**UNITED OVERSEAS BANK LIMITED**
**MINUTES OF THE 81ST ANNUAL GENERAL MEETING**
**HELD AT PAN PACIFIC SINGAPORE, PACIFIC 1-3 LEVEL 1**
**7 RAFFLES BOULEVARD, MARINA SQUARE, SINGAPORE 039595**
**ON FRIDAY, 21 APRIL 2023 AT 3.00 P.M.**

## DIRECTORS PRESENT

Mr Wong Kan Seng (Chairman)
Mr Wee Ee Cheong
Mr Michael Lien Jown Leam
Mr Wee Ee Lim
Mr Steven Phan Swee Kim
Dr Chia Tai Tee
Mrs Tracey Woon Kim Hong
Mr Dinh Ba Thanh
Ms Teo Lay Lim
Mr Ong Chong Tee

## SHAREHOLDERS

As set out in the attendance record maintained by the Bank

## BY INVITATION

| | | |
|---|---|---|
| Mr Lee Wai Fai | - | Chief Financial Officer |
| Mr Chan Kok Seong | - | Chief Risk Officer |
| Mr Eric Lim Jin Huei | - | Chief Sustainability Officer |
| Mr Wilson Woo | - | Ernst & Young LLP |

## IN ATTENDANCE

| | | |
|---|---|---|
| Mr Beh Ean Lim | - | Secretary |
| Ms Theresa Sim | - | Secretary |

*[These minutes should be read with Appendix A which records the questions posed and answers given during the meeting.]*

## 1. CHAIRMAN

The meeting was chaired by Mr Wong Kan Seng. There being a quorum, the Chairman called the Meeting to order.

## 2. NOTICE OF ANNUAL GENERAL MEETING

The Notice of Annual General Meeting was taken as read. The Chairman started by introducing the Board of Directors and Secretary.

## 3. PRESENTATION BY CHIEF EXECUTIVE OFFICER

3.1 Mr Wee Ee Cheong gave a brief presentation on the Bank's performance in 2022. A copy of his presentation slides is at Appendix B.

3.2 Highlights of his presentation are set out below:

Performance Highlights

(a) 2022 was a strong year financially for the Bank, where core net profit rose 18% to $4.8 billion. The Board had recommended a final dividend of 75 cents per ordinary share. Total dividend for the year would be $1.35 per ordinary share at a payout ratio of 49%;

(b) Despite the volatility in global financial markets, Singapore's financial system remained stable and the banking sector remained sound. Singapore banks were well-capitalised and well-regulated. The Bank had a strong balance sheet and resilient asset quality. Its liquidity position was healthy, and its funding base was stable and diversified;

ASEAN's potential and UOB's strength in connectivity

(c) Asia was holding up well with steady growth. China and ASEAN were reopening post-COVID and driving demand. There had been robust flows of foreign direct investments to ASEAN, mainly to Vietnam, Malaysia and Indonesia. The Bank was uniquely positioned to capture trade and investment flows, having boosted its capabilities in transaction banking, digital solutions and sector specialisation;

(d) The Bank was the market leader in SME banking, and had been named the best SME bank in Asia Pacific for seven consecutive years. Its ambition was to be the number one cross-border trade bank for ASEAN, with the aim to capture a 5% market share of the US$2 trillion trade flows;

Growth

(e) The Bank's acquisition of Citigroup's consumer banking business in Malaysia, Indonesia, Thailand and Vietnam was progressing beyond expectations. The Citigroup portfolio was complementary to the Bank's business and there were plenty of opportunities to cross-sell. The deal was expected to add $1 billion revenue to the Bank's retail business in 2023;

(f) The Bank had completed the acquisitions in three out of four markets – Malaysia, Thailand and Vietnam, and was aiming to close in Indonesia by year-end. This would bring the Bank's retail customer base regionally to more than 8 million. Apart from the Citigroup acquisitions, the Bank had been acquiring customers organically, gaining more than 800,000 new-to-bank customers in 2022;

