



UOB Group

Resilient performance with sustained franchise growth

November 2025

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Agenda

1 Key Highlights This Quarter

2 Latest Financials

3 Overview of UOB Group

4 Macroeconomic Outlook

5 Strong UOB Fundamentals

5 Our Growth Drivers

Key Highlights This Quarter



Resilient 3Q25 operating profit at \$1.9 billion, with continued franchise growth

- Group Retail delivered a robust performance, with **CASA growing 19% YoY** and **9M25 wealth income rising 15% YoY**, driven by **8% YoY AUM growth** and **41% of AUM being invested**. Our customer base grew 3% YoY to **~8.5 million**, underscoring our strong value proposition.
- **Group Wholesale Banking** sustained broad-based momentum, with **trade loans up 22% YoY** and **investment banking income reaching a record high in 9M25**.
- **Global Markets income rose 22% YoY in 9M25**, supported by strong momentum in customer treasury flows



Strengthen Balance Sheet Through Proactive Provisioning

- A pre-emptive **general allowance of \$615 million** was set aside to strengthen resilience against macroeconomic uncertainties and headwinds in US and Greater China commercial real estate. **Performing loans coverage was rebuilt to 1%, NPA coverage to 100% and 240% including collateral**.
- Credit costs are expected to normalise, guiding 2026 total credit costs of 25-30bps.



NIM Compression Moderating

- **NIM eased 9bps QoQ to 1.82%** on lower benchmark rates, but the pace of decline has moderated.
- Exit NIM for the quarter held steady at 1.82%, suggesting that margin pressures are beginning to stabilise.
- NIM expected to range between **1.75%-1.80% in 2026**. Further Fed rate cuts anticipated but impact on SGD rates tapering.



Capital Returns Commitment Continues

- Dividend payout ratio **maintained at 50%**, with 2025 final dividend calculation **excluding the pre-emptive general allowance**, to safeguard shareholder returns.
- Remains committed on share buyback, with **~25% of the \$2 billion programme completed** as of September 2025.

Latest Financials

3Q25 net profit at \$0.4 billion

Franchise strength maintained, though profitability affected by pre-emptive provisioning



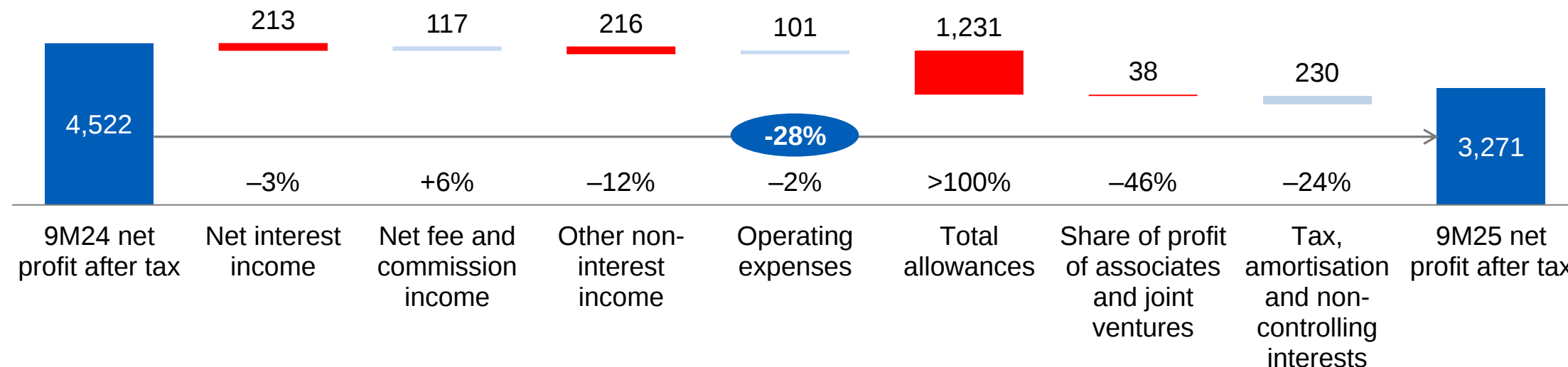
	9M25 \$m	9M24 \$m	YoY +/(-)%	3Q25 \$m	2Q25 \$m	QoQ +/(-)%	3Q24 \$m	YoY +/(-)%
Net interest income	7,009	7,223	(3)	2,265	2,336	(3)	2,460	(8)
Net fee income	1,945	1,828	6	615	636	(3)	630	(2)
Other non-interest income	1,565	1,782	(12)	518	493	5	744	(30)
Total income	10,519	10,832	(3)	3,398	3,465	(2)	3,834	(11)
Less: Total expenses	4,629	4,730	(2)	1,535	1,535	(0)	1,626	(6)
Operating profit	5,890	6,102	(3)	1,863	1,929	(3)	2,208	(16)
Less: Amortisation of intangible assets	23	20	15	7	9	(23)	7	3
Less: Allowance for credit and other losses	1,930	699	>100	1,361	279	>100	304	>100
Add: Associates & Joint Ventures	44	81	(46)	25	(3)	>100	25	1
Net profit	3,271	4,522	(28)	443	1,338	(67)	1,610	(72)

9M25 financial overview



Net Profit After Tax Movement, 9M25 vs 9M24

(SGD m)



Key Indicators	9M25	9M24	YoY Change
Net interest margin (%) ¹	1.91	2.04	-0.13% pt
Non-interest income / Income (%)	33.4	33.3	+0.1% pt
Cost / Income ratio (%)	44.0	43.7	+0.3% pt
Return on equity (%) ^{1, 2}	9.0	13.4	-4.4% 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

Group Retail

Selected income statement data

	9M25	9M24	YoY
	\$m	\$m	%
Income	3,813	4,119	(7)
Lending, Deposits ¹	2,263	2,666	(15)
Wealth	976	849	15
Credit Cards	574	604	(5)
Expenses	2,049	2,212	(7)
Operating Profit	1,764	1,907	(7)
Allowance for credit and other losses	211	351	(40)
Profit before Tax	1,531	1,535	(0)

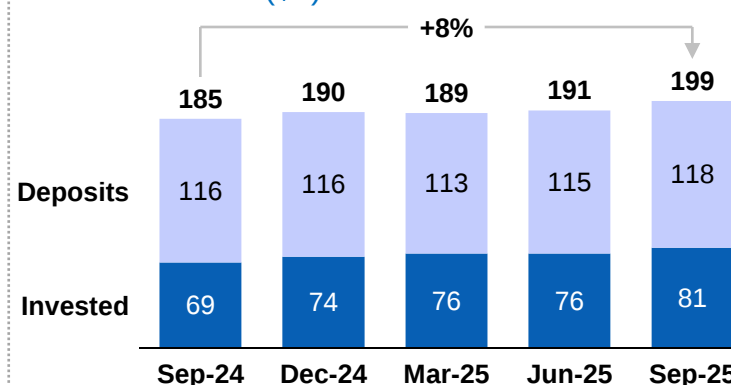
Highlights

- PBT was stable as lower income was offset by the roll-off of one-time expenses, while credit costs improved after the operational merger in Thailand
- Concerted efforts on CASA, cards billings and wealth continue to yield results, mitigating impact of lower rates and higher miles redemption as a result of rewards recalibration mainly in Thailand
- Retail deposits maintained its growth momentum, with healthy CASA growth on strong customer-centric value proposition; CASA mix at 58%
- Double-digit wealth income growth backed by conversion of deposits into invested AUM; net new money at \$5b for 3Q25, invested AUM mix improved from 37% to 41% YoY

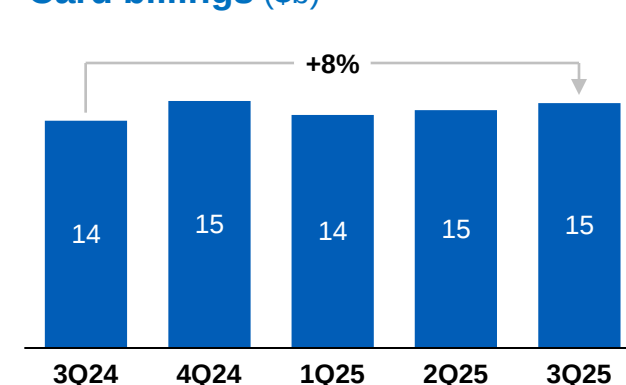
Key metrics

	9M25	9M24	YoY
			%
Cost / Income ratio	53.7%	53.7%	-
Total credit costs	25 bps	43 bps	(18) bps
RoRWA	4.6%	4.9%	(0.3) pt
Gross Customer Loans (\$b)	116	112	3
Customer Deposits (\$b)	209	197	6
of which CASA (\$b)	121	102	19

HNW AUM² (\$b)



Card billings (\$b)



1. Includes Others
2. Refers to Privilege Banking and Private Bank

Group Wholesale Banking

Selected income statement data

	9M25	9M24	YoY
	\$m	\$m	%
Income	4,815	5,135	(6)
Transaction Banking	2,322	2,772	(16)
Loans ¹	1,650	1,642	0
Investment Banking	371	287	29
Customer Treasury	472	434	9
Expenses	1,275	1,268	1
Operating Profit	3,540	3,867	(8)
Allowance for credit and other losses	1,386	221	>100
Profit before Tax	2,136	3,642	(41)

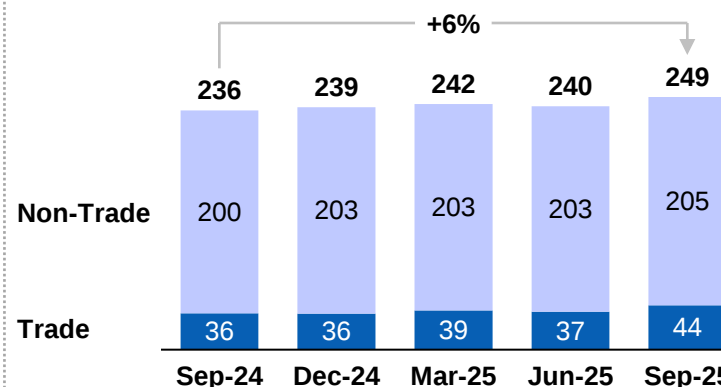
Highlights

- Profit moderated as allowance was set aside in 3Q25 in response to evolving macroeconomic and credit conditions in selected markets and sectors.
- Despite tariff uncertainties and lower benchmark rates, nearly half of GWB income continue to be generated from Transaction Banking – driven by an enlarged CASA base and 22% trade loan growth
- Investment Banking delivered record fees in 9M25
- Steady income contribution from non-real estate sectors at 69%, while cross-border income mix stayed stable at 27%

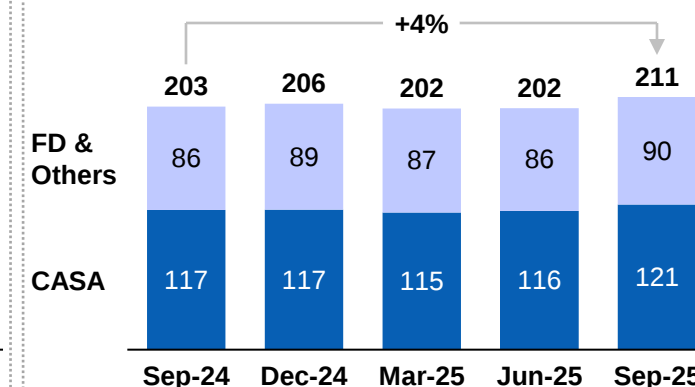
Key metrics

	9M25	9M24	YoY
			%
Cost / Income ratio	26.5%	24.7%	1.8 pt
Total credit costs	82 bps	14 bps	68 bps
RoRWA	1.2%	1.9%	(0.7) pt
Total Gross Loans ² (\$b)	249	236	6
Total Deposits ² (\$b)	211	203	4

Total Gross Loans² (\$b)



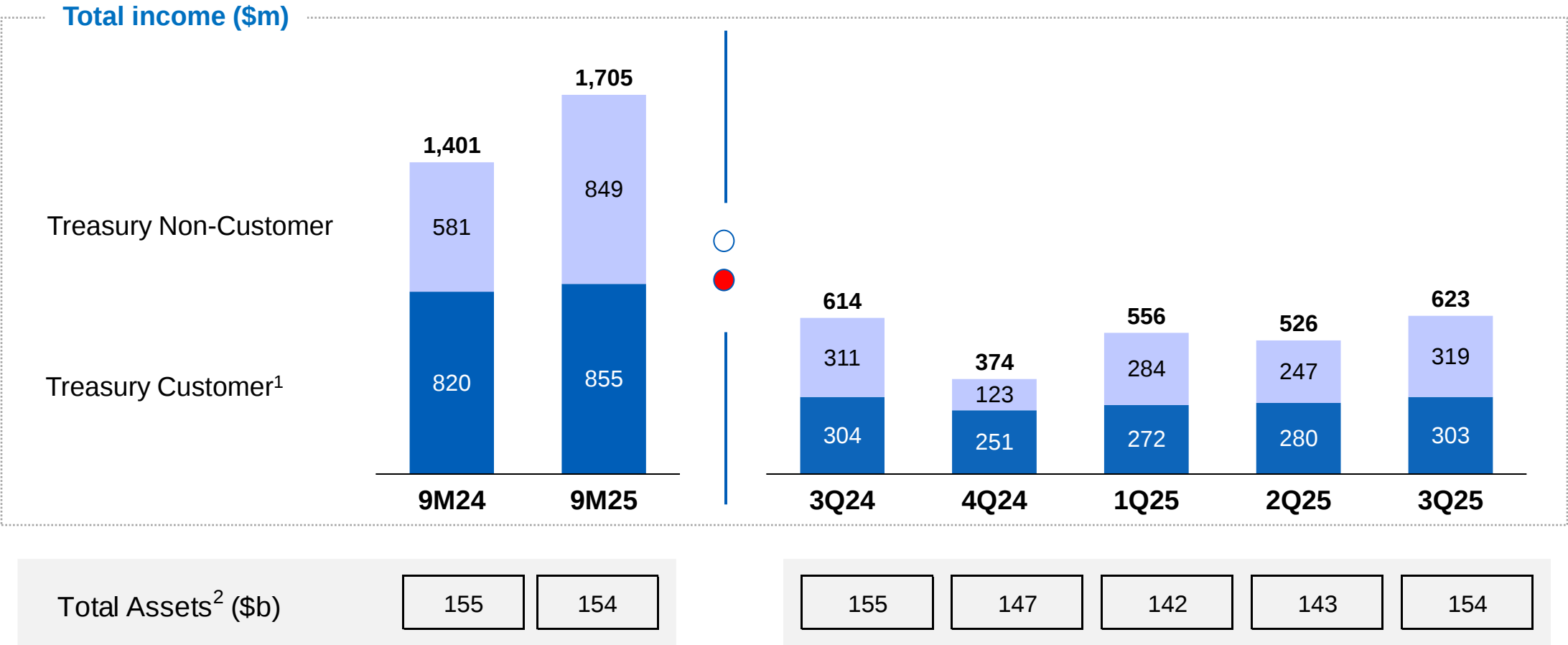
Total Deposits² (\$b)



