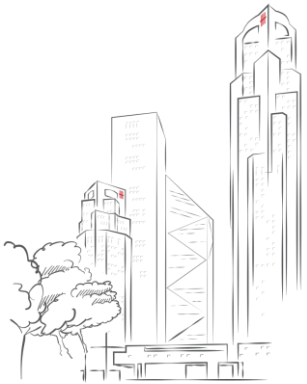


UOB Group

Sustained growth reflecting our diversified franchise

November 2021

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. Macroeconomic Outlook
3. Strong UOB Fundamentals
4. Our Growth Drivers
5. Latest Financials

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 30 September 2021

1. USD 1 = SGD 1.361 as at 30 September 2021
2. Average for 3Q21
3. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions
4. Computed on an annualised basis

Key Statistics for 9M21

- Gross loans : SGD306b (USD225b[1])
- Customer deposits : SGD355b (USD261b[1])
- Loan / Deposit ratio : 85.1%
- Net stable funding ratio : 125%
- All-currency liquidity coverage ratio : 138% [2]
- Common Equity Tier 1 ratio : 13.5%
- Leverage ratio : 7.1%
- Return on equity [3, 4] : 10.2%
- Return on assets [4] : 0.92%
- Net interest margin [4] : 1.56%
- Non-interest income / Total income : 36.0%
- Cost / Income : 43.8%
- 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

UOB

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

THE ASIAN BANKER EXCELLENCE IN RETAIL FINANCIAL SERVICES INTERNATIONAL AWARDS

Best Retail Bank[1], 2021

Best SME Bank[2], 2021

EUROMONEY AWARDS FOR EXCELLENCE 2021

World's Best Bank for SMEs, 2021

Asia's Best Bank for SMEs, 2021

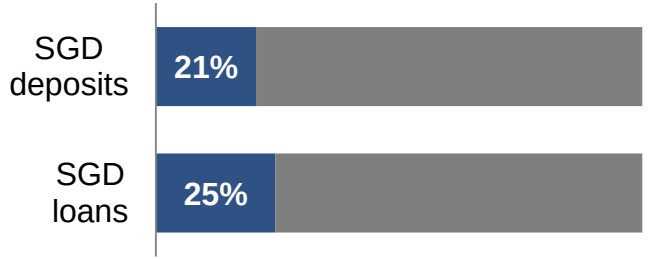
ASIAN BANKING & FINANCE RETAIL BANKING AWARDS 2021

Domestic Retail Bank of the Year[1], 2021

Source: Company reports

1. In Singapore 2. In Singapore and Asia Pacific

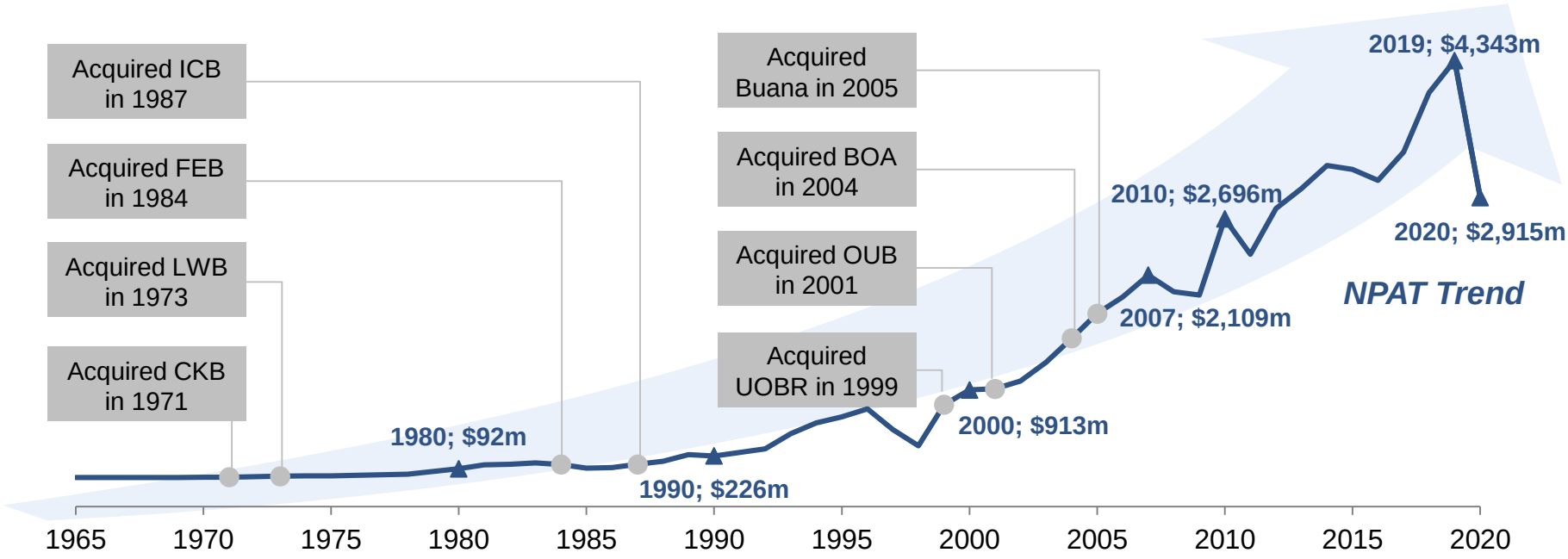
Sizeable domestic market share



Source: UOB, MAS, data as of 30 September 2021

Proven track record of execution

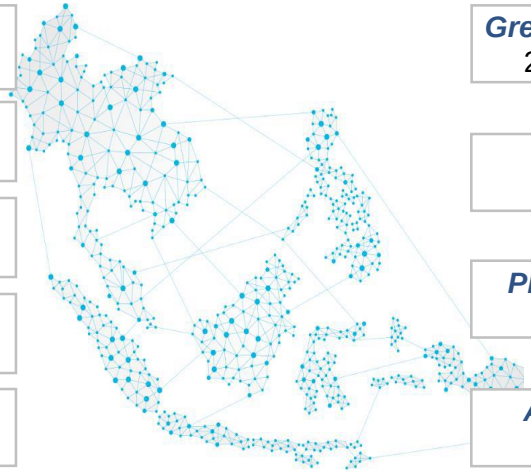
- UOB Group's management has a proven track record in steering the Group through various global events and crises
- Stability of management team ensures consistent execution of strategies
- Disciplined management style which underpins the Group's overall resilience and sustained performance



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 with ~500 offices



Myanmar 2 offices	***Greater China***[1] 27 offices
Thailand 153 offices	***Vietnam*** 5 offices
Malaysia 49 offices	***Philippines*** 1 office
Singapore 73 offices	***Australia*** 2 offices
Indonesia 176 offices	

- 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

9M21 performance by segment

Group retail

Operating profit
SGD1.6b
+2% YoY

SGD137b[2]
Assets under management **+6% YoY**

AUM from overseas customers **~60%**

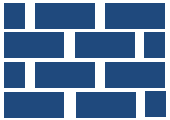
Group wholesale banking

Operating profit
SGD2.5b
+6% YoY

30%
Cross-border income to Group wholesale banking's income

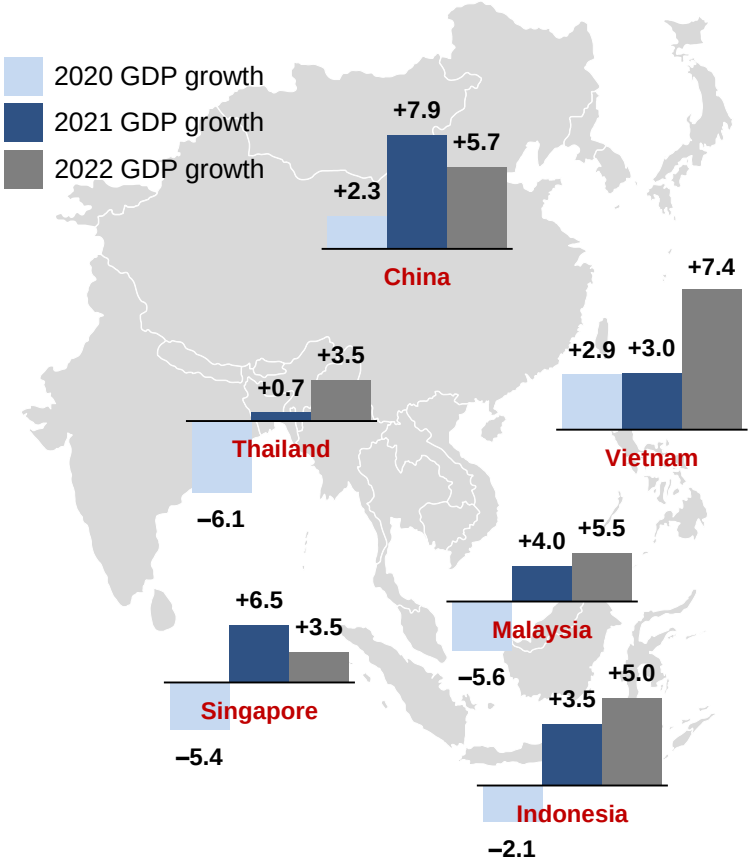
1. Comprise Mainland China, Hong Kong SAR and Taiwan
2. Refers to Privilege Banking, Privilege Reserve and Private Bank

Why UOB?

Stable management	Integrated regional platform	Strong fundamentals	Balance growth with stability
			
▪ Proven track record in steering the bank through various global events and crises ▪ Stability of management team ensures consistent execution of strategies	▪ Entrenched domestic presence and deep local knowledge to address the needs of our targeted segments ▪ Truly regional bank with full ownership and control of regional subsidiaries	▪ Sustainable revenue channels as a result of carefully-built core businesses ▪ Strong capital and reserves, sound liquidity position and resilient asset quality – testament of solid foundation built on the premise of basic banking	▪ 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

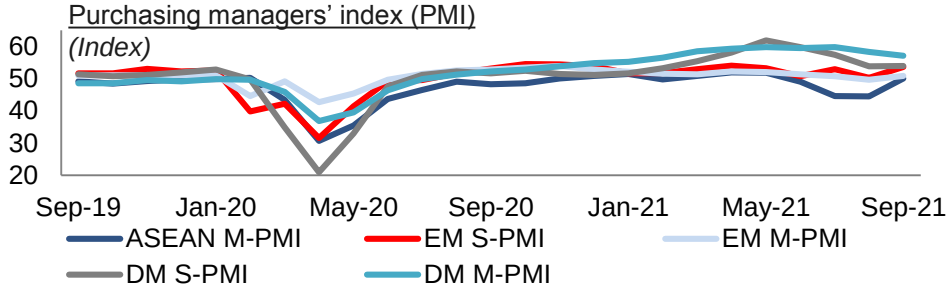
Macroeconomic Outlook

Asia projected to rebound in 2021 and 2022



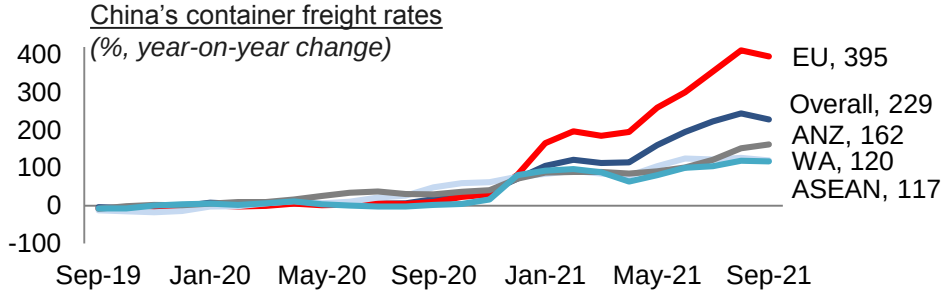
Source: UOB Global Economics & Markets Research forecasts

Recovery across manufacturing and services sectors



Note: DM: Developed marketing; EM: Emerging market; M-PMI: Manufacturing PMI; S-PMI: Services PMI
Sources: Macrobond, UOB Economic-Treasury Research

But supply chain bottlenecks could take away some tailwind



Note: ANZ: Australia and New Zealand; EU: Europe; WA: Western America
Sources: Macrobond, UOB Economic-Treasury Research

Accommodative monetary policy stance

	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21f	1Q21f	2Q21f	3Q21f
US 10-Year Treasury	0.66	0.68	0.91	1.74	1.47	1.49	1.85	1.90	2.00	2.05
US Fed Funds	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
SG 3M SIBOR	0.56	0.41	0.41	0.44	0.43	0.43	0.40	0.40	0.50	0.50
SG 3M SOR	0.20	0.18	0.19	0.36	0.24	0.21	0.25	0.25	0.35	0.40
SG 3M SORA	0.14	0.10	0.13	0.23	0.13	0.13	0.14	0.15	0.18	0.23
MY Overnight Policy Rate	2.00	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75
TH 1-Day Repo	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
ID 7-Day Reverse Repo	4.25	4.00	3.75	3.50	3.50	3.50	3.50	3.50	3.50	3.75
CH 1-Year Loan Prime Rate	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.95

The Federal Reserve has started tapering its bond buying program in Nov 2021 and is likely to complete it by June 2022. This will be followed by the first Fed rate hike of 25bps starting from Dec 2022, and then another two more 25bps hikes in 2023.

