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Co. Reg. No. 193500026Z

Announcement

ANNUAL GENERAL MEETING (AGM) TO BE HELD ON 17 APRIL 2026
RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS

6 April 2026, Singapore – United Overseas Bank Limited (UOB or the Bank) refers to the announcement of 19 March 2026 on our Notice of AGM, in particular, the invitation to shareholders to submit substantial and relevant questions in advance of the AGM. The Bank thanks shareholders for the questions submitted.

The Bank's responses to the questions received from shareholders up to 2 April 2026 are set out below.

1. **Given the weaker financial performance in 2025, could the Board explain the increase in directors' fees?**

   Directors' fees are determined based on the scope of responsibilities, time commitment and governance demand of the Board, rather than annual profit performance.

   The last review of the directors' fee structure was conducted in 2019, but the implementation of the new structure was delayed to FY2021 due to the weak economic situation at that time. The recent review conducted in FY2025 by the independent consultant, AON Human Capital Solutions, highlighted the need to adjust the fee structure to ensure that it remains competitive to the peer banks. This is to ensure that we are still able to attract and retain suitably qualified directors.

   Importantly, directors' fees are structured to remain independent of management performance incentives, and they are not directly correlated to annual profit movements.

2. **UOB was previously fined for AML breaches. Could the Bank share how risk controls have since been strengthened, and whether this has affected wealth inflows?**

   UOB Singapore is fully committed to ensuring compliance with regulatory requirements and upholding the integrity of the financial system. We accept MAS' findings and have undertaken prompt remedial actions.

   Over the past two years, we have addressed the deficiencies identified following a comprehensive internal review. This includes enhancements to transaction monitoring and customer due diligence processes.

   We have also committed significant uplifts in processes, organizational enhancements, investment in technology and resources to enhance our internal risk management standards and capabilities further.

In addition, we have continued to strengthen employee training and reinforce our Code of Conduct to ensure that our employees uphold the highest standard of integrity, values and professional conduct.

Our wealth business continues to be grounded in a strong, customer-centric advisory model aligned with customers' needs, risk profiles and long-term objectives. These improved AML controls will further safeguard customers' interests and the integrity of our wealth franchise, supporting sustainable wealth growth.

3. **Given the sharper decline compared with local peers, are you concerned about the longer-term shape of the business? While UOB remains bullish on ASEAN, the business there appears smaller than Singapore and may not fully offset recent declines. Is this largely a one-off impact from pre-emptive provisioning, or are there deeper structural issues?**

We are constantly reviewing and optimising the shape of our business model. The profit decline in 2025 was largely driven by lower interest rates and pre-emptive provisioning rather than any impact to our underlying franchises. ASEAN remains central to our growth plans.

In Retail Banking, having completed the Citi integration, we now operate a leading retail franchise serving 8.5 million customers across ASEAN. Our focus is to build a quality franchise through deepening customer relationships anchored on wealth advisory, differentiated lifestyle propositions, consistently strong service delivery, supported by continued investments in digital capabilities on our regional TMRW platform.

In Wholesale Banking, transaction banking now accounts for half of segment revenues for 2025. Despite uncertainties around tariffs, trade loans grew 25% year-on-year, supported by re-routing of regional trade flows into ASEAN. Our medium-term strategy is underpinned by reshaping our business towards more capital-light, fee-based revenue streams, building resilience through business cycles, while maintaining strong balance sheet, with robust capital and liquidity.

One of the key contributors to our net profit decline in 2025 was pre-emptive provisioning undertaken in 3Q25, driven largely by exposures in the US and Hong Kong real estate and hospitality sectors, which we had been closely monitoring. This was a deliberate balance-sheet strengthening exercise.

Following this exercise, our general provision (GP) coverage on performing loans increased to 1%, while coverage on non-performing loans (NPLs) and unsecured NPLs strengthened to 100% and 240%, respectively (2Q25: 88% and 209%). With these buffers now in place, we are confident that credit costs will normalise to 25-30 basis points (bps) in 2026, compared with 55 bps in 2025. Encouragingly, 4Q25 asset-quality trends have been supportive, with new NPL formation moderating and total credit costs declining sharply to 19 bps, from 134 bps in 3Q25, while maintaining GP coverage at around 1%.

On ASEAN, we remain positive on the medium- to longer-term potential of the region, notwithstanding near-term global headwinds stemming from geopolitical and trade tensions. The region continues to demonstrate strong underlying resilience, supported by robust domestic demand, recovering tourism, and growing intra-regional trade and

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investment flows. These fundamentals continue to drive regional connectivity and economic activity, and we expect global FDI inflows into ASEAN to remain intact over time.

4. **Does UOB have, or would it consider establishing, a formal customer advocacy or escalation channel that allows customers to raise unresolved or sensitive issues directly to senior management, similar to practices adopted by some international banks?**

UOB's approach to customer engagement is aligned with leading global banking practices. Customers are informed of multiple accessible channels to raise feedback or concerns, including our branches, contact centres and digital platforms. All feedback and complaints are centrally tracked and reviewed under a structured framework to ensure fairness, consistency and appropriate escalation.

