# Partnering for Asia's Transition

## Making Greater IMPACT

SUSTAINABILITY REPORT 2024

DBS

Live more,
Bank less

# Contents

# Introduction

## About us

DBS is a leading financial services group in Asia with a presence in 19 markets. Headquartered and listed in Singapore, DBS is in three key Asian axes of growth: Greater China, Southeast Asia and South Asia. The bank's "AA-" and "Aa1" credit ratings are among the highest in the world.

Recognised for its global leadership, DBS has been named "World's Best Bank" by Global Finance, "World's Best Bank" by Euromoney and "Global Bank of the Year" by The Banker. The bank is at the forefront of leveraging digital technology to shape the future of banking, having been named "World's Best Digital Bank" by Euromoney and the world's "Most Innovative in Digital Banking" by The Banker. In addition, DBS has been accorded the "Safest Bank in Asia" award by Global Finance for 16 consecutive years from 2009 to 2024. As a leader in financing solutions that tackle environmental challenges and drive sustainability efforts worldwide, DBS has been awarded the "World's Best Bank for Sustainable Finance" by Global Finance for the first time and retained the title "Best Bank for Sustainable Finance in Asia-Pacific" for the second consecutive year.

## About this report

This Sustainability Report is approved by the Board and prepared in accordance with or with reference to the following regulations, standards and guidelines:

- Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A and 711B on Sustainability Report, and Practice Note 7.6 Sustainability Reporting Guide (updated January 2025)
- The Task Force on Climate-related Financial Disclosures (TCFD) recommendations[1] by the Financial Stability Board (updated October 2021)
- The Global Reporting Initiative (GRI) Standards 2021
- The Financial Institutions Climate-related Disclosure Document under the Monetary Authority of Singapore (MAS)-convened Green Finance Industry Taskforce (published May 2021)
- The Guidelines for Climate Target Setting for Banks by the UN Environment Programme – Finance Initiative (issued April 2021)
- The Guidelines on Responsible Financing issued in October 2015 by the Association of Banks in Singapore (revised June 2018)
- The Sustainability Accounting Standards Board (SASB) standards based on the three SICS industries within the Financials sector most aligned with our mix of businesses: Commercial Banks (FN-CB), Consumer Finance (FN-CF) and Mortgage Finance (FN-MF)

These frameworks were selected based on their relevance to DBS as a financial institution and wide adoption by listed companies. This supports the disclosure of comparable and decision useful information to our stakeholders.

This report covers the sustainability-related principles, initiatives and performance of our operations across our core markets for the financial year 1 January to 31 December 2024, unless otherwise stated in the sections of this report where relevant.

Our sustainability reporting processes are subjected to internal review, with selected indicators also subjected to external assurance as detailed on pages 119 to 120.

The report is to be read in conjunction with the Annual Report 2024 and other sustainability-related disclosures on our website.

## Feedback

We welcome feedback on this report and any aspect of our sustainability performance. Please address all feedback to DBS Group Sustainability at sustainability@dbs.com.

(1) We have given consideration to the disclosure requirements of the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB). We will progressively enhance our sustainability and climate-related disclosures aligned with IFRS Sustainability Disclosures Standards, as mandated by SGX RegCo.

# CEO message

**"As an Asia-centric bank, we have an important role to play in supporting the balancing of social, economic and environmental priorities in the region, providing the essential financing required to drive sustainable development."**

**Piyush Gupta**
**Chief Executive Officer, DBS Group Holdings**

2024 was a year of profound shifts and transformations. It highlighted the importance of resilience, the ability to innovate and adapt, and having a purpose that provides long-term guidance in a fast-changing world.

We witnessed significant developments in technology and geopolitics. Rapid advancements and growing integration of artificial intelligence into multiple aspects of life accelerated at an unprecedented speed, promising material changes to the way we work, recharge or interact with each other. More than 70 countries, home to more than half the world's population, held national elections in 2024. We saw many new leaders being elected in countries such as Indonesia, Pakistan, the United Kingdom and the United States. Some of the critical drivers causing these political shifts, such as sustained cost of living challenges and geopolitical tensions, also impacted the sustainability contexts across our core markets and globally.

On the climate front, 2024 was confirmed by many groups including NASA and the European Copernicus Climate Change Service to be the warmest year on record globally, and likely the first calendar year that the average global temperature exceeded 1.5°C above pre-industrial levels. While natural variations such as the El Niño-Southern Oscillation (ENSO) influence short-term patterns, longer term trends are clear. According to the World Meteorological Organisation, the past ten years were the ten warmest years on record.

Tragically, we again witnessed many extreme weather events this year, negatively impacting people and the economy. According to Munich Re, natural disasters caused total losses of USD 320 billion in 2024, of which only USD 140 billion was insured. Last year's total and insured losses were materially higher than inflation-adjusted averages over the past 30 years.

Encouragingly, we also witnessed continuing strong efforts to transition our global economies to a net zero future. According to the International Energy Agency, last years' global investments in clean energy were around double the amount going into fossil fuels. Ten years ago, fossil fuel investments were about 20% larger than clean energy investments.

Sustainability has become polarised in some jurisdictions, most notably in the United States, causing setbacks in certain areas. However, there is continued support for climate action globally, and especially from many Asian policymakers, regulators and private sector entities. Singapore has consistently supported a comprehensive climate agenda. For instance, its Government committed up to USD 500 million in concessional funding to support the Financing Asia's Transition Partnership (FAST-P), a blended finance initiative that will support Asia's decarbonisation and climate resilience. China hit its 2030 wind and solar targets six years ahead of time, while also accelerating nuclear power deployment, creating the world's largest carbon market and increasing the country's forest coverage from 10% in 1949 to 25% in 2024. India, benefitting from strong efforts in recent years, is expected to surpass a clean energy share of 50% in the country's total power generation in 2025. India also continues to make strides in other areas such as the electrification of mobility and battery storage.

## Partnering for Asia's transition

As an Asia-centric bank, we have an important role to play in supporting the balancing of social, economic and environmental priorities in the region, providing the essential financing required to drive sustainable development. Combating climate change in Asia while ensuring a just and inclusive transition that improves the living standards of its growing population, is a formidable challenge. This requires a nuanced approach which takes into consideration the region's unique and diverse social and developmental contexts. While there have been some setbacks in global climate commitments, DBS remains committed to supporting climate action for a low-carbon and climate-resilient economy.

Importantly, we recognise that we cannot achieve our ambition and commitments alone. Our ability to support the just transition to net zero depends on changes in the real economy, from policy and regulatory developments to the adoption of new technologies that transform current modes of production, all underpinned by support from the community-at-large. As such, in addition to providing innovative financing solutions for our clients, we also engage and partner with key ecosystem players, in Asia and globally, to foster collective action and collaboration across value chains and national borders. We continued doing this via our three sustainability pillars: (1) Responsible Banking that seeks to empower our clients to become more sustainable and to promote greater access to essential financial services, (2) Responsible Business Practices that focuses on how we conduct ourselves as an organisation and (3) Impact Beyond Banking that aims to uplift the lives and livelihoods of those in need, as well as to spark employee volunteerism.

**In our Responsible Banking pillar**, we further expanded our client engagement with large corporate customers to support their transition to lower carbon business models. Importantly, we recognise that achieving net zero in our markets requires not only growing the green economy, such as renewable energy, but also greening the entire economy. For DBS, this means to strategically channel finance to high-emitting activities, either to accelerate their shut down, or if possible, to accelerate their transition to low-carbon alternatives. Hence, we materially enhanced our approach and governance related to transition finance, and refined the list of eligible activities we will support.

We believe financial innovation and new sources of capital will be critical to accelerate the just transition in Asia. Hence, we supported a wider ecosystem approach to this via various advocacy efforts. For instance, DBS has been co-leading the transition finance working group of the Singapore Sustainable Finance Association, which aims to position Singapore as a regional transition finance hub. DBS has also co-led a working group in the MAS-convened Transition Credits Coalition (TRACTION), which aims to support the early and managed phaseout of thermal coal power plants across the region by catalysing the generation of a new finance instrument, high integrity transition credits.

Our sustainable financing commitments (for loans and trade finance), net of repayments, stood at around SGD 89 billion as of December 2024, up from SGD 70 billion in the previous year. We also facilitated SGD 38 billion of sustainable bond issuances in 2024. The efforts to help our clients in their decarbonisation journeys were recognised, and DBS is honoured to be named "World's Best Bank for Sustainable Finance" by Global Finance for the first time.

In addition to our focus on large corporates, we doubled down on our efforts to help SMEs in their sustainability efforts. We leveraged the work of past years including several strategic partnerships with industry leaders in markets like India and Hong Kong, and translated these into financing solutions for our SME customers. Additionally, we established the ESG Ready Programme, a new initiative in Singapore which provides our customers with a holistic ecosystem of support, connecting them with solution providers and guiding them to integrate sustainability into business strategies. Overall, we almost doubled our sustainable finance volumes to Mid-Cap and SME customers last year.

Complementing all these efforts on client engagement, we also further strengthened our ESG risk management capabilities and governance. We launched a new accredited training programme to equip relationship managers and credit risk managers with the skills to integrate ESG principles into client strategy and financial risk assessments. We started to leverage Gen AI for data analytics and ESG risk management processes. To ensure robust governance to oversee the execution of our climate strategy and embed our net zero commitment into our business, we set up the Group Climate Council.

In our Consumer Banking Group, we continued empowering customers to make more conscious choices and to encourage more sustainable lifestyles. Since 2021, more than 2.2 million customers engaged on LiveBetter, our one-stop digital portal that offers insights on sustainability and connects customers with solutions that support financial planning, wealth democratisation, as well as environmental and social impact. Our customers also invested over SGD 42 million in sustainable funds and ETFs via Invest Better and contributed more than SGD 2.7 million via Give Better to environmental and social causes.

We also continued providing inclusive financial services to underserved communities. For instance, we disbursed more than SGD 1 billion in loans to low-income individuals in Indonesia as well as SGD 3.4 billion in loans through Priority Sector Lending in India. Furthermore, we provided 4,000 unsecured loans totalling SGD 500 million to micro and small businesses in Singapore.

**In our Responsible Business Practices pillar**, we remained committed to providing a working environment where employees feel purposeful, connected, cared for, valued and invested in. While there has been debate on the topic of Diversity, Equity and Inclusion (DEI), especially in the United States, our belief remains unchanged. A diverse and inclusive workforce supports the creation of long-term value for our stakeholders, as part of our holistic strategy to attract top talent, build high performing teams and deliver exceptional work. Our approach has always been based on promoting equal opportunity across all our people programmes and practices. All this allowed us to accomplish a record 91% employee engagement score in the My Voice survey, demonstrating the effectiveness of our employee value proposition, and fostering a highly engaged workforce. This result is 17 percentage points above the APAC Financial Services Industry benchmark and six percentage points above the APAC Best Employers benchmark.

We also further refined the decarbonisation strategy related to our own operations and established interim decarbonisation targets.

Furthermore, we continued to strengthen tech resilience, while also investing in our tech capabilities such as Gen AI. With the increasing prevalence of Gen AI, we have further enhanced our AI governance through the expanded Responsible Data Use Framework and a Responsible AI playbook for Gen AI, as well as collaborative initiatives with regulators and industry partners.

**In our Impact Beyond Banking pillar**, building on a decade of creating impact through the DBS Foundation, we focused on implementing a new strategy and governance, as well as forging new strategic partnerships to deliver on the upsized commitment to allocate up to SGD 1 billion over the next ten years to uplift vulnerable communities in Asia. In 2024, we already committed SGD 98.1 million in funding to support multi-year programmes focussed on two key themes, providing essential needs and fostering inclusion, while additionally granting SGD 4.5 million to Businesses for Impact.

We also continued to nurture a culture of giving back. Our employees dedicated over 270,000 volunteer hours to community initiatives. In 2024, our employee volunteerism programme was honoured with the Overall Winner award at the 9th Shorty Impact Award.

Finally, we continued our commitment to enhancing community wellbeing by easing cost of living pressures of lower-income households in Singapore and supporting heartland businesses. In 2024, more than SGD 14 million was subsidised through the DBS Hawker Meals initiative and the POSB Support Our Heartlands programme.

## A strong sense of purpose guides our vision and long-term strategy

Being purpose-driven is part of our DNA. Building on our rich heritage, founded as the Development Bank for Singapore, we have always believed in the importance of being a force for good in the communities we serve, by enriching lives, transforming businesses and driving sustainable outcomes.

We translated this into our vision to become the Best Bank for a Better World. Based on the conviction that we can do well by doing good, we have embraced sustainability as a driver of future growth, building on our strong foundation as an Asian-centric and digital bank.

Today's world is complex and changing ever more rapidly. The challenges we face are formidable. Notwithstanding this, I am encouraged by DBS employees, as well as our clients and partners, exemplifying resilience and the ability to adapt and innovate, fostering collective action. Building on this, I am confident that we can jointly support Asia's transition to a net zero future, assuring that people can live healthier and more fulfilled lives, for generations to come.

**Piyush Gupta**
Chief Executive Officer
DBS Group Holdings

# Highlights

## 01 Responsible Banking

**Enhanced**
### Transition Finance Framework
including a refined list of eligible activities and strengthened governance to accelerate the just transition in Asia

**Committed**
### SGD 89 billion
in sustainable financing, net of repayments, as of December 2024. DBS also facilitated **SGD 38 billion** in sustainable bond issuances as an active bookrunner in 2024

**Supported**
### Mid-Caps and SMEs on their sustainability journeys
through strategic ecosystem partnerships across markets and new initiatives, such as the ESG Ready Programme in Singapore, almost doubling sustainable finance volumes

**Engaged**
### > 2.2 million customers
through LiveBetter platform, our one-stop digital platform for sustainable lifestyle and financial solutions, since November 2021

**Disbursed**
### > SGD 1 billion in loans
to low-income individuals in Indonesia, as part of our efforts to democratise banking services in Asia

### ~ 4,000 unsecured loans
totalling SGD 500 million to MSMEs in Singapore to support their working capital needs

### ~ SGD 3.4 billion in loans
through Priority Sector Lending, supporting economic and social development in India

## 02 Responsible Business Practices

**Achieved**
### 91% employee engagement score
in My Voice survey, 17 percentage points above the APAC Financial Services Industry benchmark

**Engaged**
### > 33,000 employees
through Live Fulfilled Carnival to cultivate a growth mindset and advance their careers

**Equipped**
### > 22,000 employees
with foundational sustainability knowledge, including climate-related topics, and conducted full-day trainings for more than 200 senior country management leaders

**Enhanced**
### Operational decarbonisation roadmap
to drive greater energy efficiency measures across our leased and owned assets

**Launched**
### Inaugural regenerative festival
engaging employees, including procurement managers, and suppliers to inspire new ways of sourcing and consuming

**Enhanced**
### AI governance
through expanded Responsible Data Use Framework and the creation of a Responsible AI playbook for Gen AI

## 03 Impact Beyond Banking

**Committed**
### > SGD 100 million
comprising SGD 98.1 million in funding to support multi-year programmes focused on two key themes, providing essential needs and fostering inclusion, while additionally granting SGD 4.5 million to Businesses for Impact

**Launched**
### DBS Foundation Impact Beyond series
bringing together actors from the public, private and social sectors to tackle Asia's ageing challenge

The IMPACT BEYOND

**Subsidised**
### > SGD 14 million
worth of everyday purchases for our customers through DBS Hawker Meals and POSB Support Our Heartlands programmes

**Delivered**
### > 270,000 volunteering hours
driving employee engagement to embed the culture of giving

## Summary of performance against our climate targets

### Emission reduction targets

| | |
|---|---|
| Power | On track |
| Oil & Gas | On track |
| Automotive | On track |
| Aviation | On track |
| Steel | Not on track |
| Real Estate | On track |
| Shipping | Not on track |

### Data coverage targets

| | |
|---|---|
| Food & Agribusiness | On track |
| Chemicals | On track |

We continue to see good progress, with five out of seven sectors on track against the reference scenarios set. However, we also recognise many challenges such as the availability of commercially viable decarbonisation technologies, and dependencies such as an enabling policy and regulatory environment for decarbonisation efforts. This is specifically true in sectors such as Steel and Shipping, where we are not yet on track against the reference scenarios. Addressing these challenges and dependencies will often need broader ecosystem partnerships across the public and private sectors. We remain committed to working with our clients and fostering partnerships to enable a just and inclusive transition to net zero.

# Approach

## Our sustainability strategy

Guided by our vision to be the "Best Bank for a Better World", DBS seeks to create long-term value for stakeholders in a sustainable way. We do this by using our resources to build competitive advantages that unlock new business opportunities for sustainable value creation.

Our Vision
**Best Bank for a Better World**

Environmental and social factors are woven into the fabric of our business across three pillars to create sustainable outcomes for our stakeholders.

**01 Responsible Banking**

We are partnering with our clients to support Asia's just transition to a low-carbon economy, integrating sustainability into financing solutions and investment opportunities, and democratising banking services to meet customers' specific needs.

**02 Responsible Business Practices**

We believe in doing the right thing by our people, building a great culture and embedding environmental and societal factors in our business operations.

**03 Impact Beyond Banking**

We create impact beyond banking by uplifting the lives and livelihoods of vulnerable communities through the DBS Foundation, the DBS People of Purpose employee volunteer movement and philanthropic initiatives.

We see sustainability as an active value driver that offers new opportunities, builds resilience against environmental and social risks and strengthens trust with our stakeholders. Across the three pillars of our sustainability strategy, we have set metrics and targets and developed initiatives to drive sustainable outcomes. We report on our approach and performance against our material ESG factors in the following chapters of this report.


## Supporting sustainable development

In line with our sustainability strategy, we are committed to drive progress towards achieving the Sustainable Development Goals (SDGs). All 17 interrelated goals represent an ambitious sustainability agenda by 2030. We have chosen to focus on the following six SDGs, which we believe we can make the most meaningful contributions to, taking into account the markets in which we operate.

***Read more about how we are contributing to the SDGs in the chapters that follow.***

## Governance of sustainability

Effective governance and board oversight is crucial to ensure resilience and drive long-term value creation. At DBS, the Board is collectively responsible for the long-term success of the bank and has ultimate responsibility of our sustainability strategy and reporting. It provides constructive challenge and strategic advice to management. The Board Sustainability Committee (BSC) supports DBS' vision to be the "Best Bank for a Better World", which underpins our efforts in empowering our own businesses as well as our clients in their transition towards a more sustainable future. This supports a healthy planet and a just society, while also strengthening risk management and unlocking new business opportunities for long-term value creation. In discharging its responsibilities, the BSC evaluates trade-offs and seeks to balance the interests of various stakeholders, such as regulators, investors, employees, sustainability analysts, NGOs and activists.

### Board and Board Committees

In 2022, the Board established our Board Sustainability Committee (BSC) to provide greater governance and oversight on our sustainability agenda, including our net zero commitment, which is a strategic priority for the bank.

The BSC is chaired by DBS Group CEO Piyush Gupta. Its members come from different business backgrounds and bring together complimentary skills and experience. The BSC members who are also DBS Board members, include Chng Kai Fong, Judy Lee, Tham Sai Choy and David Ho. In addition to DBS Board members, the BSC also comprises a non-director member and sustainability expert, Dr. Ben Caldecott, the founding Director of the Oxford Sustainable Finance Group at the University of Oxford Smith School of Enterprise and the Environment.

***Read more about the profiles of our Board of Directors in our Annual Report 2024.***

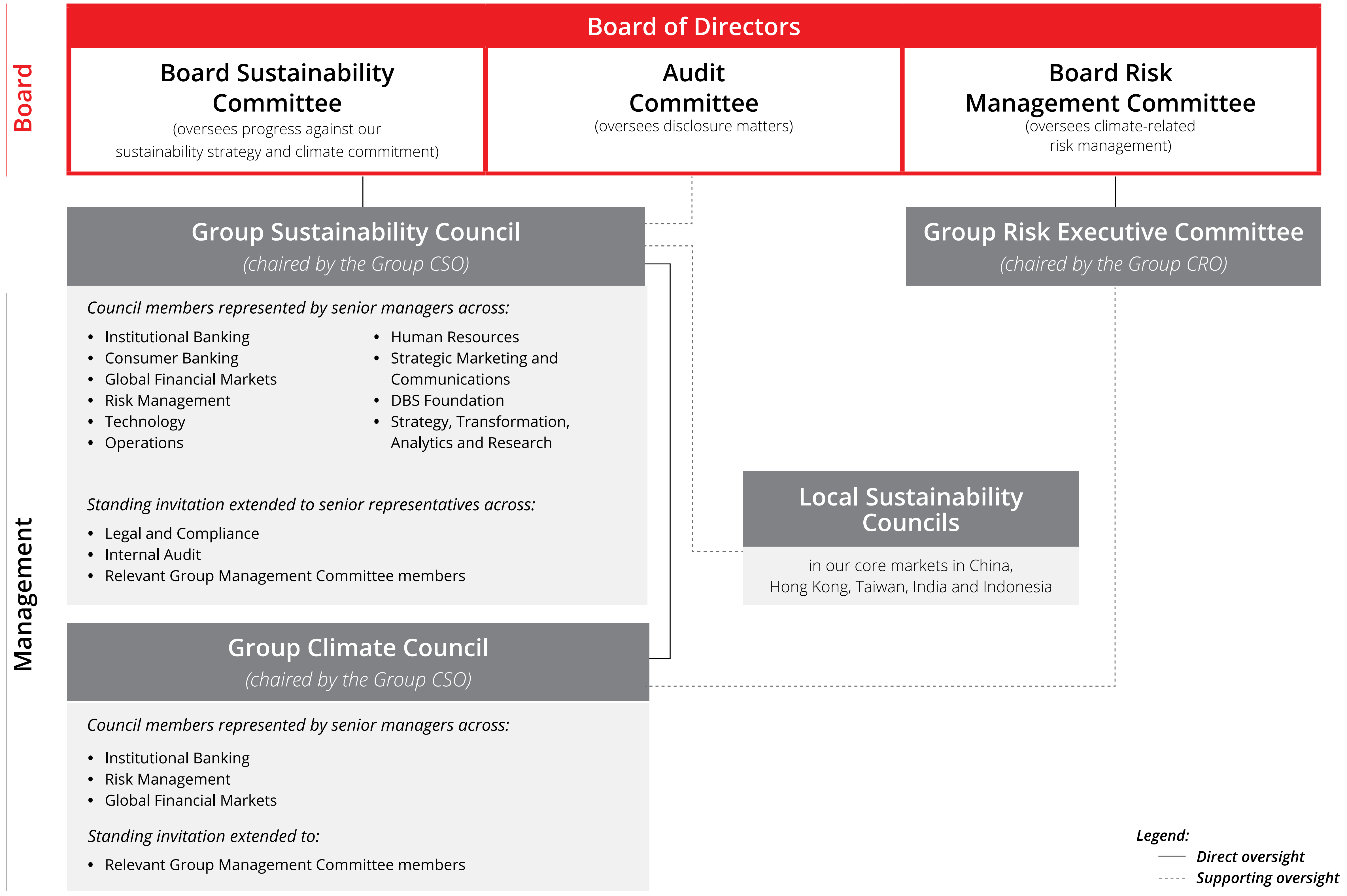
In 2024, the BSC met quarterly and discussed several topics related to sustainability, including, but not limited to:

- Material global themes relevant to DBS and our sustainability strategy and sustainability-related developments within DBS. Selected topics included global momentum in sustainability, global energy outlook, developments related to the Net Zero Banking Alliance and greenwashing related allegations and litigations globally and in Asia.
- Client engagement strategies and initiatives that included among others, sustainability account planning processes, transition planning and new sustainability initiatives for Small Medium Enterprises to accelerate growth in green and sustainable assets.
- ESG risk assessment and management strategies and initiatives, covering for instance climate physical and transition risks.
- DBS' approach to disclosures, including adherence to new sustainability and climate-related reporting standards and frameworks across our core markets.

The Board receives regular updates on key sustainability matters arising from these quarterly BSC meetings.

At DBS, we take an integrated approach to governance of sustainability and climate-related risks and opportunities. The Audit Committee (AC) and the Board Risk Management Committee (BRMC) also have oversight responsibilities for sustainability-related activities. In 2024, the AC received regular updates on sustainability-related disclosure requirements, while the BRMC discussed and reviewed climate considerations as part of the wider risk management processes.

## Sustainability governance structure in DBS




### Board statement on sustainability

"The Board has overall responsibility for the consideration of sustainability issues in the formulation of DBS' strategy. In 2024, the Board continued to provide oversight on DBS' sustainability agenda, including the determining, monitoring and managing of material ESG factors, guided by the objective to create long-term value by managing our business in a balanced and responsible way. During the year, the Board Sustainability Committee (BSC) also oversaw the enhancement of DBS' approach to transition financing and the work to align future climate-related disclosures with International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards."

**DBS Group Board of Directors**

## Executive management

At the management level, the Group Sustainability Council (GSC) oversees the execution of sustainability initiatives across the bank. The GSC is chaired by the Group CSO and comprises of senior managers from various business and support units. In 2024, the GSC met quarterly.

Given the increasing regulatory and legal relevance of sustainability matters, Internal Audit and Legal and Compliance attend GSC meetings as observers. This supports a more comprehensive approach to risk management and regulatory compliance, and deeper ethical considerations as we navigate a dynamic and complex sustainability landscape.

The GSC – through the Chief Sustainability Officer – coordinates and collaborates sustainability efforts with the five Local Sustainability Councils (LSCs) established in our core markets outside of Singapore (China, Hong Kong, Taiwan, India and Indonesia). In addition to the GSC, the LSCs serve as executive forums for discussions and operational decision-making on sustainability matters.

In 2024, Group Climate Council (GCC), a new sub-committee to GSC was institutionalised. GCC took over the Project Net Zero Steering Committee, which was project-based and intended to be transitional to operationalise our climate agenda, including net zero commitments, risk management and reporting. Its members comprise representatives from key units, who possess the requisite knowledge and capabilities to set strategic direction for our climate-related initiatives. The GCC's primary responsibility is to institutionalise an effective and efficient forum on all climate-related matters including our net zero commitment and transition our attributable emissions from our lending, investment and capital markets portfolios to align with pathways to net zero by 2050.

Beyond our governance structure, our ESG Risk teams across Portfolio Analytics and ESG Credit, which are part of the Risk Management Group, continue to provide leadership and expertise to further strengthen our climate and ESG risk management capabilities. To strengthen the governance processes and guidance, in 2024 we:

- Operationalised the **Environmental and Social Incident Management Guide** to ensure timely and appropriate response to any reports of environmental and social incidents.
- Enhanced the **New Product Approval (NPA)** process for group-wide sustainability-labelled products and services. More than 50 operational risk managers and product managers were trained with a clear focus on greenwashing risks. We are currently enhancing governance and processes for sustainability-related products for other business units, such as Global Financial Markets (GFM).

***Read more about "Our 2024 priorities", "Corporate governance" and "Remuneration report" in the Annual Report.***

## Embedding sustainability into performance management and remuneration

We use a balanced scorecard approach to measure how successful we are in serving our key stakeholders and executing our long-term strategy. Sustainability and climate-related targets are incorporated into our Group scorecard and cascaded across the relevant units' scorecards, which are used to evaluate performance. Progress made against these targets is then used to determine the compensation for both our management and relevant executing teams, which in turn drives the overall management of sustainability performance across the bank.


Management targets cover key sustainability and climate-related themes such as:

- Governance, processes and reporting systems
- Climate and our net zero commitments, progress under Project Net Zero
- Financial inclusion, financial literacy and digital inclusion
- Sustainable living products and services
- Regenerative technology and spaces
- Talent and people, including talent retention, diversity and inclusion and employee engagement
- Impact beyond banking through DBS Foundation

***Read more about "Our 2024 priorities", "Corporate governance" and "Remuneration report" in the Annual Report.***

## Elevating sustainability knowledge and skills

Sustainability is a dynamic field and the sustainability context within which we operate is constantly evolving. The Board receives regular briefings on sustainability matters, including from external sustainability experts. In addition, we ensure that our Board and Board committees stay informed about key developments and possess the knowledge and skills to advise on a wide spectrum of sustainability and climate-related risks and opportunities. Training on sustainability matters is provided for all new Board members. DBS is committed to fostering a sustainability-focused culture and equipping our employees with the necessary skills to meet evolving industry standards and client needs.

To further embed sustainability into every aspect of our business and build the capacity of our people, in 2024, we continued to build on our Sustainability Learning Campus where we identified key sustainability learning priorities, considering different target audiences within the bank:

| | |
|---|---|
| **Board and Board Committees** | DBS Board, along with Boards in key locations, such as Indonesia and Hong Kong, received training on key sustainability themes and their impact on DBS. The training covered themes including the global momentum on climate commitments from Governments, regulators, the private sector, the financial sector and in clean energy deployment globally and in Asia. |
| **Senior Management** | To enhance senior management's understanding of the business imperatives stemming from sustainability risks and opportunities, and to support the integration of sustainability-related risks and opportunities into strategic decision making, we conducted trainings for the Management Committees across all core markets.<br><br>These interactive sessions covered key environmental and social themes, their systemic interconnections, and the commercial case for DBS. They also included case studies showcasing sustainability best practices and challenging dilemmas, emphasising real world problem-solving. |
| **All Staff** | To enhance employee understanding of sustainability's relevance to the bank, we launched a suite of sustainability-related training modules. The "Sustainability at DBS" e-learning module, for example, covers various sustainability concepts, communicating DBS' sustainability commitments and progress and explains how all employees can contribute. This training is mandatory for all staff.<br><br>We also engaged staff through sustainability-focused events. One successful example was Future Forward Week, which highlighted the impact of sustainability on various roles within the bank. |
| **Targeted Functions** | In 2024, we implemented several key role-based technical training initiatives.<br><br>All Private Bank Relationship Managers (RMs) and Investment Counsellors (IC) are completing training on key sustainability finance competencies, aligned with the IBF Sustainable Finance Job Transformation Map. This programme, comprising four IBF STS-accredited modules, forms part of their learning roadmap and continuous professional development.<br><br>Furthermore, we will be progressively rolling out the IBF-certified CARE GREEN Plus programme to all IBG RMs and Client Relationship Managers (CRMs) in 2025. This programme equips them with the skills to assess client sustainability-related risks, understand DBS' sustainability policies and processes, integrate sustainability-related considerations into financial analysis and client strategies, and effectively summarise sustainability-related risks and mitigation for credit applications.<br><br>To strengthen our commitment to transparency and responsible sustainability practices, we developed and rolled out an in-house e-learning module, "Identifying and Mitigating Greenwashing Risks", to all relevant teams, including product marketing, Legal and Compliance.<br><br>Finally, the Climate Activation Workshop, launched in 2023, has successfully trained 2,064 IBG RMs and CRMs. This programme enables them to integrate climate considerations into daily operations, identify client decarbonisation opportunities, effectively manage climate-related risks, and cultivate continuous learning in sustainable finance. These comprehensive training programmes demonstrate our ongoing commitment to building a sustainable future. |

### Singapore Management University (SMU) Sustainable Finance Executive Development Programme

We extend our sustainability capacity-building efforts beyond internal staff training and actively foster sustainability knowledge in the wider communities. This includes our sponsorship of the Singapore Management University (SMU) Sustainable Finance Executive Development Programme, which is a four-day course designed to equip participants with expertise in key areas such as Green Financing, Transition Financing, Biodiversity Financing and Blended Financing.

# Stakeholder engagement

We have ongoing dialogues and closely collaborate with our key stakeholders, which helps us to continuously refine our business strategy and strengthens our ability to create long-term value. We define our key stakeholders as those who are most impacted by our business activities, as well as those with the greatest ability to influence them. They include our investors, customers, employees, society, as well as regulators and policy makers. We proactively engage with these key stakeholders through a variety of channels to both understand and respond to their concerns and interests. The outcomes of stakeholder engagement inform our understanding of the sustainability-related factors that are material to our business, which helps to define our strategic priorities and guide the development and implementation of our initiatives.

| | **Investors**<br>We provide timely and detailed disclosures to enable investors to make informed investment decisions with DBS. We also seek their perspectives on our financial performance and strategy, including sustainability matters. | **Customers**<br>We interact with customers to better understand their requirements so that we can provide the right financial solutions for them. | **Employees**<br>We communicate with our employees via multiple channels to ensure that our employees feel purposeful, feel connected, feel invested in, feel valued and feel cared for. | **Society**<br>We engage the community to better understand the role we can play to address societal needs and gaps. | **Regulators and policy makers**<br>We strive to be a good corporate citizen and advocate by providing input to and supporting the implementation of relevant/ applicable local and global laws, regulations, guidelines, and public policies. Additionally, we seek to be a strong representative voice for Asia and Asian financial services at local and global industry forums. |
|---|---|---|---|---|---|
| **How did we engage?** | • Quarterly result briefings.<br>• One-on-one and group meetings with over 550 investors, conducted either online or in-person, including conferences. | • Multiple service channels, including digital banking, call centres and branches.<br>• Regular engagements via relationship managers and subject matter specialists, where applicable.<br>• Active interaction and prompt follow-up to queries/ feedback received via social media platforms.<br>• Regular satisfaction surveys and customer immersions.<br>• Participation in conferences, masterclasses, and events, bringing together partners and industry leaders for networking as well as knowledge and solutions sharing.<br>• Participation in programmes to enable clients to kickstart their journeys in sustainability and digitalisation. Such programmes provide a holistic, structured path that guides clients towards becoming more sustainable and digitalised.<br>• Partnerships with trade associations and Government agencies (e.g., EnterpriseSG, IMDA, SkillsFuture) to engage companies on sustainability, upskilling, and digitalisation.<br>• Making available free-to-use tools to allow clients to self-assess their sustainability maturity levels. | • "Tell Piyush" – an online forum where over 423 employee questions and feedback items were conveyed to the CEO.<br>• "DBS Open" – quarterly group-wide townhall hosted by the CEO.<br>• Regular department townhalls and events held by senior management.<br>• Annual "My Voice" Employee Engagement survey and quarterly Employee Experience surveys.<br>• "Employee Experience Council" – drive iconic employee journeys to enhance employee experience.<br>• "My Voice" Champions – more than 400 employees engage fellow employees to gather and follow up on feedback. | • Regular events and conversations with Businesses for Impact, community partners, social service agencies and Government, to understand the social landscape and how DBS can partner to create impact.<br>• Strong partnerships with academia to jointly tackle real-world sustainability challenges.<br>• Community engagement within the public housing estates (heartlands) and our neighbours through POSB and our community efforts. | • Regular engagement sessions with regulators, Governments/ Government bodies and public agencies in one-on-one or group meetings.<br>• Sharing insights and expertise with, and providing feedback to, regulators, Government/ Government bodies, and public agencies as an industry leader, including actively participating in regulator or Government-led working groups, committees or forums.<br>• Actively participating in local, regional, and international industry forums on financial regulation.<br>• Actively responding to, or providing feedback on Consultation Papers, draft regulations or guidelines, or policy statements or papers. |
| **What are the key topics raised and feedback received?** | • Impact on business outlook and credit quality from declining interest rates, geopolitical uncertainty, slowing economic growth and pressures from the commercial real estate sector.<br>• Prospect for higher dividends given high Common Equity Tier 1 (CET-1) level and Return on Equity (ROE).<br>• Sustainability-related commitments and our progress towards targets. Specifically, climate change, corporate governance, technology resilience, AI and data governance, and other social issues such as human capital management and rising inequality are highlighted as priorities to manage. | • Customers increasingly demand stronger fraud protection, including proactive measures and preventing unauthorised access.<br>• Customers now expect consistently stable digital services. They value simple, comprehensive digital solutions alongside empathetic, personalised support, especially during problem resolution.<br>• Many SME customers are still grappling with working capital requirements as they adjust to post-pandemic realities and deal with rising inflation.<br>• There is growing interest amongst corporate and SME customers in incorporating sustainability into their business strategy. Many are focusing on strengthening internal capabilities, fostering collaboration and forging new partnerships.<br>• Cost, time, and resource limitations remain the biggest hurdles for SMEs to implement sustainable practices.<br>• Upskilling was also announced in 2024 as being the Singapore Government's focus moving forward. | • Questions and feedback raised via "Tell Piyush" covered topics such as corporate strategy, culture, technology and workplace management, employee compensation, benefits and welfare as well as customer experience.<br>• Through the annual employee engagement survey and quarterly employee experience survey, the key areas of concern raised by employees are around collaboration, workload and well-being. | • There is a continuous need to support vulnerable communities in navigating life's challenges, strengthening their social and financial resilience by meeting essential daily needs and fostering inclusion.<br>• SMEs and social enterprises (SEs) face persistent challenges in securing catalytic capital and partnerships are essential for scaling their businesses and deepening their impact. | • Ensuring business resilience and continuing to provide innovative financial services to maintain stability of the financial system.<br>• Key regulatory and reporting topics being discussed and introduced in the banking industry include:<br>  • Technology and cybersecurity<br>  • Money laundering and terrorism financing<br>  • Artificial intelligence applications<br>  • Climate change<br>  • Fraud prevention<br>• New regulatory and legal requirements, as well as new global or market standards in new growth areas such as fintech/ tech platforms, carbon markets, sustainable financing, green taxonomies, and climate and nature-related reporting and disclosures. |

| | **Investors**<br>We provide timely and detailed disclosures to enable investors to make informed investment decisions with DBS. We also seek their perspectives on our financial performance and strategy, including sustainability matters. | **Customers**<br>We interact with customers to better understand their requirements so that we can provide the right financial solutions for them. | **Employees**<br>We communicate with our employees via multiple channels to ensure that our employees feel purposeful, feel connected, feel invested in, feel valued and feel cared for. | **Society**<br>We engage the community to better understand the role we can play to address societal needs and gaps. | **Regulators and policy makers**<br>We strive to be a good corporate citizen and advocate by providing input to and supporting the implementation of relevant/ applicable local and global laws, regulations, guidelines, and public policies. Additionally, we seek to be a strong representative voice for Asia and Asian financial services at local and global industry forums. |
|---|---|---|---|---|---|
| **How did we respond?** | • We provided detailed disclosures and commentary on business outlooks, financial performance and credit quality.<br>• We reiterated our policy to pay sustainable dividends that grow progressively with earnings. We also established a new share buyback programme, which is the latest in a series of capital management initiatives including a doubling of the ordinary dividend over the past five years, occasional special dividends, and a bonus issue that effectively raised dividends.<br>• We responded to investor queries through various engagements – both online and in-person meetings – and highlighted our sustainability strategy centred around our three-pillars: Responsible Banking, Responsible Business Practices, and Impact Beyond Banking. We also provided details on how we are operationalising our net zero commitment, including how we engage with customers on their decarbonisation strategies.<br><br>***Read more in the "CFO statement" in our Annual Report.*** | • To improve service reliability, we established a comprehensive roadmap that will strengthen technology resiliency and recovery. We reinforced our Respectful, Easy to Deal With, Dependable (RED) service standards by developing an extensive empathy training programme to enhance our ability to solve the root causes of negative experiences. We continue to adopt a customer-obsessed culture to improve banking journeys.<br>• We also developed new anti-malware security measures, including access restrictions to online banking apps when potential security risks are detected and a suite of self-managed security controls to empower customers to proactively safeguard themselves. Other proactive efforts to combat fraud included sharing and implementing best practices across markets, constantly refining fraud prevention parameters in our systems, and swiftly removing phishing sites.<br>• We made concerted efforts to review branch journeys and strengthen governance, resulting in reduced wait times and an enhanced branch experience with elevated human-centric service. Additionally, we introduced RED Huddles and Empathy Training for frontliners across markets, upskilling teams and fostering a culture focused on delivering exceptional customer experiences.<br>• We approved over 4,000 unsecured loans totalling SGD 500 million to micro and small businesses and launched a simplified application process for working capital up to SGD 50,000 with no documents under our DBS Quick Finance proposition.<br>• We adopted a holistic approach to supporting SMEs across workforce transformation, digitalisation, sustainability and social impact.<br><br>***Read more about "Technology resilience" on page 86, "Responsible financing" on page 15, "Sustainable living" on page 53, and "Financial inclusion" on page 57.*** | • Piyush personally addressed all questions and comments raised via "Tell Piyush". Employees were also engaged regularly through quarterly pulse surveys to identify areas of concerns and/ or pain points. Where applicable, all issues and suggestions raised, and insights received, were directed to relevant departments and COO offices for follow-up.<br>• We remain committed in delivering our holistic employee value proposition to empower our employees to Live Fulfilled: Be the Best, Be the Change and Be the Difference.<br>• Through the Employee Experience Council, we drive integrated and iconic employee experiences for employees to feel connected, cared for, valued and invested in when working at DBS. This is achieved through our culture, ways of working, flexible work arrangements, opportunities for growth and development, and a strong focus on overall employee wellbeing.<br><br>***Read more about "Enhancing employee engagement and culture" on page 62.*** | • In August 2023, we announced a commitment to give back up to SGD 1 billion and contribute 1.5 million volunteering hours over the next 10 years, starting in 2024. This commitment aims to improve lives and livelihoods of the low-income and underprivileged, and foster a more inclusive society.<br>• In 2024, we began deploying funds from the upsized commitment, supporting 16 new multi-year community programmes and 22 Businesses for Impact, with a focus on meeting essential needs and fostering inclusion.<br><br>***Read more about "DBS foundation" on page 99 and "Employee volunteerism" on page 104.*** | • We are committed to building and maintaining systemic resilience. In 2024, we actively participated in industry collaborations, such as the Association of Banks in Singapore (ABS) - Standing Committee on Cyber Security (SCCS) and Financial Services Information Sharing and Analysis Centre (FS-ISAC), to proactively address emerging threats and share best practices.<br>• We are leading and collaborating with financial industry players and Monetary Authority of Singapore (MAS) on implementing phishing-resistant authentication methods, such as Fast IDentity Online (FIDO), to enhance defences against unauthorised phishing transaction.<br>• We contributed to various regulatory consultations and discussions, as well as industry working groups.<br>• We launched a dedicated programme to protect seniors' hard-earned savings from scams, collaborating with policymakers like the Cyber Security Agency of Singapore to train volunteers and equip the elderly with essential anti-scam knowledge.<br>• We collaborate with regulators, law enforcement agencies and financial institutions to address key and emerging money laundering and terrorism financing risks in Singapore.<br><br>***Read more about "Technology resilience" on page 86, "Preventing financial crime" on page 91, and "Responsible financing" on page 15.*** |

# Material ESG factors

Materiality is an important principle that DBS uses to ensure we remain focused on the ESG factors, also known as sustainability-related risks and opportunities, that support its resiliency and ability to create long-term value. Our material ESG factors influence how the Board and management steer the bank. They inform our approach to governance, risk management, strategy and reporting. In the context of our reporting on sustainability, materiality helps to make sure that our disclosures are responsive and relevant to our stakeholders.

## Our materiality assessment process

We review our material ESG factors on an annual basis.

**1. Identify the sustainability-related impacts, risks and opportunities relevant for DBS across our value chain by:**

- Incorporating feedback from stakeholder engagements, including ongoing dialogues with investors to gain investor perspectives on critical sustainability matters
- Researching into industry developments and benchmarking against global peers
- Referencing relevant sector standards and frameworks, such as those from GRI and SASB

***Read more about our stakeholder engagement on pages 11-12.***

**2. Assess & prioritise the identified ESG factors based on a "double materiality" approach, which considers:**

- Impact materiality: Significance of our outward impacts on the economy, environment, and people
- Financial materiality: Significance of the ESG factor for our ability to drive long-term value creation

**3. Validate prioritised list of material ESG factors included discussion with key business and support units, before being reviewed by:**

- Group Sustainability Council
- Group Chief Executive Officer
- Board Sustainability Committee

**4. Integrate the resulting material ESG factors into governance structures, risk management processes, strategy development and our reporting to stakeholders.**

Where relevant, metrics and targets on our material ESG factors are included in our balanced scorecard to set objectives, drive behaviours, measure performance and determine the remuneration of our people.

***Read more about our balanced scorecard approach under "Our 2024 priorities" in our Annual Report.***

## Our material ESG factors

In 2024, we updated our annual review of our material ESG factors, following our four-step process. Our review confirmed the continued materiality of the ESG factors identified and reported in 2023.

### Strategic ESG Priorities

These form the focus of our strategy for sustainable value creation. They represent the greatest business opportunities for differentiation and our business-critical risk areas. They are also the areas where we believe we can have the greatest positive impact on sustainable development.

- Climate Change
- Tech Resilience (incl. Cybersecurity)
- Developing Our People
- Data Governance
- Financial Crime Prevention
- Financial Inclusion

### ESG Fundamentals

These form the foundation of sustainability at DBS and underpin our ability to drive long-term value creation and ensure we operate as a responsible and sustainable business.

- Diversity, Equity and Inclusion
- Employee Engagement and Culture
- Employee Volunteerism
- Fair Dealing
- Human Rights
- Operational Environmental Footprint
- Responsible Tax
- Supporting Social Enterprises and Community
- Sustainable Procurement

In addition, we recognise that nature loss and the decline of biodiversity are rising concerns shared by Governments, policymakers, investors and other stakeholders. Reflecting their growing relevance, we have shared steps we are taking to understand and address nature-related risks and opportunities across our businesses.

***Read more about our approach in our Nature chapter on page 28.***

PILLAR 1

# RESPONSIBLE Banking

Responsible financing

Sustainable living

Financial inclusion

# Responsible financing

## Partnering for Asia's just transition to a low-carbon economy

At DBS, the largest impact we create is through our lending and financing activities. We are committed to responsible banking practices by integrating sustainability into our risk management as well as the lending and financing solutions we offer our clients.

Asia accounts for more than half of global greenhouse gas emissions. By 2050, its urban population is estimated to double from 1.6 billion to 3 billion[1]. Balancing the social, economic and environmental priorities of Asia's growing population is crucial for sustainable development. As a leading Asian bank, we have an important role to play to provide the essential financing required to drive sustainable outcomes and a just and inclusive transition that improves the living standards of Asia's growing population. This requires a nuanced approach, which considers the diverse social and developmental contexts across Asia.

To limit global warming to well below 2°C as compared to pre-industrial levels in line with the goals of the Paris Agreement, an estimated USD 2.3 trillion will need to be invested in low-carbon technologies in the Asia Pacific region annually until 2030[2], rising further thereafter. As one of the most vulnerable regions to climate change, it is estimated that climate inaction could reduce GDP in Asia Pacific by 17% and result in USD 96 trillion in economic losses[3]. Alongside mitigation efforts, climate adaptation and resilience efforts are equally critical to safeguard communities and economies from the physical impacts of climate change, such as extreme weather events, rising sea levels, and disruptions to food and water systems. Without adequate investment in ensuring climate resilience, the economic and social costs of climate change will continue to rise, undermining the region's sustainable growth and development.

Tackling climate change is therefore a critical priority due to its urgency and given how connected it is with other sustainability challenges. DBS sees the case for accelerating climate action as a societal responsibility, risk management imperative and business opportunity. In 2022, we established our very first set of science-informed decarbonisation targets for our Scope 3 financed emissions.

The scale and urgency of the needed climate action means that we need a whole of ecosystem change, across governments and regulators, the private and finance sector as well as the community-at-large. Each part of this ecosystem is accountable and has a specific role to play, but no one can do it alone. Our ambition and commitments to support the just transition in Asia depend on changes in the real economy, from policy and regulatory developments to the adoption of new technologies. In addition to providing innovative financing solutions for our clients, we are focused on engaging and partnering with key ecosystem players, in Asia and globally, to foster collective action and collaboration across value chains and national borders.

To ensure robust governance to oversee the execution of our climate strategy and embed our net zero commitment into our business, we have institutionalised the Group Climate Council (GCC). The GCC reports as a sub-committee to the Group Sustainability Council. Its members comprise representatives from key units, who possess the requisite knowledge and capabilities to set strategic direction for our climate-related initiatives.

***Read more about our governance of climate-related matters in the Governance section on page 8.***

**"The vast majority of our economy is not yet green and requires innovation and investment to get there. We are focused on facilitating the transition to a more sustainable, resilient, and inclusive future for Asia. The transition must be people-centric, assuring socio-economic growth that supports the wellbeing of the communities we serve. This presents both opportunities and challenges in a dynamic and diverse region. We are developing innovative financing solutions to help our clients to overcome challenges and capitalise on opportunities the transition in Asia presents. This requires collaboration across the entire ecosystem."**

***Su Shan TAN**, Deputy CEO*

## Our climate strategy

**Our ambition is to achieve a net zero future while recognising our social responsibility to foster a just and inclusive transition**

To position DBS as the Transition Bank for Asia, our priorities are:

| Our financing and advisory | | Our operations |
|---|---|---|
| **Business opportunity** | **Risk management** | |
| Providing innovative financial solutions and advisory services to support our clients in their sustainability and transition efforts | Integrating climate and sustainability considerations into risk management processes to enhance client engagement and ensure the resilience of our business | Achieving net zero in our own operations<br>*Read more on how we are managing our operational emissions on page 75* |

Our strategy is enabled through:

| | | | |
|---|---|---|---|
| Forging partnerships and engaging with key ecosystem players to drive collective action | Leveraging technology and AI to enhance data analytics capabilities | Reskilling and empowering our people | Ensuring robust governance and processes |

(1) ADB (2024). Asia 2050: Realizing the Asian Century.
(2) BloombergNEF (2024).
(3) Deloitte Economic Institute (2021).

## Business opportunities

We firmly believe in integrating sustainability into our business strategy to drive growth and long-term value for our stakeholders. The transition to a low carbon economy will affect all industries in the coming years and will require massive investment across climate mitigation and adaptation. This presents new opportunities for our business to drive sustainable outcomes, while also increasing our financing volumes, growing advisory and underwriting activities and fostering new partnerships and collaborations.

In particular, we have identified the following key areas of business opportunities in the short- to medium-term, where DBS is uniquely positioned to build on our strengths as provider of innovative financial solutions, as well as our extensive network in Asia and deep understanding of Asian markets.

- **Transition finance**
  building on our existing foundation as a provider of sustainable finance, we are supporting Asia's transition by enhancing our approach to transition finance
- **Sustainable supply chain and trade financing**
  supporting large corporate clients and their supply chain partners through innovative new partnerships and financing solutions
- **Support for Mid-Caps and SMEs**
  supporting our Mid-Caps and Small and Medium-sized Enterprises (SME) clients to embark and progress on their sustainability journeys through holistic end-to-end solutions

To ensure that we are well-positioned to capitalise on these opportunities we continuously invest in our approach to **client engagement**, **reskilling and empowering our people**, and **industry and policy engagement**.

## Providing innovative financing solutions

We provide practical and innovative financing solutions to clients to support their sustainability strategies. Our sustainable financing offerings are deployed principally through:

**(i) Loans, trade financing and corporate securities**
As of December 2024, we extended **SGD 89 billion in sustainable financing[(4)]**, net of repayments. This is up from SGD 70 billion at the previous year end.

*Read more about notable sustainable financing transactions within our priority sectors on pages 34 to 51.*

**(ii) Bonds**
In 2024, we facilitated **SGD 38 billion sustainable bond[(5)]** issuances as an active bookrunner. This is up from SGD 18 billion in the previous year.

Notable sustainable bond transactions include:

**CK Hutchison**
CK Hutchison is amongst the largest companies listed on the main board of The Hong Kong Stock Exchange, operating across four core businesses - ports and related services, retail, infrastructure and telecommunications. In April 2024, DBS, as joint bookrunner and lead manager, successfully priced a dual-tranche bond offering for the company, which includes a USD 1 billion 5-year senior unsecured green bond tranche. This transaction marked the largest corporate USD bond issuance in the APAC ex-Japan market at the time of issuance. The proceeds from the issued green bond are used for eligible projects in renewable energy, clean transportation, energy efficiency and circular economy categories under CK Hutchison's sustainable finance framework.

**MTR Corporation**
MTR Corporation Limited (MTRC), which operates the Hong Kong Mass Transit Railway, is regarded as one of the world's leading railway operators for safety, reliability, customer service and cost efficiency. In September 2024, DBS acted as joint bookrunner and lead manager for MTRC's maiden public CNH debt issuance and raised for the company CNH 4.5 billion across a 10-year and a 30-year tranche of green bonds. At the time of issuance, the 30-year tranche was the first for a CNH public bond issuance for Greater China corporate issuers, as well as the longest tenor offered by a corporate issuer in the public CNH bond market. These green bonds are governed in accordance with MTRC's sustainable finance framework, which includes eligible funding for railway asset replacement, energy efficiency improvement and railway service enhancement projects. This green bond issuance will further foster the incorporation of low-carbon and green elements into MTRC's operations and new railway projects. MTRC also aims to reduce its GHG emissions for its railway and property businesses in Hong Kong and its targets were approved by the Science Based Targets initiative in April 2023.

**STT GDC Pte. Ltd.**
With the increasing use of data centres globally, it has become crucial to manage the carbon footprint associated with their energy consumption. In 2024, DBS, acting as joint lead manager and bookrunner, raised SGD 450 million for STT GDC in Asia's first public benchmark sustainability-linked perpetual bonds issuance. The transaction also marked the first public perpetual bonds issuance by a pure play data centre globally. In association with this transaction, STT GDC commits to increase the percentage of renewable energy in its total electricity consumption to 85% and reduce its scope 1 and 2 carbon intensity by 70% by 2028.

(4) This includes the total amount granted in sustainable finance for loans, trade finance and corporate securities as of the end of the reporting year.
(5) This includes the total amount of green bonds, social bonds, sustainable bonds, transition bonds, and sustainability-linked bonds where DBS is involved in as an active bookrunner.

# Transition Finance

## Our point of view on the transition in Asia

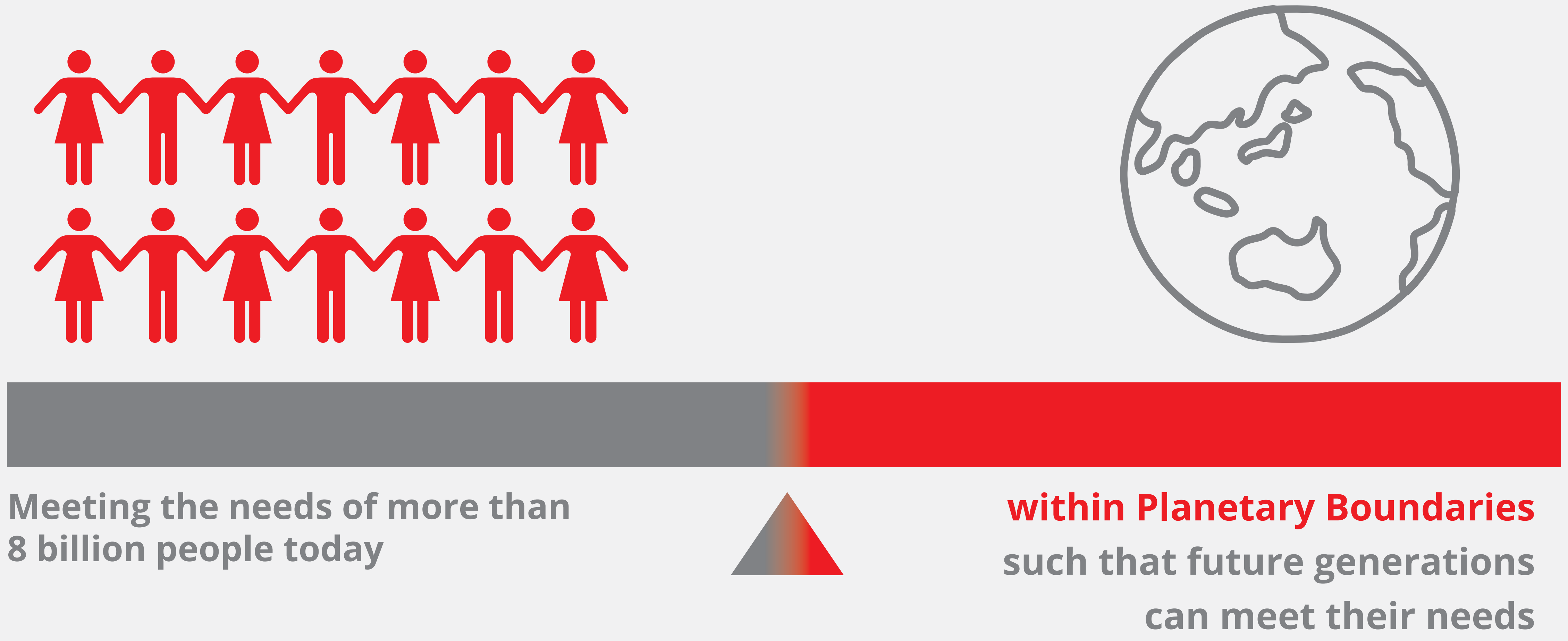
We believe that Asia's transition must be people-centric, aimed at balancing social, economic and environmental considerations. This means meeting current needs without compromising the ability of future generations to meet their own needs.

The world has made tremendous progress across many social challenges since the industrial revolution, improving lives of many people globally. Selected accomplishments include significant reductions in extreme poverty and child mortality, an increase in global life expectancy and improved access to basic resources such as electricity and clean water. However, this progress has come at the cost of environmental damage that risks future generations not being able to meet their needs.

2024 was confirmed by NASA and the European Copernicus Climate Change Service, among others, to be the warmest year on record globally and likely the first calendar year that the average global temperature exceeded 1.5°C above its pre-industrial level. Prior to this, various scientific studies had already shown that an overshoot of 1.5°C would be highly likely and returning to a 1.5°C outcome by the end of the century would likely be very difficult. However, achieving the goals of the Paris Agreement, i.e. an outcome of well below 2°C, remains possible if the world demonstrates collective resolve and action.

The Paris Agreement acknowledged the need for "common but differentiated responsibilities", reflecting the understanding that all countries share a responsibility to address climate change, but their capabilities and historical contributions to the problem differ significantly.

**What sustainability means...**




This is highly relevant for Asia, given its diverse economies, many of which are grappling with development priorities.

To combat climate change and transition to net zero, Asia requires differentiated and people-centric decarbonisation pathways. However, there is a lack of credible Asia-specific decarbonisation pathways. Currently, credible decarbonisation pathways are predominantly designed with a global lens that may not fully address the region's energy security and affordability concerns, and overall socio-economic contexts.

The lack of credible Asian focused decarbonisation pathways can impede the flow of the significant amounts of capital needed to finance the transition. We have been a proactive advocate for the development of regional pathways, as part of broader industry efforts such as the Finance Industry Advisory Board of the International Energy Agency (IEA).

Importantly, Asia-specific decarbonisation pathways do not necessarily translate into slower decarbonisation. To accelerate climate action in Asia, new sources of capital, as well as innovation in decarbonisation technologies and in financing solutions are needed. One such example is the approach to financing the early and managed phase-out of Asian thermal coal power plants, for which innovative financial instruments and structures are being developed to attract new sources of capital. We have led work in this area in multiple ways. We have been engaged as the sole financial advisor to the Indonesia Investment Authority (INA) in relation to the early and managed phase out of thermal coal power plants. We also co-authored the GFANZ guidance paper on 'Financing the Managed Phaseout of Coal-Fired Power Plants in Asia Pacific', and co-led one working group of the MAS convened Transition Credits Coalition (TRACTION)[6], which aims to support the early and managed phase-out of thermal coal power plants across the region by catalysing the generation of a new finance instrument and high integrity transition credits.

*Read more about our industry and policy engagement on page 23.*

There are also evolving approaches at government level that address this need. The Singapore government committed concessional funding to Financing Asia's Transition Partnership (FAST-P), which is a blended finance initiative that aims to bring together international public, private and philanthropic partners to support Asia's decarbonisation and climate resilience.

We believe that DBS is uniquely placed to shape industry and policy frameworks to define a people-centric transition and a credible approach to transition finance within the Asian context. We are committed to leading this critical work to foster a sustainable future in Asia for all, including the development of credible decarbonisation pathways that consider the unique Asian context.

(6) MAS's initiatives Transition Credits Coalition (TRACTION) - https://www.mas.gov.sg/development/sustainable-finance/transition-credits

## Our approach to transition finance

DBS is committed to supporting green assets and economic activities. However, the vast majority of assets and economic activities globally, and in Asia, are not green, and we believe it is critical to also allocate capital to these, either to shut them down early, or to support their transition to becoming greener. Beyond financing those assets and activities, we aim to scale transition finance to help our customers transform their entire businesses, all of which will contribute to the greening of the entire economy.

DBS was the first bank globally to establish a Sustainable and Transition Finance Framework and Taxonomy in 2020. Since then, many regulators and industry bodies internationally have established their own green and/ or transition finance taxonomies to reflect the respective industry or location-specific ambitions and priorities for financing the journey towards net zero.

We took all this into consideration when enhancing our Transition Finance Framework (TFF). We strengthened the governance and refined the list of eligible actions as well as assets and activities that we will support in our TFF, which guides our approach to capturing transition-related business opportunities and managing potential risks. Additionally, the TFF provides transparency and accountability to our stakeholders on the bank's decision-making processes and criteria used to deploy transition finance.

Despite the lack of a universally accepted definition of what constitutes transition finance and what is a credible transition, we continue to take a structured, thoughtful, and responsible approach to transition finance. The TFF is intended to be aligned with internationally or nationally recognised and credible taxonomies including the Singapore-Asia and ASEAN Taxonomies, where possible, bearing in mind the Asian context and the fact that guidance from taxonomies and industry best practices do not yet exist for various transition activities.

Recognising that the global conversation on transition finance and industry best practices are still evolving, we strive to work with the broader ecosystem to establish common ground such that capital flows can scale and accelerate. For instance, DBS co-leads the working groups on transition finance and taxonomy of the Singapore Sustainable Finance Association (SSFA).

In our TFF, we apply several principles when reviewing opportunities including, amongst others, promoting solutions that support material decarbonisation and do not result in carbon lock-in, as well as ensuring that transition-related investments do not cause significant harm to other environmental and social goals. Our approach incorporates assessments of key issues such as human rights, labour rights and environmental matters such as deforestation. We have identified financing opportunities across the value chain within all levels in the economy.

### Transition opportunities across various levels in the economy

| Asset level | Entity level | Country level | Systems level |
|---|---|---|---|
| Best-in-class decarbonisation targeting individual assets/ activities | Corporate-level shifts from fossil fuels to low-carbon and/ or sustainable operations | Projects aligned with national decarbonisation policies or strategies | Upstream & downstream activities enabling large-scale, systematic decarbonisation |

**Specific focus** ← → **Broad focus**

The key elements of our Transition Finance Framework include:

### Our definition of transition finance

Transition finance supports actions and activities to build a low-carbon and climate-resilient economy, while mitigating the risks of locking in carbon-intensive assets and addressing social equity.

Using this definition as a guiding principle, DBS aims to leverage our deep knowledge of Asian markets as well as industry value chains to support economy-wide decarbonisation, while aligning with global best practices to deliver tailored solutions to our clients.

### Eligibility criteria

To guide our approach in relation to transition finance opportunities, we have refined the list of eligible activities and assets that qualify for transition finance, across various sectors like power, energy and manufacturing. This list will be subject to ongoing evaluation, science-informed, technological developments, and commercial and practical realities for the regions in which our clients operate.

### Decision framework

Below is a summary of the key steps we have incorporated to ensure a robust approach to structuring and labelling of transactions as Transition Finance.