In Oct 2021, the Monetary Authority of Singapore (MAS) raised its policy slope slightly (estimated at 0.5%), while keeping the width and centre of the policy band unchanged. The decision to tighten policy suggests that policymakers are increasingly cautious over inflationary pressures over the medium term.

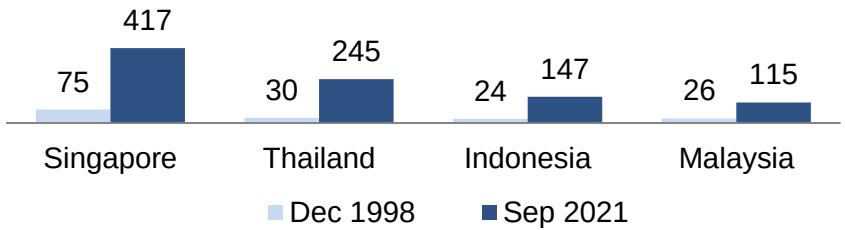
Asian economies are increasingly adopting measures to live with COVID-19 as vaccination rate rises, facilitating a stronger rebound in private consumption. With growth recovery, higher consumer price and asset price inflation, more central banks will start to unwind their ultra-loose monetary policies in 2022. The key risks pertain to more contagious COVID-19 variants and more aggressive tightening by the Federal Reserve that could increase market volatility.

Source: UOB Global Economics & Markets Research forecasts

Sound fundamentals in Southeast Asia

Significantly Higher Foreign Reserves

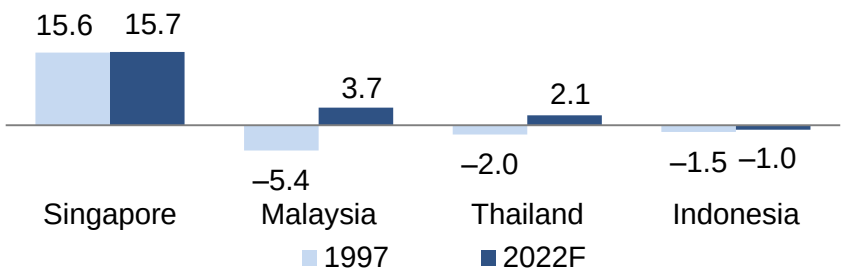
(USD billion)



Sources: World Bank, International Monetary Fund

Healthy Current Account Balances

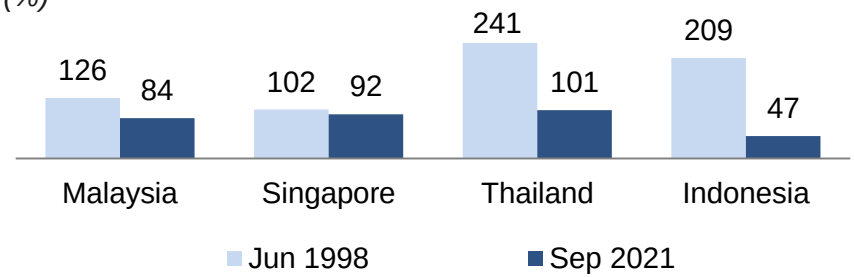
(% of GDP)



Source: International Monetary Fund

Lower Debt to Equity Ratio

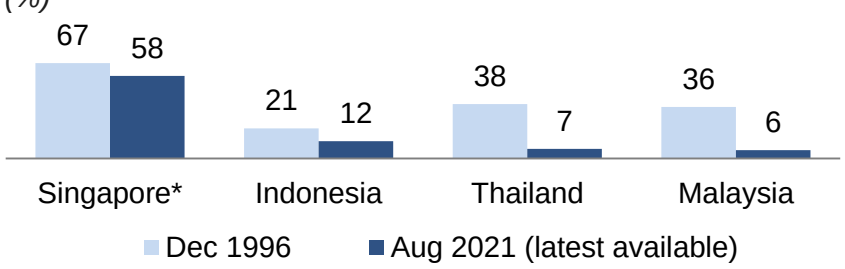
(%)



Total debt to equity ratio = total ST and LT borrowings divided by total equity, multiplied by 100; sources: MSCI data from Bloomberg

Lower Foreign Currency Loan Mix

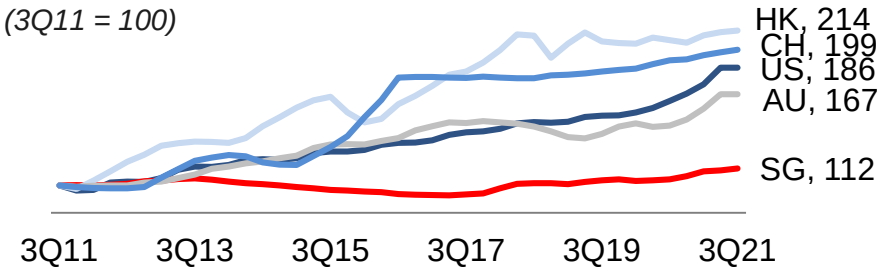
(%)



* Foreign currency loans in 1996 approximated by using total loans of Asia Currency Units; sources: Central banks

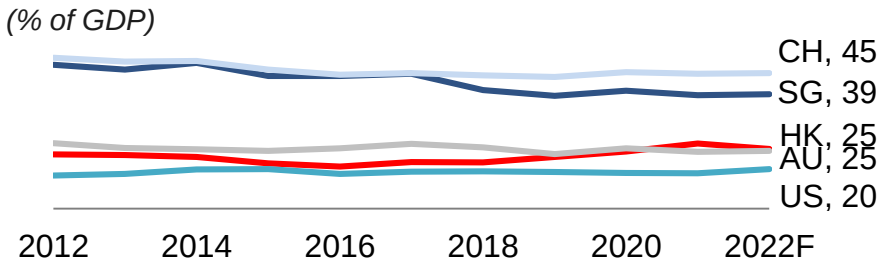
Singapore mortgages remains a low risk asset class

Low Risk of Housing Bubble due to Cooling Measures



Sources: CEIC, UOB Economic-Treasury Research

High National Savings Rate



Sources: IMF, UOB Economic-Treasury Research

Note: AU: Australia; CH: China; HK: Hong Kong; SG: Singapore; US: United States

Property Cooling Measures in Singapore

Loan-to-value (LTV) limit	1st property	2nd property	Thereafter	Corporates
	75%/55%*	45%/25%*	35%/15%*	15%
Max mortgage tenor	35 years			
Total debt servicing ratio	60% limit, 3.5% interest rate applied on mortgages			
Seller stamp duty	Sold in 1st year	2nd year	3rd year	Thereafter
	12%	8%	4%	0%
Buyer's stamp duty	First $180k	Next $180k	Next $640k	Thereafter
	1%	2%	3%	4%
Additional buyer's stamp duty	0 to 20%, depending on nationality and number of properties owned by purchaser			

* Higher LTV limits applies if mortgage tenor is ≤ 30 years or sum of mortgage tenor and age of borrower ≤ 65 years old

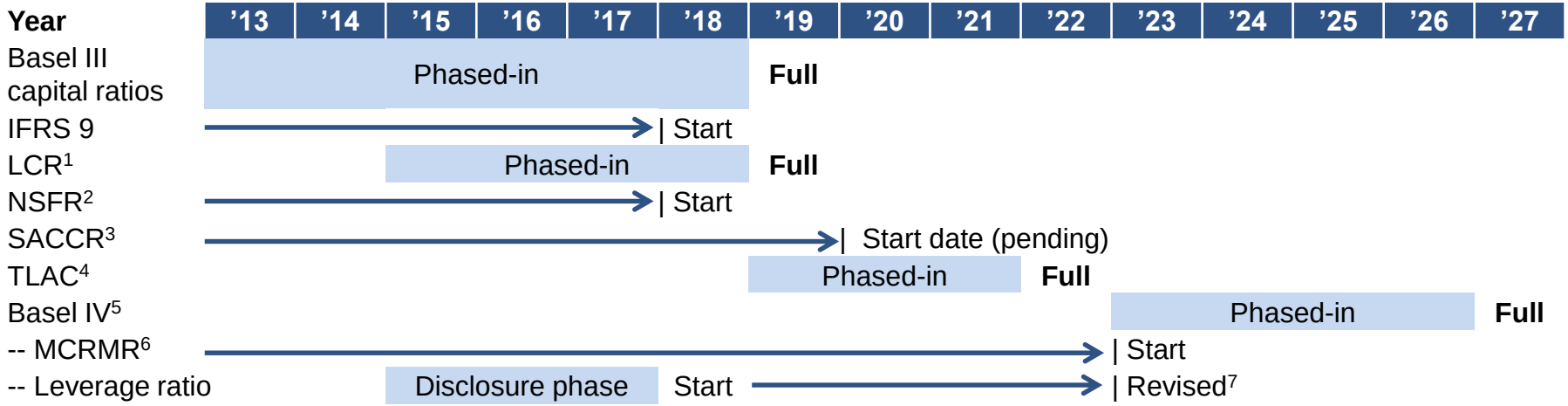
Household Income in Line with Property Prices

	2010	3Q21	+/(–)
Unit costs[1] (SGD m)	1.09	1.31	+20%
Interest rate (%)	2.03	1.37	
Household income[2] (SGD / mth)	13,035	17,250	+34%
Debt servicing ratio[3] (%)	23	19[4]	

Sources: URA, CEIC, Singapore Statistics, UOB Economic-Treasury Research

1. Reflects average price of condominiums in Singapore
2. Reflects median of resident households living in private properties
3. Based on a 30-year housing loan, with a loan-to-value of 75%
4. A housing loan with 5% interest rate would increase DSR to 30%

Global regulators delayed capital rules by a year



> "Retained earnings are one of the major sources of … highest quality capital that banks hold. They have to earn a decent return for intermediating credit, otherwise they will do less of it."
>
> *– Mr Ravi Menon, Managing Director, Monetary Authority of Singapore, 20 April 2017*

> "While the reforms are necessary to strengthen the banking system over the long term, they will require banks to make considerable operational adjustments which they would be hard pressed to make under current challenging conditions."
>
> *– Media Release, Monetary Authority of Singapore, 7 April 2020*

Source: BCBS

1. Liquidity Coverage Ratio
2. Net Stable Funding Ratio
3. Standardised Approach for measuring Counterparty Credit Risk exposure (MAS has not announced implementation date)
4. Total Loss Absorbing Capacity (not applicable to Singapore banks)
5. Basel IV: Revised standards for credit risk, market risk, operational risk, leverage ratio, output floor and related disclosure requirements
6. Minimum Capital Requirements for Market Risk replaced Fundamental Review of the Trading Book
7. Revised definition on exposure measure

Basel III across the region

	BCBS	Singapore	Malaysia	Thailand	Indonesia
Minimum CET1 CAR	4.5%	6.5%[1]	4.5%	4.5%	4.5%
Minimum Tier 1 CAR	6.0%	8.0%[1]	6.0%	6.0%	6.0%
Minimum Total CAR	8.0%	10.0%[1]	8.0%	8.5%	8.0%
Capital Conservation Buffer	2.5%	2.5%	2.5%	2.5%	2.5%
Countercyclical Buffer in 2020[2]	n/a	0%	0%	0%	0%
D-SIB Buffer	n/a	2.0%	1.0%	1.0%	1.0%–3.5%[3]
Minimum Leverage Ratio	3.0%	3.0%	3.0%	3.0%[4]	3.0%
Minimum LCR	100%	100%	100%	100%	100%
Minimum NSFR	100%	100%	100%	100%	100%

	Temporary forbearance to enable banks to provide support to the economies amid COVID-19
Singapore	The required stable funding factor under NSFR is cut from 50% to 25% for customer loans maturing within 6 months until 30 September 2021. This will be progressively raised back to 50% by 1 April 2022.
Thailand	Banks are able to temporarily maintain LCR and NSFR at lower than 100% until 31 December 2021.

