DBS GROUP HOLDINGS LTD

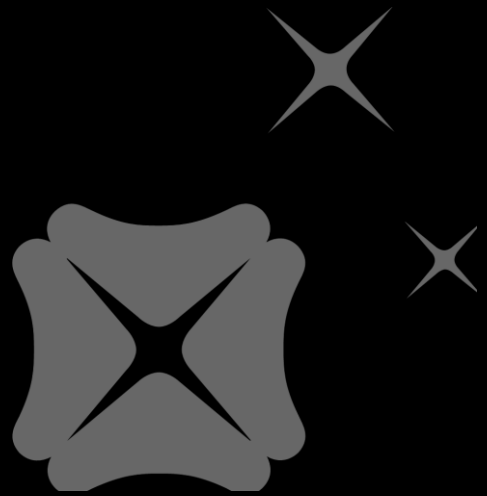
16th Annual General Meeting & Extraordinary General Meeting

23 April 2015

#ignitingpossibilities

#creatingvalue

#sparkingjoy



Piyush Gupta

Chief Executive Officer

23 April 2015

Our 2014 priorities

Traditional Key Performance Indicators (KPIs) (50%)

Shareholders

Achieve sustainable growth

- Financial outcomes
- Risk-related control and compliance KPIs

Customers

Position DBS as Bank of Choice

- Depth of customer relationships
- Customer satisfaction

Employees

Position DBS as Employer of Choice

- Employee engagement
- People development

Strategic Priorities (50%)

Geographies

- Entrench leadership in Singapore
- Continue to expand Hong Kong franchise
- Rebalance geographic mix of our business

Regional Businesses

- Build a leading SME* banking business
- Strengthen wealth proposition
- Build out transaction banking and treasury customer business

Enablers

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

Other Areas of Focus

- Drive digital initiative including building infrastructure to digitise the bank
- Cascade and embed our PRIDE! values
- Affirm expansion plans for growth markets

Regulators

Contribute to the stability of the financial system

Society

Enhance the communities we serve

*SME: Small and medium enterprise

Shareholder KPIs

We hit a new milestone in 2014. This is testament to the strength and resilience of our franchise. The multiple business engines we have built are sustainable and scalable

