



Innovating for a Sustainable Tomorrow

80th Annual General Meeting

21 April 2022

Wee Ee Cheong
Deputy Chairman and
Chief Executive Officer



The Day After Tomorrow
Wong Yee Heng

Agenda

1. 2021 Performance Review
 2. Key Areas of Focus
 3. Looking Ahead
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Maintaining resilience and financial strength



Net Profit
\$4.1 billion
+40%



Operating Profit
\$5.5 billion
+10%



Gross Customer Loans
\$311 billion
+10%



Customer Deposits
\$353 billion
+9%



Total Assets
\$459 billion
+6%



**Non-Performing Loan
Ratio**
1.6%
unchanged



**Common Equity Tier 1
Ratio**
13.5%
-1.2% pt



Total Dividend Per Share
\$1.20
49% payout ratio

The background of the slide is a long-exposure photograph of a highway interchange at night. The image shows multiple lanes of traffic curving and crossing each other, with the lights from the vehicles creating long, colorful streaks of white, blue, and red. The surrounding area is dark, with some buildings and trees visible in the shadows.

Balancing Growth with Stability for the Long Term



Weathering crises with SMEs

- Named **World's Best Bank for SMEs** by *Euromoney* and *Global Finance*.
- **Supported 20,000+ SMEs** regionally through relief efforts.
- **Transformed business models** through training and digitalisation.



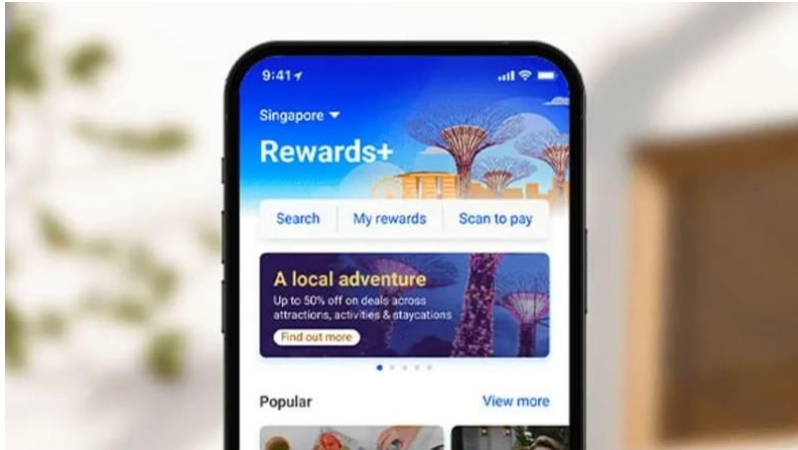
Regional connectivity

- **Most extensive ASEAN network.**
- **Dedicated FDI Advisory Unit** providing deep market knowledge and local access and sector expertise.
- Supported regional expansion of **3,500+ companies.**
- Increased our capital commitment in **Vietnam and China.**



Digitalisation

- **Asset tokenisation** through partnerships with digital exchange platforms.
- **Central Bank Digital Currencies studies** in progress with regulators.



UOB TMRW

- Named '**Best Digital Bank in ASEAN**' by *The Digital Banker* for 2 years.
- **Acquired nearly 800,000 customers digitally** through TMRW since 2018.
- Brought **benefits of successful digital bank model** to Singapore.

Omni-channel strategy to scale presence



Branch transformation

- Focusing on wealth advisory and full range of services to SMEs for their business growth.



Private Wealth

- Sharpening focus on high net worth customers with holistic advisory capabilities.

Scaling up our consumer business in ASEAN

Acquisition of Citi's assets

Committed to the Future of ASEAN

Indonesia | Malaysia | Thailand | Vietnam

- **Accelerates our growth target by 5 years**, doubling our retail franchise to ~5.3 million customers.
- **Creates value** for enlarged base of customers, employees and other stakeholders.
- **Phased integration approach**, with operations expected to dovetail by 2024.

Forging a sustainable future



- New sustainable financing target: **S\$30 billion by 2025.**
- **Profit with purpose** through sustainable investments.
- **Operational carbon neutrality** across our footprint.
- Working on sectoral pathways for **decarbonisation of our financed emissions.**

Agile, flexible and inclusive workforce



- Continuous training under **flagship Better U** programme.
- Trained more than **15,000** colleagues Group-wide.
- 1st bank in Singapore to **launch gig employment model**.
- Emphasis on **teamwork and values-based culture**.



Looking ahead



COVID-19
pandemic



Geopolitical
tensions



Inflation



Growing ASEAN region



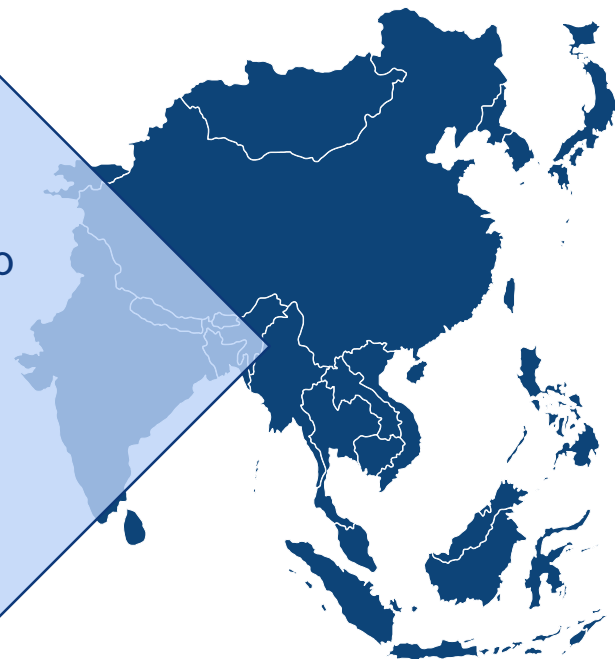
Consumption picking up



Steady loan growth



Asset quality remains
resilient



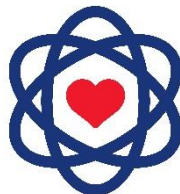
Focusing on our fundamentals for sustainable growth



Disciplined and nimble in
balancing growth with stability



People with
capabilities for the
future



Guided by our values



Strong balance sheet



Customers at the centre



RIGHT BY YOU