

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting (hereinafter referred to as the “AGM” or the “Meeting”) of DBS Group Holdings Ltd (hereinafter referred to as the “Company”; where reference is made to the Company and its consolidated subsidiaries, the term “DBS” is used) held by way of electronic means, on Thursday, 31 March 2022 at 2.00 pm.

Present

Board of Directors

In Attendance:

Mr Peter Seah (Chairman)
Mr Piyush Gupta
Mr Olivier Lim
Mr Chng Kai Fong
Mr Ho Tian Yee
Ms Punita Lal
Ms Judy Lee
Mr Anthony Lim
Mr Tham Sai Choy

Via Videoconference:

Dr Bonghan Cho

Shareholders who attended via live webcast or audio conference

As set out in the attendance records maintained by the Company

In Attendance

Joint Group Secretaries

Ms Teoh Chia-Yin
Mr Marc Tan

By Invitation

Group Management Committee

Attended in person

Mrs Chng Sok Hui
Ms Karen Ngui

Attended via live webcast or audio conference

Ms Eng-Kwok Seat Moey
Mr Philip Fernandez
Mr Han Kwee Juan
Mr Lam Chee Kin
Ms Lee Yan Hong
Mr Lim Him Chuan
Mr Jimmy Ng
Mr Sebastian Paredes
Mr Soh Kian Tiong
Mr Paulus Sutisna
Ms Tan Su Shan

Auditor (PricewaterhouseCoopers LLP)

Attended in person

Mr Yura Mahindra
Mr Sam Kok Weng

Legal Adviser (Allen & Gledhill LLP)

Attended in person

Ms Yap Lune Teng

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 2

AGM/1/2022	<u>Quorum</u>
	<p>(1) The Chairman welcomed the shareholders who had joined the virtual AGM. He expressed his regret that, as a precautionary measure due to the Covid-19 situation in Singapore, shareholders were not able to attend the AGM in person.</p> <p>(2) A quorum being present, the Chairman called the AGM to order.</p>
AGM/2/2022	<u>Notice of Meeting</u>
	<p>(3) The Chairman took the notice of AGM issued on 9 March 2022 (including the resolutions tabled for approval at the AGM, the full text of which are set out in the notice of AGM) as read.</p> <p>(4) The Chairman introduced his fellow Board members and the Joint Company Secretary who were present in person. He then introduced the overseas-resident Director, Mr Bonghan Cho, who had joined the AGM via video conference.</p> <p>(5) The Chairman said that Mr Piyush Gupta, the Group Chief Executive Officer (“CEO”), would be giving shareholders a presentation later where he would address some of the questions which were raised by shareholders in advance of the AGM. The Company had also earlier published, on the DBS website and on SGXNet, the responses to the questions which were relevant to the resolutions tabled for approval at the AGM.</p> <p>(6) The Chairman informed the Meeting that shareholders who were accessing the AGM proceedings via the audio-visual webcast platform may ask questions “live” by submitting their questions through the messaging function on the platform. Questions would be addressed during the live Q&A session after Mr Gupta’s presentation. Similar questions would be consolidated. Questions for which responses had already been posted on the DBS website and on SGXNet prior to the AGM, or which had been dealt with during Mr Gupta’s presentation, would not be addressed again. Responses to questions that were unaddressed due to time constraints would be posted on the DBS website and on SGXNet after the AGM.</p> <p>(7) The Chairman then informed the Meeting that voting would be conducted by poll and shareholders or their duly appointed proxies who were accessing the AGM proceedings via the audio-visual webcast platform could cast their votes “live” at the Meeting. Proxy forms submitted 72 hours before the AGM had been verified by the scrutineers. He also informed the Meeting that he had been appointed as proxy by some shareholders to vote on their behalf. Following Mr Gupta’s</p>