(g) The Bank's newly reorganised private wealth unit was on track to grow asset under management (AUM) from $70 billion to $120 billion over the next three years;

(h) In retail banking, the Bank's ambition was to be the Bank of choice for aspiring individuals in ASEAN;

Digital capabilities

(i) The Bank was investing heavily to acquire, serve and engage the customers digitally. In August 2022, the Bank's UOB TMRW platform reached the milestone of having acquired one million new retail customers since its launch in 2019. In 2022, the Bank also launched a new banking app UOB SME for small business clients and extended UOB Infinity to eight markets for its corporate clients;

(j) The Bank would continue to invest in digital capabilities, with a new global technology and innovation centre being built at Punggol Digital District. The centre would focus on developing the next generation of digital banking services and growing the Bank's tech talent;

Sustainability

(k) The green sector in Southeast Asia might see $1 trillion in economic opportunities annually. The Bank stood ready to help businesses capture these opportunities;

(l) In October 2022, the Bank announced its commitment to achieve net zero carbon emissions by 2050, covering six sectors: power, automotive, oil and gas, real estate, construction and steel, which made up 60 per cent of its corporate lending portfolio. As the Bank worked towards decarbonisation, it was focused on ensuring a just and orderly transition so that lives and livelihoods could continue to improve;

People and Culture

(m) People are the Bank's greatest assets. The Citigroup acquisition added to the Bank's bench strength and the teams were integrating well;

(n) The Bank had a strong team with a values-driven culture. To build employee pride, it had introduced The UOB Way in 2022 to reinforce employee experience that was focused on care, growth and trust. It was also focused on retraining, reskilling, and ensuring inclusivity. Notable examples included the Gig+U Women programme, Technology Academy and Scan Hub;

Looking ahead

(o) The global environment looked uncertain, where the US and European economies might enter a shallow recession. US-China tensions remained a key watchpoint. It would accelerate the pace of diversification of global supply chain. Asia's growth was expected to stay resilient, projected at about 5% in 2023; and

(p) The Bank would stay disciplined and nimble in balancing growth with stability, focusing on the long term, so as to achieve sustainable growth and returns for shareholders.

## 4. AUDITOR'S REPORT

The Auditor's report was taken as read.

## 5. QUESTION-AND-ANSWER SESSION

5.1 The Chairman requested the Secretary to brief the Meeting on housekeeping matters.

5.2 After the briefing, the Chairman invited questions from the audience. The questions posed and answers given are in Appendix A.

## 6. VOTING ON RESOLUTIONS

6.1 The Chairman called for voting on the resolutions to be conducted by poll and invited the Secretary to explain the poll voting process. A video on the electronic voting was screened.

6.2 The Chairman confirmed that where shareholders had appointed the chairman of the meeting as their proxies for the AGM, their votes had been cast in accordance with their directions as stated in their proxy forms. Where no specific instructions were given, the Chairman would vote for the resolutions except for resolution 3, which he would abstain from voting on. The votes had also been verified by the Bank's independent scrutineer, RHT Governance, Risk & Compliance (Singapore) Pte. Ltd.

## 7. RESOLUTION 1 – FINANCIAL STATEMENTS, DIRECTORS' STATEMENT AND AUDITOR'S REPORT

7.1 The Chairman proposed Resolution 1 as follow:

"RESOLVED that the Audited Financial Statements, Directors' Statement and Auditor's Report for financial year 2022, be received."

7.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 1 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Financial Statements, Directors' Statement and Auditor's Report | 1,144,105,036 | 99.93 | 827,863 | 0.07 |

The Chairman declared the resolution carried.

## 8. FINAL DIVIDEND – Resolution 2

8.1 The Chairman proposed Resolution 2 as follows:

"RESOLVED that a final one-tier tax-exempt dividend of 75 cents per ordinary share for financial year 2022 be approved."

