



# RHB Malaysian Retail Investors Outreach

Record earnings with healthy franchise growth across ASEAN

April 2025

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# Agenda



- 1 Overview of UOB Group
- 2 Consistent Track Record
- 3 Growth Drivers and Targets
- 4 Summary
- 5 Q&A

# Overview of UOB Group

# UOB Overview



## Founding

Founded in August 1935 by a group of Chinese businessmen and Datuk Wee Kheng Chiang, grandfather of the present UOB Group CEO, Mr. Wee Ee Cheong.

## Expansion

UOB has grown over the decades organically and through a series of strategic acquisitions. It is today a leading bank in Asia with an established presence in the Southeast Asia region. The Group has a global network of around 500 branches and offices in 19 countries and territories.

Note: Financial statistics as at 31 December 2024

1. USD 1 = SGD 1.35942 as at 31 December 2024

2. Average for 4Q24

3. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions

4. Excluding one-off expenses

## Key Statistics for FY24

■ Gross loans	: SGD338b	(USD249b <sup>1</sup> )
■ Customer deposits	: SGD404b	(USD297b <sup>1</sup> )
■ Loan / Deposit ratio	: 82.7%	
■ Net stable funding ratio	: 116%	
■ All-currency liquidity coverage ratio	: 143% <sup>2</sup>	
■ Common Equity Tier 1 ratio	: 15.5%	
■ Leverage ratio	: 6.9%	
■ Return on equity <sup>3, 4</sup>	: 13.7%	
■ Return on assets <sup>4</sup>	: 1.19%	
■ Net interest margin	: 2.03%	
■ Non-interest income / Total income	: 32.3%	
■ Cost / Income <sup>4</sup>	: 42.5%	
■ Non-performing loan ratio	: 1.5%	
■ Credit Ratings		

	Moody's	S&P	Fitch
Issuer rating (Senior unsecured)	Aa1	AA–	AA–
Outlook	Stable	Stable	Stable
Short-term rating	P-1	A-1+	F1+

# A leading Singapore bank; Established franchise in core market segments



## Group Retail

- Best Retail Bank in Singapore
- Strong player in credit cards and private residential home loan business

## Group Wholesale Banking

- Best SME Bank in Singapore
- Seamless access to regional network for our corporate clients

## Global Markets

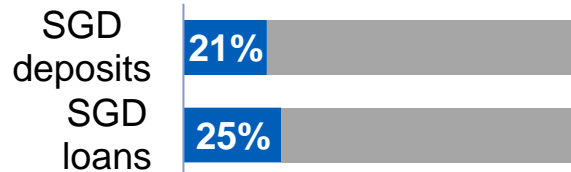
- Strong player in Singapore dollar treasury instruments

