

UOB Group

Diversified franchise underpinned stable underlying earnings

November 2026

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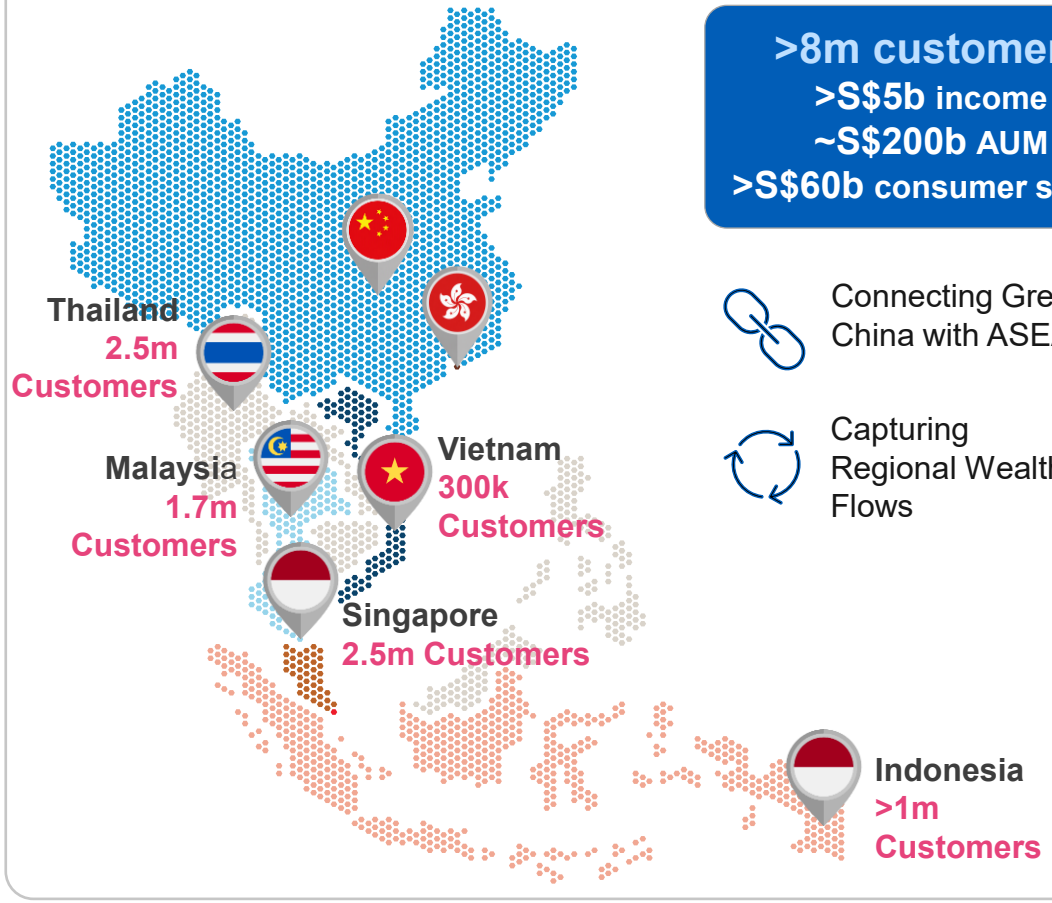
Agenda

1	Growth Drivers and Strategic Priorities
2	Asset Quality Update
3	Financial Performance
Appendices	
A	Overview of UOB Group
B	Macroeconomic Outlook
C	AI Initiatives and Sustainability

1. Growth Drivers and Strategic Priorities

Group Retail: Leading ASEAN retail bank with a unique and strong brand positioning

Strong ASEAN Franchise



>8m customers
>S$5b income
~S$200b AUM
>S$60b consumer spend

Connecting Greater China with ASEAN

Capturing Regional Wealth Flows

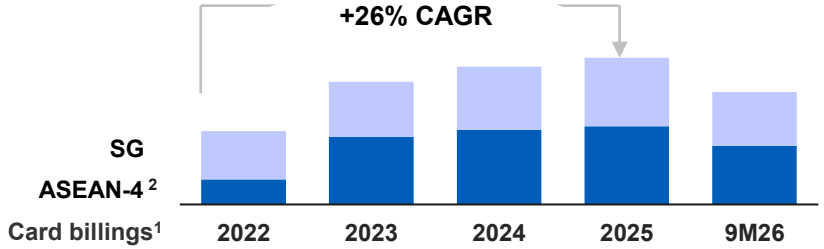
Leading position in Cards & Unsecured

#1
Card issued in ASEAN

S$60b
FY25 Card Billings

~20%
Market Share[1]

Growing card engagement



Unique lifestyle privileges

Dine	Shop	Travel	Entertainment

We are uniquely positioned to capture the growth opportunity across ASEAN markets

1. Analysis based on UOB's mature markets (Singapore, Malaysia and Thailand). Data as at 3Q25
2. ASEAN-4: Malaysia, Thailand, Indonesia and Vietnam

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Group Retail: Substantial untapped potential and the ingredients to unlock it

Tailored value provisions to unlock franchise opportunities

		Value proposition		
Private Bank	**SME & Corporate ecosystem**	• One Bank Approach • Tailored Product Solutions • Access to lifestyle privileges	**#1** SME Bank in Asia 2026	**>10** Accounts opened monthly[1] via One Bank channels
Affluent	**~1m Customers**	• Personalised Advisory • Access to lifestyle moments • Servicing	**~65%** Engagement rate[2]	**1 in 2** convert to wealth
Emerging Affluent	**~7m Customers**	• Digital Led advisory • Self Serve Wealth • Access to value and rewards	**1 in 2** of unit trust Sales done digitally	**S$2b** invested in retail CIO fund[3]

What we do best: CIO led Advisory

Best DPM[4]
Recognised 2 years in a row

EUROMONEY PRIVATE BANKING AWARDS 2026

9.0% **One-year return[5] on UOB Balanced Discretionary Portfolio**
vs. 8.6% peer average[6]

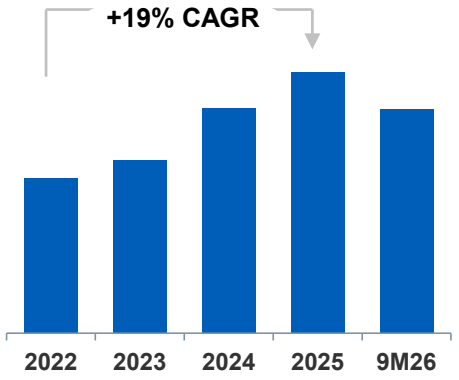
>40% **One-year growth in DPM's Assets under Management**

1. On average YTD September 2026
2. % of customers who respond to relationship manager-initiated communications
3. United CIO Income fund and United CIO Growth fund
4. Discretionary Portfolio Management
5. For the period from 3Q25 to 3Q26
6. Source: Bloomberg

Group Retail: Results are encouraging and we are pushing ahead to build scale

Wealth momentum is established

Group wealth income



Wealth income to double by 2030 from $1.28b in 2025

ASEAN-4 wealth income



Capturing cross-sell opportunity from the Citi aquisition

Four pillars to deliver and scale

People | **Advisory** | **Products** | **Platform**

People	Advisory	Products	Platform
Franchise Growth	AI Led & Personalised	Investment Financing	Digital Capabilities
Customer Centricity	CIO Insights	Wealth linked Products	Collaboration Tools

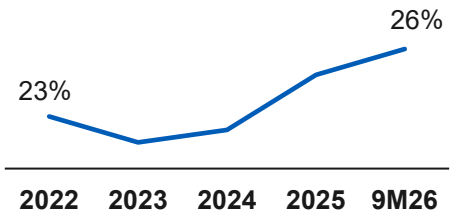
Strong customer franchise and enhanced capabilities provide a clear runway for further growth

Wholesale Bank: Driving returns through a more capital-efficient business mix

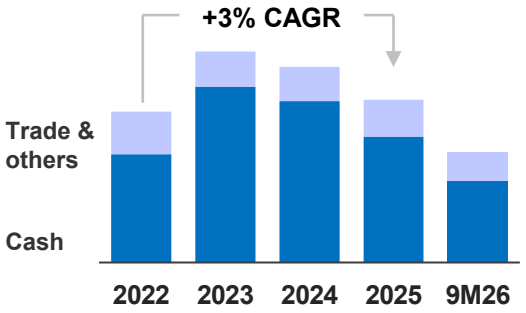
Delivering on our strategic priorities

ASEAN-4 income contribution

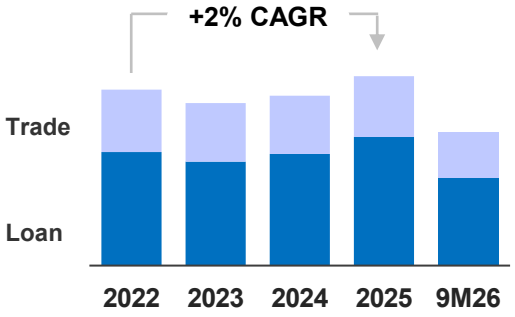
(% of GWB income)



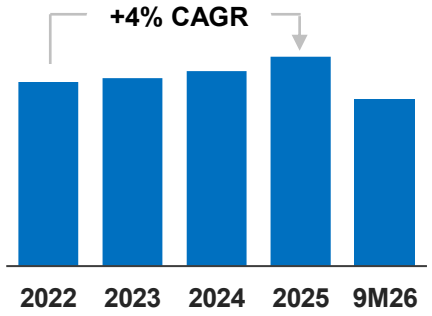
Transaction banking income



Loan & trade related fees

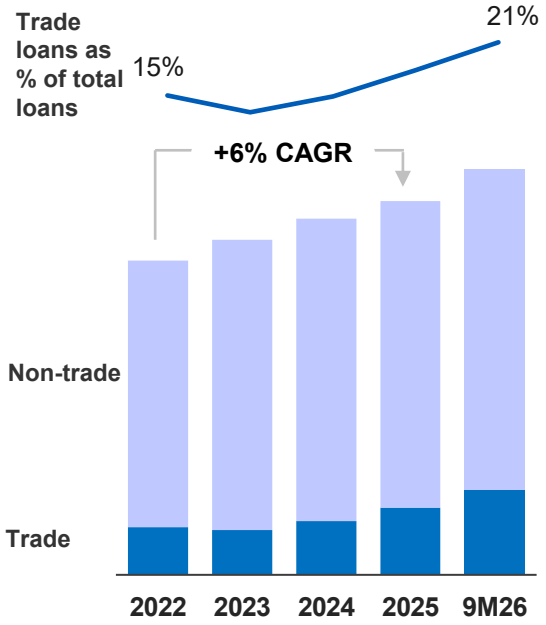


Customer treasury

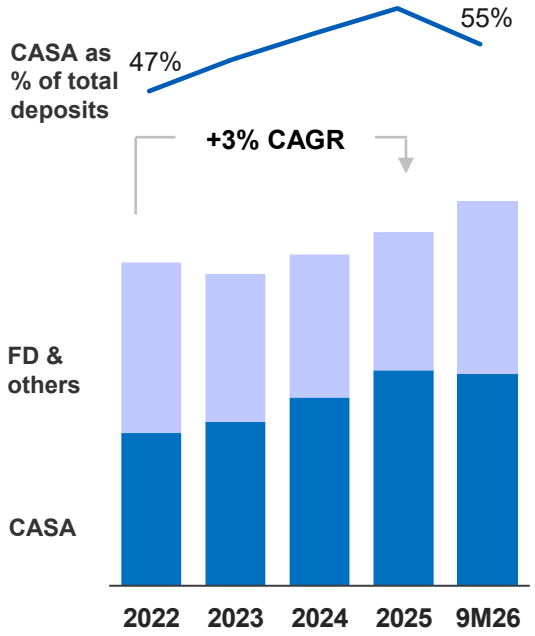


Improving asset velocity and deepening client relationships

Total gross loans[1]



Total deposits[1]



A diversified regional wholesale banking franchise with deep connectivity across ASEAN and Greater China
Driving sustainable returns through deeper client relationships and disciplined capital deployment

1. Includes banks and non-banks

Wholesale Bank: Differentiated ASEAN franchise driving deeper client connectivity

Leveraging our strong ASEAN footprint

Combined GDP exceeding
US$4.3 trillion
in 2025

Asean is the third largest trade powerhouse
US$4.4 trillion
in total trade (2025)

Intra-ASEAN trade
20.5%

Source: ASEANstats

Connecting clients across ASEAN to capture trade, cash and payment flows

Anchor & Spoke ecosystem

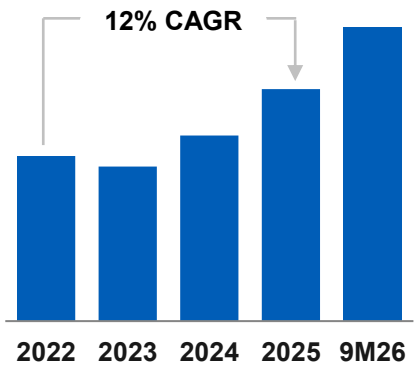
Anchors & spokes

# of FSCM[1] Anchors Sep 26 **+65% since 2022**

# of FSCM Spokes Sep 26 **+104% since 2022**

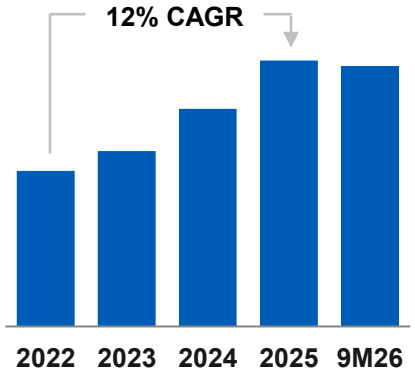
Capture trade flows

Trade loans



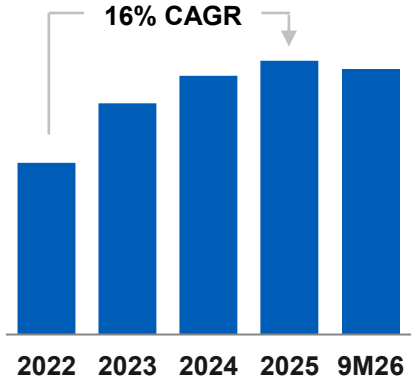
Grow operating deposits

CASA deposits



Drive digital transactions

Digital volume



Sector expertise to capture structural growth opportunities

Consumer Goods & Healthcare
Construction & Infrastructure
Energy & Chemicals
Industrials
Telecom, Media & Technology (TMT)
Real Estate
Financial Institutions Group

Case Study: TMT / Data Centers (DC) and Renewable Energy / Battery Energy Storage System (BESS)

Capturing structural growth through sector expertise while staying disciplined on risk

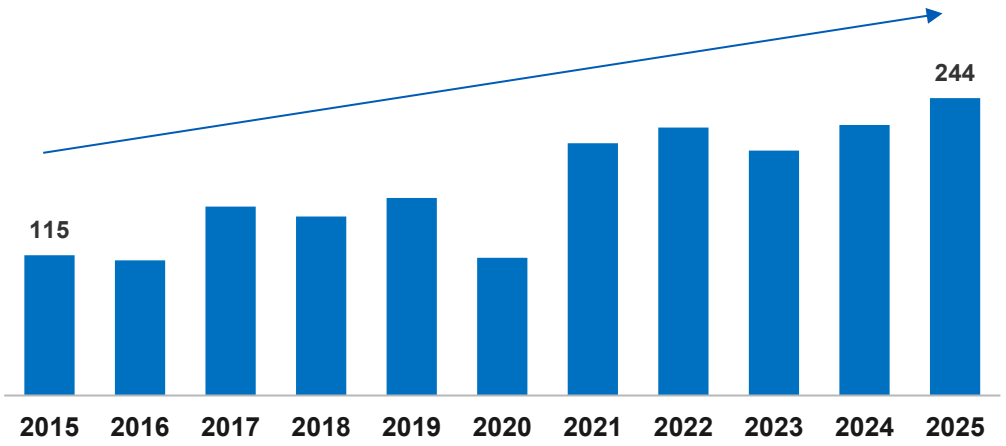
- ✓ **Capture structural growth**
  Participate selectively in high-growth opportunities across the DC / AI ecosystem and renewable energy infrastructure
- ✓ **Monetise beyond lending**
  Cross-sell trade, cash management and markets solutions
- ✓ **Maintain underwriting discipline**
  Disciplined client / project selection, exposure limits, stress testing and proactive portfolio reviews

1. FSCM: Financial Supply Chain Management; Infinity FSCM, a module within our Infinity platform, enables digital connections of suppliers, buyers and distributors to facilitate interaction & acceptance of PO/ Invoices and request for financing

Wholesale Bank: ASEAN FDI advisory

ASEAN FDI[1] inflows more than doubled over the decade

FDI flows to ASEAN countries (US$b)



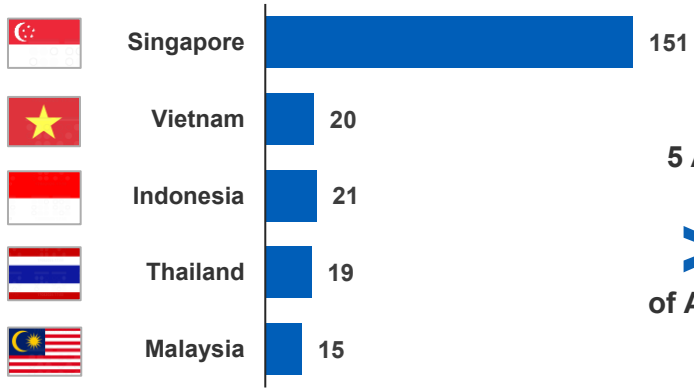
>2x
ASEAN FDI flows

~3x
ASEAN's share of global FDI to 15%

Source: UNCTAD, UOB Global Economics & Market Research

UOB's regional footprint is well-aligned with FDI flows

Top FDI recipient markets in ASEAN (2025) (US$b)



5 ASEAN markets account for **>90%** of ASEAN FDI inflows

Source: UNCTAD, UOB Global Economics & Market Research

Turning regional flows into client opportunities

>5,500
companies supported

>S$55 billion
investments facilitated into ASEAN & Greater China

>300,000
job opportunities supported

Case studies

Gold Peak Technology Group: Semiconductor Ecosystem Expansion

- ✓ Supported Gold Peak Technology Group's RM670m (~S$203m) JS-SEZ investment, making it the first client under UOB's Green Lane with Invest Johor
- ✓ Facilitated the investment journey through pre-qualification, fast-lane account opening, advisory and cross-border banking solutions

FIC Global: Semiconductor Ecosystem Expansion

- ✓ Supported FIC Global's SEA expansion through the JS-SEZ Twinning Strategy (manufacturing in Johor and R&D, procurement and regional HQ in Singapore).
- ✓ Facilitated market entry through advisory, government agency linkages and ecosystem connectivity.