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 3

	<p>presentation, he would introduce and propose all the motions tabled for approval, after which he would put them all to the vote.</p>
AGM/3/2022	<u>Presentation by CEO</u>
	<p>(8) The Chairman invited Mr Gupta to give his presentation. A copy of the presentation slides has been enclosed in <u>the Appendix</u> to these minutes.</p> <p>(9) Mr Gupta first gave an overview on DBS' performance in 2021. He explained how the strength of DBS' diversified franchise had, through multiple growth drivers, mitigated the pressure on income in the current low interest rate environment. He also elaborated on DBS' balance sheet strength, as observed in its robust capital and liquidity ratios and strong asset quality. Mr Gupta highlighted that the Board had proposed a final dividend of 36 cents per share, bringing total dividends for 2021 to \$1.20 per share.</p> <p>(10) Mr Gupta then discussed the 2022 business and credit outlook.</p> <p>(i) Mr Gupta said that DBS' balance sheet is poised to benefit from rising interest rates. Mr Gupta also guided that expense growth would be slightly above that seen in 2021 due to inflation (particularly, wage inflation).</p> <p>(ii) Mr Gupta indicated that the global growth outlook remains uncertain due to the following:</p> <p>(a) <i>Russia-Ukraine situation:</i> Mr Gupta said that the Russia-Ukraine situation is expected to lead to a macroeconomic slowdown which could in turn affect DBS' business momentum and loan book. A more subdued market sentiment would dent investor confidence, impacting business activities such as DBS' wealth management business.</p> <p>(b) <i>Inflation:</i> Mr Gupta said that inflation had resulted in higher energy, commodity and food prices. As the nominal value of goods increases, the amount of lending required to support business activities (particularly, trade finance) tends to increase as well. However, in the longer term, an inflationary environment can prove challenging and create cost pressure on DBS' customers, particularly those in the small and medium-sized enterprises ("SME") sector. There is also a risk of stagflation, where slow rates of economic growth are coupled with high inflation. In such an event, and with added uncertainty around the pace of central bank policy actions, DBS would have</p>

to stay nimble to navigate through this environment.

(c) *Re-opening of countries post Covid-19 pandemic:* Mr Gupta highlighted that, while a number of countries have started to reopen their economies, there may be further lockdowns if there is a surge in COVID-19 infections.

(iii) Mr Gupta said that DBS' asset quality remains resilient. There is minimal direct exposure to Russia and Ukraine. While inflation and possible hikes in interest rates could put pressure on its SME portfolio, this is largely secured and well stress-tested. Further, although DBS is not seeing any evidence of immediate deterioration, volatile commodity prices and supply chain disruptions could lead to idiosyncratic risks for large corporates. Lastly, there is limited credit impact expected from the various lockdowns in Chinese cities.

Growth Initiatives

(iv) Mr Gupta shared that, to position itself for the future, DBS is working on future-proofing its business in the following areas:

(a) In terms of geographic footprint, DBS needs to be more deeply embedded in one or more of its four core markets outside Singapore and Hong Kong, namely, China, India, Indonesia and Taiwan. In this regard, DBS had made meaningful advances through three transactions: the amalgamation with Lakshmi Vilas Bank in India, the acquisition of a 13% stake in Shenzhen Rural Commercial Bank in China, and the acquisition of Citigroup's Taiwan consumer banking business.

(b) In terms of new businesses, DBS had enhanced its investment banking capability in China through a securities joint venture. DBS is also focusing on new-economy companies. To this end, DBS had partnered Temasek to jointly launch a US\$500 million growth debt financing platform to provide non-dilutive financing to growth-stage technology-enabled companies in Asia. DBS had also launched DBS Digital Exchange which offers tokenisation, trading and custody services for digital assets.

(c) To harness the benefits of emerging technologies, DBS had invested in Partior, which is a blockchain-based platform for the real-time settlement of cross-border interbank payments, as well as Climate Impact

X, a global exchange and marketplace for high-quality carbon credits. Further, DBS also launched DBS Fixed Income Execution (FIX) Marketplace, a fully digital and automated fixed income execution platform, to empower issuers to directly engage the market and investors. In addition, DBS is working to monetise software which it has built and make them available to third party users.

- (d) Mr Gupta also outlined the various measures that are intended to allow DBS to adapt to the future of work, including the further leveraging of data and artificial intelligence.

Environmental, Social and Governance (“ESG”) Initiatives

- (v) In terms of ESG initiatives, Mr Gupta highlighted that, through the establishment of the Board Sustainability Committee, DBS has enhanced its governance process in relation to the management of climate and broader ESG matters, which are centered on the three sustainability pillars namely Responsible banking, Responsible business practices and Impact beyond banking.

(a) *Responsible banking*: DBS is the first Singapore bank to become a signatory to the Net-Zero Banking Alliance, and has committed to transition its operational and attributable greenhouse gas emissions from its lending and investment portfolios to align with pathways to net-zero by 2050. In this regard, the baseline emissions intensities are being calculated for nine priority sectors, covering close to 3,000 clients and 34% of its credit portfolio. DBS is developing transition pathways and interim targets for these sectors, along with playbooks for its relationship managers to facilitate client conversations. Among other initiatives, DBS has implemented thermal coal policies which will ensure that all coal exposures will run off by 2039, committed \$20.5 billion to sustainable finance in 2021, and grew its sustainable investments to over 50% of the private bank assets under management.