8.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 2 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Final Dividend | 1,152,123,382 | 99.99 | 151,886 | 0.01 |

The Chairman declared the resolution carried.

## 9. RESOLUTION 3 – DIRECTORS' FEES

9.1 The Chairman proposed Resolution 3 as follow:

"THAT a sum of Singapore Dollars Three Million Two Hundred Ninety-Eight Thousand and Twenty-Eight (S$3,298,028) be paid as directors' fees for the year 2022 to be divided among the Directors as they deem fit."

9.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 3 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Directors' Fees | 1,147,304,220 | 99.86 | 1,643,008 | 0.14 |

The Chairman declared the resolution carried.

## 10. RESOLUTION 4 – AUDITOR AND ITS REMUNERATION

10.1 The Chairman proposed Resolution 4 as follow:

"RESOLVED that Ernst & Young LLP be and is hereby re-appointed as Auditor of the Company until the conclusion of the next Annual General Meeting and that the Directors be authorised to fix its remuneration."

10.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 4 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Auditor and its remuneration | 1,117,705,916 | 97.02 | 34,344,508 | 2.98 |

The Chairman declared the resolution carried.

## 11. RESOLUTION 5 - RE-ELECTION OF MR WEE EE CHEONG

11.1 The Chairman proposed Resolution 5 as follow:

"RESOLVED that Mr Wee Ee Cheong be re-elected as a Director of the Company."

11.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 5 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Re-election (Mr Wee Ee Cheong) | 1,058,504,364 | 92.51 | 85,647,232 | 7.49 |

The Chairman declared the resolution carried.

## 12. RESOLUTION 6 – RE-ELECTION OF MR STEVEN PHAN SWEE KIM

12.1 The Chairman proposed Resolution 6 as follow:

"RESOLVED that Mr Steven Phan Swee Kim be re-elected as a Director of the Company."

12.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 6 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Re-election (Mr Steven Phan Swee Kim) | 1,122,624,153 | 98.12 | 21,469,493 | 1.88 |

The Chairman declared the resolution carried.

## 13. RESOLUTION 7 – RE-ELECTION OF DR CHIA TAI TEE

13.1 The Chairman proposed Resolution 7 as follow:

"RESOLVED that Dr Chia Tai Tee be re-elected as a Director of the Company."

13.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 7 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Re-election (Dr Chia Tai Tee) | 1,139,768,905 | 98.97 | 11,811,214 | 1.03 |

The Chairman declared the resolution carried.

## 14. RESOLUTION 8 – RE-ELECTION OF MR ONG CHONG TEE

14.1 The Chairman proposed Resolution 8 as follow:

"RESOLVED that Mr Ong Chong Tee be re-elected as a Director of the Company."

14.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 8 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Re-election (Mr Ong Chong Tee) | 1,143,071,224 | 99.28 | 8,311,628 | 0.72 |

The Chairman declared the resolution carried.

## SPECIAL BUSINESS

## 15. RESOLUTION 9 – AUTHORITY TO ISSUE ORDINARY SHARES

15.1 The Chairman proposed Resolution 9 as follow:

"RESOLVED that Resolution 9 as set out in the Notice of Annual General Meeting be approved."

15.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:-

| RESOLUTION 9 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Authority to issue ordinary shares | 1,057,124,510 | 91.78 | 94,720,166 | 8.22 |

The Chairman declared the resolution carried.

## 16. RESOLUTION 10 – AUTHORITY TO ISSUE SHARES PURSUANT TO THE UOB SCRIP DIVIDEND SCHEME

16.1 The Chairman proposed Resolution 10 as follow:

"RESOLVED that Resolution 10 as set out in the Notice of Annual General Meeting be approved".

16.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 10 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Authority to issue ordinary shares pursuant to the UOB Scrip Dividend Scheme | 1,150,456,493 | 99.89 | 1,280,343 | 0.11 |

The Chairman declared the resolution carried.

