobal Funds (which is a subsidiary of GEH), for a cash consideration of \$30.6 million.

The value of the assets and liabilities of LGAB recorded in the consolidated financial statements as at 24 April 2017 and the cash flow effect of the redemption were:

in Singapore Dollars (millions)	2017
Other debtors	0.5
Investments	29.1
Cash and cash equivalents	15.7
	45.3
Other creditors	(14.5)
Carrying value of net assets	30.8
Total consideration	30.6
Cash and cash equivalents of the subsidiary	(15.7)
Net cash inflow on disposal of subsidiary	14.9
<u>Gain on disposal:</u>	
Cash received	30.6
Net asset derecognised	(30.8)
Cumulative exchange differences in respect of the net assets of the subsidiary reclassified from equity on disposal	1.9
Third-party interests in consolidated investment funds reversed on disposal	(0.7)
Gain on disposal	1.0

NOTES TO THE FINANCIAL STATEMENTS

27 SUBSIDIARIES (CONTINUED)

27.3 Loss of control in subsidiaries (continued)

The Group entered into a sale agreement to dispose of its interest in its subsidiary, Great Eastern Life (Vietnam) Company Limited (“GELV”), for a cash consideration of \$48.2 million. The disposal was completed on 21 June 2016, on which date control of GELV passed to the acquirer.

The value of the assets and liabilities of GELV recorded in the consolidated financial statements as at 21 June 2016, and the cash flow effect of the disposal were:

in Singapore Dollars (millions)	Note	2016
Property, plant and equipment	31	0.5
Investments		25.2
Insurance receivables		0.2
Other debtors		14.1
Cash and cash equivalents		24.6
		64.6
Other creditors		(13.4)
Insurance payables		(0.2)
Life assurance fund	18	(3.5)
Carrying value of net assets		47.5
Total consideration		48.2
Cash and cash equivalents of the subsidiary		(24.6)
Net cash inflow on disposal of a subsidiary		23.6
<u>Loss on disposal:</u>		
Cash received		48.2
Net asset derecognised		(47.5)
Cumulative exchange differences in respect of the net assets of the subsidiary reclassified from equity on disposal		(20.9)
Fair value reserve of the subsidiary reclassified from equity on disposal		1.5
Loss on disposal		(18.7)

NOTES TO THE FINANCIAL STATEMENTS

28 INTERESTS IN STRUCTURED ENTITIES

A structured entity is defined as an entity that has been designed so that voting or similar rights are not the dominant factor in deciding who controls the entity, such as when any voting rights relate to administrative tasks only, or when the relevant activities are directed by means of contractual arrangements. The Group has interests in unconsolidated structured entities as described below.

The Group holds shares or units in investment vehicles, which consist of:

- Debt securities which comprise: Mortgage-Backed-Securities (MBS), Asset Backed Securities (ABS), Collateralised Debt Obligation (CDO) and Structured Deposits (SD).
- Collective Investment Schemes which comprise: hedge funds, private equity funds, unit trusts, Real Estate Investment Trusts (REITs), Exchange Traded Funds (ETF) and Open Ended Investment Companies (OEIC).

The Group's holdings in investment vehicles are subject to the terms and conditions of the respective investment vehicle's offering documentation and are susceptible to market price risk arising from uncertainties about future values of those investment vehicles.

The investment vehicles in the investment portfolio are managed by portfolio managers who are compensated by the respective investment vehicles for their services. Such compensation generally consists of an asset-based fee and a performance-based incentive fee, and is reflected in the valuation of the investment vehicles.

28.1 Interests in unconsolidated structured entities

As part of its investment activities, the Group invests in unconsolidated structured entities. As at 31 December 2017, the Group's total interest in unconsolidated structured entities was \$10,730.8 million (31 December 2016: \$8,115.0 million) on the Group's balance sheet.

The Group does not sponsor any of the unconsolidated structured entities.

A summary of the Group's interest in unconsolidated structured entities is as follows:

in Singapore Dollars (millions)	Interest in Associates		Financial Investments		Total Assets	
	2017	2016	2017	2016	2017	2016
Debt securities						
<i>Analysed as:</i>						
MBS	-	-	163.4	194.1	163.4	194.1
ABS	-	-	104.4	91.2	104.4	91.2
CDO	-	-	-	0.5	-	0.5
SD	-	-	1,100.4	598.9	1,100.4	598.9
Collective investment schemes						
<i>Analysed as:</i>						
Hedge funds	-	44.9	600.2	594.8	600.2	639.7
Private equity funds	2.2	2.5	850.1	730.6	852.3	733.1
Unit trusts	-	-	2,685.4	1,691.0	2,685.4	1,691.0
REITs	-	-	785.9	762.4	785.9	762.4
ETF	-	-	688.2	1,520.8	688.2	1,520.8
OEIC	-	-	3,750.6	1,883.3	3,750.6	1,883.3
Total	2.2	47.4	10,728.6	8,067.6	10,730.8	8,115.0

The Group's maximum exposure to loss on the interests presented above is the carrying amount of the Group's investments.

The Group has not provided any financial or other support to the unconsolidated structured entities as at the reporting date, and there are no intentions to provide support in the foreseeable future.

NOTES TO THE FINANCIAL STATEMENTS

28 INTERESTS IN STRUCTURED ENTITIES (CONTINUED)

28.2 Other interests in unconsolidated structured entities

The Group receives management fees in respect of its asset management business. The Group does not sponsor any of the funds or investment vehicles from which it receives fees. Management fees received for investments that the Group manages but does not have a holding in also represent an interest in unconsolidated structured entities. As these investments are not held by the Group, the investment risk is borne by the external investors and therefore the Group's maximum exposure to loss relates to future management fees. The table below shows the assets under management of entities that the Group manages but does not have a holding in and the fees earned from those entities.

in Singapore Dollars (millions)	Assets under Management		Investment Management Fees	
	2017	2016	2017	2016
Collective investment schemes	3,461.9	1,949.1	34.6	28.4
Financial instruments held-for-trading - debt securities	–	13.0	–	0.2
Total	3,461.9	1,962.1	34.6	28.6

29 INTANGIBLE ASSETS

in Singapore Dollars (millions)	Note	Group					
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
		2017	2016	2017	2016	2017	2016
Goodwill	29.1	27.0	31.4	27.0	31.4	–	–
Club Membership	29.3	0.6	0.6	0.1	0.1	0.5	0.5
Carrying amount at 31 December		27.6	32.0	27.1	31.5	0.5	0.5

29.1 Goodwill

Cost:

At 1 January		38.2	38.3	31.4	31.5	6.8	6.8
Currency translation reserve adjustment		0.3	(0.1)	0.3	(0.1)	–	–
At 31 December		38.5	38.2	31.7	31.4	6.8	6.8

Impairment:

At 1 January		(6.8)	(6.8)	–	–	(6.8)	(6.8)
Impairment loss	8	(4.7)	–	(4.7)	–	–	–
At 31 December		(11.5)	(6.8)	(4.7)	–	(6.8)	(6.8)

Net carrying amount:

At 1 January		31.4	31.5	31.4	31.5	–	–
Impairment loss	8	(4.7)	–	(4.7)	–	–	–
Currency translation reserve adjustment		0.3	(0.1)	0.3	(0.1)	–	–
At 31 December	29	27.0	31.4	27.0	31.4	–	–

The acquisition of an additional stake of 9.6% in Lion Global Investors Limited group in 2005, the acquisition of certain assets and liabilities of the general insurance business of Tahan Insurance Malaysia Berhad in 2011 and the acquisition of a subsidiary, Pacific Mutual Fund Berhad, in 2012 gave rise to \$18.9 million, \$6.0 million and \$6.8 million of goodwill respectively in Shareholders' Fund, while the acquisition of an additional 51% of the ordinary shares in Straits Eastern Square Pte Ltd ("SESPL") in 2006 gave rise to an amount of \$6.8 million of goodwill in the Life Assurance Fund.

NOTES TO THE FINANCIAL STATEMENTS

29 INTANGIBLE ASSETS (CONTINUED)

29.2 Impairment test for goodwill

In accordance with FRS 36, the carrying value of the Group's goodwill on acquisition of subsidiaries and businesses was assessed for impairment. In respect of the acquisition of the additional interest in Lion Global Investors Limited group and Pacific Mutual Fund Berhad, goodwill is allocated for impairment testing purposes to the individual entity which is also the cash-generating unit. Goodwill arising from the acquisition of Straits Eastern Square Pte Ltd is allocated for impairment testing to the investment property held which is also the cash-generating unit. Goodwill arising from the acquisition of the business of Tahan Insurance Malaysia Berhad is allocated for impairment testing purposes to the business of Great Eastern General Insurance (Malaysia) Berhad, which is also the cash-generating unit.

Subsidiary – Lion Global Investors Limited

Carrying value of capitalised goodwill as at 31 December 2017	\$18.9 million
Basis on which recoverable values are determined ⁽¹⁾	Value in use
Terminal growth rate ⁽²⁾	2%
Discount rate ⁽³⁾	12%

Subsidiary – Straits Eastern Square Pte Ltd

Carrying value of capitalised goodwill as at 31 December 2017	nil
Basis on which recoverable values are determined ⁽⁴⁾	Fair value of investment property held, less cost of disposal

Business acquired – Tahan Insurance Malaysia Berhad

Carrying value of capitalised goodwill as at 31 December 2017	\$6.0 million
Basis on which recoverable values are determined ⁽¹⁾	Value in use
Terminal growth rate ⁽²⁾	5%
Discount rate ⁽³⁾	9%

Subsidiary – Pacific Mutual Fund Berhad

Carrying value of capitalised goodwill as at 31 December 2017	\$2.1 million
Basis on which recoverable values are determined ⁽¹⁾	Value in use
Terminal growth rate ⁽²⁾	5%
Discount rate ⁽³⁾	12%

⁽¹⁾ The value-in-use calculation applies a discounted cash flow model using cash flow projections based on financial budget and forecast approved by management covering a five-year period. Cash flows beyond the fifth year are extrapolated using the terminal growth rate stated above.

⁽²⁾ The terminal growth rates used do not exceed the long term average past growth rates of the industries and countries in which Lion Global Investors Limited, Pacific Mutual Fund Berhad and Great Eastern General Insurance (Malaysia) Berhad operate.

⁽³⁾ The discount rate applied to the cash flow projections is pre-tax and is derived from the cost of capital plus a reasonable risk premium. This is the benchmark used by management to assess the operating performance.

⁽⁴⁾ The fair value of investment property held is determined based on objective valuations undertaken by independent valuers. The fair value is supported by market evidence and represents the amount at which assets could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction at the date of valuation. Valuations are performed on an annual basis. The fair value derived is categorised under Level 3 of the fair value hierarchy.

An impairment loss of \$4.7 million (2016: \$nil) was recognised for the financial year ended 31 December 2017 against the amounts of goodwill recorded above to write-down the carrying value to recoverable value. A reasonably possible change in key assumptions will not cause the carrying values above to materially exceed the recoverable amounts.

NOTES TO THE FINANCIAL STATEMENTS

29 INTANGIBLE ASSETS (CONTINUED)

in Singapore Dollars (millions)	Note	Group					
		Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
		2017	2016	2017	2016	2017	2016
29.3 Club Membership							
Cost:							
At 1 January and 31 December	29	0.6	0.6	0.1	0.1	0.5	0.5

30 INVESTMENT PROPERTIES

in Singapore Dollars (millions)	Note	Group	
		2017	2016
Life Assurance Fund			
Balance sheet:			
At 1 January		1,539.0	1,568.1
Additions (subsequent expenditure)		0.1	–
Net gain/(loss) from fair value adjustments	5	9.8	(16.4)
Disposals/assets written off		(0.7)	(8.5)
Currency translation reserve adjustment		4.8	(4.2)
At 31 December		1,553.0	1,539.0
Revenue statement:			
Rental income from investment properties:			
– Minimum lease payments		34.1	33.6
Direct operating expenses (including repairs and maintenance) arising from:			
– Rental generating properties		(13.6)	(13.9)
– Non-rental generating properties		(0.1)	(0.1)
		(13.7)	(14.0)

Investment properties within the Life Assurance Fund collectively form an asset class which is an integral part of the overall investment strategy for the asset-liability management of the life assurance business.

Investment properties are stated at fair value, which has been determined based on objective valuation undertaken by independent valuers as at the balance sheet date. Valuations are performed by accredited independent valuers with recent experience in the location and category of the properties being valued.

NOTES TO THE FINANCIAL STATEMENTS

31 PROPERTY, PLANT AND EQUIPMENT

in Singapore Dollars (millions)	Note	Group						Total
		Freehold Land ⁽¹⁾	Leasehold Land ⁽¹⁾	Capital Works in Progress	Buildings ⁽¹⁾	Computer Equipment and Software Development Costs	Other Assets ⁽²⁾	
31.1 Total								
Cost								
At 1 January 2016		64.4	38.0	4.7	598.5	390.9	110.2	1,206.7
Additions		–	–	4.9	0.4	45.6	3.5	54.4
Disposal of subsidiary	27	–	–	–	–	(2.6)	(0.9)	(3.5)
Disposals/assets written off		–	–	–	–	(2.0)	(0.4)	(2.4)
Reclassification		–	–	(0.2)	0.1	(0.1)	0.2	–
Currency translation reserve adjustment		(0.2)	(0.1)	(0.1)	(2.7)	(2.4)	(0.3)	(5.8)
At 31 December 2016 and 1 January 2017		64.2	37.9	9.3	596.3	429.4	112.3	1,249.4
Additions		–	–	1.9	11.3	41.8	3.8	58.8
Disposals/assets written off		–	–	–	–	(59.8)	(38.2)	(98.0)
Reclassification		–	–	(7.0)	–	–	7.0	–
Reclassification to assets held for sale	25	(3.2)	–	–	(0.7)	–	–	(3.9)
Currency translation reserve adjustment		0.2	0.1	0.1	3.0	4.1	1.3	8.8
At 31 December 2017		61.2	38.0	4.3	609.9	415.5	86.2	1,215.1
Accumulated Depreciation and Impairment Loss								
At 1 January 2016		(1.4)	(2.1)	–	(230.5)	(280.8)	(81.8)	(596.6)
Depreciation charge for the year	8	–	–	–	(12.3)	(36.6)	(7.3)	(56.2)
Disposal of subsidiary	27	–	–	–	–	2.1	0.9	3.0
Disposals/assets written off		–	–	–	–	2.0	0.4	2.4
Currency translation reserve adjustment		–	–	–	1.0	2.2	0.2	3.4
At 31 December 2016 and 1 January 2017		(1.4)	(2.1)	–	(241.8)	(311.1)	(87.6)	(644.0)
Depreciation charge for the year	8	–	–	–	(12.0)	(52.5)	(6.2)	(70.7)
Disposals/assets written off		–	–	–	–	59.2	38.2	97.4
Increase in provision for impairment	8	–	–	–	(0.3)	–	–	(0.3)
Currency translation reserve adjustment		–	–	–	(1.1)	(3.8)	(1.2)	(6.1)
At 31 December 2017		(1.4)	(2.1)	–	(255.2)	(308.2)	(56.8)	(623.7)
Net Book Value								
At 31 December 2016		62.8	35.8	9.3	354.5	118.3	24.7	605.4
At 31 December 2017		59.8	35.9	4.3	354.7	107.3	29.4	591.4

NOTES TO THE FINANCIAL STATEMENTS

31 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

in Singapore Dollars (millions)	Note	Group						Total
		Freehold Land ⁽¹⁾	Leasehold Land ⁽¹⁾	Capital Works in Progress	Buildings ⁽¹⁾	Computer Equipment and Software Development Costs	Other Assets ⁽²⁾	
31.2 Shareholders' and General Insurance Funds								
Cost								
At 1 January 2016		3.2	–	0.2	0.8	18.8	8.0	31.0
Additions		–	–	0.2	–	5.3	0.3	5.8
Disposal of subsidiary	27	–	–	–	–	(2.6)	(0.9)	(3.5)
Reclassification		–	–	(0.2)	–	–	0.2	–
Currency translation reserve adjustment		(0.1)	–	–	–	1.0	0.7	1.6
At 31 December 2016 and 1 January 2017		3.1	–	0.2	0.8	22.5	8.3	34.9
Additions		–	–	0.6	–	7.2	0.3	8.1
Disposals/assets written off		–	–	–	–	(0.7)	(0.2)	(0.9)
Reclassification		–	–	(0.8)	–	(0.3)	0.4	(0.7)
Reclassification to assets held for sale	25	(3.2)	–	–	(0.7)	–	–	(3.9)
Currency translation reserve adjustment		0.1	–	–	(0.1)	0.3	0.1	0.4
At 31 December 2017		–	–	–	–	29.0	8.9	37.9
Accumulated Depreciation and Impairment Loss								
At 1 January 2016		–	–	–	–	(12.6)	(5.9)	(18.5)
Depreciation charge for the year	8	–	–	–	–	(2.5)	(0.6)	(3.1)
Disposal of subsidiary	27	–	–	–	–	2.1	0.9	3.0
Currency translation reserve adjustment		–	–	–	–	(0.7)	(0.8)	(1.5)
At 31 December 2016 and 1 January 2017		–	–	–	–	(13.7)	(6.4)	(20.1)
Depreciation charge for the year	8	–	–	–	–	(4.0)	(0.5)	(4.5)
Disposals/assets written off		–	–	–	–	0.7	0.2	0.9
Reclassification		–	–	–	–	0.2	–	0.2
Currency translation reserve adjustment		–	–	–	–	(0.2)	(0.1)	(0.3)
At 31 December 2017		–	–	–	–	(17.0)	(6.8)	(23.8)
Net Book Value								
At 31 December 2016		3.1	–	0.2	0.8	8.8	1.9	14.8
At 31 December 2017		–	–	–	–	12.0	2.1	14.1

NOTES TO THE FINANCIAL STATEMENTS

31 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

in Singapore Dollars (millions)	Note	Group						Total
		Freehold Land ⁽¹⁾	Leasehold Land ⁽¹⁾	Capital Works in Progress	Buildings ⁽¹⁾	Computer Equipment and Software Development Costs	Other Assets ⁽²⁾	
31.3 Life Assurance Fund								
Cost								
At 1 January 2016		61.2	38.0	4.5	597.7	372.1	102.2	1,175.7
Additions		–	–	4.7	0.4	40.3	3.2	48.6
Disposals/assets written off		–	–	–	–	(2.0)	(0.4)	(2.4)
Reclassification		–	–	–	0.1	(0.1)	–	–
Currency translation reserve adjustment		(0.1)	(0.1)	(0.1)	(2.7)	(3.4)	(1.0)	(7.4)
At 31 December 2016 and 1 January 2017		61.1	37.9	9.1	595.5	406.9	104.0	1,214.5
Additions		–	–	1.3	11.3	34.6	3.5	50.7
Disposals/assets written off		–	–	–	–	(59.1)	(38.0)	(97.1)
Reclassification		–	–	(6.2)	–	0.3	6.6	0.7
Currency translation reserve adjustment		0.1	0.1	0.1	3.1	3.8	1.2	8.4
At 31 December 2017		61.2	38.0	4.3	609.9	386.5	77.3	1,177.2
Accumulated Depreciation and Impairment Loss								
At 1 January 2016		(1.4)	(2.1)	–	(230.5)	(268.2)	(75.9)	(578.1)
Depreciation charge for the year	8	–	–	–	(12.3)	(34.1)	(6.7)	(53.1)
Disposals/assets written off		–	–	–	–	2.0	0.4	2.4
Currency translation reserve adjustment		–	–	–	1.0	2.9	1.0	4.9
At 31 December 2016 and 1 January 2017		(1.4)	(2.1)	–	(241.8)	(297.4)	(81.2)	(623.9)
Depreciation charge for the year	8	–	–	–	(12.0)	(48.5)	(5.7)	(66.2)
Disposals/assets written off		–	–	–	–	58.5	38.0	96.5
Increase in provision for impairment	8	–	–	–	(0.3)	–	–	(0.3)
Reclassification		–	–	–	–	(0.2)	–	(0.2)
Currency translation reserve adjustment		–	–	–	(1.1)	(3.6)	(1.1)	(5.8)
At 31 December 2017		(1.4)	(2.1)	–	(255.2)	(291.2)	(50.0)	(599.9)
Net Book Value								
At 31 December 2016		59.7	35.8	9.1	353.7	109.5	22.8	590.6
At 31 December 2017		59.8	35.9	4.3	354.7	95.3	27.3	577.3

NOTES TO THE FINANCIAL STATEMENTS

31 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

As at year end, the Company held other assets with a net book value of \$0.3 million (31 December 2016: \$0.3 million) and computer equipment with a net book value of \$nil million (31 December 2016: \$0.1 million). Depreciation for the period on motor vehicles was \$0.1 million (31 December 2016: \$0.1 million) and on computer equipment was \$0.1 million (31 December 2016: \$0.1 million).