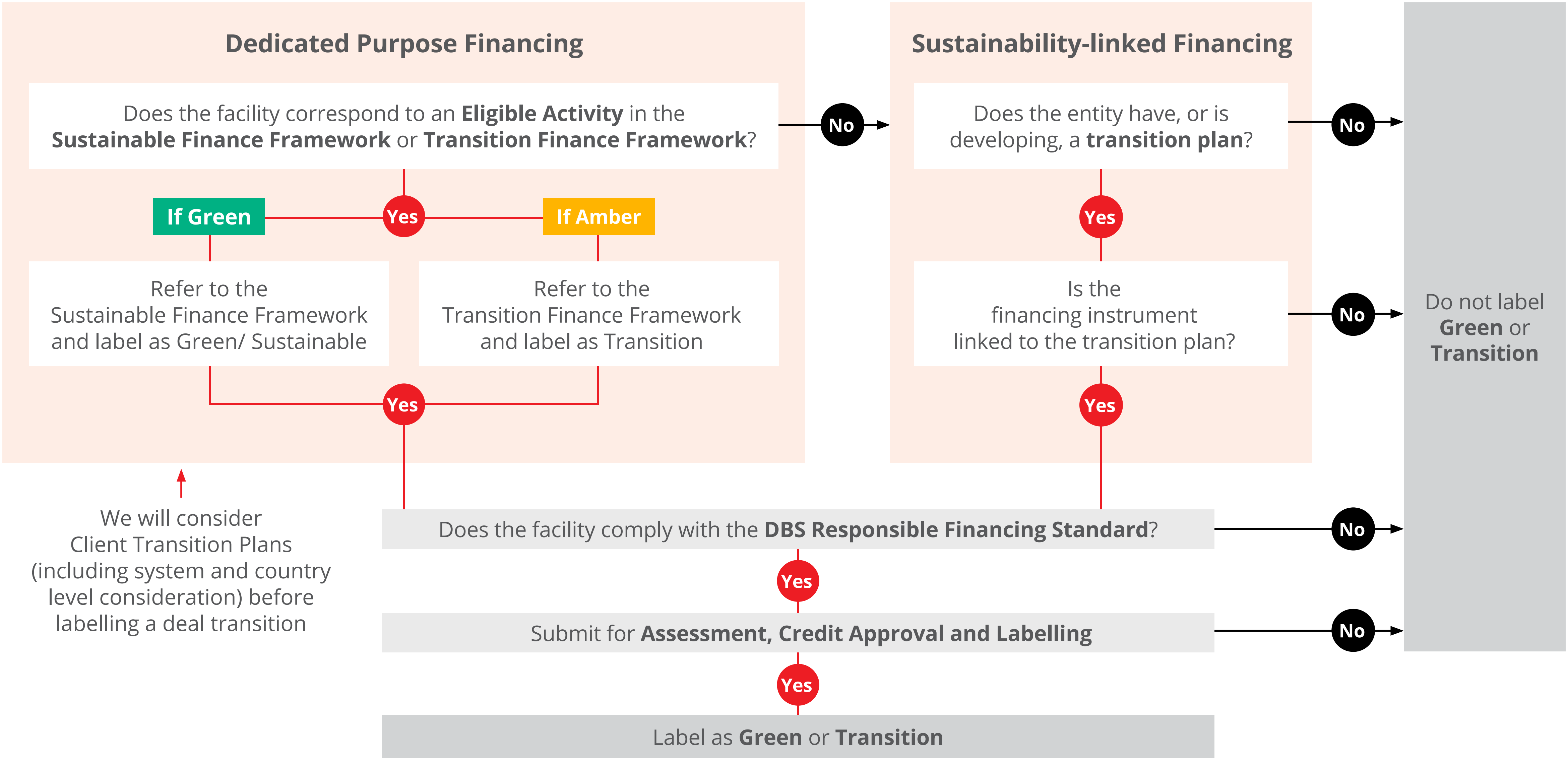



**Illustration of our high-level decision matrix**

**Our expectations for client transition plans**

To ensure alignment with our ambition and the positive impact of transition financing, we have set out the following expectations to guide how we assess the credibility of our clients' transition plans:

- **Ambition:** Clear and actionable net zero targets supported by strategic and well-defined rationale.
- **Targets:** Short-, medium-, and long-term goals addressing Scope 1, 2 and 3 emissions.
- **Disclosures:** Transparent and comprehensive reporting in annual filings and other public documents.
- **Decarbonisation Strategy:** A plan setting out quantifiable measures that will be deployed to deliver greenhouse gas emission targets, proportions of revenues that enable decarbonisation or transition and where relevant increases in such revenues.
- **Capital Allocation:** A clear demonstration that the capital expenditures of the client are consistent with achieving net zero emissions.

**Governance**

Building on our existing governance structures and processes for sustainable finance, our framework details how we oversee and manage transition finance activities. A specialist team is dedicated to structuring all transition finance deals and escalation processes have been put in place for cases with concerns that require further scrutiny and discussion.

***Read more on our approach to transition finance in our Transition Finance Framework available on our corporate website.***

Our ambition is to drive efforts that accelerate action for a just transition in Asia. We recognise that the global conversation on transition finance is still evolving. We will refine our framework to ensure that it remains effective and relevant. We will also continue our efforts to partner with our clients and collaborate with industry leaders and policymakers to shape a common understanding of transition and transition finance.

**Supporting climate adaptation**

Climate-related acute and chronic extreme weather events impact people and businesses and can cause economic losses and financial distress. While we are accelerating our efforts to support climate change mitigation, we recognise the need to also prepare for and manage the impacts of climate change that are already occurring and likely to increase in coming years. This is particularly pertinent in Asia, given its vulnerability to the effects of climate change.

By financing actions and assets that support climate adaptation and resilience, we hope to contribute to protecting the communities we serve, reducing our own exposure to climate-related risks, and strengthening the stability of the financial system. Conversely, a lack of systemwide efforts to invest in climate adaptation measures risks substantial financial losses from damage, destruction, and operational disruption caused by climate-related hazards.

Financing adaptation measures such as flood defences and climate-resilient infrastructure have unique challenges. For instance, many such assets do not generate direct cashflows. However, adaptation measures are often embedded into large integrated infrastructure projects, which improves bankability. Furthermore, financing opportunities may arise on a sovereign-level.

In 2022, DBS was the sole green structuring advisor to the Ministry of Finance (MOF) Singapore in defining Singapore's Green Bond framework. The framework includes various categories of eligible use-of-proceeds, which include climate resilience measures such as coastal defence and nature-based solutions aimed at strengthening coastal and inland flood resilience by taming storm water and protecting against the threat of rising sea levels.

## Sustainable supply chain and trade financing

Demand for finance to drive sustainable supply chains and trade continues to increase. Leveraging our strong network and deep understanding of and relationships with both large corporations and SMEs, we are helping our clients explore innovative sustainable finance solutions and new partnerships to best address their evolving needs.

### DBS partnership with Future Supplier Initiative

In 2024, DBS partnered with the Future Supplier Initiative (FSI) to accelerate decarbonisation in the fashion industry. This collaborative effort, facilitated by The Fashion Pact and involving the Apparel Impact Institute and Guidehouse as a technical advisor, leverages a collective financing model to reduce the financial burden on apparel suppliers—both Tier 1 (direct-to-brand) and Tier 2 (resource suppliers)—as they transition to renewable energy sources.

Recognising that approximately 99% of fashion brand emissions originate within the supply chain, and that long payback periods for energy-efficient technologies often hinder adoption, FSI offers a brand-agnostic mechanism to support both brands and suppliers in meeting their science-based targets.

The initiative, supported by major fashion brands including Bestseller, Gap, H&M Group and Mango, will initially focus on Bangladesh, with plans to expand to key apparel manufacturing regions such as Vietnam, India and China. This builds upon a successful pilot programme in India, where a DBS-supported factory achieved a 50% reduction in emissions. By working with brands to lower the cost of capital and providing technical support for low-carbon technologies, FSI aims to make sustainable upgrades more financially accessible and accelerate the industry's transition to a more sustainable future.

By directly funding factory upgrades and providing technical assistance, DBS is empowering suppliers to improve energy efficiency and reduce their carbon footprint, contributing to a significant reduction of industry emissions and supporting the global goal of limiting global warming.

## Support for Mid-Caps and SMEs

Many SMEs, along with Mid-Caps, lack access to not only financing, but also the expertise and networks needed to embrace sustainability. We are committed to supporting these segments through a holistic approach encompassing education, partnerships, tools and financing solutions. As a cornerstone of the economy and the transition to a greener future, our aim is to equip Mid-Caps and SMEs with the knowledge, resources and capabilities to adopt sustainable practices and achieve long-term growth.

Leveraging a range of initiatives and programmes, we were able to almost double our sustainable finance volumes to Mid-Caps and SMEs in 2024.

### DBS Sustainability Accelerator Tool

In partnership with Deloitte and supported by SkillsFuture Singapore, DBS co-developed and launched the Sustainability Accelerator Tool (SAT) to empower more businesses to identify and address gaps in their sustainability journeys more effectively.

SAT delivers detailed insights that address sustainability challenges and opportunities, aligning with the pillars under the Task Force on Climate-Related Financial Disclosures (TCFD) framework to ensure transparent, clear, and comparable disclosures for SME stakeholders. Upon completion of the online questionnaire, users will receive a detailed report with a structured analysis of their company's sustainability maturity levels, i.e., emerging (companies just starting on their sustainability efforts), maturing (companies who have made some progress in sustainability), and leading (companies at the forefront of sustainability), along with insights and recommendations to address the specific challenges and gaps.

Since the launch of SAT in July 2024, over 130 companies have completed the diagnosis, revealing a range of sustainability maturity levels: 83% emerging, 10% maturing, and 7% leading. This implies the need for continued support to advance sustainability across businesses, reinforcing our efforts to guide our clients towards a sustainable future. Companies seeking to advance their sustainability journeys after the diagnosis can participate in DBS ESG Ready Programme.

## DBS ESG Ready Programme

Launched in April 2024 by DBS and Enterprise Singapore, the DBS ESG Ready Programme addresses this gap by offering comprehensive support to help Mid-Caps and SMEs build capacity and capability in sustainability.

The programme connects Mid-Caps and SMEs with a curated network of diverse yet complementary solution providers, creating a holistic ecosystem of support. Our in-house DBS Programme Managers and Skills Managers guide businesses through every step of the sustainability journey.

The DBS ESG Ready Programme encourages companies to integrate sustainability into their business strategies, not as a separate function, but as a growth driver. This practical, solution-oriented programme helps SMEs meet sustainability requirements while also uncovering new opportunities for business growth and innovation, such as developing eco-friendly solutions and adopting greener supply chain practices.

By the end of this programme, participating companies will have either developed a clear sustainability roadmap or made significant progress on their decarbonisation journey, including conducting carbon assessments and incorporating technologies to enhance energy efficiency, reduce waste, and promote environmental stewardship. They also gain access to sustainable financing for implementing decarbonisation strategies.

Since its launch, over 200 Singaporean Mid-Caps and SMEs have signed-up, of which 80 have taken their first steps in the sustainability journey. In November 2024, the programme was launched in Taiwan in partnership with TÜV SÜD and Schneider Electric Taiwan, marking its first regional expansion.


***Launch of ESG Ready Programme***

## DBS x Link x CLP Low-Carbon Rewards Programme

A DBS Hong Kong BusinessClass SME Sustainability Report (April 2024) revealed that nearly 70% of surveyed Hong Kong SMEs expressed an interest in implementing sustainability measures. However, costs and lack of expertise were primary challenges. The report also showed that over 90% of 100 Hong Kong consumers surveyed have a positive impression of sustainable businesses. These findings underscore the significant demand among SMEs for transitioning to sustainable business models. In response, DBS Hong Kong, in partnership with Link Asset Management and CLP Power Hong Kong, launched the "Low-Carbon Rewards Programme" in August 2024 to incentivise this crucial transformation, offering an innovative reward scheme that benefits both SMEs and consumers.

For SMEs to qualify as Low Carbon Merchants, they must take part in CLP Power energy management schemes or subsidy programmes, such as a conducting a free energy audit or upgrading to energy-efficient lighting and air conditioning using provided subsidies. During the eligibility period, qualified SMEs may enjoy subsidies to purchase CLP Renewable Energy Certificates, along with other account opening and banking privileges from DBS Hong Kong. Customers using DBS credit cards can earn electronic stamps for purchases of HKD 150 or more in a single transaction from Low Carbon Merchants in participating malls. These stamps can be redeemed for discounts of up to HKD 60, benefiting both merchant and consumer.

## Selected Mid-Cap and SME events

For the first time, DBS hosted two dedicated Sustainability Days this year – one for Mid-Caps and one for SMEs, attracting more than 130 attendees. The events were a key milestone in our Connect Better Strategy, which focuses on bringing together stakeholders to drive sustainable practices. Through the events, DBS not only showcased our innovative sustainable financing solutions, reinforcing our leadership in sustainable banking, but also created a platform to share green solutions with SMEs. Furthermore, networking opportunities at the events fostered connections, enabling SMEs to exchange insights and explore partnerships that may amplify their sustainability efforts.

***DBS SME Sustainability Day***

In early 2024, DBS partnered with Sheng Siong, a fellow SkillsFuture Queen Bee and a major supermarket chain in Singapore, to help Sheng Siong's suppliers improve resource efficiency and reduce carbon footprint, a first-of-its-kind collaboration between Queen Bee companies.

Over the next two years, the partnership aims to engage up to 1,000 SMEs in Sheng Siong's supply chain network through workshops (colloquially named towkay workshops) and other events. DBS and Sheng Siong will also jointly onboard Sheng Siong's suppliers onto the DBS ESG Ready Programme, a holistic programme to guide companies along their sustainability journeys.

***Sheng Siong suppliers attending our DBS Sustainability masterclass "Building Resilience for Sheng Siong's Supply Chain"***

*Read more about how we are supporting SMEs in our Financial inclusion chapter on page 57.*

## Client engagement

Translating our net zero commitments into meaningful emissions reductions requires close partnerships between us and our clients. Since establishing our net zero commitments, we have systematically evaluated client groups to identify sustainable financing opportunities.

Open communication, informed by thorough discussions to understand our clients' sustainability contexts, has strengthened client relationships and provided valuable inputs, allowing us to refine our approach. Incorporating the lessons learnt, in 2024 we piloted a more comprehensive account planning process aimed at developing a deeper understanding of client sustainability strategies.

Through these engagements, we have identified the common challenges faced by our clients to transition their businesses. These range from the nascent state of key technologies needed to scale decarbonisation efforts to gathering data on Scope 3 emissions given the complexity of supply chains. By understanding our clients' challenges, as well as their plans to transition their business for a low carbon world, we are better able to identify opportunities and tailor our solutions and support, considering their unique sectorial and market circumstances.

***Read more about how we are engaging clients across our nine priority sectors to deliver on our net zero commitments on pages 34 to 51.***

## Upskilling and empowering our people

Fostering a climate-ready team that can engage our clients on transition is a key enabler for our climate strategy. Within our Institutional Banking Group, a specialist team of sustainable finance experts maintains active dialogue with sector coverage teams, across all our core markets and where we have a sizable international presence. This helps to ensure sustainability considerations and clients' decarbonisation plans are at the forefront of our Relationship Managers' (RMs) and Credit Risk Managers' (CRMs) minds.

Selected training programmes include:

### Mandatory Responsible Financing e-Learning training

Since 2018, we have rolled out mandatory Responsible Financing e-Learning training to all RMs and CRMs to ensure alignment with our responsible financing policies and standards. Newly hired RMs and CRMs are assigned this training during onboarding, while a refresher training is assigned to existing colleagues every two years. Amongst RMs and CRMs assigned to this mandatory training in 2024, 96% had completed the training as of December 2024[(7)].

### Climate-activation training

Following the establishment our net zero targets in 2022, we developed a climate-activation training to empower RMs and CRMs with the necessary climate-related knowledge to meaningfully engage customers in their decarbonisation and transition journeys.

### Industry-specific "clinic sessions"

We also conduct industry-specific "clinic sessions" to ensure our colleagues can apply the knowledge learned from the climate activation training effectively. These sessions serve as a platform for our colleagues to delve deeper into climate-related concerns specific to their industry, utilise live cases for practical learning and explore effective approaches to engage customers.

### Green and sustainable trade financing trainings

In 2024, we also designed and ran a series of green and sustainable trade financing trainings for RMs to learn how to identify relevant opportunities and provide advisory and financial solutions to better support our customers.

### Accredited training from the Institute of Banking and Finance Singapore (IBF)

In 2024, we introduced an IBF-certified training programme pilot designed specifically for RMs and CRMs to enhance their ability to integrate ESG principles into financial risk assessments and client strategies. This programme focuses on upskilling participants with practical tools and insights enabling them to better support borrowers in addressing ESG challenges and identifying sustainable financing opportunities.

The training emphasises a comprehensive understanding of ESG risks, including assessing their materiality and the mitigants implemented by borrowers. Participants are trained to integrate ESG considerations into financial analyses, such as evaluating the impact of carbon pricing mechanisms, transition-related capital expenditure requirements, and changes in cost and demand patterns on borrower cash flows and financial resilience. This ensures that ESG assessments remain dynamic and aligned with the evolving ESG landscape.

In addition to risk assessment, the programme provides participants with a deeper understanding of internal ESG policies and processes and explores the significance of net zero commitments and transition strategies across various industries. It also addresses ESG risk ratings and their application in decision-making. By integrating these concepts into both risk assessments and client strategies, participants gain skills necessary to deliver more sustainable and comprehensive financial solutions to their customers. The IBF certification underscores the benchmark level for the programme.

(7) This refers to the number of employees assigned the Responsible Financing e-Learning training within 2024 only. Please note that if employees are assigned the training towards the end of the year, they are not required to complete it till early part of the following year.

# Industry and policy engagement

Recognising that we cannot achieve our ambition and commitments alone, engagement with industry and policymakers is one of the key enablers for our climate strategy. We contribute our views on industry and policy matters through active participation in various industry or government-led working groups, technical committees, forums and one-on-one meetings. We seek to promote the development and adoption of policies, frameworks, and guidance that accelerate action on climate change both in the markets where we operate in and globally.

A key focus for 2024, has been driving engagement to define transition and transition finance in Asia. Below are some selected examples of our industry and policy engagements which outline how we engage with the broader ecosystem:

## Engagement with governments and regulators

**Singapore Sustainable Finance Association (SSFA)** – We are a convening and EXCO member of the Singapore Sustainable Finance Association (SSFA) whose purpose is to drive sustainable finance development in Singapore by galvanising synergies across the financial and non-financial sectors. There are five priority workstreams: Transition Finance, Blended Finance, Taxonomy, Natural Capital & Biodiversity and Carbon Markets. DBS co-leads two workstreams:

- The Transition Finance workstream aims to scale transition finance towards Asia's net zero objective, and to position Singapore as the regional hub for transition finance.
- The Taxonomy workstream aims to enhance the usability and adoption of the Singapore-Asia Taxonomy (SAT), working towards publishing a Practical Transition Handbook to guide industry on best practices to deploy SAT aligned financing and navigate common challenges.

**Monetary Authority of Singapore's (MAS) – TRACTION** – DBS is a co-lead of one of the three working groups in the MAS-convened project, the Transition Credits Coalition (TRACTION). The project aims to explore the creation of credible, high-integrity transition credits to support the managed and early phase out of coal power plants. We are a co-lead to one of the three areas of work, on enabling the transaction scalability of transition credits.

**China-Singapore Green Finance Taskforce (GFTF)** – We are a participant of the China-Singapore Green Finance Taskforce (GFTF) which is jointly organised by the Monetary Authority of Singapore (MAS) and the People's Bank of China (PBOC) to collaborate on a green corridor that helps to facilitate and catalyse green financing flows between both countries. We are an active participant of the Products and Instruments workstream – leveraging our unique position as a bond issuer in both China and Singapore, we will collaborate with the PBOC and MAS to facilitate the development of the green corridor, supporting financing flows through grants and initiatives that advance our clients' sustainability goals.

We also actively engage with the regulators across our core markets through consultations, working groups and other forums. For example, in India we supported a Reserve Bank of India capacity-building workshop on climate-related disclosures, offering our expertise on developing strategies for managing climate-related financial risks. In Hong Kong, we actively engaged with the Hong Kong Monetary Authority on topics such as transition planning and sustainable finance development and in Taiwan, we also actively engaged with the Financial Supervisory Commission on sustainability related matters such as disclosure of Scope 3 financed emissions and sustainability disclosure governance.

## Engagement with industry bodies

**International Energy Agency Finance Industry Advisory Board (IEA FIAB)** – We are a member of the IEA FIAB and, among others, co-convened the IEA FIAB's Asia Pacific Subgroup Meeting, in collaboration with the SSFA. One of the engagements with the IEA relates to the development of regional decarbonisation pathways.

**Green Investment Principles (GIP)** – We co-chair the Transition Finance Working Group which aims to aid financial institutions to support clients' transition journeys and works with the disclosure working group to discuss transition finance from a disclosure perspective.

**Glasgow Financial Alliance for Net Zero (GFANZ)** – We supported GFANZ on several initiatives and its report on "Catalysing Climate Action: Emergent Asia-Pacific Case Studies of Financial Institutions' Net-zero Transition Plans" where we shared how DBS uses Artificial Intelligence (AI) to enhance the climate and ESG risk assessment process in the bank.

**Asia Securities Industry & Financial Markets Association (ASIFMA)** – We are a co-chair of the ASIFMA Transition Planning & Finance Working Group. We are also represented in the ASIFMA/ ISDA Public Policy Committee, the ASIFMA Sustainable Finance Committee, the Carbon Markets Working Group and the Taxonomy Working Group, where we contribute to various consultations and roundtables, including on transition planning, sustainable finance or transition finance taxonomies and climate-related risk disclosures or reporting.

**Asia Pacific Loan Market Association (APLMA)** – We are a participant in the Green and Sustainable Loan Committee which discusses market trends in green and sustainable financing and explores initiatives to drive increased efficiency in the loan market. It also engages with regulators and associations to develop green and sustainable loan standards and guidelines, raising awareness through various platforms. We have contributed to consultations such as the Loan Market Association (LMA's) proposed Transition Loans guide.

***Read more about our broader Sustainability commitments, memberships and advocacy efforts on page 118.***

# Risk management

## ESG risk overview and governance

Under DBS' risk management approach, the Board, through the Board Risk Management Committee (BRMC) and Board Sustainability Committee (BSC), sets our Risk Appetite on ESG Risk. In line with our Risk Appetite Statement, we actively manage reputational risk and potential credit risk arising from environmental factors, with a focus on managing our portfolio exposures to material climate transition and physical risks.

Transition risk arises from the evolving regulatory landscape, technological advancements, shifting consumer preferences and the financial resilience of our clients amidst the transformation to a low carbon economy. Physical risk arises from the impact of acute weather events and long-term climate shifts.

We also assess other ESG risks such as human rights and are taking early steps to assess other emerging concerns, including nature-related risks where data and methodologies are evolving.

***Read more about "Nature" on page 28.***

Our comprehensive ESG risk management approach is detailed in the following sections, reflecting our active integration of climate and broader ESG risk considerations into our credit management process:

- **Policies**
- **ESG Risk methodologies**
- **Processes, systems and reports**

## Policies

We systematically assess ESG risks for institutional banking lending and capital market transactions, and continuously monitor our clients' compliance with our responsible financing approach and sector policies. Our key policies for ESG risk management include:

### Group Responsible Financing Standard

The Group Responsible Financing Standard sets forth the principles of systematic ESG risk assessment and forms an integral part of our credit risk assessment process governed by the Group Core Credit Risk Policy. The standard applies to all Institutional lending and capital market products and services. It is regularly updated to ensure alignment between our climate strategy and approaches to responsible financing and credit risk management.

Group Responsible Financing Standard and Group Core Credit Risk Policy are supplemented with Responsible Financing - Sector Guides which cover guidance based on specific requirements for the respective sectors. The Sector Guides ensure consistency in practices, taking into consideration international standards and market practices across different sectors and within each sector. In 2024, we introduced sector benchmark guidance to support relationship managers (RMs) and credit risk managers (CRMs) in conducting peer comparisons and assessing clients against industry standards. This improves the quality of ESG assessments and the robustness of the ESG score. The guidance offers insights into specific ESG expectations for different industries, enabling tailored client-level assessments and a consistent approach to evaluating client transition plans.

### Our approach to Thermal Coal financing

We are committed to zero thermal coal exposure (encompassing loans to thermal coal mining and thermal coal power generation). We intend to reach our goal in the following ways:

- We ceased the financing of any new thermal coal mining or thermal coal power assets.
- We ceased onboarding[8] new clients who derive more than 25% of their revenue from thermal coal. The threshold will be lowered as time progresses.
- From January 2026, we will stop financing existing clients who derive more than 50% of revenue from thermal coal, except for their non-thermal coal or renewable energy activities. These will be reflected in legally binding documentation. We will stop general purpose financing which can be fungible. The threshold will be lowered as time progresses.
- We will disclose our thermal coal exposure annually in our Sustainability Report.

Based on all this, we have consistently demonstrated a reduction in our exposure to thermal coal mining and power assets. As of December 2024, our exposure to thermal coal was SGD 1.3 billion, down from SGD 1.8 billion in 2023, SGD 2.2 billion in 2022 and SGD 2.7 billion in 2021.

While we have set clear commitments on the business activities that we want to support, we acknowledge that to best support our clients in accelerating their energy transition, it may be necessary to provide financing for certain high carbon-emitting activities for an eventual transition outcome. Such financing, for example, for the sole purpose of the early retirement of thermal coal-fired power plants, would increase our thermal coal exposure and related financed emissions in the short term but ultimately accelerate the decarbonisation of the real economy.

The financing of managed coal phase-out is still a new concept, and hence, best industry practises are still evolving. Having said this, the Singapore-Asia Taxonomy and the ASEAN Taxonomy both include this as an eligible activity, providing much needed guidance for such transactions. However, given the contexts for thermal coal power plants differ significantly between, and even within, the various Asian jurisdictions, we expect the application of such guidance to evolve. We have been proactive in our advocacy efforts to advance this important conversation in Asia. In 2023, we co-led work related to the public consultation and final report of the Glasgow Financial Alliance for Net Zero (GFANZ) on 'Financing the Managed Phaseout of Coal-Fired Power Plants in Asia Pacific'[9]. We have also acted as financial advisor to the Indonesian Investment Authority (INA) related to such transactions. DBS is also a co-lead of one of the three working groups in the MAS-convened project, the Transition Credits Coalition (TRACTION). The project aims to explore the creation of credible, high-integrity transition credits to support the managed and early phase out of coal power plants.

(8) Onboarding is defined as any new financing to a non-borrowing entity
(9) GFANZ (2023). Financing the Managed Phaseout of Coal-Fired Power Plants in Asia Pacific.

## Our approach to Palm Oil financing

We recognise that we can play a role in promoting a sustainable palm oil sector by being discerning in our lending practices to this sector. For all our lending relationships, we require customers to demonstrate alignment with No Deforestation, No Peat, No Exploitation (NDPE) policies that are increasingly being adopted in the palm oil sector. We encourage customers to apply NDPE standards throughout their supply chain. Besides NDPE commitments, we also accept certification under Roundtable on Sustainable Palm Oil (RSPO) as demonstration of good industry practices. We request customers to achieve full RSPO certification within a timeframe and the time-bound action plan is communicated to us.

We will not consciously finance companies that are involved in conversion of High Conservation Value (HCV) and High Carbon Stock (HCS) forests, planting on peat, or planting without securing both the legal right and community support to use all the land involved. We adopt a zero-tolerance approach to burning. We also require that traders who trade primarily in fresh fruit bunches, crude palm oil, palm kernel oil to work towards becoming RSPO members. Traders are encouraged to develop a process to ensure traceability of the palm oil they trade.

## Human Rights Policy

We recognise that the world faces considerable social and human rights challenges today and we are conscious of our ability to positively contribute to society as a bank and an employer. We are committed to upholding the principles in the United Nations Guiding Principles on Business and Human Rights. Our Human Rights Policy is guided by (1) United Nations Universal Declaration of Human Rights; (2) United Nations Guiding Principles Reporting Framework and (3) Equator Principles, particularly requirements under Principles 2, 5 and 6.

Social considerations are a key aspect to our Human Rights Policy which takes into account the following social issues: 1) forced and child labour; 2) labour rights, including fair wages, reasonable working hours, safe working conditions, as well as freedom of association and collective bargaining; and 3) community rights, including cultural heritage, indigenous people, land and resource access rights.

***Read more about our reporting on the Equator Principles on page 52, and more about our approach to human rights due diligence on Page 110.***

# ESG risk methodologies

We utilise a combination of client and portfolio level methodologies to assess potential ESG risks.

## ESG risk assessment and scoring methodology

In July 2023, we introduced an enhanced ESG Risk Questionnaire (ERQ), strengthening our ESG risk assessment of our borrowing clients. The questionnaire encompasses our assessment of ESG risks including climate-related transition and physical risks. It facilitates data collection leveraging on climate-related disclosures and supports client engagement by helping us understand transition plans and explore financing opportunities to support their transition to lower carbon businesses. The questionnaire further includes assessment of other ESG risks such as human rights (forced labour, child labour, labour practices and community rights), production and movement of weapons, etc. and the client's ability to mitigate such risks.

Responses obtained from the ERQ on transition, physical and other ESG risks are combined with sector-level inputs to generate an overall **ESG Risk Score (ERS)**. Factors that may contribute to higher ESG risk scores include significant climate risks (physical or transition), inadequate ESG governance processes, such as the lack of human rights and modern slavery policies, amongst others.

| ESG Risk Assessment also screens for activities that require additional assessment such as | | |
|---|---|---|
| Human Rights Violation | Deforestation of HCS and HCV | Illegal Logging or Land Clearance by Burning |
| Production and Movement of Weapons | Pure Play Coal Activities | Shark Finning |
| Adverse Impact on UNESCO World Heritage Sites | Violating rights of local communities | Trading of Wildlife or Wildlife Products |

## Climate scenario analysis

Climate change has the potential to impact our clients' future credit worthiness and the financial stability of the broader economy. We recognise the importance of climate scenario analysis for assessing climate-related risks and opportunities and understanding the potential implications to our strategy and business model over the short-, medium- and long-term. We consider "short-term" as within a three-year strategy and planning cycle, "medium-term" as within three to ten years, and "long-term" as beyond ten years.

Our approach to climate scenario analysis covers both climate-related transition and physical risks. Given the evolving international standards and market practices, DBS is continuously building out our capabilities on data, methodologies and processes.

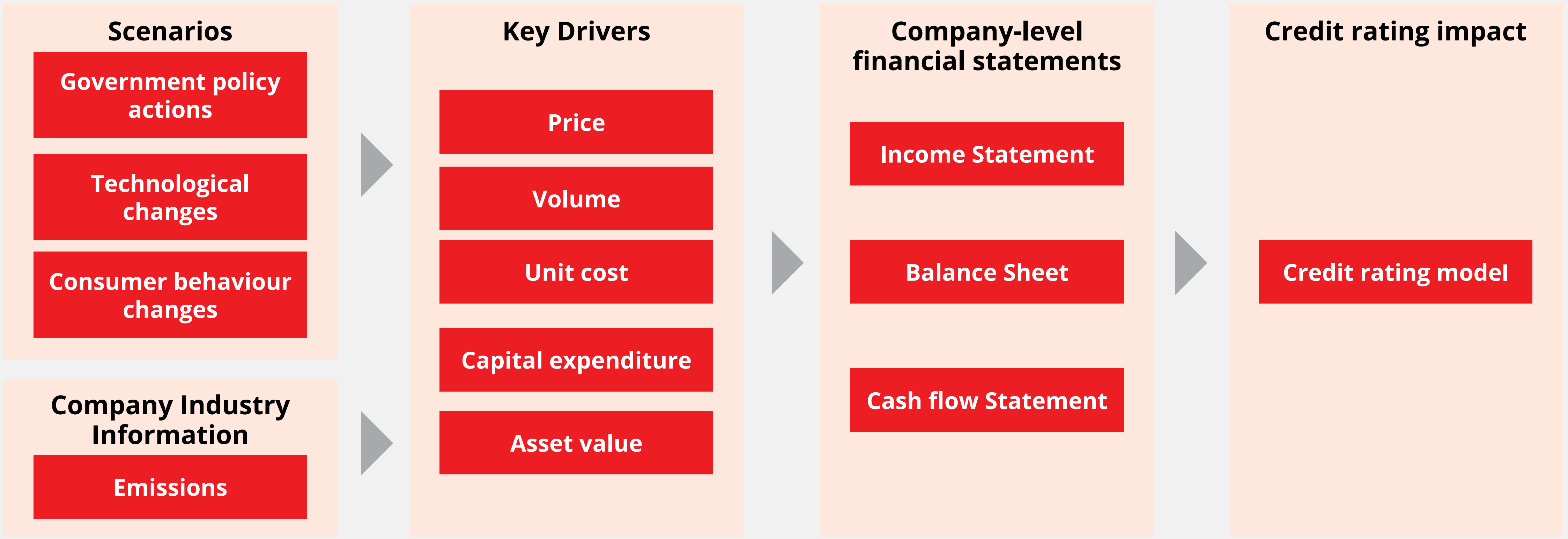
### Transition risk scenario analysis

We use a suite of in-house Climate Scenario Analysis (CSA) models to cover the priority sectors (Power, Oil & Gas (O&G), Automotive, Aviation, Shipping, Steel, Real Estate, Food & Agribusiness (F&A) and Chemicals). The models translate the effects of policy and regulation changes, technological advancements and shifting consumer preferences, as defined by a set of standard climate scenarios, on key financial drivers of our clients.

Relevant company and industry information, such as emissions intensity, is used alongside parameters from the NGFS scenarios (such as carbon pricing and energy consumption) to project changes in sales volumes, unit costs, selling prices, capital expenditures and asset values, and consequently changes to the overall financials and credit ratings of our clients over the forecast horizon.

Our analysis of transition risk, combining CSA model outputs with expert judgment, identifies specific segments within the institutional banking credit lending portfolios exhibiting high sensitivity to transition risk. Such assessments facilitate our risk identification process and serve as an input to the aforementioned borrower-level ESG risk score.

#### Overview of approach to transition risk quantification




### Physical risk scenario analysis

In 2024, we continued to strengthen our capabilities to assess physical risk related vulnerabilities of our institutional banking and retail mortgage portfolios.

We are building physical risk assessment methodologies based on a combination of in-house risk identification and models, supplemented with external data subscriptions. The methodological approach is summarised as below:


Identification of our clients' physical assets, leveraging both internal data and external sources to pinpoint the location of collaterals and clients' business locations.

Assessment of potential physical damage of hazards to assets identified at risk

Quantification of physocal damage of assets identified at risk into financial impact.

As an example, recognising flooding risk as one of the main physical risks faced by the ASEAN region and the need for appropriate and intuitive methodologies relevant for Asian geographies, we partnered with external vendor and academia to develop detailed flood maps resulting from acute rainfalls for the core markets we operate in. We have integrated these physical risk assessments into existing stress testing processes, which involve developing methodologies specifically designed to translate the impacts of physical risks to changes in the credit worthiness of the borrowers for both our retail mortgage and institutional banking portfolios.

For 2025, we will endeavour to continue improving on the data coverage and quality of our clients' physical assets and continue to sharpen methodologies considering the latest international standards and market practices.

## Processes, systems and reports

We have invested in establishing centralised systems and a database, as well as end-to-end processes to support ESG risk identification, assessment, monitoring and reporting.

### Process for ESG risk assessment

ESG risk assessment and borrower level ESG risk scores are embedded within our credit approval process, assisting credit decisioning by incorporating ESG and reputational risk factors.

RMs assess clients on ESG parameters using our enhanced ERQ, which generates a ESG Risk Score based on our scoring methodology. Where required, clients with higher ESG risk scores are escalated for enhanced assessment and additional concurrence from the Institutional Banking Group (IBG) Sustainability team and ESG Risk team. Once these teams have established that sufficient ESG risk mitigation is available, the credit application is progressed for assessment by Credit Risk Managers. In scenarios where the identified ESG concerns are not sufficiently mitigated or may present material credit and/ or reputational risks, the credit application will be declined. Where warranted, this could also lead to further reassessment of our overall client relationship.

Since its inception, ESG risk assessments for over 15,000 clients have been completed, representing almost 95% of our total Institutional Banking lending exposures as of December 2024. We will continue to monitor the effectiveness of our ESG risk assessment process and scoring methodology and further refine our approach based on emerging best practices.

### Leveraging Gen AI for sustainability

In 2024, we introduced a Gen AI tool within our ERQ to enable quicker processing of questionnaires and improve relationship manager productivity. Gen AI is used in the following:

- **Completion of ERQ** – The Gen AI tool enables upload and quick review of extensive client-related ESG documents. The tool summarises key information from the uploaded documents and provides suggested responses to the ERQ. A Chatbot function is provided which enables RMs to further query the AI engine for information from the documents.
- **Screening of negative news** – The Gen AI tool scans news, social media and blogs for negative ESG information on the client.

These enhancements ensure a comprehensive and efficient assessment process for new credit applications, annual credit reviews and other instances where ESG risk assessment is required. Regular sampling and RM/ Credit Risk Manager checks are performed to ensure credibility of responses generated by Gen AI. Our responsible AI taskforce, comprising senior leaders from multiple disciplines, assesses AI deployment to address relevant risks.

*Read more about "Data governance" on pages 88 to 90.*

### Centralised ESG database supporting streamlined reporting and stress testing

We established a centralised ESG database that consolidates both internal and external ESG-related data for institutional banking to support a streamlined reporting process, ensuring alignment with evolving disclosure standards and timely communication to investors and stakeholders.

Regular reporting on ESG risk is submitted to Risk Committees and the Board Sustainability Committee, including:

- Emerging ESG trends including regulatory developments
- Depending on severity, transactions with potential reputational risk that warrant more senior management oversight
- Portfolio exposures with high ESG risk to enable timely monitoring on the risk
- DBS' progress against our climate commitments for the priority sectors

Leveraging the data and systems built, we engage in various climate stress testing which are driven mainly by regulators. Such stress tests are performed to assess the potential financial impacts from prescribed climate scenarios. We integrate climate stress tests into our existing stress testing processes which are managed by independent Risk management functions reporting to the Chief Risk Officer. These units oversee the climate stress tests of which management, various committees and regulators are informed.

# Topic in focus: Nature

## The importance of nature and the role of finance

Global economic growth is intrinsically linked to and dependent on the health of our natural capital – forests, soils, oceans and all living things. Over half of the global economy (USD 44 trillion[10] of annual gross domestic product) and Asia's economy (53% of regional gross value added[11]) are estimated to be dependent on nature.

Natural capital provides societies and economies with direct and indirect benefits through ecosystem services[12]. However, human activity has severely depleted our natural capital, including the biodiversity within it, which negatively impacts the provision of ecosystem services. According to the United Nation's Environment Programme (UNEP), we are currently using the equivalent of 1.6 Earths to maintain our current way of life and nature's ecosystems cannot keep up with our demands. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) estimates that human actions have significantly impacted over three-quarters of our land-based environment and about 66% of our marine environment, threatening the extinction of about one million living species[13].

The consequences are severe: nature loss exacerbates interconnected sustainability challenges such as water and food insecurity, health risks and climate change. Specifically, on the crucial climate-nature nexus: rising temperatures and extreme weather events accelerate the loss of nature (e.g., deforestation), which in turn reduces carbon sequestration and accelerates climate change. On the other hand, protecting and restoring nature offers a powerful solution to mitigate climate change. Conserving forests and wetlands help to absorb anthropogenic carbon emissions while building resilience against potential extreme weather events.

If our natural capital continues to deplete, it will significantly undermine progress towards the United Nations' Sustainable Development Goals. To ensure a more sustainable future for our environment, economies and societies, urgent collective action is needed to protect and restore our natural capital.

Financial institutions, including DBS, play a critical role in supporting efforts to addressing the nature crisis. Our lending and investments both rely on and impact nature, creating potential opportunities to finance nature-positive initiatives while managing nature-related risks.

A nature-positive economy offers significant economic potential estimated at USD 4.3 trillion in business value and 232 million jobs in Asia by 2030[14] but this requires substantial capital mobilisation, supportive policy and regulatory frameworks. The Kunming-Montreal Global Biodiversity Framework (the "Paris Agreement for Nature") provides momentum, setting ambitious targets such as 30% land and ocean protection/ restoration by 2030 that will necessitate significant financing. On the other hand, inaction could have substantial economic costs - USD 2.7 trillion in annual losses by 2030[15] - driven by the collapse of ecosystem services, posing systemic financial and macroeconomic risks.

As an Asia-focused bank, we are committed to supporting a nature-positive future, viewing this as both a risk mitigation imperative and a business opportunity that complements our existing climate strategy.

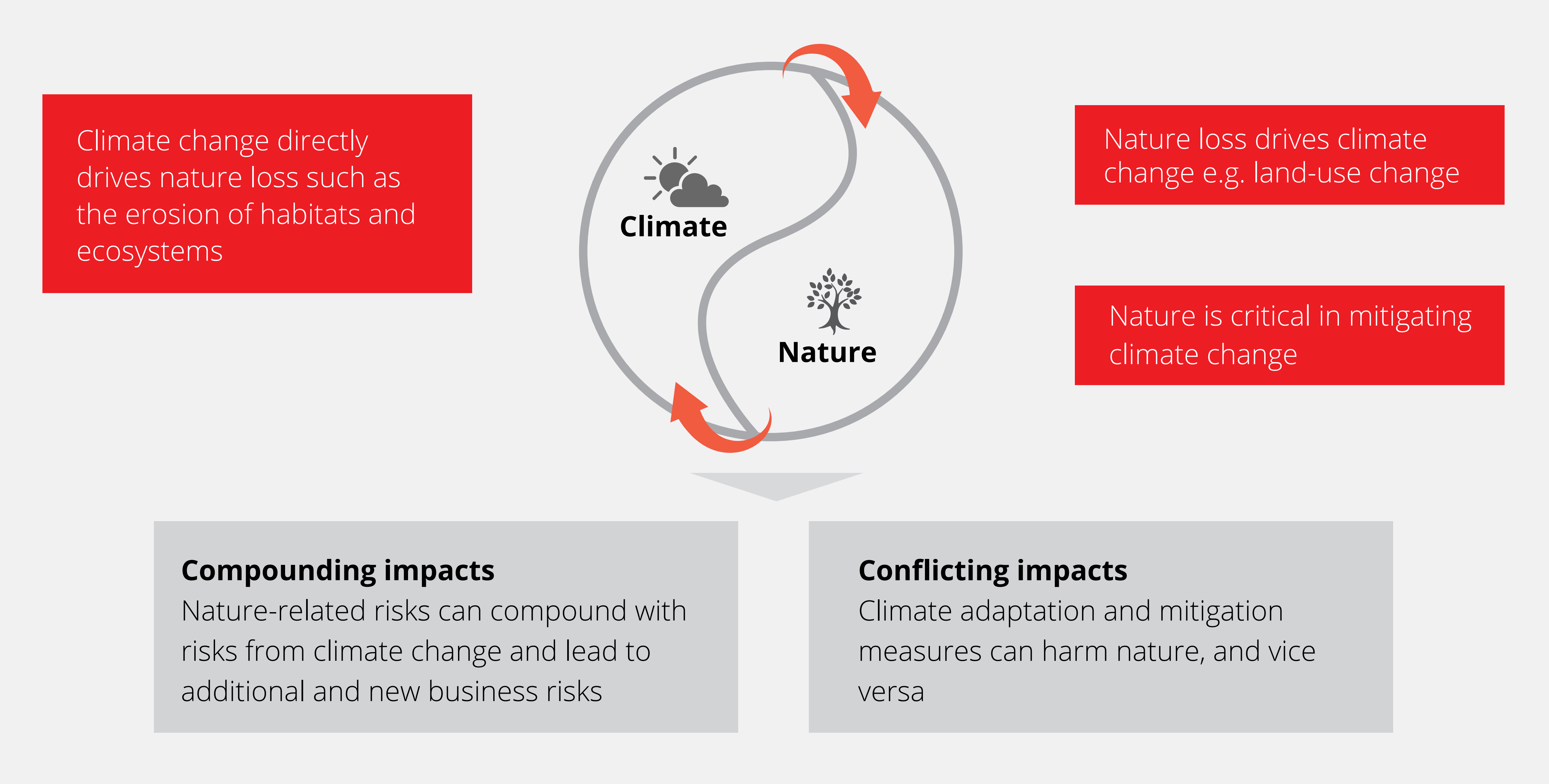



***Figure 1. The Climate and Nature Nexus***

(10) World Economic Forum (2020). Nature Risk Rising report.
(11) PwC and the Asia Investor Group on Climate Change (2024). Nature at a tipping point report.
(12) Ecosystem services encompass four key categories: provisioning (food, water), regulating (climate, flood control), cultural (recreation), and supporting services that support the provision of all the other categories (essential processes such as carbon sequestration)
(13) IPBES (2019). Summary for policymakers of the global assessment report on biodiversity and ecosystem services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.
(14) Temasek and Ecosperity (2021). New Nature Economy: Asia's Next Wave.
(15) World Bank (2021). The Economic Case for Nature.

## Our approach to nature

We recognise that we are at an early stage of our nature journey. But we can build on our longstanding commitment to and progress in weaving sustainability considerations into the fabric of our business across our three Sustainability Pillars.

*Read more about "Our sustainability strategy" on page 7.*

Recognising the climate-nature nexus, we will leverage existing governance structures, policies and frameworks in our approach to nature. We are committed to advancing our capabilities in nature-related financing and risk management.

### Governance

Oversight of nature-related matters is embedded into our overall sustainability governance structure.

*Read more about "Governance of sustainability" on page 8.*

At the board level, the topic of nature is expressly reflected within the Terms of Reference of the Board Sustainability Committee (BSC). As an emerging area of focus, nature and its implications on DBS were discussed at numerous BSC meetings in 2023 and 2024. These discussions covered nature-related global developments, risk management, policy and regulatory changes and disclosure requirements. Similarly, at the management level, the Group Sustainability Council and Project Net Zero steering committee discussed global developments, our approach and strategic nature-related initiatives throughout 2023 and 2024.

### Risk management

Our Group Responsible Financing Standard (GRFS) guides our responsible financing practices and ESG-related risk assessments. We incorporate a range of ESG factors into client decision-making, including nature-related risks (deforestation, biodiversity loss, water use etc.), alongside climate change, human rights and other key considerations.

*Read more about our approach to risk management on pages 24 to 27.*

We still face challenges in assessing nature-related risks, among others, the availability of relevant and sufficiently robust data, tools and methodologies. We will continue to refine our approach in alignment with market developments for assessment of nature risk.

Additionally, as a signatory to the Equator Principles (EP), we require all applicable projects to adhere to the IFC Performance Standards including Standard 6 on biodiversity conservation and sustainable management of living natural resources. This includes conducting comprehensive environmental and social risk assessments which specifically evaluate biodiversity impacts, and independent monitoring and reporting for projects with a higher risk level. For projects within critical habitats which could cause potentially significant or irreversible adverse nature-related impacts, mandatory biodiversity action plans are required as part of a wider environmental and social management plan.

### Nature-related prohibited activities in our GRFS

**Wildlife Trading**
ESG-prohibited activities include trading wildlife or wildlife products in violation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and shark finning, trading (wholesale or retail) or serving shark fin at eateries, and deriving material revenue from such activities.

**Deforestation**
ESG-prohibited activities include the deforestation of high carbon stock (HCS) and high conservation value (HCV) forests, land clearance by burning, and illegal logging.

### Nature-related assessments in our ERQs

**Biodiversity**

**Air Pollution**

**Water Use**

**Waste Management**

Our ERQs evaluate whether our clients have governance structures regarding the identification and management of environmental risks including:

- Biodiversity & whether group/ borrower's activities/production locations impact biodiversity (or are dependent on it)
- Water pollution
- Air pollution with additional sector-specific questions for sectors such as Shipping
- Waste disposal practices

### Building internal capacity: a collaboration with Cambridge University's Institute for Sustainability Leadership (CISL)

In 2024, DBS started to collaborate with Cambridge University's Institute for Sustainability Leadership (CISL) on a two-phase project, with the goal of enhancing our understanding of the economic and business impacts of nature loss in Asia, as well as building capacity in nature-related risk management. This was done jointly with UOB and OCBC, supported by the Monetary Authority of Singapore (MAS).

Phase one of the project utilised the ENCORE[16] tool to analyse our lending portfolio's key nature-related dependencies and assess their materiality. Dependency analysis is a key aspect of managing nature-related physical risks, identifying where businesses rely on ecosystem services for operations and financial health. Phase two of the project will leverage these findings to develop two sector-specific scenarios on nature sensitive sectors, enabling a better understanding of the potential impacts of nature loss and climate change on our lending portfolio. For example, we will analyse the impact of an intensified El Niño, exacerbated by climate change, on matters such as soil degradation and pollination services, and the resulting potential financial impacts associated with palm oil producers in Malaysia and Indonesia.

We will use the findings of the pilot project to further refine our future nature strategy.

## Our client engagement strategy and notable transactions

Given the climate-nature nexus, we seek to integrate nature-related topics into our overall client engagement, if and when suitable. The aim is to support our clients across a spectrum of initiatives aimed at minimising nature loss, promoting regeneration and restoration, and transforming systemic drivers of nature degradation. This includes financing areas such as biodiversity conservation, circular economy, waste management, sustainable water management, sustainable supply chains and ecosystem regeneration.

Globally, nature-related financing volumes remain low. This is reflective of the nascent stage of nature-related policy and regulatory developments. We anticipate a trajectory for nature-related finance mirroring the development of climate finance in its earlier years.

While there is no standardised definition yet for nature-related financing, financial institutions are already increasingly supporting nature-related initiatives, often as part of broader financings, without using specific nature-related labels. The following examples showcase a number of transactions DBS has already executed across different areas.

## Nature related financing

**Biodiversity conservation and waste management**
Sector: Real Estate

Type of support provided: Partnered City Developments Limited on a first-of-its-kind TNFD-aligned SGD 400 million sustainability-linked loan (SLL). Proceeds will support the redevelopment of CDL's existing assets.

Impact: The loan will contribute to nature conservation developments of CDL's existing assets through specific performance targets biodiversity conservation, waste management and water efficiency.

**Sustainable supply chains**
Sector: Automotive

Type of support provided: Coordinated an industry-first SLL to Southland Rubber Group which aligns with its commitment to sourcing natural rubber from regions verified as deforestation-free, in line with the EU Deforestation Regulation.

Impact: This loan marks a significant step forward in supporting sustainable practices within the natural rubber processing value chain.

**Sustainable water management**
Sector: Public services

Type of support provided: Led the first SGD 286 million blended finance project in Indonesia's water sector as a financial adviser to Karian Water Services.

Impact: The project will create a regional fresh water supply for 2 million Indonesian residents in Jakarta, Tangerang and South Tangerang to reduce their reliance on groundwater and address land-subsidence issues.

(16) ENCORE Partners (Global Canopy, UNEP FI, and UNEP-WCMC). ENCORE: Exploring Natural Capital Opportunities, Risks and Exposure.

## Advocating for nature and forging strong ecosystems

### Supporting nature-related reporting

Enhanced transparency is a key lever to foster accountability regarding the impact of our financing on nature and effectively assessing and managing nature related risks. As such, we strongly support global developments in sustainability reporting standards, which include nature.

#### International Sustainability Standards Board (ISSB) standards

DBS is a member of the global IFRS Champions Network, which aims to support the adoption of International Sustainability Standards Board Standards around the world. DBS was also a member of Singapore's Sustainability Reporting Advisory Committee, set up by Singapore's Accounting and Corporate Regulatory Authority (ACRA) and Singapore Exchange (SGX), which supported the implementation of mandatory ISSB-aligned reporting rules in Singapore. The ISSB commenced a research project that will help to inform future standard-setting for nature-related disclosures, and hence, we see our support for ISSB as critical for the adoption of nature-related disclosures.

#### Global Reporting Initiative (GRI) Standards

DBS is the only representative from Asia Pacific on GRI's global Technical Committee, supporting the development of the first ever GRI banking sector reporting standard. This new standard, currently under a public consultation, includes biodiversity as a topic for which it is suggested that banks assess materiality. Given the widespread adoption of GRI standards across the Asia-Pacific region, we see our support for this work of GRI as critical for the adoption of nature-related disclosures.

### Supporting industry efforts and fostering an ecosystem approach

DBS is a convening member and part of the Executive Committee of the Singapore Sustainable Finance Association (SSFA). The SSFA has five key areas of focus, one of which is on Natural Capital & Biodiversity, which aims to establish Singapore as a regional center of excellence and financing hub for nature.

***Read more about our Industry and policy engagements on page 23.***

### Supporting nature through collaborative partnerships

Collaborative partnerships and innovative market-based measures will be crucial in overcoming the roadblocks to financing nature. In May 2021, DBS partnered the Singapore Exchange, Standard Chartered and Temasek to set up Climate Impact X (CIX), a global exchange and marketplace for the trading of high-quality carbon credits. By facilitating a well-functioning marketplace with strong impact and risk data, CIX aims to enable the efficient price discovery of quality carbon credits and catalyse the development of new carbon credit projects worldwide. Nature-based solutions have been a strong focus of CIX since its inception. For instance, CIX executed auctions for blue carbon credits generated from the world's largest mangrove restoration project in Pakistan, the Delta Blue Carbon project which aims to protect and restore 350,000 hectares of tidal wetlands.

***Read more about "Managing our environmental footprint" on pages 75 to 81 and "Sustainable procurement" on pages 82 to 85.***

### Engaging our employees

As part of our Sustainability Learning campus and strategy to further build bank-wide sustainability capabilities, we include a module on nature and biodiversity which covers key concepts related to nature and biodiversity including how nature loss and degradation results in significant risks to businesses.

## The road ahead

While we are only at the beginning of our journey on nature, DBS is committed to contributing to efforts in protecting and restoring our planet's natural capital. We will continue to build internal capacity to embed nature considerations into our risk management and financing strategies. We anticipate that the momentum on nature will develop in a similar manner to climate, driven by evolving policy and regulatory frameworks, improvements in data, tools and methodologies. This presents opportunities for DBS, while establishing the need to further strengthen risk management.

Additionally, we aim to enhance transparency through our reporting and disclosures by adopting globally recognised standards. Recognising the importance of collective action and building on our foundation on climate, we will engage with stakeholders across the ecosystem to drive collective action towards a nature-positive future.

# Metrics and targets

## Net zero portfolio alignment

In September 2022, we published the report 'Our Path to Net Zero'[17], in which we outlined our overall climate strategy and established science-informed decarbonisation targets for our Scope 3 financed emissions for a large number of sectors we provide lending and financing support to, namely Power, Oil & Gas (O&G), Automotive, Aviation, Steel, Shipping and Real Estate. We also set ESG data coverage targets for, Food & Agribusiness (F&A) and Chemicals. All in all, these nine priority sectors are recognised as some of the most carbon-intensive sectors in the economy and collectively account for a majority of global GHG emissions. The exposure of the in-scope segments of our nine priority sectors, for which we have set targets, constitutes close to 50% of our corporate lending book.

We are committed to monitoring and reporting our progress against our sectoral targets annually. As climate-related reporting practices are rapidly evolving, we acknowledge the need to revise our estimates and assumptions, which may lead to restatements. In our annual stocktake of emissions performance to demonstrate our progression towards interim 2030 and 2050 net zero targets, we have utilised a range of data sources, reference scenarios and methodologies. As data quality and granularity improve, reference scenarios are refined and methodologies are updated, we will align our reporting with best practices. We have retained our methodology for accounting for facilitated emissions from ECM and DCM underwritings, fully attributing the facilitated emissions that DBS underwrote for one year following issuance (i.e. using a more conservative 100% attribution factor). As we refresh our net zero targets in line with the latest industry guidance and climate science, we are evaluating alignment with PCAF's latest guidance on facilitated emissions accounting which suggests a 33% attribution factor.

Looking ahead, we recognise that Asia's diverse economies have unique contexts that require differentiated and people-centric decarbonisation pathways. To accelerate a just and inclusive transition in Asia, we will periodically review our decarbonisation pathways—aligned with the principle of common but differentiated responsibilities—to ensure our 2030 and 2050 net-zero targets for priority sectors remain credible and relevant.  These reviews will take into consideration the latest scientific evidence as well as credible industry-specific pathways.

***Read more about the context and net zero alignment across our nine priority sectors on pages 34 to 51.***

(17) DBS (2022). Our Path to Net Zero

## Summary of our net zero financed emissions targets and performance

We continue to see good progress, with five out of seven sectors on track against the reference scenarios set. However, we also recognise many challenges such as the availability of commercially viable decarbonisation technologies, and dependencies such as an enabling policy and regulatory environment for decarbonisation efforts. This is specifically true in sectors such as Steel and Shipping, where we are not yet on track against the reference scenarios.

Addressing these challenges and dependencies will often need broader ecosystem partnerships across the public and private sectors. We remain committed to working with our clients and fostering partnerships to enable a just and inclusive transition to net zero.

Furthermore, we focus on our medium-to-long term targets and associated strategies and plans. In the short-term, apart from facing the aforementioned challenges and dependencies, our financed emissions may also increase, as we accelerate our support on transition finance, which will eventually support real world decarbonisation in coming years.

| Sector | Sub-sectors and types of financings included | Emission scopes included | Reference scenario | Target metric | Baseline[18] | Target (reduction vs baseline) 2030 | Target (reduction vs baseline) 2050 | Performance 2024 |
|---|---|---|---|---|---|---|---|---|
| **Power** | • Power generation<br>• Power equipment manufacturers | • Scope 1 (generation)<br>• Scope 3 (equipment) | IEA NZE | Emissions intensity ($kgCO_2/MWh$) | 260 | 138 (-47%) | 0 (-100%) | 208 |
| **Oil & Gas** | • Upstream<br>• Downstream<br>• Integrated | • Scope 1-3 | IEA NZE | Absolute financed emissions ($MtCO_2e$) | 38.6 | 27.7 (-28%) | 3.0 (-92%) | 26.4 |
| **Automotive** | • Automotive OEMS<br>• Captive automotive finance companies<br>• Automotive distributors<br>• Dedicated powertrain manufacturers | • Scope 3 (tailpipe emissions of passenger vehicles) | IEA NZE | Emissions intensity ($kgCO_2$/vehicle-km) | 0.117[19] | 0.052 (-57%) | 0 (-100%) | 0.103 |
| **Aviation** | • Airlines<br>• Aircraft leasing companies<br>• Secured aircraft financing | • Scope 1 (airlines and secured aircraft financing)<br>• Scope 3 (aircraft leasing companies) | IATA Fly Net Zero | Emissions intensity ($kgCO_2$/p-km) | 2020: 0.389<br>2019: 0.088[20] | 0.074 (-16%) | 0 (-100%) | 0.083 |
| **Steel** | • Steel production | • Scope 1-2 | Mission Possible Partnership – Tech Moratorium Scenario | Emissions intensity ($kgCO_2e/kg$) | 1.95 | 1.42 (-27%) | 0.14 (-93%) | 2.09 |
| **Real Estate** | • Real estate owner-operators<br>• Real estate special purpose vehicles<br>• Real Estate Investment Trusts (REITs) | • Scope 1-2 (operating emissions) | Carbon Risk Real Estate Monitor – Global Decarbonisation Pathways | Alignment delta (%) | -14.0% | ≤0% (-42%) | ≤0% (-95%) | -18.0 |
| **Shipping** | • Secured vessel financing | • Scope 1 | International Maritime Organisation – Poseidon Principles | Alignment delta (%) | -11.8% | ≤0% (-23%) | ≤0% (-71%) | 13.4% |
| **Food & Agribusiness** | • Primary growers, producers and processors<br>• Integrated agribusiness companies<br>• Food and beverage manufacturers<br>• Food retail<br>• Animal protein and feed producers | • N/A | N/A | Data coverage (% large corporate clients reporting emissions and physical output) | 31% | ≥66% | N/A | 58 |
| **Chemicals** | • Petrochemicals<br>• Commodity & diversified Chemicals<br>• Industrial gases<br>• Specialty chemicals<br>• Fertilisers & agrichemicals | • N/A | N/A | Data coverage (% large corporate clients reporting emissions and physical output) | 45% | ≥66% | N/A | 59 |

(18) Baseline calculated for DBS' clients as of August 2021; latest emissions data per client from 2020, or latest date in lieu of 2020 if required.
(19) 2022 is used as baseline for Automotive sector. As the Worldwide Harmonised Light Vehicle Test Procedure (WLTP), which is the metric used for measuring vehicle emissions, is not available for prior years.
(20) 2019 data is used as reference start-point for the Aviation sector. As IATA Fly Net Zero does not have data for 2019, the IEA NZE was used as reference instead.

# Power

## Sector overview

Rapid economic and population growth across Asian economies has and will continue to drive an unprecedented surge in electricity demand in the region. Additionally, we see increased electrification across residential, transport and data centre sectors. According to the IEA, developing economies will account for 70% of additional electricity demand globally through to 2050 with China alone expected to contribute around 25% of this growth[21]. Southeast Asia's share of electricity in total final consumption will account for over 30% in the same time period[22].

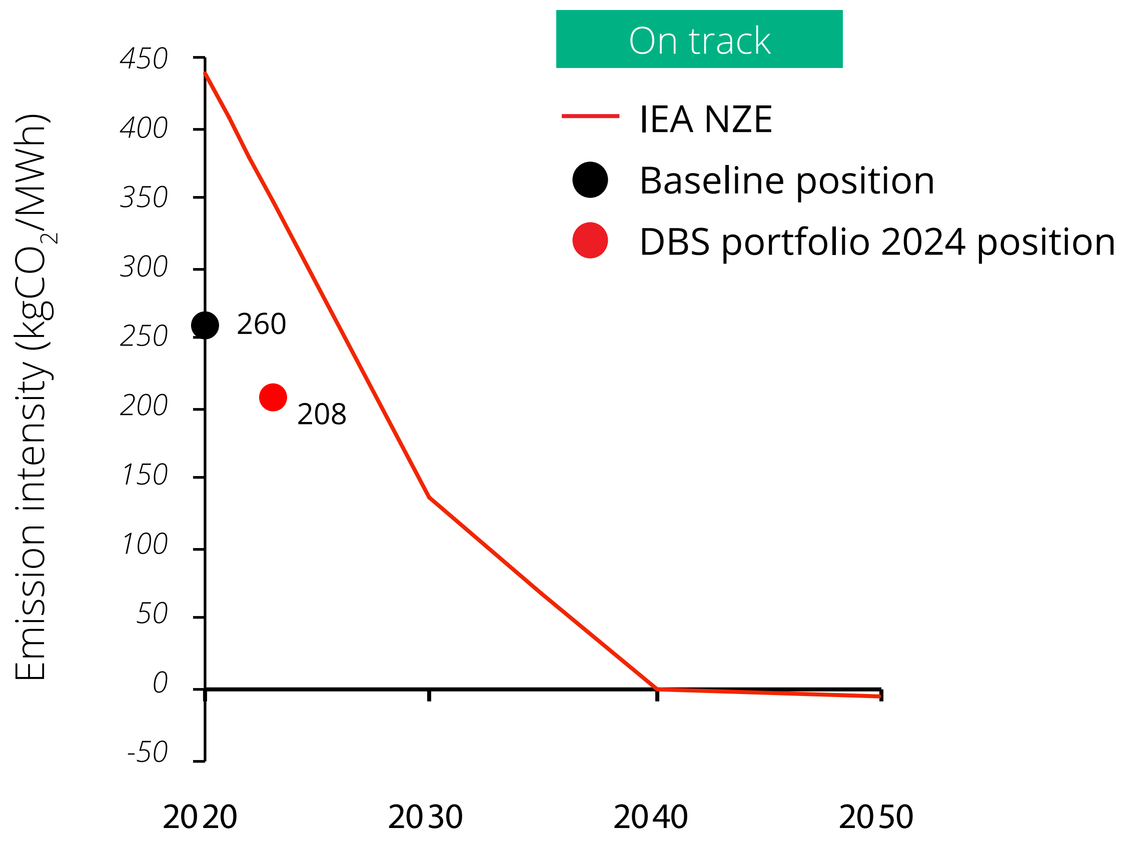
Amidst rapid development and increasing electricity demand, Asian economies must ensure access to affordable electricity supported by a secure and reliable power grid. This has led to a slower than expected transition, with coal and natural gas remaining a dominant part of the electricity generation mix, despite greater renewable capacity additions. In Southeast Asia, growing electricity use has been met mostly by coal and natural gas which now accounts for close to 75% of the electricity mix in 2023, with coal accounting for 45% of that (see Figure 2). While national decarbonisation targets exist, substantial investment and considerable time are needed for Asian economies to ensure a stable transition toward greener energy systems through reliable renewable energy and grid infrastructure upgrades.

