

DBS GROUP HOLDINGS LTD

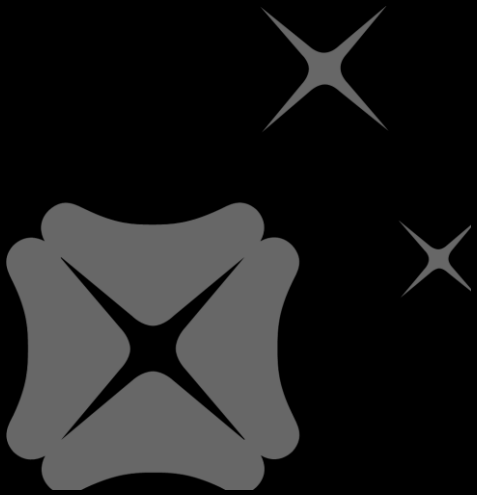
**16th Annual General Meeting &
Extraordinary General Meeting**

23 April 2015

#ignitingpossibilities

#creatingvalue

#sparkingjoy



Piyush Gupta
Chief Executive Officer
23 April 2015

Our 2014 priorities

Traditional Key Performance Indicators (KPIs) (50%)

Shareholders

Achieve sustainable growth

- Financial outcomes
- Risk-related control and compliance KPIs

Customers

Position DBS as Bank of Choice

- Depth of customer relationships
- Customer satisfaction

Employees

Position DBS as Employer of Choice

- Employee engagement
- People development

Strategic Priorities (50%)

Geographies

- Entrench leadership in Singapore
- Continue to expand Hong Kong franchise
- Rebalance geographic mix of our business

Regional Businesses

- Build a leading SME* banking business
- Strengthen wealth proposition
- Build out transaction banking and treasury customer business

Enablers

- Place customers at the heart of the banking experience
- Focus on management processes, people and culture
- Strengthen technology and infrastructure platform

Other Areas of Focus

- Drive digital initiative including building infrastructure to digitise the bank
- Cascade and embed our PRIDE! values
- Affirm expansion plans for growth markets

Regulators

Contribute to the stability of the financial system

Society

Enhance the communities we serve

*SME: Small and medium enterprise

Shareholder KPIs

We hit a new milestone in 2014. This is testament to the strength and resilience of our franchise. The multiple business engines we have built are sustainable and scalable

