

FY2019 Results: Record Profit Led by Broad-based Franchise Growth

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FY19: Higher Dividend on Record Profit



SGD4.3b

▲ 8% YoY

Net Profit
after Tax

SGD6.6b

▲ 6% YoY

Net Interest
Income

SGD2.0b

▲ 3% YoY

Fee
Income

44.6%

▲ 0.7ppt YoY

Cost/Income
Ratio

18bp¹

▲ 2bp¹ YoY

Total Credit
Costs

14.3%

▲ 0.4ppt YoY

CET1
CAR²

1. Basis points

2. Common Equity Tier 1 capital adequacy ratio

Focused on Riding Southeast Asia's Long-Term Growth Potential



Group Wholesale Banking

Capture growing cross-border trade and investment flows through our sector specialisation and integrated regional platform.

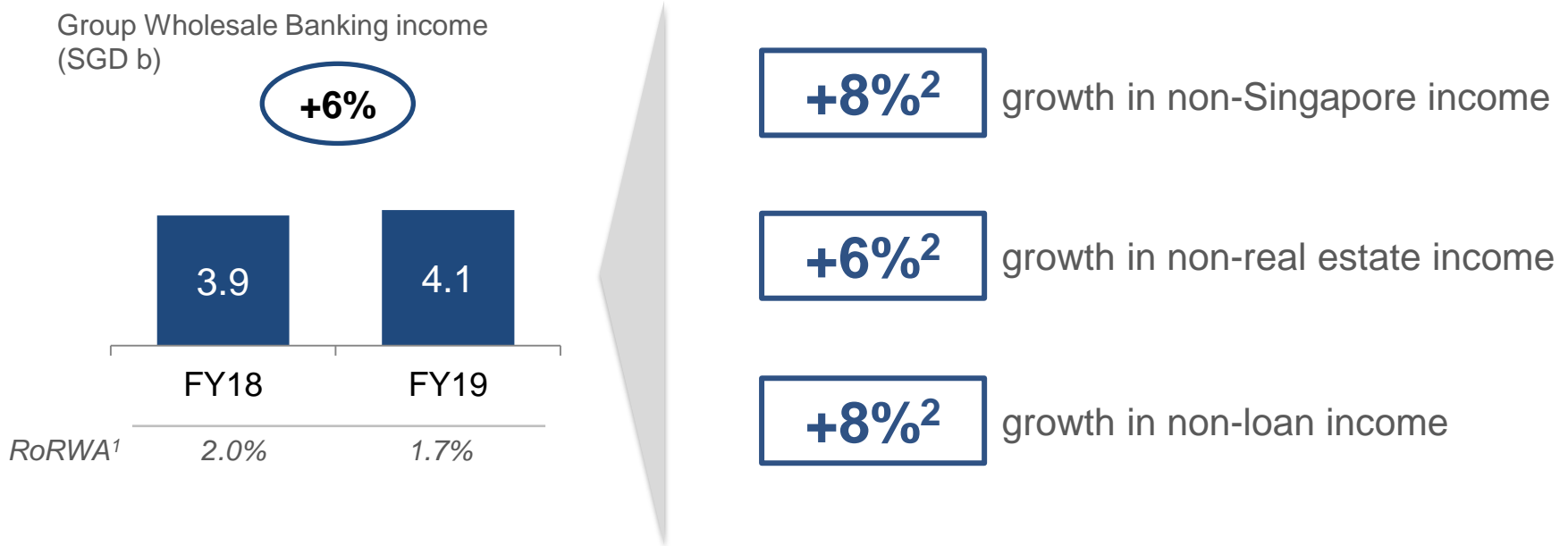


Group Retail

Ride on growing affluence and wealth potential of the region's rising middle class with our omni-channel and ecosystem partnerships strategy.



Group Wholesale Banking Income Growth Supported by Diverse Sources



1. Return on risk weighted assets (RoRWA), computed as a ratio of “Profit before tax” to “Average segment RWA”

2. Year on year growth

Strategic Initiatives to Tap Regional Flows



Strengthened Connectivity

Tapping Greater China / Southeast Asian flows

- Support regional needs of companies from Southeast Asia and Greater China
- Singapore remains attractive as hub for region

Cross-border income: **+10% growth¹** and **28%** of GWB income



Sector Specialisation

Offering tailored solutions

- Improve customer engagement with insights and sectoral benchmarking
- Well-positioned to capture opportunities from clients' ongoing diversification

Non-loan income: **+8%¹**
Non-real estate income: **+6%¹**



Products and Platforms

Building new capabilities

- Financing frameworks² to support green and sustainable development
- Re-designed customer journeys
- Faster speed to market

