

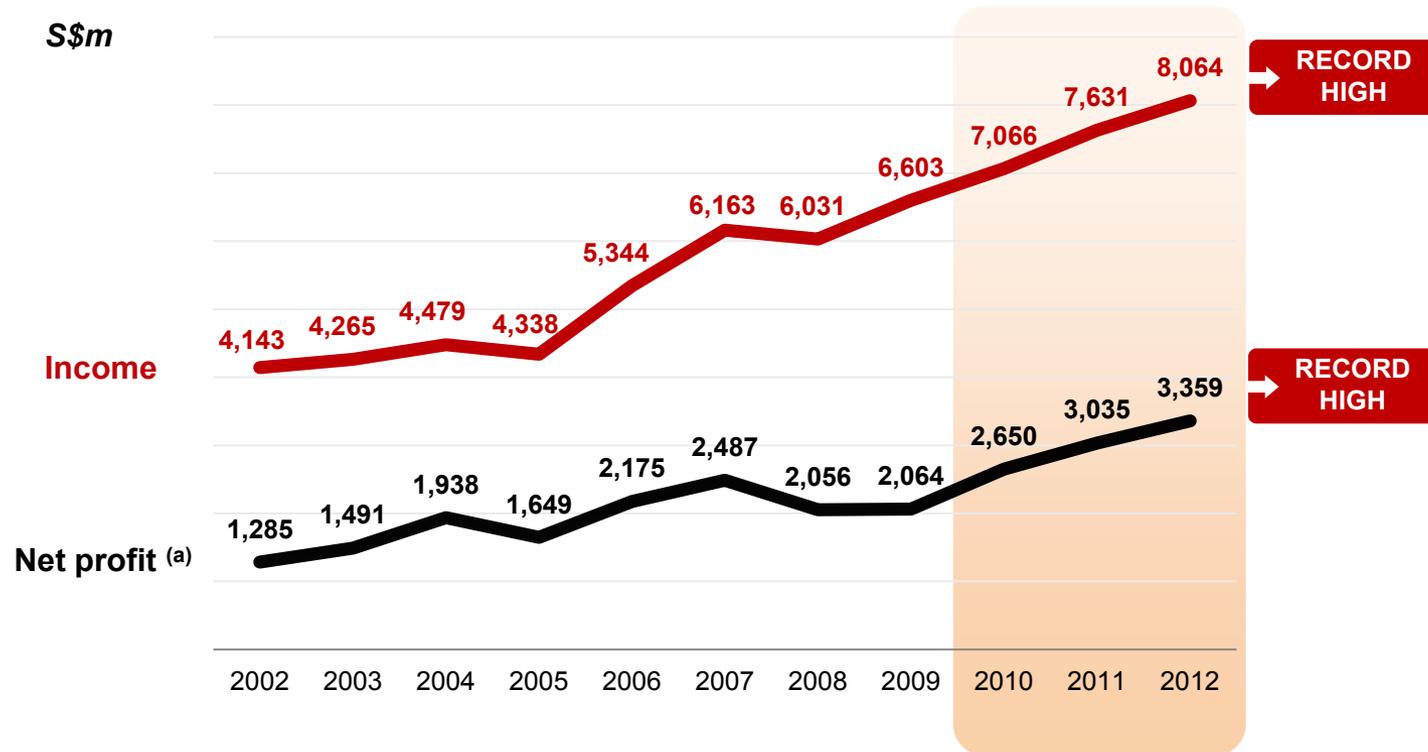
Delivering value

6 February 2013

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