1. Includes Others
2. Includes banks and non-banks

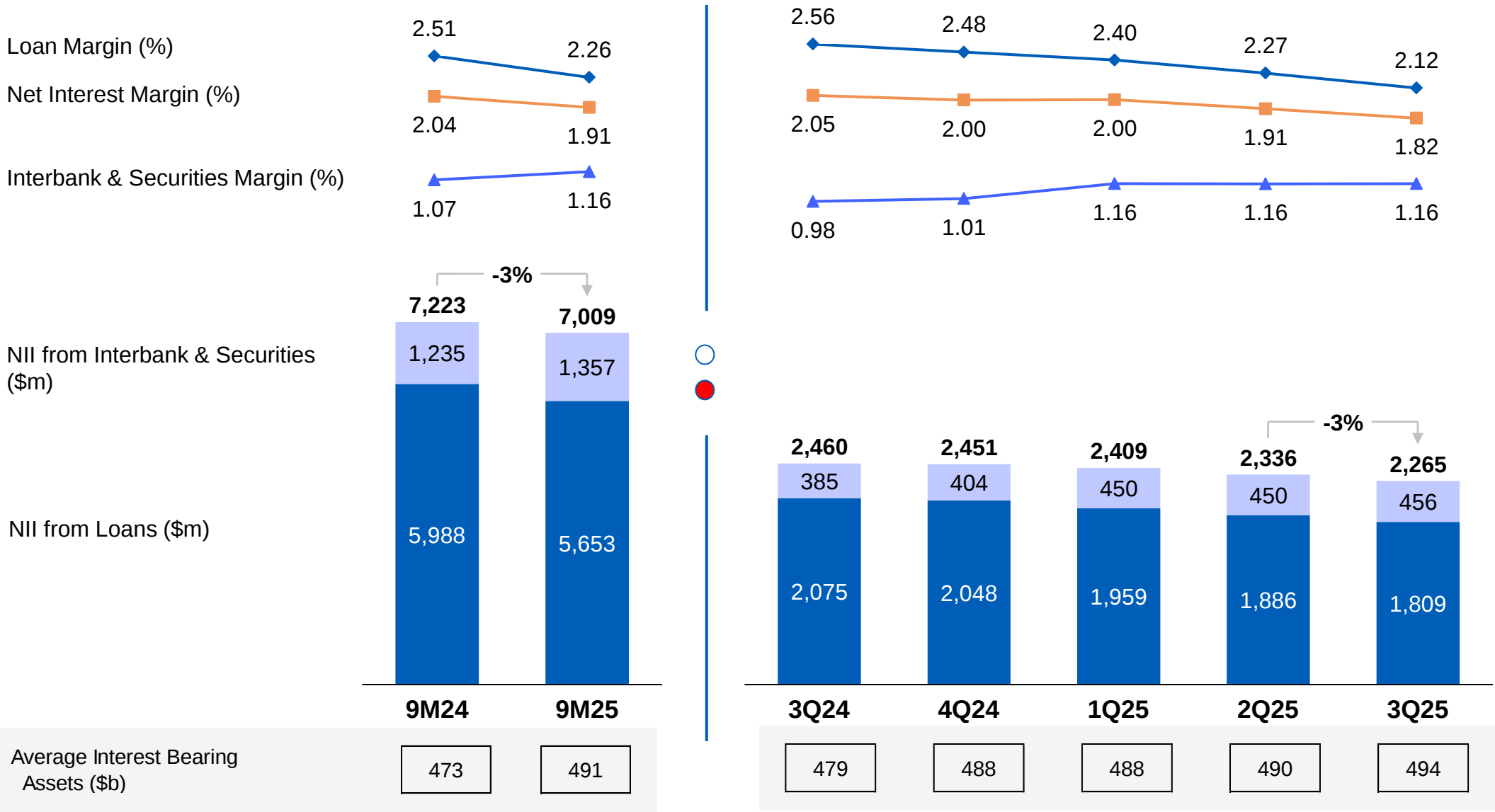
Global Markets

Continue to deliver strong customer flows with 3Q25 second highest on record

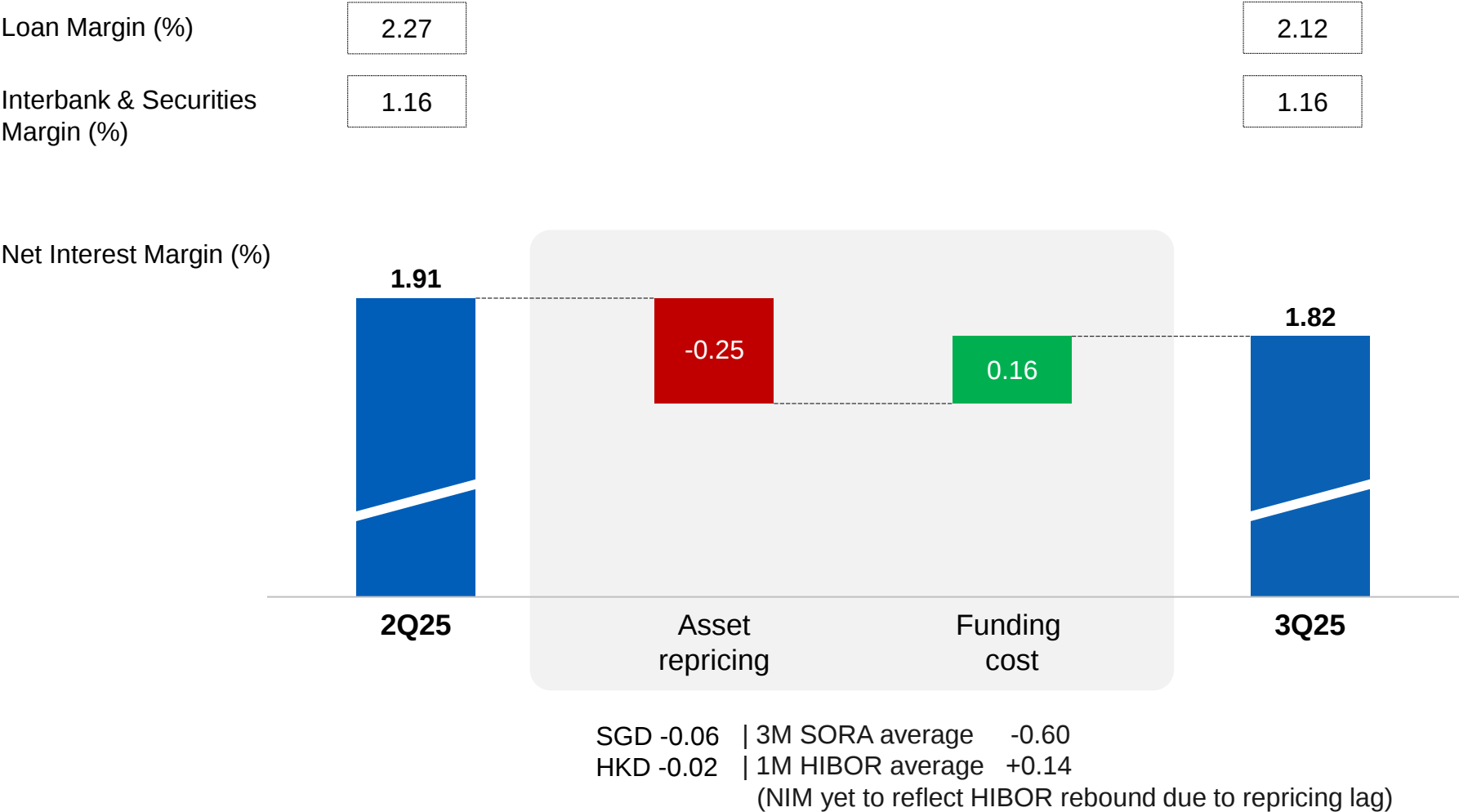


1. Reflects income from treasury products offered to Group Retail and Group Wholesale Banking segments
2. Total Assets excluding derivative-related assets

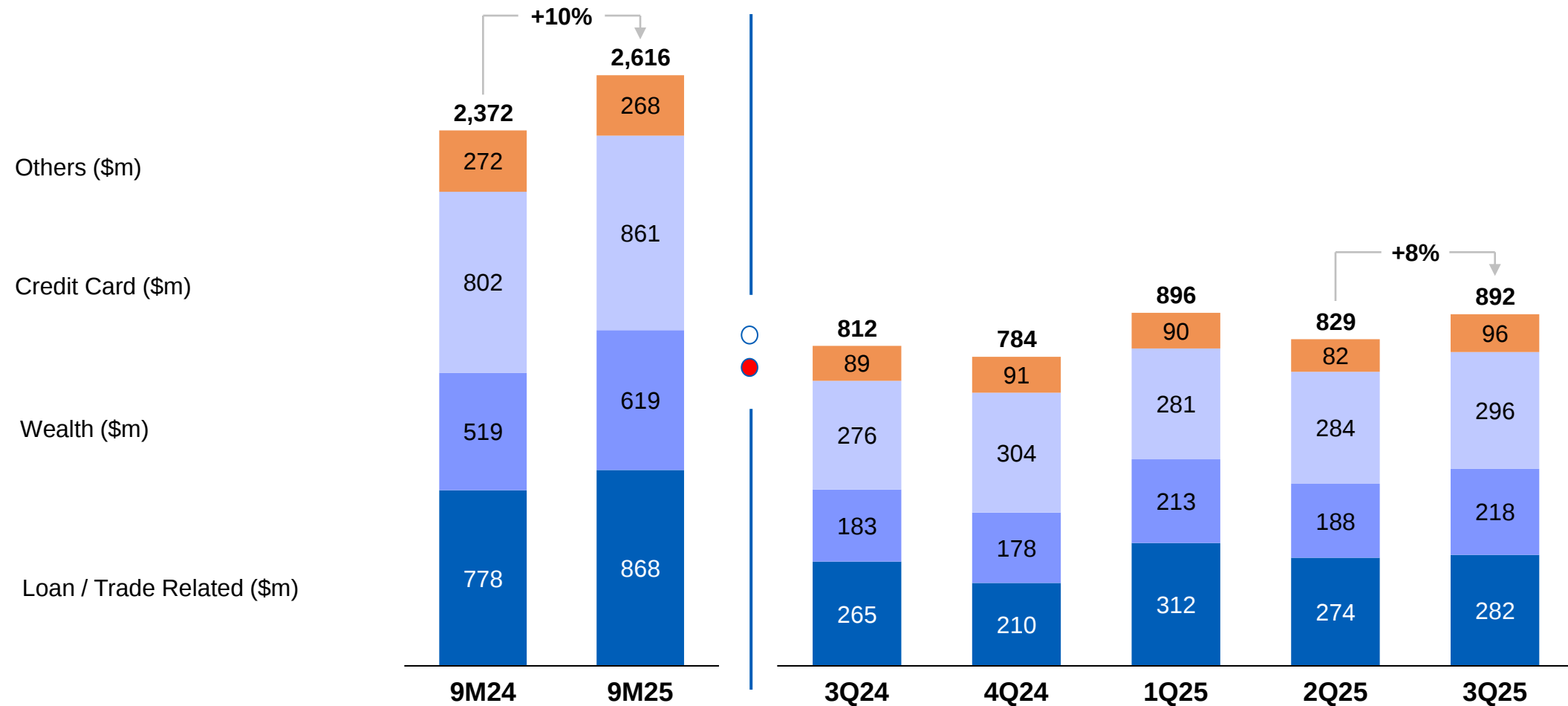
Net interest income moderated, supported by asset growth that offset the impact of sharp benchmark rates decline



Net interest margin eased on asset repricing mitigated by improved funding management

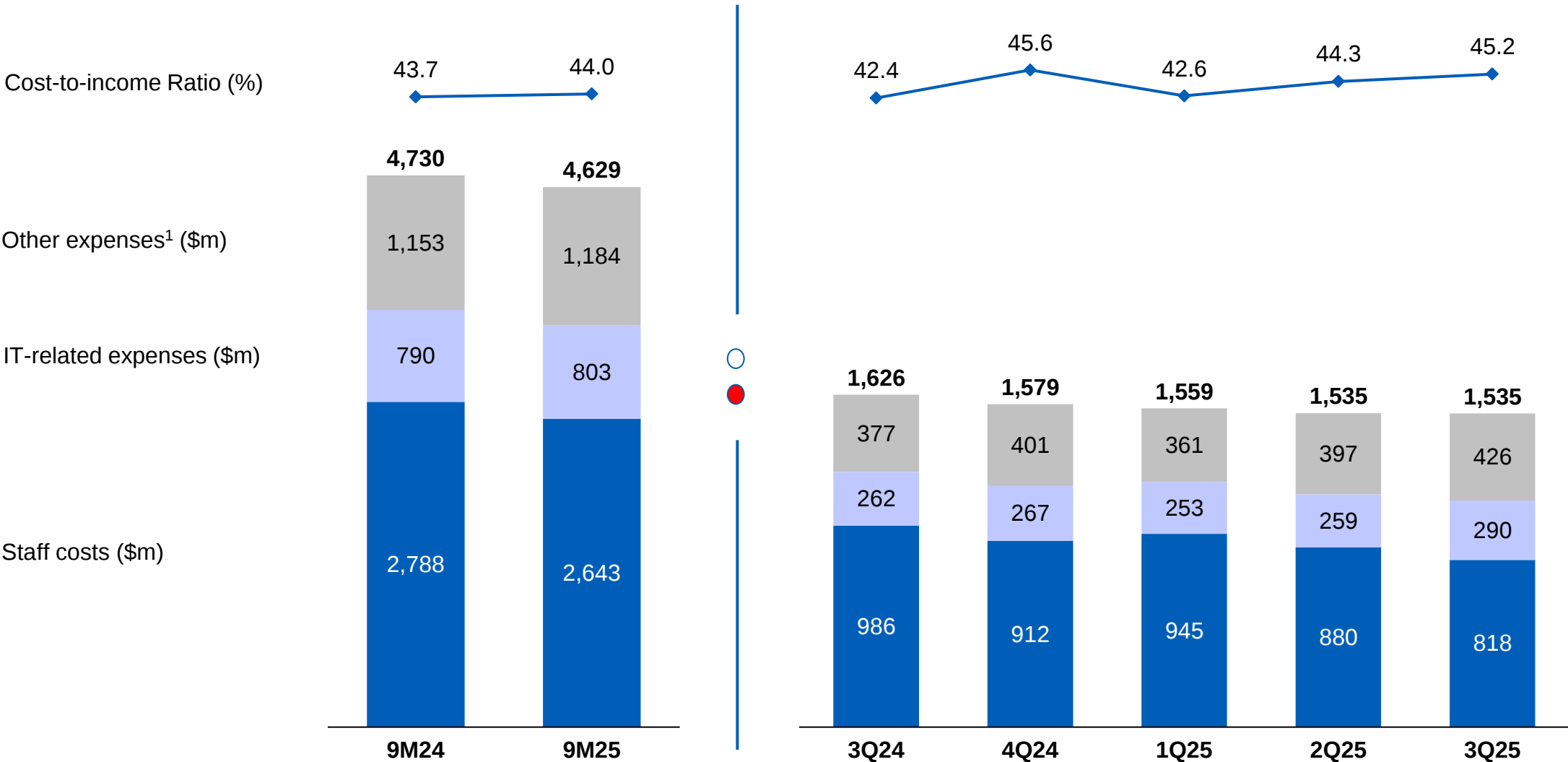


3Q25 fee income lifted by improved market sentiment



Note: Above fees are gross of expenses, unless stated otherwise

9M25 expenses lower on tighter cost management



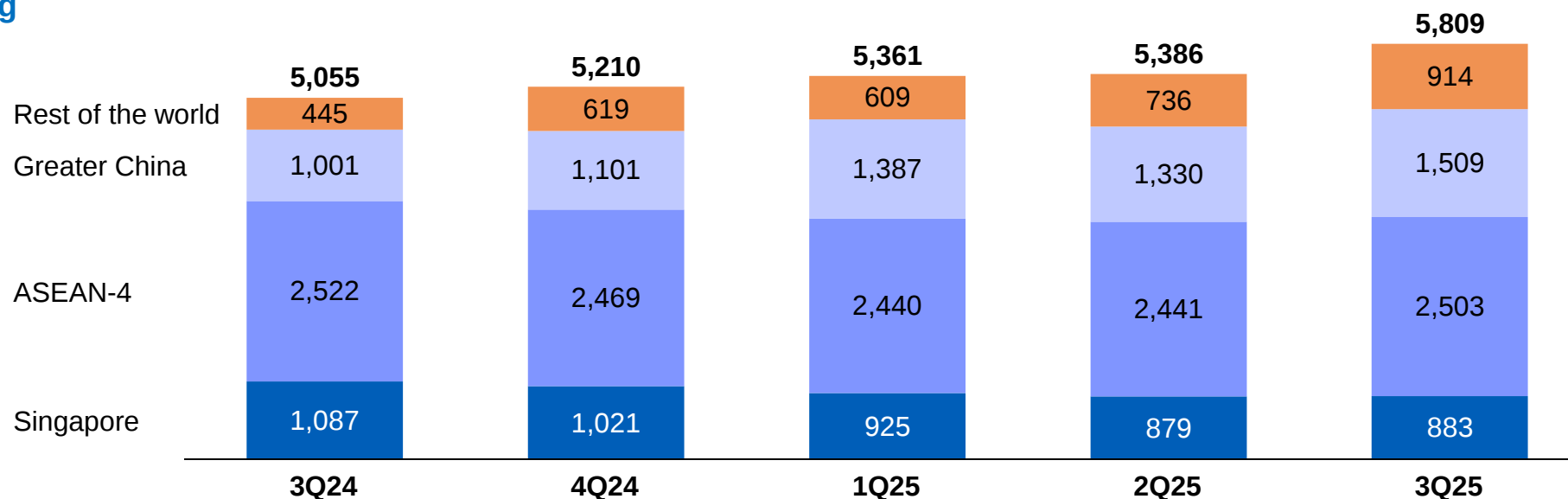
1. Includes revenue-related, occupancy-related and other expenses

NPL ratio unchanged at 1.6%



Non-Performing Assets

(\$m)



Non-individuals

New NPAs (\$m)	212	514	400	472	838
Upgrades, recoveries and write-offs (\$m)	(261)	(328)	(237)	(430)	(461)

Note: NPAs are classified based on where credit risks reside, represented by country of incorporation/operation for non-individuals and residence for individuals.

