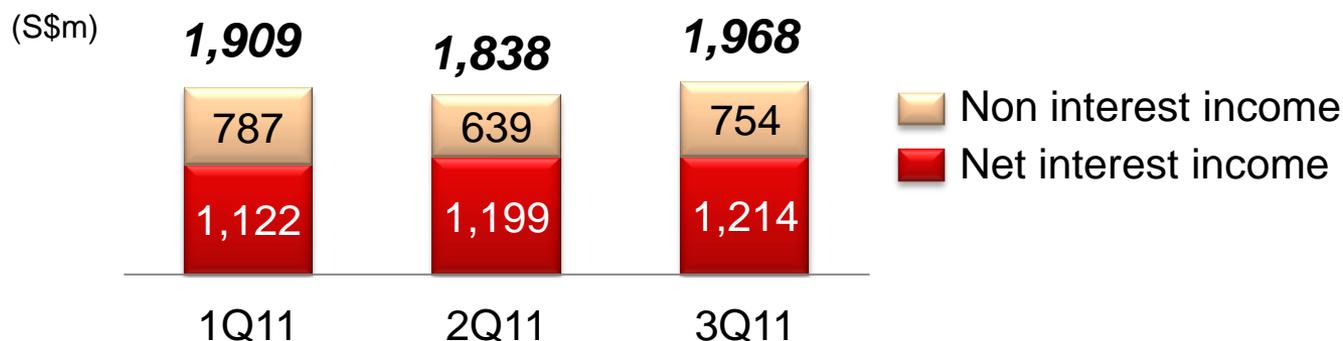


Strong performance despite challenging operating environment

November 2, 2011

Record 9M 2011 financial results

- Revenue at new high of **SGD5.7b**
 - Net interest income at **SGD3.5b**
 - Non interest income at **SGD2.2b**
- Sustained growth momentum; record 3Q revenue

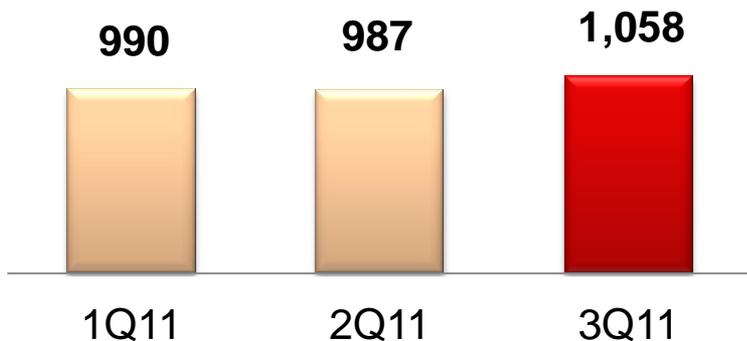


- Record net profit at **SGD2.3b**
- **11.3%** ROE improved from 10.2% a year ago

Firing on all cylinders

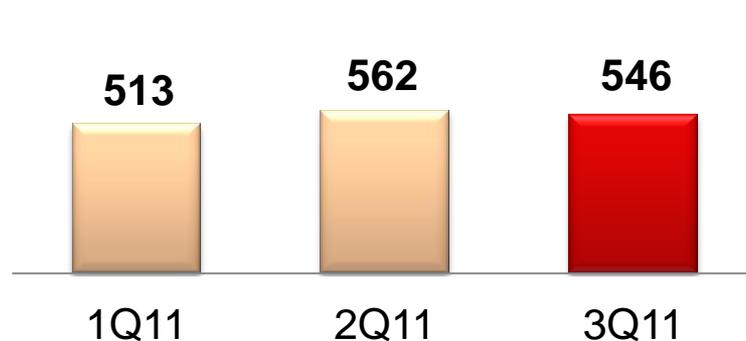
Institutional Bank

(Income, S\$m)



