

# UOB Group

## Sustained growth reflecting our diversified franchise

February 2022

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# Agenda

1. Overview of UOB Group
2. Macroeconomic Outlook
3. Strong UOB Fundamentals
4. Our Growth Drivers
5. Latest Financials



## 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 500 branches and offices in 19 countries and territories.

Note: Financial statistics as at 31 December 2021

1. USD 1 = SGD 1.3501 as at 31 December 2021
2. Average for 4Q21
3. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions

## Key Statistics for 2021

■ Gross loans	: SGD311b (USD230b <sup>1</sup> )
■ Customer deposits	: SGD353b (USD261b <sup>1</sup> )
■ Loan / Deposit ratio	: 87.0%
■ Net stable funding ratio	: 116%
■ All-currency liquidity coverage ratio	: 133% <sup>2</sup>
■ Common Equity Tier 1 ratio	: 13.5%
■ Leverage ratio	: 7.2%
■ Return on equity <sup>3</sup>	: 10.2%
■ Return on assets	: 0.92%
■ Net interest margin	: 1.56%
■ Non-interest income / Total income	: 34.7%
■ Cost / Income	: 44.1%
■ Non-performing loan ratio	: 1.6%

	<b>Moody's</b>	<b>S&amp;P</b>	<b>Fitch</b>
Issuer rating (Senior unsecured)	Aa1	AA-	AA-
Outlook	Stable	Stable	Negative
Short-term rating	P-1	A-1+	F1+

# A leading Singapore bank; Established franchise in core market segments



## Group Retail

- Best Retail Bank in Singapore
- Strong player in credit cards and private residential home loan business

## Group Wholesale Banking

- Best SME Bank in Singapore
- Seamless access to regional network for our corporate clients

## Global Markets

- Strong player in Singapore dollar treasury instruments

## UOB Group's recognition in the industry



Best Retail Bank<sup>1</sup>,  
2021  
Best SME Bank<sup>2</sup>,  
2021



World's Best Bank for  
SMEs, 2021  
Asia's Best Bank for  
SMEs, 2021



Domestic Retail Bank of  
the Year<sup>1</sup>, 2021

Source: Company reports

1. In Singapore 2. In Singapore and Asia Pacific

## Sizeable domestic market share

SGD  
deposits

20%

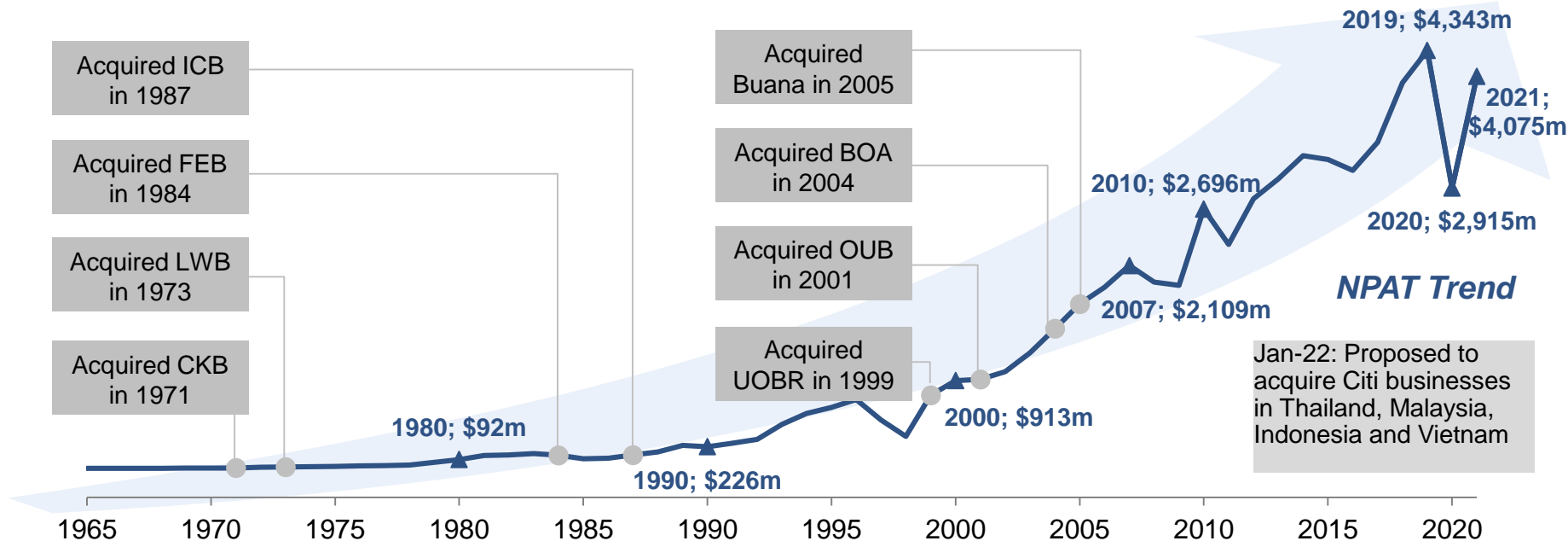
SGD  
loans

24%

Source: UOB, MAS, data as of 31 December 2021

# 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”)

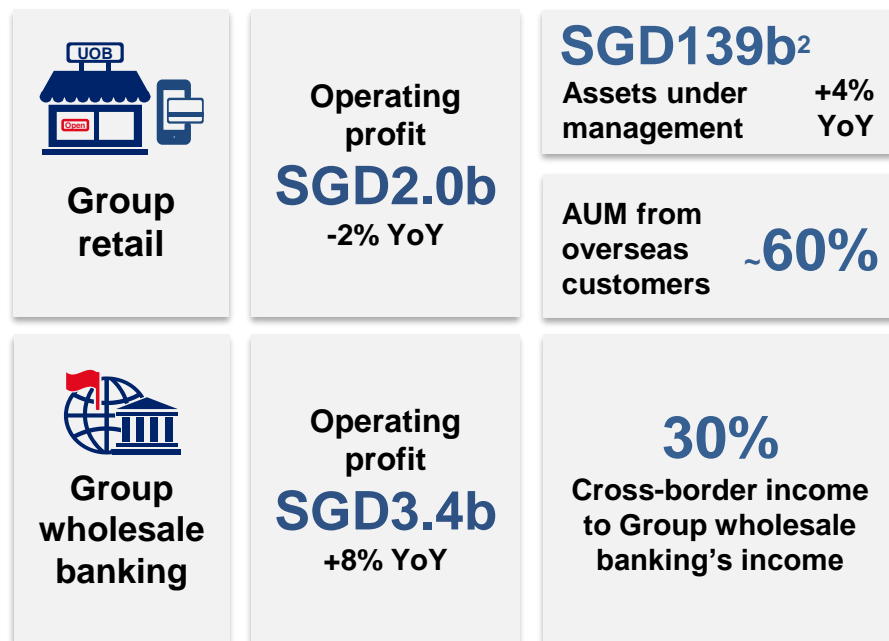
# Comprehensive regional banking franchise

## Extensive regional footprint with ~500 offices



- 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

## 2021 performance by segment



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

# 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



- Entrenched domestic presence and deep local knowledge to address the needs of our targeted segments
- Truly regional bank with full ownership and control of regional subsidiaries

## Strong fundamentals



- Sustainable revenue channels as a result of carefully-built core businesses
- Strong capital and reserves, sound liquidity position and resilient asset quality – testament of solid foundation built on the premise of basic banking

## Balance growth with stability

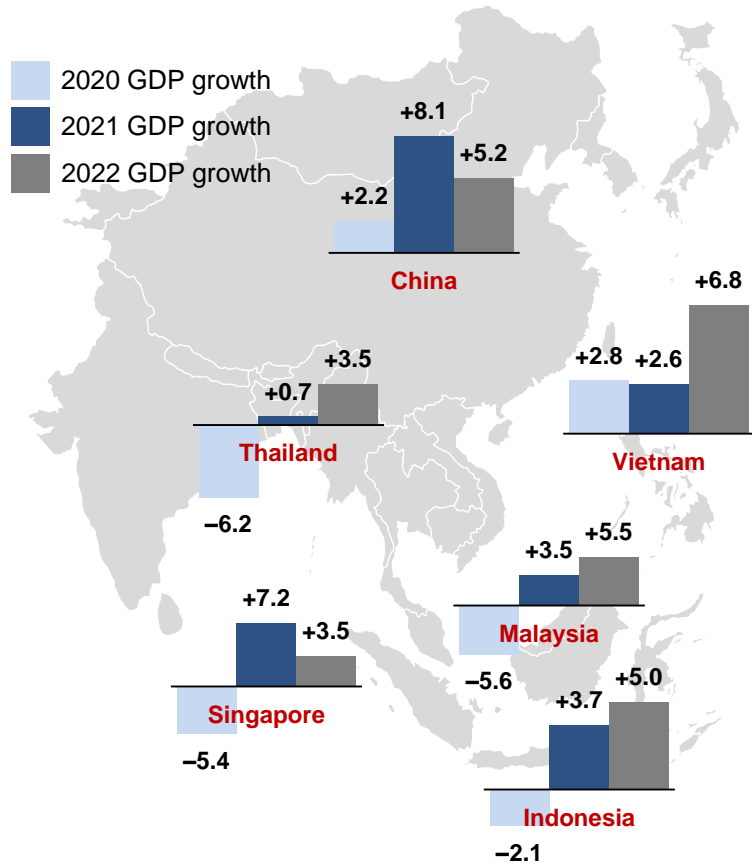


- Continue to diversify portfolio, strengthen balance sheet, manage risks and build core franchise for the future
- Maintain long-term perspective to growth for sustainable shareholder returns



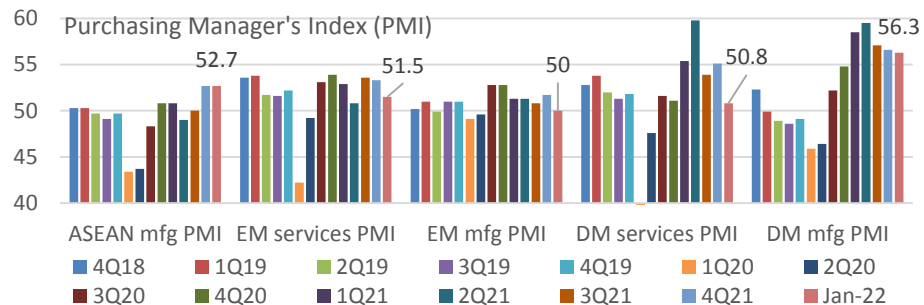
# Macroeconomic Outlook

# Asian growth expected to sustain into 2022



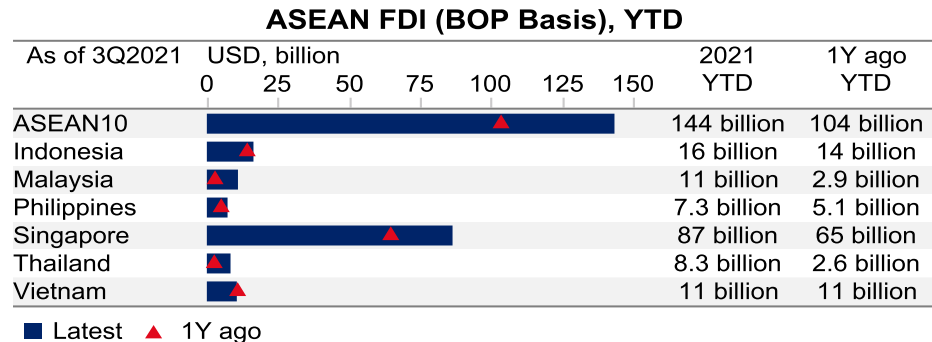
Source: UOB Global Economics & Markets Research forecasts

## Sustained recovery in manufacturing and services sectors



Note: DM: Developed marketing; EM: Emerging market  
Sources: Macrobond, UOB Global Economics & Markets Research

## FDI inflows improve significantly across ASEAN region



Source: Macrobond, UOB Global Economics & Markets Research

# Normalisation of monetary policy stance

	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22f	2Q22f	3Q22f	4Q22f
US 10-Year Treasury	0.68	0.91	1.74	1.47	1.49	1.51	2.00	2.15	2.20	2.35
US Fed Funds	0.25	0.25	0.25	0.25	0.25	0.25	0.75	1.25	1.50	1.75
SG 3M SIBOR	0.41	0.41	0.44	0.43	0.43	0.44	0.80	1.25	1.45	1.65
SG 3M SOR	0.18	0.19	0.36	0.24	0.21	0.36	0.75	1.20	1.40	1.60
SG 3M SORA	0.10	0.13	0.23	0.13	0.13	0.19	0.26	0.55	0.95	1.27
MY Overnight Policy Rate	1.75	1.75	1.75	1.75	1.75	1.75	1.75	2.00	2.25	2.25
TH 1-Day Repo	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.75	0.75
ID 7-Day Reverse Repo	4.00	3.75	3.50	3.50	3.50	3.50	3.50	3.50	4.00	4.50
CH 1-Year Loan Prime Rate	3.85	3.85	3.85	3.85	3.85	3.80	3.60	3.55	3.55	3.55

The Federal Reserve will finish tapering its bond buying program by Mar 2022. We expect four 25-bp rate hikes in 2022, bringing the Fed funds target rate to 1.0-1.25% by end-2022. Risks are skewed towards more aggressive and frequent Fed hikes depending on inflation, which is shaped by Omicron-related factors, wage increases and inflation expectations.