## 17. RESOLUTION 11 – RENEWAL OF SHARE PURCHASE MANDATE

17.1 The Chairman proposed Resolution 11 as follow:

"RESOLVED that Resolution 11 as set out in the Notice of Annual General Meeting be approved."

17.2 The Chairman invited questions from the members. As there was no question, the resolution was put to the vote. Result of the poll is as follow:

| RESOLUTION 11 | FOR | | AGAINST | |
|---|---|---|---|---|
| | No. of Shares | % | No. of Shares | % |
| Renewal of Share Purchase Mandate | 1,140,066,294 | 99.08 | 10,621,811 | 0.92 |

The Chairman declared the resolution carried.

17.3 There being no other business, the Meeting ended at 4.30 p.m. with a Vote of Thanks to the Chairman.

WONG KAN SENG
CHAIRMAN

**UNITED OVERSEAS BANK LIMITED**
**ANNUAL GENERAL MEETING HELD ON 21 APRIL 2023**

| **Name of shareholder** | | **Question/Response** |
|---|---|---|
| Shareholder A | : | Please deliver printed copies of the annual report earlier before the Annual General Meeting (AGM) so that shareholders have a longer time to consider the contents. |
| Wong Kan Seng (Chairman) | : | Thank you for your feedback. |
| Shareholder B | : | The Income Statement on page 157 of the annual report shows, and the Chairman's Statement on page 24 of the annual report mentions, a record high net profit of $4.6 billion compared to $4.1 billion in Financial Year (FY) 2021. The Deputy Chairman and CEO's Report on page 25 highlights the game-changing acquisition of Citigroup assets in four markets.<br><br>However, the Statement of Comprehensive Income on page 158 shows losses of $2.2 billion compared to $580 million in FY2021 for Other Comprehensive Income. The Income Statement on page 157 notes net losses on investment securities of $800 million. These losses seem to be very high and work out to be nearly 49 per cent of the net profit of $4.6 billion.<br><br>The Balance Sheet shows a reduction of other reserves to $6.6 billion in FY2022, from $8.8 billion in FY2021.<br><br>Why are these losses are reflected in the Balance Sheet instead of the Income Statements? I am of the opinion that it is misleading to report record profits when there are losses of $2.2 billion incurred. |
| Wong Kan Seng (Chairman) | : | The financials presented in the annual report have been audited by our external auditors. There is no intent or reason to mislead. I will invite Mr Lee Wai Fai, our Chief Financial Officer, to explain further. |
| Lee Wai Fai (Chief Financial Officer (CFO)) | : | The losses of $2.2 billion are mark-to-market losses from our government securities. We intend to hold such securities to maturity. As such, the numbers reflect temporary fluctuations. They will be reflected in the Income Statements only if the securities are sold.<br><br>The Bank is required to maintain our Capital Adequacy Ratio to ensure that our Core Equity Tier 1 (CET1) numbers do not fall below prescribed limits. The Bank is answerable to the Monetary Authority of Singapore (MAS), its auditors and ratings agencies to ensure that these ratios remain strong. |

