



# SIAS Corporate Connect Webinar

Steady performance driven by resilient  
core franchise

June 2026

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# Agenda



**1** Overview of UOB Group

**2** Consistent Track Record

**3** Core Business Drivers

**4** Summary

**5** Q&A

# 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 430 branches and offices in 19 markets.

Note: Financial statistics as at 31 March 2026

1. USD 1 = SGD 1.29045 as at 31 March 2026

2. Average for 1Q26

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

## Key Statistics for 1Q26

■ Gross loans	: SGD354b (USD274b <sup>1</sup> )
■ Customer deposits	: SGD427b (USD331b <sup>1</sup> )
■ Loan / Deposit ratio	: 81.9%
■ Net stable funding ratio	: 115%
■ All-currency liquidity coverage ratio	: 144% <sup>2</sup>
■ Common Equity Tier 1 ratio	: 15.3%
■ Leverage ratio	: 7.0%
■ Return on equity <sup>3</sup>	: 11.5%
■ Return on assets	: 1.01%
■ Net interest margin	: 1.82%
■ Non-interest income / Total income	: 32.1%
■ Cost / Income	: 44.5%
■ Non-performing loan ratio	: 1.5%
■ 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



## 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



Source: Company reports

## Sizeable domestic market share

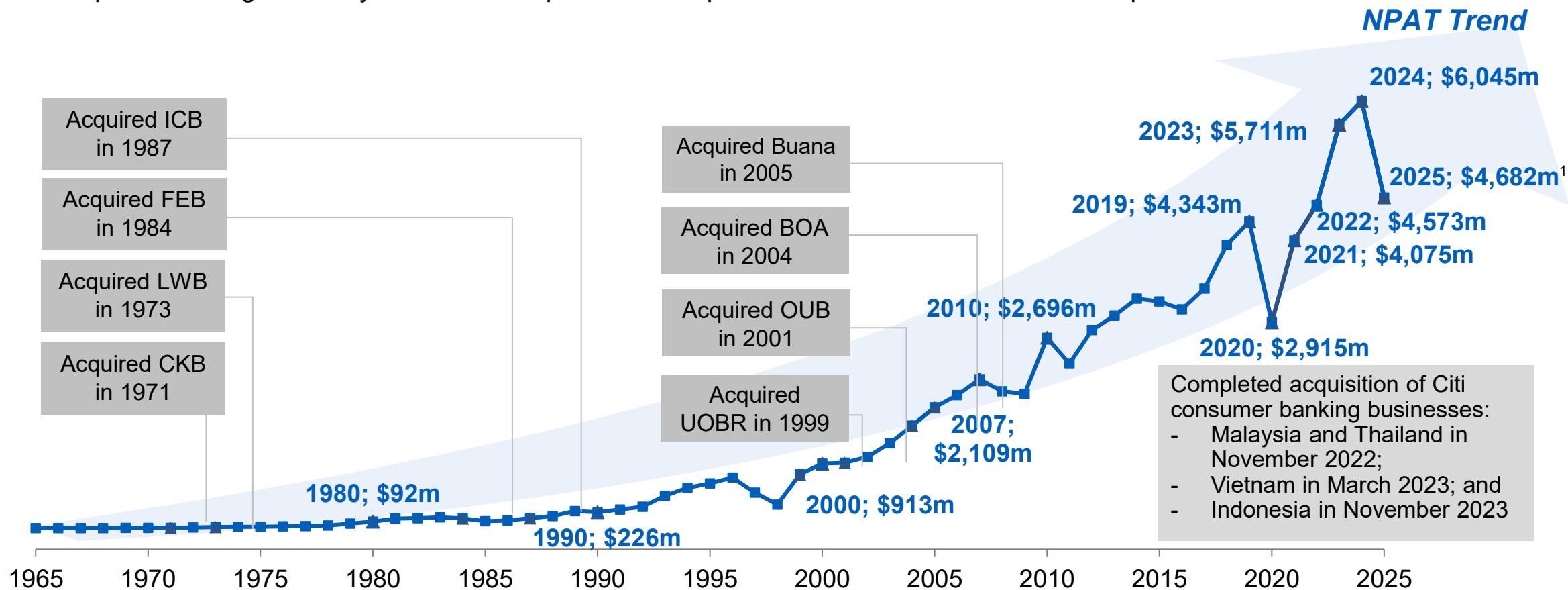


Source: UOB, MAS (data as of 31 March 2026)

