









# How we develop and 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 66.

Resources	Indicators	2018	2017	Key initiatives driving outcomes in 2018
 <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 9.0 bn</b> as at Feb 19	<b>USD 6.5 bn</b> as at Feb 18	DBS rose six spots to be ranked 34 <sup>th</sup> in Brand Finance's Banking 500 2019 annual global ranking, making it Asean's Most Valuable Bank Brand for the seventh consecutive year. We were named Asia's Safest Bank by New York based trade publication Global Finance for the 10 <sup>th</sup> consecutive year.  Our strong and growing brand value reflects our efforts to make banking simple, effortless and seamlessly integrated into our customers' lifestyles.  <i>Read more about this on pages 36 to 41.</i>
 <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>	Customers – Institutional Banking – Consumer Banking/ Wealth Management  Customer engagement measures <sup>(1)</sup> (1=worst, 5=best) – Wealth Management – Consumer Banking – SME Banking – Large corporates market penetration ranking	<b>&gt; 200,000</b> <b>&gt; 10 m</b>  <b>4.29</b> <b>4.21</b> <b>4.27</b> <b>4<sup>th</sup></b>	<b>&gt; 200,000</b> <b>&gt; 8.8 m</b>  <b>4.22</b> <b>4.12</b> <b>4.07</b> <b>4<sup>th</sup></b>	We continued to grow our customer base with digibank in India and Indonesia, and onboarded partners to enhance our customer value proposition and accelerate business growth.  We improved customer engagement scores across segments by actively listening to our customers in order to strengthen our processes, products and services. We were also ranked the best globally for cash management satisfaction by Euromoney <sup>(2)</sup> .  <i>Read more about this on pages 36 to 41.</i>
 <p><b>Intellectual capital</b> One key type of intellectual capital pertains to how we digitise our business. Our digital transformation encompasses technology, customer journey thinking and a startup culture.</p>	Digital consumer and SME businesses in Singapore and Hong Kong – Cost-income ratio from digital customers (vs. traditional customers)  Digibank customers <sup>(3)</sup> in India and Indonesia (since launch)  Channel share of wealth customers acquired digitally	<b>2.9 m</b>  <b>34%</b> <b>(vs 54%)</b>  <b>2.7 m</b>  <b>38%</b>	<b>2.5 m</b>  <b>36%</b> <b>(vs 57%)</b>  <b>1.8 m</b>  <b>37%</b>	Our digital transformation efforts improved the financial returns of our Singapore and Hong Kong businesses and enabled us to gain a foothold in India and Indonesia.  <i>Read more about this on page 23 and pages 29 to 31.</i>
 <p><b>Employees</b> An agile and engaged workforce enables us to be nimble and react quickly to opportunities.</p>	Employees  Employee engagement score  Voluntary attrition rate  Training hours per employee	<b>26,857</b>  <b>82%</b>  <b>15%</b>  <b>36.6</b>	<b>24,174</b>  <b>82%</b>  <b>13%</b>  <b>31.5</b>	We continued to build a future-ready workforce and enabled employees to take ownership of their career development.  In 2018, we enhanced the "triple-E" framework – experience, exposure and education, and refreshed the career management platform iGrow.  <i>Read more about "Talent management and retention" in the sustainability report.</i>

Resources	Indicators	2018	2017	Key initiatives driving outcomes in 2018
 <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>	Shareholders' funds  Customer deposits  Wholesale funding	<b>SGD 49 bn</b>  <b>SGD 394 bn</b>  <b>SGD 46 bn</b>	<b>SGD 47 bn</b>  <b>SGD 374 bn</b>  <b>SGD 41 bn</b>	Our shareholders' funds continued to grow from retained earnings. We also grew our customer deposits and diversified wholesale funding sources.  <i>Read more about this on page 20 and page 84.</i>
 <p><b>Physical infrastructure</b> Our best-in-class technology and physical infrastructure allow us to be nimble and resilient.</p>	Cumulative expenditure in technology – rolling four years – Building for digital <sup>(4)</sup>	<b>SGD 4.3 bn</b>  <b>SGD 1.8 bn</b>	<b>SGD 4.3 bn</b>  <b>SGD 1.7 bn</b>	Over the past years, we invested in our technology platforms to become digital to the core.  <i>Read more about this on pages 14 to 15.</i>
 <p><b>Natural resources</b> We impact the natural environment directly in our operations, as well as indirectly through our customers and suppliers.</p>	Carbon emissions from purchased electricity and chilled water (tCO <sub>2</sub> )  Energy consumption (MWh)  Electricity generated from installed solar panels (MWh) <sup>(6)</sup>	<b>50,786</b>  <b>67,649</b>  <b>462</b>	<b>50,905<sup>(5)</sup></b>  <b>68,006</b>  <b>–</b>	We adopted the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).  This year, we purchased renewable energy certificates (RECs) amounting to more than 40% of the electricity consumption of our Singapore operations.  <i>Read more about "Climate change" and "Managing our environmental footprint" in the sustainability report.</i>
 <p><b>Societal relationships</b> We recognise that not all returns can be found in financial statements and our licence to operate comes from society at large.</p>	Customers under Social Enterprise Package  Number of social enterprises awarded grants  Volunteer hours	<b>534</b>  <b>12</b>  <b>&gt; 65,000</b>	<b>490</b>  <b>14</b>  <b>&gt; 53,000</b>	Through the DBS Foundation, we continued to nurture enterprises across the region to enable them to scale and enhance their social impact through innovative and sustainable businesses.  Under the social enterprise programme, a total of SGD 1.25 million was awarded to 12 social enterprises in Asia.  We continued to focus employees' volunteering efforts on key areas of active ageing, education and environment.  <i>Read more about "Social entrepreneurship" and "Social volunteerism" in the sustainability report.</i>

Through the enhancement of our resources, value is created. We distribute this value to our stakeholders in several ways. Read more on page 66.

- (1) Based on Scorpio Partnership and Ipsos Customer Satisfaction Survey (CSS) for Wealth Management and Ipsos CSS for Consumer Banking Based on Aon Hewitt for SME banking and Greenwich Associates for large corporates market penetration ranking
- (2) The Euromoney cash management survey was conducted with over 25,000 clients participating globally
- (3) A digital customer has either (within the past 2 months); (i) made a product purchase or segment upgrade via a digital channel; (ii) done more than 50% of financial transactions via digital channels; or (iii) done more than 50% of non-financial transactions via digital channels
- (4) This relates to technology spend on specific IT initiatives and enhancements, depreciation and new licence costs
- (5) This number is restated from 41,189 to 50,905 to include carbon emissions from chilled water
- (6) We have changed reporting peak capacity (kW) of solar panels to electricity (MWh) generated from solar panels