Leveraging Innovation to Grow and Transform

BuildSG LEAD Summit ▪ 27 Apr 2022

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**Group Executive,
Consumer Banking &
Wealth Management
and Chairman, BCA**

Pace of technological change is accelerating

DBS

2nd Industrial Revolution (1870)

86 years

1st Industrial Revolution (1784)
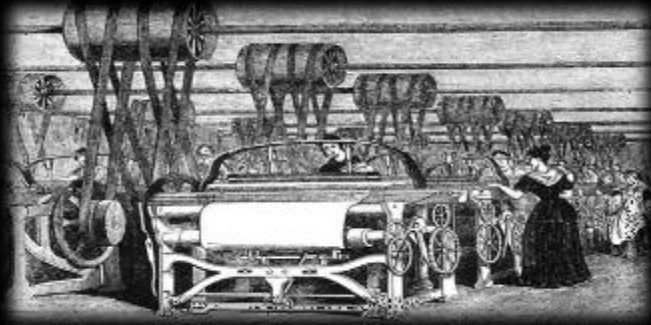
99 years

3rd Industrial Revolution (1969)

4th Industrial Revolution (2016–Present)

47 years

Technologies that are disrupting our world

AI

BIG DATA

CLOUD

MOBILE
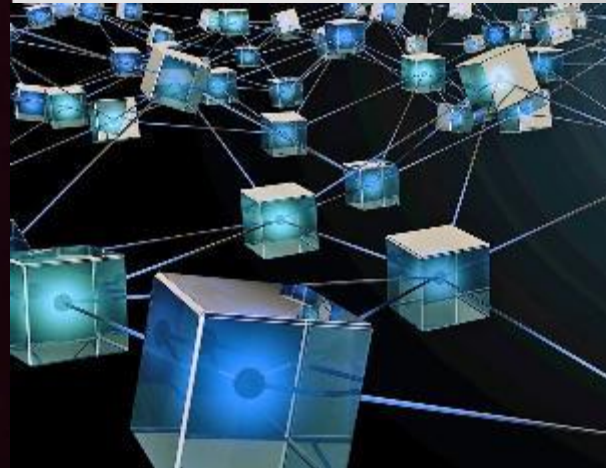
CONNECTIVITY

New technologies create both opportunities and risks

Data & AI

Blockchain

AR / VR

The world is changing around us

Globalisation of Platform Giants

Cost vs Efficiency to Scale Up
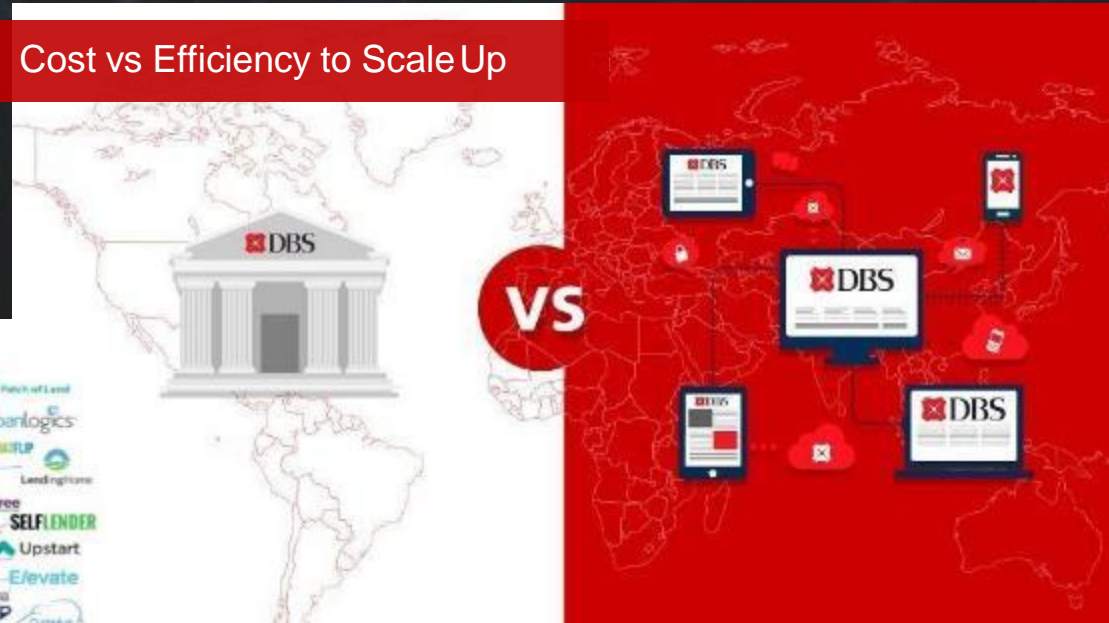
Start-ups Unbundling Banking

Source: CB Insights

Driving the transformation: Making Banking Joyful

BECOME DIGITAL TO THE CORE

EMBED OURSELVES IN THE CUSTOMER JOURNEY

CREATE A 40,000 START-UP

Being the **D** in

GaNDoLf

Disrupters | Re-imagining Banking | Outcome

BECOME DIGITAL TO THE CORE

EMBED OURSELVES IN THE CUSTOMER JOURNEY

CREATE A 40,000 START-UP

BECOME DIGITAL TO THE CORE

EMBED OURSELVES IN THE CUSTOMER JOURNEY

CREATE A 40,000 START-UP

Make DBS 'Invisible'

Embed ourselves in the customer journey…
Make DBS 'invisible'

(1) My Everyday Life & Goals

(2) My Finance

(3) My Way

My Utilities

My Pension

My Child's Education

My Entertainment

Cards

CASA

TD

My Shopping

Payments

Insurance

My Car

Loans

Investments

Mortgages

My Travel

My Wedding

My Health

My House

My Transport

My Education

Re-inventing and Re-imagining Banking with Digital Solutions

×DBS

Facial verification for customer onboarding
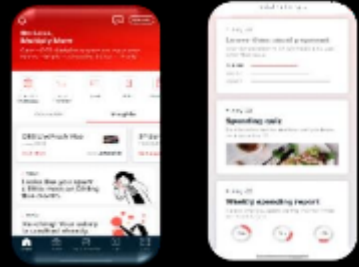
DBS PayLah!

DBS Digital Exchange

Digital retirement planning

Facial verification for SMEs

DBS digibank app

DBS IDEAL for corporate banking

DBS NAV Planner

Ecosystems and Marketplace

BECOME DIGITAL TO THE CORE

EMBED OURSELVES IN THE CUSTOMER JOURNEY

CREATE A 40,000 START-UP
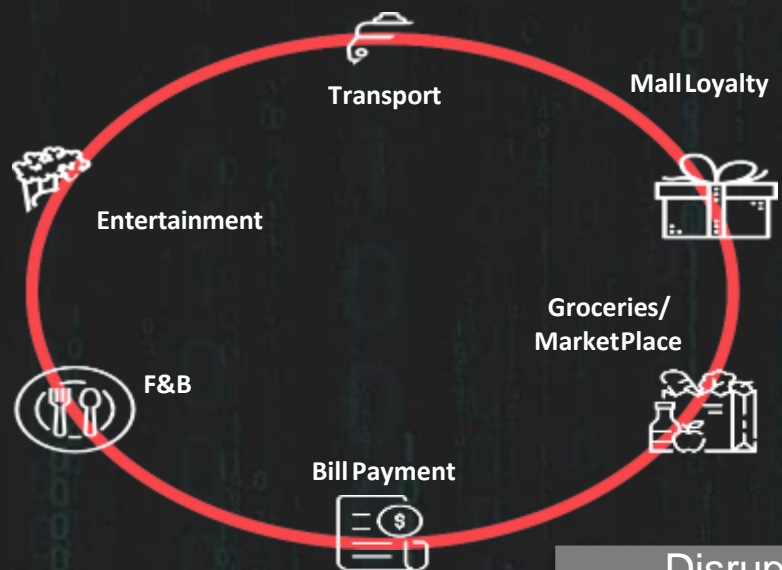
Strengthen our people and culture

"Culture eats strategy for breakfast"

— Peter Drucker

Transformational leadership —
how we continue to learn and grow

Psychological Safety

Growth Mindset

Courageous Conversations

Feedback

Collaboration

✕ DBS

If we want to break through the glass ceiling, we have to be bolder...