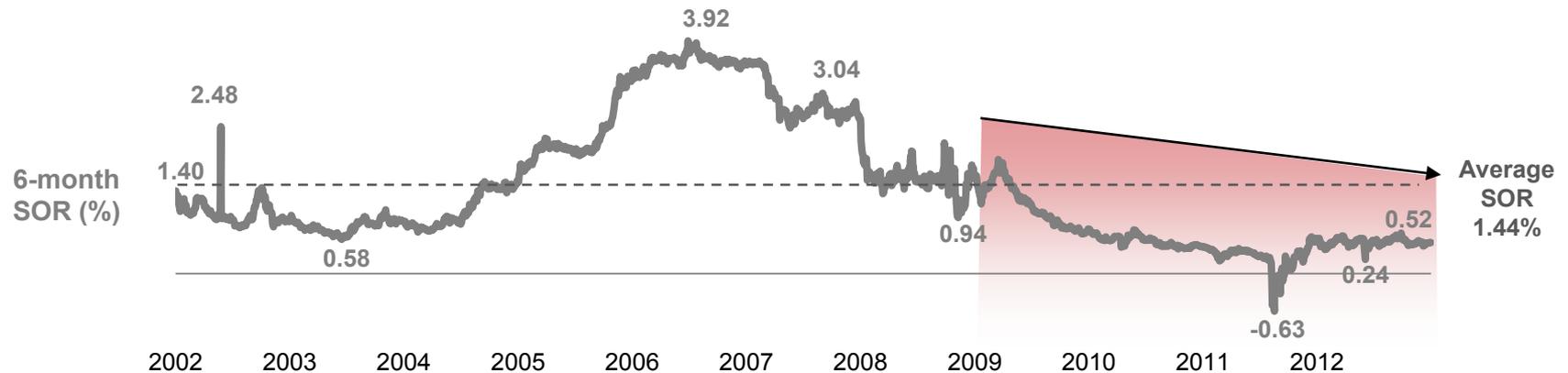
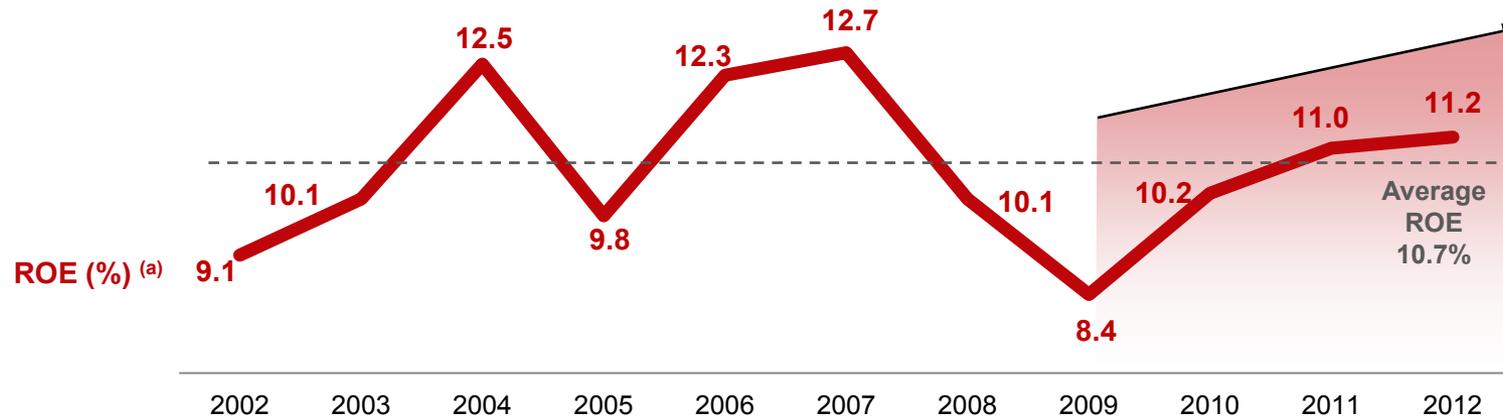