Reinforces UOB's role as ASEAN's cross-border connector, accelerating JS-SEZ investments and Singapore-Johor opportunities

1. FDI: Foreign Direct Investments

Wholesale Bank and Global Markets strategic priorities

Lead ASEAN trade, deepen global connectivity and deliver sustainable, accretive returns

Three Strategic Pillars

Revenue uplift

Grow and deepen relations

- ✓ Accelerate “Strategic Client 2.0” for new-to-bank client acquisition and diversification
- ✓ Broaden client base across MNCs, institutions and private wealth
- ✓ Leverage FSCM platform to acquire anchors and SME at scale
- ✓ Deepen ASEAN connectivity, sector specialisation
- ✓ Grow Global markets customer flows through cross-border, FI and wealth solutions

Cost optimisation

Lower funding, operating & credit cost

- ✓ Drive low-cost funds: Grow cash management, leverage AA ratings, bundling cash/FSCM
- ✓ Drive productivity through AI and automation, plus enhanced credit management
- ✓ Improve portfolio quality through disciplined origination, managed obligor concentration
- ✓ De-risk legacy real estate “hot spots” in Greater China and US

Capital efficiency

Improve returns on capital

- ✓ RWA efficiency: Shift towards capital-light trade and fee-generating activities
- ✓ Actively manage portfolio concentration, exit poor credit, low-return exposures
- ✓ Optimise balance sheet deployment to improve risk-adjusted returns
- ✓ Adopt best practice on RWA optimisation

Aspirations: No. 1 ASEAN trade bank, No.2 Wholesale lender at home market, Global markets double digit customer income growth

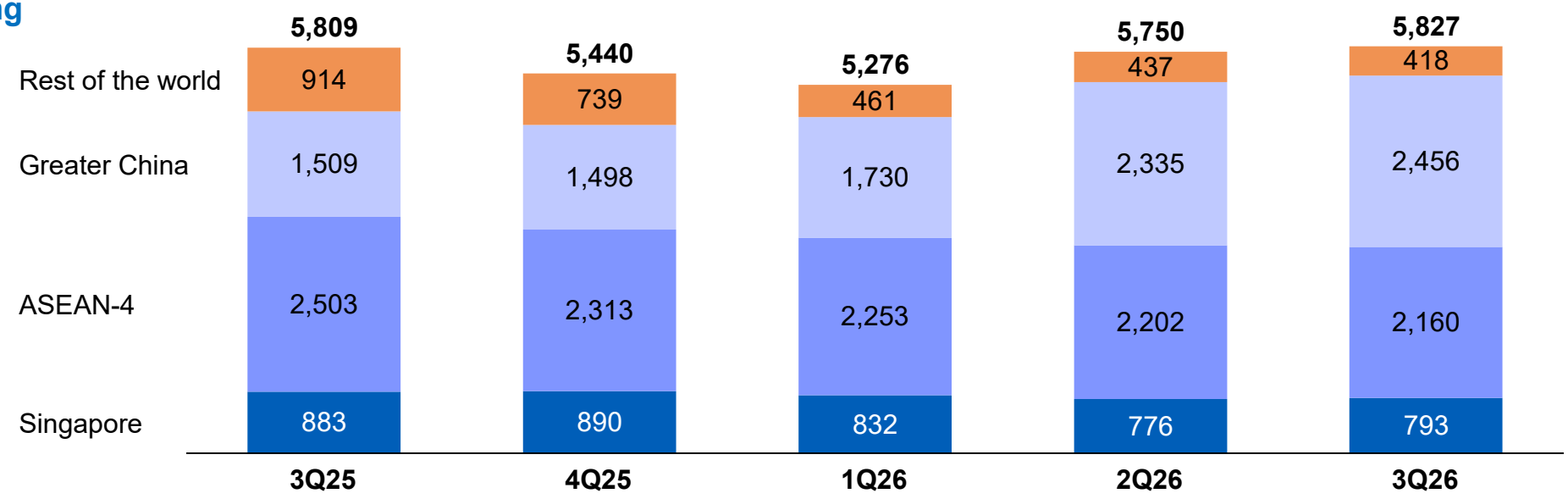
2. Asset Quality Update

NPL ratio eased to 1.5% with continued proactive portfolio monitoring



Non-Performing Assets

($m)

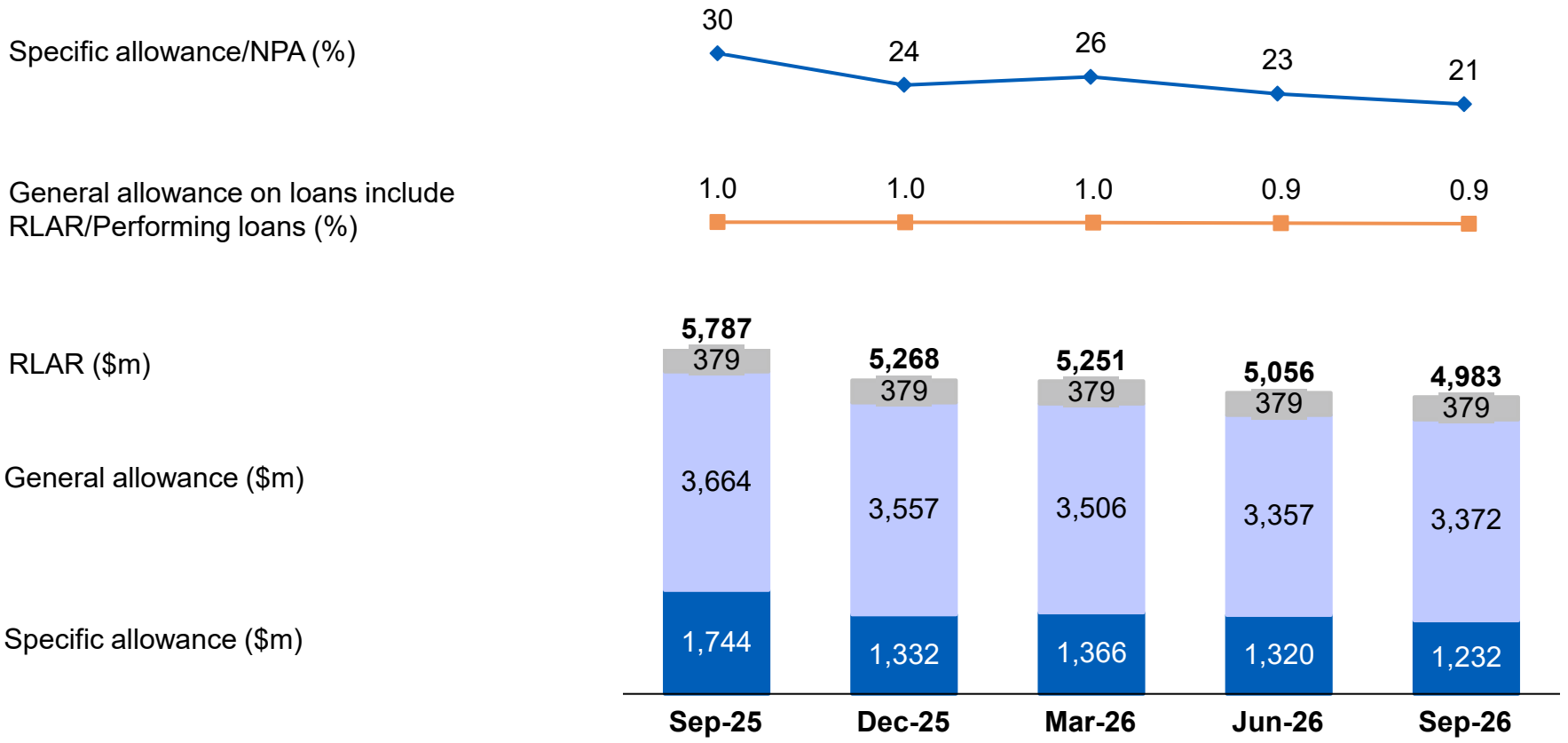


Non-individuals

	3Q25	4Q25	1Q26	2Q26	3Q26
New NPAs ($m)	838	599	341	902	500
Upgrades, recoveries and write-offs ($m)	(461)	(957)	(461)	(432)	(361)

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

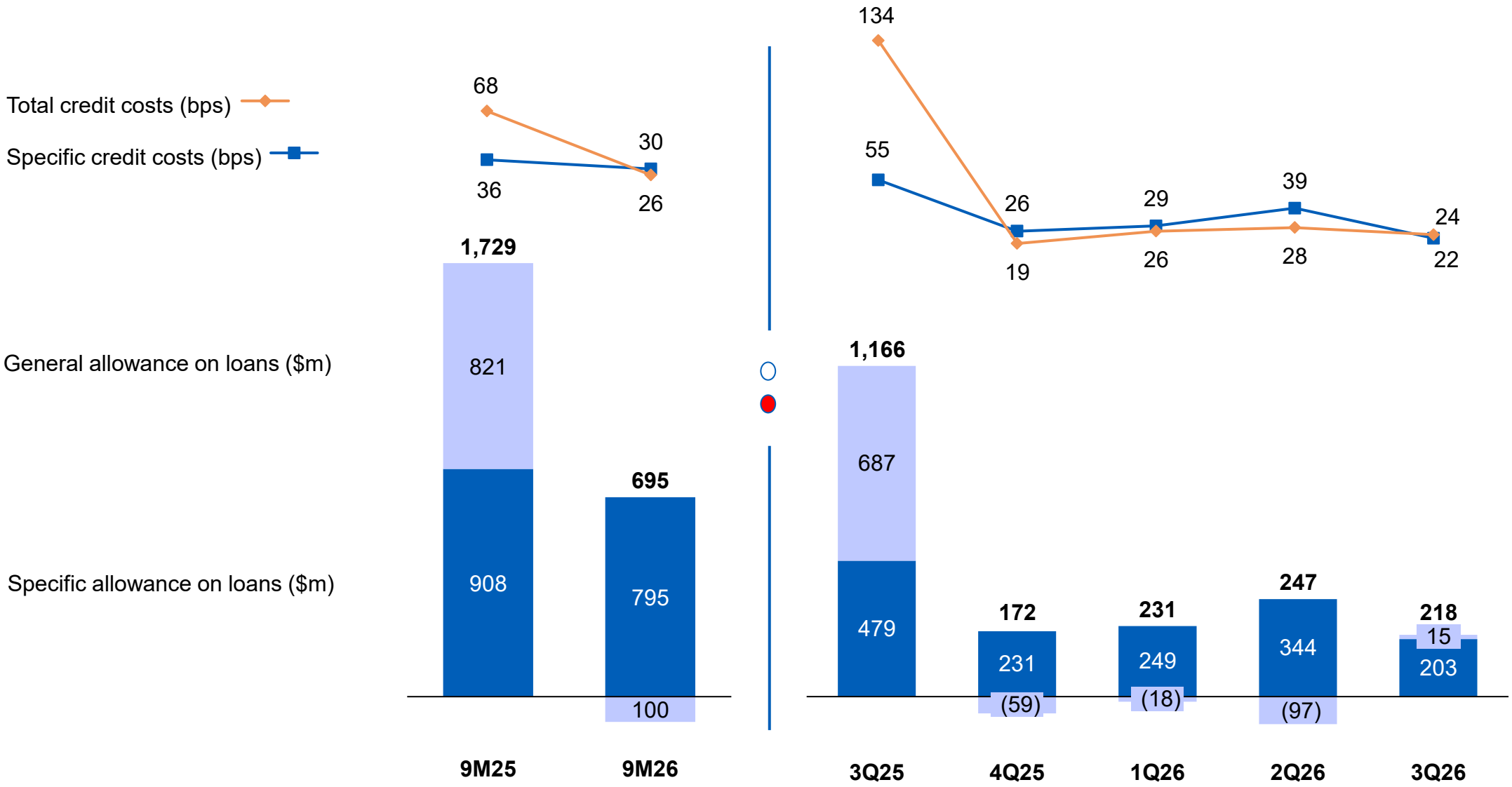
Adequate provision coverage maintained



	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26
NPA coverage (%) [1]	100	97	100	88	86
Unsecured NPA coverage (%) [1]	240	254	272	306	269

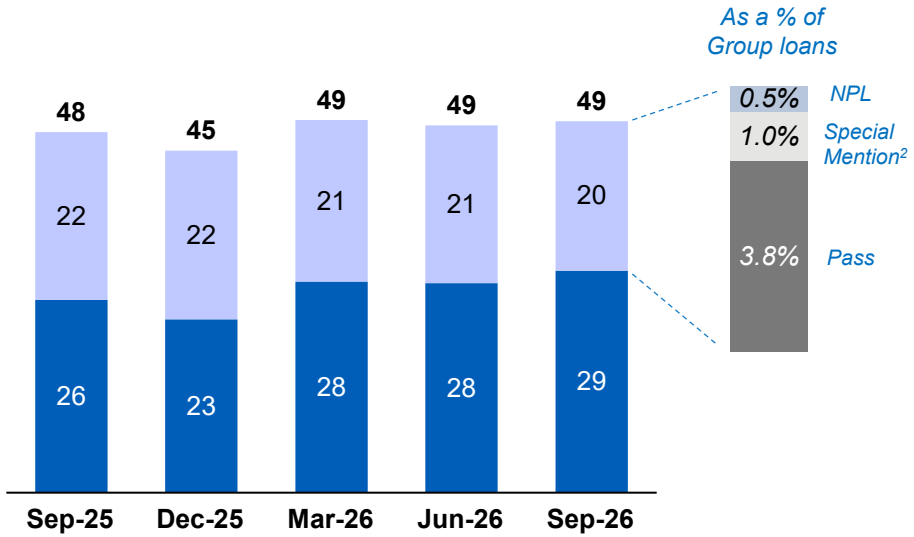
1. Includes RLAR (Regulatory loss allowance reserve) as part of total allowance

Credit costs in line with guidance



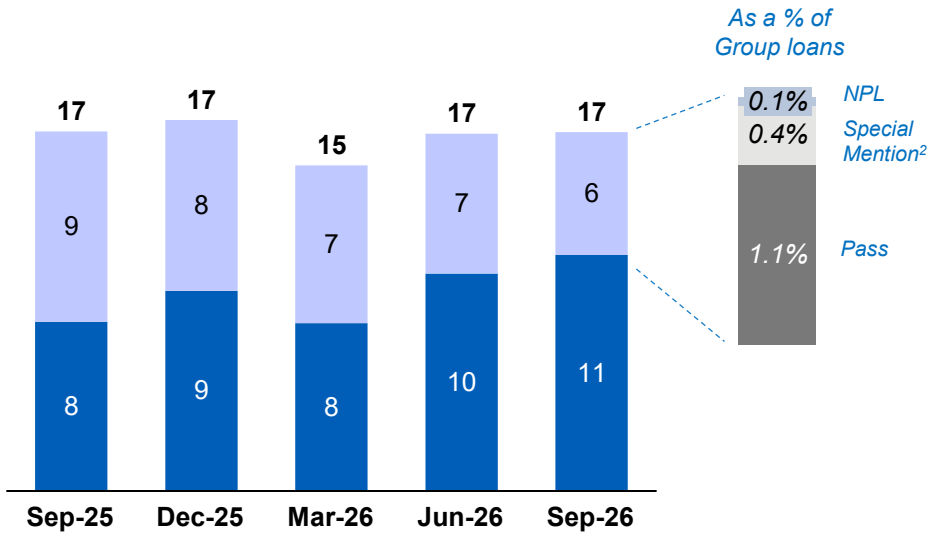
REH[1] exposures manageable and under close watch in key markets; portfolio repositioning underway

Greater China



	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26
Customer Loans ($b)	48	45	49	49	49
REH ($b)	22	22	21	21	20
Non REH ($b)	26	23	28	28	29
REH mix (%)	46	49	43	43	40
NPL ratio (%)	3.1	3.3	3.5	4.8	5.0
NPA coverage (%)	78	60	57	42	40
Unsecured NPA coverage (%)	299	259	272	323	196

United States



	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26
Customer Loans ($b)	17	17	15	17	17
REH ($b)	9	8	7	7	6
Non REH ($b)	8	9	8	10	11
REH mix (%)	53	46	48	39	34
NPL ratio (%)	4.0	3.0	1.5	1.2	1.3
NPA coverage (%)	69	106	233	269	214
Unsecured NPA coverage (%)	147	235	978	1,243	1,186

1. REH: Real estate and hospitality
2. Includes substandard accrual accounts
3. Classification is according to where credit risks reside, represented by the borrower's country of incorporation/ operation for non-individuals and residence for individuals, where available

3. Financial Performance

Key Highlights This Quarter

3Q26 net profit at $1.3 billion, underpinned by resilient customer activity and continued franchise expansion

- **Group Retail** (GR) delivered a stable performance, with **9M26 wealth income up +13% YoY** alongside growth in **credit card income (+25% YoY) and invested AUM (+9% YoY)**
- **Group Wholesale Banking** (GWB) sustained broad-based momentum, driven by transaction banking, with **trade loans rising +31% YoY,** alongside growth in **CASA (+9% YoY)** and **loans (+9% YoY)**
- **Global Markets income rose 6% YoY in 9M26**, benefitting from lower funding costs and sustained momentum in customer flow activity.