**UNITED OVERSEAS BANK LIMITED**
**ANNUAL GENERAL MEETING HELD ON 21 APRIL 2023**

| **Name of shareholder** | | **Question/Response** |
|---|---|---|
| Shareholder C | : | Thank you for holding an in-person AGM and giving us printed copies of the annual report.<br><br>I refer to DBS' digital banking breakdown. I would like to know what UOB has done to ensure that UOB TMRW is robust. Do you conduct stress tests or obtain insights from DBS? |
| Wee Ee Cheong (Chief Executive Officer (CEO)) | : | We would like to assure shareholders that the Bank is constantly monitoring its systems. That said, any system may break down. A fast recovery is key. My Head of Group Technology and Operations, Ms Susan Hwee, will explain further. |
| Susan Hwee (Head of Group Technology and Operations) | : | UOB's entire technology platform across the world is operated and managed here in Singapore. The Bank takes customer experience very seriously and we view the recovery of our systems as quickly as possible as vital.<br><br>We usually experience seasonal peaks especially during special occasions such as Singles Day, Christmas, New Year's Day and Chinese New Year. The systems have been able to handle these peaks well and remain stable day to day. |
| Shareholder D | : | I refer to the bank runs experienced by Silicon Valley Bank where high net worth clients managed to withdraw their funds at a click of the button.<br><br>I would like to understand how UOB ensures that there will not be similar bank runs or huge withdrawals, and whether the bank has sufficient liquidity. |
| Wee Ee Cheong (CEO) | : | UOB has a different business model from Silicon Valley Bank. We are a commercial bank and our portfolio is strong and diversified, with a large number of customers. There is no concentration risk. My Chief Risk Officer, Mr Chan Kok Seong, will explain further. |
| Chan Kok Seong (Chief Risk Officer (CRO)) | : | Ultimately, the Bank relies on the trust and confidence of its customers. We don't ever take these for granted and work constantly to maintain these high levels. In the Bank's more than 80 years in business, we have not recorded bank runs or similar incidents. Our longevity also shows that our balance sheet and liquidity levels are well-managed. |
| Shareholder E | : | MAS is implementing the Basel IV banking reforms. What is the implication to the Bank? Would there be excess capital leading to more dividends for shareholders? |

**UNITED OVERSEAS BANK LIMITED**
**ANNUAL GENERAL MEETING HELD ON 21 APRIL 2023**

| **Name of shareholder** | | **Question/Response** |
|---|---|---|
| Chan Kok Seong (CRO) | : | The Basel IV implementation has a long transition period. Our internal assessment indicates that the implications to the Bank would be neutral. Should there be capital savings, the Bank would consider how to take advantage of the savings in the most optimal way. For example, the Bank may defer some sub-debt issues. It is unlikely that the Bank will be able to translate such capital savings to more dividends. |
| Shareholder F | : | I note the CFO's explanation that the losses due to investments in government securities will be restored upon maturity of the securities. What is the duration of these securities? |
| Lee Wai Fai (CFO) | : | The average duration is approximately three years. The Bank need not wait for full three years to recover value. We want to build a robust portfolio. |
| Shareholder F | : | Could the Bank have done anything to reduce the losses? What is the total amount of government securities that you are required to hold? |
| Chan Kok Seong (CRO) | : | The Bank is required to hold a minimum amount of liquid assets as part of regulatory compliance. The losses are mark-to-market losses from this part of the portfolio.<br><br>The Bank does not take large speculative positions in securities. For comparison, Silicon Valley Bank held about 60% total assets in securities. Commercial banks usually hold 15-20%. At UOB, we hold about 13%. |
| Shareholder G | : | DBS has announced that their dividend yield will be 5% and that this would be paid quarterly. I would like to know UOB's position on the dividend yield and the time of payout. |
| Wong Kan Seng (Chairman) | | UOB's dividend policy is to pay 50% of profits yearly. This policy provides a stable and understandable yield compared to a dollar amount. Our practice is to pay dividends half-yearly. We will continue with this practice as it allows us to manage our cash flow comfortably for operations and growth. |
| Wee Ee Cheong (CEO) | : | With our prudent management, we are confident that our dividends will increase as profits rise. |
| Shareholder H | : | I refer to page 162 of the annual report. |

