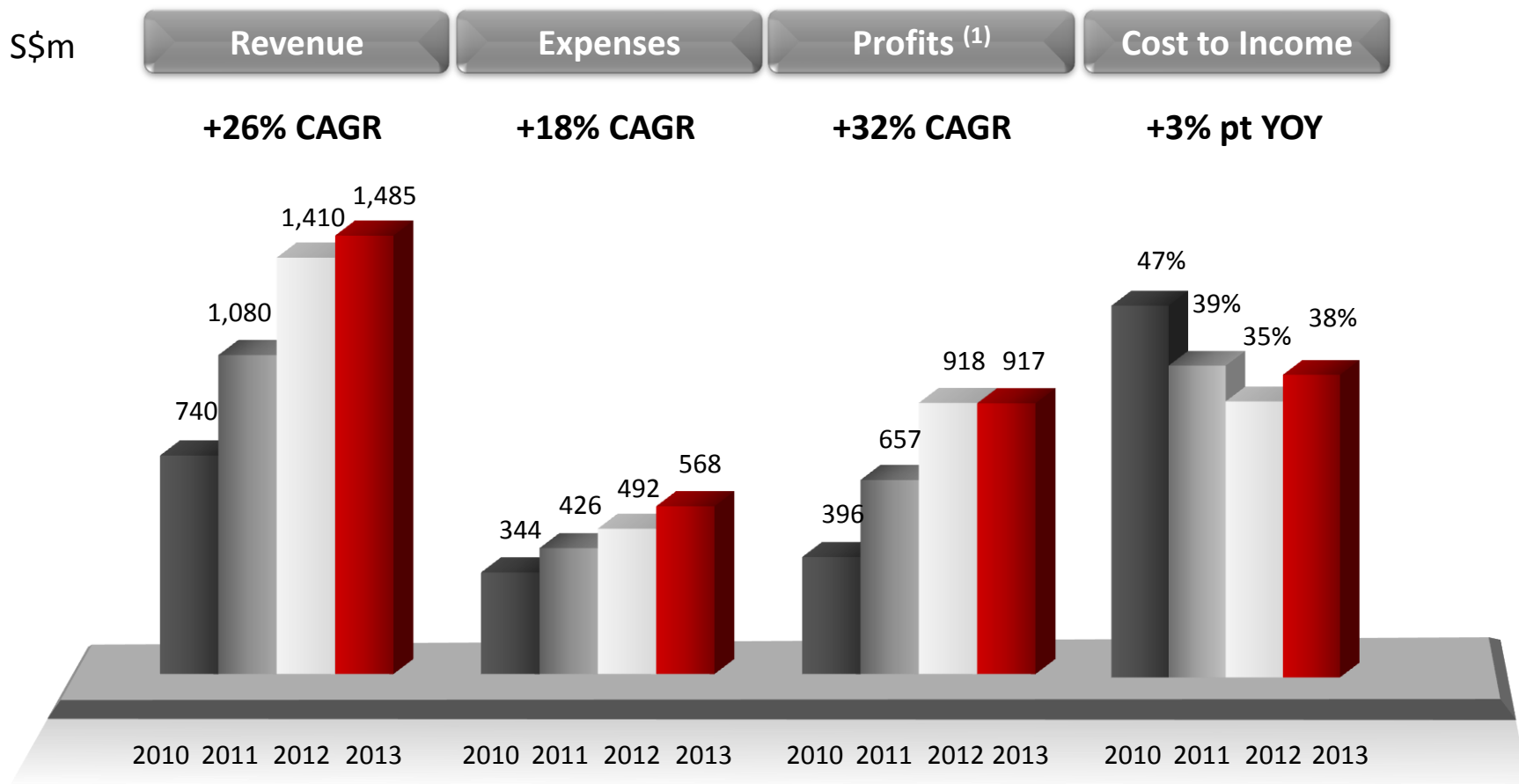




Asia Transaction Banking Delivering Sustainable Returns

Tom McCabe
Managing Director
