The presentations contain future-oriented statements, including statements regarding the Group’s vision and growth strategy in the light of anticipated trends as well as economic and market conditions. Such statements necessarily involve risks and uncertainties, which may cause actual performance in future periods to differ from projections.
## Agenda for the day

**Presentations**
- **Transforming technology and culture**
- **Pre-empt disruptors**
- **Disrupt incumbents**
- **Digitalise for profitability**
  - Audit
  - Cash Management
  - Wealth Management
  - Strategic Marketing

**Showcases**
- **Tech and Ops | APIs**
- **Use of data insights**
- **Bancassurance | POSB Smart Buddy**
- **digibank | Tally**
- **Reimagining Audit**
- **Treasury Prism**
- **iWealth**

---

1 Corporate Bank, Private Bank, Markets, and Others
Agenda

01  DBS Wealth journey – Phase 1

02  DBS Wealth journey – Shifting landscape and launching Phase 2

03  Fully-digital engagement – Acquisition, transaction and engagement

04  Human-assisted engagement

05  Value of digital investment
Phase 1 of our Wealth journey

- Launch of DBS Wealth Continuum
- Built a strong value proposition
- Robust technology stack for Wealth Management
- Launch of DBS iWealth 1.0

CAGR +18%

Income >2X

Income (S$m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
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</thead>
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<td>630</td>
<td>800</td>
<td>943</td>
<td>1,122</td>
</tr>
</tbody>
</table>
**DBS Wealth Continuum**  
Three segments leveraging one infrastructure

<table>
<thead>
<tr>
<th>Wealth Management</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>S$350k - S$1.5m</td>
<td>S$1.5m - S$5m</td>
</tr>
</tbody>
</table>

- Integrated retail and wealth product platform
- Common robust technology stack
- Streamlined enablers including HR, Training, Finance and Credit
Phase 1 of our Wealth journey

- Launch of DBS Wealth Continuum
- Built a strong value proposition
- Robust technology stack for Wealth Management
- Launch of DBS iWealth 1.0

Income (S$m)

<table>
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<tr>
<th></th>
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CAGR +18%

Income >2X

Agenda

01 DBS Wealth journey – Phase 1

02 DBS Wealth journey – Shifting landscape and launching Phase 2

03 Fully-digital engagement – Acquisition, transaction and engagement

04 Human-assisted engagement

05 Value of digital investment
The shifting Wealth landscape

- Consumers are shifting towards digital
- Rise of non-bank & fintech competition
- Sticky costs of traditional bank approach
- Scarcity of Relationship Managers
Launching Phase 2

Customer journey focus and human-centred design

START

Customer immersion session

Build prototypes and validate with the customer

Track and analyse data to further refine

Usability testing

Staged pilot and full launch

PAST
I know best

NOW
What works for you?
Launching Phase 2

Being digital to the core

Empowering our customers
❖ >20 systems connected to deliver an all-in-one Wealth and banking platform

Empowering our Relationship Managers: simplify workflows, boost capabilities and productivity
❖ Data-driven insights from >12 systems to deliver 360° view of customer
❖ API-driven architecture for seamless communication across applications

Changing the way we work
❖ Business-led Agile development and implementation with a customer obsession
❖ Rapid experimentation using A/B testing powered by cloud architecture
Agenda

01. DBS Wealth journey – Phase 1
02. DBS Wealth journey – Shifting landscape and launching Phase 2
03. Fully-digital engagement – Acquisition, transaction and engagement
04. Human-assisted engagement
05. Value of digital investment
Fully-digital Wealth: Acquire

**Acquire**

**PAST**
Relationship Manager and branch

**NOW**
Digital marketing in the open market

**Transact**

**PAST**
Branch or RM sign up

**NOW**
One-click straight-through upgrade

**Engage**
Fully-digital Wealth: Transact

Visit our iWealth booth to get the full experience!

PORTFOLIO VIEW

**PAST**
Toggle multiple clunky bank logins

**NOW**
One view of your banking and investments

EXECUTE A TRADE

**PAST**
Call or email RM

**NOW**
Transact in three clicks
Fully-digital Wealth: Engage

Visit our iWealth booth to get the full experience!

