



Corporate Day 2024

Building the Future of ASEAN

Becoming the Bank of Choice
for Aspiring ASEAN consumers

14 August 2024
Kuala Lumpur, Malaysia

Private and Confidential

We have scaled up our SEA franchise and advanced our position as a leading regional bank and cards issuer

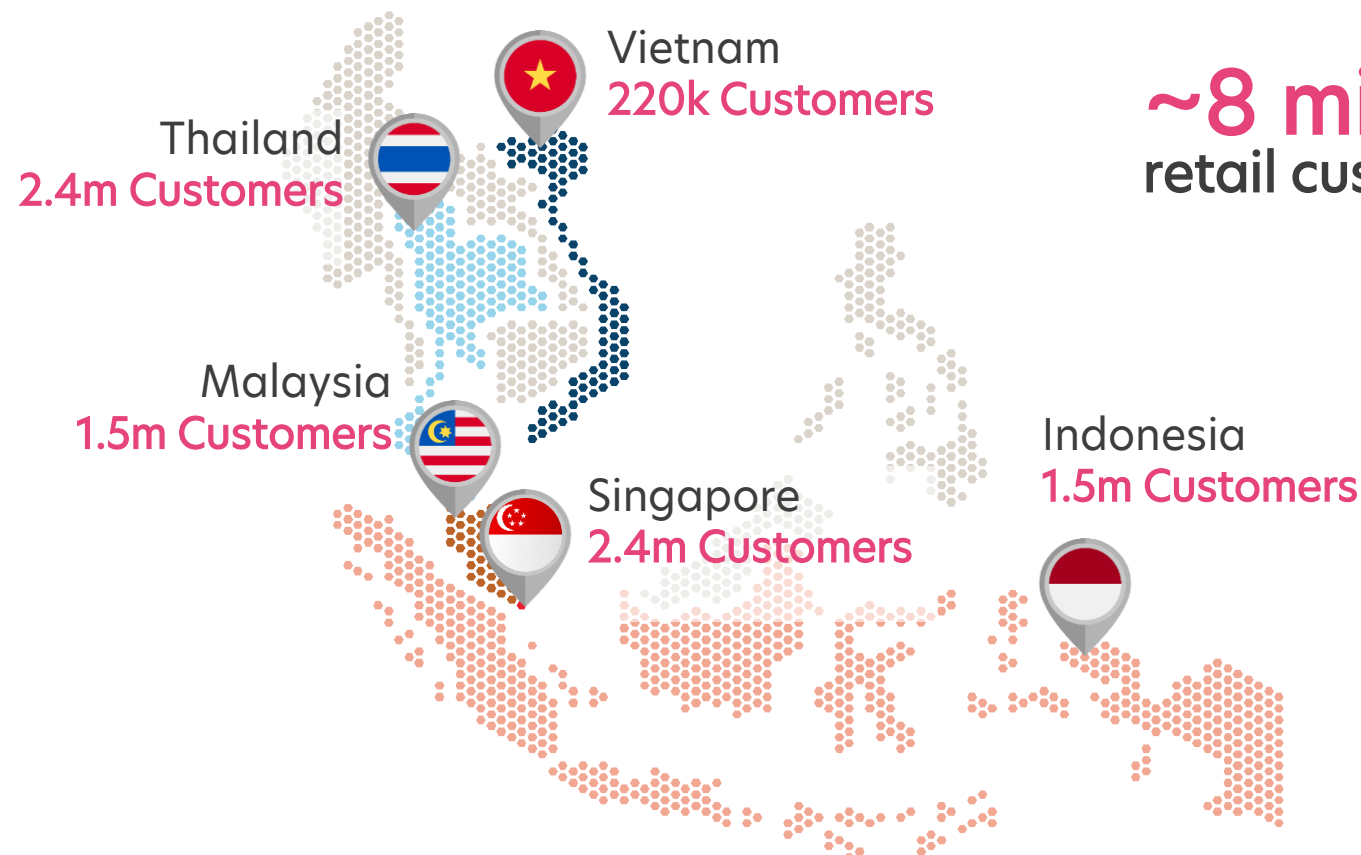


ASEAN

- Top in billings for Visa¹
- Top in billings for Mastercard¹

Singapore

- Top in billings for Visa¹
- 1 in 2 cardholders holds a UOB card

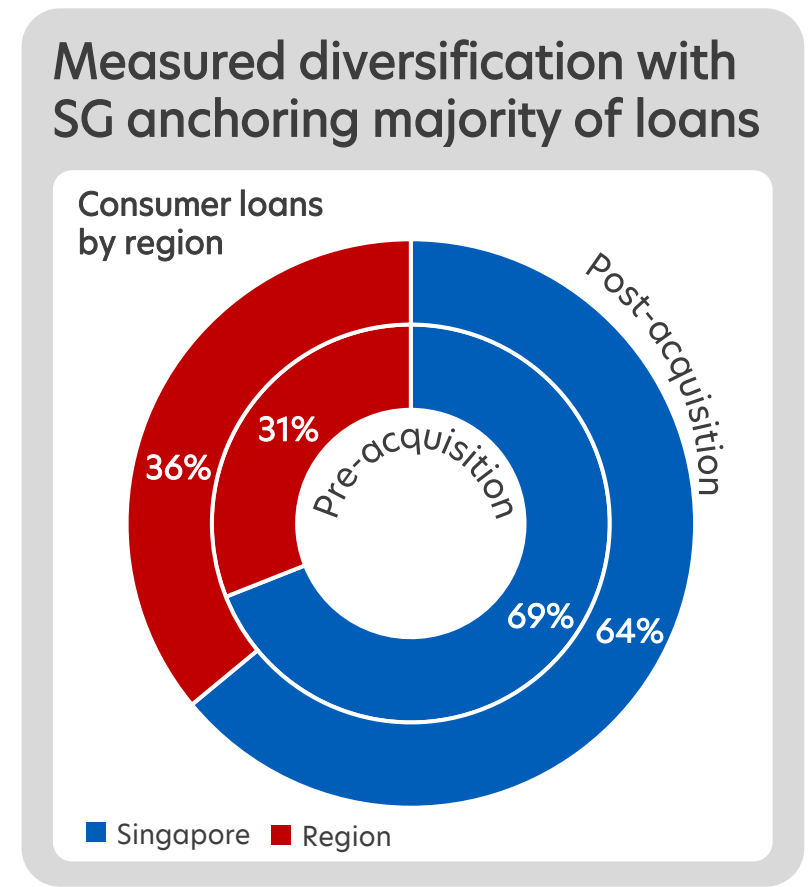
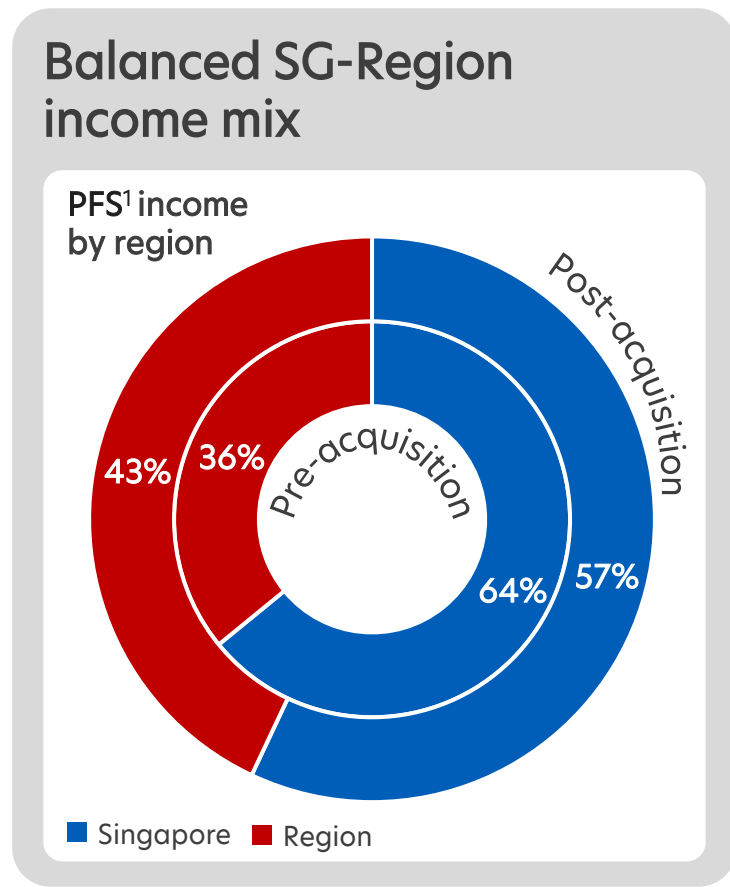
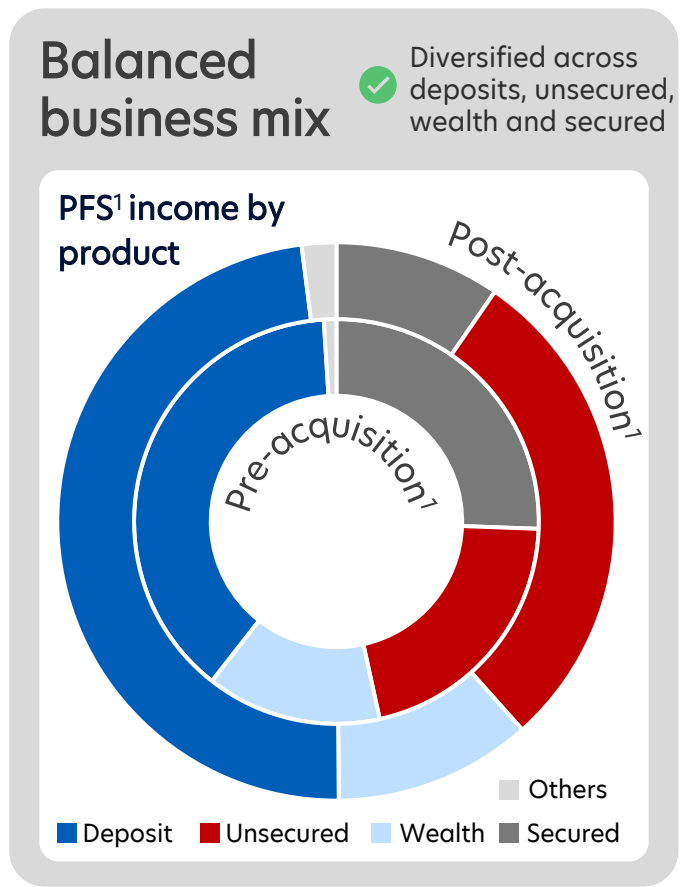


~8 million
retail customers²

Organically acquired >600k customers and >1.5m accounts, of which >50% were digitally acquired

1.ASEAN: Top in billings for Visa consumer cards in ASEAN as of 1Q24 ; Top in billings for Mastercard Consumer Credit cards as of 1Q24 | SG: Top in billings for Visa consumer and commercial credit cards as of 1Q24 2. Customer count as of 31 Dec 2023

We have reshaped our business in income, geography and asset mix



1. Personal Financial Services
 2. Pre-acquisition: FY22, Post-acquisition: FY23

Larger franchise fueled more strategic partnerships, enabling us  to offer unique lifestyle experiences...