Source: Regulatory notifications

1. Includes 2% for D-SIB (domestic-systemically important banks) buffer for the three Singapore banks
2. Each regulator determines its own level of countercyclical capital buffer
3. According to the regulations, Indonesia D-SIBs will initially be subject to a D-SIB buffer of up to 2.5%
4. Compliance by 2022

Impact of Basel IV[1] likely to be manageable

	Lower RWA	Higher RWA
Retail credit	LGD[2] floor of Retail Mortgage cut to 5% from 10%	LGD[2] and PD[3] floors introduced for QRRE[4] and Other Retail
Wholesale credit	Unsecured corporate FIRB[5] LGD[2] cut to 40% from 45%	CCF[6] for unconditional cancellable commitments raised to 10% from 0%
Wholesale credit	CCF[6] for general commitments cut to 40% from 75%	PD[3] floor of bank asset class raised to 5bp from 3bp
Wholesale credit	Higher haircuts and lower FIRB[5] secured LGD	RWA[7] output floor set at 72.5% of that of standardised approach
Others	Removal of 1.06 multiplier for IRB[8] RWA[7]	Fundamental review of the trading book

Source: BCBS

1. Basel IV: Reducing variation in risk-weighted assets
2. Loss given default
3. Probability of default
4. Qualifying revolving retail exposures
5. Foundation internal rating-based approach
6. Credit conversion factor
7. Risk weighted assets
8. Internal rating-based approach

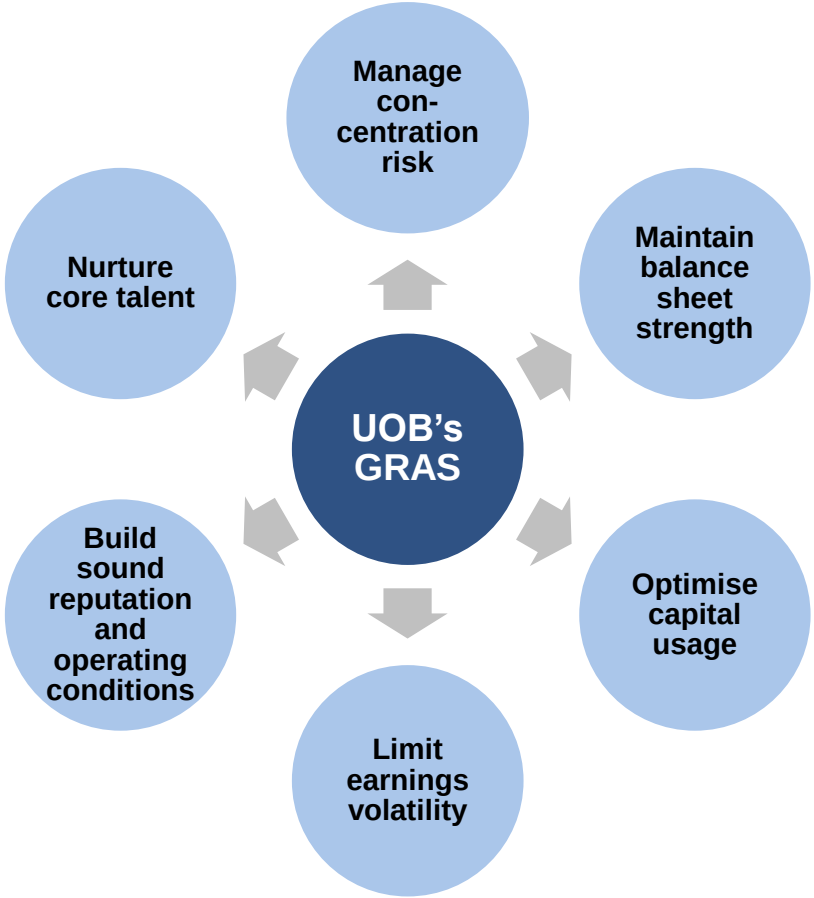
Strong UOB Fundamentals

Strong UOB fundamentals

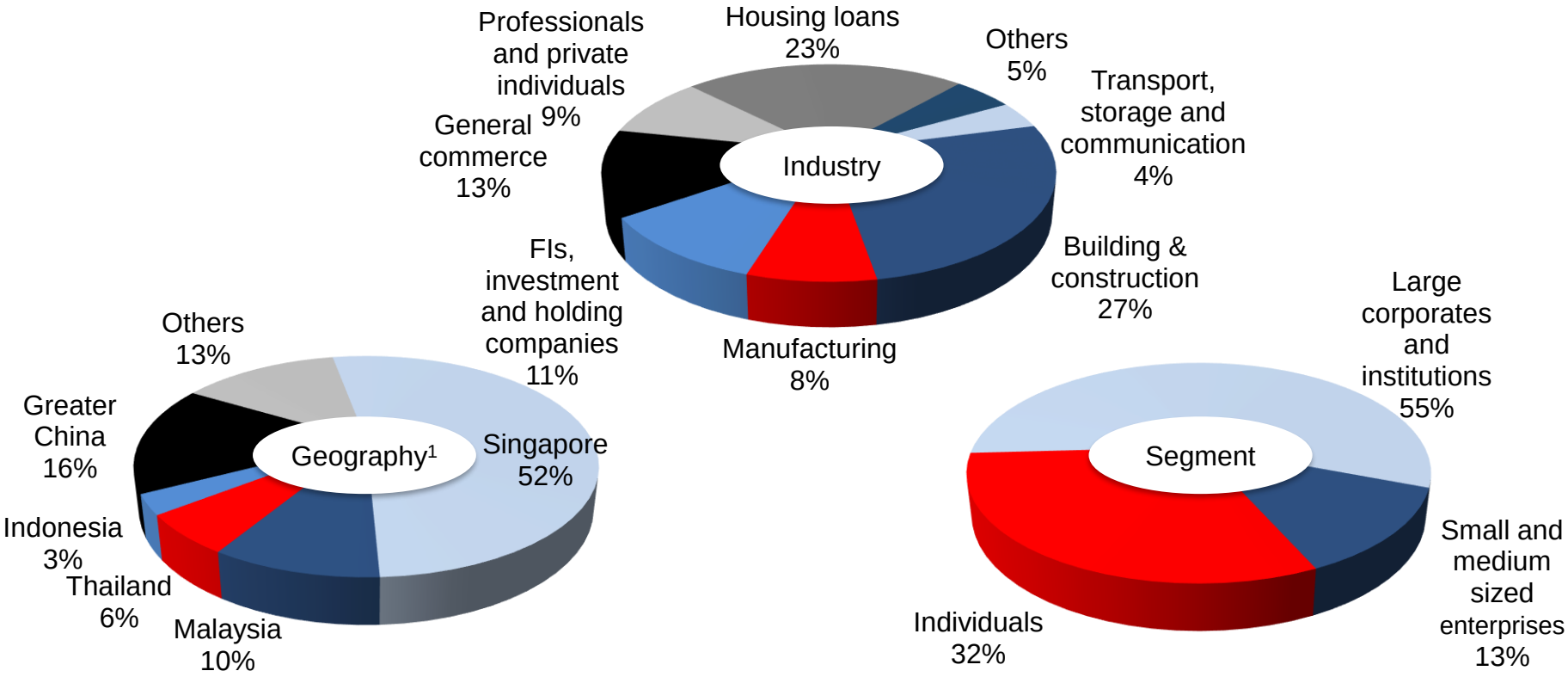
Strong management with proven track record	Consistent and focused financial management	Disciplined management of balance sheet strengths	Delivering on regional strategy
			
▪ Proven track record in steering UOB through various global events and crises ▪ Stability of management team ensures consistent execution of strategies	▪ Responsible yet prudent approach in extending loan relief to customers ▪ Continued investment in talent and technology to build capabilities in a disciplined manner ▪ At least 50% of Group earnings from home market of Singapore (AAA sovereign rating)	▪ Strong Common Equity Tier 1 capital adequacy ratio of 13.5% as at 30 September 2021 ▪ Diversified funding and sound liquidity, with 85.1% loan/deposit ratio ▪ Strengthened coverage, with general allowance on loans covering 1% of performing loans	▪ Holistic regional bank, with full control of overseas subsidiaries ▪ Focus on profitable niche segments and intra-regional flows ▪ Entrenched domestic presence and deep local knowledge to address needs of our targeted segments

Managing risks for stable growth

- **Prudent approach has been key to delivering sustainable returns over the years**
- **Institutionalised framework through Group Risk Appetite Statement (GRAS):**
  - Outlines risk and return objectives to guide strategic decision-making
  - Comprises 6 dimensions and 14 metrics
  - Entails instilling prudent culture as well as establishing policies and guidelines
  - Invests in capabilities, leverage integrated regional network to ensure effective implementation across key markets and businesses



Diversified loan portfolio



Note: Financial statistics as at 30 September 2021

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)

Disciplined balance sheet management

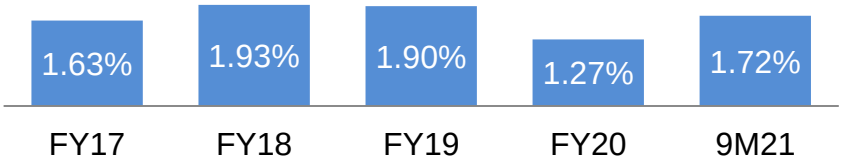
Focus on balance sheet efficiency

Healthy portfolio quality

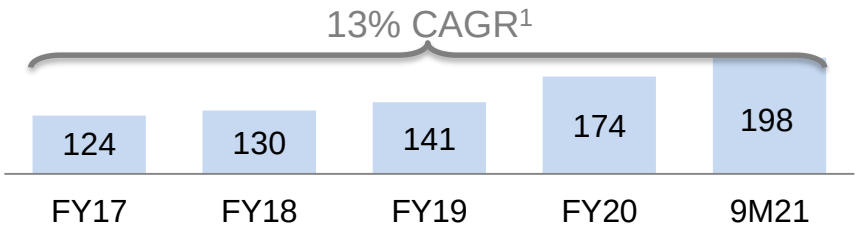
Proactive liability management

Robust capitalisation

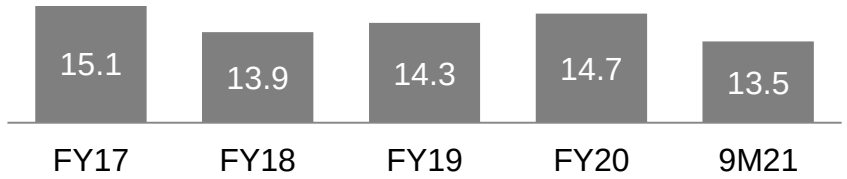
Return on risk-weighted assets



Current Account Saving Account Balances (SGD b)



Common Equity Tier 1 ratio (%)



1. Compound annual growth rate over 3¾ years (FY17 to 9M21)

UOB's responsible financing journey: pragmatic and progressive

2018

- Rolled out ESG risk classification to better manage ESG risk in portfolio
- Led industry-wide efforts via the Association of Banks in Singapore (ABS) to develop:
  i. minimum ESG representations and warranties for Singapore banks, and
  ii. responsible financing e-learning module
- Enhanced ESG monitoring and reporting to improve oversight on potential controversies

2019

- Discontinued (i) new project financing of coal-fired power plant projects, (ii) project financing of greenfield thermal coal mines and (iii) new financing of greenfield oil palm plantations
- Endorsed Task Force on Climate-related Financial Disclosures (TCFD) recommendations and outlined roadmap, led by cross-functional TCFD Working Group
- Part of Monetary Authority of Singapore' (MAS) working group to co-create the Environmental Risk Management (ENRM) Guidelines

2020

- Strengthened due diligence process with enhanced checklist and climate-related questions
- Completed pilot transition risk climate scenario analysis in line with TCFD roadmap
- MAS' ENRM Guidelines issued; involved in MAS Green Finance Industry Taskforce (GFIT)
- All employees in relevant roles completed industry-wide e-learning module on responsible financing

UOB's TCFD journey



Qualitative assessment

- Completed **qualitative assessment** in 2019, referencing SASB's[1] Materiality Map® and Moody's Environmental Risks Global Heatmap
- **Identified carbon-intensive segments** most likely to be impacted by climate change:
  i. Metals and mining
  ii. Energy
  iii. Transportation
  iv. Chemicals
  v. Building material
  vi. Agriculture
  vii. Forestry