**UNITED OVERSEAS BANK LIMITED**
**ANNUAL GENERAL MEETING HELD ON 21 APRIL 2023**

| **Name of shareholder** | | **Question/Response** |
|---|---|---|
| | | Why there is a large difference in loans to customers from 2021 to 2022?<br><br>What purchase of properties and other fixed assets did the Bank purchase? |
| Lee Wai Fai (CFO) | : | An increase in loans to customers demonstrates that the Bank's business is increasing. Page 159 of the annual report shows that the loans to customers increased to $31.5 billion from $30.6 billion in 2021.<br><br>The Bank purchased new buildings in Malaysia and Thailand last year. We will also be investing $500 million in a technology and innovation centre in the Punggol Digital District. |
| Shareholder I | : | What is UOB's liquidity buffer?<br><br>Singapore may go into a technical recession next quarter with interest rate fluctuations. What is UOB's potential share value over the next one to three years? |
| Chan Kok Seong (CRO) | : | We will not disclose the amount of liquidity cover. The Bank is very flush with cash, well above the regulatory minimum. |
| Wee Ee Cheong (CEO) | : | Globally the outlook is uncertain with recession likely to happen in the United States and the European Union. However, Asia, especially the ASEAN countries, is holding up well.<br><br>The Bank has a strong balance sheet and will seize available opportunities that are within our risk appetite. The Bank has a lot of liquidity residing with the Monetary Authority of Singapore. |
| Shareholder J | : | The Bank's CET1 ratio and liquidity ratios seem comparable to Credit Suisse's. Also, less than half of the deposit base from the acquisition of Citigroup customers seem to be in Singapore. Therefore, I would like a quantitative answer on the Bank's liquidity so as to have confidence that there are no liquidity issues. |
| Wee Ee Cheong (CEO) | : | Some of the answers are in our annual report. For example, we have disclosed that more than $40 billion is currently parked at the MAS. The Bank is waiting for the right opportunities for investment. The MAS is a very hands-on regulator which monitors our holdings and investments regularly, ensuring that we are safe and liquid. |

**UNITED OVERSEAS BANK LIMITED**
**ANNUAL GENERAL MEETING HELD ON 21 APRIL 2023**

| **Name of shareholder** | | **Question/Response** |
|---|---|---|
| Chan Kok Seong (CRO) | : | Ultimately, financial ratios illustrate only a part of how the Bank is managed. Going beyond the financials, UOB's track record shows that the Bank has weathered many business cycles and has remained profitable and emerged stronger.<br><br>The Bank is headquartered in Singapore, a country which is AAA rated. Singapore's stability, political management and financial prudence filter through to the banking sector. |
| Lee Wai Fai (CFO) | : | On page 204 of the annual report, we have disclosed that non-restricted balances with central banks have increased by $12 billion, from $30 billion to $42 billion. |
| Shareholder K | : | The Bank and your subsidiary United Overseas Insurance both maintain branches in Yangon, Myanmar. This is a dangerous place to do business. What is the extent of the Bank's business in Myanmar? What is the impact of that business to the Bank? |
| Wong Kan Seng (Chairman) | : | UOB has minimal exposure to Myanmar. Most of our customers are in Singapore with existing facilities in Myanmar. We have some staff there to continue servicing existing customers. |
| Shareholder K | : | Your fixed deposit rates last year were very well-received by the public. This led to long queues at the branches. You should provide staff training for better crowd management.<br><br>The Bank took a very long time to open an account for me. In comparison, other local banks took a much shorter time. Please consider if the procedures may be simplified. |
| Janet Young (Head, Group Channels & Digitisation) | : | The promotion drove up demand by more than 30 times overnight. The Bank took action to ease the crowds. For example, we offered online channels for account opening. We were also able to take customers' requests before they reach the branch. Customers were also able to visit our website to gauge the crowds in order to minimise their waiting time on-site.<br><br>I have taken note of the feedback on staff training and account opening. We are working to improve our processes and staff training. |
| Shareholder L | : | I refer to Note 25 on Other Government Treasury Bills and Securities, at page 204 of your annual report. Please provide a more detailed breakdown of your holdings in government treasury bills and securities. |