## UOB Group's recognition in the industry



Source: Company reports

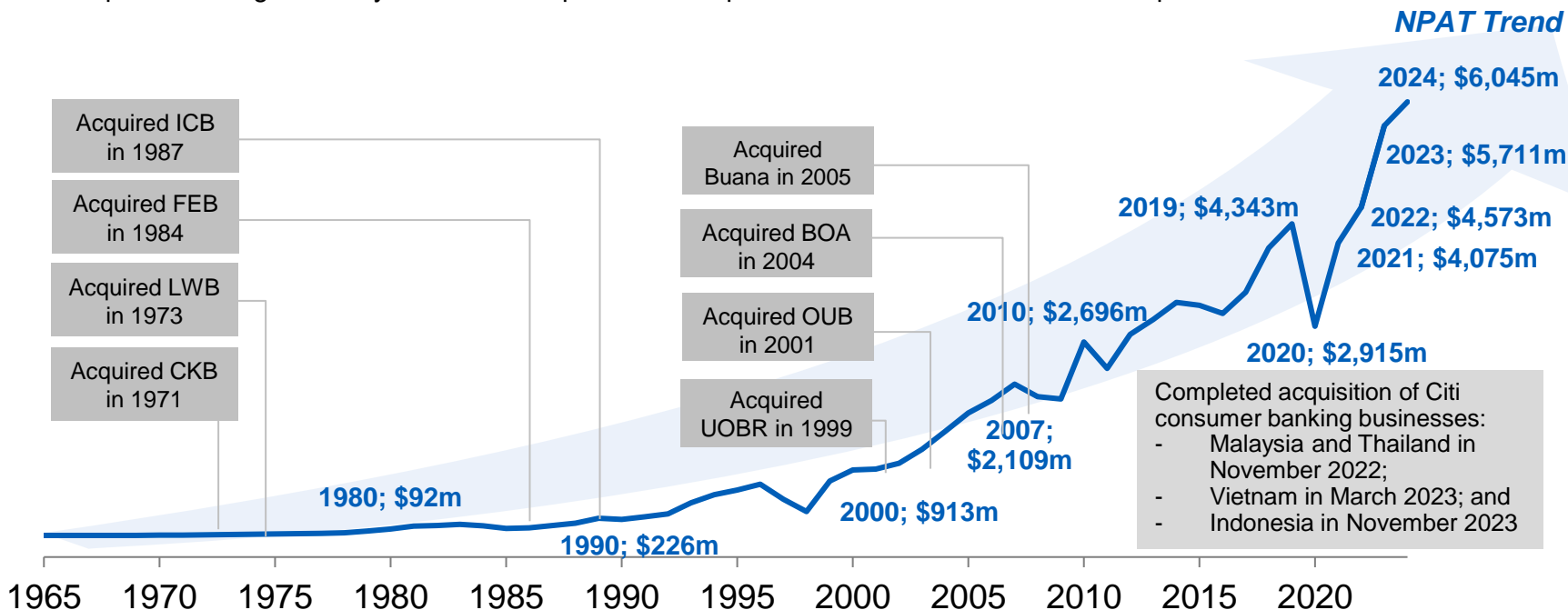
## Sizeable domestic market share



Source: UOB, MAS (data as of 31 December 2024)

## Proven track record of execution

- UOB Group's management has a proven track record in steering the Group through various global events and crises
- Stability of management team ensures consistent execution of strategies
- Disciplined management style which underpins the Group's overall resilience and sustained performance

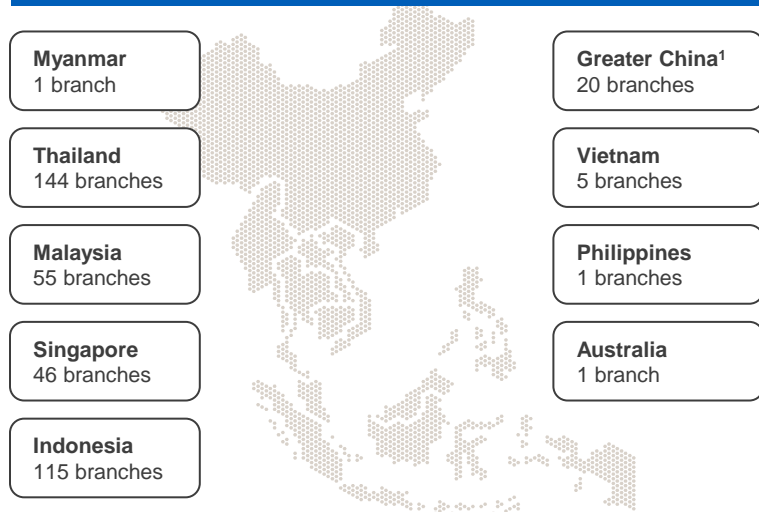


Note: Bank of Asia Public Company Limited ("BOA"), Chung Khiaw Bank Limited ("CKB"), Far Eastern Bank Limited ("FEB"), Industrial & Commercial Bank Limited ("ICB"), Lee Wah Bank Limited ("LWB"), Overseas Union Bank Limited ("OUB"), Radanasin Bank Thailand ("UOBR")

