



82nd UOB Annual General Meeting
Building the Future of ASEAN

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Deputy Chairman and Chief Executive Officer

18 April 2024

Private and Confidential



Build and Rebuild
Farhan Siki

Agenda

1. 2023 Performance Review

2. ASEAN'S Potential

3. Key Opportunities

Maintaining resilience and financial strength



Core Net Profit¹
\$6.1 billion
+26%



Core Operating Profit¹
\$8.2 billion
+24%



Gross Customer Loans
\$321 billion
+0.5%



Customer Deposits
\$385 billion
+5%



Total Assets
\$524 billion
+4%



Non-performing Loan Ratio
1.5%
-0.1% pt



Net Stable Funding Ratio
120%
+4% pt



Common Equity Tier 1 Ratio
13.4%
+0.1% pt



Total Dividend Per Share
\$1.70
50% payout ratio

¹ Excluding one-off expenses

ASEAN's Potential

Despite global uncertainties, our long-term focus remains



- ✓ Resilient growth of Asia
- ✓ Diversification of global supply chains
- ✓ Rising middle class and new investments
- ✓ UOB's growth engines in place for us to ride on these mega trends
- ✓ We are in strong position to capture opportunities

Key Opportunities

Scaling up our retail business



Citi integration progress

- **Integration completed** in Malaysia and Indonesia, with Thailand completing this month and Vietnam next year
- Group customer base grew **45%**, with more than **8 million** customers today and on track to hit **10 million** by 2026
- Focus on **cross-sell synergies** with enlarged customer base



Retail ambition

- Transforming our **Private Wealth** business to capture more wealth flows
- Continuing to scale our retail business across the region
- Ambition: to be the **Bank of choice for aspiring individuals** in ASEAN

UOB's strength in connectivity



Cross-border revenue from connectivity expertise
+9%



Income from cash management and trade finance mandates
+9%



Revenue from sector-specific solutions
+11%

Aim to become the #1 cross-border trade bank for ASEAN

- Well-placed to capture **trade and investment flows**, with extensive footprint across ASEAN and Greater China presence
- Invested \$800 million so far to boost capabilities in **regional payments, trade and cash platforms**
- Poised to deliver **higher-quality growth at a faster speed** from our four ASEAN markets



Helping businesses capture opportunities in sustainability



Growing businesses responsibly

- Seeing more sustainability adoption, from green buildings to sector-wide economic activities
- Extended **\$44.5 billion** in **sustainable financing** as of last year



Responsible financial steward to help build the future of ASEAN

- Continue to **support** our clients in their **decarbonisation** efforts
- Making **steady progress** towards **net zero commitment**
- Doing our part as **responsible corporate citizens**

People and culture are our greatest assets



Culture as our key differentiator

- Employee experience focused on **care, growth and trust**
- **Growing our own timber** to build on the Bank's legacy
- **UOB's DNA anchored on values of Honour, Unity, Commitment and Enterprise.**
- To bring **long-term value** to our customers, shareholders and the community





Right By You