- Its all about **LEADERSHIP**
- Take **customer focus & collaboration** to the next level
- We go **beyond DIGITIZATION**

✕DBS

Build a 40,000 person start-up

Agile

Be a Learning Organisation

Customer Obsessed

Data-Driven

Experiment & Take Risks

✖ DBS

AGILE and collaborative way of working

Agile @ Work

Squad member
Sponsor
Journey Manager
Stakeholder
Stakeholder
Stakeholder
Sponsor

KANBAN BOARD
BACKLOG
GROOM-ING
DOING 2 WEEK

Agile @ Operations

FUSING OUR DIGITAL DNA

Business = Technology
Technology = Business

TECHNOLOGY
BUSINESS

Changing the way we work

Finance

J O Y S P A C E

Disrupters   Re-imagining Banking   Outcome
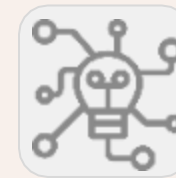
CUSTOMER OBSESSED
Embed in the customer & employee journey

CONTROL TOWER	OPERATING STATION	BUSINESS VALUE

Demand Management

Customer Journey & Behaviour

Feature & System Health

Issue Localization

Live Experiments & Campaigns

Smart Notifications & Alerts

Issues Prevented

Workforce Management

- ✓ Customer profitability
- ✓ Customer satisfaction

- ✓ Campaign optimization
- ✓ Golden path adherence

- ✓ Workforce automation
- ✓ Pre-emptive issue resolution

- ✓ Real time insights
- ✓ Competitive advantage

Customer Obsessed : Observing out Customers' Journey leveraging AI
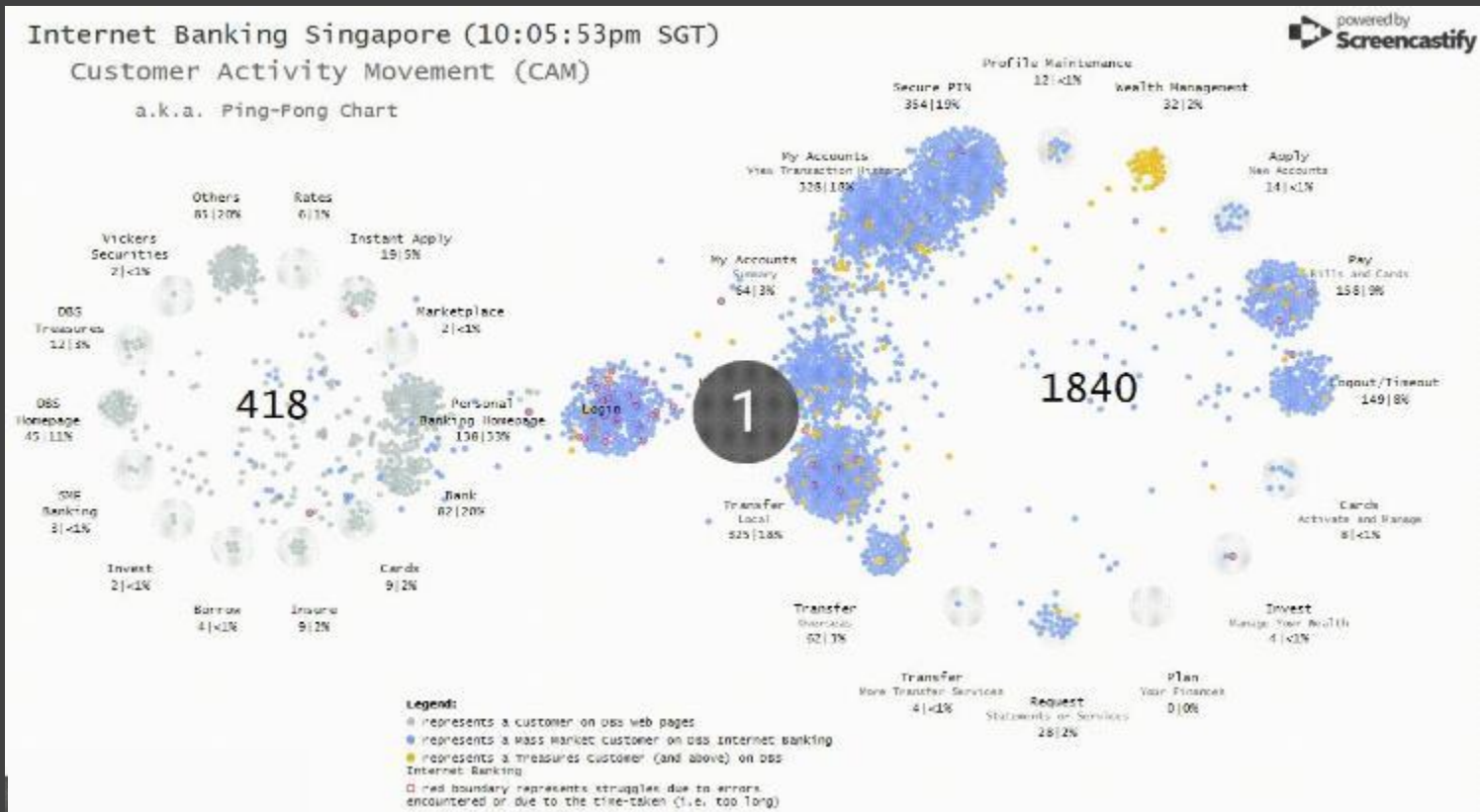
**Anomaly Detection Algorithm
(Moving from ARIMA to Facebook Prophet)**