# Comprehensive regional banking franchise



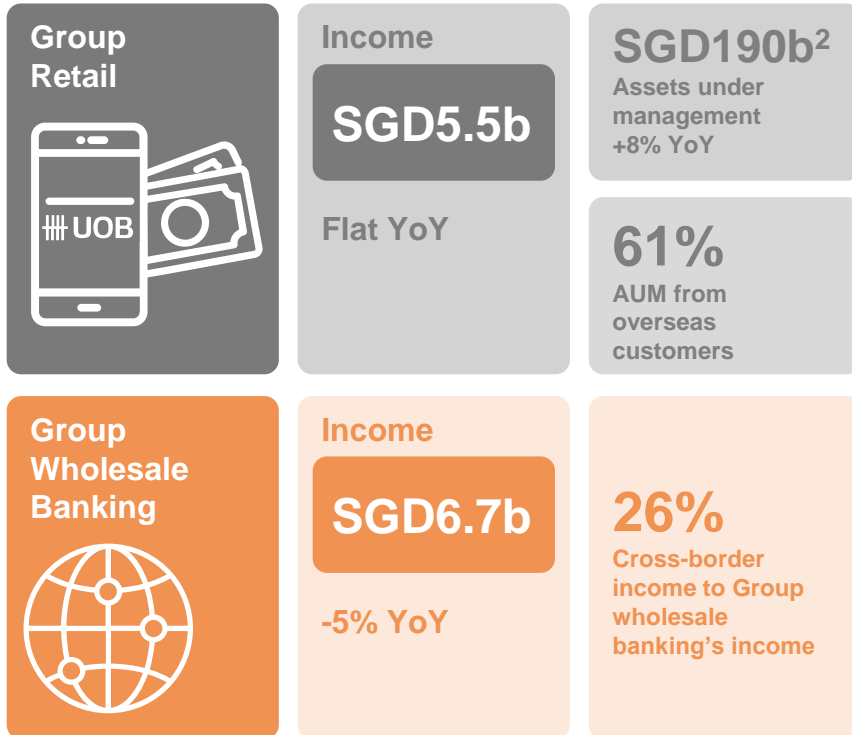
## Extensive Regional Footprint



- Most diverse regional franchise among Singapore banks; effectively full control of regional subsidiaries
- Integrated regional platform improves operational efficiencies, enhances risk management and provides faster time-to-market and seamless customer service
- Organic growth strategies in emerging / new markets of China and Indo-China

