

Breaking new ground

DBS Group Holdings
4Q 2013 financial results
February 14, 2014

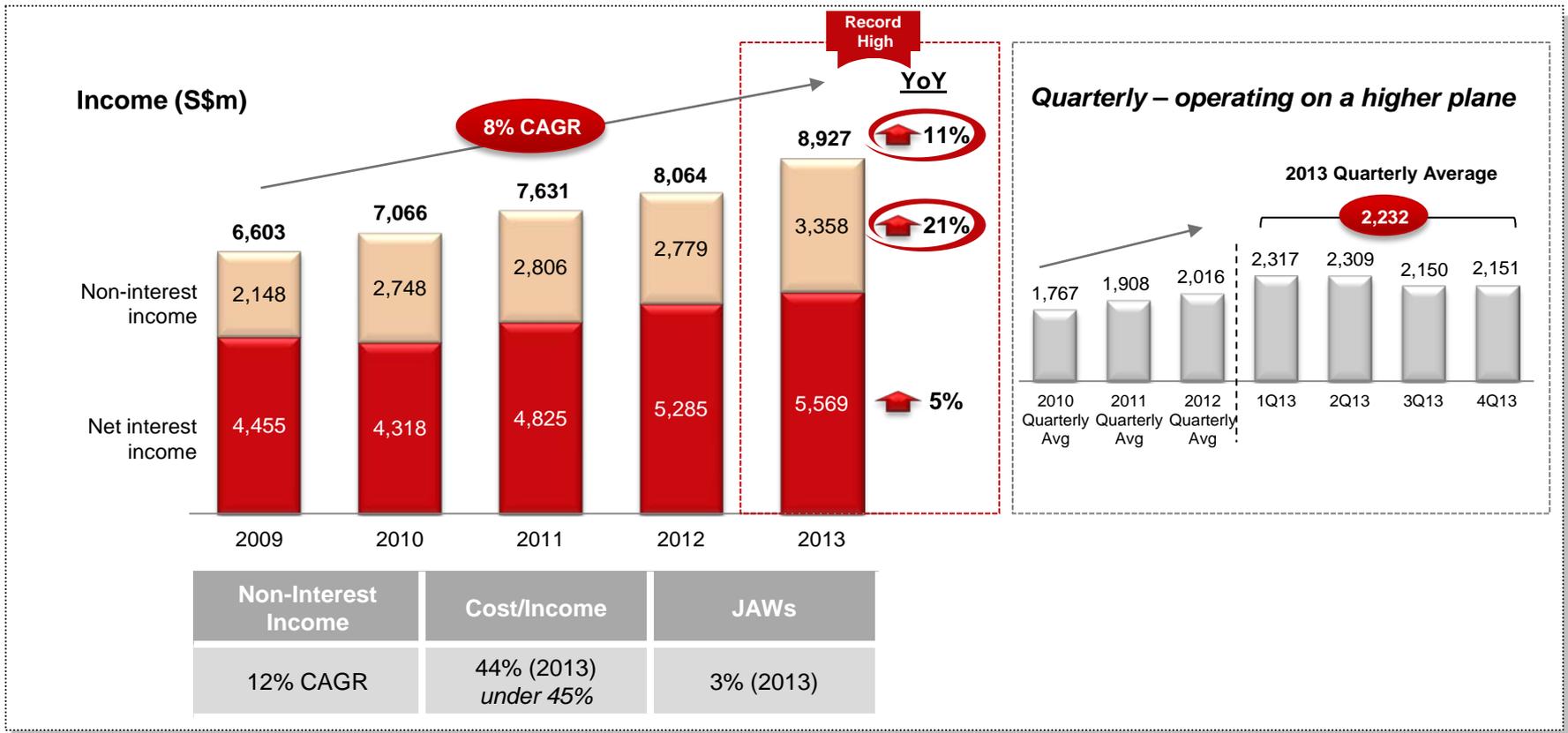
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- 1 Franchise update
- 2 Portfolio quality, funding
- 3 Investing in digital banking
- 4 Delivering value to our stakeholders