Proactive measures to strengthen provision coverage

Stronger Coverage

**Pre-emptive
general
provision**

\$615m

**General
Provision
Coverage¹**

1.0% ▲
(2Q25 : 0.8%)

NPA coverage

100% ▲
(2Q25 : 88%)

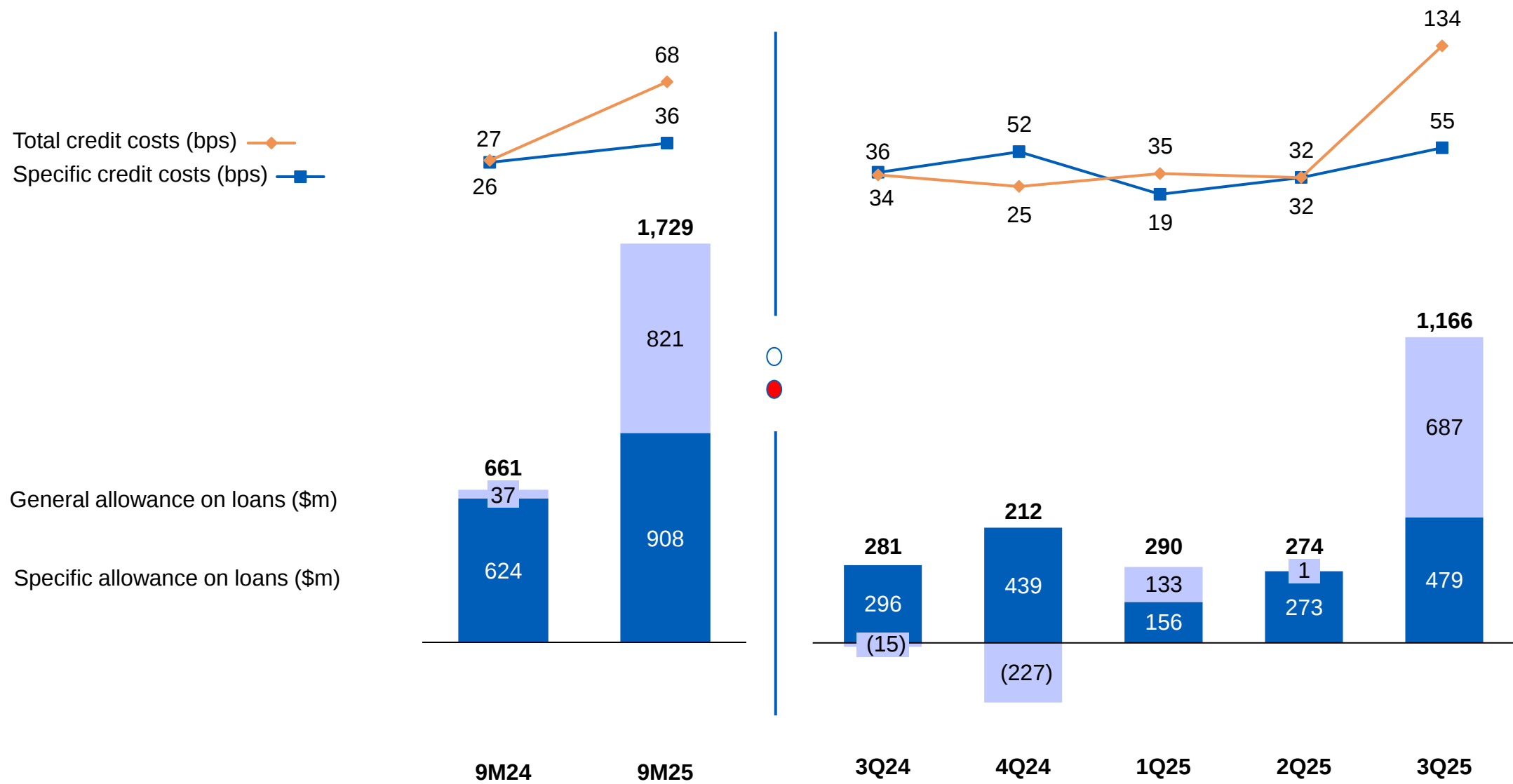
**Unsecured
NPA coverage**

240% ▲
(2Q25 : 209%)

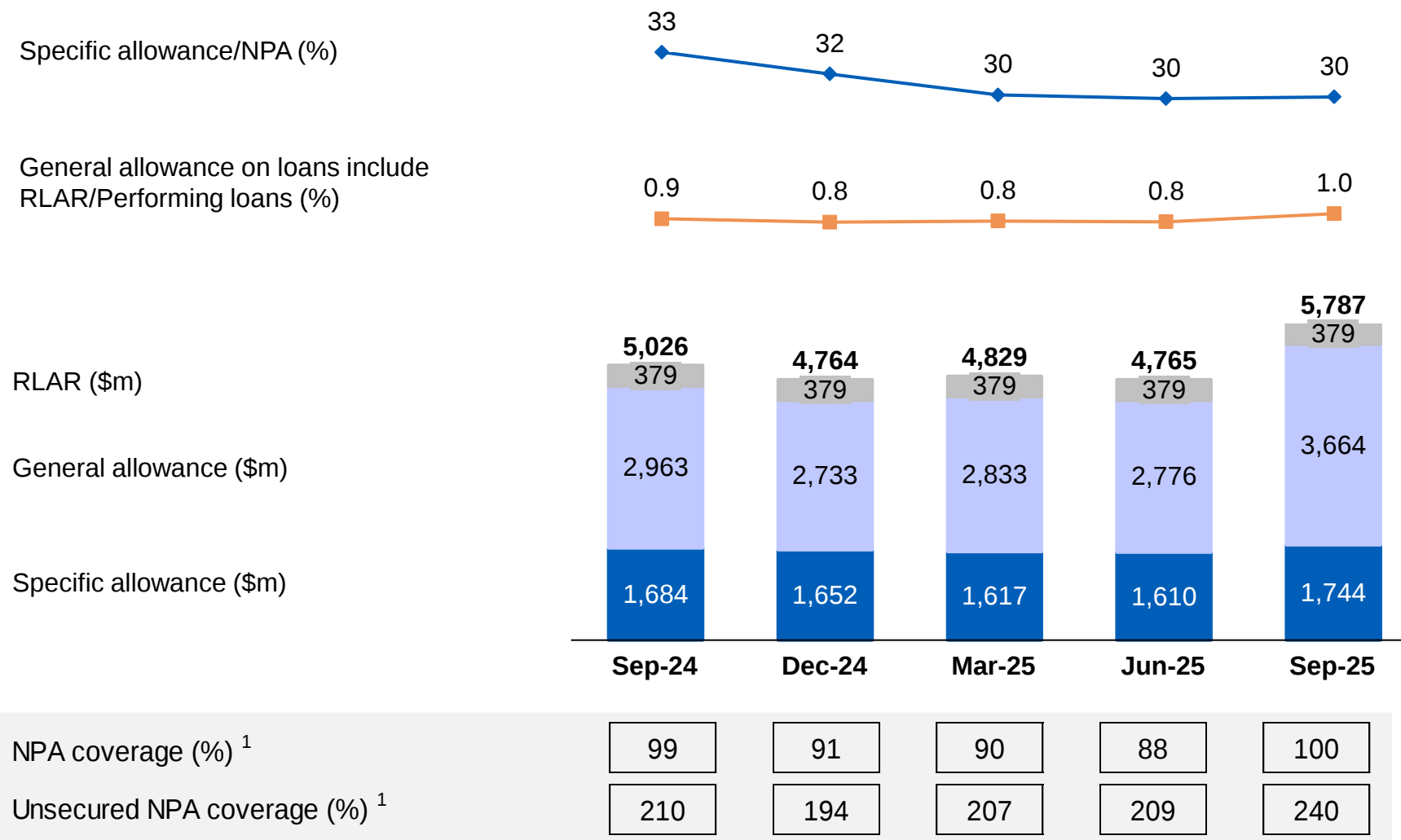
- Portfolio review amid ongoing macroeconomic uncertainties and sector-specific headwinds
- Stronger buffer for potential valuation adjustments

1. Reflects coverage for performing loans and provision includes RLAR (Regulatory loss allowance reserve)

Credit costs elevated by pre-emptive allowances

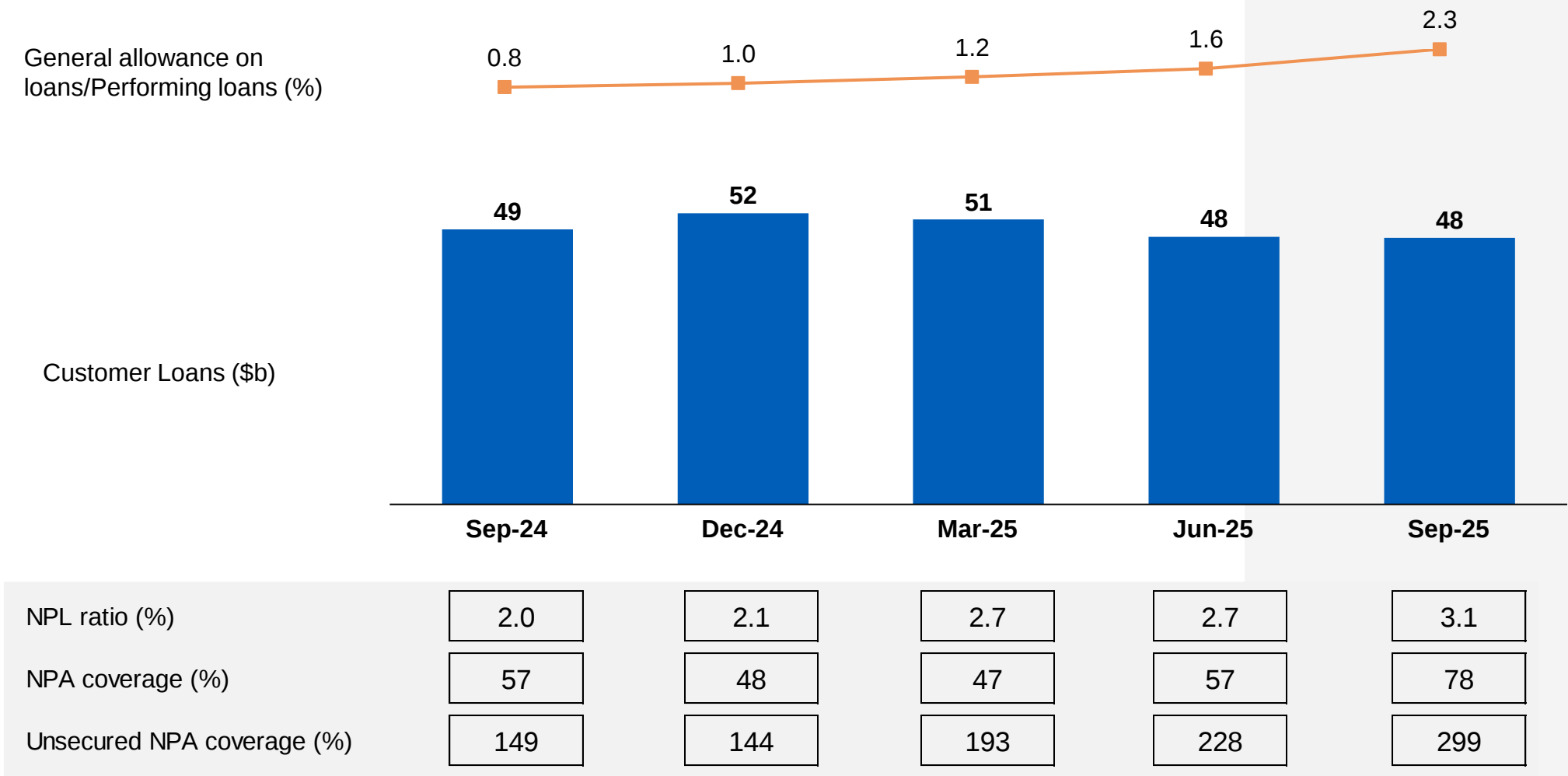


Pre-emptive provisioning to strengthen general allowance coverage to 1% of performing loans

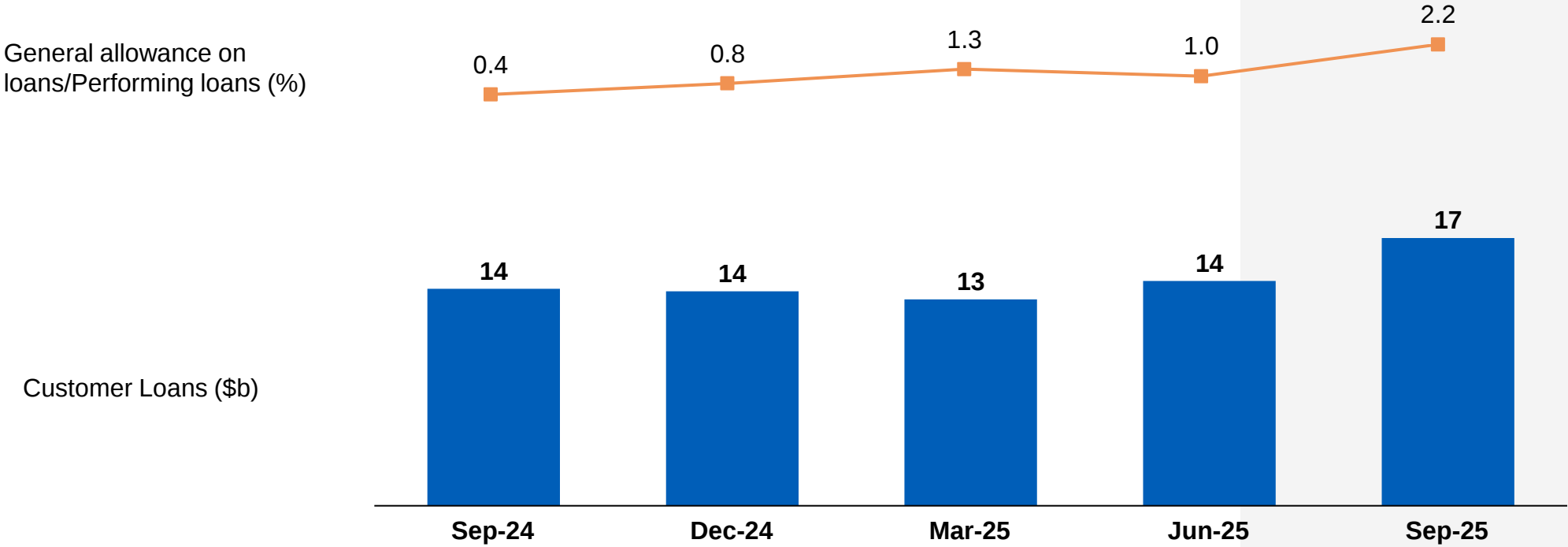


1. Includes RLAR (Regulatory loss allowance reserve) as part of total allowance

Greater China



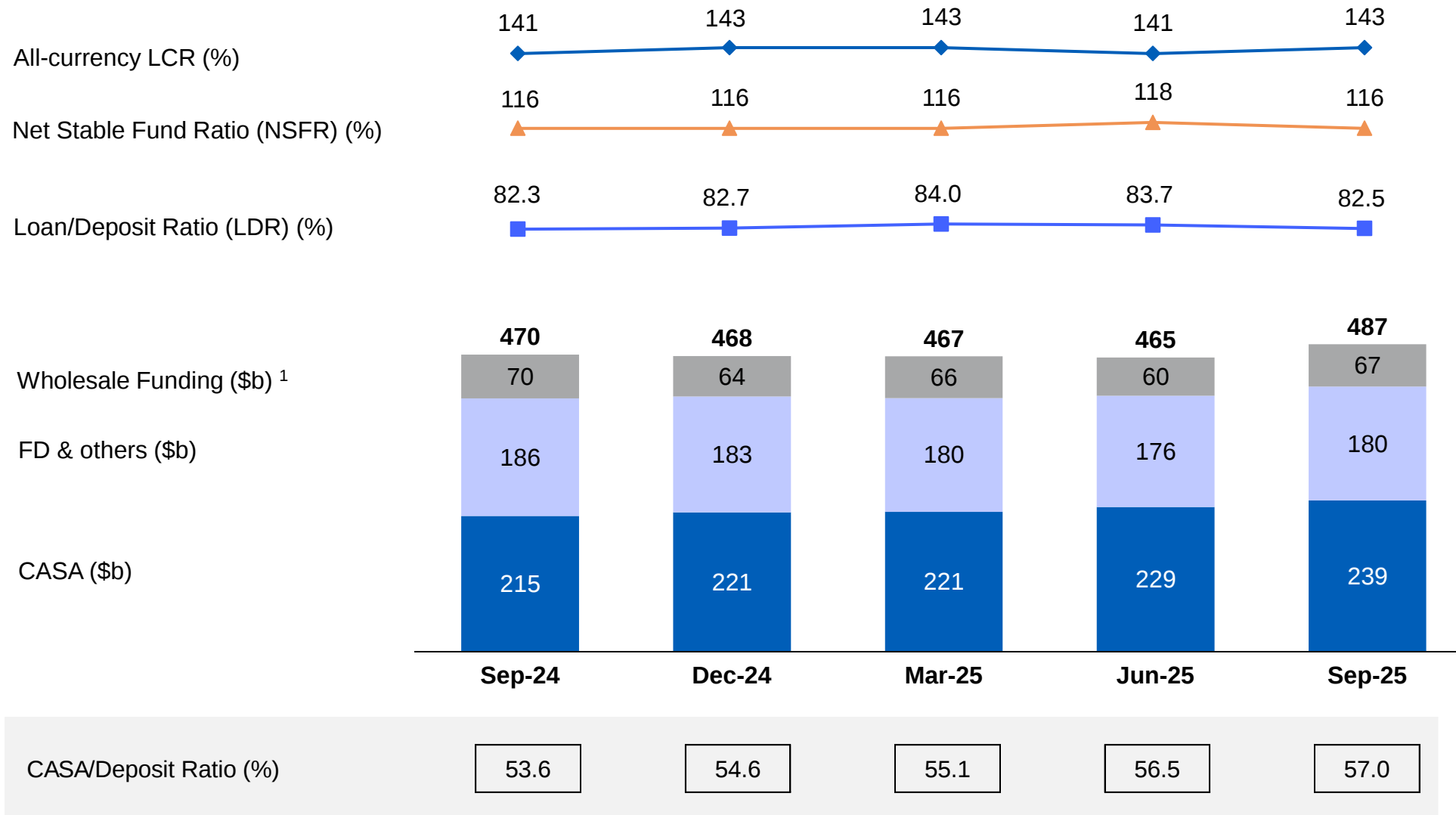
Note: Classification is according to where credit risks reside, represented by the borrower's country of incorporation/ operation for non-individuals and residence for individuals.