# 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”)

1. Included impact of pre-emptive general allowance set aside in 3Q25

# Comprehensive regional banking franchise



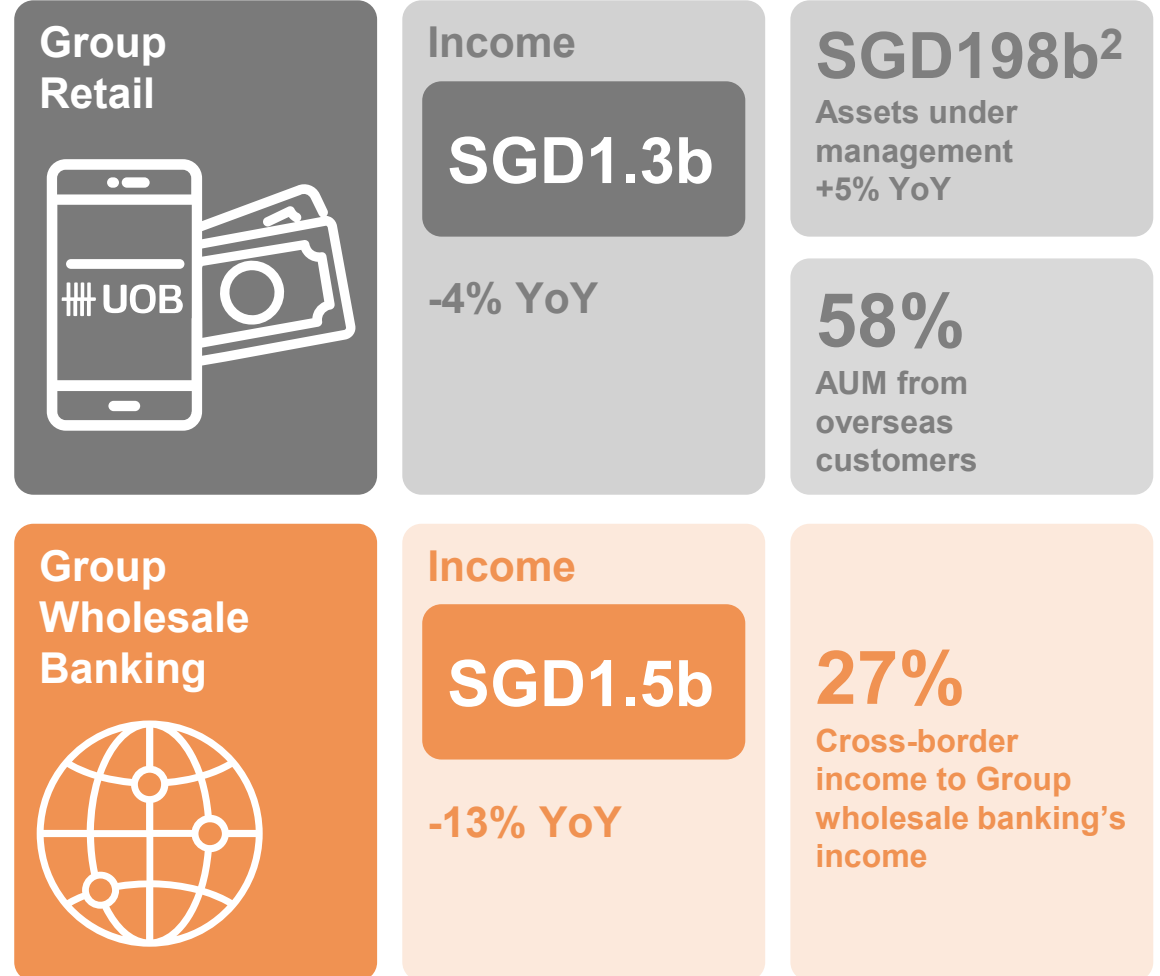
## Extensive Regional Footprint



- 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

## 1Q26 performance by segment



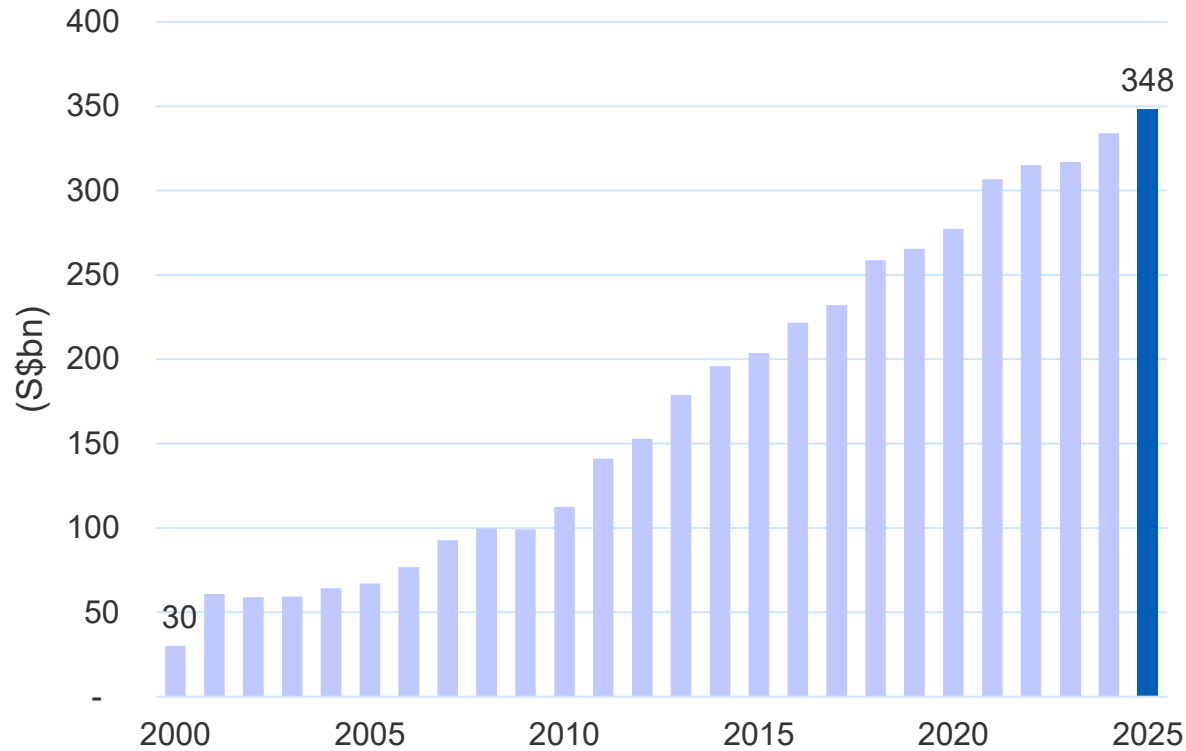
# Consistent Track Record

# Growing loans without compromising asset quality

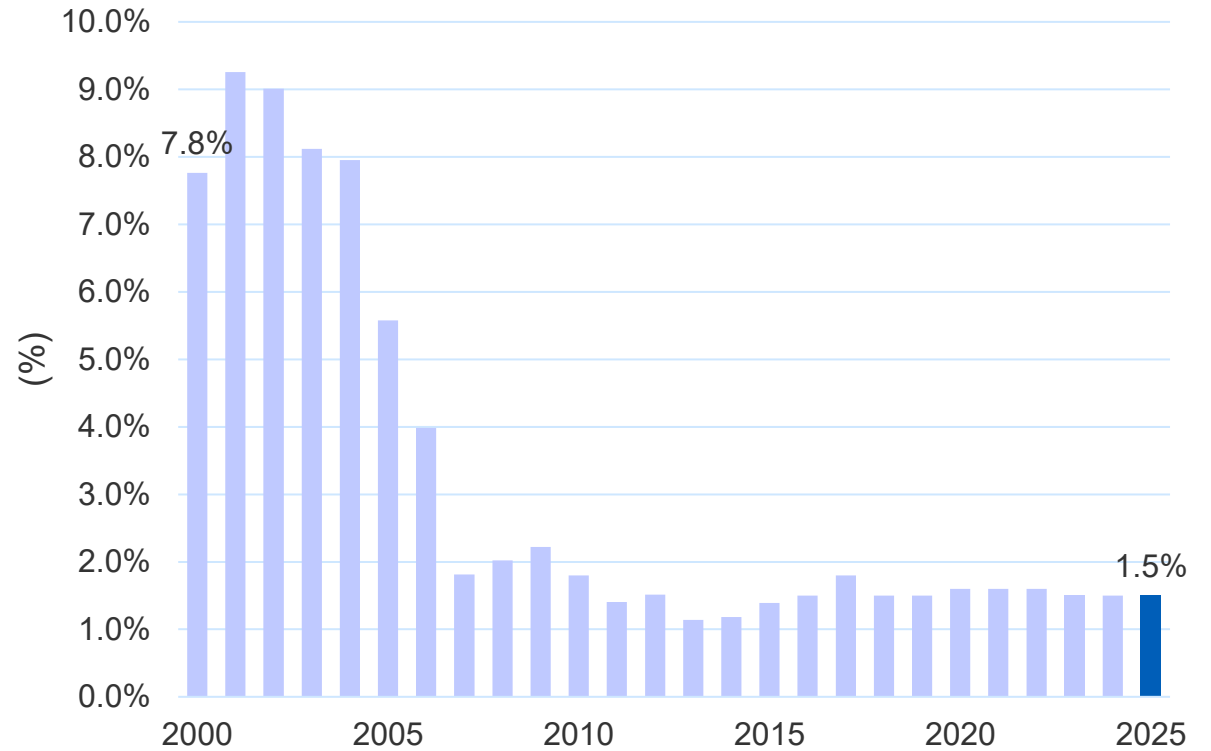


