

A blue line drawing of several skyscrapers of varying heights, positioned on the left side of the page, creating a sense of depth and architectural structure.

UOB Group Full Year 2014

***Record Year of Earnings
Supported by Strong Balance Sheet***

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

13 February 2015

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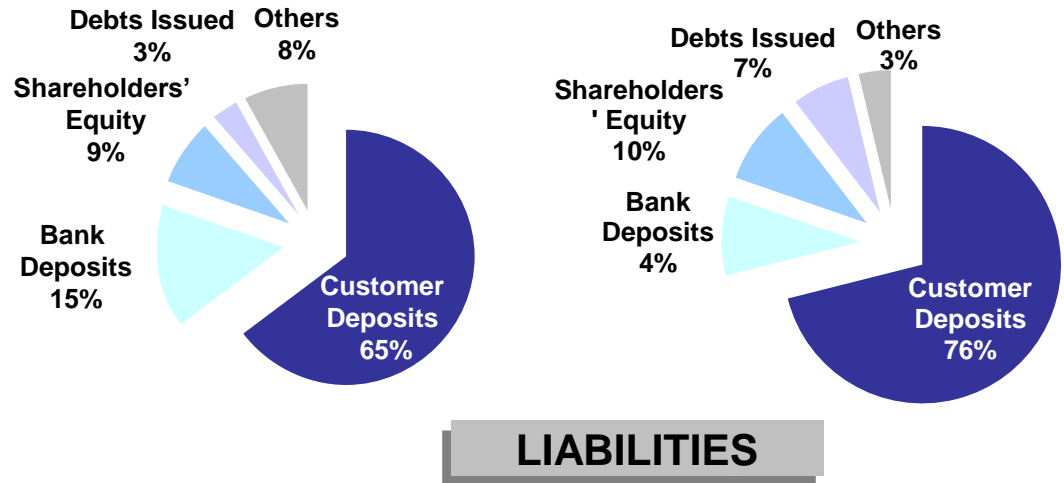
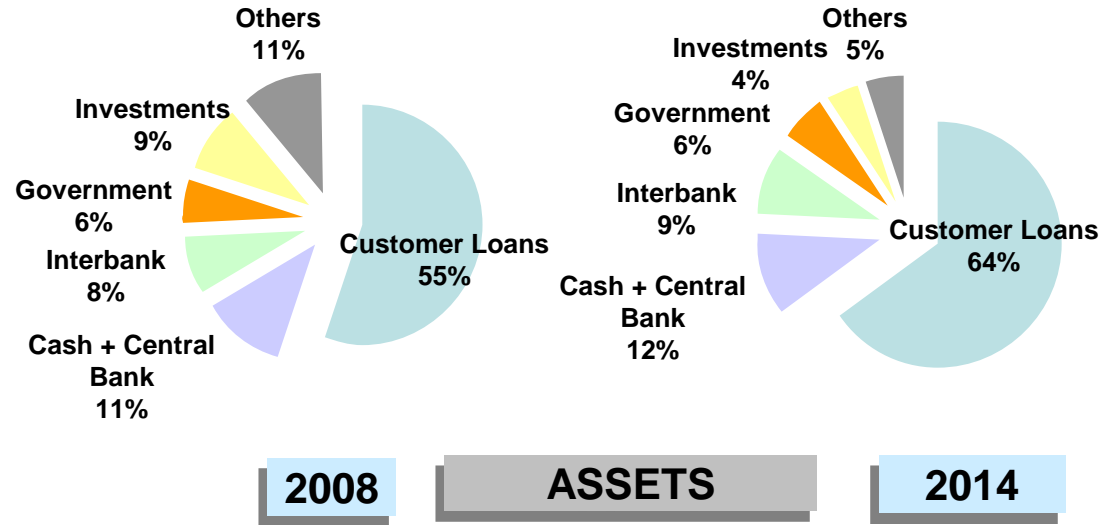
Delivering Record Earnings in 2014