**Up to 2x improvement in precision / recall
quicker issue resolution**
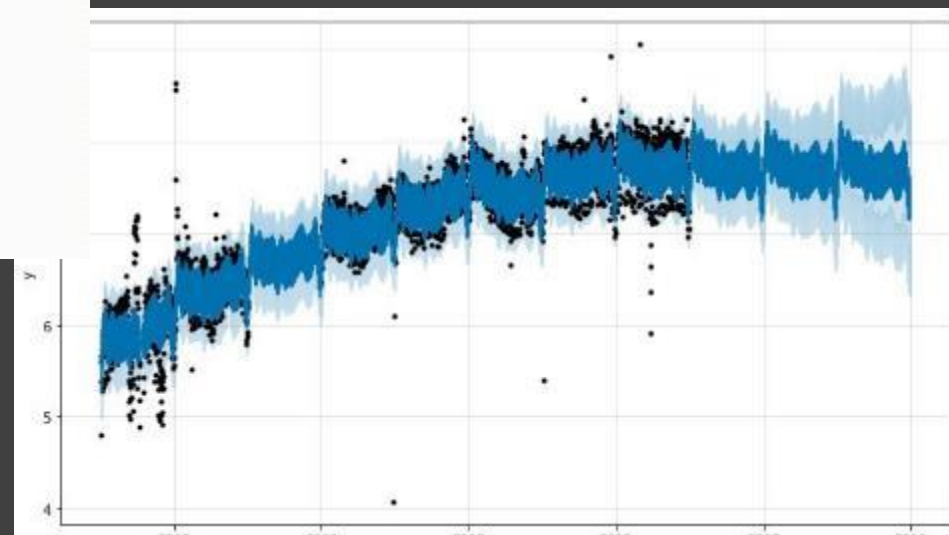
DATA-DRIVEN

Build Culture/ Capability

Build skills and culture across the company, including executives, data scientists, stewards and champions, to drive value creation

Enable Data

Make it frictionless to get access to quality data whilst maintaining control

Build Fit for Purpose Data Platform

Build a scalable, secure, cost-effective architecture and toolset and populate it with data driven use cases

- Analytics Centre of Excellence: Open Source usage attracting top data engineers
- ~ 150 data driven customer journeys
- ~10K Staff including 250 top executives trained on Data
- Cleaned up data and put in Metadata driven data discoverability
- Role based pre-approved data access
- **PURE** Responsible use of data framework developed
- Built a unified and scalable data platform
- ~100 data scientists using analytics sandbox
- Data Factory accelerating value-based Ingestion

- NAV
- Retail Banca Origination
- Intelligent Interactions
- Treasures 1.0
- SAILOR –Financial Planning
- Payments, MarketPlace and PayLah!
- DVC
- CE
- ATE

Map drivers and outcomes

Accelerate implementation of control towers

Establish new management rituals

Disrupters | Re-imagining Banking | Outcome

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EXPERIMENT & TAKE RISKS

The Marketing Experimentation Story
Demonstrating what we stand for by telling DBS stories

1,000
EXPERIMENTS

15,000
STAFF ENGAGED IN INNOVATION PROGRAMMES

IMAGINARIUMS

STARTUP XCHANGE

API HACKATHONS

INNOVATION BACKYARD

INSPIRED BY TRUE STORIES
SPARKS
ADRIAN PANG   NATHAN HARTONO

> 2 Mio
VIEWS

> 23 Mio
ENGAGEMENTS

with content, contextual & community marketing

How does the Consumer Bank and Private Bank embrace this new technology ?

What are we doing ?
vs
How are we doing it ?

JUMPING X
THE S-CURVE

❎ DBS

We need to get onto a new S-curve: Revenue & Shareholder valuation growth

Last decade (2010-2020) of growth

New Growth Agenda
- **New Businesses**
- **Ambitions for growth markets**

Improve Price-to-Book
- **Gain visibility for our digital businesses**
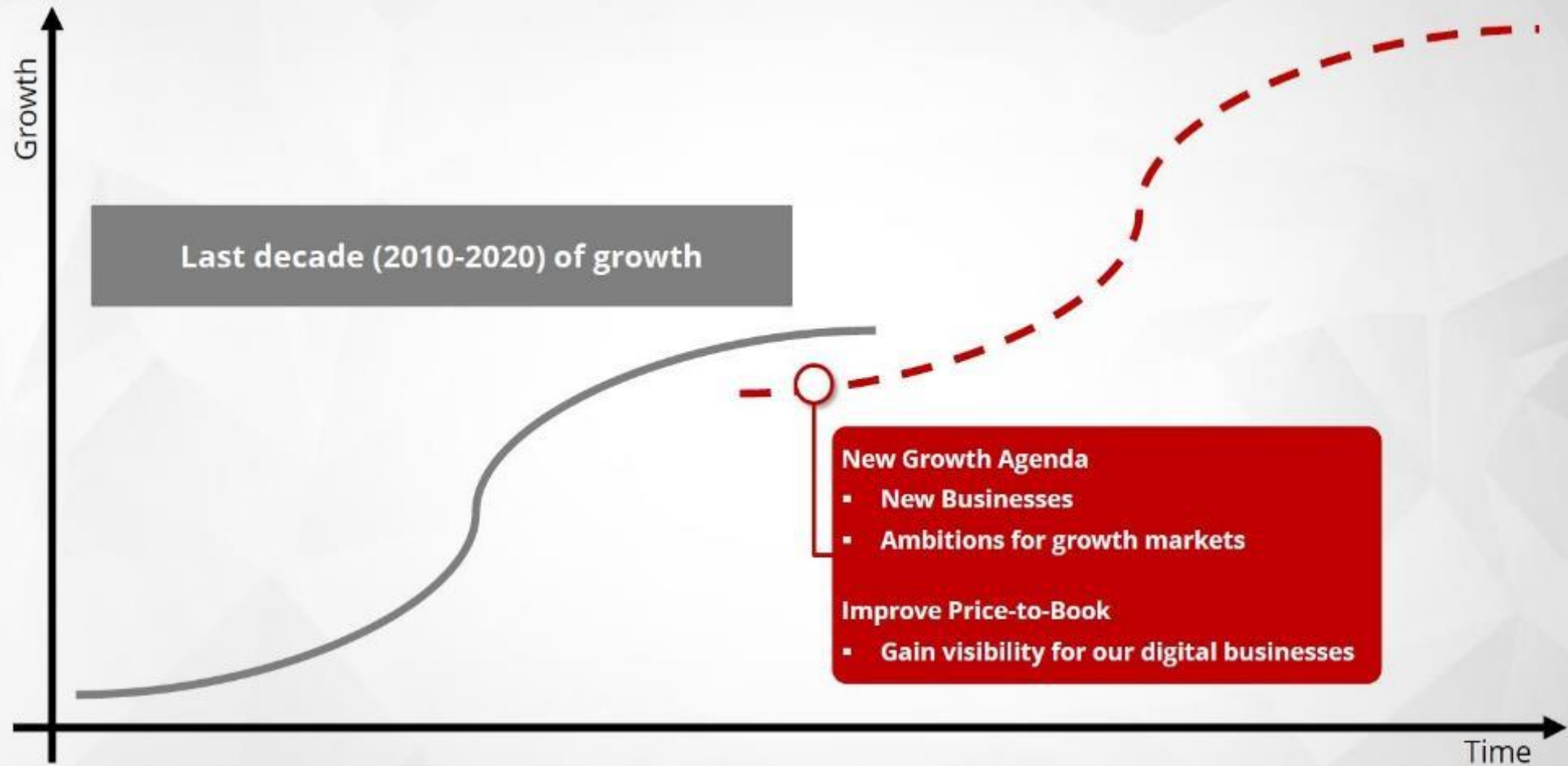
CBG Vision – Create wealth, Enrich lives, Enable success

DBS

1 Augmented Banking

Enhance the customer's relationship with the bank by delivering an enriched experienced both in terms of new services and existing services with new ways of interaction

[Digital Banking]