(b) *Responsible business practices*: DBS has committed to net-zero operational carbon emissions by 2022. To do so, DBS will focus on reducing energy consumption, signing up for renewable energy power purchase agreements, and generating renewable energy where practically possible. In areas where DBS cannot scale its renewable energy sourcing, carbon

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 6

	<p>emissions will be offset through the purchase of renewable energy certificates.</p> <p>(c) <i>Impact beyond banking</i>: DBS has continued to support communities hard-hit by the COVID-19 pandemic with relief support. It has committed \$100 million in additional funding to further improve lives in Asia through DBS Foundation, and contributed more than 100,000 employee volunteering hours to serve the community.</p>
AGM/4/2022	<u>Live Q&A session</u>
	<p>(11) The Chairman thanked Mr Gupta and said that he will now address the questions which have been submitted by shareholders during the Meeting.</p> <p><u>Questions relating to dividend</u></p> <p>(12) A shareholder commented that the remuneration for the CEO had increased 48% for the year ended 31 December 2021 as compared to the prior year, which is in line with the 44% growth in net profit. Yet, in comparison, DBS' dividend for the fourth quarter of 2021 was up only 9%, and there was no special dividend after the lifting of the dividend restrictions imposed by the Monetary Authority of Singapore ("MAS"). The shareholder asked what would guide DBS' dividend policy going forward.</p> <p>(13) The Chairman explained that DBS had earlier moderated its dividends in line with the MAS' guidance. When the dividend restrictions were lifted in July 2021, DBS had reverted to its pre-pandemic quarterly dividend of 33 cents per share, and this was further increased to 36 cents per share for the fourth quarter of 2021. On an annualised basis, that would translate to \$1.44 per share. With respect to the CEO remuneration, it should be noted that there was a reduction in 2020 due to the COVID-19 pandemic, and a more suitable comparison would be the 2019 level, against which the increase would have been 12%. The Chairman added that, in terms of total shareholder return ("TSR") for 2021, shareholders would have received a TSR of 35%, taking into account both dividends and share price performance.</p> <p>(14) The Chairman highlighted that DBS' dividend policy is to pay sustainable dividends that grow progressively with earnings, and having regard to DBS' capital management objective of maintaining a strong capital position that is consistent with regulatory requirements and the expectations of key stakeholders.</p>

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 7

Questions relating to business and outlook

- (15) A shareholder asked if DBS plans to allow DBS or POSB account holders to buy cryptocurrencies from DBS or POSB's online platforms.
- (16) Mr Gupta replied that DBS Digital Exchange is a member-only exchange and hence limited to accredited investors. This will be the case in the near term due to regulatory concerns on cryptocurrencies trading by retail customers. Over time, although digital currencies and crypto assets are likely to become more pervasive as a store of value, it is unlikely for them to replace money. The banking sector, together with the regulatory authorities, will have to design appropriate guidelines before the retail public can participate more meaningfully in this space.
- (17) Another shareholder asked about the contribution of India as a market to the group going forward and when India would become one of the main markets for DBS.
- (18) The Chairman replied that, prior to the acquisition of Lakshmi Vilas Bank, DBS' presence in India was limited to a handful of branches. Lakshmi Vilas Bank has a deep presence in five South Indian states, giving DBS a presence in 42 of India's top 60 cities and strengthening its retail funding base. While India is one of the core markets of DBS outside Singapore and Hong Kong, it will take some time for India to dislodge Hong Kong as the second most important market for DBS.
- (19) A shareholder asked about the impact on DBS in, and DBS' strategies to navigate through, a stagflationary environment.
- (20) Mr Gupta discussed some of the points relating to inflation covered during his earlier presentation. He also added that, in the event of stagflation, a macroeconomic slowdown could lead to asset quality issues. As such, DBS would need to continue to be nimble in the management of credit risk.

Questions relating to principal commitments of Directors

- (21) A shareholder observed that most of the Directors have many other principal commitments and asked whether these Directors have the time to contribute effectively to DBS. The shareholder also commented that the Chairman and the Board should look into reducing some of the principal commitments of the CEO to ensure that he is not overstretched.
- (22) In their replies, the Chairman as well as Mr Tham Sai Choy, the chairman of the Nominating Committee, highlighted that the Nominating Committee assesses each Director annually on

whether he or she has the time and resources to contribute to DBS, given their competing commitments. Each Director, including Mr Gupta, has confirmed and demonstrated his or her ability to contribute meaningfully to DBS, despite their other principal commitments. Moreover, DBS also benefits from the insights and perspectives that each Director brings from their experience that is built through these other principal commitments.