Loan book up >10x in 20 years with asset quality staying well managed despite macro challenges

### Net loans



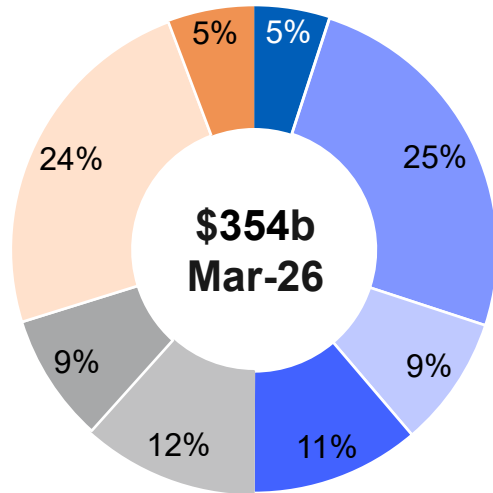
### Non-performing loans ratio



# Customer loans up 4% YoY, with modest QoQ growth



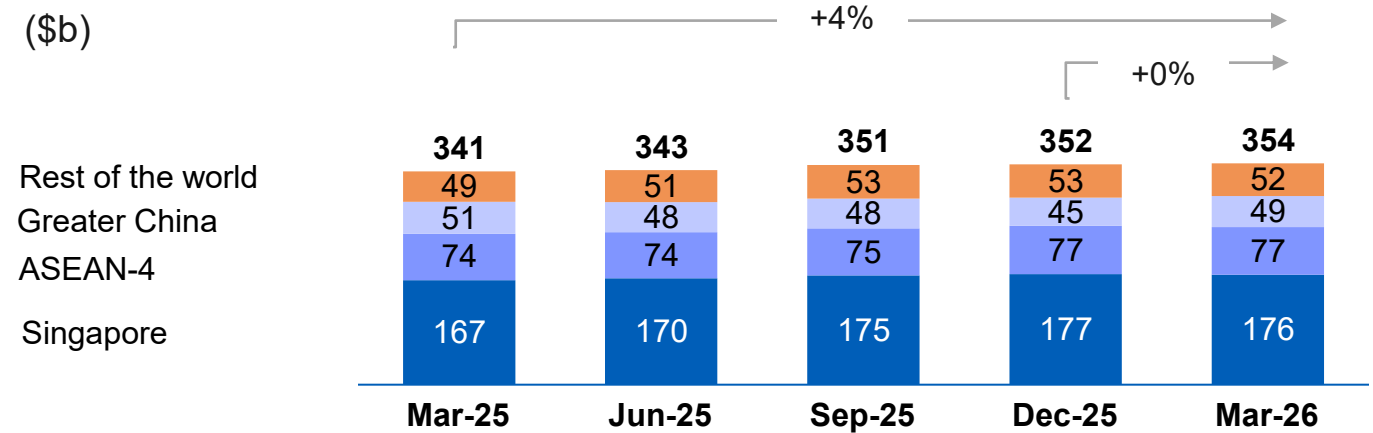
## By Industry



- Transport, storage and communication
- Building and construction
- Manufacturing
- FIs, investment and holding companies
- General commerce
- Professionals and private individuals
- Housing loans
- Others