1. Comprise Mainland China, Hong Kong SAR and Taiwan  
2. Refers to Privilege Banking and Private Bank

## FY24 performance by segment



# Consistent Track Record

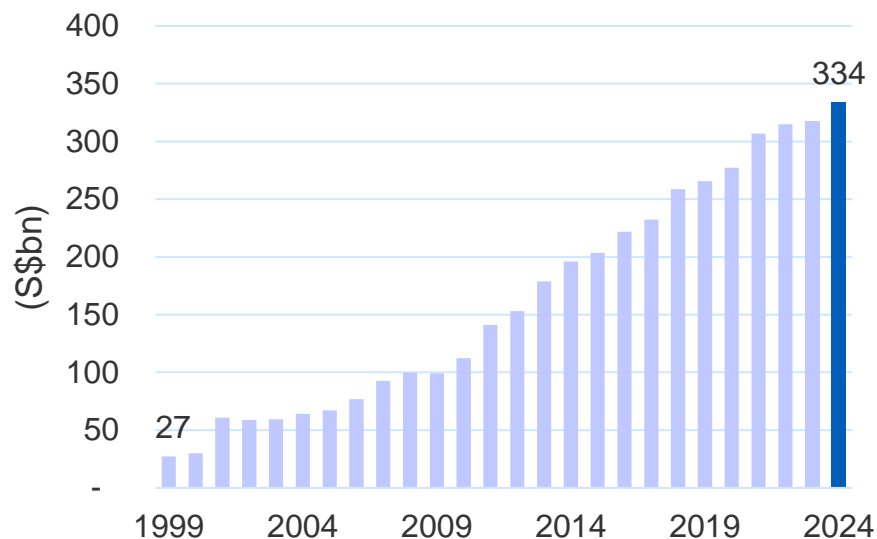


# Growing loans without compromising asset quality

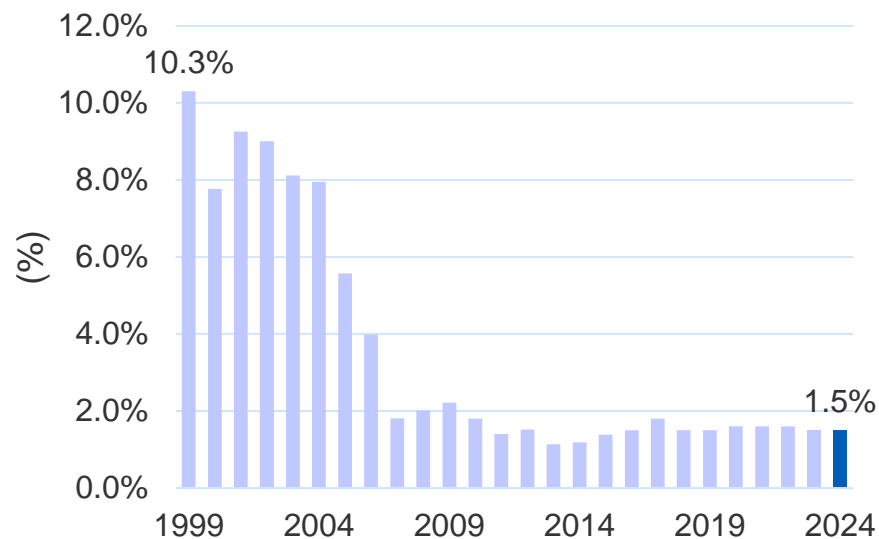


Loan book up >10x in 20 years with asset quality staying well managed despite macro challenges

## Net loans



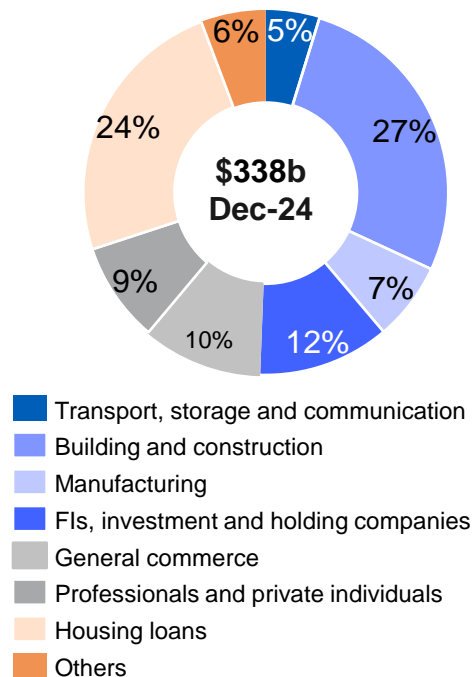
## Non-performing loans ratio



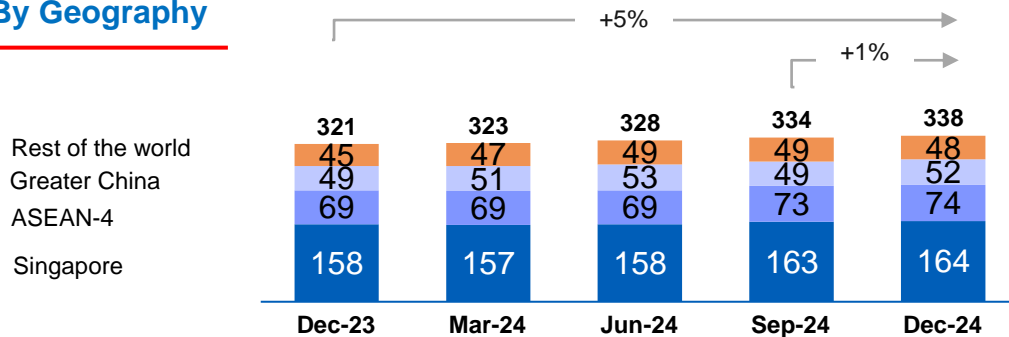
# Diversified loan portfolio



## By Industry

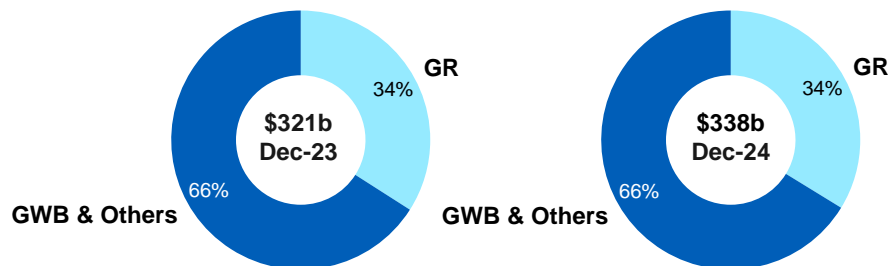


## By Geography



Note: Loans are classified based on where credit risks reside, represented by country of incorporation/operation for non-individuals and residence for individuals.