⁽¹⁾ If the freehold land, leasehold land and buildings were measured using market value, the carrying amount would be as follows:

in Singapore Dollars (millions)	Group	
	2017	2016
Freehold land, Leasehold land and Buildings	799.8	767.0

⁽²⁾ Other assets include motor vehicles, office furniture, fittings and equipment.

32 EXECUTIVES' SHARE OPTION SCHEME

32.1 OCBC Share Option Scheme

In April 2005, the GEH Optionholders were nominated to participate in the OCBC Bank Share Option Scheme (2001) ("OCBC Option Scheme"). The acquisition price of the options granted is equal to the average of the last dealt price of the ordinary shares of OCBC Bank over five consecutive trading days immediately prior to the date of the grant. The options vest in one-third increments over a period of three years, and are exercisable after the first anniversary of the date of grant up to the date of expiration of the options. The share options have a validity period of 10 years from date of grant.

The fair value of the share options is recognised by the GEH Group as staff costs in the Profit and Loss Statement or Revenue Statements of the respective insurance funds, as appropriate. The Group uses the binomial model to derive the fair value of share options granted by OCBC Bank. The value of the share options is recognised in the Profit and Loss Statement or Revenue Statements over the vesting period of the share options. At each balance sheet date, the Group revises its estimates of the number of options that are expected to become exercisable, and the impact of the change to the original estimates, if any, is recognised in the Profit and Loss Statement or Revenue Statements accordingly.

At the Extraordinary General Meeting of OCBC Bank held on 19 April 2007, certain alterations proposed by OCBC Bank's Remuneration Committee to OCBC Option Scheme were approved by its shareholders. These alterations enable option holders to select one of the following alternatives when exercising their options:

- (i) All share election – an election to receive in full the number of ordinary shares upon full payment of the aggregate acquisition cost in respect of options exercised;
- (ii) Partial share election – an election to receive ordinary shares representing the notional profit which would have been derived if the ordinary shares in respect of the options exercised had been sold; or
- (iii) Cash election – an election to receive in cash the profit derived from the sale of OCBC Bank's share in respect of the options exercised.

In March 2017, OCBC Bank granted 1,062,754 options (2016: 526,072) to GEH Optionholders to acquire ordinary shares in OCBC Bank ("OCBC shares") pursuant to 2001 scheme, of which no options were granted to a director of the Company (2016: nil). The fair value of share options granted during the year ended 31 December 2017, determined using the binomial valuation model, was \$0.8 million (2016: \$0.7 million). Significant inputs that were used to determine the fair value of options granted are set out below.

NOTES TO THE FINANCIAL STATEMENTS

32 EXECUTIVES' SHARE OPTION SCHEME (CONTINUED)

32.1 OCBC Share Option Scheme (continued)

	2017	2016
Acquisition price (\$)	9.60	8.81
Share price (\$)	9.64	8.95
Expected volatility based on last 250 days historical price volatility as of acceptance date (%)	14.73	20.08
Risk-free rate based on SGS bond yield at acceptance date (%)	2.11	1.83
Expected dividend yield (%)	4.27	4.02
Exercise multiple (times)	1.74	1.78
Option life (years)	10	10

Information with respect to the number of options granted under the OCBC Option Scheme to GEH Optionholders is as follows:

	2017		2016	
	Number of Options	Average Price	Number of Options	Average Price
Number of shares comprised in options:				
At beginning of year	4,993,252	\$9.268	5,553,220	\$9.273
Granted during the year	1,062,754	\$9.598	526,072	\$8.814
Lapsed during the year	(166,631)	\$9.681	(925,418)	\$9.371
Exercised during the year	(1,798,717)	\$9.142	(160,622)	\$7.352
Outstanding at end of year	4,090,658	\$9.392	4,993,252	\$9.268
Exercisable at end of year	2,612,024	\$9.329	3,861,091	\$9.264
Average share price underlying the options exercised during the financial year		\$10.712		\$8.690

NOTES TO THE FINANCIAL STATEMENTS

32 EXECUTIVES' SHARE OPTION SCHEME (CONTINUED)

32.1 OCBC Share Option Scheme (continued)

Details of the options outstanding as at 31 December 2017 are as follows:

Grant Year	Grant Date	Exercise Period	Acquisition Price	2017	
				Outstanding	Exercisable
2008	14.03.2008	15.03.2009 – 13.03.2018	\$7.520	66,766	66,766
2009	16.03.2009	17.03.2010 – 15.03.2019	\$4.138	32,538	32,538
2010	15.03.2010	16.03.2011 – 14.03.2020	\$8.762	86,908	86,908
2011	14.03.2011	15.03.2012 – 13.03.2021	\$9.350	159,094	159,094
2012	14.03.2012	15.03.2013 – 13.03.2022	\$8.798	338,713	338,713
2013	14.03.2013	15.03.2014 – 13.03.2023	\$10.302	947,732	947,732
2014	14.03.2014	15.03.2015 – 13.03.2024	\$9.428	713,847	713,847
2015	16.03.2015	16.03.2016 – 15.03.2025	\$10.378	295,709	176,482
2016	16.03.2016	16.03.2017 – 15.03.2026	\$8.814	386,597	89,944
2017	23.03.2017	23.03.2018 – 22.03.2027	\$9.598	1,062,754	–
				4,090,658	2,612,024

The carrying amount of the liability recognised on the Group's balance sheet related to the above equity-settled options at 31 December 2017 is \$2.4 million (31 December 2016: \$2.2 million).

As at 31 December 2017, the weighted average remaining contractual life of outstanding options was 6.5 years (2016: 6.2 years). There were no outstanding options held by directors of the Company as at 31 December 2017 (2016: nil).

32.2 OCBC Deferred Share Plan ("DSP")

The DSP is a share-based plan implemented in 2003 and administered by the OCBC Remuneration Committee. The DSP is a discretionary share-based incentive and retention award program extended to executives of OCBC's subsidiaries at the discretion of the Remuneration Committee. The awards are granted at no cost to the grantees, on a deferred basis as part of their performance bonus. Such awards shall lapse by reason of cessation of service but may be preserved at the discretion of the Remuneration Committee. The DSP does not involve the issue of new shares. Instead, existing shares will be purchased from the market for release to the grantees at the end of the respective vesting periods.

During the financial year, 406,199 (2016: 418,049) OCBC ordinary shares were granted to eligible executives of GEH Group under the DSP, of which none (2016: nil) were granted to a director of the Company. The fair value of the shares at grant date was \$3.9 million (2016: \$3.6 million). In addition, 16,173 OCBC shares (of which none were granted to directors of the Company) were awarded to grantees pursuant to declarations of final dividend for financial year ended 31 December 2016 (2016: 8,779 OCBC shares (of which none were granted to directors of the Company) awarded to grantees pursuant to declarations of final dividend for financial year ended 31 December 2015).

NOTES TO THE FINANCIAL STATEMENTS

32 EXECUTIVES' SHARE OPTION SCHEME (CONTINUED)

32.3 OCBC Employee Share Purchase Plan ("ESP")

All employees of OCBC Bank and their subsidiaries who have attained the age of 21 years and have been employees for a period of not less than six months are eligible to participate in the ESP Plan unless they are also controlling shareholders of the Bank or their associates. The purpose of the ESP Plan is to provide employees with an opportunity to increase their personal equity interest in the Bank. The Bank will either issue new shares or transfer treasury shares to employees upon the exercise or conversion of acquisition rights. The ESP Plan is administered by the OCBC Bank Remuneration Committee.

The acquisition price is equal to the average of the last traded price of the ordinary shares of OCBC Bank on the Singapore Exchange Securities Trading Limited over the five consecutive trading days immediately preceding the price fixing date for the acquisition price of the ordinary shares (as determined by the OCBC Bank Remuneration Committee).

A participant may participate in the ESP Plan for an offering period by making contributions in cash by means of monthly deductions from his monthly base salary and/or his designated account; and/or by monthly debits from his CPF Ordinary Account to his ESP Plan account.

In June 2017, the twelfth offering of the ESP Plan was launched for employees to acquire the shares of OCBC Bank at \$10.77 per share. The plan commenced on 1 July 2017 and will expire on 30 June 2019. Under the offering, OCBC Bank granted 962,982 (2016: 1,215,292) rights to acquire ordinary shares in the Bank. The fair value of the rights, determined using the binomial valuation model was \$0.7 million (2016: \$1.1 million). Significant inputs to the valuation model are set out below.

	2017	2016
Acquisition price (\$)	10.77	8.45
Share price (\$)	10.72	8.45
Expected volatility based on last 250 days historical price volatility as of acceptance date (%)	13.06	20.66
Risk-free rate based on 2-year swap rate (%)	1.26	0.99
Expected dividend yield (%)	3.36	4.26

A summary of the movement in the number of acquisition rights of the ESP Plan issued to GEH Group's employees is as follows:

	2017		2016	
	Number of Subscription Rights	Weighted Average Subscription Price	Number of Subscription Rights	Weighted Average Subscription Price
At 1 January	1,789,736	\$9.115	1,677,994	\$9.808
Subscriptions on commencement of plan	962,982	\$10.770	1,215,292	\$8.450
Exercised	(722,310)	\$9.806	(1,650)	\$9.320
Lapsed / Forfeited	(258,900)	\$9.726	(1,101,900)	\$9.437
At 31 December	1,771,508	\$9.644	1,789,736	\$9.115
Average share price underlying acquisition rights exercised during the financial year		\$10.992		\$8.876

As at 31 December 2017, the weighted average remaining contractual life of outstanding acquisition rights was 1.0 year (2016: 1.1 year). No director of GEH Group has acquisition rights under the ESP Plan (2016: nil).

NOTES TO THE FINANCIAL STATEMENTS

33 COMMITMENTS

in Singapore Dollars (millions)	Group					
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
	2017	2016	2017	2016	2017	2016
33.1 Capital commitments						
Commitments for capital expenditure not provided for in the financial statements:						
– investment properties	171.2	167.8	–	–	171.2	167.8
– property, plant and equipment	25.8	60.4	1.8	3.2	24.0	57.2
	197.0	228.2	1.8	3.2	195.2	225.0

33.2 Operating lease commitment

The Group has entered into commercial property leases on its property portfolio. These non-cancellable leases have remaining non-cancellable lease terms of between 1 and 5 years. All leases include a clause to enable upward revision of the rental charge on an annual basis based on prevailing market conditions.

Future minimum lease payments receivable under non-cancellable operating leases are as follows as of 31 December:

in Singapore Dollars (millions)	Group					
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund	
	2017	2016	2017	2016	2017	2016
Within one year	41.4	43.7	–	–	41.4	43.7
After one year but not more than five years	26.4	29.4	–	–	26.4	29.4
	67.8	73.1	–	–	67.8	73.1

The Group has entered into operating lease agreements for computer equipment. These non-cancellable leases have remaining non-cancellable lease terms of between 1 and 4 years. Operating lease payments recognised in the consolidated Profit and Loss Statement and Revenue Statements during the year amounted to \$0.3 million (2016: \$0.4 million).

Future minimum lease payments payable under non-cancellable operating leases contracted for as at 31 December but not recognised as liabilities, are payable as follows:

Within one year	8.0	7.6	2.8	2.8	5.2	4.8
After one year but not more than five years	10.2	13.9	1.8	4.1	8.4	9.8
	18.2	21.5	4.6	6.9	13.6	14.6

NOTES TO THE FINANCIAL STATEMENTS

34 RELATED PARTY TRANSACTIONS

The Group enters into transactions with its related parties in the normal course of business. Transactions are carried out on an arm's length basis.

34.1 Significant related party transactions

In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Group and related parties took place at terms agreed between the parties during the financial year:

in Singapore Dollars (millions)	Group						Company	
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund		2017	2016
	2017	2016	2017	2016	2017	2016		
Management and performance fees paid by insurance funds to subsidiaries	72.9	60.6	9.8	9.8	63.1	50.8	-	-
Fees and commission and other income received from:								
– holding company	8.6	6.0	6.6	6.0	2.0	-	-	-
– related parties of the holding company	12.3	9.8	2.3	2.4	10.0	7.4	-	-
Premiums received from key management personnel	5.0	2.3	-	0.1	5.0	2.2	-	-
Fees and commission expense paid to:								
– holding company	165.6	137.2	9.5	7.4	156.1	129.8	-	-
– related parties of the holding company	57.1	48.7	19.8	17.6	37.3	31.1	-	-
Interest income received from:								
– holding company	2.2	1.5	0.3	0.4	1.9	1.1	0.1	0.4
– related parties of the holding company	22.5	20.6	1.3	0.8	21.2	19.8	-	-
Rental income received from:								
– holding company	-	0.1	-	-	-	0.1	-	-
– related parties of the holding company	0.3	0.3	-	-	0.3	0.3	-	-
Other expenses paid to:								
– holding company	7.6	8.0	3.0	5.0	4.6	3.0	-	-
– related parties of the holding company	13.4	18.6	3.2	3.2	10.2	15.4	-	-

NOTES TO THE FINANCIAL STATEMENTS

34 RELATED PARTY TRANSACTIONS (CONTINUED)

34.2 Balance sheet balances with related parties

Balance sheet balances with related parties as at 31 December are as follows:

in Singapore Dollars (millions)	Group						Company	
	Total		Shareholders' and General Insurance Funds		Life Assurance Fund		2017	2016
	2017	2016	2017	2016	2017	2016		
Cash and cash equivalents held with:								
– holding company	583.0	212.9	70.7	44.7	512.3	168.2	14.1	12.3
– related parties of the holding company	462.1	362.7	42.7	29.8	419.4	332.9	–	–
Cash collateral held with:								
– holding company	6.3	–	–	–	6.3	–	–	–
Amount due to/(from) holding company	2.3	1.9	2.3	1.9	–	–	–	(0.1)
Investments in debt securities of:								
– related parties of the holding company	276.6	143.5	6.2	5.9	270.4	137.6	–	–
Derivative financial assets held with:								
– holding company	123.2	64.5	–	2.5	123.2	62.0	–	–
Derivative financial liabilities held with:								
– holding company	205.1	348.7	–	2.0	205.1	346.7	–	–
– related parties of the holding company	–	9.1	–	–	–	9.1	–	–

Outstanding balances at balance sheet date, other than loan payable to holding company, are unsecured and interest free. Settlement will take place in cash.

There was no provision for doubtful debts at the balance sheet date and no bad debt expense for the year (2016: nil).

34.3 Compensation of key management personnel

Short-term employee benefits	23.5	18.8	7.2	7.0	16.3	11.8	1.7	1.6
Other long-term benefits	0.6	0.3	0.6	0.3	–	–	–	–
Central Provident Fund/Employee Provident Fund	1.3	1.1	0.3	0.3	1.0	0.8	–	–
Share-based payments	3.4	1.8	0.3	0.1	3.1	1.7	–	–
	28.8	22.0	8.4	7.7	20.4	14.3	1.7	1.6
Comprise amounts paid to:								
Directors of the Company	2.4	2.2	1.9	1.7	0.5	0.5	1.7	1.6
Other key management personnel	26.4	19.8	6.5	6.0	19.9	13.8	–	–
	28.8	22.0	8.4	7.7	20.4	14.3	1.7	1.6

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION

Business Segments

For management purposes, the Group's operating businesses are organised and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products for the different markets. The Group's principal operations are organised into the Life Assurance, General Insurance and Shareholders segments. The results of these segments are reported separately in internal reports that are regularly reviewed by the entity's chief operating decision maker in order to allocate resources to the segment and assess its performance.

a. Life Assurance Segment

The Life Assurance segment provides different types of products, comprising life insurance, long-term health and accident insurance, annuity business written and includes the unit-linked business. The Life Assurance segment is further organised into three reportable segments based on the type of product provided – the Participating Business, Non-participating Business and Linked Business segments. All revenues in the Life Assurance segment are from external customers.

Under the Participating Business segment, the insurance contracts issued by subsidiaries within the Group contain a discretionary participating feature. In addition to guaranteed benefits payable upon insured events associated with human life such as death or disability, the contract entitles the policyholder to receive benefits, commonly referred to as a policyholder bonus, which is derived from the investment performance of the pool of assets and operating experience of all the participating policies managed by each insurance subsidiary within the Group.

Under the Non-participating Business segment, the insurance contracts issued by insurance subsidiaries within the Group transfer both insurance and investment risks from policyholders to the insurance subsidiaries within the Group. Other than medical insurance policy contracts, the payout to policyholders upon the occurrence of the insured event is pre-determined and the transfer of risk is absolute. For medical insurance policy contracts, the payout is dependent on the actual medical costs incurred upon the occurrence of the insured event.

Under the Linked Business segment, the insurance subsidiaries within the Group issue contracts which transfer insurance risk alone from policyholders to the insurance subsidiaries within the Group. The net investment returns derived from the variety of investment funds as selected by the policyholder accrue directly to the policyholder.

b. General Insurance Segment

Under the General Insurance business, the Group issues short term property and casualty contracts which protect the policyholder against the risk of loss of property premises due to fire or theft in the form of fire or burglary insurance contract and/or business interruption contract; risk of liability to pay compensation to a third party for bodily harm or property damage in the form of public liability insurance contract. The Group also issues short term medical and personal accident general insurance contracts.

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION (CONTINUED)

Business Segments (continued)

c. Shareholders Segment

The Shareholders segment comprises two reportable segments, the Fund Management and Financial Advisory Business, and Other Shareholders segments.

The Fund Management and Financial Advisory Business segment provides fund management services for absolute return/balanced mandates with different risk-return characteristics and manages a range of products, including Asia Pacific equities, Asian and global fixed income securities portfolios. Clients include Singapore statutory boards, government-linked corporations, public and private companies, insurance companies and charity organisations.

The Other Shareholders segment comprises activities not related to the core business segments, and includes general corporate income and expense items.

Geographical Segments

The Group's risks and rewards are affected by operating conditions in different countries and geographical areas. Therefore, for management purposes, the Group is also organised on a geographical basis into Singapore, Malaysia and Other Asia, based on the location of the Group's assets. Sales to external customers disclosed in geographical segments are based on the respective location of its customers.