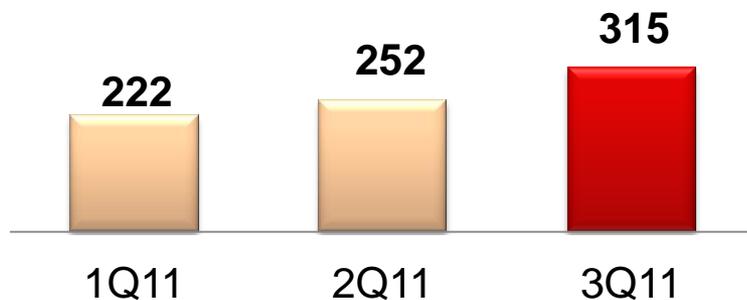
Consumer, Private Bank

(Income, S\$m)



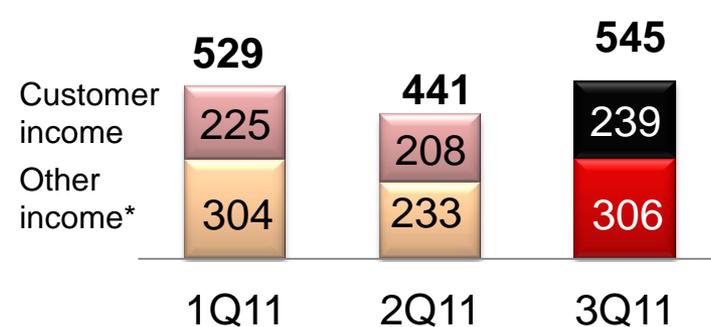
GTS

(Income, S\$m)



Treasury

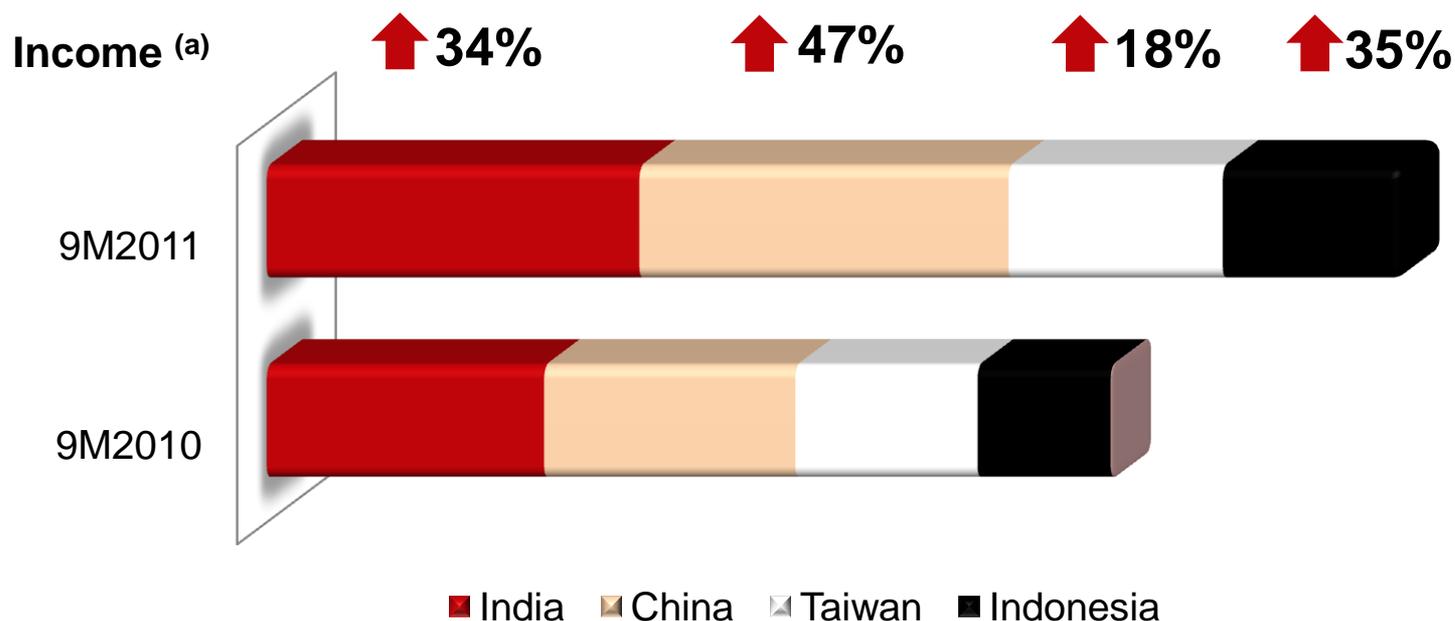
(Income, S\$m)