2 Open Banking

[Ecosystems]

Combine services from other suppliers with those of the bank to offer enhanced value to the customer over individual offerings

4 Automation Banking

[DFNO DFNC DFNB]

Pair intelligent Automation with the bank's organizational resources to align the way employees work and the work they do with the new customer journey

3 Cognitive Banking

[Intelligent Banking]

N = 1
Hyper-personalization
Integrate and analyse relevant data to present the customer with unique tailored hypotheses, proposals, and recommendations

CUSTOMER EXPERIENCE

VR & AR Environments

Chatbots Robo-advisor

Biometrics signature

Digital Onboarding

Home Assistants

Smart alerts

Fraud analytics

Audit and trace user activity

Loans approval

OPEN ORGANISATION

New business models
Crowdlending, P2P payments

New incomes with nonfinancial services

Core Banking

Marketplaces

Open API

Engineering Banking
Cloud Native
Public Cloud,
Big Data & AI

5

Blockchain

Social networks to credit score and risks

Smart regulatory and compliance reporting

Trading patterns

Robot Process Automation Recommendations engines

Anti-Money Laundry Identity and Fraud

Customer 360°

PROCESS OPTIMISATION

DATA MANAGEMENT

Linking Strategy to Vision

(1) Become an ***Open Organization***, by transforming our Business and Engagement model from episodic advice to become an integrated solution assembler

- Integrated Financial Planning tools
- Leveraging social platform for Digital Wealth acquisition
- Contextual engagement
- Contextual Pricing

(2) ***Augment Banking experience***, by transcending customer experience through enablement of true omnichannel and adoption of latest technologies and processes

- Futuristic branches
- Enable 5G
- AR / VR

(3) ***Implement Cognitive Banking***, by creating One Brain, hyper personalizing customer engagement, curating content and solutions for customers

- Revenue generating use cases
- Reduce toil
- Improve productivity

(4) ***Hyper-personalize solutions*** by embedding ourselves in the platform economy, to offer cognitive financing and unsecured lending solutions to a growing base of digital buyers and sellers

- Open APIs
- AI / ML for underwriting
- NLP / Chatbot

(5) ***Engineering Banking*** by implementing *next generation iBanking,* making our architecture future ready, optimize our cost structure and remain industry leading on the Digital front

- Accelerate Cloud
- 5G Ready
- New UI and capabilities

Augmented Banking

Definition	Augmented Banking [Digital Banking] is automated delivery of new and traditional banking products and services directly to customers through electronic, interactive communication channels.	Customers	• Wealth Customers • Retail Customers • Relationship Managers	
Objectives	Augmented Banking objective is to deliver exceptional experiences that improve adoption, trust, loyalty and provide safest, contextual, personalized, cool, green digital banking solutions	Touchpoints	• Internet Banking • Mobile Banking / Applications • Public Web • Conversational Banking	
Outcome Measurements*	• Success measured through maximized adoption, increased ATE & improved CE (feedback and struggle) and Reliability and Availability metrics	Key Initiatives	• Next Generation MB/IB • Design for trust/BE Better • Intelligent Bank • Digital Onboarding • Security upgrades • Client Connect / Sailor /	Vista / GBA • UL/CC /Paylah / Naga • Gpay & Eco regional capabilities • Payments/remit/1MS
Governance	**In platform governance:** • Weekly High Intensity meetings • Monthly Resiliency meetings • Monthly Country meetings • PSC Meetings for Initiatives **Cross platform governance:** • Reps other platform's PSC • Quarterly updates to CBG head	Platforms involved	• Digital • Investment / Insurance • Consumer Finance • Payments	• Deposits/Loans /Ecosystem • C2MA • Engineering Banking
JTBD	• Perform safe & frictionless transactions • Help me with day-to-day banking • Show me relevant data in meaningful way • Make the best financial decisions • Help vulnerable with their banking needs • Help me adopt sustainable behaviours online	Countries	• All 6 CBD countries	

Augmented Banking
[Digital Bank]

Objectives — Exceptional experiences that improve adoption, trust and loyalty and provide safest, contextual, personalized, cool, green digital banking solutions

Integrated customer journeys

Integrated governance and metrics

Customers

- Wealth
- Retail
- RMs

Touchpoints

- Internet Banking
- Mobile Banking/applications
- Public Web
- Conversational Banking

Jobs to be done

Perform safe & frictionless transactions	Help me with day-to-day banking	Show me relevant data in meaningful way	Make the best financial decisions	Help vulnerable with their banking needs	Help me adopt sustainable behaviours online

Main Initiatives

Next Generation MB & IB / Design for trust and BE Better	Security upgrades / Digital Onboarding	Everyday Banking / Intelligent Bank	Client Connect	Sailor / PILOT	Vista	GBA	Paylah/UL regional capabilities + Naga	Gpay & Ecosystem regional capabilities	Payments Remittance 1MS

Capabilities

Authentication & Security	Digital Products	Data Insights	Interactive Interface (Text & Voice)	Instant Access 24/7

Data Science — Data Science Models and Rules

Common foundations — Architecture | Backend systems | Future Ready Technology (5G, Cloud, API, Data, AI)

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Open Banking

DBS

Definition	• Open Banking combines services from other suppliers with those of the bank to offer enhanced value to the customer over individual offerings	**Customers**	• Retail Customers • Wealth Customers

Objectives	• Open Banking objective is to integrate banking services with external partners to acquire new-to-bank/product customers, enrich credit underwriting data and improve product proposition via an Open Banking and API driven approach	**Touchpoints**	• Internet Banking • Mobile Banking/ Applications • Marketplaces • Open Banking API's • Phygital network • Partner digital platforms (enabled via APIs) • Partner distribution network

Outcome Measurements	• Strong volume/account growth year on year; focus on building Assets via partners • Deliver meaningful financial impact; focus on growing Revenue and/or Cost saves via partnerships • Balanced contribution across markets; focus on Re-using Capabilities across country / platforms	**Key Initiatives**	• Eco regional capabilities (e.g. Gpay, HPP etc) • Build Lending + Digi capabilities with partners • Monetize Marketplaces • Cards - Auto Instant Redemption, Onboarding and Point Conversion • Re-use APIs (e.g. onboarding, rewards, scoring) across markets

Governance	• **Monthly:** Group Eco Council, Country Eco Council • **Bi-monthly / Quarterly:** CBG Regional Eco Council, Joint reviews with CBG Product Head • **Adhoc:** Joint workshops with country / regional product teams	**Platforms involved**	• Digital • Investment / Insurance • Consumer Finance • Ecosystem • C2MA • Engineering Banking

JTBD	• Be where I live, work and play • Make banking convenient and seamless • Reward me for loyalty and using your platform • Curate products and content best suited to me • Avail me access to credit where credit is due	**Countries**	• All 6 CBD countries

Open Banking
[Ecosystems]

Objectives
Integrate banking services with external partners to acquire new-to-bank/product customers, enrich credit underwriting data and improve product proposition via an Open Banking and API driven approach