Indonesia has managed to meet its electricity demand, which has tripled over the past two decades, through the use of fossil fuels[23], which still accounts for 67% of its energy mix[24]. At the same time, the nation targets renewable energy to account for 17% to 19% of its energy mix by 2025. Similarly, while Singapore is committed to net zero by 2050, it also must balance this with energy security to ensure economic growth. To date, natural gas power generation still accounts for 95% of its electricity supply, reflecting the scarcity of readily scalable renewable energy options. India aims to achieve 500 gigawatts of renewable energy capacity by 2030, and will continue to balance its growth ambitions and demand for affordable energy. Despite fossil fuels still comprising 49% of India's energy mix in 2024, the nation is expected to achieve a major milestone of more than 50% clean power generation capacity by the end of 2025[25].

We have set targets to reduce our financed emissions from our Power portfolio in line with the decarbonisation pathway set out in the IEA net zero scenario (IEA NZE) from 438 $kgCO_2$/MWh (2020 baseline) to 138 $kgCO_2$/MWh by 2030, and to reach zero emissions intensity by 2040.

We are focusing on the reduction of scope 1 emissions of our Power generation portfolio as they are most material to the sector, as well as scope 3 of power equipment manufacturers.

## Power sector financed emissions




Financed emissions from the Power sector remain well below the IEA NZE reference scenario and the sector is on track to meet its 2030 interim target. This is underpinned by a continued shift toward financing renewable players making up 62% of our portfolio, while simultaneously reducing exposure to conventional and integrated power players.

While we continue to increase our financing of renewable energy generation–including wind, solar, geothermal and hydro–to accelerate the energy transition, we recognise that the primary challenge hindering the speed and scale of renewable adoption is intermittency. To address and enable this, we have been advising and financing players focused on Battery Energy Storage System (BESS) projects, hybrid projects, and smart grid technologies, including advanced metering. These projects are inherently more technically complex and capital intensive to execute. With cost-effective long-duration storage and much-needed augmentation of transmission systems still under development, policymakers across Asia Pacific have to continue to prioritise energy security alongside price affordability. To this end, there has been an increase in investments in future-ready natural gas power plants across our business footprint, particularly in Southeast Asia and Australia. These technologically advanced plants (with sufficient guardrails for reducing lifecycle emissions e.g., addressing methane leakage) are capable of co-firing up to 30% to 50% of green hydrogen when the supply chain of green hydrogen becomes more commercially viable, allowing for significant reduction in emissions footprint.

We expect to actively manage our Power portfolio as we strive to achieve our interim 2030 and longer-term 2040 net zero targets. This commitment involves providing comprehensive support not only to customers who already possess well-developed and mature transition strategies but also extending crucial assistance to those at earlier stages of their decarbonisation journey. We firmly believe that these companies will play an essential role in the overall energy transition and will demonstrate substantial progress in their efforts to reduce their environmental impact.

## Accelerating action for transition

Looking forward, DBS will increase our focus on capital deployment and advisory services for transmission, distribution, smart grid solutions, including storage, to bridge the intermittency gap and drive digital transformation in the power sector.

Earlier this year, DBS supported a homegrown enterprise with their inaugural green loan for the construction of Singapore's first circular biomass power plant[26]. The plant is expected to alleviate the burden of landfills and improve circularity of resources used; its electricity generated will be used to power part of Google's data centre operations in Singapore. Upon completion, the facility will be certified under the International Renewable Energy Certificate (I-REC) standard – a globally recognised system for tracking and certifying renewable energy sources.

(21) IEA (2024). World Energy Outlook 2024
(22) IEA (2024). Southeast Asia Energy Outlook 2024
(23) Ember (2024). Indonesia
(24) Fitch Ratings (2024). Indonesia's Coal-Fired Power Phase-Out May Face Implementation Challenges
(25) BNEF (2024). India and Energy: Here's what to watch in 2025
(26) DBS Bank (2024). DBS green loan powers wider adoption of biofuels to enable a circular economy and help accelerate Singapore's net-zero ambitions

DBS has been involved in notable round-the-clock (RTC) projects and hybrid systems that ensure stable, uninterrupted supplies of renewable energy in India and other markets[27]. In Australia, we supported Akaysha Energy in constructing the Orana BESS project, one of the world's largest four-hour battery systems, critical for enabling an orderly and stable energy transition. RTC systems typically combine two or more renewable energy assets such as solar and wind generation with storage solutions like BESS or pumped hydro, which can be further complemented by smart grid management to address grid capacity constraints[28].

DBS has also been supporting our customers across digitalisation and smart grid solutions. In Indonesia, DBS acted as a financial advisor to PLN as part of its digitalisation efforts to enhance electrical billing accuracy and offer insights to better manage energy demand on the grid infrastructure[29]. Additionally, we were mandated as lead arranger for a smart metering project for Genus Power in India.

We are pioneering bespoke and innovative debt and equity financing structures to support the large capital requirements of regional power grid projects and advising clients on navigating cross-border regulatory hurdles. In Singapore, DBS is a key supporter of the Singapore Import Project, a cornerstone of the Energy Market Authority's four switches strategy. Given the limited renewable energy sources onshore, Singapore has announced conditional awards and licenses to import up to 6 gigawatts of low-carbon electricity[30], which promotes the development of renewable energy in the region and further catalyses the vision of the ASEAN Power Grid.

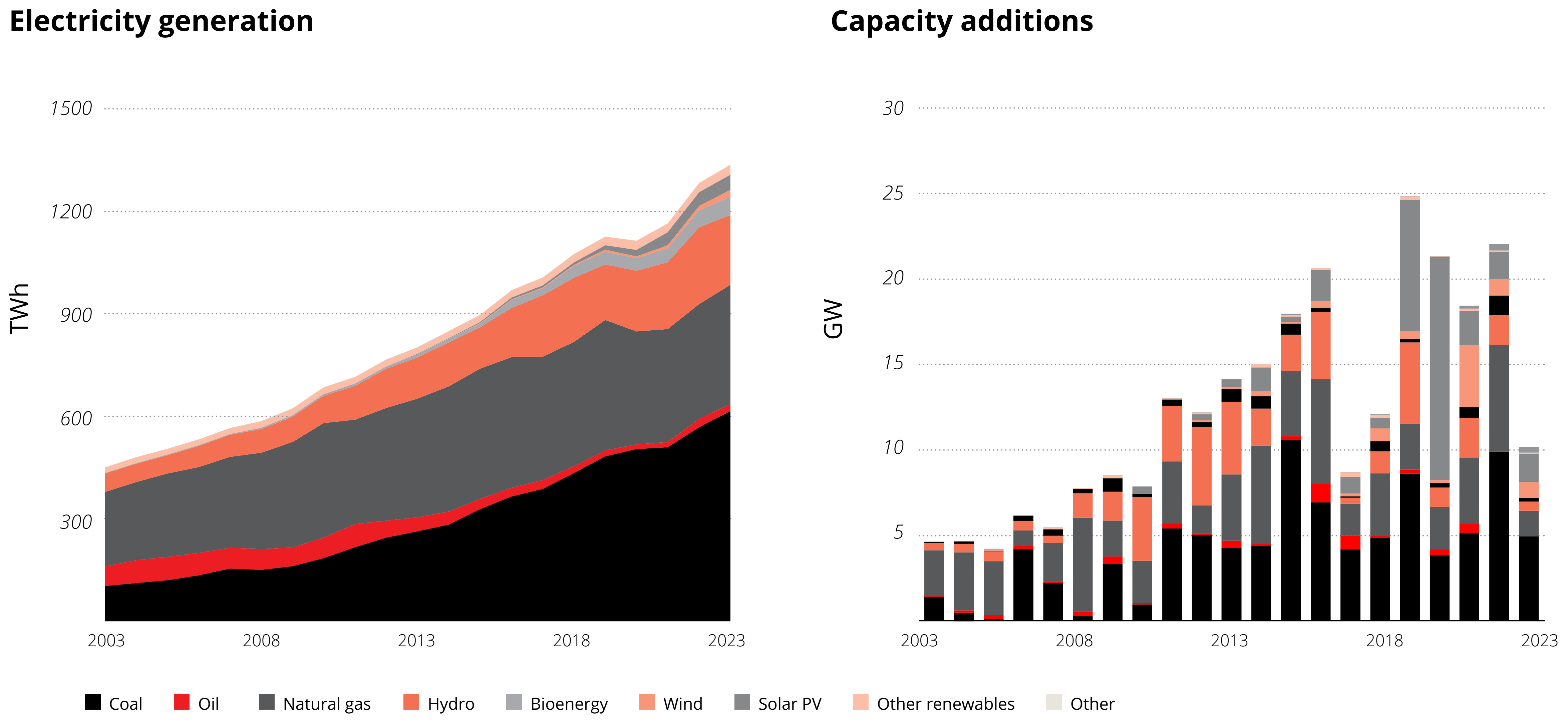
To further accelerate Asia's energy transition, DBS actively collaborates with industry- and government-led coalitions.

- In addition to being a GFANZ alliance member, DBS co-led the transition finance power subgroup and taxonomy workstreams under the Singapore Sustainable Finance Association. As part of the work, DBS co-convened the International Energy Agency Finance Industry Advisory Board (IEA FIAB) Asia Pacific Sub Group Meeting to enable a more structured dialogue with the energy finance community on a range of issues affecting energy investment and engaged with the newly opened IEA Regional Cooperation Centre in Singapore, on a key topic around the development of regional pathways to decarbonisation.
- We also co-led the Monetary Authority of Singapore's Transition Credits Coalition (TRACTION) programme, which aims to explore the creation of credible, high-integrity transition credits to support the managed and early phase-out of coal power plants in Indonesia, Philippines and Vietnam. These initiatives are aimed at improving bankability of projects, closing financing gaps and thereby accelerating the advent of clean energy solutions.

As the world charts its course toward a lower-carbon future, a key focus for DBS' transition financing and advisory solutions will be investments in future-ready power plants. These include LNG power plants adaptable to meaningful green feedstock, such as green ammonia or hydrogen, or biofuel and biomass-fired power plants. These initiatives aim to diversify fuel sources and drive the transition to a low-carbon economy.

The pathway to net zero is seldom linear, especially in South and Southeast Asia where structural inequalities in basic energy access remains a significant challenge. Inherent disparities in policies, income levels, infrastructure and resources create an uneven and divergent pace of transition across our core markets. Recognising this complexity, DBS is committed to enabling a socially inclusive and just transition, through solutions that integrate mature technologies to bridge the gaps in green and nascent technologies, ultimately reaching our net zero goals.

**Figure 2. Southeast Asia electricity generation and annual electricity generation capacity additions by source, 2003-2023**




*Notes: GW = gigawatts. TWh = terawatt-hours. "Other renewables" include geothermal, concentrating solar power and marine power. "Other" includes non renewable waste and other sources.*

***Source: IEA Southeast Asian Energy Outlook, 2024***

(27) DBS Bank. DBS Supports Financing for India's First RTC Renewable Solar Energy Project
(28) DBS Bank. DBS Insights on Financing Hybrid Renewable Energy Projects
(29) DBS Bank. Bank DBS Indonesia Becomes Lead Arranger for USD100 Million Loan to PT State Power Grid
(30) Energy Market Authority. Regional Power Grids

# Oil and Gas

## Sector overview

As the world accelerates its path toward decarbonisation, fossil fuels remain a cornerstone of global economic activity. A wide range of activities remain reliant on the sector to sustain economies and livelihoods including power generation and heating, transportation, industrial activities and manufacturing. This dual reality has been underscored in recent years by heightened concerns over energy security, affordability and accessibility.

Geopolitical instability continues to impact the global energy supply causing significant volatility in energy prices. In many nations, including those in Asia, it has resulted in short term policy shifts toward ensuring secure and accessible energy, resulting in demand increases for fossil fuels and additional subsidies provided and away from sustainability commitments.

Asia, with its rapidly growing population, urbanisation and industrial base, faces a unique "energy trilemma" conundrum – governments need to balance decarbonisation goals while ensuring energy security and affordability. According to the IEA, Asia's economies—particularly India and Southeast Asia—are projected to drive over 50% of global energy demand over the next decade (Figure 3)[31]. Achieving net zero by 2050 will necessitate a significant reduction in the use of unabated fossil fuels. Simultaneously, it will require sustained investments in and deployment of low-carbon technologies and clean alternative fuels including carbon capture, utilisation, and storage (CCUS), green hydrogen and green ammonia. Although the pace of transition remains uneven across the region, the development of clean alternatives has gained significant traction in Southeast Asia in recent years.

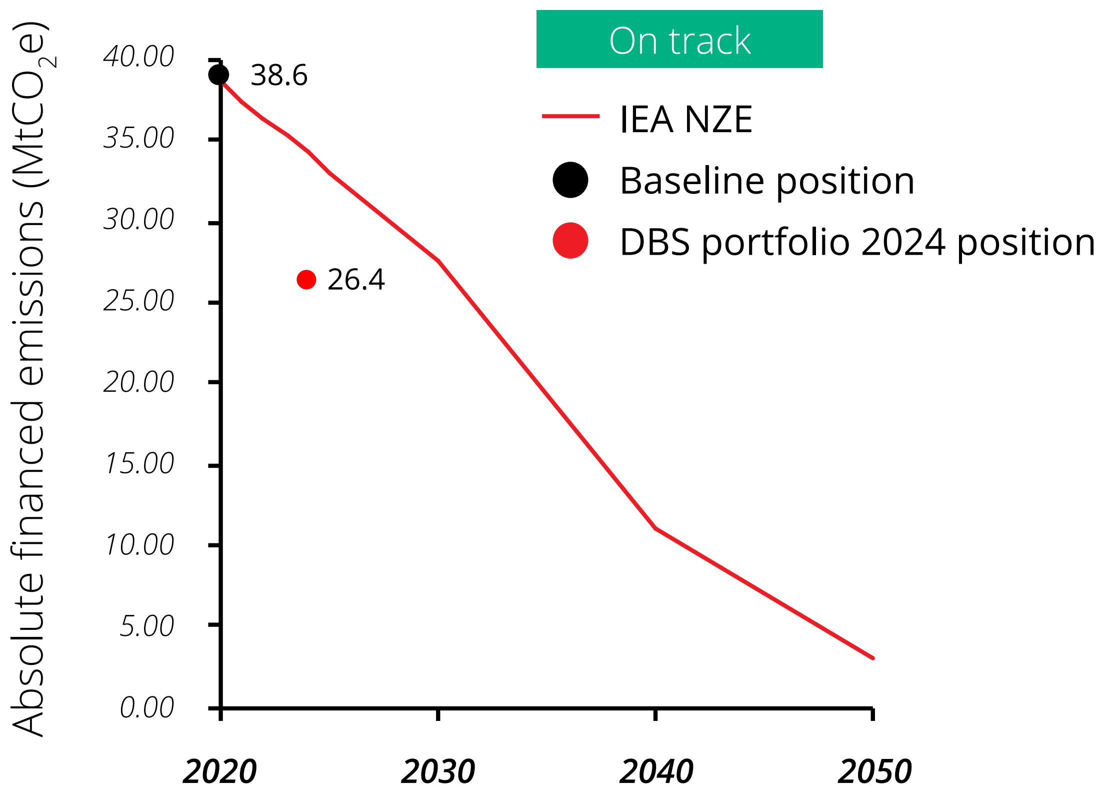
Industry experts have projected a significant slowdown in demand growth for China's oil and refined products. Gasoline demand is expected to peak in 2024[32], while diesel demand has already plateaued between 2022 to 2023[33]. Meanwhile, China's natural gas demand increased by 11% year-over-year in 2024[34], with the broader Asia Pacific region expected to account for majority of the global natural gas demand growth in 2025[35].

With coal still a dominant energy source in many Asian countries, natural gas with appropriate mitigation and abatement measures, especially addressing methane leakage, across the lifecycle is increasingly being positioned as a "transition fuel," providing a cleaner baseload alternative while awaiting renewable technologies to solve intermittency at an affordable cost. In countries such as China, India, Indonesia and Vietnam, where coal's footprint remains substantial, shifting to natural gas with appropriate guard rails such as methane abatement along the supply chain can help to reduce carbon intensity and improve air quality, especially in densely populated areas.

DBS has set targets to reduce our financed emissions from our Oil and Gas portfolios in line with the 1.5°C aligned decarbonisation pathway set out in the IEA Net Zero by 2050 scenario (NZE) from 38.6 $MtCO_2e$ (2020 baseline) to 27.7 $MtCO_2e$ in 2030 and 3.0 $MtCO_2e$ by 2050. This scenario, assumes a continued but tapered supply of fossil fuels as part of the overall energy mix in order to limit global warming to 1.5°C.

Our absolute emissions targets for the O&G sector cover upstream, downstream and integrated companies, and includes all three emission scopes.

## Oil and Gas sector financed emissions




The absolute emissions arising from our Oil & Gas portfolio have consistently remained below the IEA NZE reference pathway and the sector is on track to meeting its 2030 interim target[36]. In the past year, we have shifted our financing strategy to prioritise lower-carbon solutions and managing exposure to carbon-intensive oil and gas value chains. Whilst we continue to engage and support our customers to transit away from conventional Oil & Gas business activities, we do recognise barriers in expanding alternative and lower-carbon fuel production due to costs and availability of feedstock. We anticipate that, despite our efforts, some customers may not align with our 2030 targets and net zero ambition. In such cases, we may need to consider whether to reduce our exposure. This choice will be informed by our policies and strategic portfolio considerations, including sustainability, credit and commercial alignment.

We will continue to manage our O&G portfolio to maintain our performance. This is especially crucial given that the widely agreed upon methodologies to calculate the absolute financed emissions arising from our O&G portfolio are influenced by external factors such as market conditions which will impact the Enterprise Value including Cash (EVIC) of our customers. This may result in a change of our reported financed emissions even if underlying actual emissions remain stable.

## Addressing transition challenges

To navigate its transition to net zero, the Oil and Gas sector faces complex sector and market-related challenges.

The decarbonisation challenge in Asia is characterised by the region's limited access to commercially viable clean fuels and technologies. On one hand, reducing emissions without compromising energy security and affordability is a challenge. On the other, fossil-fuel dependent sectors like manufacturing face difficulties in maintaining competitiveness while decarbonising. Technologies like CCUS and biofuels offer potential solutions, but their high capital and operational costs necessitate substantial government subsidies and policy incentives to scale effectively and accelerate adoption. For example, Singapore is actively supporting biofuels production, including sustainable aviation fuel projects, through demand creation to strategically foster market adoption. However, concerns about feedstock availability for alternative fuels production remain a significant bottleneck, especially for large-scale implementation. Furthermore, the ability to pass on increased costs of low-carbon technologies to consumers remains uncertain, with affordability considerations potentially slowing the pace of adoption.

National oil companies (NOCs) in Asia continue to dominate the energy sector in the region and therefore, the decarbonisation of the sector is closely linked to these players. With the advent of Nationally Determined Contributions (NDCs) in recent years, NOCs now face an added objective of also meeting decarbonisation targets, which may present a challenging trade-off against their traditional core mandate of achieving energy security and accessibility.

(31) IEA. IEA FIAB Asia Pacific Sub Group Meeting.
(32) S&P. China's peak oil demand looms.
(33) Reuters. After decades, China sputters as engine of global oil demand growth.
(34) Kpler - Asia, industry lead increase in global gas demand in H1: IEA
(35) IEA (2024). Global gas security review.
(36) We are continuously working to refine our financed emissions calculations as methodologies and data quality improve. After adjusting for these refinements, the emissions arising from our O&G portfolio remain below the IEA NZE pathway, across all reporting periods.

Achieving decarbonisation in Asia requires a collaborative effort that integrates robust government support, private market investment and financing solutions from financial institutions. Bank financing is essential to bridge funding gaps, offering structured financial solutions to de-risk investments and ensure the long-term viability of sustainable energy projects.

## Accelerating action for transition

To align with climate targets, significant capital investment will be required globally across energy, infrastructure, and industrial sectors. The IEA estimates that annual clean energy investment needs to reach approximately USD 4.5 trillion a year by the early 2030s to be in line with a net zero pathway[(37)]. Asia, due to its energy-intensive growth trajectory, will require a substantial share of this investment, especially in renewable energy, biofuels, green hydrogen and ammonia, CCUS, energy storage and other energy efficiency projects.

In the near term, DBS will support Asia's energy transition by focusing on actionable and scalable solutions such as the coal-to-gas transition with appropriate guardrails such as those addressing methane leakage, and the implementation of biofuel blending across various markets to reduce reliance on traditional, high carbon-intensity fossil fuels. Countries like India are also leveraging carbon credit markets to incentivise emissions reductions, providing immediate opportunities for decarbonisation while laying the groundwork for broader adoption of green technologies.

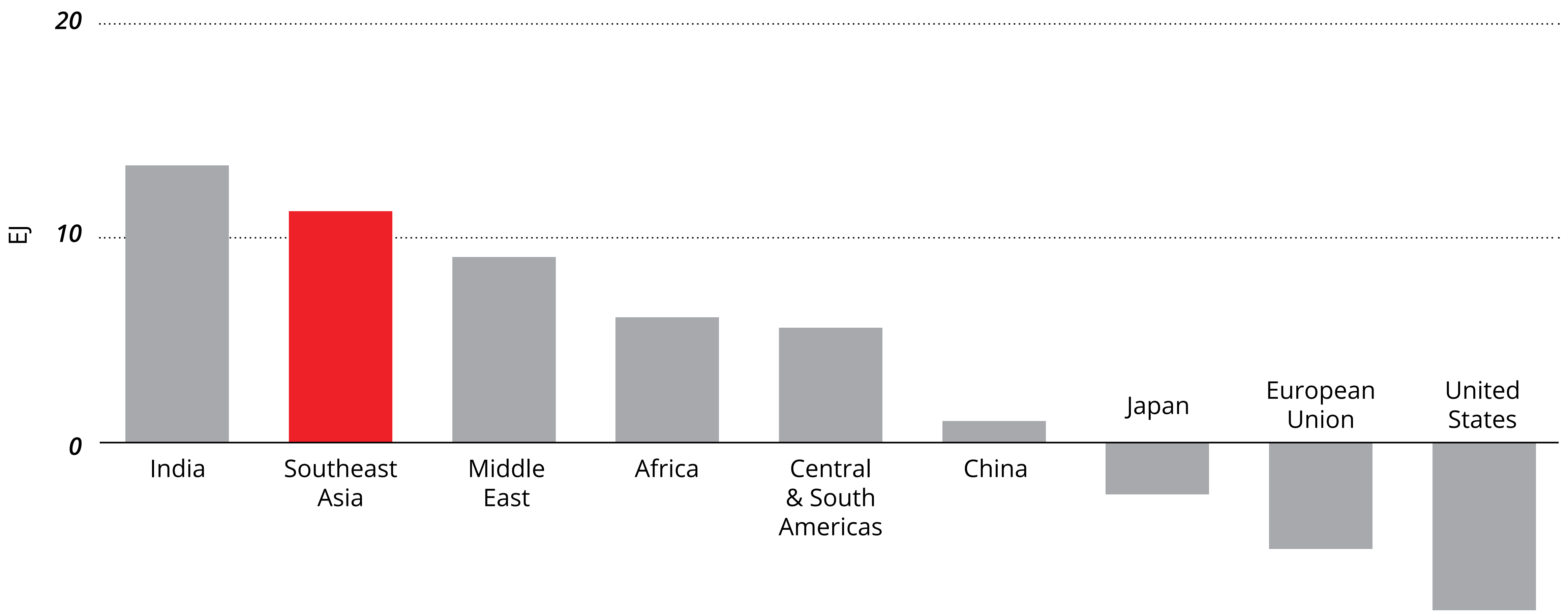
Looking to the mid-to-long term, the focus shifts to more transformative strategies, including the development of green hydrogen, CCUS and ammonia as key components of a sustainable energy system. These long-term efforts hinge on consistent government support, including favorable regulatory frameworks and incentives, to drive large-scale investments and foster innovation in clean energy technologies.

For DBS, this transition presents a range of business opportunities, particularly in supporting clients as they adapt to the demands of a low-carbon economy, including promoting the adoption of energy transition technologies and their project development. We have been engaging in deeper conversations with our clients, including NOCs, integrated players, and financial investors, to identify key growth segments and develop innovative and comprehensive advisory and financing solutions to support industry-wide decarbonisation efforts through initiatives like CCUS and GHG emissions reduction projects. DBS also engages clients and provide advisory services to support evaluating and planning their decarbonisation strategies.

DBS also plays an active role in supporting Singapore and the wider region's transition to alternative fuel sources, for example providing financing and advisory services to encourage and stimulate the production of biofuels, renewable gases, and green hydrogen/ ammonia in the region. We have also been supporting biofuel production projects across Singapore, Malaysia, and China, providing long-term financing solutions across the entire product and supply value chain. This includes funding for feedstock acquisition, production facilities and distribution networks, thereby enabling the growth of biofuels production in the region. Looking ahead, DBS is actively exploring financing opportunities in cutting-edge technologies such as CCUS and hydrogen/ ammonia projects, signaling its commitment to supporting the energy transition and enabling the development of scalable solutions for a low-carbon economy.

DBS believes that continuous engagement with policymakers and industry stakeholders to advocate for a more supportive regulatory environment will be critical, especially regulatory commitment to move away from fossil fuel subsidies and incentives for energy transition. DBS strives to lead the collaboration with industry stakeholders and drive policy dialogues to help establish consistent, decarbonisation-friendly policies that supports a more rapid and cost-effective energy transition.

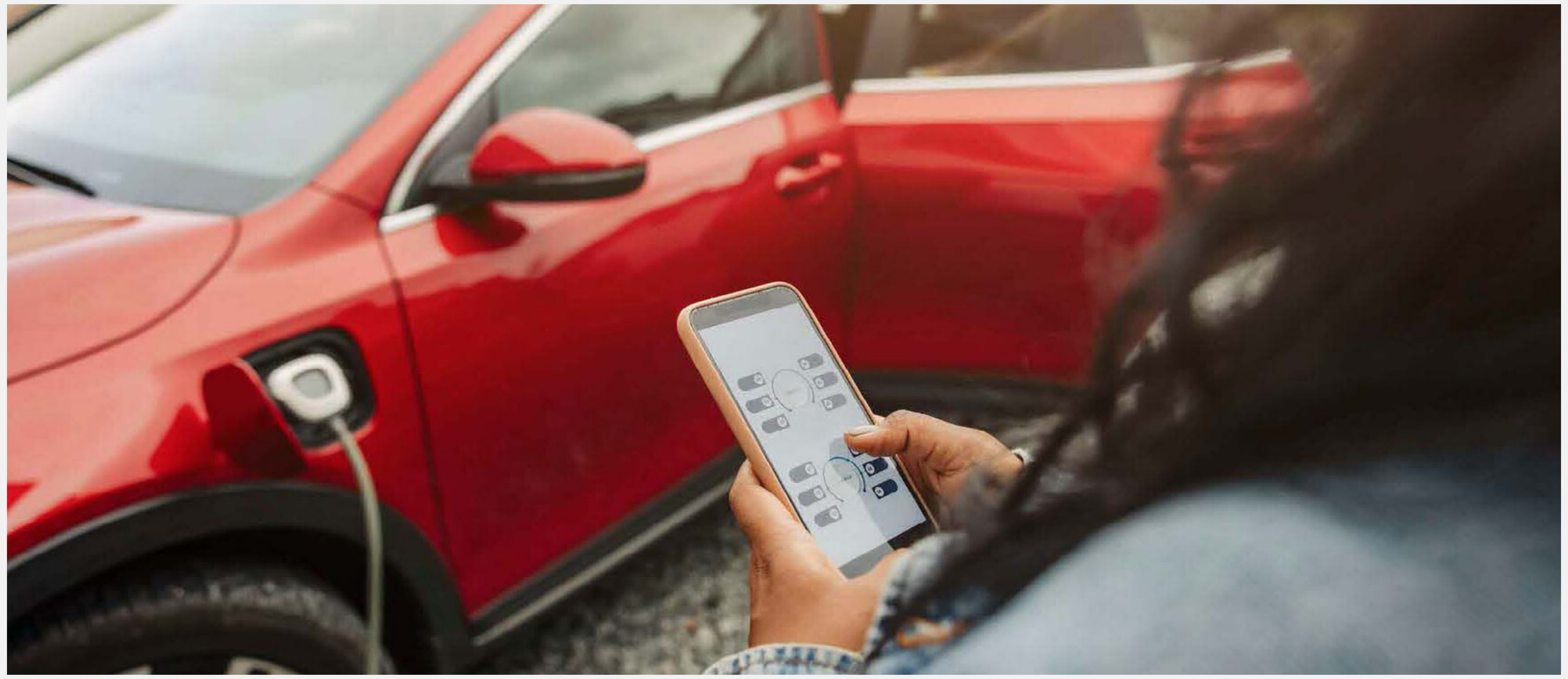
**Figure 3. Change in energy demand across regions, 2023-2035**




***Source: IEA***

(37) IEA. Net Zero Roadmap: A Global Pathway to Keep the 1.5°C Goal in Reach.

# Automotive



## Sector overview

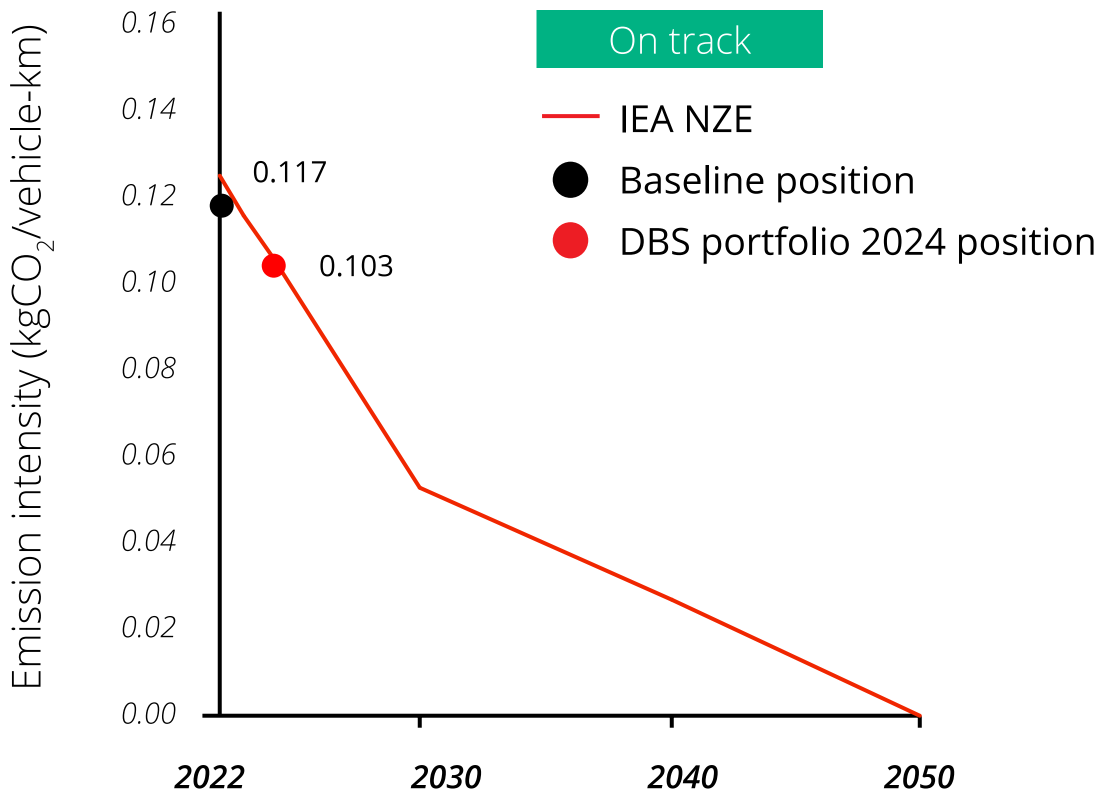
Decarbonising the Automotive sector is not only crucial for the global fight to mitigate climate change, but also for reducing air pollution in cities that negatively impacts human health. The world has already begun to shift away from traditional Internal Combustion Engines (ICE) towards Cleaner Energy Vehicles (CEV), such as hybrid and battery electric vehicles driven by rapid innovation, government support and consumer demand.

The three key automotive markets globally are China, Europe and the United States with varying adoption rates for CEVs. China has been a significant driver of growth with the market share of electric car sales passing 50% in 2024[38]. In the first half of 2024 alone, sales of hybrid electric vehicles surged by 70%, and sales of battery electric vehicles (BEV) rose by 15%[39]. Beyond its domestic market, China has become the global manufacturing powerhouse for the BEV supply chain, exporting globally to Europe and the US. Other Asian markets such as India and those across Southeast Asia also present opportunities for future growth, as they play to their strengths in the CEV value chain.

At DBS, our financing of the Automotive sector covers industry players along the value chain, from parts manufacturers to Original Equipment Manufacturers (OEMs) and their captive financing companies, as well as distributors and mobility service providers. Our net zero by 2050 commitment, and interim target of a 57% emissions intensity reduction by 2030 compared to our 2020 baseline, includes companies involved in the manufacturing or financing of passenger vehicles, which makes up the bulk of our portfolio.

(38) IEA (2024). Clean Energy Market Monitor.
(39) IEA (2024). World Energy Outlook.

## Automotive sector financed emissions




The emission intensity for this sector continues to be on track against our target decarbonisation pathway. This is largely driven by decreases in OEMs' emissions intensities and an increase in our financing activities within the CEV value chain. The medium-term outlook to meet our interim 2030 target and the long-term outlook for achieving our net zero 2050 target is underpinned by the OEMs' transition pathway and evolving consumer preferences.

## Addressing transition challenges

While the transition to net zero emissions is underway, the Automotive sector still faces multiple challenges to decarbonise in the near term. Geopolitical uncertainties and changing consumer preferences have added to market volatility, affecting the pace of transition towards clean energy.

Continued progress towards achieving our targets by encouraging higher CEV adoption is dependent on several critical factors including:

- **Government policy support and consumer preference**
  Policies like tailpipe emissions standards and incentives—including tax credits, subsidies, and leasing schemes—play a significant role in promoting CEV adoption, together with consumers acceptance of such CEVs.
- **Availability of raw materials**
  Ensuring a steady supply of essential battery components, such as lithium and nickel, is vital for CEV production.
- **Deployment of charging infrastructure**
  Expanding charging networks and upgrading electrical grids are necessary to meet the increased demand from CEVs.
- **Innovative technologies**
  Ongoing innovation in EV battery chemistries and manufacturing techniques would help to bring down production cost of batteries and the overall price of CEVs.

We seek to overcome these challenges by working with key ecosystem players, leveraging our strong connections in Asia and across CEV value chains. Over the past few years, DBS has been actively supporting our Korean and Chinese battery suppliers' outbound capex investments into Europe, building a resilient global CEV supply chain for our automotive clients.

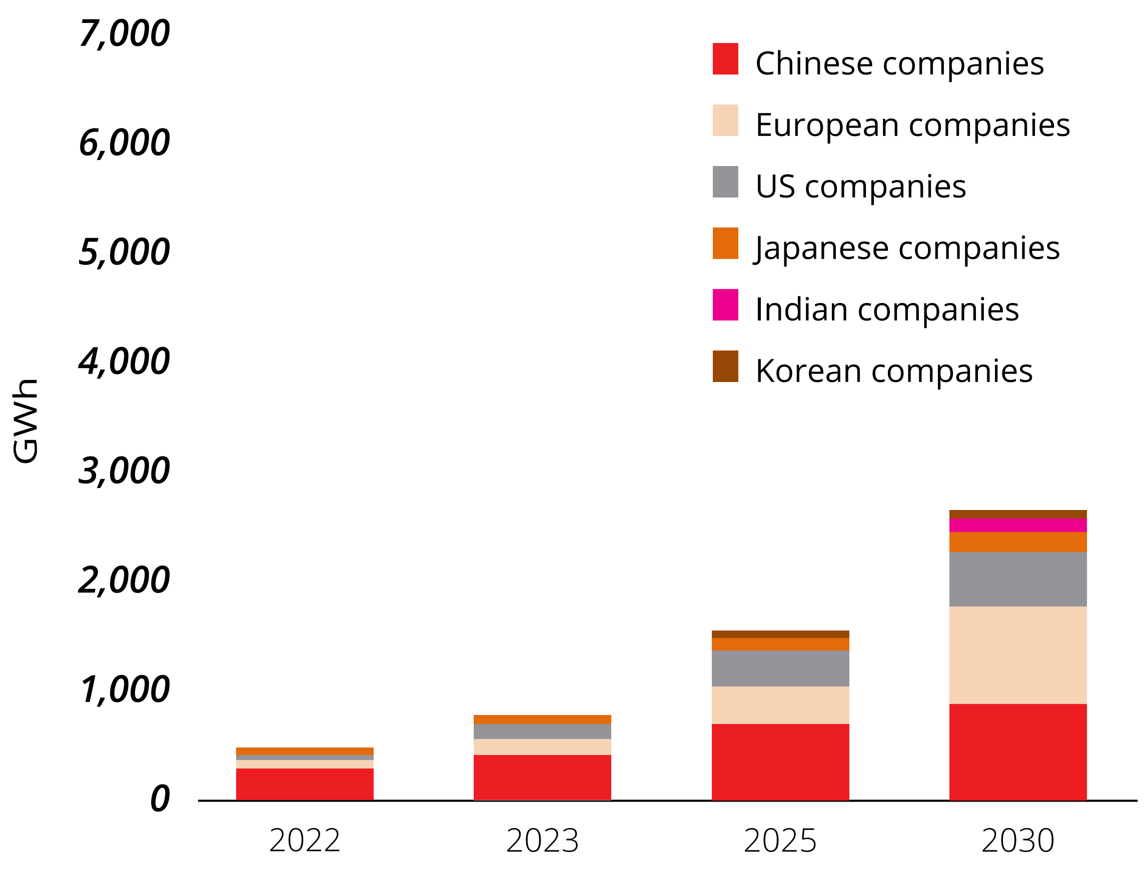
Capitalising on our end-to-end value chain coverage across M&M and Auto teams, DBS brought together industry players in the EcoVenture Summit 2024 held in Shanghai where industry leaders gathered to unpack the transformative shifts in the global CEV and battery value chain. Key themes included China's expanding global footprint in CEV manufacturing, the next generation of battery technologies and cost optimisation, sustainable practices in the metals and mining sector and more. The event reinforced DBS' commitment to supporting sustainable growth across the entire CEV value chain.

Furthermore, in August 2024, PT Bank DBS Indonesia also became the first bank in Indonesia to join the Electric Mobility Ecosystem Association (AEML), pioneering financial support for the growing sector. AEML comprises key players from the entire CEV ecosystem, including manufacturers, suppliers, energy providers and technology innovators. This strategic partnership underscores our commitment to driving sustainable finance and supporting the rapid growth of the CEV sector.

## Accelerating action for transition

A recent report highlighted that across South Asia and Southeast Asia, an estimated USD 1.3 trillion in cumulative capital will be required to drive the CEV revolution by 2030[40]. Battery production is projected to almost triple from 2023 to 2030.

### OEM EV battery production capacity outlook




At DBS, we aim to partner with clients who are committed to the transition to net zero, with a focus on expanding our financing across the CEV value chain. Since setting our financed emissions reduction targets in 2022, we have prioritised engagement with our highest-emitting clients to assess their current progress, understand the challenges they face and identify their evolving financing needs in light of industry shifts.

Our goal is to empower clients to capitalise on the CEV revolution by offering tailored advisory services and financing solutions to support their investment pipelines. This includes funding for capital expenditures such as the development of battery production facilities and facilitating trade flows between battery manufacturers and automotive OEMs. We aim to support the acceleration of our clients' transition journeys while contributing to a more sustainable automotive ecosystem.

In 2024, DBS continued to support our clients with sustainable finance throughout the CEV value chain in both developed and developing markets. For example, financing of electric vehicle battery production plants for major Korean and Chinese manufacturers as they expanded their production capacity in Europe and the United States. Our support also extended to developing markets where we participated in a syndicated Green Loan transaction for Indomobil Group to grow its CEV ecosystem in Indonesia.

Looking ahead, we will continue to work closely with our clients, offering tailored financial solutions and strategic guidance to support their transition journeys. By fostering strong partnerships and collaboration, such as our participation in AEML in Indonesia and EcoVenture Summit in Shanghai, we aim to drive sustainable growth and contribute to achieving net-zero goals together.


(40) Temasek and LeapFrog Investments (2024). Powering an affordable EV revolution in emerging Asia.

# Aviation

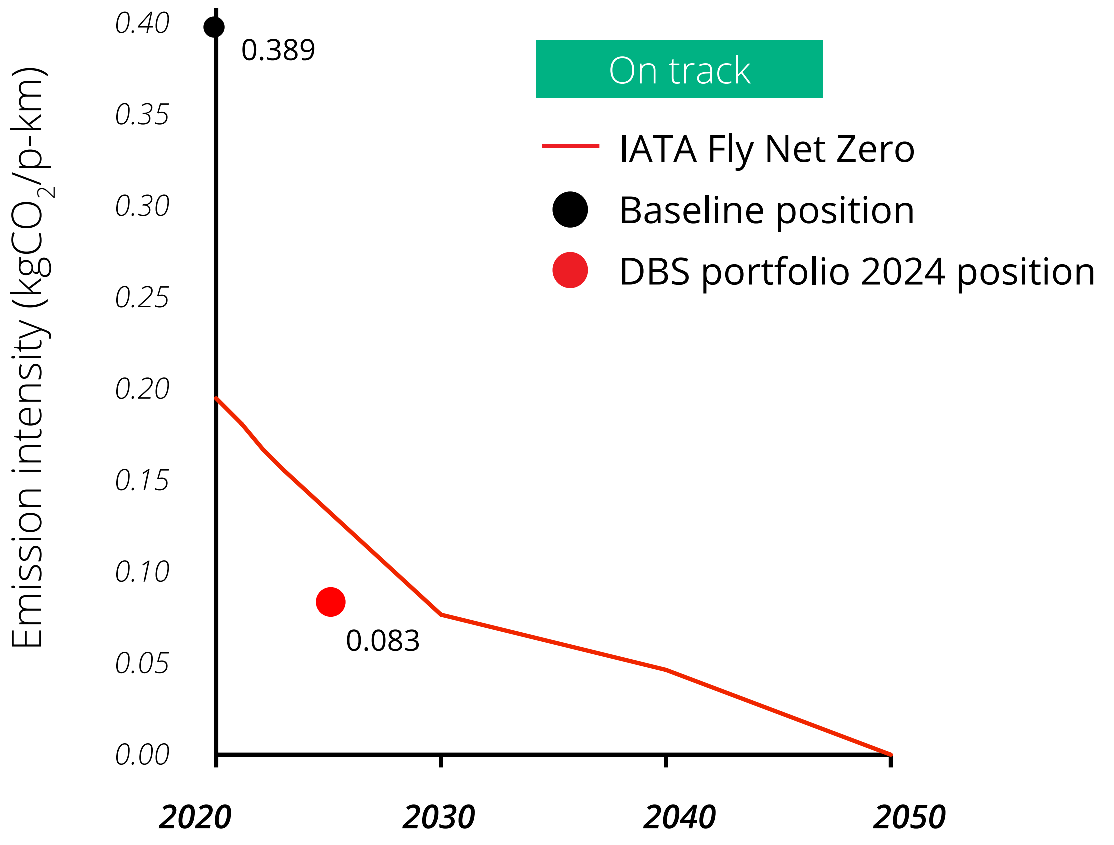
## Sector overview

Aviation underpins global economic growth, facilitating trade, tourism and cultural exchange. While vital to connectivity, the sector contributes approximately 2.5% of global GHG emissions[41], largely from fossil fuel combustion. Post-pandemic, air travel demand is surging[42]. This necessitates an ambitious decarbonisation pathway, balancing the needs of economic expansion, rising travel demand and decarbonisation targets. To achieve net-zero emissions, IATA has identified the following key strategic levers for the aviation sector:

- **Sustainable Aviation Fuel (SAF):** Projected to deliver approximately 65% of the emission reductions required to achieve net-zero by 2050[43], SAF represents the most critical decarbonisation lever.
- **Efficiency Improvements:** These relate to ongoing enhancements in aircraft and engine technology, as well as operational procedures.
- **Operational Improvements:** These can include optimisations in flight planning, route efficiency, ground operations and air traffic management.
- **Other levers:** Emerging technologies such as hydrogen-powered aircraft and carbon removal methods will provide further decarbonisation opportunities, complementing SAF and efficiency gains.

The global SAF market is experiencing significant growth, driven by an increasing number of airline decarbonisation targets and increasing demand driven by regulatory mandates. Despite strong demand, current SAF production is constrained by the limited supply of feedstock, stemming from insufficient investment and production capacity. However, positive trends are emerging; in 2024, SAF production volumes reached 1 million tonnes, double the 0.5 million tonnes produced in 2023 and accounted for 0.3% of total jet fuel production. In 2025, it is expected to grow further to reach 2.1 million tonnes or 0.7% of total jet fuel production[44]. To achieve net-zero emissions by 2050, IATA estimates that SAF production capacity must increase rapidly and contribute around 65% of the reduction in emissions needed by the aviation industry[45].

## Aviation sector financed emissions




The emission intensity for the aviation sector continues to be on track against our target decarbonisation pathway. While many of our clients currently operate relatively efficient fleets, future challenges may arise due to limited SAF availability. To achieve our interim target by 2030, strong collaboration and ecosystem support will be required.

## Addressing transition challenges

The transition to net zero in the Aviation sector is contingent upon the timely development and scaling of a commercially viable SAF supply chain. IATA's Fly Net Zero scenario necessitates SAF comprising 80-90% of aviation fuel by 2050, achieving a 62% emission reduction.

However, current SAF supply is severely constrained by limited feedstock availability (e.g., used cooking oil), driving up prices and intensifying competition for feedstock. This price premium – currently two to five times that of conventional jet fuel[46] – presents a significant barrier to wider adoption.

Overcoming supply-side constraints—specifically production capacity, feedstock availability, and infrastructure limitations—requires both increased investment and supportive policies. Supportive regulatory frameworks incentivising production, mandating usage, and establishing a clear sustainability criterion, are critical. Government policies must prioritise substantial investment in SAF production capacity and infrastructure, ensuring sufficient renewable fuel allocation to SAF. Initiatives such as Singapore's CAAS sustainable air hub blueprint, targeting 1% SAF uplift by 2026 and 3-5% by 2030, demonstrate positive progress.

Additionally, optimising flight operations, including route planning and air traffic management, can significantly reduce emissions. More efficient routing minimises travel time and fuel consumption, necessitating a collaborative, ecosystem-based approach to decarbonisation

## Accelerating action for transition

Addressing these challenges presents significant opportunities for DBS. The transition to sustainable aviation requires an estimated USD 175 billion in annual investment[47] in emerging technologies and alternative propulsion. DBS is committed to supporting this transition through strategic financing initiatives encompassing aircraft re-fleeting and facilitating SAF adoption. We continue to actively collaborate with industry partners to accelerate decarbonisation efforts.

(41) Our world in data (2024).
(42) ICAO. Future of Aviation.
(43) IATA and Fly Net Zero (2024). Net zero 2050: sustainable aviation fuels fact sheet.
(44) IATA (2024). Disappointingly slow growth in SAF production.
(45) IATA. Developing Sustainable Aviation Fuel (SAF).
(46) IATA (2024). SAF procurement; SAF handbook.
(47) Mission Possible Partnership (2022). Decarbonising the aviation sector: making net zero aviation possible.

In the short term, we prioritise supporting clients' move to more fuel-efficient aircraft, mitigating the considerable CAPEX required. This helps in not only reducing direct emissions but also improves operational cost efficiency. We will incentivise our clients to improve their sustainability performance through sustainability-linked loans (SLLs).

For example, we acted as a mandated lead arranger in a USD 3 billion SLL (USD 80 million provided by DBS) for a multinational airline holding company, aligning financial incentives with measurable environmental targets.

Looking ahead, we will support the adoption of emerging aviation technologies as they come to market (likely post 2030) and help clients access high-quality carbon offsets (e.g. CORSIA aligned) for residual emissions, once other decarbonisation efforts are exhausted.

DBS remains dedicated to providing comprehensive support—including financial solutions and advisory services—to enable our aviation clients and the wider aviation ecosystem to build more sustainable and resilient businesses.

# Steel

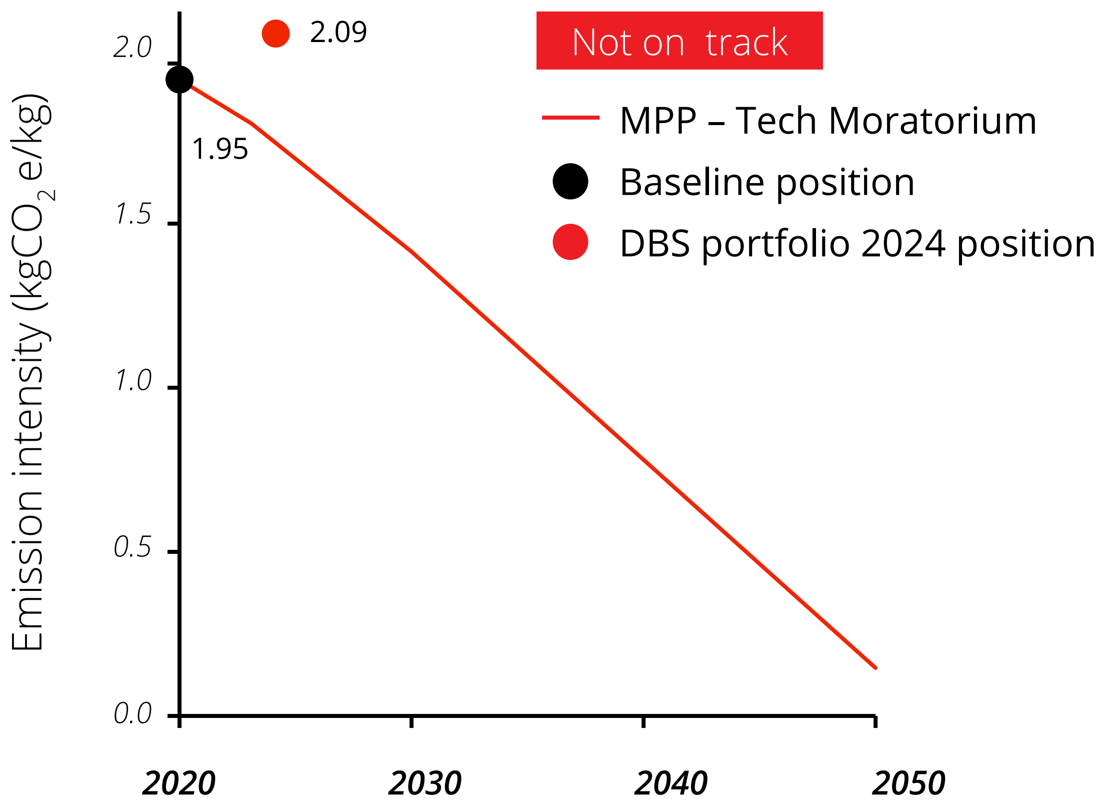
## Sector overview

The Steel sector plays a vital role in the global economy due to its versatility and importance as a foundational material in numerous industries. However, it is also a major contributor to greenhouse gas emissions, accounting for close to 7% of global emissions[48]. Production processes remain extremely energy-intensive, but there is growing recognition of the importance of decarbonising the steel-making process. This is particularly crucial in Asia, which produces over half of the world's steel and bears a disproportionately large share of the sector's emissions.

Decarbonising the sector remains challenging due to carbon lock-in from the region's relatively young fleet of traditional blast furnace plants and the limited scalability of low-carbon alternatives. Meanwhile, rising steel demand—driven partly by its essential role in the green transition, supporting renewable energy infrastructure and electric vehicles—further complicates the pathway to net zero. However, these challenges also create opportunities, including the financing of transition activities and other low-carbon technologies and deeper collaboration with key ecosystem players to accelerate the sector's decarbonisation.

At DBS, we are committed to transition our Steel portfolio, particularly for steel manufacturers and dedicated trading arms towards net zero by achieving our 2030 interim targets and longer term 2050 targets – emissions reductions against our 2020 baseline of 27% and 93% respectively.

## Steel sector financed emissions




The steel sector remains a hard-to-abate sector and supporting the decarbonisation of the sector remains challenging for banks globally in the near term. Meeting our decarbonisation targets faces significant headwinds. Our substantial exposure to steelmakers in India and China, who rely heavily on older, carbon-intensive blast furnaces, coupled with high steel demand and limited commercially viable low-carbon alternatives, hinders rapid progress. The relatively young age of these assets in China makes a swift shift to electric arc furnaces rather challenging. Therefore, we have ramped our client engagement and deal origination efforts.

Over time, our steel clients have matured in developing their transition plans along with their disclosures around it. This has led to the improvement in the availability and quality of data used to calculate financed emissions, compared to previous reliance on proxy data. While reported data has contributed to the increase in the financed emissions numbers, the improved accuracy and quality of the data is beneficial for us to have more detailed and targeted discussions with clients on transition moving forward.

Over the past year, some of these conversations have developed into deals with clients seeking financing to realise their transition plans. As we further extend support to the transition of high-emitting steel players on their path to decarbonisation, this will likely exert upward pressure on our short-term emissions performance. However, this will build up the much-needed momentum for the sector's transition in Asia and enable greater decarbonisation of our portfolio in the longer-term.

## Addressing transition challenges

Steel is a critical material widely used for construction, shipping, manufacturing and in recent years for the energy transition – essential to the manufacturing of electric vehicles, solar panels and wind turbines. To meet growing demand, global crude steel production is expected to rise by 32% from 1.9 billion tons in 2023 to 2.5 billion tons in 2050 with Asia leading the charge to ramp up production[49]. However, several factors pose significant challenges to the sector's decarbonisation amidst increased production.

DBS' steel portfolio is predominantly Asia-centric, where the traditional but more carbon-intensive Blast Furnace-Basic Oxygen Furnace (BF-BOF) steel production technology remains dominant. Furthermore, many of the Asian steel makers operate relatively young fleets not due for retirement soon – in China and India existing BF-BOF plants have an average age of only between 10 to 15 years[50]. This raises financial and operational challenges in retrofitting or switching to cleaner and more sustainable technologies and infrastructure such as carbon capture, utilisation and storage (CCUS) or Direct Reduced Iron-Electric Arc Furnaces (DRI-EAF).

Amidst the transition of the sector, Asian steel makers have been working on energy efficiency improvements (see Figure 4) for over a decade and has made great progress developing and implementing advanced energy saving technologies. However, the mitigation potential of the energy-efficient improvement is becoming insignificant – 10% to 20% mitigation of carbon emissions – with the cost of emission reduction becoming elevated[51].

(48) Mission Possible Partnership. Making Net-Zero Steel Possible. An industry-backed, 1.5°C-aligned transition strategy.
(49) Mission Possible Partnership. Making Net-Zero Steel Possible. An industry-backed, 1.5°C-aligned transition strategy.
(50) DBS Bank. Asia's move to low-carbon steel picks up pace. Data adapted from World Steel Association.
(51) DBS Group Research (2022). Asian Insights SparX Steel Sector

However, low-carbon technologies and infrastructure enabling deep decarbonisation of the sector are not yet commercially viable, may also face dependencies on other sectors, and lack the necessary policy support to enable their development (see Figure 5 above). For example, DRI-EAF is currently limited in its production capacity, it requires a steady supply of scrap steel and is dependent on the decarbonisation of the country's power grid. Furthermore, government policies and regulations in Asia to drive DRI-EAF adoption lag behind those in more developed markets coupled with a lack of transparency in pricing mechanisms from the shift of BF-BOF to EAF.

## Accelerating action for transition

The transition of the steel economy requires significant capital investment in transitional[52] and low-emissions steelmaking and supporting infrastructure to hit net zero by 2050. Transitioning steel assets to net-zero-compatible technologies requires an additional USD 9 billion annually on average or USD 290 billion by 2050[53]. This presents financing opportunities around various steelmaking capacities – carbon capture-based, hydrogen-based and scrap-based.

Furthermore, government policies worldwide are driving industry decarbonisation. The EU's Carbon Border Adjustment Mechanism (CBAM), effective 2026, will favour low-carbon steel, shifting demand towards low-emitting producers. China, being the world's largest steel producer, aims to peak emissions by 2030, focusing on reducing near-term emissions and restricting exports of high-energy, low-value steel products.

### Client solutions

DBS is uniquely placed in Asia to capture key opportunities in the steel sector as our customers adapt to market changes and accelerate structural adjustments towards low-carbon development. To support this shift, DBS offers sustainable finance solutions and market insights tailored to our customers across our core markets. This includes scaling our product offerings including sustainability linked loans (SLLs), sustainable trade solutions and structured digital solutions across the steel value chain. DBS has:

- Supported a large steel group transform its blast furnace plant in the UK to an EAF plant, to provide financing to support its transition plan. When operational, the plant's carbon emission intensity is expected to be reduced by 80%, from approximately 2.2 tons of carbon dioxide per ton of crude steel ($tCO_2e/_{tsteel}$) produced to about 0.4 $tCO_2e/_{tsteel}$.
- Engaged with a large Chinese state-owned enterprise to provide financing to its downstream EAF steel manufacturer to meet its capital expenditure needs. This marked DBS' cooperation with partners to jointly promote technological innovation and low-carbon transformation in the metal and mining industry.
- Increased our lending exposure to a Singapore-based corporate that has embarked on a journey to ramp up low carbon emission steel operations in Singapore and other Southeast Asia countries. In time, they hope to be one of the leading vertically integrated green steel operators in the region.
- Issued letters of credit to members of the International Council on Mining and Metals while helping to simplify the document delivery process.

We will also continue to adjust our selection criteria for customers to focus on those with a clearer decarbonisation roadmap.

### Ecosystem advocacy

The bank has also deepened its engagement on the topic of transitioning the sector with the metals and mining value chain. We have participated in key sector events including the Third Annual DBS Metals and Mining Forum 2024 in Jakarta and the 2024 EcoVenture Summit in Shanghai, highlighting the sustainability challenges facing the sector and sharing best practices on managing related risks, while supporting clients in capturing emerging opportunities.

These initiatives enhanced our reach across the industry, fostering stronger relationships and trust with a broader network of sector stakeholders. They also provided a platform for ideation and collaboration, advancing efforts toward decarbonisation of the sector.

**Figure 4. Energy efficiency technology in use for the steel sector**

| Process | Technology | Details |
|---|---|---|
| **Sintering** | Microwave sintering | Reduce carbon intensity per tonne of steel by 10% |
| | Sintering gas recycling | |
| **Coking** | Gas recycling from ascension pipes in coke ovens | |
| | Cove oven gas reuse | Recycle the CO and H2 as products or for methanol production |
| **Blast furnace** | Increasing pellet share | The energy intensity of pelleting process can be 50% lower than sintering process |
| | High-coal-low-coke ratio iron making BF equalising gas recovery | Save coke consumption |
| **Casting and rolling** | Heat-free rolling | ESP (Endless Strip Production) technology, MIDA technology, etc. which could reduce the casting process energy consumption by 50% |
| **Digitalisation** | Smart process digitalisation | Increase overall energy efficiency by 10%-15% |

**Figure 5. Technology roadmap for decarbonisation of steel sector**

**$CO_2$ Reduction** → **Full decarbonisation**

| | Blast furnace efficiency (BOF) | Biomass reductants | Carbon capture and usage (CCUS) | Electric arc furnace (EAF) | DRI plus EAF using natural gas | Hydrogen plasma smelting reduction (HPSR) | DRI plus EAF using H2 |
|---|---|---|---|---|---|---|---|
| **TRL*** | 6 to 8 | 1 to 3 | 6 to 8 | 6 to 8 | 6 to 8 | 1 to 3 | 1 to 3 |
| **Strategy** | Make efficiency improvements and reduce C02 emissions in BF/ BOF Operations | Use biomass as an alternative reductant or fuel | Capture fossil fuels and emissions and create new products | Maximise secondary flows and recycling by melting more scrap in EAF | Increase usage of DRI in EAF | Use electric current as a reducing agent to produce ionised H2 (hydrogen plasma) | Replace fossil fuels in DRI process with renewable energy or H2 |
| **Action** | Optimised BOF With higher inputs of DRI and scrap<br><br>Increased fuel injection of hydrogen rich blast furnace (H2-BF)/ PCI | Charcoal, Torrefied waste wood, Lignocellulosic biomass, Eucalyptus and sugarcane | Bioethanol production from $CO_2$ emissions | EAF-usage to melt scrap | Current DRI plus EAF plants using natural gas (NG) | Utilising H2-SRI (Hydrogen-based smelting reduced iron) plus EAF plants | MIDREX DRI process running on H2<br><br>HYL DRI process running on H2 |
| **Current outlook** | Technology readily available at competitive cost | Lack of biomass supply except in South America and Russia<br><br>Technical limitations and high costs of biomass | Not available on an industrial scale due to technoloigcal and economic problems | Technology readily available at competitive cost | Technology readily available | In the R&D process.<br><br>Due to its low TRL (1-3), it requires CCUS for full decarbonisation | Technology available at high cost |

DRI = Direct Reduced Iron, EAF = Electric Arc Furnace, TRL = Technology Readiness Level

*: It is a method for estimating the maturity of technologies during the acquisition phase of a programme. It is based on a scale from 1 to 9 with 9 being the most mature technology.

***Source: McKinsey & Company, RMI, DBS Bank***

(52) Transitional activities include scrap-based EAF, natural-gas based DRI with carbon capture, electrification of ancillary equipment, innovative smelting reduction among others
(53) Compared to a base case where the steel sector will need an average of USD 47 billion in investment annual to meet growing steel demand till 2050.