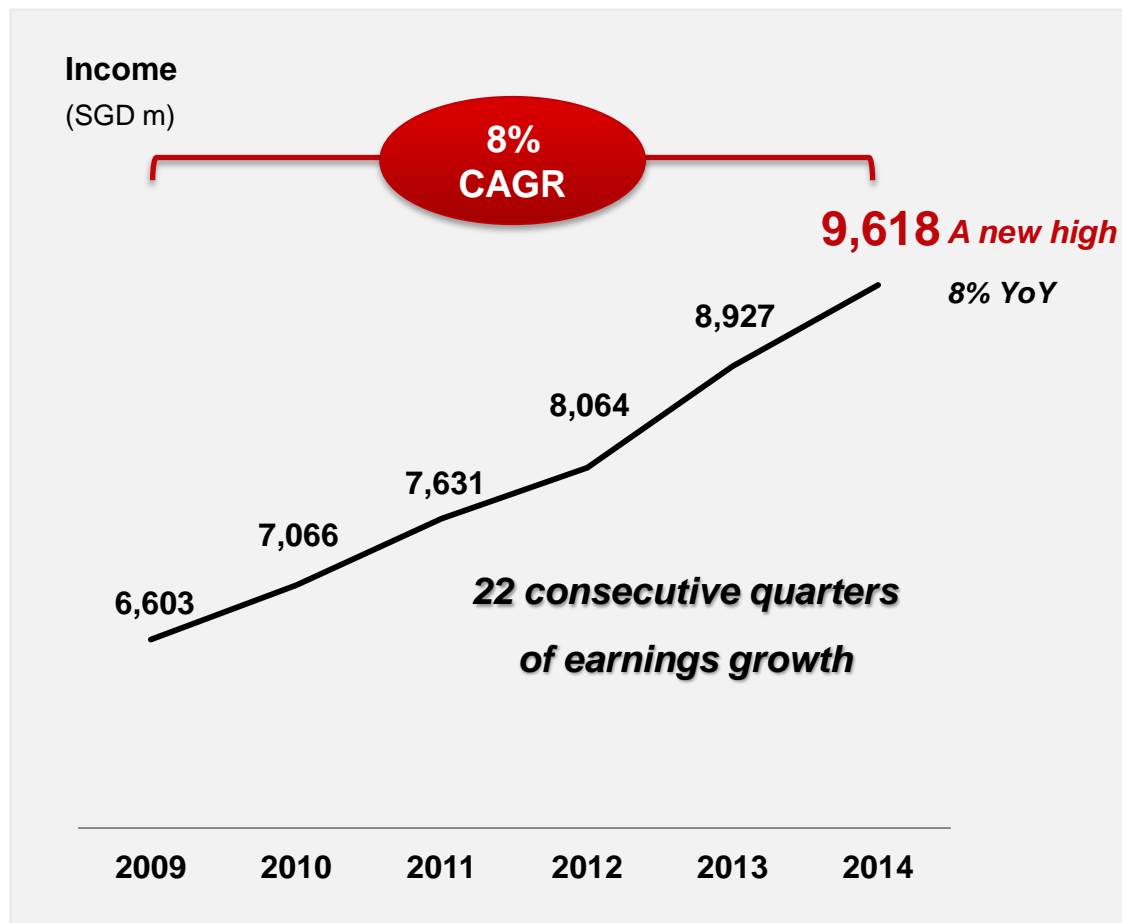
Asset quality remained healthy

**Ample liquidity
to support business growth**

(SGD m)	FY2014	YoY	
Net interest income	6,321	14%	
Non-interest income	3,297	-2%	
Total income	9,618	8%	RECORD HIGH
Expenses	4,330	11%	
Allowances	667	-13%	
Net profit	3,848	10%	RECORD HIGH
One-time items	198	16%	
Net profit including one-time items	4,046	10%	RECORD HIGH
ROE	10.9%	-	

Shareholder KPIs

Solid consistent performance



Loan / deposit ratio	86.9% 2009: 71.2%
NPL ratio	0.9% 2009: 2.9%
Allowance coverage	163% 2009: 83%
Total shareholder return	51% (5-year) 24% (1-year)

Customer KPIs

Placing the customer experience at the heart of our actions, we seek to be respectful, easy to deal with and dependable in every aspect of our customer interaction

Doing the right thing

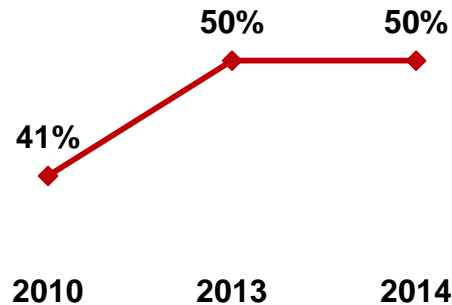
by customers

Bringing "One Bank"

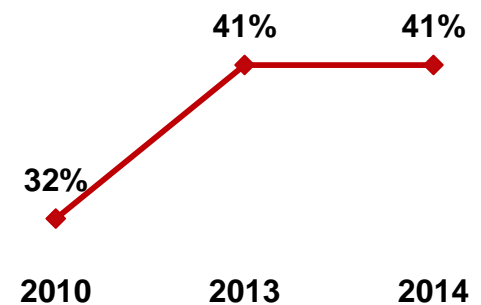
to customers

Increase wallet share of individual and corporate customers

IBG Non-loan Income Ratio



CBG Non-interest Income Ratio



Customer satisfaction improved across Institutional Bank and Consumer Bank



Excellence in Service
Innovation, Asia



Asia's Best Branch
Banking



Customer Satisfaction
Index of Singapore,
1st for Banks

Employee KPIs

Our aim is to be a 'university' of banking talent, a place where our people can learn and grow, while making a difference at work