Customers
Retail
(including digitally savvy, potential new segments etc)
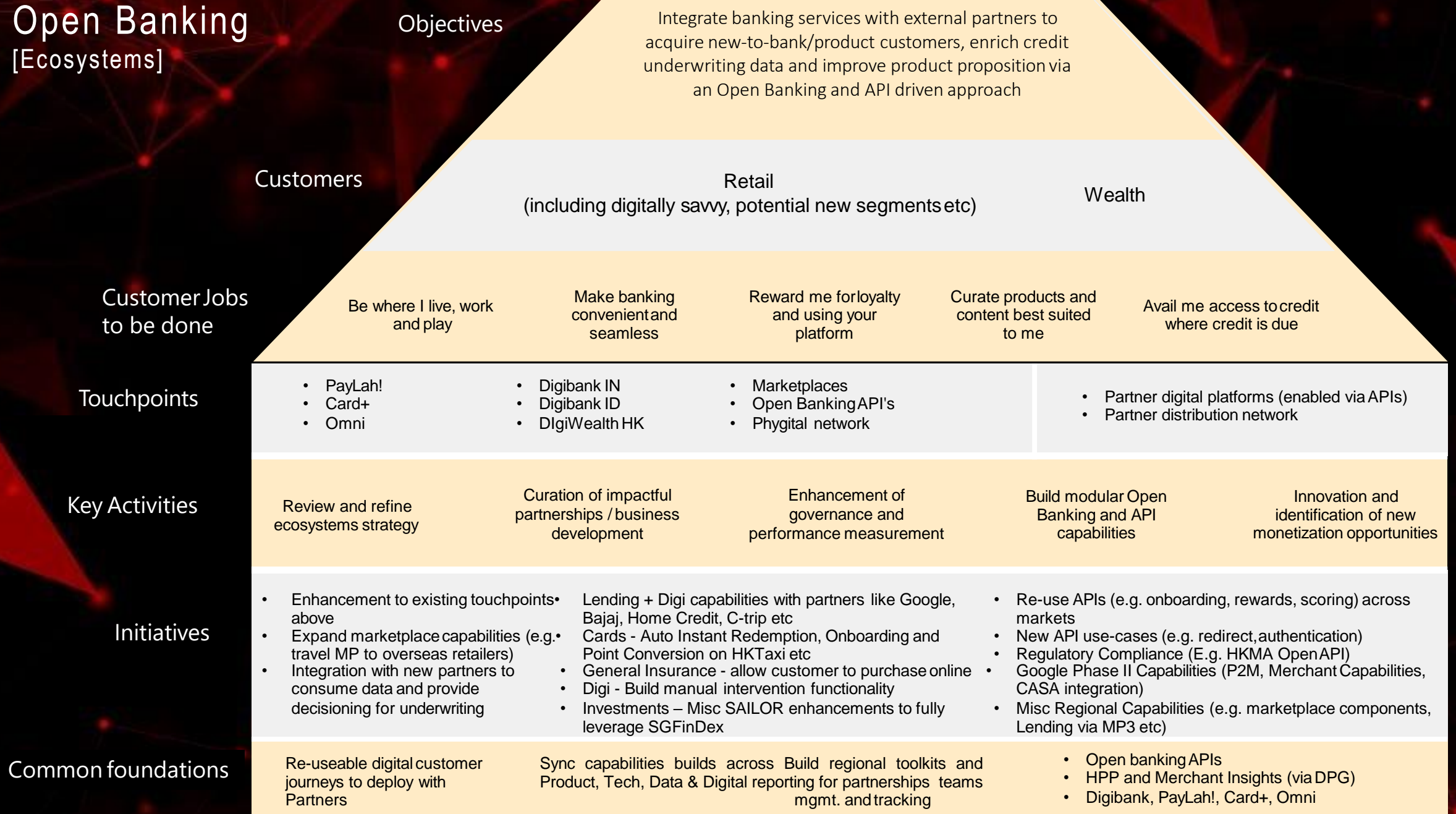
Wealth

Customer Jobs to be done

Be where I live, work and play	Make banking convenient and seamless	Reward me for loyalty and using your platform	Curate products and content best suited to me	Avail me access to credit where credit is due

Touchpoints

- PayLah!
- Card+
- Omni

- Digibank IN
- Digibank ID
- DIgiWealth HK

- Marketplaces
- Open Banking API's
- Phygital network

- Partner digital platforms (enabled via APIs)
- Partner distribution network

Key Activities

Review and refine ecosystems strategy	Curation of impactful partnerships / business development	Enhancement of governance and performance measurement	Build modular Open Banking and API capabilities	Innovation and identification of new monetization opportunities

Initiatives

- Enhancement to existing touchpoints above
- Expand marketplace capabilities (e.g. travel MP to overseas retailers)
- Integration with new partners to consume data and provide decisioning for underwriting

- Lending + Digi capabilities with partners like Google, Bajaj, Home Credit, C-trip etc
- Cards - Auto Instant Redemption, Onboarding and Point Conversion on HKTaxi etc
- General Insurance - allow customer to purchase online
- Digi - Build manual intervention functionality
- Investments – Misc SAILOR enhancements to fully leverage SGFinDex

- Re-use APIs (e.g. onboarding, rewards, scoring) across markets
- New API use-cases (e.g. redirect, authentication)
- Regulatory Compliance (E.g. HKMA Open API)
- Google Phase II Capabilities (P2M, Merchant Capabilities, CASA integration)
- Misc Regional Capabilities (e.g. marketplace components, Lending via MP3 etc)

Common foundations

Re-useable digital customer journeys to deploy with Partners

Sync capabilities builds across Product, Tech, Data & Digital

Build regional toolkits and reporting for partnerships mgmt. and tracking

teams

- Open banking APIs
- HPP and Merchant Insights (via DPG)
- Digibank, PayLah!, Card+, Omni

Cognitive Banking

Definition	Cognitive Banking delivers hyper-personalization integrate and analyse relevant data to present the customer / staff with unique tailored hypotheses, proposals, and recommendations	**Customers**	• Wealth Customers • Retail Customers

Objectives	Cognitive Banking objective is deliver exceptional experiences that improve stickiness, loyalty and relationships and drive action, decisions, and sales	**Touchpoints**	• Internet Banking • Mobile Banking/ Applications • Relationship	Managers / Wealth Planning Managers • Contact Center

Outcome Measurements	• Financial (higher revenue, lower cost, improved market share) and Non-Financial (# of transactions / acquisitions, etc) business drivers	**Key Initiatives**	• Client Connect • Customer Science • Everyday Banking • UNO	• NAV Planner • Travel Mode • Marketplaces

|			
Governance	• The Regional Intelligent Banking team and the Country use case forum supports the governance of the quadrant to ensure there are no overlaps/wastage and prioritize investments in coordinated journeys	**Platforms involved**	• Digital • Investment/ Insurance	• C2MA • BSSB • Engineering Banking

JTBD	• Best advice & informed conversations • Solve my struggles / service needs • Help me with day-to-day banking • Choose products best suited to me • Make the best financial decisions • Use my money to live life well	**Countries**	• All 6 CBD countries