* Income principally from balance sheet management, market-making, warehousing

Strengthening our franchise in Asia

- **Continued growth in China, India, Taiwan, Indonesia**
 - Contributes to 17% of Group revenues
 - 9M 2011 grew 35% from a year ago



Managing in a challenging environment

- 1** Asset Quality
- 2** Net Interest Margin
- 3** Liquidity
- 4** Treasury and Markets

1 Loan growth in a thoughtful manner

- Trade loans account for half of loan growth over past year

| | Sep 11 | | Growth since | | | |
|-------------------|--------|-------|--------------|-----|--------|----|
| | | | Sep 10 | | Jun 11 | |
| | S\$bn | % mix | S\$bn | % | S\$bn | % |
| Total gross loans | 188.5 | 100 | 38.0 | 25 | 17.1 | 10 |
| Trade loans | 33.2 | 18 | 19.0 | 134 | 7.8 | 31 |
| Other loans | 155.4 | 82 | 19.0 | 14 | 9.3 | 6 |
| IBG | 99.8 | 53 | 13.7 | 16 | 8.4 | 9 |
| CBG | 53.5 | 28 | 4.4 | 9 | 0.5 | 1 |
| Others | 2.1 | 1 | 0.9 | 75 | 0.4 | 20 |

- 70% of non-trade IBG loan growth on quarter was to our Singapore and Hong Kong customers

China portfolio sound

| Loans | | NPLs and allowance coverage | |
|---------------------------|---------------|-----------------------------|--------|
| | S\$m | | |
| Trade | 8,466 | NPLs | S\$87m |
| Manufacturing | 2,013 | NPL ratio | 0.5% |
| Building and construction | 1,628 | (GP + SP) / NPL | 262% |
| Other corporates | 3,715 | (GP + SP) / unsecured NPLs | 362% |
| Consumer | 971 | | |
| Total | 16,793 | | |

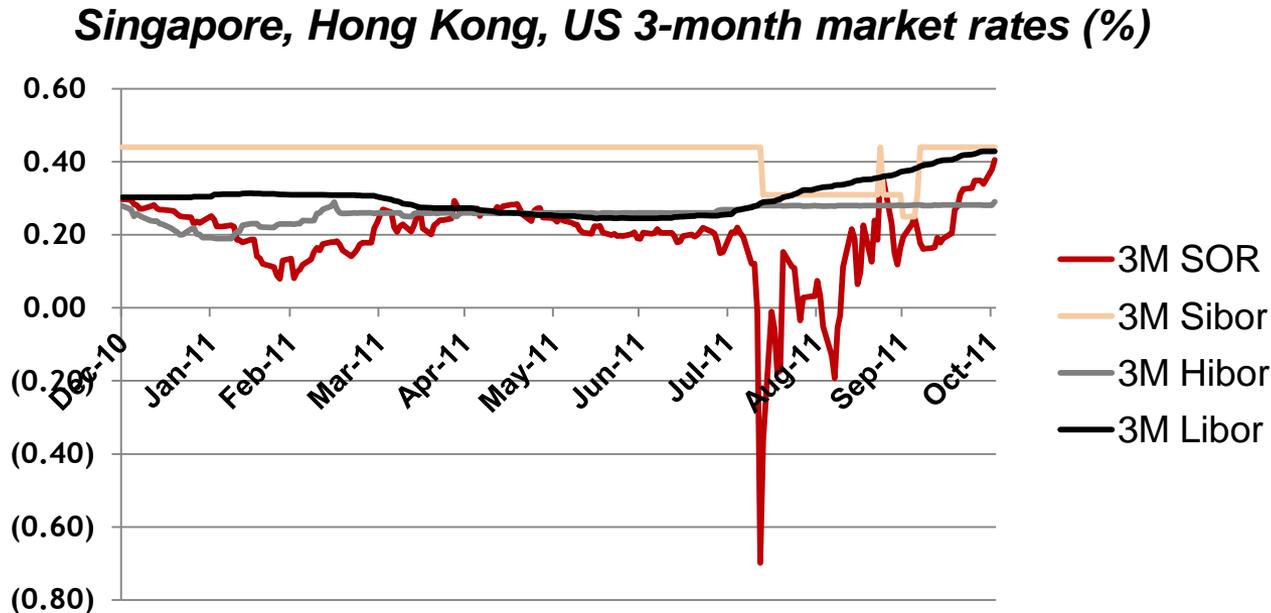
- Building and construction loans: LTV for portfolio at 30%
- Manufacturing loans are 54% collateralised by cash and property