Total Sustainable Financing³: **>SGD 6 b**

Targeted cost productivity improvement: **~10%⁴**

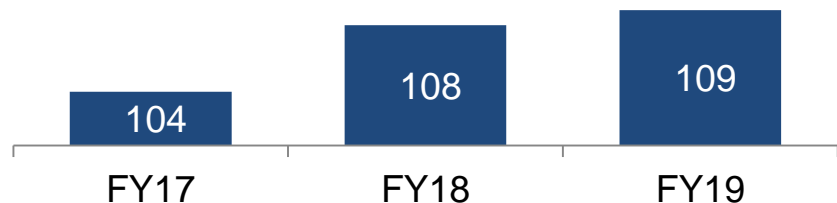
1. Year on year growth
2. Real Estate Sustainable Finance Framework and Green Infrastructure Framework

3. Includes green loans, sustainability-linked loans and loans for green certified buildings
4. 2021 target

Group Retail Riding on Region's Growing Affluence

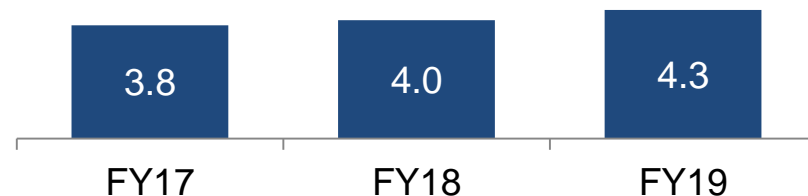
Gross Loans (Group Retail¹): +1% YoY in FY19

SGD b



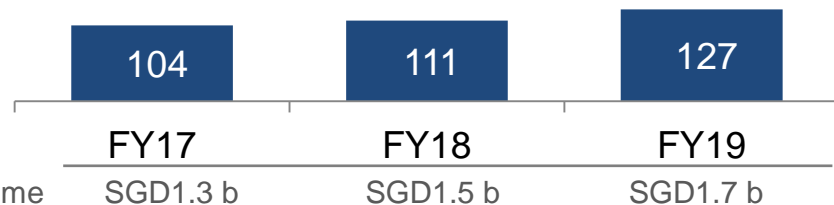
Income (Group Retail¹) +9% YoY in FY19

SGD b

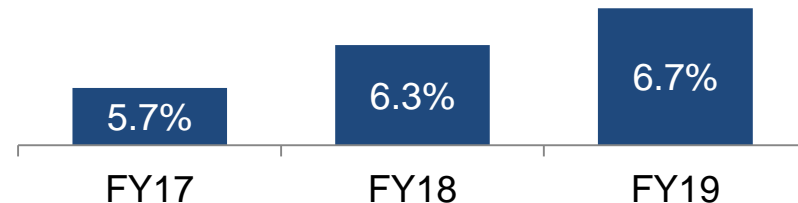


61% of AUM from overseas customers²

Assets under management
(AUM; SGD b)



Segment RoRWA³ +0.46%pt YoY in FY19



1. Includes Business Banking

2. Through Group's network of wealth management centres

3. Return on risk weighted assets (RoRWA), computed as a ratio of "Profit before tax" to "Average segment RWA"

Leveraging Digitalisation and Partnerships



Omni-Channel Experience

Affluent customers with universal banking needs

- Launched UOB Mighty 2 app with improved features for better experience
- New digital Portfolio Advisory Tools to help clients optimise wealth portfolio

Omni-channel customers: **39%**

Service excellence: Improved NPS¹ across multiple client touchpoints



Digital Bank: TMRW

Targeting Mobile-First and Mobile-Only Generation

- Aim: To be the world's most engaging bank
- Market opportunity: S\$10b² in ASEAN
- New market in 2020: Indonesia

On track to be marginal profit positive within five years

TMRW's NPS¹ ranked among top five across banks in Thailand



Ecosystem Partnerships

Forging collaborations to widen distribution reach

- Strengthen customer acquisition and deepen wallet share
- Improving banking access by integrating with lifecycle needs of consumers and small businesses

New Car Loans:

80% digital applications

Supported 31k SMEs with BizSmart³ across region

1. Net promoter score

2. Based on lifetime value of young professionals in ASEAN

3. UOB BizSmart offers a suite of integrated account, payroll and business operational solutions; data as of 31 Dec 2019

Outlook: 2020 Guidance

- Continued focus on ASEAN franchise
- Grow selectively and seize opportunities within our target segments
- Expect downward pressure in customer margin
- Slight uptick in credit costs given current conditions
- Sustain momentum in fee income growth led by wealth management
- Keep cost/income ratio stable with paced investment approach

Thank You



RIGHT BY YOU