NPL ratio (%)	2.4	3.6	3.7	4.2	4.0
NPA coverage (%)	45	81	93	67	69
Unsecured NPA coverage (%)	136	128	148	129	147

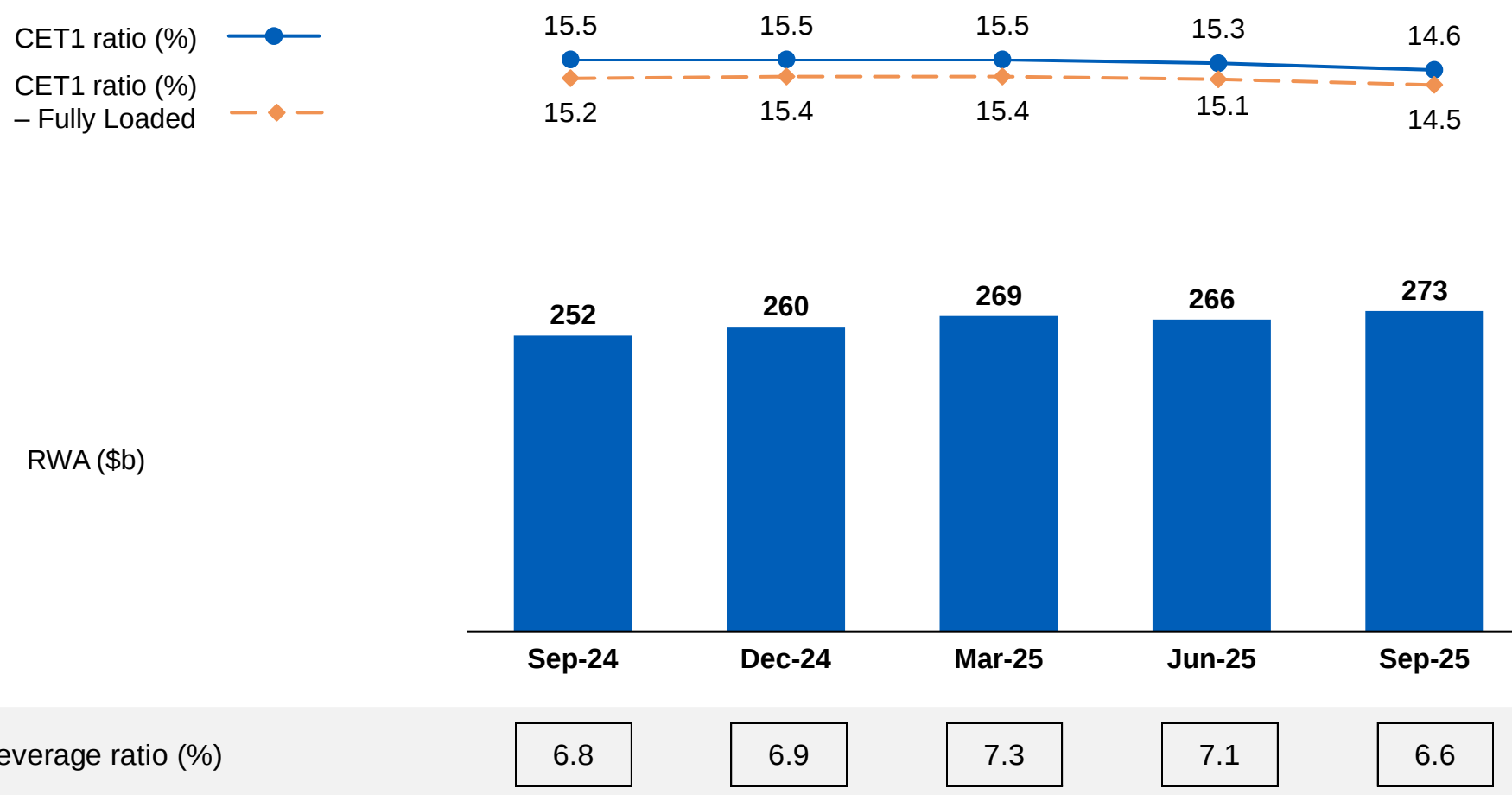
Note: Classification is according to where credit risks reside, represented by the borrower's country of incorporation/ operation for non-individuals and residence for individuals.

Strong liquidity and funding base with continued CASA growth



1. Comprising debt issuances, perpetual capital securities and interbank liabilities.

Healthy CET1 ratio at 14.6% following dividend payout

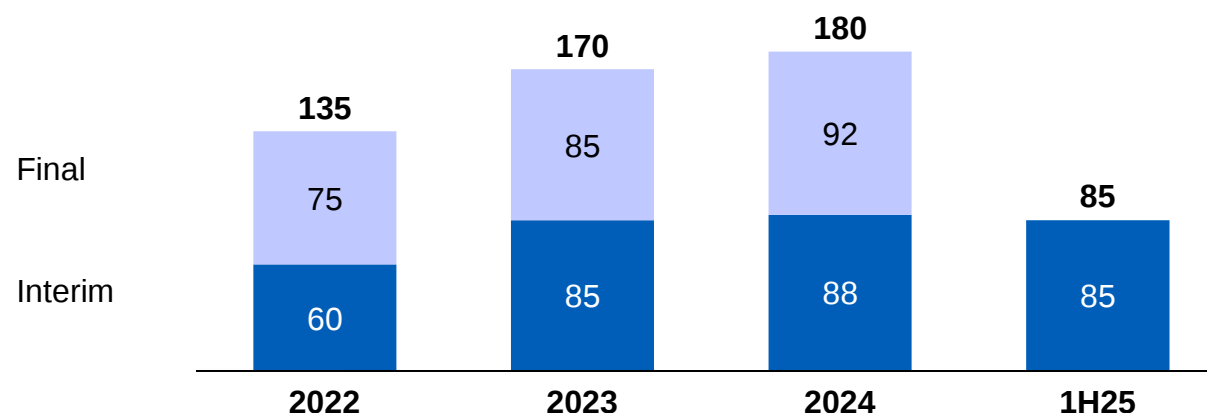


Delivering long-term and sustainable returns

Payout ratio (%)



Dividend per ordinary share (¢)



Capital Distribution Package

\$3 billion



2025 to 2027

50 cents

Special Dividend in 2025

- \$0.4b in May 2025
- \$0.4b in Aug 2025

\$2 billion

Share Buyback by 2027

- \$255m or 13% completed
- On track to commitment

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 470 branches and offices in 19 countries and territories.

Note: Financial statistics as at 30 September 2025

1. USD 1 = SGD 1.2898 as at 30 September 2025

2. Average for 3Q25

3. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions

Key Statistics for 9M25

■ Gross loans	: SGD351b (USD272b ¹)
■ Customer deposits	: SGD420b (USD325b ¹)
■ Loan / Deposit ratio	: 82.5%
■ Net stable funding ratio	: 116%
■ All-currency liquidity coverage ratio	: 143% ²
■ Common Equity Tier 1 ratio	: 14.6%
■ Leverage ratio	: 6.6%
■ Return on equity ³	: 9.0%
■ Return on assets	: 0.81%
■ Net interest margin	: 1.91%
■ Non-interest income / Total income	: 33.4%
■ Cost / Income	: 44.0%
■ Non-performing loan ratio	: 1.6%
■ 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's recognition in the industry



Best Bank in Asia-Pacific, 2024



Singapore's Best Bank, 2024
World's Best Bank for SMEs, 2024



Domestic Retail Bank of the Year - Singapore, 2024

Source: Company reports

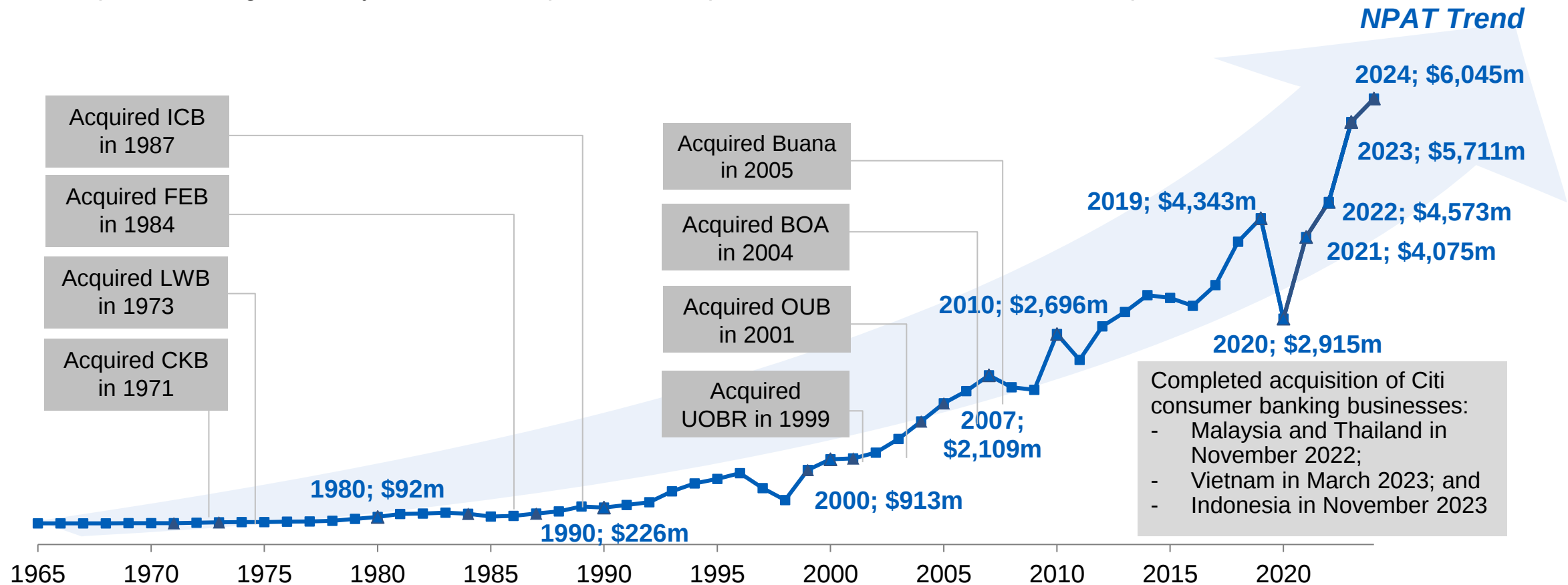
Sizeable domestic market share

SGD deposits	21%
SGD loans	25%

Source: UOB, MAS (data as of 30 Sep 2025)

Proven track record of execution

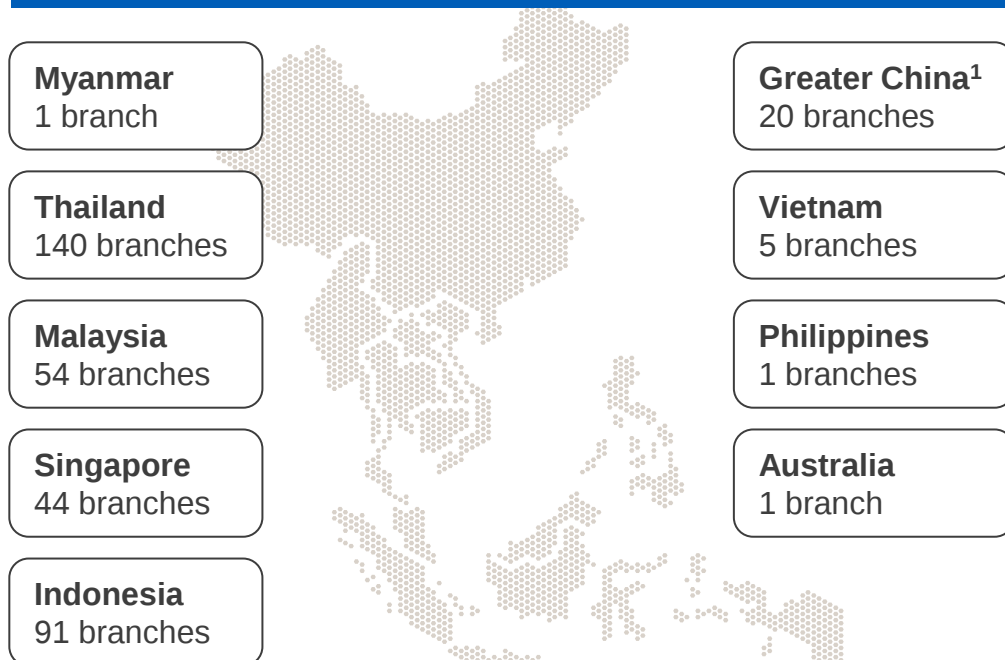
- UOB Group's management has a proven track record in steering the Group through various global events and crises
- Stability of management team ensures consistent execution of strategies
- Disciplined management style which underpins the Group's overall resilience and sustained performance



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

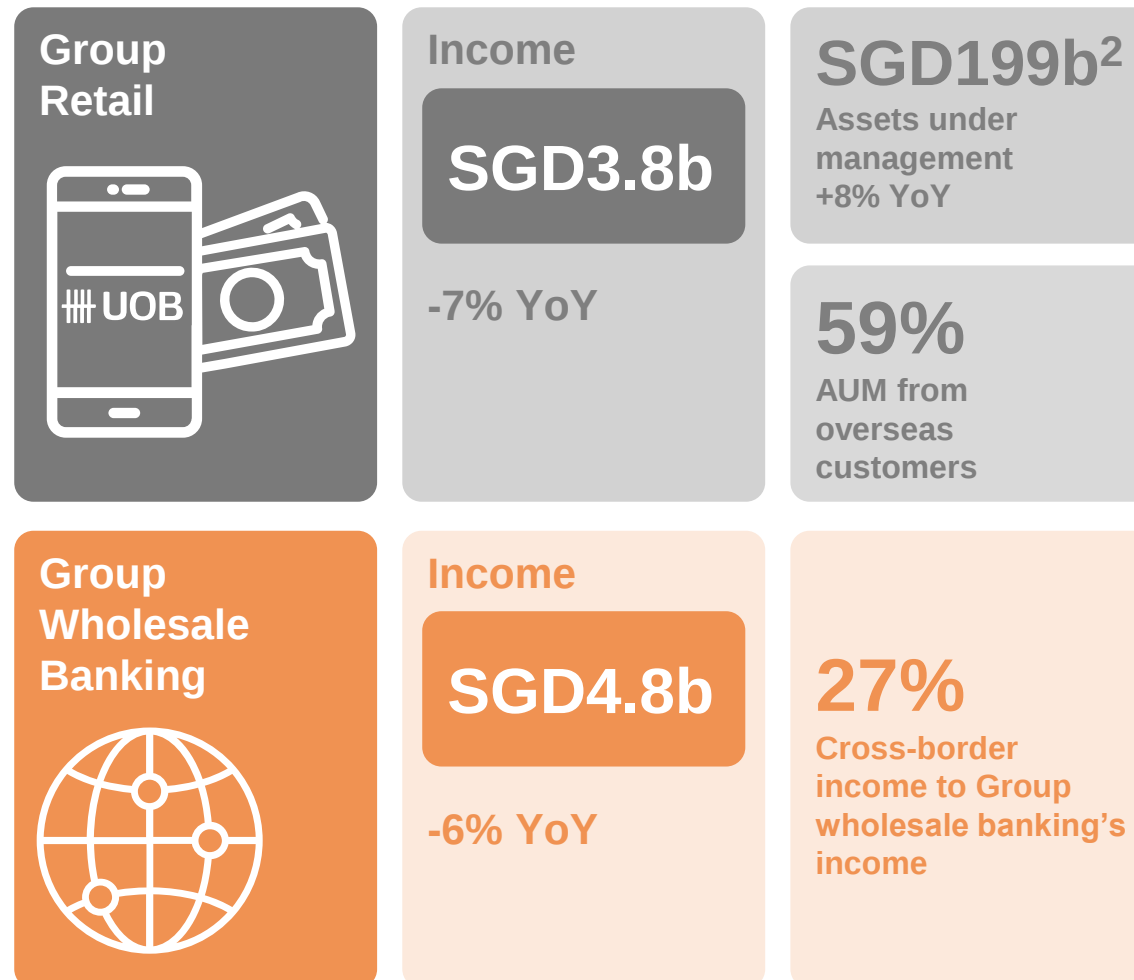
Extensive Regional Footprint



- 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

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

9M25 performance by segment



Why UOB?