Cognitive Banking
[Intelligent Bank]
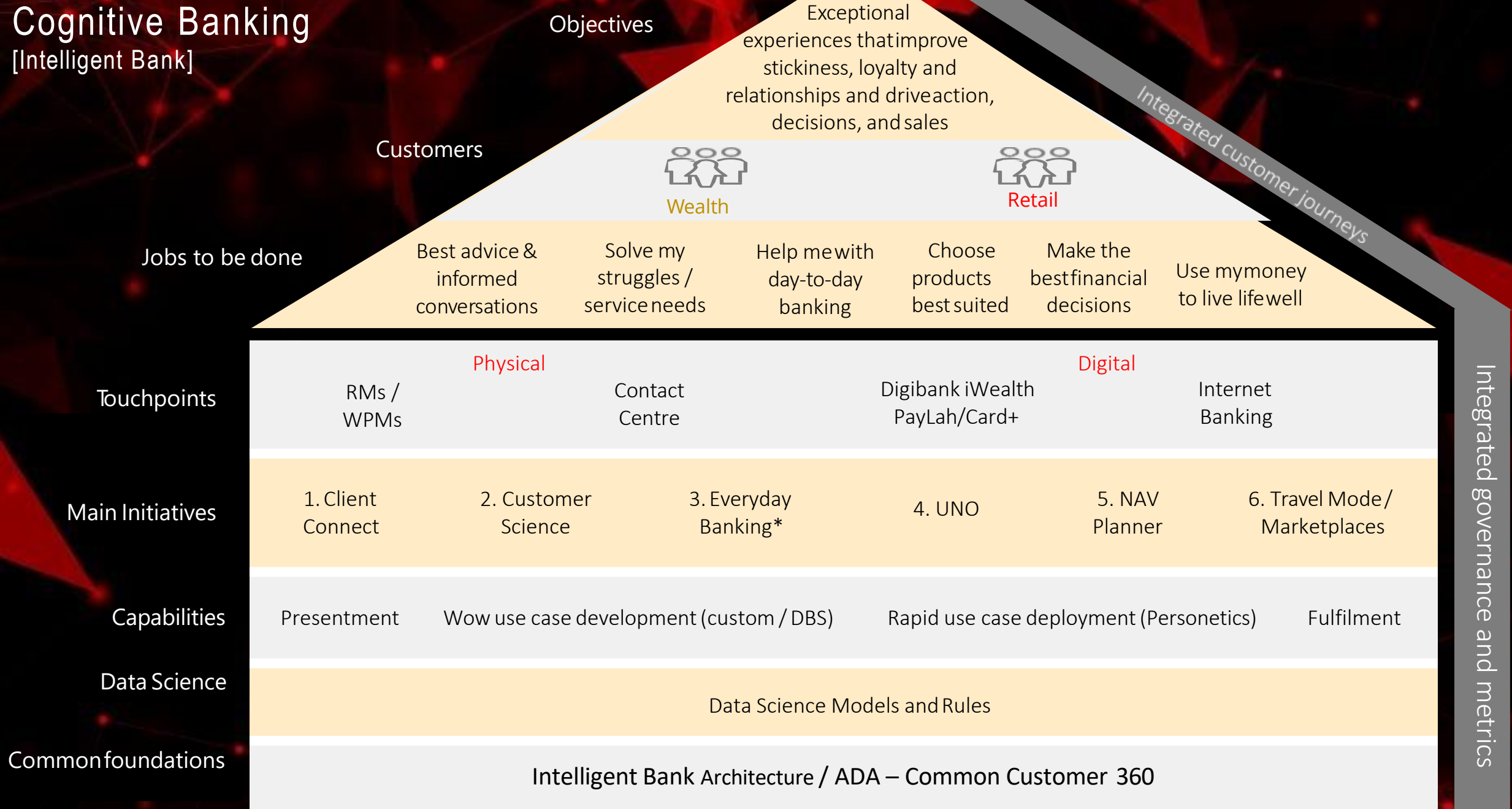
Objectives

Exceptional experiences that improve stickiness, loyalty and relationships and drive action, decisions, and sales

Integrated customer journeys

Customers

Wealth | Retail

Jobs to be done

| Best advice & informed conversations | Solve my struggles / service needs | Help me with day-to-day banking | Choose products best suited | Make the best financial decisions | Use my money to live life well |

Touchpoints

Physical | Digital

| RMs / WPMs | Contact Centre | Digibank iWealth PayLah/Card+ | Internet Banking |

Main Initiatives

| 1. Client Connect | 2. Customer Science | 3. Everyday Banking* | 4. UNO | 5. NAV Planner | 6. Travel Mode / Marketplaces |

Capabilities

| Presentment | Wow use case development (custom / DBS) | Rapid use case deployment (Personetics) | Fulfilment |

Data Science

Data Science Models and Rules

Common foundations

Intelligent Bank Architecture / ADA – Common Customer 360

Integrated governance and metrics

Automation Banking

Definition	• Automation Banking leverage on intelligent automation to radically transform the way our employees work, and deliver a frictionless experience for our customers, through DFNO, DFNC, DFNB	**Customers**	• Wealth Customers • Retail Customers

Objectives	• Drive process optimisation E2E, delivering frictionless experience • Pre-emptive and proactive servicing, instrument better customer journeys • Radically transform the way employees work, horizontal ownership (3 or 4-in-1), emerging as a future ready workforce	**Touchpoints**	• Internet Banking • Mobile Banking / Applications • Chatbot • Customer Centre	• Branches (RMs/WPMs) • Mail / Fax / Email • Govt Agencies (HDB etc) • Internal Stakeholders (RMG Credit)

Outcome Measurements	Broad measurements, details to be defined: • SWP / SCM deliverables • Increase Customer / Employee Satisfaction • Manual Effort / Calls Reduction • Reduce paper, physical cash, statements etc • Other Metrics to be included (TBD)	**Key Initiatives**	• TOM CUL / WMO/ Mortgages • OPPR 3.0 • Ops Country EPP • RM Client Connect / Griffin • Branch Connect	• Digi SG RED Top Call Drivers • DVC Last Mile • Smart Decisioning • Digi Paylah • Network Rationalisation (SSB/Branch)

Governance	• Setup Automation Banking PSC to review implemented initiatives and automation metrics outcome performances	**Platforms involved**	• Digital • Investment / Insurance • Core Banking • Consumer Finance • Customer Servicing	• C2MA • Chatbot • Ops Platform • SSB/Branch

JTBD	• Employees:
	  • Serve customers easily and timely with fast escalations
	  • Automated and integrated process helps me work faster
	  • Complete my tasks instantly with no hands-off
	  • Maintain line of sight of transactions flows digitally
		• Customers
		  • Transact digitally with ease and convenience
		  • Solve my struggles / service needs
		  • Fulfil my request instantly

Automation Banking
[DFNO/DFNC/DFNB]

Core Themes

Design for No Ops (DFNO)

Design for No Calls (DFNC)

Design for No Branch* (DFNB)

Direction — *Automation Banking leverage on intelligent automation to radically transform the way our employees work, and deliver a frictionless experience for our customers, through DFNO, DFNC, DFNB*

Customers

Wealth | Retail

Jobs to be done

Employees			Customers		
Early warnings and Smart Alerts	Structured, authenticated and validated request	No emails, mail-in or fax to help me work faster	Digital first provides ease and convenience	Solve my struggles / service needs	Fulfil my request instantly

Touchpoints

Physical			Digital		
Customer Branches Centre (RMs, WPMs)	Mail-ins, Fax, Emails	Govt Agencies, other depts	Digibank iWealth PayLah/Card+	Internet Banking	VTM / Chatbot