Questions relating to sustainability and digitalisation

- (23) A shareholder asked for further information on DBS' sustainability and digitalisation strategies. Another shareholder also queried how would DBS ensure that it will attain a net-zero operational carbon emissions by 2022 and the progress it has achieved towards such target.
- (24) With respect to the sustainability-related questions, Mr Gupta indicated that he had provided details on DBS' sustainability strategy in his earlier presentation. He provided a recap of some of the key highlights, including the steps taken by DBS to be net-zero operational carbon emissions by 2022.
- (25) In terms of DBS' digitalisation strategy, he shared that DBS continues to execute on its digital transformation. DBS is seeking to embed itself in the other ecosystems, as well as leveraging on data through artificial intelligence and machine learning. DBS is looking into leveraging blockchain technology to reimagine workflows, including processes relating to trade settlement and trade finance. At the same time, it is also exploring initiatives relating to the metaverse and asset tokenisation.
- (26) Another shareholder observed that DBS had announced in 2021 that it will invest \$300 million in digital banking, and questioned whether DBS would look to grow through increased investments in digitalisation, or focus on physical acquisitions.
- (27) Mr Gupta said that it will have to be a balance between digitalisation efforts and physical acquisitions. He clarified that the \$300 million relates to investments to bolster digital and intelligent banking capabilities. In aggregate, DBS invests in excess of \$1 billion a year in its overall digitalisation efforts.
- (28) A shareholder referred to Partior and queried whether this can be monetised or if this is intended to be a SWIFT payment system of the future.
- (29) Mr Gupta said that Partior, which leverages blockchain technology, is akin to a SWIFT payment system of the future. The monetisation potential of Partior can be considered from a

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 9

	<p>few perspectives. Firstly, as a payment product, it would be able to offer a differentiated value proposition for customers. Secondly, Partior charges fees for providing settlement and clearing services to its customers, and this will generate shareholder value over time. Thirdly, DBS also earns fees for technology services provided to Partior.</p> <p><u>End of live Q&A session</u></p> <p>(30) There being no further questions, the Chairman thanked the shareholders for their questions. He then proceeded to introduce the motions tabled for approval at the AGM before formally proposing all motions.</p>
AGM/5/2022	<u>Resolution 1 – Adoption of Directors’ Statement and Audited Financial Statements for the year ended 31 December 2021 and the Auditor’s Report thereon</u>
	(31) The Chairman said that Resolution 1 relates to the adoption of the Directors’ Statement and Audited Financial Statements for the year ended 31 December 2021 and the Auditor’s Report thereon.
AGM/6/2022	<u>Resolution 2 - Declaration of Final Dividend on Ordinary Shares</u>
	(32) The Chairman said that Resolution 2 relates to the final dividend on ordinary shares and that the Board has recommended a one-tier tax exempt final dividend of 36 cents per ordinary share, bringing the total pay-out to \$1.20 per share for the year ended 31 December 2021.
AGM/7/2022	<u>Resolution 3 - Approval of proposed non-executive Directors’ remuneration of \$4,266,264 for the year ended 31 December 2021</u>
	(33) The Chairman said that shareholders’ approval is being sought to pay the amount of \$4,266,264 as non-executive Directors’ remuneration for the year ended 31 December 2021. The Chairman said that non-executive Directors who are also shareholders would abstain from voting on this resolution.
AGM/8/2022	<u>Resolution 4 - Re-appointment of PricewaterhouseCoopers LLP as Auditor of the Company and authorisation for Directors to fix its remuneration</u>
	(34) The Chairman said that Resolution 4 relates to the re-appointment of PricewaterhouseCoopers LLP as Auditor of the Company and the authorisation of Directors to fix its remuneration.
AGM/9/2022	<u>Resolution 5 - Re-election of Dr Bonghan Cho as a Director retiring</u>