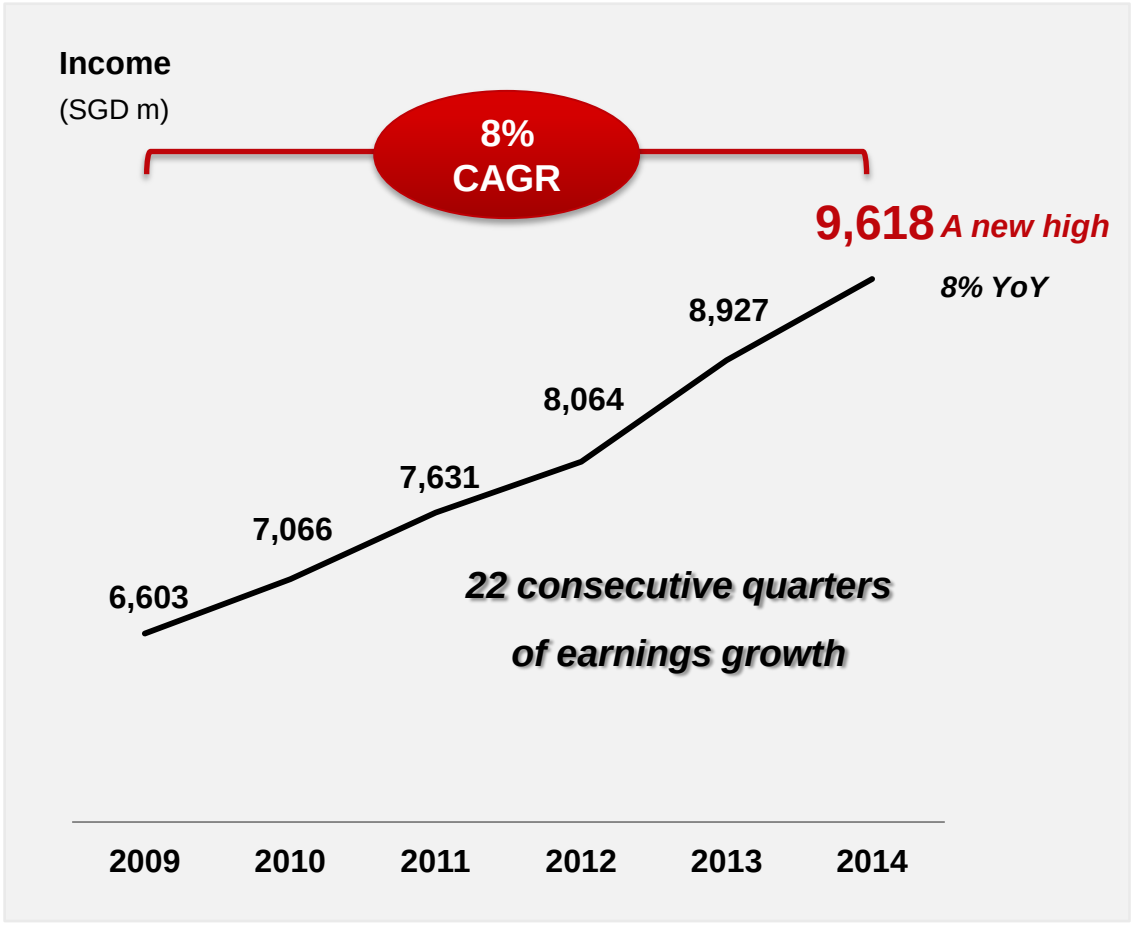
Asset quality remained healthy

Ample liquidity to support business growth

(SGD m)	FY2014	YoY	
Net interest income	6,321	14%	
Non-interest income	3,297	-2%	
Total income	**9,618**	**8%**	RECORD HIGH
Expenses	4,330	11%	
Allowances	667	-13%	
Net profit	**3,848**	**10%**	RECORD HIGH
One-time items	198	16%	
Net profit including one-time items	**4,046**	**10%**	RECORD HIGH
ROE	**10.9%**	-	

Shareholder KPIs

Solid consistent performance



Loan / deposit ratio	**86.9%** *2009: 71.2%*
NPL ratio	**0.9%** *2009: 2.9%*
Allowance coverage	**163%** *2009: 83%*
Total shareholder return	**51%** *(5-year)* **24%** *(1-year)*

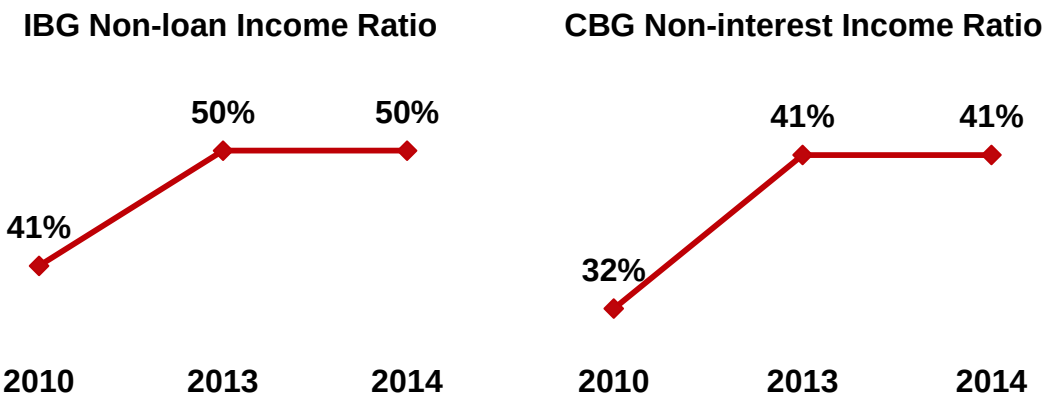
Customer KPIs

Placing the customer experience at the heart of our actions, we seek to be respectful, easy to deal with and dependable in every aspect of our customer interaction

Doing the right thing by customers

Bringing "One Bank" to customers

Increase wallet share of individual and corporate customers



Customer satisfaction improved across Institutional Bank and Consumer Bank

Retail Banker International
Excellence in Service Innovation, Asia

Asia's Best Branch Banking
Asia's Best Branch Banking

CSISG
Customer Satisfaction Index of Singapore, 1st for Banks

Employee KPIs

Our aim is to be a 'university' of banking talent, a place where our people can learn and grow, while making a difference at work

