



SIAS Corporate Connect Webinar

Record Profit Supported By Growth in Core
Franchise

March 2024

Disclaimer: The material in this presentation contains general background information about United Overseas Bank Limited ("UOB") and its activities as at the date of the presentation. The information is given in summary form and is therefore not necessarily complete. Information in this presentation is not intended to be relied upon as advice or as a recommendation to investors or potential investors to purchase, hold or sell securities and other financial products and does not take into account the investment objectives, financial situation or needs of any particular investor. When deciding if an investment is suitable, you should consider the appropriateness of the information, any relevant offer document and seek independent financial advice. All securities and financial product transactions involve risks such as the risk of adverse or unanticipated market, financial or political developments and currency risk. UOB does not accept any liability including in relation to the use of the material or contents herein. All information contained herein shall not be copied or disseminated for whatever purpose.

Private and Confidential

Agenda

1. Overview of UOB Group

2. Our Growth Drivers

3. Consistent Track Record

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 400 branches in 18 countries and territories.

Note: Financial statistics as at 31 December 2023

1. USD 1 = SGD 1.31867 as at 31 December 2023
2. Average for 4Q23
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 FY23

■ Gross loans	: SGD321b	(USD244b ¹)
■ Customer deposits	: SGD385b	(USD292b ¹)
■ Loan / Deposit ratio	: 82.2%	
■ Net stable funding ratio	: 120%	
■ All-currency liquidity coverage ratio	: 157% ²	
■ Common Equity Tier 1 ratio	: 13.4%	
■ Leverage ratio	: 6.9%	
■ Return on equity ^{3 4}	: 14.2%	
■ Return on assets ⁴	: 1.19%	
■ Net interest margin	: 2.09%	
■ Non-interest income / Total income	: 30.5%	
■ Cost / Income ⁴	: 41.5%	
■ 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



