ANNEX A

IBF AWARD RECIPIENTS 2026

1. IBF Distinguished Fellow

This award recognises industry captains who are the epitome of professional stature, integrity, and achievement. IBF Distinguished Fellows embody professional competence and commitment to industry development and serve as beacons of excellence for the financial sector.

The IBF Distinguished Fellows conferred this year are:

Industry Segment	Name / Designation / Company
Asset Management	Kenneth Kan Deputy CEO Dymon Asia Capital
Corporate Banking	Lim Soon Chong Managing Director, Group Head, Global Transaction Services, Institutional Banking Group DBS Bank
Financial Markets	Selena Ling Chief Economist and Head, OCBC Group Research OCBC
Key Corporate Functions	Lee Lung Nien Citi Country Officer and Banking Head, Singapore Citi
Life Insurance	Wong Sze Keed Chief Executive Officer AIA Singapore Pte Ltd
Private Banking and Wealth Management	Robin Heng Cheng Liang Vice Chairman and Deputy Regional Business Head, Southeast Asia EFG Bank AG (Singapore Branch)
Risk Management	Soh Kian Tiong Chief Risk Officer DBS Bank
Technology and Operations	Sharon Khua Head of Group Shared Services Group Operations and Technolgoy OCBC

2. IBF Fellow

This award recognises industry leaders and specialists who have demonstrated mastery of a profession and exemplify thought leadership and commitment to industry development in the financial sector.

The IBF Fellows to be conferred this year are:

Industry Segment	Name / Designation / Company
Asset Management	David Heng Chief Executive Officer Temasek Trust Asset Management Pte Ltd
Asset Management	Manraj S. Sekhon Chief Investment Officer, Templeton Global Investments CEO, Franklin Templeton Asset Management Ltd.
Capital Markets	Malcolm Koo Chief Executive Officer, Singapore CGS International Securities Singapore Pte Ltd.
Capital Markets	Chris Ngooi Head of Wholesale Funding and Executive Director DBS Bank
Capital Markets	Kenneth Yeoh Wei Ming Managing Director, Head of Debt Capital Markets OCBC
Compliance and Legal	Adriel Loh Head of Group Compliance, OCBC Global Head of Compliance, Bank of Singapore
Compliance and Legal	Ruth Poh Head of Compliance APAC M&G Investments (Singapore) Pte Ltd.
Compliance and Legal	Hardy Singh Executive Director, Regional Head, Surveillance (AML and Fraud) DBS Bank
Corporate Banking	Carmen Chan Deputy Head, Global Transaction Banking OCBC
Corporate Banking	Lim Lay Wah Managing Director and Group Head, Global Financial Institutions Group, Overseas Branches and ESG Strategy UOB

Financial Planning	Lisa Lee Executive Director Phillip Securities Pte Ltd
Financial Planning	Sam Lim Siam Song Financial Services Director AIA Singapore Pte Ltd
Financial Planning	Lorna Tan Head, Financial Planning Literacy DBS Bank
Human Resources	Dr Bryan Lim Boon Kheng Managing Director and Head of Group Talent & Development UOB
Human Resources	Neetha Nair Chief Human Resources Officer Prudential Assurance Company Singapore
Human Resources	Wong Keng Fye Head, Human Capital Maybank Singapore
Human Resources	Yang-Sheng Wong Head, HR, Singapore and ASEAN Standard Chartered Bank
Human Resources	Yap Aye Wee Head, Learning and Transformation, Group Human Resources OCBC
Key Corporate Functions	Judy Ng Managing Director, Group Financial Controller, Group Finance DBS Bank
Life Insurance	Harpreet Bindra Chief Executive Officer HSBC Life Singapore
Life Insurance	Liauw Lee Jiat Chief Product Officer Prudential Assurance Company Singapore
Retail Banking	Ashmita Acharya Head, International Wealth and Premier Banking Singapore The Hongkong and Shanghai Banking Corporation Limited
Retail Banking	Usman Khalid Global & SG Head, Deposits, Mortgages & Payments Standard Chartered Bank
Risk Management	Gary PL Chong Head, Group Operational Risk Management OCBC

