

DBS Group Holdings Ltd and its Subsidiaries

Directors' statement

for the financial year ended 31 December 2025

The Directors are pleased to present their statement to the Members, together with the audited consolidated financial statements of DBS Group Holdings Ltd (the Company or DBSH) and its subsidiaries (the Group) for the financial year ended 31 December 2025 and the balance sheet of the Company as at 31 December 2025. These have been prepared in accordance with the provisions of the Companies Act 1967 (the Companies Act) and the Singapore Financial Reporting Standards (International).

In the opinion of the Directors:

- the consolidated financial statements of the Group and the balance sheet of the Company, together with the notes thereon, as set out on pages 112 to 169, are drawn up so as to give a true and fair view of the financial position of the Group and the Company as at 31 December 2025, and of the consolidated financial performance, changes in equity and cash flows of the Group for the financial year ended on that date; and
- as at the date of this statement, there are reasonable grounds to believe that the Company and the Group will be able to pay their debts as and when they fall due.

Board of Directors

The Directors in office at the date of this statement are:

Mr Peter Seah (*Chairman*)
 Mr Olivier Lim (*Lead Independent Director*)
 Ms Tan Su Shan (*Chief Executive Officer, and Executive Director, appointed on 28 March 2025*)
 Mr Chng Kai Fong
 Dr Bonghan Cho
 Mr David Ho Hing-Yuen
 Ms Punita Lal
 Ms Judy Lee
 Mr Anthony Lim
 Mr Tham Sai Choy

Mr Peter Seah, Mr David Ho, Ms Punita Lal and Mr Anthony Lim will retire by rotation in accordance with Article 99 of the Company's Constitution at the forthcoming AGM and, being eligible, will offer themselves for re-election at the AGM.

Directors' interests in shares or debentures

Each of the following Directors who held office at the end of the financial year had, according to the register of directors' shareholdings required to be kept under Section 164 of the Companies Act, an interest in shares of the Company and related corporations as stated below:

Number of shares	Holdings in which Directors have a direct interest		Holdings in which Directors are deemed to have an interest	
	As at 31 Dec 2025	As at 1 Jan 2025 or the date of appointment if later	As at 31 Dec 2025	As at 1 Jan 2025 or the date of appointment if later
DBSH ordinary shares				
Mr Peter Seah	392,743	379,894	–	–
Mr Olivier Lim	172,802	169,812	–	–
Ms Tan Su Shan (appointed on 28 March 2025)	1,351,931	1,351,931	–	–
Dr Bonghan Cho	19,749	17,541	–	–
Mr David Ho Hing-Yuen	4,262	2,058	–	–
Ms Punita Lal	11,790	9,863	–	–
Ms Judy Lee	11,890	8,814	–	–
Mr Anthony Lim	15,076	12,505	–	–
Mr Tham Sai Choy	123,591	120,631	–	–
Share awards (unvested) granted under the DBSH Share Plan				
Ms Tan Su Shan ⁽¹⁾	279,505	277,038	–	–

(1) Ms Tan's share awards form part of her remuneration. Details of the DBSH Share Plan are set out in Note 38 of the Notes to the Company's 2025 financial statements

There was no change in any of the above-mentioned interests between the end of the financial year and 21 January 2026.

DBSH Share Plan

At the Annual General Meeting held on 25 April 2019, the DBSH Share Plan (which was first adopted on 18 September 1999) was extended for another ten years, from 18 September 2019 to 17 September 2029 (both dates inclusive). The DBSH Share Plan is administered by the Compensation and Management Development Committee (CMDC). As at the date of this statement, the members of the CMDC are Mr Anthony Lim (Chairman), Mr Peter Seah, Dr Bonghan Cho, Mr David Ho Hing-Yuen, Ms Punita Lal and Ms Judy Lee.

Under the terms of the DBSH Share Plan:

- Awards over DBSH's ordinary shares may be granted to Group employees who hold such rank as may be determined by the CMDC from time to time. Awards may also be granted to (amongst others) employees of associated companies of DBSH who hold such rank as may be determined by the CMDC from time to time, and non-executive Directors of DBSH;
- Where time-based awards are granted, participants are awarded ordinary shares of DBSH or, at the CMDC's discretion, their equivalent cash value or a combination of both as part of their deferred bonus, at the end of the prescribed vesting periods. Awards are granted under the DBSH Share Plan at the absolute discretion of the CMDC. Dividends on unvested shares do not accrue to employees;
- Awards under the DBSH Share Plan may be granted at any time in the course of a financial year, and may lapse by reason of cessation of employment or misconduct of the participant, except in cases such as retirement, redundancy, ill health, injury, disability, death, bankruptcy of the participant, or by reason of the participant, being a non-executive Director, ceasing to be a Director, or in the event of a take-over, winding up or reconstruction of DBSH;

- (d) Subject to the prevailing legislation and the rules of the Singapore Exchange, DBSH will have the flexibility to deliver ordinary shares of DBSH to participants upon vesting of their awards by way of an issue of new ordinary shares and/ or the transfer of existing ordinary shares (which may include ordinary shares held by the Company in treasury); and
- (e) The class and/ or number of ordinary shares of DBSH comprised in an award to the extent not yet vested, and/ or which may be granted to participants, are subject to adjustment by reason of any variation in the ordinary share capital of DBSH (whether by way of a capitalisation of profits or reserves or rights issue, reduction, subdivision, consolidation, or distribution) or if DBSH makes a capital distribution or a declaration of a special dividend (whether in cash or *in specie*), upon the written confirmation of the auditor of DBSH that such adjustment (other than in the case of a capitalisation issue) is fair and reasonable.