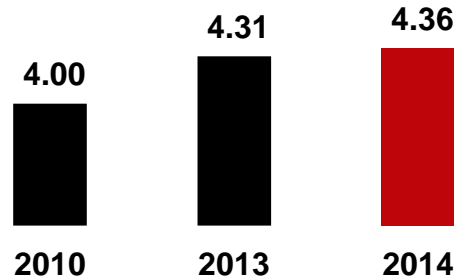
Making DBS

a great place to work at

Growing our own timber

Maintain high employee engagement

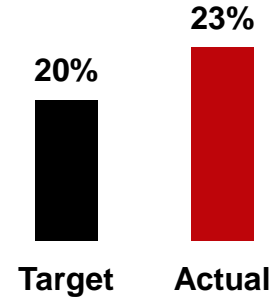
Q12 grand mean score



- Ranked among **top 5%** of all companies surveyed by Gallup globally

People development

Mobility: positions filled internally



- 1/3 of high potential senior employees with new job assignments or expanded roles



Recognised for creating a great workplace culture with highly engaged employees

Aon Hewitt
Top Companies
for Leaders 2014

Ranked 18th globally for our leadership practices and culture

Geographic KPIs

Manage Singapore for performance

Leveraging digital to grow market position

Introducing innovative products

Using technology to enhance customer experience

Entrench leadership in Singapore: income and earnings at new highs

Income SGD 5.95bn, +10%

Focusing on customers: POSB, the "People's Bank"

Greater convenience



For the community at large



Pop-up ATMs

For seniors

Retirement should not need \$millions.



SMS queue system:
Reduce waiting times

Largest network:
>2,500 touchpoints

Added 170 by partnering
Guardian, Sheng Siong



1st community debit card

For kids and families

Nurturing savers for generations.



Best Wealth Manager



Best Bank



Best Cash Management Bank

Geographic KPIs

Manage Hong Kong for performance and drive growth in China, Taiwan, India and Indonesia to achieve a more balanced geographic mix

Gaining recognition

for our capabilities

Growing presence in Asia

Facilitating

regional connectivity

Continue to expand the Hong Kong franchise: focus on domestic market & China-related flows

Income **SGD 1.90bn, +4%***

Net profit **+9%***



Best Overall Cross-border Cash Management Bank as voted by Small, Medium and Large Corporates



Best SME Bank
Best Wealth Management

Rebalance geographic mix of our business: build out our franchises with large corporates, SMEs, institutional investors, affluent individuals

Income **SGD 1.42bn, +14%**



Best Corporate Bank (Foreign)



Best Overall Domestic Cash Management Services as voted by Small, Medium and Large Corporates



Best Structured Trade Finance



Best Wealth Manager

38% of income derived outside Singapore

*Excludes property disposal gains

Regional Business KPIs

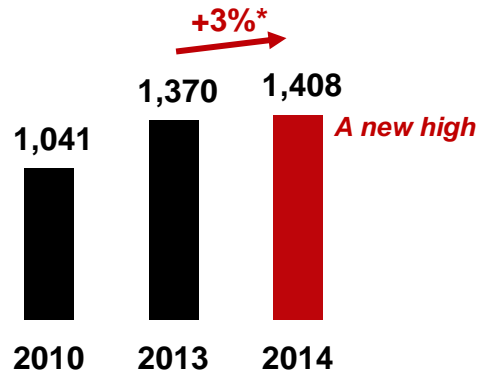
We seamlessly serve customers who are both a business owner and an affluent individual with the most suitable range of products for their personal and business needs

Providing access to capital

Access to better product offerings and timely advice

Build a leading SME banking business

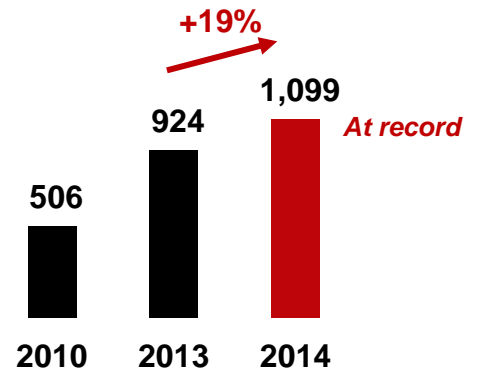
SME Banking Income (SGD m)



