

DBS Group Holdings

Piyush Gupta
Chief Executive Officer
June 3, 2015

DBS, a leading financial services group in Asia

- Largest bank in Southeast Asia
- Market leader in Singapore with over 4m customers
- Growing presence in 3 key Asian axes of growth – Greater China, Southeast Asia and South Asia
- 21,000 staff, over 40 nationalities
- Strong capital position
- “AA-” and “Aa1” ratings among the highest in Asia
- S\$441b assets, S\$51b market capitalisation^(a)
- “Safest Bank in Asia” for 6 consecutive years, 2009 – 2014 (Global Finance)

Over **280** branches across **Asia** ^(b)



(a) Assets as at FY2014, Market capitalization as at 27 May 2015

(b) As of 31 December 2014. Branches include sub-branches and centres. DBS also has branches and outlets in London, Los Angeles and Dubai. In addition, DBS Vickers has offices in Singapore, Hong Kong, Indonesia, Thailand, UK and US

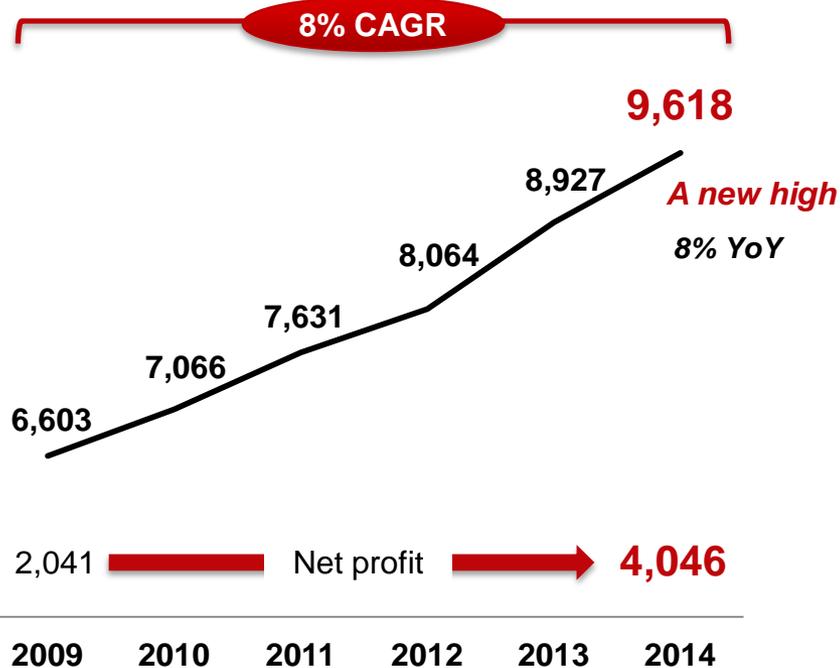
Asia-centric commercial bank, distinct from local lenders or global players

- Grow in key Asian markets: Singapore, Hong Kong, China, Taiwan, India, Indonesia
- Focus on large corporate banking
- Build out SME business on regional platform
- Build out regional Wealth business
- Bank mass market in Singapore (universal bank), get into consumer finance opportunistically in other countries
- Differentiate using Asian style of banking