**UNITED OVERSEAS BANK LIMITED**
**ANNUAL GENERAL MEETING HELD ON 21 APRIL 2023**

| **Name of shareholder** | | **Question/Response** |
|---|---|---|
| Chan Kok Seong (CRO) | : | Most of our investments are in Singapore government treasury bills and securities. Our subsidiaries also hold some in their local currencies, thus we do have some exposure to the US Dollar. The average duration for such investment is approximately 3 years. |
| Shareholder L | : | Do you engage in hedging activities and short selling for hedging purposes? |
| Chan Kok Seong (CRO) | : | Hedging activities and other market-making actions are part of our business-as-usual activities and offerings to our customers.<br><br>For our own investments, we conduct studies of the market to decide on our structural position. Our view is that the cost of hedging is not justifiable. Hence, we do not partake in hedging activities. |
| Shareholder M | : | I used to visit your branch at Faber House. I noticed that you have closed many of your branches along Orchard Road, such as the branch at Mount Elizabeth Hospital and Faber House. This causes inconvenience to me.<br><br>I have also experienced waiting times of almost two hours for my transactions. As a Privileged Banking customer, I feel that this level of customer service is unacceptable. |
| Janet Young (Head, Group Channels & Digitisation) | : | We are there to welcome you at several points along Orchard Road.<br><br>As Faber House is under development, we have relocated this branch to Plaza Singapura. For Privileged Banking customers, we have a branch at Knightsbridge. For Wealth banking, we have a branch at Shaw Centre. |
| Shareholder K | : | I note that UOB will invest $500 million in the Punggol Digital District technology and innovation centre. Will shares be issued to fund this investment? |
| Wong Kan Seng (Chairman) | : | The Bank does not intend to issue shares for this purpose. This investment is part of the Bank's internal business operations and will be financed by internal resources. |

*Notes:*

1. *The names of the shareholders have been masked for privacy.*
2. *The above is a summary, and not a verbatim record, of the matters discussed.*



81st UOB Annual General Meeting

# Building the Future of ASEAN

**Wee Ee Cheong**
Deputy Chairman and Chief Executive Officer

21 April 2023

Private and Confidential

## RESTRICTED ##



*Tree*
**Karina Delicia Simon**

# Agenda

1. 2022 Performance Review

2. Key Growth Drivers

3. Looking Ahead

**Private and Confidential.** Disclaimer: This material that follows is a presentation of general background information about UOB's activities current at the date of the presentation. It is information given in summary form and does not purport to be complete. It is not to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. This material should be considered with professional advice when deciding if an investment is appropriate. UOB accepts no liability whatsoever with respect to the use of this document or its content.



## RESTRICTED ##

# Strong balance sheet and robust earnings for FY2022

**Core Net Profit[1]**
**$4.8 billion**
+18%

**Core Operating Profit[1]**
**$6.6 billion**
+20%

**Gross Customer Loans**
**$320 billion**
+3%

**Customer Deposits**
**$369 billion**
+5%

**Total Assets**
**$504 billion**
+10%

**Non-Performing Loan Ratio**
**1.6%**
unchanged

**Net Stable Funding Ratio**
**116%**
unchanged

**Common Equity Tier 1 Ratio**
**13.3%**
-0.2% pt

**Total Dividend Per Share**
**$1.35**
49% payout ratio

[1] Excluding one-off expenses



## RESTRICTED ##

# Key Growth Drivers



## RESTRICTED ##

# ASEAN’s potential and UOB’s strength in connectivity

Our cross-border revenue
**+12%**
year-on-year



Income from cash management and trade finance mandates
**+26%**
year-on-year

Revenue from sector-specific solutions
**+21%**
year-on-year




Winner of the ‘Best SME Bank in Asia Pacific’ for seven years in a row

## Asia **holding up well** with steady growth

- Demand from **China and ASEAN post pandemic.**
- **ASEAN** has been **China’s largest trade partner** for three years in a row.
- **Robust flows of FDI** to ASEAN.