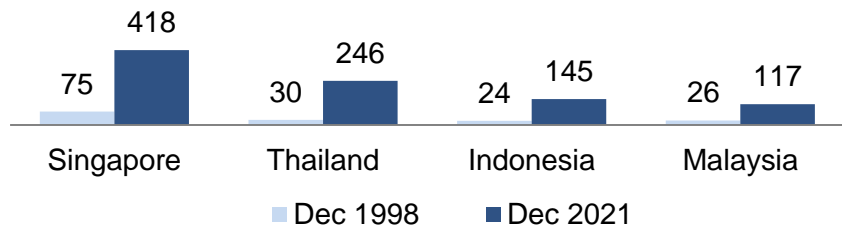
In Jan 2022, the Monetary Authority of Singapore (MAS) raised its policy slope slightly (estimated at 0.5%), while keeping the width and centre of the policy band unchanged. This suggests policymakers are getting cautious over inflationary pressures over the medium term.

Some divergence in central bank stance within Asia, given the need to balance between stimulating growth and managing inflation risks. For Southeast Asian countries that have recently relaxed Covid-related controls, they may be less focused on inflation and have kept rates flat thus far.

# Sound fundamentals in Southeast Asia

## Significantly Higher Foreign Reserves

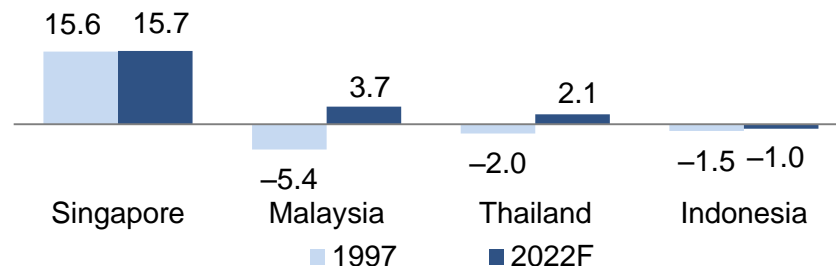
(USD billion)



Sources: World Bank, International Monetary Fund

## Improving Current Account Balances

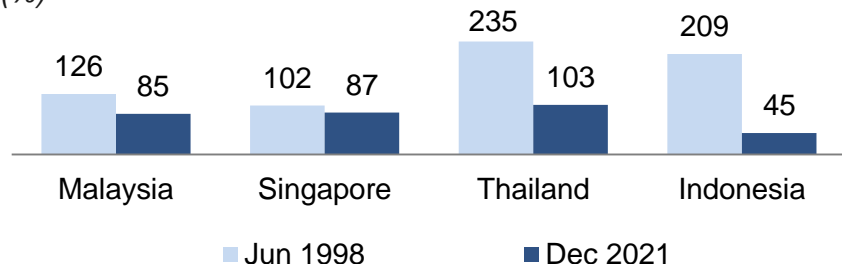
(% of GDP)



Source: International Monetary Fund

## Lower Debt to Equity Ratio

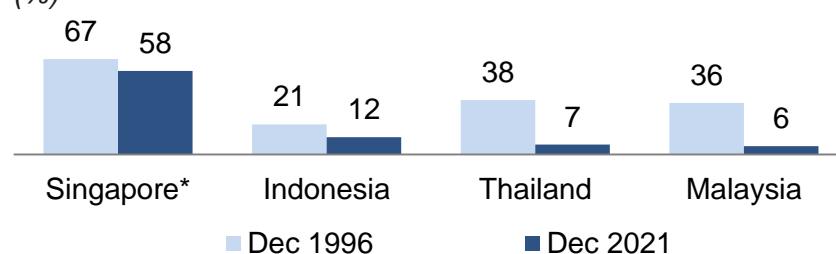
(%)



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

## Lower Foreign Currency Loan Mix

(%)

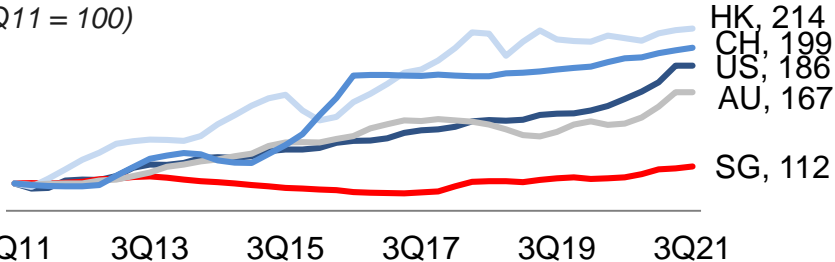


\* Foreign currency loans in 1996 approximated by using total loans of Asia Currency Units; sources: Central banks

# Singapore mortgages remains a low risk asset class

## Low Risk of Housing Bubble due to Cooling Measures

(3Q11 = 100)

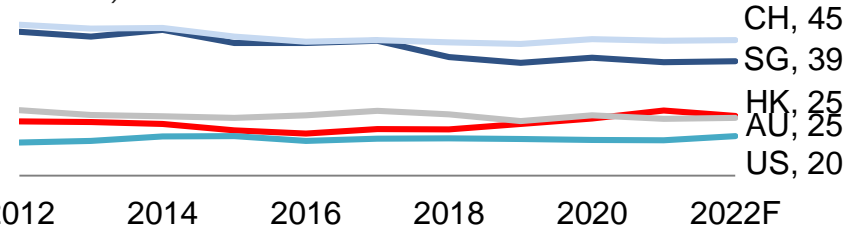


Sources: CEIC, UOB Economic-Treasury Research

Note: AU: Australia; CH: China; HK: Hong Kong; SG: Singapore; US: United States

## High National Savings Rate

(% of GDP)



Sources: IMF, UOB Economic-Treasury Research

## Property Cooling Measures in Singapore

Loan-to-value (LTV) limit	1 <sup>st</sup> property	2 <sup>nd</sup> property	Thereafter	Corporates
	75%/55%*	45%/25%*	35%/15%*	15%
Max mortgage tenor	30 years (HDB)/35 years (non-HDB)			
Total debt servicing ratio	55% limit, 3.5% interest rate applied on mortgages			
Seller stamp duty	Sold in 1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	Thereafter
	12%	8%	4%	0%
Buyer's stamp duty	First \$180k	Next \$180k	Next \$640k	Thereafter
	1%	2%	3%	4%
Additional buyer's stamp duty	0 to 35%, depending on nationality and number of properties owned by purchaser			

\* Higher LTV limits applies if mortgage tenor is ≤ 30 years or sum of mortgage tenor and age of borrower ≤ 65 years old

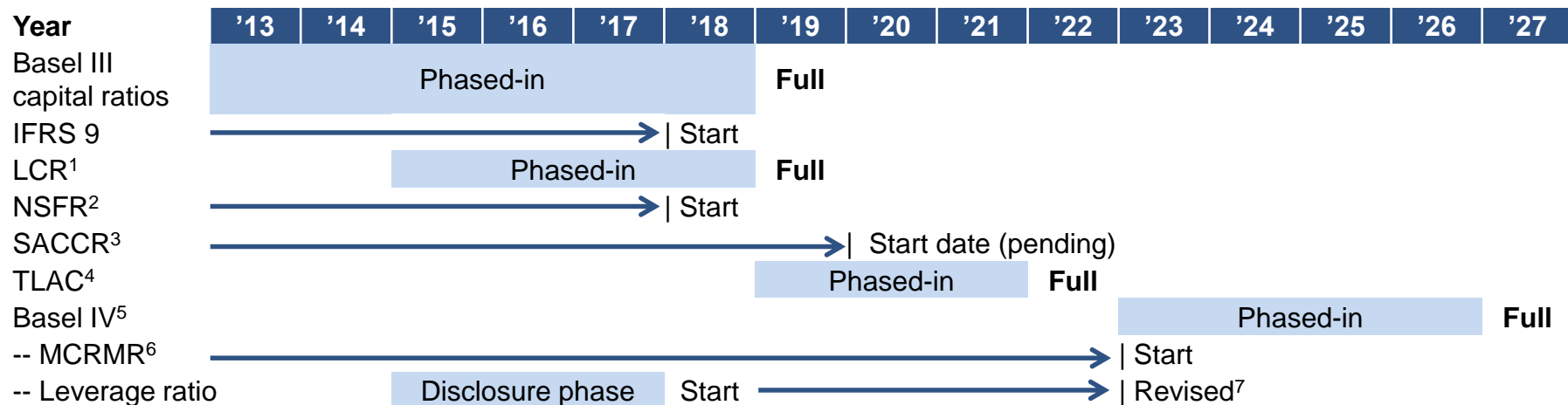
## Household Income in Line with Property Prices

	2010	3Q21	+/(−)
Unit costs <sup>1</sup> (SGD m)	1.09	1.31	+20%
Interest rate (%)	2.03	1.37	
Household income <sup>2</sup> (SGD / mth)	13,035	17,250	+34%
Debt servicing ratio <sup>3</sup> (%)	23	19 <sup>4</sup>	

Sources: URA, CEIC, Singapore Statistics, UOB Economic-Treasury Research

1. Reflects average price of condominiums in Singapore
2. Reflects median of resident households living in private properties
3. Based on a 30-year housing loan, with a loan-to-value of 75%
4. A housing loan with 5% interest rate would increase DSR to 30%

# Global regulators delayed capital rules by a year



“ Retained earnings are one of the major sources of ... highest quality capital that banks hold. They have to earn a decent return for intermediating credit, otherwise they will do less of it. ”

– Mr Ravi Menon, Managing Director, Monetary Authority of Singapore, 20 April 2017

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)

“ While the reforms are necessary to strengthen the banking system over the long term, they will require banks to make considerable operational adjustments which they would be hard pressed to make under current challenging conditions. ”

– Media Release, Monetary Authority of Singapore, 7 April 2020

5. Basel IV: 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

# Basel III across the region

	BCBS	Singapore	Malaysia	Thailand	Indonesia
Minimum CET1 CAR	4.5%	6.5% <sup>1</sup>	4.5%	4.5%	4.5%
Minimum Tier 1 CAR	6.0%	8.0% <sup>1</sup>	6.0%	6.0%	6.0%
Minimum Total CAR	8.0%	10.0% <sup>1</sup>	8.0%	8.5%	8.0%
Capital Conservation Buffer	2.5%	2.5%	2.5%	2.5%	2.5%
Countercyclical Buffer in 2020 <sup>2</sup>	n/a	0%	0%	0%	0%
D-SIB Buffer	n/a	2.0%	1.0%	1.0%	1.0%–3.5% <sup>3</sup>
Minimum Leverage Ratio	3.0%	3.0%	3.0%	3.0% <sup>4</sup>	3.0%
Minimum LCR	100%	100%	100%	100%	100%
Minimum NSFR	100%	 100%	100%	100%	100%



