







How we use our resources




We use our resources⁽¹⁾ to differentiate ourselves and maximise value creation for our stakeholders in the long run.

We seek to strike a balance between using our resources in the current period and enhancing and retaining them for future periods.

While the monetary value of many of our resources is difficult to quantify, we provide quantitative indicators as proxies and explain how we have utilised or enhanced our resources during the year.

Resources	Indicators	2015	2016	How we manage our resources
 <p>Brand Our well-recognised name</p>	Brand value ⁽²⁾	USD 4.40 bn	USD 5.31 bn	<p>Our brand value in 2016 reached another record of USD 5.31 billion, and DBS continues to be recognised as the most valuable brand in ASEAN and Singapore.</p> <p>The increase in brand value is a testament to our efforts over the past few years to create multiple engines of growth and to reimagine banking. It also reflects our belief in a higher purpose that goes beyond banking, recognising the role we play in benefitting society at large and the communities we are present in.</p>
 <p>Customer relationships Our loyal customer base</p>	<p>Customers</p> <ul style="list-style-type: none"> – IBG – CBG/Wealth Management <p>Customer engagement measures⁽³⁾ (1=worst, 5=best)</p> <ul style="list-style-type: none"> – SME – CBG – Wealth Management – Large corporates market penetration ranking 	<p>> 200,000</p> <p>> 6.2 m</p> <p>4.13</p> <p>3.97</p> <p>4.10</p> <p>5th</p>	<p>> 200,000</p> <p>> 6.9 m</p> <p>4.10</p> <p>4.09</p> <p>4.17</p> <p>4th</p>	<p>Our customer relationships provide us with an understanding of Asia’s cultural nuances, helping us to Bank the Asian Way.</p> <p>We continue to embed ourselves in the customer’s journey, with a relentless focus on their true “jobs to be done”. We leverage technology to deliver simple, fast and contextual banking to our customers.</p> <p>Our insights in the region have helped us foster deeper conversations and relationships with IBG clients, deepening our wallet share. In 2016, we continued to make investments in product capabilities, such as in cash management, and developed our industry knowledge, networks and cross-border expertise to drive initiatives that add value to our customers.</p> <p>In the CBG segment, we continued to focus on delivering seamless solutions for customers’ investment and protection needs.</p> <p>Our satisfactory customers scores are a testament to their ongoing loyalty and trust in DBS.</p> <p><i>Read more about our customer initiatives on page 42 “Institutional Banking”, page 44 “Consumer Banking/Wealth Management” and page 46 “POSB”.</i></p>
 <p>Innovation and digital banking Our intellectual capital</p>	<p>Customer journeys since 2015</p> <p>CBG/Wealth Management customers using</p> <ul style="list-style-type: none"> – Internet platform – mobile platform 	<p>> 100</p> <p>> 2.9 m</p> <p>> 1.3m</p>	<p>> 300</p> <p>> 3.0 m</p> <p>> 2.2 m</p>	<p>A thriving innovation culture enables us to deliver simple, fast and contextual banking solutions to our customers more quickly than competitors.</p> <p>Since 2015, we have run over 1,000 experiments across the bank, signifying a culture of innovation that goes broad and runs deep. We embrace agile methodology and have embarked on over 300 customer journeys to explore ways to make banking more joyful for our customers.</p> <p>In April, we launched digibank, India’s first mobile-only bank that is completely paperless, signatureless and branchless. We continued to enhance our existing digital offerings, including adding advisory services to our state-of-the-art digital platform IDEAL™. For our mobile wallet PayLah!, new features such as bill payments and unique payment links or QR codes for online sellers to request payments were added during the year.</p>