Segment Accounting Policies, Allocation Basis and Transfer Pricing

The accounting policies of the segments are the same as those described in the summary of significant accounting policies in Note 2.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, income tax and deferred tax assets and liabilities, interest-bearing loans and related expenses. Inter-segment transfers or transactions are entered into under normal commercial terms and conditions that would also be available to an unrelated third parties. Segment revenue, expenses and results include transfers between business segments. These transfers are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION (CONTINUED)

(1) By Business Segments

in Singapore Dollars (millions)	Group						Group		
	Fund Management and Financial Advisory Business		Others		Adjustments and Eliminations		Note	Consolidated	
	2017	2016	2017	2016	2017	2016		2017	2016
(a) Shareholders' Fund									
Investment income, net	7.1	5.6	153.0	157.0	(6.5)	9.5	(1)	153.6	172.1
Gain/(loss) on sale of investments and changes in fair value	41.4	(3.6)	288.2	57.8	-	-		329.6	54.2
Change in third-party interests in consolidated investment funds	(22.3)	3.7	-	-	-	-		(22.3)	3.7
Loss on disposal of interest in associate	-	-	(1.3)	-	-	-		(1.3)	-
Gain/(loss) on disposal of subsidiaries	1.0	-	-	(18.7)	-	-		1.0	(18.7)
Increase in provision for impairment of assets	(4.7)	-	(11.1)	(16.3)	-	-		(15.8)	(16.3)
(Loss)/gain on exchange differences	(0.3)	(3.2)	(9.8)	5.7	-	-		(10.1)	2.5
Profit from Shareholders' Fund's investments	22.2	2.5	419.0	185.5	(6.5)	9.5		434.7	197.5
Fees and other income	96.7	90.4	2.8	1.6	(11.0)	(9.5)	(1)	88.5	82.5
Profit before expenses	118.9	92.9	421.8	187.1	(17.5)	-		523.2	280.0
Management and other expenses	48.7	47.4	48.1	36.2	-	-		96.8	83.6
Interest expense	-	-	18.3	18.3	-	-		18.3	18.3
Depreciation	1.2	0.5	0.9	0.8	-	-		2.1	1.3
Total expenses	49.9	47.9	67.3	55.3	-	-		117.2	103.2
Profit after expenses	69.0	45.0	354.5	131.8	(17.5)	-		406.0	176.8
Share of loss after income tax of associates	-	-	-	(1.2)	-	-		-	(1.2)
Segment profit before income tax	69.0	45.0	354.5	130.6	(17.5)	-		406.0	175.6
Income tax	(8.1)	(7.2)	(130.4)	(94.3)	-	-		(138.5)	(101.5)
Segment profit after income tax	60.9	37.8	224.1	36.3	(17.5)	-		267.5	74.1
Reconciliation to consolidated Profit & Loss Statement:									
Profit from insurance business								899.9	524.7
Profit per Profit & Loss Statement								1,167.4	598.8

(1) Inter-segment dividend and management fee income are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION (CONTINUED)

(1) By Business Segments (continued)

in Singapore Dollars (millions)	Group						Group	
	Fund Management and Financial Advisory Business		Others		Adjustments and Eliminations		Consolidated	
	2017	2016	2017	2016	2017	2016	2017	2016
(a) Shareholders' Fund (continued)								
<u>Other material items:</u>								
Interest income	4.0	2.3	92.3	101.2	-	-	96.3	103.5
Staff costs and related expenses (including executive directors and key management personnel compensation)	40.1	38.9	24.1	41.9	-	-	64.2	80.8
Rental expense	2.3	2.3	0.2	4.4	-	-	2.5	6.7
Interest expense	-	-	18.3	18.3	-	-	18.3	18.3
<u>Non-cash items:</u>								
Depreciation	1.2	0.5	0.9	0.8	-	-	2.1	1.3
Impairment of assets	4.7	-	11.1	16.3	-	-	15.8	16.3
Changes in fair value of investments:								
– through Profit and Loss Statement	17.3	3.1	11.1	(14.8)	-	-	28.4	(11.7)
– through equity	3.2	(4.7)	339.7	69.2	-	-	342.9	64.5
in Singapore Dollars (millions)	31 Dec 17	31 Dec 16	31 Dec 17	31 Dec 16	31 Dec 17	31 Dec 16	31 Dec 17	31 Dec 16
<u>Assets and liabilities:</u>								
Segment assets	481.2	312.8	8,277.5	7,130.9	15.7	15.7	8,774.4	7,459.4
Investments in associates	-	-	-	6.3	-	-	-	6.3
Total assets	481.2	312.8	8,277.5	7,137.2	15.7	15.7	8,774.4	7,465.7
Segment liabilities	75.3	88.7	759.5	484.0	-	-	834.8	572.7
Income tax and deferred tax liabilities	7.5	5.8	301.5	223.0	-	-	309.0	228.8
Total liabilities	82.8	94.5	1,061.0	707.0	-	-	1,143.8	801.5
<u>Other segment information:</u>								
Additions to non-current assets								
– property, plant and equipment	2.1	1.1	1.4	0.9	-	-	3.5	2.0

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION (CONTINUED)

(1) By Business Segments (continued)

(b) General Insurance Fund

The segment profit/(loss) information for general insurance fund has not been presented below as it is considered a single business segment and disclosure of the information can be found in the General Insurance Revenue Statement. All revenues in the General Insurance Fund are from external customers. Material non-cash items consist of depreciation and impairment of assets, which can be found in the General Insurance Revenue Statement.

in Singapore Dollars (millions)	Group	
	General Insurance Fund	
	2017	2016
Other material items:		
Interest income	13.9	13.9
Staff costs and related expenses (including executive directors and key management personnel compensation)	29.6	27.8
Rental expense	2.9	2.6
in Singapore Dollars (millions)	31 Dec 17	31 Dec 16
Assets and liabilities:		
Total assets	434.3	424.7
Segment liabilities	431.2	420.4
Income tax and deferred tax liabilities	3.1	4.3
Total liabilities	434.3	424.7
Other segment information:		
Additions to non-current assets		
– property, plant and equipment	4.6	3.8

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION (CONTINUED)

(1) By Business Segments (continued)

in Singapore Dollars (millions)	Group									
	Participating Business		Non- Participating Business		Linked Business		Adjustments and Eliminations		Consolidated	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
(c) Life Assurance Fund										
Premiums less reassurances	6,274.6	5,909.4	4,228.1	1,718.3	1,614.6	1,439.6	-	-	12,117.3	9,067.3
Commissions received from reinsurers	6.7	5.5	18.7	12.6	6.5	2.8	-	-	31.9	20.9
Investment income, net	1,673.5	1,648.3	247.4	210.3	133.4	116.3	-	-	2,054.3	1,974.9
Rental income, net	52.6	53.5	4.2	4.2	-	-	(0.4)	(0.4)	56.4	57.3
Loss on disposal of interest in associate	(8.1)	-	-	-	-	-	-	-	(8.1)	-
Gain on sale of investments and changes in fair value	1,717.2	174.1	379.0	2.6	755.3	124.0	-	-	2,851.5	300.7
(Loss)/gain on exchange differences	(465.0)	192.9	(168.4)	45.2	(0.6)	1.6	-	-	(634.0)	239.7
Segment revenue	9,251.5	7,983.7	4,709.0	1,993.2	2,509.2	1,684.3	(0.4)	(0.4)	16,469.3	11,660.8
Gross claims, surrenders and annuities	3,773.0	3,499.1	751.7	660.6	943.7	757.9	-	-	5,468.4	4,917.6
Claims, surrenders and annuities recovered from reinsurers	(14.7)	(12.3)	(94.3)	(71.0)	(20.1)	(13.4)	-	-	(129.1)	(96.7)
Commissions and agency expenses	364.2	381.7	251.5	188.1	277.3	262.2	-	-	893.0	832.0
Increase in provision for impairment of assets	215.1	217.8	20.1	16.2	-	-	-	-	235.2	234.0
Management expenses	189.9	164.9	104.4	87.4	134.8	123.1	(0.4)	(0.4)	428.7	375.0
Agents' retirement benefits	23.2	18.6	1.9	1.8	12.8	11.0	-	-	37.9	31.4
Depreciation	39.2	42.8	14.4	7.4	12.6	2.9	-	-	66.2	53.1
Change in life assurance fund contract liabilities	4,774.1	4,465.6	3,181.9	942.3	924.9	363.5	-	-	8,880.9	5,771.4
Segment expense	9,364.0	8,778.2	4,231.6	1,832.8	2,286.0	1,507.2	(0.4)	(0.4)	15,881.2	12,117.8

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION (CONTINUED)

(1) By Business Segments (continued)

in Singapore Dollars (millions)	Group									
	Participating Business		Non- Participating Business		Linked Business		Adjustments and Eliminations		Consolidated	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
(c) Life Assurance Fund (continued)										
Segment (loss)/profit before share of loss of associates	(112.5)	(794.5)	477.4	160.4	223.2	177.1	-	-	588.1	(457.0)
Share of loss after income tax of associates	(0.4)	(7.4)	(0.1)	-	-	-	-	-	(0.5)	(7.4)
Segment (loss)/profit before income tax	(112.9)	(801.9)	477.3	160.4	223.2	177.1	-	-	587.6	(464.4)
Income tax	(383.6)	(127.7)	(63.6)	(13.5)	(37.4)	(9.7)	-	-	(484.6)	(150.9)
Segment (loss)/profit after income tax	(496.5)	(929.6)	413.7	146.9	185.8	167.4	-	-	103.0	(615.3)
Retained in life assurance fund	(667.0)	(1,073.4)	(108.0)	(36.0)	1.8	(4.9)	-	-	(773.2)	(1,114.3)
Transferred to Profit and Loss Statement	170.5	143.8	521.7	182.9	184.0	172.3	-	-	876.2	499.0
	(496.5)	(929.6)	413.7	146.9	185.8	167.4	-	-	103.0	(615.3)
Other material items:										
Interest income	1,351.4	1,310.4	238.7	206.6	102.6	99.1	-	-	1,692.7	1,616.1
Staff costs and related expenses (including executive directors and key management personnel compensation)	159.4	110.9	47.7	42.3	59.1	48.1	-	-	266.2	201.3
Rental expense	12.0	8.9	4.0	3.8	3.4	3.2	(0.4)	(0.4)	19.0	15.5
Interest expense on policy benefits	151.7	146.4	0.4	0.1	-	-	-	-	152.1	146.5
Non-cash items:										
Depreciation	39.2	42.8	14.4	7.4	12.6	2.9	-	-	66.2	53.1
Impairment of assets	215.1	217.8	20.1	16.2	-	-	-	-	235.2	234.0
Changes in fair value of investments:										
- through Life Assurance Revenue Statement	786.0	(112.8)	151.6	(13.9)	755.3	124.0	-	-	1,692.9	(2.7)
- through life assurance fund	2,545.5	435.7	366.0	63.1	-	-	-	-	2,911.5	498.8

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION (CONTINUED)

(1) By Business Segments (continued)

in Singapore	Participating Business		Non-Participating Business		Group Linked Business		Adjustments and Eliminations		Consolidated	
	31 Dec 17	31 Dec 16	31 Dec 17	31 Dec 16	31 Dec 17	31 Dec 16	31 Dec 17	31 Dec 16	31 Dec 17	31 Dec 16
Dollars (millions)										
(c) Life Assurance Fund (continued)										
Assets and liabilities:										
Segment assets	57,249.9	50,348.4	11,305.2	7,119.9	6,795.6	5,723.3	-	-	75,350.7	63,191.6
Investments in associates	1.8	40.7	0.4	0.4	-	-	-	-	2.2	41.1
Total assets	57,251.7	50,389.1	11,305.6	7,120.3	6,795.6	5,723.3	-	-	75,352.9	63,232.7
Segment liabilities	55,840.0	49,211.2	11,154.3	7,036.8	6,761.0	5,713.1	-	-	73,755.3	61,961.1
Income tax and deferred tax liabilities	1,411.7	1,177.9	151.3	83.5	34.6	10.2	-	-	1,597.6	1,271.6
Total liabilities	57,251.7	50,389.1	11,305.6	7,120.3	6,795.6	5,723.3	-	-	75,352.9	63,232.7
Other segment information:										
Additions to non-current assets										
- property, plant and equipment	45.2	44.3	4.8	4.0	0.7	0.3	-	-	50.7	48.6
- investment properties	0.1	-	-	-	-	-	-	-	0.1	-

NOTES TO THE FINANCIAL STATEMENTS

35 SEGMENTAL INFORMATION (CONTINUED)

(2) By Geographical Segments

in Singapore Dollars (millions)	Group									
	Singapore		Malaysia		Other Asia		Adjustments and Eliminations		Consolidated	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
(a) Shareholders' Fund										
Investment income, net	136.9	156.0	15.9	14.5	0.8	1.6	-	-	153.6	172.1
Gain on sale of investments and changes in fair value	322.5	51.5	7.1	2.7	-	-	-	-	329.6	54.2
Fees and other income	85.0	78.8	3.5	3.7	-	-	-	-	88.5	82.5
Total revenue from external customers	544.4	286.3	26.5	20.9	0.8	1.6	-	-	571.7	308.8
Dividend from subsidiaries	147.5	245.1	-	-	-	-	(147.5)	(245.1)	-	-
Total revenue	691.9	531.4	26.5	20.9	0.8	1.6	(147.5)	(245.1)	571.7	308.8
Profit/(loss) after income tax	1,059.0	564.3	259.8	262.6	(3.9)	17.0	(147.5)	(245.1)	1,167.4	598.8
<u>As at 31 December:</u>										
Non-current assets	18.4	22.1	13.2	12.9	-	-	-	-	31.6	35.0
(b) General Insurance Fund										
Total revenue from external customers	78.6	76.8	116.2	119.6	-	-	-	-	194.8	196.4
<u>As at 31 December:</u>										
Non-current assets	3.4	2.9	6.2	8.4	-	-	-	-	9.6	11.3
(c) Life Assurance Fund										
Total revenue from external customers	12,242.3	7,859.7	4,042.2	3,652.0	184.8	149.1	-	-	16,469.3	11,660.8
<u>As at 31 December:</u>										
Non-current assets	1,762.9	1,777.1	361.0	346.5	6.9	6.5	-	-	2,130.8	2,130.1

Non-current assets information presented above consist of goodwill, investment properties and property, plant and equipment as presented in the consolidated balance sheet.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES

Governance framework

Managing risk is an integral part of the Group's core business. As stated in the Enterprise Risk Management ("ERM") Framework, the Group shall:

- Operate within parameters and limits that have been set based on the risk appetite approved by the Board; and
- Pursue appropriate risk-adjusted returns.

Group Risk Management department spearheads the development and implementation of the ERM Framework for the Group.

The Board is responsible to provide oversight on the risk management initiatives. The Board may delegate this responsibility to the Risk Management Committee ("RMC"). At the group level, detailed risk management and oversight activities are undertaken by the following group management committees chaired by the Group Chief Executive Officer and comprising key Senior Management Executives:

- Group Management Committee ("GMC")
- Group Asset-Liability Committee ("Group ALC")
- Group Information Technology Steering Committee ("Group ITSC")

GMC is responsible for providing leadership, direction and functional oversight with regards to all matters of the Group. The GMC is also responsible for ensuring compliance and alignment with Group Governance and Oversight Framework, i.e. Group standards and guidelines. The GMC is supported by the local Senior Management Team ("SMT") and local Product Development Committee ("PDC").

Group ALC is responsible for balance sheet management. Specifically, Group ALC reviews and formulates technical frameworks, policies and methodologies relating to balance sheet management. Group ALC is also responsible for ensuring compliance and alignment with Group Governance and Oversight Framework, i.e. Group standards and guidelines. Group ALC is supported by the local Asset-Liability Committee ("ALC").

Regulatory framework

Insurers are required to comply with the Insurance Act and Regulations, as applicable, including guidelines on investment limits. The responsibility for the formulation, establishment and approval of the investment policy rests with the respective Board of Directors ("Board"). The Board exercises oversight on investments to safeguard the interests of policyholders and shareholders.

Capital management

GEH's capital management policy is to create shareholder value, deliver sustainable returns to shareholders, maintain a strong capital position with sufficient buffer to meet policyholders' obligations and regulatory requirements and make strategic investments for business growth.

The Group has had no significant changes in the policies and processes relating to its capital structure during the year.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Capital management (continued)

Regulatory Capital

The insurance subsidiaries of the Group are required to comply with capital ratios prescribed by the Insurance Regulations of the jurisdiction in which the subsidiaries operate. The Capital Adequacy Ratios of the Group's insurance subsidiaries in both Singapore and Malaysia remained well above the minimum regulatory ratios under the Risk based Capital Frameworks regulated by the Monetary Authority of Singapore and Bank Negara, Malaysia respectively.

The Group's approach to capital management requires adequate capital to meet industry requirements, including any additional amounts required by the respective regulators. This involves managing assets, liabilities and risks in a coordinated way by assessing and monitoring available and required capital (by each regulated entity) on a regular basis and, where appropriate, taking suitable actions to influence the capital position of the Group in light of changes in economic conditions and risk characteristics.

The primary sources of capital of the Group are shareholders' funds and issued subordinated debt. Available capital of the consolidated Singapore insurance subsidiaries as at 31 December 2017 amounted to \$11.8 billion (31 December 2016: \$10.3 billion) while available capital of the consolidated Malaysia insurance subsidiaries as at 31 December 2017 amounted to \$8.2 billion (31 December 2016: \$7.2 billion).

Dividend

GEH's dividend policy aims to provide shareholders with a predictable and sustainable dividend return, payable on a half-yearly basis.

The following sections provide details regarding the Group's and Company's exposure to insurance and key financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Group's exposure to these insurance and key financial risks or the manner in which it manages and measures the risks.

Insurance Risk

The principal activities of the Group are the provision of financial advisory services coupled with insurance protection against risks such as mortality, morbidity (health, disability, critical illness, personal accident), and property and casualty.

The Group's underwriting strategy is designed to ensure that these risks are well diversified in terms of type of risk and level of insured benefits. This is largely achieved through diversification across industry sectors and geography, the use of medical screening in order to ensure that pricing takes account of current health conditions and family medical history, regular review of actual claims experience and product pricing, as well as detailed claims handling procedures. Underwriting limits are also set in place to enforce appropriate risk selection criteria. For example, the Group has the right not to renew individual policies, it can impose deductibles and it has the right to reject the payment of fraudulent claims.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Insurance Risk (continued)

Risks inherent in the Group's activities include but are not limited to the following:

Insurance Risks of Life Insurance Contracts

Insurance risks arise when the Group underwrites insurance contracts. While insurance risks do not vary significantly across the geographical locations in which the Group currently operates, the types of risks insured and industries, assumptions used in pricing the insurance products as well as subsequent setting of the technical provisions may give rise to potential shortfalls in provision for future claims and expenses when actual experience is different from expected experience. Assumptions that may cause insurance risks to be underestimated include assumptions on policy lapses, mortality, morbidity and expenses.

The Group utilises reinsurance to manage the mortality and morbidity risks. The Group's reinsurance management strategy and policy are reviewed annually by RMC and Group ALC. Reinsurance structures are set based on the type of risk. Catastrophe reinsurance is procured to limit catastrophic losses. The Group's exposure to group insurance business is not significant, thus there is no material concentrations in insurance risk.

Only reinsurers meeting a minimum credit rating of S&P A- or equivalent are considered when deciding on which reinsurers to reinsure the Group's risk. The Group limits its risk to any one reinsurer by ceding different products to different reinsurers or to a panel of reinsurers.

Group ALC reviews the actual experience of mortality, morbidity, lapses and surrenders, and expenses to ensure that the policies, guidelines and limits put in place to manage the risks remain adequate and appropriate.

A substantial portion of the Group's life assurance funds is participating in nature. In the event of volatile investment climate and/or unusual claims experience, the insurer has the option of revising the bonus and dividends payable to policyholders.

For non-participating funds, the risk is that the guaranteed policy benefits must be met even when investment markets perform poorly, or claims experience is higher than expected.

For investment-linked funds, the risk exposure for the Group is limited only to the underwriting aspect as all investment risks are borne by the policyholders.

Stress Testing ("ST") is performed at least once a year. The purpose of the ST is to test the solvency of the life fund under various scenarios according to prescribed statutory valuation basis, simulating drastic changes in major parameters such as new business volume, investment scenarios, expense patterns, mortality/morbidity patterns and lapse rates.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Insurance Risk (continued)

Insurance Risks of Life Insurance Contracts (continued)

TABLE 36(A): The table below sets out the concentration of the life insurance risk as at the balance sheet date, net of reinsurance:

in Singapore Dollars (millions)	Life Assurance	
	As at 31 December 2017 Insurance liabilities	As at 31 December 2016 Insurance liabilities
(i) by Class of business:		
Whole life	35,136.1	30,879.8
Endowment	23,171.8	18,322.6
Term	431.5	419.2
Accident and health	1,750.5	1,588.1
Annuity	535.4	546.9
Others	1,204.7	1,155.8
Total	62,230.0	52,912.4
(ii) by Country:		
Singapore	42,745.3	34,653.2
Malaysia	18,936.0	17,783.2
Others	548.7	476.0
Total	62,230.0	52,912.4

The sensitivity analysis below shows the impact of change in key parameters on the value of policy liabilities, and hence on the profit and loss statement and shareholders' equity.

Sensitivity analysis produced are based on parameters set out as follows:

	Change in assumptions
(a) Scenario 1 – Mortality and Major Illness	+ 25% for all future years
(b) Scenario 2 – Mortality and Major Illness	– 25% for all future years
(c) Scenario 3 – Health and Disability	+ 25% for all future years
(d) Scenario 4 – Health and Disability	– 25% for all future years
(e) Scenario 5 – Lapse and Surrender rates	+ 25% for all future years
(f) Scenario 6 – Lapse and Surrender rates	– 25% for all future years
(g) Scenario 7 – Expenses	+ 30% for all future years

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Insurance Risk (continued)

Insurance Risks of Life Insurance Contracts (continued)

TABLE 36(B1): Profit/(Loss) After Tax and Shareholders' Equity sensitivity for the Singapore segment:

Impact on 1-year's profit/(loss) after tax and Shareholders' Equity

in Singapore Dollars (millions)	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
2017							
Gross impact	(90.9)	8.8	38.6	(82.6)	57.4	(68.7)	(25.9)
Reinsurance ceded	-	-	-	-	-	-	-
Net impact	(90.9)	8.8	38.6	(82.6)	57.4	(68.7)	(25.9)
2016							
Gross impact	(22.8)	(51.4)	60.9	(88.0)	58.1	(72.1)	(21.8)
Reinsurance ceded	-	-	-	-	-	-	-
Net impact	(22.8)	(51.4)	60.9	(88.0)	58.1	(72.1)	(21.8)

TABLE 36(B2): Profit/(Loss) After Tax and Shareholders' Equity sensitivity for the Malaysia segment:

Impact on 1-year's profit/(loss) after tax and Shareholders' Equity

in Singapore Dollars (millions)	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
2017							
Gross impact	(80.4)	67.8	(15.0)	12.0	(5.1)	6.9	(19.7)
Reinsurance ceded	-	-	-	-	-	-	-
Net impact	(80.4)	67.8	(15.0)	12.0	(5.1)	6.9	(19.7)
2016							
Gross impact	(70.4)	59.1	(11.9)	10.5	(6.5)	7.7	(11.7)
Reinsurance ceded	-	-	-	-	-	-	-
Net impact	(70.4)	59.1	(11.9)	10.5	(6.5)	7.7	(11.7)

The above tables demonstrate the sensitivity of the Group's profit and loss after tax to a reasonably possible change in actuarial valuation assumptions on an individual basis with all other variables held constant.