Solid, consistent performance over the past 3 years



^(a) Exclude one-time items and goodwill charges

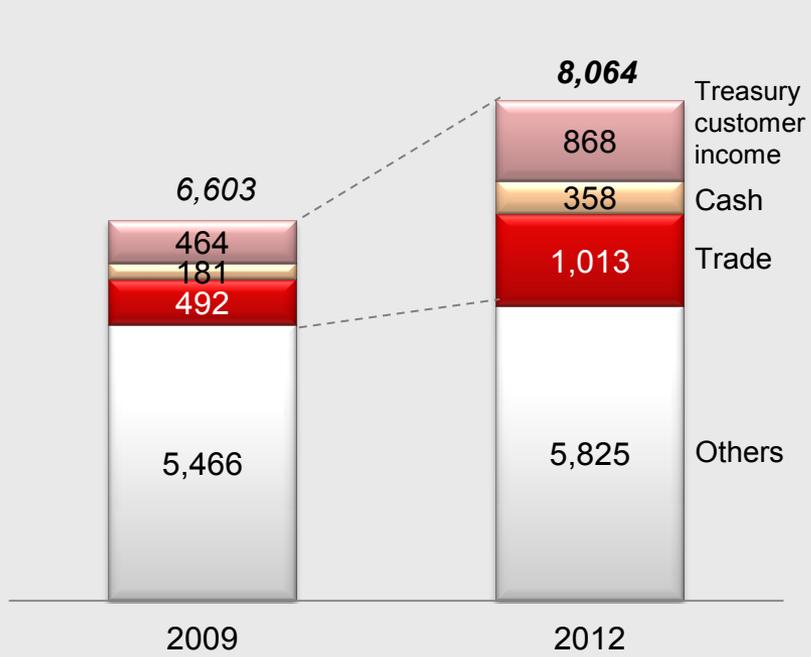
ROE at 5-year high, despite the challenging operating environment



(a) Exclude one-time items and goodwill charges

Growing higher return annuity income streams

Income (S\$m)



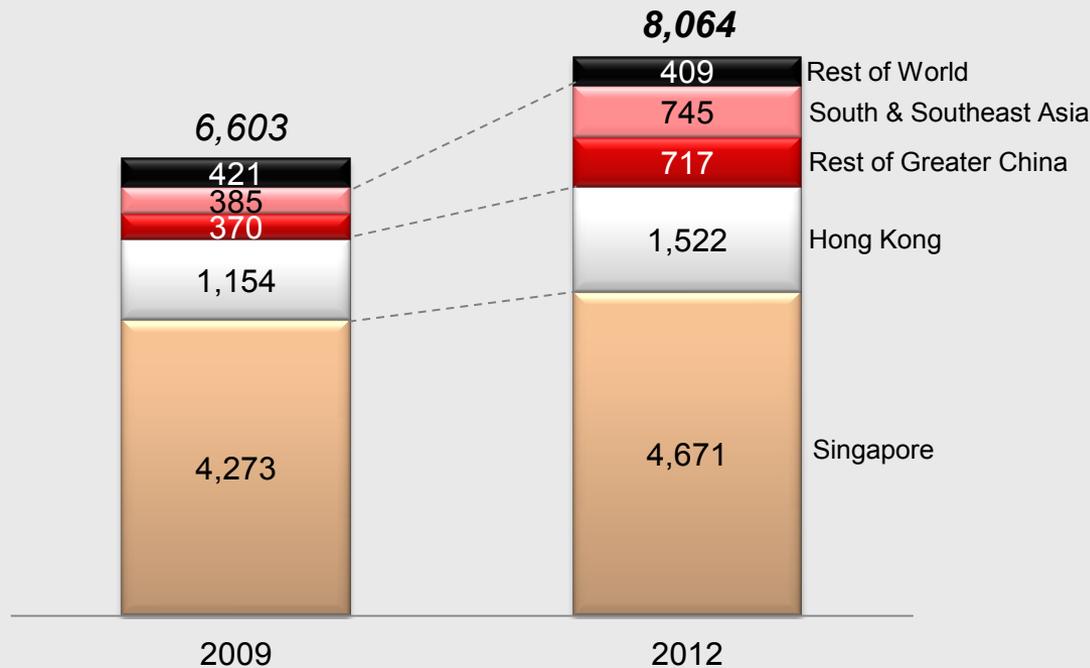
CAGR	% of Group	
	2009	2012
↑ 23%	7%	11%
↑ 26%	3%	4%
↑ 27%	7%	13%

Customer income as % of total Treasury income

27% → 44%

Higher revenue contribution from regional markets

Income (S\$m)



