

Morgan Stanley Asia Pacific Summit 2007

Lee Wai Fai
Chief Financial Officer

13 November 2007

Disclaimer : This material that follows is a presentation of general background information about the Bank's activities current at the date of the presentation. It is information given in summary form and does not purport to be complete. It is not to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. This material should be considered with professional advice when deciding if an investment is appropriate. UOB Bank accepts no liability whatsoever with respect to the use of this document or its content.

Singapore Company Reg No. 193500026Z



Agenda

1

Business Overview

2

Financial Overview

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 through organic means and a series of acquisitions. It is today a leading bank in Singapore with an established presence in ASEAN. The Group has a total network of 525 offices over 18 countries and territories.

Key Statistics

- Total Assets: S\$172.2 billion
- Shareholder's Equity: S\$17.2 billion
- Gross Loans: S\$87.1 billion
- Customer Deposits: S\$104.8 billion

- NIM: 2.05%
- Non-interest / Total Income: 37.8%
- ROAA: 1.27%
- ROAE: 12.8%
- Cost / Income: 40.7%
- Tier 1 CAR: 10.2%
- Total CAR: 14.8%

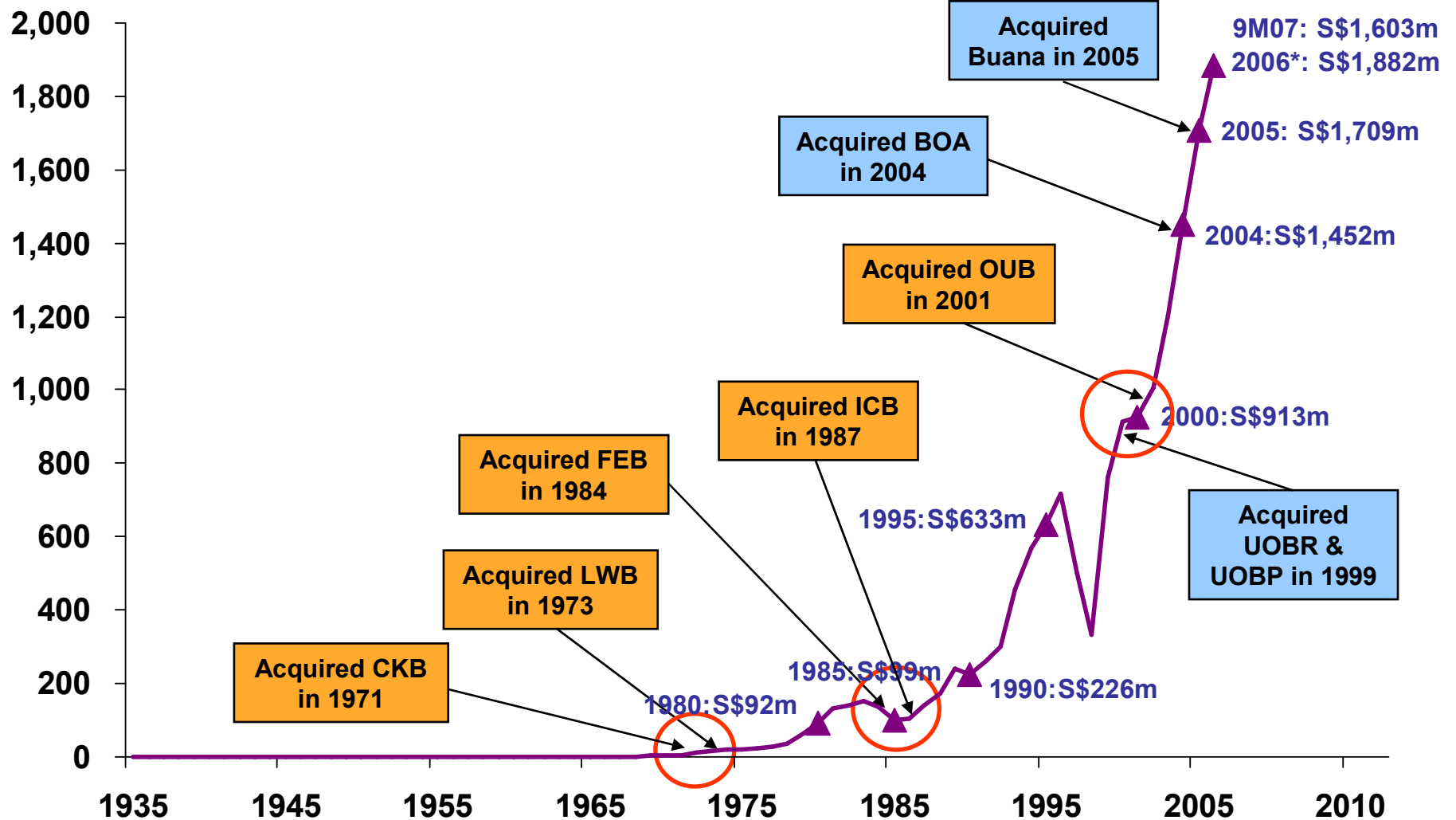
- Moody's: Aa1 LT bank deposits
- S&P's: A+ LT counterparty credit

Note: Financial statistics for the nine months ended 30 September 2007



Execution Track Record

Profit (S\$ million)