For all you love | Deals for every occasion

>1,000 deals across the region

Regional Signature Programmes



THE SHOPPES AT MARINA BAY Sands SINGAPORE



CENTRAL GROUP

THE EXCHANGE TRX



THE MICHELIN GUIDE THAILAND

THE MICHELIN GUIDE KUALA LUMPUR

COMO GROUP



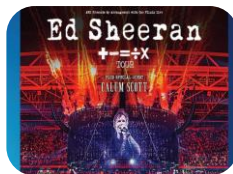
Garuda Indonesia The Airline of Indonesia



THE SHILLA duty free Changi Airport



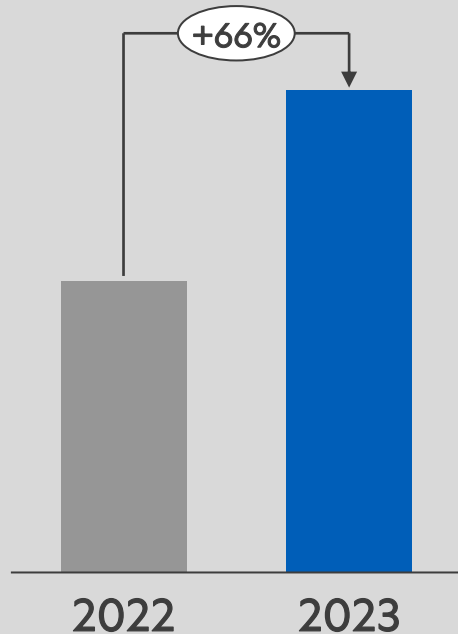
ENTERTAINMENT



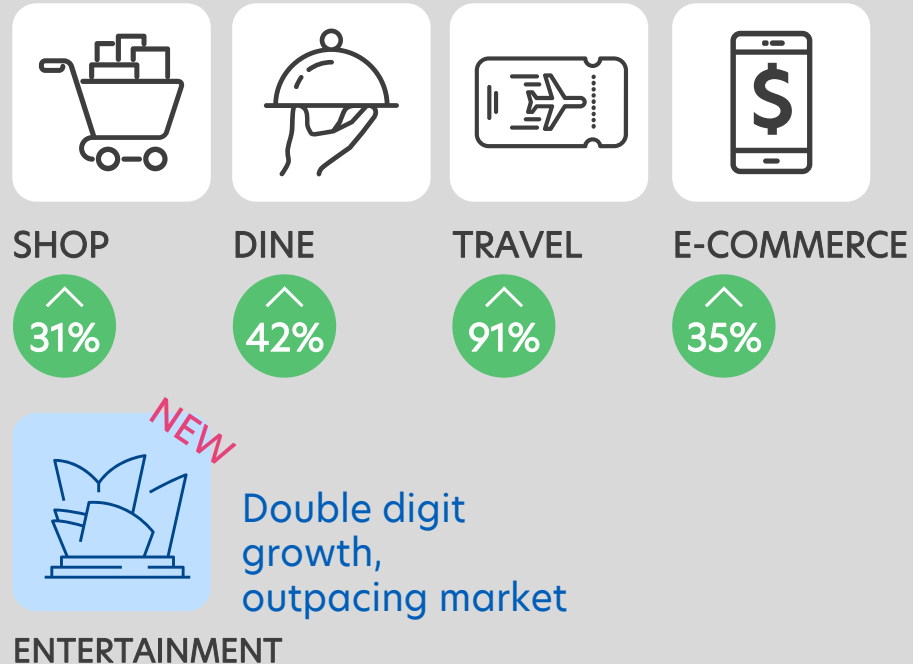
... thus capturing the rising ASEAN consumer spend and cross-border payments



Strong momentum in card fees income (\$m)

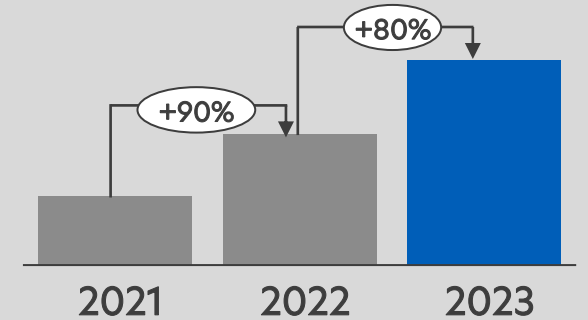


Top in card billings¹ in ASEAN YoY growth²

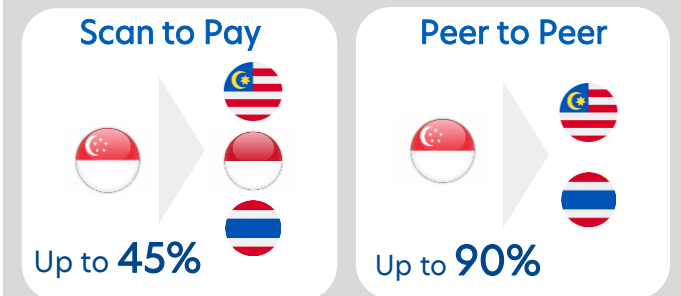


Sustaining growth in cross border payments

Cross-border billings (\$b)



Cross-border payments market share³



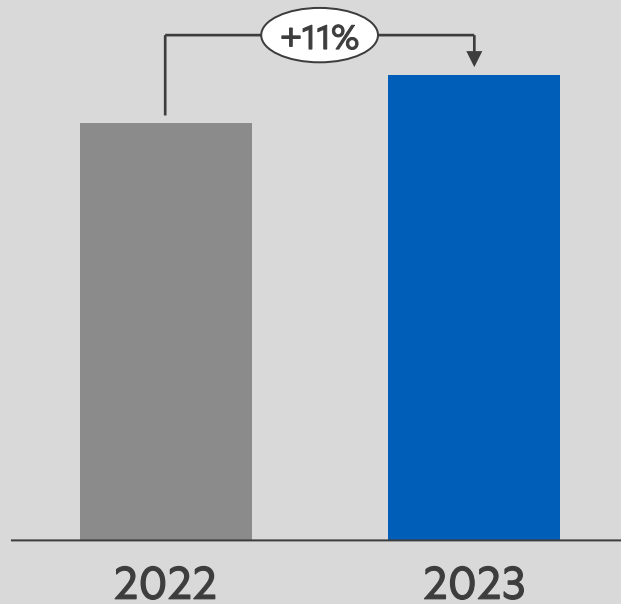
1. Based on Visa consumer cards and Mastercard consumer credit cards for full year 2023, for Singapore, Malaysia, Thailand, Indonesia and Vietnam
 2. Comparing credit and debit card billings for FY22 and FY23, for Group PFS. Numbers rebased with constant FX across periods
 3. As of May'24