- **Profit: New high of S\$3.2bn. Driven by broad-based growth**
- **Net interest income higher, mainly due to loans growth**
 - **Loans: +9.5% YoY growth across industries and countries**
 - **NIM: Broadly stable**
- **Non-interest income: Higher trading and investment income. Stable fee income growth.**
- **Cost-to-income: Improved to 42.2% as we paced investments**
- **Dividend: Final dividend of 50 cents per share and special dividend of 5 cents**

Maintaining Balance Sheet Strength

- Overall portfolio resilient in face of market uncertainties
- Diversifying funding sources and reducing reliance on interbank market
 - Remain mainly deposit-funded
- Comfortable in meeting new Liquidity Coverage Ratio requirements from 1Q 2015 onwards

Strengthening our Balance Sheet



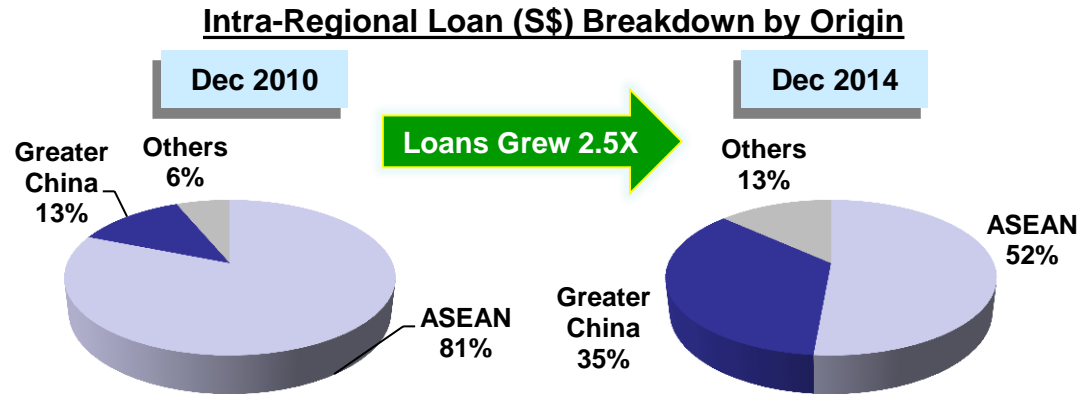
Capitalising on Rising Intra-regional Flows

- **Building 3 growth pillars in wholesale banking**
 - Strengthen geographical footprint
 - Develop integrated portfolio of product solutions
 - Improve breadth and depth of client portfolio

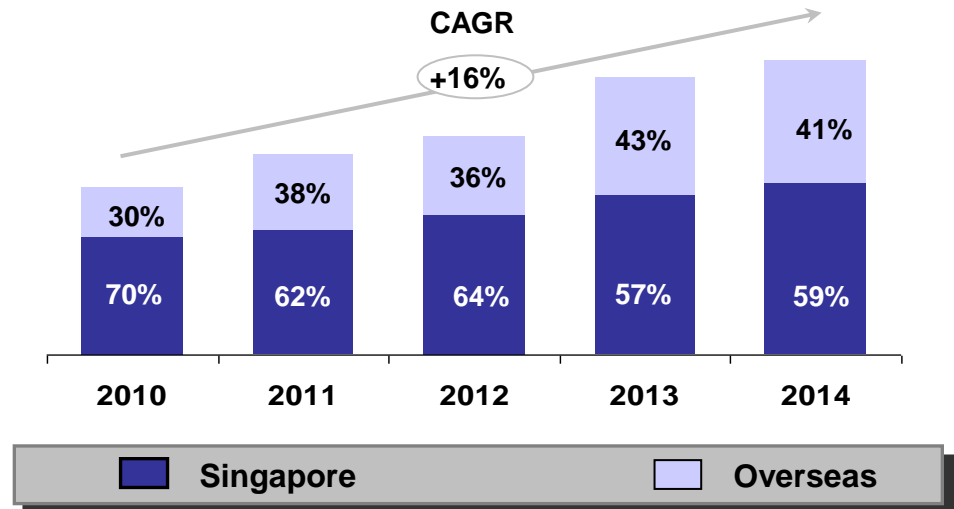
- **Capturing more opportunities to cross-sell and diversify beyond loans into fees and deposits**