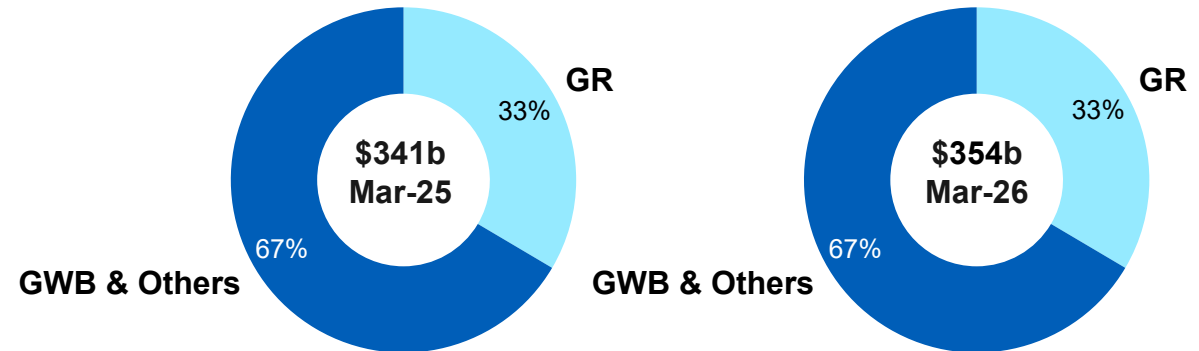
## By Geography

(\$b)