Best Retail Bank¹,
2023
Best SME Bank²,
2023



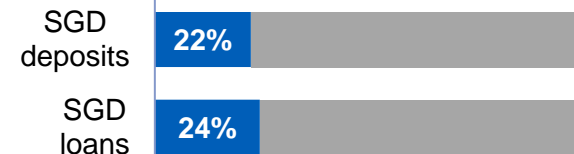
Best Bank¹, 2023



Domestic Retail Bank of
the Year¹, 2023

Source: Company reports
1. In Singapore 2. In Asia Pacific

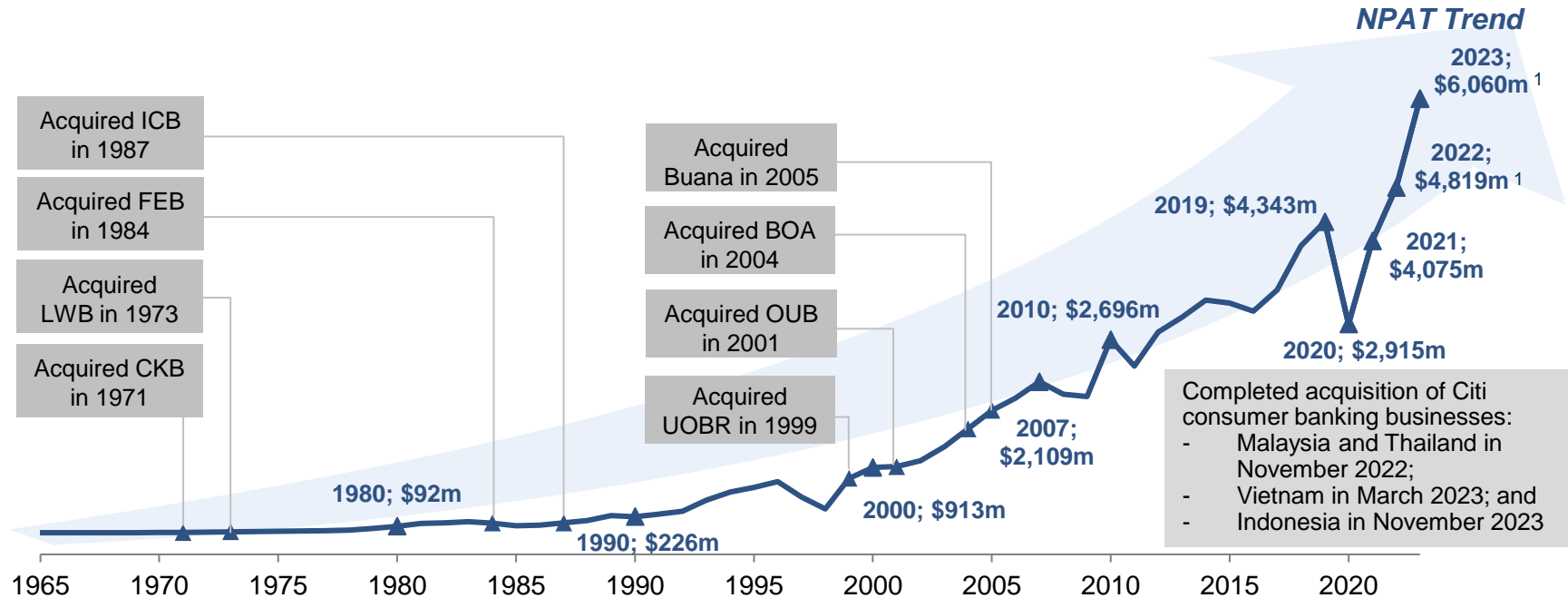
Sizeable domestic market share



Source: UOB, MAS (data as of 31 Dec 2023)

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



1. Excluding one-off expenses

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

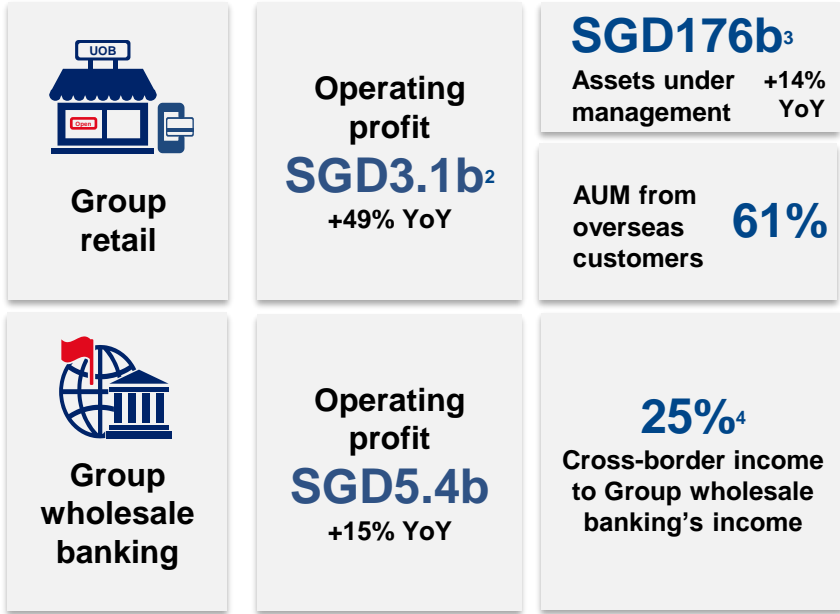


Extensive regional footprint



- 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

FY23 performance by segment



1. Comprise Mainland China, Hong Kong SAR and Taiwan
2. Excluding one-off expenses
3. Refers to Privilege Banking, Privilege Reserve and Private Bank – including acquisition of Citigroup Malaysia, Indonesia, Thailand and Vietnam
4. As of Dec-2023

Our Growth Drivers

UOB's strategic priorities



Tap on rising regional affluence



- Acquire and serve customers via digital channels, with a focus on customer engagement
- Omni-channel approach to engage and serve customers as their needs become more sophisticated
- Ride on the rising consumer affluence opportunities in Asia with our holistic wealth management solutions

Capture cross-border opportunities



- Deep and entrenched Asian footprint enables UOB to capture regional trade and capital flows through our wholesale banking division
- Aim to be no 1 cross border trade bank in ASEAN

Forge a sustainable future



- Huge opportunities for green financing as urban cities embrace sustainable concepts and lifestyles
- Integrate sustainable concepts into wealth management products and advisory framework
- Committed to achieve net zero carbon emissions by 2050, via a just and orderly transition

Consumers

- Tapping on rising affluence and growing digitalisation in Southeast Asia



Scale Acquisition with Digital

Scale UOB TMRW across ASEAN to digitally acquire at low cost

>8m

Retail customers, 76% are digitally enabled

Close to 1m

New-to-bank customers acquired in 2023
 ▲ 14% YoY
 53% digitally acquired



Deepen Engagement with Eco-system Partnerships

Leverage combined regional franchise in growing the number of multi-markets partnerships to drive customer engagement and lifetime value