Asset growth offsets NIM pressure

- **NII remained broadly stable QoQ** as loan growth partly offset the decline in net interest margin amid higher funding costs
- 2027 NII guidance above 2026, supported by balance sheet growth

Asset quality remains resilient

- **3Q26 NPL ratio improved to 1.5%**, with continued proactive portfolio monitoring
- **Credit costs remained within guidance** at 24bps for 3Q26 and 26bps for YTD26, supported by adequate provision buffers
- Performing loan coverage held steady at 0.9%. Unsecured NPA coverage moderated due to charge-offs of certain fully provided exposures, but remains strong at 269% after collateral, above prior-year levels
- 2027 total credit costs guidance at **25-30bps**

Capital return programme on track

- Dividend payout ratio **maintained at ~50%**
- Remain committed to share buyback, with **~42% of the $2 billion programme completed** as of Sep 2026

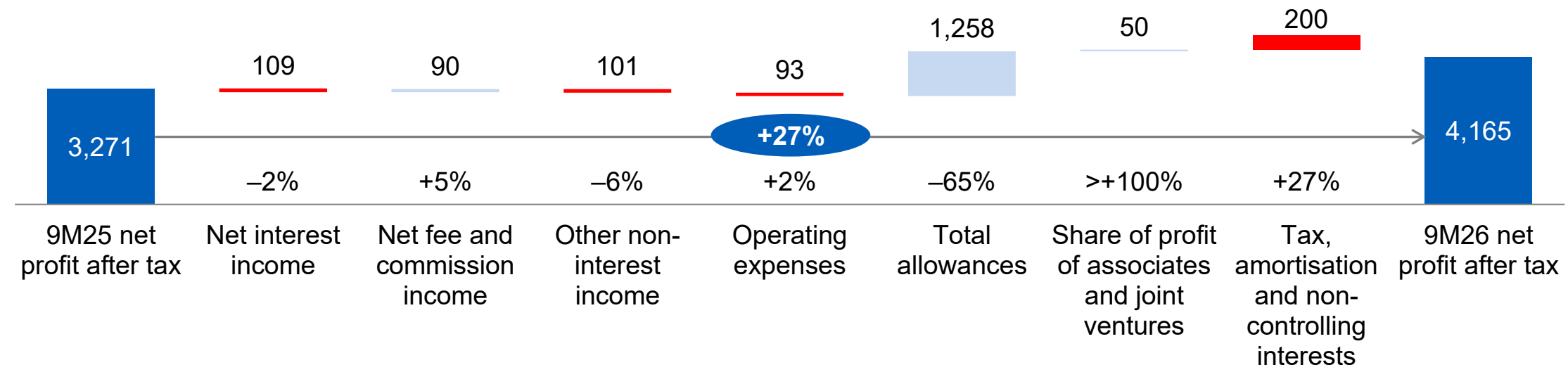
3Q26 net profit at $1.3 billion

Underlying earnings stable following prior-quarter divestment gains

	9M26 $m	9M25 $m	YoY +/(-)%	3Q26 $m	2Q26 $m	QoQ +/(-)%	3Q25 $m	YoY +/(-)%
Net interest income	6,900	7,009	(2)	2,278	2,297	(1)	2,265	1
Net fee income	2,035	1,945	5	733	665	10	615	19
Other non-interest income	1,464	1,565	(6)	370	632	(41)	518	(29)
Total income	**10,398**	**10,519**	**(1)**	**3,381**	**3,595**	**(6)**	**3,398**	**(0)**
Less: Total expenses	4,722	4,629	2	1,570	1,629	(4)	1,535	2
Operating profit	**5,676**	**5,890**	**(4)**	**1,811**	**1,965**	**(8)**	**1,863**	**(3)**
Less: Amortisation of intangible assets	21	23	(10)	7	7	(1)	7	(2)
Less: Allowance for credit and other losses	672	1,930	(65)	258	211	23	1,361	(81)
Add: Associates & joint ventures	94	44	>100	35	36	(4)	25	38
Net profit before tax	**5,076**	**3,980**	**28**	**1,581**	**1,784**	**(11)**	**520**	**>100**
Less: Tax & non-controlling interests	911	709	28	330	306	8	77	>100
Net profit	**4,165**	**3,271**	**27**	**1,250**	**1,478**	**(15)**	**443**	**>100**

9M26 financial overview

Net Profit After Tax Movement, 9M26 vs 9M25



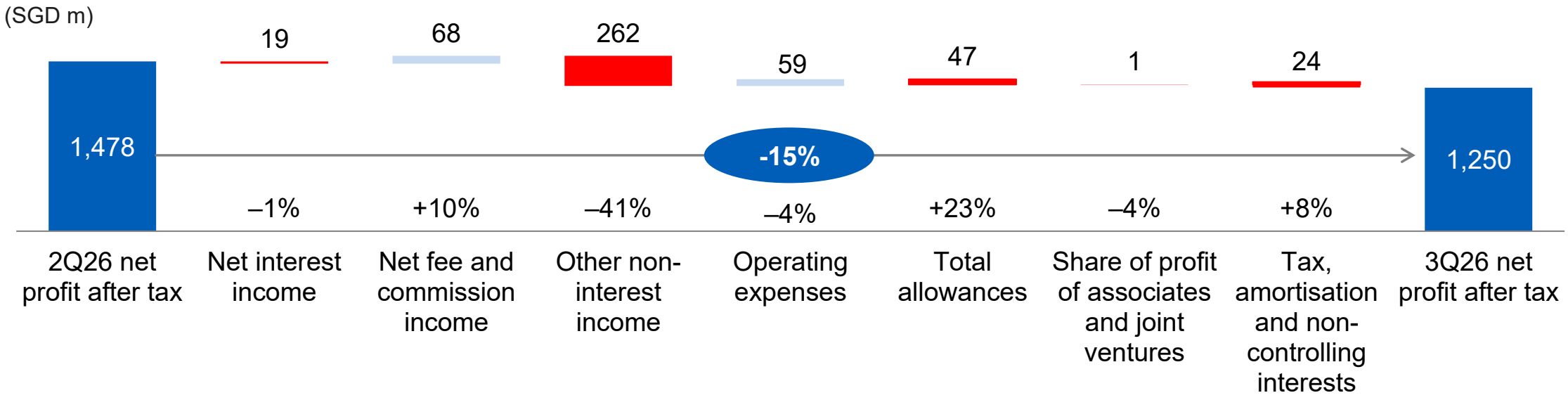
Key Indicators	9M26	9M25	YoY Change
Net interest margin (%) [1]	1.75	1.91	–0.16% pt
Non-interest income / Income (%)	33.6	33.4	+0.2% pt
Cost / Income ratio (%)	45.4	44.0	+1.4% pt
Return on equity (%) [1, 2]	11.1	9.0	+2.1% pt

1. Computed on an annualised basis
2. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions

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3Q26 financial overview

Net Profit After Tax Movement, 3Q26 vs 2Q26



Key Indicators	3Q26	2Q26	QoQ Change	3Q25	YoY Change
Net interest margin (%) [1]	1.68	1.74	–0.06% pt	1.82	–0.14% pt
Non-interest income / Income (%)	32.6	36.1	–3.5% pt	33.3	–0.7% pt
Cost / Income ratio (%) [2]	46.4	45.3	+1.1% pt	45.2	+1.2% pt
Return on equity (%) [1, 2]	10.1	11.8	–1.7% pt	3.5	+6.6% 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

Group Retail

Selected income statement data

	9M26 $m	9M25 $m	YoY %
Income	3,844	3,804	1
Lending, Deposits[1]	2,029	2,257	(10)
Wealth	1,099	973	13
Credit Cards	716	574	25
Expenses	2,084	2,033	2
Operating Profit	1,761	1,771	(1)
Allowance for credit and other losses	193	211	(9)
Profit before Tax	1,547	1,538	1

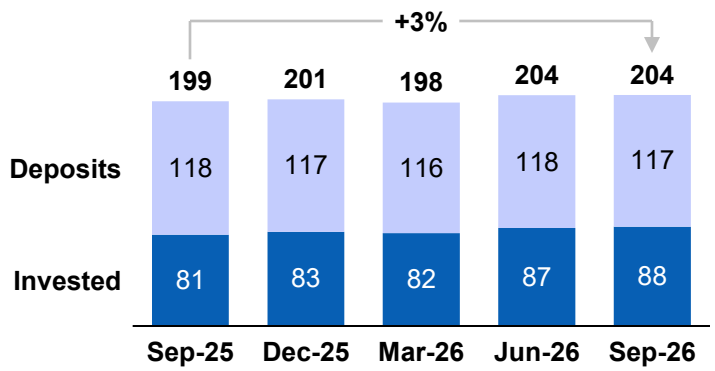
Highlights

- PBT was stable as higher expenses were offset by one-off mortgage recovery, while income held up despite margin pressures
- Deposits moderated amid intense competition and rising interest rates
- Backed by a diversified franchise, wealth income and card billings continued to register growth, while reward costs normalised after prior year's rationalisation
- Double-digit increase in wealth income was maintained, backed by AUM expansion across the region. Net new money totalled $5b for 9M26, while conversion to investments was sustained, with invested AUM mix up to 43% from 41% a year ago.

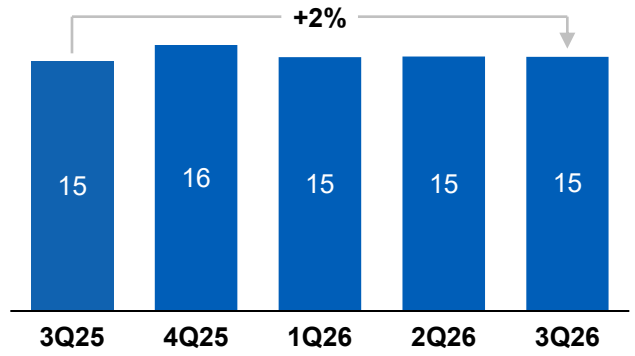
Key metrics

	9M26	9M25	YoY %
Cost / Income ratio	54.2%	53.4%	0.8 pt
Total credit costs	21 bps	26 bps	(5) bps
RoRWA	5.2%	4.7%	0.5 pt
Gross Customer Loans ($b)	120	116	4
Customer Deposits ($b)	203	209	(3)
of which CASA ($b)	116	121	(4)

AUM[2] ($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

	9M26	9M25	YoY
	$m	$m	%
Income	4,425	4,815	(8)
Transaction Banking	2,050	2,322	(12)
Loans[1]	1,555	1,650	(6)
Investment Banking	324	371	(13)
Customer Treasury	496	472	5
Expenses	1,230	1,275	(4)
Operating Profit	3,195	3,540	(10)
Allowance for credit and other losses	377	1,386	(73)
Profit before Tax	2,818	2,136	32

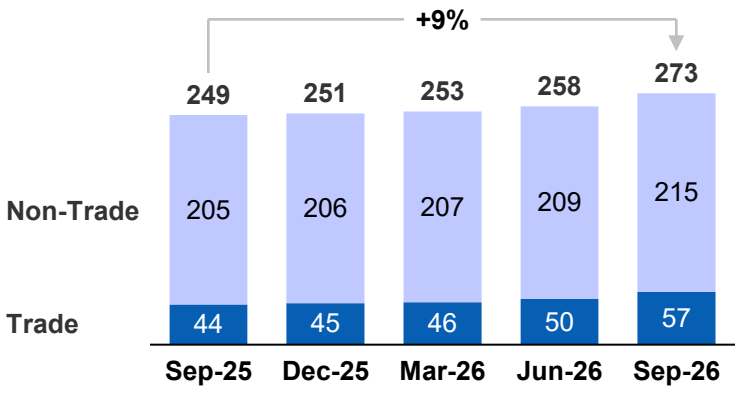
Highlights

- PBT rose as allowance normalised following higher provision set aside last year, while operating profit declined in tandem with income
- Transaction Banking remained a key driver, contributing nearly half of GWB income, underpinned by solid growth in CASA and trade balances that helped offset margin pressures from lower rates and competitive market conditions
- Investment Banking continued to see healthy deal flows, though year-on-year fees eased from the record levels delivered last year
- Steadfast income mix from non-real estate sectors at 72%, while cross-border income contribution remained stable at 28%

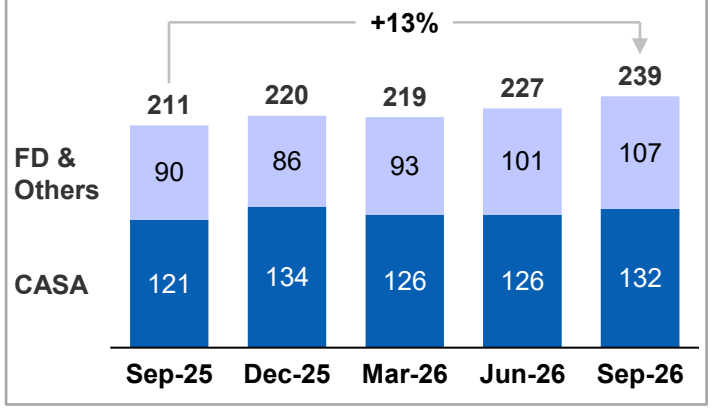
Key metrics

	9M26	9M25	YoY
			%
Cost / Income ratio	27.8%	26.5%	1.3 pt
Total credit costs	23 bps	73 bps	(51) bps
RoRWA	1.5%	1.2%	0.3 pt
Total Gross Loans[2] ($b)	273	249	9
Total Deposits[2] ($b)	239	211	13

Total Gross Loans[2] ($b)



Total Deposits[2] ($b)