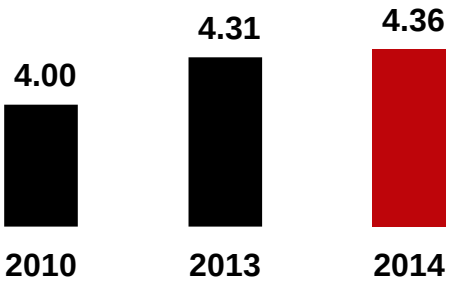
Making DBS

a great place to work at

Growing our own timber

Maintain high employee engagement

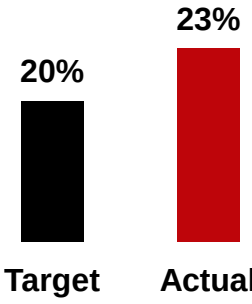
Q12 grand mean score



- Ranked among **top 5%** of all companies surveyed by Gallup globally

People development

Mobility: positions filled internally



- 1/3 of high potential senior employees with new job assignments or expanded roles

GALLUP GREAT WORKPLACE AWARD

Recognised for creating a great workplace culture with highly engaged employees

Aon Hewitt
Top Companies for Leaders 2014

Ranked 18th globally for our leadership practices and culture

DBS

Geographic KPIs

Manage Singapore for performance

Leveraging digital to grow market position

Introducing innovative products

Using technology to enhance customer experience

Entrench leadership in Singapore: income and earnings at new highs

Income SGD 5.95bn, +10%

Focusing on customers: POSB, the "People's Bank"

Greater convenience



SMS queue system:
Reduce waiting times

Largest network:
>2,500 *touchpoints*

Added ***170*** *by partnering Guardian, Sheng Siong*

For the community at large



Pop-up ATMs

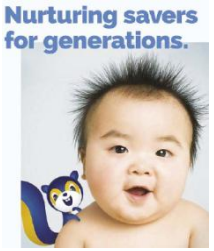


1st community debit card

For seniors



For kids and families



Best Wealth Manager

Best Bank

Best Cash Management Bank

Geographic KPIs

Manage Hong Kong for performance and drive growth in China, Taiwan, India and Indonesia to achieve a more balanced geographic mix

Gaining recognition for our capabilities

Growing presence in Asia

Facilitating regional connectivity

Continue to expand the Hong Kong franchise: focus on domestic market & China-related flows

Income SGD 1.90bn, +4%*

Net profit +9%*

Best Overall Cross-border Cash Management Bank as voted by Small, Medium and Large Corporates

Best SME Bank

Best Wealth Management

Rebalance geographic mix of our business: build out our franchises with large corporates, SMEs, institutional investors, affluent individuals

Income SGD 1.42bn, +14%

CHINA
Best Corporate Bank (Foreign)

TAIWAN
Best Overall Domestic Cash Management Services as voted by Small, Medium and Large Corporates

INDIA
Best Structured Trade Finance

INDONESIA
Best Wealth Manager

38% of income derived outside Singapore

*Excludes property disposal gains

Regional Business KPIs

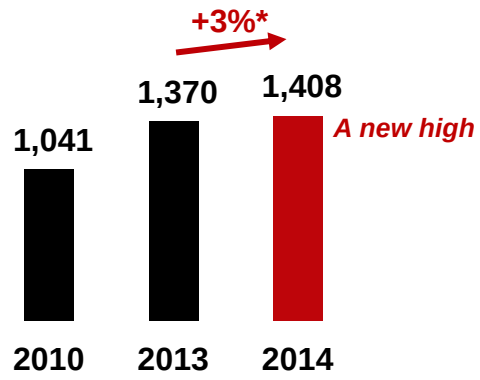
We seamlessly serve customers who are both a business owner and an affluent individual with the most suitable range of products for their personal and business needs

Providing access to capital

Access to better product offerings and timely advice

Build a leading SME banking business

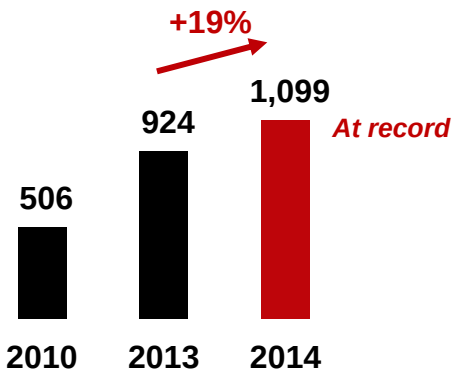
SME Banking Income (SGD m)



***+8%** on comparable basis that excludes the impact of customer up-tiering*

Strengthen wealth proposition

Wealth Income (SGD m)