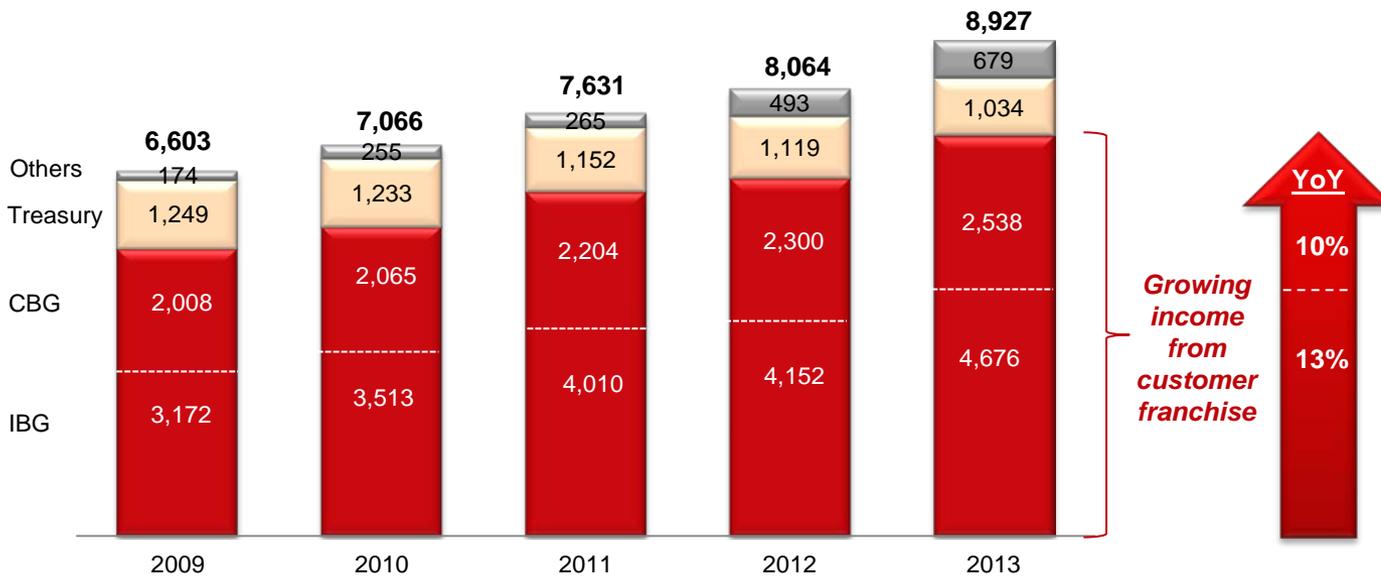
Solid, consistent performance

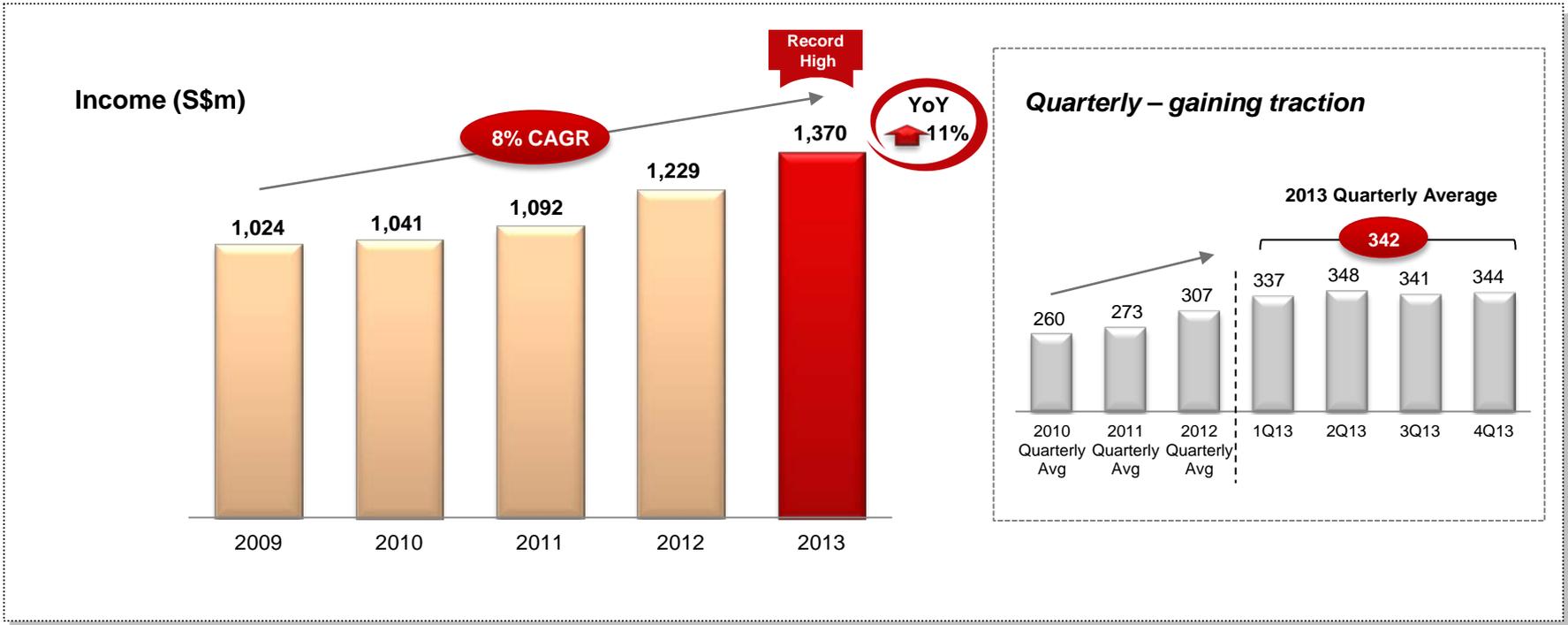
- **2013 income at a record of \$8.9bn**
 - Highest ever net interest income on the back of higher loan volumes
 - Record non-interest income with broad-based growth; fee income at record