- **Targeting for overseas wholesale profit contribution of 50% by 2015**

Growing Intra-Regional Wholesale Business

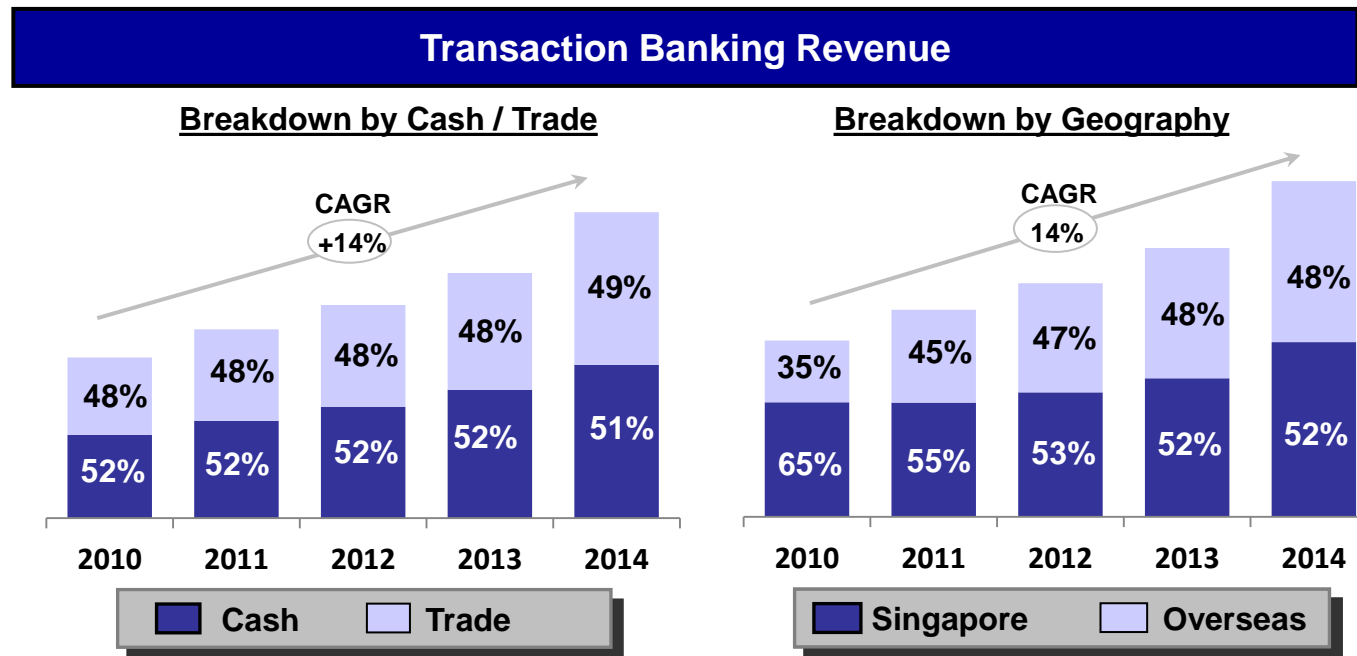
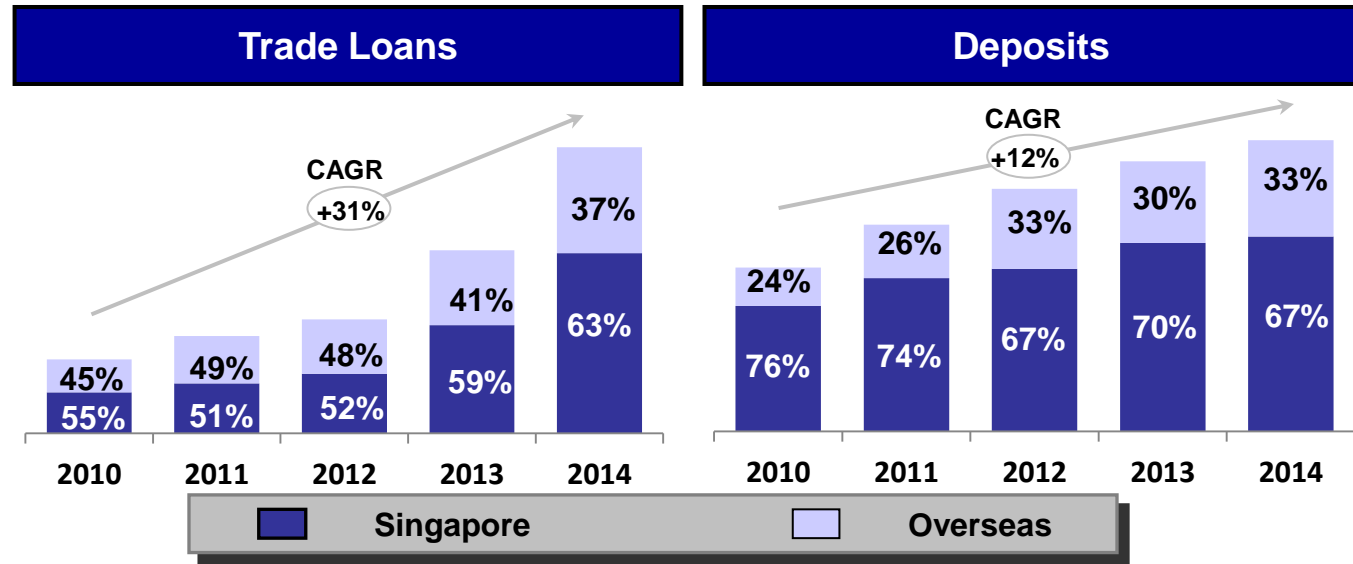