The effect of sensitivity analysis on reinsurance ceded for the Singapore and Malaysia segments are not material.

The method used, including the significant assumptions made, for performing the above sensitivity analysis did not change from the previous year.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Insurance Risk (continued)

Insurance Risk of Non-Life Insurance Contracts

Risks under non-life insurance policies usually cover a twelve-month duration. The risk inherent in non-life insurance contracts is reflected in the insurance contract liabilities which include the premium and claims liabilities, as set out under Notes 16 and 17 of the financial statements. The premium liabilities comprise reserve for unexpired risks, while the claims liabilities comprise the loss reserves which include both provision for outstanding claims notified and outstanding claims incurred but not reported.

TABLE 36(C1): The table below sets out the concentration of the non-life insurance risk as at the balance sheet date:

(i) by Class of business:

in Singapore Dollars (millions)	Non-life Insurance Contracts					
	As at 31 December 2017			As at 31 December 2016		
	Gross premium liabilities	Reinsured premium liabilities	Net premium liabilities	Gross premium liabilities	Reinsured premium liabilities	Net premium liabilities
Fire	19.3	(7.3)	12.0	29.2	(18.2)	11.0
Motor	29.9	–	29.9	26.2	(0.8)	25.4
Marine & aviation	5.9	(5.0)	0.9	7.6	(6.3)	1.3
Workmen's compensation	12.7	(3.7)	9.0	12.7	(4.3)	8.4
Personal accident & health	19.0	0.8	19.8	20.8	(2.4)	18.4
Miscellaneous	42.5	(29.6)	12.9	28.4	(17.7)	10.7
Total	129.3	(44.8)	84.5	124.9	(49.7)	75.2

in Singapore Dollars (millions)	Gross claims liabilities	Reinsured claims liabilities	Net claims liabilities	Gross claims liabilities	Reinsured claims liabilities	Net claims liabilities
	Fire	28.5	(20.3)	8.2	39.7	(30.8)
Motor	56.4	(3.5)	52.9	64.6	(4.7)	59.9
Marine & aviation	23.0	(19.6)	3.4	12.1	(9.2)	2.9
Workmen's compensation	25.5	(9.3)	16.2	26.1	(10.0)	16.1
Personal accident & health	13.7	(0.9)	12.8	15.4	(2.4)	13.0
Miscellaneous	83.4	(66.8)	16.6	63.4	(48.5)	14.9
Total	230.5	(120.4)	110.1	221.3	(105.6)	115.7

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Insurance Risk (continued)

Insurance Risk of Non-Life Insurance Contracts (continued)

TABLE 36(C1): The table below sets out the concentration of the non-life insurance risk as at the balance sheet date (continued):

(ii) by Country:

in Singapore Dollars (millions)	Non-life Insurance Contracts					
	As at 31 December 2017			As at 31 December 2016		
	Gross premium liabilities	Reinsured premium liabilities	Net premium liabilities	Gross premium liabilities	Reinsured premium liabilities	Net premium liabilities
Singapore	65.1	(29.4)	35.7	64.0	(30.5)	33.5
Malaysia	64.2	(15.4)	48.8	60.9	(19.2)	41.7
Total	129.3	(44.8)	84.5	124.9	(49.7)	75.2

in Singapore Dollars (millions)	Gross claims liabilities	Reinsured claims liabilities	Net claims liabilities	Gross claims liabilities	Reinsured claims liabilities	Net claims liabilities
	Singapore	108.5	(61.7)	46.8	93.1	(44.0)
Malaysia	122.0	(58.7)	63.3	128.2	(61.6)	66.6
Total	230.5	(120.4)	110.1	221.3	(105.6)	115.7

Key Assumptions

Non-life insurance contract liabilities are determined based on previous claims experience, existing knowledge of events, the terms and conditions of the relevant policies and interpretation of circumstances. Of particular relevance is past experience with similar cases, historical claims development trends, legislative changes, judicial decisions, economic conditions and claims handling procedures. The estimates of the non-life insurance contract liabilities are therefore sensitive to various factors and uncertainties. The actual future premium and claims liabilities will not develop exactly as projected and may vary from initial estimates.

Insurance risk of non-life insurance contracts is mitigated by emphasizing diversification across a large portfolio of insurance contracts and geographical areas. The variability of risks is improved by careful selection and implementation of underwriting strategies, which are designed to ensure that risks are diversified in terms of type of risk and level of insured benefits. This is largely achieved through diversification across industry sectors and geography. Further, strict claim review policies to assess all new and ongoing claims, regular detailed review of claims handling procedures and frequent investigation of possible fraudulent claims are put in place to reduce the risk exposure of the Group. The Group further enforces a policy of actively managing and prompt pursuing of claims, in order to reduce its exposure to unpredictable future developments that can negatively impact the Group.

The Group has also limited its exposure by imposing maximum claim amounts on certain contracts as well as the use of reinsurance arrangements in order to limit exposure to catastrophic events, e.g. hurricanes, earthquakes and flood damages.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Insurance Risk (continued)

Key Assumptions (continued)

The sensitivity analysis below shows the impact of changes in key assumptions on gross and net liabilities, profit before tax and equity.

	Change in assumptions	Impact on gross liabilities	Impact on net liabilities	Impact on profit before tax	Impact on equity
As at 31 December 2017					
Provision for adverse deviation margin	+20%	5.1	2.6	(2.6)	(2.0)
Loss ratio ⁽¹⁾	+20%	74.8	42.7	(42.7)	(33.4)
Claim handling expenses	+20%	1.3	4.0	(4.0)	(3.1)
As at 31 December 2016					
Provision for adverse deviation margin	+20%	2.5	1.8	(1.8)	(1.4)
Loss ratio ⁽¹⁾	+20%	59.2	38.4	(38.4)	(30.3)
Claim handling expenses	+20%	0.6	3.0	(3.0)	(2.3)

The method used and significant assumptions made for deriving sensitivity information above did not change from the previous year.

⁽¹⁾ Best estimate reserves and current accident year payments.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Insurance Risk (continued)

TABLE 36(C2): The table below shows the cumulative claims estimates, including both claims notified and IBNR for each successive accident year, at each balance sheet date, together with cumulative payments to date.

Gross non-life insurance contract liabilities for 2017:

in Singapore Dollars (millions)	2010	2011	2012	2013	2014	2015	2016	2017	Total
<u>Estimate of cumulative claims</u>									
Accident Year	68.6	112.1	93.6	137.9	127.1	166.5	178.4	168.5	
One year later	84.7	112.9	99.7	130.9	119.0	162.4	177.8	-	
Two years later	84.0	96.3	97.1	117.6	116.0	134.0	-	-	
Three years later	79.1	92.0	94.4	116.0	112.4	-	-	-	
Four years later	75.7	86.0	89.7	120.2	-	-	-	-	
Five years later	74.5	85.3	86.9	-	-	-	-	-	
Six years later	71.9	82.7	-	-	-	-	-	-	
Seven years later	71.4	-	-	-	-	-	-	-	
Current estimate of cumulative claims	71.4	82.7	86.9	120.2	112.4	134.0	177.8	168.5	
<u>Cumulative payments</u>									
Accident Year	27.4	35.5	37.2	38.4	38.8	51.6	82.0	64.2	
One year later	58.4	64.2	64.4	78.8	87.5	105.2	138.6	-	
Two years later	66.6	74.9	75.5	91.4	96.5	114.1	-	-	
Three years later	69.5	77.8	80.8	95.5	99.4	-	-	-	
Four years later	70.8	80.4	83.5	112.2	-	-	-	-	
Five years later	71.3	81.6	84.1	-	-	-	-	-	
Six years later	71.2	81.8	-	-	-	-	-	-	
Seven years later	71.2	-	-	-	-	-	-	-	
Cumulative payments	71.2	81.8	84.1	112.2	99.4	114.1	138.6	64.2	
Non-life gross claim liabilities	0.2	0.9	2.8	8.0	13.0	19.9	39.2	104.3	188.3
Reserve for prior years									43.6
Unallocated surplus									(1.4)
General Insurance Fund Contract Liabilities, gross									230.5

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Insurance Risk (continued)

TABLE 36(C2): The table below shows the cumulative claims estimates, including both claims notified and IBNR for each successive accident year, at each balance sheet date, together with cumulative payments to date (continued).

Non-life insurance contract liabilities, net of reinsurance of liabilities, for 2017:

in Singapore Dollars (millions)	2010	2011	2012	2013	2014	2015	2016	2017	Total
<u>Estimate of cumulative claims</u>									
Accident Year	46.2	72.6	64.3	93.1	80.7	83.0	90.7	93.1	
One year later	59.7	77.7	70.2	74.3	77.3	78.9	85.2	–	
Two years later	59.4	61.0	66.6	71.9	75.8	74.7	–	–	
Three years later	56.5	59.1	65.2	71.2	75.1	–	–	–	
Four years later	54.3	55.0	62.8	69.0	–	–	–	–	
Five years later	53.1	54.7	61.5	–	–	–	–	–	
Six years later	51.7	52.9	–	–	–	–	–	–	
Seven years later	51.4	–	–	–	–	–	–	–	
Current estimate of cumulative claims	51.4	52.9	61.5	69.0	75.1	74.7	85.2	93.1	
<u>Cumulative payments</u>									
Accident Year	21.4	25.1	31.6	30.3	31.7	30.2	40.9	43.6	
One year later	43.8	43.6	49.5	55.1	59.4	55.7	65.9	–	
Two years later	48.4	48.7	56.1	61.4	65.3	61.9	–	–	
Three years later	50.3	50.6	58.5	63.4	67.6	–	–	–	
Four years later	51.1	51.7	59.5	64.6	–	–	–	–	
Five years later	51.3	52.3	59.7	–	–	–	–	–	
Six years later	51.3	52.4	–	–	–	–	–	–	
Seven years later	51.3	–	–	–	–	–	–	–	
Cumulative payments	51.3	52.4	59.7	64.6	67.6	61.9	65.9	43.6	
Non-life net claim liabilities	0.1	0.5	1.8	4.4	7.5	12.8	19.3	49.5	95.9
Reserve for prior years									15.6
Unallocated surplus									(1.4)
General Insurance Fund Contract Liabilities, net									110.1

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk

Market risk arises when the market values of assets and liabilities do not move consistently as financial markets change. Changes in interest rates, foreign exchange rates, equity prices and alternative investment prices can impact present and future earnings of the insurance operations as well as shareholders' equity.

The Group is exposed to market risk in the investments of the Shareholders' Fund as well as in the mismatch risk between the assets and liabilities of the Insurance Funds. In the case of the funds managed by Lion Global Investors, investment risks are borne by investors and the Group does not assume any liability in the event of occurrence of loss or write-down in market valuation.

Group ALC and local ALCs actively manage market risks through setting of investment policy and asset allocation, approving portfolio construction and risk measurement methodologies, approving hedging and alternative risk transfer strategies. Investment limits are monitored at various levels to ensure that all investment activities are conducted within the Group's risk appetite and in line with the Group's management principles and philosophies. Compliance with established limits forms an integral part of the risk governance and financial reporting framework. The approach adopted by the Group in managing the various types of risk, including interest rate risk, foreign exchange risk, equity price risk, credit risk, alternative investment risk and liquidity risk, is briefly described as follows:

- (a) **Interest rate risk (including asset liability mismatch).** The Group is exposed to interest rate risk through (i) investments in fixed income instruments in both the Shareholders' Fund as well as the Insurance Funds and (ii) policy liabilities in the Insurance Funds. Since the Shareholders' Fund has exposure to investments in fixed income instruments but no exposure to insurance policy liabilities, it will incur an economic loss when interest rates rise. Given the long duration of policy liabilities and the uncertainty of the cash flows of the Insurance Funds, it is not possible to hold assets that will perfectly match the policy liabilities. This results in a net interest rate risk or asset liability mismatch risk which is managed and monitored by Group ALC and the local ALCs. The Insurance Funds will incur an economic loss when interest rates drop since the duration of policy liabilities is generally longer than the duration of the fixed income assets.

Under Singapore regulations governed by the Monetary Authority of Singapore (MAS), the liability cash flows with durations less than 20 years are discounted using zero-coupon spot yield of Singapore Government Securities (SGS) while liability cash flows with duration more than 20 years for Singapore funds are discounted using the Long Term Risk Free Discount Rate ("LTRFDR"). As a result, the Singapore Non Participating funds could have negative earnings impact when the LTRFDR decreases.

Under Malaysia regulations governed by Bank Negara Malaysia (BNM), the liability cash flows with durations less than 15 years are discounted using zero-coupon spot yield of Malaysia Government Securities (MGS) with matching duration while the liability cash flows with durations of 15 years or more are discounted using zero-coupon spot yield of MGS with 15 years term to maturity. As a result, the Malaysia non-participating fund could have negative earnings impact when the zero-coupon spot yield of MGS decreases.

- (b) **Foreign currency risk.** Hedging through currency forwards and swaps is typically used for the fixed income portfolio. Internal limits on foreign exchange exposure ranging from 15% to 35% are applied to investments in fixed income portfolios at a fund level. Currency risk derived from investments in foreign equities is generally not hedged.

The Group is also exposed to foreign exchange risk on the net investment in its foreign subsidiaries. Such risk mainly arises from the Group's subsidiaries in Malaysia. The Insurance and Shareholders' Funds in Malaysia are predominantly held in Malaysian Ringgit, as prescribed by Bank Negara, Malaysia.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(b) Foreign currency risk. (continued)

TABLE 36(D): The tables below show the foreign exchange position of the Group's financial and insurance-related assets and liabilities by major currencies:

in Singapore Dollars (millions)	SGD	RM	USD	Others	Not subject to foreign currency risk	Total
As at 31 December 2017						
FINANCIAL AND						
INSURANCE-RELATED ASSETS						
Available-for-sale securities						
Equity securities	2,784.9	5,581.7	659.2	5,294.5	-	14,320.3
Debt securities	14,378.0	11,751.6	10,444.8	3,294.2	-	39,868.6
Other investments	3,127.8	199.2	2,399.4	1,202.6	-	6,929.0
Securities at fair value through profit or loss						
Equity securities	100.2	1,677.3	251.9	506.8	-	2,536.2
Debt securities	20.9	692.1	159.2	308.1	-	1,180.3
Other investments	1,799.1	39.8	293.7	298.0	-	2,430.6
Financial instruments held-for-trading						
Equity securities	0.3	11.8	-	-	-	12.1
Debt securities	541.2	1,100.5	0.1	-	-	1,641.8
Derivative financial assets	230.7	-	6.0	2.2	-	238.9
Loans	431.8	927.3	-	-	-	1,359.1
Insurance receivables	1,052.4	1,619.5	6.3	22.9	-	2,701.1
Other debtors and interfund balances	959.0	289.3	139.2	129.2	2,214.3	3,731.0
Cash and cash equivalents	3,881.6	858.3	324.7	300.2	-	5,364.8
	29,307.9	24,748.4	14,684.5	11,358.7	2,214.3	82,313.8
FINANCIAL AND						
INSURANCE-RELATED LIABILITIES						
Other creditors and interfund balances	1,343.8	290.6	160.1	294.9	2,214.3	4,303.7
Insurance payables	1,104.8	3,001.4	3.9	14.0	-	4,124.1
Derivative financial liabilities	3.8	13.8	114.9	247.4	-	379.9
Provision for agents' retirement benefits	-	276.0	-	-	-	276.0
Debt issued	399.7	-	-	-	-	399.7
General insurance fund contract liabilities	108.4	122.1	-	-	-	230.5
Life assurance fund contract liabilities	41,421.2	18,936.0	1,389.7	483.1	-	62,230.0
	44,381.7	22,639.9	1,668.6	1,039.4	2,214.3	71,943.9

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(b) Foreign currency risk. (continued)

TABLE 36(D): The tables below show the foreign exchange position of the Group's financial and insurance-related assets and liabilities by major currencies (continued):

in Singapore Dollars (millions)	SGD	RM	USD	Others	Not subject to foreign currency risk	Total
<u>As at 31 December 2016</u>						
<u>FINANCIAL AND</u>						
<u>INSURANCE-RELATED ASSETS</u>						
Available-for-sale securities						
Equity securities	2,858.9	3,543.5	469.1	4,212.1	–	11,083.6
Debt securities	13,651.6	12,163.6	9,527.7	591.5	–	35,934.4
Other investments	2,108.4	181.6	1,811.8	1,089.1	–	5,190.9
Securities at fair value through profit or loss						
Equity securities	103.5	1,103.3	250.0	578.0	–	2,034.8
Debt securities	14.0	554.5	238.4	248.6	–	1,055.5
Other investments	1,396.7	45.9	278.3	271.1	–	1,992.0
Financial instruments held-for-trading						
Equity securities	–	7.4	–	–	–	7.4
Debt securities	485.2	598.8	0.1	0.6	–	1,084.7
Derivative financial assets	26.9	–	56.4	1.6	–	84.9
Loans	530.5	1,065.3	13.1	0.1	–	1,609.0
Insurance receivables	1,013.1	1,560.0	8.7	22.7	–	2,604.5
Other debtors and interfund balances	679.9	451.4	99.4	23.9	1,386.3	2,640.9
Cash and cash equivalents	2,120.0	875.2	287.2	244.2	–	3,526.6
	<u>24,988.7</u>	<u>22,150.5</u>	<u>13,040.2</u>	<u>7,283.5</u>	<u>1,386.3</u>	<u>68,849.2</u>
<u>FINANCIAL AND</u>						
<u>INSURANCE-RELATED LIABILITIES</u>						
Other creditors and interfund balances	829.6	252.8	98.7	59.1	1,386.3	2,626.5
Insurance payables	942.3	2,710.6	5.1	12.8	–	3,670.8
Derivative financial liabilities	78.7	–	613.4	45.4	–	737.5
Provision for agents' retirement benefits	–	263.3	–	–	–	263.3
Debt issued	399.6	–	–	–	–	399.6
General insurance fund contract liabilities	93.1	128.2	–	–	–	221.3
Life assurance fund contract liabilities	33,384.2	17,783.2	1,313.6	431.4	–	52,912.4
	<u>35,727.5</u>	<u>21,138.1</u>	<u>2,030.8</u>	<u>548.7</u>	<u>1,386.3</u>	<u>60,831.4</u>

The Group has no significant concentration of foreign currency risk.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

- (c) **Equity price risk.** Exposure to equity price risk exists in both assets and liabilities. Asset exposure exists through direct equity investment, where the Group, through investments in both Shareholders' Fund and Insurance Funds, bears all or most of the volatility in returns and investment performance risk. Equity price risk also exists in investment-linked products where the revenues of the insurance operations are linked to the value of the underlying equity funds since this has an impact on the level of fees earned. Limits are set for single security holdings as a percentage of equity holdings.
- (d) **Credit spread risk.** Exposure to credit spread risk exists in the Group's investments in bonds. Credit spread is the difference between the quoted rates of return of two different investments of different credit quality. When spreads widen between bonds with different quality ratings, it implies that the market is factoring more risk of default on lower grade bonds. A widening in credit spreads will result in a fall in the values of the Group's bond portfolio.
- (e) **Alternative investment risk.** The Group is exposed to alternative investment risk through investments in direct real estate that it owns in Singapore and Malaysia and through real estate, private equity, infrastructure and hedge funds for exposures in other countries. A monitoring process is in place to manage foreign exchange, country and manager concentration risks. This process and the acquisition or divestment of alternative investments are reviewed and approved by RMC and Group ALC.
- (f) **Commodity risk.** The Group does not have a direct or significant exposure to commodity risk.
- (g) **Liquidity risk.** Liquidity risk arises when a company is unable to meet the cash flow needs of its financial liabilities, or if the assets backing the liabilities cannot be sold quickly enough without incurring unreasonable losses. For an insurance company, the greatest liquidity needs typically arise from its insurance liabilities. Demands for funds can usually be met through ongoing normal operations, premiums received, sale of assets or borrowings. Unexpected demands for liquidity may be triggered by negative publicity, deterioration of the economy, reports of problems in other companies in the same or similar lines of business, unanticipated policy claims, or other unexpected cash demands from policyholders.