Risk Management	Harry Loh Managing Director and Head of Non-Financial Risk Management UOB
Sustainable Finance	Mervyn Tang Head of Sustainability, APAC & Investment Director, Global Equities Schroders
Technology and Operations	Ang Li Khim Head, CBG Retail Banking Technology DBS Bank
Technology and Operations	Heng Sou Sun Head, Group Technology Services OCBC

3. IBF Inspire Award

This award recognises financial institutions that have demonstrated significant achievements and holistic commitments in skill and workforce development, young talent pipeline building and leadership development across the organisation.

The financial institutions to be conferred the IBF Inspire Award are:

DBS Bank	At DBS, our approach to AI and workforce transformation starts with a simple belief: AI should create capacity to drive growth. We see AI as a cognitive enhancer – removing toil and giving our people greater capacity to apply higher-order skills such as critical thinking, problem-solving and relationship-building to more complex work and create greater value. We make AI pervasive through both horizontal and vertical adoption. For instance, DBS-GPT is made available broadly, building AI fluency across our workforce and creating a multiplier effect, with employees also empowered to develop personal agents to enhance their own workflows. We have embarked on 12 Operating Model Transformation (OMTs) across all parts of the bank. OMTs are enterprise-wide initiatives which systematically redesign workflows, processes and structures to scale human-AI collaboration. This also involves mapping today's tasks against future tasks, identifying the skills required, and determining how roles can be augmented, redesigned or transformed. Employees are then supported with structured upskilling and reskilling pathways to move into higher-value roles as technology takes on more routine work. Importantly, transformation is as much about people as technology. Through our 5Es – Excite, Enable, Educate, Empower and Embed – we bring employees along the journey, working in partnership with our DBS Staff Union and IBF. At the same time, we remain committed to nurturing young talent through our internships, traineeships and Management Associates Programme, equipping the next generation with the skills and experiences to grow and thrive in the Agentic era. This reflects our philosophy of being an AI-enabled bank with a heart: save people, not jobs, while creating shared value for our people, customers, bank and society.
Manulife	For Manulife Singapore, the value of AI lies not in the technology itself, but in how it empowers its people. By enhancing decision-making, improving productivity, and strengthening capabilities, AI is helping employees perform at their best while delivering better customer experiences.

	Across the business, AI is embedded into everyday workflows, from GenAI-powered role play for financial consultants to strengthen customer engagement skills to agentic AI systems that diagnose technology issues within minutes. To accelerate this transformation, Manulife established an AI Centre of Excellence (CoE) in Singapore last year. By bringing together specialised local talent, the CoE develops AI solutions that can be scaled across Manulife globally while building the foundations needed for responsible enterprise-wide adoption. Manulife is also investing in the capabilities needed to make the most of these technologies. Employees have access to Copilot embedded across everyday tools, helping them draft, analyse, collaborate and develop ideas more efficiently. This is complemented by department-specific AI workshops and communities where colleagues can exchange knowledge, experiment and learn from one another. By developing technology and people together, Manulife Singapore is equipping employees to use AI effectively and with care, turning innovation into better decisions, stronger ways of working and improved customer outcomes.
UOB	UOB's upskilling and reskilling efforts reflect a long-term commitment to building a future-ready workforce equipped to thrive in an increasingly digital and AI-enabled landscape. At the heart of this is the Better U Pivot Programme, a structured reskilling initiative that supports employees in building capabilities for emerging roles and growth areas across the Bank. Through personalised skills assessments, tailored learning pathways and on-the-job development, employees are equipped to adapt to changing business needs while continuing to build meaningful and sustainable careers at UOB. Complementing this is UOB's flagship Better U programme. Since its launch in 2019, the programme has enabled more than 30,000 employees across markets to build competencies in banking, digital and other critical future skills. To further strengthen workforce readiness, UOB has rolled out enterprise-wide initiatives to accelerate AI adoption, with nine in 10 employees having completed foundational Generative AI training. Employees also have access to learning pathways in AI, data and automation, supported by IBF-accredited programmes and workshops.