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

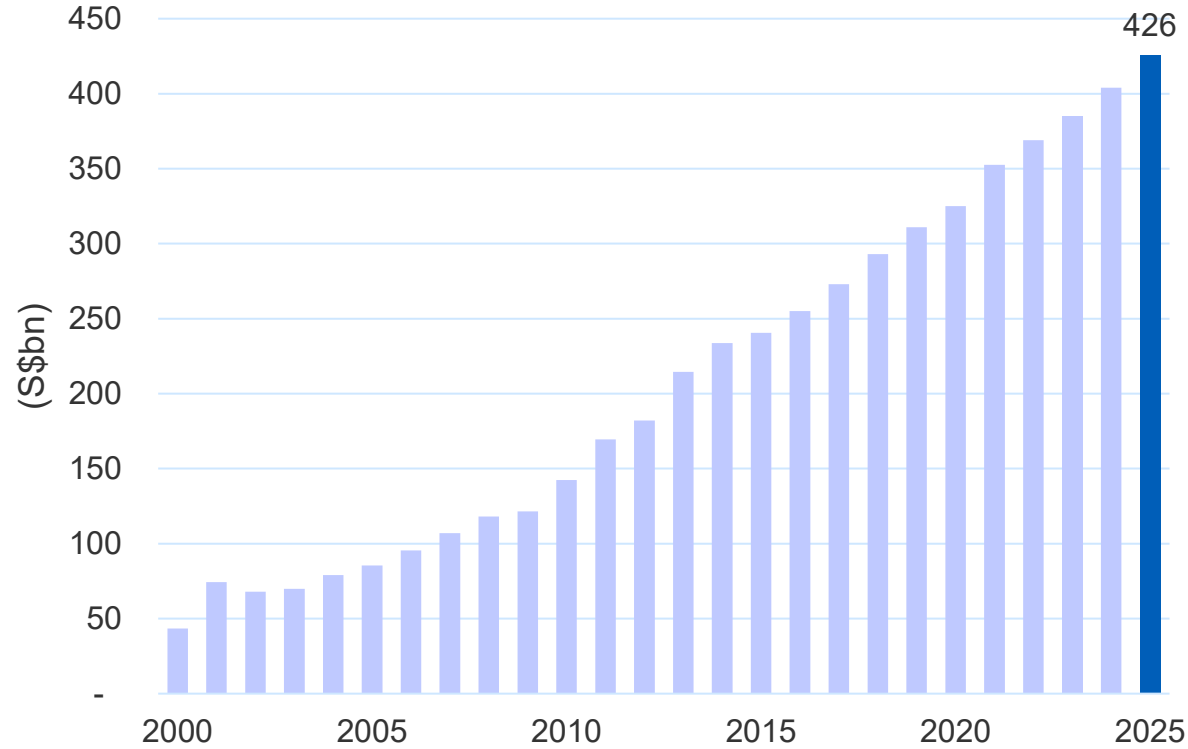
## By Segment



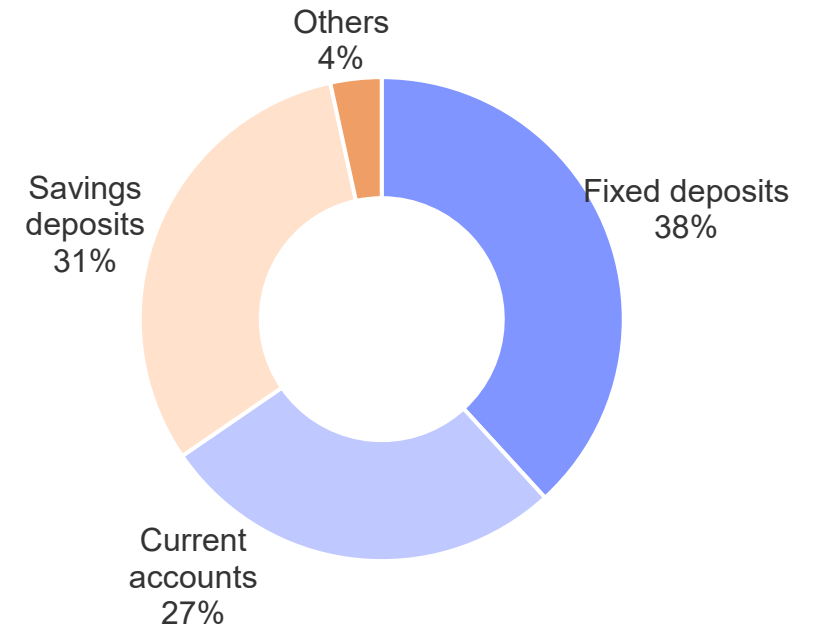
# Business largely funded by customer deposits



### Customer deposits



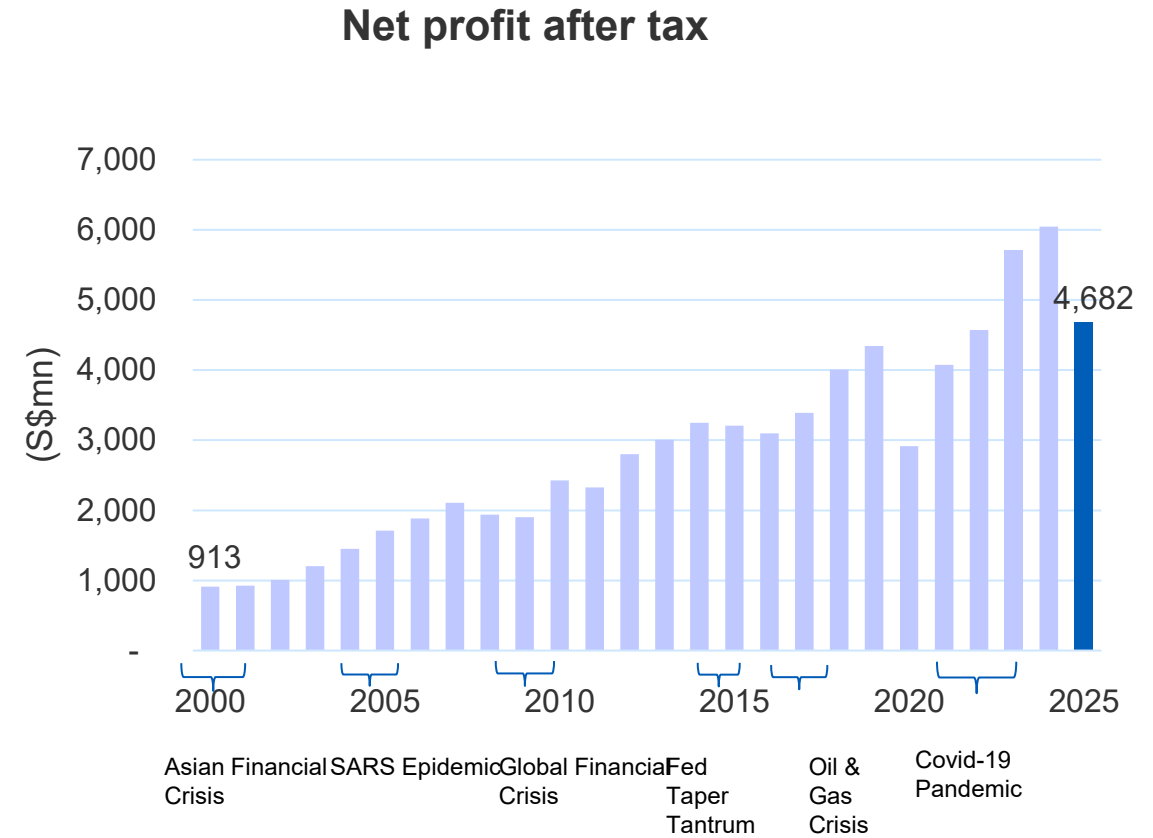
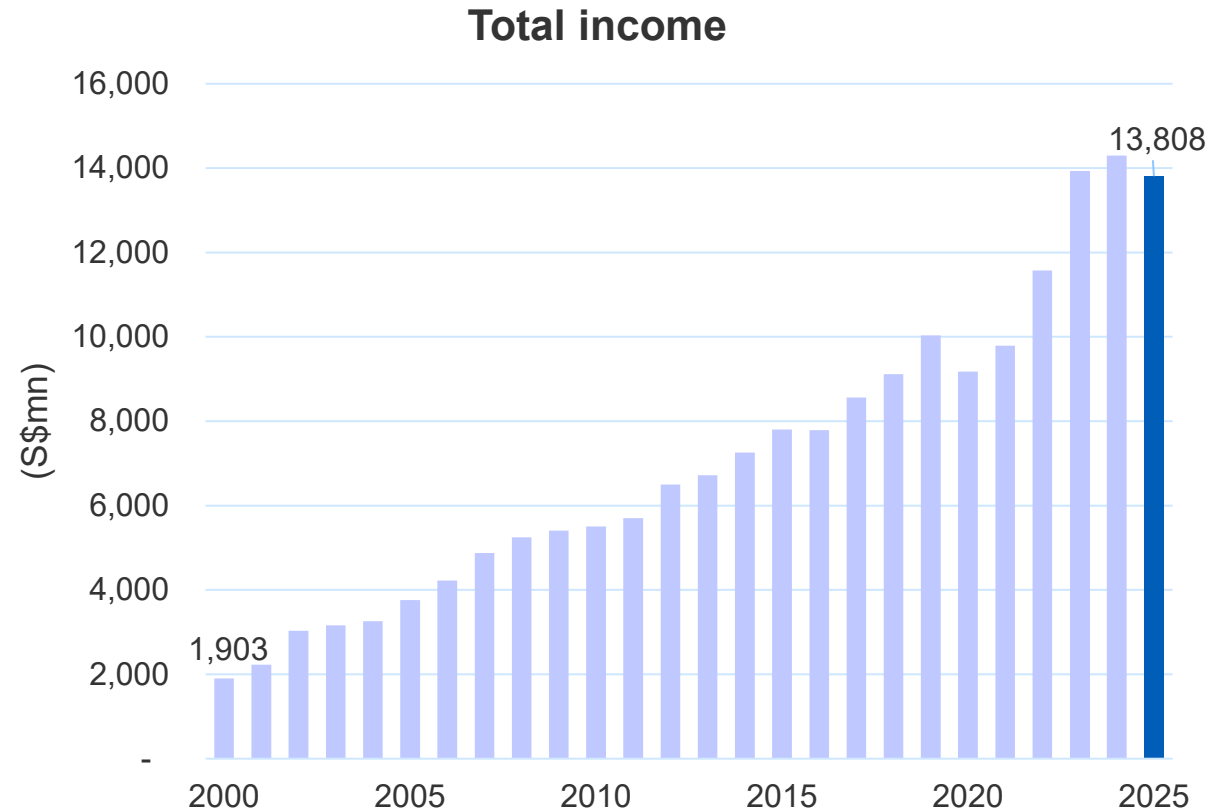
### Customer deposit mix