Well-positioned to capture the growing affluence in ASEAN



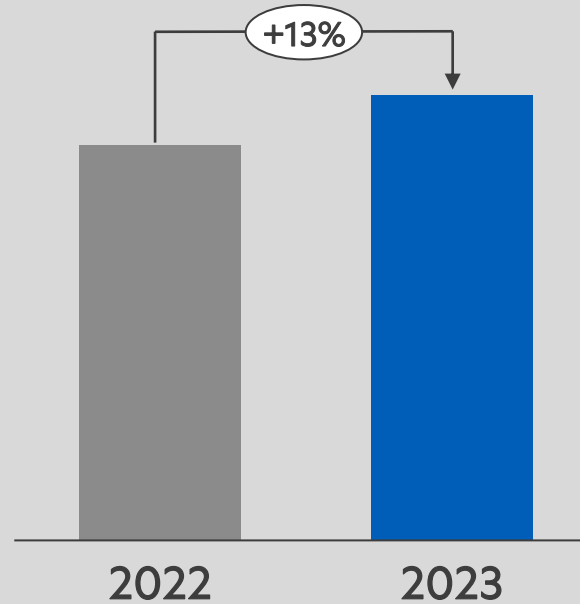
Strong momentum in wealth fees

ASEAN-5¹ PFS wealth income (\$m)



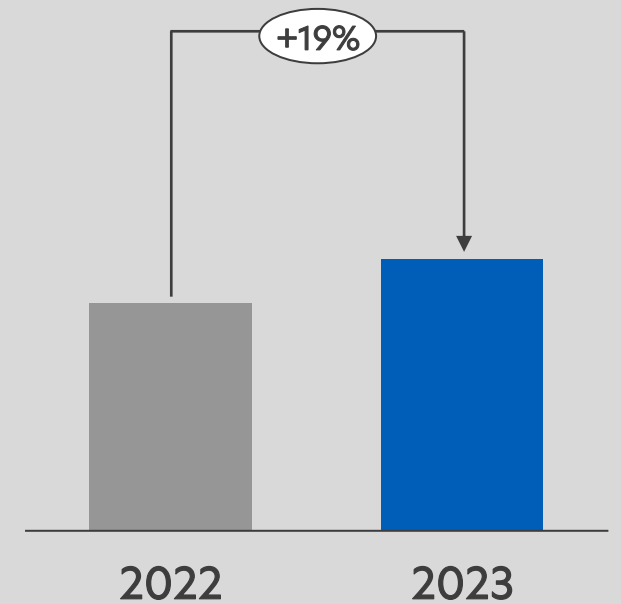
Strong growth in wealth AUM (\$b)

ASEAN-5 PFS wealth AUM (\$m)



Driven by outside SG

ASEAN-4 PFS wealth AUM (\$b)



1. ASEAN-5 includes Singapore, Malaysia, Thailand, Indonesia, Vietnam. ASEAN-4 excludes Singapore.

We completed our Citi acquisition,
now driving synergies

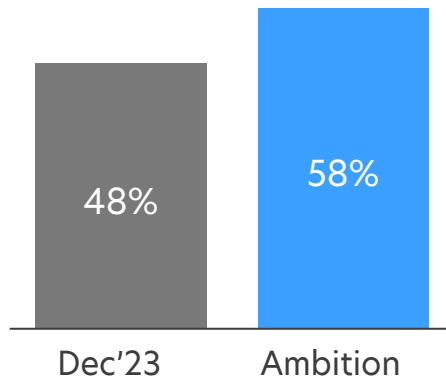
We aim to generate revenue synergies via these levers