Consistent performance in low interest rate environment

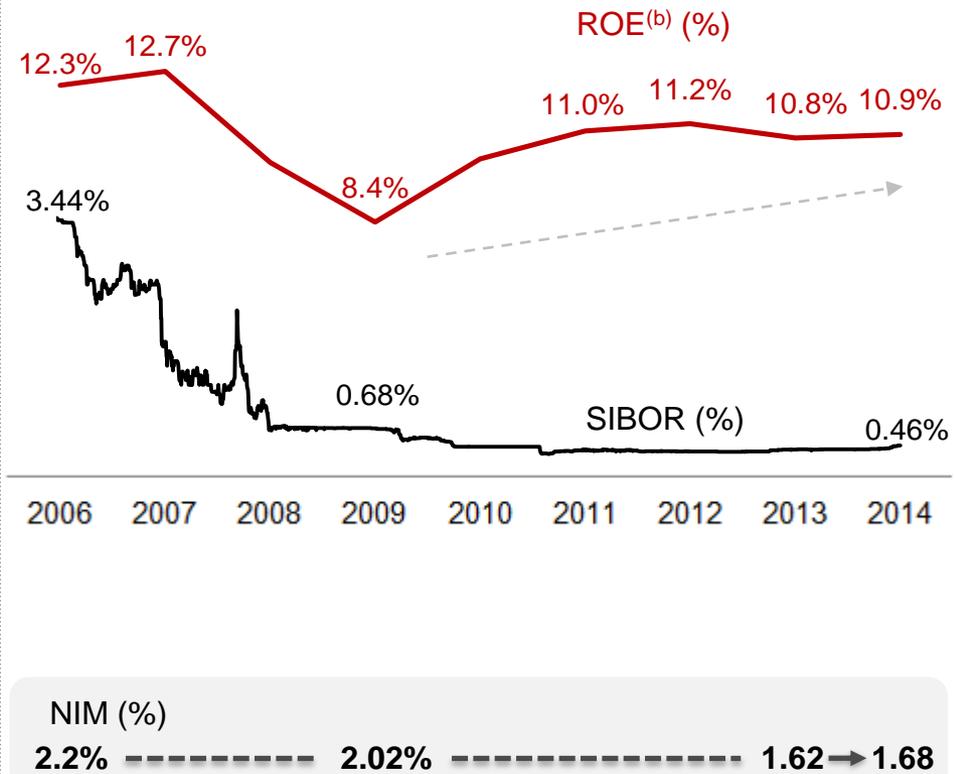
Strong earnings growth

Income (S\$m)



23 consecutive quarters of earnings growth^(a)

Structurally higher returns



(a) Including 1Q2015

(b) Exclude one-time items and goodwill charges

Better quality earnings

Improved income mix

<u>Income</u>	<u>2009</u>	<u>2014</u>
Transaction banking	11%	17%
Treasury customer sales	7%	12%
Wealth	7%	11%
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Trading	19%	11%
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Total Income	S\$6,603m	S\$9,618m

Executed geographic strategy

<u>Income</u>	<u>CAGR^(a)</u>	<u>% of Group</u>
Singapore	8%	62%
Hong Kong	7%	20%
China, India, Taiwan, Indonesia	13%	15%