Expected liquidity demands are managed through a combination of treasury, investment and asset-liability management practices, which are monitored on an ongoing basis. Actual and projected cash inflows and outflows are monitored and a reasonable amount of assets are kept in liquid instruments at all times. The projected cash flows from the in-force insurance policy contract liabilities consist of renewal premiums, commissions, claims, maturities and surrenders. Renewal premiums, commissions, claims and maturities are generally stable and predictable. Surrenders can be more uncertain although these have been quite stable over the past several years.

Unexpected liquidity demands are managed through a combination of product design, diversification limits, investment strategies and systematic monitoring. The existence of surrender penalty in insurance contracts also protects the Group from losses due to unexpected surrender trends as well as reduces the sensitivity of surrenders to changes in interest rates.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(g) Liquidity risk. (continued)

Maturity Profile

TABLE 36(E1): The following tables show the expected recovery or settlement of financial and insurance-related assets and maturity profile of the Group's financial and insurance contract liabilities which are presented based on contractual undiscounted cash flow basis, except for insurance contract liabilities which are presented based on net cash outflows resulting from recognised liabilities.

in Singapore Dollars (millions)	Carrying Amount	< 1 Year	1 – 5 Years	> 5 Years	No maturity date	Total
As at 31 December 2017						
FINANCIAL AND						
INSURANCE-RELATED ASSETS						
Available-for-sale securities						
Equity securities	14,320.3	–	–	–	14,320.3	14,320.3
Debt securities	39,868.6	1,191.3	13,377.2	44,261.6	–	58,830.1
Other investments	6,929.0	–	–	–	6,929.0	6,929.0
Securities at fair value through profit or loss						
Equity securities	2,536.2	–	–	–	2,536.2	2,536.2
Debt securities	1,180.3	137.0	565.1	866.8	–	1,568.9
Other investments	2,430.6	–	–	–	2,430.6	2,430.6
Financial instruments held-for-trading						
Equity securities	12.1	4.9	2.8	4.4	–	12.1
Debt securities	1,641.8	81.5	1,310.6	648.6	–	2,040.7
Loans	1,359.1	198.2	1,058.8	263.2	–	1,520.2
Insurance receivables	2,701.1	331.4	(1.0)	(0.1)	2,370.8	2,701.1
Other debtors and interfund balances	3,731.0	3,641.9	4.4	18.2	66.5	3,731.0
Cash and cash equivalents	5,364.8	5,364.8	–	–	–	5,364.8
	82,074.9	10,951.0	16,317.9	46,062.7	28,653.4	101,985.0
FINANCIAL AND						
INSURANCE-RELATED LIABILITIES						
Other creditors and interfund balances	4,303.7	4,217.2	49.8	1.6	35.1	4,303.7
Insurance payables	4,124.1	3,247.1	865.9	4.2	6.9	4,124.1
Provision for agents' retirement benefits	276.0	93.0	56.8	126.2	–	276.0
Debt issued	399.7	18.4	446.0	–	–	464.4
General insurance fund contract liabilities	230.5	204.5	4.4	(0.5)	22.1	230.5
Life assurance fund contract liabilities	62,230.0	7,948.2	10,809.8	43,472.0	–	62,230.0
	71,564.0	15,728.4	12,232.7	43,603.5	64.1	71,628.7

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(g) Liquidity risk. (continued)

Maturity Profile (continued)

TABLE 36(E1): The following tables show the expected recovery or settlement of financial and insurance-related assets and maturity profile of the Group's financial and insurance contract liabilities which are presented based on contractual undiscounted cash flow basis, except for insurance contract liabilities which are presented based on net cash outflows resulting from recognised liabilities (continued).

in Singapore Dollars (millions)	Carrying Amount	< 1 Year	1 – 5 Years	> 5 Years	No maturity date	Total
<u>As at 31 December 2016</u>						
<u>FINANCIAL AND</u>						
<u>INSURANCE-RELATED ASSETS</u>						
Available-for-sale securities						
Equity securities	11,083.6	–	–	–	11,083.6	11,083.6
Debt securities	35,934.4	2,421.3	12,087.4	38,963.4	–	53,472.1
Other investments	5,190.9	–	–	–	5,190.9	5,190.9
Securities at fair value through profit or loss						
Equity securities	2,034.8	–	–	–	2,034.8	2,034.8
Debt securities	1,055.5	164.6	444.2	909.3	–	1,518.1
Other investments	1,992.0	–	–	–	1,992.0	1,992.0
Financial instruments held-for-trading						
Equity securities	7.4	0.1	7.2	0.1	–	7.4
Debt securities	1,084.7	48.5	476.3	880.6	–	1,405.4
Loans	1,609.0	428.9	1,084.5	306.7	–	1,820.1
Insurance receivables	2,604.5	344.5	(3.3)	–	2,263.3	2,604.5
Other debtors and interfund balances	2,640.9	2,545.8	2.7	61.4	31.0	2,640.9
Cash and cash equivalents	3,526.6	3,526.6	–	–	–	3,526.6
	68,764.3	9,480.3	14,099.0	41,121.5	22,595.6	87,296.4
<u>FINANCIAL AND</u>						
<u>INSURANCE-RELATED LIABILITIES</u>						
Other creditors and interfund balances	2,626.5	2,520.6	50.2	1.1	54.6	2,626.5
Insurance payables	3,670.8	3,147.0	511.9	4.6	7.3	3,670.8
Provision for agents' retirement benefits	263.3	78.7	58.5	126.1	–	263.3
Debt issued	399.6	18.4	73.6	390.8	–	482.8
General insurance fund contract liabilities	221.3	189.6	6.7	(0.1)	25.1	221.3
Life assurance fund contract liabilities	52,912.4	7,279.9	6,447.0	39,185.5	–	52,912.4
	60,093.9	13,234.2	7,147.9	39,708.0	87.0	60,177.1

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(g) *Liquidity risk. (continued)*

TABLE 36(E2): The following tables show the current/non-current classification of assets and liabilities:

in Singapore Dollars (millions)	Current*	Non-Current	Unit-linked	Total
As at 31 December 2017				
ASSETS				
Cash and cash equivalents	5,065.5	–	299.3	5,364.8
Other debtors and interfund balances	3,617.4	99.1	84.2	3,800.7
Insurance receivables	331.4	2,369.7	–	2,701.1
Loans	168.4	1,190.7	–	1,359.1
Derivative financial assets	114.9	119.6	4.4	238.9
Investments	10,318.0	52,716.5	5,884.4	68,918.9
Assets held for sale	3.9	–	–	3.9
Associates	–	2.2	–	2.2
Intangible assets	–	27.6	–	27.6
Property, plant and equipment	–	591.4	–	591.4
Investment properties	–	1,553.0	–	1,553.0
	19,619.5	58,669.8	6,272.3	84,561.6
LIABILITIES				
Insurance payables	3,243.6	868.5	12.0	4,124.1
Other creditors and interfund balances	4,140.5	85.9	108.3	4,334.7
Unexpired risk reserve	127.4	1.9	–	129.3
Derivative financial liabilities	34.3	341.8	3.8	379.9
Income tax payable	524.7	–	10.0	534.7
Provision for agents' retirement benefits	93.0	183.0	–	276.0
Deferred tax	–	1,352.8	22.2	1,375.0
Debt issued	–	399.7	–	399.7
General insurance fund	204.5	29.2	–	233.7
Life assurance fund	1,716.7	57,133.5	6,293.7	65,143.9
	10,084.7	60,396.3	6,450.0	76,931.0

* expected recovery or settlement within 12 months from the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(g) Liquidity risk. (continued)

TABLE 36(E2): The following tables show the current/non-current classification of assets and liabilities (continued):

in Singapore Dollars (millions)	Current*	Non-Current	Unit-linked	Total
<u>As at 31 December 2016</u>				
<u>ASSETS</u>				
Cash and cash equivalents	3,218.6	–	308.0	3,526.6
Other debtors and interfund balances	2,591.9	49.1	50.0	2,691.0
Insurance receivables	344.6	2,259.9	–	2,604.5
Loans	420.1	1,188.9	–	1,609.0
Derivative financial assets	31.3	47.1	6.5	84.9
Investments	8,147.6	45,346.5	4,889.2	58,383.3
Associates	–	47.4	–	47.4
Intangible assets	–	32.0	–	32.0
Property, plant and equipment	–	605.4	–	605.4
Investment properties	–	1,539.0	–	1,539.0
	14,754.1	51,115.3	5,253.7	71,123.1
<u>LIABILITIES</u>				
Insurance payables	3,143.8	516.3	10.7	3,670.8
Other creditors and interfund balances	2,480.8	106.9	66.1	2,653.8
Unexpired risk reserve	124.9	–	–	124.9
Derivative financial liabilities	293.4	434.2	9.9	737.5
Income tax payable	441.0	–	5.4	446.4
Provision for agents' retirement benefits	78.7	184.6	–	263.3
Deferred tax	–	1,053.0	5.3	1,058.3
Debt issued	–	399.6	–	399.6
General insurance fund	189.6	33.6	–	223.2
Life assurance fund	1,999.4	47,568.1	5,313.6	54,881.1
	8,751.6	50,296.3	5,411.0	64,458.9

* expected recovery or settlement within 12 months from the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(h) **Credit risk.** Credit risk is the risk that one party to a financial instrument will cause financial loss to the other party by failing to discharge an obligation. The Group is mainly exposed to credit risk through (i) investments in cash and bonds, (ii) corporate lending activities and (iii) exposure to counterparty's credit in derivative transactions and reinsurance contracts. For all three types of exposures, financial loss may materialise as a result of a credit default by the borrower or counterparty. For investments in bonds, financial loss may also materialise as a result of the widening of credit spreads or a downgrade of credit rating.

The task of evaluating and monitoring credit risk is undertaken by the local ALCs. Group wide credit risk is managed by Group ALC. The Group has internal limits by issuer or counterparty and by investment grades. These limits are actively monitored to manage the credit and concentration risk. These limits are reviewed on a regular basis. The creditworthiness of reinsurers is assessed on an annual basis by reviewing their financial strength through published credit ratings and other publicly available financial information.

Reinsurance is placed with counterparties that have a good credit rating and concentration of risk is avoided by following policy guidelines in respect of counterparties' limits that are set each year.

Credit risk in respect of customer balances incurred on non-payment of premiums or contributions will only persist during the grace period specified in the policy document or trust deed until expiry, when the policy is either paid up or terminated.

The Group issues unit-linked investment policies. In the unit-linked business, the policyholder bears the investment risk on the assets held in the unit-linked funds as the policy benefits are directly linked to the value of the assets in the fund. Therefore, the Group has no material credit risk on unit-linked financial assets.

The loans in the Group's portfolio are generally secured by collateral, with a maximum loan to value ratio of 70%. The amount and type of collateral required depend on an assessment of the credit risk of the counterparty. Guidelines on the eligibility of collateral have been established, and all collaterals are revalued on a regular basis. Management monitors the market value of the collateral, requests additional collateral when needed and performs an impairment valuation when applicable. The fair value of collateral, held by the Group as lender, for which it is entitled to sell or pledge in the event of default is as follows:

in Singapore Dollars (millions)	Type of Collateral	Carrying Amount	Fair Value of Collateral
<u>As at 31 December 2017</u>			
Secured loans	Properties	679.3	1,231.2
	Others	431.3 ⁽¹⁾	8.2
Policy loans	Cash value of policies	2,276.2	4,569.2
		3,386.8	5,808.6
<u>As at 31 December 2016</u>			
Secured loans	Properties	954.8	2,217.2
	Others	434.6 ⁽¹⁾	21.3
Policy loans	Cash value of policies	2,186.3	4,508.0
		3,575.7	6,746.5

⁽¹⁾ This includes secured loans which are guaranteed by the government although there is no collateral held.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(h) Credit risk. (continued)

There were no investments lent and collateral received under securities lending arrangements as at 31 December 2017 (31 December 2016: nil).

As at the balance sheet date, no investments (2016: nil) were placed as collateral for currency hedging purposes.

Transactions are conducted under terms and conditions that are usual and customary for standard securities borrowing and lending activities.

The tables below show the maximum exposure to credit risk for the components of the balance sheet. The maximum exposure is shown gross, before the effect of mitigation through the use of master netting or collateral agreements and the use of credit derivatives. For derivatives, the fair value shown on the balance sheet represents the current risk exposure but not the maximum risk exposure that could arise in the future as a result of the change in value. The tables also provide information regarding the credit risk exposure of the Group by classifying assets according to the Group's credit ratings of counterparties.

in Singapore Dollars (millions)	Neither past-due nor impaired			Unit-linked	Not subject to credit risk	Past due**	Total
	Investment Grade* (BBB to AAA)	Investment Grade* (C to BB)	Not Rated				
As at 31 December 2017							
Available-for-sale securities							
Equity securities	-	-	-	-	14,320.3	-	14,320.3
Debt securities	28,562.2	28.7	11,277.7	-	-	-	39,868.6
Other investments	-	-	-	-	6,929.0	-	6,929.0
Securities at fair value through profit or loss							
Equity securities	-	-	-	2,416.9	119.3	-	2,536.2
Debt securities	144.2	-	-	1,036.1	-	-	1,180.3
Other investments	-	-	-	2,427.5	3.1	-	2,430.6
Financial instruments held-for-trading							
Equity securities	-	-	-	3.8	8.3	-	12.1
Debt securities	1,092.0	-	549.7	0.1	-	-	1,641.8
Derivative financial assets	234.6	-	-	4.3	-	-	238.9
Loans	429.9	-	867.1	-	-	62.1	1,359.1
Insurance receivables	77.1	-	2,595.6	-	-	28.4	2,701.1
Other debtors and interfund balances	-	-	3,646.2	83.5	-	1.3	3,731.0
Cash and cash equivalents	4,900.1	-	165.4	299.3	-	-	5,364.8
	35,440.1	28.7	19,101.7	6,271.5	21,380.0	91.8	82,313.8

* Based on public ratings assigned by external rating agencies including S&P, Moody's, RAM and MARC.

** An aging analysis for financial assets past due is provided below.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(h) Credit risk. (continued)

in Singapore Dollars (millions)	Neither past-due nor impaired			Unit-linked	Not subject to credit risk	Past due**	Total
	Investment Grade* (BBB to AAA)	Non Investment Grade* (C to BB)	Not Rated				
As at 31 December 2016							
Available-for-sale securities							
Equity securities	-	-	-	-	11,083.6	-	11,083.6
Debt securities	26,979.6	176.1	8,778.7	-	-	-	35,934.4
Other investments	-	-	-	-	5,190.9	-	5,190.9
Securities at fair value through profit or loss							
Equity securities	-	-	-	1,877.4	157.4	-	2,034.8
Debt securities	14.2	16.5	8.9	1,015.9	-	-	1,055.5
Other investments	-	-	-	1,984.8	7.2	-	1,992.0
Financial instruments held-for-trading							
Equity securities	-	-	-	0.6	6.8	-	7.4
Debt securities	589.6	-	484.7	10.4	-	-	1,084.7
Derivative financial assets	77.3	-	1.1	6.5	-	-	84.9
Loans	419.6	-	1,180.3	-	-	9.1	1,609.0
Insurance receivables	82.1	-	2,492.7	-	-	29.7	2,604.5
Other debtors and interfund balances	-	-	2,589.9	50.0	-	1.0	2,640.9
Cash and cash equivalents	3,082.5	17.6	118.5	308.0	-	-	3,526.6
	31,244.9	210.2	15,654.8	5,253.6	16,445.9	39.8	68,849.2

* Based on public ratings assigned by external rating agencies including S&P, Moody's, RAM and MARC.

** An aging analysis for financial assets past due is provided below.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(h) Credit Risk (continued)

Aging analysis of financial assets past due:

in Singapore Dollars (millions)	Past due but not impaired			Total	Past due and impaired	Total
	< 6 months	6 months to 12 months	> 12 months			
As at 31 December 2017						
Loans	–	62.1	–	62.1	47.3	109.4
Insurance receivables	21.6	3.8	3.0	28.4	6.3	34.7
Other debtors and interfund balances	1.1	0.1	0.1	1.3	4.5	5.8
	22.7	66.0	3.1	91.8	58.1	149.9
As at 31 December 2016						
Loans	–	–	9.1	9.1	4.0	13.1
Insurance receivables	20.0	7.4	2.3	29.7	6.1	35.8
Other debtors and interfund balances	0.6	–	0.4	1.0	3.7	4.7
	20.6	7.4	11.8	39.8	13.8	53.6

For assets to be classified as “past due and impaired”, contractual payments must be in arrears for more than 90 days. These receivables are not secured by any collateral or credit enhancements.

- (i) **Concentration risk.** An important element of managing both market and credit risks is to actively manage concentration to specific issuers, counterparties, industry sectors, countries and currencies. Both internal and regulatory limits are put in place and monitored to manage concentration risk. These limits are reviewed on a regular basis by the respective management committees. The Group’s exposures are within the concentration limits set by the respective local regulators.

The Group actively manages its product mix to ensure that there is no significant concentration of credit risk.

- (j) **Sensitivity analysis on financial risks.** The sensitivity analysis below shows the impact on the Group’s net profit after tax by applying possible shocks to each key variable, with all other variables constant. While the co-movement of key variables can significantly affect the fair values and/or amortised cost of financial assets, to demonstrate the impact due to changes in each key variable, the variables are changed individually.

The impact on net profit after tax represents the effect caused by changes in fair value of financial assets whose fair values are recorded in the Profit and Loss Statement, and changes in valuation of insurance contract liabilities. The impact on equity represents the impact on net profit after tax and the effect on changes in fair value of financial assets held in Shareholders’ Funds.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Market and Credit Risk (continued)

(j) Sensitivity analysis on financial risks. (continued)

Market risk sensitivity analysis:

in Singapore Dollars (millions)	Impact on Profit After Tax		Impact on Equity	
	31 December 2017	31 December 2016	31 December 2017	31 December 2016
Change in variables:				
(a) Interest Rate				
+ 100 basis points	(438.9)	(93.2)	(522.2)	(198.2)
- 100 basis points	419.3	23.1	509.7	139.4
(b) LTRFDR⁽¹⁾				
+ 10 basis points	43.9	17.6	43.7	17.6
- 10 basis points	(46.7)	(18.9)	(46.7)	(18.9)
(c) Foreign Currency				
5% increase in market value of foreign currency denominated assets	108.9	24.3	187.0	90.8
5% decrease in market value of foreign currency denominated assets	(108.9)	(24.3)	(187.0)	(90.8)
(d) Equity				
20% increase in market indices:				
- STI	218.9	17.5	317.7	99.8
- KLCI	3.2	0.5	42.6	12.3
20% decrease in market indices:				
- STI	(218.9)	(17.5)	(317.7)	(99.8)
- KLCI	(3.2)	(0.5)	(42.6)	(12.3)
(e) Credit				
Spread + 100 basis points	(569.8)	(277.6)	(632.5)	(341.9)
Spread - 100 basis points	654.5	328.2	721.5	397.4
(f) Alternative Investments⁽²⁾				
10% increase in market value of all alternative investments	52.7	21.4	58.4	43.9
10% decrease in market value of all alternative investments	(52.7)	(21.4)	(58.4)	(43.9)

⁽¹⁾ LTRFDR refers to Long Term Risk Free Discount Rate formulated under the Singapore regulations governed by the Monetary Authority of Singapore.

⁽²⁾ Alternative Investments comprise investments in real estate, private equity, infrastructure and hedge funds.

The method for deriving sensitivity information and significant variables did not change from the previous year.

NOTES TO THE FINANCIAL STATEMENTS

36 ENTERPRISE RISK GOVERNANCE AND MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Operational and Compliance Risk

Operational risk is an event or action that may potentially impact partly or completely the achievement of the organisation's objectives resulting from inadequate or failed internal processes and systems, human factors, or external events.

Compliance risk is any event or action that may potentially impact partly or completely the achievement of the organisation's objectives, as a result of its failure to comply with applicable laws, regulations and standards. The applicable key compliance areas include:

- laws, regulations and rules governing insurance business and regulated financial activities undertaken by Great Eastern;
- codes of practice promoted by industry associations;
- anti-money laundering; and
- countering of financing of terrorism.