Resources	Indicators	2015	2016	How we manage our resources
(continued) Innovation and digital banking	CBG customers using DBS PayLah!	> 300,000	> 450,000	<p>Today, customers – individuals and corporates alike – are increasingly starting relationships, transacting or engaging with us online or via mobile. The increases in CBG customers using Internet and mobile platforms and in corporate transactions and enquiries on IDEAL™ are a testament to the strength of our innovative offerings.</p> <p>We received worldwide recognition for our innovation efforts, becoming the first bank to be named World's Best Digital Bank at the Euromoney Awards for Excellence in 2016.</p> <p><i>Read more about our digital transformation from pages 12 to 17.</i></p>
	Transactions on DBS IDEAL™(4)	> 89.7m	> 102.2m	
	Enquiries on DBS IDEAL™(4)	> 9.2m	> 10.6m	
 Capital Our strong capital base	Shareholders' funds	SGD 40 bn	SGD 45 bn	<p>Our capital base allows us to support our customers through good and difficult times.</p> <p>We created distributable financial value of SGD 5.80 billion in 2016 and retained SGD 2.80 billion for reinvestment in our resources and future business growth. Our CET1 CAR strengthened to 13.3%, well above the final regulatory requirement of 9%. Our first Basel III-compliant USD Additional Tier 1 perpetual capital securities issued by DBSH during the year was the lowest coupon paid by any issuer globally for similar instruments⁽⁵⁾.</p> <p>Our strong capital base and attractive funding position continue to allow us to support our customers' funding needs through economic cycles. This enables us to build long-term relationships with our customers.</p> <p><i>Refer to page 103 for more information on our capital management and planning.</i></p>
	Basel III fully phased-in Common Equity Tier 1 Capital Adequacy Ratio (CET1 CAR)	12.4%	13.3%	
 Funding Our diversified funding base	Customer deposits	SGD 320 bn	SGD 347 bn	<p>Our diversified funding base enables us to provide banking solutions to our customers competitively.</p> <p>Our funding strategy remains anchored on strengthening our core deposit franchise. We grew our customer deposits by SGD 27 billion in 2016 due to, among other initiatives, a focused effort to grow current and savings deposits, which are favourable for the liquidity coverage ratio.</p> <p><i>Refer to page 91 for more information on our liquidity management and funding strategy.</i></p>
	Wholesale funding	SGD 38 bn	SGD 28 bn	
 Employees Our people	Employees	22,017	22,194	<p>A 22,000-person start-up workforce will help us to be nimble and agile and quickly act on opportunities.</p> <p>We continue to develop our people to their full potential through structured talent development, future-proofing their skills and providing more options for career growth at their own pace.</p> <p>Our talent development initiatives are built upon the "triple-E" framework – experience, exposure and education. In place of formal classroom training, we are increasingly placing our employees in immersion programmes to expose them to journey thinking, human-centred design and agile project management.</p> <p>Our strong employer value proposition is validated through the improvement in our employee engagement score and the reduction in the voluntary attrition rate.</p> <p>In 2016, we were awarded Asia's Best Employer by Aon Hewitt. We also received country Best Employer awards for Singapore, Hong Kong, Taiwan and Indonesia.</p> <p><i>Read more about our employee initiatives on page 113 "Employer of Choice".</i></p>
	Employee engagement score	79%	81%	
	Voluntary attrition rate	13.2%	11.8%	
	Training Days per employee	6.4	5.2	

Resources	Indicators	2015	2016	How we manage our resources
 <p>Society and other relationships Our relationship with stakeholders</p>	Customers under Social Enterprise (SE) Package	398	459	<p>As a leading regional bank, we recognise the impact our lending practices have on society and the environment. In 2016, we significantly enhanced our responsible financing policies. We also proactively engaged with regulators in Singapore and standard setters globally on developments relating to sustainability and climate change reporting. With a representative on the GRI Stakeholder Council, we have further shown our commitment to enhancing these agendas.</p> <p>Through DBS Foundation, we awarded SGD 1 million in grants in 2016 to support the growth of 12 social enterprises in six markets to encourage social innovation in areas such as healthcare, education and environmental sustainability.</p> <p>Our subsidised banking packages for social enterprises remain popular, with an increase of 61 customers in 2016.</p> <p>Our staff contributed 37,000 man-hours of volunteer work regionally during the year.</p> <p><i>Read more about our sustainability initiatives on page 108.</i></p>
	SEs awarded grants via DBS Foundation	16	12	
	Volunteer hours	27,000	37,000	
 <p>Technology and physical infrastructure Our IT infrastructure and customer touch points</p>	Cumulative expenditure in IT – rolling 5 years ⁽⁶⁾	SGD 4.6 bn	SGD 5.0 bn	<p>Our continual investments in best-in-class technology and physical infrastructure allow us to be nimble and resilient.</p> <p>We have spent the past few years re-architecting our technology infrastructure. Today, we have a common platform of services and APIs which enables us to integrate best-in-breed technologies, allowing us to move faster on the front end.</p> <p>We are now leveraging microservices, cloud technology and automation of technology development, which will enable us to be nimbler, more fintech-like and faster to market in delivering cutting-edge solutions.</p> <p><i>Read more on page 12 “Digital to the Core”.</i></p>
	Of which relating to specific IT initiatives ⁽⁷⁾	SGD 1.7 bn	SGD 1.9 bn	
	Branches	>280	>280	
 <p>Natural resources The natural resources used for our operations</p>	Carbon emissions from purchased electricity (tCO ₂)	47,205	45,307	<p>Recognising that everyone has a role to play in combating climate change, we continue to undertake initiatives to reduce our environmental footprint.</p> <p>In Singapore, DBS was the first bank to achieve the Building and Construction Authority Green Mark certification for over 20 branches. Endorsed by the National Environment Agency, the award recognises efforts to achieve a sustainable built environment by incorporating best practices in environmental design and construction, as well as by the adoption of green building technologies, with some branches reducing as much as 50% of their carbon emissions.</p> <p><i>Read more about our initiatives to manage our environmental footprint on page 110.</i></p>
	Energy consumption (mWh)	79,202	77,612	
	Paper recycled (tonnes) ⁽⁸⁾	462	456	

Through the enhancements of our resources, value is created.
We distribute this value to our stakeholders in several ways.
Read more on page 27.

- (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) Source: Brand Finance Global 500 - League Table Report 2016
- (3) Customer engagement scores based on Nielsen SME Survey, Scorpio Partnership Customer Satisfaction Survey (CSS) for CBG and Ipsos CSS for Wealth Management. Large corporate penetration ranking based on Greenwich survey of large corporate banking relationships
- (4) DBS IDEAL™ is our corporate Internet platform
- (5) Source: Dealogic
- (6) 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
- (7) 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) Comparative figures have been restated to include recycled confidential waste in Singapore