









# How we use our resources

We utilise or enhance our resources to differentiate ourselves and maximise value creation for our stakeholders in the long run. Read more about how we distribute the value created to our stakeholders on page 24.

Resources	Indicators	2016	2017	Key initiatives driving outcomes in 2017
 <p><b>Brand</b> A strong brand is an important business driver and allows us to compete not just locally, but also regionally.</p>	Brand value according to "Brand Finance Banking 500" report	<b>USD 5.4 bn</b> <i>as at Feb 17</i>	<b>USD 6.5 bn</b> <i>as at Feb 18</i>	<p>DBS was the most valuable bank brand in ASEAN for the sixth consecutive year, and the first ASEAN bank to make it to the top 40 in the global banks ranking.</p> <p>Our strong and growing brand value reflects our efforts to make banking simple, effortless and seamlessly integrated into our customers' digital lifestyles.</p> <p><i>Read more about this on pages 42 to 47.</i></p>
 <p><b>Customer relationships</b> Putting customers at the heart of what we do helps differentiate ourselves in an industry as commoditised as banking, enabling us to build lasting relationships and deepen wallet share.</p>	<p>Customers</p> <ul style="list-style-type: none"> <li>– Institutional Banking</li> <li>– Consumer Banking/Wealth Management</li> </ul> <p>Customer engagement measures<sup>(1)</sup> (1=worst, 5=best)</p> <ul style="list-style-type: none"> <li>– Wealth Management</li> <li>– Consumer Banking</li> <li>– SME Banking</li> <li>– Large corporates market penetration ranking</li> </ul>	<p><b>&gt; 200,000</b> <b>&gt; 6.9 m</b></p> <p><b>4.17</b> <b>4.09</b> <b>4.10</b> <b>4<sup>th</sup></b></p>	<p><b>&gt; 200,000</b> <b>&gt; 8.8 m</b></p> <p><b>4.22</b> <b>4.12</b> <b>4.07</b> <b>4<sup>th</sup></b></p>	<p>We continued to grow our customer base with digibank in India and Indonesia, the successful integration of ANZ wealth management and retail business across five markets, and through our continued efforts to enhance our "Live more, Bank less" value proposition to customers.</p> <p>We maintained satisfactory customer scores across segments through our relentless focus on customer journeys and digital innovations.</p> <p><i>Read more about this on pages 42 to 47.</i></p>
 <p><b>Digital capital</b> Our digital transformation is pervasive and encompasses technology, customer journey thinking and a start-up culture.</p>	<p>Digital customers<sup>(2)</sup></p> <p>Contribution to total income from digital customers</p> <p>Cost-income ratio from digital customers (vs. traditional customers)</p> <p>Return on equity (ROE) from digital customers (vs. traditional customers)</p>	<p><b>2.2 m</b></p> <p><b>55%</b></p> <p><b>35%</b> <b>(vs. 55%)</b></p> <p><b>27%</b> <b>(vs. 19%)</b></p>	<p><b>2.5 m</b></p> <p><b>63%</b></p> <p><b>36%</b> <b>(vs. 58%)</b></p> <p><b>27%</b> <b>(vs. 18%)</b></p>	<p>Our digital transformation has enabled us to gain market share through delivering superior customer experience, and to create new markets through ecosystems.</p> <p><i>Refer to "Deeper. Broader. Smarter." on pages 12 to 17, and "CFO statement" on pages 36 to 37.</i></p>
 <p><b>Employees</b> An agile and engaged workforce enables us to be nimble and react quickly to opportunities.</p>	<p>Employees</p> <p>Employee engagement score</p> <p>Voluntary attrition rate</p> <p>Training hours per employee</p>	<p><b>22,194</b></p> <p><b>81%</b></p> <p><b>12%</b></p> <p><b>36.4</b></p>	<p><b>24,174</b></p> <p><b>82%</b></p> <p><b>13%</b></p> <p><b>31.5</b></p>	<p>One of our priorities is to future-proof our people and equip them with the necessary skills and tools to stay ahead of the curve.</p> <p>In 2017, we launched DigiFY – a platform where our employees can acquire digital skills and knowledge.</p> <p><i>Read more about this on page 106.</i></p>

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 <p><b>Financial</b> Our strong capital base and diversified funding sources allow us to support our customers through good and bad times, and enable us to provide banking solutions competitively.</p>	<p>Shareholders' funds</p> <p>Customer deposits</p> <p>Wholesale funding</p>	<p><b>SGD 45 bn</b></p> <p><b>SGD 347 bn</b></p> <p><b>SGD 28 bn</b></p>	<p><b>SGD 47 bn</b></p> <p><b>SGD 374 bn</b></p> <p><b>SGD 41 bn</b></p>	<p>We continued to build up shareholders' funds by retaining a portion of our record net profits. We also grew our customer deposits and continued to widen our investor base as well as diversify wholesale funding sources.</p> <p><i>Read more about this on page 30 and page 85.</i></p>
 <p><b>Physical infrastructure</b> Our best-in-class technology and physical infrastructure allow us to be nimble and resilient.</p>	<p>Cumulative expenditure in technology – rolling four years</p> <p><i>Of which relating to building for digital<sup>(3)</sup></i></p> <p>Branches</p>	<p><b>SGD 3.9 bn</b></p> <p><b>SGD 1.4 bn</b></p> <p><b>&gt;280</b></p>	<p><b>SGD 4.3 bn</b></p> <p><b>SGD 1.7 bn</b></p> <p><b>&gt;280</b></p>	<p>Over the past years, we have invested in our technology platforms to become digital to the core.</p> <p><i>Read more about this on pages 12 to 17.</i></p>
 <p><b>Natural resources</b> We impact the natural environment directly in our operations, as well as indirectly through our customers and suppliers.</p>	<p>Carbon emissions from purchased electricity (tCO<sub>2</sub>e)</p> <p>Energy consumption (MWh)</p> <p>Peak capacity of solar panels installed on premises</p>	<p><b>45,307</b></p> <p><b>77,612</b></p> <p><b>–</b></p>	<p><b>41,189</b></p> <p><b>68,006</b></p> <p><b>386 kW</b></p>	<p>We recognise the impact of climate change and are committed to reducing our environmental footprint as well as influencing our customers and suppliers towards more sustainable operations.</p> <p><i>Refer to "Sustainability" on page 97.</i></p>
 <p><b>Societal relationships</b> We recognise that not all returns can be found in the financial statements and our licence to operate comes from society at large.</p>	<p>Customers under Social Enterprise Package</p> <p>Number of social enterprises awarded grants</p> <p>Volunteer hours</p>	<p><b>459</b></p> <p><b>12</b></p> <p><b>37,000</b></p>	<p><b>490</b></p> <p><b>14</b></p> <p><b>53,000</b></p>	<p>We rolled out our enhanced responsible financing policies and processes in 2017 and undertook various sustainable finance initiatives, contributing to the Sustainable Development Goals.</p> <p>Through DBS Foundation, we continue to nurture social enterprises across the region to enable them to scale and enhance their social impact through innovative and sustainable businesses.</p> <p><i>Refer to "Sustainability" on page 97.</i></p>

Through the enhancement of our resources, value is created. We distribute this value to our stakeholders in several ways. Read more on page 24.

(1) Based on Ipsos Customer Satisfaction Survey (CSS) for Wealth Management, Scorpio Partnership CSS for Consumer Banking, and Nielsen SME Survey. Large corporates market penetration ranking from Greenwich.  
 (2) This relates to the consumer and SME businesses in Singapore and Hong Kong.  
 (3) This relates to technology spend on specific IT initiatives and enhancements, depreciation and new licence costs.