## How we use our resources

A sustainable business model requires us to manage our resources in a way that maximises value creation in the long term.

We have various resources<sup>(1)</sup> available that we can use to create value for stakeholders. We seek to strike a balance between using them in the current period on the one hand, and enhancing and retaining them for future periods on the other.

We recognise the difficulty in measuring the exact value of many of these resources. Hence, we provide proxies of the values at discrete points and explain the initiatives undertaken during the year that enhanced or made use of the resources.

Resources		2014 <sup>(2)</sup>	How we manage our resources	2015(2)
<b>Brand</b> Our well-recognised name that embodies our values and differentiates us	Brand value <sup>(3)</sup>	USD 4.2 bn	Our brand value in 2015 reached a record high of USD 4.4 billion. The increase was driven by impactful branding and marketing activities, improvements in customer satisfaction, strong business results and positive analysts' outlook.	USD 4.4 bn
Capital Our strong capital base	Shareholders' funds	SGD 38 bn	Another year of record earnings created distributable financial value of SGD 6.03 billion. We retained SGD 3.03 billion and in doing so strengthened our financial soundness, resulting in an increase in our Basel III fully phased-in CET1 CAR from 11.9% to 12.4%.  Refer to "Capital management and planning" on page 109.	SGD 40 bn
	Basel III fully phased-in Common Equity Tier 1 Capital Adequacy Ratio (CET1 CAR)	11.9%		12.4%
Funding Our diversified funding base	Customer deposits	SGD 317 bn	The Group's funding strategy is anchored on strengthening our core deposit franchise. Despite intense competition, we grew our customer deposits and achieved a significant improvement in the quality of deposit mix.	SGD 320 bn
	Wholesale funding	SGD 32 bn	DBS became the inaugural issuer of covered bonds in Singapore in 2015. This enabled us to raise cost-efficient term funding from a new class of institutional investors.	SGD 38 bn
			Refer to "Liquidity management and funding strategy" on page 96.	
Employees The skills, knowledge, engagement and effectiveness of our people	Number of employees	>21,000	We grew our workforce by approximately 1,000, primarily in Institutional Banking (IBG) and Consumer Banking (CBG), to support strategic initiatives and meet business needs.	>22,000
	Employee engagement score <sup>(4)</sup>	4.36	We enhanced our human resources through training and development initiatives, which included establishing the DBS Academy and cultivating a digital mindset in our people. 129,000 training days were delivered. Our internal mobility programme also broadens employee skills and exposure.  *Refer to "Employees" on page 40.	4.39
	Voluntary attrition rate	13.6%		13.2%
Customer Relationship Our loyal customer base	Number of customers		We leverage technology to scale up our customer base in an efficient manner.	
	IBG	> 200,000	We enhance customers' loyalty by understanding their needs and improving their experience with us. We achieve this through rigorous account management and initiatives to improve customer journeys.  Our efforts are corroborated by improvements in customer satisfaction scores and be big the second of the control of the co	> 200,000
	CBG/Wealth Management	> 6 m		> 6 m
	Customer engagement scores <sup>(5)</sup>		by higher cross-selling which indicate deeper relationships.	
	SME	4.08	Refer to "IBG" on page 30 and "CBG" on page 33.	4.13
	CBG	3.93		3.97
	Wealth Management	4.04		4.10