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 10

	<u>under Article 99</u>
AGM/10/2022	<u>Resolution 6 - Re-election of Mr Olivier Lim as a Director retiring under Article 99</u>
AGM/11/2022	<u>Resolution 7 - Re-election of Mr Tham Sai Choy as a Director retiring under Article 99</u>
	(35) The Chairman informed the Meeting that Resolutions 5, 6 and 7 relate to the re-election of Dr Bonghan Cho, Mr Olivier Lim and Mr Tham Sai Choy, respectively, who are retiring as Directors by rotation, as required under Article 99 of the Company's Constitution, being one-third of the Directors who are longest in office since their last re-election. The Chairman said that they will be standing for re-election at the Meeting and each will abstain from voting on their respective re-elections.
AGM/12/2022	<u>Resolution 8 - Re-election of Mr Chng Kai Fong as a Director retiring under Article 105</u>
AGM/13/2022	<u>Resolution 9 - Re-election of Ms Judy Lee as a Director retiring under Article 105</u>
	(36) The Chairman informed the Meeting that Resolutions 8 and 9 relate to the re-election of Mr Chng Kai Fong and Ms Judy Lee, respectively, who are retiring under Article 105 of the Company's Constitution. Pursuant to Article 105, a Director appointed by the Board may hold office until the next AGM, at which he or she is required to retire, but will be eligible to stand for re-election. The Chairman said that they will be standing for re-election at the Meeting and each will abstain from voting on their respective re-elections.
AGM/14/2022	<u>Resolution 10 – Authority to grant awards and issue shares under the DBSH Share Plan</u>
	(37) The Chairman informed the Meeting that Resolution 10 relates to the authorisation of the Directors to offer and grant awards and to allot and issue new ordinary shares pursuant to the DBSH Share Plan, subject to a limit of 5% of the total number of issued shares (excluding treasury shares and subsidiary holdings).
AGM/15/2022	<u>Resolution 11 – Authority to grant awards and issue shares under the California Sub-Plan to the DBSH Share Plan</u>
	(38) The Chairman said that Resolution 11 relates to the authorisation of the Directors to offer and grant awards and to allot and issue new ordinary shares, pursuant to the DBSH Share Plan, to participants who are residents of the state of

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 11

	California in the United States of America, in accordance with the provisions of the DBSH Share Plan and the California Sub-Plan.
AGM/16/2022	<u>Resolution 12 - General authority to issue shares and to make or grant convertible instruments subject to limits</u>
	(39) The Chairman said that Resolution 12 relates to the authorisation of Directors to issue shares and to make or grant instruments convertible into shares, and to issue shares pursuant to such instruments, up to an amount not exceeding 50% of the total number of issued shares, with a sub-limit of 10% for non- <i>pro-rata</i> issues.
AGM/17/2022	<u>Resolution 13 - Authority to issue shares pursuant to the DBSH Scrip Dividend Scheme</u>
	(40) The Chairman said that Resolution 13 relates to the authorisation of Directors, should they choose to apply the DBSH Scrip Dividend Scheme to a qualifying dividend, to issue such number of new ordinary shares as may be required to be issued to shareholders who have elected to receive scrip in lieu of the cash amount of that qualifying dividend.
AGM/18/2022	<u>Resolution 14 –Proposed Renewal of the Share Purchase Mandate</u>
	(41) The Chairman informed the Meeting that Resolution 14 is to renew the mandate to allow the Company to purchase or otherwise acquire its issued ordinary shares. The Directors are proposing that the total number of ordinary shares which may be purchased by the Company be maintained at 2% of the total number of issued ordinary shares as at the date of the Meeting. The main terms of the share purchase mandate are as set out in the Letter to Shareholders dated 9 March 2022.
AGM/19/2022	<u>Voting</u>
	(42) The Chairman proceeded to propose all the motions which have been tabled at the Meeting and put these to the vote by poll. He said that shareholders or their duly appointed proxies have three minutes to cast their votes.
	(43) At the end of this voting period, the Chairman declared the voting closed.
	(44) The Chairman presented the results of the voting by poll for the motions tabled at the Meeting. The results were as follows:

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 12

		Votes For	Votes Against
	Resolution 1	1,786,426,371 (99.98%)	434,191 (0.02%)
	Resolution 2	1,787,496,108 (99.99%)	103,518 (0.01%)
	Resolution 3	1,783,949,218 (99.82%)	3,261,090 (0.18%)
	Resolution 4	1,751,618,370 (97.99%)	35,959,282 (2.01%)
	Resolution 5	1,771,931,199 (99.14%)	15,366,862 (0.86%)
	Resolution 6	1,770,795,767 (99.08%)	16,524,450 (0.92%)
	Resolution 7	1,748,319,364 (97.99%)	35,836,453 (2.01%)
	Resolution 8	1,623,105,047 (90.81%)	164,195,808 (9.19%)
	Resolution 9	1,786,794,129 (99.97%)	495,021 (0.03%)
	Resolution 10	1,594,277,995 (89.20%)	192,937,557 (10.80%)
	Resolution 11	1,593,709,332 (89.45%)	188,031,349 (10.55%)
	Resolution 12	1,609,953,975 (90.06%)	177,593,745 (9.94%)
	Resolution 13	1,741,168,507 (97.40%)	46,393,573 (2.60%)
	Resolution 14	1,774,346,915 (99.29%)	12,600,046 (0.71%)
	(45)	Based on the results of the poll, the Chairman declared Resolutions 1 to 14 carried.	
AGM/20/2022	<u>Closure</u>		

DBS GROUP HOLDINGS LTD
(Incorporated in the Republic of Singapore)
(Company Registration No. 199901152M)

Minutes of the Twenty-Third Annual General Meeting of DBS Group Holdings Ltd – Page 13

