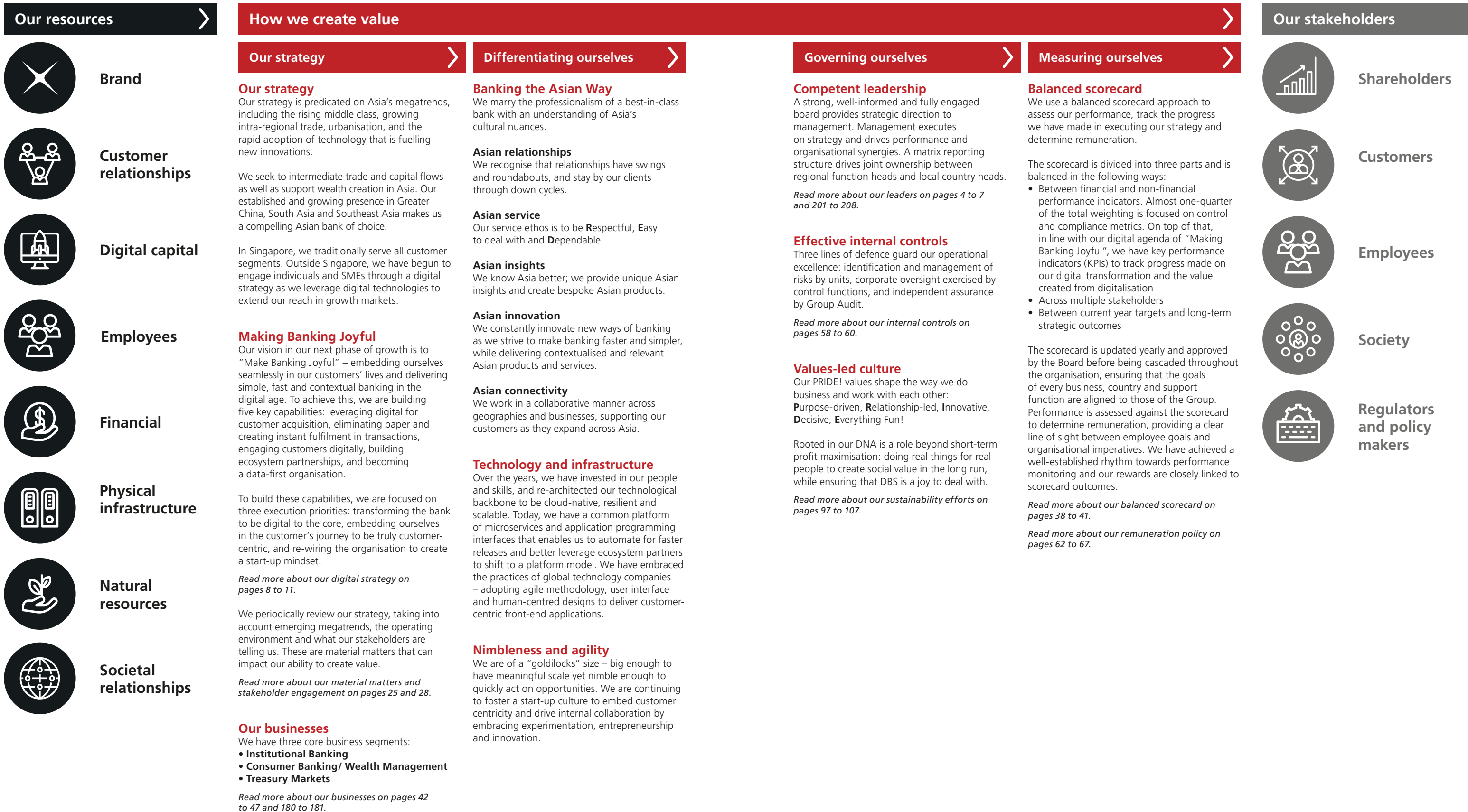


How we create value – our business model

Our business model seeks to create value for stakeholders in a sustainable way.

Our strategy is clear and simple. It defines the businesses that we will do and will not do. We use our resources to build competitive advantages. We have put in place a governance framework to ensure effective execution and risk management. Further,

we have a balanced scorecard to measure our performance and align compensation to desired behaviours. *Read more about how we use our resources on pages 22 to 23.*



Our resources

- Brand**
- Customer relationships**
- Digital capital**
- Employees**
- Financial**
- Physical infrastructure**
- Natural resources**
- Societal relationships**

How we create value

Our strategy

Our strategy
Our strategy is predicated on Asia’s megatrends, including the rising middle class, growing intra-regional trade, urbanisation, and the rapid adoption of technology that is fuelling new innovations.