27 March 2014

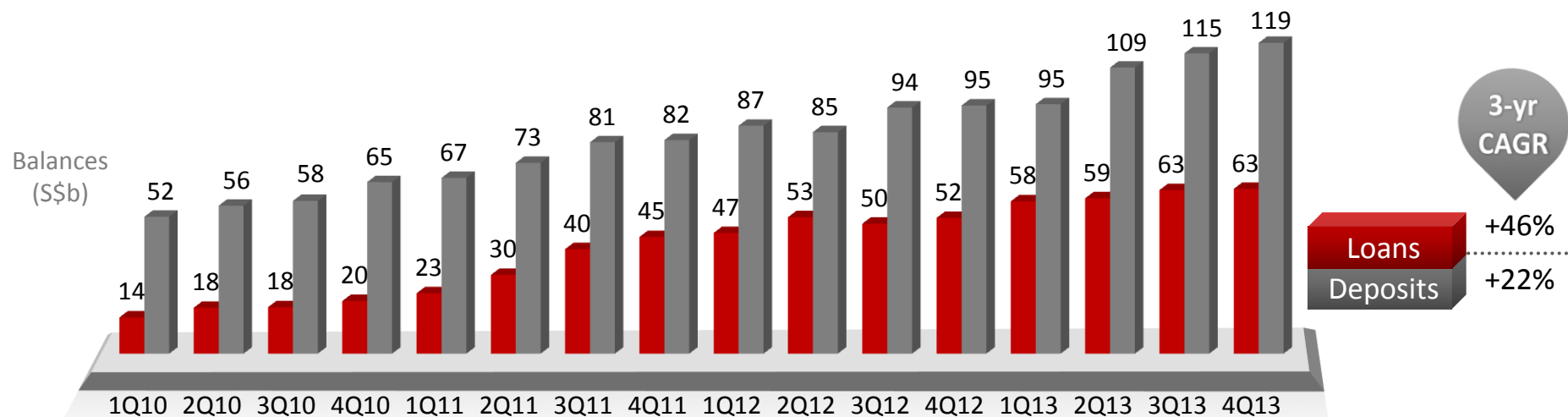
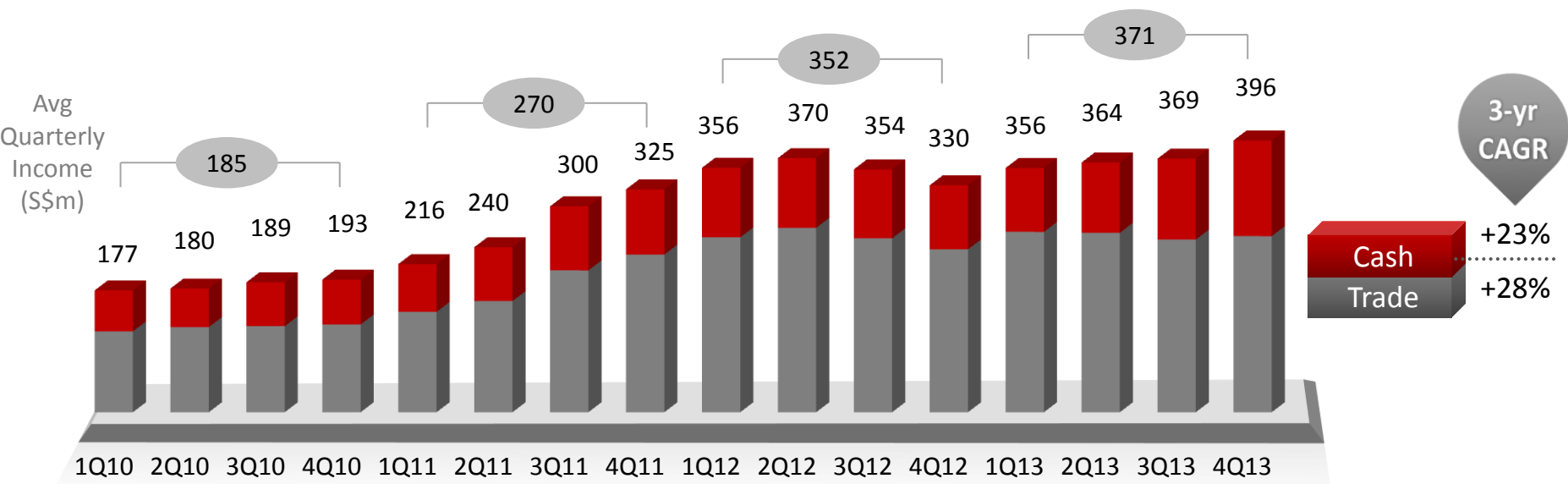
Strong revenue growth and operating leverage