(a) Income CAGR from 2009-2014

Strong financial and risk discipline

Focused on financial discipline

2014

24%

Staff cost/ income

45%

Cost/ income

11.9%

CET1 - final

S\$456k

Income/ staff

***While investing in technology infrastructure
and premises for growth***

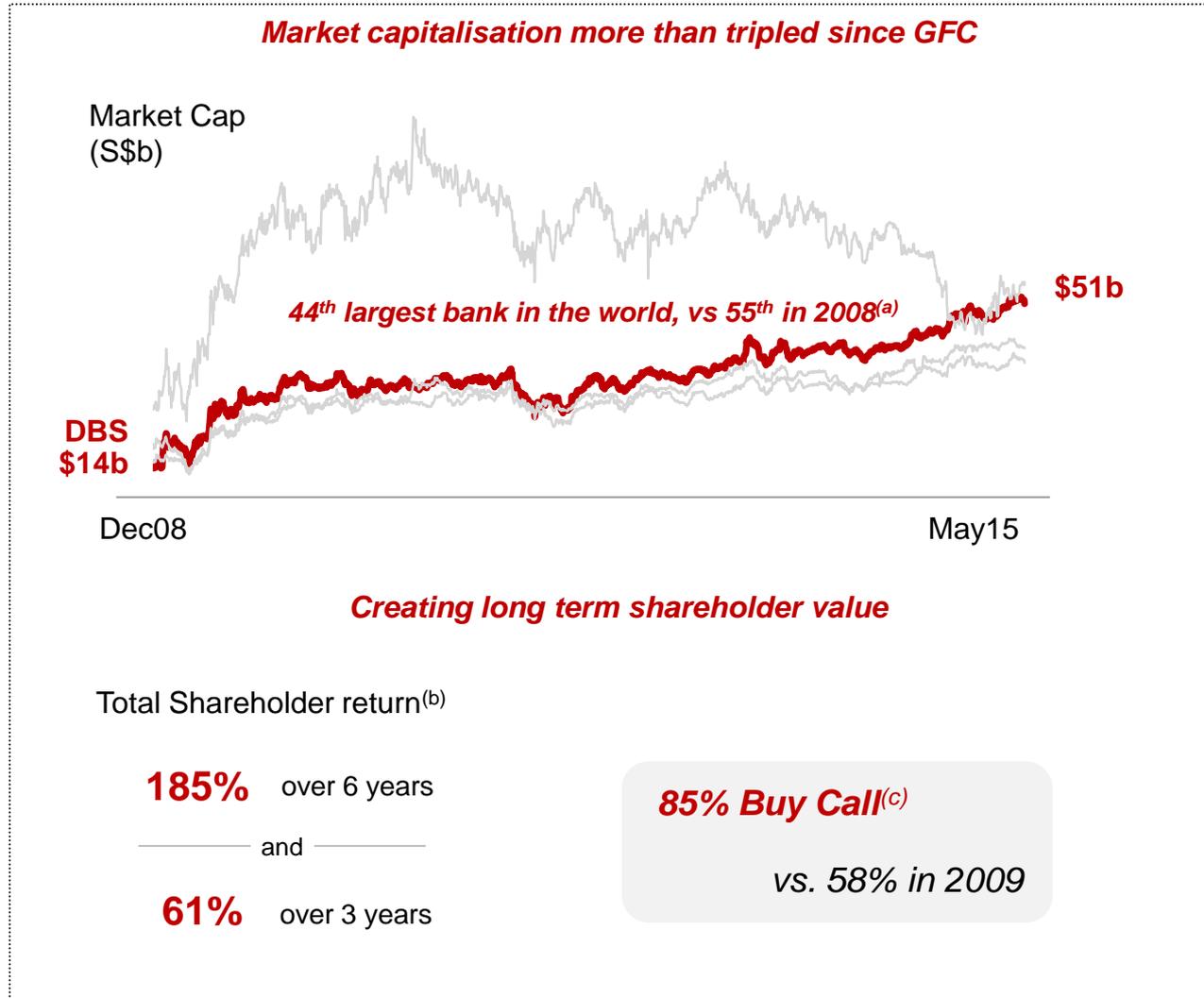
Stronger risk discipline

	<u>2009</u>	<u>2014</u>	
NPL ratio	2.9%	0.9%	Lowest ever
SP as % of loans	85bps	18bps	Improved
Allowance coverage	83%	163%	At record levels
General Provisions	\$1.7b	\$3.1b	Built up ample reserves

***Being prudent:
\$661m excess GP^(a) not included in capital***

(a) Excess GP: GP that does not count towards Tier 2 capital

Good shareholder outcomes



(a) Based on FT 500 rankings for the bank sector as of 31 Dec 2014 vs 30 Sep 2008

(b) Total shareholder returns from 31 Dec 2008 to 27 May 2015 (6-year) and from 30 Apr 2012 to 27 May 2015 (3-year)

(c) 27 May 2015

Proud to be Asia's Safest, Asia's Best

Asia's best



Best Bank in Asia Pacific



Safest Bank in Asia
(6th year running)



Outstanding Private Bank in Asia Pacific



Regional Derivatives House of the Year



Best Transaction Bank in Asia Pacific



Most Valuable Banking Brand in Singapore and ASEAN

Making a mark globally



Best Transaction Bank globally for

- Trade Finance (DBS IDEAL 3.0)
- Supply Chain Finance



Best Private Bank in Use of Technology
Most Innovative Business Model



Best Mobile Apps Strategy – 1st globally
(2nd year running)



Great Workplace Award, Global
(3rd year running)



Top Companies for Leaders, Global & Southeast Asia

Strong governance



Best Managed Board



Singapore Corporate Governance Award – Big Cap
(2nd year running)

Most Transparent Company Award – Finance
(3rd year running)

Sustainable growth with higher returns

- **Delivered 23 consecutive quarters of year-on-year earnings growth, underpinned by improved income mix, financial discipline and strong risk management**
 - **Growth engines are scalable and can drive business expansion with higher operating leverage**
- **Digital strategies expected to provide differentiated participation in large growth markets**
- **Improved structural returns masked by impact of low interest rates; interest rate normalisation will provide further lift to financial performance**
- **Better quality, sustainable financial performance will lower cost of equity imputed by market**
- **Higher ROE and lower cost of equity will boost share price valuations over time**