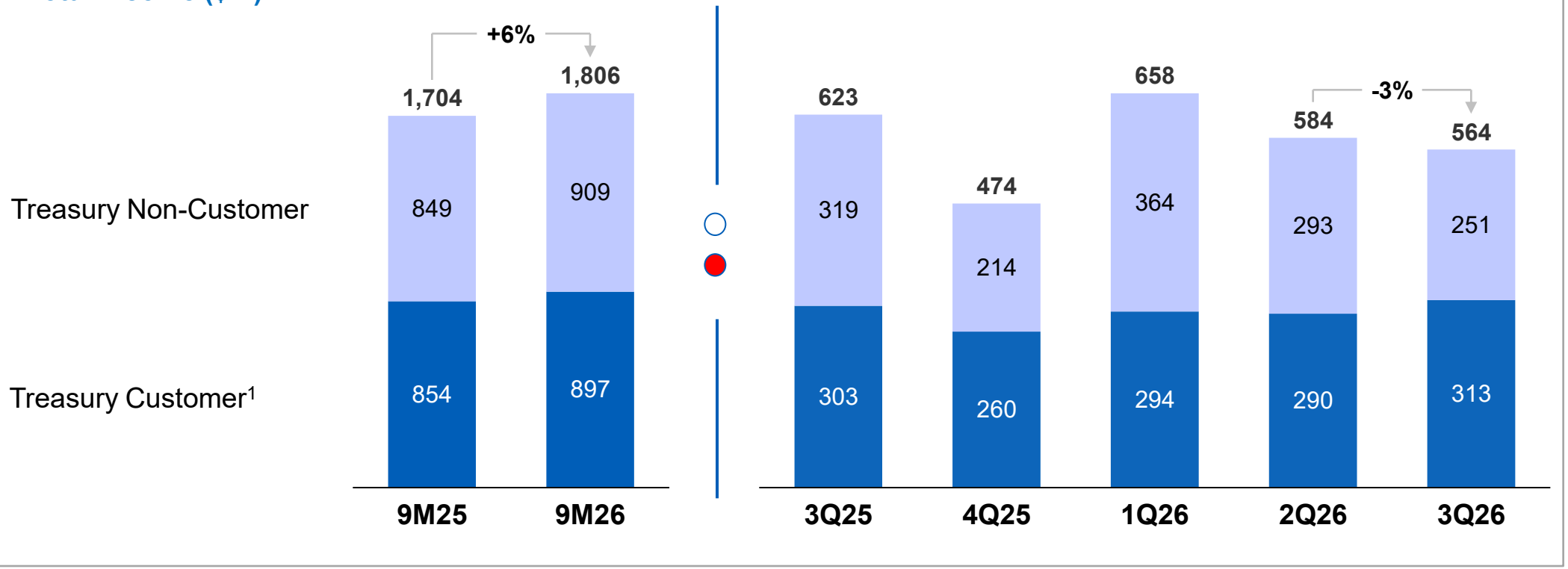


1. Includes Others
2. Includes Banks and Non-Banks
3. Comparative segment information for prior periods has been adjusted for changes in organisational structure and accounting disclosure, if any

Global Markets

Year-on-year growth supported by lower cost of funds and sustained momentum in customer flows

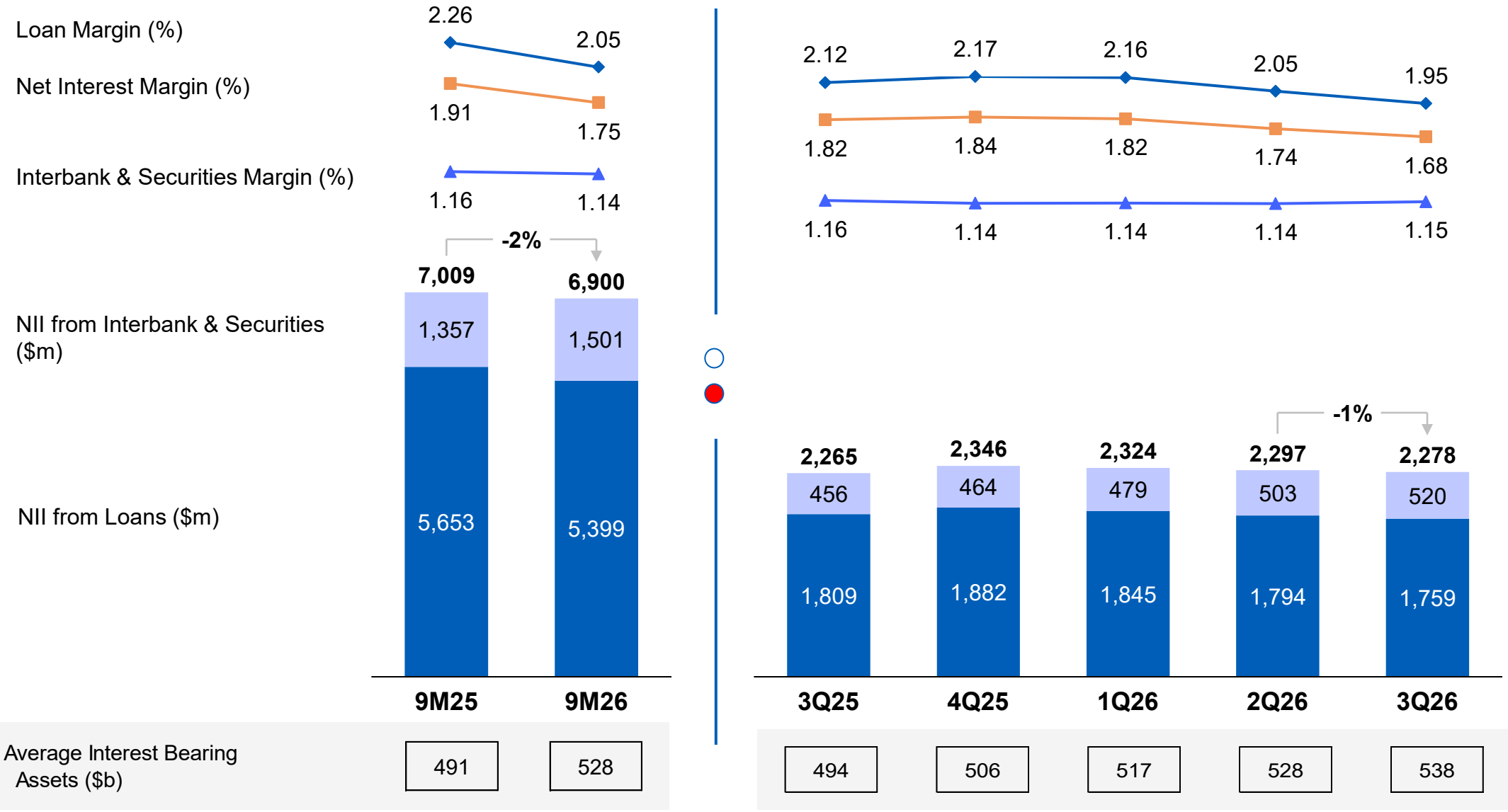
Total income ($m)



Total Assets[2] ($b)	154	173	+12%	154	164	162	171	173

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

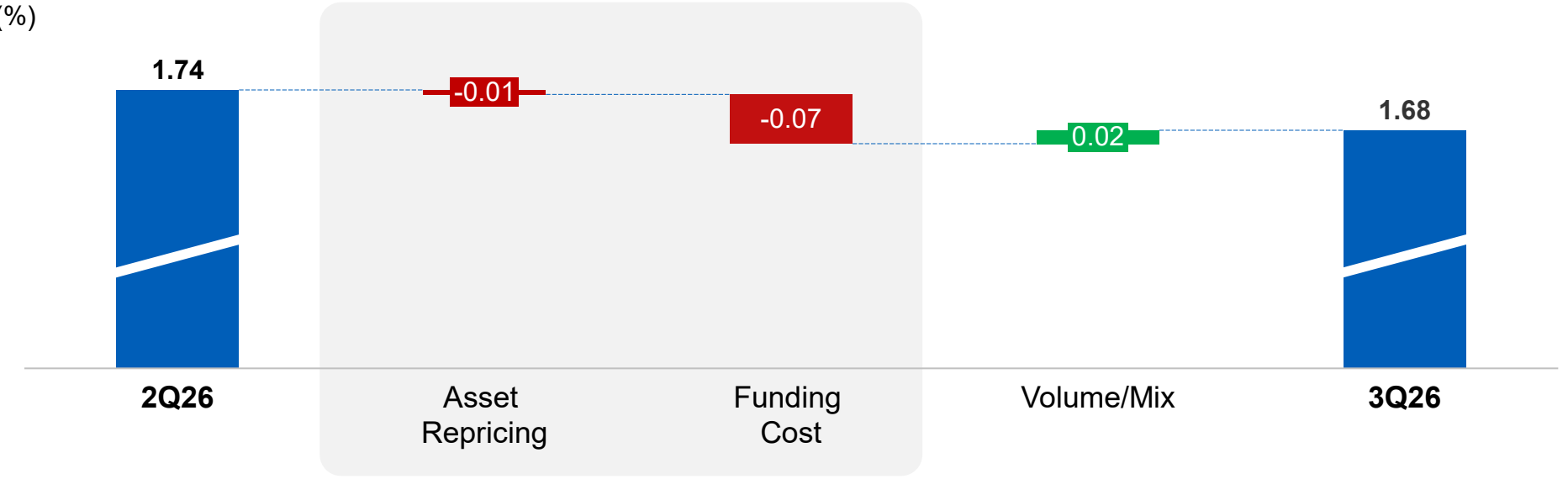
Stable net interest income amid balance sheet growth



Net interest margin declined largely from higher deposit costs

Loan Margin (%)	2.05	1.95
Interbank & Securities Margin (%)	1.14	1.15

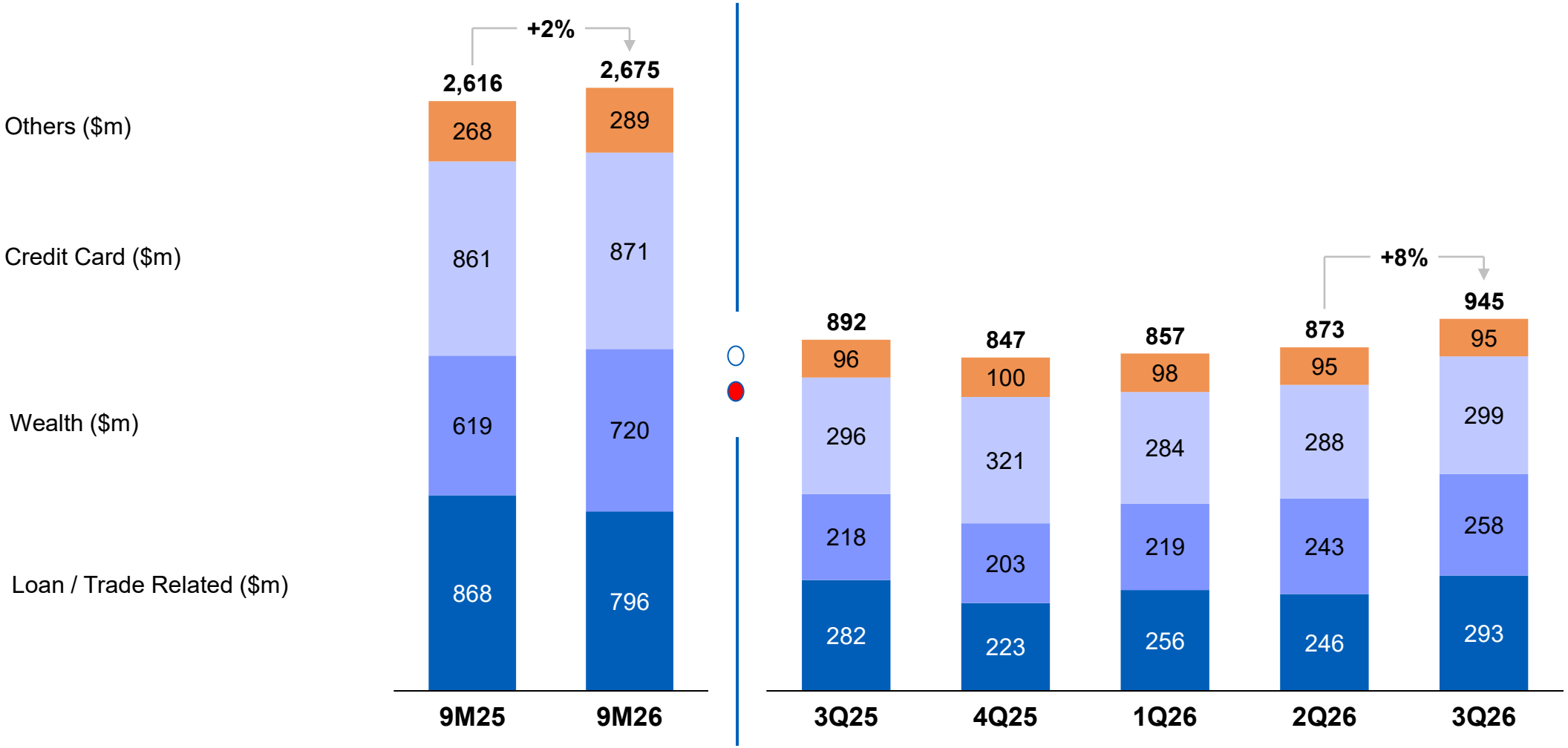
Net Interest Margin (%)



SGD -0.02	3M SORA average	+0.10
USD -0.03	3M SOFR average	-0.01

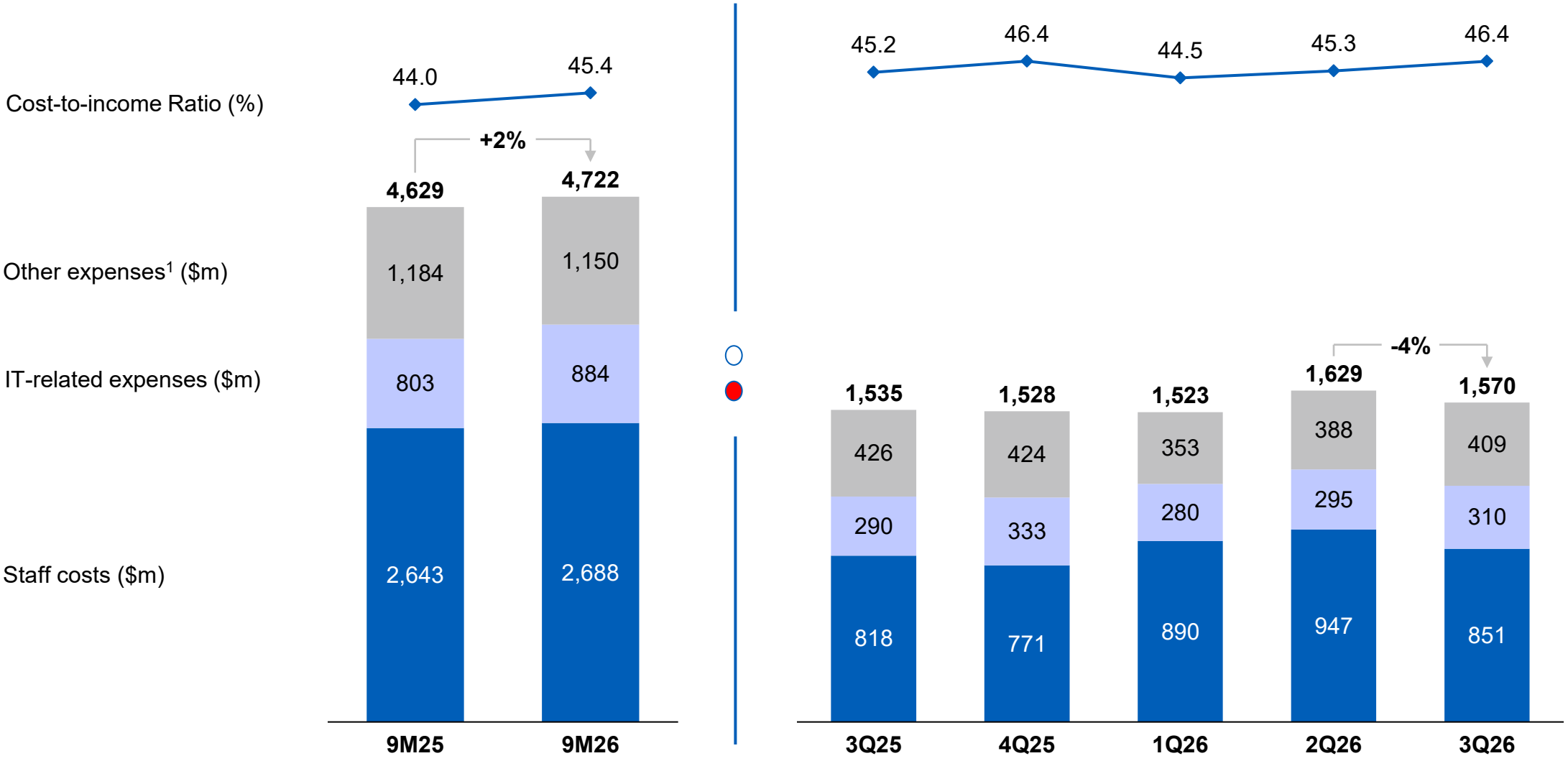
Note: Included in Volume/Mix is the impact of balance sheet mix changes

Record fee income driven by new highs in wealth, alongside strong loan and card activities