45

Strategic multi-markets partnerships to cater for our customers growing lifestyle needs

\$125m

Another record-high quarterly credit card fees in 4Q23, ▲ 21% QoQ



Leverage data insights to drive Omni-channel Offerings

Embrace data insights to digitalise customer experiences & processes; repurpose branches for more advisory needs

\$176b

Assets under management (AUM)^{1,2}
 ▲ 14% YoY

~2x

Higher average revenue generation by omni-channel customers vs other customers

1. Of which 61% are from customers overseas. 2. Refers to Privilege Banking, Privilege Reserve and Private Bank.

Wholesale customers

- Growing regional franchise, capturing cross-border opportunities



Strengthening Connectivity

Across our ASEAN footprint and global network



+9%

Cross border income ¹;
Formed 25% of GWB income



+43%

Suppliers and distributors within
Financial Supply Chain
Management (FSCM) solution ¹



Sector Specialisation

Building capabilities for
greater diversification
and risk mitigation



+13%

Global Financial Institutions
Group (FIG) income¹



+10%

Income from Non-Real Estate &
Hospitality and Non-FIG sectors ¹



Deepening Digitalisation

For secure and
efficient transactions



+83%

Cashless payments to
businesses in the region²



+15%

Digital banking transactions by
businesses across the Group ³

1. 2023 year on year growth. 2. Refers to payments made on Corporate PayNow, DuitNow and PromptPay in Singapore, Malaysia and Thailand. 3. Refers to digital banking transactions via UOB Infinity/BIBPlus