## Temporary forbearance to enable banks to provide support to the economies amid COVID-19

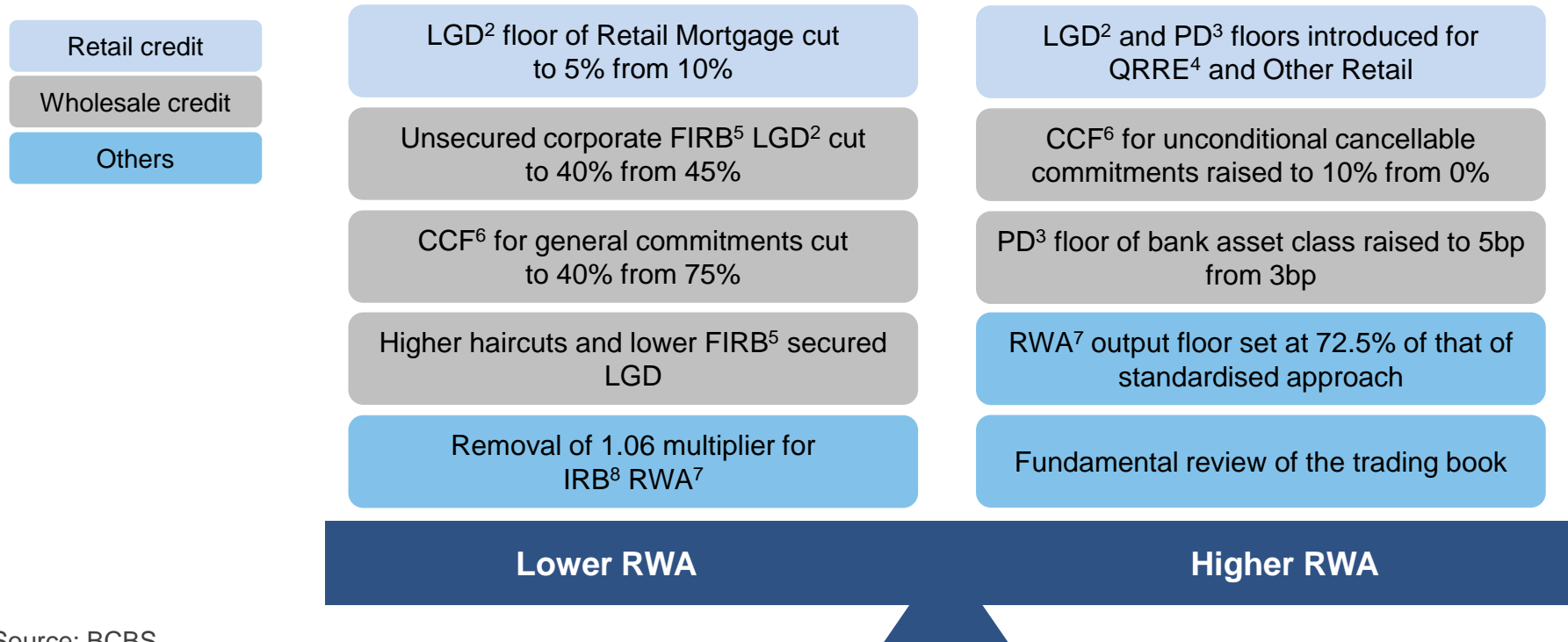
### Singapore

The required stable funding factor under NSFR is cut from 50% to 25% for customer loans maturing within 6 months until 30 September 2021. This will be progressively raised back to 50% by 1 April 2022.

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, Indonesia D-SIBs will initially be subject to a D-SIB buffer of up to 2.5%
4. Compliance by 2022

# Impact of Basel IV<sup>1</sup> likely to be manageable



Source: BCBS

1. Basel IV: Reducing variation in risk-weighted assets
2. Loss given default
3. Probability of default
4. Qualifying revolving retail exposures

5. Foundation internal rating-based approach
6. Credit conversion factor
7. Risk weighted assets
8. Internal rating-based approach



## Strong UOB Fundamentals

# Strong UOB fundamentals

## Strong management with proven track record



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

## Consistent and focused financial management



- Responsible yet prudent approach in extending loan relief to customers
- Continued investment in talent and technology to build capabilities in a disciplined manner
- At least 50% of Group earnings from home market of Singapore (AAA sovereign rating)

## Disciplined management of balance sheet strengths



- Strong Common Equity Tier 1 capital adequacy ratio of 13.5% as at 31 December 2021
- Diversified funding and sound liquidity, with 87% loan/deposit ratio
- Strengthened coverage, with general allowance on loans covering 1% of performing loans

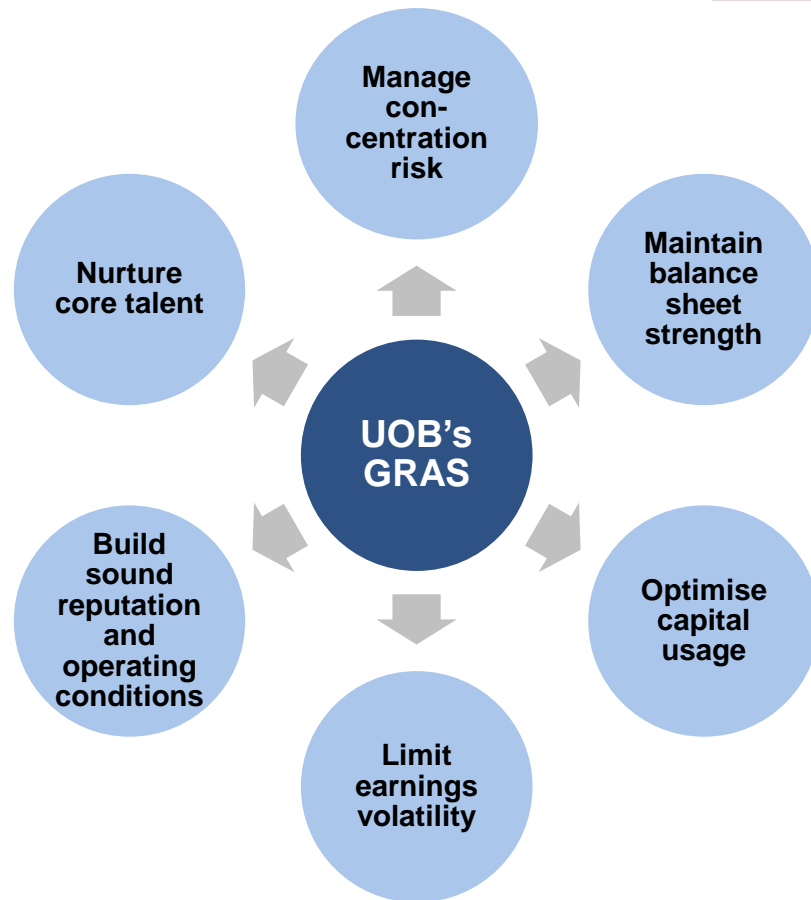
## Delivering on regional strategy



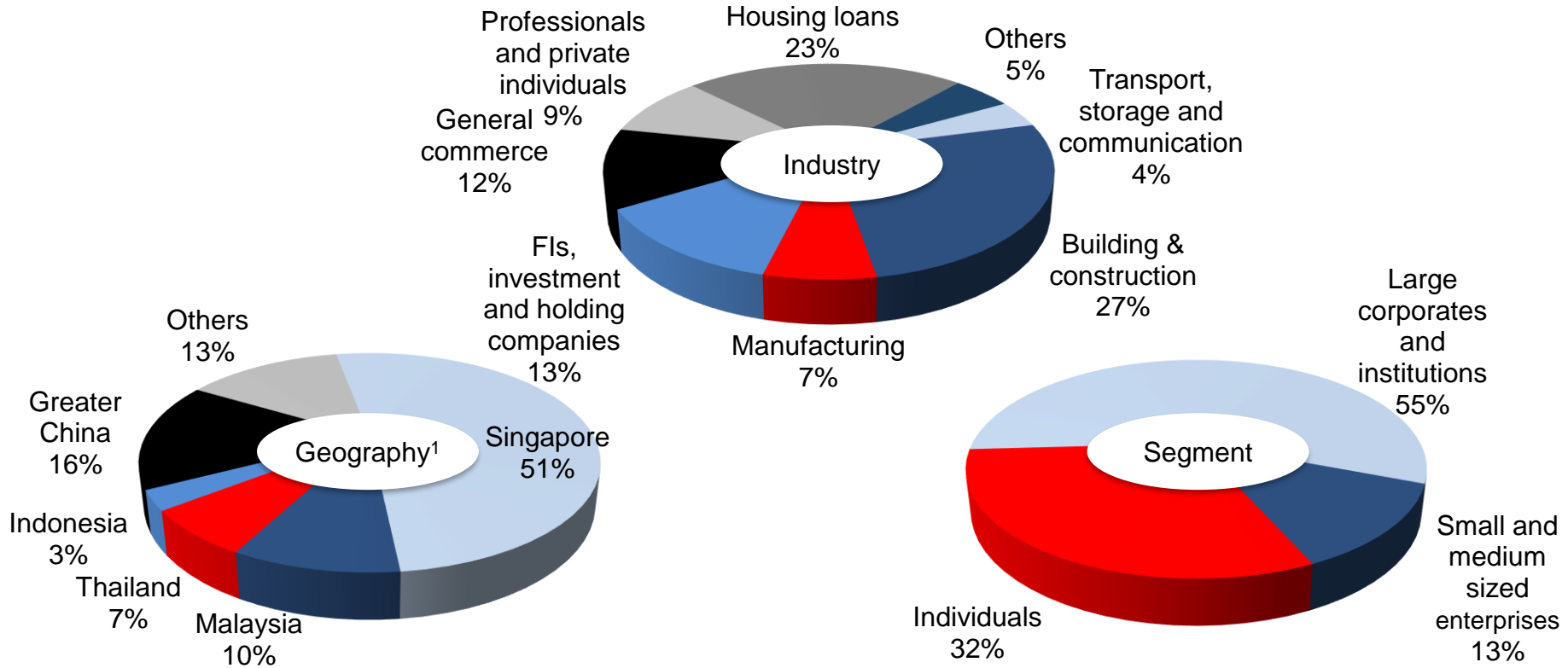
- Holistic regional bank, with full control of overseas subsidiaries
- Focus on profitable niche segments and intra-regional flows
- Entrenched domestic presence and deep local knowledge to address needs of our targeted segments

# Managing risks for stable growth

- Prudent approach has been key to delivering sustainable returns over the years
- Institutionalised framework through **Group Risk Appetite Statement (GRAS)**:
  - Outlines risk and return objectives to guide strategic decision-making
  - Comprises 6 dimensions and 14 metrics
  - Entails instilling prudent culture as well as establishing policies and guidelines
  - Invests in capabilities, leverage integrated regional network to ensure effective implementation across key markets and businesses



# Diversified loan portfolio



Note: Financial statistics as at 31 December 2021

1. Loans by geography are classified according to where credit risks reside, largely represented by the borrower's country of incorporation / operation (for non-individuals) and residence (for individuals)

# Disciplined balance sheet management

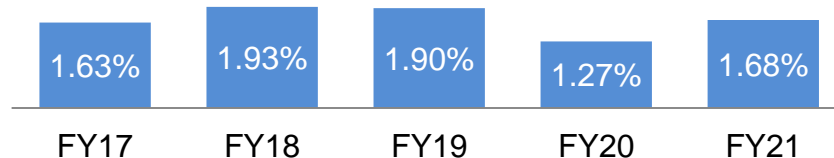
Focus on  
balance  
sheet  
efficiency

Healthy  
portfolio  
quality

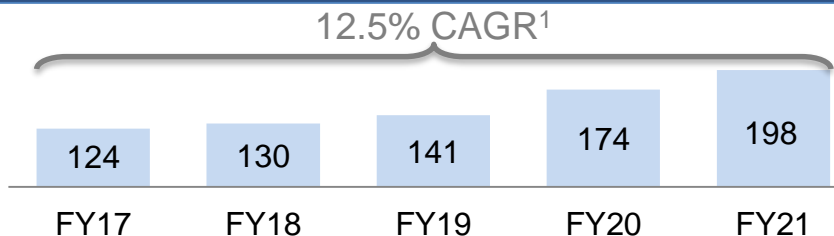
Proactive  
liability  
management

Robust  
capitalisation

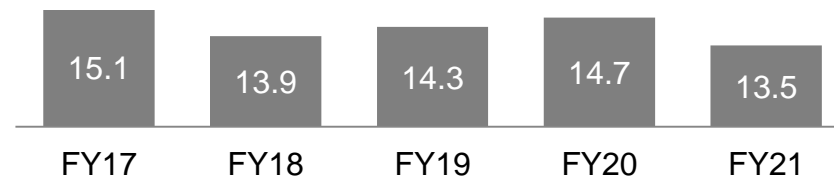
## Return on risk-weighted assets



## Current Account Saving Account Balances (SGD b)



## Common Equity Tier 1 ratio (%)



1. Compound annual growth rate over 4 years (FY17 to FY21)

# UOB's responsible financing journey: pragmatic and progressive

2018

- Rolled out ESG risk classification to better manage ESG risk in portfolio
- Led industry-wide efforts via **the Association of Banks in Singapore (ABS)** to develop:
  - i. minimum ESG representations and warranties for Singapore banks, and
  - ii. responsible financing e-learning module
- Enhanced ESG monitoring and reporting to improve oversight on potential controversies