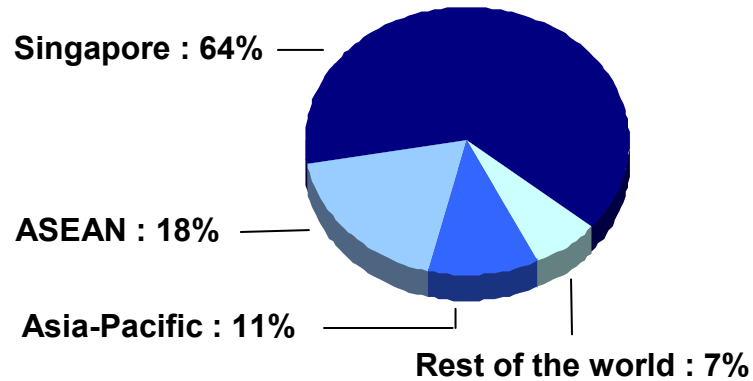


Note: 2006 net profit after tax was S\$2,570 million including one-time gain

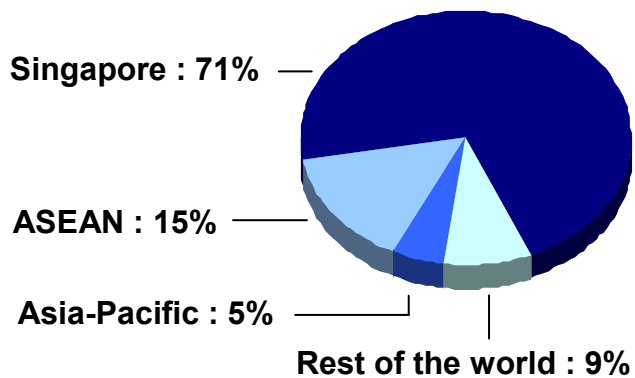


Established Regional Presence

Total Assets Breakdown

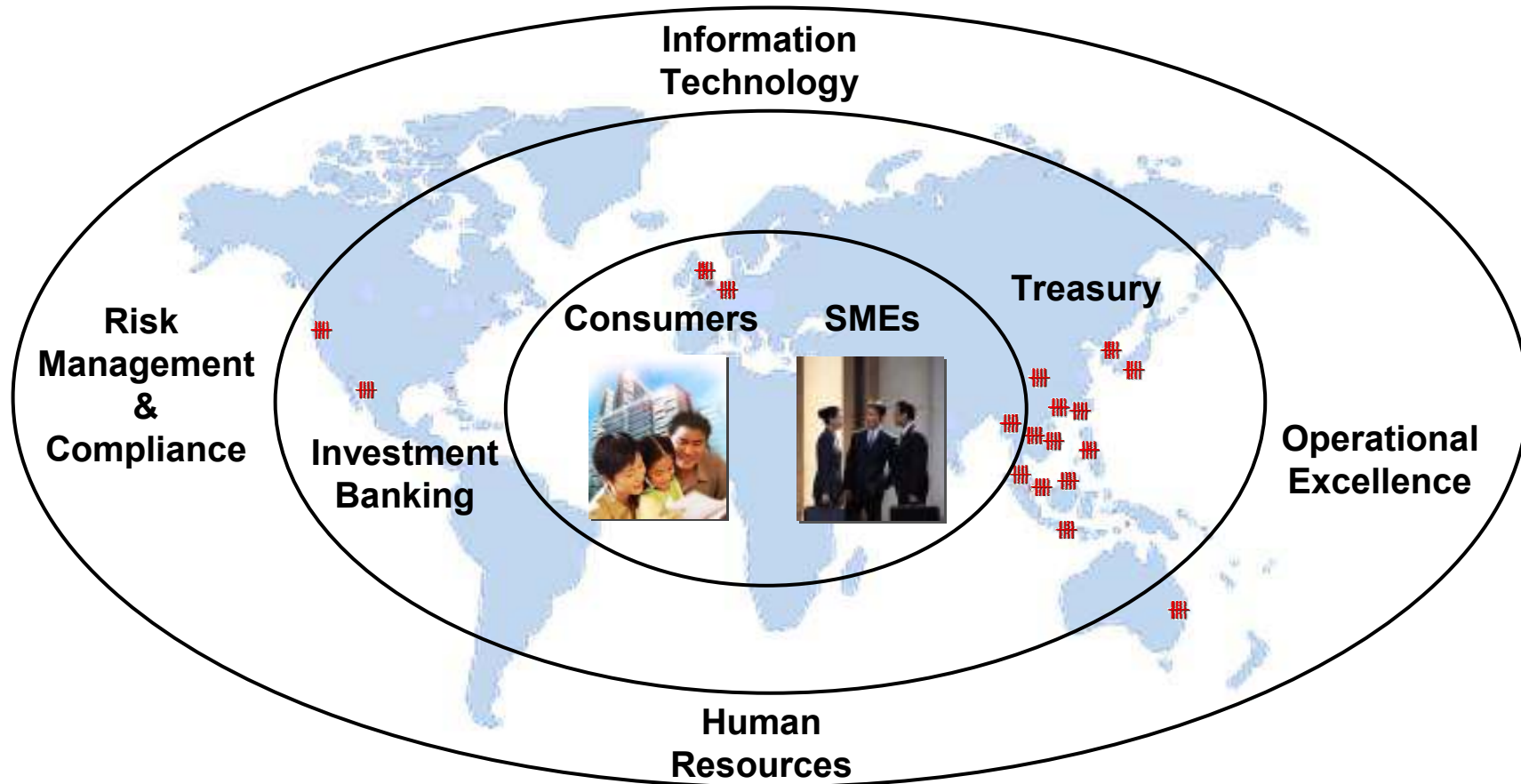


Profit Before Tax Breakdown