Entered into a regional life bancassurance partnership with Manulife

IFR ASIA AWARDS 2014
Singapore Loan House

ASSET ASIAN AWARDS TRIPLE A
Specialist Award: Best for SMEs, Asia-Pacific

MyPrivateBanking research
Best Mobile Apps Strategy, Global
(2nd year running)

PRIVATE BANKER INTERNATIONAL
Most Innovative Business Model, Global

Outstanding Private Bank, Asia-Pacific

Regional Business KPIs

Building a sustainable annuity business to supplement our core lending business and to drive initiatives to add value to our customers

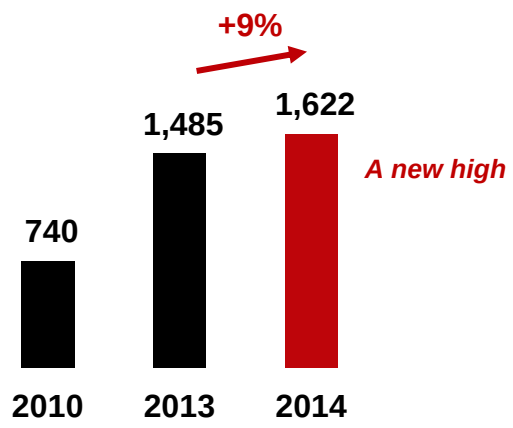
Enabling cash flow optimisation

Helping customers manage financial risks

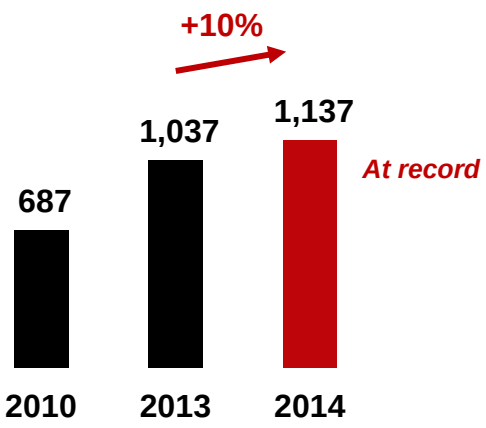
Protecting and growing customers' wealth

Build out transaction banking and treasury customer business

Transaction Banking Income* (SGD m)



Treasury Customer Income (SGD m)



The Banker Transaction Banking Awards 2014

Best Transaction Bank for
- Securities Services, Global
- Supply Chain Finance, Global

Best Transaction Bank, Asia-Pacific

AsiaRisk Awards 2014

Regional Derivatives House of the Year, Asia

Asset Asian Awards Triple A

Best Debt House, Asia

Best REIT House, Asia

*Includes income from trade, cash management and security and fiduciary services

DBS

Society KPIs

We believe that banking has a far-reaching purpose and have embedded a strong sense of social consciousness in the way we do business

Giving back to customers and the community

Creating an impact beyond banking

Doing good in the normal course of business





Cultivating social enterprises



Connecting with the community



Deeply rooted in our DNA: sense of heritage, being a part of Singapore's growth

- **DBS Foundation** to support social entrepreneurship
- **DBS Singapore Gallery**
- **DBS Marina Regatta**, sponsorship of **SEA Games** dragon boating and sailing races
- **Customer initiatives:** National School Savings Campaign, Child Development Account

IGNITING POSSIBILITIES SG 50

DBS MARINA REGATTA 2015

DBS

Committed to strong & effective governance

"DBS has a diverse board that provides a strong oversight role, and engages and provides guidance to management on all facets of business… The strong partnership allows management to confidently execute against strategy, knowing that the Board stands behind them."

