

JACKSON TAI
VICE CHAIRMAN AND CEO
DBS GROUP HOLDINGS AND DBS BANK

Background

Jackson Tai's family left Guangzhou in the 1940s to settle in New York's Chinatown. To supplement the family's income, Jack took on a variety of odd jobs at an early age, including washing dishes and waiting on tables at Chinese restaurants, and later as drummer in a rock band.

He got his first break in winning a scholarship to study engineering at Rensselaer Polytechnic Institute, a well-regarded engineering college in upstate New York. But he realised that he was more interested in commerce than in engineering. So in 1972, at the age of 21, he was admitted to Harvard University's MBA programme with a Sloan Cogme fellowship.

In 1973, he interned at J.P. Morgan & Co, a global investment house, and joined them full-time in 1974 after graduation from Harvard. He held several senior management positions including executive director of J.P. Morgan Securities' Tokyo Office, global head of J.P. Morgan's real estate investment banking business, head of investment banking and senior regional officer for J.P. Morgan's businesses in Asia Pacific region, based in Tokyo, and head of investment banking and senior regional officer for The Western United States, based in San Francisco.

Jack, a Chinese American, elected early retirement from J.P. Morgan in 1999, to join DBS Bank as its Chief Financial Officer. He later was appointed President and Chief Operating Officer in January 2001. He became Vice Chairman and Chief Executive Officer of DBS Group Holdings and DBS Bank in June 2002. He is 54.

Achievements

Jack's tenure at DBS coincided with the tumultuous changes in the domestic banking scene, which beginning in 1998 saw the granting of retail licences for half a dozen foreign banks. Since that time the number of local banks has whittled down from six (including POSBank, which merged with DBS in 1998) to three.

DBS has responded to more intense local competition by expanding into new businesses and new geographies. Over the past several years, DBS has strengthened its Treasury and Markets capabilities, as well as its commitment to SME and consumer banking. Moreover, DBS has diversified out of its previous concentration in Singapore, principally through its acquisition of Dao Heng Bank

in 2001. Today, DBS Bank is the largest bank in Singapore as well as the fifth largest banking group in Hong Kong. DBS Bank (Hong Kong) recorded 27 per cent growth in net profit per annum for the last two years, achieving net profit of \$534 million in 2004.

Under Jack's leadership:

1. DBS reported record earnings in 2004 and delivered the strongest bottom-line numbers in its 36-year history. Its net profit rose 97% to \$2.02 billion, including \$497 million in one-time gains from sales of stakes in affiliate banks. Excluding these gains, net profits of \$1.52 billion from continuing operations were still the highest ever and represented a 48% rise over the whole of 2003. It surpassed the previous record of \$1.39 billion set in 2000. Cash return on equity was the highest in four years at 12.7%.
2. DBS' loan book expanded \$11.7 billion or almost 20% over eight consecutive quarters. At the same time, fee income has continued to increase over six consecutive years, crossing the \$1 billion mark in 2004.
3. DBS achieved a more balanced geographical distribution of its income and assets. Its operations outside Singapore contributed 37% in revenues in 2004, compared to 15% in 1998.
4. DBS' asset quality, with a non-performing loan rate of 2.5% and provision coverage of 89% at end December 2004, is now among the best of Asian banks.
5. DBS further strengthened its capital base. DBS Group Tier 1 capital adequacy ratio stood at 11.3% and total capital adequacy ratio, at 15.8% at end December 2004.
6. DBS exchanged its 59 per cent stake in DBS Thai Danu Bank for a 16.1% stake in a new merged entity comprising DBS Thai Danu Bank, Thai Military Bank and The Industrial Finance Corporation of Thailand. The merged entity now operates under the Thai Military Bank name and is the country's fifth largest bank by assets.

Major Awards and Accolades in 2004

Asiamoney

Domestic Bank Awards:

- Best Domestic Bond House in Singapore
- Best Domestic Equity House in Singapore

The Asian Banker

- Best Retail bank – Singapore

AsiaRisk

- AsiaRisk Awards: Singapore House of the Year

The Asset

The Asset Asia Awards – Country Awards:

- Best Domestic Investment Bank
- Best Domestic Bank

Euromoney

- Awards for Excellence: Best Bank in Singapore

FinanceAsia

Country Awards for Achievement – Singapore:

- Best Bank
- Best Equity House
- Best Bond House
- Best Broker (DBS Vickers)

Global Finance

World's Best Banks 2004:

- Best Foreign Exchange Providers – Country Winner
- Best Sub-Custodians – Country Winner
- Best Trade Finance Provider – Country Winner

World's Best Foreign Exchange Banks 2005:

- Regional Winner for Southeast Asia & Country Winner

IFR Asia

- Singapore Loan House

IFR

League Tables:

- Ranked 2nd – China Syndicated Loans
- Ranked 2nd – India Syndicated Loans

Other Roles

Jack holds several directorships including Singapore Telecommunications Limited, CapitaLand Ltd, Asian Civilisations Museum, MasterCard Asia/Pacific, Committee of 100, San Francisco Symphony, and the Asian Art Museum of San Francisco.

Financial Summary
(\$ billion)

GROUP	2001	2002	2003	2004
Operating Income	3.5 billion	4.1 billion	4.2 billion	4.4 billion
Net Profit Before Tax	1.3 billion	1.5 billion	1.4 billion	2.5 billion
Net Profit Attributable to Members	997 million	1.1 billion	1.0 billion	2.0 billion

March 30, 2005