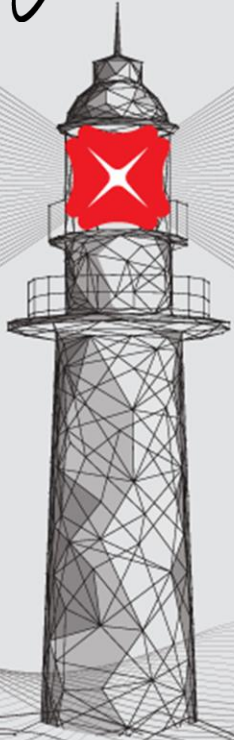


A  
beacon  
of  
*Stability*



# ANNUAL GENERAL MEETING

31 MARCH 2026

# Agenda

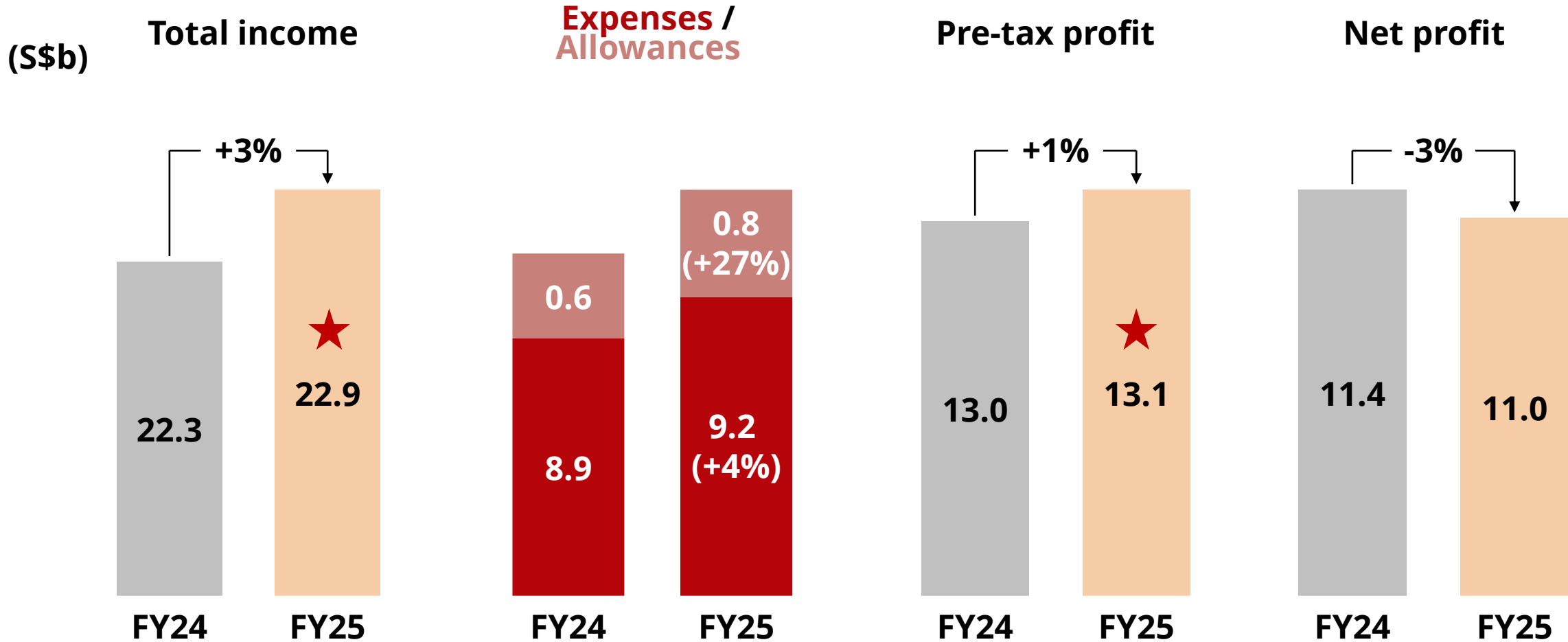
1. Reflections on 2025
