

**Speech by Mr Piyush Gupta**  
**Singapore Business Awards Ceremony – 31 March 2016**  
**The Ballroom, The Ritz-Carlton Millenia, Singapore**

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President Tony Tan

Distinguished Panel of Judges for the Singapore Business Awards,

Friends and colleagues

Ladies and Gentlemen.

A very good evening to all of you.

My family and I first moved to Singapore in 1991, and have now lived 15 of the last 25 years here. While we were not born here, we made Singapore our home by choice. To get this recognition in my adopted land is particularly special, and particularly humbling.

Leading DBS has been an extraordinary journey. From the outset, I had recognised that it was a fantastic platform... great pedigree, financially strong, good brand. For all this, I must give credit to the various leaders who built DBS over the years. But it took me some time to realise that DBS had something that was even more special: a true sense of purpose. The developmental agenda was deep in its DNA, and “neighbors first” was more than just a tagline for POSB.

On the back of these catalysts, we have been fortunate to have been able to build an even better franchise, and be voted the Best Bank in Asia by several prestigious publications in the past couple of years. Our financial results have been strong; more pleasing, we rank highly for customer satisfaction and innovation, and most satisfying of all, have super employee engagement and the lowest turnover in the industry!

None of this would have been possible without the support of the DBS Board, my wonderful colleagues, customers and partners. In particular, I want to acknowledge the support of two people present here today: my Chairman, Peter Seah, whose leadership and counsel have been of enormous help to me, and my lovely wife Ruchira... you are truly the wind beneath my wings. To all of you, I owe my thanks. This award is as much for all of you, as it is for me.

But we dare not rest on our laurels. Today, our industry is on the cusp of massive change, as is in fact much of the world. The digital revolution represents both a threat and an opportunity. It will do much good for mankind, but will also pose significant challenges, of which perhaps the biggest one is the perpetuation of income inequity. In

such an environment, I am convinced that companies like ours will have an important role to play, much more than merely shareholder value creation. We must have a larger agenda, a responsibility to multiple stakeholders. As my colleagues and I work to shape the future of banking, we hope to be able to fulfill a larger responsibility, that of Making Banking Joyful. Tonight's award is an encouragement for the journey we've taken, and fuel for the road ahead.

Thank you very much.