Transition risk scenario analysis

- Partnered an internationally recognised environmental consultancy in climate scenario analysis in 2020
- **Three pathways of climate scenarios** based on research by IEA[2] and OECD[3]:
  - An orderly transition where early actions are taken to reduce emissions to meet climate targets *(high carbon price scenario)*
  - A disorderly transition where delayed and drastic actions are taken to meet climate targets *(moderate carbon price scenario)*
  - Business-as-usual where no actions are taken *(low carbon price scenario)*



Findings

- Carbon-intensive segments formed **less than 10% of loans**
- In a high carbon price scenario, an average 2-notch credit rating deterioration was observed among the sampled 382 borrowers in carbon-sensitive sectors (5% of loans); overall, **resulting credit risk impact on our portfolio is immaterial**
- **Negligible credit rating deterioration** was observed for a sample of 68 borrowers in the real estate sector (6% of loans)

1. Sustainability Accounting Standards Board 2. International Energy Agency 3. Organisation for Economic Co-operation and Development

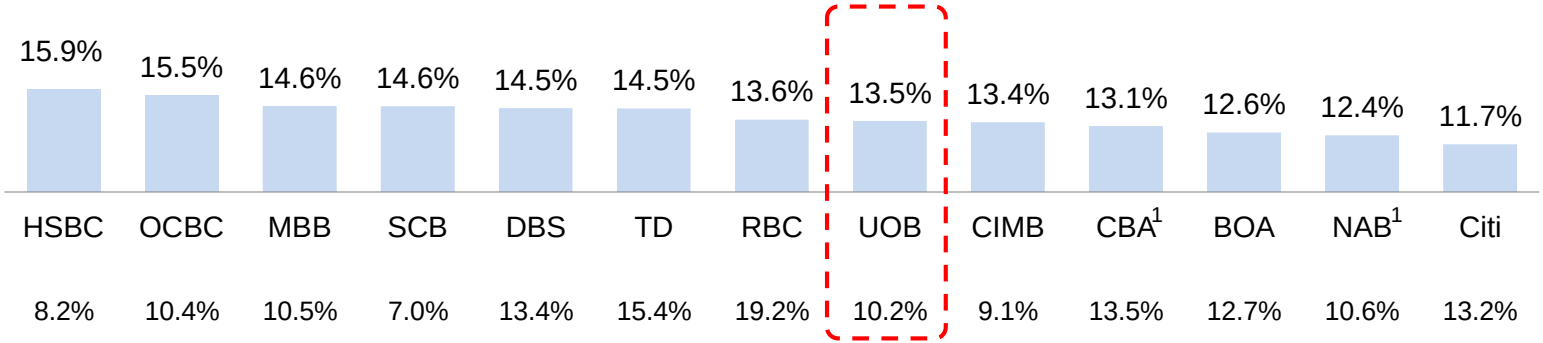
Competitive against peers

Moody's	S&P	Fitch		Standalone Strength: *Moody's baseline credit assessment*	Efficient Cost Management: *Costs/income ratio*	Competitive returns: *Return on average assets (annualised)*	Well-Maintained Liquidity: *Loan/deposit ratio*
Aa1	AA–	AA–	**UOB**	a1	44%	0.9%	85%
Aa1	AA–	AA–	**OCBC**	a1	43%	1.2%	85%
Aa1	AA–	AA–	**DBS**	a1	44%	1.1%	83%
A3	A–	A+	**HSBC**	a3	67%	0.6%	62%
A3	BBB+	A	**SCB**	baa1	69%	0.4%	62%
A2	A–	AA–	**BOA**	a3	67%	1.1%	47%
A3	BBB+	A	**Citi**	baa1	63%	1.1%	48%
Aa3	AA–	A+	**CBA**	a2	48%	1.0%	106%
Aa3	AA–	A+	**NAB**	a2	46%	0.7%	126%
Aa2	AA–	AA–	**RBC**	a3	52%	1.0%	67%
Aa2	AA–	AA–	**TD**	a1	54%	0.8%	66%
Baa1	A–	n.r.	**CIMB**	baa2	48%	0.9%	88%
A3	A–	n.r.	**MBB**	a3	44%	1.0%	89%

Source: Company reports, Credit rating agencies (updated as of 17 Aug 2021)
Banks' financials were as of 30 Sep 21, except for those of RBC, TD (31 Jul 21), CBA, CIMB, Maybank (30 Jun 21) and NAB (31 Mar 21)

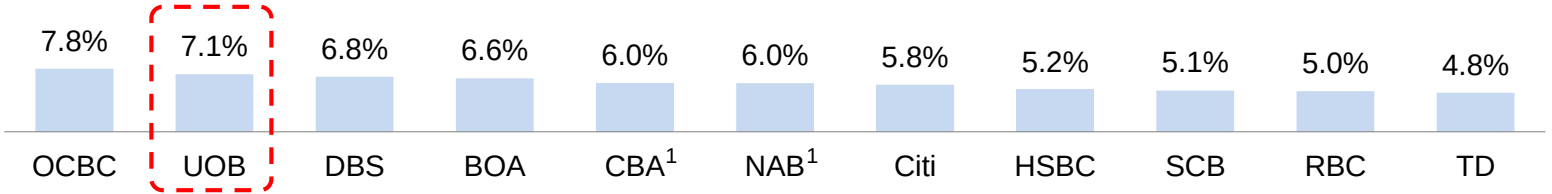
Strong capital and leverage ratios

Reported Common Equity Tier 1 CAR



Return on Average Equity (annualised)	HSBC	OCBC	MBB	SCB	DBS	TD	RBC	UOB	CIMB	CBA[1]	BOA	NAB[1]	Citi
	8.2%	10.4%	10.5%	7.0%	13.4%	15.4%	19.2%	10.2%	9.1%	13.5%	12.7%	10.6%	13.2%

Reported Leverage Ratio



Source: Company reports

Banks' financials were as of 30 Sep 21, except for those of RBC, TD (31 Jul 21), CBA, CIMB, Maybank (30 Jun 21) and NAB (31 Mar 21)

1. CBA's and NAB's common equity Tier 1 CARs based on APRA's standards; their respective internationally comparable ratio was 19.4% (30 Jun 21) and 17.0% (31 Mar 21)

Strong investment grade credit ratings

Moody's Investors Service — ***Aa1 / P-1***

- Capital good by global standards
- Deposit-funded and liquid balance sheet
- Traditional banking presence in Singapore, Malaysia and other markets

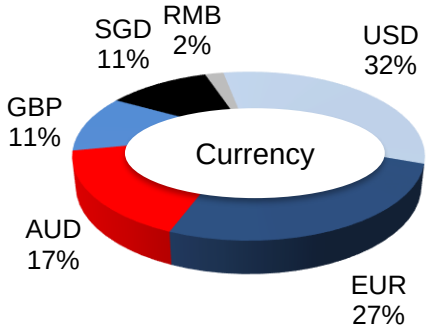
Standard & Poor's Ratings Services (McGraw Hill Financial) — ***AA– / A-1+***

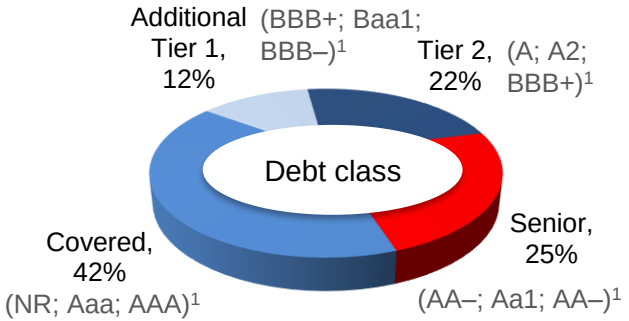
- Well-established market position, strong funding and prudent management record
- Will maintain its capitalisation and asset quality while pursuing regional growth

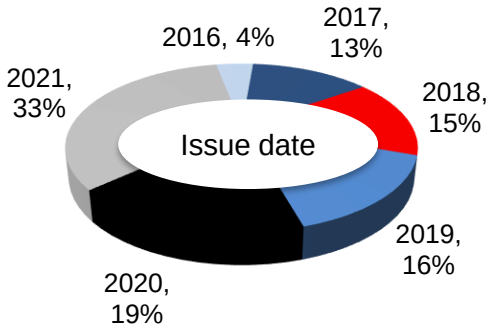
FitchRatings — ***AA– / F1+***

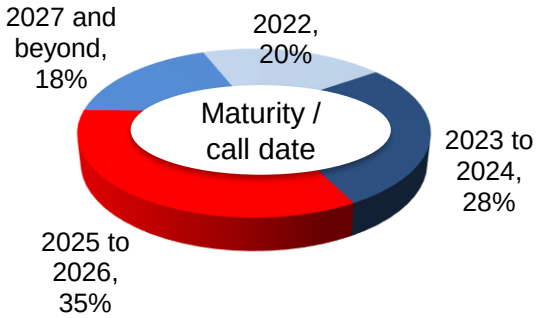
- Sound capital and high loan-loss buffers
- Disciplined funding strategy, supported by its strong domestic franchise

A regular issuer in key debt capital markets globally









Source: Credit rating agencies

Note: The pie charts represent outstanding UOB's public rated issuances as of 5 Nov 2021; for more details, please refer to https://www.uobgroup.com/investor-relations/capital-and-funding-information/group-securities.html

1. The issuance ratings are by Fitch Ratings, Moody's Investors Service and S&P Global Ratings, respectively

Our Growth Drivers

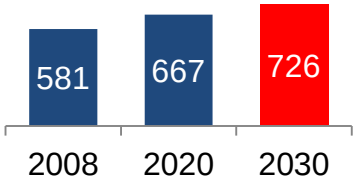
Our growth drivers

Realise full potential of our integrated platform	Sharpen regional focus	Reinforce fee income growth	Long-term growth perspective
			
▪ Provides us with ability to serve expanding regional needs of our customers ▪ Improves operational efficiency, enhances risk management, seamless customer experience and faster time to market	▪ Global macro environment remains uncertain but the region's long-term fundamentals continue to remain strong ▪ Region is our growth engine in view of growing intra-regional flows and rising consumer affluence, leveraging digitalisation and partnerships	▪ Grow fee income to offset competitive pressures on loans and improve return on risk weighted assets ▪ Increase client wallet share size by intensifying cross-selling efforts, focusing on service quality and expanding range of products and services	▪ Disciplined approach in executing growth strategy, balancing growth with stability ▪ Focus on risk adjusted returns; ensure balance sheet strength and robust capital through economic cycles

Southeast Asia's immense long-term potential

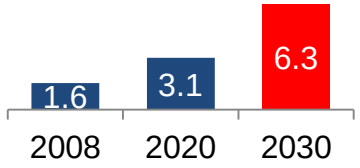
Population

(Million persons)



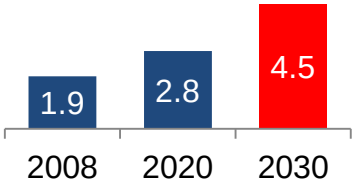
GDP[1]

(USD trillion)



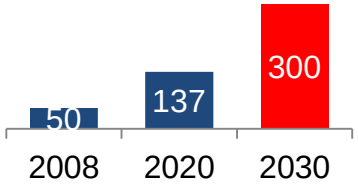
Trade[2]

(USD trillion)



FDI[3]

(USD billion)



Southeast Asia's immense growth prospects…

- Third largest population globally, after China and India
- Young demographics, with 382 million below 35 years old
- Fifth largest economic bloc globally by GDP[1]
- Fourth largest trading group globally
- Third largest recipient of inward FDI[3] globally