The day-to-day management of operational and compliance risk is through the maintenance of comprehensive internal controls, supported by an infrastructure of systems and procedures to monitor processes and transactions. GMC reviews operational and compliance issues on a group basis at its monthly meetings while local level issues are managed and monitored by the local SMTs. The Internal Audit team reviews the systems of internal controls to assess their ongoing relevance and effectiveness, and reports at least quarterly to the Audit Committee.

Technology Risk

Technology risk is defined as risk related to any potential adverse outcome, damage, loss, disruption, violation, or failure arising from the use of or reliance on computer hardware, software, electronic devices, and networks.

Great Eastern adopts a risk based approach in managing technology risks relating to data loss/leakage, system security vulnerabilities, inferior system acquisition and development, system breakdown and availability, outsourced vendor service delivery, privileged access misuse and technology obsolescence. Key risk indicators related to technology risks are reported to the Board on a regular basis. Independent assessment is performed by Internal Audit for its adequacy and effectiveness.

37 FAIR VALUE OF ASSETS AND LIABILITIES

37.1 Fair Value Hierarchy

The Group categorises fair value measurement using a fair value hierarchy that is dependent on the valuation inputs used as follows:

Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date,

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, quotes from brokers and market makers, discounted cash flow and other valuation techniques commonly used by market participants, and

Level 3 – Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

Transfers between levels of the fair value hierarchy

Transfers between levels of the fair value hierarchy are deemed to have occurred on the date of the event or change in circumstances that caused the transfers.

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.2 Assets and Liabilities Measured at Fair Value

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period:

	Group			Total
	2017			
	Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical assets (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant unobservable inputs (Level 3)	
in Singapore Dollars (millions)				
As at 31 December 2017				
Recurring Fair Value Measurements				
FINANCIAL ASSETS				
Derivative financial assets				
Foreign exchange				
Forwards	–	115.2	–	115.2
Currency swaps	–	95.3	–	95.3
Interest rates				
Swaps	–	26.5	–	26.5
Exchange traded futures	0.2	–	–	0.2
Equity				
Options	–	1.7	–	1.7
	0.2	238.7	–	238.9
Available-for-sale financial assets				
Equity securities				
Quoted equity securities	13,831.8	–	–	13,831.8
Unquoted equity securities	–	–	389.5	389.5
Debt securities				
Quoted debt securities	24,923.6	2,270.0	–	27,193.6
Unquoted debt securities	–	12,675.0	–	12,675.0
Other investments				
Collective investment schemes	5,177.3	901.6	850.1	6,929.0
	43,932.7	15,846.6	1,239.6	61,018.9
Financial assets designated at fair value through profit or loss				
Equity securities				
Quoted equity securities	2,535.1	–	–	2,535.1
Unquoted equity securities	–	1.1	–	1.1
Debt securities				
Quoted debt securities	369.8	49.2	–	419.0
Unquoted debt securities	–	761.3	–	761.3
Other investments				
Collective investment schemes	2,013.9	416.7	–	2,430.6
	4,918.8	1,228.3	–	6,147.1

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.2 Assets and Liabilities Measured at Fair Value (continued)

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period (continued):

	Group			Total
	2017			
	Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical assets (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant unobservable inputs (Level 3)	
in Singapore Dollars (millions)				
Financial assets held-for-trading				
Equity securities				
Quoted equity securities	12.1	–	–	12.1
Debt securities				
Quoted debt securities	541.2	–	–	541.2
Unquoted debt securities	–	1,100.6	–	1,100.6
	553.3	1,100.6	–	1,653.9
Financial assets as at 31 December 2017	49,405.0	18,414.2	1,239.6	69,058.8
NON-FINANCIAL ASSETS				
Investment properties	–	–	1,553.0	1,553.0
Non-financial assets as at 31 December 2017	–	–	1,553.0	1,553.0
FINANCIAL LIABILITIES				
Derivative financial liabilities				
Foreign exchange				
Forwards	–	29.9	–	29.9
Currency swaps	–	348.1	–	348.1
Interest rates				
Swaps	–	0.3	–	0.3
Exchange traded futures	0.7	–	–	0.7
Equity				
Options	–	0.9	–	0.9
Financial liabilities as at 31 December 2017	0.7	379.2	–	379.9

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.2 Assets and Liabilities Measured at Fair Value (continued)

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period (continued):

	Group			Total
	2016			
	Fair value measurements at the end of the reporting period using			
in Singapore Dollars (millions)	Quoted prices in active markets for identical assets (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant unobservable inputs (Level 3)	
<u>As at 31 December 2016</u>				
<u>Recurring Fair Value Measurements</u>				
<u>FINANCIAL ASSETS</u>				
Derivative financial assets				
Foreign exchange				
Forwards	–	33.7	–	33.7
Currency swaps	–	5.3	–	5.3
Interest rates				
Swaps	–	43.8	–	43.8
Exchange traded futures	2.1	–	–	2.1
	2.1	82.8	–	84.9
Available-for-sale financial assets				
Equity securities				
Quoted equity securities	10,415.3	–	–	10,415.3
Unquoted equity securities	–	–	441.7	441.7
Debt securities				
Quoted debt securities	21,977.2	2,307.2	–	24,284.4
Unquoted debt securities	–	11,650.0	–	11,650.0
Other investments				
Collective investment schemes	3,744.2	716.1	730.6	5,190.9
	36,136.7	14,673.3	1,172.3	51,982.3
Financial assets designated at fair value through profit or loss				
Equity securities				
Quoted equity securities	2,033.0	–	–	2,033.0
Unquoted equity securities	–	1.8	–	1.8
Debt securities				
Quoted debt securities	434.6	84.2	–	518.8
Unquoted debt securities	–	536.7	–	536.7
Other investments				
Collective investment schemes	1,790.0	202.0	–	1,992.0
	4,257.6	824.7	–	5,082.3

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.2 Assets and Liabilities Measured at Fair Value (continued)

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period (continued):

in Singapore Dollars (millions)	Group			Total
	2016			
	Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical assets (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant unobservable inputs (Level 3)	
Financial assets held-for-trading				
Equity securities				
Quoted equity securities	7.4	–	–	7.4
Debt securities				
Quoted debt securities	477.1	8.1	–	485.2
Unquoted debt securities	–	599.5	–	599.5
	484.5	607.6	–	1,092.1
Financial assets as at 31 December 2016	40,880.9	16,188.4	1,172.3	58,241.6
NON-FINANCIAL ASSETS				
Investment properties	–	–	1,539.0	1,539.0
Non-financial assets as at 31 December 2016	–	–	1,539.0	1,539.0
FINANCIAL LIABILITIES				
Foreign exchange				
Forwards	–	227.6	–	227.6
Currency swaps	–	471.8	–	471.8
Interest rates				
Swaps	–	37.8	–	37.8
Exchange traded futures	0.3	–	–	0.3
Financial liabilities as at 31 December 2016	0.3	737.2	–	737.5

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.3 Level 3 Fair Value Measurements

(i) Information about significant unobservable inputs used in Level 3 fair value measurements:

The following table shows the information about fair value measurements using significant unobservable inputs (Level 3):

Description	Fair value as at 31 December 2017	Valuation techniques	Unobservable inputs	Range (weighted average)
Investment properties	1,553.0	Income approach	Rental psf per month	\$1.04 to \$1.82
			Rental growth rate	12.50%
			Long-term vacancy rate	7.5%
			Discount rate	6.00% to 6.50%
		Comparison approach	Estimated psf	\$15 to \$2,920
Available-for-sale financial assets				
Unquoted equities	389.5	Net asset value ⁽¹⁾	not applicable	not applicable
Collective investment schemes	850.1	Net asset value ⁽¹⁾	not applicable	not applicable

Description	Fair value as at 31 December 2016	Valuation techniques	Unobservable inputs	Range (weighted average)
Investment properties	1,539.0	Income approach	Rental psf per month	\$1.02 to \$1.77
			Rental growth rate	12.50%
			Long-term vacancy rate	5.00%
			Discount rate	6.00% to 6.50%
		Comparison approach	Estimated psf	\$15 to \$3,100
Available-for-sale financial assets				
Unquoted equities	441.7	Net asset value ⁽¹⁾	not applicable	not applicable
Collective investment schemes	730.6	Net asset value ⁽¹⁾	not applicable	not applicable

⁽¹⁾ These investments are valued using net asset value. The net asset value of these investments as at the reporting date is an unobservable input as it is not published. Accordingly, these investments are classified as Level 3 investments within the fair value hierarchy. Changing unobservable inputs to reasonably possible alternative assumptions would not have a significant impact on profit for the year or total equity.

For investment properties, a significant increase/(decrease) in unobservable inputs would result in a significantly higher/(lower) fair value measurement.

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.3 Level 3 Fair Value Measurements (continued)

(ii) Movements in Level 3 assets and liabilities measured at fair value:

The following table presents the reconciliation for all assets measured at fair value based on significant unobservable inputs (Level 3):

in Singapore Dollars (millions)	Group			
	Fair value measurements using significant unobservable inputs (Level 3)			
	31 December 2017			
	Available-for-sale financial assets			
	Unquoted equities	Collective investment schemes	Investment properties	Total
Opening balance	441.7	730.6	1,539.0	2,711.3
Total gain/(loss) for the year:				
Included in profit and loss statement				
– (Gain)/loss on sale of investments and changes in fair value	(66.3)	(4.7)	9.8	(61.2)
– Increase in provision for impairment of assets	(2.6)	(4.9)	–	(7.5)
Included in other comprehensive income				
– Changes in fair value	13.6	(0.1)	–	13.5
Purchases and sales for the period:				
Purchases	86.1	149.0	0.1	235.2
Sales	(83.0)	(19.8)	(0.7)	(103.5)
Currency translation reserve adjustment	–	–	4.8	4.8
Closing balance	389.5	850.1	1,553.0	2,792.6

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.3 Level 3 Fair Value Measurements (continued)

(ii) Movements in Level 3 assets and liabilities measured at fair value (continued):

The following table presents the reconciliation for all assets measured at fair value based on significant unobservable inputs (Level 3) (continued):

in Singapore Dollars (millions)	Group			
	Fair value measurements using significant unobservable inputs (Level 3)			
	31 December 2016			
	Available-for-sale financial assets			
	Unquoted equities	Collective investment schemes	Investment properties	Total
Opening balance	474.9	731.6	1,568.1	2,774.6
Total gain/(loss) for the year:				
Included in profit and loss statement				
– (Gain)/loss on sale of investments and changes in fair value	(44.2)	31.4	(16.4)	(29.2)
– Increase in provision for impairment of assets	(1.2)	(3.2)	–	(4.4)
Included in other comprehensive income				
– Changes in fair value	28.1	(14.7)	–	13.4
Purchases and sales for the period:				
Purchases	36.6	31.2	–	67.8
Sales	(52.5)	(45.7)	(8.5)	(106.7)
Currency translation reserve adjustment	–	–	(4.2)	(4.2)
Closing balance	441.7	730.6	1,539.0	2,711.3

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.4 Assets and Liabilities Not Carried at Fair Value but for which Fair Value is Disclosed

The following table shows an analysis of the Group's assets and liabilities not measured at fair value but for which fair value is disclosed:

in Singapore Dollars (millions)	Group			Total	Carrying Amount
	31 December 2017				
	Quoted prices in active markets for identical assets (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant unobservable inputs (Level 3)		
Assets					
Loans	-	1,373.1	-	1,373.1	1,359.1
Freehold land, leasehold land and buildings	-	-	799.8	799.8	450.4
in Singapore Dollars (millions)	Group			Total	Carrying Amount
	31 December 2016				
	Quoted prices in active markets for identical assets (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant unobservable inputs (Level 3)		
Assets					
Loans	-	1,618.5	-	1,618.5	1,609.0
Freehold land, leasehold land and buildings	-	-	767.0	767.0	453.1

NOTES TO THE FINANCIAL STATEMENTS

37 FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

37.5 Fair Value of Financial Instruments by Classes that are not Carried at Fair Value and whose Carrying Amounts are not Reasonable Approximation of Fair Value

The carrying amounts of the Group's financial assets and liabilities approximate their fair value, either due to their short-term nature or because they are floating rate instruments that are re-priced to market interest rates on or near the balance sheet date, except as disclosed below:

in Singapore Dollars (millions)	Group			
	31 December 2017		31 December 2016	
	Carrying amount	Fair Value	Carrying amount	Fair Value
Financial assets				
Available-for-sale financial assets				
Unquoted equity securities	99.0	#	226.6	#
Financial liabilities				
Debt issued	399.7	428.3	399.6	425.9

Unquoted equity securities

It is not practicable to determine the fair values of the above unquoted equity investments because of the lack of market prices and the assumptions used in the valuation models to value these investments cannot be reasonably determined. However, the cash flows from these investments are expected to be in excess of their carrying amounts.

The Group does not intend to dispose of these investments in the foreseeable future. The Group intends to eventually dispose of these investments through sale to institutional investors.

Debt issued

Fair value is determined directly by reference to the published market bid price at the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

38 FINANCIAL ASSETS AND LIABILITIES SUBJECT TO OFFSETTING ARRANGEMENTS

Financial assets and liabilities are offset in the balance sheet when the Group has a legally enforceable right to offset and has the intention to settle the asset and liability on a net basis, or to realise the asset and settle the liability simultaneously.

The Group's financial assets and liabilities that are off-set are as follows:

in Singapore Dollars (millions)	31 December 2017		
	Gross carrying amount	Gross amounts offset in the balance sheet	Net amounts in the balance sheet
Financial assets			
Insurance receivables	47.6	(12.1)	35.5
Total	47.6	(12.1)	35.5
Financial liabilities			
Insurance payables	164.9	(79.9)	85.0
Total	164.9	(79.9)	85.0
in Singapore Dollars (millions)	31 December 2016		
	Gross carrying amount	Gross amounts offset in the balance sheet	Net amounts in the balance sheet
Financial assets			
Insurance receivables	118.1	(45.0)	73.1
Total	118.1	(45.0)	73.1
Financial liabilities			
Insurance payables	249.2	(112.7)	136.5
Total	249.2	(112.7)	136.5

NOTES TO THE FINANCIAL STATEMENTS

39 DIVIDENDS

in Singapore Dollars (millions)	Group and Company	
	2017	2016
Final one-tier tax exempt dividend for the previous year of 40 cents per ordinary share (2016: 40 cents per ordinary share)	189.3	189.3
Special one-tier tax exempt dividend for the previous year: nil (2016: 5 cents per ordinary share)	–	23.7
Interim one-tier tax exempt dividend of 10 cents per ordinary share (2016: 10 cents per ordinary share)	47.4	47.3
	236.7	260.3

The Directors proposed a final one-tier tax exempt dividend of 50 cents per ordinary share and a special one-tier tax exempt dividend of 10 cents per ordinary share, totalling 60 cents per ordinary share amounting to \$284.0 million (2016: \$189.3 million) be paid in respect of the financial year ended 31 December 2017. These have not been recognised as distributions to shareholders.

There are no income tax consequences attached to the dividend to the shareholders proposed by the Company but not recognised as a liability in the financial statements.

40 AUTHORISATION OF FINANCIAL STATEMENTS

At the Board of Directors' Meeting held on 12 February 2018, the Board authorised these financial statements for issue and that two Directors of the Board, Mr Koh Beng Seng and Mr Kyle Lee Khai Fatt, sign the Directors' Report on behalf of the Board.

LIST OF MAJOR PROPERTIES

Location	Tenure	Site Area (sq m)	Gross Floor Area (sq m)	Purpose
SINGAPORE PROPERTIES – 100% HELD BY THE GREAT EASTERN LIFE ASSURANCE COMPANY LIMITED:				
Great Eastern Centre 1 Pickering Street	99 years leasehold (Expiry date: 31 August 2096)	6,600	21,515 (strata area excluding voids)	Commercial – Offices
Holland GEMS 1, 3 & 5 Taman Nakhoda	Freehold	8,685	13,895	Residential – 64-unit condominium
Gallop Court 6, 6A, 6B Gallop Road	Freehold	8,225	5,565	Residential – 25-unit condominium
Gallop Gardens 1, 1A, 1B, 1C, 3, 3A, 3B, 3C Tyersall Road	Freehold	12,636	4,805	Residential – 8-unit-Good Class Bungalows
Newton GEMS 50, 52 & 54 Newton Road Lot 660 TS 28, Newton Road and Lot 56 TS 28, Lincoln Road	Freehold 999 years leasehold (Expiry date: 12 February 2884)	2,809 6,945	28,819	Residential – 190-unit condominium
3 Pickering Street	99 years leasehold (Expiry date: 31 August 2096)	7,086	15,004 (strata area excluding voids)	Commercial – Retail & Offices 65-unit shop houses
MALAYSIA PROPERTIES – 100% HELD BY GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD:				
Menara Great Eastern / Great Eastern Mall 303 Jalan Ampang Kuala Lumpur	Freehold	25,600	149,464	Commercial – Retail and Offices
Seri Hening Residence 28, Jln Ampang Hilir, K.Lumpur	Freehold	21,484	53,111	Residential – Condominiums
Shell Garden, Port Dickson Negeri Sembilan	Freehold	16,349	–	Residential land
Menara Weld / The Weld 76 Jln Raja Chulan, Kuala Lumpur	Freehold	6,404	75,126	Commercial – 30-storey building with a 4 levels basement, 5 levels of shopping & 26 floors of office
INDONESIA PROPERTIES – 100% HELD BY P.T. GREAT EASTERN LIFE INDONESIA:				
Menara Karya Building Jl.HR.Rasuna Said Blok X-5, Kav. 1-2 Setiabudi Kuningan, Jakarta Selatan 12950	Freehold	6,109	1,318	Commercial – Offices

ADDITIONAL INFORMATION

Required under the Listing Manual of the Singapore Exchange Securities Trading Limited

1. INTERESTED PERSON TRANSACTIONS

Interested person transactions carried out during the financial year under review:-

Name of Interested Person	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) \$ million	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than \$100,000) \$ million
OCBC Group of Companies		
- e2Power Pte. Ltd. – Data centre facilities, technical infrastructure services, database administration, network facilities and infrastructure support	0.363	NA
- e2Power Sdn Bhd – Data centre facilities, technical infrastructure services and network facilities	2.124	NA
- LGlobal Funds – Redemption of shares in Asia High Dividend Equity Fund, Asian Bond and Asian High Conviction Equity	80.568	NA
- Lion Global Investors Limited – Payment of management fee	0.153	NA
- OCBC Advisers (Malaysia) Sdn Bhd – Appointment as advisor for the sale of Menara Weld/The Weld	0.457	NA
- OCBC Al-Amin Bank Berhad – Payment of commission and management fee	0.375	NA
- OCBC Bank (Malaysia) Berhad –		
• Lease of premises at Menara Great Eastern	0.809	NA
• Payment of commission and management fee	0.678	NA
• Rental of dongle terminals	0.122	NA
- OCBC Square Private Limited – Lease of premises at OCBC Center	1.281	NA
- Oversea-Chinese Banking Corporation Limited –		
• Sponsorship for branch activities support, seminars, events and product launch support	0.820	NA
• Ancillary services provided arising from the transfer of business scheme from Great Eastern General Insurance Limited to The Great Eastern Life Assurance Company Limited	0.372	NA

2. MATERIAL CONTRACTS

Since the end of the previous financial year, no material contract involving the interest of any Director or any controlling shareholder of the Company has been entered into by the Company or any of its subsidiary companies, and no such contract subsisted as at 31 December 2017, save as disclosed above, in the Directors' Statement and in the financial statements for FY2017.