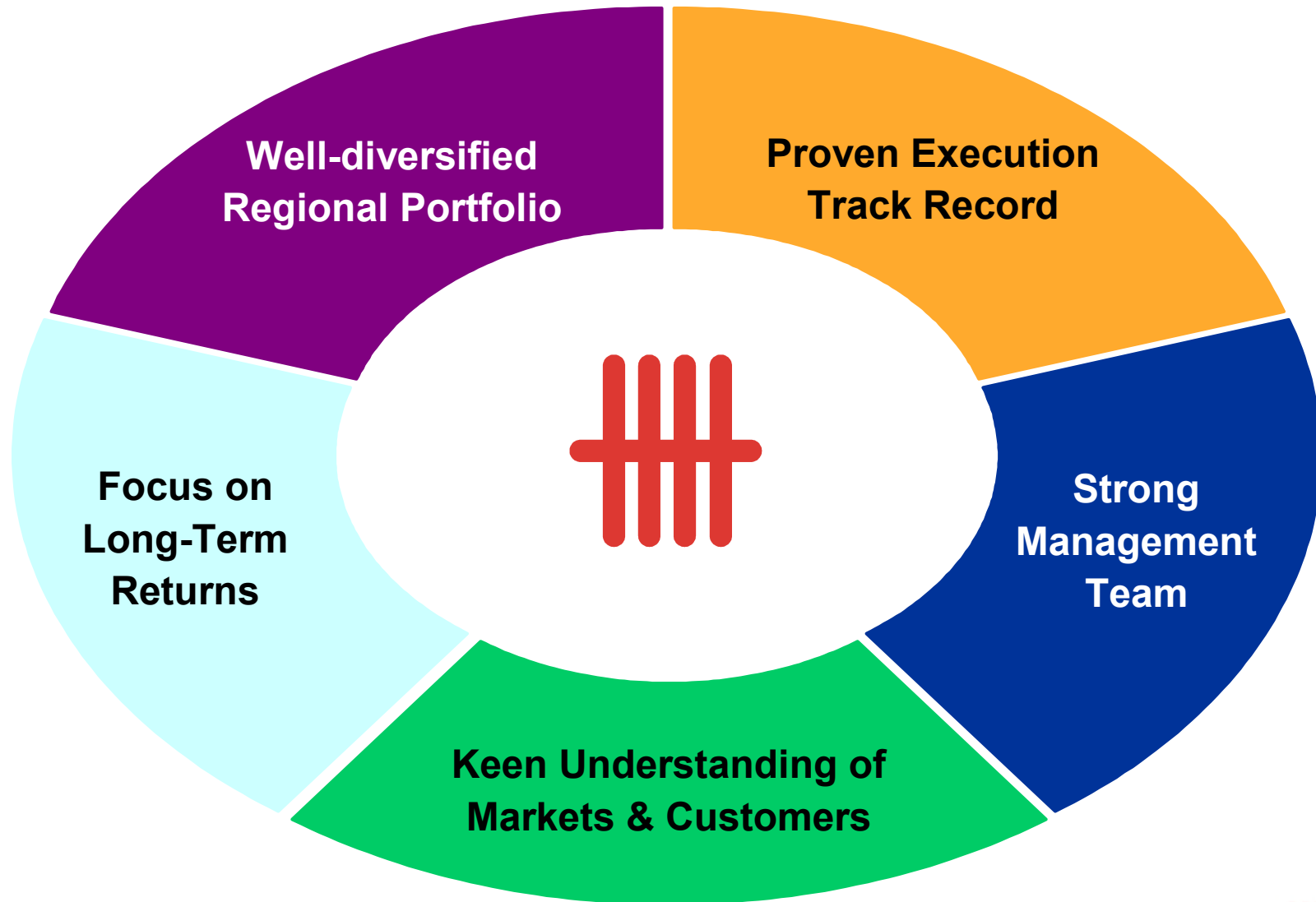
Note: For the nine months ended 30 September 2007

Strategic Focus



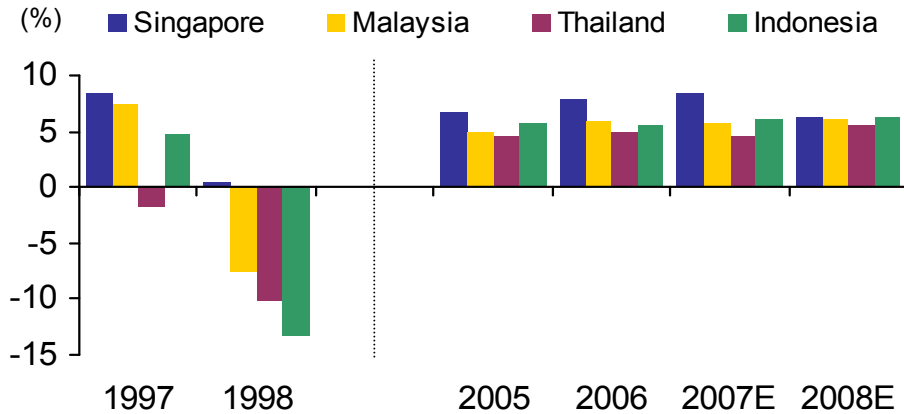
To be recognized as a leader in consumer and SME banking services in the region with investment banking and treasury products in support