2. Looking ahead

# Agenda

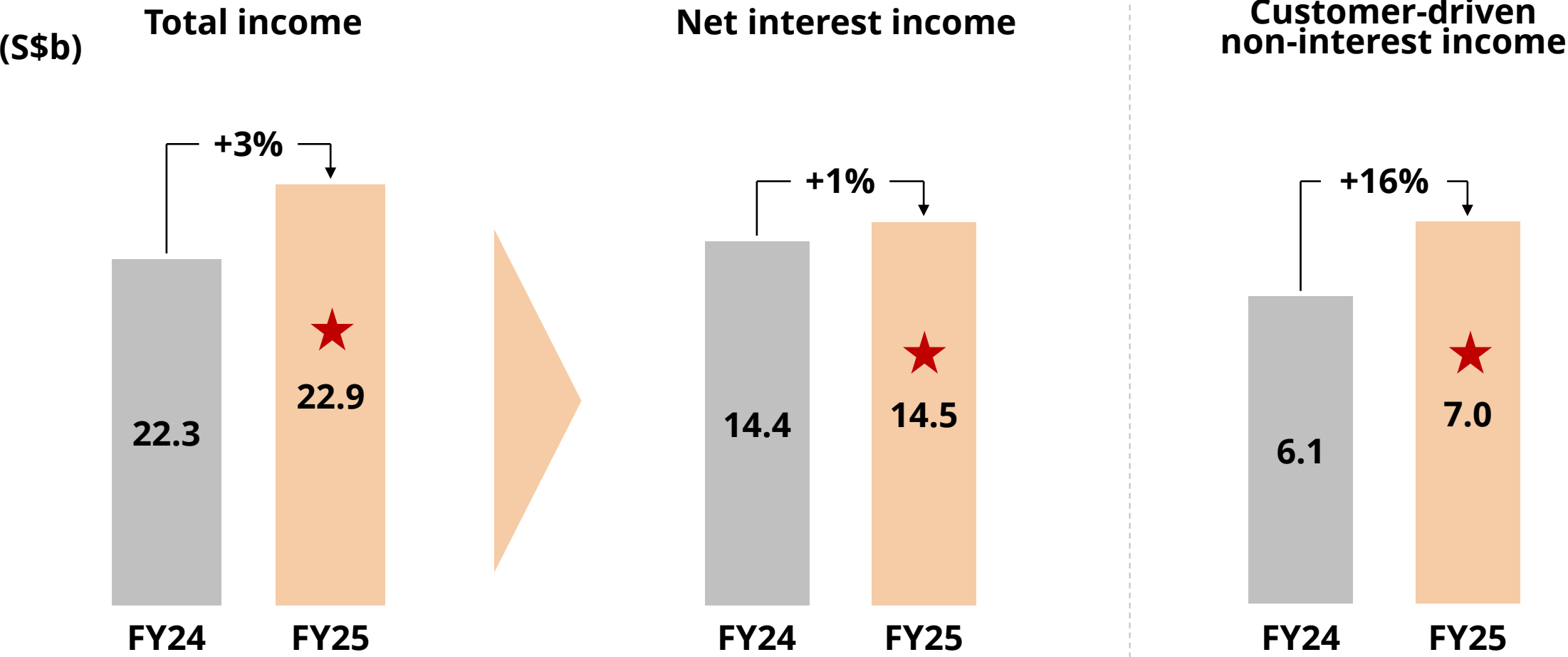
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# Record income and pre-tax profit despite a challenging environment