European AFS exposure mostly in AAA entities; no exposure to peripheral countries

| (S\$m) | Government / Govt-owned | Bank | Total |
|----------------|----------------------------|------------|--------------|
| Supranational | 749* | 0 | 749 |
| Germany | 757* | 20 | 777 |
| United Kingdom | 666* | 175 | 841 |
| Netherlands | 0 | 16 | 16 |
| Total | 2,172 | 211 | 2,383 |

* Entities rated AAA by S&P and Fitch, and Aaa by Moody's

2 Mitigating net interest margin pressures



▪ *Mitigating Actions*

- Lowered savings deposit rates in October
- Re-pricing Institutional Bank USD loans
- SIBOR / SOR normalized

3 Liquidity levels remain healthy

- **Group LDR: 84%**
 - SGD LDR: 62%
 - Non-SGD LDR: 115%

Non-SGD deposits and loans (\$bn)

| | Sep-11 | Jun-11 | Mar-11 | Dec-10 | Sep-10 |
|---------------------|---------------|--------------|--------------|--------------|--------------|
| Non-SGD deposits | 98.8 | 90.8 | 84.1 | 81.5 | 79.5 |
| Non-SGD loans | 113.7 | 99.1 | 91.0 | 87.3 | 85.6 |
| Dep-loan gap | (14.9) | (8.3) | (6.9) | (5.8) | (6.1) |

- **Sources of foreign currency funding include:**
 - Swapping of surplus SGD deposits
 - Wholesale funding (commercial paper, medium term notes)

4 Markets-related income held up

| (S\$m) | 3Q 2011 | 2Q 2011 | 1Q 2011 | 3Q 2010 |
|--|------------|------------|------------|------------|
| Customer income | 239 | 208 | 225 | 206 |
| Other income, principally from balance sheet management, market- making and warehousing | 306 | 233 | 304 | 335 |
| Total Treasury income | 545 | 441 | 529 | 541 |
| Customer income as % of total Treasury income | 44 | 47 | 43 | 38 |

The Asian Bank of Choice for the New Asia

1

Geographies

1. Entrench leadership in Singapore
2. Re-energise Hong Kong
3. Rebalance geographic mix of our business

2

Regional Businesses

4. Build a leading SME business
5. Strengthen wealth proposition
6. Build-out GTS and T&M cross-sell business

3

Enablers

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

1. Entrench leadership in Singapore

**Asian
Banking**

&

Finance

Singapore Retail
Bank of the Year



- Best Sub-custodian bank
- Best Transaction Bank
- Best E-Commerce Bank
- Best Cash Management Bank

ASIAMONEY

- Best local brokerage
- Best Bookrunner, SGD
- Best Credit Research & Market Coverage - SGD

COUNTRY
AWARDS
FOR ACHIEVEMENT
2011

FinanceAsia

Singapore

- Best Bank
- Best Investment Bank
- Best Equity House
- Best Bond House
- Best FX Bank
- Best Cash Management Bank
- Best Broker



Southeast Asia
Singapore

- Best Bond House
- Best Equity House
- Best Investment Bank
- Best Institutional Broker
- Best Retail Broker
- Best FX Bank for Corporates and FIs