# Consistently delivering profits over the years



**UOB has remained profitable over various economic cycles**



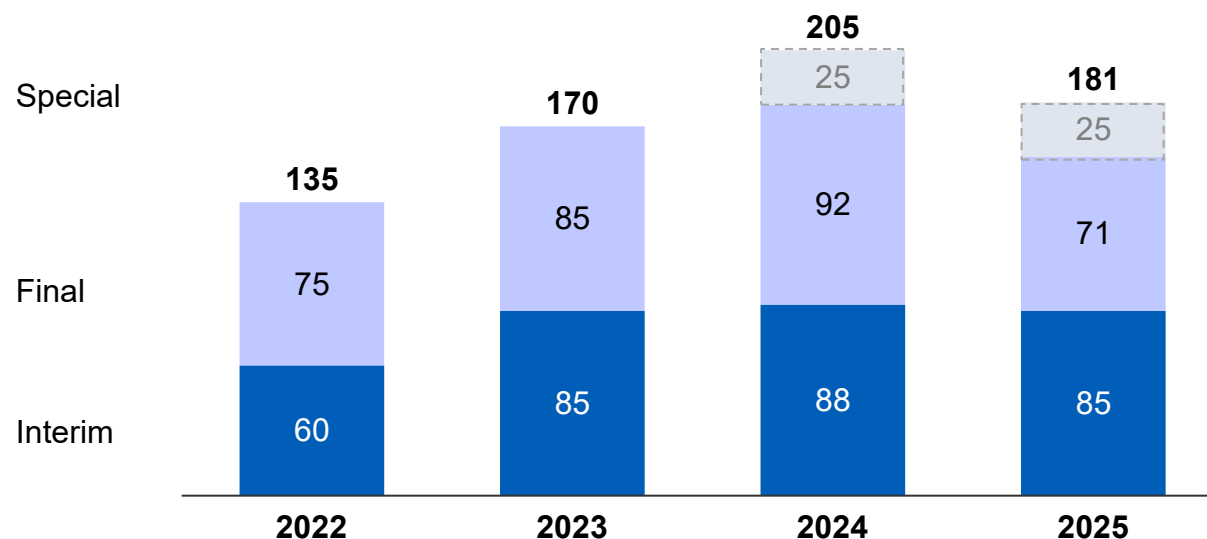
# Dividends and share buyback for sustainable shareholder returns



**Core Payout ratio (%)**

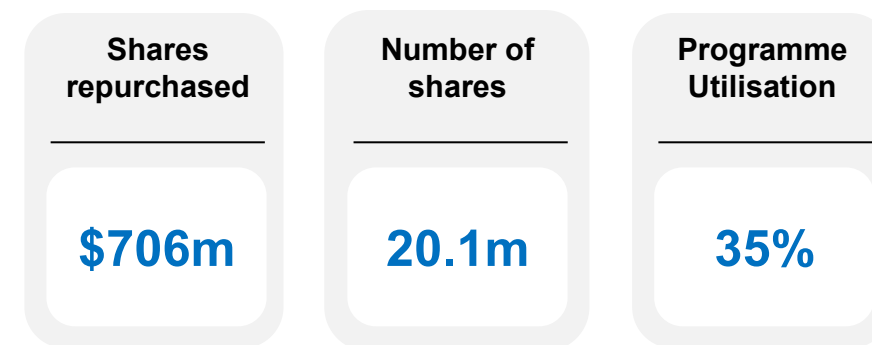


**Dividend per ordinary share (¢)**



## Share Buyback<sup>2</sup>

*Returning \$2 billion surplus capital to shareholders*



1. Core payout ratio excludes impact of pre-emptive general allowance  
 2. Shares repurchased are cancelled and executed over 3 years till 2027 subject to market conditions. Information as of 31 March 2026.