# Real Estate

## Sector overview

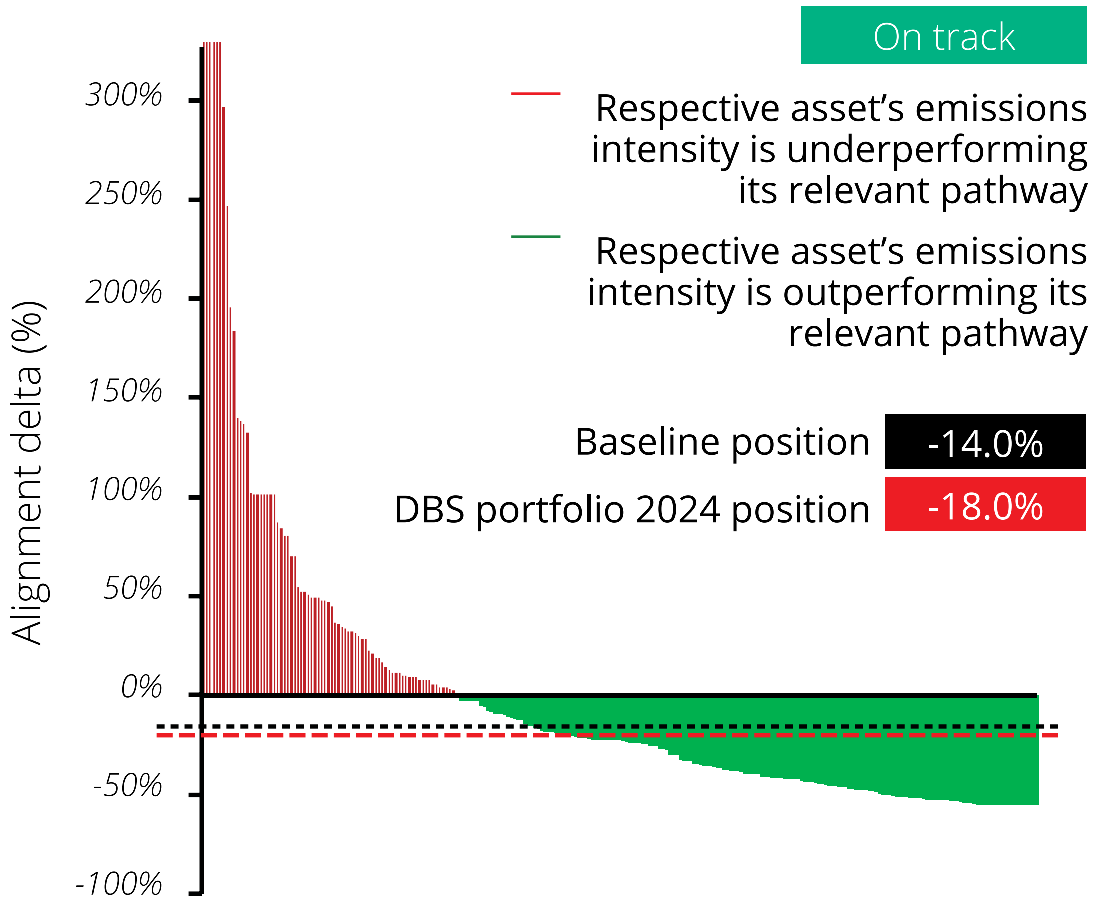
The real estate sector, encompassing construction and building operations, is a significant contributor to global greenhouse gas emissions. Building operations alone account for 26% of global energy-related emissions[54] and the sector's overall contribution nears 40%[55].

Decarbonising this sector presents both a significant challenge and opportunity in Asia, where a projected 50% increase in urban population by 2050 (adding 1.2 billion people to cities) will dramatically increase demand for sustainable buildings. Asia's reliance on fossil fuels and carbon-intensive grids complicates decarbonisation, particularly given the region's diverse levels of economic development and the need to balance development with environmental goals.

Many Asian economies must balance rapid industrialisation with sustainability commitments while facing technological and financial constraints. In addition, further obstacles include high retrofitting costs, inconsistent green building standards across diverse markets, and fragmented building ownership structures, especially in developing economies.

Despite these challenges, decarbonising Asia's real estate sector is important and presents a significant opportunity. We believe collaborative solutions—integrating innovative technologies, supportive policies, and impactful financing—are key to meeting the growing demand for sustainable workplaces and building a sustainable urban future in Asia.

## Real Estate sector financed emissions




The alignment delta of the Real Estate sector continues to perform within the CRREM reference scenario, reflecting the growing adoption of renewable energy, improvements in energy efficiencies of buildings and an increasing awareness and commitment to sustainability within the sector.

While markets in Asia generally lack specific deadlines for meeting energy efficiency standards, a growing number of major corporate tenants are placing increased importance on sustainability net zero goals. This, in turn, presents an opportunity in the sector. Despite net zero pledges for some of our markets going beyond 2050, green building certifications are becoming a top priority for occupiers driving new site selection. Looking ahead, we anticipate continued positive momentum driven by increasing adoption of green building practices and renewable energy solutions.

## Addressing transition challenges

The transition of the Real Estate industry in Asia faces significant challenges due to region-specific complexities.

Reliance on fossil fuel-powered grids in many Asian markets presents a fundamental hurdle. Even the most energy-efficient buildings remain tethered to the carbon intensity of their regional grid, highlighting the urgent need for comprehensive energy sector reforms and a widespread shift towards renewable energy sources. This "grid effect" is likely to be a key factor driving the transition across key markets in Asia.

Further compounding the issue are the high upfront costs associated with sustainable retrofits and green infrastructure which could be a significant barrier especially for smaller real estate players. While these investments ultimately lead to long-term cost savings, the initial financial burden continues to impede widespread adoption. This financial constraint necessitates innovative financing solutions to incentivise sustainable practices, and this is a role that DBS could play.

The regulatory landscape further complicates matters, with inconsistent and nascent green building standards and varying definitions of "green" across Asian markets. The lack of green building mandates in many national decarbonisation plans, coupled with insufficient incentives, further impedes progress.

The effective decarbonisation of the industry is also contingent on the accurate reporting of a building's carbon footprint which is currently not widely done. Enhanced technology and data capabilities including smart buildings and energy monitoring, as well as robust reporting processes, will be a crucial enabler. Efforts are required to improve in these areas as the dependency on data will continue to expand driven by increasing expectations on transparent reporting.

(54) IEA (2023). Buildings - Energy System.
(55) UNEP FI (2022). 40% of emissions come from real estate; here's how the sector can decarbonise.

Aligning with international targets, such as the Carbon Risk Real Estate Monitor (CRREM), also presents challenges due to region-specific complexities, including differing building standards and baseline emissions data. Adapting global standards to a region-specific context is therefore crucial.

Finally, the complex value chain involving diverse stakeholders— regulators, developers, tenants, and investors — with varying sustainability priorities leads to fragmented accountability and difficulty in harmonising sustainability goals. There is a clear recognition that overcoming these challenges and barriers will require a coordinated and collaborative effort. We recognise the role that DBS can play in this transition, and we will further elaborate on our efforts in the following section.

## Accelerating action for transition

The International Energy Agency (IEA) projects a 75% growth in global building floor area by 2050, with 80% of this growth concentrated in emerging markets and developing economies. For Asia, this means the stakes are particularly high and we remain committed to play a strong role in supporting the reshaping of the real estate value chain across developers, investors, and management services.

We continue to empower our Real Estate clients to enhance their sustainability performance over time through sustainability-linked loans (SLL) which align financial incentives with measurable environmental and climate targets.

In 2024, we advised and provided CapitaLand Development (CLD) with a pioneering bilateral SGD 300 million SLL. The SLL is among the first of its kind to be aligned with both WELL and Green Mark certifications. The dual-certification approach of the SLL exemplifies CLD's commitment to developing spaces that prioritise both environmental sustainability as well as the health and wellbeing of occupants.

We are also working closely with our clients to finance energy efficiency and retrofitting projects, such as improved insulation, advanced cooling systems, and electricity optimisation technologies. Through financial instruments like green bonds, sustainability-linked loans, and supply chain financing, we continue to unlock targeted funding solutions to accelerate our transition in Asia.

In addition, through our innovative supply chain financing solutions, we will catalyse a unified approach to decarbonisation initiatives across the Real Estate value chain. Through anchor-led collaborations, we aim to empower large developers to lead improvements in sustainability practices across their value chain i.e., among their suppliers and contractors.

A key example is our pilot partnership with Sanfield (Management) Limited in Hong Kong to launch a sustainability-linked supplier payment services (SPS) programme which is the first of its kind in the region's construction sector. This initiative ties supplier payments to specific sustainability targets, including waste reduction, ESG disclosures, and carbon emissions reduction, which catalyses sustainability throughout the supply chain. By embedding our financing solutions into collaborative frameworks, we will enable systemic change and help to drive decarbonisation throughout the real estate ecosystem.

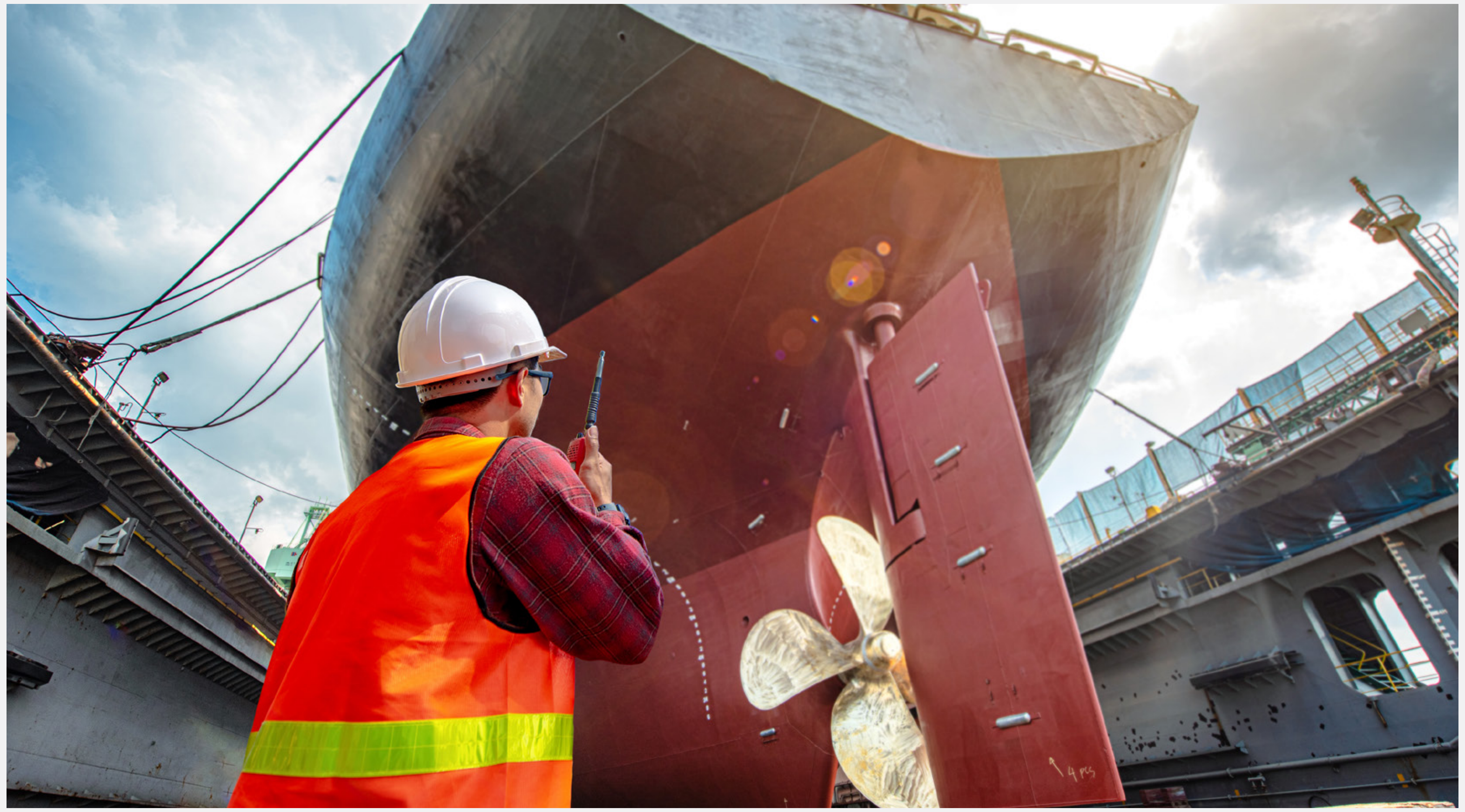
We are also the financing partner in City Development Limited's (CDL) SME Supplier Queen Bee Programme. This programme aims to support the decarbonisation of 100 of CDL's key suppliers, enabling positive impact across complex supply chain networks. The programme provides comprehensive support to these suppliers including transition financing, supply chain optimisation, capacity building, and expert consultation to develop tailored decarbonisation plans – demonstrating how partnerships with large enterprises can drive systematic change throughout their value chains.

Our DBS ESG Ready Programme also supports clients in their decarbonisation journey through multiple stages, from foundational knowledge and skills training to strategy development, financing, and certification. This programme helps businesses secure government subsidies of up to 70% for skills upgrading, decarbonisation planning, and risk-sharing for sustainable financing. Through this initiative, we have engaged numerous Real Estate value chain players, helping them embed sustainable practices into their practices and attract green financing. As part of this programme, we partnered and provided mentoring to LDC General Construction, a local SME construction company, to help them identify critical skills gaps and support them in developing a tailored sustainability roadmap.

The journey to net zero needs to bring together investors, tenants, and developers to work together towards a common sustainable real estate ambition. We recognise the importance of a whole-of-ecosystem approach to the real estate industry's decarbonisation and actively engage with stakeholders through industry-led initiatives. For example, we co-lead the Singapore Sustainable Finance Association's roundtable on decarbonising the real estate sector as part of the SSFA's Transition Finance working group. The SSFA brings together real economy players, policymakers, and financial institutions, to identify and address gaps in transition finance, paving the way for scalable solutions.

As Southeast Asia's largest bank by assets, we are firmly committed to empowering our real estate clients and its suppliers, to build more sustainable and resilient businesses. By combining financial support with technical advisory services, we aim to provide solutions and innovative partnerships to support our clients' decarbonisation journey.

## Shipping

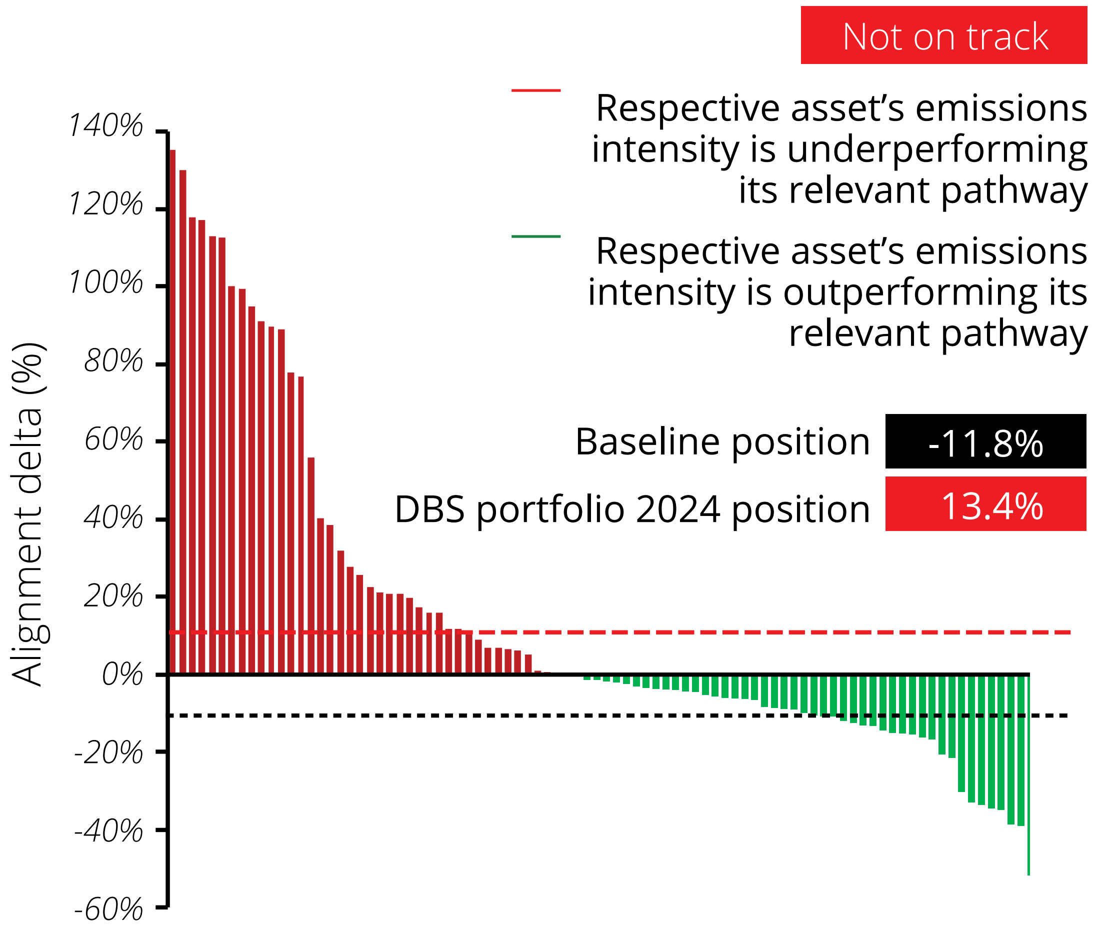


### Sector overview

Shipping is a critical enabler of global trade. The globalised economy as we know it hinges on the ability to easily and affordably transport goods, raw materials and manufactured products internationally. Shipping provides this essential service and with global freight demand projected to triple by 2050[56], this poses a significant emissions challenge for the sector. The International Maritime Organisation's (IMO) revised 2023 GHG reduction strategy aims to achieve net zero emissions from international shipping by or around 2050. This ambitious goal, a substantial uplift from its 2018 target, includes a well-to-wake emissions assessment and a new level of ambition relating to the uptake of zero or near-zero GHG emission technologies, fuels and/or energy sources.

Decarbonising the shipping industry requires approaches such as enhancing vessel energy efficiency and adopting alternative fuels and/or energy sources. However, there are challenges given existing infrastructure disparities. Overcoming these hurdles presents a unique opportunity to lead in developing innovative solutions so as to deliver sustainability benefits and long-term cost savings for the industry.

### Shipping sector financed emissions




While progress has been made against the IMO 2018 GHG Strategy targets, our Shipping portfolio remains off track, primarily due to shuttle tanker financings attributable to the operational and trading patterns of shuttle tankers leading to a higher alignment delta. If we exclude the shuttle tankers segment entirely, our Shipping portfolio would align with the 2018 IMO GHG Strategy trajectory. The updated 2023 IMO GHG Strategy aims for an ambitious net zero emissions from international shipping by or around 2050, and we are still evaluating the assessment parameters of the minimum and striving trajectories of the IMO 2023 GHG strategy (due to on-going debate within the shipping industry on the pathway assumptions). Our preliminary alignment delta on the minimum trajectory is ~28% (reduced by over 50% if we were to exclude the shuttle tankers segment), and we remain committed to support the decarbonisation of the sector.

### Addressing transition challenges

Achieving decarbonisation in shipping is heavily reliant on the key levers mentioned above - improvements in vessel energy efficiency (through technologies such as hull air lubrication, wind-assisted propulsion, and waste heat recovery) and a transition to alternative fuels and/or energy sources. While enhanced efficiency could potentially help to partially offset the higher cost of alternative fuels, the significant upfront investment required can be a barrier, particularly given recent geopolitical instability, disrupted global shipping routes, and trade flow uncertainty which complicates long-term planning.

The shipping industry is historically reliant on oil, with oil-based fuels having met over 99% of the total energy demand for international shipping[57]. For the shipping sector to decarbonise, it needs to rapidly transition to alternative fuels and meet the IMO 2023 objectives. The IMO's 2023 GHG Strategy envisages a reduction in carbon intensity of international shipping by at least 40% by 2030. To achieve this goal, zero or near-zero GHG emissions technologies and fuels and/ or energy sources will need to represent at least 5% (and ideally 10%) of energy used by international shipping by 2030. However, the widespread adoption of alternatives like green methanol, green ammonia and biofuels faces significant headwinds: high costs, insufficient supply and supporting infrastructure, and operational challenges.

This transition is particularly challenging where infrastructure disparities create significant hurdles. These constraints impact the entire supply chain—from oil producers and bunker suppliers to ports, vessel owners, and operators. A supportive regulatory framework, coupled with clear investment and infrastructure development plans, is crucial to making alternative fuels commercially viable.

(56) OECD. Transport demand set to triple, but sector faces potential disruptions, International Transport Forum.
(57) International shipping, International Energy Agency (IEA).

Addressing the specific challenges faced by shipping companies is essential. Some companies lack the financial resources to invest in new technologies and the economies of scale to benefit from bulk purchasing of sustainable options and alternative fuels, and expertise to navigate complex transactions. To support their decarbonisation journeys, we will provide customised financing solutions and foster collaborative partnerships to build their sustainability capabilities.

## Accelerating action for transition

To achieve our 2030 net zero targets, DBS is committed to actively engage clients and support their decarbonisation journeys. This will involve providing financing for more efficient vessels, encouraging fleet renewal with lower-carbon options—both currently available (e.g., dual-fuel vessels) and future technologies (e.g., methanol or ammonia-powered vessels). Beyond vessel financing, we will support the adoption of lower-emission fuels and incentivise enhanced sustainability performance through sustainability-linked loans (SLL) that align financial incentives with measurable environmental-related targets.

We closed a USD 300 million senior secured SLL to finance the sale and leaseback of three container vessels with a top tier container liner. DBS was one of three banks that were mandated as Lead Arranger and hedge provider for the transaction. The SLL included key performance indicators (KPIs) that incentivises vessel owners to further reduce their emissions.

We also closed a USD 303 million sustainability-linked Credit Facility for a large shipowner and acted as the Sustainability Coordinator, Sustainability Agent and one of the Mandated Lead Arrangers. The Credit Facility refinanced a fleet of chemical tankers and DBS assisted in the structuring of sustainability KPIs, independently verified by a second party opinion, which relate to reducing emissions and chemical cargoes carried. This deal was awarded one of the Green Category Deals of the Year Award for 2023 by Marine Money.

We recognise that smaller shipping companies face an even harder challenge in decarbonising due to limited financial resources which hinders their ability to invest in new technologies and alternative fuels. They often lack the economies of scale to benefit from bulk purchasing of sustainable options and may struggle to access the necessary financing and expertise for complex transitions. We will support these companies in their decarbonisation journeys through tailored financing mechanisms and collaborations to build their sustainability capabilities.

Port infrastructure that employs and/ or supports clean energy alternatives and next-generation vessels will also be key for decarbonisation. In 2024, DBS alongside other banks, closed a senior secured club green loan to finance a port project, in which DBS had earlier advised and co-developed a Green Finance Framework with the client. Proceeds were used to finance new electric equipment at the port, including cranes, automatic guided vehicles and automated rail mounted gantries. DBS acted as a Mandated Lead Arranger and Security Agent for the transaction.

Apart from financing, decarbonisation of the shipping industry requires a whole-of-ecosystem approach, and we recognise the importance of industry engagement and advocacy in achieving this. In 2024, DBS joined the Coastal Sustainability Alliance (CSA), an industry collaborative partnership that aims to decarbonise the coastal shipping ecosystem through areas including green financing, ESG initiatives, vessel adoption, electrification and technology enhancement for coastal logistics. DBS will look to support the alliance by providing financing solutions for decarbonisation investments, and support for SMEs to drive sustainable developments in the sector.

Looking ahead, there are both significant challenges and substantial opportunities within the shipping industry's decarbonisation journey. We remains committed to supporting our clients through end-to-end solutionings, combining financial support with advisory services and industry collaboration to accelerate the transition to a net-zero future. This commitment involves targeted financial instruments, strategic partnerships and active advocacy to overcome technological and operational hurdles and empower our clients to build more sustainable and resilient businesses.

# Food & Agribusiness

## Sector overview

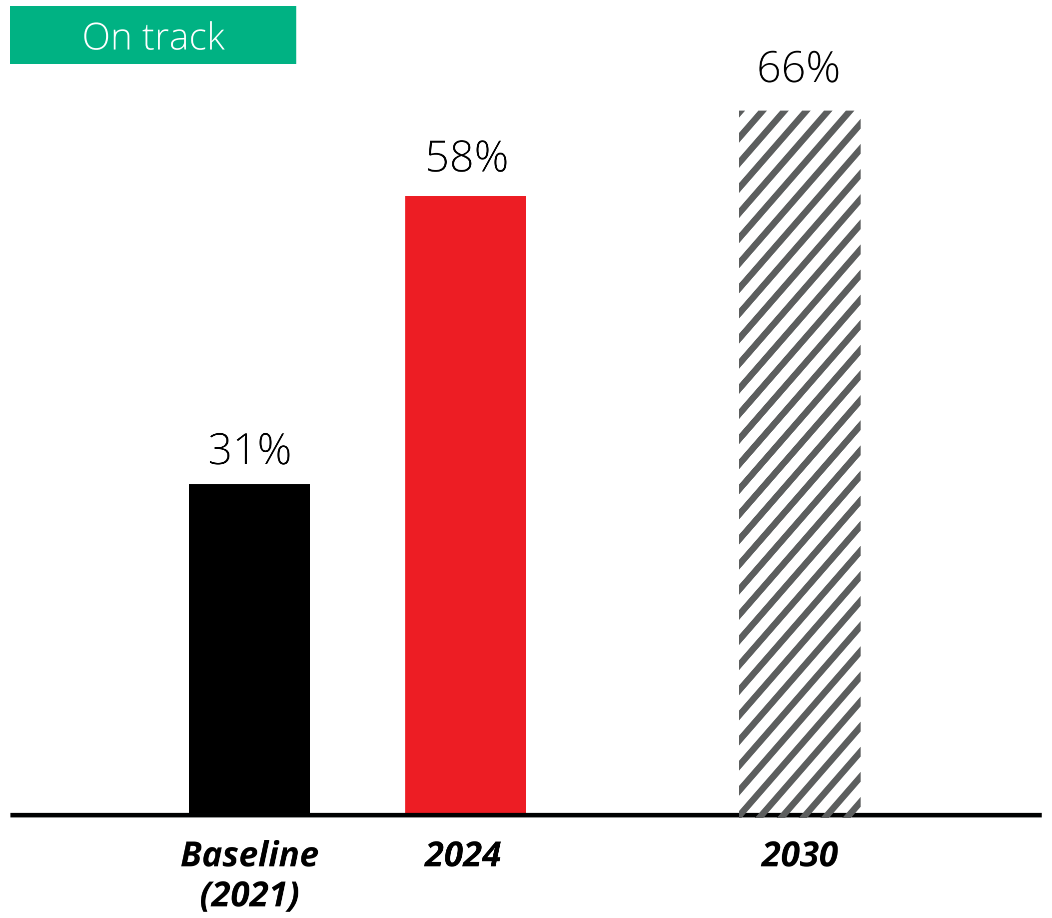
The Food & Agribusiness (F&A) sector is integral to Asia's economic development and food security. However, the sector is also a significant source of greenhouse gas emissions, accounting for approximately 34% of the global emissions and 26% in Asia[58]. These emissions arise across the entire F&A value chain. Close to 60% of F&A emissions come from the farming of crops and livestock where approximately 25% is released from related land-use change and the remaining 15% from agricultural product and foodstuff distribution and retail[59].

DBS' F&A portfolio is diverse and includes exposure to players across the value chain ranging from diversified integrated agribusiness players to primary growers and producers, processors, food and beverage manufacturers and food retailers. Emissions intensities vary materially across different products and segments across the entire value chain. As a financial institution, establishing a decarbonisation target for this sector remains challenging due to the diverse emissions profiles of our clients' products and the limited availability of emissions and production data among our clients.

Recognising that measuring and reporting GHG emissions is a critical first step in the sector's transition, we have set a data coverage target of over 66% of large corporate clients reporting emissions and physical output by 2030. This enhanced data transparency will ultimately provide the insights needed for us to set meaningful decarbonisation targets in the future.

## F&A sector financed emissions

Data Coverage (% large corporate clients reporting emissions and physical output)




Since establishing our target, we continued to expand our data coverage, staying on track to achieve our data coverage target by 2030. This progress is attributable to enhanced disclosures from our existing clients, as well as onboarding new clients with disclosures. In addition, we used proxies and assumptions in the data collection process to further improve coverage across our F&A portfolio[60].

While we are encouraged by this progress, setting a single, sector-wide decarbonisation target remains challenging due to the sector's complexity and diversity. The outlook for setting a single, sector-wide decarbonisation target also hinges on industry consensus on a net zero pathway. While there have been recent developments in establishing decarbonisation pathways including the Science Based Target initiative's Forest, Land, and Agriculture (FLAG) guidance, such pathways have not yet been widely adopted by the industry and do not cover the entire F&A value chain. The limited availability of reported data across the sector further adds complexity to measuring and reporting emissions in a robust and consistent manner.

Despite these challenges, we remain dedicated to supporting our clients in measuring, monitoring, and reporting their emissions and physical outputs.

## Addressing transition challenges

The F&A sector depends on a stable climate and healthy natural ecosystems. With global demand for agricultural products projected to rise by over 10% from 2021 to 2030[61], the sector's impact on climate, and nature more broadly, is set to increase unless proactive measures are taken. This poses a dilemma for the sector to find sustainable solutions that simultaneously reduce the environmental footprint of food production, while ensuring sufficient food availability for a growing population. This issue is further intensified by substantial food losses and waste. Despite rising global production and yields, an estimated 13.2% of food is lost throughout the supply chain, with an additional 19% wasted in households, food service, and retail[62]. Global geopolitical tensions and increasing impacts of climate change causing supply-chain disruptions, further exacerbate this challenge.

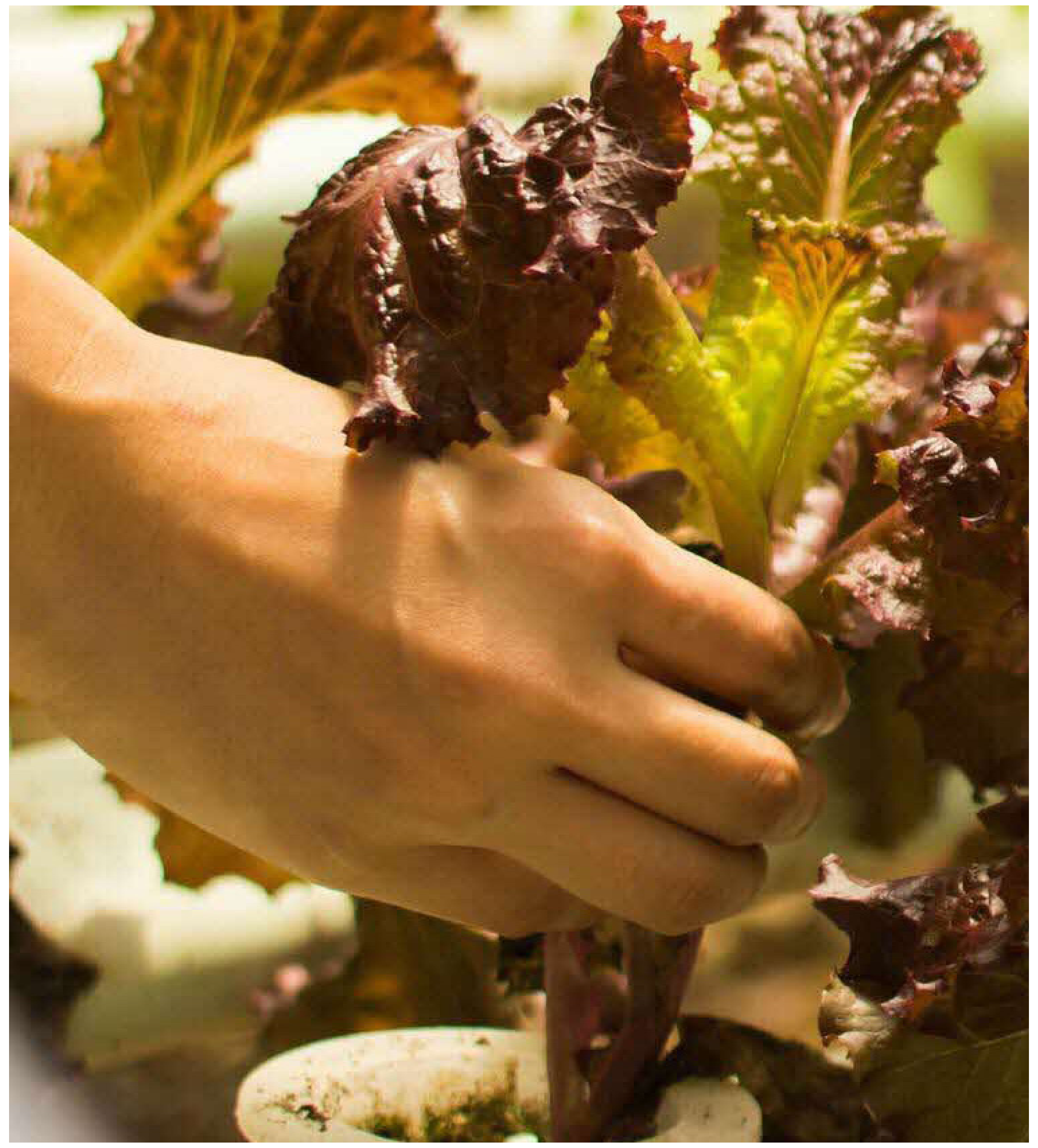
(58) PwC, Rabobank, Temasek, and Terrascope (2023). The Asia Food Challenge Decarbonising the Agri-Food Value Chain in Asia.
(59) RJ. Poore and T. Nemecek (2018). Reducing food's environmental impacts through producers and consumers, Science, Vol. 360, 987-992.
(60) As an example of using proxies, we rely on both production volume and production capacity data reported by clients as proxies for actual production figures. If we were to consider only reported production volumes by our clients, our portfolio data coverage would be more limited and less reflective of the broader sector's activities.
(61) Organisation for Economic Co-operation and Development (OECD) and the Food and Agriculture Organization of the United Nations (FAO) (2021). Agricultural and food markets: Trends and prospects.
(62) United nations (2024). Food Waste Index Report 2024. Think Eat Save: Tracking Progress to Halve Global Food Waste. Food Waste Index Report 2024. Think Eat Save: Tracking Progress to Halve Global Food Waste

Government policies integrating food security, decarbonisation and biodiversity protection goals will be critical to accelerating the transition. Technological advancements and innovative solutions, such as agroforestry, precision agriculture, and regenerative agriculture, offer promising pathways to a lower-carbon, more resilient food system. However, the diverse nature of the F&A value chain, particularly the many small and individual actors in some segments, presents challenges. Smallholder farmers, who produce a third of the world's food[63], often lack resources. Investment is needed to bring nascent technologies to commercial viability and scale, along with capacity building and financing to ensure widespread adoption across the F&A value chain.

## Accelerating action for transition

Decarbonising the F&A sector requires collaborations across all stakeholders in the entire value chain, including our clients, industry stakeholders, regulatory bodies and government entities. At DBS, we adopt a collaborative and holistic approach to support our clients in their sustainability journey.

We offer customised financial instruments to incentivise our clients to measure, report or reduce their Scope 1 and 2 emissions. For example, in 2024 we combined a sustainability-linked financing facility with actionable strategies to support FCF Co., Ltd., a client in the seafood/canned seafood business, to advance their environmental goals through a phased approach. In the first year, the primary target for the client was to provide an updated and externally verified account of their Scope 1 and 2 GHG emissions to establish a reliable baseline for setting Sustainability Performance Targets. Once this crucial step is completed, we will work closely to set ambitious emissions reduction targets for the subsequent years, ensuring a clear trajectory towards their environmental goals. Through this structure, we help clients kickstart their decarbonisation journey.



To support our clients in mitigating Scope 3 emissions, DBS has also been proactively engaging with the procurement, sustainability and finance teams of key players in the food and beverage manufacturing and food retail segments to better understand their supply chains. Our aim is to develop tailored financial solutions, such as Supply Chain Finance (SCF) to incentivise and support their suppliers in measuring and reducing their emissions.

Looking ahead, DBS will continue to closely monitor industry developments in decarbonisation pathways and work with our clients to further improve emissions tracking and reporting. We will also stay dedicated to providing innovative financial solutions to support our clients to invest in their transition to a lower-carbon future.

(63) Food and Agriculture Organization of the United Nations (2021). Which farms feed the world and has farmland become more concentrated?

# Chemicals

## Sector overview

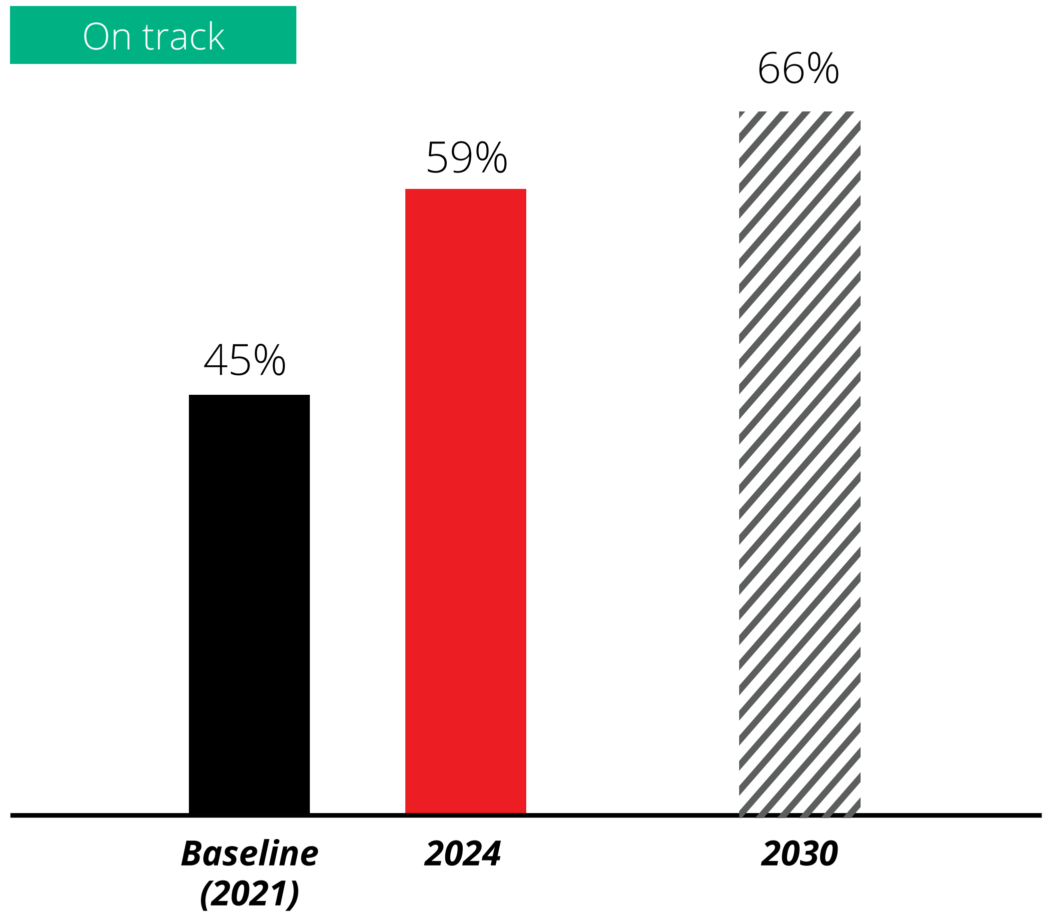
The Chemicals sector supports a wide range of global industrial activities and contributes significantly to economic growth. This sector generates USD 4 trillion in sales and provides essential materials for 95% of all manufactured goods worldwide[64]. However, it is also the third-highest emitter of greenhouse gases among industrial sectors, following iron and steel and cement, accounting for approximately 5% of total global emissions[65]. This significant environmental impact stems from the sector's heavy reliance on fossil fuels as both feedstock and energy source.

DBS' Chemicals portfolio is diverse covering petrochemicals and other organic and inorganic commodity chemicals, industrial gases, specialty chemicals, fertilisers and agrichemicals. As a financial institution, establishing a decarbonisation target for this sector is challenging due to the diverse emissions profiles of our clients' products and the lack of standardised decarbonisation pathways.

Recognising that measuring and reporting GHG emissions is a critical first step in the sector's transition, we have set a data coverage target of over 66% of large corporate clients reporting emissions and physical output by 2030.

## Chemicals sector financed emissions

Data Coverage (% large corporate clients reporting emissions and physical output)




Since establishing our target, we continued to expand our data coverage, staying on track to achieve our data coverage target by 2030. This progress is attributable to enhanced data disclosure from our existing clients across various value chains. In addition, we used proxies and assumptions in the data collection process to further improve coverage across our Chemicals portfolio.

While we are encouraged by this progress, setting a sector-wide decarbonisation target remains challenging due to the sector's complexity and diversity. The outlook for setting a single, sector-wide decarbonisation target also hinges on industry consensus on a net zero pathway. Available sector reference scenarios (such as IEA NZE 2050) vary significantly in their starting points and trajectories due to varying inclusions across scopes 1, 2 and 3 emissions and the types of chemicals.

Even when a suitable decarbonisation pathway becomes available, comparing companies' emissions to the pathway can be challenging. This is because companies that report emissions typically do so with limited granularity across different chemicals, resulting in misalignment between the specific chemicals reported and those in the decarbonisation pathway.

## Addressing transition challenges

A range of decarbonisation solutions have been explored for the sector. Near-term solutions focus on improving production efficiency, expanding renewable energy use, maximising material recycling and reuse, and electrifying low-temperature heat processes.

However, these solutions are insufficient to achieve long-term, deep decarbonisation. This sector's heavy reliance on fossil fuels and the high energy demands in many chemical processes present fundamental obstacles. Long-term technologies, such as carbon capture, utilisation, and storage (CCUS), and alternative feedstocks (e.g., bio-mass based feedstock, and low-carbon hydrogen and ammonia) are still in early stages of commercial deployment. Scaling up these technologies requires substantial investment and collaboration across the value chain.

## Accelerating action for transition

The need for large-scale commercial deployment of these crucial technologies presents a significant opportunity for banks, like DBS, to play a pivotal role as both financiers and strategic partners in the sector's decarbonisation journey.

At DBS, we collaborate closely with clients to capture robust emissions data and provide appropriate financing solutions and advisory services to support their decarbonisation journeys. Beyond project-specific financing through Green Loans and Sustainability Linked Loans, which promote emission reduction and efficiency,

(64) World Economic Forum (2024) Nature Positive: Role of the Chemical Sector.
(65) International Energy Agency. Chemicals

we see Transition Finance as a key opportunity to support chemical companies as they explore appropriate technologies to decarbonise this hard-to-abate sector.

One example of tying financing with decarbonisation efforts is the USD 4.5 billion Sustainability-linked Loan (SLL) with Syngenta Group, where DBS served as a Mandated Lead Arranger & Bookrunner, alongside several other leading international banks. This refinancing of a previous SLL involved working with our client to update the key performance indicators (KPIs). We collaborated with Syngenta Group to select two KPIs that are material and in line with the group's Tier 1 material topics. The first KPI established was for the reduction of scope 1 and 2 GHG emissions, setting ambitious targets across the tenor of the loan and tying in the Group's SBTi commitments. The second KPI, equally crucial, focused on the business's ability to maintain a safe and healthy workplace environment. It is related to the number of people trained on how to handle, use, and manage farm equipment, substances, and processes safely and responsibly. The credibility of the KPIs selected was further enhanced when a Second Party Opinion was obtained from HKQAA.

We also partnered with PT. Indo-Rama Synthetics Tbk in a USD 10 million credit facility to advance Indorama Corporation's sustainability agenda. The use of proceeds will be directed to financing the development of infrastructure to connect Indorama's manufacturing complex located in Purwakarta, West Jawa, to the national grid, facilitating the transition away from captive coal generated power. This project will also include facility upgrades which will help to improve the energy efficiency of the factory complex and contribute towards reducing Indorama's carbon footprint. Indorama will also track project timelines, as well as measure and report its greenhouse gas emissions annually.

Looking ahead, we will continue to closely monitor the developments in decarbonisation pathways. We also stay dedicated to collaborating with clients to enhance emissions tracking and reporting and providing innovative financial solutions to support their transition to a lower-carbon future.

## Equator Principles reporting

Since becoming a signatory to the Equator Principles[66] (EP) in November 2019, we have adopted a risk management framework for determining, assessing, and managing environmental and social risks in applicable transactions. We review the outcomes from the environmental and social due diligence processes to mitigate and manage any material risks identified. In addition, training sessions are held for RMs and CRMs on EP and how it is being implemented across the bank including its workflow as part of our enhanced process for ESG risk assessment.

In 2024, DBS was mandated to provide 6 Project Finance Advisory Services in the Asia Pacific region (see Table 1).

**Table 1. Project Finance Advisory Services mandated in 2024**

| Number of Project Finance Advisory Services | Sector | Region | Country Designation[67] |
|---|---|---|---|
| 3 | General Manufacturing | Asia Pacific | Non-Designated |
| 3 | Infrastructure | Asia Pacific | Non-Designated |

Over the same period, a total of 23 transactions achieved Financial Close[68], including 12 project-related corporate loans, 10 project finance transactions and 1 project-related refinance to which the Equator Principles were applicable. Tables 2 and 3 provide an overview of these transactions by sector and region.

**Table 2. Equator Principles applicable Project Finance and Project-related Corporate Loans (including Project-Related Refinance) in 2024 – by sector**

| Equator Principles Category/ Sector | A | B | C |
|---|---|---|---|
| Power | 1 | 9 | 0 |
| General Manufacturing | 1 | 3 | 0 |
| Infrastructure | 0 | 0 | 9 |
| **Total** | **2** | **12** | **9** |

**Table 3. Equator Principles applicable Project Finance and Project-related Corporate Loans (including Project-Related Refinance) in 2024 – by region**

| Equator Principles Category/ Region | A | B | C |
|---|---|---|---|
| Asia Pacific | 2 | 10 | 1 |
| Americas | 0 | 2 | 8 |
| Europe, Middle East & Africa | 0 | 0 | 0 |
| **Total** | **2** | **12** | **9** |

(66) The Equator Principles (EP) is a voluntary environmental and social risk management framework, adopted by financial institutions, for determining, assessing, and managing environmental and social risk in project financing. It is primarily intended to provide a minimum standard for due diligence to support responsible risk decision-making.
(67) According to the Equator Principles (2020), Designated Countries are those countries deemed to have robust environmental and social governance, legislation systems and institutional capacity designed to protect their people and the natural environment. As a proxy, the Equator Principles Association requires that a country must be both a member of the OECD and appear on the World Bank High Income Country list to qualify as a Designated Country.
(68) Financial Close is defined as the date on which all conditions precedent to initial drawing of the debt have been satisfied or waived.

# Sustainable living | Supporting more sustainable lifestyle choices in Asia

## Our approach

Sustainable living is a deeply personal journey, unique to each individual and shaped by diverse circumstances. It entails our customers making conscious daily choices – big and small – that contribute to a better world, as well as planning and financing for their future.

As a leading financial institution in Asia, we meet our customers where they are on their journey, while also acknowledging that the urgency of societal and environmental challenges necessitates a change in the status quo. Therefore, DBS is committed to not only providing the tools and support for conscious choices that are aligned with our customers' values, but also encouraging them toward a more sustainable lifestyle.

Through an end-to-end banking journey, we are:

- **Driving awareness and action through LiveBetter**
  Providing information and insights that enable customers to make more sustainable lifestyle choices.
- **Enabling sustainable lifestyle choices**
  Offering a range of financial solutions that help nudge customers toward sustainable lifestyles.
- **Enhancing financial planning and wealth democratisation**
  Providing accessible solutions for holistic financial planning across all stages of our customers' lives.
- **Supporting sustainable investment choices and philanthropic ambition**
  Providing accessible investment products that incorporate sustainability considerations, are highly competitive, are easy to adopt and lead to more sustainable outcomes, as well as supporting clients on their philanthropic journeys.

## Key Initiatives

### Driving awareness and action through LiveBetter

Today's customers increasingly want to make a positive impact, but navigating the complex world of social and environmental causes can be challenging. The obstacles range from lack of information to make informed decisions to cost and convenience issues. To address these challenges, we launched DBS **LiveBetter** in 2021. LiveBetter is a comprehensive digital platform offering a one-stop solution for sustainable living. It provides valuable insights on sustainable lifestyle and connects our customers with financial solutions that support environmental and social impact.

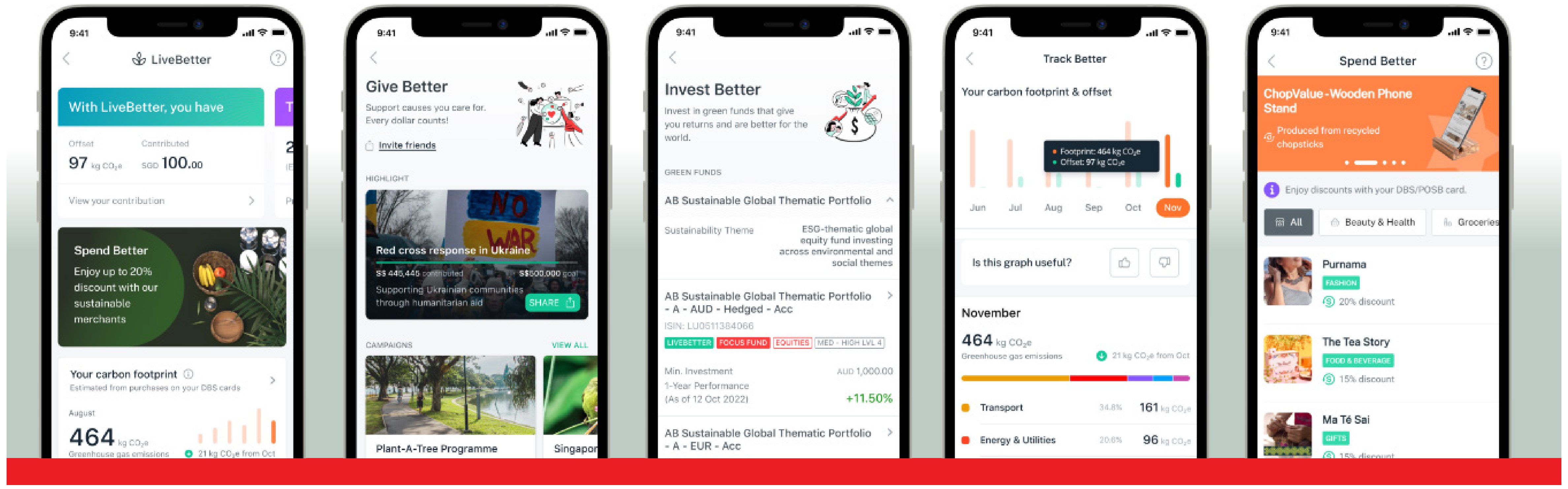
LiveBetter provides our customers in Singapore, Hong Kong and Indonesia with resources and tools to understand sustainable lifestyles and support the causes they care about. This benefits both the causes and those seeking to make a difference, creating a more accessible and rewarding experience.

In 2024, we completed the roll out of **Spend Better** in Singapore, a feature that raises customer awareness of local Small and Medium-sized Enterprise (SME) and Micro, Small and Medium Enterprise (MSME) merchants that prioritise more sustainable business practices. Spend Better aims to not only empower customers to make more informed choices, but also increase visibility for merchants committed to sustainability.

### LiveBetter *Pillars*

Helping our customers live a more sustainable life through simple actions within digibank

| Know Better | Give Better | Invest Better | Track & Offset Better | Spend Better |
|---|---|---|---|---|
| Bite-size steps toward sustainability | Support causes you care about | Invest in sustainable Funds and ETFs | Track your carbon footprint and offset it | Rewards for spending with designated merchants |



Since 2021, LiveBetter has continuously grown its impact:

**Customer engagement**
**> 2.2 million**
customers actively engaged with the LiveBetter platform

**Funds contributed**
**SGD 2.7 million**
by customers to environmental and social causes through Give Better

**Investments**
**> SGD 42 million**
Investment in sustainable funds and ETFs through Invest Better

**Carbon offset**
**> 3,800 tonnes of $CO_2e$**
offset by customers through initiatives facilitated by LiveBetter

**Purchasing from more sustainable merchants**
**Nearly SGD 2.5 million**
transactions facilitated through Spend Better

Building on this momentum, DBS remains committed to rolling out LiveBetter across our core markets and exploring innovative solutions that make sustainable living more accessible and rewarding for our customers.

## Enabling sustainable lifestyle choices

To encourage the adoption of more sustainable lifestyles, we integrate sustainability considerations seamlessly into a holistic portfolio of products and services to make sustainable choices simple and rewarding for our customers. We also continuously explore innovative ways and collaborations with like-minded partners to support a more sustainable way of living across different aspects of our customers' lives – from how they purchase goods and services to how they invest and give back to society.

### Rewarding more sustainable behaviours with credit cards in Hong Kong and Taiwan

Everyday spending choices matter. Through the rewards offered by our credit cards, we encourage our customers to align their spending habits with their values.

- In Taiwan, our **eco series cards** cards offer up to 10% rebate when cardholders spend at businesses supported by DBS Foundation or charge their electric vehicles with our partners in Taiwan.
- In Hong Kong, our **credit cards, such as the DBS Live Fresh card**, offer up to HKD 60 InstaRedeem Discount for spending at designated social enterprises, encouraging customers to patronise organisations that make a positive impact in their communities.

In 2024, our customers received more than SGD 340,000 worth of rewards linked to more sustainable spending choices. We also strive to minimise the environmental impact of our cards themselves. The DBS cash eco series cards in Taiwan are crafted from polylactic acid, a bio-based material, and our Hong Kong cards utilise recycled plastic in place of virgin plastic.

### Financing cleaner energy vehicles in Singapore

In 2021, DBS launched Singapore's first **Green Car Loan**, aligning our commitment with the national vision of SG Green Plan to transition all vehicles to cleaner energy by 2040. The loan offers attractive interest rates and cash rebates to support accelerating the adoption of electric and hybrid vehicles in Singapore.

The demand for our Green Car Loan programme continued to grow significantly, with bookings more than doubled in 2024 and more than SGD 264 million in loans disbursed, supporting this positive shift towards sustainable transportation options among Singaporeans.

Our success is driven by strategic collaborations with leading car manufacturers such as BMW, Mercedes-Benz and Tesla along with a commitment to providing a comprehensive suite of solutions to our customers. This includes educational resources, test drive events and exclusive campaigns designed to address common misconceptions about electric vehicles and showcase their practicality and affordability.

### Contributing to social sustainability through Spark Saving in Indonesia

In Indonesia, the **DBS Spark Saving Account** enables customers to make a tangible difference in their communities, by offering a higher interest rate than the regular savings account and channelling a portion of their interest earnings to support impactful community development projects. This unique product makes it easy for customers to contribute to Indonesian community development, simply by saving.

Since its launch in 2021, the Spark Saving Account has made impacts through partnerships with two organisations:

- **Krakakoa**: This social enterprise supports the livelihoods of cocoa farmers. Since the launch of the programme, over 750 cocoa farmers have benefitted from financial training and support on cocoa farming activities such as building solar dryer facilities for post-harvest, and purchasing cocoa seeds and essential farming tools and equipment.
- **Yayasan Tangan Pengharapan:** This non-governmental organisation improves educational opportunities in rural areas of Indonesia. Over 100 teachers, nearly 500 students and around 2,500 toddlers have benefitted from the provision of educational facilities, computers and improved mobility through motorboats.

## Enhancing financial planning and wealth democratisation

True financial empowerment comes from understanding how to navigate financial services and making informed decisions. To this end, DBS leverages digital tools to make financial planning more accessible and user-friendly for everyone from all backgrounds and life stages to build secure financial futures.

### Leveraging digital solutions to simplify financial planning

To support customers through major milestones in life, we developed a suite of digital tools and resources that make financial planning more accessible and insightful.

Leveraging AI and machine learning (ML), the **Plan** feature on our digibank app customises each customer's interaction, tailoring recommendations to their financial needs, risk profile, transaction behaviour and specified financial objectives. Plan also delivers real-time, intuitive, unintrusive and hyper-personalised financial planning recommendations through action insights or "nudges".

***Supporting livelihoods of cocoa farmers through Krakakoa***

***Students in rural Indonesia accessing computers through Yayasan Tangan Pengharapan***

Recognising that some customers prefer to make important financial planning decisions with a professional, we also provide easy access to personal Wealth Planning Manager via Plan. This blended approach – combining intuitive digital tools with the personal touch of professional expertise – equips our customers to confidently manage their finances.

As a key partner in developing the MAS Basic Financial Planning guide, we simplified insurance guidance and further integrated it into our suite of digital tools in 2024, providing our customers with easy, personalised recommendations.

## Providing accessible and affordable protection against life's uncertainties

Building resilience against life's unexpected challenges is crucial. Unforeseen events, such as a serious illness, can significantly disrupt financial stability, diminish quality of life and even reverse any progress made towards financial goals.

Insurance offers a vital protection, yet navigating its complexities and affordability remains a hurdle, especially for young adults, highlighting the need for more accessible and user-friendly health insurance solutions.

To address these challenges, we launched the **DBS Health Marketplace**, a comprehensive resource where young adults can find tailored information and support regarding health insurance. It features a user-friendly platform for effortless comparison of Integrated Shield Plans tailored to individual needs. Customers can easily compare coverage details, premiums and additional benefits side-by-side, enabling informed decisions aligned with their healthcare needs and financial goals.

To ease the financial burden of healthcare coverage, we have partnered with Singlife to provide an exclusive 50% discount on the first-year premium for CareShield Life Supplement. These plans complement CareShield Life, a long-term care insurance which provides protection against long-term care costs in the event of severe disability.

## Laying the foundation for supporting customers in ageing well

Asia's population is ageing at an unprecedented rate. By 2050, one in four people in Asia and the Pacific will be over 60 years old[1], presenting significant challenges with few readily available solutions. Across our key markets, challenges range from workforce shrinkage and escalating healthcare costs in Singapore, to land scarcity and resource strain in Hong Kong, rural-urban disparities and caregiving burdens in Taiwan, and immense strain on developing healthcare system in Indonesia. Recognising the challenges and opportunities brought by this demographic shift, DBS identified ageing as a strategic focus in 2024, and worked towards becoming a trusted partner of our customers throughout their life's transitions, proactively supporting them across all life stages for a fulfilling and assured ageing journey. This commitment was informed by a comprehensive strategy process, culminating in valuable insights, strategic options and business initiatives designed to help customers age well.

## Making retirement planning a habit

By 2026, Singapore will become a super-aged society, with one in five citizens over 65[2]. However, nearly half of young seniors (Singaporeans born in 1973 or earlier) feel unprepared for retirement[3]. Many lack the knowledge and resources to navigate available retirement planning options, such as CPF Life, and build a sustainable retirement income stream.

To address this, DBS introduced the **"Retire"** habit within our Money Habits framework in Singapore, translating complex processes into clear pre-retirement and retirement planning milestones and guidelines. We also proactively engaged customers and disseminated crucial information following the CPF Savings Account changes announced in Budget 2024 to ensure informed adjustments to their retirement plans.

Furthermore, we continued to enhance our retirement income insurance plans and solutions, such as the Retirement Portfolio in partnership with J.P. Morgan Asset Management. This solution offers a fully automated glidepath investment strategy, seamlessly shifting the portfolio's allocation from growth-oriented to stability-focused as retirement nears. In late 2024, we further offered customers the flexibility to automate the decumulation/ drawdown process via DBS digibank. Customers set desired monthly withdrawals, and the solution manages the sales of the relevant portion of the portfolio accordingly. The solution also provides customers a clear view of the plan's longevity and its complementarity to annuity plans like CPF Life.

### "Retire" in DBS Money Habits framework

**Generate passive income flows**

- Stable income for basic needs, take some risk to afford occasional luxuries
- Meet CPF Full Retirement Sum and have > 1 passive income stream

**Solutions**

- Retirement income plans (e.g., Annuities)
- Retirement-focused investments (e.g., Retirement digiPortfolio)

(1) United Nations Economic and Social Commission for Asia and the Pacific (2024). Population ageing: A human success story.
(2) Duke-NUS Medical School
(3) SMU Centre for Research on Successful Ageing

## Supporting sustainable investment choices and philanthropic ambition

### Enabling sustainable investment opportunities

There is continued interest and demand in exploring investment products guided by sustainability principles, particularly amongst the next generation of clients, as more people seek to invest in ways compatible with their values. As such, DBS remains committed to advocating for sustainable investments as a long-term trend to meet this demand and assisting more clients in doing good while also doing well. Sustainable investing aims to invest in companies with strong, resilient business models that are better positioned for long-term growth and are less susceptible to risks associated with environmental, social and governance (ESG) issues.

In response to the increasing demand for investment products linked to climate-related initiatives, energy transition and decarbonisation, we have expanded our range of offerings through funds such as climate thematic Exchange Traded Funds (ETFs), unit trusts and private equity options, providing Private Banking clients with a wider range of investment options to support climate action while pursuing financial returns.

### Expanding sustainability investment offerings to Private Banking clients

**Stewart Investors Asia Pacific Leaders Fund**

The Stewart Investors Asia Pacific Leaders Fund, which was originally launched in December 2003 and launched in DBS in November 2024, is an equity fund focused on long-term capital growth. It invests in 30 to 60 large and Mid-Cap companies (minimum USD 1 billion market cap) across the Asia-Pacific region (excluding Japan). The fund's strategy prioritises high-quality companies with strong growth potential, exceptional management, conservative finances and resilient business models that contribute to and benefit from sustainable development while minimising environmental and operational risks. This long-term, low-turnover approach delivers a portfolio distinct from market benchmarks, demonstrating a history of strong performance and capital preservation, even during market downturns. Its lower volatility and correlation to the index offer valuable diversification for equity portfolios. Active engagement and responsible stewardship are integral to the investment process.

**EUA contango notes**

We offer clients access to a range of sophisticated investment strategies to align their portfolios with sustainability goals, including instruments like EUA contango notes. Through detailed discussions, we have fostered a deeper understanding of the EU Emissions Trading System and the role of EU Allowances amongst our clients, leading to substantial uptake of the notes. While the EUA contango notes do not directly offset carbon footprints, they play an important role in enhancing liquidity within the carbon emissions market, thereby supporting the carbon pricing mechanism and broader emissions reduction efforts. As a player in the global emissions market, DBS is well-positioned to introduce more EUA-related offerings in the future.

### Partnering clients on their philanthropic journeys

Beyond integrating sustainability considerations into investment strategies for competitive returns, we also provide opportunities to clients who want to grow their wealth while fulfilling their philanthropic goals. This includes grant-making, supporting social enterprises through the DBS Foundation, and investing in companies or projects with a demonstrable social purpose.

### DBS and ACF partnering to empowering clients to give back

DBS and the Asia Community Foundation (ACF) established a formal partnership in August 2023. The collaboration reflects a shared vision for strengthening regional philanthropy and creating a more inclusive and sustainable future for Asia. ACF, a Singapore-based independent community foundation, provides a vital platform for donors, streamlining the process of charitable giving and providing expert guidance and resources to ensure philanthropic contributions achieve maximum impact.

The partnership is seamlessly integrated into our wealth management services, enabling us to offer clients comprehensive support in exploring diverse philanthropic opportunities, and navigating the complexities of charitable giving.

Our joint initiatives encompass a range of activities, including informative client briefings, comprehensive training sessions specifically designed for DBS Relationship Managers (RMs) and Wealth Planners (WPs), and engaging events that bring together like-minded individuals.

Through the establishment of Donor-Advised Funds (DAFs), our clients are empowered to effectively manage their philanthropic assets and support their chosen causes over the long term. We have also co-hosted several successful events, such as a recent luncheon with ACF and the DBS Foundation, which provided an invaluable platform for sharing knowledge, fostering networking opportunities and building a community of like-minded individuals committed to driving positive change.

Furthermore, we are actively exploring opportunities to leverage the ACF partnership to assist clients in maximising their philanthropic impact through the Philanthropy Tax Incentive Scheme (PTIS). This scheme provides a valuable incentive for clients to engage in charitable giving by offering tax deductions for overseas donations made through qualifying local intermediaries.

We also actively promote and raise awareness of innovative giving vehicles, including Impact Funds. These funds enable collective and experiential giving alongside experienced and interest-aligned donors and issue experts to support specific causes or geographic areas. This approach extends our reach beyond traditional banking services to facilitate positive social impact.

As we continue to seek opportunities to contribute to a robust and thriving philanthropic ecosystem, we will actively explore and develop further avenues to strengthen our collaboration ACF.

# Financial inclusion | Breaking down barriers for a more inclusive society

## Our approach

Across Asia, there remains a significant number of underbanked individuals and businesses. Access to affordable and appropriate financial services is crucial for addressing rising inequality, supporting livelihoods and enabling inclusive economic growth.