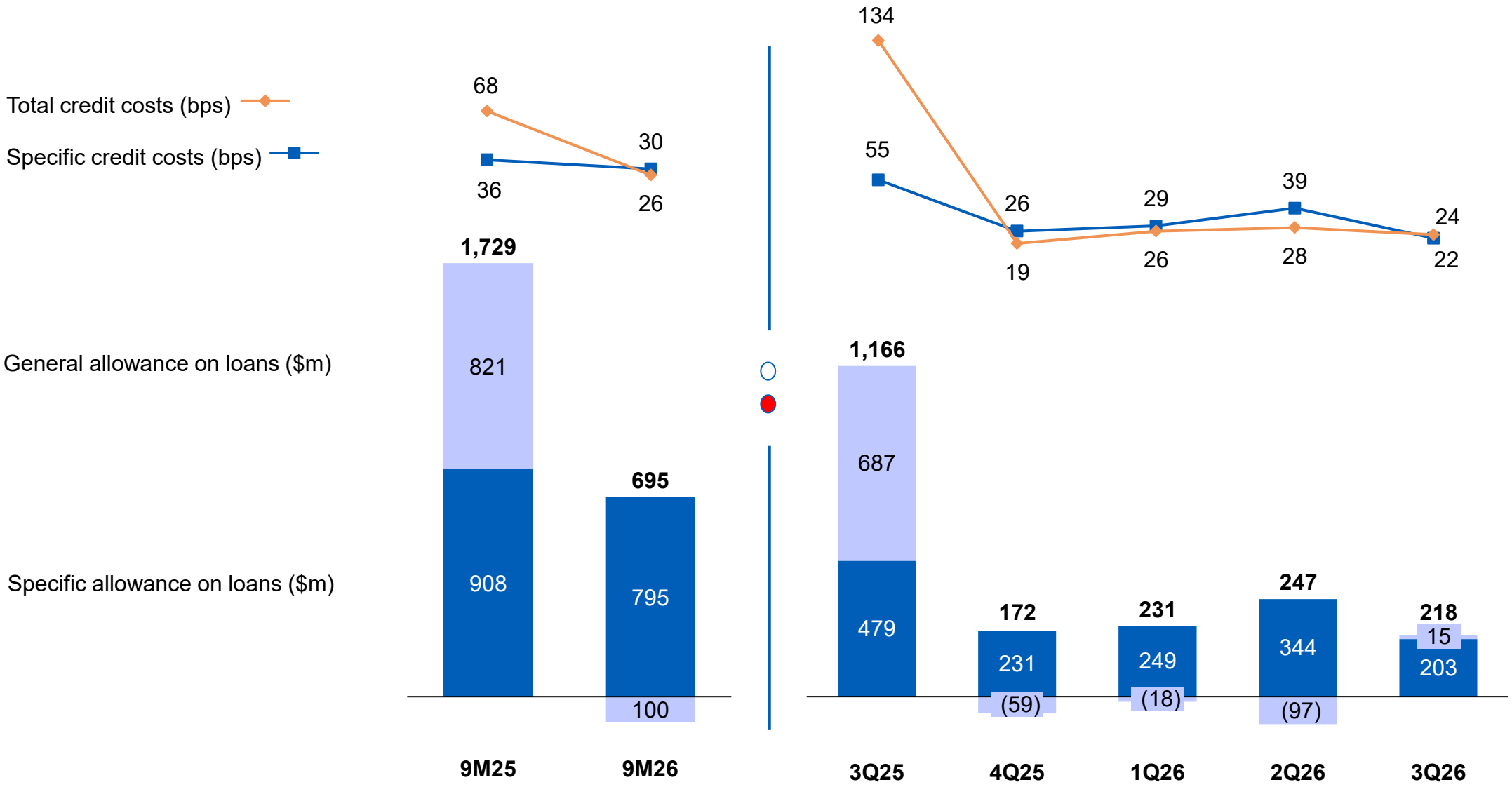
Note: Above fees are gross of expenses, unless stated otherwise

Costs stable through disciplined management



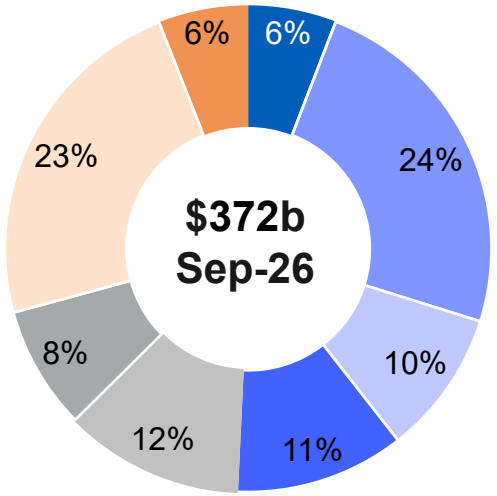
1. Includes revenue-related, occupancy-related and other expenses

Credit costs in line with guidance



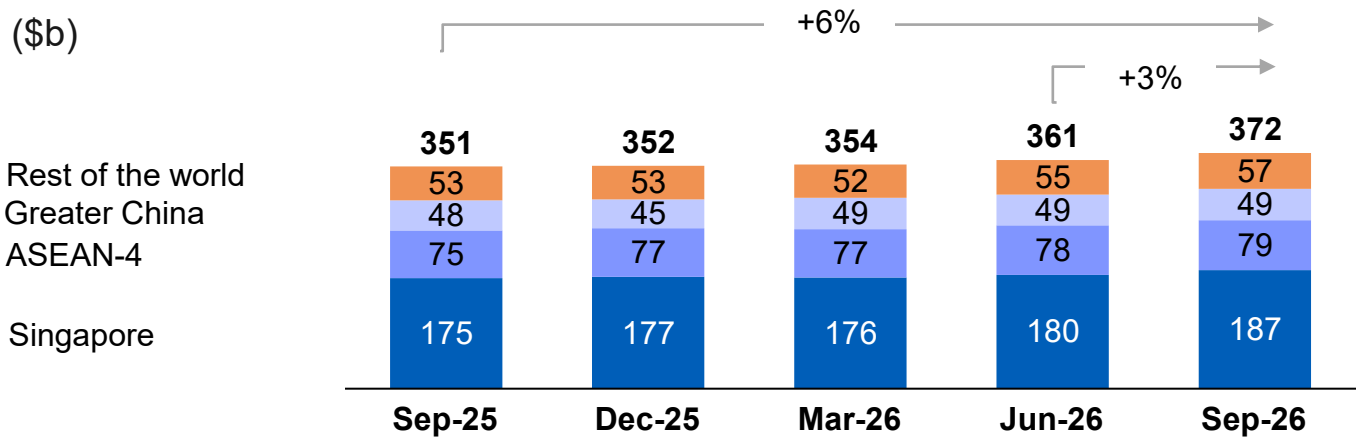
Customer loans expanded 6% YoY and 3% QoQ

By Industry



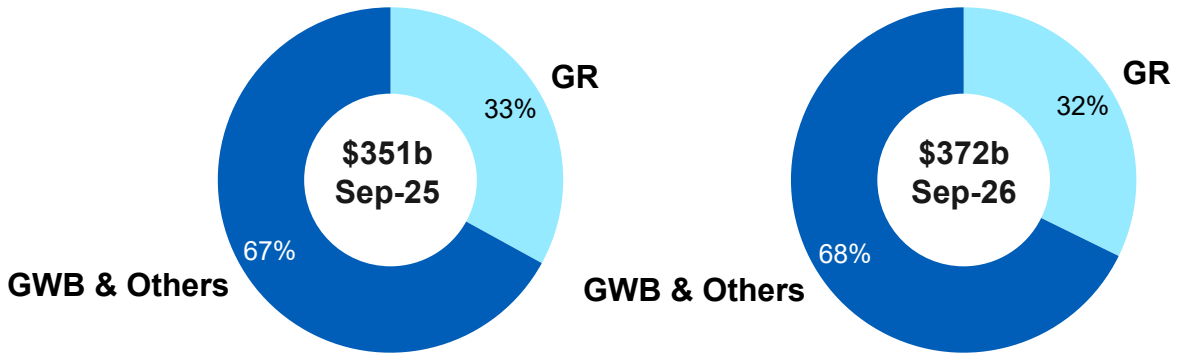
- Transport, storage and communication
- Building and construction
- Manufacturing
- FIs, investment and holding companies
- General commerce
- Professionals and private individuals
- Housing loans
- Others

By Geography

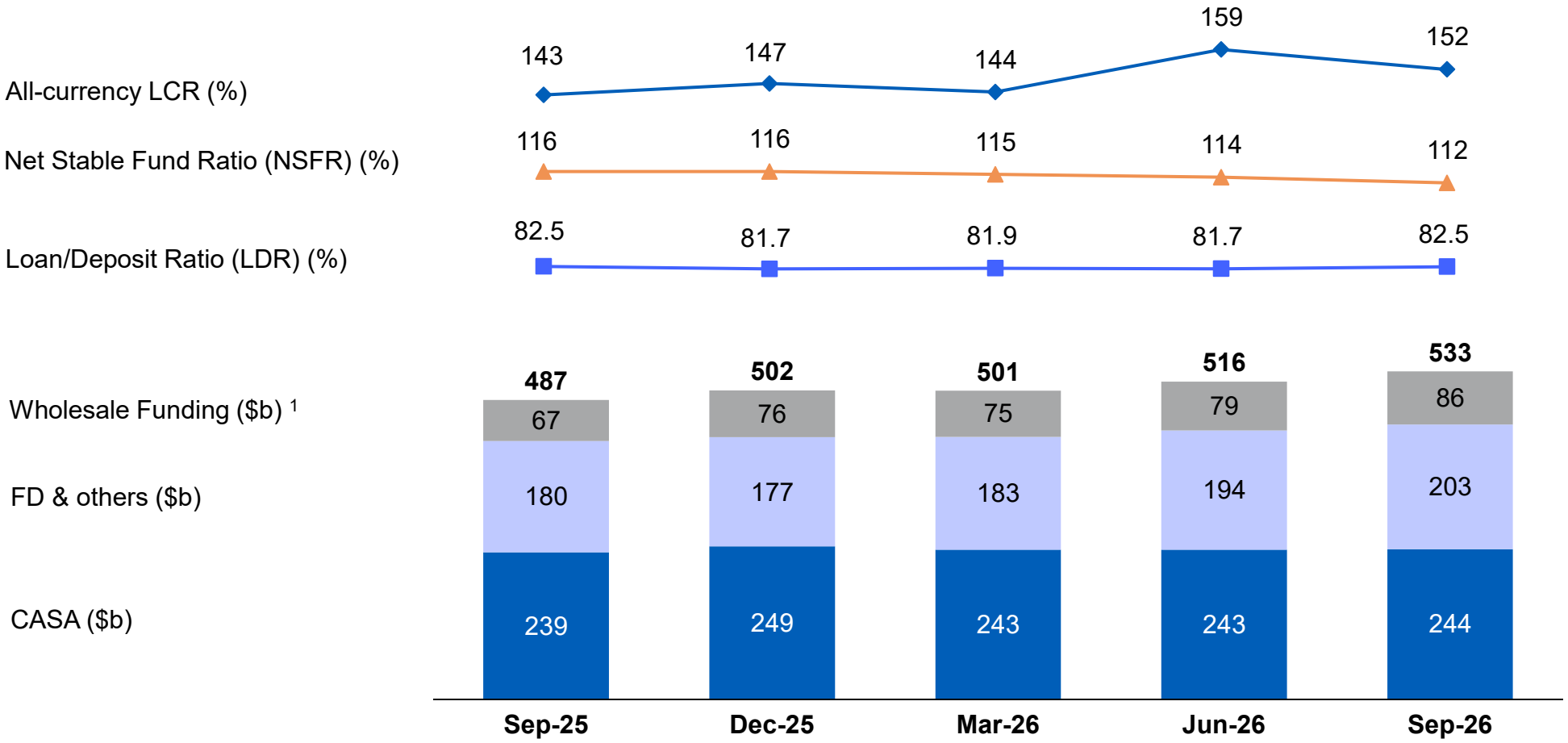


Note: Loans are classified based on where credit risks reside, represented by country of incorporation/operation for non-individuals and residence for individuals

By Segment



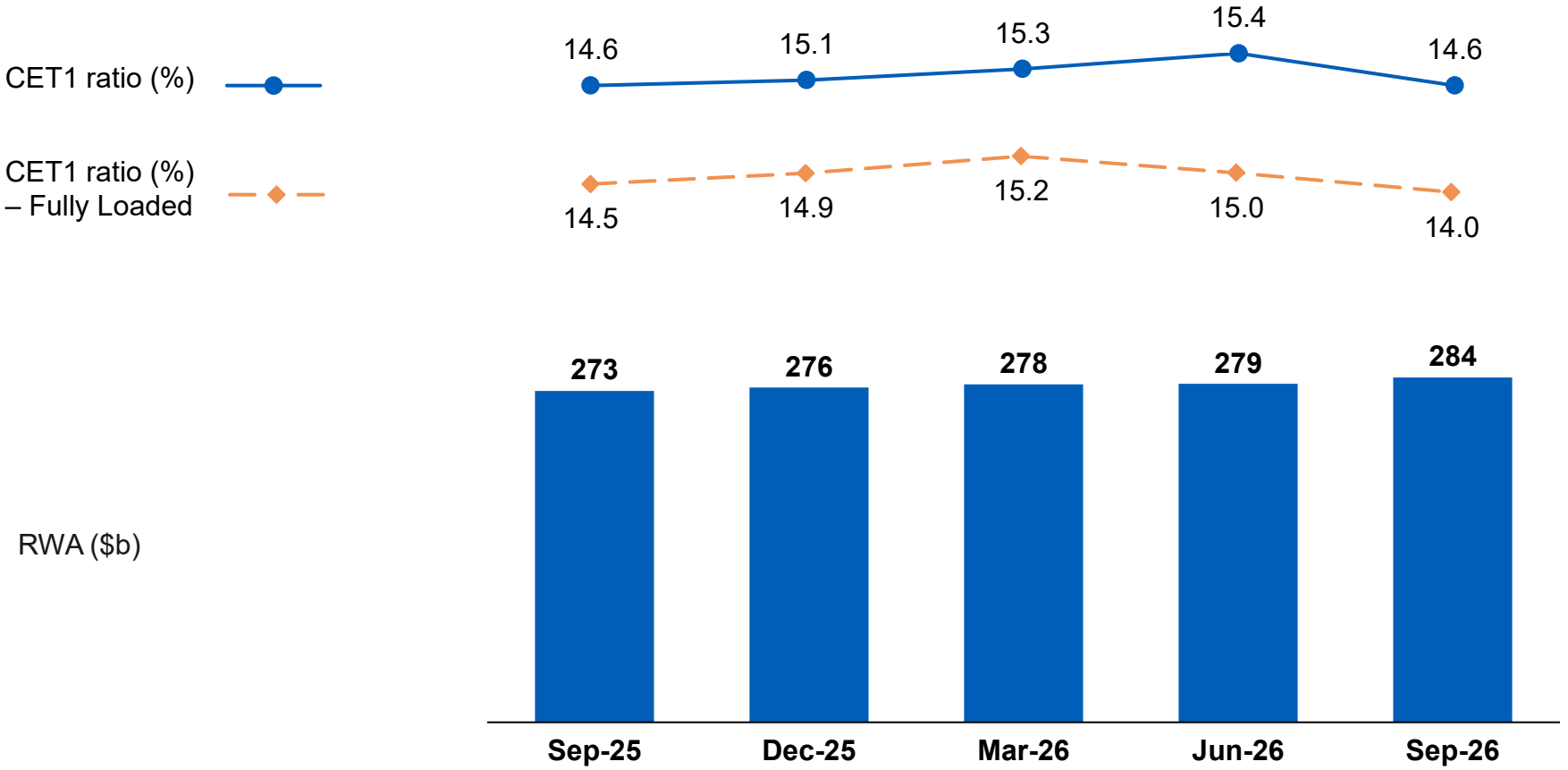
Healthy deposit growth underpinned solid liquidity and funding positions



CASA/Deposit Ratio (%)	57.0	58.4	57.0	55.6	54.6

1. Comprising debt issuances, perpetual capital securities and interbank liabilities

Resilient capital position maintained with CET1 ratio at 14.6% post dividend payout



	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26
Leverage ratio (%)	6.6	6.7	7.0	6.8	6.3

Accelerating and advancing our wealth ambitions

Strategic divestment

- Purchase consideration of **$555 million**
- Pre-tax gain of **~$330 million**
- **~14 basis points** increase to Group CET1 ratio

Strategic partnership with Allianz Global Investors



Strengthens wealth management franchise

- Expands UOB's investment solutions and open-architecture offerings
- Reinforces UOB’s advisory-led approach



Drives sustainable earnings growth and enhances long-term shareholder value

Appendix 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.