## UOB **uniquely positioned** to capture trade and investment flows

- Boosted capabilities in **transaction banking**, **digital solutions** and **sector specialisation**.
- **One-stop solutions** with regional coverage teams and FDI advisory capabilities.
- **Market leader in SME banking**, with the aim to become the #1 cross-border trade bank for ASEAN



## RESTRICTED ##

# Transformational Citigroup acquisition









## Citigroup integration **progressing well**

- **Completed 3 out of 4 markets** – Malaysia, Thailand, Vietnam.
- By end-2023, our **retail customer base** in the region: ~ **8 million**.
- **Diversified** earnings, **strengthen capabilities** and **lifted our market positions.**

## To be the **Bank of choice for aspiring individuals** in ASEAN

- Organic customer acquisition: more than **800,000 new-to-bank customers in** 2022.
- Newly reorganised **private wealth unit as another growth engine.**



## RESTRICTED ##

# Acquire, serve and engage customers digitally




## **Investing to enhance** our digital capabilities

- **UOB TMRW** reached milestone of **1 million new retail customers** acquired since launch in 2019.
- Launch of **UOB SME app** enabling SMEs to **bank on-the-go**.
- Expanding **UOB Infinity** banking platform to **eight markets**.



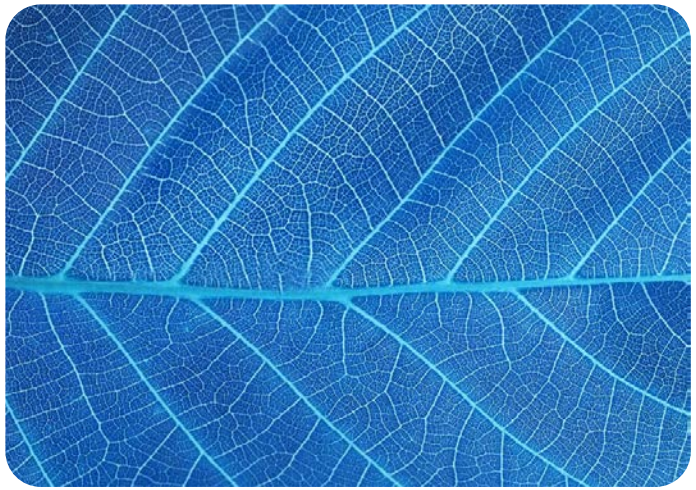
## Investing in technology and innovation

- New global technology and innovation centre at **Punggol Digital District**.
- Developing the **next generation of digital banking services**.
- Growing our **tech talent**.



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# Helping businesses capture opportunities in sustainability





## Growing businesses **responsibly**

- Our commitment: **Achieve net zero carbon emissions by 2050**.
- Covers 6 sectors that make up **60% of our corporate lending portfolio**.
  Power | Automotive | Oil and gas | Real estate | Construction | Steel

## Ensuring a **just and orderly** transition

- Working towards **decarbonisation** while **ensuring lives and livelihoods continue to improve**.
- Rolled out **easy-to-understand financing solutions** to support our customers' transition.



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# People are our greatest assets




## A **purpose and values-driven** culture

- Introduction of **The UOB Way** to build employee pride.
- Employee experience focused on **care**, **growth** and **trust**.
- Sharpened Purpose on **Building the Future of ASEAN.**




## Supporting colleagues to **realise their full potential**

- Focus on **retraining**, **reskilling**, and ensuring **inclusivity**.
- Rolled out **Gig+U Women** and a **Technology Academy** to develop tech talents.
- Celebrated **Scan Hub's 10th anniversary**, where nearly 40 per cent of the workforce are colleagues with special needs.



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# Looking Ahead



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# Resilience and stability amid global uncertainties



- Possible recessions in US, EU
- Resilient growth of Asia
- Diversification of global supply chains
- Strong and robust financial system in Singapore



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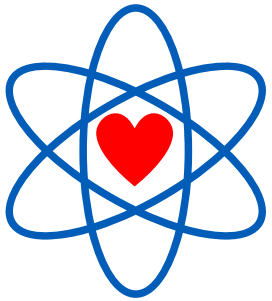
# Focusing on our fundamentals for sustainable growth



Disciplined and nimble in balancing growth with stability



Future-ready workforce



**Guided by our values**



Strong balance sheet



Customers at the centre



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Right By You

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