Balanced growth across products, segments and geographies

(1) Profit before allowances

Four years of consistent growth



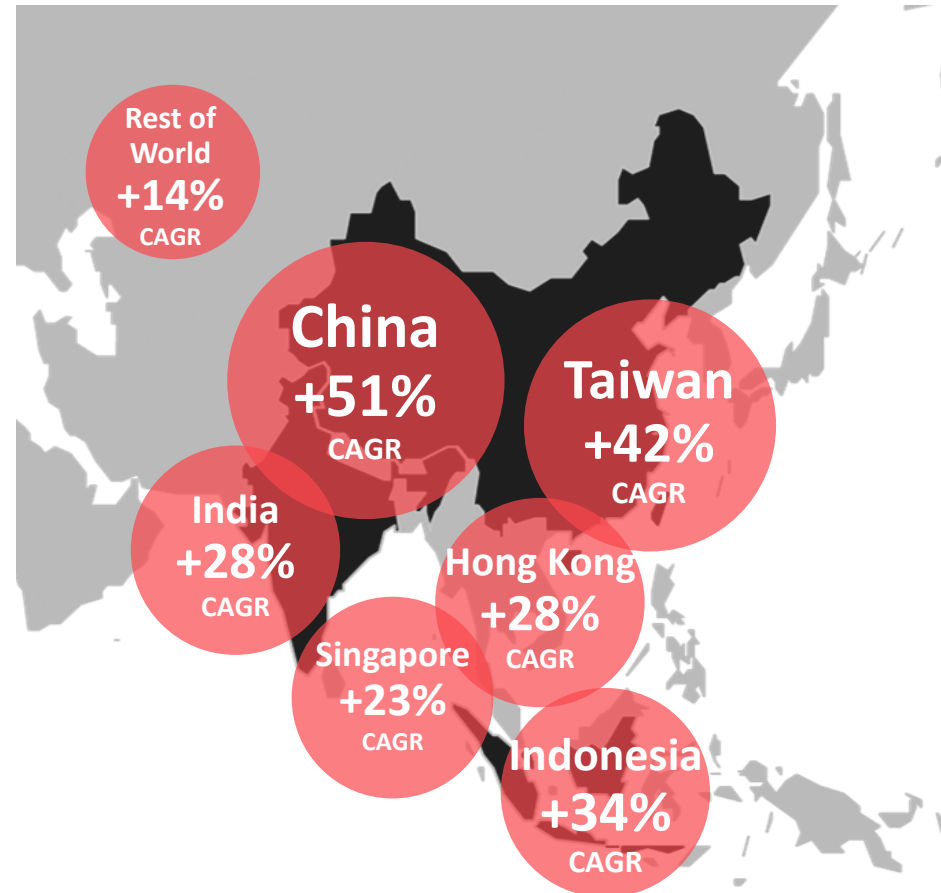
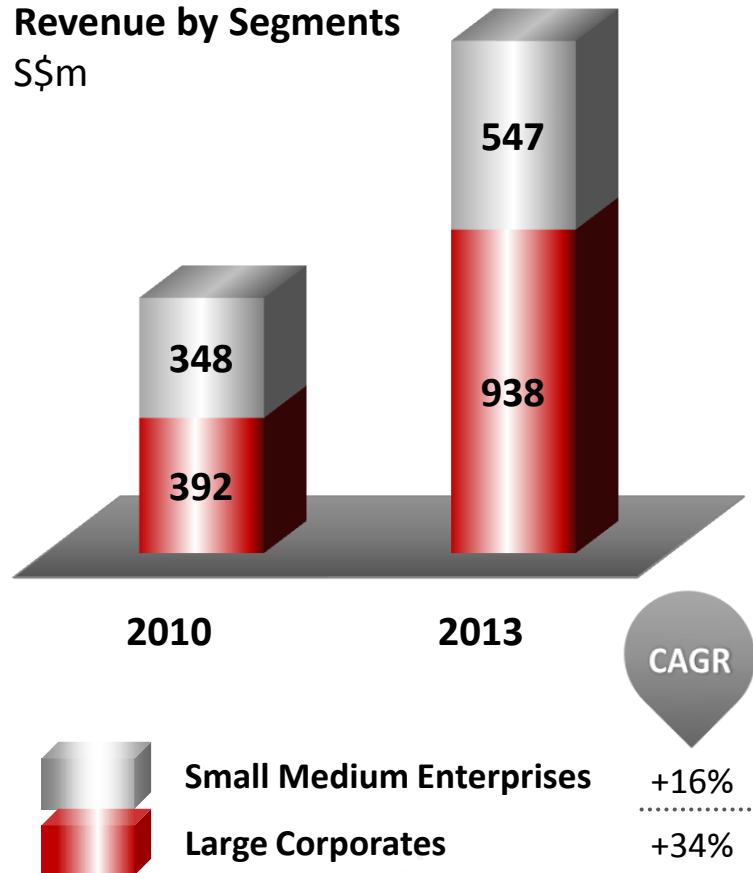
*Cash Revenue includes Securities & Fiduciary Services