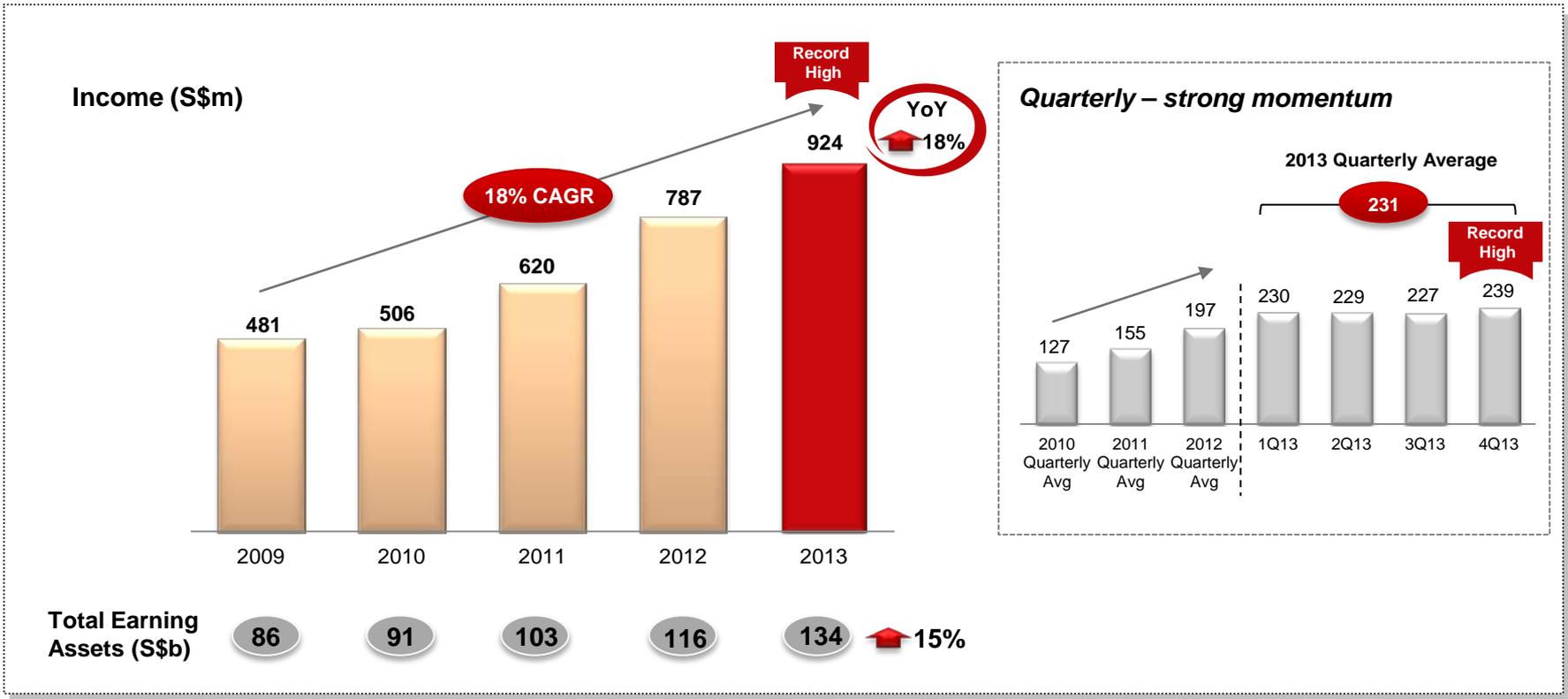
Sustained growth in customer franchise

Income (S\$m)