	(46) There being no other business, the Chairman thanked shareholders for their attendance at the virtual Meeting, and for their co-operation and patience amidst the Covid-19 pandemic. The Chairman declared the meeting closed at 3.30 p.m.
--	--

Approved By:

Mr Peter Seah
Chairman
DBS Group Holdings Ltd



Live more,
Bank less

ANNUAL

GENERAL MEETING

31 MARCH 2022



Live more,
Bank less

PIYUSH GUPTA

CHIEF EXECUTIVE OFFICER

Agenda

1. 2021: An Outstanding Year
2. 2022 Outlook
3. Positioning ourselves for the future

Strong business momentum and performance in 2021

- Total Income of \$14.3bn with record fee income and trading income, offset by lower net interest margin and lower gains on investment securities from high year-ago base
- Record net profit of \$6.8bn and second highest¹ ROE of 12.5%

		FY21 (\$m)	YoY (\$m)	YoY (%)
Total income	Stable	14,297	(295)	(2)
Net interest income		8,440	(636)	(7)
Non-interest income		5,857	341	6
Expenses		6,469	311	5
Operating profit		7,828	(606)	(7)
Total Allowances		52	(3,014)	(98)
GP		(447)	(2,160)	NM
SP		499	(854)	(63)
Net profit	Record	6,801	2,080	44
Net interest margin (%)		1.45	-	(17bps)
Cost-income ratio (%)		45	-	3%pt
ROE (%)	2 nd Highest ¹	12.5	-	3.4%pt
Gross Loans [^] (\$bn)		415	34	9
Deposits [^] (\$bn)		502	32	7