Sustainability

- Championing sustainability with ecosystem partners

Supporting an orderly and just transition



**Extended S\$44.5 billion in
sustainable financing**



**Making steady progress on our
net zero commitment**



**Supporting our clients on their
decarbonisation efforts**

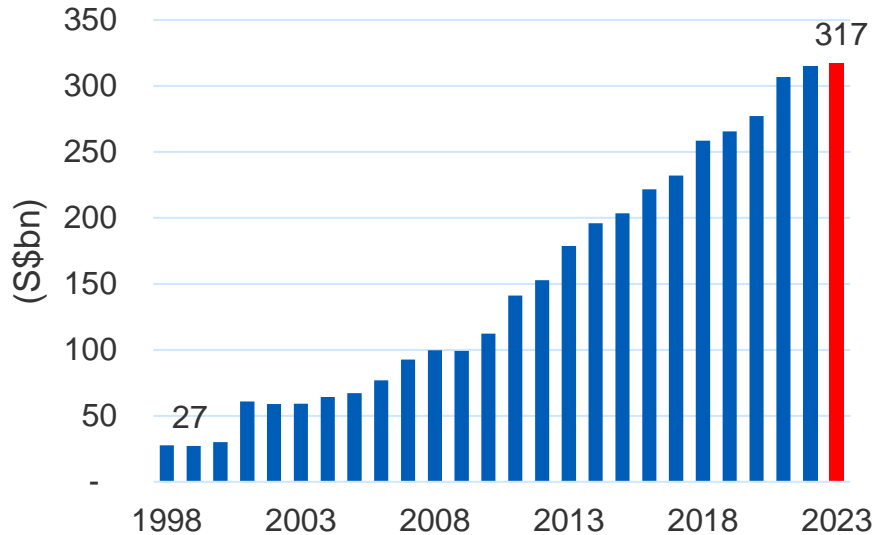
Consistent Track Record

Growing loans without compromising asset quality

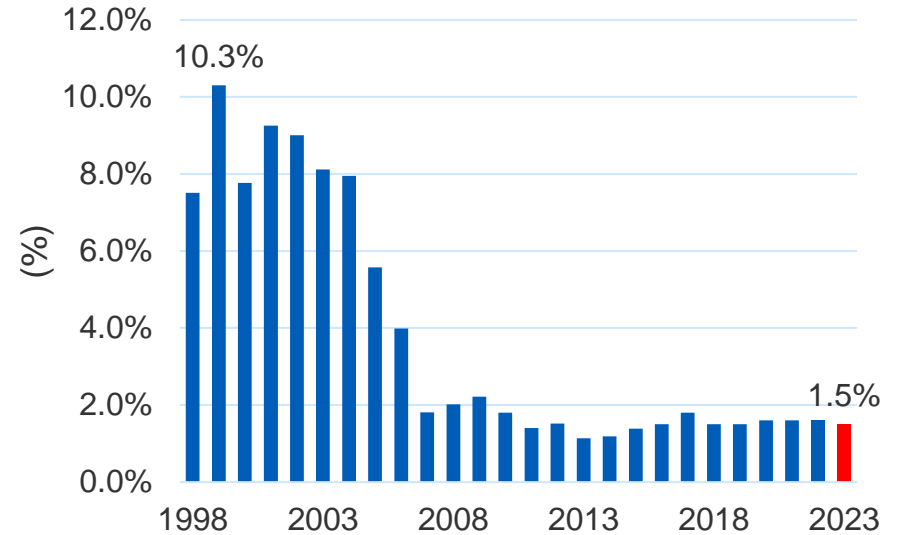


Loan book up >10x in 20 years with asset quality staying well managed despite macro challenges