Key Statistics for 9M26

- Gross loans : SGD372b (USD292b[1])
- Customer deposits : SGD447b (USD350b[1])
- Loan / Deposit ratio : 82.5%
- Net stable funding ratio : 112%
- All-currency liquidity coverage ratio : 152%[2]
- Common Equity Tier 1 ratio : 14.6%
- Leverage ratio : 6.3%
- Return on equity [3] : 11.1%
- Return on assets : 0.95%
- Net interest margin : 1.75%
- Non-interest income / Total income : 33.6%
- Cost / Income : 45.4%
- 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+

Note: Financial statistics as at 30 September 2026
1. USD 1 = SGD 1.2769 as at 30 September 2026
2. Average for 3Q26
3. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions

A leading Singapore bank; Established franchise in core market segments

UOB

Group Retail

- Best Retail Bank in Singapore
- Strong franchise across wealth, deposits, cards, and mortgages

Group Wholesale Banking

- Leading wholesale bank with regional connectivity
- Sector-led approach to capture cross-border trade and investment flows

Global Markets

- Deep capabilities across treasury, hedging and investment solutions

UOB Group's recognition in the industry

EUROMONEY AWARDS FOR EXCELLENCE 2026 ASEAN BEST RETAIL BANK

ASEAN's Best Retail Bank, 2026

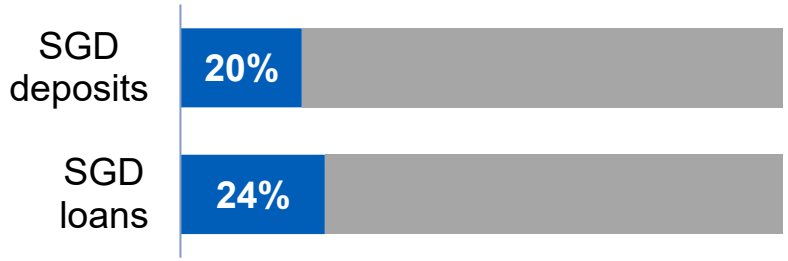
THE DIGITAL BANKER

Best SME Bank in the World, 2026

BEST BANK AWARD 2025 GLOBAL FINANCE

Best Bank in Asia-Pacific, 2025

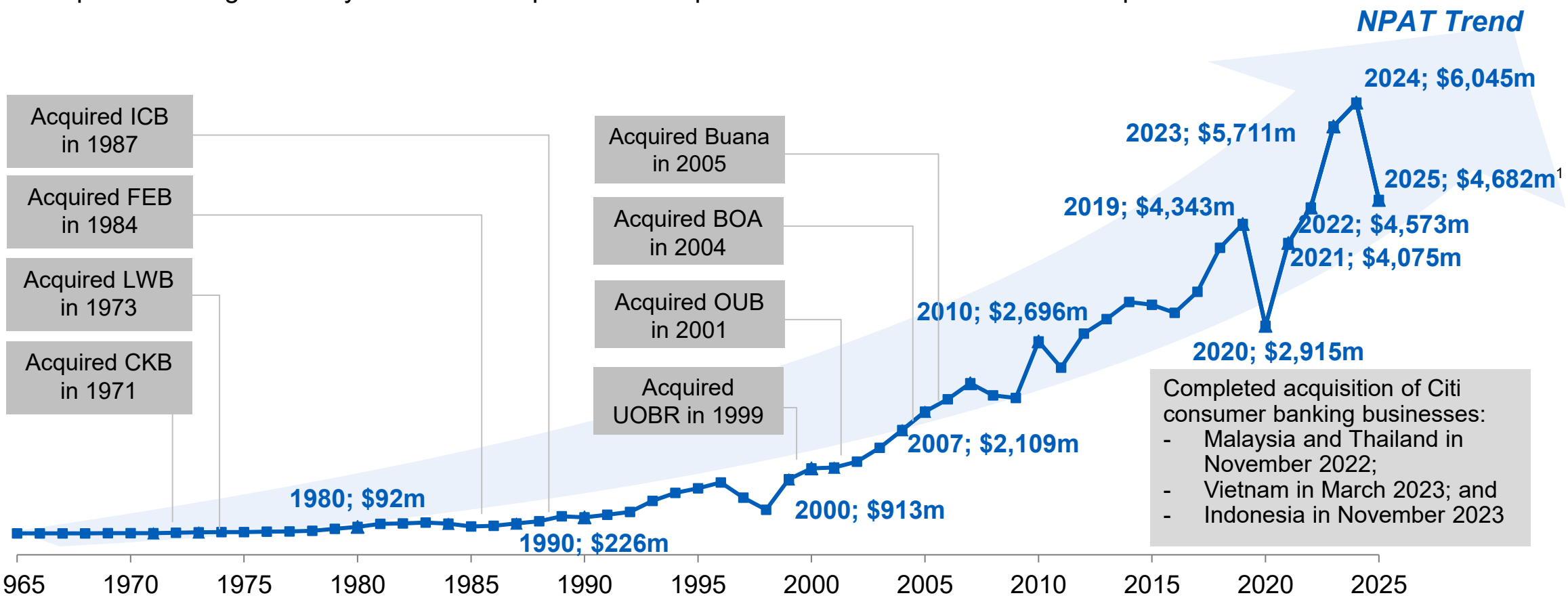
Sizeable domestic market share



Source: UOB, MAS (data as of 30 September 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

Myanmar
1 branch

Thailand
139 branches

Malaysia
55 branches

Singapore
42 branches

Indonesia
82 branches



Greater China[1]
20 branches

Vietnam
5 branches

Philippines
1 branches

Australia
1 branch

- 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

9M26 performance by segment

Group Retail



Income

SGD3.8b

30% of Group's profit before tax

SGD204b[2]
Assets under management +3% YoY

58%
AUM from overseas customers

Group Wholesale Banking & Global Markets



Income

SGD4.4b

70% of Group's profit before tax

46%
Transaction banking income to Group wholesale banking's income

+31% YoY
Trade loans growth

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

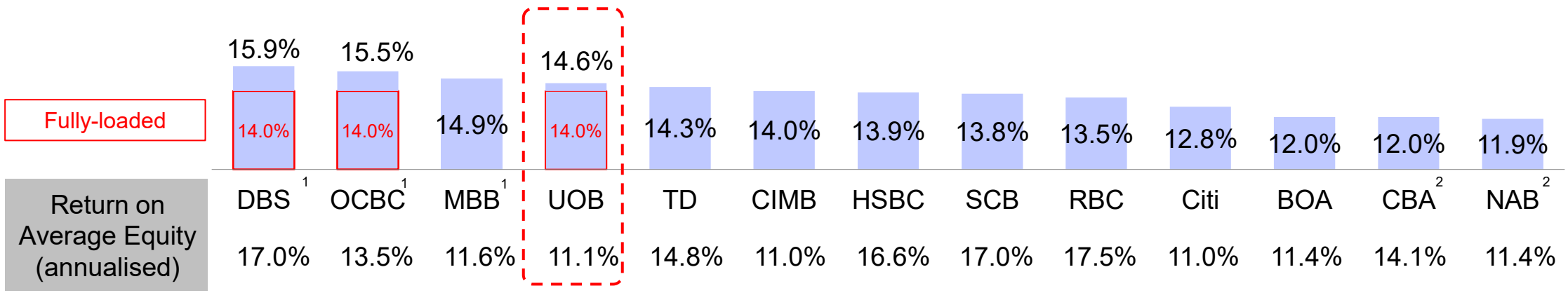
Comparison against peers

Moody's	S&P	Fitch		Standalone Strength *Moody's baseline credit assessment*	Cost Management *Costs/income ratio*	Returns *Return on average assets (annualised)*	Liquidity *Loan/deposit ratio*
Aa1	AA–	AA–	**UOB**	a1	45%	1.0%	83%
Aa1	AA–	AA–	**OCBC**	a1	39%	1.4%	80%
Aa1	AA–	AA–	**DBS**	a1	39%	1.3%	74%
A3	A–	A+	**HSBC**	a3	47%	0.9%	56%
A3	BBB+	A	**SCB**	baa1	56%	0.8%	53%
A1	A–	AA–	**BOA**	a2	66%	0.9%	61%
A3	BBB+	A	**Citi**	baa1	58%	0.8%	53%
Aa2	AA–	AA-	**CBA**	a1	46%	0.8%	107%
Aa2	AA–	AA-	**NAB**	a2	53%	0.5%	118%
Aa1	AA–	AA-	**RBC**	a2	53%	1.0%	67%
Aa3	A+	AA-	**TD**	a2	57%	0.8%	79%
A3	A–	n.r.	**CIMB**	baa1	46%	1.0%	85%
A3	A–	n.r.	**MBB**	a3	50%	1.0%	95%

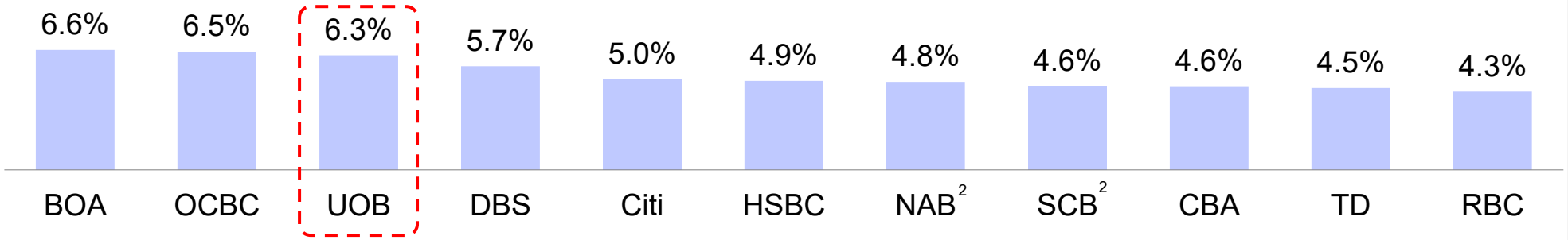
Source: Company reports, Credit rating agencies (updated as of 4 November 2026)
Financial data based on period ended 30 September 2026, except for those of RBC. TD (31 July 2026), CBA, CIMB and Maybank (30 June 26)

Capital and leverage ratios

Reported Common Equity Tier 1 CAR



Reported Leverage Ratio



1. The three major Singapore banks have implemented Final Basel III reforms (both transitional and fully-loaded ratios are shown above)
2. Common equity Tier 1 ratios of CBA and NAB are based on APRA's standards; their respective internationally comparable ratio was 18.3% (30 June 2026) and 17.6% (30 September 2026)

Source: Company reports

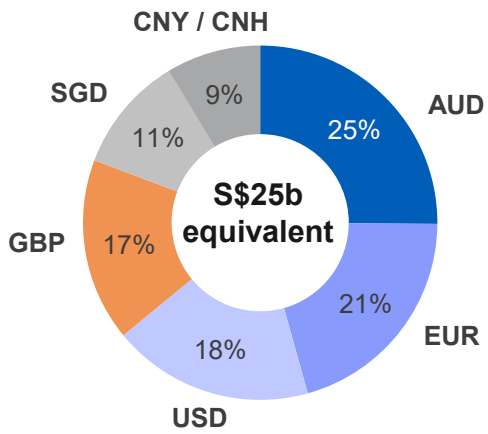
Financial data based on period ended 30 September 2026, except for those of RBC. TD (31 July 2026), CBA, CIMB and Maybank (30 June 26)

Strong investment grade credit ratings

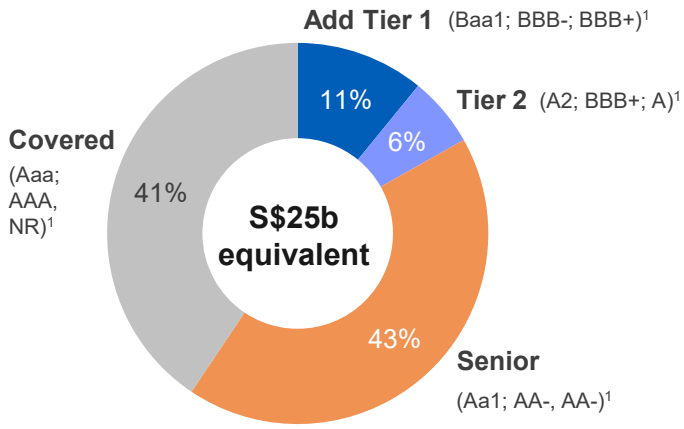
A regular issuer in key debt capital markets globally

Moody's Investors Service **Aa1 / P-1** | S&P Global Ratings **AA– / A-1+** | FitchRatings **AA– / F1+**

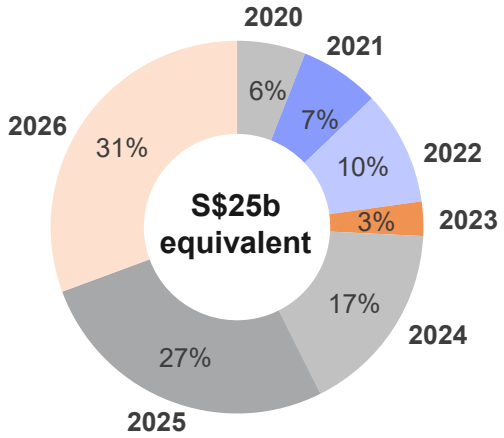
Currency



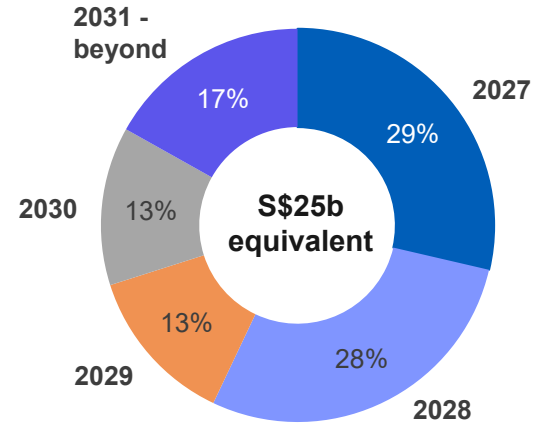
Debt Class



Issue Date



Maturity/Call Date



Source: Credit rating agencies

Note: The pie charts represent outstanding UOB's public rated issuances as 4 November 2026; for more details, please refer to https://www.uobgroup.com/investor-relations/capital-and-funding-information/group-securities.html

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

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 14.6% as at 30 September 2026
- Diversified funding and sound liquidity, with 82.5% loan/deposit ratio
- Strong coverage, with general allowance on loans (including RLAR) covering 0.9% of performing loans