At DBS, we see an opportunity to meet these underserved needs through innovative financial products and services that make banking more inclusive and accessible. We aim to break down barriers for a more inclusive society by:

- **Democratising banking services**
  Expanding our reach and providing financial access to serve the underbanked who are typically excluded from traditional banking services.
- **Cultivating financial and digital literacy for all generations**
  Equipping individuals across generations with the tools they need to navigate the modern financial landscape and make informed decisions.
- **Boosting the playing field for micro, small and medium enterprises (MSMEs)**
  Proactively addressing working capital requirements and strengthening capacity building in sustainability through strategic partnerships.

## Key initiatives

### Democratising banking services

Across our core markets, millions of individuals have limited access to credit. Access to financial tools, such as loans, can open up life-changing opportunities such as pursuing higher education, owning a home or starting a business. At DBS, we are committed to actively working to dismantle the barriers to a more equitable and inclusive society through targeted initiatives.

#### Bridging the gap for migrant workers in Singapore

Migrant workers often face unique financial challenges and responsibilities, from supporting families abroad to planning for their long-term financial security. However, language barriers, a lack of confidence in navigating the banking app and difficulty using the full range of available services often create obstacles. To address this, POSB is committed to fostering financial inclusion for all, especially for vulnerable groups such as migrant workers.

We are actively working to onboard work permit holders (WPH) into the formal banking system. We continue to be the only bank in Singapore partnering with the Ministry of Manpower to avail account opening services as part of the Work Pass issuance process. Today, about 80% of WPH hold a POSB account, primarily used for salary payments.

Our journey began with exploring WPH's digital banking experiences and identifying their key roadblocks, such as limited digital and financial literacy. In response, we implemented a series of tailored initiatives, including:

- **Enhancing digital accessibility:** We revamped our webpage with dedicated resources to WPH in six languages (Bahasa Indonesia, Bengali, Burmese, Mandarin, Tagalog and Tamil), enhanced with visual guides and instructional videos.
- **Expanding peer-to-peer support:** In 2024, we doubled the number of WPH ambassadors to over 120, creating a larger peer-to-peer network. These ambassadors, fluent in English and selected by non-governmental organisations (NGOs) such as the Migrant Workers Centre and the Centre of Domestic Employees, volunteered to guide new migrant workers.
- **Bridging the digital divide:** We collaborated with special groups and NGOs to organise 53 digibanking workshops and events in Mandarin, Tamil and Telugu to equip WPH with the digital skills to manage finances confidently.

In 2024, more than 9,000 WPH participated in our workshops. To celebrate their learning milestones and foster a sense of community, we treated the participants to a day of fun at Universal Studios Singapore, DBS Sailboat rides and the National Gallery.

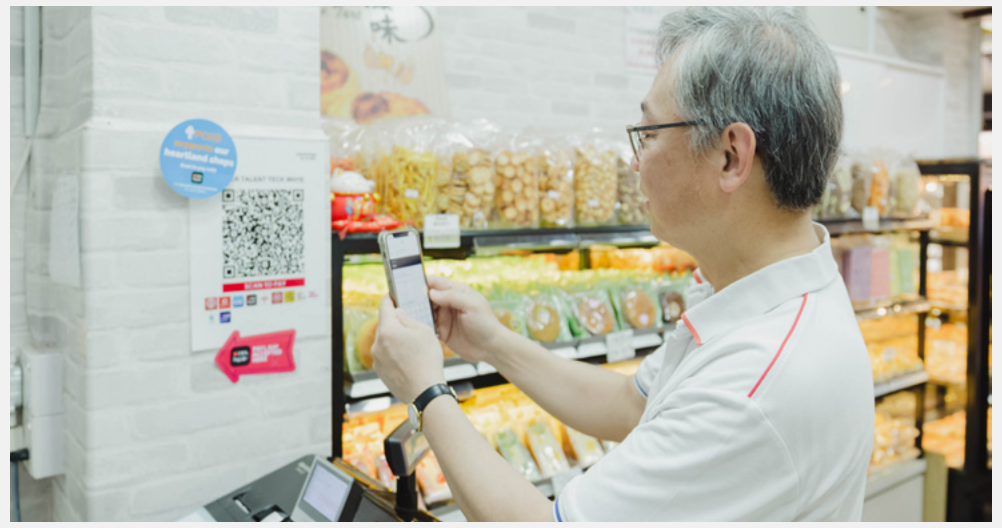
#### Helping customers save in Singapore

In Singapore, where the high cost of living makes financial security paramount, savings accounts are crucial tools providing a financial safety net and supporting the pursuit of financial goals. Since August 2023, DBS' **enhanced Multiplier Account** has helped low-income earners, gig workers and youth aged 29 and under without stable income grow their savings. This was achieved by lowering the eligibility requirements to unlock a higher bonus interest rate, well above the base rate. To enable more customers to become eligible for bonus interest, we reduced minimum transaction thresholds, broadened the definition of qualifying income and introduced a bonus rate for credit card or DBS PayLah! use. As a result, more than 189,000 Multiplier Account customers benefitted from increased access to high-interest savings opportunities in 2024.

#### Easing cost-of-living pressure in Singapore

Recognising the rising cost-of-living pressures in Singapore, we are committed to standing by our customers, heartland businesses and the community. Our support includes:

- **DBS Hawker Meals**: From February 2023 to July 2024, Singapore residents could receive up to SGD 3 cashback by being among the first 100,000 to use our DBS PayLah! app to scan and pay for their meals at hawkers every Friday. In 2024, SGD 8.8 million was redeemed through this initiative.
- **POSB Support Our Heartlands**: Building on the success of the DBS Hawker Meals subsidy scheme, the POSB Support Our Heartlands Initiative was introduced to boost consumer savings and drive demand for the products and services offered by heartland small businesses. From August to December 2024, residents received SGD 4.9 million in cashback from PayLah! scan-to-pay purchases made at more than 22,000 heartland shops, wet markets and hawker stalls. POSB Cardmembers also enjoyed SGD 970,000 in discounts on selected brands of eggs and rice at Sheng Siong Supermarkets.



***Deputy Prime Minister and Minister for Trade and Industry Gan Kim Yong making payment at a bakery using PayLah!***

### Going the extra mile with rural banking in India

To address the significant unbanked and underserved population in rural India, DBS partnered with a Corporate Business Correspondent (CBC) to provide essential banking services through its Business Correspondent Agents (BCAs) in remote locations. These services include cash deposit, cash withdrawal, funds transfer, balance enquiry and mini-statement showing recent transactions. Currently, our 142 branches, predominantly in Tamil Nadu, extend these services to 134 villages and 231 wards.

For consumers without an existing banking relationship, we offer the Basic Savings Bank Deposit Accounts (BSBDA). These accounts require no minimum balance, removing financial barriers and enabling low-income individuals to access the formal financial system. By the end of 2024, over 1.6 million individuals living in rural areas held BSBDAs, with total savings amounting to SGD 5 million.

### Supporting economic growth and livelihood through Priority Sector Lending in India

India's priority sectors, crucial for driving economic growth and social development, face unique challenges in accessing financial services. To bridge this gap, DBS Bank India Limited (DBIL) has actively increased lending to underserved sectors and borrower categories with limited access to formal credit over the last 5 years. By December 2024, our Priority Sector Lending (PSL) portfolio reached SGD 3.4 billion, representing a 24% year-on-year growth, with a focus on:

- **Agriculture:** Lending to farmers, including women in rural India, for allied agriculture activities and for sanitation and health improvements.
- **Micro and small businesses:** Lending to micro, small and medium-sized enterprises (MSMEs).
- **Affordable housing:** Providing housing loans for the middle class and supporting affordable housing through Housing Finance Companies (HFC) portfolio securitisation.

DBIL is committed to expanding credit access for small and marginalised farmers, including women entrepreneurs in rural areas. We provide loans through microfinance institutions (MFIs) and Agricultural Gold Loans through our branch network to support sustainable farming practices and allied activities. Recognising the unique challenges faced by women entrepreneurs in rural areas, often lacking collateral, encountering potential gender discrimination, or lacking awareness of financial products, DBS provides income generation loans directly at their doorsteps to meet working capital needs and fulfil entrepreneurial aspirations.

We also support initiatives like piped water connection and toilet construction through MFIs, improving sanitation and health in remote villages. The avenue of MFI lending, initiated in 2020, exceeded SGD 1 billion in disbursement by the end of 2024. Our MFI on-lending portfolio grew by over 19% in 2024 and has impacted one million farmers and entrepreneurs to date. During the year, DBIL also launched its first co-lending programme with a non-banking financial company partner to provide farm machinery loans and plans to scale co-lending initiatives to other asset classes.

### Availing credit to low-income individuals through partnerships in Indonesia and China

Large unbanked and underbanked populations in Indonesia and China lack access to vital financial services. To address this, DBS has implemented the Ecosystem Lending (ESL) initiative, a collaborative approach that leverages partnerships with multi-finance and fintech companies to provide greater access to financial services.

In Indonesia, through strategic partnerships with multi-finance or companies providing information technology-based lending services, DBS disbursed over SGD 1 billion in loans to low-income segments. This initiative also supported Indonesian Government's efforts to promote greater financial inclusion.

In China, DBS collaborates with several partners to provide personal, unsecured cash loans to low-income earners with monthly incomes of SGD 320 or less. In 2024, DBS offered over SGD 15 million in credit limit to support the financial needs of this segment.

## Cultivating financial and digital literacy for all generations

Financial and digital literacy are crucial for navigating today's complex financial world, enabling informed financial decisions and building greater financial wellbeing. DBS empowers individuals across generations to navigate the financial world confidently through engaging programmes that develop the necessary knowledge and skills.

### Future-proofing for children & youth

We aim to foster financial awareness and responsible decision-making from a young age, equipping children and youth with the knowledge and skills to navigate the financial world confidently and build a secure future.

Our flagship programme, POSB Smart Buddy, is the world's first integrated in-school savings and payments programme. Launched in 2017, the programme currently enables over 230,000 students across more than 250 schools in Singapore to use our free Smart Buddy wearable devices and/ or smart cards for digital payments at schools. Following a Memorandum of Understanding with the Ministry of Education (MOE), we are on track to install our Smart Buddy e-payment infrastructure in all primary and secondary schools, junior colleges and the Millennia Institute in Singapore by the end of 2025.

To encourage students to develop regular savings habit, we launched a national savings drive in 2024, aiming to help over one-third of primary and secondary school students collectively save an additional SGD 35 million by 2026. In support of this initiative, we also rolled out:

***Student using POSB Smart Buddy watch for digital payment***


***Lunar New Year pop-up at Bedok Market on anti-scam security tips and QR ang bao***

- **POSB Smart Buddy 2X Savings Booster:** This campaign encourages students to save a portion of their daily allowance by matching their savings with digital "Smiley Stamps". Each stamp is equivalent to 50 cents, and students can earn up to SGD 10 per month, credited directly to their POSB Smart Buddy-linked bank accounts. The campaign ran from July to December 2024, with about 25,000 students receiving almost SGD 1 million worth of "matched" stamp savings.
- **POSB Smart Buddy stamp savings kiosk:** Launched in September 2024 at Catholic High School and Beatty Secondary School, this initiative provided students with an in-school interactive channel to save any available allowance. The pilot programme showed a nearly threefold increase in digital smiley stamps saved per student compared to non-pilot schools, indicating that students engaging with our kiosk proactively save more.

In 2024, Smart Buddy students collectively saved over SGD 10 million, demonstrating the programme's positive influence on students' financial habits.

### Fraud prevention for the elderly

With rising risks of online scams, equipping seniors with the knowledge and skills to navigate the digital landscape safely is increasingly important. DBS is committed to empowering the seniors with the tools and resources to protect themselves from financial fraud.

In Taiwan, we developed educational content in various formats, including articles, videos and workshops, to engage the elderly and their caregivers. Between July and October 2024, we published 35 anti-fraud articles on the I Long-term care website, garnering about 90,000 views. We also facilitated a workshop for 60 seniors from the local community.

In Singapore, DBS also embarked on a dedicated programme to safeguard seniors' hard-earned savings from scams. In 2024, we completed 94 workshops and learning journeys, benefitting over 19,000 active agers across various locations. In addition, we partnered with the Cyber Security Agency of Singapore to train about 60 youth volunteers who educated over 200 active agers on scam prevention and the importance of adopting good cyber hygiene practices, provided QR Ang Bao anti-scam security tips to approximately 80 active agers during Lunar New Year and shared impactful real-life scam-prevention stories on social media.

### Financial literacy for all in Asia

In China, we published over 200 diverse financial knowledge articles, reaching over 96,000 readers and helping them make better financial choices. We also conducted interactive workshops, quizzes and presentations on consumer rights protection in major cities, including Beijing, Shanghai, Hangzhou, Guangzhou and Shenzhen. To combat telecommunications fraud, we launched customer education campaigns, including initiatives for National Investor Protection Publicity Day and a comprehensive awareness campaign on telecommunications fraud.

In Indonesia, we partnered with brands and communities to organise the digibank by DBS "Live & Learn", a unique platform providing tools, connections and actionable insights to help individuals excel in managing their wealth. In 2024, we held 41 offline and online financial literacy workshops with close to 3,000 participants. We also published about 1,500 digital content and articles, reaching over 17 million views.

By empowering individuals with the knowledge and tools they need to manage their finances effectively, we are contributing to a more financially secure and inclusive future across Asia.

## Boosting the level playing field for Micro, Small and Medium Enterprises

### Addressing working capital requirements among MSMEs

In 2024, MSMEs faced a rapidly evolving and complex economic landscape. Global economic uncertainties, rising operational costs and ongoing supply chain challenges continued to pressure MSME businesses. This underscores the critical need for accessible working capital to ensure operational stability and maintain healthy cash flow.

To address persistent unmet working capital needs, in 2024 we disbursed approximately 4,000 unsecured loans totalling SGD 500 million to MSMEs in Singapore, which consisted of both Government risk share and commercial unsecured loans. We also launched a simplified application process for working capital up to SGD 50,000 with no documents under our DBS Quick Finance proposition.

To address the unmet working capital requirements of SME customers in Hong Kong, DBS Hong Kong is an active lender to the SME Financing Guarantee Scheme. Jointly launched by the Hong Kong Government and HKMC Insurance, this scheme aims to enhance cash flow support for local SMEs and help them obtain financing for their business needs.

In India, DBIL offers collateral-free loan of up to SGD 333,000 with guarantee coverage for micro and small enterprises (MSEs) under the Credit Guarantee Fund Trust for Micro and Small Enterprises scheme (known as the CGTMSE). This scheme promotes improved credit flow to the MSE sector and supports entrepreneurs during their growth phase.

### Building strategic and sustainability capabilities through partnerships

At DBS, our commitment extends beyond traditional financing for our small and medium-sized enterprise (SME) clients. We encompass a holistic approach to support our client ecosystem in various transformative areas, such as workforce transformation, digitalisation, sustainability and social impact.

Leveraging four strategic pillars – Learn Better, Connect Better, Finance Better and Track Better – we have built on the strong foundation of initiatives in Singapore to expand our reach this year, launching programmes and promoting sustainable finance across our key Asian markets.

**Learn better**
Educating SMEs on sustainability through various channels

**Connect better**
Connecting SMEs with key stakeholders in the sustainability ecosystem

**Finance better**
Financing SMEs with financing and banking solutions to enable their transition

**Track better**
Providing toolkits for SMEs to monitor and track their carbon emissions and assessment of their sustainability maturity stages journey

## Learn Better: Educating SMEs on sustainability through various channels

For SMEs, workforce upskilling is a crucial first step in navigating the transition to a sustainable future, equipping them with the knowledge and skills to meet new regulations, adopt sustainable solutions and remain competitive in a rapidly-evolving market. DBS offers two key programmes designed to strengthen SMEs' capabilities: the DBS SME Skills Booster Programme and Spark GenAI Programme.

### DBS SME Skills Booster Programme

In July 2022, DBS was appointed by SkillsFuture Singapore as the only bank in the SkillsFuture Queen Bee initiative, focusing on helping local SMEs become future-ready. To contribute to this initiative, we designed the DBS SME Skills Booster Programme, structured around four pillars – Sustainability, Digitalisation, Cyber Wellness, as well as Business Growth, Banking and Finance.

The training programme encompasses DBS masterclasses and Continuing Education and Training (CET) courses, including tailored corporate sessions, delivered in collaboration with partners such as National University of Singapore, Republic Polytechnic, Singapore Environment Council and UN Global Compact Network Singapore.

By December 2024, the programme had upskilled 295 companies, receiving overwhelmingly positive feedback. In the latest post-training survey for the second year of the SME Skills Booster Programme (July 2023 to July 2024), 100% of respondents rated the initiative and our DBS Skills Managers positively, with all noting our sustainability training pillar helped support their business transformation.

### DBS Spark GenAI Programme

Recognising the immense potential of Generative AI (Gen AI), DBS partnered with EnterpriseSG and Infocomm Media Development Authority (IMDA) in November 2024 to launch a new programme, DBS Spark GenAI. This programme raises awareness of Gen AI's benefits and introduces essential AI tools, enabling SMEs to transform the way they operate for lasting productivity gains, cost efficiencies and enhanced resilience to future proof their businesses and remain competitive in a rapidly evolving market.

DBS Spark GenAI brings Singapore's National AI strategy to life, making AI accessible and impactful for SMEs. The programme will run for 2 years until the end of 2026 and aims to engage 50,000 SMEs to learn about Gen AI and adopt Gen AI solutions to accelerate business growth.

## Connect Better: Connecting SMEs with key stakeholders in the sustainability ecosystem

Addressing the complex challenges of sustainability requires partnerships that leverage diverse expertise, resources and perspectives to foster innovation and wider adoption of sustainable practices across sectors. At DBS, we actively foster these partnerships, forming a value chain and driving collective action towards a more sustainable world. These include partnerships with:

- Carbon assessment platforms (**ESGpedia, Gprnt**) to digitise the collection, measurement and reporting of companies' carbon emissions
- Consulting firms (**Deloitte, Building System and Diagnostics, GreenA Consultants, Global Green Connect**) to support SMEs in sustainability strategy and decarbonisation roadmap development
- Anchor companies (**Sheng Siong Group**) to create a hub-and-spoke model for scalability and for tackling Scope 3 emissions
- Trade Associations (**Singapore Manufacturing Federation**) for a systematic, sectorial approach to driving sustainability among SMEs

## Finance Better: Financing SMEs with financing and banking solutions to enable their transition

Financing is an important enabler in providing businesses with the capital needed to invest in sustainable solutions. Recognising that this is crucial, DBS is committed to providing the necessary capital and support to help our clients implement sustainable initiatives, driving innovation and accelerating the transition to a more sustainable future.

### Business for Impact (BFI) Banking Package

In 2023, DBS introduced new financing solutions dedicated for SMEs with sustainable business models, supporting local businesses that drive positive social and environmental impact. Building on this, in 2024, DBS partnered with the National Volunteer and Philanthropy Centre (NVPC) in Singapore to extend the BFI package to SMEs recognised under the Company of Good award.

Under this partnership, over 150 SMEs who have demonstrated contributions to five impact areas – People, Society, Governance, Environment and Economic – are eligible to apply for the preferential banking package and unlock additional support for their business. The BFI package includes solutions such as Multi-Currency Account with fee waivers, insurance with preferential rates, access to working capital loans and programmes in sustainability, digitalisation and skills development.

The move signifies DBS' efforts to cultivate and give back to a Community of Good, of which we are a five-time Champion of Good awardee. Moving forward, DBS will continue working with enablers and partners to expand the reach and support for SMEs in the social impact space.

## Track Better: Providing toolkits for SMEs to monitor and track their carbon emissions and assessment of their sustainability maturity stages journey

Regularly measuring resource consumption and progress is key to effective sustainability efforts. It provides crucial insights to identify areas for improvement, refine strategies for greater efficiency and demonstrate accountability to stakeholders. We enable this by providing SMEs with access to toolkits for monitoring carbon emissions and assessing sustainability progress.

*Read more about how we support SMEs on their sustainability journey in the Responsible financing chapter on page 15.*

PILLAR 2

# RESPONSIBLE Business Practices

Enhancing employee engagement and culture

Developing our people

Driving diversity, equity and inclusion

Managing our environmental footprint

Sustainable procurement

Technology resilience (including cybersecurity)

Data governance

Preventing financial crime

Fair dealing

Responsible tax management

# Enhancing employee engagement and culture | Enhancing employee experience through iconic journeys

## Our approach

DBS' overarching employee value proposition (EVP) is to enable its employees to **Live Fulfilled: Be the Best, Be the Change and Be the Difference**.

Our holistic approach to delivering our EVP ensures that employees feel **purposeful, connected, cared for, valued and invested in** when working at DBS. This is achieved by providing many opportunities for growth and development, adopting a comprehensive approach to employee wellbeing, flexible work arrangements as well as an attractive benefits programme to meet various life-stage needs. We have transformed the way we work by **Managing through Journeys** (MtJs) and aligning employees to a common customer journey of which every touchpoint and process is equally valued. Above all, we strive to create a **joyful work culture** where people are energised by being part of a great team, respectful of others and take time to recognise and celebrate the contribution and success of our people.

The Employee Experience Council, formalised in 2023 to deliver better employee outcomes, focused its efforts to drive overall employee wellbeing and EVP this year.

## Key initiatives

### Feel Purposeful

To empower employees to feel purposeful, we strive to create an environment where their work is personally meaningful, their efforts contribute to a larger impact and their roles align with both personal aspirations and organisational goals. By fostering a culture of intentionality, we enable every individual to see the value of their contributions and take pride in their journey as they build a long-term career with DBS.

Through collaborative practices such as **Managing through Journeys (MtJs)** and **Horizontal Organisation (HO)**, teams break down silos and align their efforts to deliver seamless and integrated customer experiences. By orienting our work around customers' needs and organising ourselves horizontally, we foster a strong sense of collaboration and accountability to maximise customer, business and employee outcomes. Today, there are more than 100 MtJ squads across the bank. Meaningful contributions are recognised and rewarded through the **MtJ Performance Development & Compensation (MtJ PD&C)** framework introduced in 2023. This ensures that purposeful work is acknowledged, valued and aligned with our commitment to fostering a culture of impact and growth. With the implementation of MtJ PD&C, MtJ members agree that it has strengthened ownership, collaboration and joint accountability. Majority also highlighted that **Anytime Feedback** sent and received by MtJ members are useful for them to understand their strengths, areas of development and how their contributions are valued.

The rapid evolution of technology has also unlocked new opportunities for employees to engage in more purposeful, meaningful and high-impact work. By leveraging Generative AI (Gen AI) solutions like **DBS GPT**, we have streamlined repetitive tasks and reduced inefficiencies, allowing our people to dedicate more time to impactful work. Furthermore, with frameworks like the **3Ds – Drop, Defer, Do it Differently**, employees are encouraged to strategise their priorities and streamline tasks. Prioritisation and agile practices help ensure that work remains purposeful and manageable, reducing stress, increasing productivity and enhancing impact.

### Feel connected

To help employees feel connected in DBS, we encourage open communication, cultivate psychological safety and build communities. We have several channels where employees have direct access to our senior leadership. These include our quarterly bank-wide employee townhall **DBS Open**, featuring a Q&A segment hosted by our Group CEO and joined by other Group Management Committee leaders. **Tell Piyush** is another open channel for employees to write to our CEO Piyush Gupta regarding any questions or ideas they might have. Each question is replied to personally and followed up on. Additionally, our senior leadership regularly conducts office visits across markets to engage directly with employees.

To equip our managers to better connect and support their teams, we also enhanced **Building Great Managers (BGM) training** to meet the needs of our increasingly diverse workforce. In 2024, we introduced strategies for managing multi-generational teams and facilitating discussions on workload and prioritisation.

To further empower managers and teams in fostering open communication, we also launched **persona-driven conversation guides** designed to help both managers and employees initiate meaningful discussions on key topics such as compensation and work-life transitions (e.g. new parents). These guides enable employees and managers to have more effective conversations and cultivate a supportive environment for personal and professional growth.

We have also continued scaling our **social learning communities** for employees to meaningfully interact, support one another and build networks across the organisation. More than 500 **Wellbeing Champions** form a peer support network to foster a culture of wellbeing across DBS. Additionally, over 1,000 employees engage in **DBS Lean In Circles** to connect, mentor and support one another across diverse topics like navigating personal and professional growth, balancing work and family and collaborating in multi-generational teams.

### Feel cared for

At DBS, we are committed to ensuring our employees feel cared for by supporting their wellbeing holistically.

We recognise that the needs of our employees evolve depending on life stage and personal circumstances. With easy access to a comprehensive suite of resources, employees can tailor accordingly and take charge of their wellbeing:

- **iOK** provides employees and their dependents with confidential, round-the-clock and sponsored access to counselling and coaching, helping them navigate work or personal challenges with professional guidance. iOK also offers work-life support in areas such as legal advice and caregiving needs by connecting employees with relevant service providers.
- **iHealth Wallet** is a holistic wellbeing platform that provides personalised health insights, nudging employees toward healthier habits, and providing actionable tips to help them take charge of their health.
  - As part of iHealth Wallet, **iFit** incentivises proactive health management by reminding employees to complete annual health screenings and work toward maintaining healthy indicators, rewarding their progress along the way.

- Powered by iHealth Wallet, we launched a **Steps Challenge** in 2024 where employees form teams to encourage one another to adopt physical wellbeing habits and strengthen team bonds. The challenge successfully engaged over 4,000 employees across 15 markets.

- **Wellness days** such as Well-being Wednesdays and Focus Fridays which encourage employees to weave wellbeing into their work week. Well-being Wednesdays have equipped over 13,000 employees via knowledge-building webinar sessions for mental, physical and career wellbeing. Focus Fridays encourage employees to keep Friday afternoons free from internal work meetings and calls. This gives employees a few hours of protected time for focused work, learning or even quiet reflection before transiting to the weekend.
- We also introduced **Wellness Spaces** in the offices across all our markets to provide employees with spaces to recharge. These dedicated areas offer a calming environment for mental resets, relaxation and reflection during the workday.

## Feel valued

To ensure employees feel valued, we take a holistic total rewards approach for our employees, which encompasses compensation, benefits and learning opportunities. Launched in 2023 and further enhanced in 2024 to include more dimensions, **iRewards** is a personalised dashboard that provides employees with an overall view of their total rewards. This platform offers employees a comprehensive view of how DBS values, rewards and invests in them personally.

Recognition is a key component of valuing our employees. We celebrate their contributions through **Staff Appreciation Week** and enable year-round appreciation with our **iTQ (I Thank You)** and **WeTQ (We Thank You)** recognition programmes, allowing employees to express gratitude directly to their colleagues. Additionally, the **Service Recognition Award** honours employees' loyalty and contributions at key career milestones.

We regularly review our employee benefits to ensure compliance with regulatory requirements and market competitiveness. Many of these benefits programmes are also designed with flexibility of choice in mind, so that employees are empowered to make optimal decisions for themselves. In 2024, we have announced the following benefit enhancements that will take effect in 2025:

- **Medical care and coverage** to help employees defray medical expenses for themselves and their families. While our medical care and coverage plans across markets are generally market-competitive and adequate, we will implement further enhancements in Singapore and Hong Kong, such as increasing the medical outpatient limits and dental coverage amount.
- **iShares**, which enables employees to save and share in DBS' success, will be extended to employees who are Senior Vice Presidents and Executive Directors, in addition to its current participants up to the rank of Vice President.
- **Service Recognition Award** to appreciate our tenured employees will be enhanced.

### Ensuring workplace safety and health

At DBS, we are deeply committed to creating a safe and healthy environment for our employees, customers and partners. We strive to continuously improve our workplace safety and health practices, guided by the Workplace Safety and Health (WSH) Act and a strong commitment to fostering a culture of wellbeing.

**Building a culture of safety**

In 2024, we continued adopting a comprehensive and proactive approach to fostering a healthy and safe workplace culture:

- **Dedicated WSH Committee**: Led by Group Head of Corporate Real Estate Strategy & Administration, our WSH Committee consists of key leaders across the bank and takes an active role in identifying, managing and mitigating risks, ensuring our safety framework is robust and adaptable.
- **WSH Framework**: Our WSH Framework guides our safety practices through risk assessments, training, incident management and continuous improvement.
- **WSH Risk Coordinators**: Across all office and retail locations, we have appointed 587 trained Risk Coordinators. Their role includes:
  - Sharing safety updates with employees
  - Conducting annual risk assessments and inspections
  - Effectively reporting hazards
  - Ensuring first aid supplies and personnel are readily available
- **First Aid Training**: We have trained and certified 409 individuals in Basic First Aid and 18 in Occupational First Aid, ensuring swift and effective emergency response.
- **Proactive risk management**: We actively identify and manage risks through regular assessments and effective control measures. Our comprehensive procedures for investigating reported incidents ensure a prompt response, thorough root-cause analysis, corrective actions and updated risk assessments to prevent recurrence.

**Continuous Improvement and Innovation**

We are committed to continuously improving our safety and health practices and fostering innovation.

- **Accessibility and universal design**: We believe in creating accessible and inclusive workspaces that are safe and comfortable for everyone. This includes:
  - Ensuring all new branches are wheelchair accessible and retrofitting older branches to meet accessibility standards.
  - Improving the accessibility of our Outdoor ATM network by fitting 54 kiosks with ramps and safety railings by the end of 2024.
- **AEDs for public safety**: Automated External Defibrillators (AEDs) and first aid boxes are strategically placed across all 43 manned retail branches in Singapore, readily accessible to employees and the public. To enhance emergency preparedness, we have registered all AEDs with the Singapore Civil Defence Force's (SCDF) myResponder App.
- **Annual DBS Work Better Festival**: In 2024, beyond the main events held across three key offices, additional roving activities attracted significant participation, showcasing our commitment to workplace safety and health and promoting a positive workplace culture.
- **Emergency preparedness and crisis management**: Our comprehensive crisis management plans, covering pandemics and other unforeseen events, ensures business continuity and employee safety. Regular drills and scenario-based planning help us stay prepared for any eventuality.

## Feel invested in

We are dedicated to investing in our employees by providing an array of growth and development opportunities to support them in building fulfilling long-term careers at DBS. Through our **"Triple E" framework** – Education, Exposure and Experience – we empower our employees to learn, grow and thrive in the ever-evolving future of work.

***Read more in the next chapter on Developing our people.***

## Engagement scores

This year, we continue to see steady improvement in our employee engagement score, reaching a record 91% in our 2024 My Voice survey – DBS' annual employee engagement survey. This result is 17 percentage points above APAC Financial Services Industry benchmark and six percentage points above the APAC Best Employers benchmark.

Strong employee engagement is aligned with outstanding financial results, robust external employer branding and low employee turnover compared to market averages.

Notably, Manager Effectiveness score rose from 91% to 92%, reflecting the tangible impact of our targeted efforts to strengthen leadership capabilities. Initiatives like the enhanced **Building Great Managers** training have equipped managers with the resources and skills to manage diverse teams, foster psychological safety and provide meaningful support to their teams.

Dimensions such as Survey Follow-Up, Wellbeing, Rewards & Recognition, Learning & Development and Diversity & Inclusion have maintained last year's high scores, reflecting our concerted efforts over the years to finetune employee experience. This is testament to our dedication to excellence in employee engagement.

| My Voice Survey Dimension | 2024 | 2023 | 2022 |
|---|---|---|---|
| Employee Engagement | 91% | 90% | 87% |
| Diversity & Inclusion | 93% | 93% | 92% |
| Learning & Development | 93% | 93% | 91% |
| Manager Effectiveness | 92% | 91% | 90% |
| Survey Follow-Up | 89% | 89% | 82% |
| Wellbeing | 89% | 89% | 87% |
| Rewards & Recognition | 81% | 81% | 75% |

## Awards & recognition as employer of choice

Across our core markets, we received more than 40 awards conferred by local Government agencies, professional bodies and media agencies, recognising us for our people programmes and practices, as well as being an employer of choice.

At Group level, we have been named among TIME World's Best Companies of 2024 and Forbes World's Best Employers of 2024. In Singapore, we have maintained our #1 position among LinkedIn Top Companies in Singapore for the second consecutive year.

Additionally, employees have rated us 4 out of 5 on Glassdoor, placing us on par with top technology companies in the world and ahead of most peers in the banking industry.

## Additional employment statistics

### Total number of employees and voluntary attrition rate[1]

Our group-wide voluntary attrition rate decreased from 8.8% in 2023 to 6.6% in 2024. Our focus on enhancing employee engagement and retention, combined with external job market conditions, has contributed to this decline. Our attrition rates also remain lower than the market average in all our core markets.

| | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|
| Total number of employees[2] | 41,638 | 40,770 | 36,073 | 33,011 | 29,148 |
| Voluntary attrition rate | 6.6% | 8.8% | 14.7% | 13.7% | 7.7% |


***2024 Staff Appreciation Week in Taiwan***


***2024 Service Recognition Awards Ceremony in Singapore***

(1) The rates exclude involuntary termination as well as contract, temporary and agency employee attrition.
(2) Total number of employee refers to the total permanent and contract/ temporary employee headcount on DBS' payroll.

# Developing our people

**Our greatest asset to driving success**

## Our approach

At DBS, we empower our people to build purposeful, long-term careers while driving meaningful impact for our customers and communities. Amidst global uncertainties and a rapidly evolving landscape, we are committed to helping our people thrive in the future of work by:

- **Developing our talent**
  Building resilience and agility in our talent bench strength.
- **Investing in building functional skills**
  Cultivating a culture of continuous learning to build a relevant and future-ready workforce to driving innovation in banking.
- **Advancing our leadership development**
  Investing in nurturing great leaders who inspire high-performing teams and nurture an empowering culture to deliver outstanding results.

## Key initiatives

### Developing our talent

Each year, we conduct a comprehensive, bank-wide **talent review** to strengthen our talent pool, aligning our workforce with DBS' strategic priorities. This process includes evaluating our business strategy, operating model and assessing the talent bench to ensure we have the right leaders and skills to drive our goals forward. A key part of this review involves rigorous succession planning for senior roles, where we engage input from Country and Group Functional Heads, followed by detailed evaluations with the CEO.

*Appointment of Tan Su Shan as Deputy CEO*

Anchored in the following key success factors — (i) Culture & People (ii) Domain Knowledge (iii) Stakeholder Management & Communication Skills (iv) Familiarity with Technology and Future of Work (v) Business Builder with consistent & disciplined execution skills (vi) Strategic Orientation and (vii) Personal Traits – DBS' succession planning framework ensures a comprehensive approach to leadership development, fostering internal talent growth by bridging leadership gaps with tailored development plans, enabling seamless transitions into critical roles.

DBS' announcement of Tan Su Shan as the bank's next Group CEO in March 2025, is testimony of the bank's efforts to groom homegrown talent, having benchmarked both internal and external candidates against a comprehensive set of objective criteria. The review process extends beyond top management to several layers down and over the years, many key positions were filled by our homegrown talent. Annually, over 250 succession plans are reviewed and close to 20 talent review sessions with the Group CEO are held.


*2024 HIPO Onboarding Event across our core markets*

The cornerstone of leadership cultivation at DBS is our **High Potential (HIPO)** identification process. Built on the "3P" framework — Performance, PRIDE! and Potential — the process continually evolves to ensure we identify and nurture exceptional talent, equipping future leaders to drive our growth and sustain our competitive edge. In 2024, we further refined our assessment criteria to identify the best talent to nurture through their ability, aspiration and engagement.

Our **Strategic Talent Assignment & Rotation (STAR) Programme** further strengthens our HIPO pipeline, providing a curated two-year journey that combines rigorous training with cross-functional rotations. Our commitment to fostering talent has shown impactful results — maintaining low attrition rates among HIPOs and encouraging advancement into larger, more complex roles.

### Investing in building functional skills

At DBS, we develop our people through our **"Triple E" framework** — Education, Exposure and Experience. We provide a comprehensive suite of opportunities to help our people learn, grow and build a fulfilling career.

#### Education

Across our business and support units, we offer **structured learning roadmaps** and **certification programmes** to equip employees with the expertise necessary for their roles. These pathways cover a wide range of skills, from digital and data proficiency to risk management and sustainability. In 2024, we offered training with certification for over 3,200 employees who are Application Developers, Technology Risk Managers, Relationship Managers and Credit Risk Managers.

All employees have access to more than 10,000 curated courses on our **Learning Hub**, empowering them to take charge of their own learning journeys. Collectively, over 1.4 million training modules were completed during the year, reflecting the strong commitment to skill development across the organisation.

## Exposure

As part of the **Be My Guest** programme, employees have the opportunity to engage in job shadowing, workshops and projects across departments. In 2024, over 3,000 employees participated in more than 4,600 of such exposure activities.

## Experience

To foster growth and career development, employees are encouraged to pursue **Internal Mobility** opportunities and gain experience in new roles across functions and geographies. In 2024, 40% of job vacancies were filled by internal candidates, a number that rises to 50% when excluding entry-level positions where we hire mainly fresh graduates and specialised roles that require niche skillsets.

To future-proof our workforce, we embarked on a multi-year **upskilling and reskilling** journey since 2021. Each year, we conduct a comprehensive review of job roles that require enhanced skills (upskilling) and roles that need to be redeployed (reskilling). Based on this review, we design structured learning roadmaps to equip employees with the skills needed for success in their enhanced or new roles. As we continue to adapt to evolving business needs, we increased the number of employees identified for upskilling or reskilling in 2024.

In 2024, over 12,700 employees were in scope for upskilling or reskilling, with more than 9,700 having commenced or completed their respective learning roadmaps. Among them, over 4,600 employees have completed training and successfully stayed in their new roles for more than six months.

As technology continues to evolve, we take a proactive approach to equipping our employees with the skills needed to harness the potential of **Generative AI (Gen AI)**. Our training empowers employees to skilfully utilise Gen AI tools, while ensuring appropriate oversight through the identification and mitigation of associated risks. We also continue to equip employees with knowledge and tools to play their part in our sustainability efforts through the **DBS Sustainability Learning Campus**.

### iGrow

iGrow — a personalised career companion leveraging Artificial Intelligence and Machine Learning (AI/ ML) to provide tailored[1] recommendations for education, exposure and experience opportunities to empower individual growth — was successfully rolled out in all our core markets in 2024. This expansion reflects our unwavering commitment to supporting employee growth by providing tailored career development resources that align their skills with their career ambitions.

In July 2024, we piloted the **DBS Mentoring Programme** across all our core markets. By tapping into the real-world knowledge and experiences of our workforce, we can create diverse opportunities for professional exposure and development. When we scale up in 2025, mentors and mentees will be matched through iGrow's AI/ ML recommendations.

*DBS Mentoring Programme Pilot Connect Event acrosscore markets*

To date, over 1,500 employees have volunteered as mentors and equipped via a tailored mentorship training designed to enhance their leadership and coaching skills, enabling them to offer meaningful guidance and support to their mentees' career development. This social learning initiative strengthens our internal networks and contributes to the development of future leaders within the organisation.

### DBS Live Fulfilled Carnival

Amid ongoing global economic shifts and rapid technological advancements, DBS continues to prioritise building a resilient and future-ready workforce. To drive continuous learning we organise engaging learning initiatives to prepare employees for the future of work and embrace career resilience.

In 2024, we organised our marquee annual learning event as part of the **Live Fulfilled Carnival** (which showcases our holistic employee value proposition), engaging over 33,000 employees bank-wide who participated in an array of workshops, talks and hands-on activities tailored to help them cultivate a growth mindset, take proactive steps in their career journeys, and adapt to emerging challenges.

Minister Edwin Tong, Singapore's Minister for Culture, Community and Youth, and Second Minister for Law, delivered opening remarks and participated in a fireside chat with Singapore Country Head, Han Kwee Juan, emphasising the critical role of resilience in building lasting career success. He recognised DBS as a role model for empowering employees to cultivate career resilience, providing opportunities for growth and a supportive environment that enables individuals to achieve their full potential and truly live fulfilled both at work and in life.


*2024 DBS Live Fulfilled Carnival across our core markets*

***Read more about how DBS elevates sustainability knowledge on page 10.***

In 2024, advancing empathy through our **RED** (Respectful, Easy to deal with, Dependable) framework was a key priority in elevating customer experience. As part of this commitment, we launched our flagship training programme, **Empathetic Professional**, to equip our frontline staff with the skills needed to deliver empathetic and outstanding service. The training incorporates country- and business-specific case studies to ensure that the tools and techniques provided are relevant and effective in navigating complex situations with empathy. To date, over 5,000 frontline staff across the bank have participated in the programme, with plans to extend it to more frontline staff in the coming years.

| | 2024 | 2023 | 2022 |
|---|---|---|---|
| Total no. of employees[1] in scope for upskilling/ reskilling | 12,738 | 8,113 | 8,339 |
| No. of employees who are in progress or have completed their learning roadmap | 9,785 | 7,942 | 7,278 |
| No. of employees who have completed upskilling/ reskilling and stayed in new role for ≥ 6 months | 4,650 | 2,708 | 1,577 |

(1) This includes employees identified in previous years who are still in progress of upskilling and reskilling.

## Advancing our leadership development

Since 2019, DBS has been committed to shaping a more agile and progressive leadership cadre capable of driving the future of work. Central to this effort is the **Transformational Leadership Master Plan**, which aims to cultivate transformational leaders across the organisation.

Our flagship managerial training programme **Building Great Managers**, enhanced with **Making Great Decisions** training, ensures all managers are equipped with the foundational skills required to lead effectively, focusing on essential leadership tenets such as: fostering a growth mindset, psychological safety, a feedback culture, courageous conversations, collaboration and sound decision-making.

To further entrench our transformational leadership culture, in 2024, we conducted over 200 **Transformational Sprints**, a series of structured experiential workshops that contributed to improved collaboration and greater team effectiveness. Additionally, more than 1,000 leaders participated in **T-Circles**, which are social learning communities where experienced senior leaders mentor next-generation leaders in leadership best practices. Our leaders are pivotal to culture-building, and we remain dedicated to their continuous development.


***A Transformational Sprint group***

## Engagement scores

Our employees have strong positive perception of the bank investing in their growth and development.

| My Voice Survey Dimension | 2024 | vs APAC Best Employers | vs APAC Financial Services Industry |
|---|---|---|---|
| Career Opportunities | 93% | +10 | +14 |
| Learning & Development | 93% | +5 | +13 |

## Additional employment statistics

***I. Average training hours[2] per year per employee[3] by gender and employee category***

The average training hours for permanent and direct contract employees was 33.4 hours in 2024.

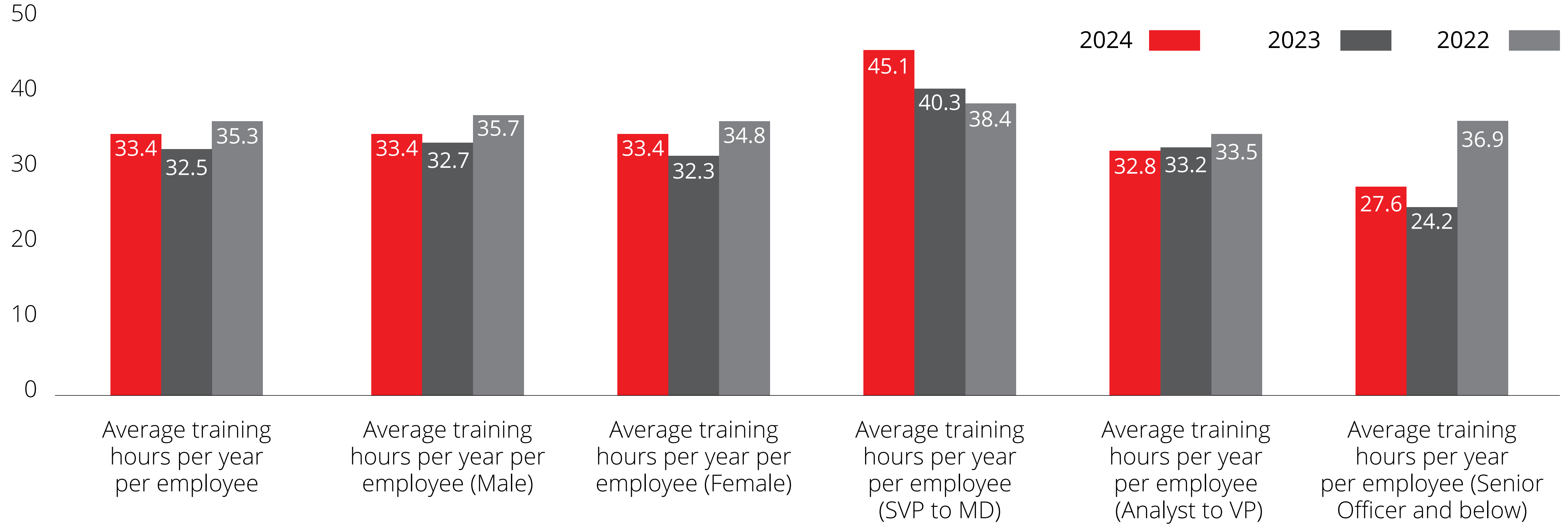
***II. Percentage of employees who receive regular career development reviews***

In 2024, 100% of our employees received regular career development reviews, continuing the trend from 2023. This reflects our ongoing commitment to providing consistent support and feedback to invest in our employees' career development.

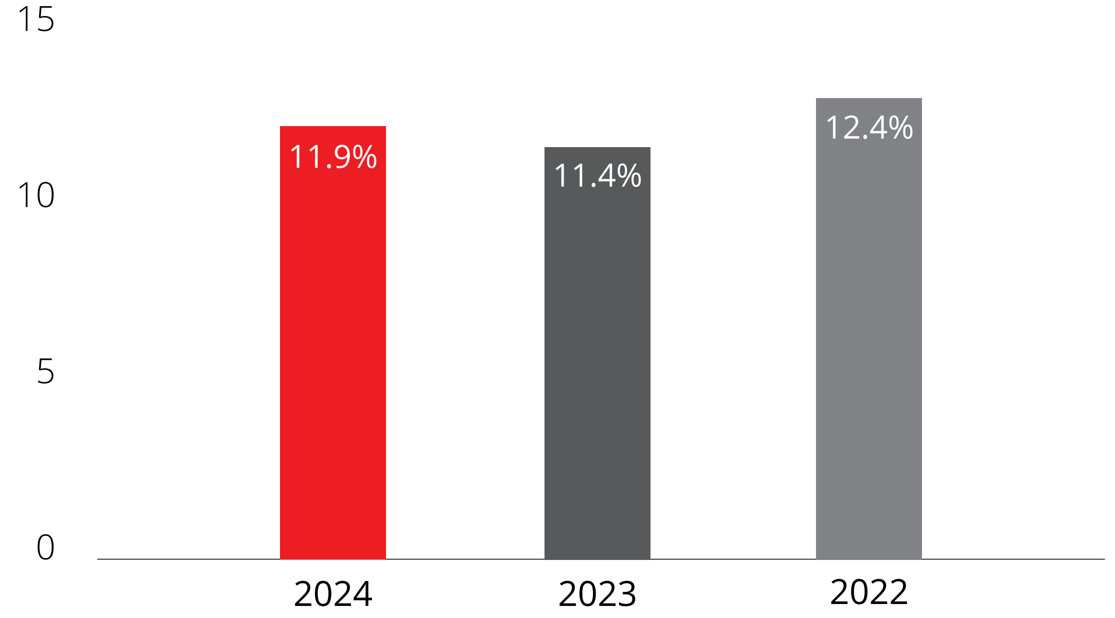
***III. Percentage of employees who took on internal mobility opportunities***

In 2024, our internal mobility rate[4] increased to 11.9% despite lower attrition resulting in fewer open positions. Furthermore, our focus on internal mobility has also led to 40% of job vacancies being filled by internal candidates, up from 30% in 2023. This number rises to 50% when excluding entry-level positions where we hire mainly fresh graduates and specialised roles that require niche skillsets.

**Average training hours per year per employee** (by gender and employee category)




**Internal mobility rate** (%)




(2) Excludes informal learning methods such as community-based learning; and exposure opportunities such as immersion programmes including customer and employee journeys.
(3) Employee refers to the total permanent and contract/ temporary employee headcount on DBS' payroll.
(4) Internal Mobility (IM) rate is defined as the percentage of employees who took on internal mobility opportunities out of the total eligible population. Employees who are VP and below are eligible for IM after completing 2 years of continuous service in their current role, while employees who are SVP and above are eligible after 3 years of continuous service in their current role.

# Driving diversity, equity and inclusion

**Fostering an inclusive culture with equal opportunities**

## Our approach

At DBS, we embrace diversity, equity and inclusion as part of our holistic strategy to attract top talent, build high-performing teams and deliver exceptional work.

Recognising the diversity of our workforce, we are intentional about providing equitable opportunities while fostering an inclusive culture where everyone is empowered to be the best, be the change and be the difference. We are committed to maintaining a respectful workplace free from discrimination and harassment, ensuring all employees are treated with dignity and respect.

Our dedication to promoting diversity, equity and inclusion is embedded in our people programmes and practices, including the Diversity, Equity and Inclusion (DEI) Policy.

***Read the full policy on the Diversity, equity and inclusion page of our public website.***

We empower our employees to live fulfilling lives by championing the following:

- **Embracing diversity at all levels**
  Welcoming diverse talent and cultivating a workplace where all can thrive
- **Promoting equal opportunity**
  Ensuring fairness and equity across all our people programmes and practices
- **Building an inclusive culture**
  Promoting an open and psychologically safe environment where diverse employees feel empowered to connect and support one another

## Key initiatives

### Embracing diversity at all levels

Women currently represent **20% of our Board** and **23% of our Group Management Committee (GMC)**. We set a target to achieve 30% female Board representation by 2030, and are on track to fulfil the target. Across our workforce, **women account for 49% of the workforce and 41% in senior management (SVP to MD)**.

The table below illustrates women representation across various categories.

| Women in our workforce | 2024 | 2023 | 2022 |
|---|---|---|---|
| Percentage of women in total workforce | 49% | 50% | 48% |
| Percentage of women among new hires | 43% | 53% | 40% |
| Percentage of women voluntary attrition | 41% | 44% | 43% |
| Percentage of women in IT/ Engineering roles | 31% | 30% | 29% |
| **Percentage of women by rank** | | | |
| SVP to MD | 41% | 41% | 40% |
| Analyst to VP | 49% | 49% | 48% |
| Senior Officer and below | 52% | 55% | 52% |
| **Percentage of women among all people managers** | | | |
| Percentage of women among all people managers | 40% | 40% | 39% |
| SVP to MD | 40% | 40% | 40% |
| Analyst to VP | 41% | 41% | 38% |
| **Percentage of women among all non-people managers** | **51%** | **52%** | **50%** |

| | Core Markets | | | | | | International Centres |
|---|---|---|---|---|---|---|---|
| | Singapore | Hong Kong | Mainland China | Taiwan | India | Indonesia | International Centres |
| Percentage of women | 52% | 53% | 65% | 69% | 31% | 53% | 51% |

The ratio of women representation is generally balanced in all of our core markets and International Centres, except in India.

### Boosting female representation in India

Our female representation in India has grown from 27% in 2021 to 31% in 2024, and we are on track to achieving 35% female representation in India by 2026. A cornerstone of our strategy to achieve our target is the India DEI Council, which focuses on having a diverse slate of candidates, creating a psychologically safe culture and building a resilient and diverse talent pipeline.

Besides setting up gender-diverse interview panels and chatbots to mitigate hiring bias, we also have a **dedicated referral programme** to bring in suitable female talent, which has contributed to women making up 43% of the female hires this year. In addition, we support women who are returning to the workforce after a career break through **Reimagine**, a second-career programme that helps them reintegrate back into the workforce through project-based training by experienced industry leaders.

For the fifth consecutive year, we continue to run **MyPersona**, a career development programme for mid-career women. In 2024, a cohort of 65 women completed workshops, mentoring and networking sessions over a six-month period to develop core leadership and business skills. Participation rates have also doubled from the previous year, especially in business units like technology which are traditionally male-dominated.


***Participants of the 2024 Reimagine programme***

To bolster our efforts in building a robust pipeline of senior women leaders, we launched **L.E.A.D** this year, a women leadership development programme for high performing female employees that helps them develop key skills such as strategic thinking, agility and change leadership.

In recognition of our commitment of evolving our policies and programmes to the ever-changing needs of a diverse workforce, DBS Bank India has achieved several accolades, notably being named India's Best Bank for Diversity and Inclusion 2024 by Euromoney. In addition, DBS Bank India has been honoured as one of the Best Companies for Women in India (BCWI) by India's most comprehensive gender study for corporates for the ninth consecutive year, and placed as one of the 25 Safest Workplaces for Women by Kelp HR for the third consecutive year. We have also been recognised as one of the Top 20 Hiring Practices by HerKey.

Across all our markets, we uphold non-discriminatory recruitment practices and adopt industry best practices in fair employment, ensuring that **hiring is based on merit** (such as experience and ability to perform the job), regardless of age, race, gender, religion, marital status, family responsibilities or disability. Beyond gender diversity, we actively embrace cognitive and experiential diversity, adopting a skills-based hiring philosophy which prioritises practical expertise and working knowledge. This approach helps reduce unconscious bias in recruitment. To further strengthen this commitment, all managers undergo a Building Great Managers (BGM) training that equips them with the necessary knowledge to ensure fair and inclusive hiring practices.

At DBS, we take a multi-pronged approach to advance women representation in senior leadership. We ensure a gender diverse slate of candidates that include at least one female candidate for key roles at senior positions. We also continue to strengthen our pipeline of senior women leaders with the **Women Leadership Programme**. Through these efforts, DBS continues to champion diversity, ensuring that every individual is valued and empowered to thrive in an inclusive environment.

Notably, our efforts to enhance women's representation in technology have led to positive results, with the proportion of female fresh graduate hires in our **Singapore Skill Enhancement Education & Development (SEED) programme** rising from 38% in 2023 to 46% in 2024. This progress is testament to our continued efforts to showcase female DBS technology representatives in our publicity efforts and outreach programmes, from collaborating with universities to showcase our programmes in technology, to participating in events such as Singapore's Top 100 Women in Tech. Our female technologists also continue to be active contributors to **inter-industry mentoring programmes** such as IMDA MentorConnect, a cross-company initiative which gathers women in technology across the public and private sector, demonstrating our ongoing commitment to nurturing diverse talent and promoting gender diversity in the tech industry.

### Women Leadership Programme

Now in its second year, the Women Leadership Programme continues to play a pivotal role in building, supporting and sustaining a community of senior women leaders and further strengthening the pipeline of future women leaders in the bank. In 2024, a cohort of 24 women leaders from across our core markets came together on a six-month journey comprising a blend of education, exposure and experiential sessions. Through the programme, these women leaders also had the opportunity to build valuable networks with peers, mentors and sponsors, enhancing their leadership growth and impact.

***2024 Women Leadership Programme with participants from across our markets***

Across the bank, some of our business and support units have actively led **ground-up initiatives** to advocate for gender diversity and uplift local communities. This includes skills-based volunteering, through which our Technology colleagues have worked with community partners such as Daughters of Tomorrow to make positive impact and nurture an interest in STEM among a new generation of girls. Our colleagues from Global Financial Markets (GFM) have also set up a GFM Gender Diversity Council, which focuses on taking an action-oriented approach to advance gender diversity within and beyond DBS. They initiated a mentoring programme to help employees of different genders and ranks develop in their career, and volunteered with non-profit agencies like Babes Pregnancy Crisis Support to equip young pregnant women with financial literacy skills and budgeting tips.

***GFM Team volunteering with Babes Pregnancy Crisis Support***

## Promoting equal opportunity

We are dedicated to ensuring equitable opportunities for all our employees. To drive lasting change, we take a data-driven approach and design our systems and processes to promote equal opportunity at every stage of the employee journey.

### Promotion and talent development

Our promotion and talent review processes are designed to be objective and data-driven, actively minimising unconscious bias and ensuring all employees are given equal, fair chances for advancement. Clear promotion criteria are communicated across the organisation. Over the past five years, women have consistently represented around half of the cohort promoted.

| | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|
| Percentage of women among total promotees | 48% | 48% | 48% | 49% | 53% |

### Pay equity

The overall gender pay gap of our six core markets, adjusted for ranks across business and support units, stands at 1.6%. We adopted the adjusted pay gap approach so as to ensure a like-for-like comparison within the same market, business and support unit and rank.

As part of our ongoing commitment to ensuring pay equity and close the gap, we regularly conduct pay audits and review our compensation practices. We also conduct an annual compensation review to ensure that compensation recommendations are fair and equitable for employees.

***Read more on our remuneration policy and strategy under "Remuneration report" in our Annual Report 2024.***

### Supporting employees through life stage transitions

Recognising the unique needs of our diverse workforce, we support our employees holistically with a range of initiatives from **Flexible Work Arrangements (FWA)** to financial reimbursements and medical coverage, so that they may be at their best at work and in life. At DBS, Flexible Work Arrangements (FWA) include work from home, as well as flexi-time, which allows employees to adjust their work hours to better suit personal needs at home. In addition, employees who are new parents of a newborn or adopted child, or the primary caregiver of a critically ill or injured family member, can work from home fully for up to six months.

***DBS Lean In Circles for New Parents gathering to learn and share from each other***

To further support employees in the transition to parenthood, we provide parental and childcare leave, along with financial reimbursement to help cover maternity and childcare expenses. From 1 January 2024, we increased paternity and adoption leave for fathers from 2 to 4 weeks across all our core markets, while maternity leave remains at 16 weeks. Starting from 1 April 2025 in Singapore, we will also implement the newly regulated shared parental leave scheme. The scheme will be rolled out in two phases: 6 weeks of shared parental leave from 1 April 2025, increasing to 10 weeks of shared parental leave from 1 April 2026. This initiative recognises parenting as a shared responsibility, champions gender equality, and offers parents greater flexibility to embrace their new roles and cherish key milestones with their newborn. In 2024, 860 female employees and 858 male employees have utilised their parental leave entitlements. To ensure that parental leave does not negatively impact employees' performance assessments, managers are required to provide justifications if there is a decline in employee ratings compared to their previous evaluations.

In 2024, we also made deliberate efforts to improve the experience of new parents in DBS. Through employee feedback, we made enhancements that include a one-stop information hub for parents, a guide for new parents and their managers to navigate meaningful conversations during the transition to parenthood, and informal social groups that enable our community of parents to connect with and support one another. Notably, the retention rate of employees remaining in their role for more than 1 year after returning from parental leave in 2023 is 85% for women and 89% for men.

*2024 DBS International Women's Day*

## Building an inclusive Culture

At DBS, we are committed to building a safe an inclusive workplace where every employee feels valued, cared for and supported.

### Raising awareness of diversity and inclusion

We are dedicated to creating an inclusive environment where diversity is celebrated. To do so, we educate our employees about their role in fostering an inclusive culture that is safe and respectful through training programmes. This includes equipping our employees with the skills to identify, understand and manage hidden biases through **unconscious bias training**, as well as to recognise and learn strategies to combat workplace discrimination and harassment in the **Respect at Work** segment of our mandatory refresher training.

In 2024, we enhanced our flagship managerial training programme, **Building Great Managers**, to better equip managers with the skills needed to engage and manage diverse, multi-generational teams and build an inclusive culture. We also celebrated Intergenerational Month with a bankwide campaign to foster inter-generational inclusion.

*DBS Lean In Circles have grown to more than 1,000 participants across our core markets and International Centres, with Indonesia and Hong Kong Circles featured here*

To deepen awareness and understanding, we also organised bankwide events such as the **2024 DBS International Women's Day**, which featured a keynote speech by Minister Indranee Rajah on supporting women in the workplace, emphasising flexible workplace practices, fair and merit-based appraisals, and a culture of empathy that encourages shared parental responsibilities. This was followed by a lively and insightful debate between senior leaders, including DBS CEO Piyush Gupta and Karen Ngui, Head of Strategic Marketing and Communications and DBS Foundation, discussing whether life is better for women today compared to the past, moderated by Stefanie Yuen Thio who is the chairperson of the non-profit organisation SG Her Empowerment (SHE).

### Building networks of support and learning

We continue our collaboration with Lean In through the **DBS Lean In Circles**, which are ground-up communities and safe spaces for employees to meet, mentor and support one another in achieving their personal and professional goals. In 2024, we expanded our Circles to reach over 1,000 participants across our core markets and International Centres. Through these social learning groups, both women and men have supported one another in goals such as building confidence, advancing in one's career and engaging multi-generational teams. To address the diverse needs of our employees, we also introduced new affinity groups such as Circles for Parents and Circles for Caregivers so that colleagues with similar lived experiences can share and support each other.

### Deepening foreign-local integration

In Singapore, over 90% of our workforce are Singaporeans and Permanent Residents, and we remain dedicated to building a strong local talent pipeline. We are deeply invested in helping local employees across all our markets advance their careers, with dedicated pathways for high-potential individuals to step into senior leadership roles. At the same time, we recognise the value of foreign talent, particularly for roles where local expertise is limited.

Since 2021, we have been running our **Singapore Immersion Programme (SIP)** with the support of the National Integration Council (Singapore Ministry of Community, Culture and Youth). Designed for new and tenured foreign hires, the programme gives participants a greater understanding of Singapore and the Singaporean psyche to build connections and deepen a sense of belonging. This is facilitated through interactive lectures, networking opportunities and guided cultural walking tours in local neighbourhoods. For smoother integration into the workplace and local community, foreign hires who are new to Singapore are paired with a local buddy to help them navigate cultural nuances, build personal connections and foster meaningful relationships.

With further support from the National Integration Council, we have published a **playbook on local-foreign integration**, "Building an Inclusive Workplace" this year. The playbook showcases the integration experiences from six different companies, providing actionable insights and a structured approach to help other organisations advance their integration efforts. As an extension of the playbook, we facilitated an Integration Playbook Workshop to share insights and best practices on integration, with representatives from more than 20 companies in attendance.

## Tracking progress via our balanced scorecard

We adopt a balanced scorecard approach to set objectives, drive behaviours, measure performance and determine remuneration of our people, including our executives. Within this framework, we track key metrics on employee engagement (including Diversity and Inclusion), people development and being an employer of choice.

*Read more on our balanced scorecard approach under "Our 2024 priorities" in our Annual Report 2024.*

## Engagement score

Our employees have rated the bank positively for our inclusive working environment. In 2024, we maintained consistently high scores in areas related to our inclusive work environment, reflecting our ongoing commitment to fostering a welcoming and supportive culture.