Diversified earnings across segments and geographies

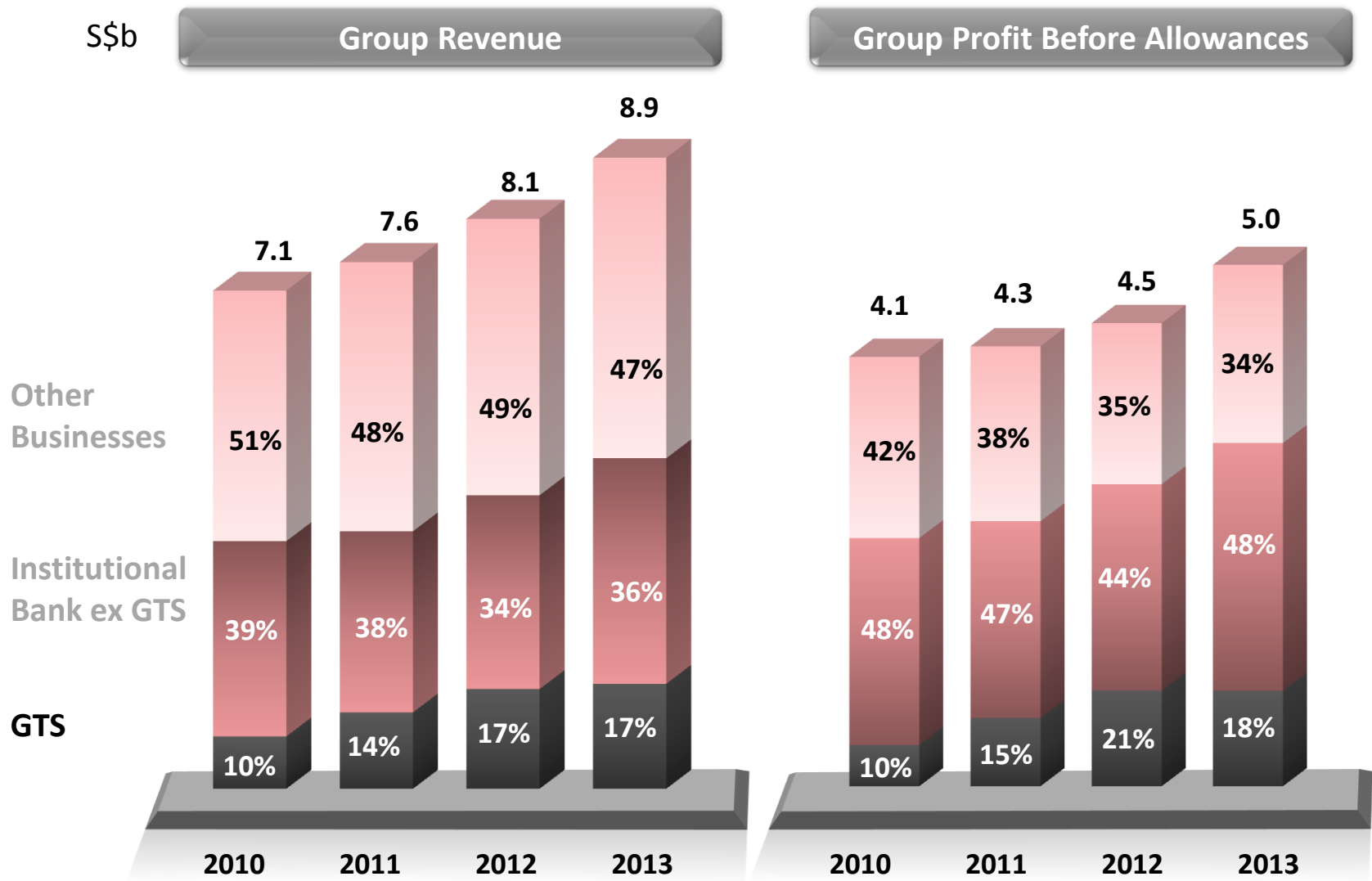
Commodities, MNC and Institutional Investors revenue grew at 40% CAGR