… that UOB is uniquely placed to capture

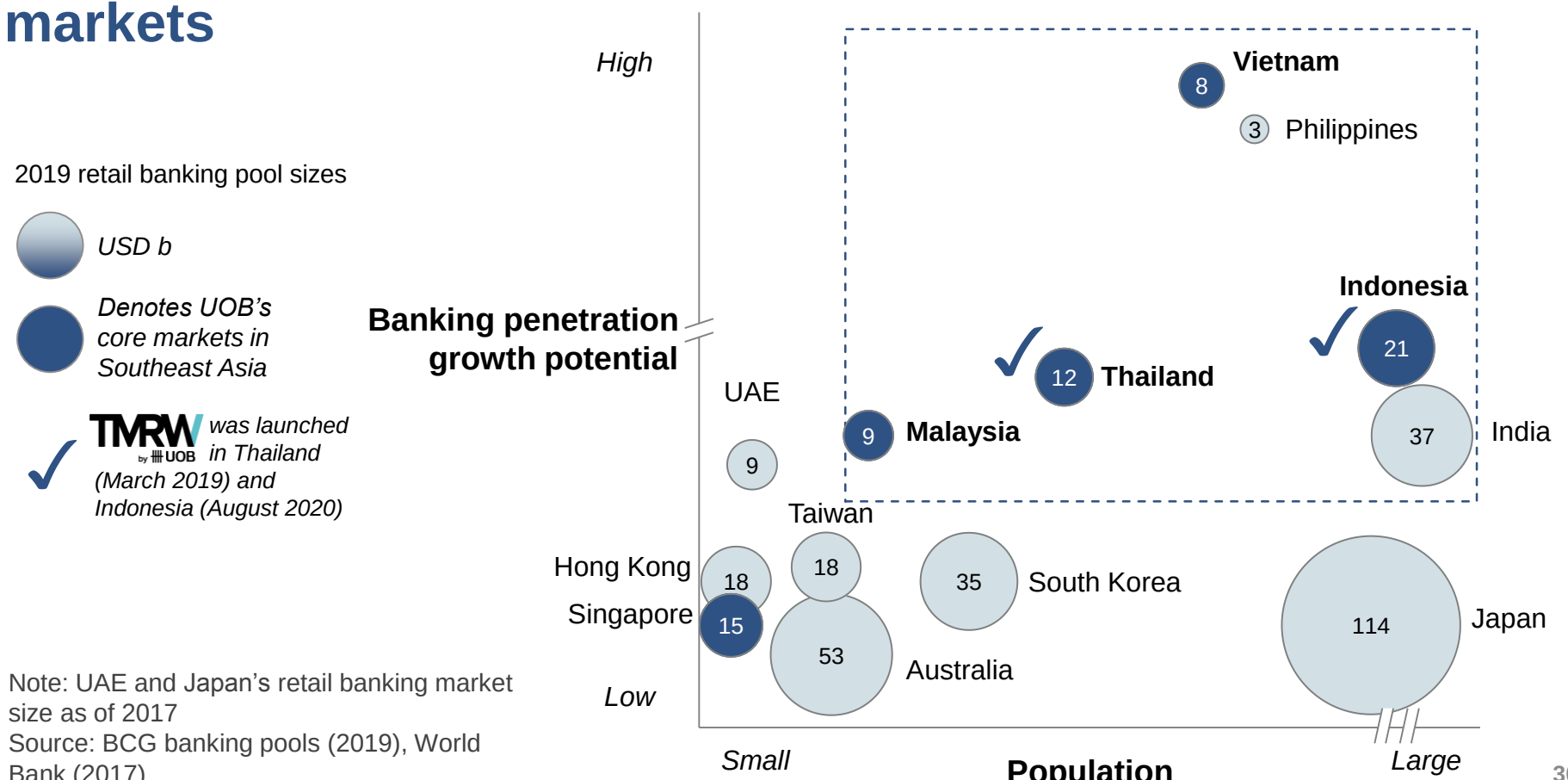
- Most diverse regional franchise among Singapore banks
- Full effective control of regional subsidiaries and integrated platform



1. Gross domestic product 2. Comprises exports and imports 3. Foreign direct investments

Source: Macrobond, UOB Global Economics and Markets Research

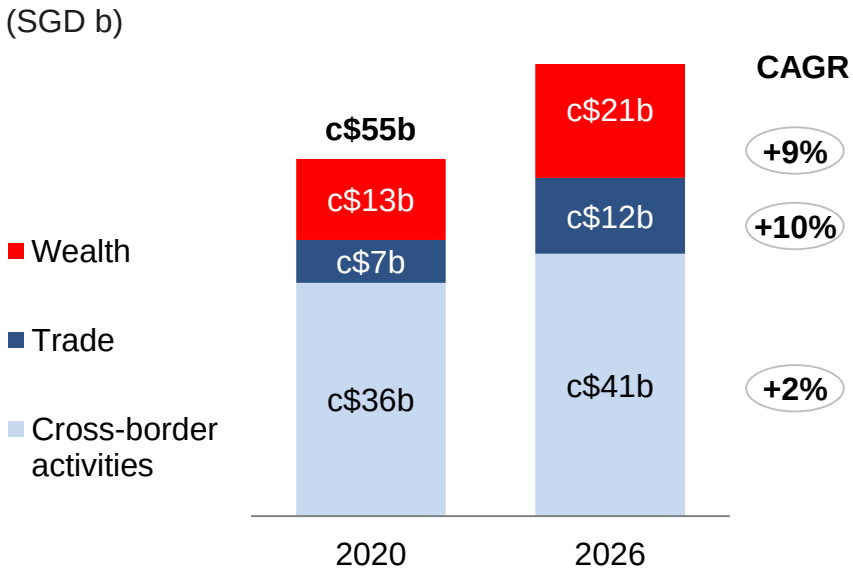
Strong retail presence in high potential regional markets



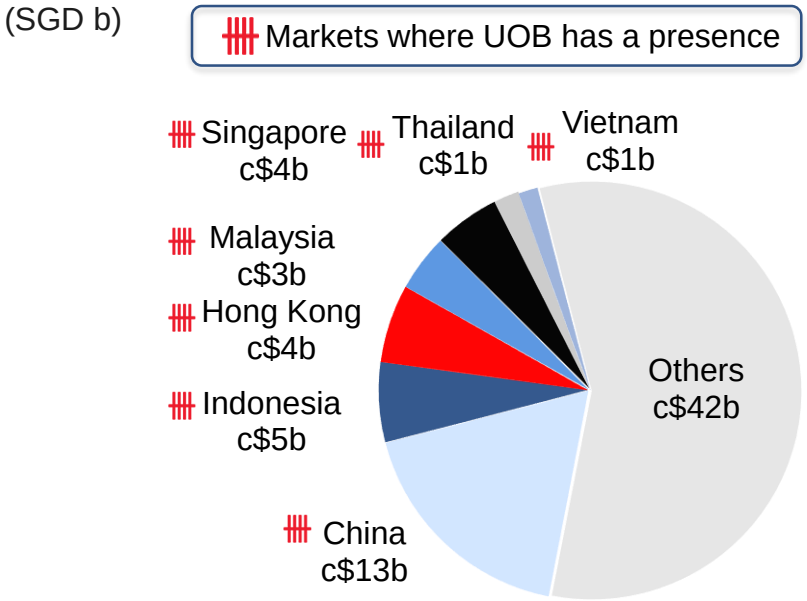
Note: UAE and Japan's retail banking market size as of 2017
Source: BCG banking pools (2019), World Bank (2017)

Revenue potential from ‘connecting the dots’ in the region

Industry’s potential connectivity revenue



Industry’s potential connectivity revenue (2026)



Note: ‘*Trade’* and ‘*cross-border activities*’ capture both inbound and outbound flows of Southeast Asia, with ‘*trade*’ comprising exports and imports while ‘*cross-border activities*’ comprising foreign direct investments and M&A. ‘*Wealth*’ captures offshore and onshore assets booked in Singapore as a wealth hub. Incorporating BCG analysis, these are converted into banking revenue potential

Source: Boston Consulting Group’s analysis, Boston Consulting Group Global Banking Revenue pool

Wholesale: Record income on regional franchise, capturing cross-border opportunities

Strengthening Connectivity

Across our ASEAN footprint and global network

+6%[1]
Cross-border income growth (formed 30% of Group Wholesale Banking income)

2x[1]
Growth in suppliers and distributors within financial supply chain management solution

Sector Specialisation

Building capabilities for greater diversification and risk mitigation

+18%
Global Financial Institutions Group income growth

+25%
Loan- and trade-related fee growth

Deepening Digitalisation

For secure and efficient transactions

+29%[2]
Digital banking transactions by businesses

3x[3]
Cashless payments to businesses

Note: Figures are for 9M21 and growth rates are relative to 9M20 1. Year-on-year growth for 8M21 2. Refers to number of transactions via UOB Infinity/BIBPlus across the Group 3. Refers to payments made on Corporate PayNow in Singapore

Consumers: Tapping on rising affluence and digital adoption in Southeast Asia

Driving Digital Adoption

Scale UOB TMRW across ASEAN in a cost-effective manner

>2x[1]
Target growth in income from digitally-engaged customers[2]

~5ppt[1]
Target decline in cost / income ratio of digitally-engaged customers[2]

Ecosystem Partnerships

Embed partnerships and data to digitally acquire at low cost, retain and reward customers

>2x[1]
Target growth in digitally-enabled customers[3] to 7m[1]

>3k
Merchant tie-ups in Rewards+, Singapore's largest rewards programme

Omni-channel Offerings

Digitalise customer experience and processes; repurpose branches for more advisory needs

SGD137b
Assets under management (AUM)
▲ 6% YoY

>80%[4]
SimpleInvest customers are new to wealth products

Note: Figures are for 9M21 1. By 2026 2. Customers with at least 1 transaction on UOB TMRW or Personal Internet Banking (PIB) in the last 12 months 3. Customers with a registered user ID and password for UOB TMRW or PIB 4. From launch to Sep 2021

Forging a sustainable future with our customers in ASEAN

Sustainable financing

Sustainable growth in priority sectors driving ASEAN progress

Responsible investment

Integrate sustainability into wealth management products and advisory framework

Delivering tangible impact

Making an impact beyond financial targets

SGD14b

Total sustainability financing[1] provided to date at end-9M21

U-Energy U-Drive

Ecosystem solutions offering end-to-end financing

SGD7b

Total AUM in ESG-focused investments at end-9M21

160k tCO_2-e

Contribution to annual avoided greenhouse gas emissions

210GWh[2]

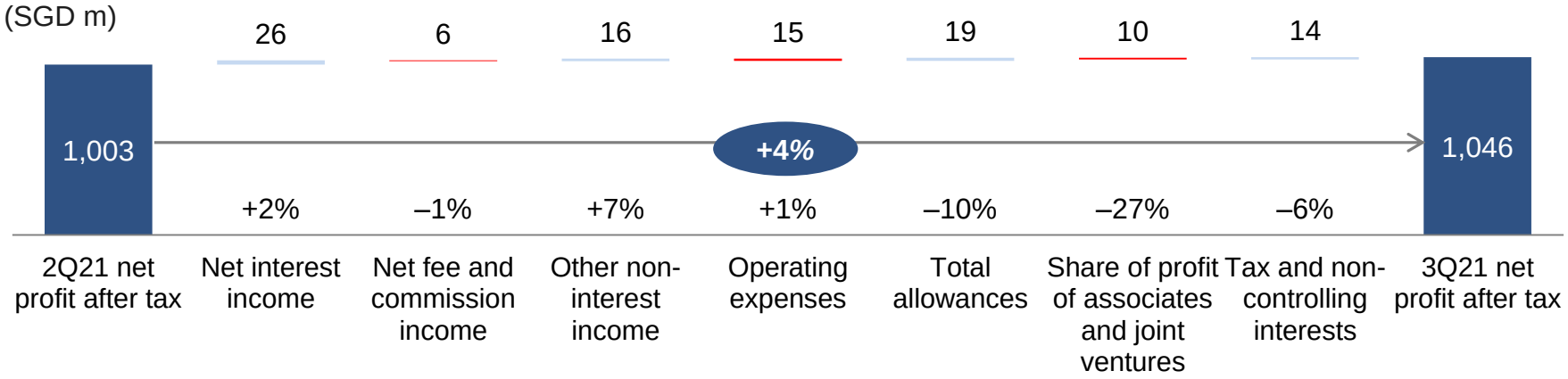
Solar energy generated under U-Solar programme, equivalent to 1.9m new tree seedlings grown over 10 years