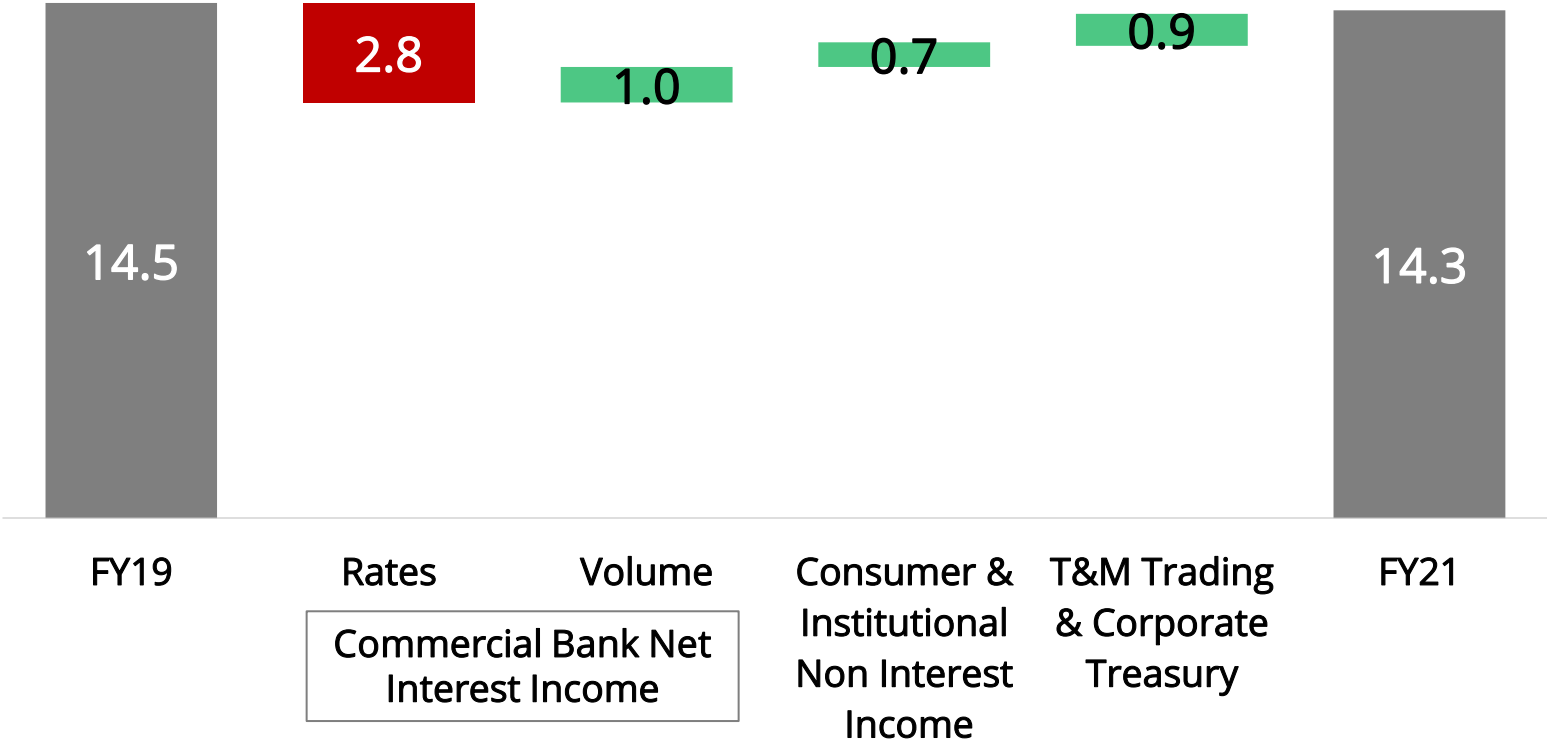


[^] YoY change in constant-currency terms

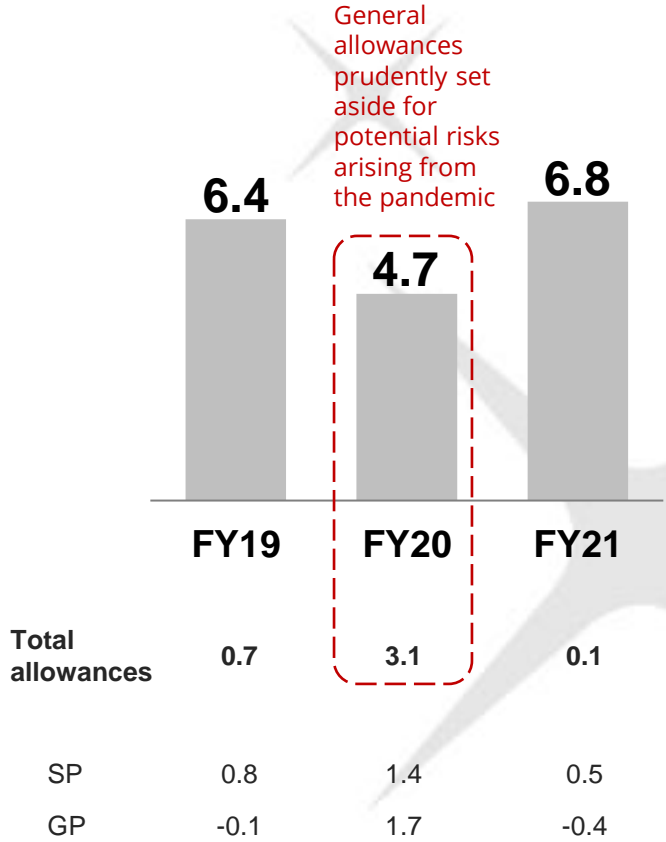
¹: ROE of 12.5% is second highest in more than a decade

Severe headwinds from interest rates but we were able to make up for most of it

Income, \$bn



Net profit, \$bn



Strength of diversified franchise coming through

- Multiple drivers of growth
 - Loan growth of 9% highest in 7 years
 - Sustained deposit growth, record Casa ratio of 76%
 - Fee Income ▲15% driven by wealth management, transaction banking, investment banking activities and card spend recovered to pre-covid levels
 - Treasury Markets income and treasury customer income at new highs

Strong balance sheet

Asset quality

NPL ratio: declined from 1.6% to 1.3%

Improved asset quality from higher repayments, decline in new NPA formation to pre-Covid levels

Allowance reserves

GP reserves: \$3.9bn

\$0.4bn above MAS requirement; \$1.1bn beyond Tier-2 eligibility

Total allowance reserves: \$6.8bn

NPA coverage of 116% and of 214% including collateral

Capital

CET-1: 14.4%

Above management operating range and regulatory requirements

Liquidity

LCR: 135%
NSFR: 123%
LDR: 81%

Regulatory ratios well above requirements, ample liquidity to support business operations even in stressed funding conditions

In addition to strong financial performance, we repositioned our franchise for the future...

- Future-proofing ourselves in several important ways across the business, workforce and our approach to sustainability
- More details in Section 3

Full-year dividend at \$1.20 per share

- 4Q dividend at 36 cents per share, up 9%, in line with policy of paying sustainable dividends that grow progressively with earnings
- Dividend for the financial year \$1.20 per share
- Barring unforeseen circumstances, annualized dividend to be \$1.44 per share

Agenda

1. 2021: An Outstanding Year

2. 2022 Outlook

3. Positioning ourselves for the future

Business Outlook

- Balance sheet poised to benefit from rising interest rates
 - NII sensitivity of \$18m-20m per bp of USD rates
- Expense growth slightly above 2021
- Global growth outlook uncertain
 - Russia Ukraine impact
 - Inflation, especially from energy and commodity prices
 - Pace of central bank policy actions
 - Uneven reopening of countries post pandemic