	UOB also takes a long-term approach to developing future talent by creating multiple pathways into the banking industry. These include internships, the Management Associate Programme to build the next generation of leaders, the Future Bankers Programme for early-career talent, and partnerships with industry and academia to broaden access to opportunities. Together with IBF, SWDA and other stakeholders, UOB is building a diverse pipeline of talent equipped with the skills, adaptability and mindset needed for the future of work.

4. IBF Advance Award: Workforce Development

This award recognises financial institutions for their strong commitment to developing young, mid-career and leadership talent through their workforce and talent development initiatives.

The financial institutions to be conferred this award this year are:

Citi Singapore	At Citi Singapore, workforce transformation is about investing in people and creating opportunities for them to grow alongside change. As technology, digitalisation and Artificial Intelligence (AI) reshape the way we work, we are committed to helping our employees build future-ready capabilities while strengthening the Durable Skills that remain fundamental to exceptional Client Experiences. Through our partnership with the Institute of Banking & Finance (IBF), Citi has created structured Job Reskilling and Career Development Pathways that engage, equip and empower colleagues to take on broader client-facing responsibilities and develop future-ready competencies. Combining IBF-accredited training programs with workplace learning, coaching and extensive on-the-job development, colleagues are able to build expertise in Client Engagement, Service Excellence and AI-enabled ways of working. Complementing these programmes is a robust ecosystem of Learning and Innovation. Citi's AskWealth provides employees with timely knowledge to support client engagement and decision-making. Recently, Citi also launched a Wealth AI Academy, providing colleagues with structured, role-based AI learning resources and curated experiential learning activities to help them gain practical AI literacy and skills to confidently navigate the evolving workplace. These initiatives have strengthened Citi Singapore's workforce agility and helped build a future-ready talent pipeline, reinforcing our

	commitment to investing in our people and supporting the continued evolution of Singapore's financial sector.
Prudential	Prudential Assurance Company Singapore is committed to building a future-ready workforce by investing in talent across different life stages. Through its early-career talent ecosystem, Prudential provides students and graduates with structured opportunities to gain industry exposure, develop future-ready skills, and build careers in financial services. Partnerships with polytechnics, ITE and Institutes of Higher Learning support mentoring, internships and practical learning in areas such as financial literacy, design thinking, automation and generative AI. This commitment is reinforced through internship, Management Associate and traineeship programmes that offer broad business exposure, cross-functional learning and accelerated development opportunities. Together, these initiatives help strengthen the pipeline of local talent and support Singapore’s efforts to build a strong financial services workforce. Complementing its focus on young talent, Prudential Singapore launched PRUPrime in November 2025 under the Ministry of Manpower’s Alliance for Action on Empowering Multi-Stage Careers for Mature Workers. The programme offers flexible, meaningful employment opportunities for experienced professionals through 12-month retainer-based contracts. PRUPrime participants can be deployed into seasonal, project-based or specialist roles where their expertise creates immediate business value while providing greater flexibility. This enables mature professionals to remain active, keep learning and contribute their expertise. Together, these initiatives reflect Prudential Singapore’s commitment to nurturing future talent and empowering experienced professionals to continue contributing meaningfully at every stage of their careers.
UBS AG	UBS has been part of Asia’s growth story for over 60 years and remains committed to developing the next generation of banking and finance professionals, supporting Singapore’s growth as a premier financial hub for the region and beyond. UBS invests extensively in the development of its workforce through a comprehensive suite of learning and development programs spanning early-career to experienced professionals. The firm’s flagship young talent initiatives include the UBS Graduate Talent Program, UBS-SUPER (UBS Singapore University and Polytechnic Employability and Readiness Academy), Summer Internship Program and the Polytechnic Graduate Program (launched in partnership with IBF). Since its inception, UBS-SUPER has benefited more than 400 graduates through structured on-the-job training, mentorship and upskilling opportunities, helping them build successful careers in financial services. Complementing these

	programs is the UBS University in Singapore, the firm's first and largest in Asia Pacific, which delivers industry-leading training and certification programs such as the Certified Wealth Management Advisor (CWMA). As the industry continues to evolve, UBS is equipping its employees with future-ready capabilities in areas such as artificial intelligence, while fostering a strong pipeline of skilled professionals through continuous learning, international mobility opportunities, and an inclusive culture that supports the next generation of banking leaders.