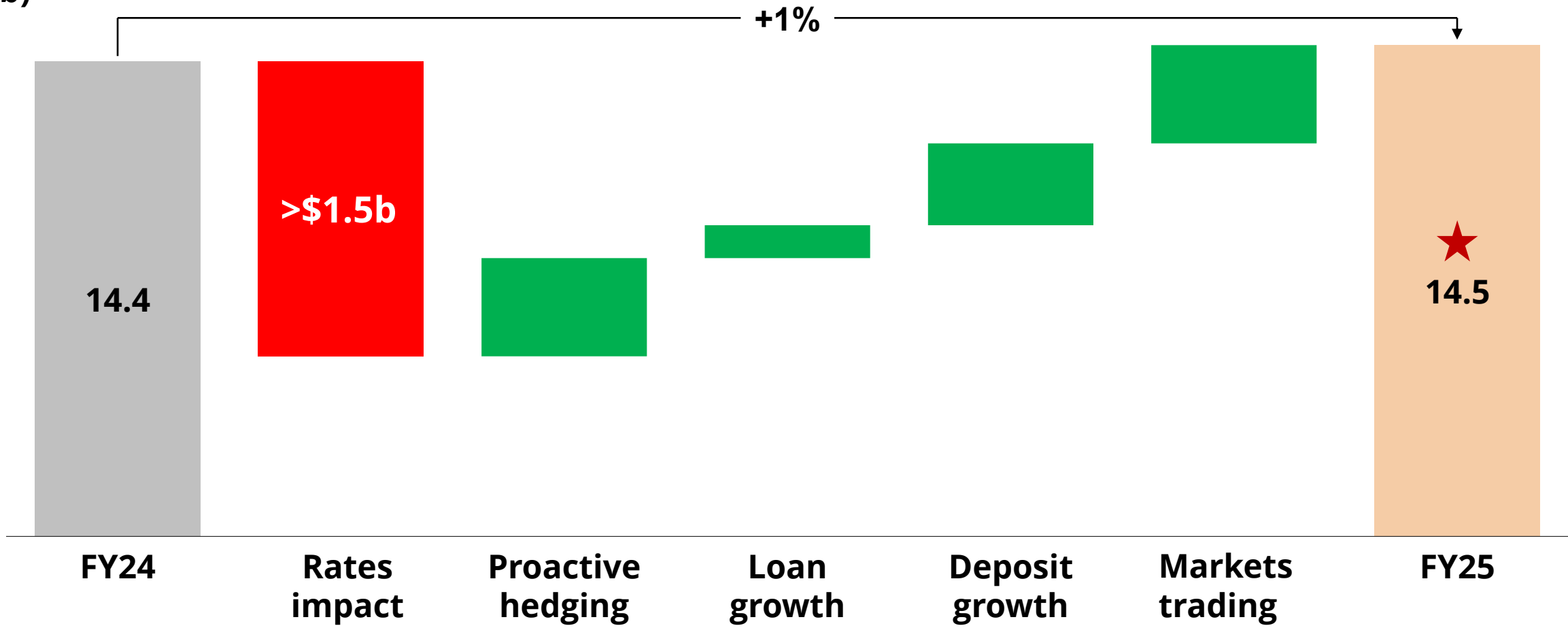


# Total income up 3% led by record net interest income and customer-driven non-interest income

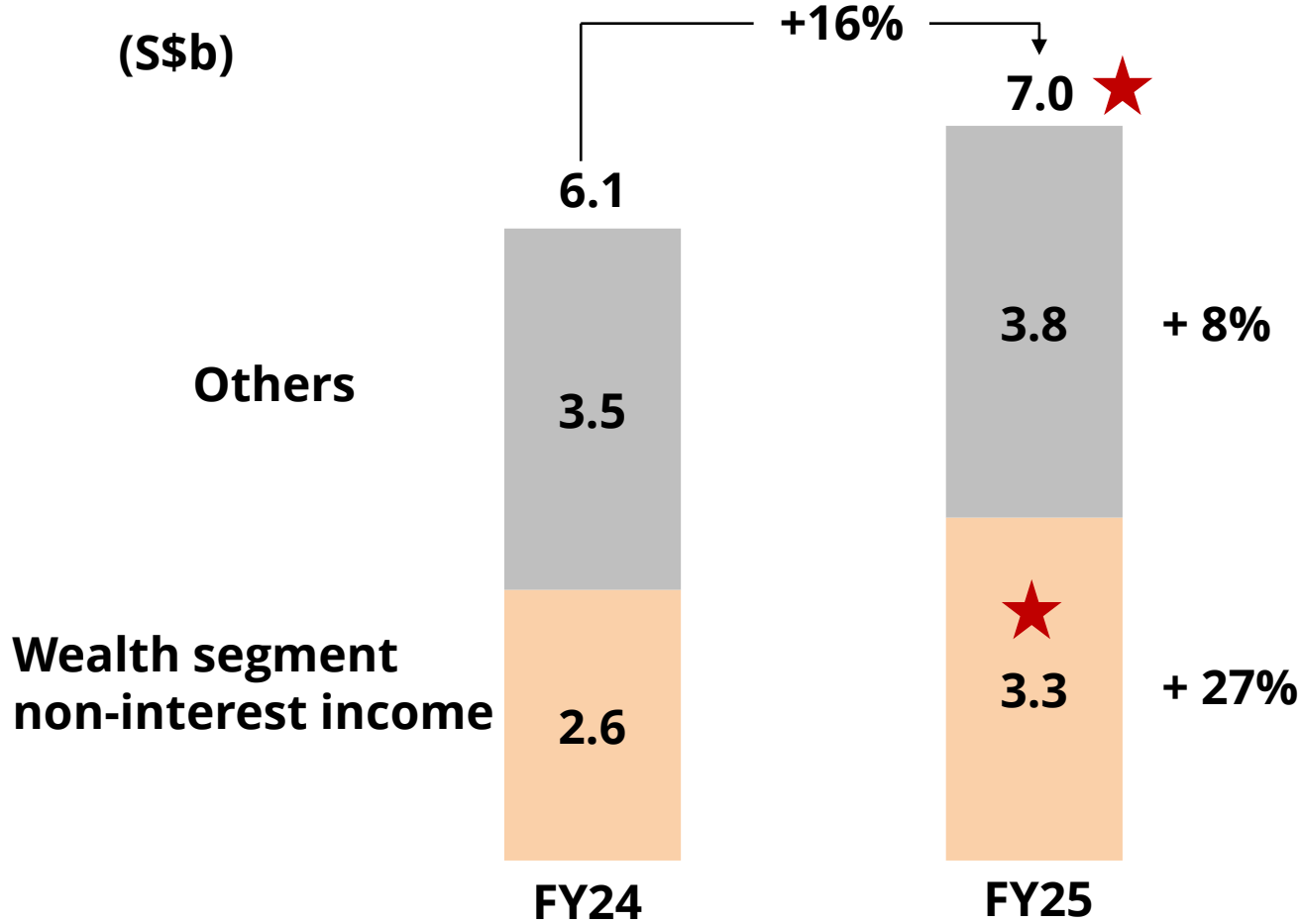


# Record net interest income: Proactive hedging, record deposit growth and strong markets trading NII offset rate headwinds

(S\$b)



# Record customer driven non-interest income led by wealth management



## DBS Private Bank Awards 2026



- World's Best Private Bank
- World's Safest Private Bank
- World's Best for Digital Assets