# Core Business Drivers

# Group Retail



## Selected income statement data

	1Q26	1Q25	YoY
	\$m	\$m	%
Income	1,288	1,336	(4)
Lending, Deposits <sup>1</sup>	721	813	(11)
Wealth	342	323	6
Credit Cards	225	200	12
Expenses	665	663	0
<b>Operating Profit</b>	622	673	(8)
Allowance for credit and other losses	78	67	17
<b>Profit before Tax</b>	537	598	(10)

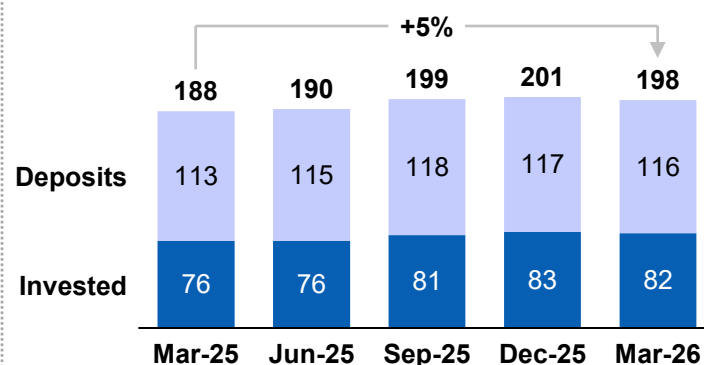
## Highlights

- PBT moderated by declining rates and market competition. Increased credit costs was in line with asset growth, while portfolio quality remained healthy.
- Core franchise driven by growth across CASA, wealth and cards billings
- CASA growth was broad-based across key markets, with CASA mix improving to 58%
- Steady growth in wealth income backed by AUM expansion and conversion into investments. Invested AUM mix from 40% to 42% YoY, while net new money totalled \$1b for 1Q26

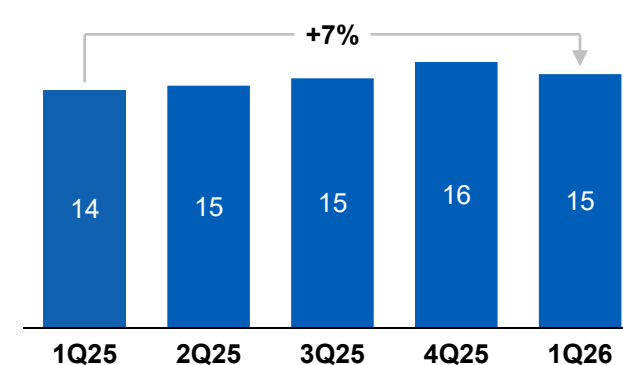
## Key metrics

	1Q26	1Q25	YoY
			%
Cost / Income ratio	51.7%	49.6%	2.1 pt
Total credit costs	26 bps	25 bps	1 bps
RoRWA	5.4%	5.5%	(0.1) pt
Gross Customer Loans (\$b)	118	114	4
Customer Deposits (\$b)	207	198	4
of which CASA (\$b)	120	109	10

## AUM<sup>2</sup> (\$b)



## Card billings (\$b)



1. Includes Others

2. Refers to Privilege Banking and Private Bank

3. Comparative segment information for prior periods has been adjusted for changes in organisational structure and accounting disclosure, if any

# Group Wholesale Banking



## Selected income statement data

	1Q26	1Q25	YoY
	\$m	\$m	%
Income	1,470	1,685	(13)
Transaction Banking	684	834	(18)
Loans <sup>1</sup>	511	559	(9)
Investment Banking	110	142	(23)
Customer Treasury	165	149	11
Expenses	396	427	(7)
<b>Operating Profit</b>	<b>1,074</b>	<b>1,258</b>	<b>(15)</b>
Allowance for credit and other losses	53	84	(38)
<b>Profit before Tax</b>	<b>1,016</b>	<b>1,170</b>	<b>(13)</b>

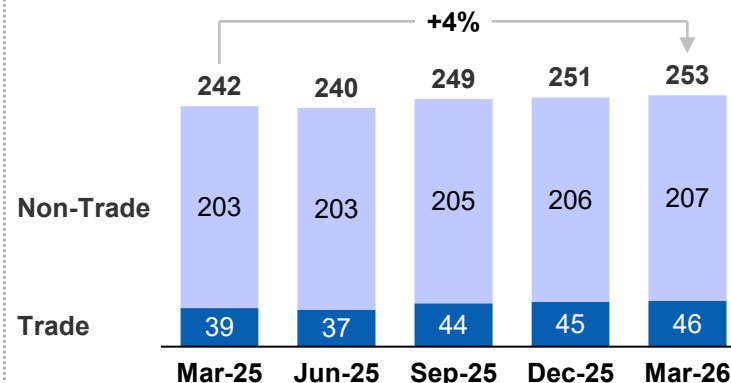
## Highlights

- PBT reflected lower rates backdrop alongside continued demand for high quality assets, while portfolio quality was stable
- Close to half of GWB income continued to be anchored by transaction banking, underpinned by double-digit growth in CASA and trade loans
- Investment banking fees backed by healthy deal flows, albeit lower than the record performance a year ago, while customer treasury demand remained robust
- Steadfast income contribution from non-real estate sectors at 72%, while cross-border income mix remained stable at 27%