The UOB Difference

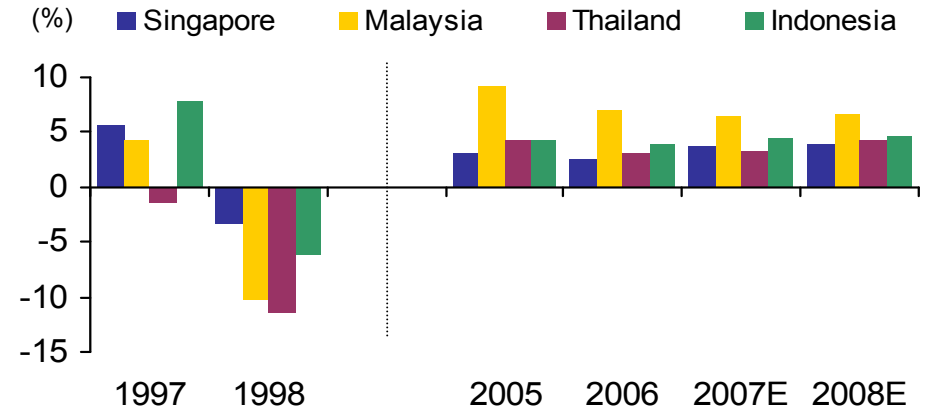


Strong Regional Economies

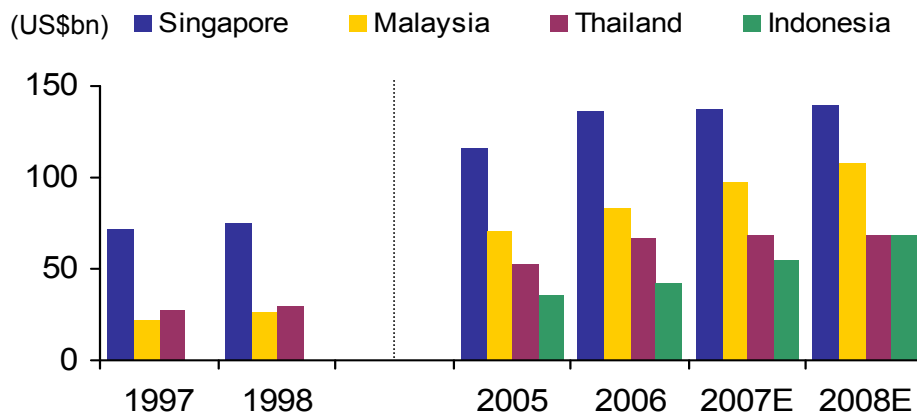
Real GDP Growth



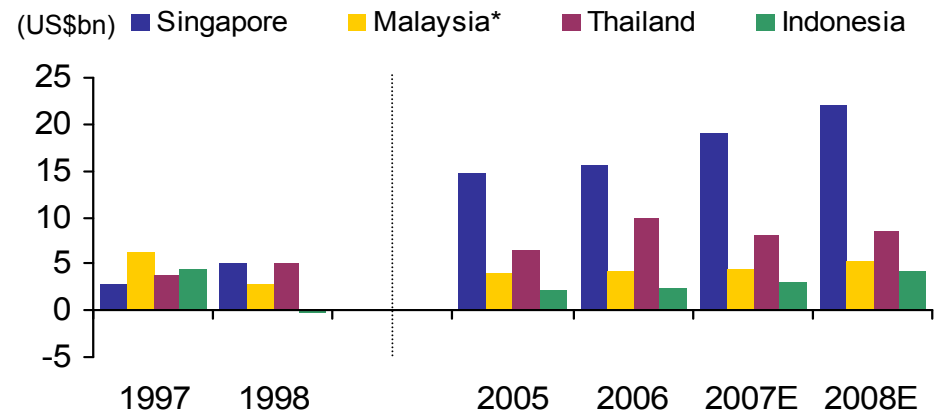
Private Consumption Growth



Foreign Exchange Reserves



Net Foreign Direct Investments



Source: UNCTAD, BOT, CEIC, UOB, EIU, Asia Pacific Consensus Forecasts, Brokers' Reports
 Note: * FDI Inflow

Strategic Directions

**Strengthen Domestic Market
Leadership**

Focused Regional Expansion

Establish Strategic Partnerships

Invest In The Future

Our Mission:

To be a Premier Bank in the Asia Pacific Region



Agenda

1

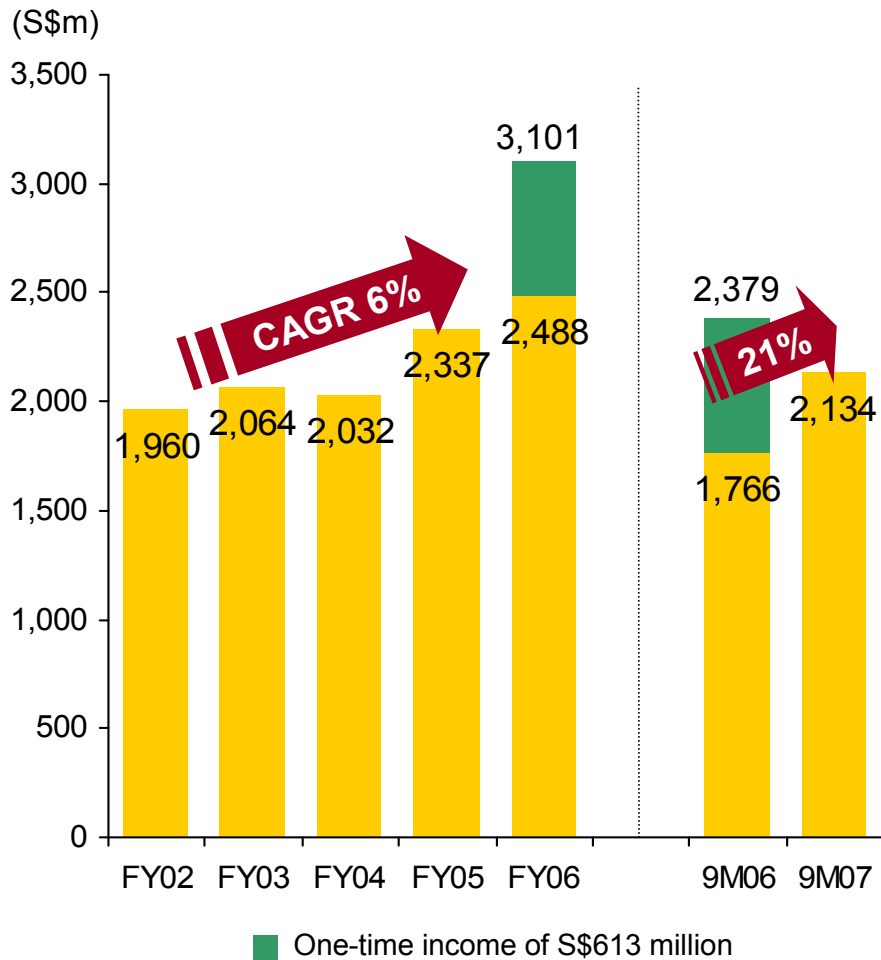
Business Overview

2

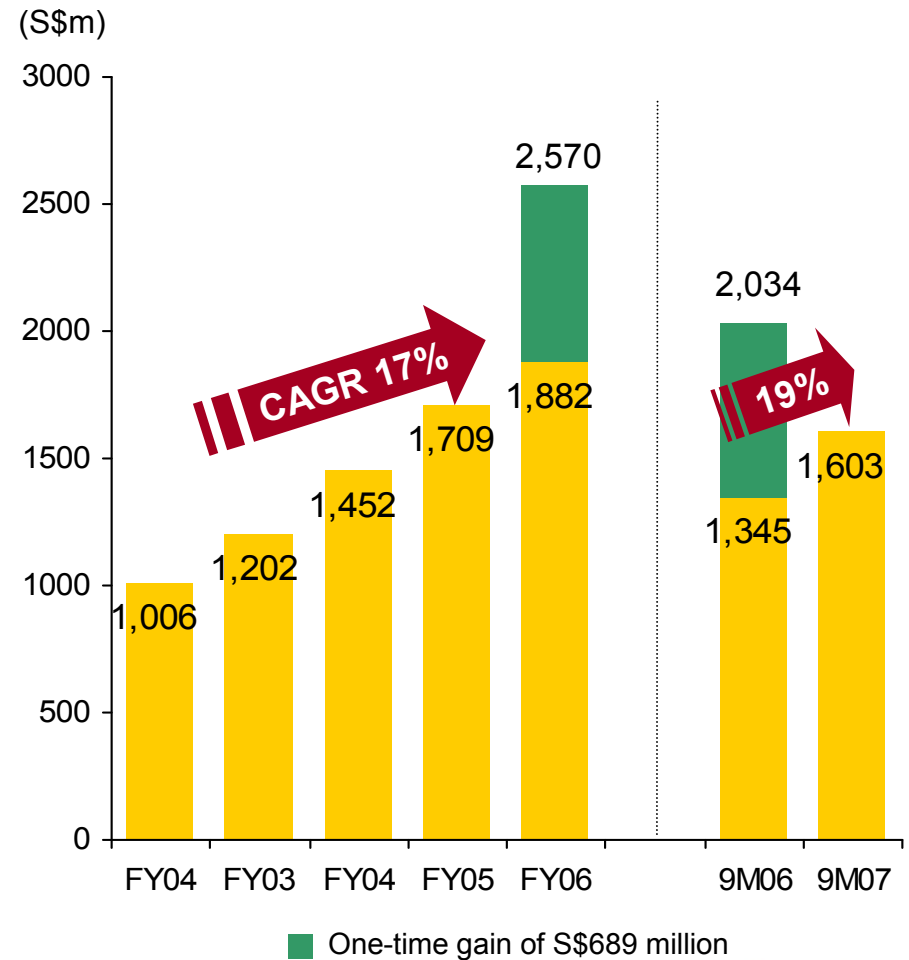
Financial Overview

Increasing Profitability

Operating Profit

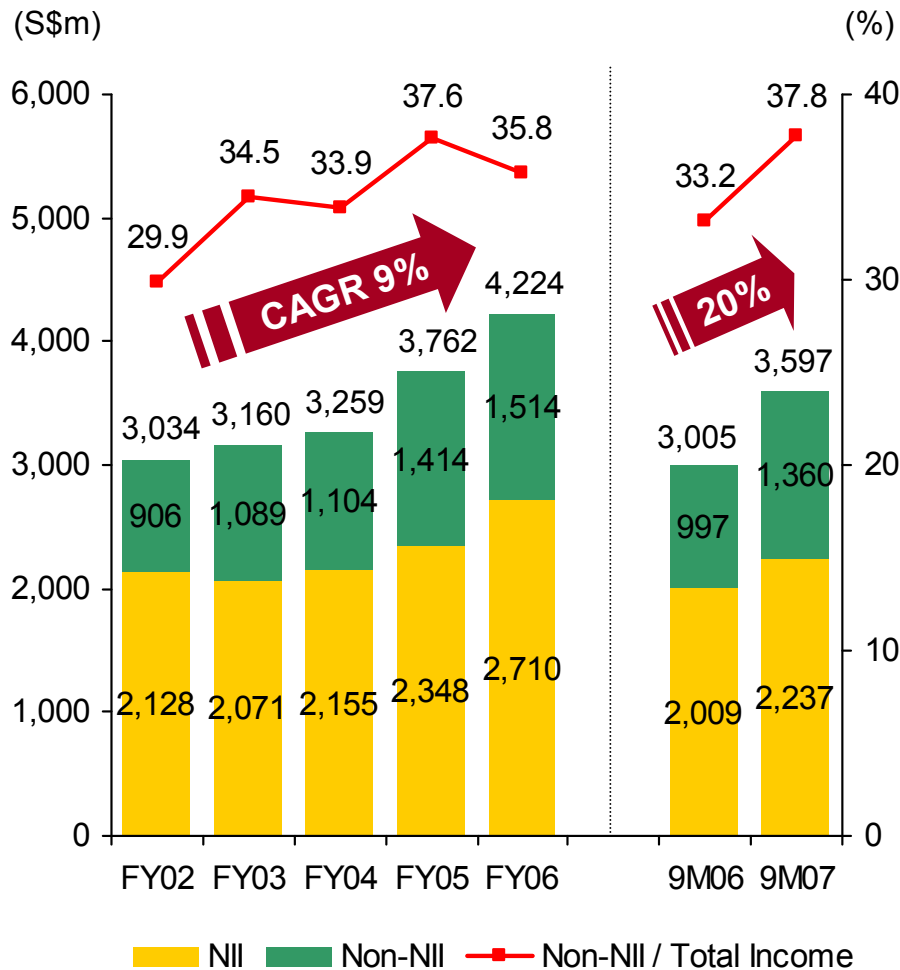


Net Profit

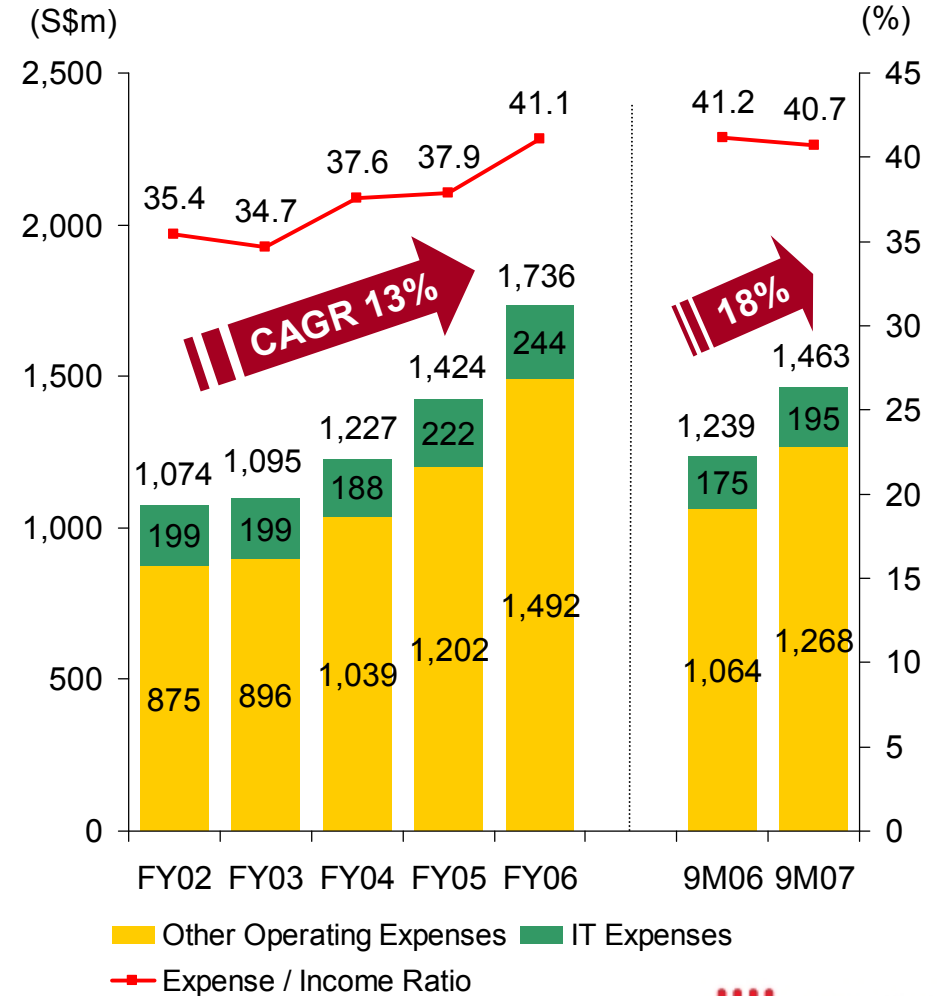


Diversified Income & Controlled Expenses

Operating Income



Operating Expenses

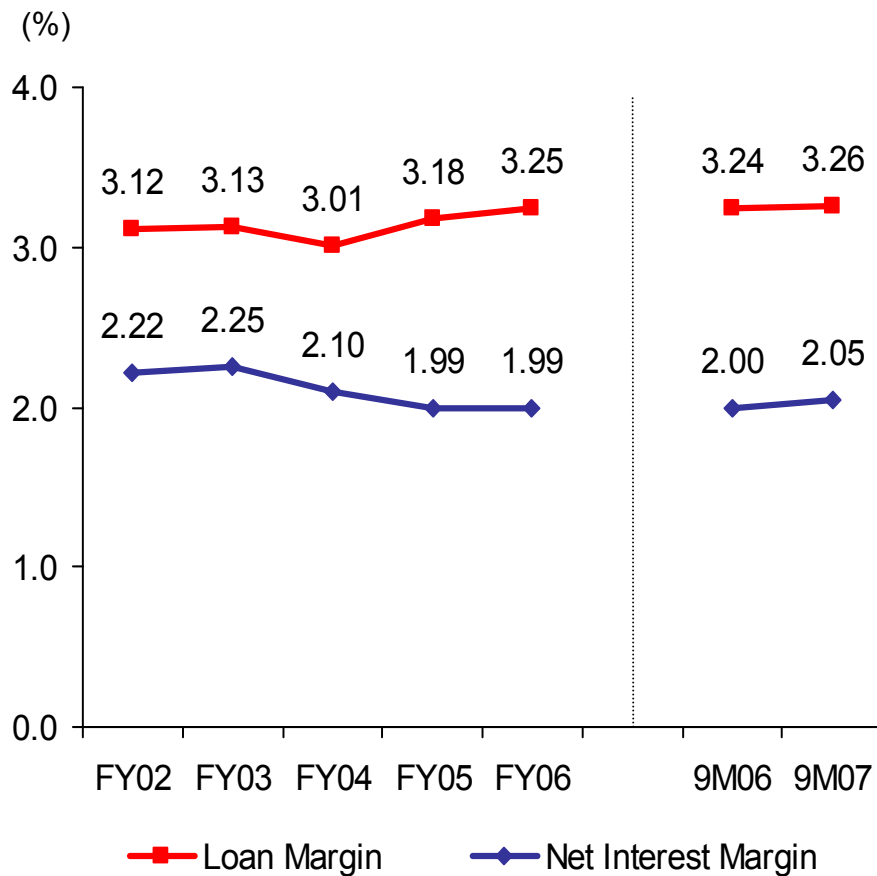


Note: Excluding one-time income for 9M06 and FY06