Growing Overseas Wholesale Profit Contribution



Making Good Progress in Transaction Banking

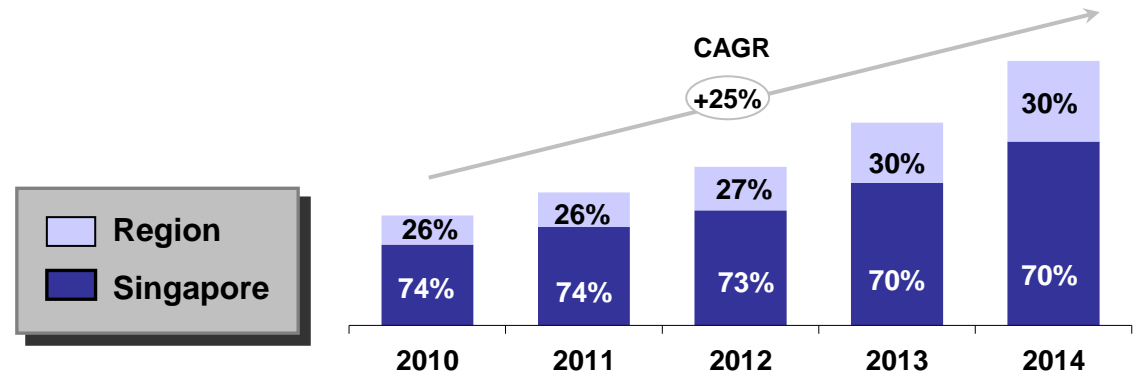
- Healthy growth in trade assets spurred by new and deeper client acquisition
- Continue to invest in regional cash management and liquidity management solutions
- Focus on supply chain solutions to address clients' working capital & trade flow requirements
- Leveraging on our franchise in growing deposit base



Capturing Rising Asian Consumer Affluence

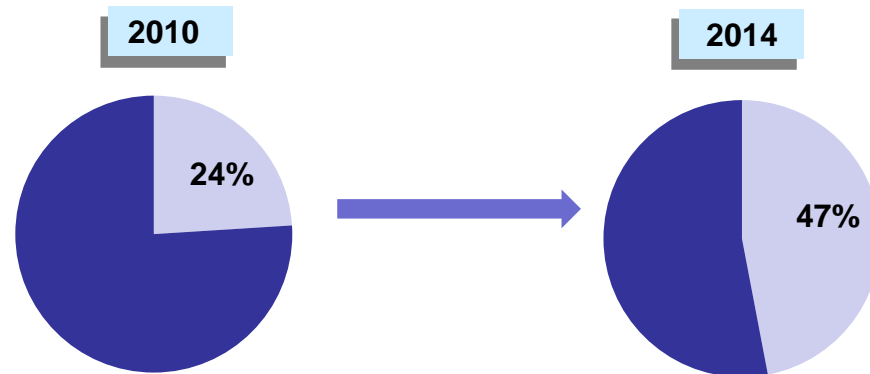
- **Wealth management's¹ FY2010 – 2014 performance:**
 - AUM up from \$48bn to \$80bn
 - Customer base grew from 100,000 to 191,000
 - Widened regional wealth management footprint from 29 to 51 wealth management centres