SHAREHOLDING STATISTICS

as at 28 February 2018

Total Number of Issued Shares	:	473,319,069 shares
Class of Shares	:	Ordinary shares
Voting Rights	:	The Constitution provides for:
		(a) on a show of hands: 1 vote
		(b) on a poll: 1 vote for each ordinary share held

DISTRIBUTION OF SHAREHOLDINGS

Size of Holdings	No. of Shareholders	%	No. of Shares	%
1 – 99	47	2.68	1,012	0.00
100 – 1,000	804	45.76	609,943	0.13
1,001 – 10,000	654	37.22	2,479,299	0.52
10,001 – 1,000,000	240	13.66	18,319,092	3.87
1,000,001 and above	12	0.68	451,909,723	95.48
Total	1,757	100.00	473,319,069	100.00

TWENTY LARGEST SHAREHOLDERS

	No. of Shares	%
1 Oversea-Chinese Bank Nominees Private Limited	416,025,959	87.90
2 HSBC (Singapore) Nominees Pte Ltd	10,298,175	2.18
3 DBS Nominees (Private) Limited	7,021,093	1.48
4 Citibank Nominees Singapore Pte Ltd	3,999,033	0.84
5 Wong Hong Sun	3,154,000	0.67
6 Kuchai Development Berhad	3,032,000	0.64
7 Wong Hong Yen	2,960,668	0.63
8 Sungei Bagan Rubber Company (Malaya) Berhad	1,733,120	0.37
9 United Overseas Bank Nominees (Private) Limited	1,444,875	0.31
10 Shaw Vee Meng	1,204,000	0.25
11 Shaw Vee Foong	1,036,800	0.22
12 Yeo Kok Seng	803,800	0.17
13 Lee Hak Heng	728,150	0.15
14 Maybank Kim Eng Securities Pte Ltd	617,400	0.13
15 Raffles Nominees (Pte.) Limited	616,134	0.13
16 Yeap Holdings (Pte.) Limited	487,238	0.10
17 Svasti Daniel Yoke Kwong Patanadej	469,540	0.10
18 The Estate of Alan Loke (Deceased)	455,094	0.10
19 Svasti Penny Baninadh Ping Year	443,220	0.09
20 The Bank of East Asia (Nominees) Private Limited	437,000	0.09
Total	456,967,299	96.55

SHAREHOLDING STATISTICS

as at 28 February 2018

Substantial Shareholder	Direct Interest No. of Shares	Deemed Interest No. of Shares	Total No. of Shares	%
Oversea-Chinese Banking Corporation Limited	416,010,959 ⁽¹⁾	–	416,010,959	87.90

Note:

⁽¹⁾ Shares registered in the name of Oversea-Chinese Bank Nominees Private Limited.

Based on information available to the Company as at 28 February 2018, approximately 12% of the issued ordinary shares of the Company are held by the public, and therefore Rule 723 of the Listing Manual of Singapore Exchange Securities Trading Limited has been complied with.

FURTHER INFORMATION ON DIRECTORS

KOH BENG SENG

Current Directorships (and Appointments)

1. Great Eastern General Insurance Limited	Chairman
2. The Great Eastern Life Assurance Company Limited	Chairman
3. Bank of China (Hong Kong) Limited	Director
4. BOC Hong Kong (Holdings) Limited*	Director
5. Octagon Advisors Pte. Ltd.	Chief Executive Officer

Directorships (and Appointments) for the past 3 years

1. Hon Sui Sen Endowment CLG Limited (In Members' Voluntary Liquidation)	Director
2. Sing-Han International Financial Services Limited	Director
3. Singapore Technologies Engineering Ltd*	Director
4. United Engineers Limited*	Director

Academic and Professional Qualifications

Bachelor of Commerce (First Class Honours), former Nanyang University, Singapore
Master of Business Administration, Columbia University, USA

GEH Board Committee Appointments

Chairman, Executive Committee
Chairman, Risk Management Committee
Member, Nominating Committee
Member, Remuneration Committee

Date of First Appointment as a Director

Director since 2 January 2008
Chairman since 1 September 2014

Date of Last Re-election as a Director

Director since 19 April 2016

Length of Service as a Director

10 years 2 months

Independent Status

Non-executive and non-independent director

* Listed company

NORMAN IP

Current Directorships (and Appointments)

1. Far Island Bay Sdn Bhd	Chairman
2. Great Eastern Capital (Malaysia) Sdn Bhd	Chairman
3. Great Eastern General Insurance (Malaysia) Berhad (formerly known as Overseas Assurance Corporation (Malaysia) Berhad)	Chairman
4. Great Eastern Life Assurance (Malaysia) Bhd	Chairman
5. I Great Capital Holdings Sdn Bhd	Chairman
6. Overseas Assurance Corporation (Holdings) Bhd	Chairman
7. WBL Corporation Limited	Chairman
8. AIMS AMP Capital Industrial REIT Management Limited*	Director
9. Great Eastern General Insurance Limited	Director
10. Great Eastern Takaful Bhd	Director
11. Lion Global Investors Limited	Director
12. The Great Eastern Life Assurance Company Limited	Director
13. United Engineers Limited*	Senior Adviser
14. Building and Construction Authority	Member/Deputy Chairman
15. Securities Industry Council	Member

Directorships (and Appointments) for the past 3 years

1. UE E&C Limited	Director
2. United Engineers Limited*	Director/Group Managing Director

Academic and Professional Qualifications

Bachelor of Science (Economics), London School of Economics and Political Science
Fellow of the Institute of Chartered Accountants in England and Wales
Fellow of the Institute of Singapore Chartered Accountants

GEH Board Committee Appointments

Chairman, Nominating Committee
Chairman, Remuneration Committee
Member, Executive Committee

Date of First Appointment as a Director

Director since 5 March 2010

Date of Last Re-election as a Director

18 April 2017

Length of Service as a Director

8 years

Independent Status

Independent director

FURTHER INFORMATION ON DIRECTORS

LAW SONG KENG

Current Directorships (and Appointments)

1. Asia Capital Reinsurance Group Pte Ltd	Chairman
2. Concord Insurance Company Limited	Chairman
3. Frasers Hospitality Asset Management Pte Ltd	Chairman
4. Frasers Hospitality Trust Management Pte Ltd	Chairman
5. ACR Capital Holdings Pte Ltd	Director
6. Asia Capital Reinsurance Malaysia Sdn Bhd	Director
7. IFS Capital Limited*	Director

Directorships (and Appointments) for the past 3 years

1. ECICS Limited	Director
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Academic and Professional Qualifications

Bachelor of Science (First Class Honours in Mathematics),
University of Singapore

Master of Science (Actuarial Science), Northeastern
University, USA

Fellow of the Society of Actuaries, USA

GEH Board Committee Appointments

Member, Audit Committee

Member, Executive Committee

Member, Risk Management Committee

Date of First Appointment as a Director

Director since 1 January 2013

Date of Last Re-election as a Director

19 April 2016

Length of Service as a Director

5 years 2 months

Independent Status

Independent director

LEE FOOK SUN

Current Directorships (and Appointments)

1. Quann World Pte. Ltd.	Executive Chairman
2. SMRT Corporation Limited	Director
3. Temasek International Advisors Pte. Ltd.	Corporate Adviser
4. Building and Construction Authority	Chairman
5. DSO National Laboratories	Director

Directorships (and Appointments) for the past 3 years

1. ST Electronics (Info-Comm Systems) Pte. Ltd.	Chairman
2. ST Electronics (Info-Security) Pte. Ltd.	Chairman
3. ST Electronics (Info-Software Systems) Pte. Ltd.	Chairman
4. ST Electronics (Satcom & Sensor Systems) Pte. Ltd.	Chairman
5. ST Electronics (Satellite Systems) Pte. Ltd.	Chairman
6. ST Electronics (Training & Simulation Systems) Pte. Ltd.	Chairman
7. VT iDirect Inc.	Co- Chairman
8. Singapore Technologies Dynamics Pte Ltd	Director
9. ST Engineering Management Services Pte. Ltd.	Director
10. ST Electronics (Shanghai) Co., Ltd	Director
11. Vision Technologies Electronics, Inc	Director
12. Vision Technologies Kinetics, Inc	Director
13. Singapore Technologies Electronics Limited*	Alternate Director

Academic and Professional Qualifications

Bachelor of Arts (Honours), University of Oxford (UK)

Master of Arts (Engineering Science), University of Oxford
(UK)

Attended the Stanford University Executive Programme

GEH Board Committee Appointments

Member, Executive Committee

Date of First Appointment as a Director

Director since 1 August 2017

Length of Service as a Director

7 months

Independent Status

Independent director

* Listed company

FURTHER INFORMATION ON DIRECTORS

KYLE LEE KHAI FATT

Current Directorships (and Appointments)

1. CapitaLand Mall Trust Management Limited	Director
2. ComfortDelgro Corporation Limited*	Director
3. FEO Hospitality Asset Management Pte. Ltd.	Director
4. FEO Hospitality Trust Management Pte. Ltd.	Director
5. The Great Eastern Life Assurance Company Limited	Director

Directorships (and Appointments) for the past 3 years

1. MFS Technology Ltd*	Chairman
2. Jurong International Holdings Pte. Ltd.	Director
3. National Art Gallery - Audit Committee	Member

Academic and Professional Qualifications

Bachelor of Arts (Honours) in Business Studies, Council of National Academic Awards, Polytechnic of the South Bank London

Master of Business Administration, University of London, Imperial College of Science, Technology and Medicine

Master of Science (Distinction) in International Management, University of London, The School of Oriental and African Studies

Fellow of the Institute of Chartered Accountants in England and Wales

Fellow of the Institute of Singapore Chartered Accountants

Fellow of the Singapore Institute of Directors

GEH Board Committee Appointments

Chairman, Audit Committee

Member, Nominating Committee

Date of First Appointment as a Director

Director since 1 July 2014

Date of Last Re-election as a Director

18 April 2017

Length of Service as a Director

3 years 8 months

Independent Status

Independent director

SOON TIT KOON

Current Directorships (and Appointments)

1. OCBC Wing Hang Bank Limited	Director
2. SPH REIT Management Pte Ltd	Director
3. Wah Hin & Company Private Limited	Director

Directorships (and Appointments) for the past 3 years

1. AVIC Trust Co., Ltd	Director
2. Bank of Ningbo Co., Ltd.	Director

Academic and Professional Qualifications

Bachelor of Science (Honours) in Applied Chemistry, University of Singapore

Master of Business Administration, University of Chicago, USA

Advanced Management Program, Harvard Business School

GEH Board Committee Appointments

Member, Risk Management Committee

Date of First Appointment as a Director

Director since 1 January 2016

Date of Last Re-election as a Director

19 April 2016

Length of Service as a Director

2 years 2 months

Independent Status

Independent director

* Listed company

FURTHER INFORMATION ON DIRECTORS

TEOH LIAN EE

Current Directorships (and Appointments)

1. Asian Healthcare Investment Pte Ltd	Director
2. Tsao Foundation	Director
3. Rajah & Tann Singapore LLP	Consultant

Directorships (and Appointments) for the past 3 years

–

Academic and Professional Qualifications

Bachelor of Laws (Second Upper Class Honours), University of Singapore.

Master of Laws (Second Upper Class Honours), University of Singapore.

GEH Board Committee Appointments

Member, Audit Committee

Date of First Appointment as a Director

Director since 1 August 2017

Length of Service

7 months

Independent Status

Independent director

THEAN NAM YEW

Current Directorships (and Appointments)

–

Directorships (and Appointments) for the past 3 years

–

Academic and Professional Qualifications

Bachelor of Electrical and Electronic Engineering (First Class Honours), University of Melbourne Australia

Advanced Business Management Programme, Kellogg Graduate School of Management, Northwestern University, Illinois, USA

GEH Board Committee Appointments

Member, Audit Committee

Date of First Appointment as a Director

Director since 5 January 2017

Date of Last Re-election as a Director

18 April 2017

Length of Service as a Director

1 year 2 months

Independent Status

Independent director

* Listed company

FURTHER INFORMATION ON DIRECTORS

SAMUEL N. TSIEH

Current Directorships (and Appointments)

1. OCBC Wing Hang Bank (China) Limited	Chairman
2. PT Bank OCBC NISP Tbk*	Commissioner
3. Oversea-Chinese Banking Corporation Limited*	Executive Director and Group Chief Executive Officer
4. Bank of Singapore Limited	Director
5. Dr Goh Keng Swee Scholarship Fund	Director
6. Mapletree Investments Pte Ltd	Director
7. OCBC Bank (Malaysia) Bhd	Director
8. OCBC Overseas Investments Pte Ltd	Director
9. OCBC Wing Hang Bank Ltd	Director
10. Association of Banks in Singapore	Vice Chairman
11. Institute of Banking and Finance – Standards Committee	Vice Chairman Chairman
12. Advisory Board of the Asian Financial Leaders Programme	Member
13. MAS Financial Centre Advisory Panel – China Workgroup	Member & Chairman
14. MAS Financial Sector Tripartite Committee	Member
15. MAS Payments Council	Member

Directorships (and Appointments) for the past 3 years

1. ASEAN Finance Corporation Limited	Director
2. OCBC Al-Amin Bank Berhad	Director
3. ABS Benchmarks Administration Co. Pte. Ltd – Oversight Committee	Member
4. Advisory Council on Community Relations in Defence (Employer & Business)	Member
5. Malaysia-Singapore Business Council	Member
6. Singapore Business Federation – Finance and Investment Committee	Council Member

Academic and Professional Qualifications

Bachelor of Arts with Honours in Economics, University of California, Los Angeles, USA

GEH Board Committee Appointments

Member, Executive Committee
Member, Nominating Committee
Member, Risk Management Committee

Date of First Appointment as a Director

Director since 15 April 2012

Date of Last Re-election as a Director

18 April 2017

Length of Service as a Director

5 years 11 months

Independent Status

Non-executive and non-independent director

WEE JOO YEOW

Current Directorships (and Appointments)

1. Frasers Property Limited*	Director
2. Mapletree Industrial Trust Management Ltd	Director
3. OCBC Management Services Private Limited	Director
4. Oversea-Chinese Banking Corporation Limited*	Director
5. PACC Offshore Services Holdings Ltd*	Director
6. WJY Holdings Pte Ltd	Director
7. WTT Investments Pte Ltd	Director

Directorships (and Appointments) for the past 3 years

–

Academic and Professional Qualifications

Bachelor of Business Administration (Honours), University of Singapore

Master of Business Administration, New York University, USA

GEH Board Committee Appointments

Member, Nominating Committee
Member, Remuneration Committee

Date of First Appointment as a Director

Director since 1 January 2016

Date of Last Re-election as a Director

19 April 2016

Length of Service as a Director

2 years 2 months

Independent Status

Non-executive and non-independent director

* Listed company

MANAGEMENT TEAM

GROUP AND SINGAPORE

Great Eastern Holdings Limited
The Great Eastern Life Assurance
Company Limited
Great Eastern General
Insurance Limited

Khor Hock Seng
Group Chief Executive Officer

Ronnie Tan
Group Chief Financial Officer

Dato Koh Yaw Hui
Chief Executive Officer (Malaysia)

Clement Lien
Chief Executive Officer (Indonesia)

Ben Tan
Managing Director, Regional Agency/
FA and Bancassurance

Jimmy Tong
Managing Director, General and
Group Insurance

Wee Ai Ning
Group Chief Investment Officer

Raymond Ong
Group Chief Risk Officer

Colin Chan
Managing Director, Group Marketing

Ryan Cheong
Managing Director, Strategy &
Transformation

Ng Yoh Thai
Managing Director, Group Information
Technology

Patrick Kok
Managing Director, Group Operations

Jennifer Wong Pakshong
Group Company Secretary and General
Counsel

Chin Wee Cheak
Head, Group Audit

James Lee
Managing Director, Group Human
Capital

Jesslyn Tan
Chief Executive Officer, Great Eastern
Financial Advisers

Lee Swee Kiang
Head, Group Product Management

Cheung Kwok Kei
Appointed Actuary & Head of Actuarial

Leow Yung Khee (Dr)
Head, Group Insurance and Claims

Andrew Lim
Head, General Insurance

Hong Siu Ming
Head, Business Partner, Group Human
Capital

Tan Seck Geok
Head, Corporate Communications

Claudia Soh
Chief Internal Auditor

Wendy Anne Teo
Deputy General Counsel

MALAYSIA

Great Eastern Life Assurance
(Malaysia) Berhad

Dato Koh Yaw Hui
Chief Executive Officer
Acting Chief Financial Officer

Richard Lin Kwok Wing
Chief Investment Officer

Song Hock Wan
Chief Distribution Officer

Nicholas Kua Choo Ming
Chief Marketing Officer

Jeffrey Yem Voon Cheat
Chief Operations Officer

Cheong Soo Ching
Chief Risk Officer

Loke Chang Yueh
Appointed Actuary

Chan Chee Wei
Head, Bancassurance

Vincent Chin Kok Lean
Head, Information Technology

Dennis Tan Koh Tiong
Head, Human Capital

Leslie Chow Khee Leong
Head, Group Insurance – Employee
Benefits

Foong Chee Kwan
Head, Group Insurance – Affinity

Audra Chung Kit Li
Chief Internal Auditor

Puan Liza Hanim Binti Zainal Abidin
Company Secretary,
Secretariat & Legal

MANAGEMENT TEAM

Great Eastern General Insurance (Malaysia) Berhad

Ng Kok Kheng
Chief Executive Officer

Lee Pooi Hor
Chief Operations Officer

Chong Kah Lay
Head, Corporate Distribution

Goh Ching On
Head, Claims Management

Khoo Sook Hooi
Head, Finance, Corporate & Administration

Great Eastern Takaful Berhad

Shahrul Azlan Shahrman
Chief Executive Officer
(with effect from 22 January 2018)

Allen Tan Chee Keong
Head, Operations

Norizan Yahya
Head, Agency Distribution

Mohd Hanafi Mohd Isa
Head, Partnership Distribution

Tengku Sheila Tengku Azib
Head, Brand & Marketing Communications

Razali Kipli
Head, Human Capital

Jasveen Kaur Marne
Appointed Actuary

Rasman Abdul Ghani
Head, Finance & Admin

INDONESIA

PT Great Eastern Life Indonesia

Clement Lien Cheong Kiat
President Director & CEO

Fauzi Arfan
Chief Financial Officer

Eddy Wirya Wiyana
Director, Bancassurance

Andrew Ng
Director, IT and Operations

Yungki Aldrin
Director, Human Capital

Rachman Untung Budiman
Head, Investment Management

Silvanty Nova
Head, Compliance, Legal and Corporate Secretariat

Mara Umar
Head, Product and Marketing

Dian Anggriani Rahardja
Head, Risk Management

BRUNEI

The Great Eastern Life Assurance Company Limited

Caroline Sim
Head

CHINA

The Great Eastern Life Assurance Company Limited Beijing Representative Office

Ryan Cheong Kwok Leong
Authorised Representative

Ada Zhou
Chief Representative

MYANMAR

The Great Eastern Life Assurance Co., Ltd. Myanmar Representative Office

Jimmy Tong
Chief Representative

GROUP NETWORK

SINGAPORE

Great Eastern Holdings Limited
The Great Eastern Life Assurance
Company Limited
Great Eastern General
Insurance Limited

1 Pickering Street #01-01
Great Eastern Centre
Singapore 048659
Tel: +65 6248 2000
Fax: +65 6532 2214
Website: www.greateasternlife.com
E-mail: wecare-sg@greateasternlife.com

Service Centres for
Distribution Representatives

Great Eastern @ Changi
200 Changi Road #01-03
Singapore 419734

Great Eastern House
49 Beach Road #01-01
Singapore 189685

Great Eastern @ Westgate
1 Gateway Drive
Westgate Tower #18-00
Singapore 608531

Great Eastern Financial Advisers
Private Limited

1 Pickering Street #01-01
Great Eastern Centre
Singapore 048659
Tel: +65 6248 2121
Fax: +65 6327 3073
Website: www.greateasternfa.com.sg
E-mail: contact_us@greateasternfa.com.sg

Lion Global Investors Limited

65 Chulia Street #18-01
OCBC Centre
Singapore 049513
Tel: +65 6417 6800
Fax: +65 6417 6801
Website: www.lionglobalinvestors.com
E-mail: contactus@lionglobalinvestors.com

MALAYSIA

Great Eastern Life Assurance
(Malaysia) Berhad

Menara Great Eastern
303 Jalan Ampang
50450 Kuala Lumpur
Malaysia
Tel: +603 4259 8888
Fax: +603 4259 8000
Website: www.greateasternlife.com
E-mail: wecare-my@greateasternlife.com

Branch Offices

Alor Setar

66 & 68 Jalan Teluk Wanjah
05200 Alor Setar, Kedah
Malaysia
Tel: +604 731 9877
Fax: +604 731 9878

Batu Pahat

109, Jalan Rahmat,
83000 Batu Pahat, Johor
Malaysia
Tel: +607 432 5562
Fax: +607 432 5560

Bintulu

No 313, Lot 3956, Phase 4
Bintulu Parkcity Commerce Square
Jalan Tun Ahmad Zaidi /
Jalan Tanjung Batu
97000 Bintulu, Sarawak
Malaysia
Tel: +6086 336 676
Fax: +6086 332 601

Ipoh

Wisma Great Eastern
No 16, Persiaran Tugu
Greentown Avenue
30450 Ipoh, Perak
Malaysia
Tel: +605 254 2027
Fax: +605 255 5578