Revenue ex Singapore and Hong Kong at S\$540m, up from S\$212m in 2010

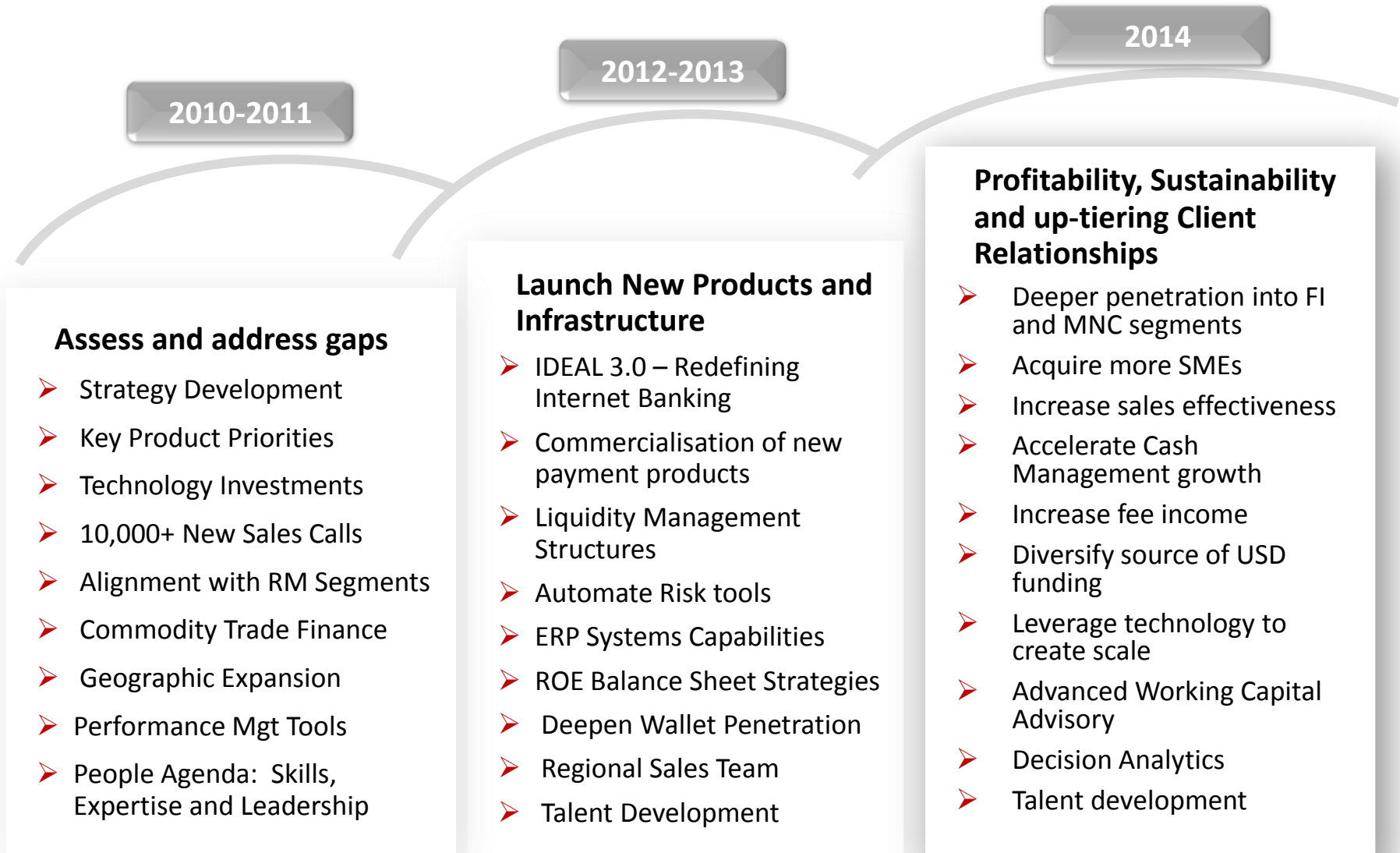
Revenue by Segments
S\$m



Transaction Banking Contribution to Profits



Our Journey becoming a Leading Transaction Bank



IDEAL 3.0 : DBS Award Winning Innovation

DBS IDEAL™ 3.0 Faster, Simpler, Smarter



THE Asset 財資

Recognized DBS IDEAL as a solution that is “forward thinking, innovative and pragmatic”

GLOBAL FINANCE

Leading in “breadth of product offerings, website design and functionality..on DBS IDEAL”

The Banker

“Successfully upgraded its online banking platform to provide corporates with a faster and simpler way to manage cash and trade transactions...”