Stable management

- Proven track record in steering the bank through various global events and crises
- Stability of management team ensures consistent execution of strategies



Integrated regional platform

- Truly regional bank with full ownership and control of regional subsidiaries
- Entrenched domestic presence and deep local knowledge to address the needs of our targeted segments
- Continued investment in talent and technology to build capabilities in a disciplined manner



Strong fundamentals

- Strong Common Equity Tier 1 capital adequacy ratio of 14.6% as at 30 September 2025
- Diversified funding and sound liquidity, with 82.5% loan/deposit ratio
- Strong coverage, with general allowance on loans (including RLAR) covering 1.0% of performing loans



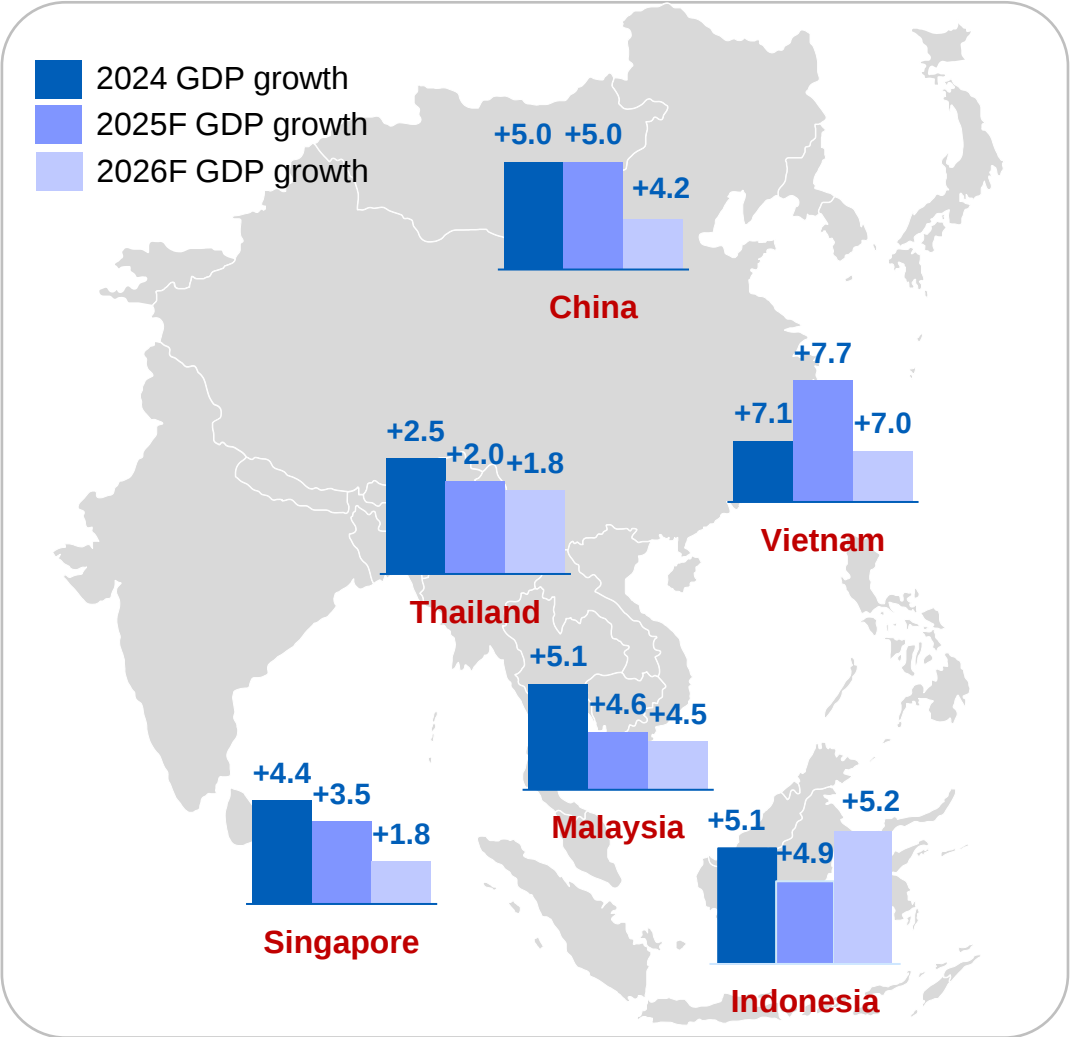
Balance growth with stability

- More than half of Group's earnings from home market of Singapore (AAA sovereign rating)
- Continue to diversify portfolio, strengthen balance sheet, manage risks and build core franchise for the future
- Maintain long-term perspective to growth for sustainable shareholder returns

Macroeconomic Outlook

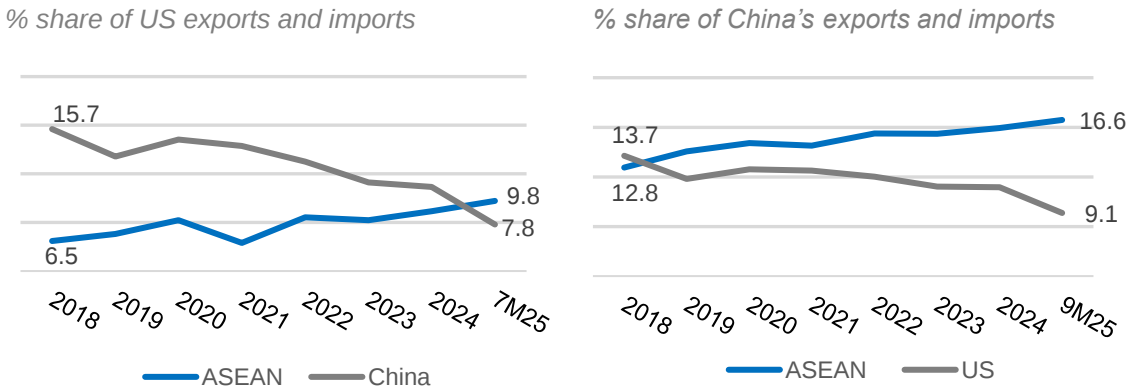
ASEAN: Navigating US Tariff Risks Amid Slowing Growth

Supply Chain Shifts, Intra-Regional Trade, Infrastructure and Policy Support to Anchor Medium-Term Outlook



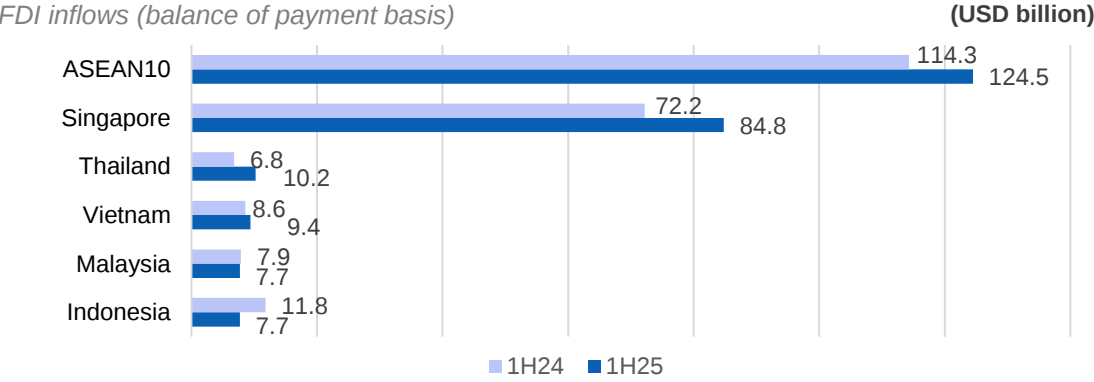
Source: UOB Global Economics & Markets Research forecasts

ASEAN's contribution towards US and China's total trade has risen



Source: Macrobond, UOB Global Economics & Markets Research

FDI inflows into ASEAN progressed well, with SG as main hub



Source: Macrobond, UOB Global Economics & Markets Research

After two 25-bps cuts, we still expect another Fed rate cut in Dec-25

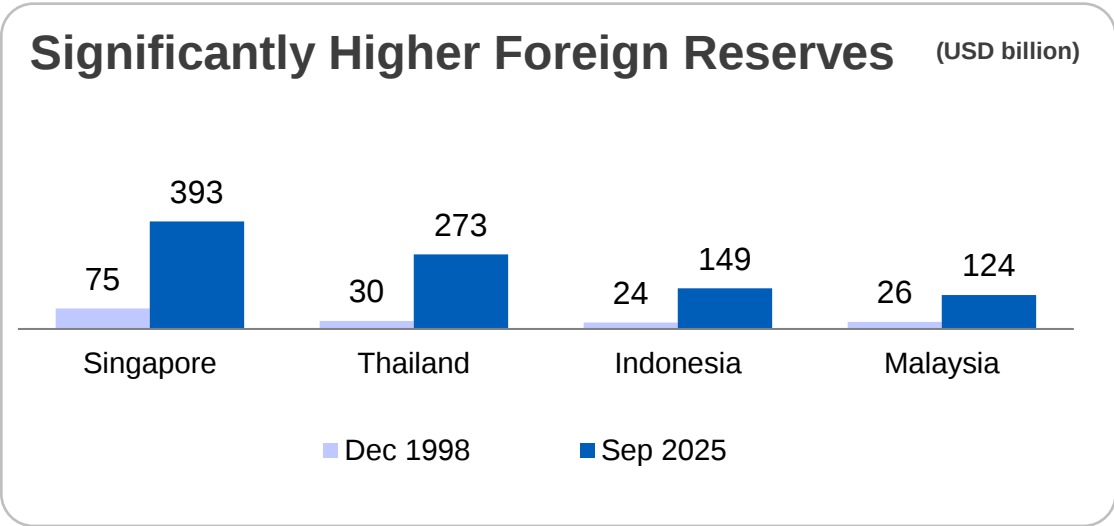
	4Q23	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25F	1Q26F	2Q26F	3Q26F
US 10-Year Treasury	3.88	4.20	4.40	3.78	4.57	4.21	4.23	4.15	4.00	3.90	3.90	4.00
US Fed Funds	5.50	5.50	5.50	5.00	4.50	4.50	4.50	4.25	3.75	3.75	3.50	3.25
SG 3M SORA	3.71	3.68	3.64	3.49	3.07	2.56	2.06	1.46	1.17	1.16	1.15	1.21
HK 1M HIBOR	5.27	4.80	4.61	4.32	4.58	3.73	0.73	3.54	3.25	3.10	2.85	2.65
MY Overnight Policy Rate	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.75	2.75	2.75	2.75	2.75
TH 1-Day Repo	2.50	2.50	2.50	2.50	2.25	2.00	1.75	1.50	1.25	1.00	1.00	1.00
ID 7-Day Reverse Repo	6.00	6.00	6.25	6.00	6.00	5.75	5.50	4.75	4.50	4.25	4.25	4.25
CH 1-Year Loan Prime Rate	3.45	3.45	3.45	3.35	3.10	3.10	3.00	3.00	2.90	2.90	2.90	2.90

The US Federal Reserve (Fed) cut by a second 25 bps at the Oct FOMC bringing the Fed Funds Target rate (FFTR – upper bound) to 4.00%. But Chair Powell warned in very clear terms that a third 25 bps cut at the Dec FOMC “is not a foregone conclusion” due to concerns over the increasing delay and lack of official macroeconomic data resulting from the Federal Government shutdown. Nonetheless, we continue to forecast another 25 bps cut in Dec, primarily due to downside risks to growth and employment, especially if the government shutdown is stretched to a new record duration. We are also keeping our view for two rate cuts in 2026, implying a lower terminal FFTR of 3.25% in 2026.

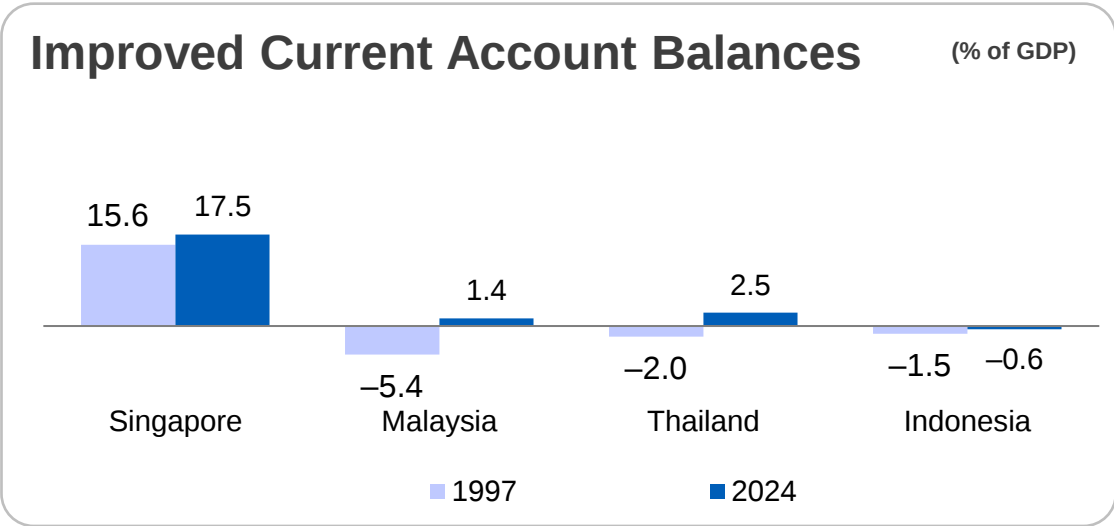
In general, with the exception of the Bank of Japan (BOJ), which is seen pushing ahead with its projected rate hikes, albeit at a slower pace, our updated assessment of central bank decisions in the DM and Asian space suggests an even shallower rate cutting cycle going forward. Meanwhile, we see the resumption of US Fed rate cuts and persistent domestic deflationary pressure creating the room for the PBOC to cut its interest rate by 10-bps later this year, with the 7-day reverse repo, 1-year LPR and 5-year LPR to end the year at 1.30%, 2.90% and 3.40%, respectively. We also see prospect of a further 50-bps cut to the RRR.

Singapore’s economy demonstrated notable resilience in the first 9 months of 2025 (YTD growth: 3.9% y/y) supported by the front-loading of exports and production ahead of anticipated US tariffs, in addition to spillovers from secular AI-related investment demand globally. We have raised our 2025 full-year growth forecast to 3.5% (from 3.2% prev) but maintained our 2026 projection at 1.8%. Our baseline forecast assumes below-trend sequential growth into 2026, reflecting the delayed impact of US tariffs. Core inflation momentum has remained below the historical average since 2H24 and price pressures could stay muted into 2026 (core 2026F: 1.3%, 2025F: 0.6%) given benign external inflation conditions while a gradually cooling domestic labour market could also temper services inflation. We expect MAS to maintain its current policy settings of a mild S\$NEER band appreciation (est 0.5% p.a.) for the remainder of 2025 and into 2026.