2019

- Discontinued (i) new project financing of coal-fired power plant projects, (ii) project financing of greenfield thermal coal mines and (iii) new financing of greenfield oil palm plantations
- Endorsed Task Force on Climate-related Financial Disclosures (TCFD) recommendations and outlined roadmap, led by cross-functional TCFD Working Group
- Part of Monetary Authority of Singapore (MAS)'s working group to co-create the Environmental Risk Management (ENRM) Guidelines

2020

- Strengthened due diligence process with enhanced checklist and climate-related questions
- Completed a pilot transition risk climate scenario analysis in line with TCFD roadmap
- MAS's ENRM Guidelines issued; involved in MAS Green Finance Industry Taskforce (GFIT)
- All employees in relevant roles completed an industry-wide e-learning module on responsible financing

2021

- (i) Limited our thermal coal mining exposure to selected anchor client groups with diversification strategy; (ii) ceased project financing of thermal coal mine expansion; and (iii) discontinued corporate financing of coal-fired powerplants
- Established the bank's Environmental Risk Management Framework and disclosed our responsible financing sector policies on our corporate website
- Started working, in collaboration with GFIT, on an industry-aligned environmental risk questionnaire to evaluate our customers' resiliency against environmental impacts, and to identify opportunities to assist them

## UOB's TCFD Journey and Key Achievements



### Qualitative assessment

- Completed qualitative assessment in 2019, referencing SASB's Materiality Map® and Moody's Environmental Risks Global Heatmap
- Identified carbon-intensive segments most likely to be impacted by climate change:

- |                    |             |
|--------------------|-------------|
| Metals and mining  | Energy      |
| Transportation     | Chemicals   |
| Building Materials | Agriculture |
| Forestry           |             |



### Transition risk scenario analysis

- Partnered an internationally recognised environmental consultancy in climate scenario analysis in 2020
- Three pathways of climate scenarios based on research by IEA and OECD:
  - An orderly transition where early actions are taken to reduce emissions to meet climate targets (*high carbon price scenario*)
  - A disorderly transition where delayed and drastic actions are taken to meet climate targets (*moderate carbon price scenario*)
  - Business-as-usual where no actions are taken (*low carbon price scenario*)



### Findings

- Carbon-intensive segments formed less than 10% of loans
- In a high carbon price scenario, an average 2-notch credit rating deterioration was observed among the sampled 382 borrowers in carbon-sensitive sectors (5% of loans); overall, the resulting credit risk impact on our portfolio is immaterial
- Negligible credit rating deterioration was observed for a sample of 68 borrowers in the real estate sector (6% of loans)

## UOB's Current Work on TCFD and Future Plans



### Physical risk scenario analysis

Engage climate specialists and experts to better understand and determine appropriate methodology for physical risk scenario analysis with the objective of conducting a heatmap of our portfolio vulnerability

**Current Work** (To be published in UOB's 2021 Sustainability Report)



### Transition risk scenario analysis refresh

Refresh the quantitative climate scenario analysis for transition risk and continue to refine/ enhance our approach



### Physical Risk Assessment Disclosure

Publish disclosures on our physical risk scenario analysis



### Metrics and Targets

To publish disclosure of climate-rated Metrics and Targets, subject to data availability and suitable methodology

**Future Plan (Beyond 2021)**

# Competitive against peers

			Standalone Strength	Efficient Cost Management	Competitive returns	Well-Maintained 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-	<b>UOB</b>	a1	44%	0.9%	87%
Aa1	AA-	AA-	<b>OCBC</b>	a1	45%	1.1%	84%
Aa1	AA-	AA-	<b>DBS</b>	a1	45%	1.0%	81%
A3	A-	A+	<b>HSBC</b>	a3	70%	0.5%	61%
A3	BBB+	A	<b>SCB</b>	baa1	74%	0.3%	59%
A2	A-	AA-	<b>BOA</b>	a3	67%	1.1%	47%
A3	BBB+	A	<b>Citi</b>	baa1	67%	0.9%	49%
Aa3	AA-	A+	<b>CBA</b>	a2	47%	0.9%	104%
Aa3	AA-	A+	<b>NAB</b>	a2	47%	0.7%	124%
Aa1	AA-	AA	<b>RBC</b>	a2	52%	1.0%	65%
Aa1	AA-	AA-	<b>TD</b>	a1	54%	0.9%	65%
Baa1	A-	n.r.	<b>CIMB</b>	baa2	48%	0.8%	85%
A3	A-	n.r.	<b>MBB</b>	a3	45%	0.9%	89%

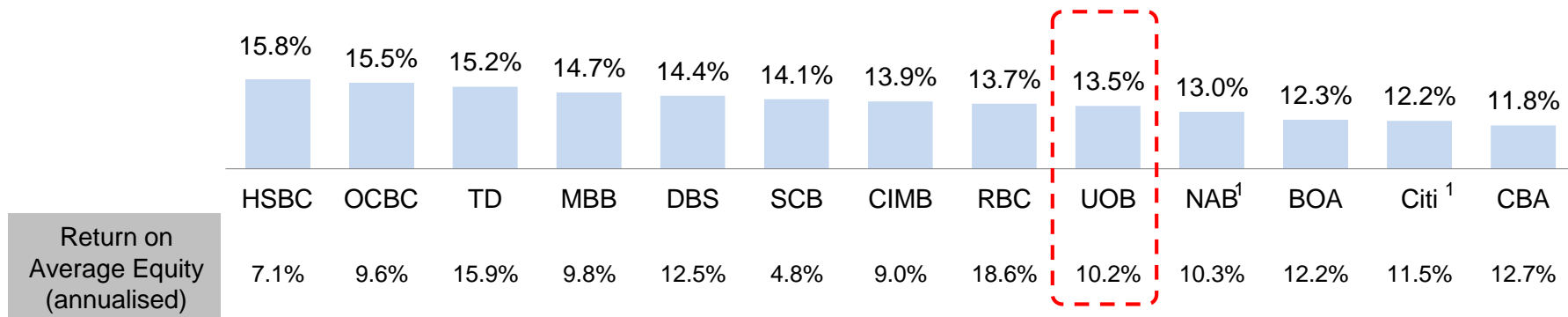
Source: Company reports, Credit rating agencies (updated as of 17 Aug 2021)

Financial data based on FY 31-Dec-21, except for OCBC (9M21), RBC (FY 31-Oct-21), TD (FY 31-Oct-21), CIMB (9M21), Maybank (9M21) and NAB (FY 30-Sep-21)

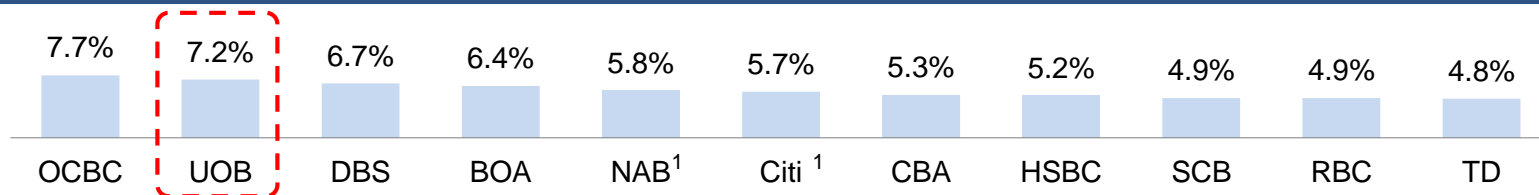


# Strong capital and leverage ratios

## Reported Common Equity Tier 1 CAR



## Reported Leverage Ratio



Source: Company reports

Financial data based on FY 31-Dec-21, except for RBC (FY 31-Oct-21), TD (FY 31-Oct-21), CIMB (9M21), Maybank (9M21) and NAB (FY 30-Sep-21)

1. CBA's and NAB's common equity Tier 1 CARs based on APRA's standards; their respective internationally comparable ratio was 18.4% (31-Dec-21) and 17.95% (30-Sep-21)

# Strong investment grade credit ratings

**MOODY'S**  
INVESTORS SERVICE

**Aa1 / P-1**

- Capital good by global standards
- Deposit-funded and liquid balance sheet
- Traditional banking presence in Singapore, Malaysia and other markets

**STANDARD & POOR'S**  
RATINGS SERVICES  
McGraw Hill Financial

**AA- / A-1+**

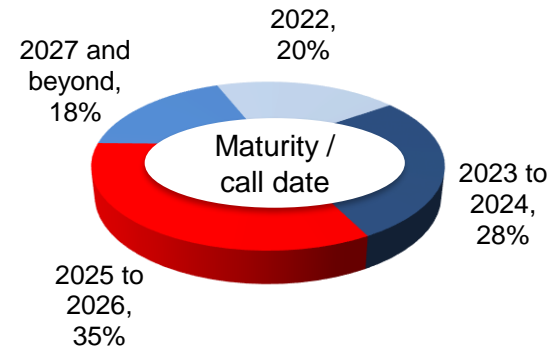
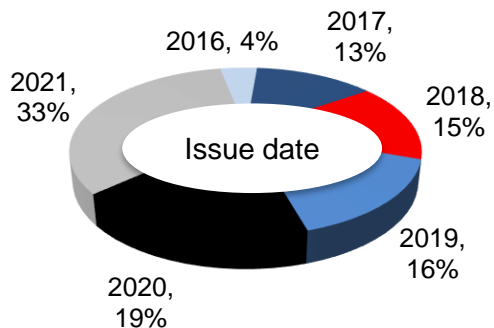
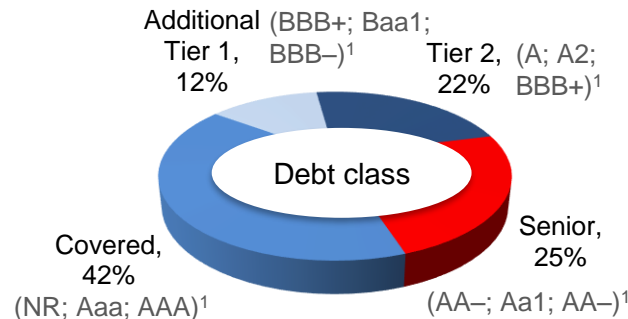
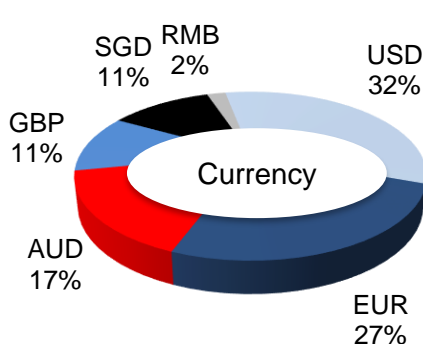
- Well-established market position, strong funding and prudent management record
- Will maintain its capitalisation and asset quality while pursuing regional growth

**FitchRatings**

**AA- / F1+**

- Sound capital and high loan-loss buffers
- Disciplined funding strategy, supported by its strong domestic franchise

## A regular issuer in key debt capital markets globally



Source: Credit rating agencies

**Note:** The pie charts represent outstanding UOB's public rated issuances as of 5 Nov 2021; for more details, please refer to <https://www.uobgroup.com/investor-relations/capital-and-funding-information/group-securities.html>

1. The issuance ratings are by Fitch Ratings, Moody's Investors Service and S&P Global Ratings, respectively

## Our Growth Drivers

# Our growth drivers

## Realise full 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

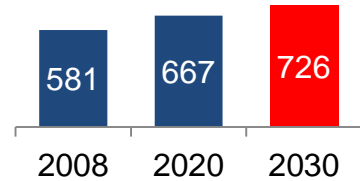


- Disciplined approach in executing growth strategy, balancing growth with stability
- Focus on risk adjusted returns; ensure balance sheet strength and robust capital through economic cycles

# Southeast Asia's immense long-term potential

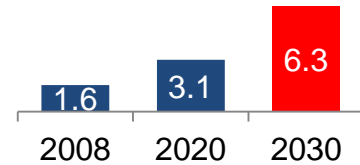
## Population

(Million persons)



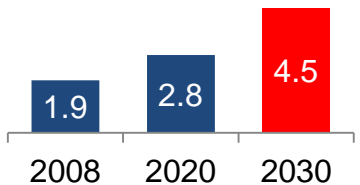
## GDP<sup>1</sup>

(USD trillion)



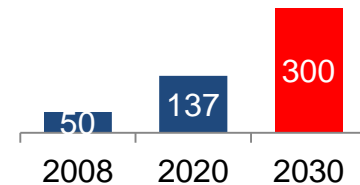
## Trade<sup>2</sup>

(USD trillion)



## FDI<sup>3</sup>

(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 GDP<sup>1</sup>
- Fourth largest trading group globally
- Third largest recipient of inward FDI<sup>3</sup> 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