- 18,000 new sign ups in 2013
- 3 million payments per month
- 30,000 client enquiries daily
- 9,500 e Alerts sent daily, leveraging Push technology

Investing into high growth & high ROE revenue pools

New Payments, Liquidity Mgmt & Supply Chain Financing Capabilities

- 50 Host to host clients
- China, India and Taiwan payments up 50%
- Launched Regional Credit Interest Optimization and Cross Border Sweeping
- Complete suite of Supply Chain Financing solutions



Best Global Cash Management Bank in APAC (*small corporates*)

2013

Regional Product & Sales Team

- 18 new multi-country mandates
- Complex clients 200+ accounts in 1 structure
- 192 clients >\$51m of annualized revenue
- Ability to support Regional Treasury centers



Best in Working Capital and Trade Finance in Southeast Asia

2013

Balance Sheet Efficiency

- \$5b assets sold across our network
- 40 active investors
- \$24b new deposits; USD deposits grew 54% YOY
- Diversified funding base and improved ROE



Ranked #1 in Liquidity Management Satisfaction 2011-2013

Investing for Sustainability: “Fit for Growth”

1st Bank Outside Europe to achieve Crystal Mark for T&Cs



Online Account Opening



Increase operational efficiency

Singapore -China Corridor



2.5K RMB accounts opened

E-appointment for Branches



20% of branch account openings

Regional Account Opening Forms



ST Connect: risk control and monitoring system for Structured Trade Finance



FactorPro : New ARP transaction processing platform



Upgrade of IMEX 6.5: Add supply chain module, improve workflow and user experience



Enhancements to DBS IDEAL: Login Monitoring, mChallenge



IDEAL eReports : Banking on the go



IDEAL Connect, our point-to-point secure file transfer solution



21 New Product Approvals completed in last 2 years



SFS* efficiency improvement saves: 650,000 papers over 4,000 cust & DBS hrs



Integrated Payment Engine in Hong Kong & Singapore



20 Audits & regulatory inspection completed in last 2 years



*SFS refers to Securities & Fiduciary Services

Positioned for Continued Growth

Grew from **59** revenue streams in 2009 to **150** revenue streams

2009		SG	HK	CN	IN	ID
Trade Product Suite	1					
	2					
	3					
	4					
	5					
	6					
	7					
	8					
	9					
	10					
	11					
	12					
Cash Product Suite	13					
	14					
	15					
	16					
	17					
	18					
	19					

- 91 new revenue streams across DBS franchise
- High degree of linked FX income
- Increased distribution and coverage capabilities



➤ Major revenue streams from products which didn't exist in 2009

2013		SG	HK	CN	IN	ID	TW	ROW
Trade Product Suite	1							
	2							
	3							
	4							
	5							
	6							
	7							
	8							
	9							
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	12							
	13							
	14							
	15							
	16							
Cash Product Suite	17							
	18							
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	35							

Game Changing Innovation: DBS Working Capital Advisory

Creating free cash flow for our clients



1

Industry and peer **Benchmarking** using a database of 65,000 companies

2

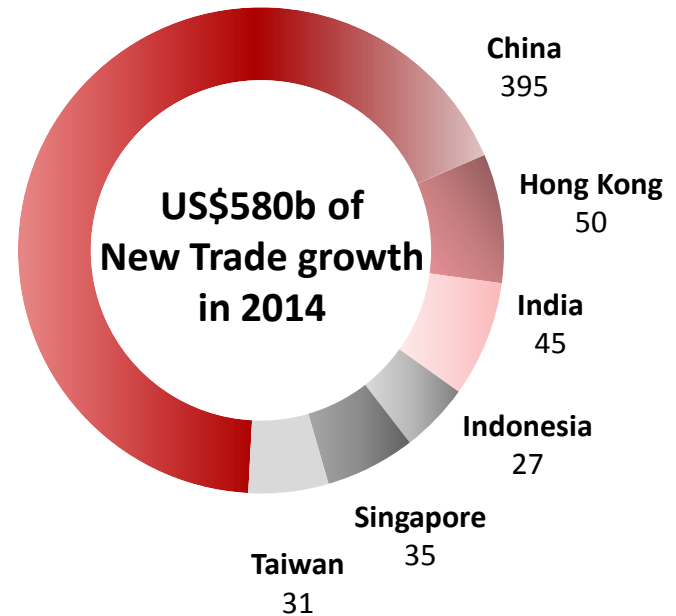
Customised analysis of client's operations and concise action steps using **Diagnostic Tools**

3

Industry best practices, user networks and thought leadership with **Advice and Insights**

Asia trade growth is massive, but... margins & risk varies across markets and products