1. Comprise green loans, sustainability-linked loans and loans for green certified buildings 2. Gigawatt hours

Latest Financials

3Q21 financial overview

Net Profit After Tax Movement, 3Q21 vs 2Q21

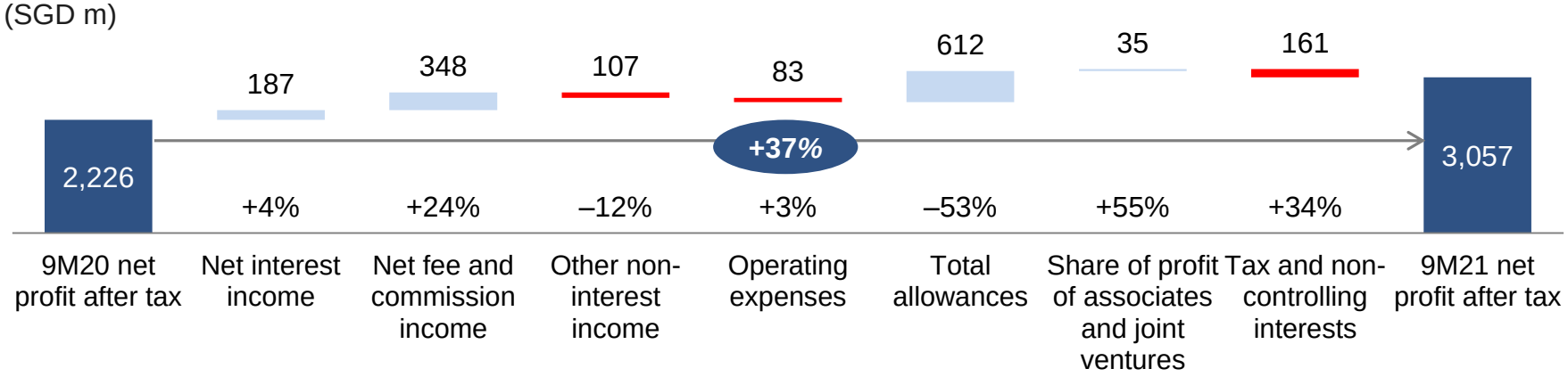


Key Indicators	3Q21	2Q21	QoQ Change	3Q20	YoY Change
Net interest margin (%) [1]	1.55	1.56	–0.01% pt	1.53	+0.02% pt
Non-interest income / Income (%)	34.6	34.7	–0.1% pt	34.8	–0.2% pt
Cost / Income ratio (%)	43.7	43.7	–	44.6	–0.9% pt
Return on equity (%) [1, 2]	10.4	10.1	+0.3% pt	6.9	+3.5% pt

1. Computed on an annualised basis
2. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions

9M21 financial overview

Net Profit After Tax Movement, 9M21 vs 9M20



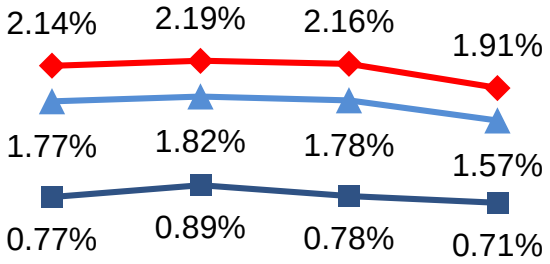
Key Indicators	9M21	9M20	YoY Change
Net interest margin (%) [1]	1.56	1.57	–0.01% pt
Non-interest income / Income (%)	36.0	34.7	+1.3% pt
Cost / Income ratio (%)	43.8	45.3	–1.5% pt
Return on equity (%) [1, 2]	10.2	7.6	+2.6% pt

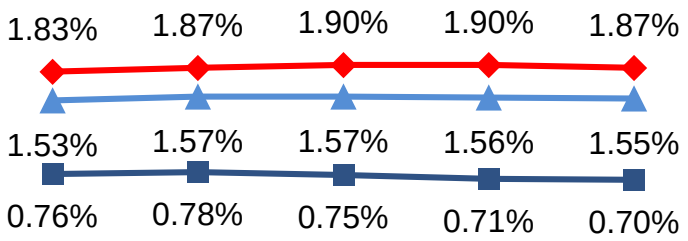
1. Computed on an annualised basis
2. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions

Net interest income rose with asset volumes, while net interest margin was stable

Net interest margin (%) *

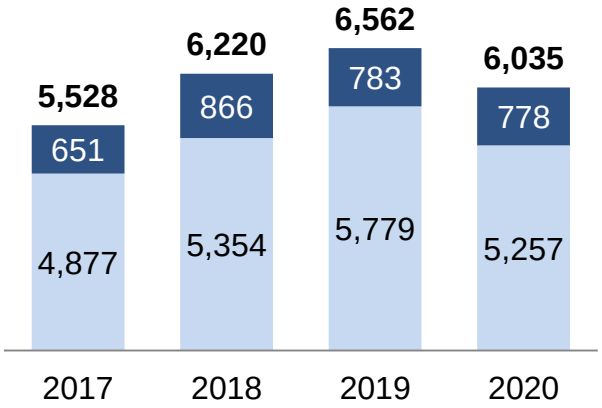
- Loans
- Overall
- Interbank & securities

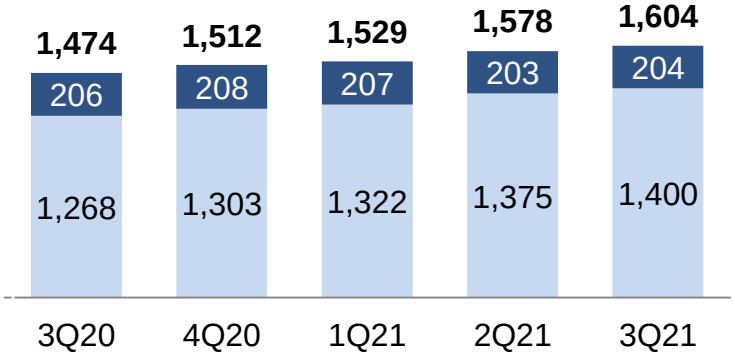




Net interest income (SGD m)

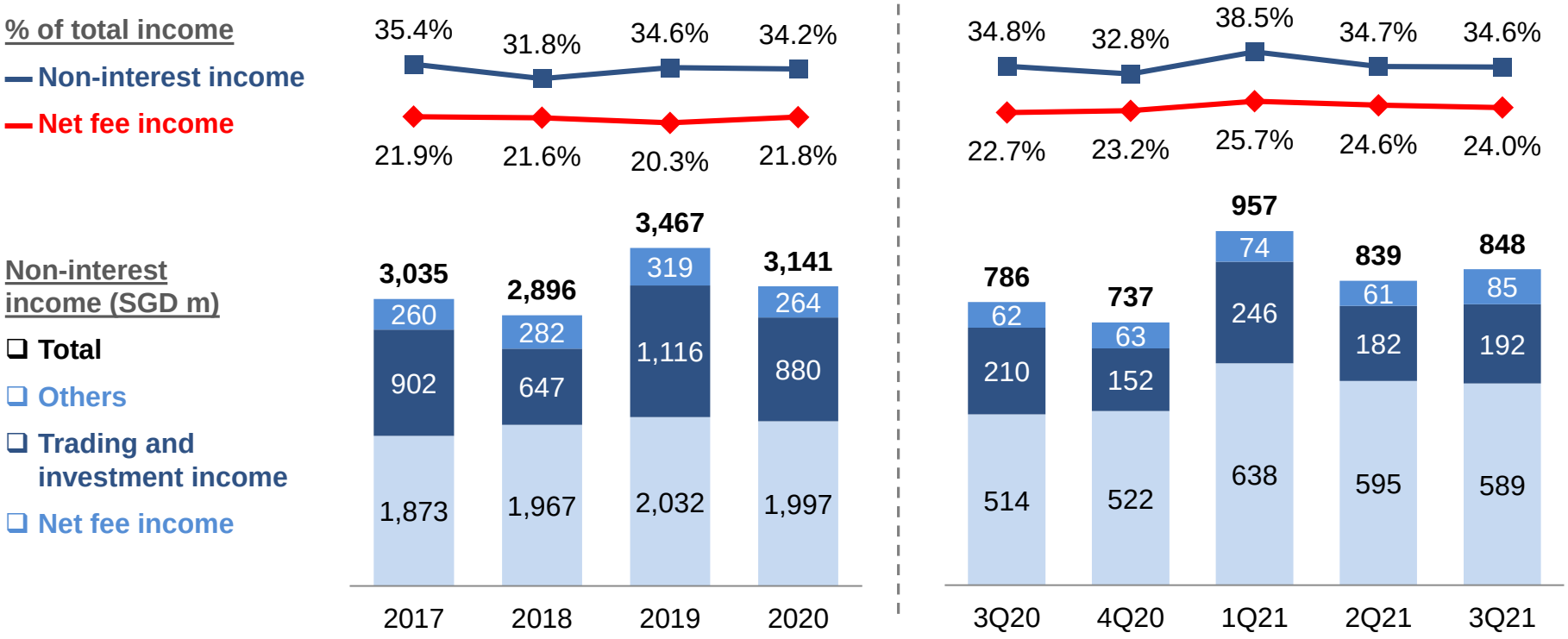
- Total
- Interbank & securities
- Loans





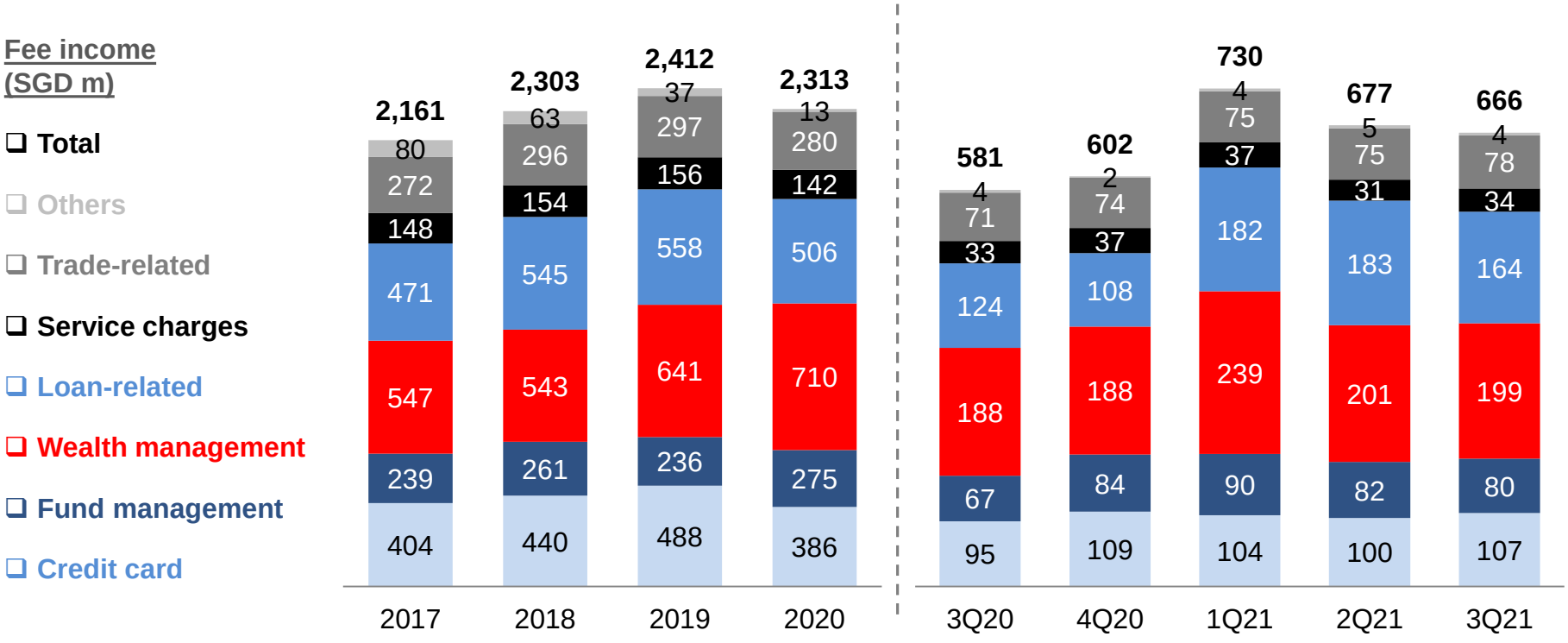
* Computed on an annualised basis, where applicable