Credit Outlook

- Asset quality remains resilient
- Minimal direct exposure to Russia, Ukraine
- Inflation and interest rates could put pressure on the SME portfolio. However, largely secured and well stress tested
- Volatile commodity prices and supply chain could lead to idiosyncratic risks in large corporates but no immediate deterioration evident
- China lockdown risk expected to have minimal credit impact

Agenda

1. 2021: An Outstanding Year

2. 2022 Outlook

3. Positioning ourselves for the future

Positioning ourselves for the future

- Future-proofing our business
 - Geographic expansion
 - Launching new businesses
 - Becoming a technology company
- Adapting to the future of work
- Championing sustainability

Future-proofing our business

- By 2024, we expect these initiatives to add approximately \$1.2bn - \$1.3bn to our revenue and an incremental \$500m to our bottom line

Geographic Expansion

Lakshmi Vilas Bank

Shenzhen Rural
Commercial Bank

Citibank Taiwan

New Businesses

China Securities Joint
Venture

New Economy
Companies including
Growth Debt Fund

Digital Exchange

Becoming a Technology Company

Partior

Climate Impact X (CIX)

FIX Marketplace

Software Business

Adapting to the future of work

- Accelerating from hierarchical to horizontal, managing through customer journeys
- Leveraging data and artificial intelligence
- Offering additional upskilling and reskilling opportunities to staff
- Providing flexible work arrangements

Championing sustainability

Board Sustainability Committee

Established to enhance our governance process in relation to climate impact and broader ESG matters centered on our three sustainability pillars

Responsible banking



Our responsible banking practices support our customers' transition towards lower-carbon business models, enhance their access to ESG investments, and deliver customised retail solutions to meet their specific needs.

Responsible business practices



We believe in doing the right thing by our people and embedding environmental and societal factors in our business operations.

Impact beyond banking



We seek to be a force for good by championing social enterprises – businesses with a double bottom line – and supporting community causes such as those that are driving positive environmental and social impact.

Championing sustainability

Responsible banking

- Made **commitment to net-zero** by 2050
 - Baseline emission intensities being calculated for nine priority sectors, covering close to 3,000 clients, and 34% of our credit portfolio. Target date 1H2022
 - Transition pathways and interim targets also being developed for these sectors, aligned with global guidelines (e.g., International Energy Agency). Target date 2H2022
 - DBS taxonomy established. Relationship Managers' playbooks being developed to facilitate client conversations
 - Thermal coal policies already implemented. All coal exposures will run off by 2039
- Committed \$20.5bn to **sustainable finance** in 2021
- Grew **sustainable investments**¹ to over 50% of PB AUM
- Launched **green products**: Green auto and renovation loans, green credit card
- Launched **DBS LiveBetter platform** to enable more sustainable lifestyles
- Scaling up **financial inclusion** through supporting migrant workers in Singapore, and extending credit to low-income segments in India, Indonesia



Championing sustainability

Responsible business practices



- Target net-zero operational carbon by 2022
- Committed 100% of new suppliers to DBS' Sustainable Sourcing Principles
- Launched **Opportunity Marketplace** using AI/ML to help employees better identify career aspirations and skills needed

Impact beyond banking



- Supported communities hard-hit by the pandemic with **relief support**
- \$100m additional funding to **further improve lives in Asia**
- Contributed more than 100,000 **employee volunteering hours** to serve the community



**WORLD'S
BEST
BANK**
EUROMONEY

WORLD'S BEST DIGITAL BANK
EUROMONEY

**WORLD'S SAFEST COMMERCIAL
BANK** GLOBAL FINANCE

**OUTSTANDING LEADERSHIP IN
SUSTAINABLE PROJECT FINANCE
- GLOBAL**
GLOBAL FINANCE

**OUTSTANDING LEADERSHIP
IN GREEN BONDS - GLOBAL**
GLOBAL FINANCE

**MOST INNOVATIVE IN DIGITAL
BANKING - GLOBAL**
THE BANKER

GLOBAL INNOVATOR - SILVER
EFMA-ACCENTURE

**MODEL BANK - CORPORATE
DIGITAL BANKING** CELENT

**PURPOSE DRIVEN
COMMUNICATIONS - HIGHLY
COMMENDED** REUTERS NEXT

**GLOBAL
BANK
OF THE YEAR**
THE BANKER

**BEST DIGITAL PORTAL FOR WEALTH
CLIENTS** CUTTER RESEARCH

**WORLD'S MOST INNOVATIVE
CONSUMER DIGITAL BANK**
GLOBAL FINANCE



Live more,
Bank less