★ AUM: \$488b (+19% constant FX)  
 ★ NNM: +\$39b

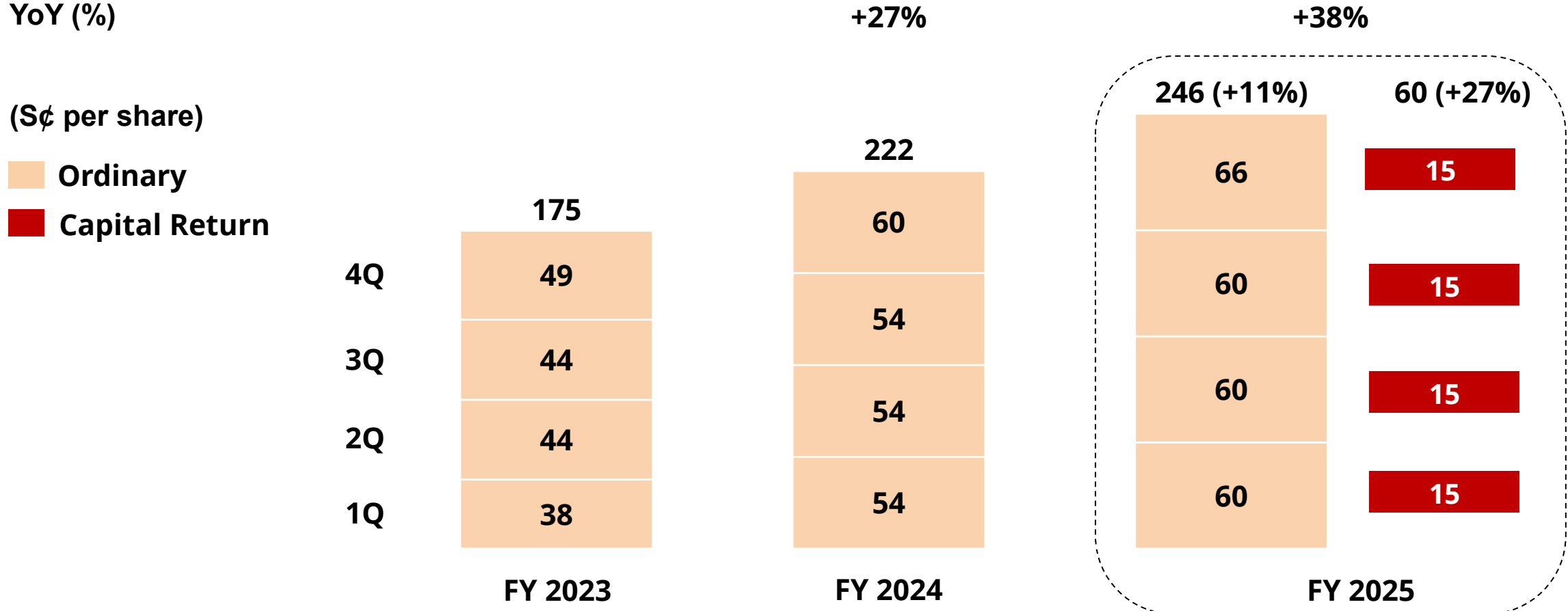
# We were awarded Euromoney's top honour as the 'World's Best Private Bank'



Photo Credits: Euromoney

# Consistent delivery of capital returns

- Proposed final dividend of 66 cents, a 6 cents increase
- Capital Return dividend of 15 cents per quarter introduced in 2025, to be maintained in 2026 and 2027



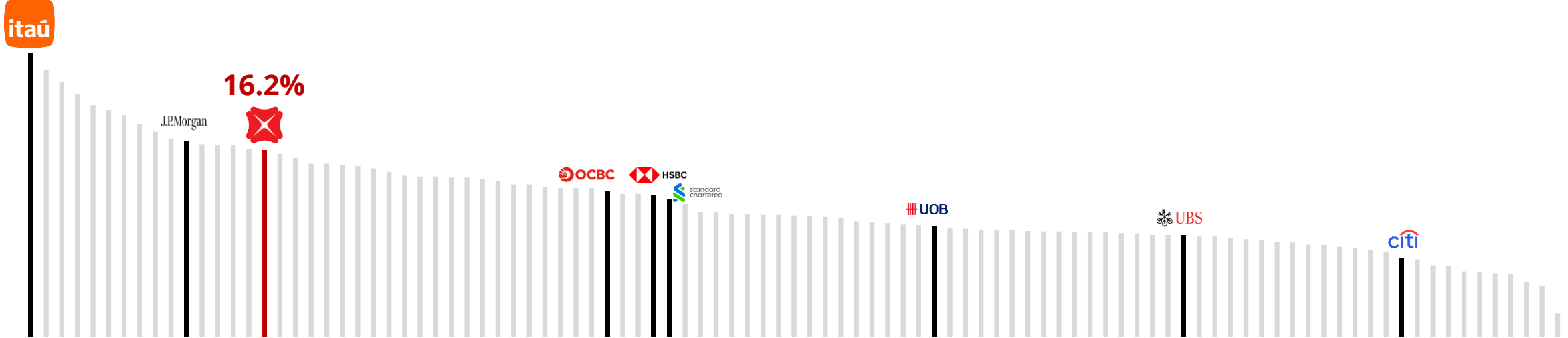
Dividends prior to 1Q24 adjusted for one-for-10 bonus issue announced on 7 Feb 2024