		2013	2014F	YOY
CHINA	GDP Growth	7.6	7.8	0.2
	Exports US\$b	2200	2420	10%
	Imports US\$b	1953	2128	9%
SINGAPORE	GDP Growth	4.1	4.0	(0.1)
	Exports US\$b	437	455	4%
	Imports US\$b	395	412	4%
INDIA	GDP Growth	4.8	5.3	0.5
	Exports US\$b	318	334	5%
	Imports US\$b	482	511	6%
INDONESIA	GDP Growth	5.8	6.0	0.2
	Exports US\$b	180	195	8%
	Imports US\$b	187	199	6%

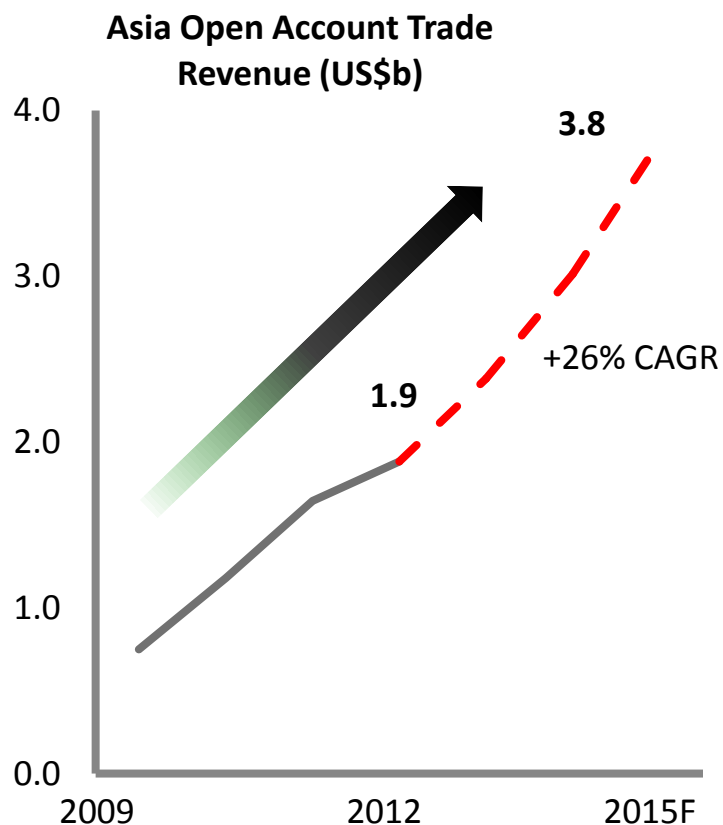


Prudent risk management defines DBS

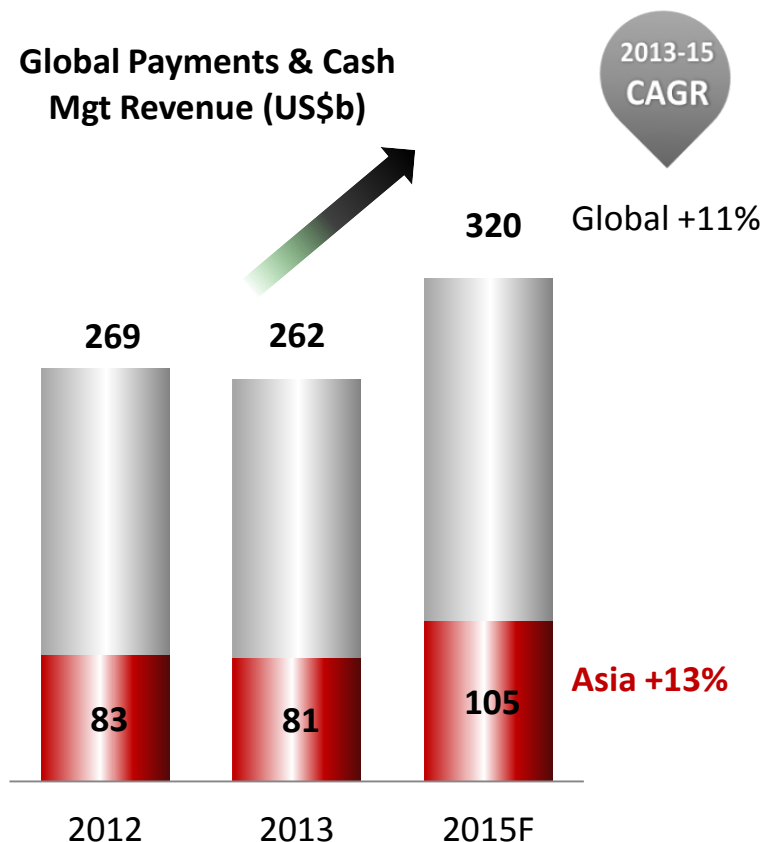
- Average tenor of trade assets approx four months
- Targeted customer selection
- 70% of trade assets are bank or cash backed