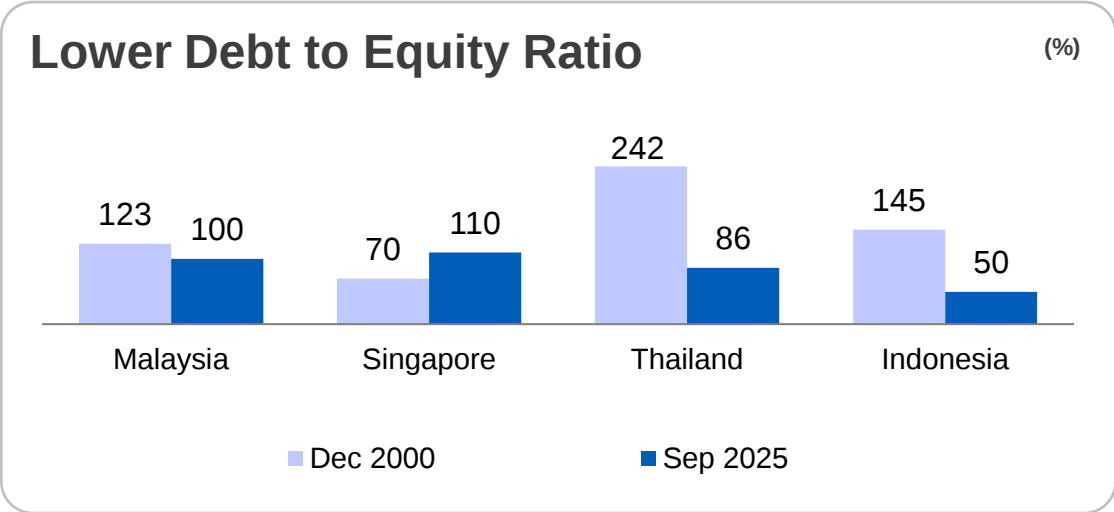
Macro resilience across key Southeast Asian markets



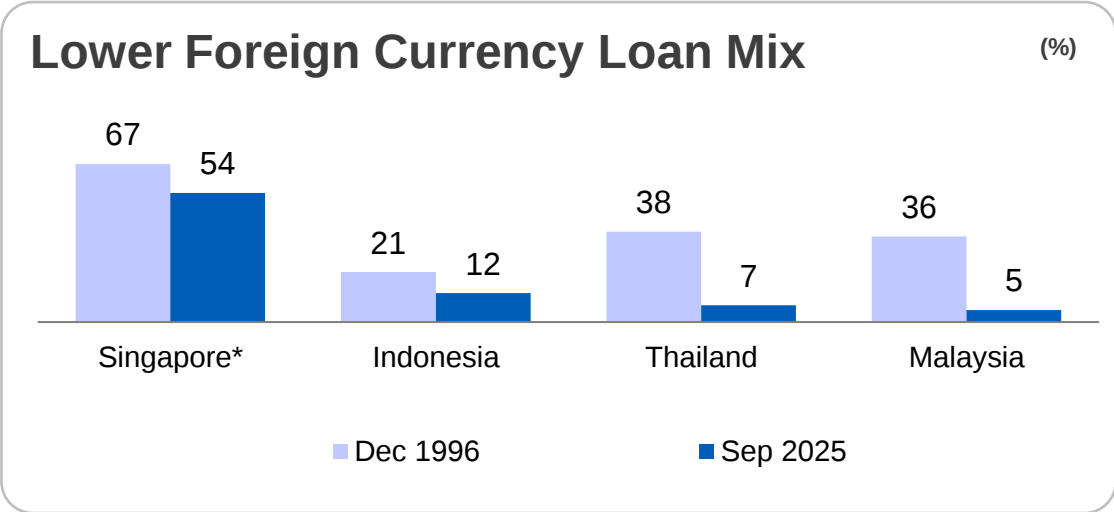
Sources: World Bank, International Monetary Fund



Source: International Monetary Fund

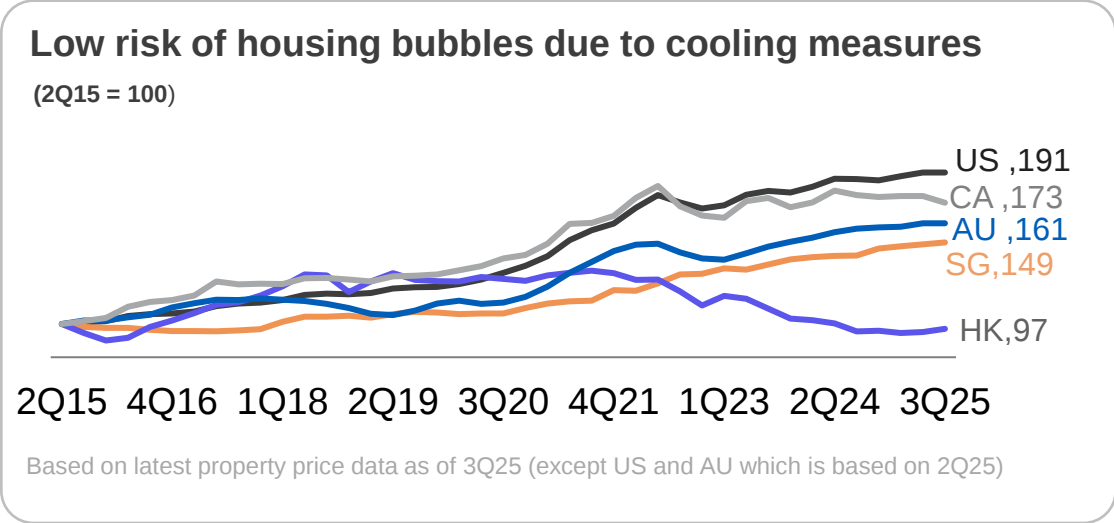


Total debt to equity ratio = total ST and LT borrowings divided by total equity, multiplied by 100
Sources: MSCI data from Bloomberg

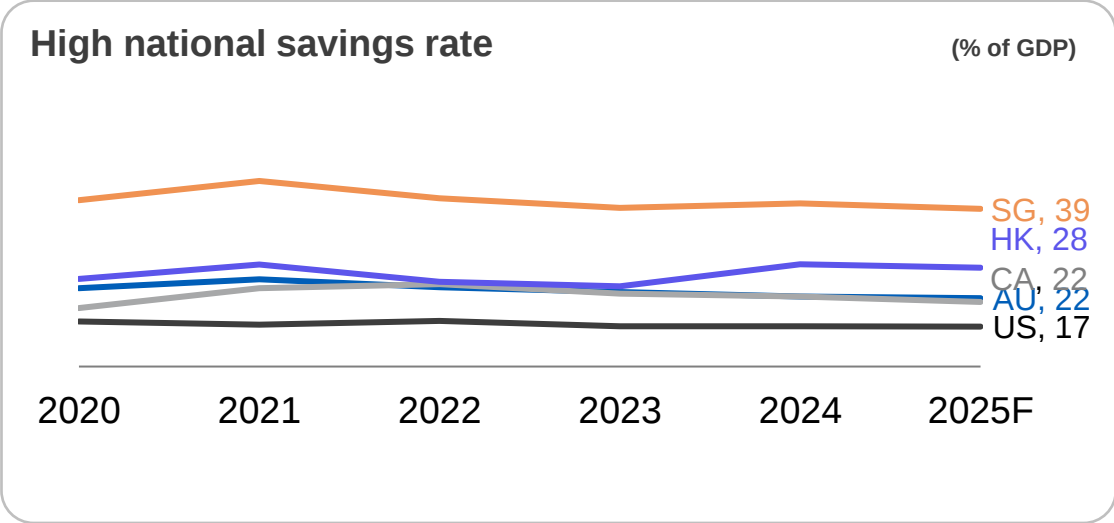


* Foreign currency loans in 1996 approximated by using total loans of Asia Currency Units
Thailand data is as of Jun 2025, Indonesia's data is as of Aug 2025
Sources: Central banks

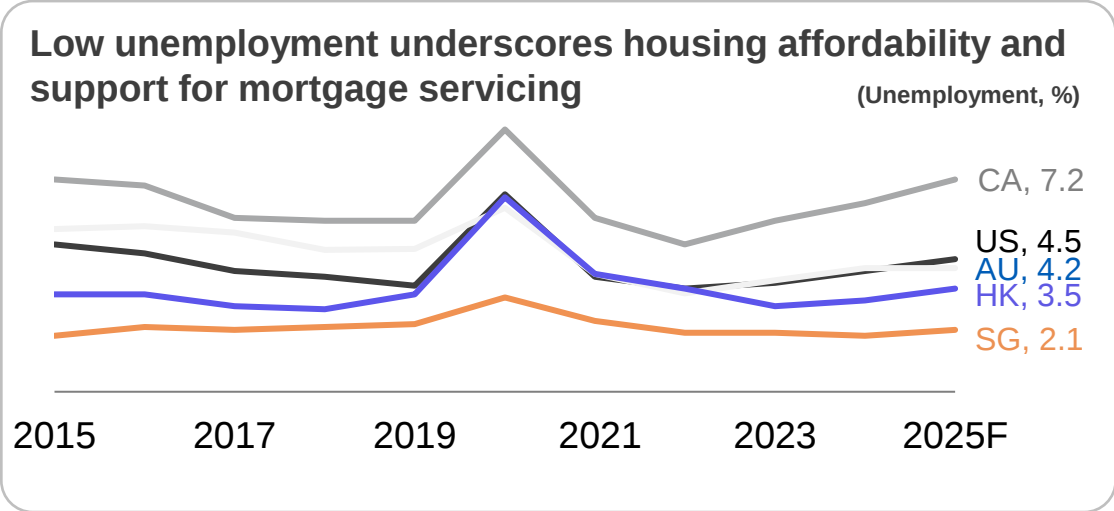
Singapore mortgages remain a low-risk asset class



Sources: CEIC, UOB Economic-Treasury Research



Source: International Monetary Fund, UOB Economic-Treasury Research



Sources: Macrobond, UOB Economic-Treasury Research



Sources: Singapore Statistics, Urban Reform Institute, Frontier Centre for Public Policy, UOB Economic-Treasury Research

Singapore has implemented Basel IV⁵

Year	'13	'14	'15	'16	'17	'18	'19	'20	'21	'22	'23	'24	'25	'26	'27
Basel III capital ratios	Phased-in						Full								
IFRS 9	→ Start														
LCR ¹							Phased-in				Full				
NSFR ²	→ Start														
SACCR ³							→ Start date (pending)								
TLAC ⁴							Phased-in				Full				
Basel IV ⁵											Phased-in				
-- MCRM ⁶											→ Start				
-- Leverage ratio				Disclosure phase		Start		→ Revised ⁷							

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 (Final Basel III reforms): 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

Capital adequacy rules 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 ²	n/a	0%	0%	0%	0%
D-SIB Buffer	n/a	2.0%	1.0%	1.0%	1.0%–2.5% ³
Minimum Leverage Ratio	3.0%	3.0%	3.0%	3.0%	3.0%
Minimum LCR	100%	100%	100%	100%	100%
Minimum NSFR	100%	100%	100%	100%	100%

Source: Regulatory notifications

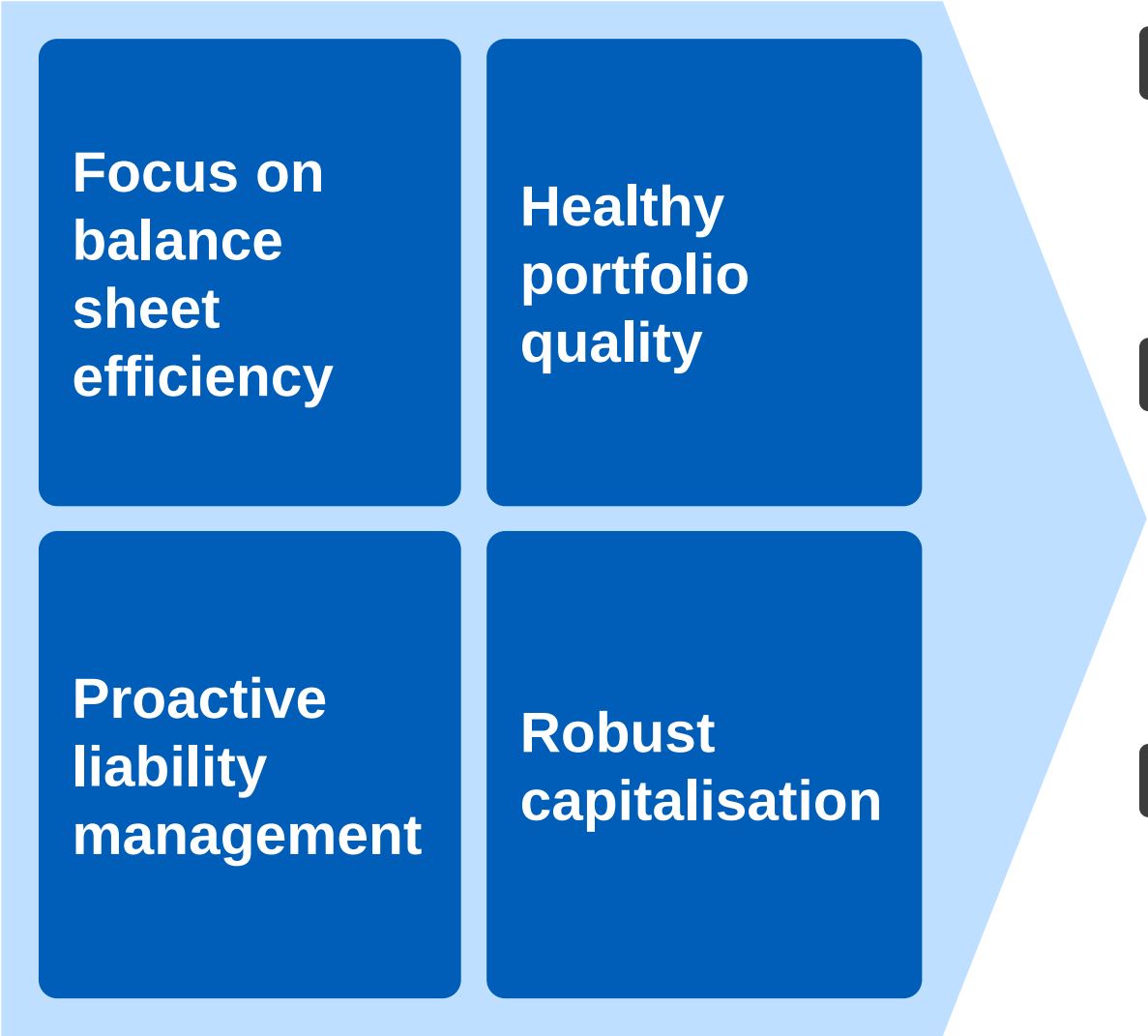
1. Includes 2% for D-SIB (domestic-systemically important banks) buffer for the three Singapore banks

2. Each regulator determines its own level of countercyclical capital buffer

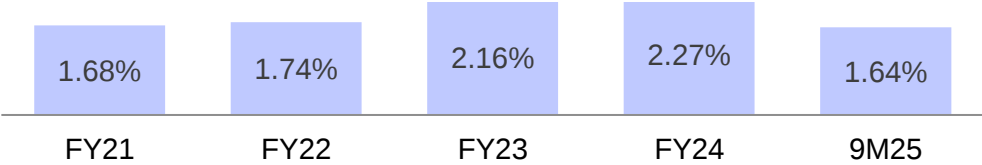
3. According to the regulations, capital surcharge for Indonesia D-SIBs are classified into four buckets based on the tier 1 capital (Bucket 1 – 1%, Bucket 2 – 1.5%, Bucket 3 – 2%, Bucket 4 – 2.5%)

Strong UOB Fundamentals

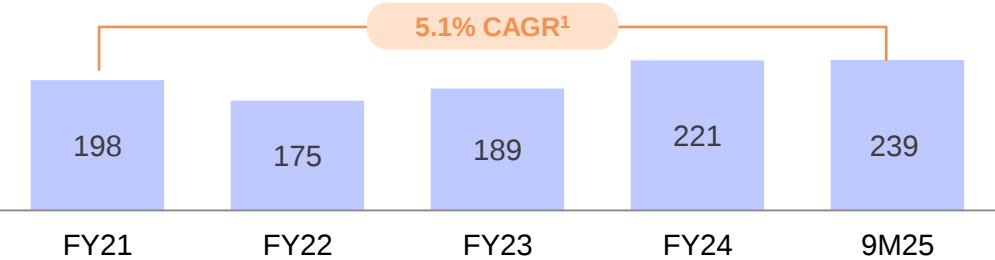
Disciplined balance sheet management



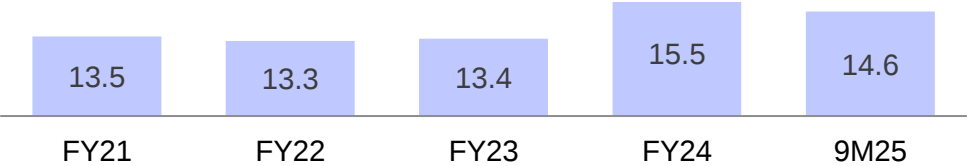
Return on risk-weighted assets



Current Account Saving Account Balances (SGD b)



