



81<sup>st</sup> UOB Annual General Meeting  
**Building the Future of ASEAN**

**Wee Ee Cheong**

Deputy Chairman and Chief Executive Officer

21 April 2023

Private and Confidential

# Agenda

1. 2022 Performance Review

2. Key Growth Drivers

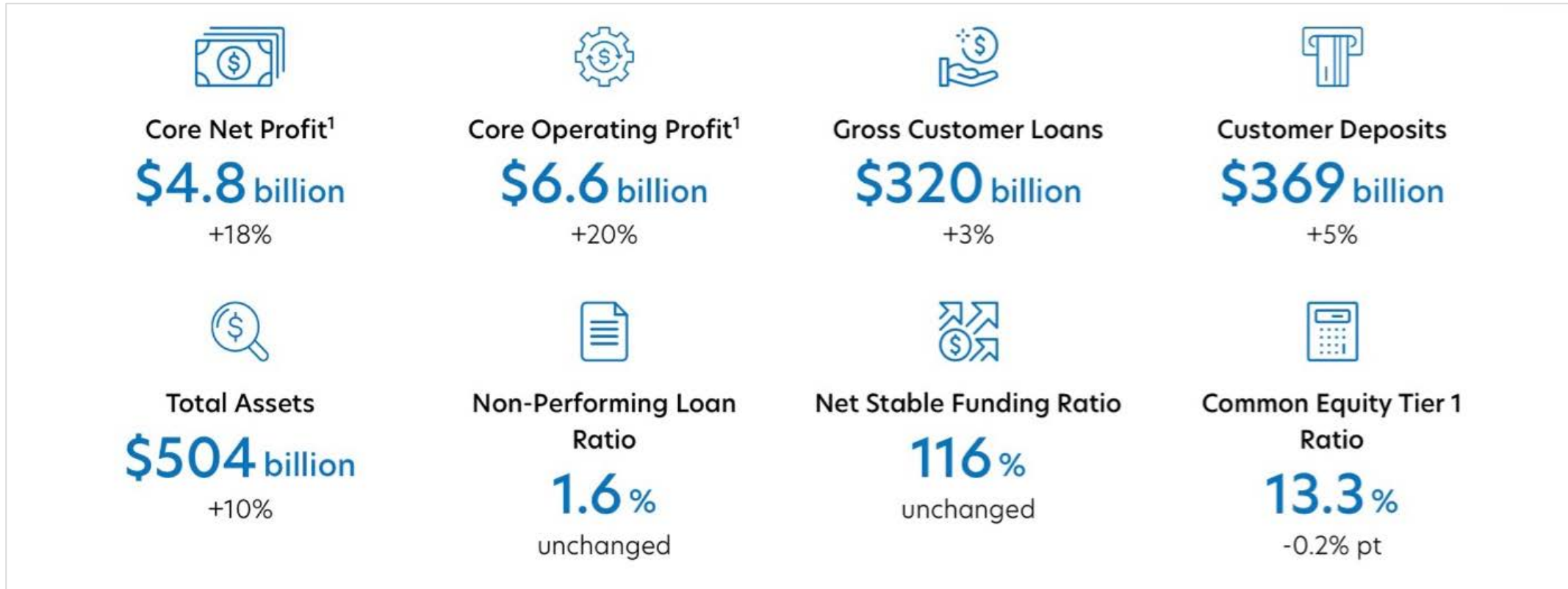
3. Looking Ahead



*Tree*  
Karina Delicia Simon

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# Strong balance sheet and robust earnings for FY2022



**Total Dividend Per Share**

**\$1.35**

49% payout ratio

<sup>1</sup> Excluding one-off expenses

# Key Growth Drivers

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

Our cross-border revenue

**+12%**

year-on-year



Income from cash management and trade finance mandates

**+26%**

year-on-year

Revenue from sector-specific solutions

**+21%**

year-on-year



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

## Asia holding up well with steady growth

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

## UOB uniquely positioned to capture trade and investment flows

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



# Transformational Citigroup acquisition



## Citigroup integration progressing well

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

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

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

# Acquire, serve and engage customers digitally



## Investing to enhance our digital capabilities

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



## Investing in technology and innovation

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

# Helping businesses capture opportunities in sustainability



## Growing businesses responsibly

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



## Ensuring a just and orderly transition

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



# People are our greatest assets



## A purpose and values-driven culture

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



## Supporting colleagues to realise their full potential

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

# Looking Ahead

# Resilience and stability amid global uncertainties



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

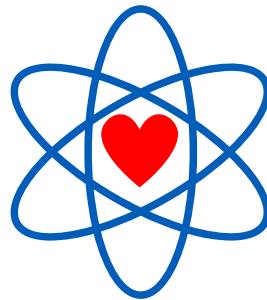
# Focusing on our fundamentals for sustainable growth



Disciplined and nimble in  
balancing growth with stability



Future-ready  
workforce



**Guided by our values**



Strong balance sheet



Customers at the centre





**Right By You**