Cross-sell & Learnings



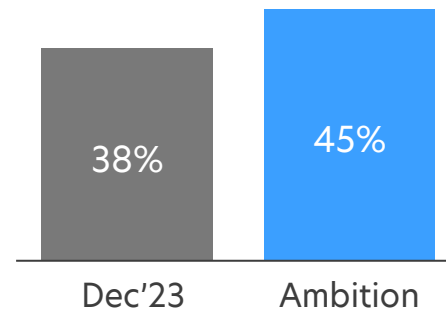
Cross-sell CASA

ASEAN-4
CASA penetration¹



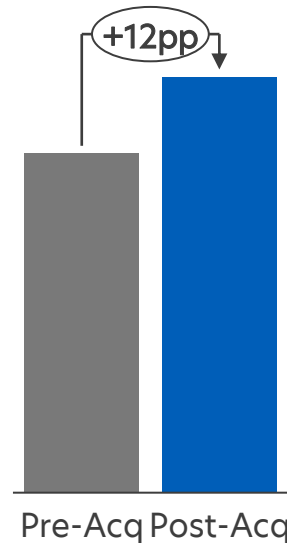
Cross-sell wealth and mortgage

ASEAN-4 Wealth
penetration¹



Synergy from credit harmonization, increasing card spend/ balances²

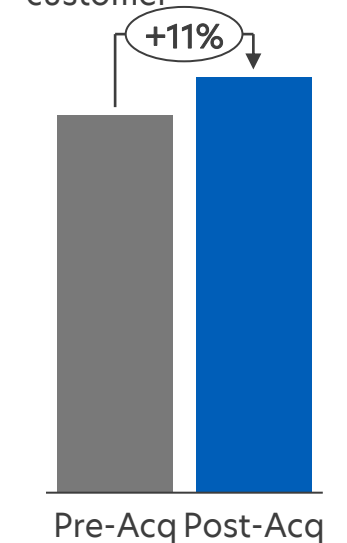
Approval rate



Limit per new account



Unsecured receivables per customer

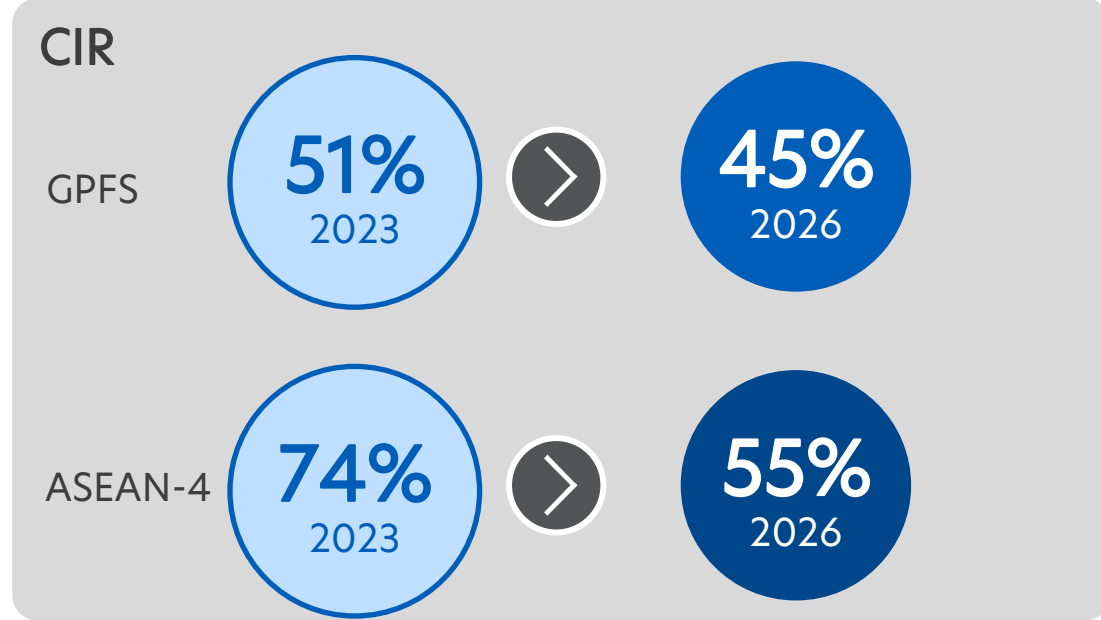
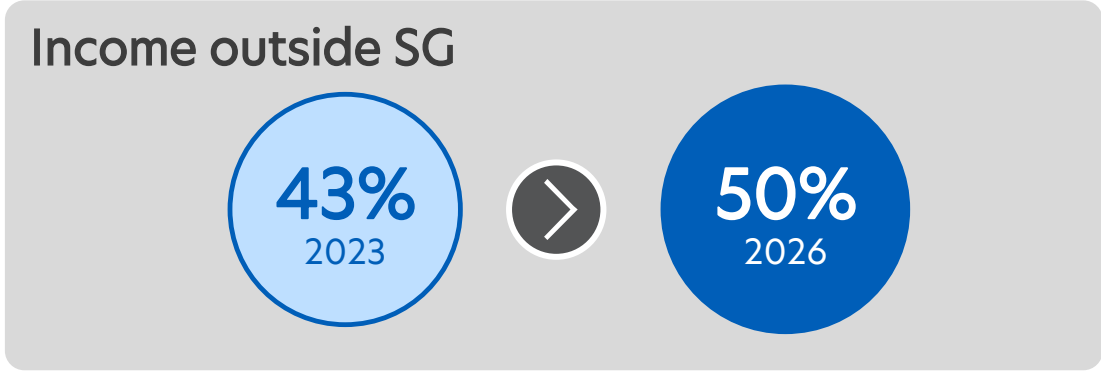
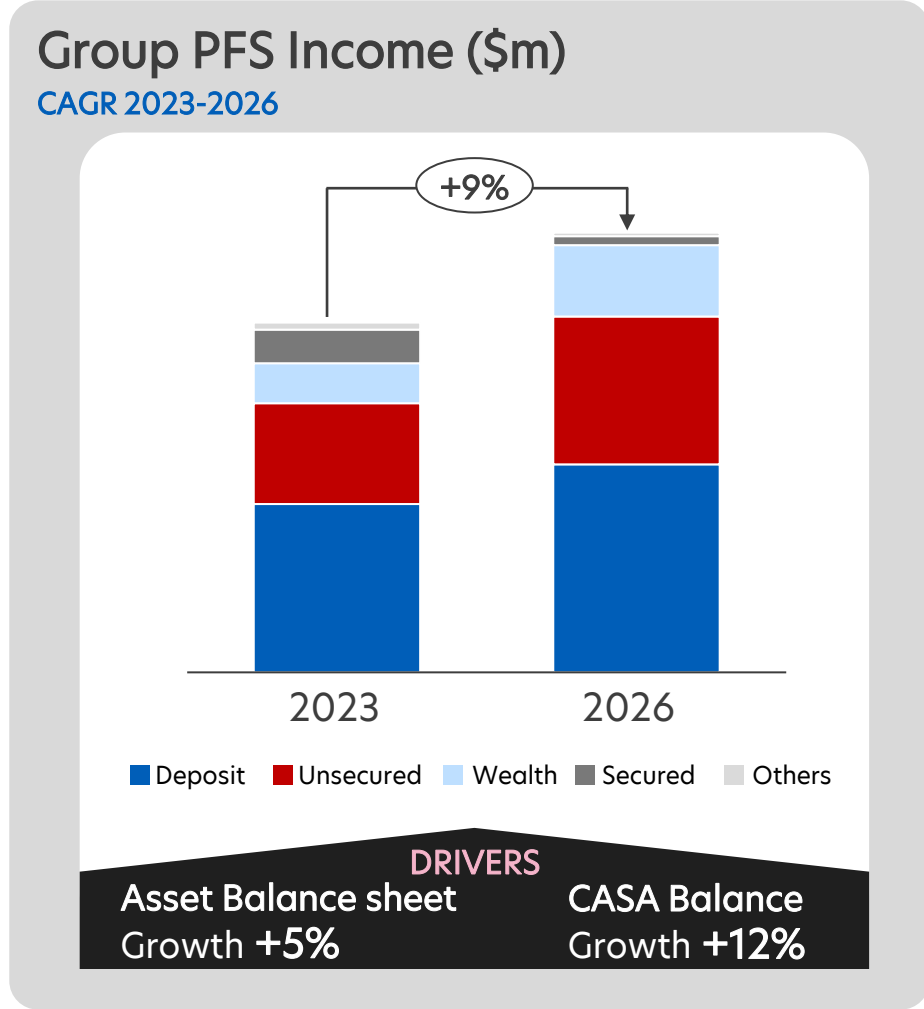