Common Equity Tier 1 ratio (%)

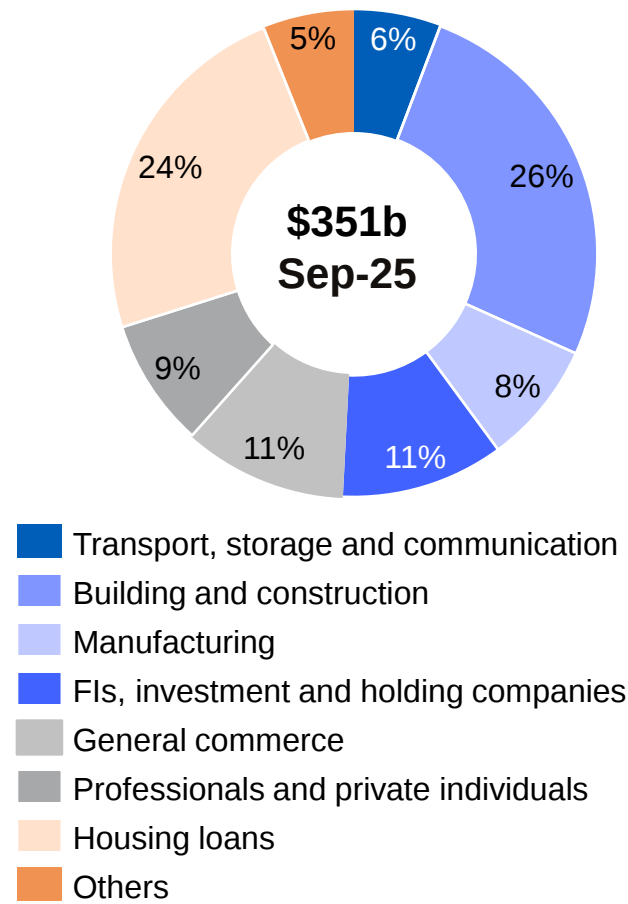


Notes
1. Compound annual growth rate over FY21 to 9M25 period

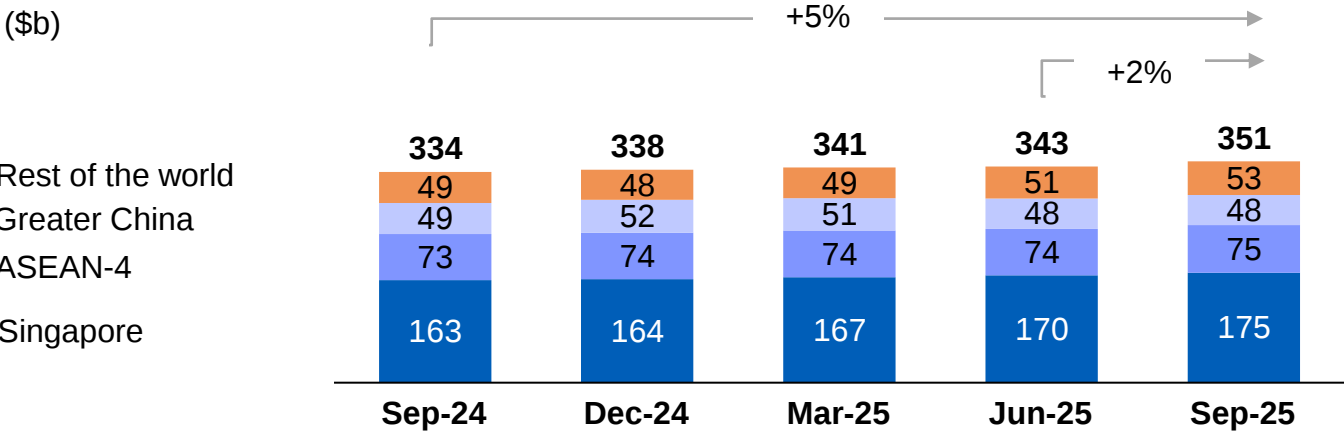
Customer loan momentum sustained, growth of 5% YoY and 2% QoQ



By Industry

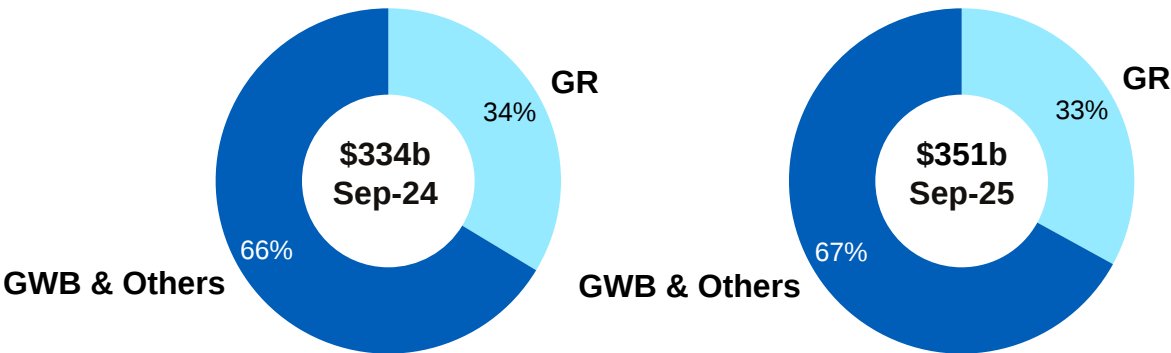


By Geography



Note: Loans are classified based on where credit risks reside, represented by country of incorporation/operation for non-individuals and residence for individuals.

By Segment



UOB's responsible financing journey: pragmatic and progressive



TCFD Implementation: Climate Scenario Analysis



Future Plan



Metrics and Targets

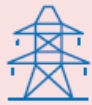
To align our disclosure with ISSB requirements in view of the transition from TCFD to ISSB standards

In October 2022, we announced our commitment to achieving net zero by 2050, with a focus on 6 priority sectors

● Energy ● Built environment

Net zero targets and commitments for six sectors

Energy



Power

Reduce emissions intensity by **64%** by 2030 and **98%** by 2050



Automotive

Reduce emissions intensity by **58%** by 2030 and **net zero** by 2050



Oil and gas

No new project financing for upstream oil and gas projects approved for development after 2022

Built environment



Real estate

Reduce emissions intensity by **36%** by 2030 and **97%** by 2050



Construction

Reduce emissions intensity by **31%** by 2030 and **85%** by 2050



Steel

Reduce emissions intensity by **20%** by 2030 and **92%** by 2050

Covers **~60%** of our corporate lending portfolio

We focused on two significant, high-emitting ecosystems, **energy** and **built environment**, spanning 6 sectors based on:

- Significant contributors to GHG emissions regionally: ~73% of global emissions¹
- Material to UOB's corporate lending portfolio: ~60% of total corporate lending portfolio

Our commitments were defined in line with guidance by the Net Zero Banking Alliance (NZBA) and the Glasgow Financial Alliance for Net Zero (GFANZ)

2 years on, we are progressing across all priority sectors, and are trending below the reference pathways



Power (kgCO₂/MWh)

37% below pathway



Automotive (gCO₂/vehicle-km)

4% below pathway



Note: We have updated both our reference pathway, including our 2030 target, and portfolio data to be in line with the latest market practice. For data consistency, we have omitted 2021 figures.



Oil and gas (O&G)

No new project financing for upstream projects approved for development after 2022

Coal

No new project financing of greenfield or expansion of coal-fired power plants and thermal coal mines; Exit financing for thermal coal sector by 2039



Real estate (kgCO₂/m²)

11% below pathway



Construction (tCO₂/S\$million)

18% below pathway



Steel (tCO₂/tonne)

6% below pathway



Nature risks: Our portfolio has low to medium risk, with ~20% estimated to have material impacts and/or dependencies on nature

Double materiality sector assessment

Spread of high to low impacts and dependencies for sectors present in our portfolio



- UOB's overall portfolio has **low to medium risk** based on direct sector scores
- 5 sub-sectors with material impacts and/or dependencies on nature (~20% of exposure)
- **Agriculture, Metals & Mining and Built Environment** value chains have the most material risks and opportunities related to nature. We have focused on these three sectors in our analysis
- **Oil & Gas** has material impacts on nature and is minimally considered for nature dependencies. It is not prioritized because opportunities in O&G are primarily in net zero related activities
- **Waste management** material impact and dependency but has a small exposure (0.1%) in UOB's portfolio so are not prioritising this sector

Nature opportunities: ~60% of our sustainable finance portfolio is focused on the nature-climate nexus



Comparison against peers

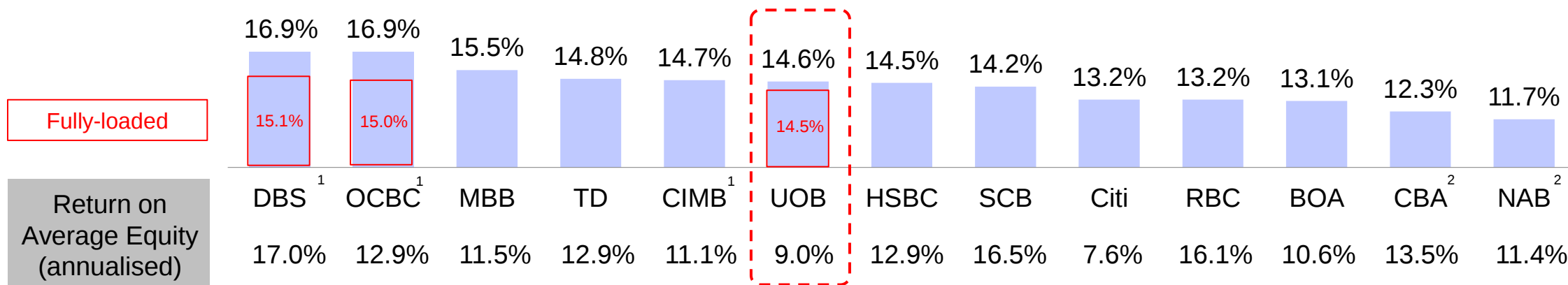
				Standalone Strength	Cost Management	Returns	Liquidity
Moody's	S&P	Fitch		Moody's baseline credit assessment	Costs/income ratio	Return on average assets (annualised)	Loan/deposit ratio
Aa1	AA-	AA-	UOB	a1	44%	0.8%	83%
Aa1	AA-	AA-	OCBC	a1	39%	1.4%	79%
Aa1	AA-	AA-	DBS	a1	39%	1.4%	73%
A3	A-	A+	HSBC	a3	52%	0.8%	57%
A3	BBB+	A	SCB	baa1	56%	0.7%	51%
A1	A-	AA-	BOA	a2	64%	0.9%	58%
A3	BBB+	A	Citi	baa1	63%	0.6%	52%
Aa2	AA-	AA-	CBA	a1	46%	0.8%	107%
Aa2	AA-	AA-	NAB	a2	47%	0.6%	118%
Aa1	AA-	AA-	RBC	a2	55%	0.9%	69%
Aa3	A+	AA-	TD	a2	58%	0.7%	77%
A3	A-	n.r.	CIMB	baa1	46%	1.0%	89%
A3	A-	n.r.	MBB	a3	49%	1.0%	90%

Source: Company reports, Credit rating agencies (updated as of 12 November 2025)

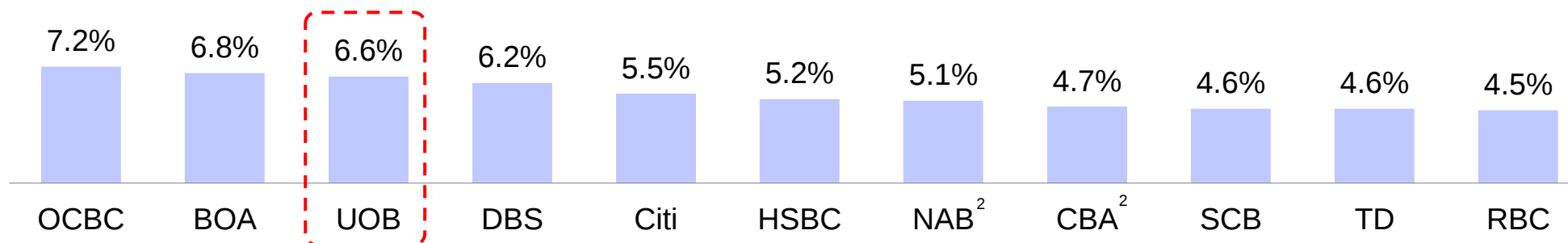
Financial data based on period ended 30 September 2025, except for CIMB, Maybank, CBA (30 June 2025), & RBC/TD (period ended 31 July 2025)

Capital and leverage ratios

Reported Common Equity Tier 1 CAR



Reported Leverage Ratio



1. The three major Singapore banks have implemented Final Basel III reforms (both transitional and fully-loaded ratios are shown above)

2. Common equity Tier 1 ratios of CBA and NAB are based on APRA's standards; their respective internationally comparable ratio was 18.7% (30 June 2025) and 17.1% (30 September 2025)

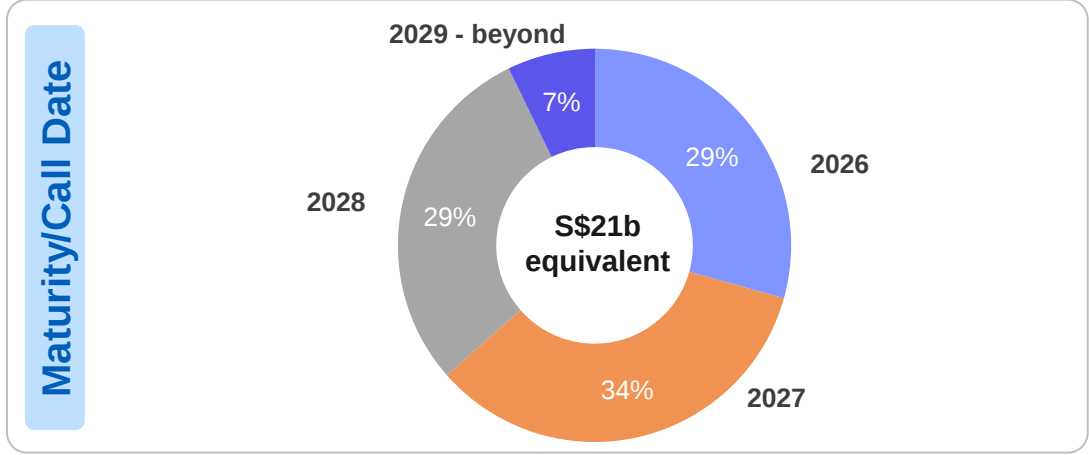
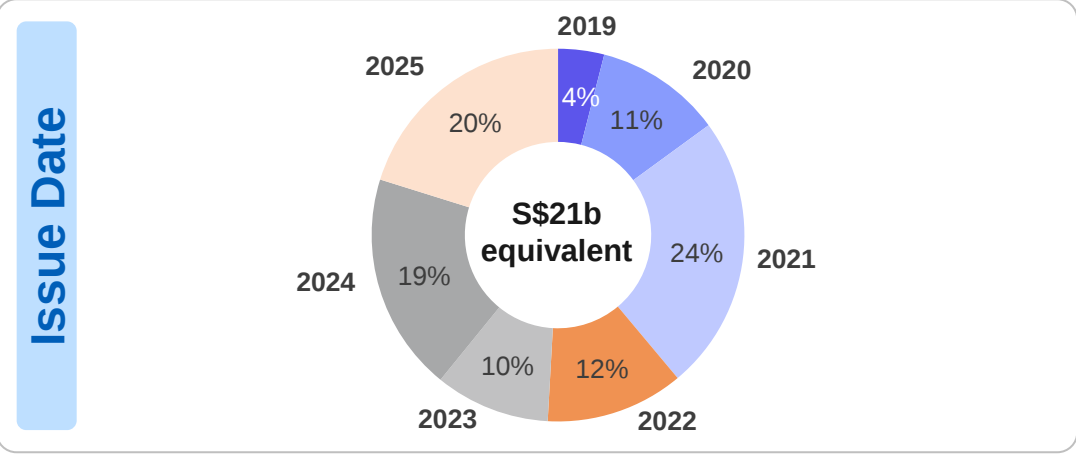
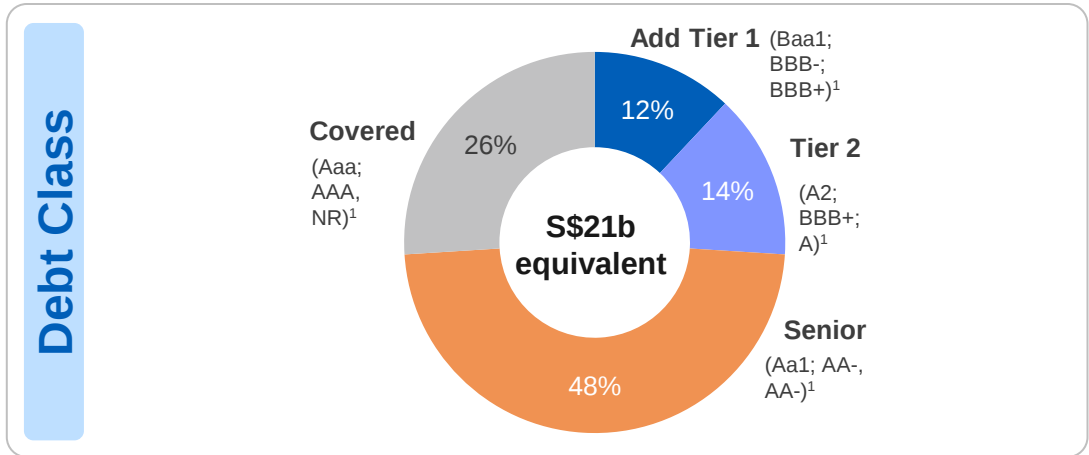
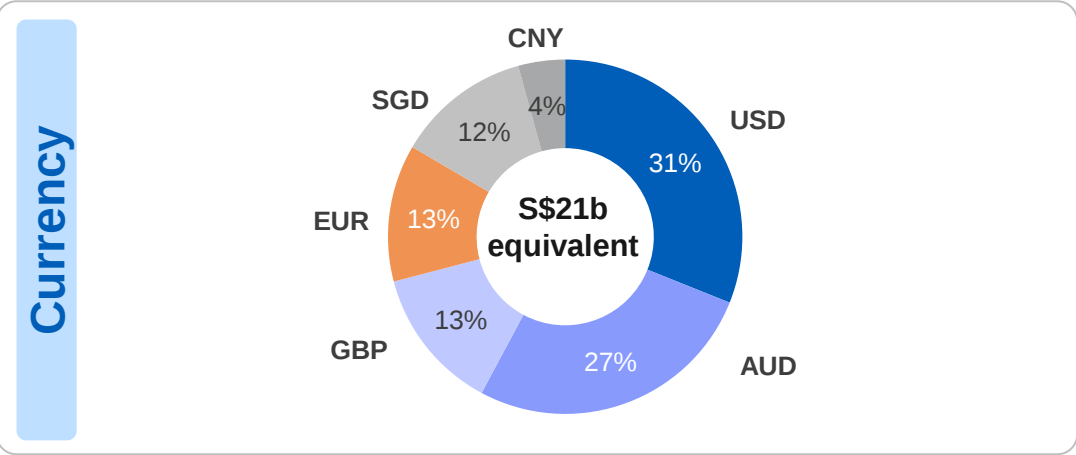
Source: Company reports