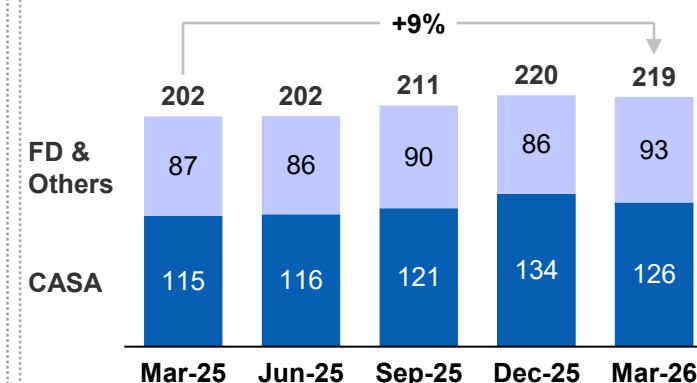
## Key metrics

	1Q26	1Q25	YoY
			%
Cost / Income ratio	26.9%	25.3%	1.6 pt
Total credit costs	15 bps	16 bps	(1) bps
RoRWA	1.7%	2.0%	(0.3) pt
Total Gross Loans <sup>2</sup> (\$b)	253	242	4
Total Deposits <sup>2</sup> (\$b)	219	202	9

## Total Gross Loans<sup>2</sup> (\$b)



## Total Deposits<sup>2</sup> (\$b)



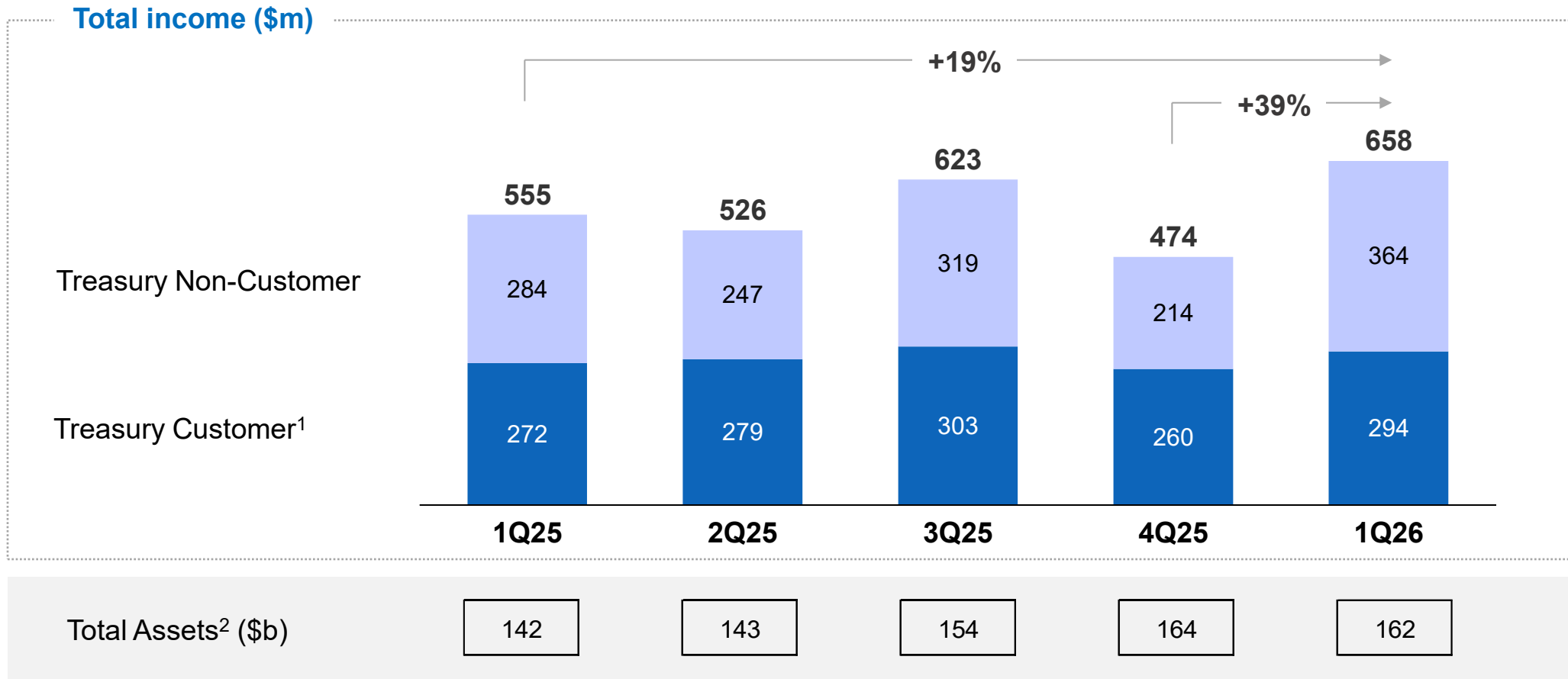
1. Includes Others

2. Includes Banks and Non-Banks

3. Comparative segment information for prior periods has been adjusted for changes in organisational structure and accounting disclosure, if any

# Global Markets

*Record-high income driven by broad-based treasury demand, as well as liquidity and trading opportunities*



1. Reflects income from treasury products offered to Group Retail and Group Wholesale Banking segments
2. Total Assets excluding derivative-related assets
3. Comparative segment information for prior periods has been adjusted for changes in organisational structure and accounting disclosure, if any

# Summary

# 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 15.3% as at 31 March 2026
- Diversified funding and sound liquidity, with 81.9% 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

# Q&A



**Right By You**