UOB Group
Full Year 2009 Briefing

Results Overview

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## Record Operating Profit – Resilient Core Franchise

<table>
<thead>
<tr>
<th>Key Indicators</th>
<th>2009</th>
<th>2008</th>
<th>YoY Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Income ($m)</td>
<td>5,405</td>
<td>5,250</td>
<td>↑ 3.0%</td>
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<tr>
<td>Operating Profit ($m)</td>
<td>3,331</td>
<td>3,200</td>
<td>↑ 4.1%</td>
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<tr>
<td>Net Profit After Tax ($m)</td>
<td>1,902</td>
<td>1,937</td>
<td>↓ 1.8%</td>
</tr>
<tr>
<td>NIM (%)</td>
<td>2.36</td>
<td>2.27</td>
<td>↑ 0.09%pt</td>
</tr>
<tr>
<td>Expense / Income (%)</td>
<td>38.4</td>
<td>39.0</td>
<td>↓ 0.6%pt</td>
</tr>
<tr>
<td>Non-NII / Total Income (%)</td>
<td>32.0</td>
<td>31.9</td>
<td>↑ 0.1% pt</td>
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</tbody>
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Strengthening Singapore Market Share

- Operating profit up 3.5%. Loan growth of 3.4%.
- Captured market share in housing loan portfolio, maintained leadership position in private property segment.
- Continued to support customers through crisis, strengthened our franchise with SMEs and corporates.
- Singapore’s recovery momentum to pick up. Confident of advancing our market position.
Sustaining Regional Growth

- Overseas operating profit up 6.9%, led by regional markets despite cautious approach.

- **Malaysia**
  - Intense price war. Targeted non-interest income to sustain topline with good cost control.
  - Leading foreign player in retail segment. Continue to push for market leadership and service differentiation.

- **Thailand**
  - Slower growth due to challenging environment.
  - To remain prudent and support customers amidst uncertainties.
Sustaining Regional Growth (cont’d)

- Indonesia
  - Performed well. Grew operating and pre-tax profit.
  - To expand further in core businesses and increase fee-based activities.

- China
  - Competitive lending activities amid downturn, took measured and prudent approach. Expanded branch network to extend business reach and offerings.
  - Targeting foreign and local corporates to tap market potential.
Positioning Regional Platform for Upturn

- Re-aligned organisation to achieve scale and synergies regionally.
- Retail segment: Leverage experience to grow mortgage and credit card business in key countries. Also strengthening wealth management platform.
- IFS segment: Build regional industry specialisation to tap opportunities in growth industries. Well placed with our SEA connectivity to serve intra-regional companies.
- Harmonising back-end operating systems towards an integrated platform for greater cross-border synergies.
Strong Capital Position

- Proactive re-balancing of portfolio improved RWAs – strong balance sheet management.
- Shareholders’ equity boosted by improvement in AFS reserves.
- Well capitalised at core Tier 1, Tier 1 and total CAR of 11.9%, 14% and 19% respectively.
- Stay disciplined when seizing growth opportunities to strengthen franchise value for the long-term.
- The Board proposed a final dividend of 40 cents per share, giving a total payout of 48% for 2009.
Looking Ahead

- Record operating profit despite cautious stance during crisis. Strengthened balance sheet with strong capital and prudent provisioning.

- Looking ahead, expect volatile macro environment as de-leveraging continues. Asian markets normalising, well placed for post-crisis recovery.

- UOB’s regional strategy intact. SEA pillars and distribution platform in place.

- Focus on harnessing network potential to capture opportunities from rising customer affluence and intra-regional business flows.

- UOB confident of growth this year. Continue to be disciplined, balancing growth and stability.