We continuously review and strengthen this framework to stay aligned with evolving best practices. At UOB, we have a Group Customer Advocacy (GCA) function, which operates independently of the business lines. GCA is not a public-facing channel. It provides independent internal oversight to ensure that customer issues are properly heard, challenged and reviewed within the organisation, including escalation to senior management where needed. We believe this achieves the same objective in a way that is effective, consistent and well governed.

Importantly, customer feedback is addressed not only on a case-by-case basis, but also analysed at a systemic level. Key insights are escalated to Management and the Board, enabling the Bank to identify root causes and drive continuous improvements in service standards. Where customers remain dissatisfied after our resolution, we clearly communicate the option to refer the matter to the Financial Industry Disputes Resolution Centre (FIDReC), an independent body that provides impartial adjudication.

5. **As UOB's retail business grows, how is the Bank strengthening preventive controls and governance to protect customers from unauthorised credit and debit card transactions, particularly for online and cross-border payments, rather than relying on reactive dispute processes that place the burden on customers?**

Protecting our customers and maintaining trust are core priorities for UOB. We recognise that "card not present" fraud continues to evolve, and our controls are therefore designed to be preventive and continuously strengthened in line with regulatory expectations and card scheme standards.

UOB has enhanced digital security through strong customer authentication for online transactions and real time fraud monitoring to detect and block suspicious activity before transactions are completed.

While the adoption of enhanced authentication is determined by merchants within card scheme frameworks, minimum security checks are applied in accordance with scheme rules, and merchants that do not adopt robust controls may bear fraud liability. UOB retains the right to pursue chargebacks, so customers are not unfairly burdened. Immediate card blocking remains a necessary protective measure to prevent further losses, supported by round-the-clock fraud assistance.

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We remain committed to strengthening controls, promoting higher security standards across the payment ecosystem, and safeguarding our customers against unauthorised card usage.

6. **Could the Board clarify how the Bank's strategic focus translates into increasing shareholder value, particularly in light of the lower dividends this year?**

Shareholder value remains a key objective of the Bank. As an example, in February 2025 as part of the Bank's capital distribution strategy, the Board announced a S$3 billion package to distribute surplus capital over the next three years. Special dividends totaling 50 cents per ordinary share were paid during 2025. In addition, a share buyback programme of S$2 billion was introduced, of which 32% was utilised as of December 2025.

Our strategic priorities are centred on delivering sustainable long-term earnings, capital resilience, and competitive positioning — critical foundations for shareholder value over time. Key initiatives such as reshaping our earnings drivers, disciplined capital allocation, cost and risk management, and strategic investments to provide future revenue engines, are intended to enhance the quality and durability of returns.

The Board continuously reviews capital allocation priorities, including dividend policy, and remains committed to balancing shareholder returns with the long-term growth and sustainability of the business.

7. **Could the board clarify strategy about increasing depositors base in other countries? Depositors base is still quite low even in ASEAN 4 countries.**

Growing our depositor base across ASEAN is a strategic priority, and our approach is differentiated by how deeply we are embedded in clients' day-to-day financial activities, rather than relying on pricing-led deposit gathering.

In Wholesale Banking, we grow CASA by anchoring UOB as our clients' primary transaction bank. Our cash management and Financial Supply Chain Management platforms are fully deployed across ASEAN, allowing clients to manage in-country and cross-border cash, trade, FX and working capital flows on a single. Integrated platform. As clients consolidate these operating flows with UOB, deposits are generated structurally as part of their business activity, rather than episodically. This gives us a scalable and more resilient source of operating deposits as regional trade and economic activity deepen.

In Retail Banking, our focus is on driving main-bank relationships across our 8.5 million customers, anchored by our suite of CASA products, stronger customer value propositions and enhanced wealth advisory capabilities. Our regional digital platform TMRW continues to be a key growth engine, leveraging artificial intelligence (AI) and machine learning to empower customers to achieve their financial goals with smart insights, personalised rewards and wealth management solutions. Our enhanced customer value proposition accentuates ASEAN connectivity, lifestyle and advisory, including cross-border payment features. Depositor growth across the ASEAN-4 markets has been strong, with sustained double-digit growth over the past three years, outpacing growth in Singapore.

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8. **Could the Board explain the key drivers of the $1.127 billion in other comprehensive income, and whether any portion of this could, upon realisation, translate into special dividends for shareholders?**

The Group's "other comprehensive income" of $1.127bn comprises mainly unrealised valuation movements on debt instruments and do not form part of distributable profits. These mark-to-market gains or losses will be recognised in profit or retained earnings if the debt instruments are disposed.

While the realised gains on disposal will increase the Group's distributable reserves, any decision to return capital through special dividends will be assessed holistically, guided by our priority to deliver sustainable returns to our shareholders.