2019 retail banking pool sizes



USD b

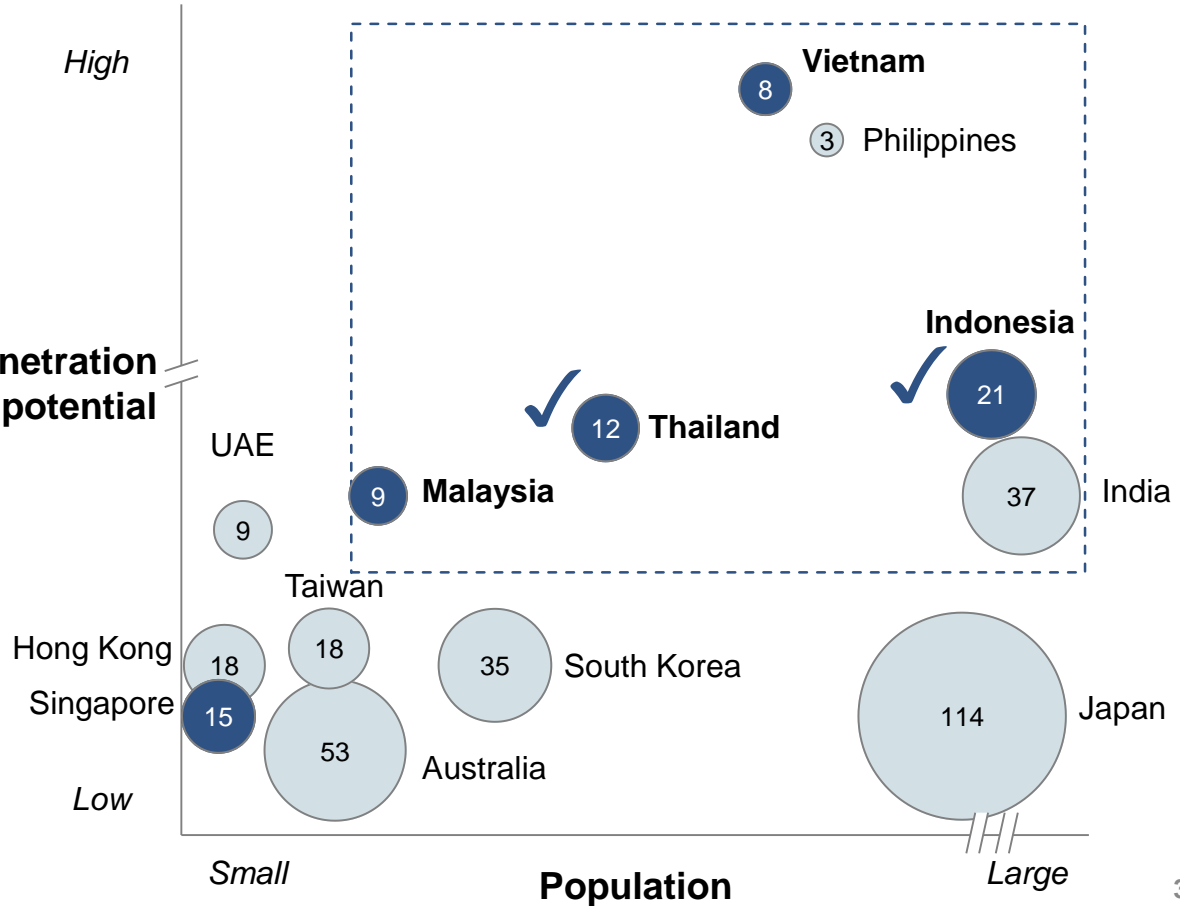


Denotes UOB's core markets in Southeast Asia



**TMRW** was launched by UOB in Thailand (March 2019) and Indonesia (August 2020)

**Banking penetration growth potential**



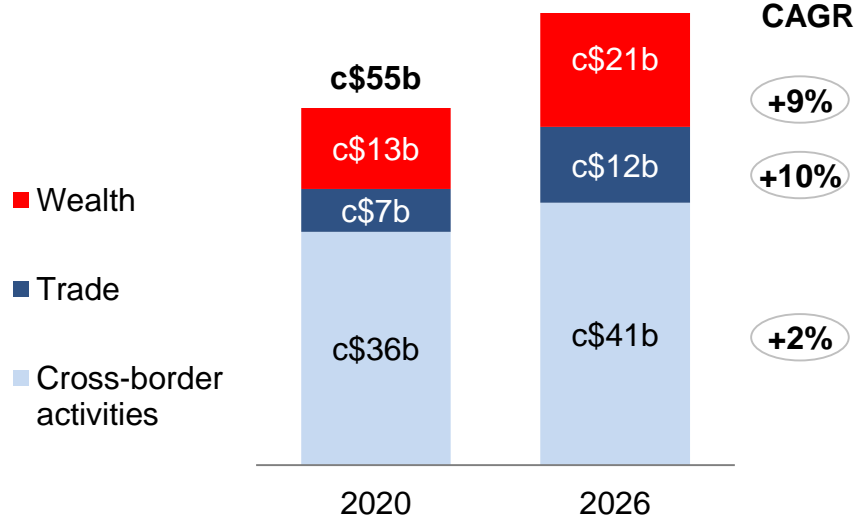
Note: UAE and Japan's retail banking market size as of 2017

Source: BCG banking pools (2019), World Bank (2017)

# Revenue potential from ‘connecting the dots’ in the region

## Industry’s potential connectivity revenue

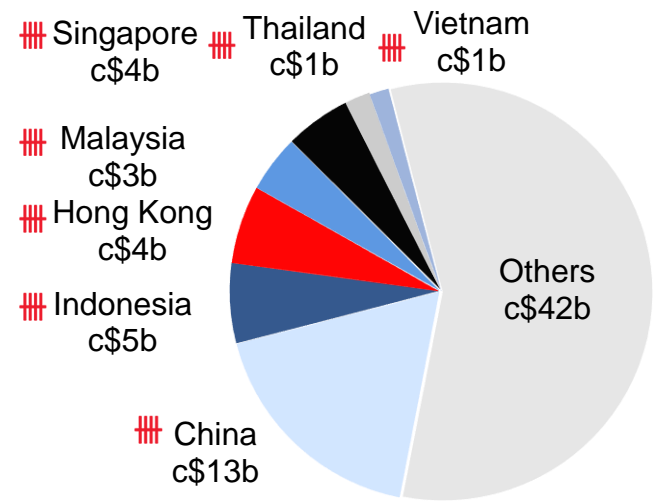
(SGD b)



## Industry’s potential connectivity revenue (2026)

(SGD b)

▄▄▄ Markets where UOB has a presence



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

# Wholesale: Record income on regional franchise, capturing cross-border opportunities



## Strengthening Connectivity

Across our ASEAN footprint and global network



**+10%<sup>1</sup>**  
Cross-border income growth (formed 30%<sup>2</sup> of Group Wholesale Banking income)



**2x<sup>1</sup>**  
Growth in suppliers and distributors within financial supply chain management solution



## Sector Specialisation

Building capabilities for greater diversification and risk mitigation



**+21%<sup>1</sup>**  
Global Financial Institutions Group income growth



**+28%<sup>1</sup>**  
Loan- and trade-related fee growth



## Deepening Digitalisation

For secure and efficient transactions



**+25%<sup>1,4</sup>**  
Digital banking transactions by businesses



**~3x<sup>1,3</sup>**  
Cashless payments to businesses

1. Year on year growth for FY21. 2. As of FY21. 3. Refers to payments made on Corporate PayNow in Singapore. 4. Refers to digital banking transactions via UOB Infinity/BIBPlus.



# Consumers: Tapping on rising affluence and digital adoption in Southeast Asia



## Driving Digital Adoption

Scale UOB TMRW across ASEAN in a cost-effective manner



**~800k<sup>1</sup>**

Customers digitally acquired across the region by UOB TMRW

**#1<sup>2</sup>**



In App Store and Play Store ranking among key banking apps in Singapore



## Ecosystem Partnerships

Embed partnerships and data to digitally acquire at low cost, retain and reward customers



**4**

Key strategic partnerships concluded in 2021 to drive growth

**+44%<sup>3</sup>**



Rewards+ coupon users



## Omni-channel Offerings

Digitalise customer experience and processes; repurpose branches for more advisory needs



**SGD139b<sup>4,5</sup>**

Assets under management (AUM)<sup>6</sup>  
▲ 4% YoY



**+17%<sup>7</sup>**

Total card billings in Singapore

1. Since 4<sup>th</sup> Quarter 2018. 2. As at December 2021. 3. Quarter on quarter growth in 4Q21. 4. As at FY21. 5. Of which around 60% are from customers overseas. 6. Refers to Privilege Banking, Privilege Reserve and Private Bank. 7. Year on year growth in FY21.

# Forging a sustainable future with our customers in ASEAN



## Sustainable financing

Sustainable growth in priority sectors driving ASEAN progress



## Responsible investment

Integrate sustainability into wealth management products and advisory framework



## Delivering tangible impact

Making an impact beyond financial targets



## SGD17b

Total sustainability financing<sup>1</sup> provided to date at end-2021



## SGD9b

Total AUM in ESG-focused investments at end-2021



## >220k tCO<sub>2</sub>-e

Contribution to annual avoided greenhouse gas emissions



## U-Energy U-Drive

Ecosystem solutions offering end-to-end financing for energy-efficiency projects and EVs

## Achieved operational carbon neutrality in 2021



## 274GWh<sup>2</sup>

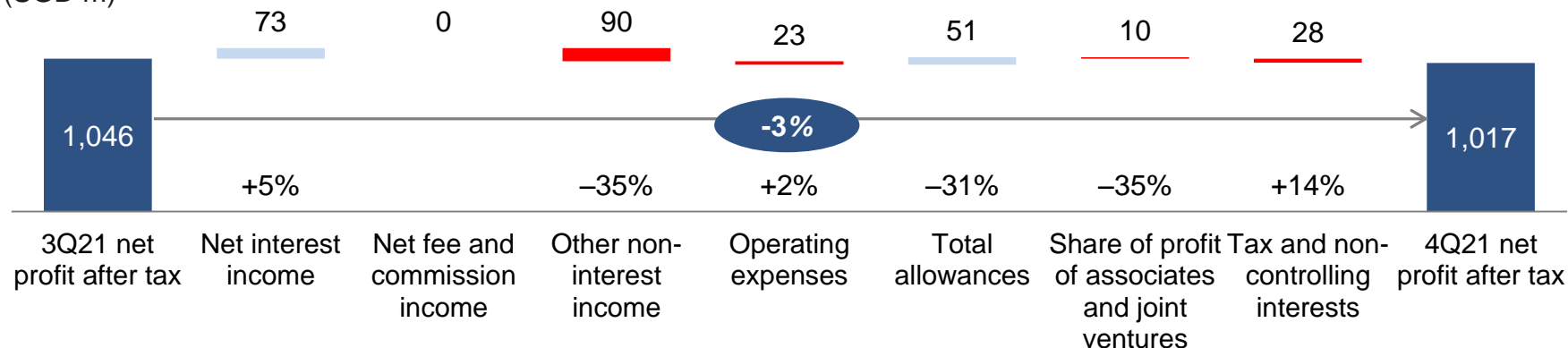
Solar energy generated under U-Solar programme, equivalent to 2.3m new tree seedlings grown over 10 years

## Latest Financials

# 4Q21 financial overview

## Net Profit After Tax Movement, 4Q21 vs 3Q21

(SGD m)



Key Indicators	4Q21	3Q21	QoQ Change	4Q20	YoY Change
Net interest margin (%) <sup>1</sup>	1.56	1.55	+0.01% pt	1.57	-0.01% pt
Non-interest income / Income (%)	31.1	34.6	-3.5% pt	32.8	-1.7% pt
Cost / Income ratio (%)	45.0	43.7	+1.3% pt	46.7	-1.7% pt
Return on equity (%) <sup>1,2</sup>	10.0	10.4	-0.4% pt	7.0	+3.0% pt