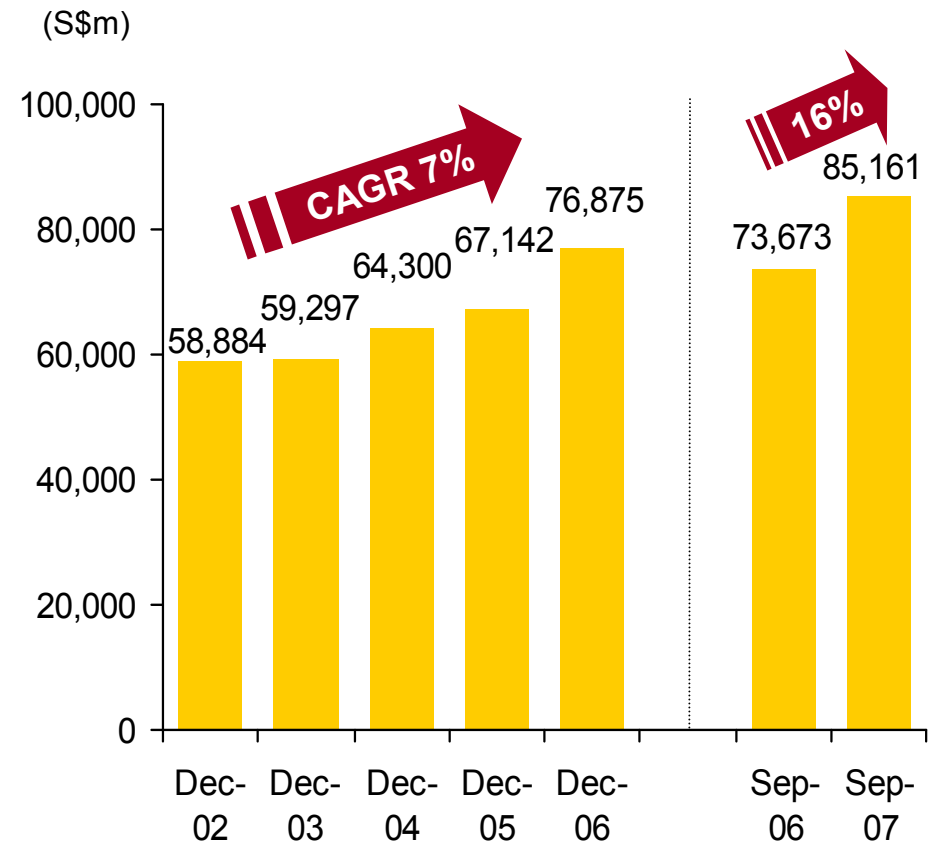


Growing Customer Margins & Loans

Net Interest Margin

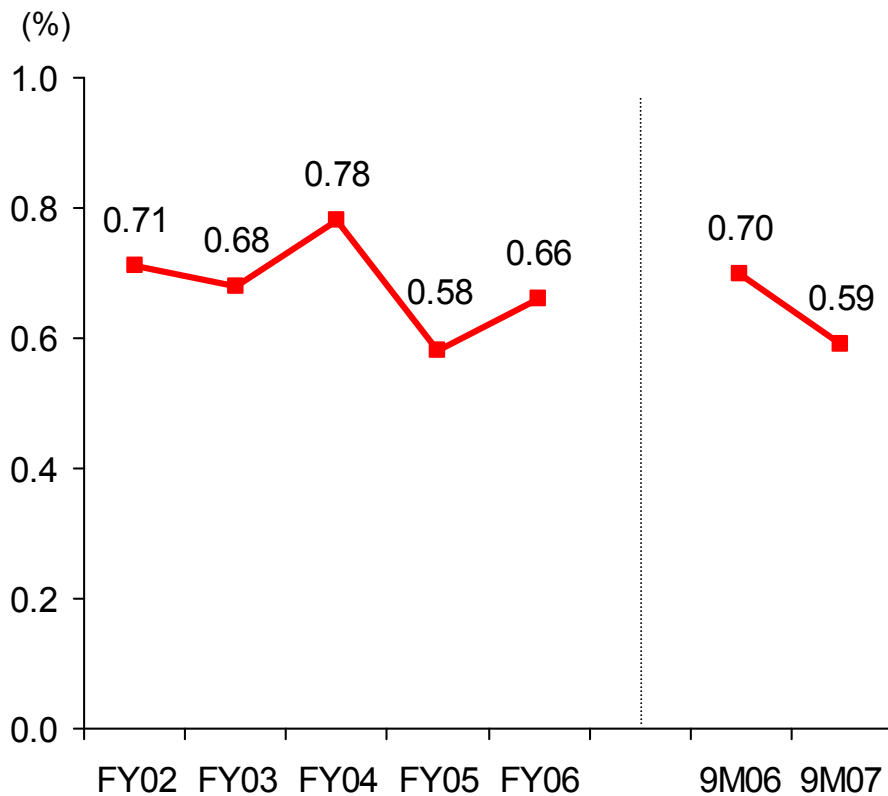


Net Customer Loans

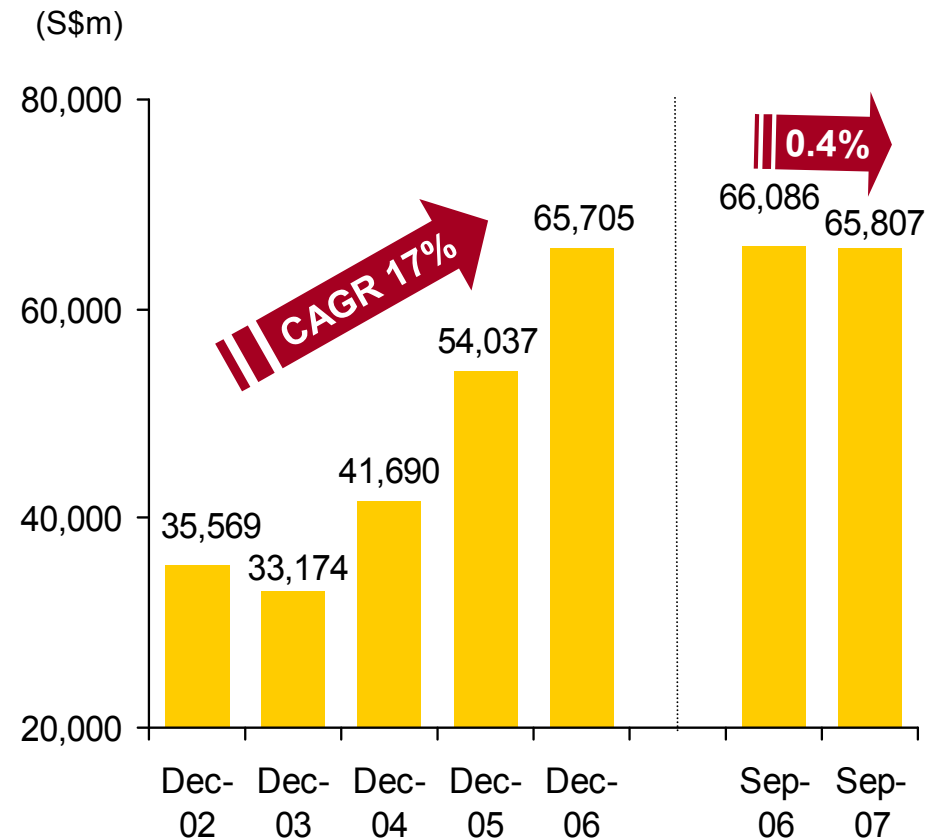


Stable & Liquid Non-Loan Asset Portfolio

Interbank / Securities Margin

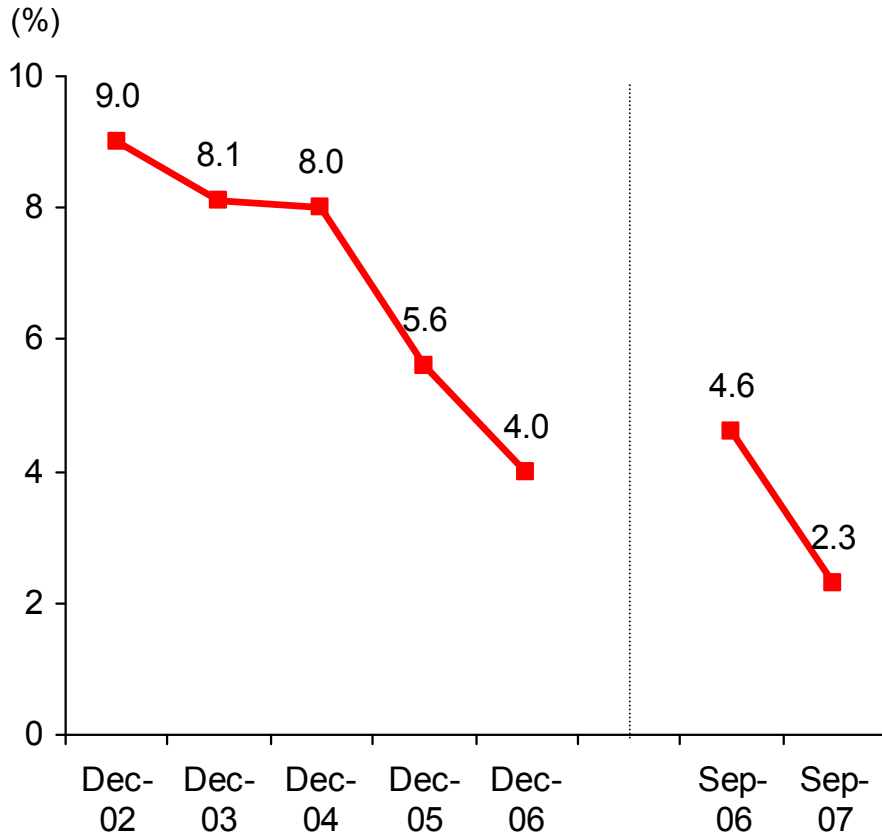


Average Interbank Balances & Securities

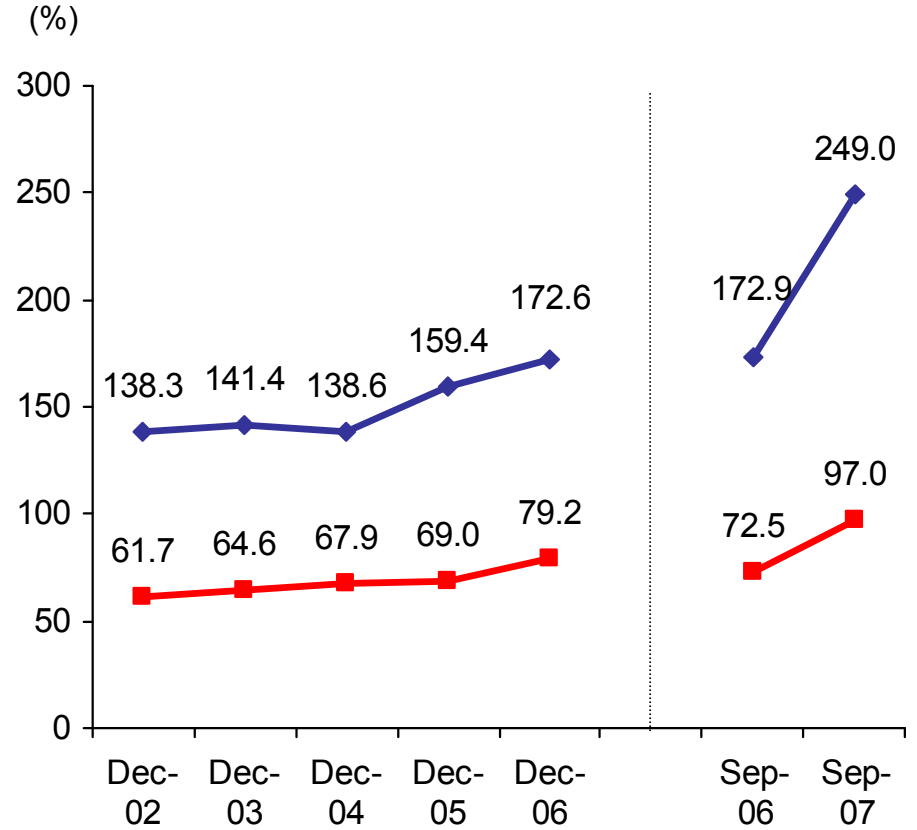


Strong Asset Quality

NPL Ratio



Impairment Coverage



■ Cumulative Impairment/Total NPLs
◆ Cumulative Impairment/Unsecured NPLs



Capital Management

Seek Capital Efficiency

- Recent MAS changes give flexibility
- Review mix of capital structure
- Option of share buyback and/or special dividend for any excess capital

Strong Capital for Strategic Flexibility

- Keep buffer above regulatory CAR to maintain high credit ratings
- Reserve capital as we see opportunities in Singapore and region to strengthen franchise

High Dividend Policy

- Special dividend of 15 cents per share in 1H07. Total dividend of 35 cents per share for the period
- Target for consistent high payout to reward shareholders

In Summary

- Strategy remains intact. Core consumer businesses gathering pace
- Further entrenched market leadership in Singapore while strengthening regional platform. Balanced global portfolio diversification
- Manage rising costs and talent development while investing in operating infrastructure, hubbing and processes for regional growth
- UOB on track to become an established premier Asian bank