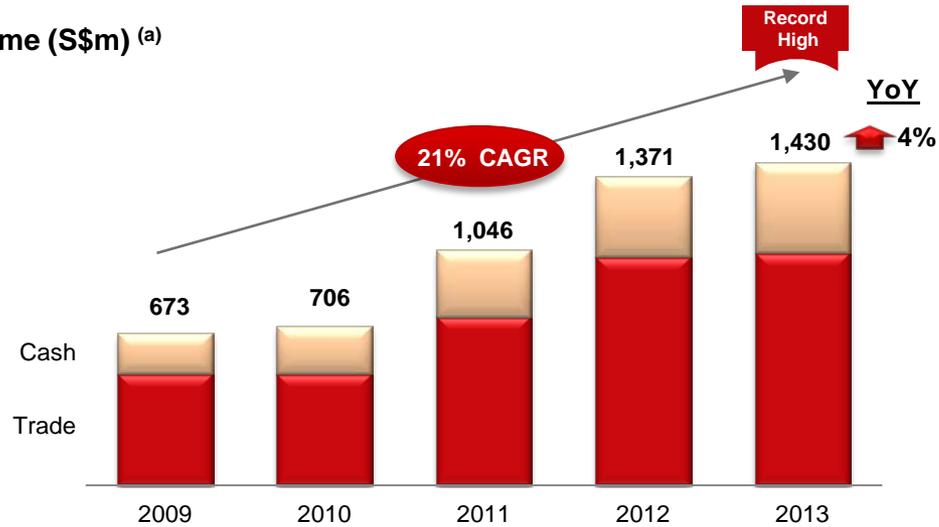
Income from large corporate banking also at record



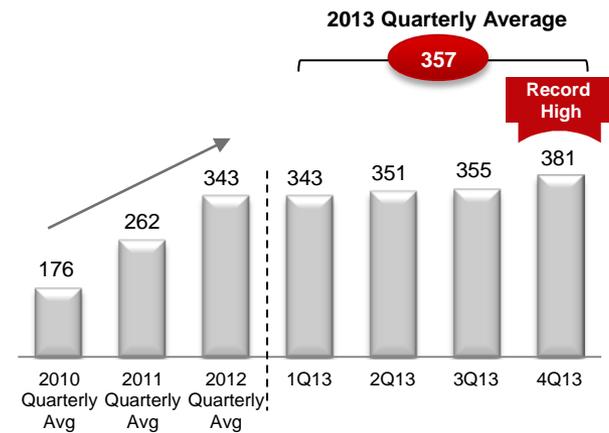
Consumer Banking income also at a new high since 2009, despite low interest rate environment

Global transaction services

Income (S\$m) ^(a)