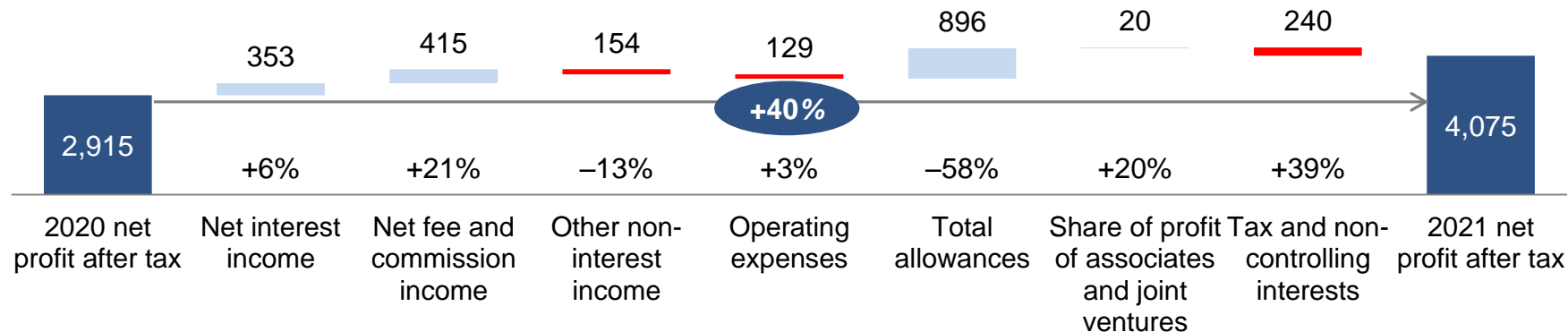
1. Computed on an annualised basis

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

# 2021 financial overview

## Net Profit After Tax Movement, 2021 vs 2020

(SGD m)



Key Indicators	2021	2020	YoY Change
Net interest margin (%) <sup>1</sup>	1.56	1.57	-0.01% pt
Non-interest income / Income (%)	34.7	34.2	+0.5% pt
Cost / Income ratio (%)	44.1	45.6	-1.5% pt
Return on equity (%) <sup>1,2</sup>	10.2	7.4	+2.8% pt

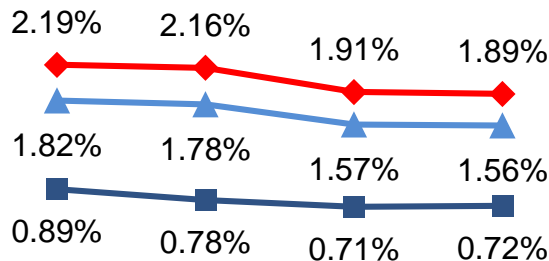
1. Computed on an annualised basis

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

# Net interest income rose on enlarged asset base, while net interest margin remained stable

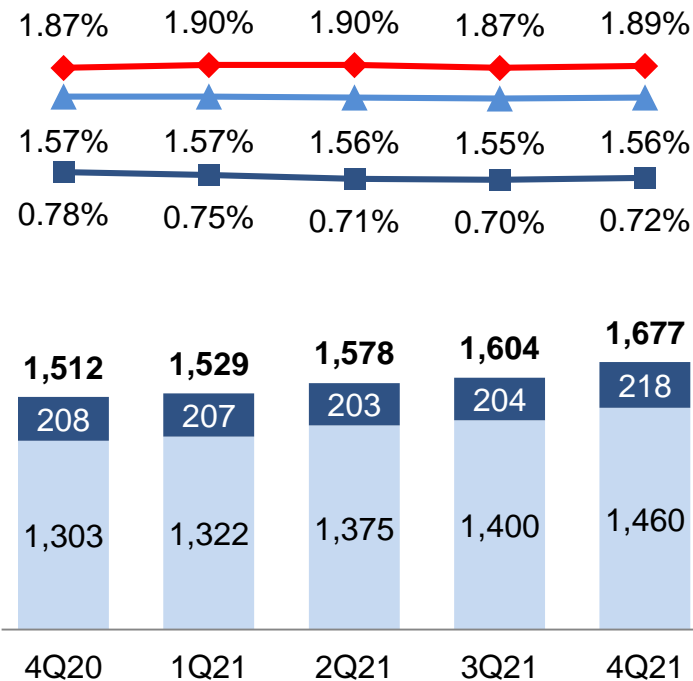
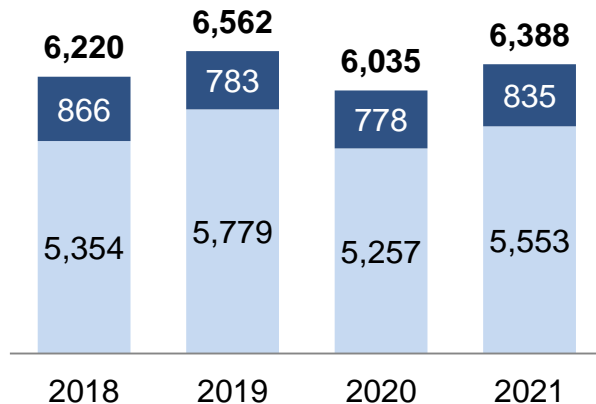
Net interest margin (%) \*

- Loans
- Overall
- Interbank & securities



Net interest income (SGD m)

- Total
- Interbank & securities
- Loans



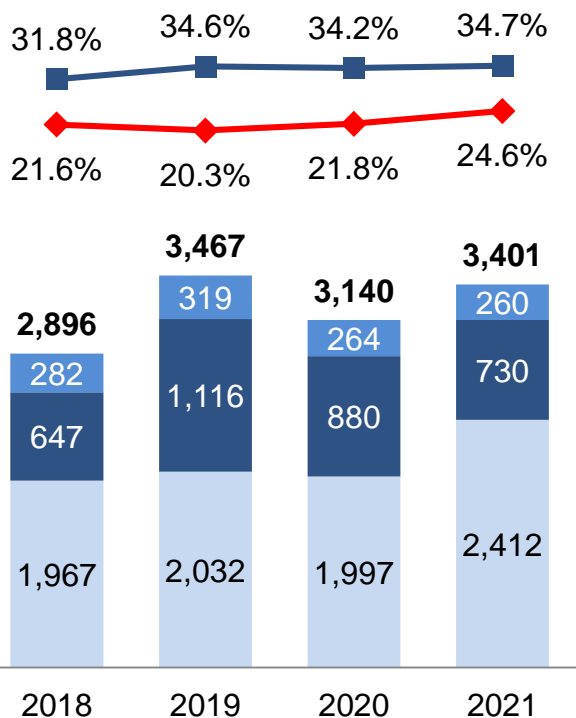
\* Computed on an annualised basis, where applicable

# Non-interest income supported by diversified revenue engines

% of total income

— Non-interest income

— Net fee income



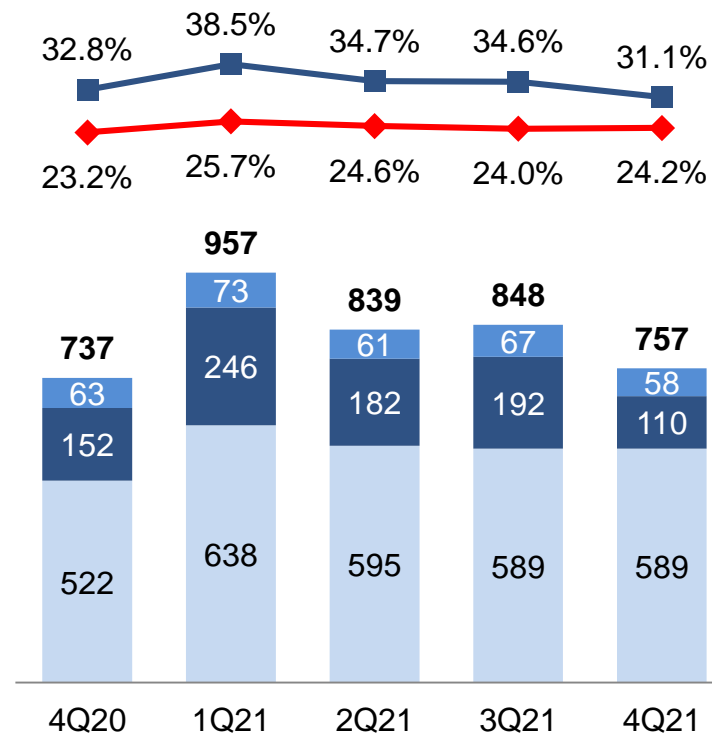
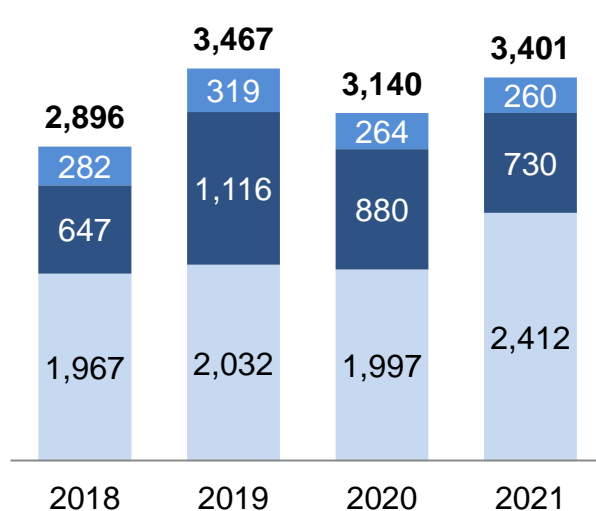
Non-interest income (SGD m)

□ Total

□ Others

□ Trading and investment income

□ Net fee income

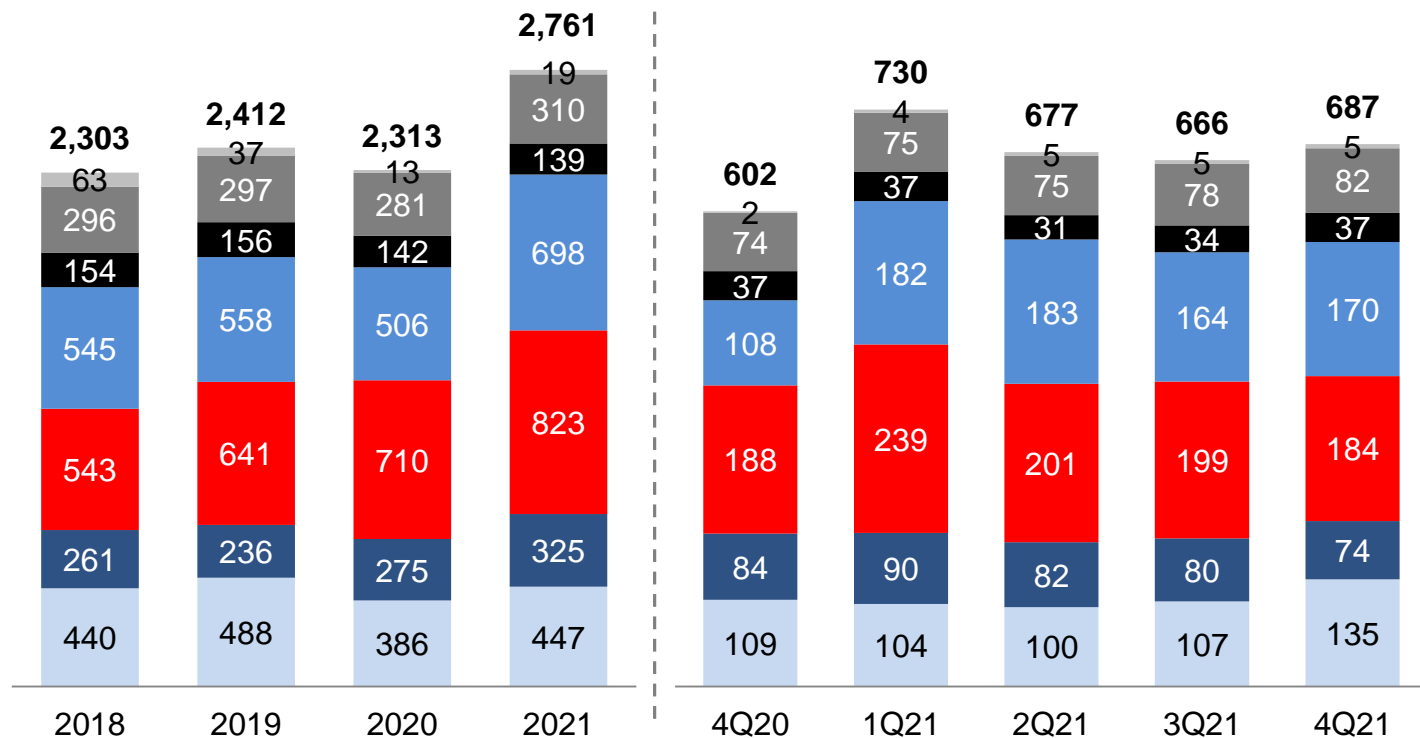


Note: Fee income has been restated where the amounts are net of expenses directly attributable to fee income

# Record fees boosted by wealth management and loan-related activities

Fee income  
(SGD m)

- Total
- Others
- Trade-related
- Service charges
- Loan-related
- Wealth management
- Fund management
- Credit card