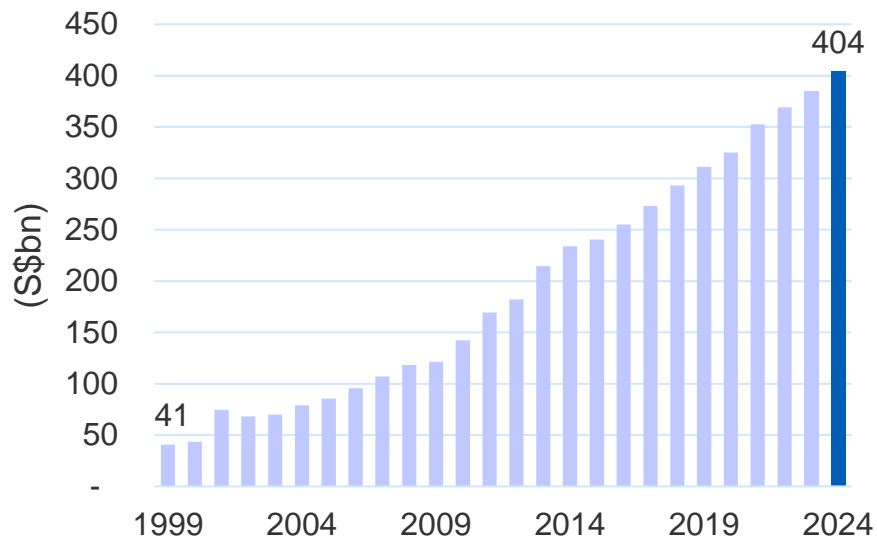
## By Segment



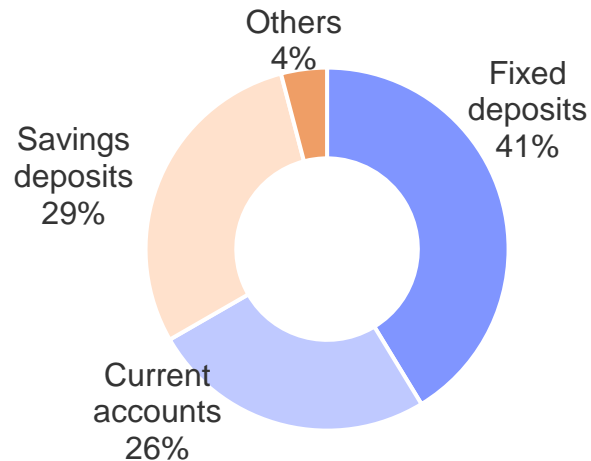
## Business largely funded by customer deposits