Initiatives

DFNO			DFNC	DFNB*

Customer/Employee Digital Adoption

1. TOM CUL, WMO, Mortgage
2. OPPR 3.0
3. Ops EPP/ Last Miles
4. RM Client Connect / Griffin
5. Branch Connect
6. Program Vista – Viola Phase 3 Vickers
7. Digi SG RED Digibank Top Call Drivers
8. DVC Last Mile
9. Smart Decisioning
10. Digi Paylah
11. Network rationalisation SSB/Branch

Capabilities

Intelligent Business Process Manager (IBPM) i.e Auto Case Creation, Workflow, API/RPA | Flow Designer (GC) | Smart Decisioning | Smart Alerts | Automated Recon

Data science

Data Science Models | Rules Engine

Common foundation

Backend Processing Systems | ADA – Common Customer 360 | Control Tower

Integrated Governance & Metrics

- Improve STP
- Reduce % Manual Effort
- Digital Origination
- CSAT/ESAT
- Reduce papers (i.e Physical Cash, Statements)
- SCM

Engineering Banking

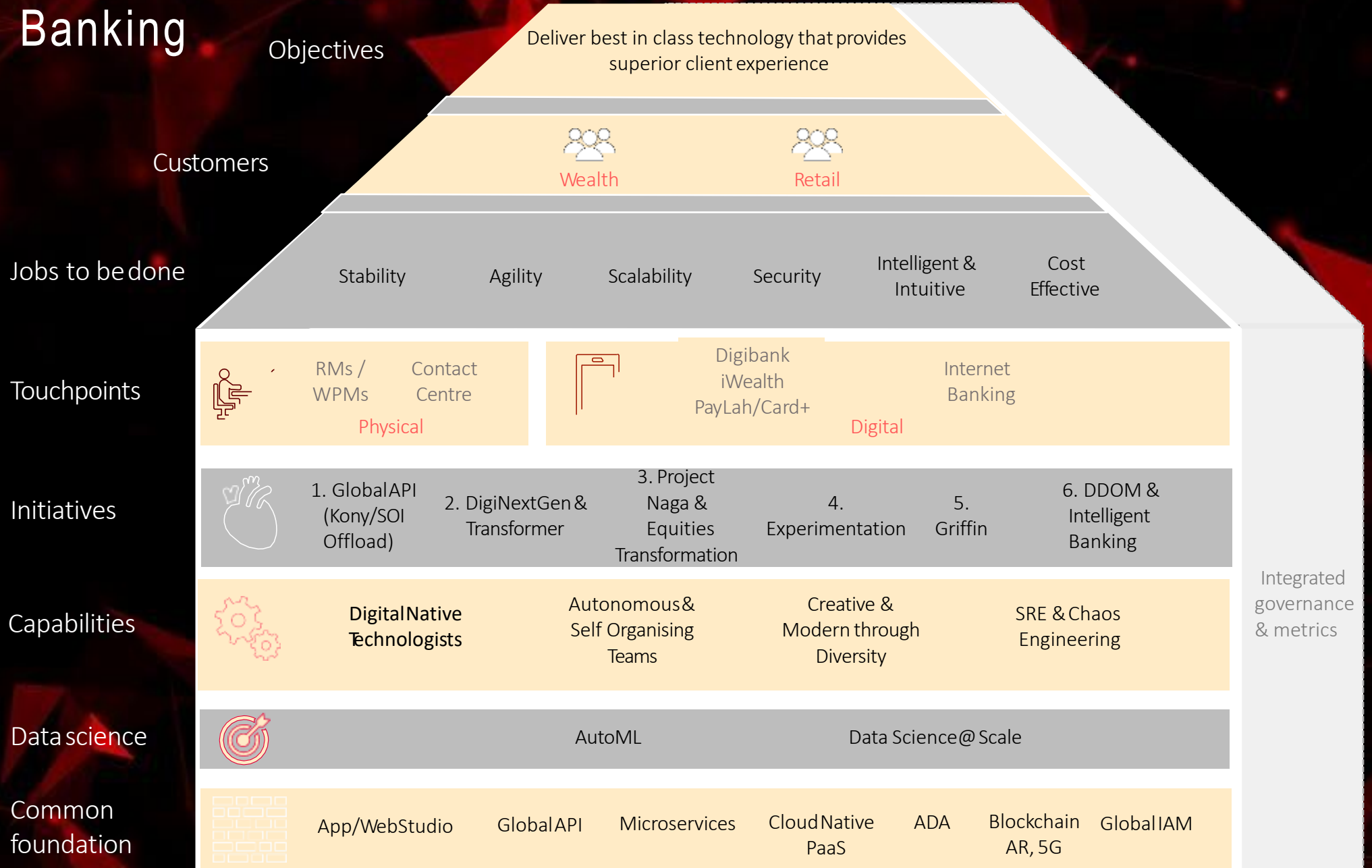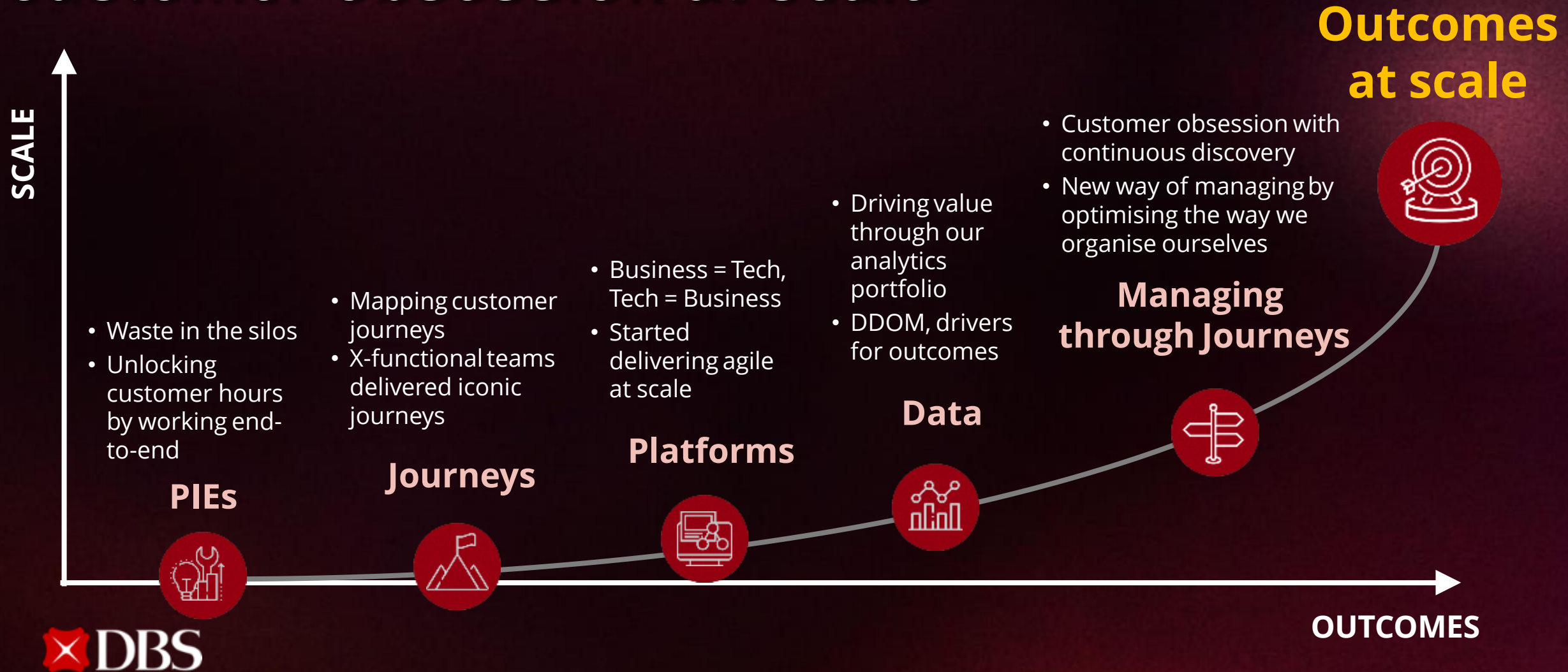| Definition	• Engineering will provide the best technology platform to enable the 4 quadrant (Cloud Native, Public Cloud, Big Data & AI, etc.)	Customers	• Wealth Customers • Retail Customers • Employees	
Objectives	• Deliver best in class technology that provides superior client experience	Touchpoints	• Internet Banking • Mobile Banking/ Applications	• Guided Conversation • RMs/WPMs • Contact Center
Outcome Measurements	• Technology Productivity and Cost saves	Key Initiatives	• Global API (Kony/SOI Offload) • DigiNextGen & Transformer • Project Naga & Equities	Transformation • Experimentation • Griffin • DDOM & Intelligent Banking
Governance	• Define how the quadrant will be governed	Platforms involved	• Digital • Investment/ Insurance • Consumer Finance	• Ecosystem • C2MA • BSSB • Core Banking
JTBD	• Stability • Agility • Scalability • Security • Intelligent & Intuitive • Cost Effective	Countries	• All 6 CBD countries	