Quarterly – continued growth



Loans (S\$b) ^(b) 13 20 45 52 63 ↑ 22%

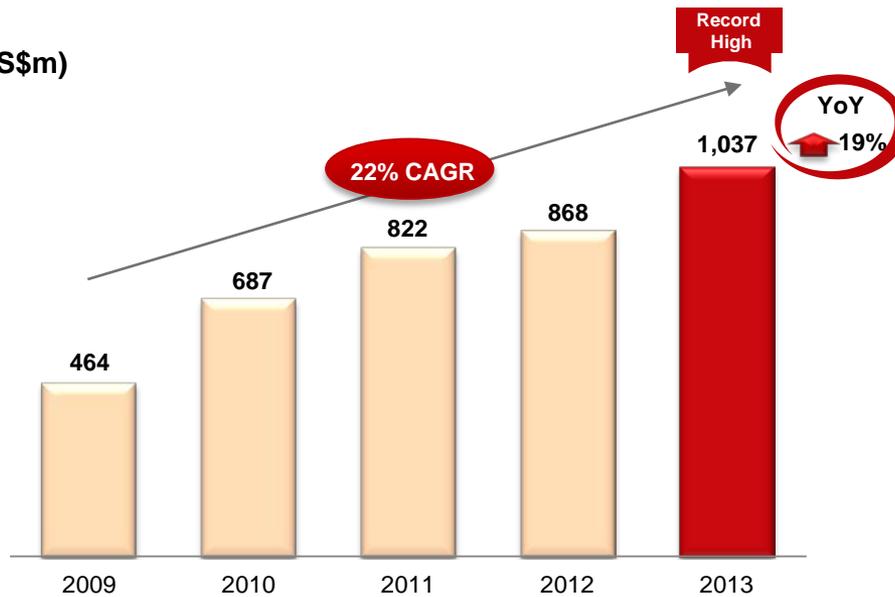
Deposits (S\$b) 53 65 81 95 119 ↑ 26%

(a) Excludes security and fiduciary services

(b) Includes bank exposures and loans of financial institutions

Treasury cross-sell customer income flows

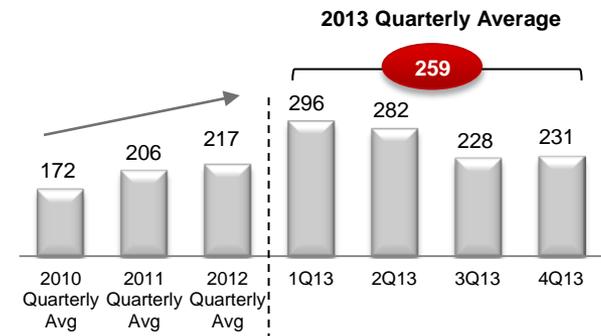
Income (S\$m)