1. Combined UOB and Citi base

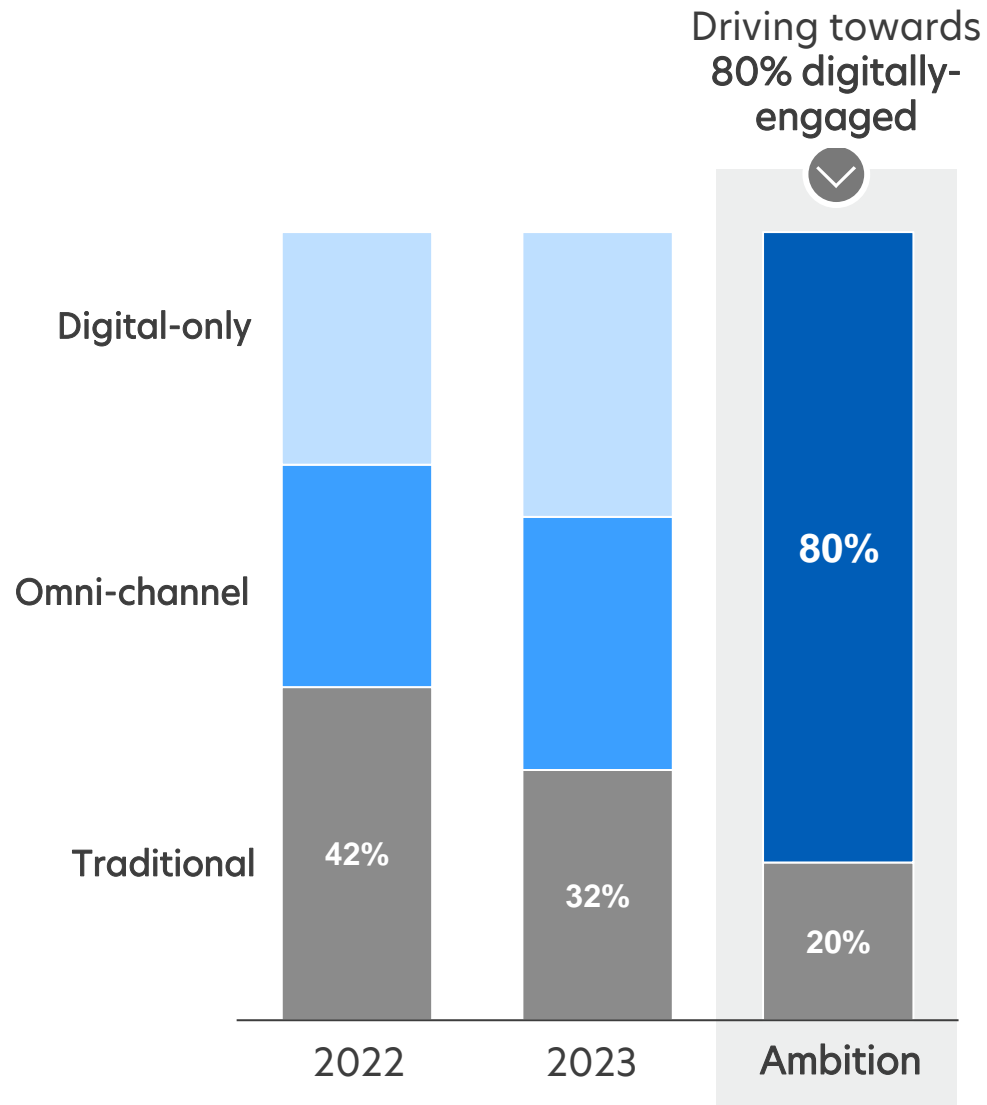
2. Early results from 1 market only and adjusted for duplicated customers pre acquisition

Our engines of growth, driven by digital-to-omni channel strategy and personalisation at scale

Our engines of growth in wealth, cards, CASA and ASEAN-4...



... with omni-channel strategy as our key strength...



FY2023

Omni-Channel

Product holding per customer	Transaction per customer
36% Higher vs Traditional CX	18x vs Traditional CX
Revenue per customer	Revenue contribution
2x vs Traditional CX	>50%

Based on customer count.

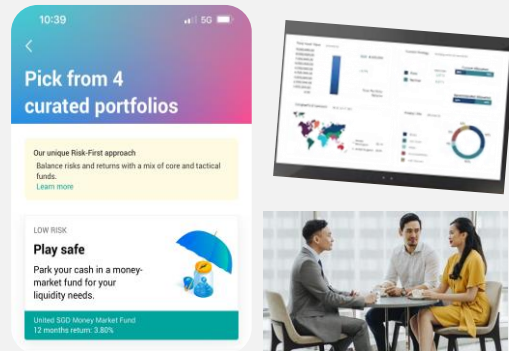
... and differentiated by our focus on customer centricity