Large revenue pool in Open Account Trade and Payments

Asia Open Account Trade revenue
to reach \$4b⁽¹⁾ by 2015



Asia Payments & Cash Management
revenue to reach \$105b⁽²⁾ by 2015



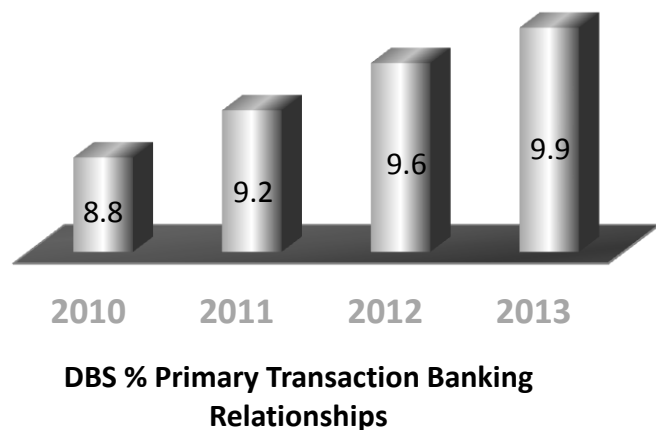
(1) Source: FCI Statistics, WTO Release Apr 2014, DBS estimate. Based on Asia turnover 3-yr CAGR of 36%

(2) Source: Oliver Wyman, DBS estimate. Asia includes Australia and New Zealand but excludes Middle East

Strength of DBS: Strong client relationships

DBS ranked Top 3 Trade Finance Bank in Asia

Rank	Market Share	
1	HSBC	22.5
2	CITI	14.7
3	DBS	10.5
4	SCB	9.5
5	JP Morgan	6.5
6	Bank of America	5.4
7	ANZ	5.3
8	Deutsche	4.6



“DBS Bank has muscled into the **top ranks of global banks** offering trade finance in Asia

...the **trade expertise of [...]** and **DBS bankers is rated significantly higher than that of 3 dominant providers**

East & Partners Principal Analyst, said that the results confirmed the **positive feedback East has been receiving over an extended period about the trade offerings of [...]** and **DBS”**

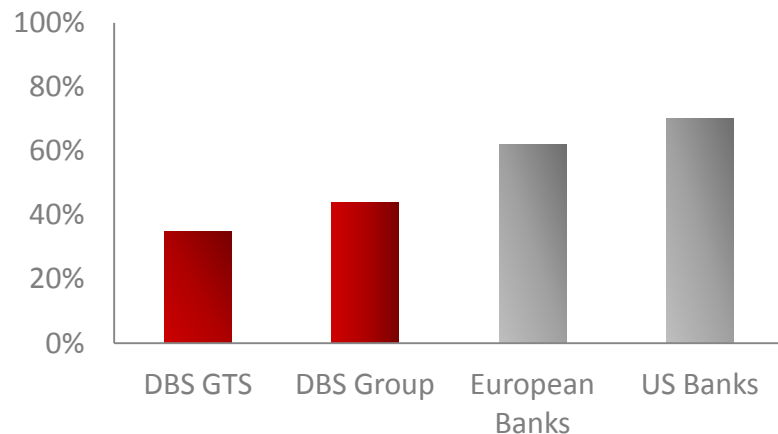
Business Times, 4 Mar 2014

“**DBS has extremely good regional knowledge of local rules and compliance”**

East & Partners Asia Head of Market Analysis

Strength of DBS: Ability to drive Sustainable Growth

Cost to Income ⁽¹⁾



CREDIT RATINGS ⁽²⁾		Moody's	S&P
DBS		Aa1	AA-
HSBC		Aa3	AA-
JP Morgan Chase		Aa3	A+
Barclays		A2	A
Standard Chartered		A1	AA-
Citibank		A2	A
Deutsche Bank		A2	A
BNP Paribas		A2	A+
Bank of America		A2	A

- GTS cost-income ratio drives superior returns and pricing power
- Strong balance sheet, robust liquidity and high credit ratings
- Clear and consistent strategy in terms of markets, clients and products
- Institutional Banking Group expanding client base and customer-related activities in all key markets and segments
- Wealth management & SME delivering record growth

(1) Source: Oliver Wyman

(2) As of Feb 14



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