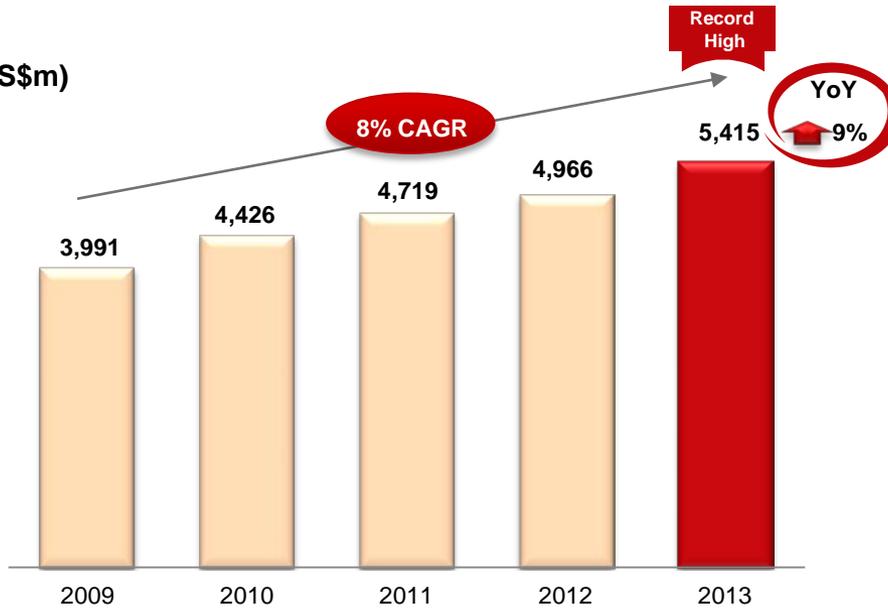
% of total Treasury income



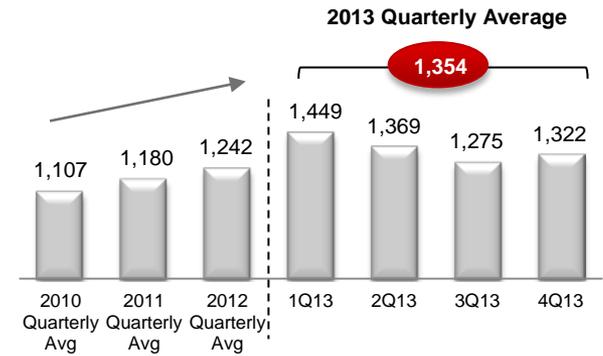
Quarterly – steady momentum



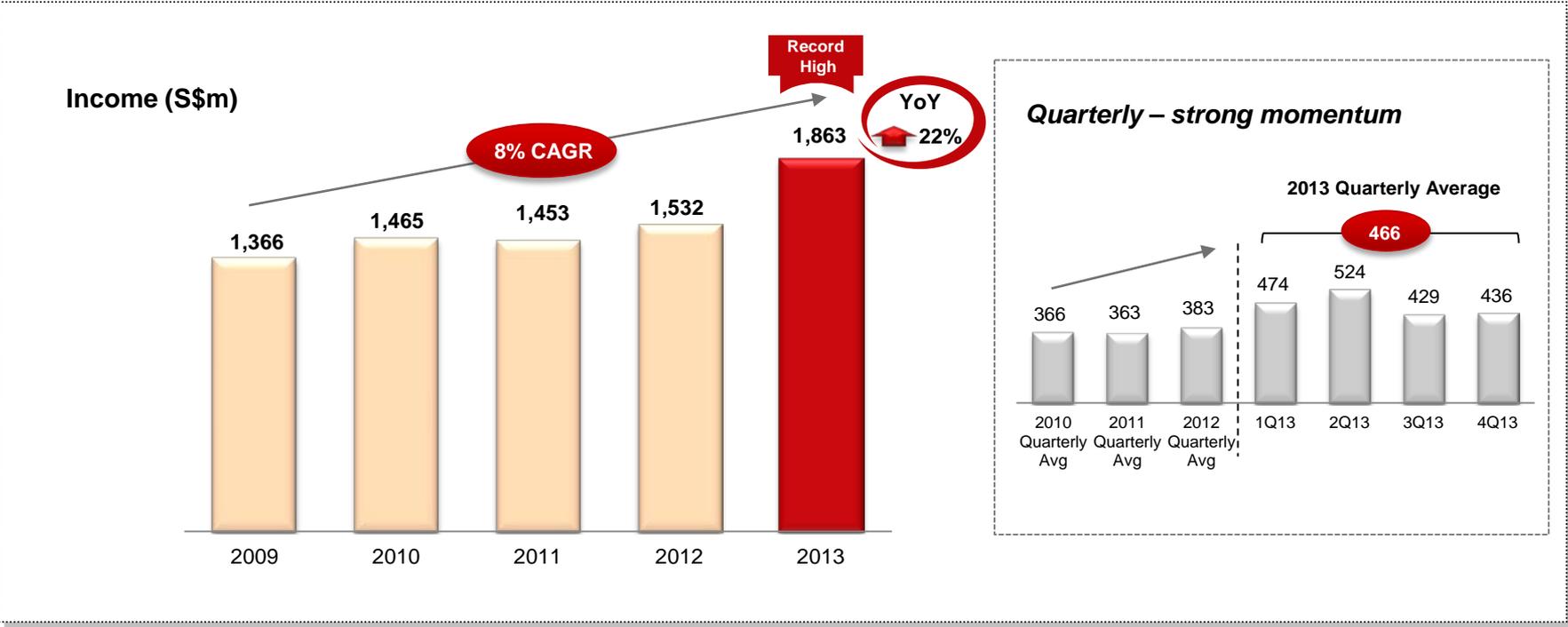
Income (S\$m)



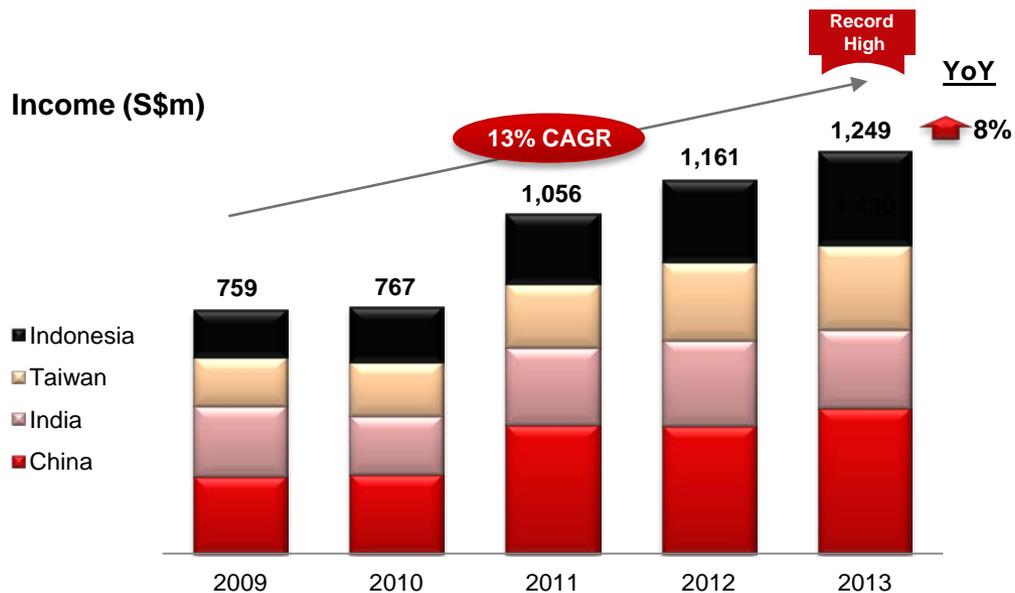
Quarterly – continued traction



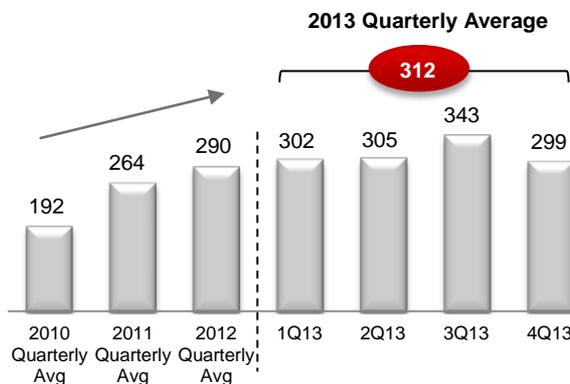
Double-digit growth for core Singapore franchise