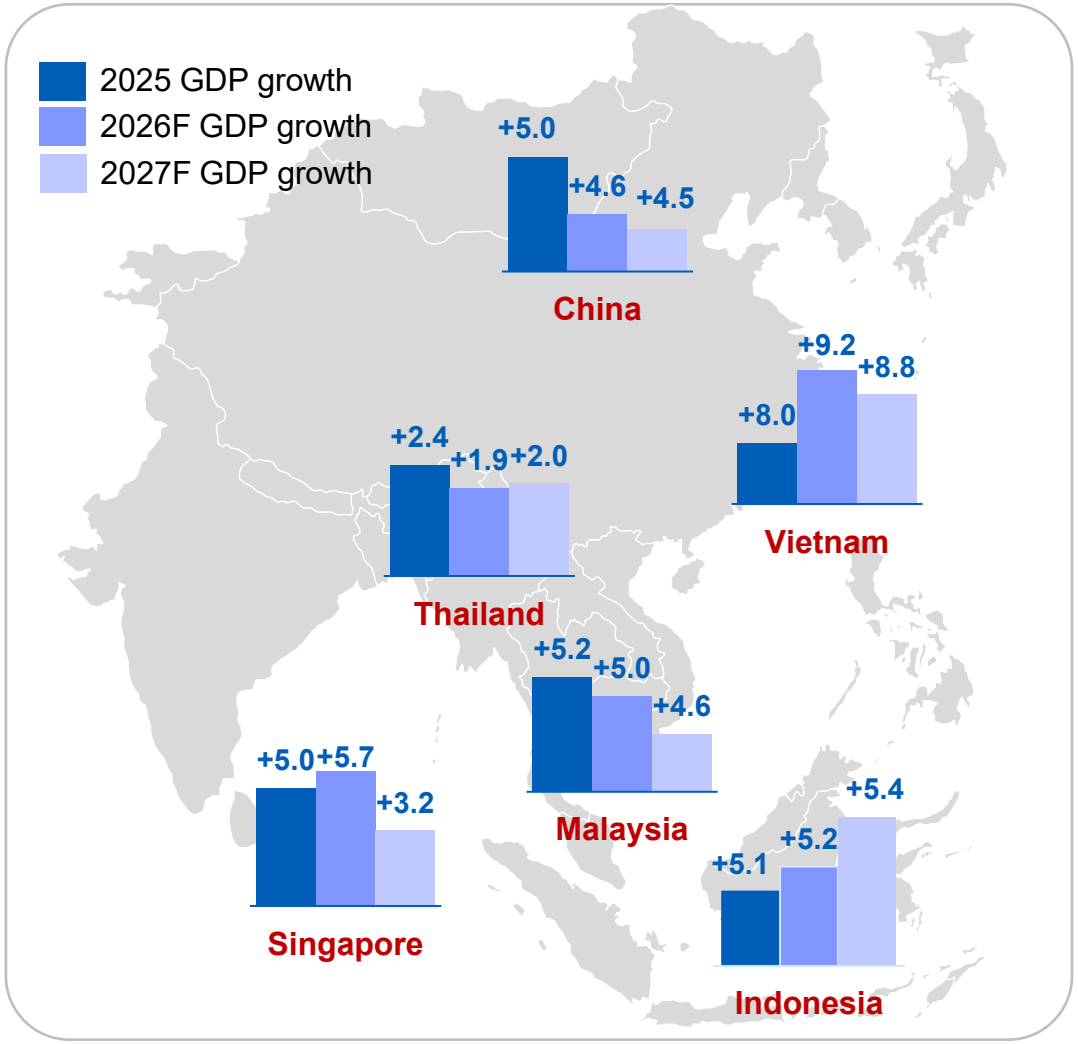
Balance growth with stability

- 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

Appendix B. Macroeconomic Outlook

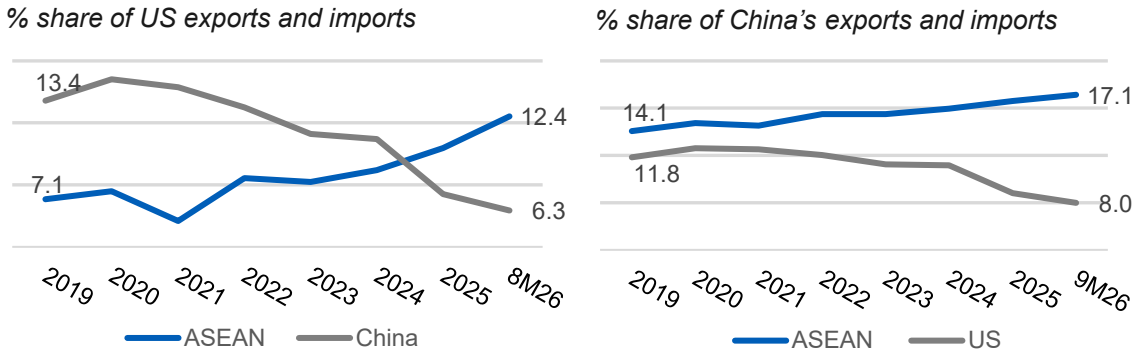
ASEAN: Slower growth in 2026, Middle East conflicts weigh

Supply chain shifts, intra-regional trade, infrastructure and policy support to anchor medium-term outlook



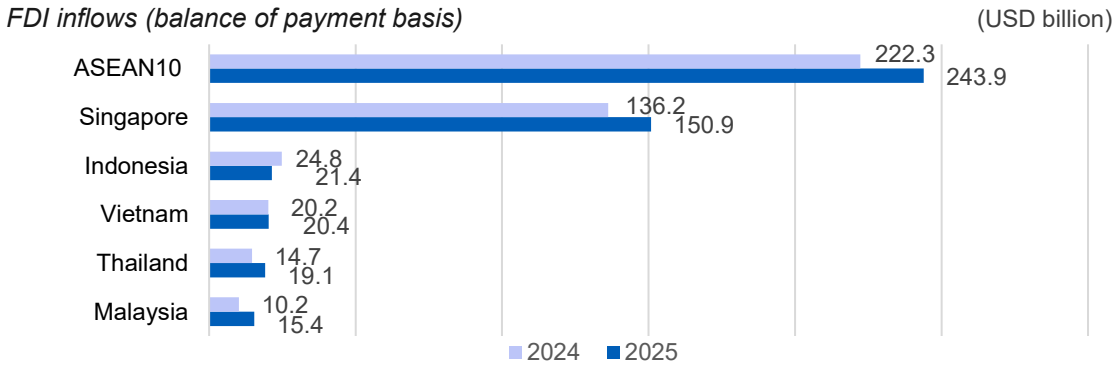
Source: UOB Global Economics & Markets Research forecasts

ASEAN's contribution towards US and China's total trade has risen



Source: Macrobond, UOB Global Economics & Markets Research

FDI inflows into ASEAN progressed well, with SG as main hub



Source: Macrobond, UOB Global Economics & Markets Research

Global central banks navigate inflation risks

	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26	3Q26	4Q26F	1Q27F	2Q27F	3Q27F
US 10-Year Treasury	4.21	4.23	4.15	4.12	4.32	4.47	5.28	5.20	5.30	5.40	5.40
US Fed Funds	4.50	4.50	4.25	3.75	3.75	3.75	4.00	4.25	4.50	4.50	4.50
SG 3M SORA	2.56	2.06	1.46	1.19	1.07	1.08	1.23	1.44	1.52	1.58	1.63
HK 1M HIBOR	3.73	0.73	3.54	3.21	2.24	2.94	3.01	2.95	3.30	3.45	3.50
MY Overnight Policy Rate	3.00	3.00	2.75	2.75	2.75	2.75	2.75	2.75	3.00	3.00	3.00
TH 1-Day Repo	2.00	1.75	1.50	1.25	1.00	1.00	1.00	1.00	1.00	1.00	1.00
ID 7-Day Reverse Repo	5.75	5.50	4.75	4.75	4.75	5.75	5.75	6.00	6.25	6.25	6.25
CH 7-Day Reverse Repo	1.50	1.40	1.40	1.40	1.40	1.40	1.23	1.40	1.40	1.40	1.40

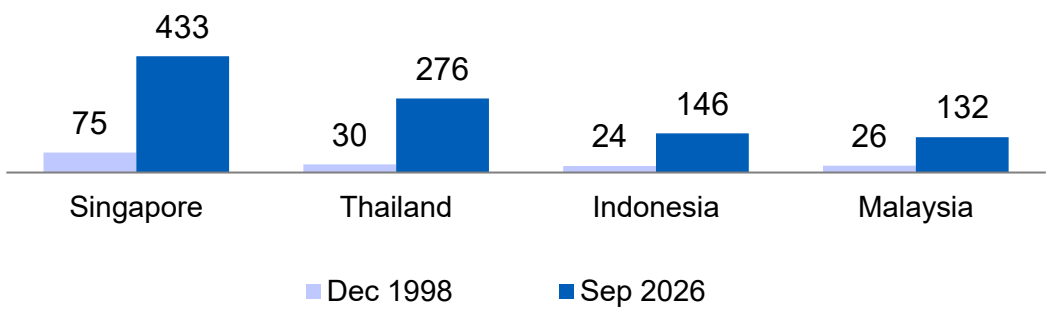
The Fed raised FFTR by 25bps to 3.75%-4.00% in September 2026, its first hike since 2023. We expect two further 25bps hikes in December 2026 and 1Q27, followed by an extended pause as inflation moderates. Risks remain tilted towards additional tightening should energy prices, tariffs or AI-related costs keep inflation elevated.

In Asia, resilient growth and inflation risks have kept policy bias hawkish while concerns over capital outflows and financial volatility added to policy challenges in parts of the region. Indonesia (+100bps), the Philippines (+100bps), South Korea (+50bps) and Japan (+50bps) have raised rates this year, while China continues targeted easing to stabilise growth. MAS left policy unchanged in October and we expect the current S$NEER slope (~1.25% p.a.) to be maintained through 2027, with some risk of a modest steepening to 1.50% p.a. in January 2027.

Source: UOB Global Economics & Markets Research forecasts

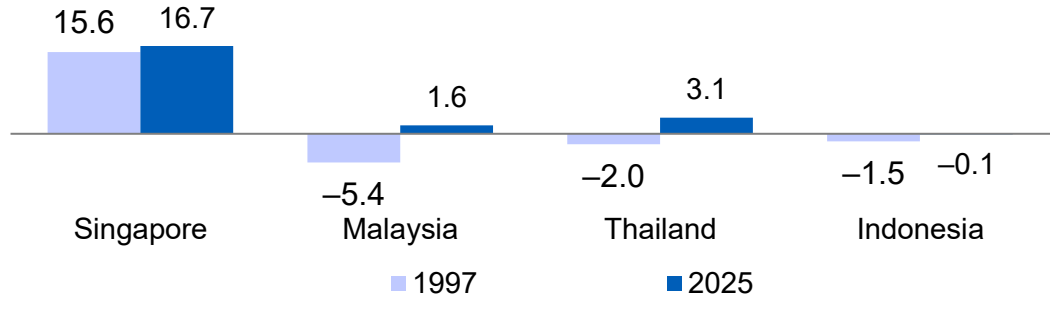
Macro resilience across key Southeast Asian markets

Significantly Higher Foreign Reserves (USD billion)



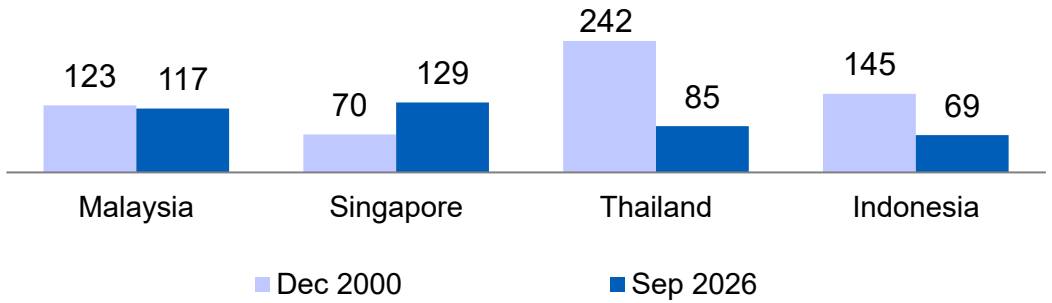
Sources: World Bank, International Monetary Fund

Improved Current Account Balances (% of GDP)



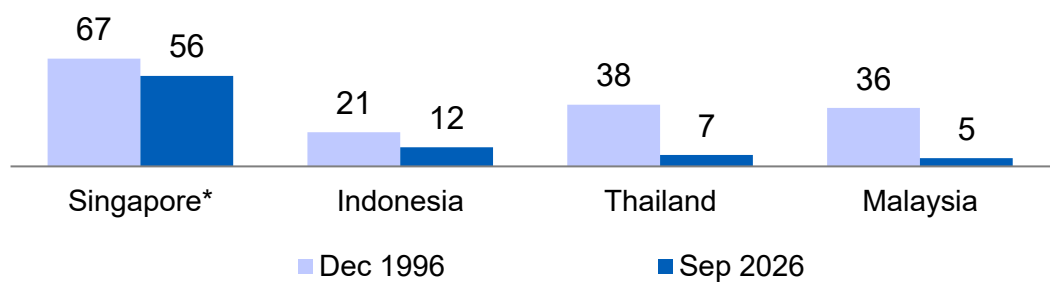
Source: International Monetary Fund

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 (%)

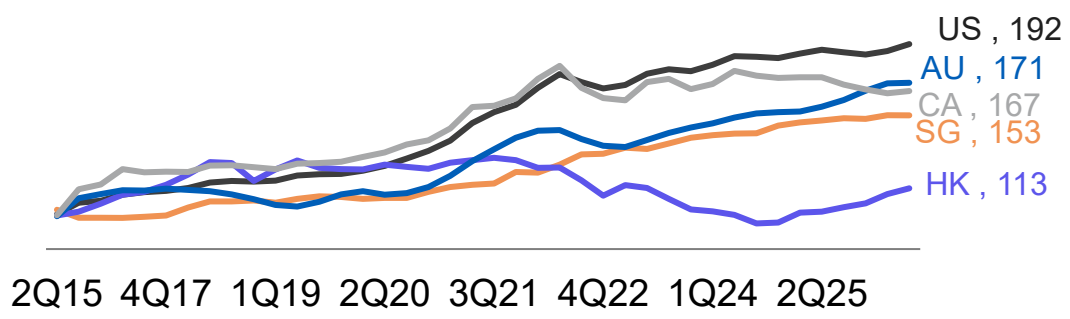


* Foreign currency loans in 1996 approximated by using total loans of Asia Currency Units
Latest data for Indonesia is as of Aug 2026; Thailand as of Jun 2025
Sources: Central banks

Singapore mortgages remain a low-risk asset class

Low risk of housing bubbles due to cooling measures

(3Q15 = 100)

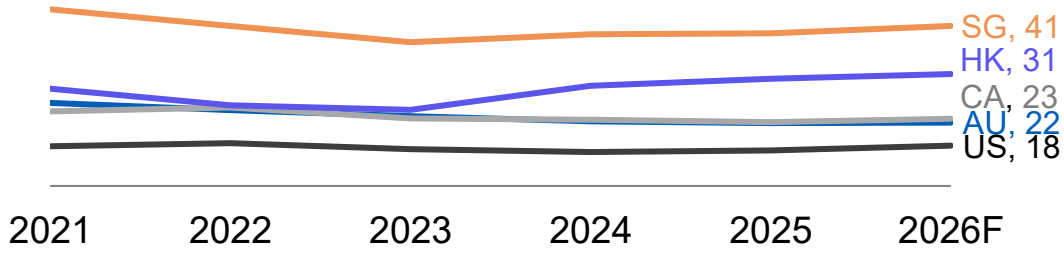


Latest property price data for SG and CA are as of 2Q26

Sources: CEIC, UOB Economic-Treasury Research

High national savings rate

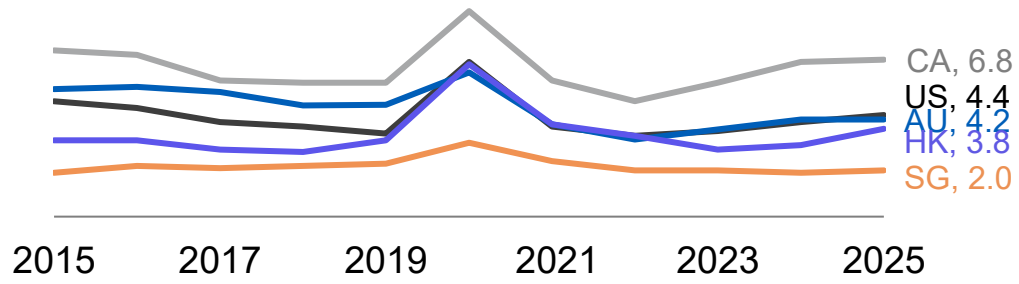
(% of GDP)



Source: International Monetary Fund, UOB Economic-Treasury Research

Low unemployment underscores housing affordability and support for mortgage servicing

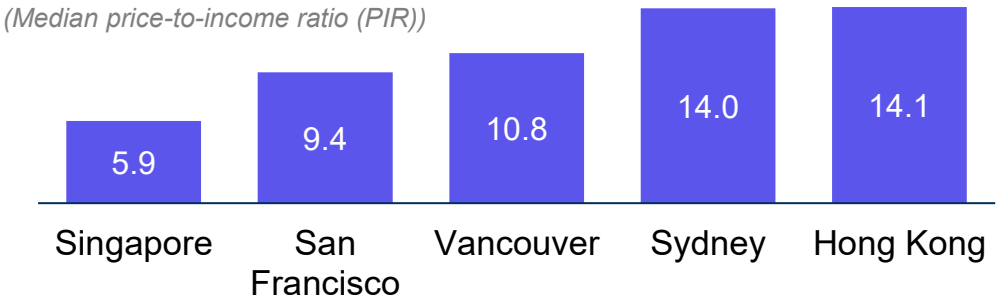
(Unemployment, %)



Sources: Macrobond, UOB Economic-Treasury Research

Singapore private residential housing stays affordable as median price-to-income ratio remains low

(Median price-to-income ratio (PIR))



As of 3Q25, based on 2026 edition of Urban Reform Institute report
Singapore's PIR calculated based on condominium price of S$1.69m and medium monthly household income of S$23.8k.