### Customer deposits



### Customer deposit mix

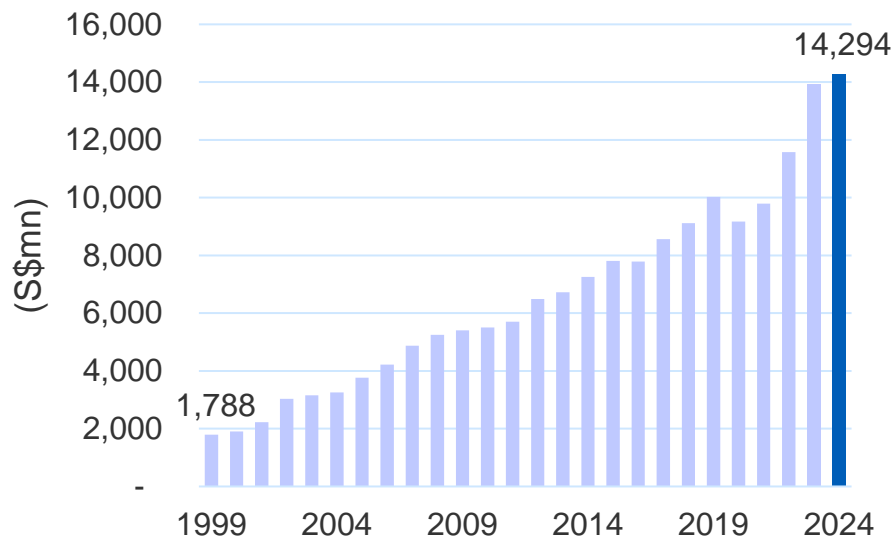


# Consistently delivering profits over the years

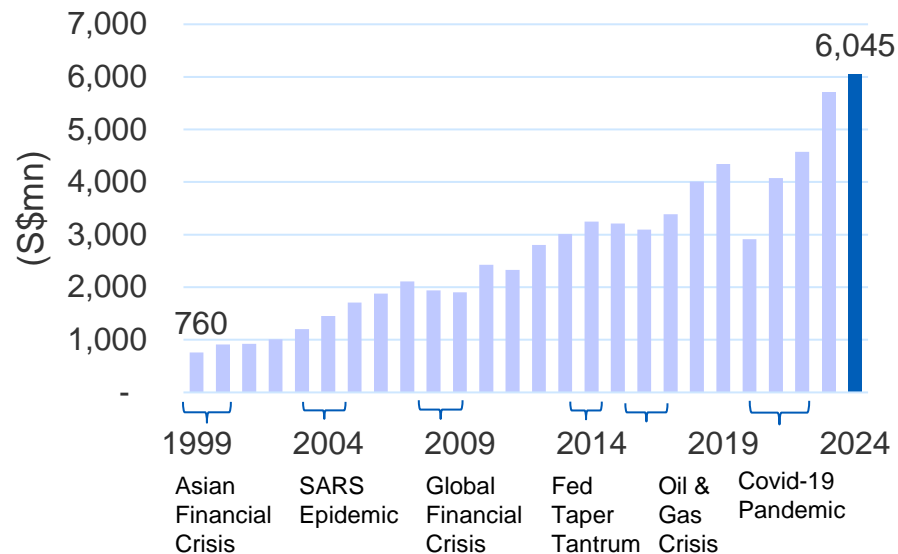


UOB has remained profitable over various economic cycles

## Total income



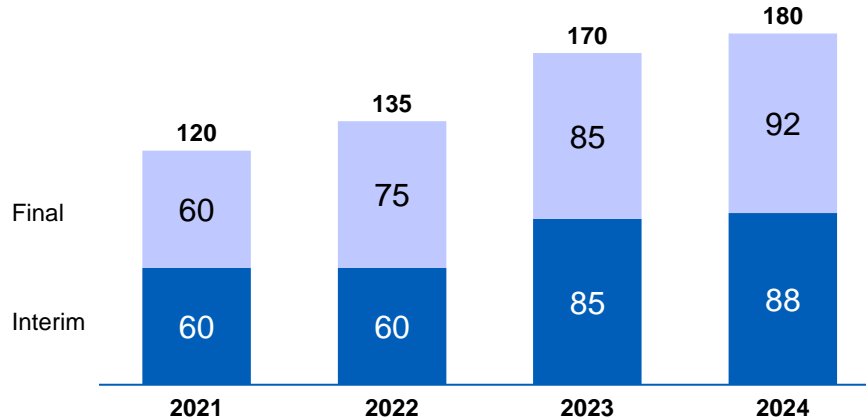
## Net profit after tax



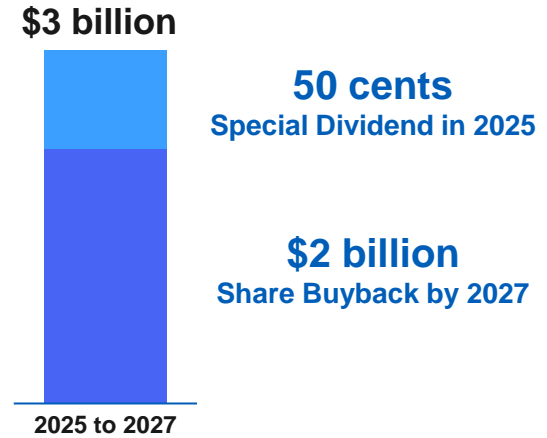
# Delivering consistent and sustainable returns to shareholders



## Core Dividend Per ordinary share (¢)



## Capital Distribution Package

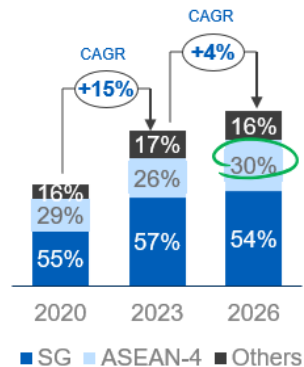


# Growth Drivers and Targets

# Our medium-term goals by 2026

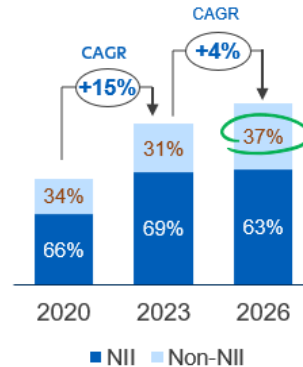


Return on equity  
Sustained at ~14%



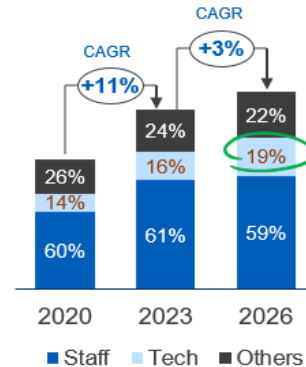
Increased contribution from ASEAN

Income from ASEAN-4<sup>1</sup> to reach 30%, while maintaining at least 50% in SG