Other geographies



Quarterly – regaining momentum



% of Group income

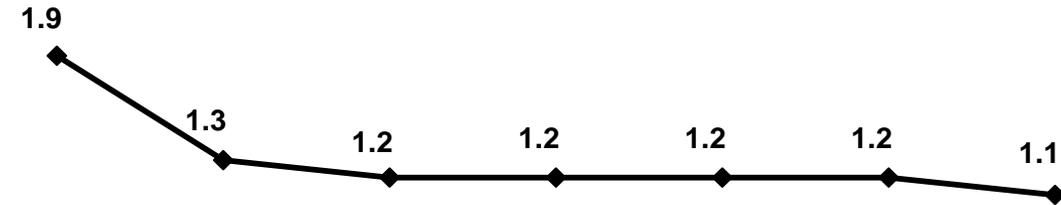
11%

14%

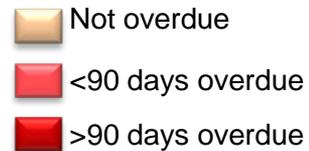
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Healthy asset quality

NPL ratio (%)



NPA (S\$m)



SP/loans (bp)

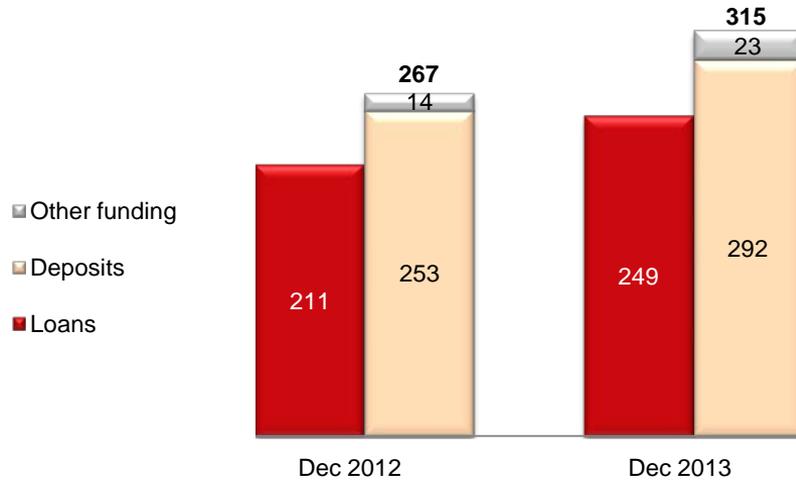


Cumulative general and specific allowances as % of:

NPA	100	126	142	142	141	136	135
Unsecured NPA	127	165	183	187	191	192	204

Liquidity and funding – built a strong funding engine

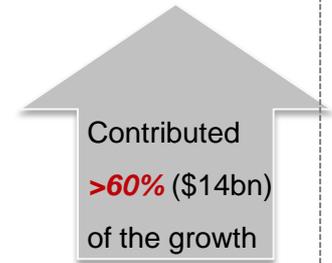
S\$bn



Diversified our funding sources

USD deposits grew \$22bn, of which:

- Institutional Investors
- Western MNCs



LDR (%)

Group	83%	85%
SGD	69%	75%
Non-SGD	101%	96%



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Made good progress in the digital space

Welcome to the
future of banking
I'm **New Asia**. How can I help you?



*Named world's
best for mobile
banking apps*

Mobile apps



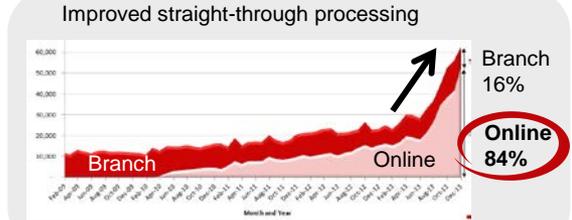
Home Connect™



eWealth



uGOiGO™



Consumer Bank cross-border transfers

Stepping up our game

Rapid emergence
of disruptive
technologies

Rise of digital
customers

Growing threat
from non-
traditional players

Changing customer
behaviour calls for
new engagement
models

***People need
banking,
not banks***

- Opportunity: leverage digital technologies to access large retail banking markets
- Integrating banking into customers' digital lifestyle
 - *Banking anytime, anywhere, on the go*
- Making the customer experience more interactive and intuitive