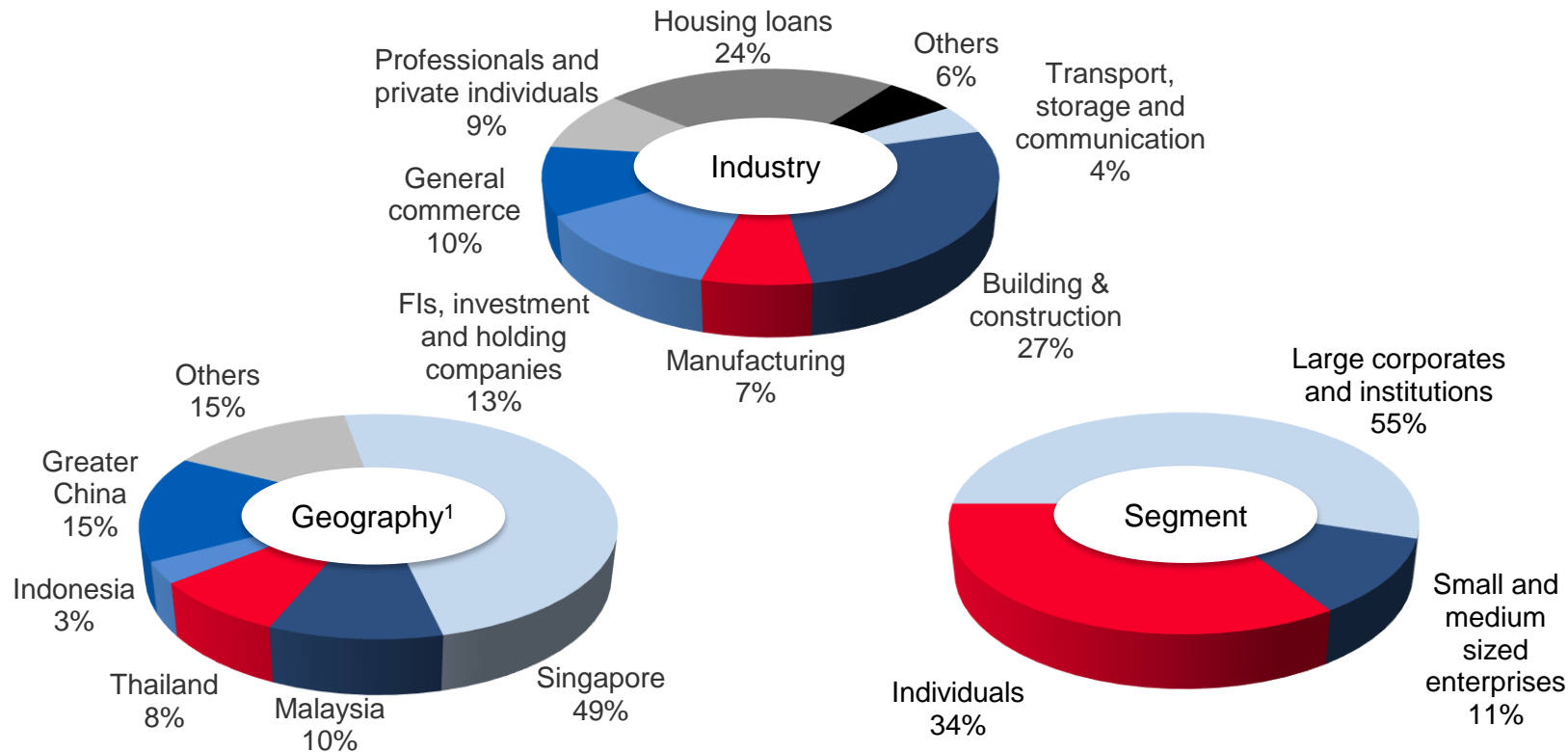
Net loans



Non-performing loans ratio



Diversified loan portfolio



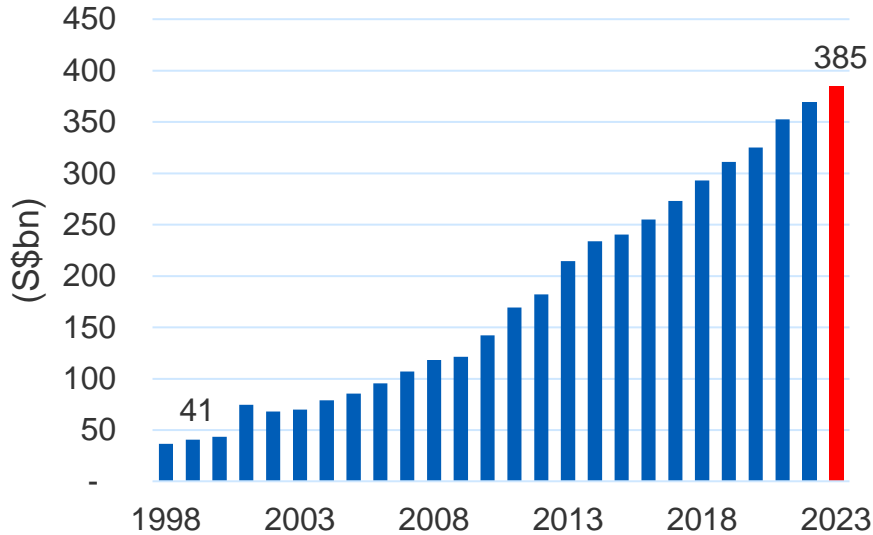
1. Loans by geography are classified according to where credit risks reside, largely represented by the borrower's country of incorporation / operation (for non-individuals) and residence (for individuals)

Note: Financial statistics as at 31 December 2023

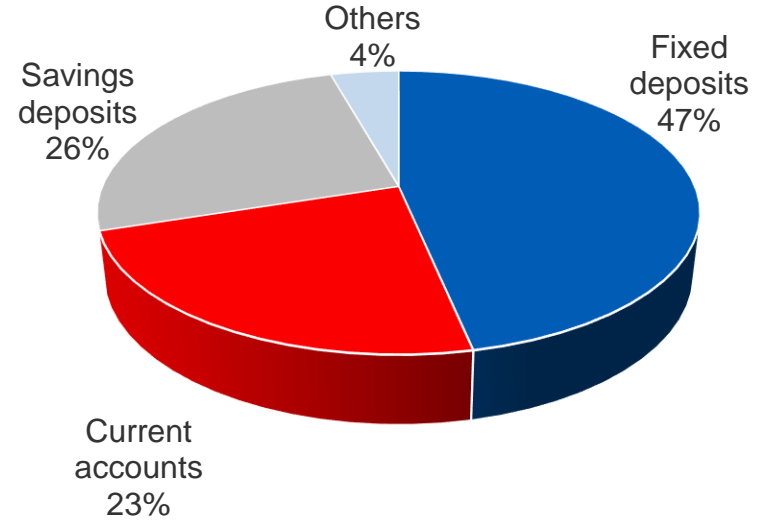
Business largely funded by customer deposits