Omni-channel services

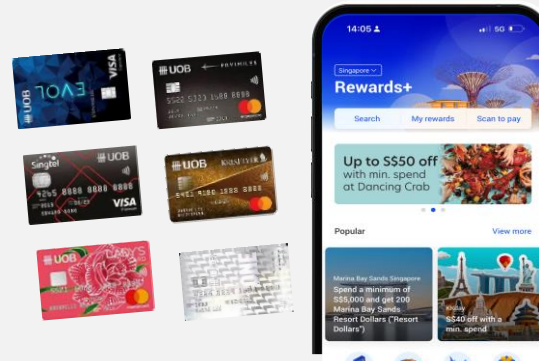
Personalisation

Wealth



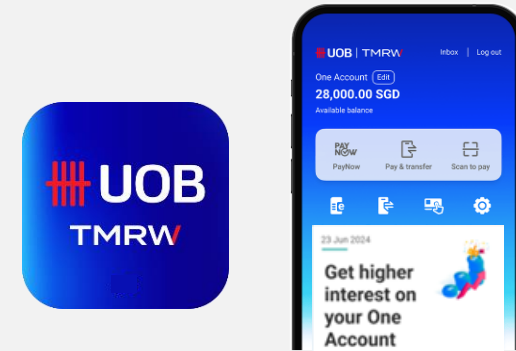
- Wealth Solutions for every lifestage
- Omni-strategy, digitally served and advisor assisted

Cards / Loyalty



- A Card for every lifestyle
- A Reward for every occasion

Digital Engagement



- AI driven insights to engage customers based on individual habits and preferences

Customer Centricity

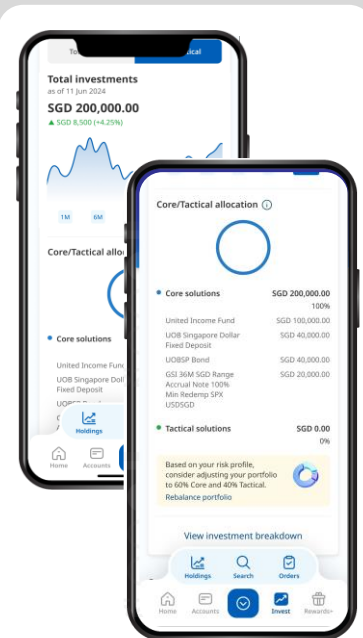
Powered by data & technology

A personalised omni-channel approach to grow Wealth



Wealth Solutions for every life stage.
Digitally served, advisor assisted
 Personalised omni approach across view, transact and engage

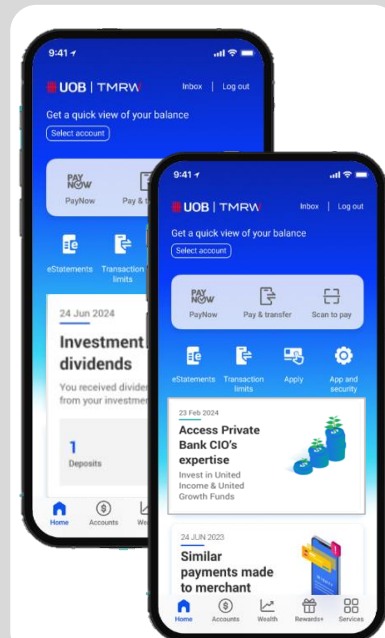
View holdings based on asset or risk



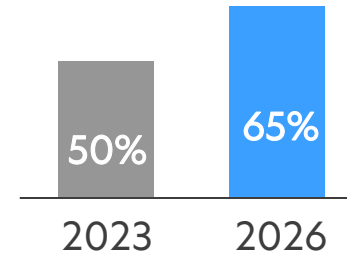
Transact on portfolio or funds



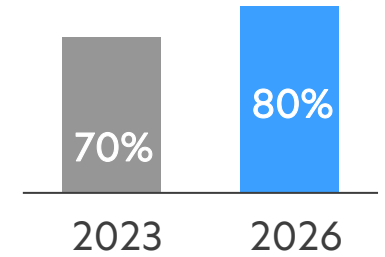
Engage and advise with personalised notifications



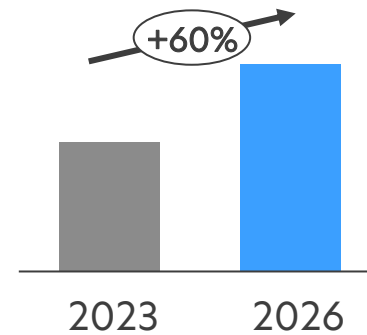
New to wealth¹
 (% digitally acquired)



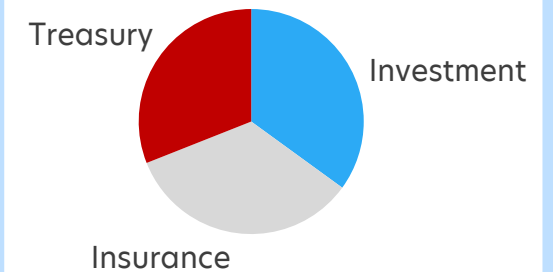
Digital sales²



Wealth AUM



Balanced portfolio mix
 (Wealth income)



1. New to wealth for Unit Trust (UT) 2. % of UT sales transactions from digital channel

Value Propositions designed for every lifestyle preference

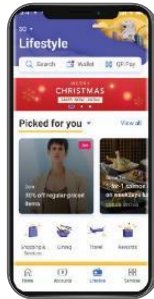


Regional propositions, engagement to drive usage and stickiness

Our regional propositions



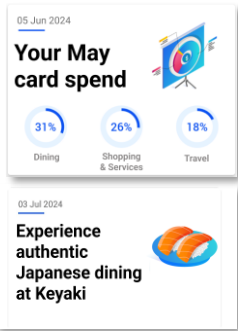
Card for every lifestyle preference



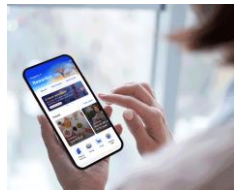
Leveraging regional & global partnerships to serve deals for every occasion