Note: The amounts represent fee income on a gross basis

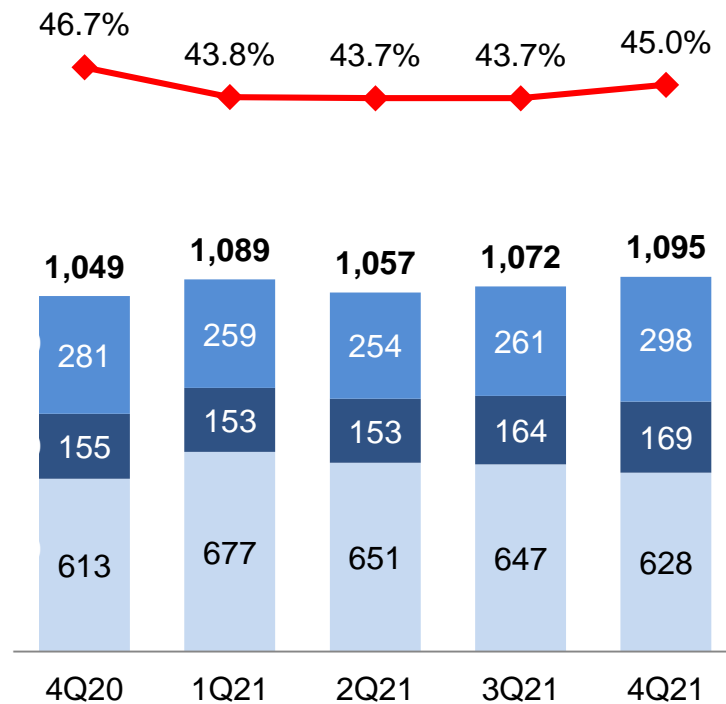
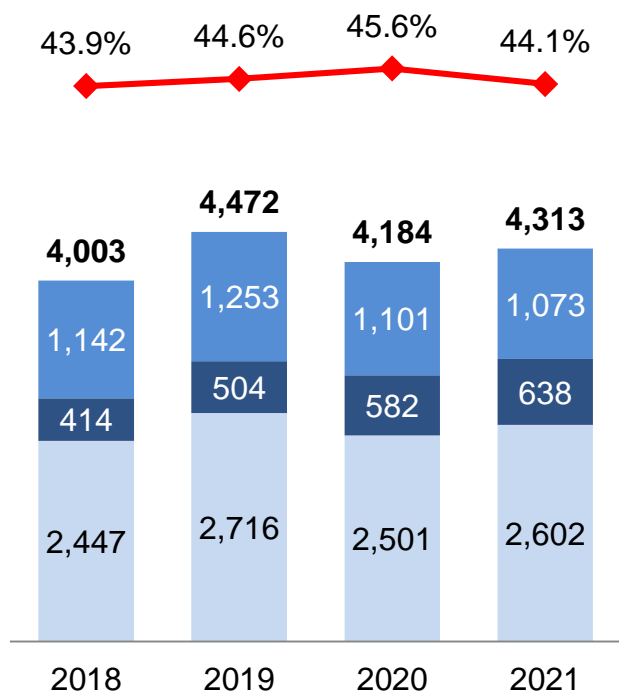


# Stable CIR as we pace investments in staff and technology

— Costs / Income ratio (CIR, %)

Operating expenses (SGD m)

- Total
- Others
- IT-related expenses
- Staff costs



Note: Expenses have been restated where the amounts no longer include expenses directly attributable to fee income

# Diversified growth across our key markets

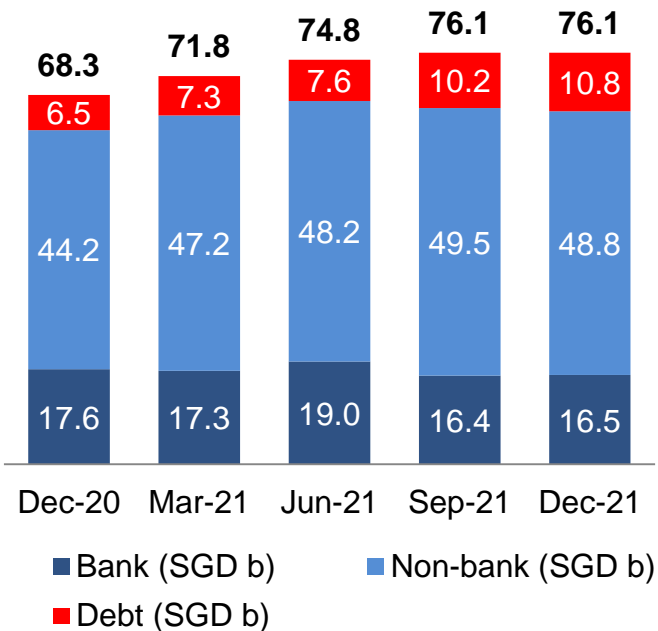
	2021	2020	YoY +/(−) %	4Q21	3Q21	QoQ +/(−) %
Operating profit	SGD m	SGD m		SGD m	SGD m	
Singapore	2,839	2,592	+10	724	686	+6
Rest of Southeast Asia	1,327	1,302	+2	298	351	−15
<i>Malaysia</i>	689	675	+2	148	185	−20
<i>Thailand</i>	407	392	+4	106	99	+7
<i>Indonesia</i>	221	211	+5	40	63	−37
<i>Vietnam</i>	4	16	−72	2	2	+5
<i>Others</i>	6	8	−26	1	1	−4
North Asia	605	548	+10	152	154	−1
<i>Greater China</i>	568	514	+11	143	145	−1
<i>Others</i>	36	34	+8	9	9	+6
Rest of the world	706	550	+28	164	190	−13
<b>Total</b>	<b>5,476</b>	<b>4,992</b>	<b>+10</b>	<b>1,339</b>	<b>1,381</b>	<b>−3</b>
<b>Overseas contribution</b>	<b>48%</b>	<b>48%</b>	<b>+0%pt</b>	<b>46%</b>	<b>50%</b>	<b>−4%pt</b>

# Healthy growth led by corporate and institutional loans in developed markets

	Dec-21	Sep-21	Dec-20	QoQ	YoY
	SGD b	SGD b	SGD b	+/(-) %	+/(-) %
<b>Gross Loans</b>					
Singapore	158	158	143	-1	+10
Rest of Southeast Asia	63	62	63	+2	+1
<i>Malaysia</i>	30	29	30	+1	+0
<i>Thailand</i>	21	20	21	+7	+1
<i>Indonesia</i>	10	11	10	-5	-3
<i>Vietnam</i>	2	2	2	-12	+8
<i>Others</i>	1	1	1	+21	+28
North Asia	53	53	47	-0	+13
<i>Greater China</i>	49	50	44	-2	+10
<i>Others</i>	4	3	3	+21	+60
Rest of the world	37	32	28	+14	+31
<b>Total</b>	<b>311</b>	<b>306</b>	<b>281</b>	<b>+2</b>	<b>+10</b>

Note: Loans by geography are classified according to where credit risks reside, largely represented by the borrower's country of incorporation / operation (for non-individuals) and residence (for individuals)

# Exposure to Greater China



As at 31 December 2021:

## Mainland China exposure

*(\$27.7b or 6% of total assets)*

### Bank exposure (\$11.2b)

- Accounts for ~40% of Mainland China exposure; top 5 domestic banks and 3 policy banks account for ~55% of total bank exposure
- 98% with <1 year tenor
- Trade exposures form ~50% of total bank exposure

### Non-bank exposure (\$12.2b)

- Target customers include top-tier state-owned enterprises, large local corporates and foreign investment enterprises
- ~50% denominated in RMB
- ~50% with <1 year tenor
- NPL ratio at 0.3%

## Hong Kong SAR exposure

*(\$39.5b or 9% of total assets)*

### Bank exposure (\$2.6b)

- Majority to foreign banks

### Non-bank exposure (\$32.6b)

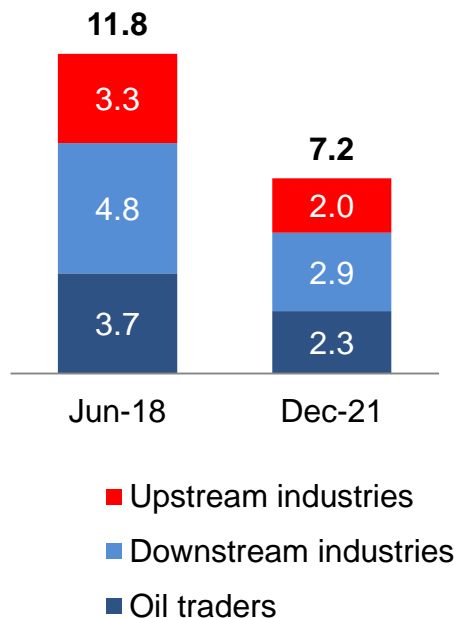
- Mainly wholesale corporates
- ~50% with <1 year tenor
- NPL ratio at 0.7%

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

# Exposure to oil and gas sector

## Total Outstanding O&G Loans

(SGD b)



- As of 31 December 2021, oil and gas (O&G) loans represented 2% of total loans as compared with 5% at 30 June 2018
- Around 70% of O&G exposure is to downstream players and traders, which are mainly national oil companies (NOCs) and global firms, while short-term structured loans account for a significant share of the remainder
- A considerable portion of upstream exposure is to NOCs and international oil companies, while vulnerable accounts were already classified and their collateral value marked down (by as much as 90%) by end-2017

# Higher new NPL formation with benign NPL ratio

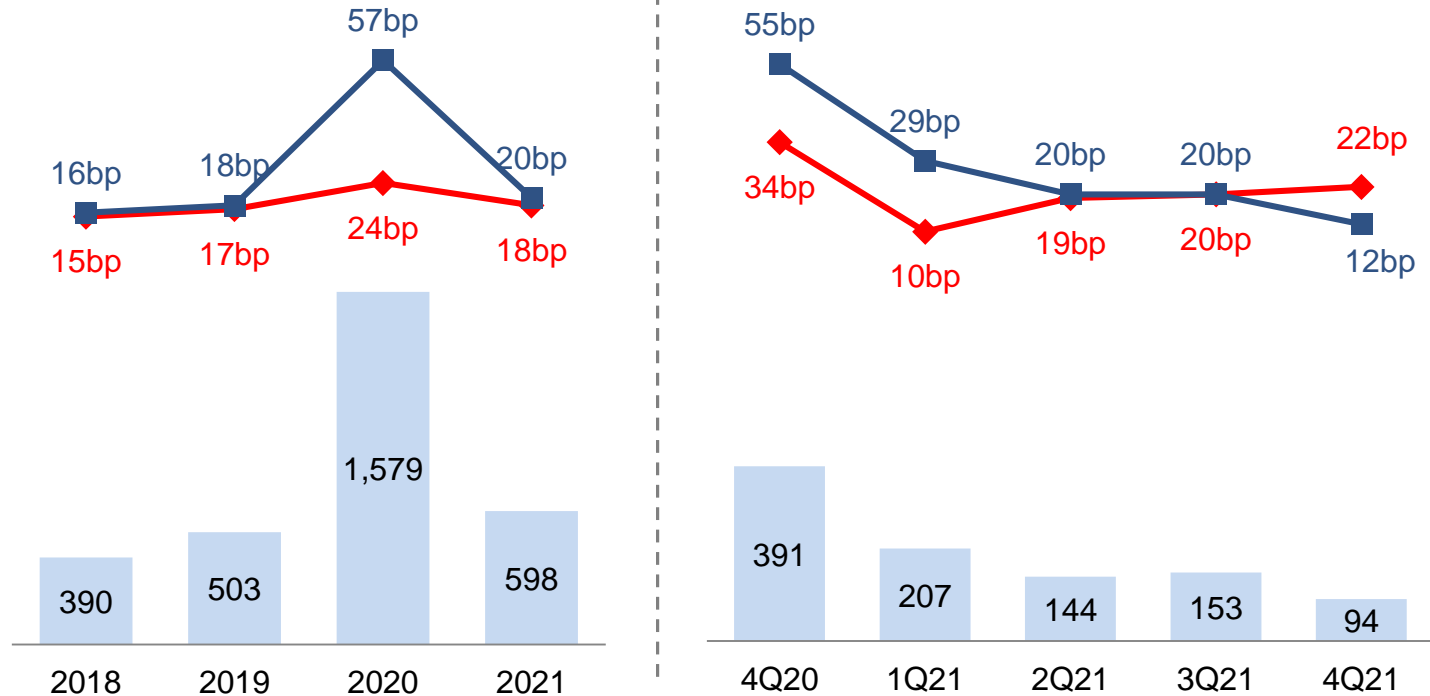
(SGD m)	4Q20	1Q21	2Q21	3Q21	4Q21
<b>NPAs at start of period</b>	<b>4,301</b>	<b>4,608</b>	<b>4,544</b>	<b>4,547</b>	<b>4,772</b>
<b>Non-individuals:</b>					
New NPAs	622	145	360	251	670
Upgrades and recoveries	(175)	(250)	(158)	(73)	(172)
Write-offs	(179)	(26)	(202)	(42)	(205)
	4,569	4,477	4,544	4,683	5,065
<b>Individuals (Net)</b>	<b>39</b>	<b>67</b>	<b>3</b>	<b>89</b>	<b>12</b>
<b>NPAs at end of period</b>	<b>4,608</b>	<b>4,544</b>	<b>4,547</b>	<b>4,772</b>	<b>5,077</b>
<b>NPL ratio (%)</b>	<b>1.6%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.6%</b>

