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CASE STUDY · MARLUC SYNOPSIS

DBS Bank

IMPLEMENTED 2024–2025 · FINANCIAL SERVICES AND INSURANCE · SINGAPORE · BAND B · CLAIMED ONLY

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AI built into the bank's operations at scale, with the workforce plan changed to match.

ABOUT THIS SYNOPSIS

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Facts and figures are as reported by the sources listed below, which may be incomplete, self-reported or out of date. Check the original source before relying on any figure.

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NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: Over 1,500 AI models and an in-house generative AI assistant.

Implemented: 2024–2025. Grade: band B, Operating model redesign, Claimed only.

Headline result, as reported: S$1 billion of economic value from AI in 2025, up from S$750 million in 2024, by DBS's account

1 · The case

The facts, as reported by the 4 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

DBS Bank. Singapore's largest bank, operating in 19 markets with about 41,000 staff in early 2025, of whom 8,000 to 9,000 were temporary or contract workers, per finews.asia. Canvas block: 4. Operations and process. Also 5. People and skills, 8. Governance and risk, 9. Economics and outcomes.

Business challenge

The challenge. DBS's technology chief said the bank's aim is to balance resiliency and cost efficiency with speed and innovation, and that it could do more to strengthen its technology resiliency. The bank set out to use AI and machine learning to drive hyper-personalised services and operational efficiency.

How it was addressed. DBS says it has worked with AI for over a decade. In 2024 it ran more than 1,500 models across over 370 use cases, including AI risk scoring of technology change requests

Who implemented it

In-house (In-house): Built by the bank's own teams, by its account.

Technology (SEAM pillar E)

SEAM types: T1 Chat assistants, T3 API integrations, T8 Predictive / ML models. Deployment: Not reported. Vendors and products: DBS GPT, CSO Assistant, JIRA Assist, DBS Joy, DevAI.

Where it was built in: An ML model scores all technology change requests for risk; the in-house CSO Assistant transcribes and summarises customer queries and suggests solutions for customer service officers in four markets; staff use DBS GPT. The 2025 annual report adds Gen AI adverse news screening and DBS Joy, a corporate banking chatbot for corporate and SME customers.

What changed

Before: 5% of technology change requests were risk-checked, and customer service officers handled queries unaided. After: AI risk scoring checks every change request, and officers in Singapore, Hong Kong, India and Taiwan use an assistant that works on customer queries in real time. [1] [2] [3] [4]

What it cost

Not reported

What it saved

By DBS's account: S$750 million of economic impact in 2024, and S$1 billion in 2025, measured by comparing customers offered AI-driven solutions with a control group. AI risk scoring cut incidents caused by change requests by 81% on a monthly average. The customer service assistant is expected to cut call handling time by up to 20%. More than 60% of staff use DBS GPT very actively, the chief executive said. Achieved cash saving: Not reported. [1] [2] [3] [4]

Governance and control

DBS reports technology risk governance steered by its board and Group Management Committee, an Architecture Review Committee and a quarterly vendor governance forum. Its 2025 annual report adds a Gen AI framework with governance guardrails, and the chief executive said the bank trains staff to use tools such as agentic AI safely. AI-specific owner, model risk policy and human review of AI outputs: Not reported.

S2 · Accountable owner · Not reported

Not reported.

A1 · Safe use · Claimed
The chief executive said the bank trains staff to use tools such as agentic AI safely, and the 2025 annual report says a Gen AI framework sets governance guardrails and standards for reusable components, by DBS's account. [2] [4]

A2 · Human in the loop · Claimed
The CSO Assistant recommends solutions to customer service officers, who serve the customer, by DBS's account. [1]

A3 · Monitoring and assurance · Claimed
DBS reports key risk indicators, monitoring of critical applications and a near-production test environment for technology generally; AI-specific monitoring is not reported. [1]

A4 · Vendor AI · Claimed
A quarterly Technology Vendor Governance and Strategy forum reviews risks from critical technology vendors, by DBS's account; it is not described as covering AI. [1]

A5 · Agent controls · Not reported
Not reported.

A6 · Standards and regulation · Not reported
Not reported.

What worked, what did not, what is unproven

WORKED

– Value measured against control groups: S$750 million in 2024 and S$1 billion in 2025, by DBS's account.

– Incidents caused by change requests down 81% after AI risk scoring, by DBS's account.

– Record deposit inflows, wealth growth and fee income in 2025, which the chief executive partly attributed to AI-driven customer nudges.

– The 2025 annual report restates about S$1 billion of economic value from data analytics and AI/ML in 2025, and says over 90% of employees were confident that its automation tools reduce workload, by DBS's account.

DID NOT

– DBS GPT was "not so good" when first rolled out, the chief executive said; she said it has since improved.

UNPROVEN

– The cut of up to 20% in call handling time, which is an expectation.

– How the bank will value AI as it becomes embedded in daily work; the chief executive said that will get harder.

– Outcomes for staff as about 4,000 temporary and contract roles are not renewed.

Timeline

2024 S$750 million value from over 370 uses and 1,500 models [1]

Feb 2025 Plan to let about 4,000 contract roles lapse over three years [3]

2025 AI value put at S$1 billion for the year [2]

2025 Annual report cites over 2,000 AI models across more than 430 uses, a Gen AI framework and an AI upskilling curriculum [4]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: Not applicable. Grade: B, Operating model redesign. Proof: Claimed only. Level of change: Operating model.

Operating model change (Level 3, band B). AI is built into operations at scale and the workforce plan changes to match; the results are the bank's own.

The SEAM view and lessons learnt

DBS treats AI as an operating capability with a workforce plan attached: contract roles phased out as projects end, new AI roles created, staff trained to use the tools safely. Its use of control groups to value AI is the most transferable practice for a large organisation. The figures remain the bank's own, and the chief executive expects measurement to get harder as AI spreads through daily work.

1. Value AI by comparing results against a control group.
2. Pair AI rollout with a stated workforce plan, using attrition where possible.
3. Start with internal controls, such as risk-checking every change, where results are easy to measure.

Evidence

Score 3 of 4. Self-reported: the bank's own figures, measured against control groups by its account.

Evaluation method. Comparison group, self-reported: the bank compares customers offered AI-driven solutions with a control group (A/B testing); not independently verified.

Sources disagree. DBS's 2024 annual report cites over 1,500 models across more than 370 use cases; finews.asia quotes the then chief executive in February 2025 citing more than 800 models across 350 use cases; the 2025 annual report cites over 2,000 models across more than 430 use cases. The bank does not explain the differences in counting.

Status. Ongoing

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/dbs-bank

[1] DBS annual report 2024: chief information officer's statement
https://www.dbs.com/annualreports/2024/cio-statement.html

[2] French Chamber Singapore: DBS on AI value
https://www.fccsingapore.com/news/n/news/dbs-says-ai-push-is-paying-off-as-it-shifts-from-efficiency-tool-to-growth-engine.html

[3] finews.asia: DBS temporary roles
https://www.finews.asia/finance/42865-dbs-to-cut-4-000-temporary-roles-as-ai-transforms-operations

[4] DBS annual report 2025: chief information officer's statement
https://www.dbs.com/annualreports/2025/cio-statement.html

DBS Bank website: https://www.dbs.com

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VERSION HISTORY

v1.1 15 November 2026 Added DBS's 2025 annual report: over 2,000 models across more than 430 uses, about S$1 billion value in 2025, Gen AI framework with governance guardrails.
v1.0 15 November 2026 First published