– Chairman Peter Seah

SINGAPORE CORPORATE AWARDS

Best Managed Board
– Gold Award

Best Investor Relations
– Silver Award

SIAS INVESTORS' CHOICE AWARDS

Corporate Governance Award

Board of Diversity Award

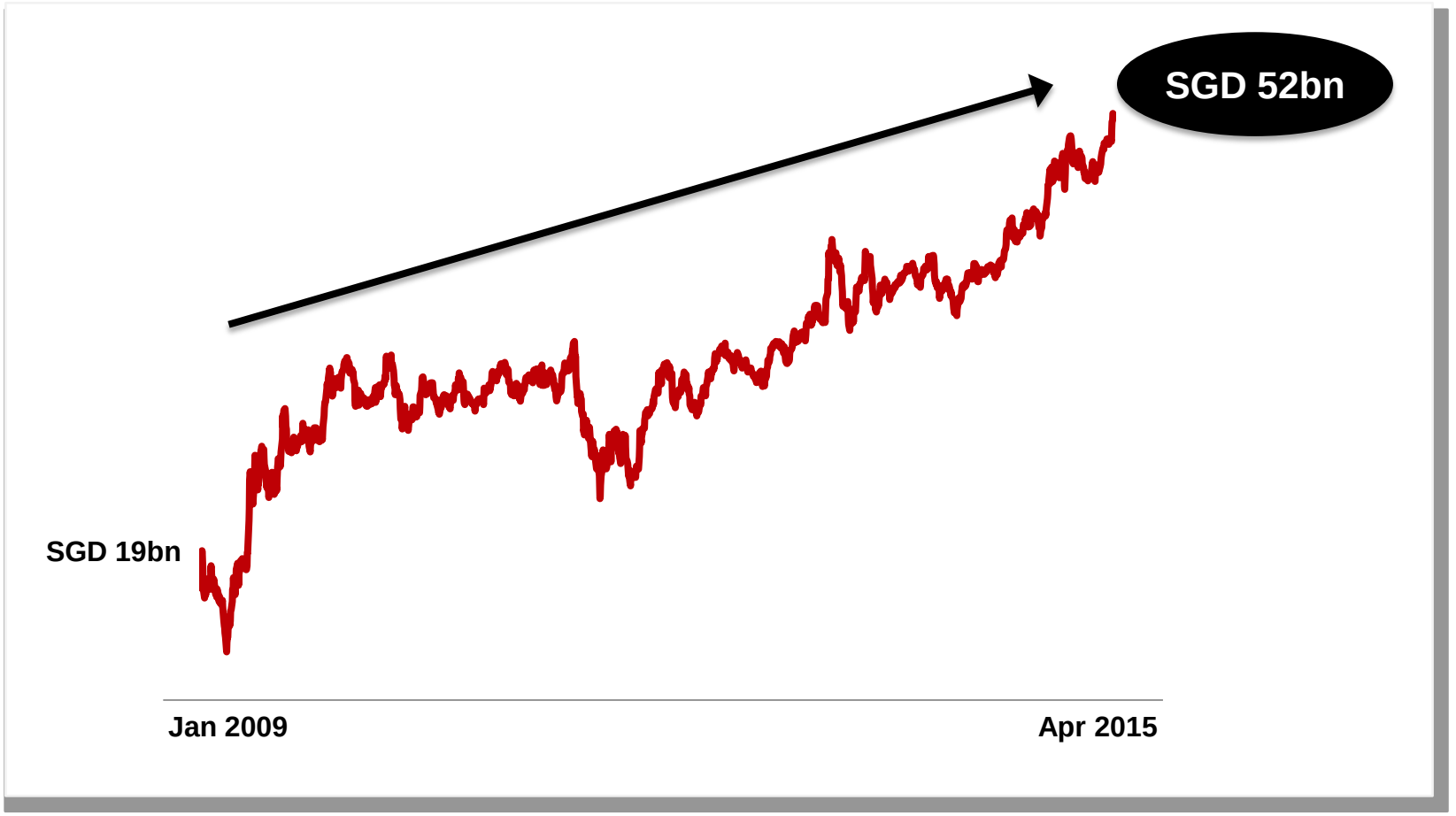
Most Transparent Company
– Finance Category

Internal Audit Excellence
– Runner Up

DBS

Creating value for shareholders

Market capitalisation more than doubled since global financial crisis



Asia's best

Safest Bank in Asia
(2009-2014)

Best Bank
in Asia-Pacific

Best Wealth Manager
in Asia

Regional Derivatives
House of the Year
in Asia

Best Transaction Bank
in APAC

Most Valuable Banking Brand
in ASEAN

Most Valuable Brand
in Singapore

Making a mark globally

Best Transaction Bank
globally for
- Invoice Discount Management
- Trade Finance Services
  (DBS IDEAL 3.0)

Best Transaction Bank
globally for
Supply Chain Finance

Best Private Bank in Use of
Technology, Global

Most Innovative Business
Model, Global

Best Mobile Apps
Strategy, Global
(2nd year running)

Great Workplace
Award, Global
(3rd year running)

Top Companies for
Leaders, Global

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