Engineering Banking

Objectives	Deliver best in class technology that provides superior client experience						
Customers	Wealth		Retail				
Jobs to be done	Stability	Agility	Scalability	Security	Intelligent & Intuitive	Cost Effective	
Touchpoints	RMs / WPMs Contact Centre **Physical**		Digibank iWealth PayLah/Card+ **Digital**		Internet Banking		
Initiatives	1. Global API (Kony/SOI Offload)	2. DigiNextGen & Transformer	3. Project Naga & Equities Transformation	4. Experimentation	5. Griffin	6. DDOM & Intelligent Banking	
Capabilities	Digital Native Technologists	Autonomous & Self Organising Teams	Creative & Modern through Diversity	SRE & Chaos Engineering			Integrated governance & metrics
Data science	AutoML		Data Science @ Scale				
Common foundation	App/WebStudio	Global API	Microservices	Cloud Native PaaS	ADA	Blockchain AR, 5G	Global IAM

Includes retail and wealth management

Managing through Journeys to drive customer obsession at scale

Outcomes at scale

SCALE

- Customer obsession with continuous discovery
- New way of managing by optimising the way we organise ourselves

- Driving value through our analytics portfolio
- DDOM, drivers for outcomes

- Business = Tech, Tech = Business
- Started delivering agile at scale

- Mapping customer journeys
- X-functional teams delivered iconic journeys

- Waste in the silos
- Unlocking customer hours by working end-to-end

Managing through Journeys

Data

Platforms

Journeys

PIEs

OUTCOMES

DBS

Building the Best Bank for a Better World

> *DBS is about people – those who trust our products and services and others with their careers. The work we do requires resilient, driven talent with deep engineering expertise.*
>
> *We believe in technology making a difference to the everyday lives of people in becoming the*
>
> ## Best Bank for a Better World

Bank of the Year
2018

World's Best Bank
2019, 2020

Most Innovative Bank (APAC)
2020

World's Best Bank, World's Best Digital Bank
2021

Top 10 companies of the decade
For leading transformations

World's Best Banks 2020: DBS Honored As World's Best Bank

Global Finance presents its 27th annual listing of the best banks globally, regionally and in more than 150 countries. This year's winners are hoping their investment in new technology helps them weather the Covid-19 crisis.

OCTOBER 06, 2020   Author: GORDON PLATT

WORLD'S BEST BANK AWARDS 2020
GLOBAL FINANCE

THE WORLD'S BEST BANK

How DBS turned a crisis into an opportunity

EUROMONEY
AWARDS FOR EXCELLENCE
WORLD BEST BANK 2021

DBS and other winners of the World's Best Banks 2020 awards were selected based on performance over the past year and other criteria, including their reputation, management excellence and leadership in digital transformation and social responsiveness. In the early days of the virus, DBS stepped up by quickly rolling out an app that enables business customers to submit trade documents without visiting a branch. Liquidity remained ample as DBS benefited from flight-to-quality inflows, and the bank actively participated in the Singapore government's credit-relief programs.

Frequently Covid prompted a combination of the good and the useful. A good example was Singapore's migrant worker population, a constituency hit hard by Covid, confined to cramped dormitories for months at a time.

In a practical sense, they had a banking problem: there are stores below these dorms where people shop, but they didn't have cash. DBS put ATMs in the dorms to help and also took the opportunity to convert migrant workers – who were particularly keen to send money home, having no chance to spend – to digital tools. This was a win-win: a humanitarian benefit, a colossal cost saving and also a way to avoid losing money on a segment of the population DBS has taken it as an ethical obligation to serve, stemming from DBS's government-prompted acquisition of Post Office Savings Bank and its customers back in 1998.

✕ DBS

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Built Environment - Today vs Future

TODAY

Strengths
- **High quality** urban planning & development
- Leading in **Green & DfMA**
- Regional **champions**

Weaknesses
- **Small & fragmented** domestic market
- Limited exports & **low margins**
- Heavy reliance on **foreign workers**
- Challenges in attracting **young talents**

Opportunities
- Rapid urbanisation and **growth** in Asia
- Growing demand for **sustainable** development
- **Digitalisation**

Threats
- **Climate** change
- **Ageing** population & infrastructure
- Regional / global **disruption**

Credit: blog.plangrid.com

FUTURE

Transforming the Built Environment	Transforming Regulations to Shape a Safe & Resilient Sector	Meeting Homeowners' Liveability Aspirations

1 Augmented Services	2 Open Services	3 Cognitive Thinking	4 Automation
- Enhance clearance process through integrated (smart) inspection - Automated model checker	- CORENET X – One-stop integrated Digital Shopfront - Integrated / Aggregated FM	- Data-driven regulatory regime - Use of common data environment (CDE) standard & digital twin	- Make DfMA the default mode of construction - Leverage tech for productivity, e.g. Smart FM, Drones for façade inspection

5 Engineering Infrastructure
- Harness tech & innovation
- Develop competitive & exportable capabilities
- Develop industry level supply resilience
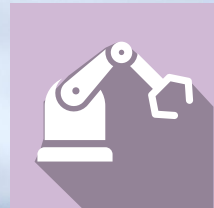
Key Transformation Areas

Integrated Digital Delivery

Design for Manufacturing & Assembly

Green Buildings

Innovation & Technology

Jobs & Skills

Enterprise Development & Internationalisation

Resilience

Technology-Facilitated Inspection

Transform Regulatory System

Let us know how we can further support you in the following areas

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Thank You

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