CAGR

- ↑ 25%
- ↑ 25%
- ↑ 10%

% of Group

2009

2012

6%	5%
6%	9%
6%	9%
17%	19%

↑ 3%

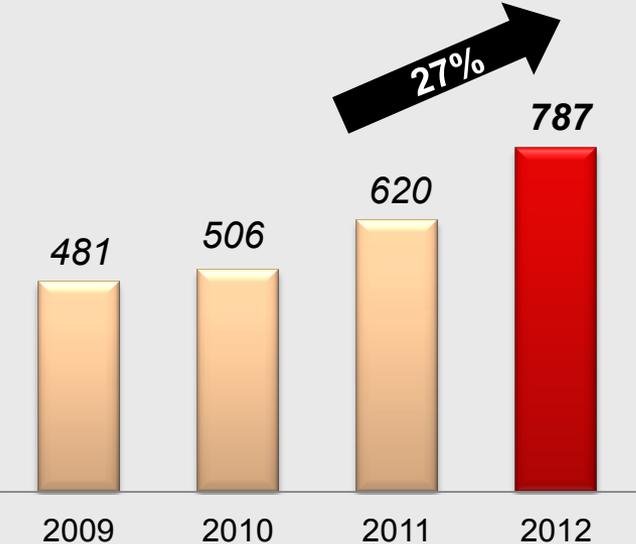
65%

58%

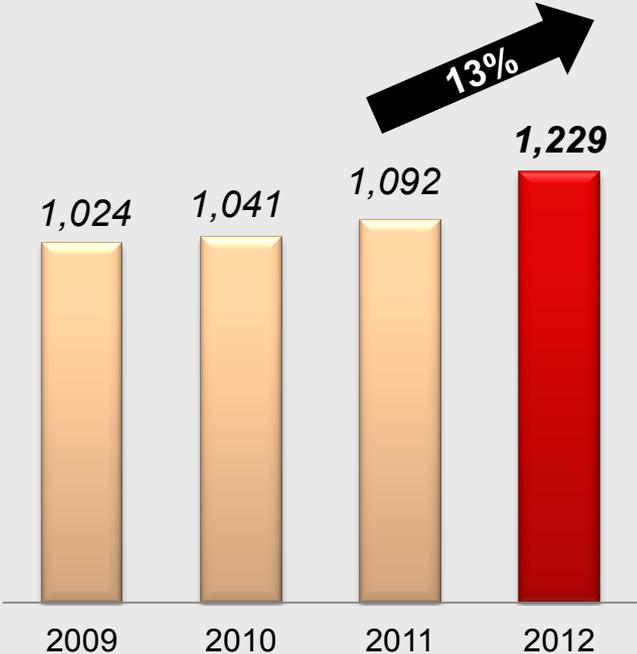
Growing key customer segments

Wealth Management

Income (S\$m)



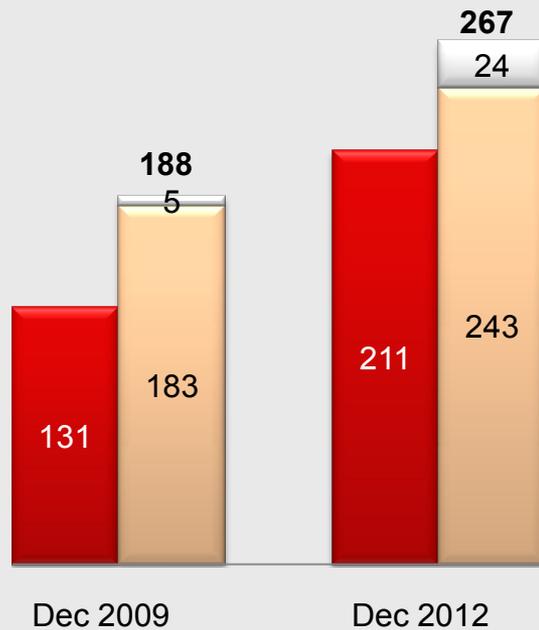
SME



Reshaped our balance sheet

S\$bn

■ Loans ■ Deposits ■ Other funding



- **Healthy loans and deposits growth**
- **Diversified our funding sources**

LDR (%)

Group	71%	87%
SGD	55%	69%
Non-SGD	96%	110%

The Asian Bank of Choice for the New Asia

1 Geographies

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

**China, India, Taiwan,
Indonesia now 18%
of Group**

vs. 11% in 2009

2 Regional Businesses

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

**GTS and T&M cross-
sell now 28%
of Group**

vs. 17% in 2009

3 Enablers

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

**SME + Wealth
business now 25%
of Group**

vs 23% in 2009

In summary

- **3 years of solid, consistent financial performance**
- **Strategy sound, building blocks in place, investments starting to pay off**
- **Asset quality healthy**
- **More signs of recovery in the macro-environment**
- **Well-positioned to capture market opportunities**