5. Workforce Transformation Award

The **Workforce Transformation Award,** jointly presented by IBF and Skills and Workforce Development Agency (SWDA**)**, was conferred on **OCBC** in recognition of their outstanding leadership and innovation in transforming their workforce and empowering employees to build career resilience and pursue career mobility.

ANNEX B

IBF AI Workforce Co-Lab Pioneer Financial Institutions

S/N	Financial Institution
1	AIA Singapore
2	Barclays
3	BNP Paribas
4	Citi Singapore
5	DBS
6	Deutsche Bank
7	Fullerton Fund Management
8	Goldman Sachs
9	Great Eastern
10	HSBC
11	Income Insurance
12	JPMorganChase
13	Manulife
14	Maybank
15	Millennium Capital Management
16	OCBC
17	Prudential
18	Schroders
19	SGX Group
20	Singlife
21	Standard Chartered Bank
22	UBS AG
23	UOB

ANNEX C

IBF AI Workforce Co-lab - Financial Institutions Profiles (Featured in DPM's speech)

Name: Mr Reno Ho **(何加伟)**, (Age: 33) Organisation: DBS Designation: Senior Associate, Deputy Team Lead, Customer Service Hub (BusinessCare), Group COO 	As a Deputy Team Lead in DBS's Customer Service Hub (BusinessCare), Reno manages frontline Customer Service Officers (CSOs), monitors customer sentiment and helps ensure customers receive accurate and timely support across multiple service channels. AI has transformed the way Reno and his team manage high customer volumes by automating routine administrative tasks that were previously manual. Today, AI can generate call summaries and recommended follow-up actions within seconds, reducing the time spent on post-call administration, enabling frontline teams to respond to customers more quickly. As new AI capabilities were introduced, Reno's role expanded beyond traditional customer service responsibilities to include quality assurance. He is part of the team responsible for monitoring DBS' AI-powered customer chatbot Joy, reviewing responses for potential inaccuracies and identifying areas for improvement to strengthen chatbot performance. This emerging responsibility reflects how AI is not only augmenting existing roles but also creating new responsibilities centred on supervising, validating and improving AI systems. With AI taking on the routine tasks, Reno is able to focus more on higher-value activities that require human judgement, empathy and contextual understanding, driving greater value for customers, colleagues and the organisation.

<table>
<tr><td>Name: Mr Fahmy Baashim Abdul Rahim

Organisation: DBS

Designation: Senior Associate, AI Workforce, Customer Service Hub, Group COO

</td><td>Fahmy joined DBS 13 years ago as a Customer Service Officer (CSO). With the advent of GenAI, he joined the newly formed AI Workforce Team within DBS Customer Service Hub in 2024 as one of its founding members. In his current role as an AI Workforce Specialist, he leads a team that develops and deploys AI-powered solutions to enhance customer experience, delving into areas such as use case design, prompt training and technology implementation to deliver tools that include DBS digibot – a 24/7 virtual assistant that enables customers to perform a variety of transactions without the wait.

Fahmy and his team also play a critical role in ensuring AI outputs remain accurate and reliable by putting in place guardrails and rigorous evaluations to minimise model hallucinations and risks. While his role has evolved, Fahmy continues to draw on his frontline experience, applying the same principles of understanding customer needs to train GenAI systems and design solutions that address both customer and CSO pain points. For customers, it's about helping them get what they need at speed, and for his CSO colleagues, it's about helping them free up capacity to deepen customer engagement.