Sources: Singapore Statistics, Urban Reform Institute, Frontier Centre for Public Policy, UOB Economic-Treasury Research

Capital adequacy rules across the region

	BCBS	Singapore	Malaysia	Thailand	Indonesia
Minimum CET1 CAR	4.5%	6.5%[1]	4.5%	4.5%	4.5%
Minimum Tier 1 CAR	6.0%	8.0%[1]	6.0%	6.0%	6.0%
Minimum Total CAR	8.0%	10.0%[1]	8.0%	8.5%	8.0%
Capital Conservation Buffer	2.5%	2.5%	2.5%	2.5%	2.5%
Countercyclical Buffer[2]	n/a	0%	0%	0%	0%
D-SIB Buffer	n/a	2.0%	0.5-1.0%	1.0%	1.0%–2.5%[3]
Minimum Leverage Ratio	3.0%	3.0%	3.0%	3.0%	3.0%
Minimum LCR	100%	100%	100%	100%	100%
Minimum NSFR	100%	100%	100%	100%	100%

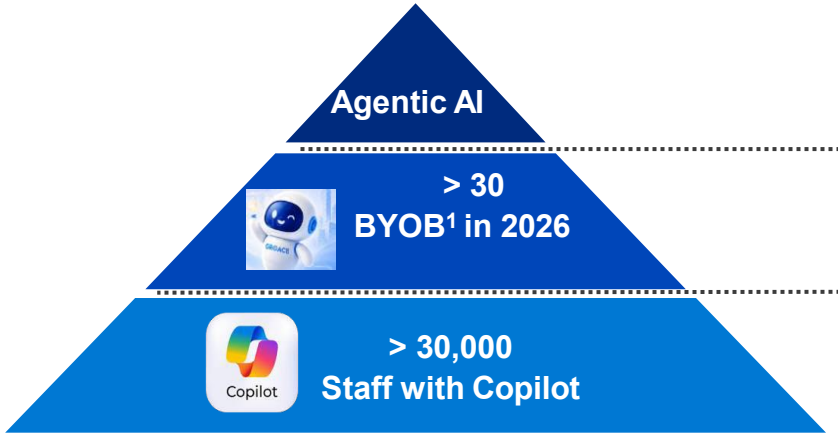
Source: Regulatory notifications

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, capital surcharge for Indonesia D-SIBs are classified into four buckets based on the tier 1 capital (Bucket 1 – 1%, Bucket 2 – 1.5%, Bucket 3 – 2%, Bucket 4 – 2.5%)

Appendix C. AI Initiatives and Sustainability

AI at UOB: Accelerating innovation

Overview



Agentic AI Transformation

Transforming workflows through agentic AI use cases: AML/KYC, Credit, Servicing, RM Enablement and Collections and more

Scaling Domain Intelligence

Domain-specific self-help knowledge retrieval chatbots and productivity tools

Broad Enterprise Access

Democratising Copilot at speed and scale to embed AI into daily work across the Bank

Accelerating Technology Delivery

Building Foundational Advanced AI Capabilities

Empowering our Workforce

Real usage stats

Copilot

>27k
active users with strongest adoption in risk, operations, and tech

~1.5 m
prompts per month embedded into daily workflows

BYOB

30+
bots deployed in 2026

UOBuddy[2]
Reducing tasks turnaround from **~30 minutes to seconds**

Our new operating model is an AI flywheel where process digitalisation creates knowledge, knowledge creates intelligence, and intelligence creates business value. As this feedback loop compounds, it strengthens our productivity and operating leverage, creating an enduring competitive moat.

1. BYOB: Build Your Own Bot
2. UOBuddy: AI-powered assistant helping bankers serve customers

AI at UOB: Building business and application cases

#1: Private Bank Wealth Advisory

4 pillars to scale CIO[1]-quality advisory to every client

Institutionalise advisory at scale	Hyper-personalise engagement	Seamless execution	Predictive client care
• Personalised portfolio and engagement insights • Timely opportunity signals	• 1-to-1 hyper-personalised outreach at scale • Data-driven engagement	• RM-led and digital interactions • AI guardrails and surveillance	• Conversational AI for clients • Proactive alerts
From individual RM capability to institutional intelligence	**From episodic & reactive contact to always-on client engagement**	**From manual execution to AI-guided decisions**	**From reactive service to predictive care**

#3: New-to-Bank Leads for FDI Advisory

1. Problem

FDIA could not continuously monitor every company that may be planning to expand into ASEAN

2. What we built

AI scan using Google Gemini now finds, qualifies and sends potential expansion leads to FDIA officers

3. How it works

- ✓ Find potential leads
- ✓ Verify and qualify
- ✓ Review and pursue

4. Business impact

Surfaced actionable new-to-bank opportunities: >1,500 leads in 1H26

#2: Program AURA

UOB's **first large-scale program** to build agentic AI use cases with the right operating model, adoption, knowledge and governance.

5 priority domains:

- AML/KYC
- Credit
- Servicing
- Collections
- RM enablement

Delivering measureable outcomes in 3 years

1. CIO: Chief Investment Officer

AI at UOB: Building an AI-ready workforce

Structured talent strategy

Literacy

Building AI Fluency enterprise-wide

- Upskill teams to understand AI opportunities, risks and practical applications
- Establish shared enterprise AI vocabulary
- Reduce misconceptions and build confidence in AI-enabled workflows

Innovation Academy

Acceleration

Deep skilling and enabling faster adoption

- Deep skills AI and data analytics practitioners
- Drive more rapid feedback loops to test ideas and reduce risks

Acquisition

Attracting new AI talent and building bench

- Build sustainable pipeline of AI talent
- Deepen bench strength in priority capability areas
- Strengthen employer branding

iTap[1]

Mobility

Transitioning existing staff into AI roles

- Provide structured pathways for existing staff to acquire AI skills
- Enable transition into AI roles

Better U[2] Pivot

Assurance

Ensuring qualified competencies

- Define proficiency levels and standards across AI personas
- Measure capability maturity and close skill gaps as needed

Ecosystem Partners

1. iTap: Innovation Talent Associate Programme
2. Better U: Internal training programme to upskill employees

UOB's responsible financing journey: pragmatic and progressive

	Establishing	Improving	Strengthening	
	2015 – 2016	2017 – 2018	2019 – 2022	2023 – 2026
Key Milestone	• Launched the **Group Responsible Financing Policy**. • Began to **incorporate ESG clauses** into Letters of Offer.	• Enhanced **ESG monitoring** and reporting to improve oversight on potential controversies. • Implemented **ESG risk classification** to better manage ESG risk in portfolio. • Adopted the **ABS Haze Diagnostics Checklist** as transboundary haze pollution shrouded the region.	• Announced our **net zero commitment**. Strengthened due diligence process with enhanced climate-related questions. • Established **Environmental Risk Management Framework** and disclosed our responsible financing sector policies. • Discontinued **new financing of coal-fired power plants, greenfield thermal coal mines/expansion**. Aim to exit financing for thermal coal sector by 2039. • Discontinued **new financing of greenfield palm oil plantations**; all mature plantations to be certified by recognised sustainability bodies. • Discontinued **new project financing for upstream oil and gas projects** after 2022. • Completed a bank-wide **ESG risk assessment capacity-building workshops**.	• Completed the design of a **net zero operationalisation programme**. • Bolstered our environmental risk appetite statement with a **quantitative climate risk-related metric**. • Developed a **GenAI solution for ESG risk assessments** to uplift productivity of relationship managers. • Launched an **ESG Adverse News Surveillance System** to enhance ongoing ESG risk client monitoring. • Further **strengthened deforestation prohibition requirement** within palm oil sector. • Committed to be **early adopter of TNFD** recommendations. • Continued to strengthen our internal capabilities in **responsible financing, net zero and decarbonisation**, as well as other general sustainability topics.

UOB's climate scenario analysis journey

	Qualitative Transition Risk Assessment	Transition Risk Scenario Analysis Pilot	Physical Risk Pilot Analysis	Improved Methodology
	2019	2020	2021	2022-2026

Key Milestone	• 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
	  • Transportation
	  • Building Materials
	  • Forestry
	  • Energy
	  • Chemicals
	  • Agriculture
		• Partnered an environmental consultancy in **climate scenario analysis**
		• 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)
			• Conducted a **pilot physical risk analysis** for wholesale banking customers and retail banking property mortgages, focusing on our key markets that are most vulnerable to physical risks, i.e., Malaysia, Thailand and Indonesia.
			• The analysis utilised a **bottom-up approach** with customers' operating and asset locations overlaid on various climate hazard maps to determine their vulnerability to seven climate physical hazards in short-, mid-, and long-term horizons up to 2050 over three IPCC climate scenarios.
			• In addition, we also refreshed our transition risk analysis.
				• Developed an **improved climate scenario analysis methodology** in 2022 that considers the long-term impact of both transition and physical risk, integrates multiple climate risk drivers and incorporates differentiated dynamics across key climate-relevant sectors.
				• Built internal capability to **assess short term impact of physical hazards** i.e., flood and typhoon, in 2024/25.
				• **Advanced climate scenario analysis** capabilities in key subsidiaries and branches, with special focus on assessing the climate risk in Indonesia, Malaysia and Hong Kong.

Future Plan **Metrics and Targets** To align our disclosure with ISSB requirements in view of the transition from TCFD to ISSB standards

In October 2022, we announced our commitment to achieving net zero by 2050, with a focus on 6 priority sectors

Energy Built environment

Net zero targets and commitments for six sectors

Energy

Power
Reduce emissions intensity by **64%** by 2030 and **98%** by 2050

Automotive
Reduce emissions intensity by **58%** by 2030 and **net zero** by 2050

Oil and gas
No new project financing for upstream oil and gas projects approved for development after 2022

Built environment

Real estate
Reduce emissions intensity by **36%** by 2030 and **97%** by 2050

Construction
Reduce emissions intensity by **31%** by 2030 and **85%** by 2050

Steel
Reduce emissions intensity by **20%** by 2030 and **92%** by 2050

Covers **~60%** of our corporate lending portfolio

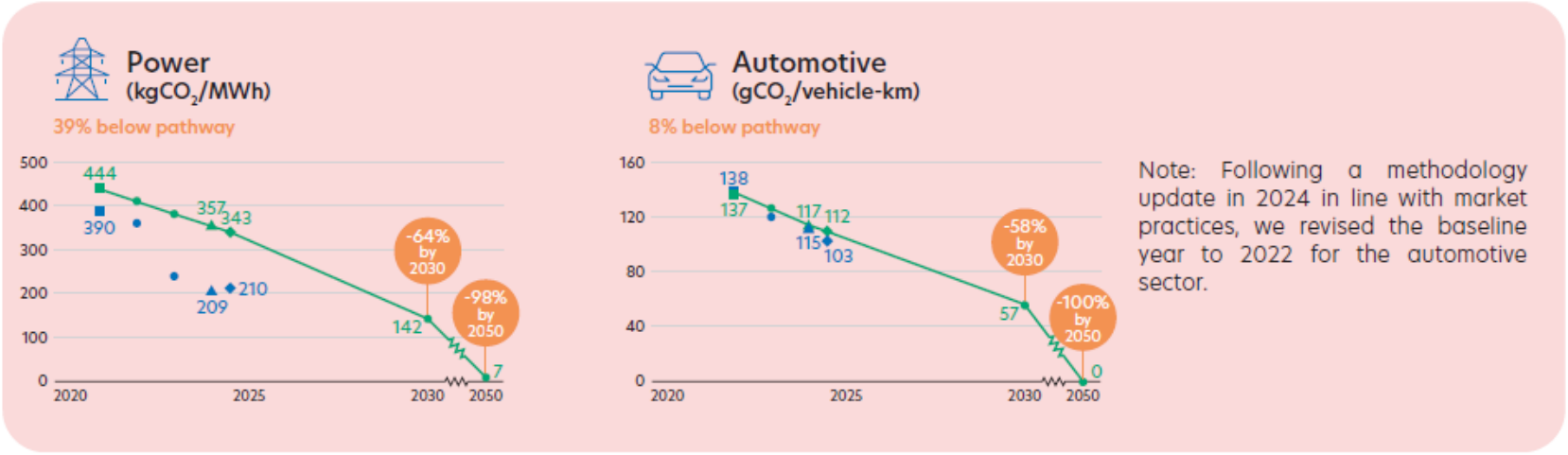
We focused on two significant, high-emitting ecosystems, **energy** and **built environment,** spanning 6 sectors based on:

- Significant contributors to GHG emissions regionally: ~73% of global emissions[1]
- Material to UOB's corporate lending portfolio: ~60% of total corporate lending portfolio

Our commitments were defined in line with guidance by the Net Zero Banking Alliance (NZBA) and the Glasgow Financial Alliance for Net Zero (GFANZ)

Source: 1) Our World in Data

We are progressing well on our net zero targets, and are trending below the reference pathways



Note: We revised our net zero reporting period to as at 30 June for 2025 onwards.

Energy Built environment

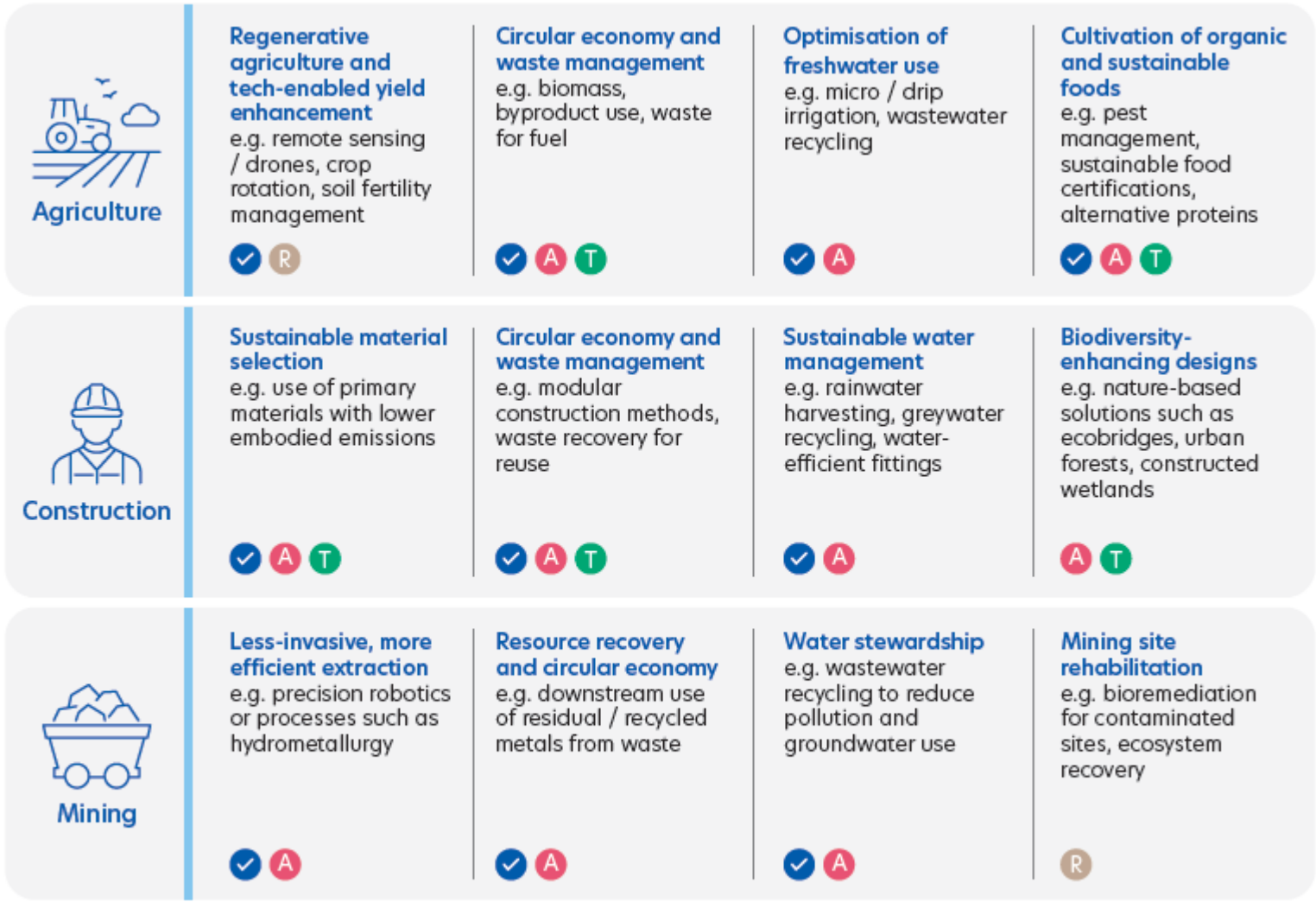
- UOB data
  - 2021 (baseline) 2024 2025
- Reference pathways
  - **Power:** NGFS REMIND (regional)
  - **Automotive:** IEA NZE (global)
  - **Real estate:** CRREM (regional)
  - **Construction:** NGFS GCAM (regional)
  - **Steel:** MPP Tech Moratorium (global)

Nature risks: Our portfolio has low to medium risk, with ~20% estimated to have material impacts and/or dependencies on nature



- Overall portfolio risk is low to medium based on direct sector scores
- 5 sub-sectors with material impacts and/or dependencies on nature (~20% of exposure)
- **Agriculture, Metals & Mining and Built Environment** present most material nature-related risks and opportunities and are the focus of our analysis
- **Oil & Gas** has material impacts on nature and is minimally considered for nature dependencies. It is not prioritised because opportunities in O&G are primarily in net zero related activities
- **Waste management** is not prioritized due to limited portfolio exposure (0.1%)

Nature opportunities: ~60% of our sustainable finance portfolio is focused on the nature-climate nexus





Right By You