









# HOW WE DEVELOP AND USE OUR RESOURCES

We utilise and 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 70.

Resources	Indicators	2021	2020	Key highlights
<b>Brand</b>  A strong brand is an important business driver and allows us to compete not just locally, but also regionally.	Brand value according to "Brand Finance Banking 500" report	<b>USD 8.7 bn</b> as of Feb 2022	<b>USD 7.8 bn</b> as of Feb 2021	In 2021, DBS was named "World's Best Bank" by Euromoney and "Global Bank of the Year" by Financial Times publication, The Banker. DBS was previously also named "Best Bank in the World" by Global Finance, achieving the unprecedented feat of having won the top award twice each from three leading global financial publications.  We were named "World's Best Digital Bank" by Euromoney in 2021 – our third win – in recognition of our digital leadership. For 13 consecutive years (2009 to 2021), DBS has been accorded the "Safest Bank in Asia" award by Global Finance. We were also named the "World's Safest Commercial Bank" in 2021.  DBS also retained the title of ASEAN's Most Valuable Bank Brand in Brand Finance's 2022 Banking 500 report.  <i>Read more about this on page 2.</i>
<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.	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;340,000</b> <b>&gt;11.8 m</b>  <b>4.27</b> <b>4.27</b> <b>4.41</b> <b>2<sup>nd</sup></b>	<b>&gt;240,000</b> <b>&gt;10.7 m</b>  <b>4.22</b> <b>4.31</b> <b>4.32</b> <b>4<sup>th</sup></b>	For our IBG business, our customer base increased by 100,000 with the amalgamation of Lakshmi Vilas Bank. For our CBG business, our customer base increased by 2 million with the amalgamation of Lakshmi Vilas bank. This is moderated by rationalising approximately 1 million wallets in India.  We maintained strong customer engagement scores across segments and actively listened to the voice of our customers in order to improve customer journeys and digital innovations. For Asia-based large corporates, we improved our position from 4th to 2nd for market penetration across our core markets, amidst a tumultuous year when global business activity was hit by a resurgence of Covid-19.  <i>Read more about this on pages 38 to 43.</i>
<b>Intellectual capital</b>  One key type of intellectual capital pertains to how we digitalise our business. Our digital transformation encompasses technology, customer journey thinking and a startup culture.	Number of data and analytics experts  Number of software engineers  Number of external application programming interfaces (APIs)	<b>&gt;900</b>  <b>&gt;7,300</b>  <b>&gt;1,300</b>	<b>&gt;800</b>  <b>&gt;6,600</b>  <b>&gt;1,000</b>	Our global tech talent enabled us to run more than 200 predictive data analytics models, which enhanced our digital resilience through automating capacity planning for critical systems.  As part of our Big-to-Small strategy, we rolled out an array of new APIs to enable the automation of trade finance processes and to help better facilitate foreign exchange, booking, bulk rate and transaction status-related enquiries, for our IBG customers.
<b>Employees</b>  An agile and engaged workforce enables us to be nimble and react quickly to opportunities.	Employees <sup>(2)</sup>  Employee engagement score  Voluntary attrition rate  Training hours per employee	<b>&gt;33,000</b>  <b>86%</b>  <b>14%</b>  <b>39.2</b>	<b>&gt;29,000</b>  <b>84%</b>  <b>8%</b>  <b>38.9</b>	We continued to drive a learning culture to encourage employees to be data-driven, possess digital skills and pick up new skills to thrive in the new normal.  Our group-wide voluntary attrition rate increased in line with market trends from 2020 but was comparable with pre-pandemic rates (2019).  We launched a second edition of DBS FutureForward Week in 2021 with over 50 sessions organised for employees to future-proof themselves. We continue to make headway in the third year of our Transformational Leadership master plan, having further extended T-Sprints for the next 50 teams. We further enhanced our Building Great Managers programme to include new modules and launched a new social learning platform – T-Circles – to equip managers with the necessary skillsets to operate seamlessly in a hybrid working environment.  <i>Read more about "Employee well-being and managing talent" in the Sustainability Report.</i>