With AI-driven insights to drive usage

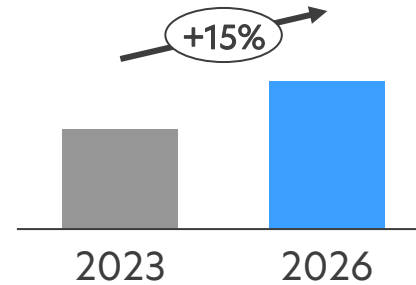


Personalised deals based on individual preferences and past spending

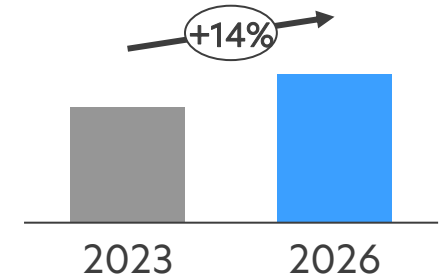


Largest loyalty program with deals, cashback & rewards. To view, track and redeem seamlessly

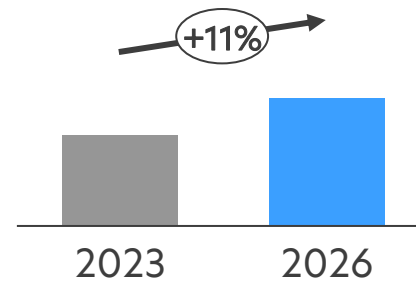
Card Fees (\$m)
CAGR 2023-2026



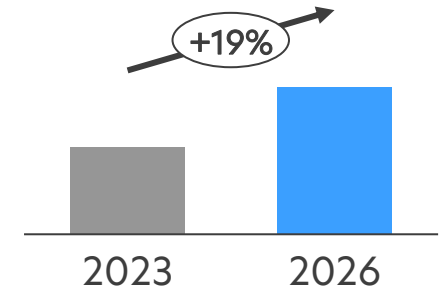
Billings (\$b)
CAGR 2023-2026



Unsecured receivables (\$b)
CAGR 2023-2026



Cross-border Billings (\$m)
CAGR 2023-2026



Numbers rebased with constant FX across periods.

Market's first¹ AI-driven banking App to bank, invest and be rewarded



Acquire ➤ Instant Account Opening 24/7
Acquire quality at scale

Engage ➤ **Personalised Insights**
Nudges to bank, invest & pay smarter

Wealth Curated financial solutions for every life stage	Lifestyle Rewards tailored to your preferences
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Serve ➤ Self-serve anytime, anywhere

>129M
Insight cards served

3.6M
Customers reached

1 in 3
Interaction

DRIVING

Digitally-engaged Customer

100%
higher

Average CASA balance

50%
higher

Average Card Spend

4 in 5
holds >2 products³

Product Holding

Top 3 mobile Net Promoter Score for FY23 | #1 Banking app in App & Play Store since Aug 2021²

1. SG, TH (2019), ID (2020), MY (2023)
2. Refers to UOBS TMRW; #1 in all months except Jun-Jul'22 (App Store & Google Play) and Aug'22, Nov'23- Jan'24 (Google Play).
3. vs 1 in 5 for non-digital

Continuous innovation on UOB TMRW, with clear roadmap in coming years



1



2



3

Immediate Priorities

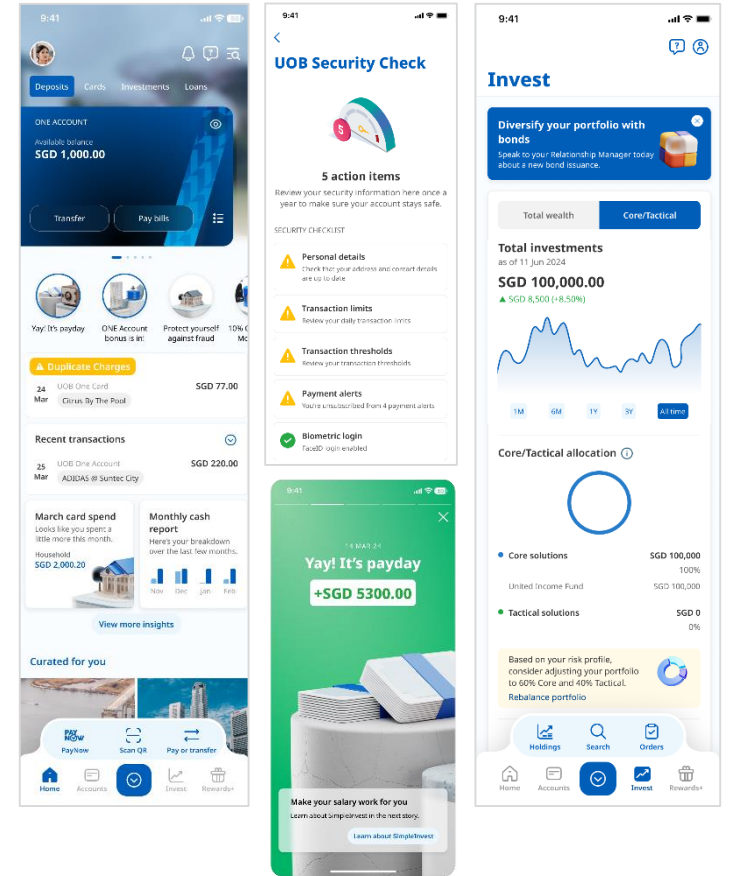
- Advanced real-time fraud detection leveraging AI & ML
- Facial recognition to strengthen payments and registration journeys
- Improved self service features
- Greater transparency for in-app transactions using electronic payment user guideline as a foundation
- Empowering customers to safeguard their savings from digital threats

Franchise Build

- A unified omnichannel onboarding experience
- Cross border payment capabilities to strengthen ASEAN connectivity
- Launching next-generation TMRW with advanced wealth management features in Singapore
- Launching TMRW in Vietnam

Strategic Reshape – Next-Gen UOB TMRW

- Next-generation TMRW in the region, balancing security and customer experience
- Upgrading engagement & digital serve capabilities across region
- Optimising omni-channel experience



Delivering on our ambition to be the Bank of choice for Aspiring ASEAN



Right By You