Higher mix of non-interest income

Fueled by growth engines of wealth, trade and customer treasury



Improved cost efficiency and productivity

CIR closer to 40%; cost mix shift from staff towards tech

1. ASEAN-4 comprises Indonesia, Malaysia, Thailand & Vietnam

# Wholesale business to pivot towards trade, cash and treasury spurred by connectivity flows and enhanced product platforms



Riding on megatrends to drive our ASEAN franchise

US\$4.6tn trade flow in ASEAN<sup>1</sup>

Shift of value chain

China +1 strategy

## 2026 Wholesale Banking shape



Pivot towards trade, cash management and treasury

2x

increase<sup>2</sup> in trade loans<sup>3</sup>

~60%

of WB income to be driven by trade, cash management & treasury (2023: 62%)



Capturing ASEAN connectivity and sustainability flows

~20%

of WB loans<sup>3</sup> to be contributed by ASEAN-4<sup>4</sup> (2023: 14%)

~25%

of WB income to be contributed by ASEAN-4<sup>4</sup> (2023: 21%)



Supported by cost efficient CASA funding amid rate environment

>50%

WB CASA ratio<sup>3</sup> (2023: 51%)

High Single Digit

growth in CASA balance<sup>3</sup> from 2023 to 2026

## Key Enablers

People  
Sector specialists  
Dedicated country desks

Process  
FSCM fast-track framework

Platform  
H2H, API, UOB Infinity

Presence  
Extensive footprint in key ASEAN markets

1. 2026 projection by UOB Global Economics & Markets Research forecasts
2. Between 2023 and 2026
3. Based on average balances
4. ASEAN-4 comprises Indonesia, Malaysia, Thailand & Vietnam



# Enlarged retail franchise to capture rising wealth in the region, augmented by post-Citi integration synergy



ASEAN's immense growth potential

3rd largest population

Young demographics  
(~60% <35yo)

Fast-growing middle class

## 2026 Retail Banking shape



Reshaping business mix towards growth engines

~50%

of retail income to be driven by wealth and cards<sup>1</sup> (2023: 38%)

2x

Increase<sup>2</sup> in AUM of Private Banking customers



Capturing growing affluence in ASEAN

~40%

of retail income to come from ASEAN-4<sup>3</sup> (2023: 33%)

10m

Retail customers, of which ~90% digitally-enabled<sup>4</sup> customers (2023: ~8m; 76% digitally-enabled)



Growing CASA to support asset growth

>55%

Retail CASA ratio (2023: 47%); ~60% to be digitally acquired

>65%

of retail customers hold CASA account (2023: 57%)

## Personalised banking interactions

UOB TMRW  
with AI-driven insights

Cards/Rewards  
for every lifestyle

Wealth  
for every life stage

Powered by data  
Delivered via omni touchpoints

1. Includes unsecured loans

2. Between 2022 and 2026

3. ASEAN-4 comprises Indonesia, Malaysia, Thailand & Vietnam

4. % of retail clients who have registered User ID/ Password for PIB/ TMRW

# Summary

# Why UOB?



## Stable management

- Proven track record in steering the bank through various global events and crises
- Stability of management team ensures consistent execution of strategies



## Integrated regional platform

- Truly regional bank with full ownership and control of regional subsidiaries
- Entrenched domestic presence and deep local knowledge to address the needs of our targeted segments
- Continued investment in talent and technology to build capabilities in a disciplined manner



## Strong fundamentals

- Strong Common Equity Tier 1 capital adequacy ratio of 15.5% as at 31 December 2024
- Diversified funding and sound liquidity, with 82.7% loan/deposit ratio
- Strong coverage, with general allowance on loans (including RLAR) covering 0.8% of performing loans



## Balance growth with stability

- More than half of Group's earnings from home market of Singapore (AAA sovereign rating)
- Continue to diversify portfolio, strengthen balance sheet, manage risks and build core franchise for the future
- Maintain long-term perspective to growth for sustainable shareholder returns

Q&A



**Right By You**