**+8% on comparable basis that excludes the impact of customer up-tiering*

Strengthen wealth proposition

Wealth Income (SGD m)



Entered into a regional life bancassurance partnership with Manulife



Singapore Loan House



Specialist Award: Best for SMEs, Asia-Pacific



Best Mobile Apps Strategy, Global
(2nd year running)



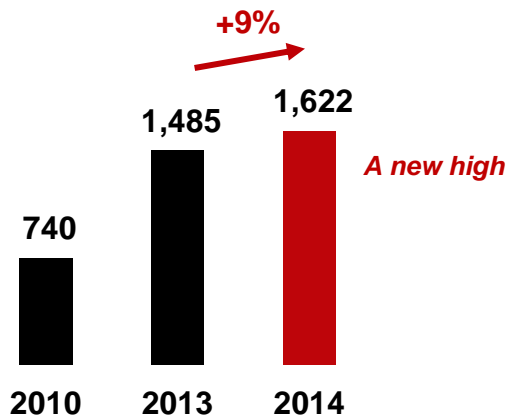
Most Innovative Business Model, Global
Outstanding Private Bank, Asia-Pacific

Regional Business KPIs

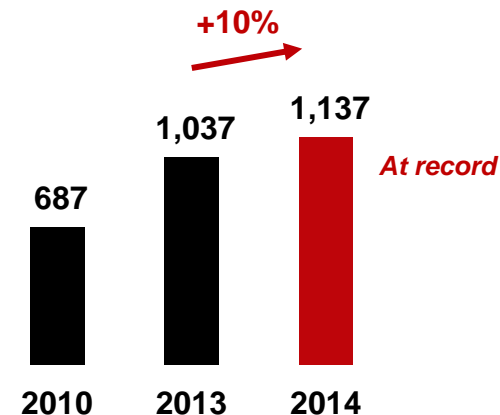
Building a sustainable annuity business to supplement our core lending business and to drive initiatives to add value to our customers

Build out transaction banking and treasury customer business

Transaction Banking Income* (SGD m)



Treasury Customer Income (SGD m)



Enabling cash flow optimisation

Helping customers

manage financial risks

Protecting and growing

customers' wealth



Best Transaction Bank for
 – Securities Services, Global
 – Supply Chain Finance, Global
 Best Transaction Bank, Asia-Pacific



Regional Derivatives
 House of the Year, Asia



Best Debt House, Asia
 Best REIT House, Asia

*Includes income from trade, cash management and security and fiduciary services

Society KPIs

We believe that banking has a far-reaching purpose and have embedded a strong sense of social consciousness in the way we do business

Giving back to customers and the community

Creating an impact beyond banking

Doing good in the normal course of business



Cultivating social enterprises



Connecting with the community



Deeply rooted in our DNA: sense of heritage, being a part of Singapore's growth

- **DBS Foundation** to support social entrepreneurship
- **DBS Singapore Gallery**
- **DBS Marina Regatta**, sponsorship of **SEA Games** dragon boating and sailing races
- **Customer initiatives:** National School Savings Campaign, Child Development Account



Committed to strong & effective governance

*“DBS has a **diverse board** that provides a **strong oversight role**, and engages and provides guidance to management on all facets of business... The **strong partnership** allows management to confidently execute against strategy, knowing that the Board stands behind them.”*