Resources		2014 <sup>(2)</sup>	How we manage our resources	2015(2)
<b>Technology</b> The IT hardware and software that support our regional operations	Cumulative expenditure in IT – rolling 5 years <sup>(6)</sup> Of which relating to specific IT initiatives <sup>(7)</sup>	SGD 4.1 bn SGD 1.6 bn	Our investments in technology ensure our IT platforms support our growing franchise in a resilient manner. Over the years, our spending has shifted from strengthening the core IT infrastructure to building up our digital channels to enhance the customer experience.  As we pursue this, we are using modern cloud-scaled technology to componentise and automate our deliveries. This has dramatically reduced the time to market – from the time an idea is first developed until the technology is in the hands of our customers.  Refer to "Customers" on page 28.	SGD 4.6 bn SGD 1.7 bn
	Number of CBG/ Wealth Management customers using – internet platform – mobile platform	> 2.7 m > 1 m		> 2.9 m > 1.3 m
	Number of IBG > customers using DBS IDEAL <sup>TM(8)</sup>	137,000		> 150,000
Society and other relationships Our relationship with stakeholders (including regulators) in the communities we operate	Number of customers under Social Enterprise (SE) Package	281	As a purpose-driven bank, we are committed to being inclusive and providing banking services to everyone in the community. Our customer segments range from large corporates to mass market individuals, and include those who are less able to afford traditional banking services. As the "People's Bank", POSB plays an essential role in promoting financial inclusion in Singapore. We have a large segment of customers for whom we provide subsidised banking services. Fees are waived for many, including the young, silver-haired, national servicemen and people under public assistance schemes. We also waive fees for ex-offenders to help ease their reintegration into society. DBS is also the key bank to migrant workers in Singapore.  We choose to support SEs as our primary means of corporate social responsibility. We established the DBS Foundation as the vehicle for carrying this out and awarded SGD 1.02 million in grants to support the growth of 16 SEs in seven countries in 2015. We also offer special subsidised banking packages to these enterprises.  Our staff contributed 27,000 man-hours of volunteer work regionally. We are committed to implementing the guidelines issued by The Association of Banks in Singapore on responsible financing. As in previous years, we are in constant dialogue with regulators and participate actively in industry and global forums.	398
	Number of SEs awarded grants via DBS Foundation	-		16
	Volunteer hours	16,000		27,000
	Number of		Refer to "POSB" on page 36 and "Society and environment" on page 44.	
Physical infrastructure Our customer touchpoints	Number of branches  Number of	>280	We optimised our branch footprint to enhance reach and transformed branches from pure service channels to sales outlets. Leveraging design principles and data analytics, we upgraded existing ATMs, focused on the user experience and reduced downtime.  In Singapore, more people are now able to bank-on-the go. We increased our cash withdrawal points to over 2,000 by extending our partnerships with popular retail chains. In addition, we rolled out an SMS queue system across our branches, reducing	>280
	touchpoints <sup>(9)</sup>		wait time and eliminating queues.  Refer to "CBG" on page 33.	
Natural resources The natural resources that we use for our operations	Energy consumption (kWh)	79 m	While natural resources are not a material resource for DBS, we continue to undertake initiatives to reduce our environmental footprint.  In 2015, we sold more than 8,000 decommissioned desktop computers and notebooks to a recycling vendor. We also started recycling corporate mobile phones with vendors who either resell, salvage reusable parts or otherwise dispose of them through a recycling company.	79 m
	Paper recycled (tonnes)	297		308
			Refer to "Managing our environmental footprint" on page 47.	

Value distribution Refer to page 18

- (1) Resources are referred to as "Capitals" in the International Integrated Reporting <IR> Framework. We have classified our resources differently from the Framework to better reflect how we manage our resources

- (2) Some amounts are not as at the balance sheet date but are the results of surveys or studies conducted during the year
   (3) Source: Brand Finance Global 500 League Table Report 2015
   (4) In 2015, we transitioned away from Gallup Q<sup>12</sup> score to the My Voice employee engagement index. On a comparative basis, our Q<sup>12</sup> score would have been 4.39, placing us at the 96th percentile of all companies surveyed globally by Aon Hewitt
- Customer engagement scores (1 = worst, 5 = best) based on Nielsen SME Survey and customer engagement index for CBG and Wealth Management
- The amount represents the rolling 5-year cumulative amount of capitalised and expensed cost relating to outsourcing and professional fees, software, hardware
- and relevant related staff cost for IT. It excludes depreciation
  The amount represents the rolling 5-year cumulative amount of capitalised and expensed cost relating to specific IT initiatives such as digital channels and mobile banking and is a subset of our cumulative expenditure in IT. It includes an estimated apportionment of relevant related staff costs
- (8) DBS IDEAL™ is our corporate internet platform. Amount represents number of inquiries and transactions (annualised)
- Touchpoints include DBS/POSB branches, self-service banking machines, AXS terminals and strategic partnerships