# Among the world's leading banks

## Market Cap - #19 globally



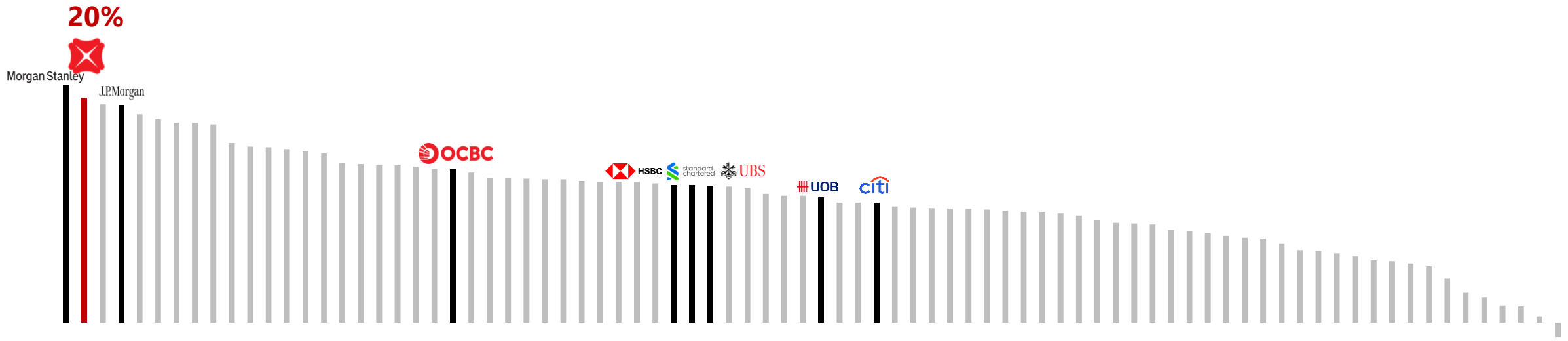
## Return on equity (ROE) - #16 globally



Source: Bloomberg (Market Cap as at 30 March 2026; ROE based on latest available financial full-year or period)  
 Note: Global peer universe comprises the 100 largest banks by assets. Unlisted banks are omitted from the chart.

# Among the world's leading banks

## Annualised total shareholder return (TSR) from 2015 to 2025 - #2 globally



Source: Bloomberg (TSR from end-2015 to end-2025 in SGD terms)  
Note: Global peer universe comprises the 100 largest banks by assets. Unlisted banks are omitted from the chart.

# Recognised globally and regionally in 2025



**World's Best Bank**  
*Euromoney*



**Global Bank of the Year**  
*The Banker*



**World's Best AI Bank**  
*Global Finance*



**Safest Bank in Asia**  
*Global Finance*



**Ranked #1 in Asia's Best Companies**  
*TIME*

## Customers

**World's Best Bank for Customer Experience**  
*Euromoney*

**World's Best Bank for High Net Worth**  
*Euromoney*

**Best Bank for Corporate Banking and Cash Management in Asia**  
*Coalition Greenwich Awards 2025*

## Employees

**Workforce Transformation Award**  
*Institute of Banking and Finance (IBF) x Workforce Singapore (WSG)*

**Top Companies in Singapore (Ranked #1)**  
*LinkedIn*

## Society

**World's Best Bank for Corporate Responsibility**  
*Euromoney*

**World's Best Bank for Sustainable Finance**  
*Global Finance*

# Agenda

1. Reflections on 2025
2. Looking ahead

# Leveraging our core strengths to continue to outperform

## Key Trends

Growing **geopolitical**  
uncertainty & volatility

Structural growth in  
**financial markets & wealth**

Rapid advancements in  
**AI & Technology**

## DBS' Response



**Dependable Bank**

**Diversifier Bank**



**Disruptor Bank**

**Digital Bank**

# Dependable: Staying resilient in a volatile world

## Trusted By



### Shareholders

- Financial strength
- Nimble balance sheet management
- High ROE businesses



### Customers

- Technology and operational resilience
- Customer service excellence
- Safeguard against financial crime risks