– Chairman Peter Seah



Best Managed Board

– Gold Award

Best Investor Relations

– Silver Award



Corporate Governance Award

Board of Diversity Award

Most Transparent Company

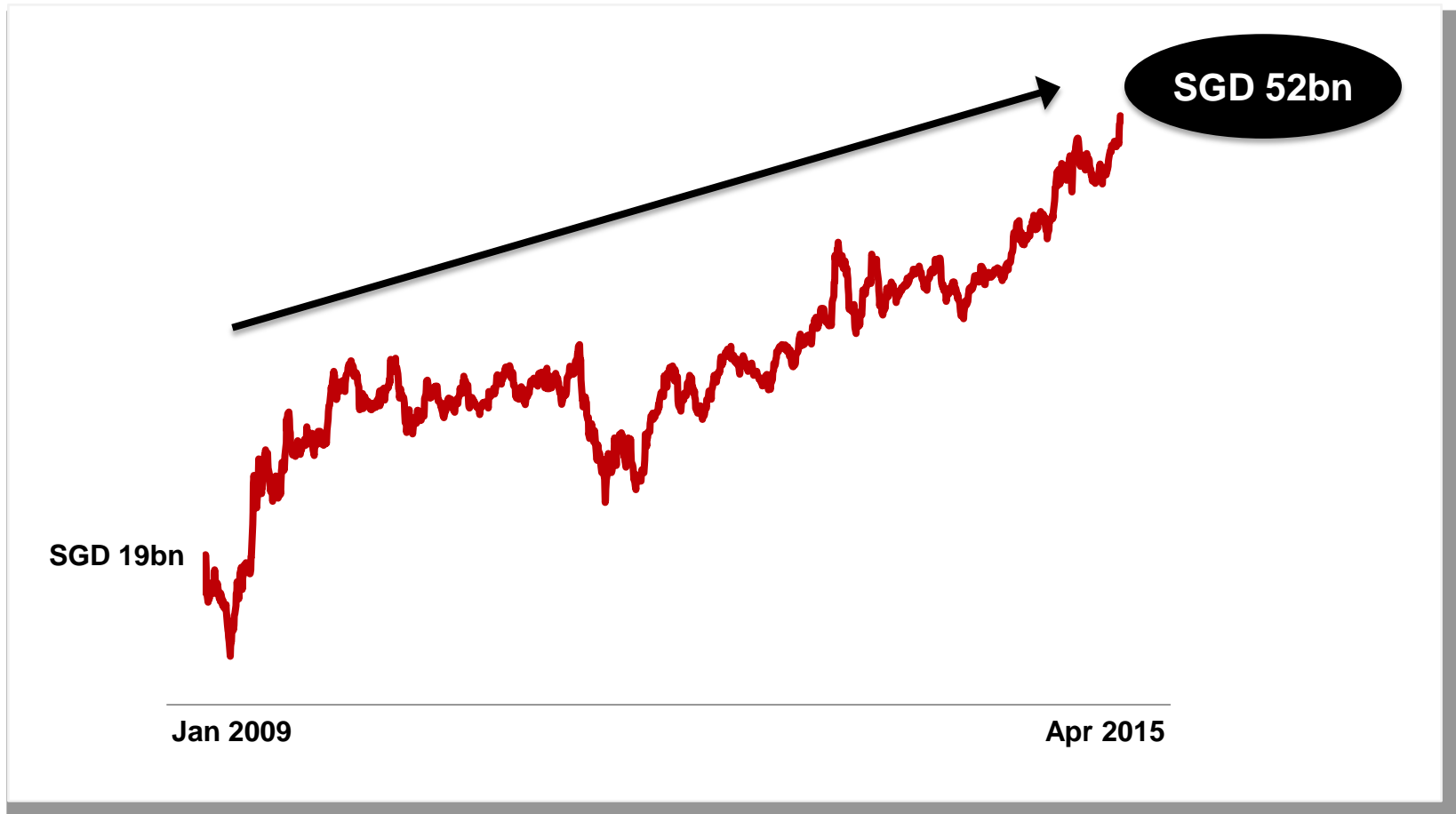
– Finance Category

Internal Audit Excellence

– Runner Up

Creating value for shareholders

Market capitalisation more than doubled since global financial crisis



Asia's best



Safest Bank in Asia
(2009-2014)



Best Bank
in Asia-Pacific



Best Wealth Manager
in Asia



Regional Derivatives
House of the Year
in Asia



Best Transaction Bank
in APAC



Most Valuable Banking Brand
in ASEAN
Most Valuable Brand
in Singapore

Making a mark globally



Best Transaction Bank
globally for

- Invoice Discount Management
- Trade Finance Services (DBS IDEAL 3.0)



Best Transaction Bank
globally for
Supply Chain Finance



Best Private Bank in Use of
Technology, Global
Most Innovative Business
Model, Global



Best Mobile Apps
Strategy, Global
(2nd year running)



Great Workplace
Award, Global
(3rd year running)



Top Companies for
Leaders, Global

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