Non-interest income supported by diversified revenue engines



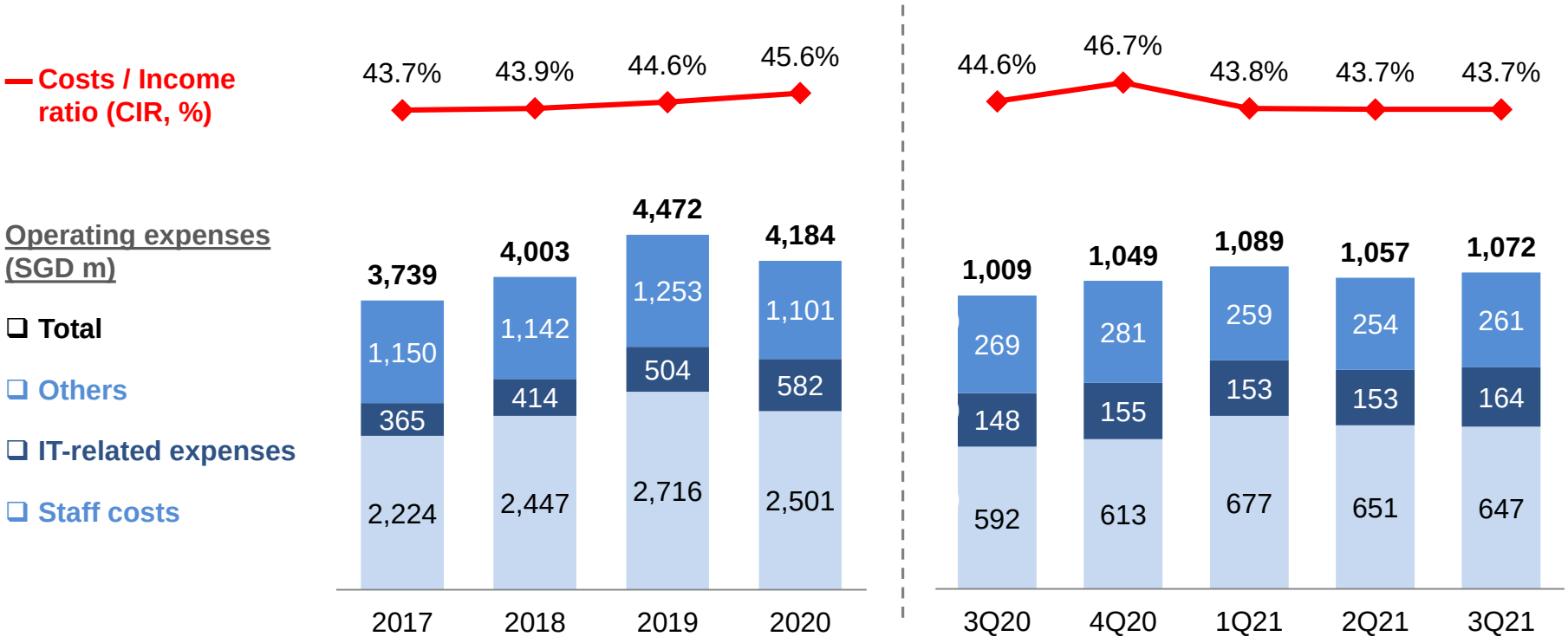
Note: Fee income has been restated where the amounts are net of expenses directly attributable to fee income

Fee income held up, due to a base of diverse streams



Note: The amounts represent fee income on a gross basis

Stable CIR as we pace investments in staff and technology



Note: Expenses have been restated where the amounts no longer include expenses directly attributable to fee income

Steady growth across our key markets in Southeast Asia and North Asia

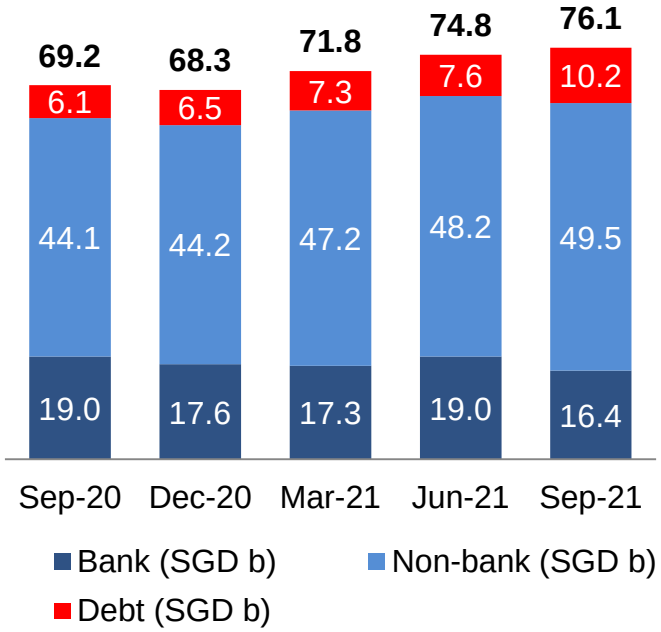
Operating profit	9M21 SGD m	9M20 SGD m	YoY +/(–) %	3Q21 SGD m	2Q21 SGD m	QoQ +/(–) %
Singapore	2,115	1,941	+9	686	705	–3
Rest of Southeast Asia	1,029	995	+3	351	335	+5
Malaysia	*541*	*512*	*+6*	*186*	*173*	*+7*
Thailand	*301*	*299*	*+1*	*99*	*101*	*–1*
Indonesia	*181*	*160*	*+13*	*63*	*59*	*+8*
Vietnam	*2*	*19*	*–87*	*2*	*1*	*+73*
Others	*4*	*7*	*–33*	*1*	*2*	*–11*
North Asia	452	445	+2	154	144	+7
Greater China	*426*	*414*	*+3*	*146*	*133*	*+9*
Others	*27*	*31*	*–12*	*9*	*10*	*–16*
Rest of the world	542	411	+32	190	176	+8
Total	**4,137**	**3,792**	**+9**	**1,381**	**1,360**	**+2**
Overseas contribution	**49%**	**49%**	**+0%pt**	**50%**	**48%**	**+2%pt**

Healthy growth led by term and trade loans in Singapore and North Asia

Gross Loans	Sep-21 SGD b	Jun-21 SGD b	QoQ +/(–) %	Sep-20 SGD b	YoY +/(–) %
Singapore	158	153	+4	144	+10
Rest of Southeast Asia	62	62	+1	63	–1
Malaysia	*29*	*29*	*+1*	*30*	*–3*
Thailand	*20*	*20*	*–1*	*19*	*+1*
Indonesia	*11*	*11*	*–0*	*11*	*–2*
Vietnam	*2*	*2*	*+9*	*2*	*+30*
Others	*1*	*1*	*+9*	*1*	*–7*
North Asia	53	51	+3	47	+13
Greater China	*50*	*48*	*+3*	*44*	*+12*
Others	*3*	*3*	*+5*	*3*	*+28*
Rest of the world	32	32	+0	27	+22
Total	**306**	**299**	**+3**	**281**	**+9**

Note: 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)

Exposure to Greater China



As at 30 September 2021:

Mainland China exposure
($26.4b or 6% of total assets)

Bank exposure ($10.7b)

- ~60% to top five domestic banks and three policy banks
- 98% with <1 year tenor
- Trade exposures form ~50% of total bank exposure

Non-bank exposure ($11.9b)

- Target customers include top-tier state-owned enterprises, large local corporates and foreign investment enterprises
- ~55% denominated in RMB
- ~50% with <1 year tenor
- NPL ratio at 0.3%

Hong Kong SAR exposure
($40.9b or 9% of total assets)

Bank exposure ($2.9b)

- Majority to foreign banks

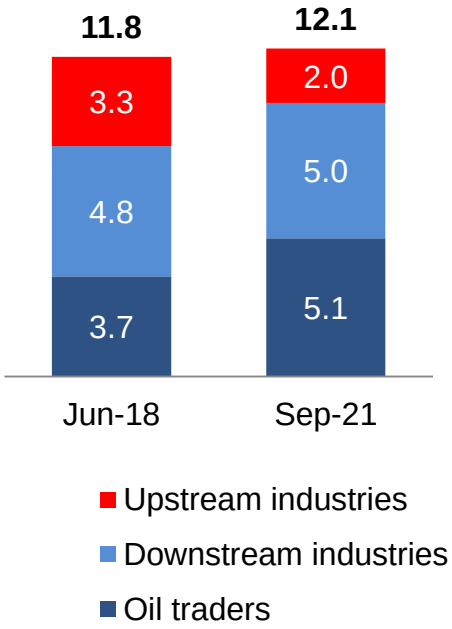
Non-bank exposure ($33.1b)

- Mainly wholesale corporates
- ~60% with <1 year tenor
- NPL ratio at 0.7%

Note: Classification is according to where credit risks reside, largely represented by the borrower's country of incorporation / operation (for non-individuals) and residence (for individuals)

Exposure to oil and gas sector

Total Outstanding O&G Loans
(SGD b)



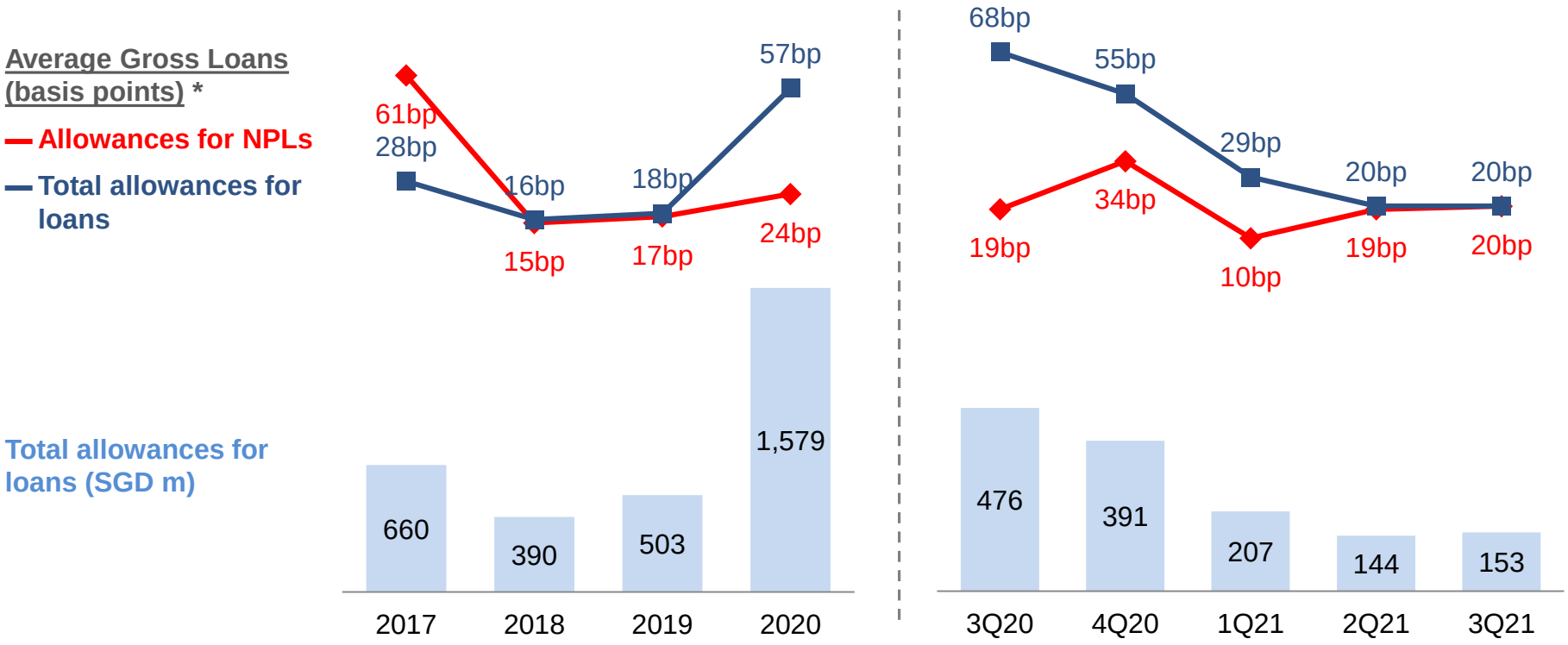
- As of 30 September 2021, oil and gas (O&G) loans represented 4% of total loans as compared with 5% at 30 June 2018
- Around 80% of O&G exposure is to downstream players and traders, which are mainly national oil companies (NOCs) and global firms, while short-term structured loans account for a significant share of the remainder
- A considerable portion of upstream exposure is to NOCs and international oil companies, while vulnerable accounts were already classified and their collateral value marked down (by as much as 90%) by end-2017

1. O&G upstream industries include offshore service companies

Benign new NPL formation and NPL ratio

(SGD m)	3Q20	4Q20	1Q21	2Q21	3Q21
NPAs at start of period	**4,628**	**4,301**	**4,608**	**4,544**	**4,547**
Non-individuals:					
New NPAs	74	622	145	360	251
Upgrades and recoveries	(216)	(175)	(250)	(158)	(73)
Write-offs	(63)	(179)	(26)	(202)	(42)
	4,423	4,569	4,477	4,544	4,683
Individuals (Net)	(122)	39	67	3	89
NPAs at end of period	**4,301**	**4,608**	**4,544**	**4,547**	**4,772**
NPL ratio (%)	1.5%	1.6%	1.5%	1.5%	1.5%