# Steady credit costs as macro outlook stabilises and pre-emptive provisions mostly taken in 2020

Average Gross Loans (basis points) \*

— Allowances for NPLs  
— Total allowances for loans

Total allowances for loans (SGD m)

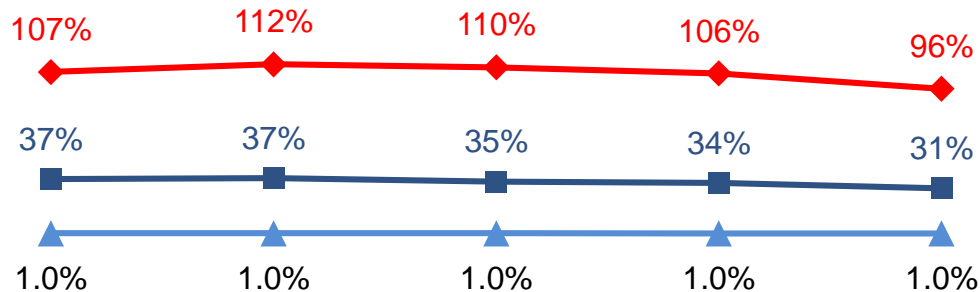


\* Computed on an annualised basis, where applicable

# Allowances sufficient amid ongoing macro uncertainties

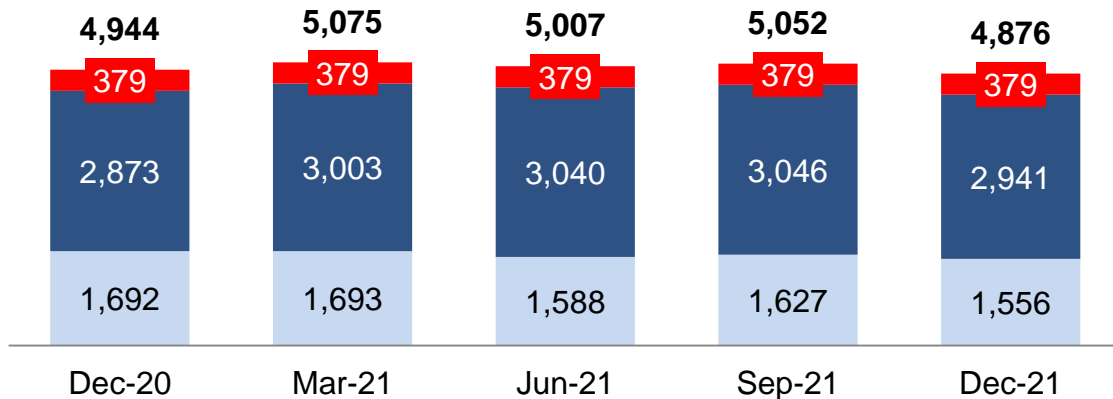
## Coverage ratios (%)

- Total allowances\* / NPAs
- Specific allowances / NPAs
- General allowance on loans\* / performing loans (%)



## Allowances (SGD m)

- Total
- Regulatory loss allowance reserve
- Specific allowance
- General allowance



\* Total allowances include regulatory loss allowance reserve pursuant to MAS Notice No. 612



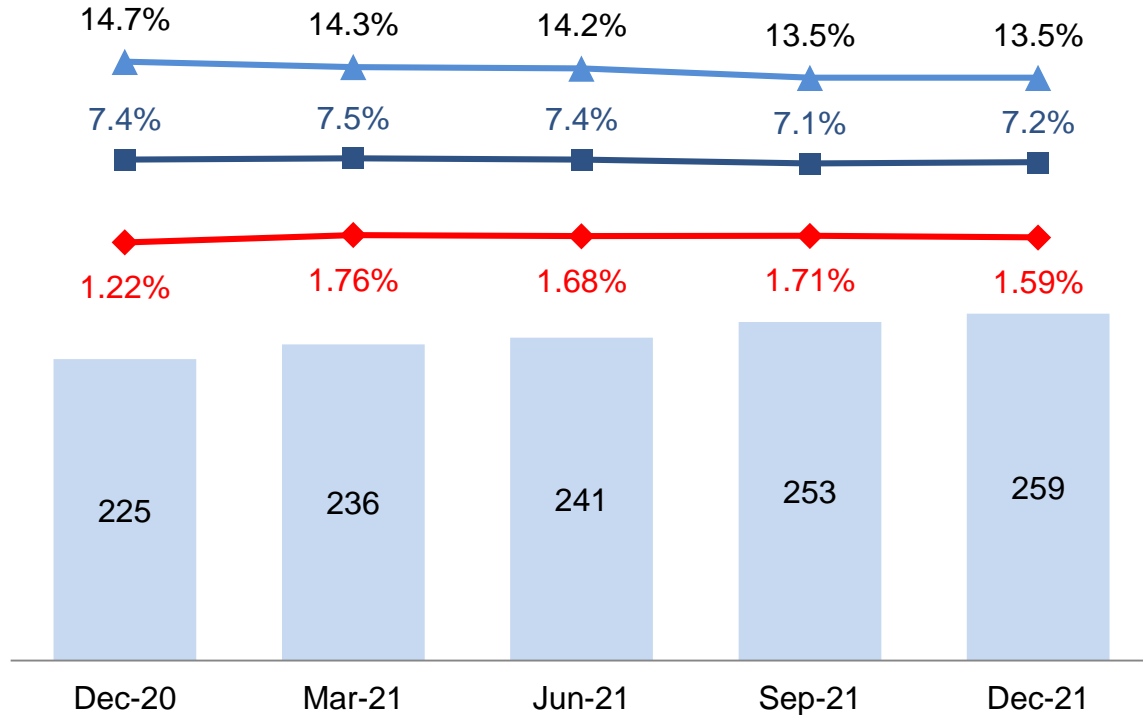
# Strong capital and leverage ratios

— Common equity Tier 1 capital adequacy ratio (%)

— Leverage ratio (%)

— Return on risk-weighted assets (%) \*

□ Risk weighted assets (SGD b)



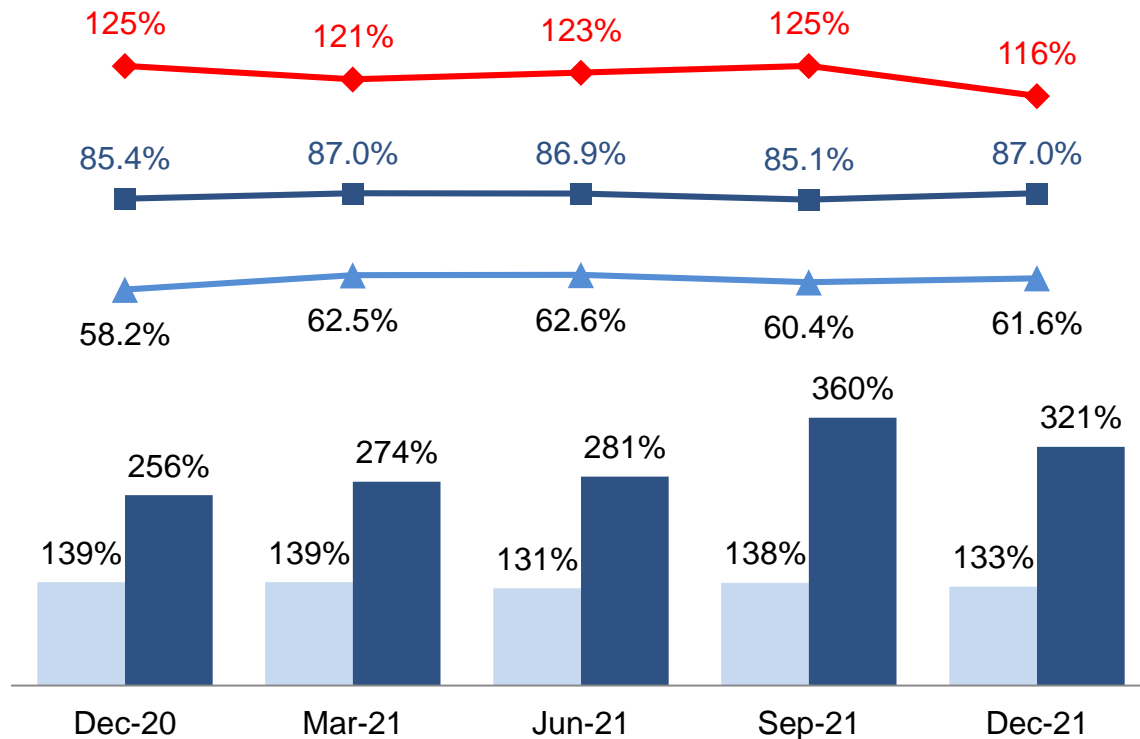
\* Computed on an annualised basis

# Sound funding and liquidity positions

— Net stable funding ratio (%)

— Group loan-deposit ratio (%)

— USD loan-deposit ratio (%)



Liquidity coverage ratio (%) \*

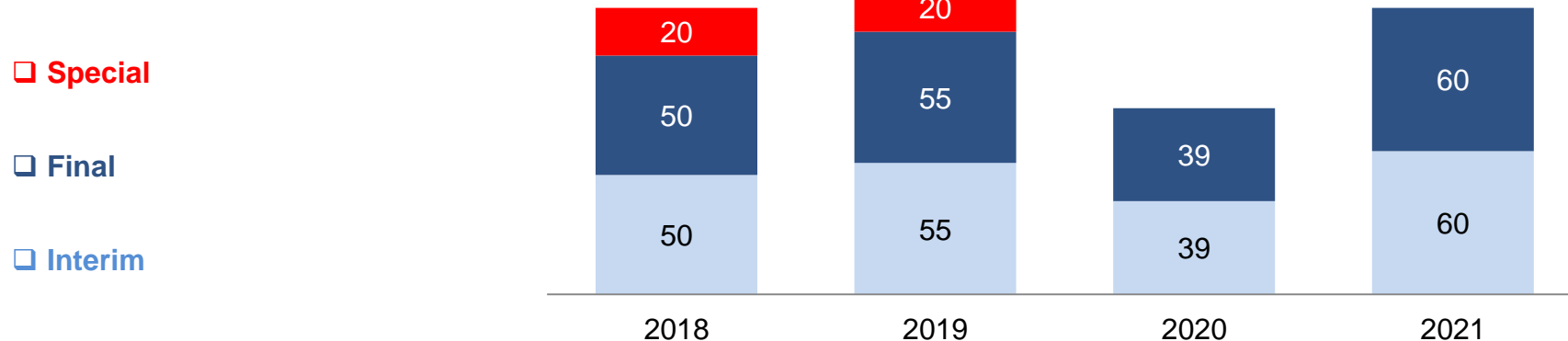
□ SGD

□ All-currency

\* Computed on a quarterly average basis

# Dividends in line with higher earnings and strong capital position

## Net dividend per ordinary share (¢)



<b>Payout amount (SGD m)</b>	2,000	2,171	1,304	2,009
<b>Payout ratio (%)</b>	50	50	45 <sup>1</sup>	49
<b>Payout ratio (excluding special dividends) (%)</b>	42	42	45 <sup>1</sup>	49

1. FY20 dividends were in line with Monetary Authority of Singapore's call for banks to cap dividends at 60% of 2019 dividends.

**Note:** The Scrip Dividend Scheme was applied to all the dividends for the financial years ended 2020

The Scheme provides shareholders with the option to receive Shares in lieu of the cash amount of any dividend declared on their holding of Shares. For more details, please refer to [www.uobgroup.com/investor-relations/shares-and-dividends/dividends.html](http://www.uobgroup.com/investor-relations/shares-and-dividends/dividends.html)

# Thank You