9. **Could the Board consider enabling Rp50,000 note withdrawals at UOB Indonesia ATMs, particularly in urban and high-traffic areas, given that smaller denominations are more widely accepted for everyday transactions and public transport? This would improve usability for both local customers and travellers.**

Our approach in Indonesia is to align ATM services with local usage patterns, while balancing operational and logistical considerations. At larger branches with multiple ATMs, we typically offer both Rp100,000 and Rp50,000 denominations. At smaller branches, space, cash-handling and security constraints may limit these options.

We recognise that Rp50,000 notes are more widely used for everyday transactions, including public transport and small merchants, and this is relevant for both local customers and travellers. We will take this feedback into account as we continue to review our ATM configurations.

At the same time, digital payments are increasingly prevalent in Indonesia, and we continue to support customers through QR and card-based payment options.

10. **Would the Board consider expanding into Timor-Leste (East Timor), given its young population, limited banking competition and long-term growth potential? How does the Bank assess the strategic and profitability considerations of entering smaller, emerging ASEAN markets as part of its regional banking strategy?**

At this stage, we do not have plans to enter Timor-Leste. Our strategy remains focused on deepening and optimising our presence in our core ASEAN markets, Greater China, and selected global gateway cities where we have scale, connectivity and clear paths to sustainable returns.

We believe this disciplined focus best supports long-term shareholder value.

11. **While the Group remains positive on ASEAN growth, could the Board clarify the profitability and cost dynamics of the Group Retail businesses across ASEAN? Revenues have grown, but these markets do not appear to have offset the recent decline in Singapore income. There is concern that margins may be lower and cost-to-income ratios higher, raising questions about whether the ASEAN growth strategy will translate into sustainable profitability.**

Our strategic focus helps our clients grow by expanding both within ASEAN and capturing regional business connectivity opportunities with Greater China, and with the rest of the world. ASEAN remains a critical growth engine, anchored by solid economic fundamentals. The realignment of supply chains is boosting intra-regional trade, creating opportunities for ASEAN exports, particularly for Malaysia and Singapore in artificial intelligence (AI) and electronics. The region remains a top foreign direct investment destination, attracting over US$225 billion in investments in 2024.

Our Wholesale Bank captures these opportunities through sector specialisation, leveraging ecosystem partnerships and our integrated trade and financial supply chain management platform. Our Retail Bank focuses on the affluent consumer and the growing wealth opportunity, where our regional retail franchise now serves more than 8.5 million customers. By country, our business in Malaysia delivered a 2025 ROE performance comparable to the best of its domestic peers. UOB Indonesia saw a significant lift in profitability in 2025, driven by non-interest income, cost discipline and benign asset quality. While the macro backdrop in Thailand was challenging, there are clear growth opportunities, including foreign direct investment reaching a multi-year high in 2025.

12. Could the Board explain the rationale for the pre-emptive provisions taken, and whether this reflects an overestimation of default probabilities for the affected clients?

During 3Q25, Management conducted a bottom-up portfolio review by country and sector, against a backdrop of heightened macro uncertainty, particularly in US and Hong Kong office commercial real estate, where collateral values softened and recovery outlook remains uneven. This review led to the proactive downgrade of a limited number of selected, well identified exposures.

In parallel, the Group built an additional general provision buffer of approximately S$615 million, raising general provision coverage to around 1% of performing loans, broadly in line with peers, and lifting total NPA coverage to 97% (254% including collateral).

These actions provide the Group with the flexibility to manage potential future recoveries rationally, optimising returns for our shareholders, and to remain within our normalised credit cost guidance of 25 to 30 basis points, barring an unexpected global shock. Encouragingly, we saw meaningful NPA recoveries in the US office commercial real estate space in 4Q25.

13. UOB Asset Management has reportedly been put up for sale. Could the Board clarify how this may impact the Group's growth in higher-ROE businesses such as wealth management, and outline the Bank's strategy and outlook for continuing to grow these higher-return businesses within UOB?

We do not comment on speculation from media reports. Management regularly reviews the Group's portfolio of businesses to ensure they continue to align with our strategic objectives, capital efficiency goals, and return thresholds.

Our strategy is to reshape the Group's business mix towards capital-light, higher ROE activities, driven by both Wholesale Banking and Retail Banking businesses, while maintaining prudent risk management and balance sheet resilience. Wealth management represents one of the Group's higher ROE opportunities, and we have clear plans in place to scale this business organically through client growth, higher invested AUM penetration, investment in talent, and platform enhancement.

14. **As the Annual Report is now primarily online and can be difficult for some shareholders to read, could the Board consider providing a brief printed summary of key financial statements, such as the balance sheet and cash flow statement, together with the AGM notice?**

In support of UOB's sustainability efforts, printed copies of the annual report are no longer distributed. Shareholders who require printed copies of the of the financial statements may request for a hard copy of the annual report by contacting our registrar, Boardroom Corporate & Advisory Services Pte. Ltd., by phone at (65) 6536 5355 or email at uobagm2026@boardroomlimited.com. We appreciate the feedback and have noted the suggestion.

By Order of the Board

Jeffrey Beh
Company Secretary