We seek to intermediate trade and capital flows as well as support wealth creation in Asia. Our established and growing presence in Greater China, South Asia and Southeast Asia makes us a compelling Asian bank of choice.

In Singapore, we traditionally serve all customer segments. Outside Singapore, we have begun to engage individuals and SMEs through a digital strategy as we leverage digital technologies to extend our reach in growth markets.

Making Banking Joyful

Our vision in our next phase of growth is to “Make Banking Joyful” – embedding ourselves seamlessly in our customers’ lives and delivering simple, fast and contextual banking in the digital age. To achieve this, we are building five key capabilities: leveraging digital for customer acquisition, eliminating paper and creating instant fulfilment in transactions, engaging customers digitally, building ecosystem partnerships, and becoming a data-first organisation.

To build these capabilities, we are focused on three execution priorities: transforming the bank to be digital to the core, embedding ourselves in the customer’s journey to be truly customer-centric, and re-wiring the organisation to create a start-up mindset.

Read more about our digital strategy on pages 8 to 11.

We periodically review our strategy, taking into account emerging megatrends, the operating environment and what our stakeholders are telling us. These are material matters that can impact our ability to create value.

Read more about our material matters and stakeholder engagement on pages 25 and 28.

Our businesses

- We have three core business segments:
- Institutional Banking
 - Consumer Banking/ Wealth Management
 - Treasury Markets

Read more about our businesses on pages 42 to 47 and 180 to 181.

Differentiating ourselves

Banking the Asian Way

We marry the professionalism of a best-in-class bank with an understanding of Asia’s cultural nuances.

Asian relationships

We recognise that relationships have swings and roundabouts, and stay by our clients through down cycles.

Asian service

Our service ethos is to be **Respectful**, **Easy** to deal with and **Dependable**.

Asian insights

We know Asia better; we provide unique Asian insights and create bespoke Asian products.

Asian innovation

We constantly innovate new ways of banking as we strive to make banking faster and simpler, while delivering contextualised and relevant Asian products and services.

Asian connectivity

We work in a collaborative manner across geographies and businesses, supporting our customers as they expand across Asia.

Technology and infrastructure

Over the years, we have invested in our people and skills, and re-architected our technological backbone to be cloud-native, resilient and scalable. Today, we have a common platform of microservices and application programming interfaces that enables us to automate for faster releases and better leverage ecosystem partners to shift to a platform model. We have embraced the practices of global technology companies – adopting agile methodology, user interface and human-centred designs to deliver customer-centric front-end applications.

Nimbleness and agility

We are of a “goldilocks” size – big enough to have meaningful scale yet nimble enough to quickly act on opportunities. We are continuing to foster a start-up culture to embed customer centricity and drive internal collaboration by embracing experimentation, entrepreneurship and innovation.

Governing ourselves

Competent leadership

A strong, well-informed and fully engaged board provides strategic direction to management. Management executes on strategy and drives performance and organisational synergies. A matrix reporting structure drives joint ownership between regional function heads and local country heads.

Read more about our leaders on pages 4 to 7 and 201 to 208.

Effective internal controls

Three lines of defence guard our operational excellence: identification and management of risks by units, corporate oversight exercised by control functions, and independent assurance by Group Audit.

Read more about our internal controls on pages 58 to 60.

Values-led culture

Our PRIDE! values shape the way we do business and work with each other: **Purpose-driven**, **Relationship-led**, **Innovative**, **Decisive**, **Everything Fun!**

Rooted in our DNA is a role beyond short-term profit maximisation: doing real things for real people to create social value in the long run, while ensuring that DBS is a joy to deal with.

Read more about our sustainability efforts on pages 97 to 107.

Measuring ourselves

Balanced scorecard

We use a balanced scorecard approach to assess our performance, track the progress we have made in executing our strategy and determine remuneration.

The scorecard is divided into three parts and is balanced in the following ways:

- Between financial and non-financial performance indicators. Almost one-quarter of the total weighting is focused on control and compliance metrics. On top of that, in line with our digital agenda of “Making Banking Joyful”, we have key performance indicators (KPIs) to track progress made on our digital transformation and the value created from digitalisation
- Across multiple stakeholders
- Between current year targets and long-term strategic outcomes

The scorecard is updated yearly and approved by the Board before being cascaded throughout the organisation, ensuring that the goals of every business, country and support function are aligned to those of the Group. Performance is assessed against the scorecard to determine remuneration, providing a clear line of sight between employee goals and organisational imperatives. We have achieved a well-established rhythm towards performance monitoring and our rewards are closely linked to scorecard outcomes.

Read more about our balanced scorecard on pages 38 to 41.

Read more about our remuneration policy on pages 62 to 67.

Our stakeholders

- Shareholders**
- Customers**
- Employees**
- Society**
- Regulators and policy makers**