**Table 1. My Voice survey results in 2024**

| My Voice Survey Dimension | 2024 | vs APAC Best Employers | vs APAC Financial Services Industry |
|---|---|---|---|
| Diversity & Inclusion Score | 93% | +4 | +12 |
| Psychological Safety Score | 92% | +4 | +12 |

| My Voice Survey | 2024 | 2023 | 2022 |
|---|---|---|---|
| DBS has a work environment that is accepting of diverse backgrounds and ways of thinking | 93% | 93% | 92% |
| I can report an instance of unethical conduct without fear of retribution from anyone | 94% | 94% | 92% |


*In 2024, we launched an integration playbook and a workshop to share local-foreign integration best practices*

## Additional employment statistics

### Table 2. Total number of employees by contract type and gender

| | 2024 | | | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|---|---|---|
| **Type of contract** | **Female** | **Male** | **Total** | **Female** | **Male** | **Total** | **Female** | **Male** | **Total** |
| Permanent of which: | 20,033 | 20,744 | 40,777 | 19,638 | 19,993 | 39,631 | 16,743 | 18,213 | 34,956 |
| Full time | 19,866 | 20,727 | 40,593 | 19,467 | 19,971 | 39,438 | 16,552 | 18,193 | 34,745 |
| Part time | 167 | 17 | 184 | 171 | 22 | 193 | 191 | 20 | 211 |
| Contract[(1)] | 444 | 417 | 861 | 616 | 523 | 1,139 | 618 | 499 | 1,117 |
| **Total** | **20,477** | **21,161** | **41,638** | **20,254** | **20,516** | **40,770** | **17,361** | **18,712** | **36,073** |

### Table 3. Total number of employees by geography and gender

| | 2024 | | | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|---|---|---|
| **Geography** | **Female** | **Male** | **Total** | **Female** | **Male** | **Total** | **Female** | **Male** | **Total** |
| Singapore | 7,648 | 7,097 | 14,745 | 7,495 | 6,945 | 14,440 | 7,278 | 6,604 | 13,882 |
| Hong Kong | 2,532 | 2,274 | 4,806 | 2,450 | 2,233 | 4,683 | 2,387 | 2,193 | 4,580 |
| Rest of Greater China[(2)] | 4,971 | 2,391 | 7,362 | 5,153 | 2,328 | 7,481 | 2,835 | 1,392 | 4,227 |
| South and Southeast Asia[(3)] | 5,137 | 9,155 | 14,292 | 4,980 | 8,780 | 13,760 | 4,702 | 8,313 | 13,015 |
| Rest of the world[(4)] | 189 | 244 | 433 | 176 | 230 | 406 | 159 | 210 | 369 |
| **Total** | **20,477** | **21,161** | **41,638** | **20,254** | **20,516** | **40,770** | **17,361** | **18,712** | **36,073** |

### Table 4. Total number of employees by geography and contract type

| | 2024 | | | | 2023 | | | | 2022 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Geography** | **Permanent** | | **Contract** | **Total** | **Permanent** | | **Contract** | **Total** | **Permanent** | | **Contract** | **Total** |
| | **Full time** | **Part time** | | | **Full time** | **Part time** | | | **Full time** | **Part time** | | |
| Singapore | 14,634 | 61 | 50 | 14,745 | 14,317 | 66 | 57 | 14,440 | 13,748 | 76 | 58 | 13,882 |
| Hong Kong | 4,799 | 2 | 5 | 4,806 | 4,661 | 1 | 21 | 4,683 | 4,544 | 1 | 35 | 4,580 |
| Rest of Greater China | 7,252 | 0 | 110 | 7,362 | 7,205 | 0 | 276 | 7,481 | 4,062 | 0 | 165 | 4,227 |
| South and Southeast Asia | 13,508 | 120 | 664 | 14,292 | 12,874 | 123 | 763 | 13,760 | 12,043 | 133 | 839 | 13,015 |
| Rest of the world | 400 | 1 | 32 | 433 | 381 | 3 | 22 | 406 | 348 | 1 | 20 | 369 |
| **Total** | **40,593** | **184** | **861** | **41,638** | **39,438** | **193** | **1,139** | **40,770** | **34,745** | **211** | **1,117** | **36,073** |

(1) Include only headcount on DBS' payroll.
(2) Rest of Greater China includes Mainland China and Taiwan.
(3) South and Southeast Asia includes India, Indonesia, Malaysia, Vietnam, Thailand, Myanmar, the Philippines and Bangladesh.
(4) Rest of the World includes Australia, South Korea, Japan, United Arab Emirates, United States of America and United Kingdom.

**Table 5. Total number and rates of new employee hires and voluntary attrition by age group, gender**

| | Headcount | | | Work force mix | | | No. of new hires[5] | | | New hire rate[6] | | | No. of voluntary attrition | | | Voluntary attrition rate[7] | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **2024** | **2023** | **2022** | **2024** | **2023** | **2022** | **2024** | **2023** | **2022** | **2024** | **2023** | **2022** | **2024** | **2023** | **2022** | **2024** | **2023** | **2022** |
| **By age group (x = age)** | | | | | | | | | | | | | | | | | | |
| x < 30 | 7,261 | 7,708 | 7,170 | 17% | 19% | 20% | 2,479 | 3,642 | 4,443 | 34% | 47% | 62% | 735 | 931 | 1,388 | 11% | 14% | 23% |
| 30 ≥ x ≤ 50 | 29,345 | 28,307 | 24,925 | 71% | 69% | 69% | 3,483 | 5,662 | 4,841 | 12% | 20% | 19% | 1,742 | 2,148 | 3,283 | 6% | 8% | 14% |
| x > 50 | 5,032 | 4,755 | 3,978 | 12% | 12% | 11% | 112 | 594 | 144 | 2% | 12% | 4% | 146 | 177 | 215 | 3% | 4% | 6% |
| **By gender** | | | | | | | | | | | | | | | | | | |
| Female | 20,477 | 20,254 | 17,361 | 49% | 50% | 48% | 2,634 | 5,228 | 3,786 | 13% | 26% | 22% | 1,074 | 1,438 | 2,080 | 5% | 8% | 13% |
| Male | 21,161 | 20,516 | 18,712 | 51% | 50% | 52% | 3,440 | 4,670 | 5,642 | 16% | 23% | 30% | 1,549 | 1,818 | 2,806 | 8% | 10% | 16% |
| **By geography** | | | | | | | | | | | | | | | | | | |
| Singapore | 14,745 | 14,440 | 13,882 | 35% | 35% | 38% | 1,292 | 1,833 | 3,286 | 9% | 13% | 24% | 661 | 916 | 1,760 | 5% | 6% | 13% |
| Hong Kong | 4,806 | 4,683 | 4,580 | 12% | 12% | 13% | 658 | 760 | 1,048 | 14% | 16% | 23% | 356 | 521 | 811 | 8% | 11% | 18% |
| Rest of Greater China | 7,362 | 7,481 | 4,227 | 18% | 18% | 12% | 1,252 | 4,057 | 830 | 17% | 54% | 20% | 319 | 346 | 431 | 4% | 6% | 11% |
| South and Southeast Asia | 14,292 | 13,760 | 13,015 | 34% | 34% | 36% | 2,798 | 3,182 | 4,203 | 20% | 23% | 32% | 1,262 | 1,450 | 1,858 | 10% | 12% | 16% |
| Rest of the World | 433 | 406 | 369 | 1% | 1% | 1% | 74 | 66 | 61 | 17% | 16% | 17% | 25 | 23 | 26 | 6% | 6% | 8% |
| **Total** | **41,638** | **40,770** | **36,073** | **100%** | **100%** | **100%** | **6,074** | **9,898** | **9,428** | **15%** | **24%** | **26%** | **2,623** | **3,256** | **4,886** | **7%** | **9%** | **15%** |

(5) Headcount and new hires include permanent and direct employees and excludes agency employees.
(6) New hire rate is computed based on number of new hires divided by total permanent and direct contract employees as of December 2024.
(7) Voluntary attrition rate is computed based on number of voluntary attrition divided by monthly average headcount for permanent employees only.

### Table 6. Breakdown of employees by employee category according to gender and age group

| | 2024 | | | |
|---|---|---|---|---|
| | SVP to MD | Analyst to VP | Senior Officer and Below[8] | Total |
| Headcount | 3,898 | 28,928 | 8,812 | 41,638 |
| **By gender** | | | | |
| Female | 41% | 49% | 52% | 49% |
| Male | 59% | 51% | 48% | 51% |
| **By age group (x = age)** | | | | |
| x < 30 | 0% | 16% | 31% | 17% |
| 30 ≥ x ≤ 50 | 70% | 74% | 60% | 71% |
| x > 50 | 30% | 10% | 9% | 12% |
| | **2023** | | | |
| | SVP to MD | Analyst to VP | Senior Officer and Below | Total |
| Headcount | 3,573 | 27,876 | 9,321 | 40,770 |
| **By gender** | | | | |
| Female | 41% | 49% | 55% | 50% |
| Male | 59% | 51% | 45% | 50% |
| **By age group (x = age)** | | | | |
| x < 30 | 0% | 17% | 33% | 19% |
| 30 ≥ x ≤ 50 | 72% | 73% | 58% | 69% |
| x > 50 | 28% | 10% | 9% | 12% |
| | **2022** | | | |
| | SVP to MD | Analyst to VP | Senior Officer and Below | Total |
| Headcount | 3,169 | 24,623 | 8,281 | 36,073 |
| **By gender** | | | | |
| Female | 40% | 48% | 52% | 48% |
| Male | 60% | 52% | 48% | 52% |
| **By age group (x = age)** | | | | |
| x < 30 | 0% | 17% | 37% | 20% |
| 30 ≥ x ≤ 50 | 73% | 74% | 54% | 69% |
| x > 50 | 27% | 9% | 9% | 11% |

(8) Includes all permanent and direct contract employee headcount under DBS' payroll.

# Managing our environmental footprint | Redesign, rebuild and rethink for a better world

## Our approach

DBS' operations are centred on a commitment to managing environmental impact while contributing to the regeneration of natural systems. We are transitioning from traditional sustainability efforts to a more comprehensive approach that not only minimises harm but actively restores and replenishes ecosystems. This shift reflects our focus on adopting regenerative practices that deliver positive outcomes for both people and the planet. By taking a proactive and multifaceted approach to embed more regenerative practices into our operations, we believe that we can create long-term value for our business, stakeholders and future generations.

We adopt a life-cycle perspective to identify and address environmental challenges at every stage of our operations. To address our carbon, energy, water and waste footprint, we have developed a four-lever approach to systematically drive progress based on prioritising our efforts in the following order:

- **Lever 1: Reducing consumption of resources**
- **Lever 2: Generating renewable energy**
- **Lever 3: Purchasing green products, energy and Renewable Energy Certificates (RECs)**
- **Lever 4: Purchasing carbon offsets**

### Decarbonisation roadmap

While financed emissions represent the largest share of our climate impact, we remain committed to addressing our operational GHG emissions. We are committed to achieving net zero for our own operations by 2050, with an interim 2030 target aligned with trajectories from Carbon Risk Real Estate Monitor (CRREM) 1.5°C scenario. Our 2024 baseline is significantly below the CRREM 2024 benchmark, reflective of the impact of actions taken over the years in implementing our four-lever approach to address our environmental footprint, predominantly driven by deployment of energy efficiency measures and proactive purchase of renewable energy certificates (RECs) in four of our key markets.

Our targets cover direct and controllable Scope 1 and Scope 2 operational emissions across our business, primarily driven by electricity and chilled water consumption in our owned and leased real estate assets. Aligning our operational targets with CRREM holds us to the same expectations we have of our real estate clients, for whom we have set similar financed emissions targets.

To achieve our targets, we will further invest in energy efficiency measures, active green lease management and continued purchase of renewable energy. We will also continue to utilise carbon credits as an option to neutralise residual emissions on our journey to net zero.

We acknowledge that our path to operational net zero will not be without challenges. First, a large proportion of leased assets in our portfolio limits our direct control over decarbonisation efforts. We aim to mitigate this challenge through active green lease management, such as relocating to sites with more efficient infrastructure and engaging with landlords to upgrade building facilities.

Second, while CRREM pathways provide asset- and location-specific guidance, they have known limitations including the pace of decarbonisation relative to the speed of national grids greening and the accuracy of assumptions for non-EU markets, where DBS primarily operates. To navigate these challenges, we are collaborating with the real estate sector and the broader ecosystem, including the Singapore Sustainable Finance Association, to advocate for industry and regulatory alignment on deviations from CRREM pathways. This will help to shape credible transition pathway specific to Asia.

### Enhancements to our Sustainable Fit-Out Guide

In 2024, we made significant strides in embedding sustainability into our operations by updating our **Sustainable Fit-Out Guide**. This comprehensive update enhances the integration of sustainability across all phases of fit-out projects, from design and construction to operation. By aligning technical specifications with best practices and facilitating regional adoption, the guide aims to standardise and elevate sustainability efforts across our facilities.

The document covers the following core areas:

**Design guidelines:**

- Establish clear requirements for energy and water efficiency.
- Promote sustainable material use and prioritise waste management and recycling initiatives.

**Operational practices:**

- Advocate for efficient resource management and the use of green-labelled consumables.
- Incorporate assessments and surveys aligned with certification standards to maintain operational excellence.

**Green building documentation:**

- Provide detailed support for achieving green building standards, including documentation for certifications like the Green Mark Certification Scheme in Singapore.

By addressing design, operations and compliance documentation comprehensively, this guide supports sustainable outcomes and aligns with our environmental goals. It empowers stakeholders to prioritise resource efficiency, reduce waste and achieve recognised green certifications.

# Key Initiatives

## Reducing consumption of resources

Our first priority is to reduce resource consumption and improve operational efficiency across our operations.

### Energy and GHG emissions reduction approach

In 2024, our operational energy consumption was 100,732 MWh[1] and our total greenhouse gas (GHG) emissions were 83,784 $tCO_2e$[2]. On a comparable basis[3], our year-on-year operational energy consumption remained flat and total GHG emissions increased by 9%. The increase in GHG emissions was primarily attributable to off-site data centre usage and business travel.

We remain focused on finding new ways to improve efficiency, lower emissions and make meaningful progress toward our sustainability goals. The following highlight key initiatives and programmes that demonstrate our efforts to reduce our energy and GHG emissions footprint.

**Energy efficiency initiatives:**

- Using energy-efficient equipment and optimising air-conditioning systems
- Integrating occupancy sensors and energy meters
- Implementing dual-mode lighting and dimmable LED fixtures
- Conducting due diligence to maximise energy-saving opportunities at each site

### Energy optimisation at DBS Asia Hub


DBS is committed to environmental sustainability, and our recent deep optimisation project at DBS Asia Hub in Singapore highlights our focus on reducing energy consumption and enhancing operational efficiency. This initiative involved innovative enhancements to the building's Air Conditioning and Mechanical Ventilation (ACMV) systems, delivering both environmental and operational benefits.

By leveraging advanced Building Management System tools, we have significantly improved how we prioritise employee comfort with energy optimisation, showcasing our dedication to sustainable and efficient workplace solutions. As a result of these initiatives, we estimate that we are saving over SGD 200,000 in energy costs per year, which is also the equivalent of approximately of 600,000 kWh/year or 250 tonnes of $CO_2$/year.

**Key enhancements and outcomes:**

- **Enhanced heat exchanger efficiency:**
  - Operating two heat exchangers continuously instead of one, even during off-peak hours.
  - This modification reduced water flow resistance and expanded the heat exchange surface area, leading to optimised performance and reduced energy usage by 17%.
- **Optimised Air Handling Unit (AHU) operation:**
  - Lowered supply air temperatures and reduce air static pressure for all 68 AHUs to fully utilise the cooling coil's heat exchange capabilities. This resulted in an overall reduction of 10% in fan power consumption energy.
  - This targeted adjustment leverages the fact that fans are designed to move air, not to compress it, eliminating unnecessary energy expenditure.
- **Fan Coil Unit (FCU) control enhancement:**
  - Applied custom control logic for 47 FCUs linked to the LAN/ UPS system, reducing fan power consumption by 93%.
  - Achieved better regulation of relative humidity (RH) and room temperature, improving occupant comfort.
- **Optimised start-up procedures:**
  - Applied custom control logic for chilled water static pressure during morning start-up to lower pump energy consumption by 15%.
  - Introduced progressive load management for all AHUs during start-up to mitigate cooling demand peaks.
  - Minimised energy surges during high-demand periods.

**Reducing emissions from refrigerants and fire suppressants:**

Using refrigerants and fire suppressants with the lowest Global Warming Potential (GWP) available. In 2024, we are transitioning fire suppression systems from PFAS-based chemicals to safer inert gas alternatives, which have lower global warming potential and eliminate the release of harmful chemicals. Additionally, we have implemented a refrigerant management plan to minimise leaks in air-conditioning systems, further cutting unnecessary emissions.

**Sustainable materials and design:**

- Prioritising materials with certifications such as Cradle to Cradle (C2C), Environmental Product Declarations (EPDs) or Life Cycle Assessments (LCAs)
- Emphasising material reuse and favour locally or regionally sourced natural materials
- Reducing use of materials, re-using existing materials or substituting carbon intensive materials with less carbon intensive materials
- Opting for certified green-labelled materials, such as those under the Green Label Scheme.
- Incorporating biophilic design elements, such as natural lights, plants and organic patterns

(1) In 2024, off-site data centres and LPG and electricity usage from kitchen have been removed from our total energy consumption to align with our reporting on Scope 1 and Scope 2 GHG emissions. The GHG emissions from off-site data centres, LPG and electricity usage from kitchen continue to be reported under Scope 3.
(2) This refers to our Scope 1, Scope 2 (market-based) and Scope 3 emissions.
(3) The 2024 data excludes (a) Citi Consumer Taiwan's environmental data (as it was only fully integrated in the current reporting period) and (b) off-site data centres, LPG and electricity from kitchen from energy consumption for aforementioned reasons.

**Achievements in Green certification:**

As of 2024, 40 out of our 41 manned branches[(4)] have achieved Green Mark Platinum certification, the highest rating under Singapore's Building and Construction Authority (BCA) Green Mark scheme. This remarkable achievement marks a significant milestone in our sustainability journey.

Building on this success, we are initiating a programme to regionalise certified branches, extending our support to local green building communities across our core markets. Over the next few years, we aim to have all manned branches and offices certified at platinum-level equivalents in these markets, reinforcing our commitment to sustainable operations globally.

## Water reduction approach

We are committed to managing water consumption responsibly across our bank branches and offices in Singapore. We align our practices with recognised building standards, including the BCA Green Mark, to enhance water efficiency and sustainability.

**Efficient water management systems:**

Three of our key buildings in Singapore—DBS Asia Hub (DAH), DBS Newton Green (DNG), and DBS Asia Central (DAC)—are equipped with efficient water management systems. These systems focus on waste condensate water reclamation, allowing us to reuse condensate water for various applications:

- Cleaning purposes at DAH and DAC
- Irrigation at Newton Green and DAH

Key water efficiency initiatives include the ongoing installation of water fittings that meet or exceed high-efficiency ratings and integration of water leak detection systems in spaces with water points to prevent wastage. By prioritising innovative water-saving technologies and adhering to high standards, we continue to reduce our environmental footprint and promote sustainable water use throughout our operations.

## Waste reduction approach

We are dedicated to enhancing our waste management practices to minimise our environmental footprint. Through responsible procurement and proactive waste diversion initiatives, we aim to reduce waste sent to landfills and incinerators.

**Waste management initiatives:**

To ensure continuous improvement and sustainable operations, we have implemented the following measures:

- Engaging contractors to create comprehensive environmental management plans aimed at reducing materials and waste.
- Installing segregated recycling bins to facilitate effective waste segregation.
- Establishing recycling and reuse programmes to promote circularity.
- Developing user engagement programmes to encourage waste minimisation and recycling among staff and customers.

**Composting initiatives:**

In 2024, we made significant strides in expanding our composting initiatives across key locations, reinforcing our commitment to sustainable waste management. For example:

- At DBS Asia Central in Singapore, we extended our composting programme to include coffee grounds and tea leaves, which were previously disposed of as general waste due to clogging issues in the food digestor
- In Hong Kong, food waste composters were introduced at DBS Digihub and The Centre offices.

## Generating renewable energy

As our second priority, we are dedicated to generating renewable energy to replace carbon-intensive energy sources. To support this goal, we have launched an initiative to integrate solar power wherever possible. The urban contexts where are operations are predominantly based in our core markets, such as Singapore and Hong Kong, have limited capacity for renewable energy deployment. Furthermore, our ability to install solar panels is limited at leased building not owned by us. Nevertheless, we are fully committed to optimising our renewable energy capacity at properties under our ownership by installing solar panels wherever feasible.

In 2024, renewable energy production was 1,488 MWh. Despite installing new capacity, production remained relatively flat compared to the previous' year which was partly due to one of the solar panel installations in India being offline for a six month period for planned renovations. Looking ahead, we will persist in seeking opportunities to expand renewable electricity in the countries where we operate.

(4) The certification process for one branch was deferred due to relocation plans in 2025. We remain committed to obtaining Green Mark Platinum certification for the branch post-relocation.

## Redefining events with our Sustainable Events Playbook

In 2024, we launched our **Sustainability Events Playbook**, a comprehensive guide designed to integrate sustainable practices into event planning and execution. This initiative reinforces our commitment to embedding sustainability into all aspects of our operations, including the events we organise and support.

### Key features of the playbook:

The Sustainability Events Playbook equips planning teams with practical tools and knowledge to make sustainable choices throughout the event lifecycle:

- **Guiding Questions**: Prompts to encourage sustainable thinking during the planning phase.
- **Sustainability Checklist**: Actionable items for waste management, logistics and materials.
- **Explainers and Certifications**: Guidance on sustainability certifications and how to request them.
- **Vendor Directory**: A curated list of sustainable event partners.

### Moving forward

As a living document, we will continue to update the playbook with best practices and support various departments with integrating sustainability based on the unique needs of each event. Together, we aim to set a new standard for events that leave a positive impact on our planet.

## Impact in action


The **POSB PAssion Run for Kids** is an annual charity run organised in partnership with the People's Association (PA). This event raises funds to support the empowerment of children through a range of programmes designed to inculcate financial literacy, encourage innovation addressing environmental crises, encourage community engagement and develop valuable soft skills.

Since its inception, the POSB PAssion Kids Fund has raised SGD 13 million with the support from the Run for Kids participants and valued donors. Over 948,000 children under the age of 16, including those from low-income families, children with disabilities and at-risk youth have benefitted from the fund.

The 2024 event, with over 9,000 attendees, exemplified our commitment to sustainability. We significantly reduced the environmental impact of the event through various initiatives guided by our sustainability playbook.

Key achievements included:

**Minimising waste:**

We encouraged sustainable choices by asking participants to bring their own bags and opt out of receiving event t-shirts and socks. As a result, 270 runners declined t-shirts and 541 declined socks. We also eliminated plastic wrapping, preventing 32 kg of plastic waste for shirts and 29 kg for socks, while recycling 681 kg of unavoidable packaging waste.

**Making better choices:**

For event medals, we used recycled metal to craft all 4,800 pieces, and over 6,500 t-shirts were made from recycled fabric and plastic bottles.

**Renewable energy:**

Our event was powered using renewable energy, incorporating solar power and solar-hybrid air conditioning in the VIP tents, significantly reducing carbon emissions.

**Promoting sustainable practices:**

We engaged the event participants with interactive booths on simple, practical steps for sustainable living. One booth showcased innovative food waste processing techniques, demonstrating how low-value waste can be transformed into valuable resources. To extend the learning experience beyond the event, participants received a growth kit with seeds and compost to apply sustainable practices at home.

This event exemplifies how large-scale events can integrate sustainability without compromising quality, leaving a positive environmental legacy.

## Purchasing green products, energy and Renewable Energy Certificates (RECs)

### Green energy

We are actively working to transition our operations to green energy purchases wherever feasible, reducing our reliance on non-renewable energy sources.

In contested electricity markets, such as Singapore, we prioritise sourcing of green energy in every Request for Proposal (RFP). In non-contested markets, we focus on sourcing green energy through partnerships with landlords and mandated utility providers.

Our efforts to power office buildings and branches with green energy continue to grow. In 2024, we expanded our green energy portfolio in India, adding five new sites to bring the total to seven locations powered by renewable energy.

This progress underscores our steadfast commitment to clean energy adoption, despite challenges such as availability, cost and infrastructure adaptation. We remain dedicated to advancing our green energy initiatives and exploring innovative ways to achieve greater sustainability.

### RECs

RECs support the growth of renewable energy markets and provide flexibility when direct green energy access is limited. They play a vital role in our sustainability efforts by enabling us to offset carbon emissions associated with grid electricity consumption through investments in renewable energy projects.

In 2024, we purchased a total of 47,800 MWh of RECs to cover a significant amount of grid electricity in core markets outside of Singapore and Taiwan. Given our consistent efforts to purchase RECs, our GHG emissions are significantly below the CRREM pathway, that guides our targets. We aim to continue to purchase green energy in the form of bundled green energy and RECs in line with our new decarbonisation pathways in all key markets.

## Purchasing carbon offsets

Despite our continued efforts to reduce consumption, generate renewable energy and source green energy, residual carbon emissions persist within our operations. To address these, we complement our reduction strategy by purchasing and retiring high-quality carbon credits. While our primary focus is on achieving deep decarbonisation through the first three levers of our approach, carbon credits remain one tool in the tool kit to create additional impact beyond our value chain.

Carbon credits can be an efficient tool to unlock capital required to transition our global economies to a net zero future. There are various nature- and technology-based solutions that facilitate the avoidance, reduction or removal of GHG emissions from the atmosphere, all of which can generate carbon credits to support the net zero transition.

Setting 2030 and 2050 group decarbonisation targets for our scope 1 and 2 emissions in line with the CRREM pathway signals our strong intent and commitment to further strengthen our efforts to reduce gross emissions. To purchase carbon credits on our way to net zero, and not only at the very end of our journey, reflects our dedication to supporting impactful projects beyond our value chain that deliver verified emission reductions and removals.

We recognise, however, that carbon credits can be controversial. Concerns exist that poorly managed projects may overstate the offsetting activity, potentially reducing the urgency for direct decarbonisation. There has been an erosion of trust and confidence in the Voluntary Carbon Markets (VCMs) in recent years. Nonetheless, there have been positive developments, such as the establishment of standards for high-integrity carbon credits and guidance for companies that use them.

As a consequence, we implemented a robust governance related to the purchase of carbon credits. Our approach to selecting and purchasing carbon offsets is governed by our **Carbon Offset Guide**, which outlines the criteria and processes for acquiring high-quality carbon credits. This framework ensures that our offsetting initiatives align with our broader sustainability goals.

Given the rapidly developing landscape in global VCMs, we continually review our Carbon Offset Guide to ensure it remains sufficiently robust, strengthening our due diligence approach, clarifying our selection criteria and taking into account market developments. As part of our overall process, we are committed to using the best available information at the time of purchase to ensure that we select high-quality and impactful carbon credits from meaningful projects.

In 2024, we purchased 55,000 $tCO_2e$ of high-quality carbon avoidance credits from a nature-based project. This project not only delivers significant climate benefits but also support vital social and economic development opportunities for local communities, further contributing to the United Nations Sustainable Development Goals.

### Example of carbon offsetting project:

**Project name**: Katingan Peatland Restoration and Conservation Project

**Project synopsis**: The Katingan Restoration and Conservation Project protects and restores 149,800 hectares of peatland ecosystems, to offer local communities sustainable sources of income, and to tackle global climate change. The project lies within the districts of Katingan and Kotawaringin Timur in Central Kalimantan Province and covers one of the largest remaining intact peat swamp forests in Indonesia.

**Type of project**: REDD+

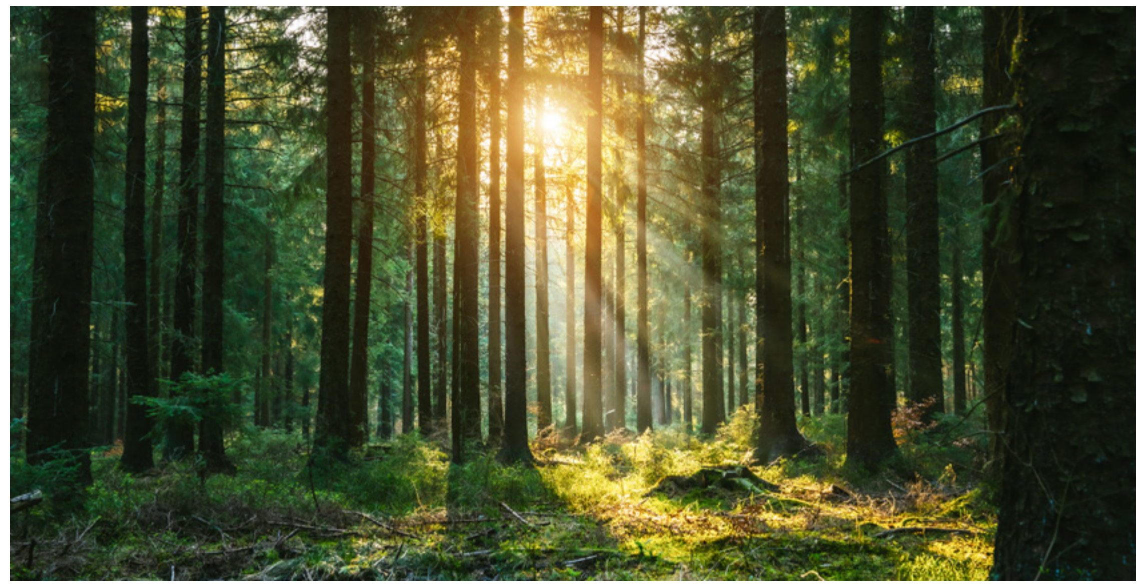
**Carbon avoided / removed**: Avoided

As we explore additional opportunities to avoid, reduce, and replace emissions, the purchase of carbon credits remains a vital component of our overall strategy to mitigate residual emissions and contribute positively to the global sustainable development agenda.

**Carbon standard**: Verified Carbon Standard

**Location of project**: Central Kalimantan, Indonesia

**Total volume of credits purchased ($tCO_2e$)**: 55,000



## Table 1. Energy and GHG emissions data

| | Core markets | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | **Singapore** | **Hong Kong** | **China** | **Taiwan** | **India** | **Indonesia** | **International Centres** | **Total** |
| **Energy** | | | | | | | | |
| **Total energy consumption (MWh)[5]** | **40,457** | **8,126** | **3,655** | **19,252** | **17,911** | **9,900** | **1,431** | **100,732** |
| a) Total energy consumption from non-renewable sources[6] | 39,400 | 8,126 | 3,655 | 19,190 | 14,358 | 9,693 | 1,431 | 95,853 |
| b) Total energy consumption from renewable sources[7] | 1,057 | 0 | 0 | 62 | 3,553 | 207 | 0 | 4,879 |
| **Energy consumption intensity by total income (MWh/ SGD million)** | **2.79** | **2.40** | **5.11** | **15.26** | **22.20** | **15.09** | **1.49** | **4.52** |
| Purchased Renewable Energy Certificates (MWh) | 0 | 10,100 | 5,500 | 0 | 19,200 | 13,000 | 0 | 47,800 |
| **GHG Emissions[8]** | | | | | | | | |
| **Total GHG emissions, location-based ($tCO_2e$) = a + b(i) + c** | **45,789** | **8,724** | **5,022** | **12,909** | **20,359** | **13,806** | **1,742** | **108,351** |
| **Total GHG emissions, market-based ($tCO_2e$) = a + b(ii) + c** | **45,789** | **4,517** | **2,859** | **12,909** | **9,827** | **6,141** | **1,742** | **83,784** |
| **Scope 1** ($tCO_2e$) | | | | | | | | |
| **a) Total scope 1[9]** | **1,060** | **24** | **25** | **11** | **133** | **47** | **0** | **1,300** |
| Backup generators[10] | 15 | 1 | 0 | 0 | 0 | 3 | 0 | 19 |
| Owned vehicle transport | 3 | 23 | 0 | 0 | 7 | 0 | 0 | 33 |
| Refrigerants and fire retardants[11] | 1,042 | 0 | 25 | 11 | 126 | 44 | 0 | 1,248 |
| **Scope 2** ($tCO_2e$)[12] | | | | | | | | |
| **b(i) Total scope 2 (location-based)[13]** | **16,202** | **4,207** | **2,163** | **9,480** | **10,532** | **7,665** | **640** | **50,889** |
| **b(ii) Total scope 2 (market-based)[14]** | **16,202** | **0** | **0** | **9,480** | **0** | **0** | **640** | **26,322** |
| Purchased electricity[15] | 12,908 | 4,109 | 2,163 | 9,480 | 10,005 | 5,550 | 640 | 44,855 |
| Purchased cooling | 3,294 | 98 | 0 | 0 | 527 | 2,115 | 0 | 6,034 |
| **Scope 3** ($tCO_2e$) | | | | | | | | |
| **c) Total operational scope 3[16]** | **28,527** | **4,493** | **2,834** | **3,418** | **9,694** | **6,094** | **1,102** | **56,162** |
| Category 1: Purchased goods and services[17] | 159 | 0 | 0 | 0 | 0 | 0 | 0 | 159 |
| Category 3: Fuel-and-energy-related activities[18] | 3,462 | 1,304 | 455 | 2,562 | 3,886 | 2,045 | 171 | 13,885 |
| Category 4: Upstream transportation and distribution[19] | 996 | 42 | 9 | 4 | 82 | 2 | 46 | 1,181 |
| Category 5: Waste generated in operations[20] | 6 | 85 | 14 | 2 | 121 | 9 | 0 | 237 |
| Category 6: Business travel[21] | 11,219 | 1,319 | 842 | 249 | 2,702 | 234 | 806 | 17,371 |
| Category 7: Employee commuting[22] | 195 | 57 | 12 | 0 | 581 | 333 | 0 | 1,178 |
| Category 8: Upstream leased assets[23] | 12,382 | 1,686 | 1,502 | 601 | 2,322 | 3,471 | 79 | 22,043 |
| Category 13: Downstream leased assets[24] | 108 | 0 | 0 | 0 | 0 | 0 | 0 | 108 |
| **Total carbon emission intensity, market-based, by total income ($tCO_2e$/ SGD million)** | **3.16** | **1.33** | **4.00** | **10.23** | **12.18** | **9.36** | **1.82** | **3.76** |

(5) The total energy consumption within the organisation is 100,732 MWh (equivalent to 362,635 GJ). In 2024, off-site data centres, LPG and electricity usage from kitchen (Scope 3 emissions) have been removed from our total energy consumption to align with our reporting on only Scope 1 and Scope 2 GHG emissions. The GHG emissions from off-site data centres, LPG and electricity usage from kitchen continue to be reported under Scope 3.
(6) Total energy consumption from non-renewable sources is derived from: purchased electricity, purchased cooling for buildings, diesel gensets (Singapore, Hong Kong and Indonesia), diesel gensets owned by landlords (India (newly reported in 2024)), combustion from owned petrol vehicles (Singapore, Hong Kong, India (newly reported for Hong Kong and India in 2024)), and owned diesel vehicles (India (newly reported in 2024)). Total fuel consumption from non-renewable source is 830 GJ, derived from: diesel gensets, combustion from owned petrol vehicles and owned diesel vehicles.
(7) Total energy consumption from renewable sources is derived from: biodiesel gensets (Singapore), green electric power (India) and onsite solar generation (Singapore, Taiwan, India and Indonesia). In 2024, biodiesel gensets in Singapore were reclassified from non-renewable energy to a renewable energy source in alignment with the GHG Protocol. Total fuel consumption from renewable source is 112 GJ, derived from: biodiesel genset.
(8) Follows the requirements of GHG Protocol Corporate Standard and GHG Corporate Value Chain Standard and uses operational control to consolidate GHG emissions.
(9) Scope 1 emissions comprise direct GHG emissions from: backup generators, petrol and diesel consumption from owned vehicles (newly reported for vehicles in India and Hong Kong in 2024), fugitive emissions from fire retardants and refrigerants (FM200, SF6, R-410a, R-134a, R-32 and R-407C).
(10) In 2024, consumption from diesel and petrol gensets from all branches in India was removed due to data challenges, and we will work on improving the data quality.
(11) In 2024, R-22, R-132 and NOVEC-1230 was removed from our fugitive emissions to align with the greenhouse gases covered under GHG Protocol.
(12) We report Scope 2 emissions using both location-based and market-based approaches. Scope 2 emissions include purchased electricity and purchased cooling (converted using efficiencies from the central chilled water suppliers). In 2024, we recategorised purchased electricity that are generated from landlord-owned diesel gensets in India from scope 1 to scope 2.
(13) Location-based approach reflects the average emissions intensity of the country's grid (using grid-average emission factor).
(14) Market-based approach reflects emissions from the suppliers from which we purchase our electricity. As renewable energy (from our purchased RECs in Hong Kong, China, India, Indonesia) have zero emissions associated with energy generation, market-based emissions are lower than location-based emissions.
(15) Purchased electricity for our buildings, including on-site data centres. Purchased electricity for the on-site data centre for Vickers Thailand is included in Scope 2 International Centres (ICs).
(16) In 2024, we further aligned our reporting on Scope 3 emissions to the 15 categories from GHG Protocol Corporate Standard. We have included categories where we have reasonable influence and are material to our operations. For information on our financed emissions (category 15), please refer to Responsible Financing chapter on page 33.
(17) Scope 3 Category 1 comprises upstream emissions of purchased goods and services. It includes limousine service for clients in Singapore (newly reported in 2024).
(18) Scope 3 Category 3 comprises well-to-tank (WTT) emissions for purchased electricity and cooling, fuel combusted in our gensets, owned petrol vehicles (Singapore, Hong Kong, India (newly reported for Hong Kong and India in 2024)), and owned diesel vehicles (India (newly reported in 2024)), and transmission and distribution losses from purchased electricity and cooling (newly reported in 2024).
(19) Scope 3 Category 4 comprises emissions from electric vehicle transport for facilities management (Singapore), cash loading transport (Singapore), inter-office mail transport (Singapore), transport to and energy used by storage facilities (Singapore), and international courier. In 2023, international courier emissions for all countries were incorrectly attributed to Singapore, which has been rectified in the data reported for 2024.
(20) Scope 3 Category 5 comprises emissions from waste management including incineration, landfilling, composting, and recycling. In 2024, we included waste management of construction waste from our fit-outs and renovations. Additionally, the integration of environmental data for Citi Consumer Taiwan and Lakshmi Villas Bank has been completed and their waste data has been included. In 2023, we reported 503 $tCO_2e$ under waste. This has been restated to 174 $tCO_2e$ due to an error on the emission factor applied for waste incinerated. We have corrected the emission factor for 2024.
(21) Scope 3 Category 6 comprises emissions from employee air travel for businesses managed by Egencia (all markets excluding China). In China, emissions from both business and home leave travel are arranged by Ctrip. Travel arranged outside of these agencies are not included in our reported data. Since our last report, Egencia has made data quality and methodology enhancements to the employee air travel data provided to us. For comparability, our employee air travel in 2023 incorporating the enhancements in data was 15,180 $tCO_2e$.
(22) Scope 3 Category 7 comprises emissions from outsourced employee shuttlebuses (Singapore, Hong Kong, China, and India) and leased cars (Singapore, China (newly reported in 2024), India and Indonesia).
(23) Scope 3 Category 8 comprises emissions from electricity usage of leased spaces, including off-site data centres. In 2024, we started reporting on an off-site data centre in Thailand.
(24) Scope 3 Category 13 comprises emissions from electricity usage and LPG in the kitchen operated by our employee cafeteria providers. In 2024, we recategorised electricity usage from scope 2 to scope 3, and LPG from scope 1 to scope 3.

## Table 2. Water consumption data

| | Core markets | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Singapore | Hong Kong | China | Taiwan | India | Indonesia | International Centres | Total |
| **Water[25]** | | | | | | | | |
| **Total water consumption (m³)** | **59,405** | **13,402** | **6,621** | **100,620** | **66,694** | **46,554** | **0** | **293,296** |
| Third-party water withdrawal (m³) | | | | | | | | |
| a) Water-stressed region | 0 | 0 | 4,507 | 0 | 52,404 | 2,174 | 0 | 59,085 |
| b) Non-water-stressed region | 59,405 | 13,402 | 2,114 | 100,620 | 14,290 | 39,149 | 0 | 228,980 |
| Groundwater withdrawal (m³) | | | | | | | | |
| a) Water-stressed region | 0 | 0 | 0 | 0 | 0 | 434 | 0 | 434 |
| b) Non-water-stressed region | 0 | 0 | 0 | 0 | 0 | 4,797 | 0 | 4,797 |
| **Water consumption intensity by total income (m³/ SGD million)** | **4.09** | **3.96** | **9.26** | **79.73** | **82.64** | **70.97** | **0** | **13.16** |

## Table 3. Waste data

| | Core markets | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Singapore | Hong Kong | China | Taiwan | India | Indonesia | International Centres | Total |
| **Waste** | | | | | | | | |
| **Total waste generated (tonnes)** | **854** | **210** | **53** | **243** | **297** | **132** | **0** | **1,789** |
| Total waste diverted from disposal (tonnes) | | | | | | | | |
| a) Recycled[26] | 134 | 42 | 8 | 88 | 38 | 48 | 0 | 358 |
| b) Composted | 49 | 4 | 19 | 7 | 28 | 21 | 0 | 128 |
| Total waste directed to disposal (tonnes) | | | | | | | | |
| a) Incinerated | 671 | 0 | 0 | 148 | 0 | 48 | 0 | 867 |
| b) Landfilled | 0 | 164 | 26 | 0 | 231 | 15 | 0 | 436 |

(25) All water consumption reported is considered freshwater according to GRI 303; 1,000 cubic metres (m³) is equivalent to one megalitre. Water stress was assessed using WRI.org tool 'aqueduct water risk atlas' where "stressed" refers to ">40% at risk".
(26) E-waste has been excluded from waste recycled in 2024.

## Emission factors used

- Fuel consumption conversion to GJ: The Climate Registry (February 2024), Tables 1.1 and 2.1.
- Scope 1 is calculated based on emission factors in IPCC 6th Assessment Report 2021 - 100 year time horizon and Department for Environment Food and Rural Affairs (DEFRA) 2024 updated with IPCC 6th Assessment Report 2021 - 100 year time horizon figures.
- Scope 2 is calculated using emission factors in: "Bureau of Energy Ministry of Economic Affairs (Taiwan) - 2023 Annual Carbon Emission Coefficient" for Taiwan, average of "CLP Emission Factor 2023" and "HK Electric Emission Factor 2023" for Hong Kong, "Energy Market Authority Chapter 2: Energy Transformation" for Singapore, "International Energy Agency (IEA) $CO_2$ Emissions from Fuel Combustion 2024-Year 2022" for China, India, Indonesia, Australia, Bangladesh, Japan, Malaysia, Myanmar, Philippines, South Korea, Thailand, United Arab Emirates, United Kingdom, United States of America, and Vietnam.
- Scope 3 Category 1 is calculated using emission factors from DEFRA 2024 updated with IPCC 6th Assessment Report 2021 - 100 year time horizon figures.
- Scope 3 Category 3 is calculated using emission factors from IEA T&D Loss and Life cycle WTT (Total Upstream) 2024 – Year 2022, WTT Fuels (biodiesel ME, diesel (average biofuel blend) and petrol (average biofuel blend)) from DEFRA 2024.
- Scope 3 Category 4 is calculated using emission factors from "Energy Market Authority Chapter 2: Energy Transformation" for Singapore, and DEFRA 2024 updated with IPCC 6th Assessment Report 2021 - 100 year time horizon figures. Carbon emissions for freight is provided by our vendor using methodology certified by SGS.
- Scope 3 Category 5 is calculated using figures from DEFRA 2024.
- Scope 3 Category 6 is calculated by Egencia based on flight haul and cabin class emission factors in DEFRA 2024, and by Ctrip using emission factors from China Climate Change Info-Net.
- Scope 3 Category 7 is calculated using emission factors from DEFRA 2024 updated with IPCC 6th Assessment Report 2021 - 100 year time horizon figures, "Energy Market Authority Chapter 2: Energy Transformation" for Singapore, and "International Energy Agency (IEA) $CO_2$ Emissions from Fuel Combustion 2024-Year 2022" for China.
- Scope 3 Category 8 is calculated using emission factors from "Energy Market Authority Chapter 2: Energy Transformation" for Singapore, "CLP Emission Factor 2023" for Hong Kong, "Bureau of Energy Ministry of Economic Affairs (Taiwan) - 2023 Annual Carbon Emission Coefficient" for Taiwan, and "International Energy Agency (IEA) $CO_2$ Emissions from Fuel Combustion 2024-Year 2022" for India, Indonesia and Thailand.
- Scope 3 Category 13 is calculated using emission factors from "Energy Market Authority Chapter 2: Energy Transformation" for Singapore, and Fuels (LPG) updated with IPCC 6th Assessment Report 2021 - 100 year time horizon.

## Notes on data quality and coverage

- In 2024, Citi Consumer Taiwan's environmental data was fully integrated and included in scope for the first time this year. For Lakshmi Vilas Bank's portfolio, all the environmental data is included in scope except for gensets. Waste and employee ground transport for Lakshmi Vilas bank was included in scope for the first time this year.
- We do not include water and waste data from our ICs. Our International Centres (ICs) are mostly single offices in office buildings in their respective cities, and we do not yet have access to landlord water and waste data.
- Across our locations, our operational environmental data is collated from different sources, including metered data, utility bills, and landlord statements, amongst others. Improving the reliability of data, particularly from third party vendors, is an area we are focused on continuously improving. All operational environmental data disclosures in this report is subject to rigorous internal checking and review, with selected indicators also subject to external assurance as detailed on pages 119 to 120.

# Sustainable procurement | Managing our supply chain sustainably

## Our approach

We source a wide range of products and services, including professional services, sales and marketing, IT software and hardware, as well as logistics and corporate real estate services. These procurement decisions offer an opportunity to drive positive change beyond meeting our immediate needs. By embedding sustainability criteria into sourcing decisions, we extend our commitment to responsible business practices throughout our supply chain, supporting sustainable development.

Guided by the vision to be the Best Bank for a Better World, we are committed to integrating environmental and social considerations alongside financial factors into procurement decisions. Our commitment is demonstrated through the selection of suppliers that uphold human rights, promote fair labour practices and minimise environmental impact. This approach safeguards our reputation and enhances both risk mitigation and long-term value creation.

Our procurement activities are managed in accordance with our formal policies and processes:

- **Group Procurement Policy**: Outlines our strategy for the purchasing of goods and services to meet DBS' requirements while minimising risks and maximising value
- **Group Procurement Standard**: Defines the processes throughout the procurement cycle, from identifying and specifying requirements to awarding contracts, ensuring controls are in place to mitigate organisational risks
- **Group Procurement Sourcing Guide**: Supplements the Group Procurement Policy and Standard, detailing steps for engaging and evaluating suppliers
- **Sustainable Sourcing Principles (SSP):** Outlines the expectations we have of our suppliers in upholding health and safety, environmental sustainability, business integrity and ethics, as well as in complying with the DBS Human Rights Policy

Our supply chain management programme includes:

- **Accelerating a sustainable enterprise**
  To grow sustainable procurement together with our supply chain and industry partners
- **Adopting a risk management approach**
  To manage our supply base and mitigate its risks using a comprehensive set of processes and tools in an iterative manner
- **Investing in capacity building for a more resilient supply chain**
  To foster a diverse, efficient and sustainable supply base through ongoing supplier engagement, training and support

## Key initiatives

### Accelerating a sustainable enterprise

Since 2021, the Sustainable Procurement Framework has guided our partnerships with suppliers, as we work towards building a restorative yet sustainable enterprise. The Framework remains focused on key sustainability aspects – circularity, carbon, biodiversity and the broader social agenda. The principles of sustainability are integrated directly into our procurement processes, including our SSP and our approach to screening, prioritising, assessing and engaging suppliers. This promotes not only "doing less harm" but also "doing more good" across our supply chain.

**Circular**

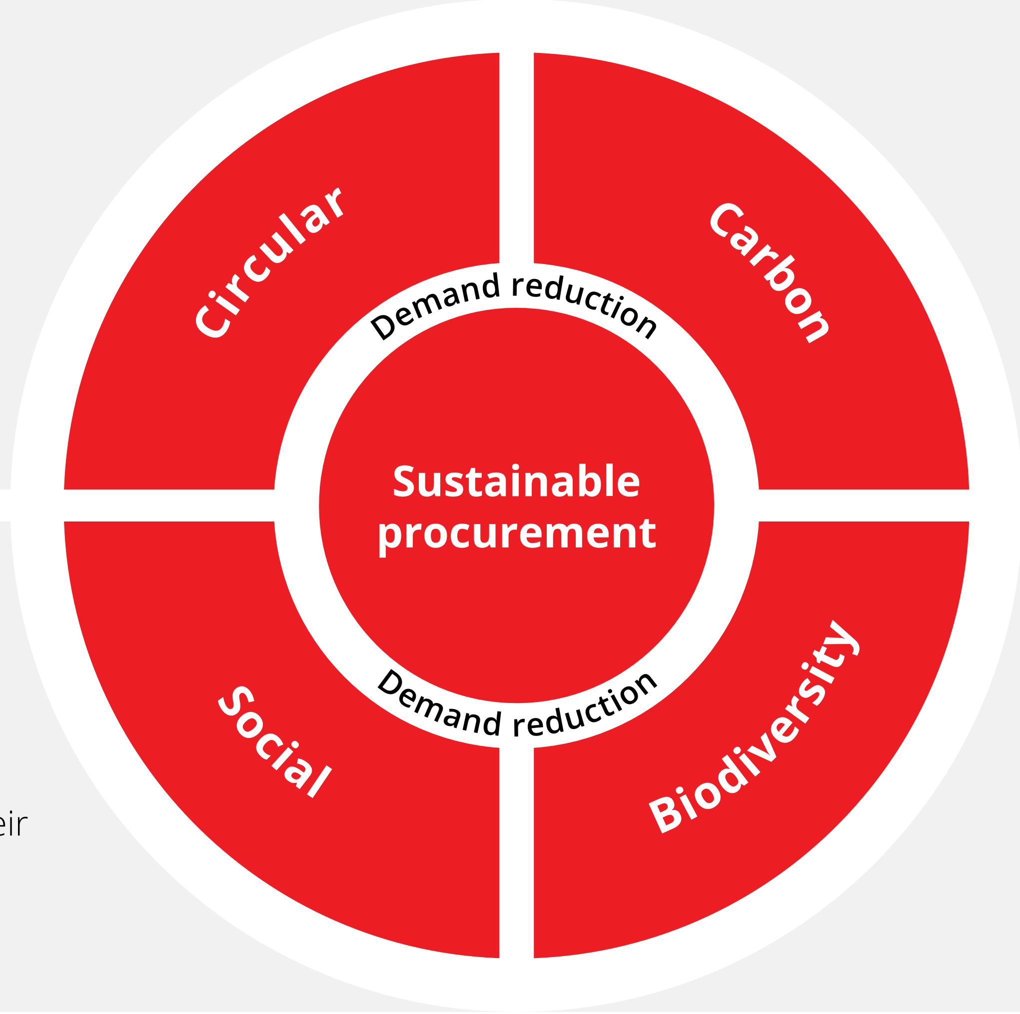
Maximise the use of Earth's resources by:

- Reusing
- Repairing and refurbishing
- Repurposing and remanufacturing
- Recycling

**Carbon**

Transition to low-carbon operations by:

- Monitoring emissions
- Using renewable energy
- Reducing absolute carbon emissions




**Social**

Uplift livelihoods and communities by supporting businesses that:

- Protect employee welfare
- Incorporate a social mission into their business model

**Biodiversity**

Preserve the diversity of the natural world by:

- Prioritising materials that support ecosystem restoration
- Collaborating with stakeholders whose business models include ecosystem restoration initiatives

*An illustrative framework of how DBS conducts sustainable procurement*

**Promoting Sustainable Procurement within the bank**

We created the "Tips for Sustainable Procurement" guide to seamlessly incorporate restorative principles into our Request for Proposal (RfP) processes, going beyond traditional considerations. Covering categories like office spaces, energy, catering and electronics, it provides tailored specifications for DBS users and Sourcing Managers. By embedding sustainability early in procurement, we aim to engage suppliers committed to responsible practices.

## Shaping a regenerative future

In an era of unprecedented environmental challenges, minimising harm is no longer enough. The real challenge lies in advancing from damage control to regenerating and enhancing the health of our planet with the choices we make. From the buildings we inhabit to the products we purchase, the focus must shift from merely reducing carbon footprints to leaving the world better than we found it.

### Inaugural Regenerative Festival redefines sourcing

The DBS Regenerative Festival marks the beginning of a new journey for our sourcing practices —shifting from merely reducing harm to creating positive change. By adopting regenerative solutions, we aim to fundamentally rethink and reshape how we approach sourcing. We are committed to integrating more of these solutions into our operations, setting a new standard for sourcing and inspiring others to join us on this path towards a regenerative future.

The festival welcomed 375 attendees, including participants from the National Sustainable Procurement Roundtable, partners and DBS employees. It served as a platform to explore regenerative solutions that go beyond sustainability, with the goal of transforming the way we source and consume.

The festival, featuring over 18 vendors, demonstrated that regeneration goes beyond mitigating risks to enhancing ecosystems. Vendors like Alterpacks showcased home-compostable containers from spent grains, alongside innovations like mushroom leather and reusable products from plastic bottles. The festival also featured solar-powered booths by Little Green Ranger, zero-waste meals from Treatsure and Bewilder and edible utensils from Crunch Cutlery. These innovations demonstrate how regenerative sourcing adds value, closes circularity loops and promotes responsible consumption.

*DBS Regenerative Festival held on 25 July 2024 at DBS Asia Hub*

*Attendees interacting at vendor showcases and learning more about regenerative solutions*

### Regeneration in practice

**Singapore**

### Sustainable workspaces

Fit-out and renovation projects provide opportunities to integrate regenerative principles, prioritise sustainable materials and extend the lifespan of existing furniture—promoting a circular economy and reducing waste. For example, in fitting out one of our new office spaces, we used reclaimed teak tabletops held together with screws and minimal glue, allowing for easy dismantling and reusing at the end of their lifecycle. We also sourced refurbished office chairs to extend their lifespan and promote circularity. This reflects our commitment to aligning operations with broader environmental goals.

### Waste to wonder holiday decor

Since 2019, we have promoted sustainable holiday practices with the DBS Giving Tree where we explored alternatives to plastic decorations. This year, we used mycelium trees and clay ornaments made from food waste, which will be repurposed for Lunar New Year decor and office lighting.

*DBS Giving Tree 2024 made from mycelium*

### Greening our corporate merchandise

*ID badge holder crafted from mycelium leather and recycled denim*

The Regenerative Festival strengthened engagement between employees and suppliers, accelerating our shift to a more sustainable merchandise catalogue. This sparked us to work with our primary corporate merchandise supplier to introduce items like mycelium leather ID holders, recycled denim products and organic cotton shirts.

**Taiwan**

### Reducing e-waste by repurposing technology to support digital access

DBS Taiwan partnered with Asus Foundation to tackle e-waste and bridge digital access gaps by donating retired IT equipment to underprivileged communities. In 2024, 680 monitors, 208 laptops and 93 PCs were donated, promoting digital inclusion while reducing e-waste.

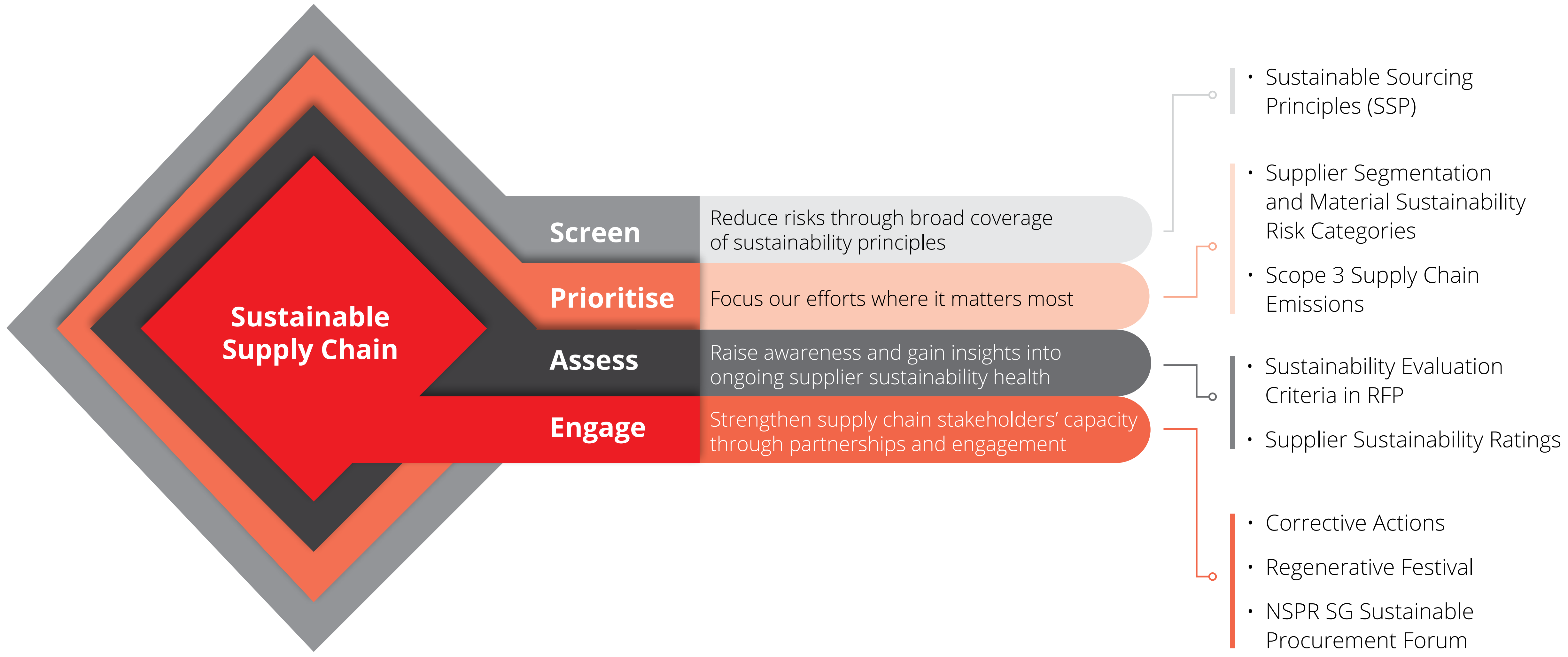
**China**

### Empowering the hearing-impaired through inclusive partnerships

DBS China partnered with Lili Time, a social enterprise employing individuals with hearing impairments to provide coffee for staff appreciation day. Graphic design services were also sourced from Shanghai Xiao Long Bao Agency, which trains hearing-impaired individuals in advertising and design.

## Adopting a risk management approach

At DBS, we conduct due diligence on our supplier base and adopt a risk-based approach to the governance of sustainability in our supply chains. We utilise a comprehensive set of processes and tools in an iterative manner to govern our supplier base, which consists of thousands of regional suppliers across diverse procurement categories.




***Our approach to govern sustainability in our supply chain***

### Screen:

In 2024, we continued to employ our SSP as the primary screening mechanism for all new procurement suppliers[1] as part of the onboarding process. The SSP aims to promote consistent standards of behaviour and drive commitment to ethical and sustainable practices throughout our supply chain, reflecting our core values and guiding our collective efforts towards positive impact. Suppliers are encouraged to share DBS' Sustainable Sourcing Principles with their next-tier suppliers and business partners for better alignment with our commitment to responsible practices across the entire supply chain.

In our 2024 SSP uplift, we further refined the language within the SSP for greater clarity and precision, improving overall readability and alignment with globally recognised sustainability standards, while highlighting the importance of supplier adherence to these principles. The updated SSP was successfully piloted and implemented across our core markets this year. We onboarded over 800 procurement suppliers across our core markets, with 100% of new procurement suppliers aligned with our SSP.

***Read more about DBS' Sustainable Sourcing Principles on our website.***

### Prioritise:

With thousands of suppliers in our supply base, we need to prioritise and focus on the most important areas. We do this by taking a risk-based approach to our supplier segmentation analysis. We derive suppliers' risk levels based on our aggregate spending with the suppliers, suppliers' country of operations and the category of goods and services provided by the supplier.

This year, as part of our regular review, we refreshed the list of procurement categories with high sustainability risks to reflect emerging supply chain risks and sustainability trends. The update applies sustainability criteria to relevant Requests for Proposals (RfPs) in higher-risk procurement categories, thus enabling more effective risk management during supplier selection.


### Embedding human rights due diligence in our procurement practices

We are committed to respecting human rights through our sustainable procurement practices. Our first line of defence is the requirement for all new suppliers to be screened by our SSP. Our human rights clauses are drawn from international standards and guidance set by United Nations (UN) and the International Labour Organisation (ILO).

Specifically, our SSP require that suppliers:

- Champion human rights by prohibiting human trafficking, slavery, harassment and abuse
- Prohibit child labour
- Promote diversity and inclusion
- Protect the health and safety of workers
- Uphold fair and equitable remuneration of workers
- Respect the rights of employees to freely associate and engage in collective bargaining
- Act ethically, prohibit bribery, corruption, practice transparency and accountability

We also emphasise the requirement for suppliers to take appropriate measures to address actual or potential adverse human rights impacts resulting from their products or services. As a second layer of defence, we continue to perform annual supplier assessments on suppliers identified as high risk through our partner EcoVadis, on multiple aspects including human rights, labour practices, and ethics. As part of our supplier engagement initiatives, we actively work to enhance the capabilities of our suppliers on sustainability matters.

***Read more about our overall approach to human rights at DBS on page 110.***

(1) The screening mechanism in this report applies solely to procurement suppliers engaged through formal procurement processes.

**Assess:**

Building on our prioritisation efforts to identify high sustainability risk categories, we have enhanced our sustainability criteria in our RfP process to guide supplier selection towards those demonstrating stronger sustainability practices. For existing suppliers within our network, we take this a step further by evaluating their sustainability performance using EcoVadis ratings.

Since 2022, we have partnered with EcoVadis, a global sustainability ratings provider, to assess our higher risks suppliers. Suppliers are evaluated based on their commitments to environmental standards, labour and human rights protection, ethical practices and sustainable procurement principles. Evaluated suppliers receive a detailed scorecard outlining their performance, areas for improvement and a tailored corrective action plan.

**Enhanced sustainability criteria in supplier assessment**

We embed sustainability into our supplier selection process by assessing their practices and commitments to sustainable operations.

In 2024, we enhanced our sustainability criteria in our core markets' Request for Proposal (RfP) evaluations. These criteria target procurement categories with high Environmental, Social, and Governance (ESG) risks, guiding us towards selecting suppliers who demonstrate stronger sustainability practices, alongside cost and quality considerations. The new framework adopts a more holistic approach, further incorporating carbon reduction targets, environmental and occupational health and safety management standards, and alignment with international standards like the United Nations Global Compact, as well as sustainability assessment ratings.

**Engage:**

Engagement is an integral part of our ongoing collaboration with suppliers. As part of our strategy, we recognise suppliers' efforts to improve their sustainability assessment ratings on EcoVadis. Our rated suppliers comprise those already active on the EcoVadis platform as well as high-risk or critical suppliers identified and invited to participate.

With over 240 DBS suppliers now on our EcoVadis network, we have gained deeper insights into the health of our supply chain. Suppliers with low scores are required to implement corrective action plans. This helps us mitigate risks, drive continuous improvement and strengthen supply chain resilience.

In 2023, we issued corrective action requests to eight suppliers identified within EcoVadis' lowest sustainability performance tier, focusing on high-priority improvements. In 2024, similar requests were extended to ten additional suppliers, reflecting our ongoing efforts to enhance supply chain sustainability. These actions typically involve systemic improvements, such as better documentation of sustainability-related policies, enhanced sustainability-risk reporting, and addressing critical issues, such as occupational health and safety.

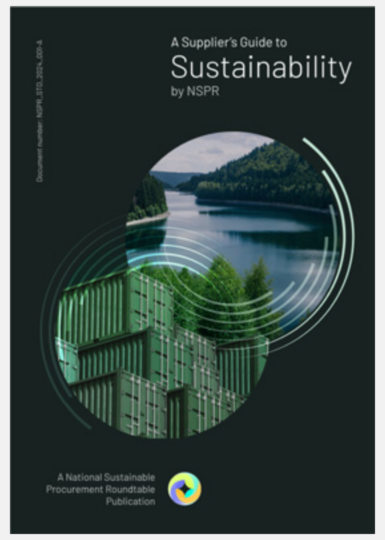
## Investing in capacity building for a more resilient supply chain

In the bid to continuously engage our suppliers, we invited them to DBS Regenerative Festival and the National Sustainable Procurement Roundtable (NSPR). These platforms aim at driving collaboration among supply chain stakeholders, to advance the sustainability agenda at both the industry and national levels.

Additionally, DBS partnered with the Ministry of Finance - Government Procurement Function Office (GPFO) by hosting procurement officers through the Public Sector Talent Attachment Programme for work stints at DBS. This initiative fosters cross-sharing, allowing talent from different Government agencies to learn about sustainability practices at DBS, while also providing us with valuable perspectives on procurement and sustainability efforts outside DBS.