### Employees

- Future-ready employees
- Continuous upskilling/reskilling



### Society

- Commitment of up to S\$1bn over 10 years to support vulnerable segments

# Diversifier: Seizing opportunities in a new world order



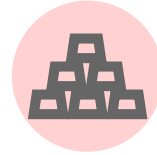
## Corporates

Transform supply chains, diversify trade corridors, and manage cross-border risks



## Financial Institutions

Support growth amid evolving capital flows and the resurgence of Asian capital markets



## Wealth

Support increasing demand for geographical and portfolio diversification



## Consumers

Diversify income streams via digital wealth and financial planning solutions

# Disruptor: Capitalising on disruptive trends (Digital Assets)

← *New asset class* → ← *Future of Money & Payments* → ← *Target client segments & Distribution* →



**Custody, Depository & Wallets**  
*Institutional-grade custody for digital assets*

***Safe, Secure, Compliant***

# Digital: Shaping the future of banking

## AI (Machine Learning)

Rules-based; makes **predictions** but cannot create

### DBS (2014 +)

- Industrialised usage across the bank

## Generative AI

**Creates** new content, thinks of tasks to do but cannot execute

### DBS (2023 - 2025 +)

- Launched horizontal & vertical Gen AI use cases

## Agentic AI

Makes plans, takes **decisions**, and **executes** tasks

### DBS (2025 +)

- Piloting Personal and Team Agents
- Roll out of Enterprise use cases

**Our strong foundations position us well to harness the potential of AI**



**Robust data architecture**



**Responsible use of AI**



**Strong Talent**



**Organisational agility & nimbleness**

# *Resilient, Growth-oriented and Future-Ready Market Leader*

**Dependable Bank**

**Diversifier Bank**

**Disruptor Bank**

**Digital Bank**

Underpinned by ...



**Trust**



**Data**



**Culture**

# Thank You

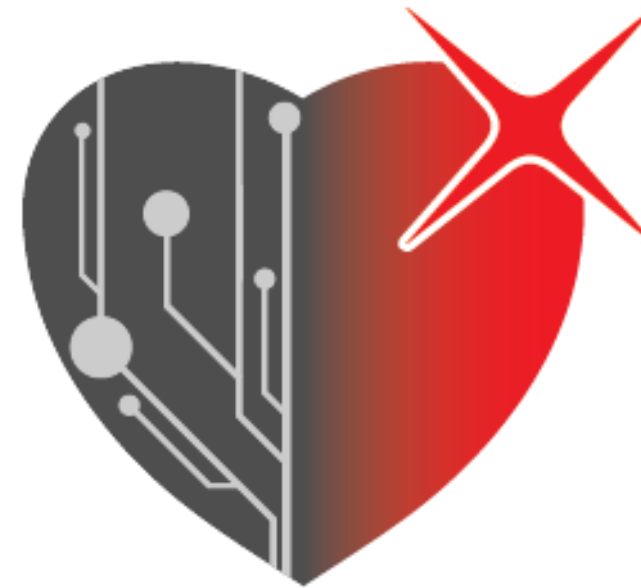
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**AI-ENABLED  
BANK WITH  
A HEART**

*This presentation includes forward-looking statements, including statements made orally. Forward-looking statements are subject to beliefs, assumptions and expectations of DBS' management. No guarantees of actual performance are made, and no undue reliance should be placed given that there are significant risks and uncertainties. Refer to the full disclaimer in the Annual Report for the year ended.*