Johor Bahru

Wisma Great Eastern
02-01, Blok A,
Komersial Southkey Mozek,
Persiaran Southkey 1,
Kota Southkey
80150 Johor Bahru
Malaysia
Customer Service Careline: 1300-1300 88

Klang

No.8 & 10 Jalan Tiara 2A
Bandar Baru Klang
41150 Klang, Selangor
Malaysia
Tel: +603 3343 6688
Fax: +603 3341 3398

Kluang

No 22 & 24
Jalan Md Lazim Saim
86000 Kluang, Johor
Malaysia
Tel: +607 772 3529
Fax: +607 772 3449

Kota Bharu

No. S25 /5252-T & U
Jalan Sultan Yahya Petra
15200 Kota Bharu, Kelantan
Malaysia
Tel: +609 748 2332
Fax: +609 744 9701

Kota Kinabalu

Wisma Great Eastern
Level 4 & 5
No. 65 Jalan Gaya
88000 Kota Kinabalu, Sabah
Malaysia
Tel: +6088 252 033
Fax: +6088 210 437

Kuala Terengganu

2nd Floor, 6F
Bangunan Persatuan Hin Ann
Jalan Air Jernih
20300 Kuala Terengganu
Malaysia
Tel: +609 622 4959
Fax: +609 626 5195

GROUP NETWORK

Kuantan

A25 Jalan Dato Lim Hoe Lek
25200 Kuantan, Pahang
Malaysia
Tel: +609 515 7666
Fax: +609 515 8477

Kuching

House No 51, Lot 435,
Section 54,
KTLD Travillion Commercial Centre
Jalan Padungan
93100 Kuching, Sarawak
Malaysia
Tel: +6082 412 736
Fax: +6082 426 684

Lahad Datu

Ground & 1st Floor,
MDLD 3804, Lot 66
Fajar Centre, Jalan Segama
91100 Lahad Datu, Sabah
Malaysia
Tel: +6089 884 136
Fax: +6089 884 226

Melaka

No.23 Jalan PM 15,
Plaza Mahkota
75000 Melaka
Malaysia
Tel: +606 282 4577
Fax: +606 283 4579

Miri

Lots 1260 & 1261, Block 10, M.C.L.D
Jalan Melayu
98000 Miri, Sarawak
Malaysia
Tel: +6085 413 299
Fax: +6085 417 518

Penang

25, Light Street
10200 Penang
Malaysia
Tel: +604 262 2141
Fax: +604 262 2140

Sandakan

Lot 5 & 6, Block 40, Lorong Indah 15,
Bandar Indah Phase 7, Mile 4, North Road,
90000 Sandakan, Sabah
Malaysia
General Line: +6089 213 484
General Fax Line: +6089 271 343

Seremban

101 & 103
Jalan Yam Tuan
70000 Seremban
Negeri Sembilan
Malaysia
Tel: +606 763 6120
Fax: +606 763 1480

Sibu

No. 10 A-F, Wisma Great Eastern
Persiaran Brooke
96000 Sibu, Sarawak
Malaysia
Tel: +6084 312 829
Fax: +6084 333 925

Taiping

133A Jalan Barrack
34000 Taiping
Perak
Malaysia
Tel: +605 805 1021
Fax: +605 805 1023

Tawau

Ground Floor, Wisma Great Eastern
Jalan Billian,
91000 Tawau, Sabah
Malaysia
Tel: +6089 771 322
Fax: +6089 762 341

Great Eastern General Insurance (Malaysia) Berhad

Level 18, Menara Great Eastern
303 Jalan Ampang
50450 Kuala Lumpur
Malaysia
Tel: +603 4259 8888
Fax: +603 4813 0055
www.greateasterngeneral.com
E-mail: Gicare-my@greateasterngeneral.com

Branch Offices

Kuala Lumpur

Level 18, Menara Great Eastern
303 Jalan Ampang
50450 Kuala Lumpur
Malaysia
Tel: +603 4259 7888
Fax: +603 4231 7222

Alor Setar

Level 1, 69 & 70
Jalan Teluk Wanjah
05200 Alor Setar, Kedah
Malaysia
Tel: +604 734 6515
Fax: +604 734 6516

Ipoh

Level 2, Wisma Great Eastern
No.16, Persiaran Tugu
Greentown Avenue
30450 Ipoh, Perak
Malaysia
Tel: +605 253 6649
Fax: +605 255 3066

Johor Bahru

Wisma Great Eastern, 03-01 Blok A
Komersil Southkey Mozek
Persiaran Southkey 1,
Kota Southkey
80150 Johor Bahru
Malaysia
Tel: +607 334 8988
Fax: +607 334 8977

Klang

3rd Floor, No. 10 Jalan Tiara 2A
Bandar Baru Klang
41150 Klang, Selangor
Malaysia
Tel: +603 3345 1027
Fax: +603 3345 1029

Kota Bharu

No. S25 / 5252-S Tingkat 1
Jalan Sultan Yahya Petra
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Malaysia
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Fax: +609 744 8533

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Kota Kinabalu

Suite 6.3, Level 6
Wisma Great Eastern Life
No. 65, Jalan Gaya,
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Malaysia
Tel: +6088 235 636
Fax: +6088 248 879

Kuantan

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Jalan Dato' Lim Hoe Lek
25200 Kuantan, Pahang
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Fax: +609 516 2848

Kuching

No. 51, Level 3, Wisma Great Eastern
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Travilion Commercial Centre
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93100 Kuching, Sarawak
Malaysia
Tel: +6082 420 197
Fax: +6082 248 072

Melaka

No. 2-23, Jalan PM 15
Plaza Mahkota
75000 Melaka
Malaysia
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Fax: +606 283 5478

Penang

Suite 2-3 Level 2
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25 Lebu Light
10200 Pulau Pinang
Malaysia
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Fax: +604 261 9058

Seremban

103-2 Jalan Yam Tuan
70000 Seremban
Negeri Sembilan
Malaysia
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Fax: +606 761 6178

Sibu

Level 2, No. 10 A-F
Wisma Great Eastern
Persiaran Brooke
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Fax: +6084 326 392

Great Eastern Takaful Berhad (916257-H)

Level 3, Menara Great Eastern
303 Jalan Ampang
50450 Kuala Lumpur
Malaysia
Tel: +603 4259 8338
Fax: +603 4259 8808
Website: www.greateasterntakaful.com
Email: i-greatcare@greateasterntakaful.com

Agency Synergy Stations

Alor Star

No. 18-D1 & D2,
Lebuhraya Darulaman,
05100 Alor Star, Kedah

Butterworth

Tingkat 2, No.15 Jalan Selat,
Taman Selat,
12000 Butterworth Penang

Kota Bharu

Lot 360 tingkat 1,
Jalan Seri Cemerlang,
Seksyen 27,
15300 Kota Bharu Kelantan

INDONESIA

PT Great Eastern Life Indonesia

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Fax: +6221 5794 4719
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E-mail: wecare-ID@greateasternlife.com

BRUNEI

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Bandar Seri Begawan BE1318
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Website: www.greateasternlife.com/bn
E-mail: wecare-bn@greateasternlife.com

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The Great Eastern Life Assurance Company Limited

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Beijing 100045
People's Republic of China
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Fax: +8610 5856 5502

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The Great Eastern Life Assurance Company Limited

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Union Business Centre
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Bahan Township, Yangon
Myanmar
Tel/Fax: +951 860 3384

NOTICE OF ANNUAL GENERAL MEETING

GREAT EASTERN HOLDINGS LIMITED
(INCORPORATED IN THE REPUBLIC OF SINGAPORE)
(COMPANY REGISTRATION NO. 199903008M)

NOTICE IS HEREBY GIVEN that the Nineteenth Annual General Meeting of Great Eastern Holdings Limited (the “Company”) will be held at 1 Pickering Street, #02-02 Great Eastern Centre, Singapore 048659 on Thursday, 19 April 2018 at 3.00 p.m. to transact the following business:

AS ORDINARY BUSINESS

- 1 To receive and adopt the Directors’ Statement and the audited Financial Statements for the financial year ended 31 December 2017 and the Auditor’s Report thereon.
- 2 To approve a final one-tier tax exempt dividend of 50 cents per ordinary share and a special one-tier tax exempt dividend of 10 cents per ordinary share in respect of the financial year ended 31 December 2017.
- 3 (a) To re-elect the following Directors retiring by rotation under Article 97 of the Company’s Constitution and, who being eligible, offer themselves for re-election:
 - (i) Mr Koh Beng Seng
 - (ii) Mr Law Song Keng
 - (iii) Mr Soon Tit Koon
- 3 (b) To re-elect the following Directors retiring under Article 103 of the Company’s Constitution and, who being eligible, offer themselves for re-election:
 - (i) Mr Lee Fook Sun
 - (ii) Mrs Teoh Lian Ee
- 4 To approve Directors’ fees of S\$2,143,000 for the financial year ended 31 December 2017 (2016: S\$1,990,000).
- 5 To re-appoint Messrs Ernst & Young LLP as Auditor and to authorise the Directors to fix its remuneration.

AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following Resolutions, which will be proposed as Ordinary Resolutions:

- 6 That authority be and is hereby given to the Directors of the Company to:
 - (a)
 - (i) issue shares of the Company (“shares”) whether by way of rights, bonus or otherwise; and/or
 - (ii) make or grant offers, agreements or options (collectively, “Instruments”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares,

on a *pro rata* basis to shareholders of the Company, at any time and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit; and
 - (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,

NOTICE OF ANNUAL GENERAL MEETING

provided that:

- (1) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) shall not exceed 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such manner of calculation and adjustments as may be prescribed by the Singapore Exchange Securities Trading Limited (the "SGX-ST")) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the total number of issued shares (excluding treasury shares and subsidiary holdings) shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) at the time this Resolution is passed, after adjusting for:
 - (i) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding or subsisting at the time this Resolution is passed; and
 - (ii) any subsequent bonus issue, consolidation or subdivision of shares;

and, in sub-paragraph (1) above and this sub-paragraph (2), "subsidiary holdings" has the meaning given to it in the Listing Manual of SGX-ST;

- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
 - (4) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.
- 7 That authority be and is hereby given to the Directors of the Company to allot and issue from time to time such number of shares as may be required to be allotted and issued pursuant to the Great Eastern Holdings Limited Scrip Dividend Scheme.

By Order of the Board

JENNIFER WONG PAKSHONG
Company Secretary

Singapore
27 March 2018

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES

Resolutions 3(a)(i), (ii) and (iii) and 3(b)(i) and (ii)

Resolutions 3(a)(i), (ii) and (iii) are to re-elect Directors who are retiring by rotation under Article 97 of the Company's Constitution. Resolutions 3(b)(i) and (ii) are to re-elect Directors who are retiring under Article 103 of the Company's Constitution. There are no relationships (including immediate family relationships) between any of these Directors and the other Directors of the Company.

Please refer to the "Board of Directors" section, the "Board Composition and Independence" section in the Corporate Governance Report and the "Further Information on Directors" section on pages 14, 72 and 236 respectively in the Annual Report 2017 for more information on these Directors (including information, if any, on the relationships between these Directors and the Company or its 10% shareholders).

Resolution 6

Resolution 6 is to authorise the Directors of the Company from the date of the forthcoming Annual General Meeting until the next Annual General Meeting to issue shares of the Company and to make or grant instruments (such as warrants or debentures) convertible into shares on a *pro rata* basis to shareholders of the Company, and to issue shares in pursuance of such instruments, up to a number not exceeding 50% of the total number of issued shares of the Company (excluding treasury shares and subsidiary holdings). For the purpose of determining the aggregate number of shares that may be issued, the total number of issued shares of the Company (excluding treasury shares and subsidiary holdings) shall be based on the total number of issued shares of the Company (excluding treasury shares and subsidiary holdings) at the time this proposed Ordinary Resolution is passed, after adjusting for (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding or subsisting at the time this proposed Ordinary Resolution is passed, and (b) any subsequent bonus issue, consolidation or subdivision of shares. For the avoidance of doubt, any consolidation or subdivision of shares of the Company will require shareholders' approval. The Directors will only issue shares and instruments under this Resolution if they consider it necessary and in the interests of the Company. As at 28 February 2018, the Company had no treasury shares and no subsidiary holdings.

Resolution 7

Resolution 7 is to authorise the Directors of the Company to issue shares pursuant to the Great Eastern Holdings Limited Scrip Dividend Scheme to members who, in respect of a qualifying dividend, have elected to receive scrip in lieu of the cash amount of that qualifying dividend.

Notes:

1. *Presentations by Management on "Impact of revised accounting standards on Great Eastern's financial results" and "Digital Eco-System" will commence at 2.00 p.m., prior to the commencement of the Annual General Meeting.*
2. (a) *A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Annual General Meeting. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.*

(b) *A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Annual General Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.*

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act, Chapter 50.
3. *A proxy need not be a member of the Company.*
4. *The instrument appointing a proxy or proxies (a form is enclosed) must be deposited with the Company, c/o The Great Eastern Life Assurance Company Limited, 1 Pickering Street, #01-01 Great Eastern Centre, Singapore 048659, not less than 72 hours before the time set for holding the Annual General Meeting.*

NOTICE OF ANNUAL GENERAL MEETING

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

BOOKS CLOSURE DATE AND PAYMENT DATE FOR DIVIDENDS

Subject to the approval of the shareholders to the final and special one-tier tax exempt dividends at the Annual General Meeting, the Share Transfer Books and Register of Members of the Company will be closed on 25 April 2018 for the purpose of determining the entitlement of shareholders to the recommended final one-tier tax exempt dividend of 50 cents per ordinary share and special one-tier tax exempt dividend of 10 cents per ordinary share. Duly completed registrable transfers of shares received by the Company's Share Registrar, M & C Services Private Limited at 112 Robinson Road, #05-01, Singapore 068902 up to 5.00 p.m. on 24 April 2018 will be registered to determine shareholders' entitlement to the proposed dividends. Subject to the aforesaid, members whose securities accounts with The Central Depository (Pte) Limited are credited with shares as at 5.00 p.m. on 24 April 2018 will be entitled to the proposed dividends.

The final and special one-tier tax exempt dividends, if approved by shareholders, will be paid on 8 May 2018.



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IMPORTANT:*Multiple Proxies*

1. Relevant intermediaries as defined in Section 181 of the Companies Act, Chapter 50 may appoint more than two proxies to attend, speak and vote at the Annual General Meeting.

CPF/SRS Investors

2. For CPF/SRS investors who have used their CPF/SRS monies to buy Great Eastern Holdings Limited shares, this form of proxy is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF/SRS investors should contact their respective Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies.

Personal Data

3. By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 27 March 2018.

Management Presentation

4. Presentations by Management on "Impact of revised accounting standards on Great Eastern's financial results" and "Digital Eco-System" will commence at 2.00 p.m., prior to the commencement of the Annual General Meeting.

PROXY FORM

GREAT EASTERN HOLDINGS LIMITED

(INCORPORATED IN THE REPUBLIC OF SINGAPORE)
(COMPANY REGISTRATION NO. 199903008M)

I/We, _____

NRIC/Passport/CompanyRegistrationNo. _____

of _____

being a member/members of Great Eastern Holdings Limited (the "Company"), hereby appoint

Name	Address	NRIC/ Passport No.	No. of Shares Represented	Proportion of Shareholdings (%)

and/or (delete as appropriate)

--	--	--	--	--

or, failing whom, the Chairman of the Annual General Meeting ("AGM") of the Company as my/our proxy/proxies to attend, speak and vote for me/us and on my/our behalf at the AGM of the Company to be held at 1 Pickering Street, #02-02 Great Eastern Centre, Singapore 048659 on Thursday, 19 April 2018 at 3.00 p.m. and at any adjournment thereof.

I/We have indicated with an "X" in the appropriate box against each item below how I/we wish my/our proxy/proxies to vote. If no specific direction as to voting is given, or in the event of any item arising not summarised below, my/our proxy/proxies may vote or abstain at the discretion of my/our proxy/proxies.

No.	Ordinary Resolutions:	For	Against
ORDINARY BUSINESS			
1	Adoption of Directors' Statement, 2017 audited Financial Statements and Auditor's Report		
2	Approval of a final one-tier tax exempt dividend of 50 cents per ordinary share and a special one-tier tax exempt dividend of 10 cents per ordinary share		
3(a)(i)	Re-election of Mr Koh Beng Seng		
3(a)(ii)	Re-election of Mr Law Song Keng		
3(a)(iii)	Re-election of Mr Soon Tit Koon		
3(b)(i)	Re-election of Mr Lee Fook Sun		
3(b)(ii)	Re-election of Mrs Teoh Lian Ee		
4	Approval of Directors' fees of S\$2,143,000 in respect of financial year 2017		
5	Re-appointment of Messrs Ernst & Young LLP as Auditor and authorisation for Directors to fix its remuneration		
SPECIAL BUSINESS			
6	Authority for Directors to allot and issue shares and make or grant instruments convertible into shares		
7	Authority for Directors to allot and issue shares pursuant to the Great Eastern Holdings Limited Scrip Dividend Scheme		

Note: Voting will be conducted by poll.

Dated this _____ day of _____ 2018

Total Number of Shares held

Signature(s) of Member(s) or Common Seal

IMPORTANT: PLEASE READ NOTES OVERLEAF.

NOTES TO PROXY FORM:

1. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Annual General Meeting. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.
- (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Annual General Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act, Chapter 50.

2. The instrument appointing a proxy or proxies must be deposited with the Company, c/o **The Great Eastern Life Assurance Company Limited, 1 Pickering Street, #01-01 Great Eastern Centre, Singapore 048659**, not less than 72 hours before the time set for holding the Annual General Meeting.
3. A proxy need not be a member of the Company.
4. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (maintained by The Central Depository (Pte) Limited), you should insert that number of shares. If you have shares registered in your name in the Register of Members (maintained by or on behalf of the Company), you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the shares held by you.

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5. Completion and return of the instrument appointing a proxy or proxies shall not preclude a member from attending, speaking and voting at the Annual General Meeting. In such event, the relevant instrument appointing a proxy or proxies will be deemed to be revoked.
6. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its seal or under the hand of a director or an officer or attorney duly authorised.
7. Where an instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
8. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Annual General Meeting, in accordance with Section 179 of the Companies Act, Chapter 50.
9. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument (including any related attachment) appointing a proxy or proxies. In addition, in the case of a member whose shares are entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if the member, being the appointor, is not shown to have shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the Annual General Meeting, as certified by The Central Depository (Pte) Limited to the Company.

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**Proxy Form
Annual Report 2017**

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THE COMPANY SECRETARY
Great Eastern Holdings Limited
c/o The Great Eastern Life Assurance Company Limited
1 Pickering Street
#01-01 Great Eastern Centre
Singapore 048659

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CORPORATE INFORMATION

BOARD OF DIRECTORS

Koh Beng Seng, Chairman
Norman Ip
Law Song Keng
Lee Fook Sun
Kyle Lee Khai Fatt
Soon Tit Koon
Teoh Lian Ee
Thean Nam Yew
Samuel N. Tsien
Wee Joo Yeow

NOMINATING COMMITTEE

Norman Ip, Chairman
Koh Beng Seng
Kyle Lee Khai Fatt
Samuel N. Tsien
Wee Joo Yeow

EXECUTIVE COMMITTEE

Koh Beng Seng, Chairman
Norman Ip
Law Song Keng
Lee Fook Sun
Samuel N. Tsien

AUDIT COMMITTEE

Kyle Lee Khai Fatt, Chairman
Law Song Keng
Teoh Lian Ee
Thean Nam Yew

REMUNERATION COMMITTEE

Norman Ip, Chairman
Koh Beng Seng
Wee Joo Yeow

RISK MANAGEMENT COMMITTEE

Koh Beng Seng, Chairman
Law Song Keng
Soon Tit Koon
Samuel N. Tsien

GROUP CHIEF EXECUTIVE OFFICER

Khor Hock Seng

GROUP COMPANY SECRETARY

Jennifer Wong Pakshong

REGISTERED OFFICE

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#01-01 Great Eastern Centre
Singapore 048659
Telephone: (65) 6248 2000
Facsimile: (65) 6438 3889
Website: www.greateasternlife.com
Email: wecare-sg@greateasternlife.com

SHARE REGISTRAR

M & C Services Private Limited
112 Robinson Road #05-01
Singapore 068902
Telephone: (65) 6228 0505

AUDITOR

Ernst & Young LLP
One Raffles Quay
North Tower, Level 18
Singapore 048583
Partner In Charge: Mak Keat Meng
(since financial year 2013)



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