Customer deposits



Customer deposit mix

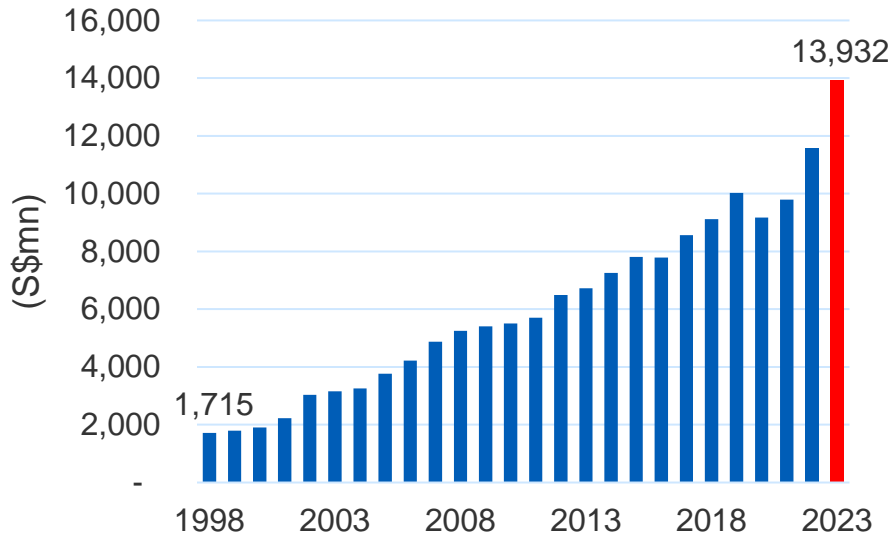


Consistently delivering profits over the years

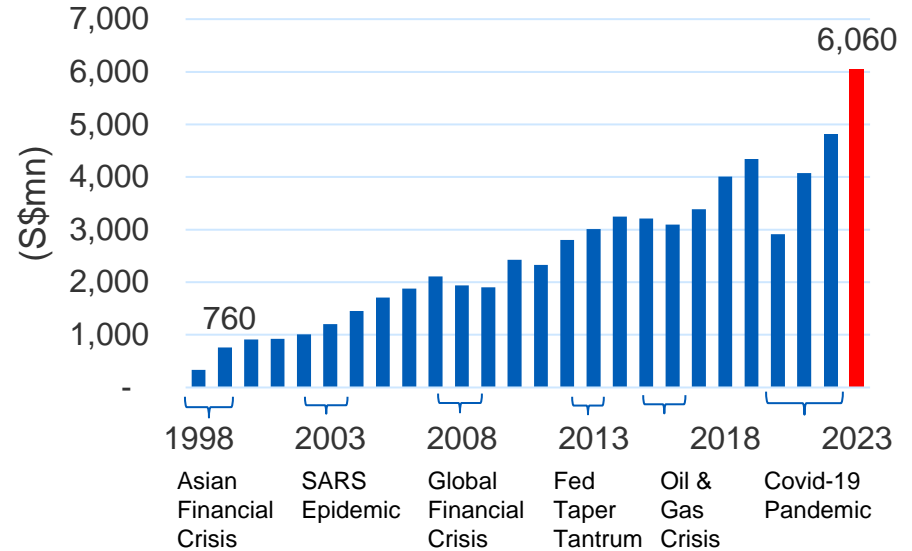


UOB has remained profitable over various economic cycles

Total income



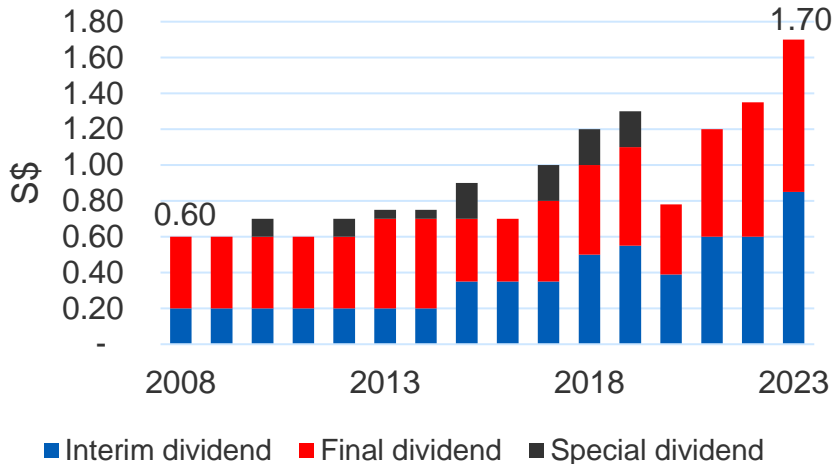
Net profit after tax¹



1. Excluding one-off expenses

Dividends in line with higher earnings

Net dividend per ordinary share



- Dividend per share (DPS) has increased significantly over the years
- Shareholders can expect higher DPS as earnings improve
- Comfortable with paying out ~50% of core profits as dividends given that capital position and earnings are expected to stay resilient

FY20 dividends were in line with Monetary Authority of Singapore's call for banks to cap the total dividends per share (DPS) at 60% of 2019's DPS. For more details, please refer to www.uobgroup.com/investor-relations/shares-and-dividends/dividends.html

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 13.4% as at 31 December 2023
- Diversified funding and sound liquidity, with 82.2% loan/deposit ratio
- Strengthened coverage, with general allowance on loans (including RLAR) covering 0.9% of performing loans

Balance growth with stability



- Over 50% 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

Questions & Answers



Right By You