**A Suppliers' Guide to Sustainability: A collaborative effort to drive industry transformation**

Our commitment to sustainable supply chains extends to broader industry collaboration to drive Singapore's national sustainability agenda. In 2024, we partnered with leading industry players participating in the National Sustainable Procurement Roundtable (NSPR), to create A Suppliers' Guide to Sustainability. This practical resource is especially useful for SMEs and addresses essential topics such as sustainability principles, carbon accounting, circular economy practices and establishing a sustainable procurement approach. It also provides real-world examples and practical insights, outlining supply chain expectations from larger corporations.




*A Suppliers' Guide to Sustainability, developed in collaboration with NSPR members. Read more on NSPR website*

# Technology resilience (including cybersecurity) | Fortifying resilience and security

## Our approach

Technology is critical to DBS' business strategy and processes. It enables a seamless banking experience for our customers and is at the heart of our strategy to drive growth. However, the growing complexity of our technology ecosystem and the rise of cyber threats present increasing risks.

DBS remains committed to ensuring service availability, service recovery, transaction certainty and robust cybersecurity defences against evolving threats to achieve overall technology resilience. We continue strengthening our **technology resilience** in Singapore and our core markets across four themes: system resilience, change management, incident management and technology risk governance and oversight.

DBS remains committed to fortifying our **cybersecurity** capabilities against the evolving landscape of cyber threats. With increasingly sophisticated cyberattacks and heightened geopolitical risks impacting our online banking services and infrastructure, we continue to invest in advanced cybersecurity technologies to ensure the safety and security of our customers and their data.

## Key initiatives

### Strengthening technology resilience

To navigate the ever-evolving landscape of technology and operational complexities, a superior customer experience requires a reliable technology infrastructure. In 2024, DBS made significant strides in enhancing technology resilience through the following:

#### System resilience

We recognise that customers expect uninterrupted access to key banking services. In 2024, DBS rearchitected seven key front- and back-end systems to maintain service availability during digital disruptions. Additionally, we increased the capacity for concurrent mobile banking logins to effectively manage unexpected spikes in customer activity. To optimise for high availability, rapid recovery and transaction reliability, we implemented a streamlined technology architecture with standardised patterns and configurations.

To ensure business continuity and rapid recovery, we conducted a Technology Disaster Recovery Drill involving a Data Centre Flip, the first of its kind by a major local bank in Singapore. We have since conducted similar exercises for three other potential scenarios involving critical applications.

#### Change management

As technology develops, our applications undergo changes periodically to stay up to date. To minimise the risk associated with system changes, DBS remains dedicated to enhancing application testing rigour. We implemented AI-based risk scoring, which enables us to perform checks on 100% of change requests, up from 5% previously. This programme has improved productivity, tightened change management and improved our system resiliency, resulting in an 81% reduction in the monthly average number of incidents caused by change requests.

A new Testing Centre of Excellence (COE) has been established to set best practices for user story development, test case creation and testing methodologies, strengthening application resilience across the bank. In 2024, we introduced the Architecture Review Committee (ARC) to reinforce governance by upholding established architecture standards and maintaining stringent application release processes.

#### Incident management

Effective incident management hinges on early anomaly detection to enable swift responses and minimise impact. In 2024, DBS enhanced end-to-end monitoring capabilities across customer, application and infrastructure levels by leveraging three-tier Incident Management dashboards, which include service performance monitoring to improve visibility of key customer journeys. Further enhancements include consolidated command centres, streamlined operational procedures, timely customer notifications and refined error messaging to augment the overall customer experience.

#### Technology risk governance and oversight

Building on the 2023 formation of the Board Risk Management Committee (BRMC), which maintains overall risk governance across the bank, DBS expanded resources across key lines of defence in 2024, including Technology Risk Management, Site Reliability Engineering and IT Audit teams within Group Technology. We continue to foster a robust technology risk mindset among our employees, such as formalising a comprehensive guide that encourages proactive questioning to identify and address critical issues effectively.

*Read more about DBS' approach to strengthening technology resilience in our Annual Report 2024*

### Fortifying cybersecurity

Protecting the trust of our customers, employees and partners is paramount. As we continue to digitalise our business and operations, robust cybersecurity is essential to defend against the ever-present threat of cyberattacks.

Our cybersecurity governance, controls and practices are based on recognised industry best practices and we maintain leading certifications, including:

**Achieved ISO27001 certification for information security management systems**

**Achieved Singapore Cyber Trust Mark (CTM) certification at the Advocate level**

**Singapore Data Protection Trustmark (DPTM)**

Our cybersecurity programme safeguards the confidentiality, integrity and availability of our infrastructure, resources and information. This programme establishes the Group Information Security Policy, standards and procedures for preventing, detecting and responding to cyberattacks. It also prioritises employee training and regular phishing tests, recognising employees as our first line of defence, and enforces stringent security standards for third-party vendors.

In 2024, we continued to strengthen our cyber resilience through:

### Investing in our cyber defence capabilities

We enhanced our cyber defence capabilities through:

- Enhanced Distributed Denial of Service (DDoS) mitigation against Domain Name Service (DNS) DDoS attacks and conducted DDoS testing to improve customer applications resilience.
- Replaced less secure One-Time Password (OTP) logins with digital tokens to protect customers against scams and frauds.
- Onboarded all internet-facing applications for interactive security testing, which has enhanced our application security against exploitation.
- Leveraged AI to strengthen data protection through the onboarding of applications to our in-house developed Unusual Employee Behaviour (UEB) Monitoring system.
- Onboarded our applications to Multi-Factor Authentication (MFA) to protect employees against phishing attacks.

### Strengthening cyber incident response

We continue to enhance our robust cyber incident response and recovery capability. In 2024, we:

- Enhanced cyber defences and controls, validating them against the MITRE ATT&CK framework by simulating the tactics and techniques of advanced threat actors and cyberattacks. This ensures our incident response capabilities remain current and adaptable to evolving cyber threats.
- Conducted annual independent Advanced Adversarial Simulation Exercise, demonstrating the effectiveness of DBS' cybersecurity controls against sophisticated cyberattacks.
- Participated in an industry-wide crisis management exercise in Singapore, successfully validating our preparedness to respond effectively to various scenarios, including cyber disruptions to industry payment infrastructure, settlement bank failures impacting securities markets and customer-impacting scam incidents.
- Conducted annual Cyber Threat Tabletop exercises to strengthen incident response readiness across the bank.

### Staying vigilant through knowledge and ecosystem partnerships

Cyberattacks pose a significant risk to DBS, our customers and the global financial system. The interconnected nature of these threats and their contagion effect necessitates a comprehensive and collective response from the financial industry and the wider ecosystem.

We have strengthened our efforts to educate customers on robust cybersecurity practices and fraud prevention through active community engagement, such as the #CyberWellness programme and active media posts.

We are committed to building and maintaining systemic resilience. In 2024, we actively participated in industry collaborations, such as the Association of Banks in Singapore (ABS) - Standing Committee on Cyber Security (SCCS) and Financial Services Information Sharing and Analysis Centre (FS-ISAC), to proactively address emerging threats and share best practices. We are also actively pursuing post-quantum readiness to mitigate future technological risks. Additionally, we are leading and collaborating with financial industry players and Monetary Authority of Singapore (MAS) on implementing phishing-resistant authentication methods, such as Fast IDentity Online (FIDO), to enhance defences against unauthorised phishing transaction.

Our employees are key to our cyber defence strategy. To strengthen our cybersecurity culture, we enhanced our cybersecurity awareness programme, including training and phishing simulations. We achieved 100% completion of mandatory cybersecurity awareness training and a 30% increase in phishing simulation reporting rates. Our annual cybersecurity gamification campaign "Cyberfit" saw a 20% increase in participation, with over 14,000 employees actively involved. The strong employee engagement and senior management support for this programme demonstrate DBS' commitment to managing cybersecurity holistically.

### Robust cybersecurity governance

DBS' technology risk management framework encompasses cybersecurity risk and is underpinned by a comprehensive governance structure. Key governance forums and committees provide ongoing oversight and inform management of critical concerns related to the prevention, detection, mitigation and remediation of cybersecurity risks. The Group Technology Risk Committee (GTRC) is the primary governing body, responsible for overseeing DBS' cybersecurity risk assessment, management and the implementation and maintenance of controls to support our Information Security Programme. The GTRC members include senior representatives from GTRC, Risk Management Group (RMG), Group Audit and other relevant corporate functions.

#### #CyberWellness programme for the community

Launched in 2019, the DBS #CyberWellness programme empowers employees of social enterprises, charities and other organisations with essential cybersecurity skills through a convenient online platform. Since its inception, the programme has trained 19,533 participants, including 4,886 in 2024. Expanding its reach, #CyberWellness launched in Hong Kong in 2023, and engaged 12 social enterprises in 2024. It is slated to expand into Indonesia in 2025 following regulatory approval. Driven by DBS People of Purpose volunteers, this programme contributes significantly to a safer digital environment by equipping a wide range of participants with crucial cybersecurity knowledge and skills, reflecting DBS' commitment to community impact.

# Data governance | Protecting and being responsible with data

## Our approach

At DBS, we are committed to fostering trust in the way we use and safeguard data. We are cognisant that the responsible use of data is increasingly important with the advent of Artificial Intelligence (AI), in particular with Generative AI (Gen AI). Therefore, as we continue to explore the potential of Gen AI, we remain steadfastly cautious of its associated risks. We have extended our governance frameworks to ensure appropriate risk mitigation and management oversight in our data management and AI adoption, anchored on three primary focus areas:

- **Keeping data safe and secure**
  Strengthening our data protection capabilities, data access controls and data surveillance to reduce the risk of data leakage and misuse.
- **Using data and AI responsibly**
  Building trust through the fair, ethical and responsible use of data and AI by continuously enhancing our DBS PURE (Purposeful, Unsurprising, Respectful, Explainable) framework and AI governance processes and controls.
- **Upholding trust through our privacy posture**
  Placing privacy at the heart of our product design and services as we rigorously safeguard the confidentiality and security of data.

## Key initiatives

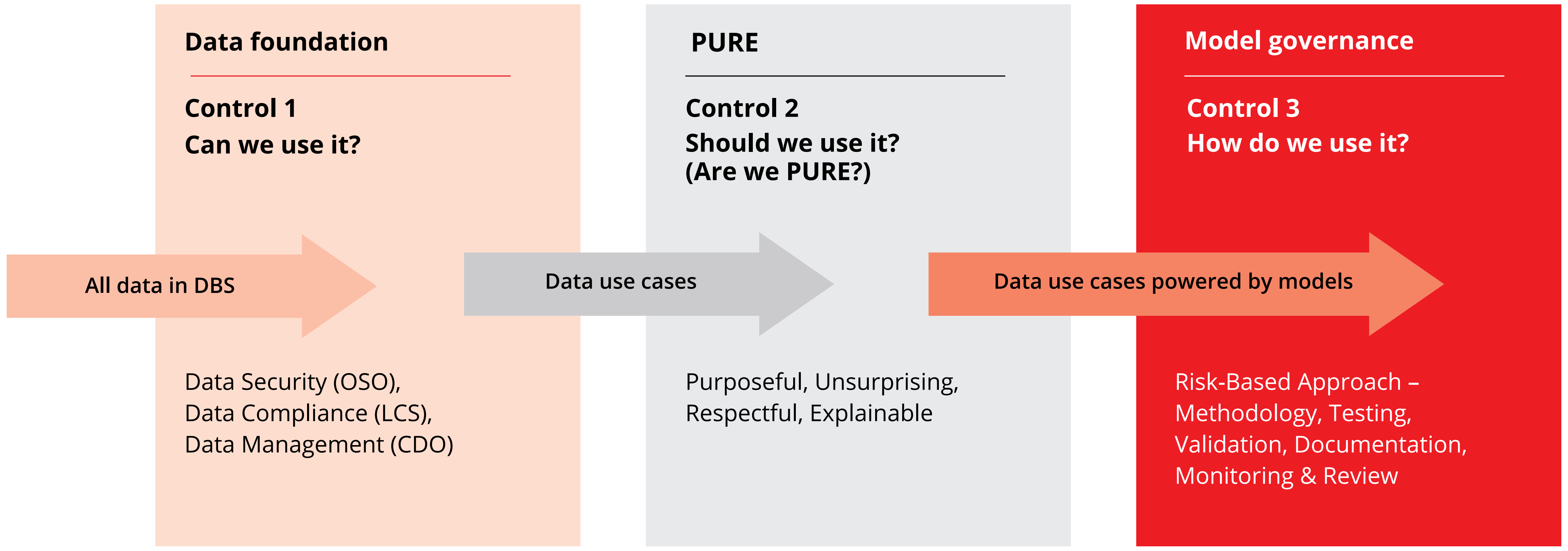
### Keeping data safe and secure

We continue to build robust security capabilities that protect our data:

- **Enterprise Data Security Framework (EDSF)** provides a platform-agnostic data-security-as-a-service that can be leveraged by any application requiring data security. EDSF is continually enhanced with new features.
- **Arculus** is our next-generation in-house built data policy engine. It serves as a data security layer that controls access to data in our Enterprise Data Platform. Arculus is designed to be scalable for regional expansion while enhancing data security and privacy engineering capabilities. Arculus is able to orchestrate the dynamic protection of sensitive data using certified encryption methodologies to safeguard our most important data. It enables data access at a persona-level, with datasets fully secured and instantly accessible to analytics users based on the profile of their personas. This enables the secure delivery of accurate data to the right individuals at the right time. Another critical feature of Arculus is its increased ability to capture logging information of data accessed by analytics users, as well as the contents of queries performed. These enable us to significantly uplift our surveillance capabilities with more sophisticated use cases. These are some of the key developments in 2024:
  - **Unlocking data potential:** We have enabled Arculus data access for non-analytics users, including regulatory and management reporting teams. This empowers a wider range of colleagues to leverage valuable data, driving greater insights and value creation in a safe and secured manner.
  - **Faster insights with synthetic data:** Recognising the importance of quick and easy data discovery and understanding, we created synthetic datasets based on our actual datasets. This preserves the key statistical properties of our data while replacing sensitive information with artificial values, allowing analytics users to explore, understand and extract valuable insights expeditiously without compromising customer privacy.

### Using data and AI responsibly

Responsible Data Use (RDU) framework is a core pillar of DBS' overall Data Management approach, ensuring our use of data and adoption of AI is lawful, ethical and fair. The framework addresses three core questions: Can we use it? Should we use it? How do we use it?




***Key intitatives and and messages of the RDU network***

#### Data Foundations – Can we use it?

The use of data and AI systems has become increasingly pervasive and embedded across various industries and sectors. Equally, data-related risks are growing and require attention at the senior management and Board levels. Our policy framework provides a robust approach to foundational data management elements such as data privacy, data sovereignty, data quality and data security. The goal is to ensure that any use of data strictly adheres to our internal standards and relevant laws and regulations. Our governance architecture ensures that data-related risks are overseen and managed at the operational level, as well as at the senior management and Board levels.

#### DBS PURE Framework – Should we use it?

It is imperative for us to consistently address the ethical dimensions of our data use to ensure alignment with DBS' core values.

DBS PURE framework continues to serve as our ethical compass in ensuring that our use of data is **(P)**urposeful, **(U)**nsurprising, **(R)**espectful and **(E)**xplainable. This framework has been in use since 2019 and is regularly enhanced to uphold the PURE principles as we tap on the potential of data and AI amid evolving regulations, changing customer expectations and societal norms.

Our new joiner training curriculum includes a PURE learning component to underscore the importance of responsible data use for all DBS employees, regardless of their role. Additionally, two digital modules – PURE Framework (Novice) and PURE Practitioner – are accessible to our employees across all markets to facilitate learning and the practical application of the PURE framework.

With the PURE framework, we continuously strive to build trust with our customers, employees, stakeholders, regulators and the communities in which we operate.

### Model Governance (e.g., AI) - How do we use it?

We are dedicated to strengthening our governance practices in the development and deployment of advanced AI-based systems, ensuring fairness, transparency, interpretability and accountability in our use of AI. The increased adoption of Gen AI has introduced new risks and heightened existing areas of concern. To address this, we are implementing additional guardrails and controls as we gradually explore, test and adopt these emerging and rapidly evolving technologies.

At DBS, our AI adoption is guided by three principles: data safety, responsible utilisation and stringent privacy. We have engineered two in-house solutions: Advancing DBS with AI (ADA) for unified data governance, and ALAN, an award-winning AI protocol and knowledge repository.

- ADA centralises data, ensuring governance and quality.
- ALAN accelerates AI model creation and deployment.
- ADA and ALAN, when used together, enable our teams to swiftly build and deploy AI models, enhancing our operations and decision-making capabilities. This results in a higher degree of hyper-personalisation in the services we offer to customers.

ADA and ALAN incorporate specific governance requirements and rigorous controls (e.g., model registration, data classification, data reconciliation, approval workflows) to ensure essential governance considerations throughout the model's lifecycle, from development to ongoing monitoring after the deployment.

Overall, responsible AI and data use are guided by the RDU Framework and a cross-functional RDU committee. We also continue to work closely with regulators and partner industry bodies to gradually enhance our overall approach and strengthen core governance controls.

### Protecting data in the cloud

To enhance data security in our cloud environment, we employ a multi-layered approach aligned with industry best practices. This involves ongoing risk identification, robust asset protection through strong controls, and proactive detection of vulnerabilities, misconfigurations and anomalies. We also continually improve our incident response and recovery capabilities. In 2024, we further strengthened security by creating isolated private data environments with enhanced controls to restrict data movement even within our internal network.

### Training our people

We continue to focus on building data management awareness and capabilities by investing in the training of our people, and have digitalised one additional practitioner module this year, related to Fairness. We now have seven novice and nine practitioner modules on our DBS DigiFY platform. In 2024 alone, more than 22,000 modules have been completed. Since the launch of our first Data Management Training module in 2019, over 126,000 modules have been successfully completed (excluding employees who have since left the bank).

## Upholding trust through our privacy posture

### Data Protection Trustmark re-certified

The Data Protection Trustmark (DPTM) from the Infocomm Media Development Authority of Singapore (IMDA) is a certification programme demonstrating that an organisation has robust data protection policies and practices in place.

DBS was the first bank in Singapore to be DPTM certified since the programme started in 2019. In 2024, we successfully obtained DPTM re-certification following the completion of an independent external assessment. This re-certification is a validation of our ongoing efforts to continually protect and manage personal data in a responsible manner, and reassure our customers and stakeholders that they can confidently trust us with their data.

### Generative Artificial Intelligence

At DBS, we believe that embracing Gen AI has the potential to benefit not only our customers and employees but also society at large, aligning with our commitment to help people "Live more, Bank less". The exciting opportunities presented by Gen AI, such as simplifying and supporting everyday tasks, as well as creating new content, services and products, are applicable across all industries. Nevertheless, we are mindful of the novel risks and the potential exacerbation of existing ones linked to Gen AI.

In embracing Gen AI solutions, DBS follows a cautious and measured approach. Our initial scope of Gen AI adoption was intentionally designed for internal use with high levels of human oversight and incremental progression. This approach allows us to explore the potential of Gen AI while identifying possible risks and ensuring that we have the necessary safeguards and controls to mitigate these risks.

To do so, we have:

- Established a cross functional Responsible AI (RAI) Taskforce comprising senior and experienced subject matter experts from across many of our core functions, including cybersecurity, legal and compliance, data science, technology and infrastructure, data management, risk management, human resource and audit. This ensures that appropriate expertise is leveraged to thoroughly evaluate use case pilots and provide guidance on mitigating any potential risks.
- Utilised our existing PURE and AI governance frameworks to ensure that our use cases are ethical, lawful, regulatory compliant, aligned with our core values and appropriately owned, approved and managed.
- Ensured that each Gen AI use case has been evaluated and approved by Responsible Data Use (RDU) Committee and RAI Taskforce. This provides added assurance that Gen AI use cases have been holistically assessed and approved by senior management and subject matter experts prior to any measurable deployment.
- Extended our RDU framework to establish guidelines for Gen AI use cases, incorporating learnings from the RAI Taskforce and review of each Gen AI use case. An RAI playbook has also been developed and issued to Gen AI use case owners and developers to facilitate consistent understanding and implementation of those guidelines.
- Implemented a Gen AI programme structure focused on developing bank-wide capabilities essential for scaling the use of Gen AI. Emphasis is placed on areas such as people and change management, building enterprise capabilities, value realisation, responsible AI and technology enablement. A regular cadence has been established with Group Management Committee (GMC) members to ensure senior management direction and oversight. We also update our Board and keep them apprised of significant developments.
- Extended our Enterprise Data Platform to securely enable Gen AI capabilities within the bank. Security controls are uplifted for Large Language Models (LLMs) to be used safely with DBS data, employing stateless processing and other techniques to prevent unauthorised third-party access. Building on this foundation, we developed DBS-GPT, providing all staff with secure access to Gen AI capabilities for content generation and writing tasks.

## AI Governance

Despite significant focus on exploring the opportunities of Gen AI, we continue to enhance our governance efforts and controls in managing our conventional AI solutions, leveraging the guidance and toolkit developed as part of the MAS FEAT[1] (Fairness, Ethics, Accountability and Transparency), and Veritas[2] project which DBS has participated in since its inception.

In 2024, we implemented ongoing AI model monitoring for all new models and existing higher materiality models, building on the foundations developed in previous years to ensure ongoing model performance monitoring across various dimensions, including model accuracy, output stability, data quality, fairness, data and model drift.

In addition, we remain enthusiastic about participating in collaborative initiatives aimed at fostering improvements in responsible AI use. In 2024, we took part in the following initiatives:

- DBS is a primary member of the MindForge consortium, an industry-wide initiative led by the MAS to promote responsible use of AI by financial institutions. We actively participated in the development of the 2024 MindForge Phase 1 white paper "*Emerging Risks and Opportunities of Generative AI for Banks*". This white paper established a comprehensive framework for managing risks associated with Gen AI.
- We contributed to the preparation of a whitepaper on Gen AI guardrails in banking as chair bank of the Association of Banks in Singapore's Standing Committee on Data Management. This white paper provides practical guidance on guardrails that financial institutions can adopt to mitigate common risks associated with the use of Gen AI.

## Upholding our privacy posture

We take an empathetic and respectful approach towards data privacy. This commitment is reflected in how we collect, use and disclose personal data, and is entrenched in the following principles:

- **Ensuring transparency**
  We limit our collection, use and disclosure of personal data to what is reasonably necessary for our products and services. This is illustrated through our openness about our data processing, as detailed in our published Privacy Policy. Our Privacy Policy is updated regularly to provide timely notification of developments or to maintain consistency with changes in laws and regulations.
- **Respecting the privacy of our stakeholders**
  We are reasonable in our use of personal data. We only process personal data in accordance with applicable data protection laws. This includes ensuring that there is always a legitimate basis for the collection, use and disclosure of personal data.
- **Intentionally embedding data protection impact assessments**
  We have embedded data protection impact assessments in our governance review processes before launching new products and services, or when sharing these data via outsourcing and procurement arrangements. These assessments are designed to evaluate relevant data protection risks and their necessary controls. Contractual obligations are imposed on recipients of personal data to ensure that they protect and limit the use of the personal data that has been shared.
- **Adhering to established data breach management processes**
  We have implemented data breach management standards and processes to ensure the prompt identification, escalation and management of data breach incidents. Notifications are provided to the relevant authorities and affected data subjects as required, in accordance with applicable laws and requirements.
- **Training employees regularly**
  We require employees, including new hires and contract staff, to undergo periodic training to reinforce sensitivities around proper management of personal data. This training emphasises strict compliance with established handling protocols and processes for personal data.

## Regulatory and industry engagement

We recognise that regulatory landscapes are continually evolving to address increasing awareness of privacy concerns and advancements in technologies. Accordingly, we seek to remain responsive to new trends in regulatory requirements and developments with careful recalibrations of our privacy policies and practices as necessary. In addition, any significant changes to regulations and trends which may impact our data governance risk themes are communicated to the Group Operational Risk Committee, Risk Executive Committee (Exco), Board Audit Committee and Board Risk Management Committee (BRMC)/ BRMC Technology Risk Management Committee.

In Singapore, our CEO remains a member of the national Advisory Council on the Ethical Use of AI and Data, which advises and collaborates with the Singapore Government on the responsible development and deployment of AI. We also actively participate in and continue to share our experiences through various regulatory consultations and industry initiatives to help shape regulatory thinking in the formulation of data protection and privacy legislation, as well as the development of data governance themes.

## Enhancing data discovery with synthetic sample data

We have embarked on an initiative to generate synthetic sample data for every dataset in our Enterprise Data Platform, to increase data discoverability and further facilitate sophisticated analytics, especially for use cases requiring large, diverse, private, and easily reproducible datasets. The benefits of synthetic data are significant and cover the following areas.

1. **Privacy and security**: As synthetic data is artificially generated, it does not contain any real customer information. This eliminates privacy concerns and the need for complex data anonymisation processes, making it safer to use the synthetic data for development, testing and training machine learning models.
2. **Data availability and volume**: Generating synthetic data allows for creating massive datasets with specific characteristics, overcoming limitations posed by the size and availability of real-world data. Synthetic data can also easily generate a dataset representing a rare event. This is crucial for training robust machine learning models and performing comprehensive analytics, especially when real-world data is limited.
3. **Data variety and flexibility**: Synthetic data generators can produce diverse and complex datasets tailored to specific analytical needs. We can control the distribution of variables, introduce correlations, simulate outliers, and generate data that mirrors the real world while maintaining control over its properties.
4. **Cost and time efficiency**: While the development of a good synthetic data generator requires upfront investment, it enables the rapid generation of large datasets without the need for extensive data cleansing, anonymisation, or the cost of acquiring and managing real-world data. This can result in cost and time savings in the long run. For example, the same dataset with identical characteristics can be recreated multiple times. This is valuable for research reproducibility and ensures consistency across different analytical projects.

(1) MAS FEAT is a set of principles covering the four dimensions to promote ethical and responsible use of Artificial Intelligence and data analytics in finance.
(2) Veritas is a MAS-led multi-phased collaborative project that aims to enable financial institutions to evaluate their Artificial Intelligence for Document Automation (AIDA)-driven solutions against the MAS FEAT principles.

# Preventing financial crime | Protecting customers from financial crime

## Our approach

Financial crime risks are constantly evolving and pose a threat to both consumers and corporations globally. As a leading financial institution, DBS recognises its vital role in financial crime prevention to protect its customers and safeguard the financial system.

We adopt a holistic approach to financial crime prevention, which covers multiple aspects emphasising strong governance, effective controls, comprehensive surveillance and industry collaboration. This approach includes the continuous enhancement of risk management measures through data analytics and technology, driving innovative solutions for greater control effectiveness.

We remain fully committed to conducting business ethically and in strict compliance with all applicable laws and regulations. This commitment is embedded in our Group Code of Conduct, and supported by:

- **Comprehensive oversight and governance on financial crime risks**
- **Harnessing AI/ ML to improve monitoring controls**
- **Tight execution of controls**
- **Collaborative partnerships with the wider industry**

## Key initiatives

### Comprehensive oversight and governance on financial crime risks

At DBS, financial crime prevention is a top priority. Our Group Operational Risk Committee actively monitors and manages financial crime risks, reporting key trends and issues to the Risk Executive Committee and the Board Risk Management Committee. Our Group Financial Crime and Security Services team (Group FCSS) oversees all compliance activities, including fraud investigations and financial crime advisory.

We have a robust governance framework covering anti-money laundering (AML), combating the financing of terrorism (CFT), proliferation financing, sanctions, fraud, bribery and corruption. This framework incorporates training and advisory and ensures compliance with bank-wide policies and standards. These policies and standards are regularly reviewed to ensure robustness and compliance with current regulatory requirements. They provide clear guidance on Know-Your-Customer (KYC) requirements, including Customer Due Diligence (CDD) processes and controls, risk assessment matrices, documentation and record-keeping.

#### AML, CFT and Sanctions Policy and Standard

Our AML, CFT and sanctions framework covers all the relevant areas including, but not limited to, customer due diligence, enterprise-wide risk assessment, customer screening, transaction screening and monitoring, suspicious transaction reporting and training. As part of this framework, our AML and CFT policies and standards provide specific guidance on preventing and detecting money laundering, terrorist financing, sanctions evasion and proliferation financing risks. This guidance encompasses:

a. Compliance with applicable sanctions laws and regulations (e.g., MAS Sanctions & US Sanctions), prohibiting relationships or transactions with designated persons or jurisdictions
b. Identification of higher-risk businesses, including those related to arms and virtual asset service providers
c. Definition and handling of complex corporate structures, as well as red flag indicators on shell companies
d. Requirements for suspicious transaction reporting, including examples of suspicious transactions
e. Extra due diligence procedures for exceptional scenarios, such as significant cash transactions and non-face-to-face verification
f. Completion timeframes and necessary approval levels for CDD reviews
g. Retention periods for KYC documentation

#### Anti-Fraud Policy and Standard

Our Fraud Management Programme is designed to identify and mitigate fraud risks, and to safeguard our organisation, customers, shareholders and staff against fraud. Our framework focuses on: identifying and assessing fraud risks, implementing and monitoring fraud controls, investigating and remediating fraud incidents, and reporting and analysing findings. Senior management provides rigorous oversight on all matters to ensure our fraud prevention efforts are effective.

Our Anti-Fraud Policy and Standard provides guidance on various aspects of the Bank's anti-fraud framework, including:

a. Roles and responsibilities within the Group's various lines of defence
b. Strategy and governance in our Fraud Management Programme
c. Definition of internal versus external fraud

#### Anti-Bribery and Corruption Policy and Standard

We have a zero-tolerance approach to bribery and corruption in all our business dealings. Our Anti-Bribery and Corruption Policy and Standard clearly outline the bank's stance, such as:

a. Definition and examples of bribery and corruption, including gifts and entertainment, provision or acceptance of kickbacks, political contributions and charitable contributions
b. Definition of prohibited activity, such as promising payments to induce an individual to provide an improper advantage
c. Due diligence requirements for Business Associates and Intermediaries, including screening and processes to prevent bribery and corruption
d. Mandatory training requirements for all employees

We communicate our Anti-Bribery and Corruption Policy and Standard to anyone who works for DBS or has been permitted to perform duties or functions for DBS. This includes employees, the Board of Directors, Business Associates, intermediaries and suppliers. Training is provided to all new employees when they join DBS, and annual refresher training is mandatory for all existing employees.

### DBS Speak Up

DBS Speak Up is our whistleblowing programme. It provides a safe environment for both internal and external parties to raise genuine concerns on potential misconduct (such as corruption, bribery, workplace harassment and illegal or fraudulent activities) on the part of DBS, its staff, suppliers or third parties relating to DBS.

DBS Speak Up services include:

- A dedicated hotline number, website, email address, fax number and postal address for the reporting of suspected incidents of misconduct and wrongdoing
- Specialist call centre operators with knowledge of individual organisations
- Expert forensic investigators to analyse reports
- Timely reporting of incidents and their corrective actions to dedicated representatives

Any report made is managed with the strictest confidence and no retaliation is permitted against anyone who, in good faith, seeks advice, raises a concern of misconduct, or cooperates in an investigation.

## Harnessing AI/ ML to improve monitoring controls

Our framework for financial crime prevention uses a variety of artificial intelligence and machine learning (AI/ ML) capabilities to complement rules-based engines for optimal effectiveness. This multi-layered surveillance strategy protects our customers from financial crime and helps us identify bad actors within the banking system. Our CDD and transaction monitoring controls are enhanced with data analytics and AI/ ML which incorporate behavioural and other dynamic indicators alongside transactional and static customer data.

### Improving risk surveillance and controls execution

At DBS, we are committed to upholding the highest ethical standards and safeguarding our financial system from illicit transactions activities. We continuously strive to stay ahead of money launderers and terrorist networks through constant improvements in our methods, controls and processes for mitigating financial crime risks.

Our robust risk surveillance systems utilise a comprehensive suite of tools, enhanced by data analytics and AI/ ML, to detect suspicious transactions and identify bad actors at all levels. This includes the Macro Payment Flow Dashboard, which provides a holistic view of significant payment flows and their patterns, enabling analysis of customer networks and transaction trends for a more comprehensive understanding.

We also recognise the importance of keeping pace with evolving sanctions regimes. We continuously evaluate our risk appetite and control measures to ensure full compliance with the applicable sanctions, regulations and laws, leveraging data and AI/ ML tools to enhance our sanctions monitoring.

### Deepening our use of AI/ ML in AML

We consistently leverage AI/ ML to enhance our AML controls for the effective detection of bad actors, and continuously make improvements to ensure the robustness of our controls. Our Dynamic Review Assessment (DRA) for corporate and private banking segments in Singapore continues to flag suspicious customers for further review.

In 2024, we began a phased implementation of using AI/ ML for CDD and transaction monitoring, starting in Singapore. This data-driven approach analyses changes in customer profiles and transactional patterns, enabling us to prioritise resources and focus on high-risk customers in a timely manner. It allows for reviews to be more risk-based and targeted so that we can better uncover illicit activities.

### Protecting our customers from scams

Fraud management remains a key priority as we strive to protect our customers against evolving scam typologies through a combination of fraud surveillance and customer protection mechanisms.

Our in-house Fraud Detection and Prevention System incorporates a Machine Learning model, regularly trained on big data sets, to identify potential fraudulent transactions and proactively delay or hold them. This is complemented with a rule-based fraud surveillance engine to improve precision in flagging suspicious transactions for intervention.

### Tiered intervention

In 2024, we enhanced our fraud surveillance framework to embed principles of tiered intervention. Based on the perceived level of risk for each transaction, potential fraudulent transactions are subjected to varying degrees of interventions. For example, transactions with lower risk scores trigger specially designed notifications incorporating behavioural science concepts to alert customers, enabling them to contact the bank for assistance if needed. For transactions with higher risk scores, the transaction may be delayed or held until the customer is contacted for verification – a form of cognitive break and stronger intervention.

This enhanced toolkit of intervention methods enables DBS to respond to fraudulent transactions in a more calibrated manner, allowing more resources to be dedicated to significant cases such as account draining and the loss of life savings by elderly customers.

## Tight execution of controls

We recognise the crucial role of human understanding and action in preventing financial crime. To that end, we provide comprehensive training to equip our employees with the knowledge and skills needed to identify and mitigate financial crime risks. Clear escalation channels are in place to ensure that complex issues are addressed promptly and effectively.

All new hires, including part-time and contract staff, must undergo mandatory training on financial crime prevention. This training covers areas such as AML/ CFT and Sanctions, Anti-Fraud, Anti-Bribery & Corruption and the Code of Conduct. Case studies help staff understand financial crime risks, the importance of effective risk management and its application in their daily work. Similarly, existing employees also need to complete mandatory training[1]. Additionally, every bank employee is required to annually attest that they understand, observe and will promote compliance with both the spirit and letter of our Code of Conduct.

Our financial crime framework includes regular audit and quality assurance testing to ensure proper execution of our controls and processes. For CDD, transaction screening and monitoring, quality assurance testing is conducted frequently to ascertain that the control execution aligns with bank standards.

### Embracing AI/ ML and data analytics for comprehensive scam and mule management

Scams and the related problem of money mules continue to be key concerns in Singapore. We dedicate significant effort and resources to managing these issues, leveraging AI/ ML and data analytics.

We continuously enhance our proprietary fraud surveillance system and their AI/ ML components to improve timely and effective fraud detection. Our scam management framework systematically uses data to monitor fraud trends and typologies, enabling us to calibrate our detection mechanisms to maintain effectiveness. With effective detection, our dedicated Anti-Scam Team (AST) is able to assist customers around the clock with potentially fraudulent transactions. AST also has staff co-located with the Singapore Police Force's Anti-Scam Command (ASC) to collaborate on scam investigations and the recovery of fraudulently transferred funds.

Similarly, we harness data analytics to detect mule networks, which our specialised Anti-Mule Team (AMT) actively disrupts. We consider multiple factors, including transaction activity, customer profile and characteristics typical of mule activity. We have begun a phased approach to incorporate an AI/ ML model into our mule management framework, improving money mule identification. This model complements existing mule surveillance rules, incorporating numerous suspicious mule indicators including behavioural patterns. Consequently, this enables AMT to promptly freeze the funds in mule accounts for return to victims.

Our comprehensive approach to scam and mule management, which leverages data analytics and AI/ ML, combined with our operational teams' efforts and collaboration with external partners, has enabled us to support scam victims and actively combats money mule networks.

## Collaborative partnerships with the wider industry

Safeguarding the wider banking system and society against financial crime requires strong cooperation among financial institutions, regulators, law enforcement agencies and consumers. We actively participate in public-private partnerships and collaborative initiatives with these stakeholders, sharing our expertise and experience, learning from our peers, and engaging in strategic projects to strengthen the financial system's defences.

Key partnerships and initiatives at industry level include:

- **AML/ CFT Industry Partnership (ACIP)** – a private-public collaboration which brings together financial institutions, regulators, and law enforcement agencies to address key and emerging money laundering and terrorism financing risks in Singapore. DBS actively engages in the development of best practices, including those related to Source of Wealth (SOW) due diligence. We advocate a "same risk, same control" approach and aligned risk management practices across the bank and the industry. This shared understanding strengthens the overall resilience of Singapore's financial system and creates a safer environment for customers.
- **MAS-led Project COSMIC**[2] – a digital platform facilitating the sharing of key customer and transaction information on bad actors among financial institutions; we are one of six participating banks. It accelerates the detection and disruption of key financial crime activities by bridging the information gaps between financial institutions that criminals exploit for money laundering.
- **DBS digiVault** – a security feature to prevent fraudulent digital transfers by allowing customers to "lock" their savings and fixed deposits, preventing digital access. In 2024, we made enhancements to allow for more convenient locking and unlocking of funds. Customers can now instantly lock and view their locked funds via the digibank app, in addition to using our online digibot. Customers can unlock their funds easily at over 1,200 ATMs in Singapore with ATM/ Debit card verification, or they can visit a branch.

(1) All existing employees are mandated to complete the refresher training, unless they are granted exemption due to valid reasons such as, but not limited to extended leave (e.g., medical leave, maternity leave, sabbatical leave), and employee resignations.
(2) Project COSMIC – Collaborative Sharing of Money Laundering/ Terrorism Financing Information & Cases

# Fair dealing | Driving good conduct and fair outcomes

## Our approach

Fair dealing is the cornerstone of our business. Our customers trust us to prioritise their interests, so we continuously strive to enhance our products and services with a customer-centric approach. We uphold the highest standards of integrity, ensuring that every action is guided by fairness and transparency.

This commitment to fair dealing extends to our employees who are empowered to deliver customer experiences that place the customer's interest first. We cultivate a culture of fair dealing through the following:

- **Ingraining fair dealing principles in the way we do business**
- **Ensuring delivery of fair dealing outcomes for customers**
- **Placing customers at the core**

## Key initiatives

### Ingraining fair dealing principles in the way we do business

We are deeply committed to building a culture of fair dealing that is ingrained at every level of our organisation. This commitment starts at the very top, with our Board and senior management setting the highest standards for fair dealing and conduct.

To ensure strong governance, we established the Group Fair Dealing and Conduct Committee (FDCC), chaired by our Group CEO. The FDCC is responsible for overseeing all fair dealing and conduct matters across the entire Group, deliberating on relevant issues and topics, including governance metrics, to ensure consistent fair dealing outcomes. The FDCC provides reports to the Board Risk Management Committee quarterly, keeping the board fully informed of our strategy for fostering a culture of fair dealing and good conduct.

Our Group Culture and Conduct Dashboard is an essential tool for our board and senior management in promoting and embedding fair dealing principles. The dashboard provides key insights to assess our organisational culture and identify potential conduct risks. This allows senior management to evaluate the effectiveness of our framework and controls. For instance, the FDCC regularly reviews the number of Fair Dealing-related complaints across our core markets to identify any emerging trends or systemic issues. By proactively addressing these trends, we aim to maintain our customers' trust and continue delivering fair dealing outcomes.

#### Consumer Banking Governance Guide for sustainability-labelled products and services

One example of how we have ingrained these principles is our implementation of a Governance Guide for Sustainability-labelled Products and Services for our Consumer Banking business in 2023. The Guide's purpose is to ensure that a robust governance framework and internal controls are in place for products and services, to which a sustainability label is attached. Products and services with a sustainability label must fairly represent their sustainability attributes, in compliance with relevant legal and regulatory requirements, and adopting industry best practices. We are consolidating all sustainability-related products for assessment against the Guide's eligibility criteria and key Environmental, Social and Governance risks. This ensures that customers are provided with accurate information about the products we offer.

### Ensuring delivery of fair dealing outcomes for customers

As a bank, we recognise our key role in supporting our customers to make informed financial decisions. Our customers trust us to provide relevant information, quality advice and appropriate recommendations. We are committed to conducting our business responsibly, always acting in the best interests of our customers.

This commitment is evident in our customer interactions. We prioritise clear and transparent communication, ensuring that our customers fully understand our products and services. We take the time to understand each customer's unique risk profile and financial needs, tailoring our advice accordingly. We meticulously evaluate the suitability of our financial products and services for targeted customer segments, ensuring each offering aligns with their needs and capabilities. Additionally, we respond promptly and fairly to all customer requests and feedback, valuing their input and actively seeking ways to improve their experience.

Our commitment to fair dealing extends beyond customer interactions. We subject all distributed financial products to a rigorous due diligence process, ensuring they meet the highest suitability standards. A comprehensive approval and governance framework oversees the suitability of all our products and services, ensuring pricing and customer engagement practices adhere to regulatory standards and industry best practices. This due diligence process involves a broad team of legal, compliance and operational experts. Formal management approval is required for each financial product before it is offered to the appropriate customer segments.

Recognising the increasing importance of digital banking to daily life, we are committed to providing a seamless and inclusive digital banking experience for all customers. We evaluate our products and services with a focus on financial inclusion, ensuring every customer receives a fair and equitable banking experience. Furthermore, we have actively provided Limited Purpose Bank Accounts (LPBAs) to ex-offenders and individuals under investigation or facing charges. This initiative, rooted in fairness and financial inclusion, allows these individuals to meet essential banking needs, such as receiving salaries and paying bills, while enhanced monitoring mitigates potential risks. In 2024, we initiated plans to expand LPBA eligibility to more ex-offenders, further promoting inclusivity while maintaining robust measures and detailed assessments to prevent abuse.

## Placing customers at the core

Our customers are at the heart of our success, and we are committed to fostering a culture of ethical conduct and responsible practices that prioritise their well-being and satisfaction.

We provide comprehensive training to our employees, equipping them with the knowledge and skills to build strong and lasting customer relationships. This includes dedicated training for staff selling financial products, emphasising customer suitability and assessment requirements and ensuring appropriate licensing. Fair dealing is embedded in our mandatory Bank-wide Refresher Training Curriculum, reinforcing the importance of delivering fair and ethical outcomes for all customers.

We ensure that customer feedback is actively sought, efficiently managed and swiftly resolved to maintain fair and consistent practices. Clear service standards are in place for complaint handling and resolution, including established timeframes for acknowledging complaints and thorough investigations of any misconduct.

We are committed to maintaining open and transparent communication with our customers. Our staff and supervisors are trained to address customer concerns with empathy and understanding, fostering a positive and collaborative approach to conflict resolution. We maintain a close partnership with the Financial Industry Dispute Resolution Centre, striving for mutually beneficial outcomes in any disputes.

We understand the devastating impact of scams and provide specialised training for employees to handle such situations with empathy and sensitivity. When customers face severe financial hardship due to scams, our financial assistance framework conducts a holistic assessment to provide scam victims with equitable outcomes and support through this difficult period.

By focusing on customer interests and fostering a culture of ethical conduct, we have built a sustainable and trusted relationship with our customers, contributing to a more positive and inclusive financial landscape.

### Consumer Banking Guide for retail marketing in Singapore

Transparent communication is crucial for building consumer trust. In 2024, we integrated guidance on the marketing of sustainability-related products and services into our Singapore Consumer Banking Guide for retail marketing materials. This guidance is designed to mitigate greenwashing risks and ensure that sustainability-related communications, from marketing materials to product and service labels, are truthful, accurate, and clear. It also emphasises substantiating claims with factual evidence, maintaining consistent messaging, and employing fair and meaningful comparisons.

# Responsible tax management | Supporting a fair and transparent tax system

## Our approach

We believe that maintaining a fair and transparent approach to tax management is the foundation of responsible business practices. This underpins our continual commitment to pay our fair share of taxes in the locations where we operate and comply with all relevant tax laws and regulations. We do so by:

- **Conducting our business in an ethical and professional manner**
  We adopt ethical and professional business practices and ensure that our tax policy and tax risk management framework are effectively implemented.
- **Strengthening relationships based on the principles of transparency and fairness**
  Build and enhance trust with tax authorities based on strong tax governance and transparency.
- **Actively contributing to industry efforts on tax rules development**
  Participate in industry feedback on key tax regulations and policies, with the intent of achieving the policy objectives and intended outcomes.

## Key initiatives

### Conducting our business in an ethical and professional manner

#### Tax governance

The Board of Directors' responsibility for sustainability includes responsible tax management, with the Board Audit Committee reviewing tax matters. The Group Chief Financial Officer (CFO), supported by the Head of Group Tax, oversees the tax function which is responsible for tax compliance and the management of tax risks and exposures.

DBS has low tolerance for tax risk and adopts a clearly defined tax risk management framework that promotes transparency, fairness and accountability. This is implemented through our Group Tax Policy, which is approved by the Group CFO. The Policy is further supplemented by standards and guides to ensure continued adherence with the framework and is updated at least once every two years or for any material changes.

#### Risk management framework

Our tax risk management framework is based on the following principles:

- We only undertake transactions which are underpinned by strong commercial motivations that can withstand public scrutiny.
- We carefully consider the potential tax sensitivity of transactions and are guided by a set of established escalation and approval procedures.
- We have sufficient skilled employees in the locations where we have significant operations, and we will seek independent advice on transactions with significant tax uncertainty.
- We take our tax compliance responsibilities seriously and fulfil all our obligations as a responsible taxpayer.

These principles allow us to align our tax contributions with the values created in any tax jurisdiction. Our approach to transactions with clients is guided by our Tax Sensitive Transactions Standard. We will not knowingly engage in tax structures that aim to evade tax. In addition, we have processes in place to ensure that transactions that may lead to tax avoidance are escalated and reviewed by risk and control functions as and when required.

#### Evolving tax landscape

The global tax landscape continues to transform rapidly, with greater focus on tax transparency and governance. The OECD/ G20 Base Erosion and Profit Shifting (BEPS) Project delivered a BEPS package in 2015 that contains 15 actions to tackle tax avoidance, improve the coherence of international tax rules and ensure a more transparent tax environment. This is followed by the BEPS 2.0 Project to address the tax challenges arising from the digitalisation of the economy and ensuring that income is taxed at an appropriate rate. DBS operates in a highly regulated industry. We maintain economic substance and conduct businesses in places where we have physical presence. As domestic tax laws and international tax standards continue to evolve, we will continue to discharge our role as a responsible and compliant taxpayer through consistent implementation of the BEPS measures.

#### BEPS 2.0

Since the implementation of the BEPS Project, the OECD has continued its work on addressing the tax challenges arising from digitalisation of the economy and profit shifting to low-tax jurisdictions with a Two-Pillar Solution.

Pillar One seeks to reallocate some profits, and in turn, taxes, from where the economic activities are conducted to where the markets are. Under Pillar One, certain industries, including the regulated financial services sector are scoped out. Based on the current design and scope as set out in the Amount A - final Multilateral Convention, and Amount B - final report released by OECD, Pillar One would not have a material impact on DBS Group. Member countries have not reached a consensus on Pillar One.

Pillar Two introduces a minimum effective tax rate of 15% via Global Anti-Base Erosion ("GloBE") Model Rules for in-scope Multinational Enterprise ("MNE") Groups[1]. In addition to the GloBE Model Rules and Commentary, the OECD continues to release further Administrative Guidance periodically. The progress on Pillar Two implementation varies from jurisdiction to jurisdiction. Most of the jurisdictions where DBS has presence in have implemented or announced plans to implement BEPS 2.0 Pillar Two GloBE rules, except for China and India which have not made any announcement. Singapore has enacted legislation to implement the GloBE rules and it will come into effect from 1 January 2025.

DBS is required to make indicative disclosures of qualitative and quantitative information about its exposure to Pillar Two income taxes in its audited financial statements. The key disclosures for 2024 are as follows and further details are available in the 2024 DBS Group Annual Report:

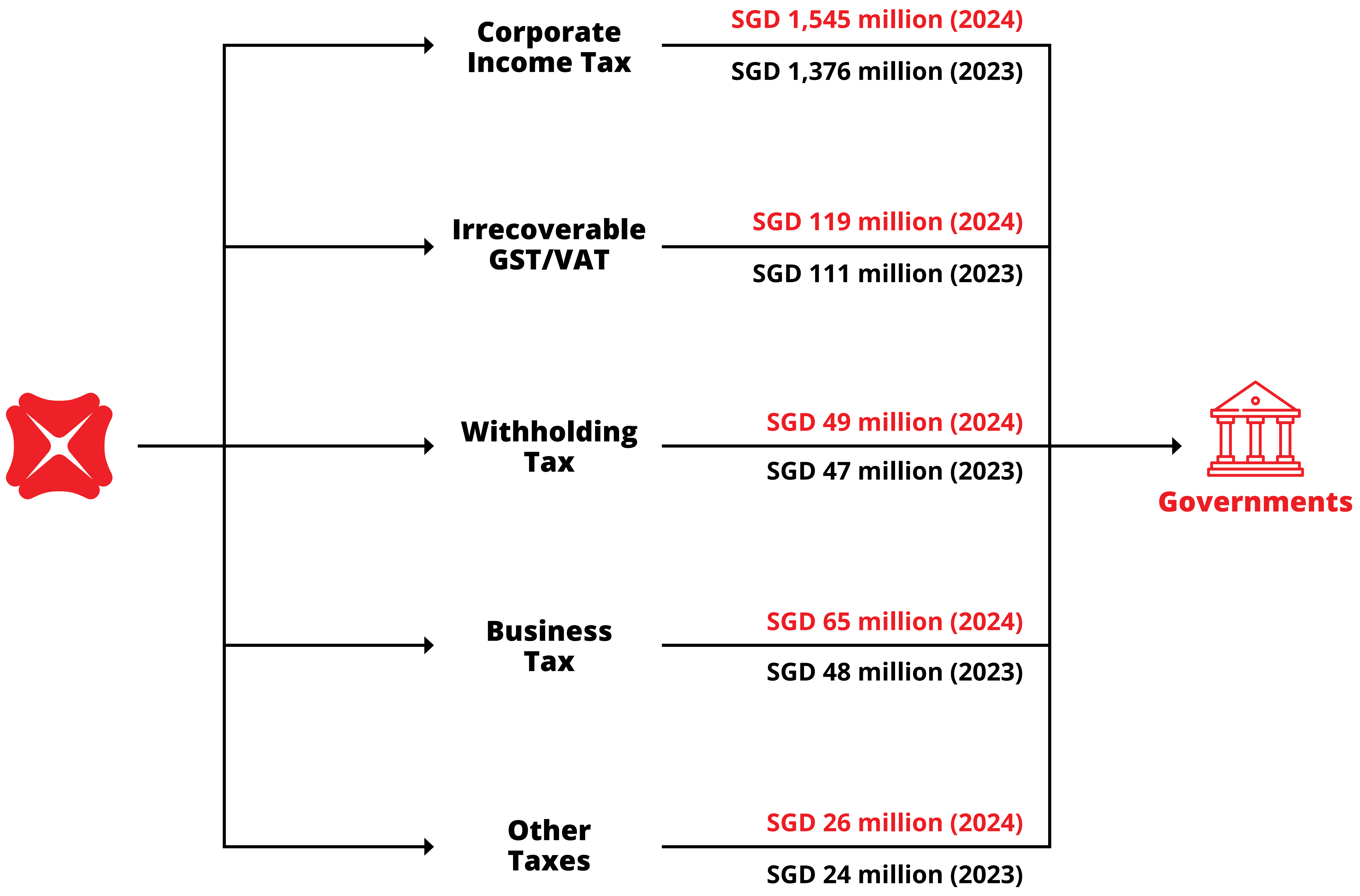
- The blended effective tax rate (ETR) of Singapore operations would increase in 2025 as its financial year 2024 ETR is below the 15% minimum rate under the Pillar Two GloBE rules.
- The impact for the entities operating in other jurisdictions is expected to be immaterial.

(1) MNE Groups are in scope if the revenue in their consolidated financial statements exceeds EUR 750 million in at least 2 of the 4 fiscal years immediately preceding the tested fiscal year.

## Strengthening relationships based on the principles of transparency and fairness

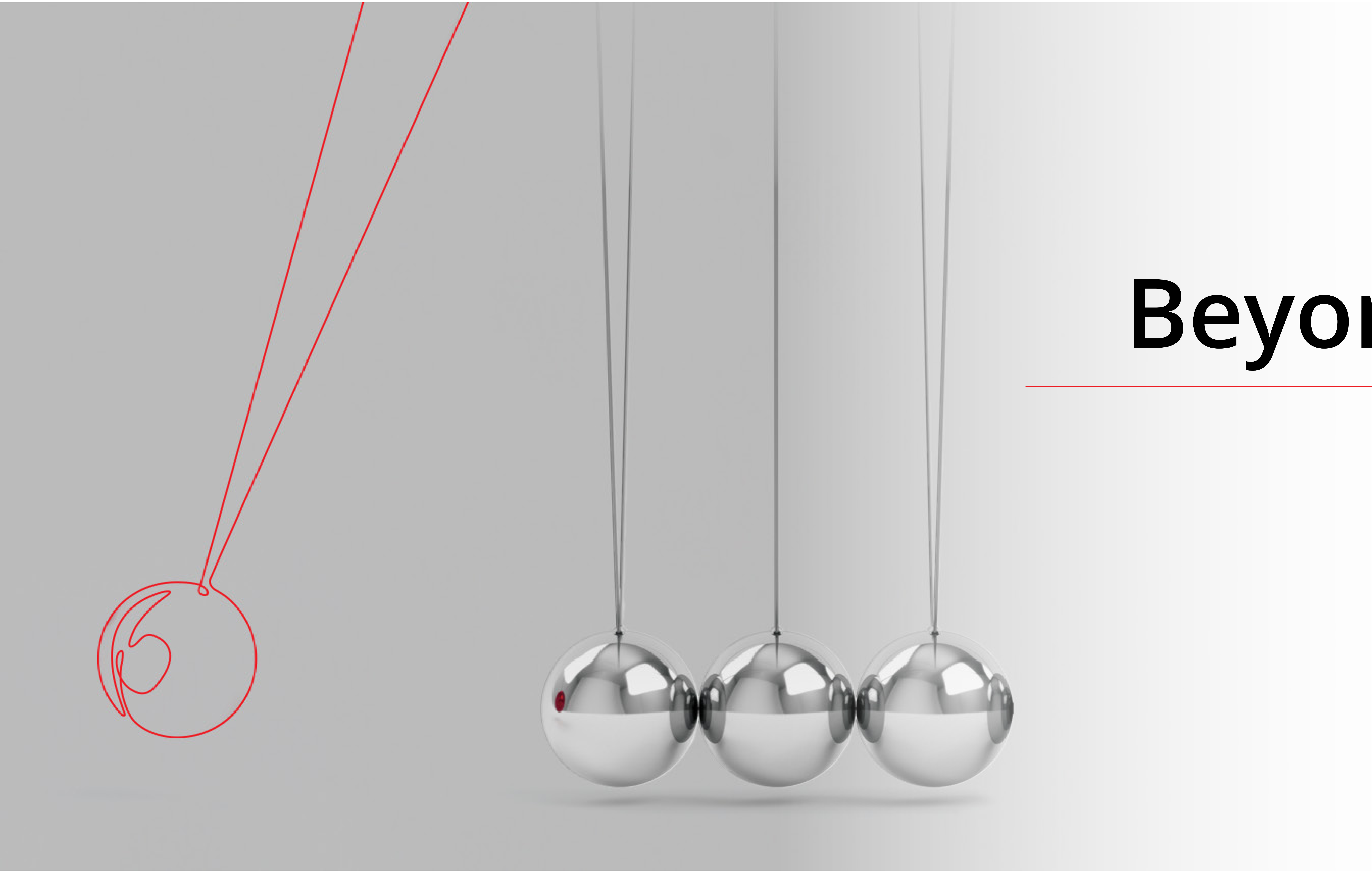
### Our tax contributions

As shown below, our total tax contribution for 2024 was SGD 1.8 billion (2023: SGD 1.6 billion).




Additional notes on our tax contributions

- Corporate Income Tax refers to tax expenses accrued on the profits made by DBS' Group of companies.
- Irrecoverable GST/ VAT refers to business input taxes which are not claimable from the relevant tax authorities.
- Withholding Tax refers to the tax withheld at source on certain payments and paid to the relevant tax authorities.
- Business Tax refers to taxes levied on the sale of goods or provision of services to our customers, or for the conduct of business operations in certain locations.
- Other taxes include but are not limited to Property Tax, Stamp Duties, Motor Vehicle Tax and Surcharges.



PILLAR 3

# IMPACT Beyond Banking

DBS Foundation

Employee volunteerism

# DBS Foundation | Creating impact by uplifting the lives and livelihoods of vulnerable communities in Asia

## Our approach

At DBS, we are committed to creating impact beyond banking, beyond borders and beyond generations by uplifting the lives and livelihoods of vulnerable communities in Asia. The mission of DBS Foundation (DBSF) is to enable those in need to cope with life's uncertainties so that they can be more socially and financially resilient by making their everyday better and every tomorrow brighter.

### Our decade long journey in creating impact

DBS Foundation was started in 2014 with a focus on championing social entrepreneurship. What started as a tiny spark has led us to a multi-pronged approach towards scaling impact across Asia. Beyond supporting Businesses for Impact (social enterprises and SMEs), we have also established strategic partnerships to drive community-focused programmes that uplift the lives and livelihoods of vulnerable communities in Asia.

In its first decade, the DBS Foundation committed over SGD 130 million(1) to support 37 community programmes and 161 Businesses for Impact in our six core markets.

| 2014 | 2015 | 2020 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| **DBS Foundation** | **DBS Foundation Grant** | **Business Transformation and Improvement Grant** | **Community-focused programmes** | **World's Best Bank for Corporate Responsibility** | **SGD 1 billion**<br>**1.5 million volunteer hours** |
| Established with SGD 50 million to champion social entrepreneurship in Asia | To support social enterprises across the region | SGD 500,000 disbursed to help social enterprises pivot amid the pandemic | Supported by SGD 100 million committed to DBS Foundation and other philanthropic efforts | Awarded to DBS by Euromoney | Deepening our impact with a 10-year commitment to improve lives and livelihoods of vulnerable communities |

DBS' additional commitment of up to SGD 1 billion over 10 years to uplift the lives and livelihoods of vulnerable communities, promises a cycle of enduring change. With our people as our greatest strength, we have also committed 1.5 million volunteer hours from DBS employees over the same period. From a spark within, to impact beyond, we believe we can create a world where every individual and every community has the opportunity to thrive.

In 2024, the first year of our enhanced commitment, we aligned DBS Foundation's strategy to better meet the evolving needs of the communities in our key markets, while leveraging DBS' core strengths and expertise, with a focus on two themes: Providing Essential Needs and Fostering Inclusion. We also continued to provide support to Businesses for Impact (social enterprises and SMEs with innovative solutions to creating positive social impact and forging strategic partnerships) as we aim to catalyse the growth of the ecosystem while creating lasting impact and inspiring all businesses to do well and do good.

*DBS Foundation partnered with Infocomm Media Development Authority (IMDA) to uplift digital literacy in banking and finance for the needy and vulnerable segments in the community*

### Our impact in 2024

In 2024, the first year of our upsized commitment, we scaled our impact with over SGD 100 million committed to support 16 new multi-year programmes with strategic partners (SGD 98 million) and 22 Businesses for Impact (SGD 4.5 million), focusing on providing essential needs and fostering inclusion.

In 2024, the collective impact achieved by active programme partners and Businesses for Impact(2) was:

- **Over 5.6 million** individuals reached and provided access to goods and/ or services(3)
- **Over 6,800 tonnes** of food impact created (food waste recycled or redistributed)

(1) This amount includes the funding commitment approved in 2024 to support 16 multi-year programmes and 22 Businesses for Impact.
(2) Estimated figures as reported by partners reflect a 12-month period comprised between November 2023 and December 2024. Throughout this chapter, there may be overlaps between reported individuals reached through DBS Foundation and DBS People of Purpose (as reported in the Employee Volunteerism chapter).
(3) Goods and/or services include financial and digital education or training, food, clean energy, waste management, healthcare, mental health, clean water, sanitation, accessibility solutions. Some individuals may have experienced more than one outcome. In addition, some individuals may be counted more than once as they received the same goods and/or services multiple times over the reporting period.

## Providing essential needs

By providing support to vulnerable households, we alleviate their day-to-day stressors and free up their bandwidth to cater for longer-term aspirations. To achieve this impact, we focus on three key areas:

| Food & Nutrition | Education | Physical & Mental Health |
|---|---|---|
| Low-income individuals may face inconsistent provision of food needed for an active and healthy life. Nutritional insecurity can negatively impact their health and quality of life, especially if they are living in unstable environments. | Children who do not have a supportive learning environment and access to quality education may lack self-confidence, self-esteem and readiness for the future. This poses a barrier to future employability and potentially affects their ability to develop social connections. | Physical and mental health issues in vulnerable communities often go undiagnosed or untreated. Improving mental health is key to reducing stigma and recognising early signs of mental health conditions. |

## Fostering inclusion

By equipping underserved communities with financial and digital literacy skills, we empower them to face the future with confidence. To achieve this impact, we focus on three areas:

| Financial and digital literacy | Financial planning and advice | Access to financial services & employment |
|---|---|---|
| Vulnerable communities have limited access to upskilling opportunities towards better employment. They may also have low digital literacy, such as with cashless transactions and scam awareness, leaving them susceptible to falling behind in fast-progressing societies, or even falling prey to scammers. | Low-income families deal with irregular employment, poor financial capacity to save for emergencies, and have limited mental bandwidth to plan long-term finances and set aside savings. Many can find themselves in chronic debt, which further creates psychological burden. | Underprivileged communities may have low access to employment and financial services. |

Across our six core markets, we create impact across our focus areas with a three-pronged approach:

**Advocate** – We champion doing well by doing good and galvanise stakeholders

**Catalyse** – We support the growth of innovative Businesses for Impact and collaborate with strategic ecosystem partners to develop and implement programmes

**Integrate** – We leverage bank-wide resources, including the bank's People of Purpose volunteers

The DBS Foundation is governed by the DBS Foundation Board of Directors which consists of nine members with a diverse range of expertise. The Board oversees the Foundation's strategic direction, funding and compliance with legal and ethical standards. In 2024, the Board established a Governance Committee to provide oversight on governance and approval of new programmes.

***Read more about the profiles of the DBS Foundation Board of Directors on our website.***

# Key Initiatives

## Providing essential needs

In 2024, through DBSF support, our active community programme partners and Businesses for Impact enabled **over 5.2 million individuals**[(4)] to gain access to affordable healthcare, mental health services, nutritious food, education and other essential needs.