Resources	Indicators	2021	2020	Key highlights
<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.	Shareholders' funds  Customer deposits  Wholesale debt issuance	<b>SGD 58 bn</b>  <b>SGD 502 bn</b>  <b>SGD 53 bn</b>	<b>SGD 55 bn</b>  <b>SGD 465 bn</b>  <b>SGD 43 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 the Group's financials in the CFO Statement on page 20.</i>
<b>Infrastructure</b>  Our best-in-class digital and physical infrastructure allow us to be nimble and resilient.	<b>Digital infrastructure:</b> Rolling four-year cumulative expenditure <sup>(3)</sup> – Of which new build spending	<b>SGD 4.8 bn</b>  <b>SGD 2.1 bn</b>	<b>SGD 4.5 bn</b>  <b>SGD 2.0 bn</b>	In line with our technology strategy, we continued to invest in our technology platforms so that we become digital to the core. Our investments focus on the following strategic technology capabilities: Cloud, Artificial Intelligence/ Machine Learning, and Site Reliability Engineering to improve resilience, scalability, and cater for future volume growth, especially from digital channels.  <i>Read more about this on page 36.</i>
<b>Natural resources</b>  We impact the natural environment directly in our operations, as well as indirectly through our customers and suppliers.	<b>Financing for sustainable development:</b> – Direct sustainable financing <sup>(4)</sup> – ESG bonds <sup>(6)</sup>	<b>SGD 20.5 bn</b>  <b>SGD 23.5 bn</b>	<b>SGD 9.9 bn<sup>(5)</sup></b>  <b>SGD 9.7 bn</b>	We expanded our suite of sustainable financing solutions to corporate customers to better support them in pursuing sustainable projects and improving various other sustainability initiatives.  <i>Read more about "Responsible financing" and "Managing our environmental footprint" in the Sustainability Report.</i>
<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.	Customers under Social Enterprise (SE) Package  Value of SE grants awarded  Number of SEs nurtured  Employee volunteering hours	<b>824</b>  <b>SGD 3.0 m</b>  <b>&gt;180</b>  <b>&gt;100,000</b>	<b>692</b>  <b>SGD 1.9 m</b>  <b>&gt;240</b>  <b>57,000</b>	DBS Foundation continued to nurture SEs – businesses for impact – through the DBS Foundation Grant Programme and various capacity building initiatives. We provided a record amount in grant funding to 19 SEs through the 2021 grant programme. The grant funding is aimed at catalysing their growth, enabling the creation of greater social and environment impact.  Our employees continued to serve the community through a hybrid of digital and in-person volunteering programmes. We continue to support community segments hardest hit by the pandemic, in addition to our efforts in the areas of education, environment and the elderly.  <i>Read more about the "Social entrepreneurship" and "Employee volunteerism" in the Sustainability Report.</i>

- (1) Scale: 1 = worst and 5 = best. Source: Based on Customer Satisfaction Survey conducted by Aon Hewitt, Ipsos, and Qualtrics for Wealth Management; Ipsos and Qualtrics for Consumer Banking; Aon Solutions Singapore for SME banking, and Coalition Greenwich for Large Corporates Market Penetration ranking
- (2) This figure refers to the total permanent, contract/ temporary employee headcount on DBS' payroll
- (3) This relates to the overall digital infrastructure investment, which includes investments for new licence costs, IT initiatives and enhancements and investments to keep applications running
- (4) This includes the total amount of sustainability-linked loans, green loans, renewable and clean energy-related loans, social and sustainable loans, committed in the year
- (5) The 2020 direct sustainable financing amount is restated due to the omission of four sustainability transactions amounting to SGD 323 million in the year.
- (6) This includes the total amount green bonds, social bonds, sustainable bonds, transition bonds, and sustainability-linked bonds where DBS is involved as an active bookrunner