Growing Regional Wealth Management Profit Contribution



- **Sharpening our focus on private banking as customers' needs grow**
 - Tapping on strong network and customer franchise in the region

Total WM profit as a % of Personal Financial Services (PFS) profit

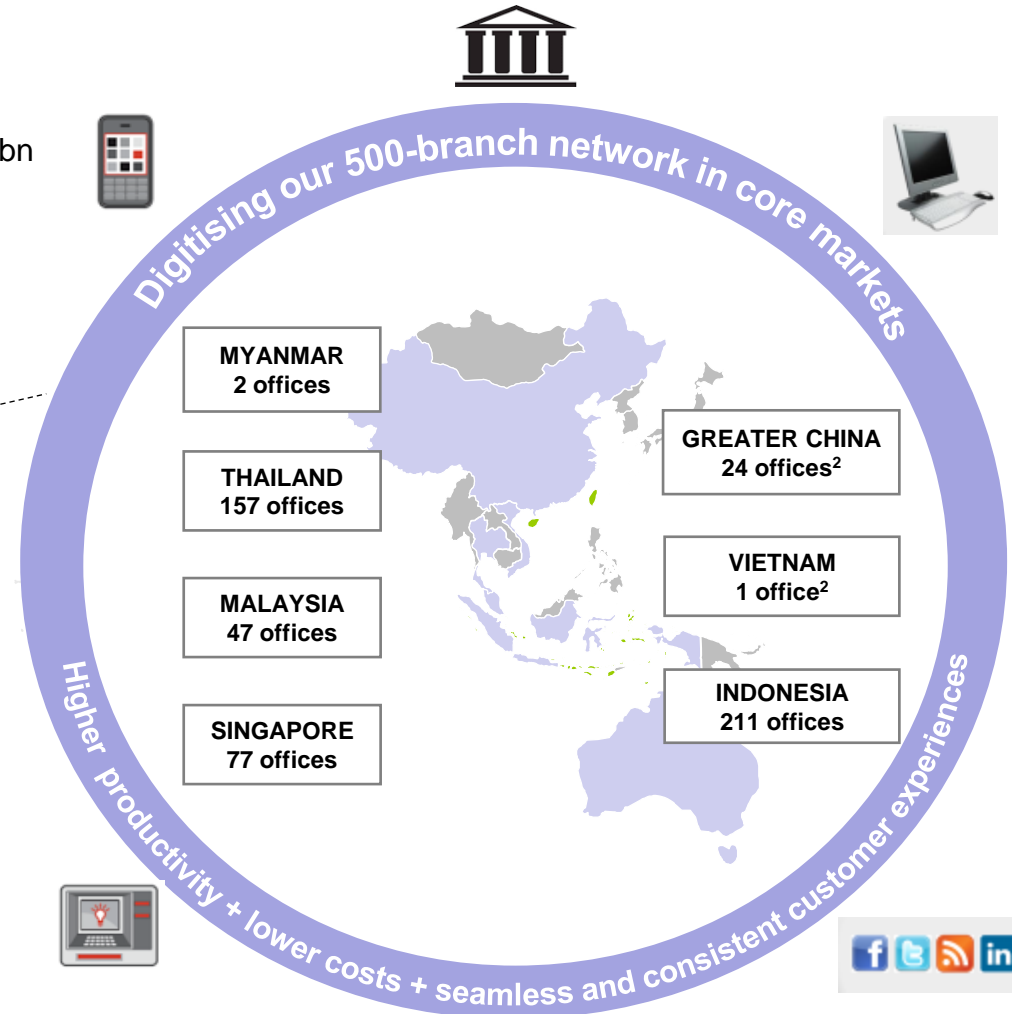
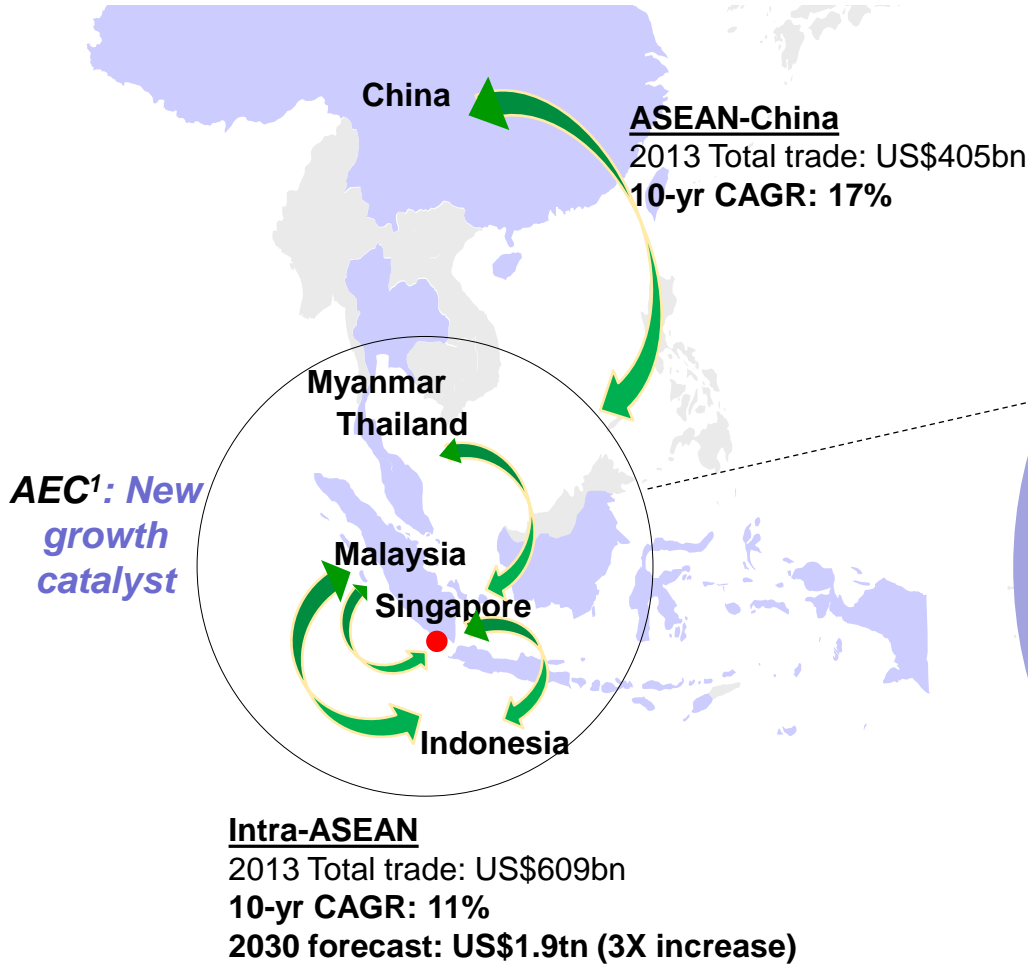


(1) Wealth Management comprises Privilege Banking, Privilege Reserve and Private Banking customer segments

Tapping on Increasing Connectivity in ASEAN

Strong ASEAN-China and Intra-ASEAN Flows

UOB: Towards a Multi-Channel Model



Source: UOB Global Economics & Markets Research

(1) AEC: ASEAN Economic Community

(2) UOB owns c14% in Evergrowing Bank in China and c20% in Southern Commercial Joint Stock Bank in Vietnam.

Looking Ahead

- **Moderate outlook with heightened policy risks**

- **Long-term growth dynamics for our core markets remain**
 - **Commencement of AEC from end-2015 to further lift demand from middle income and regional flows**
 - **Rise of China and the China connection**

- **UOB in good stead to tap on increasing customer flows**

- **Stay focused on core banking fundamentals, ensure balance sheet strength and continue to build capabilities**