***Gentle Group, Singapore***


***Beatitudes Elderly Service, Taiwan***

Some of the key partnerships in our core markets and their impact are highlighted in the following table:

| | |
|---|---|
| **Singapore** | We partnered **Ministry of Culture, Community and Youth** to provide household essentials as well as budgeting and nutrition tips to lower-income households through Community Pop-up markets.<br><br>**The Gentle Group** provides integrated food solutions and care services for those with swallowing difficulties, or dysphagia. DBSF support enabled them to scale up and provide the elderly and others in need with access to a wide variety of nutritious and tasty meals. |
| **China** | We partnered **Shanghai Helv Community Public Service Development Centre** to scale food redistribution to underprivileged communities through the expansion of their food bank to eight cities.<br><br>**Shanghai Medishare** creates platform solutions for health service centres and community family physicians to improve efficiency in serving community residents. DBSF support enabled them to expand access to affordable primary healthcare for the community. |
| **Hong Kong** | We partnered **ImpactHK** to scale their capacity to save and redistribute food through meals to people experiencing homelessness and other marginalised groups whilst also engaging individuals experiencing homelessness to prepare the meals. |
| **Indonesia** | We partnered **Yayasan Daur Pangan Nusantara (FoodCycle Indonesia)** to redistribute surplus food from hotels to underprivileged communities and to process organic waste from hotels' kitchens with bio-conversion technology into fertilisers for urban farming to grow food for the communities. |
| **Taiwan** | We partnered **Beatitudes Elderly Service** to provide comprehensive consulting support to seniors and caregivers from low-income families in rural areas to enhance care management and mental resilience. |
| **India** | **Urdhvam Environment Technology** provides safe and sustainable water for drinking, domestic use and irrigation, ensuring households and villages can thrive for future generations. DBSF support enabled them to expand access to clean and safe water especially for vulnerable smallholder farmers. |

Legend: **Programme Partners** | **Businesses for Impact (social enterprises /SMEs)**

In 2024, we committed funding to nine new programmes which are expected to deliver improved physical and mental health and educational outcomes for **over 900,000 vulnerable individuals** over four years. We also awarded grants to 12 Businesses for Impact with innovative solutions that provide vulnerable communities with essential needs such as access to affordable healthcare, clean water, and nutrition. Several Businesses for Impact also address the problems faced by ageing societies, such as dysphagia and caregiver burnout.

***Read more details about our new 2024 programmes and Businesses for Impact on the DBS Foundation website.***

(4) Estimated figures as reported by partners reflect a 12-month period comprised between November 2023 and December 2024. Some individuals may have experienced more than one outcome. In addition, some individuals may be counted more than once as they received the same goods and/or services multiple times over the reporting period.

## Fostering inclusion

In 2024, through DBSF support, our active community programme partners and Businesses for Impact enabled **over 400,000 individuals**(5) to gain access to financial and digital education or training, empowering them to face the future with confidence.


*Virtuous Cycle (V Cycle), Hong Kong*


*Dicoding Foundation, Indonesia*

Some of the key partnerships in our core markets and their impact are highlighted in the following:

| | |
|---|---|
| **Singapore** | We partnered **Infocomm Media Development Authority (IMDA)** to uplift digital literacy in banking and finance for the needy and vulnerable segments in the community.<br><br>**Inclus** matches adults with disabilities with inclusive employers to achieve gainful employment and independent living. DBSF support enabled them to develop and deploy a Persons with Disabilities (PWD) accessible mobile app to offer training, employment and support services. |
| **China** | We partnered **Guanghua Science and Technology Foundation** to provide financial literacy and computer skills training to schools in rural areas.<br><br>**Guangzhou Voibook** offers real-time voice-to-text and text-to-voice captioning and transcription services to bridge the gap between hearing and non-hearing communities. DBSF support enabled them to expand access to their communication solutions for hearing impaired individuals. |
| **Hong Kong** | We partnered **Makerbay Foundation** to provide comprehensive A.I. and no-code upskilling opportunities for underserved youth, increasing their competitiveness in the technology job market.<br><br>**V Cycle** creates dignified work for the underprivileged living in poverty through materials collection and recycling. DBSF support enabled them to further reduce waste and improve the lives of elderly waste-pickers by providing them with stable jobs in collecting, sorting, and recycling waste, giving them an opportunity to continue contributing meaningfully to society. |
| **Indonesia** | We partnered **Dicoding Indonesia** to provide online coding training to underprivileged youth with limited to no access to IT, so that they can access better employability opportunities.<br><br>**SukkhaCitta** is a farm-to-closet fashion brand that aims to end labour exploitation of the global fashion supply chain by working directly with home-based indigenous Indonesian artisans to design and create apparels. DBSF support enabled them to support more rural craftswomen earn a living wage. |
| **Taiwan** | We partnered **Junyi Academy** to launch a Financial Literacy Channel that provides free digital learning resources for underprivileged youth to improve their financial literacy.<br><br>**CCILU** turns waste into sustainable footwear and empowers low-wage waste pickers by providing them with decent and gainful livelihood opportunities. DBSF support enabled them to support more waste pickers with access to increased income opportunities. |
| **India** | We partnered **Haqdarshak Empowerment Solutions** to increase accessibility to financial literacy and social welfare schemes and entitlements for marginalised communities in rural and semi-rural areas.<br><br>**ReCircle** empowers waste workers by creating an ethical, technology-driven supply chain, enhancing sustainability and worker dignity. DBSF support enabled them to support more waste pickers with access to livelihood opportunities. |

Legend: Programme Partners | **Businesses for Impact (social enterprises /SMEs)**

In 2024, we committed funding to seven new programmes which are expected to deliver improved financial health and resilience outcomes for **over 1.4 million individuals** over the next four years. These programmes will focus on enhancing financial and digital literacy as well as increasing access to financial services and employment opportunities. We also awarded grants to 10 Businesses for Impact that provide lower income segments with employment opportunities and access to education.

***Read more details about our new 2024 programmes and Businesses for Impact on the DBS Foundation website.***

(5) Estimated figures as reported by partners reflect a 12-month period comprised between November 2023 and December 2024. Some individuals may have experienced more than one outcome. In addition, some individuals may be counted more than once as they received the same goods and/or services multiple times over the reporting period.

## DBS Foundation Impact Beyond series

Marking DBS Foundation's 10th anniversary in 2024, we launched the **DBS Foundation Impact Beyond series** – a suite of new signature platforms that drive impact beyond banking, borders and generations.

### DBS Impact Beyond Summit

In 2024, the annual **DBS Foundation Impact Beyond Summit** was designed to spark ideas and long-term solutions to the world's most "wicked" problems.
In 2024, the summit focused on Ageing Societies, gathering over 300 people across businesses, longevity experts and the social sector to redefine the narrative of ageing and unlock socio-economic opportunities in the Ageing space.

The aim is to close the gap between life spans and health spans, enabling quality of life to move in tandem with increasing life spans – all towards enabling *living* spans.

Bestselling author and longevity researcher, Dan Buettner, delivered the keynote address, sharing insights from "Live to 100: Secrets of the Blue Zones." The summit concluded with a fireside chat between the President of Singapore, Tharman Shanmugaratnam, and DBS CEO, Piyush Gupta, as they discussed changing societal perspectives on ageing.



### DBS Foundation Impact Beyond Dialogues

At the inaugural DBS Foundation Impact Beyond Dialogue in September 2024, over 200 guests including executives from social enterprises, SMEs, philanthropic foundations and private wealth and institutional banking clients from Singapore gathered to explore "The changing role of Businesses in Society". A diverse panel delved into how we can integrate social good into business models. The event also saw the launch of the inaugural DBS Foundation Impact Beyond Award.

### DBS Foundation Impact Beyond Award

The DBS Foundation Impact Beyond Award was launched in September 2024. The award aims to unearth and support innovative businesses that address the world's most "wicked" problems, awarding up to SGD 1 million each in prize money for up to three visionary businesses. Each year, the award will pose a challenge statement that spotlights one of society's pressing needs and invite businesses to pitch innovative and transformative solutions. In 2024, the Impact Beyond Summit and the Impact Beyond Award's focus was aligned on ageing societies, with the latter on the lookout for transformative solutions that can enable societies to live longer and more purposefully.

In addition, DBS and DBS Foundation contributed to the 2024 World Ageing Festival organised by Ageing Asia, participating in multiple panels aimed at fostering knowledge exchange, cross-industry collaboration and sector partnerships. Booths showcased innovative longevity solutions from DBS and DBS Foundation-supported social enterprises.

### The road ahead

In 2025, we will continue to galvanise stakeholders as we champion Doing Well by Doing Good with our signature Impact Beyond series and other advocacy efforts.

As part of our upsized financial commitment, we will keep deploying funds to co-develop and support additional multi-year programmes focusing on our two priority themes – Providing Essential Needs and Fostering Inclusion – across all our key markets. We will also continue to catalyse the growth of innovative Businesses for Impact through the Impact Beyond Award and the DBS Foundation grants.

With many markets in Asia ageing rapidly, the challenge posed by ageing societies will be a key focus area for the Foundation. We strongly believe that our seniors deserve to age with dignity, grace and purpose. We seek to collaborate with the wider ecosystem and further leverage the bank's expertise, employees, network and resources to collectively address this pressing societal concern by creating transformative longevity solutions.

# Employee Volunteerism

## Placing purpose at the heart of what we do

## Our approach

At DBS, purpose is at the heart of everything we do. We believe in the power of collective action to create meaningful and lasting change in the communities where we live and work, and volunteering is a key way our employees drive this collective impact, donating their time and skills to create meaningful change as People of Purpose (PoP).

DBS remains committed to supporting the most vulnerable in society. Along with the bank's commitment of up to SGD 1 billion over the next 10 years to improve the lives and livelihoods of the low-income and underprivileged and foster a more inclusive society, we also made a commitment to contribute over 1.5 million volunteer hours over the same period from team DBS.

With two official volunteer-leave days per year, we aim to inculcate a spirit of volunteerism in our employees and encourage them to volunteer their time and skills to make meaningful contributions to the communities we live and work in.

In 2024, we continued to focus on:

- **Providing essential needs and fostering inclusion for the vulnerable, including supporting the elderly**
- **Dialling up our skills-based volunteering efforts**
- **Driving employee engagement to embed the culture of giving**

## Our 2024 highlights

**>270,000 volunteering hours (over 30% increase over last year)**

**9% increase in skills-based volunteering hours**

**>213,000 individuals reached through DBS' volunteer programmes[1]**

## Key initiatives

### Providing essential needs and fostering inclusion for the vulnerable, including supporting the elderly

In 2024, we continued to collaborate with our community partners to support vulnerable segments in the community. We aligned our efforts with the focus areas of DBS Foundation: providing essential needs to those who need it most and fostering inclusion by equipping underserved communities with financial and digital literacy skills.

*Read more in our DBS Foundation chapter on page 99.*

## Providing essential needs

### Defraying daily living costs

We strive to empower communities in our core markets by helping them meet their daily living costs, thereby alleviating both immediate and long-term financial pressures.

#### DBS Foundation Community Pop-Up Market

**Singapore** – We partnered with the Ministry of Culture, Community & Youth to host 20 community pop-up markets across Singapore where over 1,000 DBS volunteers distributed essential household items and provided budgeting and nutrition tips to over 13,700 lower-income households.

#### DBS Foundation x Green Food Bank food redistribution programme.

**China** – Together with Green Food Bank (Shanghai Helv Community Public Service Development Center), over 400 DBS volunteers delivered food to over 1,300 individuals through the DBS Foundation x Green Food Bank food redistribution programme.

(1) As reported by partners in 2024. Throughout this chapter, there may be overlaps between reported individuals reached through DBS Foundation (as reported in the DBS Foundation chapter) and DBS People of Purpose (as reported in this chapter).

## Fostering inclusion

Leveraging the expertise of our employees in financial knowledge, we worked with partners to empower underserved communities in our core markets through impactful financial and digital literacy programmes.

### Financial Literacy and Cybersecurity Programmes for children

**Singapore** – In partnership with SG Cares, the People's Association, the Ministry of Education, Pathlight, APSN and other community partners, 700 DBS volunteers delivered financial literacy and cybersecurity workshops and talks to over 9,000 children aged 6 to 12. The programme teaches children about saving, budgeting and responsible spending through engaging activities. A separate cybersecurity component, co-created with the Cyber Security Agency and the Infocomm Media Development Authority, equips children with digital payment knowledge and scam awareness.

**Indonesia** – The DBS Berpijar programme trained 1,900 university students in financial literacy, leadership and career skills, while the DBS Bersiap programme supported 50 disabled university students. We also partnered with Komerce to provide financial and digital literacy training to SMEs in Palembang and Pekanbaru.

**China** – Over 100 DBS volunteers partnered with the China Guang Hua Science and Technology Foundation to deliver online and hybrid financial literacy courses to over 4,500 rural students.

**Taiwan** – Over 40 DBS volunteers helped develop anti-fraud educational materials (articles, videos, and seminars) for iLong-Term Care's Anti-Fraud Awareness Series for seniors.

*Read more about our efforts in financial and digital inclusion through DBS Foundation on page 102.*

## Supporting the elderly

As our societies age, we recognise the importance of prioritising support for the elderly, particularly those from lower-income backgrounds. Recognising their unique vulnerabilities, we are focused on fostering financial inclusion and combating social isolation through initiatives that enhance financial literacy and provide opportunities for meaningful social interaction, such as festive engagements. Our aim is to enhance not only their financial wellbeing but also their mental health and overall quality of life. Some of the key initiatives in our core markets are highlighted below.

### Scam Awareness and Supermarket Shopping with Seniors

**Singapore** – DBS' Scam Awareness and Supermarket Shopping programme reached over 1,200 Singaporean seniors, educating them on scam prevention and healthy eating while providing a sponsored supermarket trip. Additionally, over 160 DBS volunteers brightened the festive season for over 670 seniors through the Huat! Huat! Lohei with Seniors programme, combatting social isolation during key holidays.

**Hong Kong** – Over 100 DBS volunteers organised a "Kids Fit" Goal Sport Day, pairing elderly individuals with children from low-income families for inclusive fitness activities promoting wellbeing and intergenerational bonds.

**Taiwan** – Close to 90 DBS volunteers from the Group Human Resources department organised a Mother's Day picnic for seniors supported by Huashan Foundation at the DBS Foundation supported – Better Park.

**China** – DBS volunteers partnered with the Shanghai Adream Foundation to teach seniors about mobile application usage at the Orchid Community Centre, enhancing their technological independence and bridging the digital divide.

## Dialling up our skills-based volunteering efforts

Beyond financial and digital literacy, we continued to leverage our employees' skills in a diverse range of skills-based volunteering, including mentoring programmes and DBS Foundation initiatives that support social enterprises.

### Empowering the next generation through mentorship

Our mentoring initiatives have grown regionally over the years and in 2024, covered various demographics and skill sets. These programmes tap on the life experiences and knowledge of our DBS employees and give them a platform to share this with the next generation. In turn, our volunteers also learn from their mentees thus creating a virtuous cycle of learning and support and fostering a reciprocal learning environment.

#### DBS mentorship programme for ITE students

**Singapore** – Our ongoing partnership with the Institute of Technical Education (ITE) provides mentorship to students across all three ITE colleges. This initiative, launched in 2019, focuses on financial literacy, personal development and career guidance and has seen close to 280 ITE mentees completing the mentoring programme since its conception. In 2024, the mentoring sessions included new focus areas on mental wellness and resilience and saw the participation of 50 ITE mentees and 45 DBS mentors.

#### Mentoring aspiring data scientists


**India** –15 volunteers from DBS Consumer Banking Group Technology's Core Banking Technology team undertook a three-month mentorship programme with 40 aspiring data science students from TSWREIS Girls Degree College in Telangana, providing them with in-person and online guidance, support and industry expertise.

### Leveraging employees' skills to support Businesses for Impact

Our employees also continue to contribute their skills and expertise to help social enterprises and other businesses supported by DBS Foundation.

*Read more about how DBS Foundation supports social enterprises and SMEs on pages 99 to 103*

#### DBS Foundation Business for Impact Grant

**Regional** – The DBS Foundation grants contribute to scaling innovative social enterprises (SEs) and small and medium-sized enterprises (SMEs) that help create a more inclusive world and bring enduring change to vulnerable communities in Asia. In 2024, over 480 employees contributed over 1,900 hours in evaluating grant applications.

#### Done In A Day

**Singapore** – Done in a Day is a full day "hackathon" where DBS volunteers leverage their knowledge and expertise to help solve existing business challenges faced by Businesses for Impact supported by the DBS Foundation. In 2024, 37 employees provided expertise to five DBS Foundation-supported social enterprises, helping them to solve their business challenges.

## Driving employee engagement to embed the culture of giving

Employee engagement is central to DBS' journey to create impact beyond banking. We foster a culture of giving back by engaging and inspiring our employees to create a seamless and rewarding volunteer experience.

### Enhancing the volunteer journey

In 2024, we continued to enhance the employee volunteer experience by making further improvements to the PoP Connect platform, our central digital volunteering platform that featured over 2,500 programmes and saw a 16% increase in active users. Post-volunteering feedback forms were piloted in Singapore to gain insights on how the volunteer programme design can be improved to create more meaningful experiences.

### Equipping our volunteers

As we scale up our programmes, we also improved our volunteering resources to ensure their continued effectiveness. In 2024, we developed a Financial Literacy e-learning module to equip our employees with basic financial knowledge, ranging from savings to insurance and investments, which they can apply at our Financial Literacy sessions.

### Empowering our Employees

We saw a 61% increase in self-organised volunteering in Singapore and growing regional collaboration, highlighting our highly engaged and motivated volunteer base. These initiatives are enabled through clear guidelines that empower employees to innovate and drive ownership of these initiatives.

**Career enlightenment course for rural school students**

**China** – In May 2024, around 60 DBS colleagues from Group Audit across Singapore, Shanghai, Hong Kong and Taiwan visited the Raosha Overseas Chinese School in a rural part of Linxi Town in Chao Zhou, China.

Supported by the People of Purpose team in China, the volunteers conducted a career enlightenment course for over 70 primary school students through engaging activities that provided the children with insights into different professions.

Our volunteers also conducted home visits to provide some support to vulnerable students and their families. Such regional initiatives not only foster strong ties within and between teams but also forge stronger ties with the local community.


### DBS People of Purpose Awards

Now in its second cycle, this internal platform aims to celebrate and recognise individuals and teams in our core markets who have gone above and beyond to make a difference through their volunteering efforts.

Showcasing passion, dedication, and outstanding commitment to giving back, a total of 42 individuals and 16 teams were recognised for their outstanding contribution to the community in 2024.

Through collaborating with different departments and teams in each market, the PoP Awards ceremony is integrated into larger employee engagement events to reach out to a greater audience.


### Global recognition

The Shorty Impact Awards globally recognises purpose-driven work that drives positive change, amplifying the inspiring efforts of organisations and individuals dedicated to making the world a better place.

We were honoured to be named the Overall Winner for the "Strategy & Engagement - Employee Engagement" category at the 9th Shorty Impact Awards. We also received public affirmation through the Audience Honour distinction, a special honour given to the entry with the highest number of public votes. We also received the Bronze Webby Anthem Award in the "Diversity, Equity, & Inclusion - Team & Leadership Employee Volunteer or Fundraising Initiative" category. The Anthem Awards is the largest and most comprehensive social impact award, defining a new benchmark for social impact work that inspires others to take action in their own community.

Receiving international recognition from these leading award programmes is testament to our dedication to creating a more inclusive and equitable world. We are honoured to be recognised amongst other impactful organisations.

As a purpose-driven bank, we seek to encourage and cultivate a workforce that thinks and operates with purpose amidst an ever-changing world. In 2024, employee volunteering hours reached a record high, increasing by over 30% from 2023. Looking ahead, we remain committed to fostering this culture of giving back and expanding our positive community impact.

# Additional Disclosures

# Summary of performance and targets

| Material ESG factor | Target | Target Date | 2024 Progress |
|---|---|---|---|
| **Pillar 1** | | | |
| Responsible financing | Interim 2030 targets and net zero 2050 targets for our nine priority sectors | 2030 and 2050[(1)] | All on track, except for:<br>• Steel (not on track)<br>• Shipping (not on track) |
| Sustainable living | Develop tailored sustainable solutions for all retail customers for more sustainable lifestyles | Long Term | On track<br>Availed financial products to encourage more sustainable consumption and charitable giving in all core markets |
| | Democratise wealth and expand financial literacy resources and tools to consumers | Long Term | On track<br>Enhanced financial products and programmes to support underserved communities in our core markets, such as Singapore, China, India, Indonesia and Taiwan |
| | Maintain sustainable investment[(2)] AUM at >50% | 2024 | Achieved<br>2024: 64% |
| Financial inclusion | Meet the financial inclusion objectives under the PSL guidelines of the RBI | Annual | On track<br>2024: >40% of loan book under PSL |
| **Pillar 2** | | | |
| Enhancing employee engagement and culture | Position ourselves as an employer of choice | Ongoing | On track<br>Achieved record Employee Engagement score of 91%. Our group-wide voluntary attrition rate decreased from 8.8% in 2023 to 6.6% in 2024. Our attrition rates also remain lower than the market average in all our core markets |
| Developing our people | Drive upskilling and reskilling of employees | Ongoing | On track<br>In 2024, over 12,700 employees are in scope for upskilling or reskilling, with more than 9,700 having commenced or successfully completed their respective learning roadmaps |
| Driving diversity, equity and inclusion | Achieve 35% female representation in India | 2026 | On track<br>2024: 31% |
| | Achieve 30% female Board representation | 2030 | On track<br>2024: 20% |
| Managing our environmental footprint | Net zero by 2050 with an interim 2030 target, aligned with trajectories from Carbon Risk Real Estate Monitor (CRREM) 1.5°C scenario | 2030 and 2050 | On track |

(1) Please note that for the Power sector, our net zero target is by 2040
(2) Sustainable investments are defined as investment products (bonds, equity and funds) that have MSCI ESG ratings of BBB and above

| Material ESG factor | Target | Target Date | 2024 Progress |
|---|---|---|---|
| **Pillar 2** | | | |
| Sustainable procurement | 100% of new procurement suppliers are screened for alignment with DBS' SSP clauses | Annual | 100% screened*<br><br>*We screen all new suppliers based on their commitment to align with our SSP or through additional due diligence to ensure their sustainability policies align with our SSP |
| Data governance | Achieve no material instances of data breaches during the year | Ongoing | On track<br>No material instances of data breaches in 2024 |
| | Drive data management-related training and awareness | Ongoing | On track |
| | Ensure 100% compliance to requirements set in our AI governance frameworks for all deployed AI solutions | Ongoing | On track |
| Fair dealing | Achieve no material instances of non-compliance concerning fair dealing during the year*<br><br>*Fair dealing matters would include product due diligence and marketing communications | Annual | No material instances of non-compliance in 2024 |
| Preventing financial crime | Achieve no material instances of non-compliance concerning financial crime prevention during the year | Annual | Remedial actions have been taken to address regulatory AML matters in Singapore and Hong Kong |
| Technology resilience (incl. cybersecurity) | Strengthening our technology resilience in Singapore and core markets across four key themes identified in 2023 | Ongoing | On track |
| **Pillar 3** | | | |
| DBS Foundation | Scale our impact with additional funding commitment of up to SGD 1 billion over the next 10 years, focusing on providing essential needs and fostering inclusion | Ongoing | On track |
| Employee volunteerism | Contribute 226,000 volunteer hours across our six markets to promote a culture of employee volunteerism | 2024 | Achieved<br>2024: >270,000 hours |
| | DBS commits to over 1.5 million employee volunteering hours over the next decade | 2034 | On track |

# Human rights

At DBS, we believe that every individual has human rights as enshrined in the United Nations' Universal Declaration on Human Rights. We also recognise that the world today faces considerable social and human rights challenges that require collaboration between all members of society to overcome. In our capacity as a leading financial institution in Asia, we are committed to respecting human rights across all aspects of our business. Our approach has been designed to acknowledge the economic, legal, social, cultural, historical and religious context in Asia where we operate.

## Governance of human rights

In 2022, we established a Human Rights Policy, which was approved by our Board Sustainability Committee (BSC) and formalised our commitment to respect human rights. Our Chief Sustainability Officer has oversight of our policy and approach to respect human rights and works closely with other members of our management team to embed human rights due diligence across our business. Responsibility and resources for day-to-day implementation of human rights due diligence sits with our business units and support functions where appropriate. Our Human Rights Policy forms part of a set of policies and frameworks that work to embed human rights due diligence and enable remediation of any adverse human rights impacts across our business.

### The Human Rights Policy

Sets out our overarching approach to human rights and includes our commitment to the United Nations Guiding Principles on Businesses and Human Rights.

*Read more about our Human Rights Policy.*

### The Group Responsible Financing Standard

Documents our approach to responsible financing, covering ESG issues which expressly includes human rights. It outlines ESG-related prohibited transactions, which includes finance activities associated with forced labour, child labour and violation of the rights of local communities. It is supplemented by nine Sector Guides which provide more sector-specific guidance in sectors with elevated human rights risks. Our sector guides provide our Relationship Managers and Credit Risk Managers a structured approach to assessing human rights risks.

*Read more about our approach in our Responsible financing chapter on page 15.*

### The Group Code of Conduct and Diversity, Equity and Inclusion Policy

Articulates the professional, ethical and legal principles DBS is committed to and the highest standards of behaviour expected of everyone working at DBS, including no tolerance for discrimination and harassment and encouraging employees who witness inappropriate behaviour to speak up without fear of retribution so as to build an equitable and inclusive workplace for all.

*Read more about our approach in our Driving diversity, equity and inclusion chapter on page 68.*

### Sustainable Sourcing Principles

Outlines our strategy for the purchasing of goods and services to meet DBS' requirements for human rights, safety and health, environmental sustainability, and business ethics and integrity. All new procurement suppliers are asked to agree to these principles upon contracting with us.

*Read more about our approach in our Sustainable procurement chapter on page 82.*

## Our approach to embedding human rights due diligence

### 1. Identifying salient[1] human rights issues

In 2023, we conducted a review to update our understanding of the most significant human rights risks across our business activities and relationships. This review included internal discussions and an analysis of our existing policies and practices, which are informed by various industry and regulatory led initiatives. It was supplemented by desk-based research into relevant human rights risks for banks and benchmarking against leading global peers.

| | Relevance to our business | | | |
|---|---|---|---|---|
| **Human rights risks** | **Institutional banking clients** | **Consumer banking clients** | **Our employees** | **Our suppliers** |
| Forced labour | ✓ | | | ✓ |
| Child labour | ✓ | | | ✓ |
| Workers' rights[2] | ✓ | | | ✓ |
| Community rights[3] | ✓ | | | ✓ |
| Discrimination and harassment | | | ✓ | |
| Customer privacy | | ✓ | | |
| Customer indebtedness and financial health | | ✓ | | |

(1) Refers to human rights issues that are at risk of the most severe negative impacts through our activities or business relationships.
(2) Workers' rights include fair wages, reasonable working hours, safe working conditions, as well as freedom of association and collective bargaining.
(3) Community rights include cultural, land and resource related rights.

## 2. Assessing and addressing human rights impacts

As a bank, we recognise that we can contribute to human rights across different areas of our business. We aim to respect human rights in our roles:

**As a lender and services provider**: for more details on our approach, see sections on Responsible financing, Data governance and Fair dealing.
**As an employer in our workplace**: for more details on our approach, see sections Driving diversity, equity and inclusion as well as Enhancing employee engagement and culture.
**As a partner in our supply chains**: for more details on our approach, see section on Sustainable procurement.

## 3. Grievance mechanisms

We are committed to taking appropriate measures to address actual and potential human rights impacts identified by our due diligence process. If we have caused any actual adverse impact, DBS will take appropriate remedial actions. In each market where we operate, DBS maintains multiple channels of communication for our stakeholders, including customers, employees and suppliers to share their concerns with us. In addition to these communication channels, DBS Speak Up is our whistleblowing programme, run by an independent third party. It provides a safe environment for internal and external parties to raise genuine concerns on potential misconduct on the part of DBS, its staff, suppliers or third parties relating to DBS.

***Read more about the DBS Speak Up programme in our Preventing financial crime chapter on page 92.***

## 4. Responding to human rights concerns

To ensure timely and appropriate response to any reports of environmental and social incidents, including adverse human rights impacts, we developed an Environmental & Social Incident Management Guide which complements existing DBS controls. The guide was tabled and discussed by our Board Sustainability Committee (BSC) in 2023 and was implemented in 2024. The guide sets out a process flow chart that provides flexibility for multiple pathways for resolution, to ensure that the most appropriate action can be taken. The process includes:

- The establishment of a cross-departmental working group to manage the incident
- Escalation, management and resolution procedures
- A post-incident review to identify lessons learnt and incorporate changes into existing processes to improve our approach
- Record keeping to preserve relevant information

## 5. Tracking the effectiveness of our human rights due diligence processes

We are committed to continuously improving our approach to respecting human rights. A post-incident review is conducted following the resolution of a human rights incident to identify lessons learnt and incorporate changes into existing processes to improve our approach. An ESG dashboard that includes any material human rights incidents is reported to the BSC on a quarterly basis. DBS is committed to continuously improving our approach to respecting human rights.

## 6. Reporting and communication

We are committed to reporting on internal policy developments and the work we do in relation to human rights, including the evaluation of human rights risks and our response to human rights impacts. We believe that greater transparency builds trust and as we refine our approach to human rights in the coming years, we will report on our progress as well as the challenges and trade-offs we face. Our ambition in our human rights journey is to understand the impact that we have through our business. We will raise awareness through enhanced disclosures and continual and robust engagement with our stakeholders: our employees, clients and business partners.

## Our Modern Slavery Statement

Published annually since 2016, it highlights the steps we have taken to address the risks of modern slavery in our organisation, financing practices and supply chains.

***Read more about our Modern Slavery Statement available on our website.***

# GRI Content index

| | |
|---|---|
| **Statement of use** | DBS has reported in accordance with the GRI Standards for the period 1 Jan to 31 Dec 2024 |
| **GRI 1 used** | GRI 1: Foundation 2021 |
| **Applicable GRI Sector Standards(s)** | Not applicable |

| Disclosure Requirements | | Reference & Response | Assurance |
|---|---|---|---|
| **The organisation and its reporting practices** | | | |
| 2-1 | Organisational details<br>• Legal name<br>• Ownership and legal form<br>• Location of headquarter<br>• Countries of operation | DBS Group Holdings Ltd<br>Public limited company listed on the Singapore Exchange<br>Back cover, page 121<br>Who we are, Annual Report page 3 | |
| 2-2 | Entities included in the organisation's sustainability reporting | Subsidiaries and Consolidated Structured Entities, Annual report page 146 | |
| 2-3 | Reporting period, frequency and contact point | Sustainability and financial reporting period: 1 Jan to 31 Dec 2024<br>Publication date: 6 March 2025<br>Contact point: sustainability@dbs.com | |
| 2-4 | Restatements of information | Managing our environmental footprint, page 80 | |
| 2-5 | External assurance | Independent limited assurance report on sustainability information, page 119 | |
| **Activities and workers** | | | |
| 2-6 | Activities, value chain and other business relationships | Who we are, Annual report page 3<br>International presence, Annual report page 193<br>Financial statements, Annual report page 120<br>Sustainable procurement, page 82<br>There were no significant changes to our organisational profile and supply chain during the reporting period. | |
| 2-7 | Employees | Additional employment statistics, page 72 | ✓ |
| 2-8 | Workers who are not employees | In 2024, the total number of workers by headcount who are not employees was 5,229, and they are made up of 2,297 agency contractors whom we indirectly engage through employment agencies and 2,932 professional contractors whom we indirectly engage through professional services vendors. | ✓ |
| **Governance** | | | |
| 2-9 | Governance structure and composition | Corporate governance, Annual report page 46<br>Governance of sustainability, page 8 | |
| 2-10 | Nomination and selection of the highest governance body | Corporate governance, Annual report page 46 | |
| 2-11 | Chair of the highest governance body | | |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | Corporate governance, Annual report page 46<br>Governance of sustainability, page 8 | |
| 2-13 | Delegation of responsibility for managing impacts | | |
| 2-14 | Role of the highest governance body in sustainability reporting | | |

| Disclosure Requirements | | Reference & Response | Assurance |
|---|---|---|---|
| **Governance** | | | |
| 2-15 | Conflicts of interest | Corporate governance, Annual report page 46 | |
| 2-16 | Communication of critical concerns | Corporate governance, Annual report page 46 | |
| 2-17 | Collective knowledge of the highest governance body | Corporate governance, Annual report page 46<br>Governance of sustainability, page 8 | |
| 2-18 | Evaluation of the performance of the highest governance body | | |
| 2-19 | Remuneration policies | Remuneration report, Annual report page 69 | |
| 2-20 | Process to determine remuneration | | |
| 2-21 | Annual total compensation ratio | We do not disclose against this metric due to confidentiality constraints. | |
| **Strategy, policies and practices** | | | |
| 2-22 | Statement on sustainable development strategy | CEO message, page 4<br>Governance of sustainability, page 8<br>Board statement on sustainability, page 8<br>Human rights, page 110 | |
| 2-23 | Policy commitments | Corporate governance, Annual report page 46<br>Human rights, page 110<br>Governance of sustainability, page 8<br>Responsible financing, page 15<br>Sustainable procurement, page 82<br>Driving diversity, equity and inclusion, page 68<br>Preventing financial crime, page 91 | |
| 2-24 | Embedding policy commitments | Human rights, page 110<br>Governance of sustainability, page 8<br>Responsible financing, page 15<br>Sustainable procurement, page 82<br>Driving diversity, equity and inclusion, page 68<br>Preventing financial crime, page 91 | |
| 2-25 | Processes to remediate negative impacts | Human rights, page 110<br>Responsible financing, page 15<br>Sustainable procurement, page 82<br>Preventing financial crime, page 91 | |
| 2-26 | Mechanisms for seeking advice and raising concerns | Stakeholder engagement, page 11<br>Preventing financial crime, page 91 | |
| 2-27 | Compliance with laws and regulations | There were no material instances of non-compliance with laws and regulators in this context during the year. | |
| 2-28 | Membership associations | Commitments and memberships, page 118 | |

| Disclosure Requirements | | Reference & Response | Assurance |
|---|---|---|---|
| **Stakeholder engagement** | | | |
| 2-29 | Approach to stakeholder engagement | Stakeholder engagement, page 11 | |
| 2-30 | Collective bargaining agreements | Our house union in Singapore, the DBS Staff Union, is an affiliate of the National Trades Union Congress (NTUC). As of 31 December 2024, 440 of our employees are eligible for collective bargaining under the Memorandum of Understanding between DBS and DBS Staff Union. In addition, there were no employees who are officers and below in Agreement between DBS Vickers and The Singapore Manual and Mercantile Workers' Union. The working conditions and terms of employment based on the collective bargaining agreements are applicable for all employees of the organisation.<br><br>The DBS Bank India Employee's Union is a registered Trade Union under The Trade Unions Act, 1926. It is affiliated to NCBE (National Confederation of Bank Employees). As of 31 December 2024, a total of 934 employees are members of this Union. The working conditions and terms of employment for all these 934 staff are covered by the collective bargaining agreement between DBS Bank India Ltd and the DBS Bank India Employee's Union.<br><br>Overall, there are 1,374 (3%) employees covered under unions. | ✓ |
| **GRI 3: Material Topics 2021** | | | |
| 3-1 | Process to determine material topics | Material ESG factors, page 13<br>Human rights, page 110 | |
| 3-2 | List of material topics | Material ESG factors, page 13 | |
| 3-3 | Management of material topics | Please refer to respective chapters of material topics<br>Human rights, page 110 | |
| **Material topics** | | | |
| **Economic Performance** | | | |
| GRI 3: Material topics 2021/ GRI 201 Economic performance 2016 | | | |
| 3-3 | Management of material topics | CFO statement, Annual report page 20<br>How we create value – our business model, Annual report page 68<br>Note 46.2, Geographical segment reporting (Profit before tax), Annual report page 182<br>Responsible financing, page 15<br>Responsible tax management, page 96 | |
| 201-1 | Direct economic value generated and distributed | How we distribute value created, Annual report page 74 | ✓ |
| **Indirect Economic Impact** | | | |
| GRI 3: Material Topics 2021/ GRI 203 Indirect Economic Impact 2016 | | | |
| 3-3 | List of material topics | Sustainable living, page 53<br>Financial inclusion, page 57<br>DBS Foundation, page 99 | |
| 203-2 | Management of material topics | | |

| Disclosure Requirements | | Reference & Response | Assurance |
|---|---|---|---|
| **Anti-Corruption** | | | |
| GRI 3: Material Topics 2021/ GRI 205 Anti-Corruption 2016 | | | |
| 3-3 | Management of material topics | Preventing financial crime, pages 91 and 93<br><br>We do not report the total number and percentage of governance body members that our anti-corruption policies and procedures have been communicated to, or who have received training on anti-corruption.<br><br>Anti-corruption training, policies and procedures have been provided to our employees and board members. | |
| 205-1 | Operations assessed for risks related to corruption | | |
| 205-2 | Communication and training about anti-corruption policies and procedures | | ✓ |
| 205-3 | Confirmed incidents of corruption and actions taken | | |
| **Tax** | | | |
| GRI 3: Material Topics 2021/ GRI 207 Tax 2019 | | | |
| 3-3 | Management of material topics | Responsible tax management, page 96 | |
| 207-1 | Approach to tax | | |
| 207-2 | Tax governance, control and risk management | | |
| 207-3 | Stakeholder engagement and management of concerns related to tax | | |
| 207-4 | Country-to-country reporting | Refer to Financial Statement Note 44.2, annual report page 177, for the geographical segment reporting of our tax position as reported in accordance with Singapore Financial Reporting Standards (International). Additional narrative on our tax contributions (the taxes we pay and collect as we do business) are also provided in our tax chapter, Responsible tax management, on page 96 | |
| **Energy** | | | |
| GRI 3: Material Topics 2021/ GRI 302 Energy 2016 | | | |
| 3-3 | Management of material topics | Managing our environmental footprint, page 76 | |
| 302-1 | Energy consumption within the organisation | Refer to Managing our environmental footprint, pages 80 to 81, for more information, including details on omissions. | ✓ |
| 302-3 | Energy intensity | | |
| 302-4 | Reduction of energy consumption | | |
| **Water and Effluents** | | | |
| GRI 3: Material Topics 2021/ GRI 303 Water and Effluents 2018 | | | |
| 3-3 | Management of material topics | Managing our environmental footprint, page 77 | |
| 303-1 | Interactions with water as shared resource | Managing our environmental footprint, page 81 | |
| 303-3 | Water withdrawal | | ✓ |
| 303-5 | Water consumption | | |

| Disclosure Requirements | | Reference & Response | Assurance |
|---|---|---|---|
| **Emissions** | | | |
| GRI 3: Material Topics 2021/ GRI 305 Emissions 2016 | | | |
| 3-3 | Management of material topics | Managing our environmental footprint, page 76 | |
| 305-1 | Direct (Scope 1) GHG emissions | Refer to Managing our environmental footprint, pages 80 to 81, for more information, including details on omissions. GRI 305-3 refers only to our Scope 3 GHG emissions from our operations. The external assurance does not cover our Scope 3 financed emissions. | ✓ |
| 305-2 | Energy indirect (Scope 2) GHG emissions | | ✓ |
| 305-3 | Other indirect (Scope 3) GHG emissions | | ✓ |
| 305-4 | GHG emissions intensity | | |
| **Waste** | | | |
| GRI 3: Material Topics 2021/ GRI 306 Waste 2020 | | | |
| 3-3 | Management of material topics | Managing our environmental footprint, page 77 | |
| 306-2 | Management of significant waste-related impacts | Managing our environmental footprint, page 81 | |
| 306-3 | Waste generated | | ✓ |
| 306-4 | Waste diverted from disposal | | |
| 306-5 | Waste directed to disposal | | |
| **Supplier Environmental Assessment** | | | |
| GRI 3: Material Topics 2021/ GRI 308 Supplier Environmental Assessment 2016 | | | |
| 3-3 | Management of material topics | Sustainable procurement, page 82 to 85 | |
| 308-1 | New suppliers that were screened using environmental criteria | Sustainable procurement, page 84 | ✓ |
| 308-2 | Negative environmental impacts in the supply chain and actions taken | | |
| **Employment** | | | |
| GRI 3: Material Topics 2021/ GRI 401 Employment 2016 | | | |
| 3-3 | Management of material topics | Driving diversity, equity and inclusion, page 68 | |
| 401-1 | New employee hires and employee turnover | Additional employment statistics, page 73 | ✓ |
| 401-3 | Parental leave | Driving diversity, equity and inclusion, page 70 | |

| Disclosure Requirements | | Reference & Response | Assurance |
|---|---|---|---|
| **Training and Education** | | | |
| GRI 3: Material Topics 2021/ GRI 404 Training and Education 2016 | | | |
| 3-3 | Management of material topics | Developing our people, pages 65 to 67 | |
| 404-1 | Average hours of training per year per employee | Developing our people, page 67 | ✓ |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | Developing our people, pages 65 to 67 | |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | Developing our people, page 67 | ✓ |
| **Diversity & Equal Opportunity** | | | |
| GRI 3: Material Topics 2021/ GRI 405 Diversity & Equal Opportunity 2016 | | | |
| 3-3 | Management of material topics | Driving diversity, equity and inclusion, page 68<br>Corporate governance, Annual Report, page 46<br>Board of directors, Annual Report, pages 184<br>Additional employment statistics, page 74 | |
| 405-1 | Diversity of governance bodies and employees | | ✓ |
| 405-2 | Ratio of basic salary and remuneration of women to men | | |
| **Supplier Social Assessment** | | | |
| GRI 3: Material Topics 2021/ GRI 414 Supplier Social Assessment 2016 | | | |
| 3-3 | Management of material topics | Sustainable procurement, page 82 to 85 | |
| 414-1 | New suppliers that were screened using environmental criteria | Sustainable procurement, page 84 | ✓ |
| 414-2 | Negative environmental impacts in the supply chain and actions taken | | |
| **Marketing & Labelling** | | | |
| GRI 3: Material Topics 2021/ GRI 417 Marketing & Labelling 2016 | | | |
| 3-3 | Management of material topics | Fair dealing, page 94 | |
| 417-2 | Incidents of non-compliance concerning product and service information and labelling | | |
| 417-3 | Incidents of non-compliance concerning marketing communications | | |
| **Customer Privacy** | | | |
| GRI 3: Material Topics 2021/ GRI 418 Customer Privacy 2016 | | | |
| 3-3 | Management of material topics | Technology resilience (incl. cyber security), page 86<br>Data governance, page 88 | |
| 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | | |

# SASB Standards

In line with our assessment of material ESG factors, our disclosures are based on the Sustainability Accounting Standards Board (SASB) Standards that are most aligned with our mix of businesses: Commercial Banks (FN-CB), Consumer Finance (FN-CF), and Mortgage Finance (FN-MF).

It is our commitment to develop disclosures that are relevant, useful, and meaningful to our investors over time. We do not report in conformance with all disclosures in the aforementioned standards, as some are deemed to be irrelevant or sensitive to be disclosed. We will continue to review developments in the SASB Standards and will evolve our reporting against them. Unless otherwise noted, all information included in the SASB disclosure is presented for DBS Group and our subsidiaries.

| SASB Code | Topic | Accounting Metrics | Reference & Response | Source |
|---|---|---|---|---|
| **Across multiple standards** | | | | |
| **FN-CB-230a.2**<br>**FN-CF-230a.3** | Data Security | Description of approach to identifying and addressing security risks | "Our approach" under pillar 2, Technology resilience (incl. cybersecurity) and Data governance | Sustainability report, pages 86 to 87, 88 to 90 |
| **Commercial banks** | | | | |
| **FN-CB-240a.1** | Financial Inclusion & Capacity Building | Number and amount of loans outstanding qualified to programs designed to promote small business and community development | POSB in the Annual Report | Annual report, pages 44 to 45 |
| **FN-CB-240a.3** | | Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers | "Key Initiatives" under pillar 1, Financial inclusion | Sustainability report, pages 57 to 60 |
| **FN-CB-240a.4** | | Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers | POSB in the Annual Report | Annual report, pages 44 to 45 |
| **FN-CB-410a.1** | Incorporation of Environmental, Social, and Governance Factors in Credit Analysis | Commercial and industrial credit exposure, by industry | Financial statement Note 41.4 for Credit risk by geography and industry | Annual report, page 171 |
| **FN-CB-410a.2** | | Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis | "Processes, systems and reports" under pillar 1, Responsible financing | Sustainability report, page 27 |
| **FN-CB-510a.2** | Business Ethics | Description of whistle-blower policies and procedures | Preventing financial crime | Sustainability report, pages 91 to 93 |
| **FN-CB-550a.1** | Systemic Risk Management | Global Systemically Important Bank (G-SIB) score, by category | Financial statement Note 43 Capital Management | Annual report, page 174 |
| **FN-CB-550a.2** | | Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities | | |
| **FN-CB-000.A** | Activity Metric | Number and Value of checking and savings accounts by segment: Personal and Small business | Financial statement Note 28 Deposits and Balances from Customers – analysed by product. We do not disclose this information by segments | Annual report, page 150 |
| **FN-CB-000.B** | | Number and Value of loans by segment: Personal, Small business and Corporate | Financial statement Note 18 Loans and advances to customer – analysed by product. We do not disclose this segment | Annual report, page 143 |
| **Consumer Finance** | | | | |
| **FN-CF-270a.1** | Selling practices | Percentage of total remuneration for covered employees that is variable and linked to amount of products and services sold | Determination of variable pay pool, under Remuneration report of the Annual Report | Annual report, pages 69 to 73 |
| **Mortgage Finance** | | | | |
| **FN-MF-270a.4** | Lending Practices | Description of remuneration structure of loan originators | Remuneration structure of loan originators follow the same structure as other employees in the bank. Read more in the Summary of current total compensation elements, and Determination of variable pay pool under Remuneration report of the Annual Report | Annual report, pages 69 to 73 |
| **FN-MF-000.A** | Activity Metric | (1) Number and<br>(2) value of mortgages originated by category: (a) residential and (b) commercial | Financial statement Note 41.4 for Credit risk by geography and industry – analysed by industry, specifically home loans. We do not disclose this information by segments or origination and purchase | Annual report, pages 171 to 172 |
| **FN-MF-000.B** | | (1) Number and<br>(2) value of mortgages purchased by category: (a) residential and (b) commercial | | |

# Mapping to TCFD recommendations

| | Recommended Disclosures | Reference & Response | Source |
|---|---|---|---|
| **Governance** | Describe the organisation's governance around climate-related risks and opportunities | Governance of sustainability | Sustainability report, page 8 |
| | Describe management's role in assessing and managing climate-related risks and opportunities | Governance of sustainability<br>ESG risk overview and governance | Sustainability report, page 8<br>Sustainability report, page 24 |
| **Strategy** | Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term | Our climate strategy<br>Business opportunities | Sustainability report, page 15<br>Sustainability report, page 16 |
| | Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning | | |
| | Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario | | |
| **Risk Management** | Describe the organisation's process for identifying and assessing climate-related risks | ESG risk methodologies<br>Processes, systems and reports | Sustainability report, pages 25 to 26<br>Sustainability report, page 27 |
| | Describe the organisation's process for managing climate-related risks | | |
| | Describe how the process for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management | ESG risk methodologies<br>Processes, systems and reports<br>Credit risk management at DBS | Sustainability report, pages 25 to 26<br>Sustainability report, page 27<br>Annual report, page 87 |
| **Metric and Targets** | Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with strategy and risk management process | Scope 1, 2 & 3 operational GHG emissions:<br>Managing our environmental footprint<br>Scope 3:<br>Net zero portfolio alignment | Sustainability report, pages 75 to 81<br>Sustainability report, pages 32 to 51 |
| | Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and related risks | | |
| | Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets | | |

# Selected sustainability-related awards, indices and ratings

## Selected sustainability awards

### Global / Regional

**World's Best Bank for Sustainable Finance**
Global Finance

**Best Bank for Social Bonds**
Global Finance

**Best Bank for Sustainable Finance – Asia-Pacific**
The Asset

**Sustainability, Environment & Climate – Awareness**
Webby

**Sustainability Perceptions Index**
Brand Finance

**ESG Loan of the Year (2023)**
IFR

### Singapore and Domestic markets

**Singapore**

- **Best Bank for Sustainable Finance – Singapore**
Global Finance
- **Best Bank for ESG**
Euromoney
- **Singapore Corporate Sustainability Award (Big Cap Category)**
Securities Investors Association of Singapore (SIAS)
- **Charity Platinum Award**
Community Chest
- **Champion of Good**
National Volunteer & Philanthropy Centre
- **Special Commendation Award**
People's Association

**China**

- **Best Bank for Sustainable Finance – China**
Global Finance
- **Best Sustainability–Linked Loan – Leasing – China Onshore**
The Asset
- **Best Green Panda Bond – Power – China Onshore**
The Asset

**Hong Kong**

- **Best Bank for Sustainable Finance – Hong Kong**
The Asset
- **Best ESG Private Bank – Hong Kong**
The Asset
- **International – Biggest ESG Impact – Banks**
FinanceAsia
- **Banking: Corporate Social Responsibility**
Bloomberg Businessweek

**Indonesia**

- **Best Loan Adviser – Indonesia**
The Asset
- **Best Bank for ESG – Indonesia**
Euromoney
- **Best Innovation in ESG Implementation – Services and Finance**
SWA Magazine

**Taiwan**

- **Best Bank for Sustainable Finance – Taiwan**
Global Finance
- **International – Biggest ESG Impact for Bank,**
FinanceAsia
- **Excellence in Corporate Social Responsibility**
CommonWealth Magazine

**India**

- **Best Bank for Sustainable Finance – India**
Global Finance
- **Best Bank for Diversity and Inclusion – India**
Euromoney
- **Best Green Bond – Corporate**
The Asset

## External ESG Ratings

### ESG Indices

FTSE4Good

**FTSE4Good Developed Index and FTSE4Good ASEAN 5 Index**
(2017 – 2024)

**FTSE4Good Developed Asia Pacific Index**
(2019 – 2024)

### Ratings

| | |
|---|---|
| **CDP**<br>(Formerly the Carbon Disclosure Project) | For the Climate Change assessment, DBS received the following scores:<br>· **B in 2023**<br>· B in 2022<br>· B in 2021 |
| **MSCI** | In the MSCI ESG Ratings assessment[1] (on a scale of AAA-CCC), DBS received the following ratings:<br>· **AA in 2024**<br>· A in 2023<br>· AA in 2022 |
| **S&P Corporate Sustainability Assessment** | DBS received the following overall scores and rankings in the Banking industry:<br>· **54/100 \| 85$^{th}$ percentile in 2024**<br>· 53/100 \| 88$^{th}$ percentile in 2023<br>· 63/100 \| 72$^{nd}$ percentile in 2022 |
| **Sustainalytics** | DBS was assessed by Sustainalytics[2] and received the following ESG Risk Ratings and rankings in the Banking industry:<br>· **18.5 (Low risk) \| 20$^{th}$ percentile in 2023**<br>· 20.2 (Medium risk) \| 22$^{nd}$ percentile in 2022<br>· 19.9 (Low risk) \| 18$^{th}$ percentile in 2021 |

(1) The use by DBS Bank Ltd of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of DBS Bank Ltd by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided "as-is" and without warranty. MSCI names and logos are trademarks or service marks of MSCI.
(2) Copyright ©2020 Sustainalytics. All rights reserved. This report contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third-party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at https://www.sustainalytics.com/legal-disclaimers.

# Commitments and memberships

| Name | Description |
|---|---|
| **Disclosure and Transparency** | |
| Global Reporting Initiative (GRI) Technical Committee | DBS sits on the global GRI Technical Committee and supports the development of the banking standard, which will be one of three standards (banking, insurance and capital markets) developed for the financial services sector. DBS is the sole representative from Asia Pacific. |
| IFRS Foundation Corporate Champions Network | DBS is a member of the IFRS Foundation Corporate Champions network, helping drive global standardisation of disclosures and building broad reporting capacity for companies across the world. |
| Sustainability Reporting Advisory Committee (SRAC) | DBS is a member of the SRAC, which was jointly set up by Singapore's Accounting and Corporate Regulatory Authority (ACRA) and the Singapore Exchange Regulation (SGX RegCo). The committee is responsible for developing a sustainability reporting roadmap for Singapore-incorporated companies, including the adoption of the International Financial Reporting Standards' (IFRS) sustainability standards. |
| Taskforce for Climate-related Financial Disclosures (TCFD) | DBS reports in line with the recommendations by the task force. Read more in Mapping to TCFD on page 116. |
| Taskforce for Nature-related Financial Disclosures (TNFD) Forum | DBS is a member of the TNFD Forum whose members support the work of the taskforce by providing technical expertise and practical experience. |
| **Responsible banking** | |
| Asia Pacific Loan Market Association (APLMA) | We are a participant in the Green and Sustainable Loan Committee, engages with regulators and associations to develop green and sustainable loan standards and guidelines, raising awareness through various platforms. We have contributed to consultations such as the Loan Market Association (LMA's) proposed Transition Loans guide. |
| Asia Securities Industry & Financial Markets Association (ASIFMA) | DBS is co-chair of the ASIFMA Transition Planning & Finance Working Group and is also represented in the ASIFMA/ ISDA Public Policy Committee, the ASIFMA Sustainable Finance Committee, Carbon Markets Working Group and Taxonomy Working Group. |
| Association of Banks in Singapore (ABS) | DBS is a governing member of the ABS. Our CEO, Mr. Piyush Gupta, is a council member. DBS participates in the Public Policy Committee, the Sustainable Finance Committee, the Carbon Markets Working Group, and the Transition Planning & Finance Working Group. |
| China-Singapore Green Finance Taskforce (GFTF) | We are a participant of the GFTF which is jointly organised by the Monetary Authority of Singapore (MAS) and the People's Bank of China (PBC) to collaborate on a green corridor to facilitate and catalyse green financing flows between both countries. We are an active participant in the Products and Instruments workstream. Leveraging our unique position as a bond issuer in both China and Singapore, we will collaborate with the PBC and MAS to facilitate the development of the green corridor, supporting financing flows through grants and initiatives that advance our clients' sustainability goals. |
| China Green Finance Committee (GFC) | The GFC, established with the support of the People's Bank of China, together with its members support policy research and facilitate international cooperation on green finance. DBS Bank China joined the GFC as an official member in 2022. |
| Climate Bonds Initiative (CBI) | We participated in the AIGCC-Climate Bonds Roundtable on Financing Climate Adaptation and Resilience, where we came together with other industry stakeholders to discuss the implementation of CBI's climate bonds resilience taxonomy and how we can enhance its adoption. |
| Equator Principles (EP) | DBS is a signatory of the EP. Please refer to the Responsible financing chapter on page 52 for our related disclosures. |
| Glasgow Financial Alliance for Net Zero (GFANZ) | DBS supported GFANZ on its report on "Catalysing Climate Action: Emergent Asia-Pacific Case Studies of Financial Institutions' Net-zero Transition Plans" to enhance the climate and ESG risk assessment process in the bank. DBS co-led a workstream as part of the GFANZ guidance paper on 'Financing the Managed Phaseout of Coal-Fired Power Plants in Asia Pacific'. |
| Green Digital Finance Alliance (GDFA) | Our CEO, Mr. Piyush Gupta, is part of the Advisory Board. |
| Green Investment Principles for the Belt and Road (GIP) | DBS has adopted the voluntary principles to promote green investment in projects in the Belt and Road countries. |

| Name | Description |
|---|---|
| Green Skills Committee (GSC) | DBS is a member of the GSC, which is convened by the Ministry of Trade and Industry (MTI). The GSC aims to support the development of skills in line with evolving industry needs, as Singapore moves towards a sustainable, lower-carbon economy. |
| Hong Kong Green Finance Association (HKGFA) | DBS Hong Kong is member of HKGFA, which is a platform to facilitate the development of green finance and sustainable investments in Hong Kong and beyond. HKGFA's key activities are organised through five working groups, namely Banking – Financing The Transition Product Innovation And Solutions, Sustainability – Related Disclosures, Policy and Standards, Greater Bay Area Green Finance Alliance, and Real Estate. |
| Industry Advisory Panel (IAP) | DBS is represented by our CSO as a co-chair of the working group on disclosures and leads a new workstream on data for disclosures. IAP is created by The ASEAN Capital Markets Forum (ACMF) and the ASEAN Working Committee on Capital Market Development (WC-CMD). |
| International Capital Markets Association (ICMA) | DBS is a member of ICMA and is a member (underwriter) of ICMA's Green Bond Principles and ICMA's Social Bond Principles. |
| International Swaps and Derivatives Association (ISDA) | DBS is a member of ISDA. Andrew Ng, our Head of Global Financial Markets, sits on the Board of Directors of ISDA. DBS participates in the APAC ESG Working Group, the Energy, Commodities and Developing Products Asia Pacific Group, and the APAC Legal and Regulatory Committee (South Asia). |
| Institute of International Finance (IIF) | DBS is a member institution and participates in the IIF sustainable finance working group. |
| Net-Zero Banking Alliance (NZBA) | DBS is a signatory of the industry-led, UN-convened NZBA. As part of our commitment, DBS conducts annual reporting on our performance against our decarbonisation targets in accordance with NZBA guidelines. |
| Singapore Sustainable Finance Association (SSFA) | DBS is a member of the executive committee which serves as the overall governing body of the SSFA. DBS co-leads the working groups on transition finance and taxonomy of the SSFA. |
| The Institute of Banking and Finance Singapore (IBF) | The IBF Council provides guidance on the strategic direction of IBF to ensure that it remains relevant and adds value to the financial industry. Our CEO, Mr Piyush Gupta, is Vice Chairman of the IBF Council.<br>DBS is also a member of the IBF Sustainable Finance Workgroup, which plays an important role in representing the industry and providing guidance and advice to IBF in the development and implementation of the Skills Framework for Financial Services |
| The Transition Credits Coalition (TRACTION) | DBS has committed to being a partner in the MAS-convened project TRACTION, which aims to explore the creation of credible, high-integrity transition credits to support the managed and early phase out of coal power plants. |
| **Sustainable development and others** | |
| Business Environment Council (BEC) | BEC is an independent, non-profit organisation in Hong Kong promoting corporate, social and environmental responsibility. DBS Hong Kong has been a member of BEC since 2022. |
| Electric Mobility Ecosystem Association (AEML) | AEML is a non-profit organisation dedicated to catalysing the development of electric mobility ecosystem in Indonesia. The association comprises key players from the entire electric vehicle ecosystem, including manufacturers, suppliers, energy providers, and technology innovators, where DBS Indonesia is the first bank to join as member. |
| Infocomm Media Development Authority (IMDA) | Our CEO, Mr. Piyush Gupta, is a council member of the Advisory Council on Ethical Use of Artificial Intelligence and Data. |
| NUS Sustainable and Green Finance Institute (SGFIN) | DBS is a member of the NUS SGFIN's Management Advisory Board. |
| Sustainable Finance Jobs Transformation Map (JTM) | JTM, sponsored by the MAS and IBF, focuses on assessing the impact of sustainability trends on jobs in Singapore's financial sector and the emerging skills that the workforce will require to serve sustainable financing demand in the region. DBS served on the ExCo of the JTM, representing DBS as ABS Chair. |
| World Business Council for Sustainable Development (WBCSD) | DBS is a member of WBCSD and participates in several project groups. Our CEO, Mr. Piyush Gupta, was elected to the Executive Committee in 2020, and is the vice-chair of WBCSD appointed as of October 2021. |

# Independent practitioner's limited assurance report on Identified Sustainability Information

**Attention: The Board of Directors**

## Limited assurance conclusion

We have conducted a limited assurance engagement on the selected sustainability information, including the greenhouse gas emissions, of DBS Group Holdings Ltd ("DBS") included in DBS' 2024 Sustainability Report (the "Identified Sustainability Information"), as at 31 December 2024 and for the year then ended.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information is not prepared, in all material respects, in accordance with the Global Reporting Initiative ("GRI") Sustainability Reporting Standards 2021 (the "Reporting Criteria").

### Identified Sustainability Information

The respective Identified Sustainability Information as at 31 December 2024 and for the year then ended is set out below:

1. GRI 2-7: Employees
2. GRI 2-8: Workers who are not employees
3. GRI 2-30: Collective bargaining agreements
4. GRI 201-1: Direct economic value generated and distributed
5. GRI 205-2: Communication and training about anti-corruption policies and procedures
6. GRI 302-1: Energy consumption within the organization
7. GRI 303-3: Water withdrawal
8. GRI 305-1: Direct (Scope 1) GHG emissions
9. GRI 305-2: Energy indirect (Scope 2) GHG emissions
10. GRI 305-3: Other indirect (Scope 3) GHG emissions
11. GRI 306-3: Waste generated
12. GRI 308-1: New suppliers that were screened using environmental criteria
13. GRI 401-1: New employee hires and employee turnover
14. GRI 404-1: Average hours of training per year per employee
15. GRI 404-3: Percentage of employees receiving regular performance and career development reviews
16. GRI 405-1: Diversity of governance bodies and employees
17. GRI 414-1: New suppliers that were screened using social criteria

Our assurance engagement was with respect to the year ended 31 December 2024. We have not performed any procedures with respect to (i) earlier periods and (ii) any other elements included in DBS' 2024 Sustainability Report, and in the Annual Report, website and other publications, and therefore do not express any conclusion thereon.

## Basis for conclusion

We conducted our limited assurance engagement in accordance with Singapore Standard on Assurance Engagements 3000 (Revised), ***Assurance engagements other than audits or reviews of historical financial information*** ("SSAE 3000 (Revised)"), and, in respect of the greenhouse gas emissions, Singapore Standard on Assurance Engagements 3410, ***Assurance engagements on greenhouse gas statements*** ("SSAE 3410").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner's responsibilities section of our report.

### Our independence and quality management

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Singapore Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Responsibilities for the Identified Sustainability Information

Management of DBS is responsible for:

- The preparation of the Identified Sustainability Information in accordance with the Reporting Criteria, applied as explained in the "About this report" section in DBS' 2024 Sustainability Report;
- Designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Identified Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing DBS' sustainability reporting process.

### Inherent limitations in preparing the Identified Sustainability Information

Greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

## Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Identified Sustainability Information.

As part of a limited assurance engagement in accordance with SSAE 3000 (Revised) and SSAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of DBS' use of the Reporting Criteria as the basis for the preparation of the Identified Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to

fraud or error, but not for the purpose of providing a conclusion on the effectiveness of DBS' internal control.

- Design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

## Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Identified Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Identified Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of DBS' reporting processes relevant to the preparation of its Identified Sustainability Information by inquiring with management and relevant personnel on the gathering, collation and aggregation of the Identified Sustainability Information;
- Evaluated whether all information identified by the process to identify the information reported in the Identified Sustainability Information is included in the Identified Sustainability Information;
- Performed inquiries of relevant personnel and analytical procedures on selected information in the Identified Sustainability Information;
- Performed substantive assurance procedures on selected information in the Identified Sustainability Information;
- Evaluated the appropriateness of quantification methods and reporting policies;
- Evaluated the methods, assumptions and data for developing estimates; and
- Assessed the disclosure and presentation of the Identified Sustainability Information.

## Purpose and restriction on distribution and use

We draw attention to the fact that the Identified Sustainability Information was prepared for the purpose of assisting DBS in reporting the Identified Sustainability Information in DBS' 2024 Sustainability Report in accordance with the Reporting Criteria. As a result, the Identified Sustainability Information may not be suitable for another purpose.

This report, including our conclusion, has been prepared solely for DBS in accordance with the letter of engagement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than DBS for our work or this report.

Yours faithfully

PricewaterhouseCoopers LLP

**PricewaterhouseCoopers LLP**
Public Accountants and Chartered Accountants
Singapore
5 March 2025

**World's Best Corporate/ Institutional Digital Bank**
Global Finance

**World's Best for High Net Worth**
Euromoney

**World's Best Bank for Real Estate**
Euromoney

**World's Best Bank for Sustainable Finance**
Global Finance

**Asia's Safest Bank (16th consecutive year)**
Global Finance

12 Marina Boulevard, Marina Bay Financial Centre Tower 3, Singapore 018982
Tel: (65) 6878 8888  www.dbs.com  Co. Reg. No. 199901152M

@dbs.sg  @dbsbank  DBS Bank