**RESEARCH**

**PAST**
Sieve through volumes of articles

**NOW**
Served digitally, personalised and contextual

**PORTFOLIO P&L**

**PAST**
Call RM or wait for statement

**NOW**
One-swipe peek view
Agenda

01  DBS Wealth journey – Phase 1

02  DBS Wealth journey – Shifting landscape and launching Phase 2

03  Fully-digital engagement – Acquisition, transaction and engagement

04  Human-assisted engagement

05  Value of digital investment
Rewiring Wealth services
Transforming dealing and trade execution capabilities into a seamless and fast experience for Relationship Managers

PAST
Time-consuming and error-prone

NOW
Easy, fast, accurate and straight-through

Investment Counsellors

Relationship Managers

Assistant Relationship Managers and Investment Counsellors

Dealers

Investment Products Distribution System (IPDS)
for structured products

Treasury Unified Platform (TUP) for FX products
Making Relationship Managers digital and mobile
Empowering Relationship Managers with an integrated platform for seamless digital engagement with our clients

PAST
Long prep process to gather info and papers before client meeting

NOW
All information, resources and customer data mobile and within a touch or a swipe

Client info on the go
Digital onboarding
Portfolio review
Straight-through transactions
Client analytics (CYCLE)

Visit our CYCLE booth to get the full experience!
Agenda

01  DBS Wealth journey – Phase 1

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05  Value of digital investment
Scaled up acquisition

iWealth acquisition

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>5,222</td>
<td>10,525</td>
<td>15,908</td>
<td>20,991</td>
</tr>
</tbody>
</table>

*Annualised based on 9M17

Online and offline Wealth acquisition

<table>
<thead>
<tr>
<th>Year</th>
<th>Online</th>
<th>Offline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>2015</td>
<td>82%</td>
<td>18%</td>
</tr>
<tr>
<td>2016</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>2017</td>
<td>63%</td>
<td>37%</td>
</tr>
</tbody>
</table>

* Offline and Online acquisition

4x Scale up acquisition

DBS
Strong digital transaction growth

Online equity transactions

Online fund transactions

2.9X

2.5X

1H15  2H15  1H16  2H16  1H17

4Q16  1Q17  2Q17

72,165

830
Increasing engagement

Insights and research readership (page views)

2H15 | 1H16 | 2H16 | 1H17
---|---|---|---
| | | 728,178 |

5-star rating as at Oct 2017

2H15 | 1H16 | 2H16 | 1H17
---|---|---|---
4.28 | 4.47 | 4.9X | 4.47

[Image of bar chart showing growth in page views from 2H15 to 1H17]

[Image of 5-star rating chart showing ratings from 2H15 to 1H17]
Increased engagement leading to an increase in income and operating profits

<table>
<thead>
<tr>
<th>Treasures and Treasures Private Client cost-income ratio</th>
<th>Traditional</th>
<th>Digital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>1.6x</td>
<td></td>
</tr>
<tr>
<td>Hong Kong</td>
<td>1.2x</td>
<td></td>
</tr>
<tr>
<td>Products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial transactions</td>
<td>3.2x</td>
<td>3.1x</td>
</tr>
<tr>
<td>Non-financial transactions*</td>
<td>40x</td>
<td>7x</td>
</tr>
<tr>
<td>Income per customer</td>
<td>1.3x</td>
<td>1.1x</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Treasures and TPC (1H17)</th>
<th>Traditional</th>
<th>Digital</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUSTOMERS ('000)</td>
<td>191</td>
<td></td>
</tr>
<tr>
<td>INCOME (S$M)</td>
<td>$564</td>
<td></td>
</tr>
<tr>
<td>OPERATING PROFIT (S$M)</td>
<td>$287</td>
<td></td>
</tr>
</tbody>
</table>
| Increased engagement leading to an increase in income and operating profits

1H17 data
*Non-financial transactions include managing payees, updating of personal details, viewing e-statements, changing preferences
Productivity uplift

Revenue per Relationship Manager (S$m)

- **DBS Treasures**
  - 2014: 1.1
  - 2017*: +57%

- **DBS TPC**
  - 2014: 2.9
  - 2017*: +26%

- **Private Bank**
  - 2014: 3.6
  - 2017*: +20%

*MIS view
*Annualised based on 9M17
Hence, the outcome of Phase 2 of our Wealth journey...

Wealth income doubled and achieved CAGR of 23% from 2014

<table>
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<tr>
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<th>Income (S$m)</th>
<th>CAGR</th>
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<tr>
<td>2015</td>
<td>1,423</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>1,691</td>
<td></td>
</tr>
<tr>
<td>2017*</td>
<td>2,097</td>
<td></td>
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</table>

*MIS view
* Annualised based on 9M17
In summary, we have..

- Scaled acquisition at a lower cost
- Grown transaction volume digitally
- Increased income per customer through digital engagement
- Increased RM productivity
- Achieved CAGR of 23%
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