Financial data based on period ended 30 September 2025, except for CIMB, Maybank, CBA (30 June 2025), & RBC/TD (period ended 31 July 2025).

Strong investment grade credit ratings

A regular issuer in key debt capital markets globally

MOODY'S INVESTORS SERVICE **Aa1 / P-1** **S&P Global Ratings** **AA- / A-1+** **FitchRatings** **AA- / F1+**



Source: Credit rating agencies
Note: The pie charts represent outstanding UOB's public rated issuances as 06 November 2025; for more details, please refer to <https://www.uobgroup.com/investor-relations/capital-and-funding-information/group-securities.html>
The issuance ratings are by Moody's Investors Service, S&P Global Ratings and Fitch Ratings, respectively

Our Growth Drivers

Our growth drivers



Realise potential of our integrated platform

- 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



Sharpen regional focus

- 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



Reinforce fee income growth

- 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



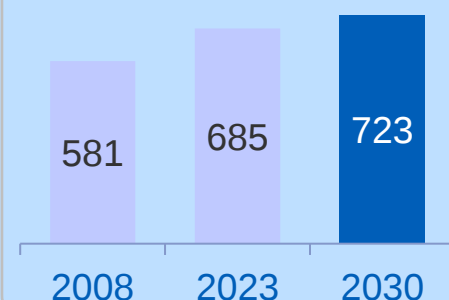
Long-term growth perspective

- 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

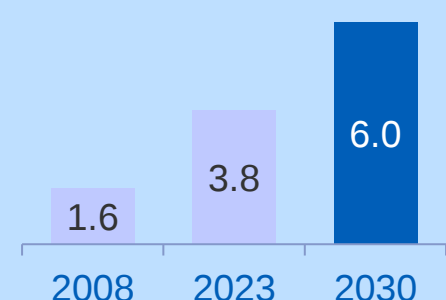
Population

(Million persons)



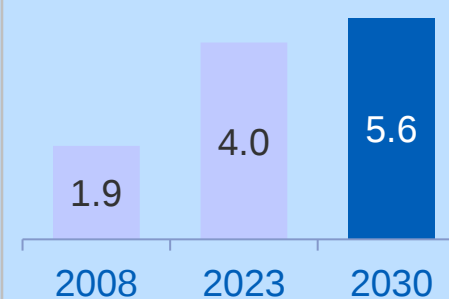
GDP¹

(USD trillion)



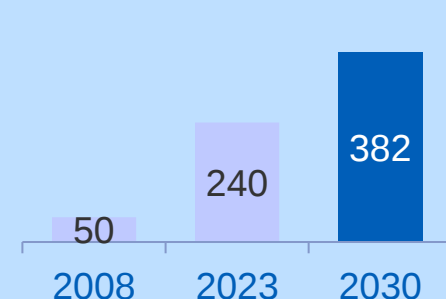
Trade²

(USD trillion)



FDI³

(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 GDP¹
- Fourth largest trading group globally
- Third largest recipient of inward FDI³ 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

2022 retail banking pool sizes



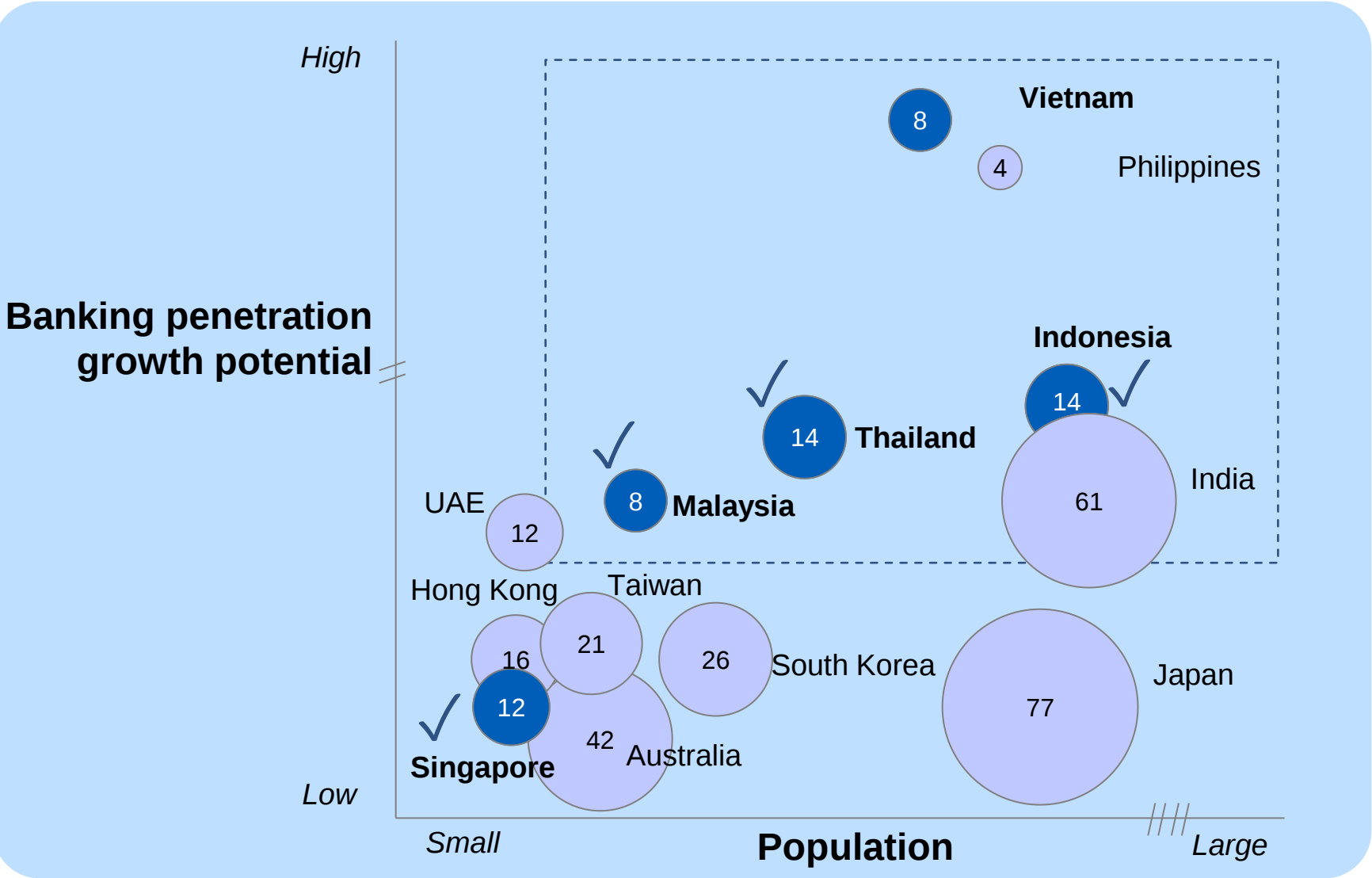
USD b



Denotes UOB's core markets in Southeast Asia



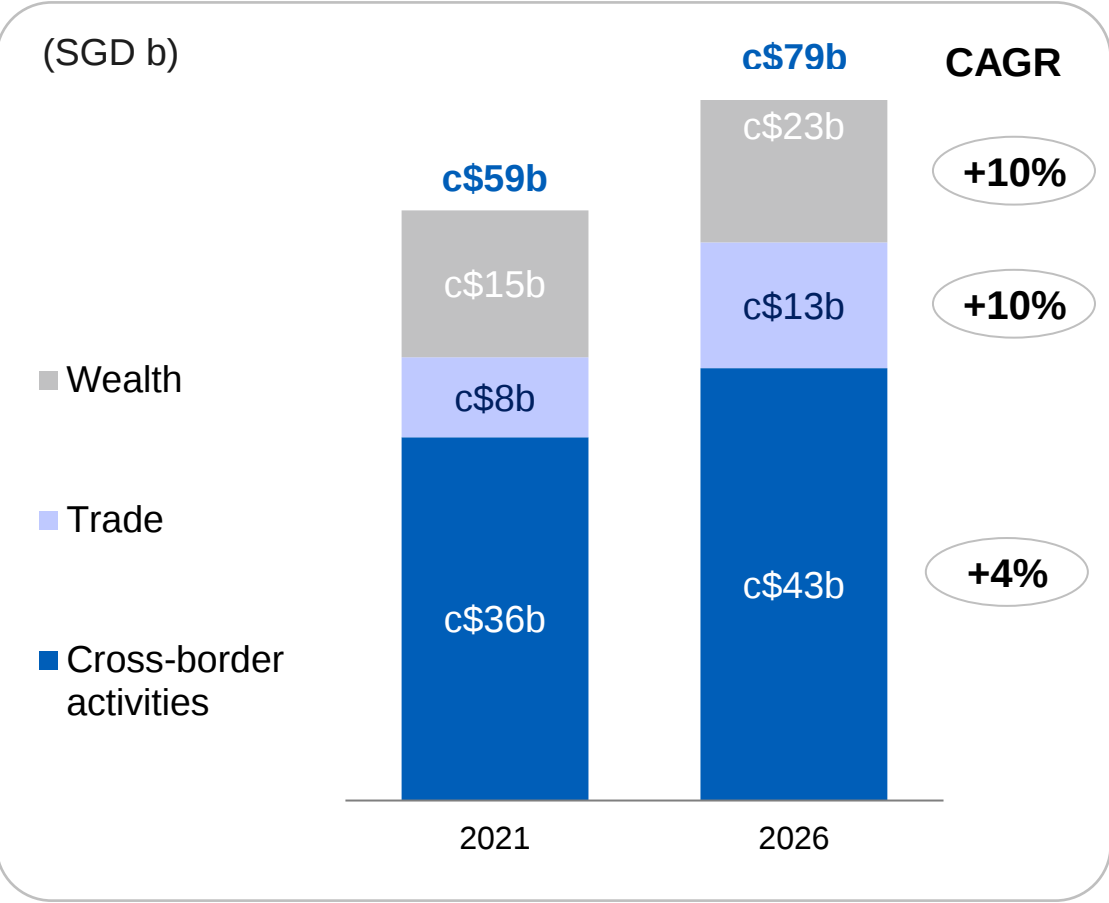
TMRW by UOB was launched in Thailand, Indonesia, Singapore and Malaysia.



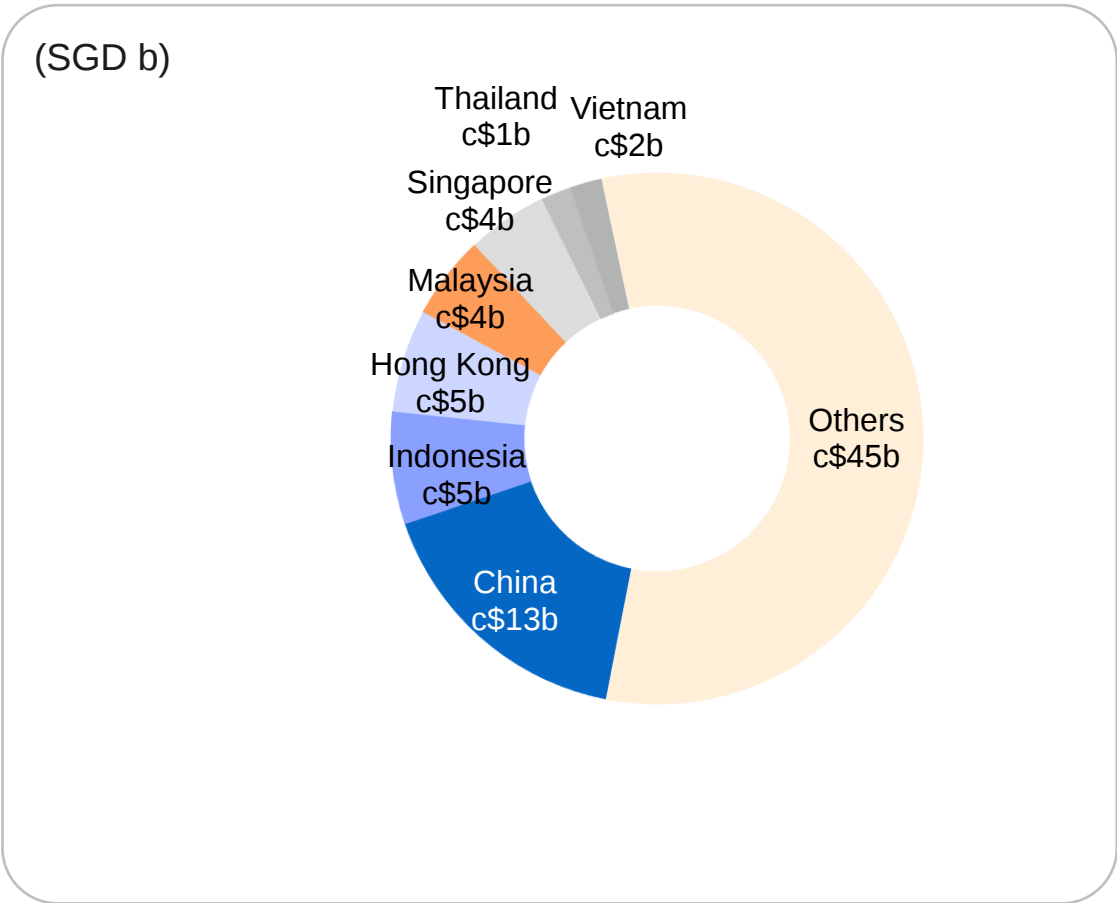
Source: BCG banking pools (2022), World Bank (2022)

Revenue potential from ‘connecting the dots’ in the region

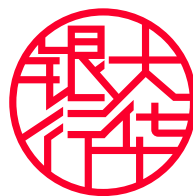
Industry’s potential connectivity revenue



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



Right By You