During the financial year, time-based awards in respect of an aggregate of 5,724,914¹ ordinary shares were granted pursuant to the DBSH Share Plan to selected employees of the Group². In addition, during the financial year, certain non-executive Directors received an aggregate of 30,785 share awards which vested immediately upon grant. These share awards formed part of their directors' fees for 2024, which had been approved by the shareholders at DBSH's annual general meeting held on 28 March 2025.

Details of the share awards granted under the DBSH Share Plan to Directors of DBSH⁽¹⁾ are as follows:

Directors of the Company	Share awards granted during the financial year under review	Share awards vested during the financial year under review ⁽²⁾
Mr Peter Seah	12,849	12,849
Mr Olivier Lim	2,990	2,990
Ms Tan Su Shan (appointed on 28 March 2025)	2,467 ⁽³⁾	-
Dr Bonghan Cho	2,208	2,208
Mr David Ho Hing-Yuen	2,204	2,204
Ms Punita Lal	1,927	1,927
Ms Judy Lee	3,076	3,076
Mr Anthony Lim	2,571	2,571
Mr Tham Sai Choy	2,960	2,960

- (1) The directors' fees for Mr Chng Kai Fong were paid in cash to a government agency, the Directorship & Consultancy Appointments Council. Accordingly, he had not been granted share awards. Mr Piyush Gupta ceased to be a Director on 28 March 2025. Prior to such cessation of appointment during the financial year under review: (a) he was granted 198,358 share awards which are time-based awards which will vest over a 4-year period. These were granted in February 2025 and formed part of his remuneration for 2024; and (b) 268,806 of his share awards were vested
- (2) Treasury shares were transferred to Directors pursuant to the vesting of such share awards
- (3) These relate to adjustments made to unvested time-based share awards (which will vest over a 4-year period) granted to Ms Tan prior to her appointment, following the declaration of quarterly Capital Return dividends of \$0.15 per ordinary share, in accordance with the terms of the DBSH Share Plan. Save for the foregoing, no share awards were granted or vested to her subsequent to her appointment during the financial year under review

Arrangements to enable Directors to acquire shares or debentures

Neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement, the object of which is to enable the Directors to acquire benefits through the acquisition of shares in, or debentures of, the Company or any other body corporate, save as disclosed in this statement.

- ¹ These include adjustments made to all unvested share awards, following the declaration of quarterly Capital Return dividends of \$0.15 per ordinary share, in accordance with the terms of the DBSH Share Plan.
- ² With reference to Rule 852(2) of the SGX-ST Listing Manual, none of the participants had received shares, pursuant to the release of awards granted, which in aggregate represent 5% or more of the total number of new shares available under the DBSH Share Plan.

Audit Committee

The Audit Committee at the end of the financial year comprises non-executive Directors Mr Tham Sai Choy (Chairman), Mr Peter Seah, Mr David Ho Hing-Yuen, Ms Punita Lal, Mr Chng Kai Fong and Ms Judy Lee.

The Audit Committee performed its functions in accordance with the Companies Act, the SGX-ST Listing Manual, the Financial Holding Companies (Corporate Governance of Designated Financial Holding Companies with Bank Subsidiary) Regulations 2022, the Banking (Corporate Governance) Regulations 2005, the MAS Guidelines on Corporate Governance issued on 9 November 2021 and the Code of Corporate Governance 2018, which include, *inter alia*, the following:

- Review, with the external auditor, its audit plan, audit report, evaluation of the internal accounting controls of the Group and assistance given by the management to the external auditor;
- Review the internal auditor's plans and the scope and results of audits;
- Review the Group's consolidated financial statements and financial announcements prior to submission to the Board;
- Review the adequacy, independence and effectiveness of the internal audit function;
- Review the adequacy, effectiveness, independence and objectivity of the external auditor; and
- Review the assurance given by CEO and other key management personnel regarding the adequacy and effectiveness of the Group's internal controls.

Please refer to the Corporate Governance Report for further details on the activities of the Audit Committee during the financial year ended 31 December 2025.

The Audit Committee has considered the financial, business and professional relationships between PricewaterhouseCoopers (PwC) and the Group. It is of the view that these relationships would not affect the independence of PwC.

The Audit Committee has recommended, to the Board of Directors, the re-appointment of PwC as independent external auditor at the forthcoming AGM of the Company to be held on 31 March 2026.

Independent Auditor

PricewaterhouseCoopers LLP has expressed its willingness to accept re-appointment as independent external auditor.

On behalf of the Directors



Mr Peter Seah



Ms Tan Su Shan

6 February 2026
Singapore