2. Re-energise Hong Kong



*Hong Kong
Chamber of Small
and Medium
Business*

**Best SME Partner for 3 years
running (2009 – 2011)**



FX Poll

**Ranked 2nd: Best FX (vanilla)
options provider for local
Asian currencies as voted
by corporates**



Cash Management Poll

**Ranked 3rd: Best Foreign cash
management banks as voted
by small corporates, and
medium corporates**



Best SME Partner



Capital Weekly Service Awards 2011

- **Mortgage Services Award**
- **Foreign Exchange Services Award**

3. Rebalance geographic mix of our business



China

GLOBAL
FINANCE

Best Treasury and
Cash Management
Bank (Foreign)



Ranked 1st: Best Foreign cash
management banks as voted by
small corporates

Ranked 3rd: Best Foreign cash
management banks as voted by
medium corporates



India

THE FINANCIAL EXPRESS

Best Foreign Bank



India's Best Small and
Fastest Growing Small Bank



Rising Star Cash
Management Bank



Taiwan

Ranked 2nd: Best Foreign cash
management banks as voted by small
corporates

Ranked 3rd: Best Foreign cash
management banks as voted by large
corporates



Ranked 2nd: Best FX (vanilla) options
provider for local Asian currencies and
non-Asian currencies as voted by
corporates



Indo



Best Trade Finance Bank
(Foreign)



Southeast Asia

Best Broker – Southeast Asia

5. Strengthen wealth proposition



Best Private Bank in Singapore



**Wealth Manager of the Year,
Singapore**



**Best Local Private Bank
in Singapore**



**Best Wealth Management
Service Brand in China**

6. Build-out GTS cross-sell business



Cash Management
Poll

- Ranked 5th: Best Global cash management services in Asia Pacific as voted by medium corporates
- Ranked 8th: Best Global cash management services in Asia Pacific as voted by large corporates
- Ranked 7th: Best Global cash management services in Asia Pacific as voted by small financial institutions
- Ranked 9th: Best Global cash management services in Asia Pacific as voted by medium financial institutions



Best Subcustodian Bank, Singapore



Best Trade Finance Bank

Best Cash Management Bank

6. Build-out T&M cross-sell business (cont'd)



*Regional Derivatives House
of the Year*

Singapore House of the Year

AsiaRisk

Corporate Derivatives Rankings

- *Ranked 4th in Asia for overall interest rate and currency in Asia*
- Ranked 3rd for interest rate products in Asia
- Ranked 4th for currency products in Asia



**Rising Star FX
Derivatives House
Best Derivatives
House, Singapore
Best Derivatives
House, China**



**Best domestic provider of FX
services in Singapore (voted by
financial institutions)**

7. Place customers at the heart of the banking experience



- **Best Contact Centre of the Year (Over 100 seats) – Gold**
- **Best Contact Centre of the Year (20 to 100 seats) – Silver**
- **Best Customer Experience – Gold**
- **Best Contact Centre Champion of the Year – Silver**
- **Best Customer Service Professional - Bronze**



**Hong Kong Call Centre
Association Award 2010
Grand Award of the Year**



**Customer Service Excellence
Award**

- **Counter Service Individual
Award Gold Award: DBS
Bank (Hong Kong)**

8. Focus on management processes, people and culture



Safest Bank in Asia for 3 years running (2009 – 2011)

Ranked 19th Globally



Ranked 2nd: Most convincing and coherent strategy in Singapore



Best Investor Relations by a Singapore company



- **Most Transparent Company (Finance) Award – Runner up**
- **Singapore Corporate Governance Award – Runner up**
- **Internal Audit Excellence Award – Runner up**

8. Focus on management processes, people and culture

Gallup Q12® results

– Biggest employee engagement breakout in years!

| | 2008 | 2009 | 2010 | 2011 |
|---|------------------|------------------|------------------|--|
| Q12 GrandMean (Engagement) | 3.93 | 3.92 | 4.00 | 4.11  |
| Gallup Company Overall DB (Grand/Mean Percentile Position) | 76 th | 74 th | 77 th | 83 rd |
| Gallup Company F&I DB (Grand/Mean Percentile Position) | 61 st | 61 st | 71 st | 81 st |