Powered by \$200m investment over 3 years

New digital banking organisation to spearhead the transformation

Investing in digital banking

1 Ideation

- Strategic collaborations with *A*Star* and *IBM Watson*
- Re-defining the customer experience



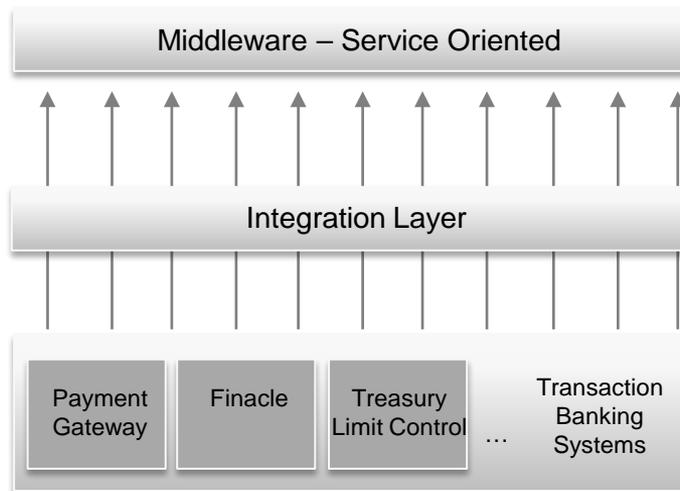
Ideation and innovation



*Wealth advisor,
intuitive and innovative*

2 Digitising the Bank

- Enabling the back-end
- Enhancing our technology systems to drive rapid and agile delivery of front-end apps



3 Digital Banking

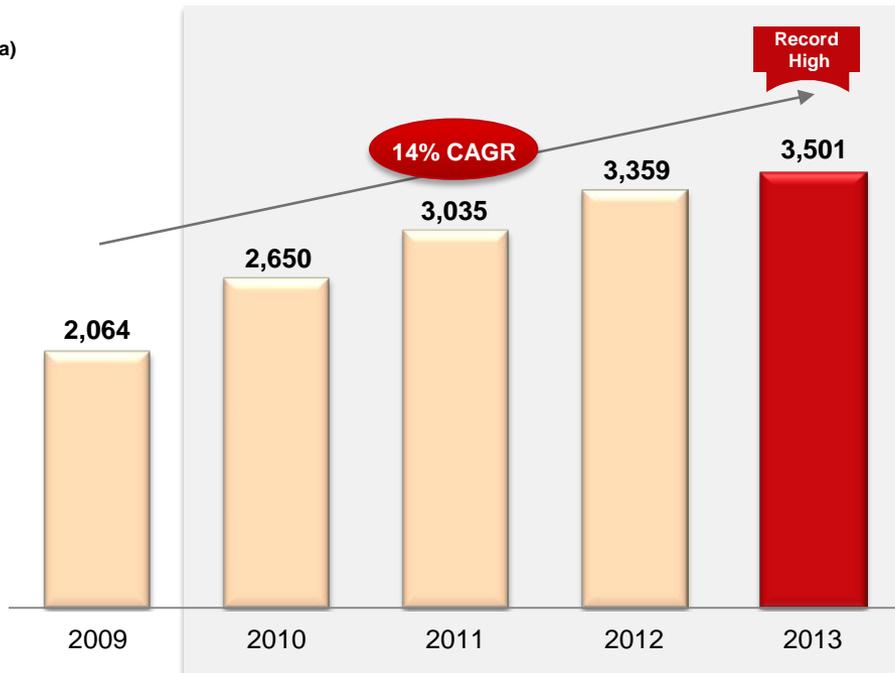
'Inside-out' approach
Harnessing existing organisation capabilities

'Outside-in' perspective
New thinking, new frontiers

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Dividend uplift

Net profit (a)
(S\$m)



Earnings per
Share (cts)

91

115

130

139

142

Record
High

- Propose higher final dividend pay-out

➤ 1H: 28 cents

➤ 2H: 30 cents in line with sustained earnings growth

(a) Exclude one-time items and goodwill charges

DBS FOUNDATION

From shareholder value to *shared value*



- To support community programs and innovative social initiatives in Singapore and across Asia



- To build a more inclusive society by nurturing the social entrepreneurship sector



- To provide relief and support to communities in need

- Record earnings despite market volatility attest to franchise resilience
- Double-digit income growth fuelled by a broad array of businesses
- Strategy sound; embracing the digital era
- Outlook positive. Portfolio healthy, liquidity / capital strong, pipelines robust