Fahmy's journey reflects a strong commitment to continuous upskilling and reskilling. Moving beyond customer service, he acquired new domain knowledge and skills in UI/UX and technology through on-the-job training at DBS, learning courses, and industry events with AI partners. "Keep learning! Nothing goes to waste. Everything you learn builds your foundation for what's next," he shares.</td></tr>
<tr><td>Media Contact:</td><td>Mr Tan Boon Leng
Email:boonlengtan@dbs.com
Mobile: +65 9138 1524</td></tr>
<tr><td>Name:
Priscilla Sutopo

Organisation: UBS

Designation: Client Advisor</td><td>Based in Singapore, one of UBS's top two international wealth management booking centres in Asia, Priscilla Sutopo is a Client Advisor with UBS Global Wealth Management. She advises clients on wealth preservation, growth, and succession planning, tailoring strategies to their individual needs. Drawing on more than 20 years of wealth management experience and embracing emerging AI capabilities, she enhances both client service and operational efficiency.

Priscilla leverages Microsoft Copilot and UBS-developed agentic solutions to deliver a more seamless client experience, while utilizing UBS University, UBS's in-house learning</td></tr>
</table>

	platform, to increase her AI fluency. AI enables her to spend more time on client needs, strategic advice, and relationship management by streamlining administrative tasks such as meeting recaps and action management. AI also enhances the preparation of client profiles, Source of Wealth narratives, KYC reviews, and Due Diligence assessments through faster analysis of public-source information. Judgement, decision-making, and accountability still remain firmly with CAs.
Media Contact:	Ms Kate Oei Associate Director, Corporate Communications, UBS Email: kate.oei@ubs.com
Name: Jenny Chan Organisation: UOB Designation: Vice President / Group Retail / Due Diligence, AML and Controls 	Jenny Chan, a Vice President with 37 years in UOB, joined UOB's Better U Pivot programme in 2025. She embraced structured reskilling and mindset change, setting aside any doubts about keeping pace with AI. Through workshops and hands-on exploration with Microsoft Copilot, she refined prompts, automated AML checks and validations, merged files and improved workflows. Her long career has included business acquisitions, system replacements and cross-border IT projects; Pivot is the latest chapter in her continuous reinvention. Family calls her the 'Tech Mum' as she confidently discusses AI with her sons. Jenny's journey highlights that learning is not dependent on age or tenure, that curiosity and experimentation are key, and that targeted training can enable bankers to transition into redesigned roles supporting AI-enabled processes.
Media contact	Ms Lin Ziyu Group Strategic Communications and Brand, UOB Tel: 6539 2143 Email: Lin.Ziyu@UOBgroup.com

Profiles on Workforce Transformation

<table>
<tr><td>Name: Nafisah Abu Bakar

Organisation: UOB

Designation: Senior Officer, Document Assurance Review, Group Retail – Personal Finance Services (PFS)
</td><td>Nafisah Abu Bakar had built experience in financial crime and compliance operations in UOB's Group Wholesale Banking. Her role involved assessing risk alerts, supporting investigations, advising business units and driving process improvements, including automation initiatives.

Through UOB's Better U Pivot Programme, Nafisah transitioned to Group Retail, where she now supports business control and risk management within the Personal Financial Services business. The move required her to adapt from a specialised wholesale banking compliance environment to a higher-volume retail assurance and case-management function, while learning new processes, business priorities and stakeholder dynamics.

While Nafisah was initially unsure if she could adapt quickly, she realised that her existing strengths remained relevant. Her experience in analysing complex situations, identifying risks and engaging stakeholders provided a strong foundation for success in her new role.

Through structured learning, workshops and coaching, Nafisah strengthened her adaptability, resilience, communication, change management and problem-solving skills. She also developed a deeper understanding of Generative AI (GenAI) and its workplace applications. Today, she and her team are exploring how GenAI tools can help identify opportunities to improve work processes.

Nafisah's journey demonstrates how continuous learning, adaptability and the confidence to apply existing strengths in new environments can help employees thrive as roles evolve.</td></tr>
<tr><td>Media contact</td><td>Ms Lin Ziyu
Group Strategic Communications and Brand, UOB
Tel: 6539 2143
Email: Lin.Ziyu@UOBgroup.com</td></tr>
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