Steady credit costs as macro outlook stabilises and pre-emptive provisions mostly taken in 2020



* Computed on an annualised basis, where applicable

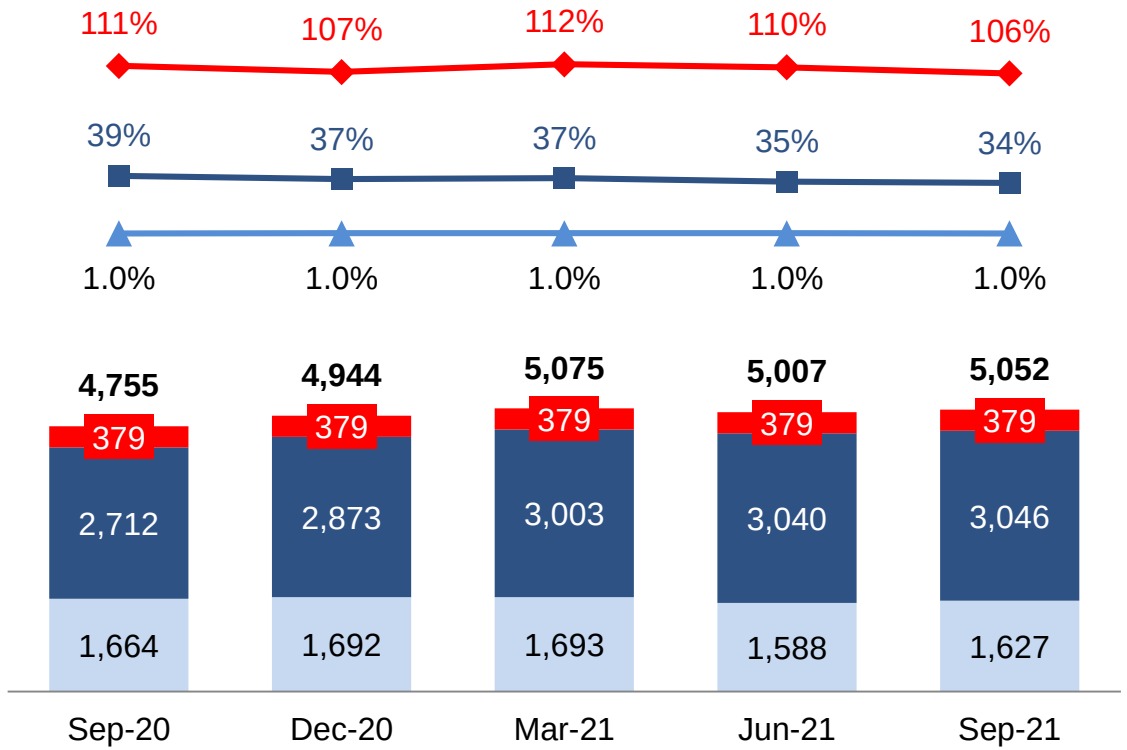
Allowances sufficient amid ongoing macro uncertainties

Coverage ratios (%)

- **Total allowances* / NPAs**
- **Specific allowances / NPAs**
- **General allowance on loans* / performing loans (%)**

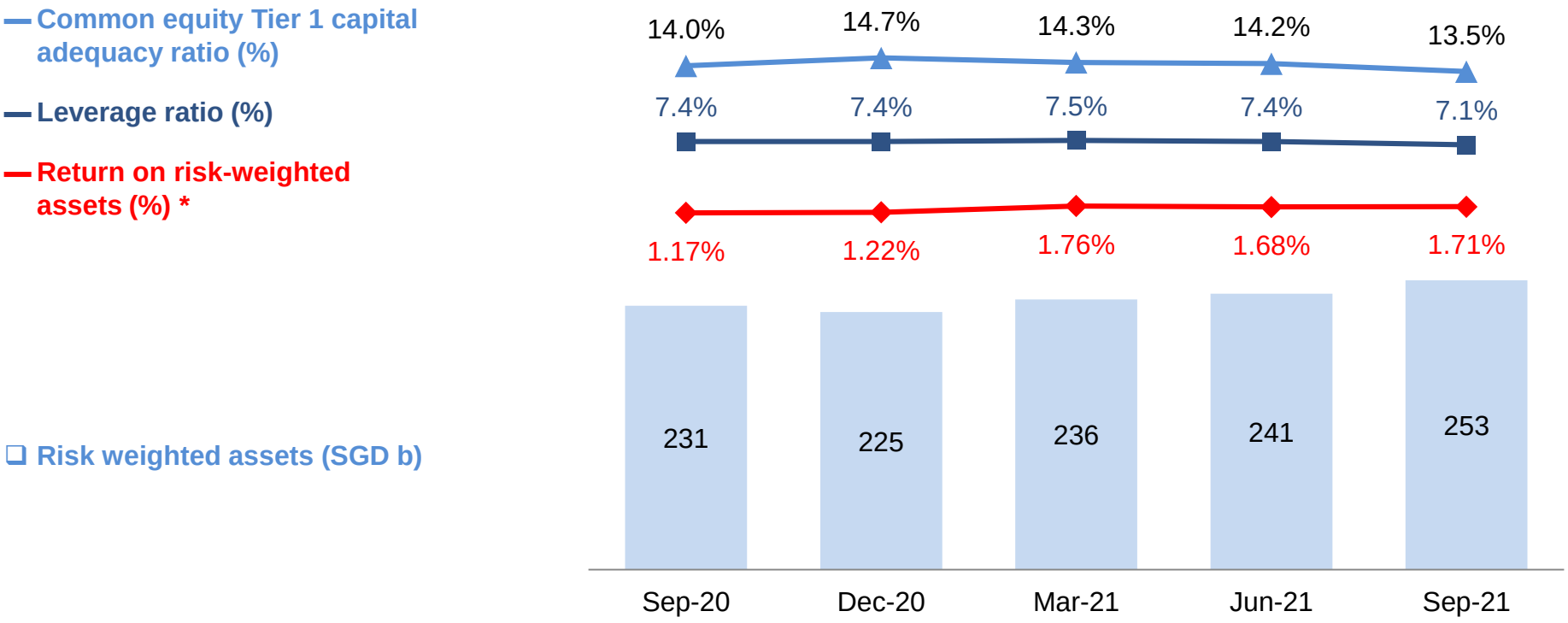
Allowances (SGD m)

- ❑ **Total**
- ❑ **Regulatory loss allowance reserve**
- ❑ **Specific allowance**
- ❑ **General allowance**



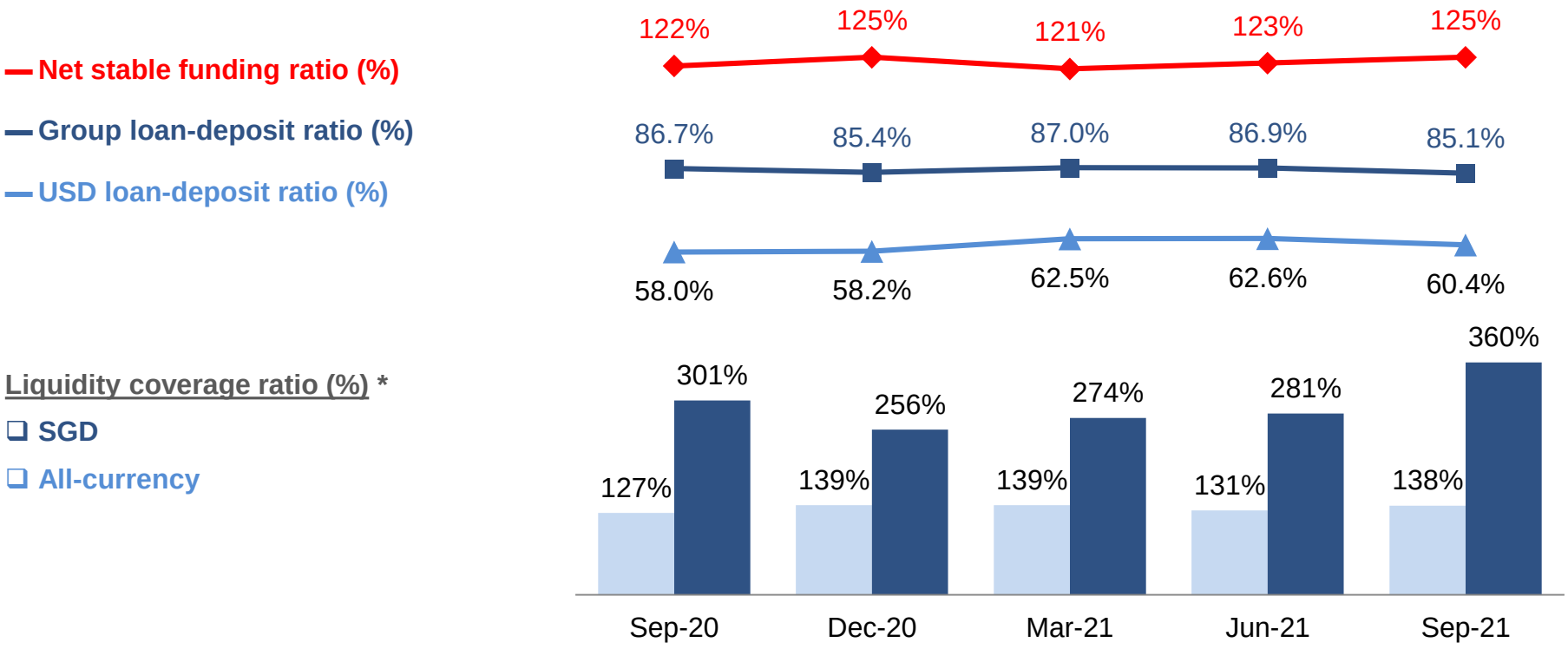
* Total allowances include regulatory loss allowance reserve pursuant to MAS Notice No. 612

Strong capital and leverage ratios



* Computed on an annualised basis

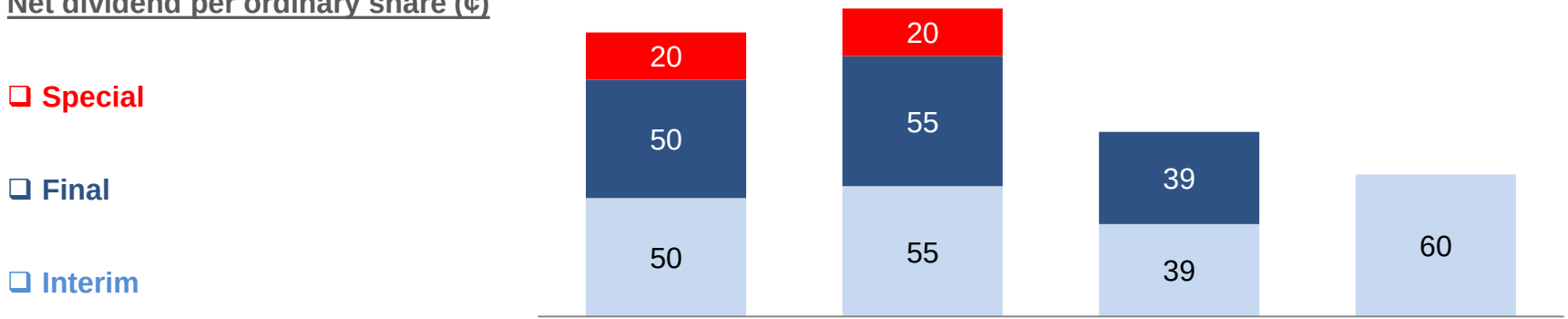
Sound funding and liquidity positions



* Computed on a quarterly average basis

Dividends in line with higher earnings and strong capital position

Net dividend per ordinary share (¢)



	2018	2019	2020	1H21
Payout amount (SGD m)	2,000	2,171	1,304	1,006
Payout ratio (%)	50	50	45[1]	50
Payout ratio (excluding special dividends) (%)	42	42	45[1]	50

1. FY20 dividends were in line with Monetary Authority of Singapore's call for banks to cap dividends at 60% of 2019 dividends.

Note: The Scrip Dividend Scheme was applied to all the dividends for the financial years ended 2020

The Scheme provides shareholders with the option to receive Shares in lieu of the cash amount of any dividend declared on their holding of Shares. For more details, please refer to www.uobgroup.com/investor-relations/shares-and-dividends/dividends.html

Thank You

