



## **UOB** Group

# Record net profit supported by balanced performance

November 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.

| <b>Key Statistics for 9M22</b> |
|--------------------------------|
|                                |

| Gross loans       | : SGD323b | (USD226b <sup>1</sup> ) |
|-------------------|-----------|-------------------------|
| Customer deposits | : SGD375b | (USD262b1)              |

■ Loan / Deposit ratio : 85.2%

Net stable funding ratio : 114%

All-currency liquidity coverage ratio : 142% <sup>2</sup>

■ Common Equity Tier 1 ratio : 12.8%

■ Leverage ratio : 6.4%

■ Return on equity <sup>3</sup> : 11.2%

■ Return on assets : 0.94%

■ Net interest margin : 1.74%

Non-interest income / Total income : 29.9%

■ Cost / Income : 43.6%

■ Non-performing loan ratio : 1.5%

Credit Ratings

| No | ote: Financial statistics a | s at 30 September 2022 |
|----|-----------------------------|------------------------|
| 1. | USD 1 = SGD 1.430 as        | s at 30 September 2022 |

2. Average for 3Q22

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

|                                  | Moody's | S&P    | Fitch    |
|----------------------------------|---------|--------|----------|
| 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>, 2022 Best SME Bank<sup>2</sup>, 2022

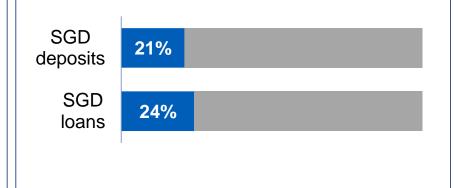


Best Bank<sup>1</sup>, 2022



Domestic Retail Bank of the Year<sup>1</sup>, 2022

#### Sizeable domestic market share



Source: UOB, MAS (data as of 31 Aug 2022)

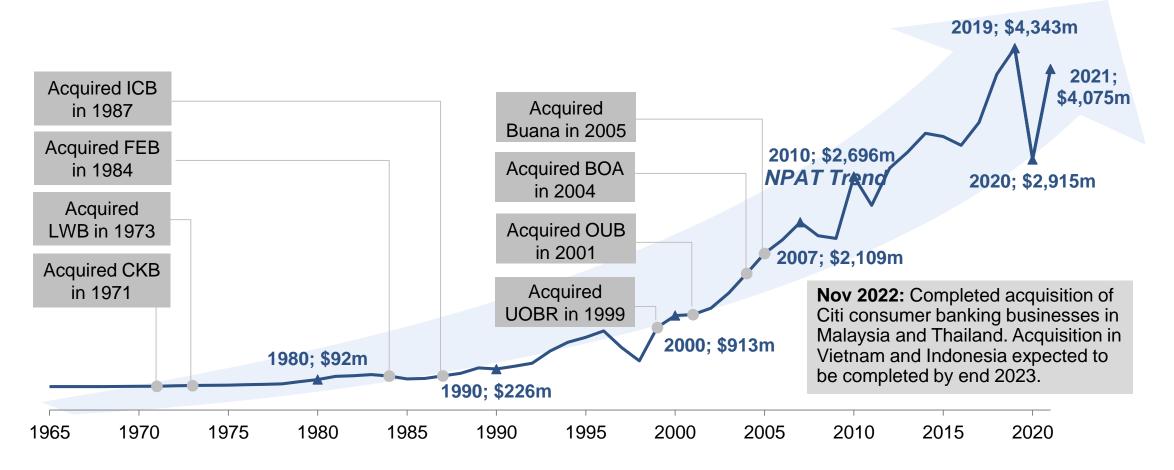
Source: Company reports

1. In Singapore 2. In Singapore and Asia Pacific

#### 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

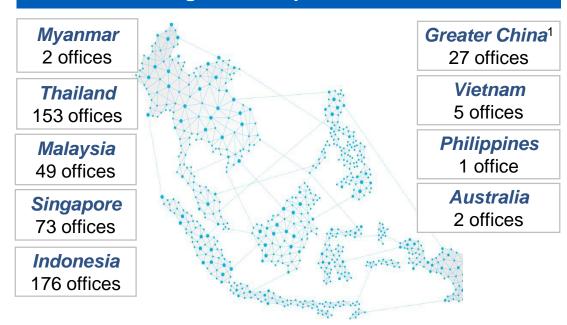


Note: Bank of Asia Public Company Limited ("BOA"), Chung Khiaw Bank Limited ("CKB"), Far Eastern Bank Limited ("FEB"), Industrial & Commercial Bank Limited ("ICB"), Lee Wah Bank Limited ("LWB"), Overseas Union Bank Limited ("OUB"), Radanasin Bank Thailand ("UOBR")

## **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

#### 9M22 performance by segment



Group retail

Operating profit SGD1.4b

SGD140b<sup>2</sup>
Assets under +2%
management YoY

AUM from overseas customers 57%



Group wholesale banking

Operating profit SGD3.5b +25% YoY

**29%**<sup>3</sup>

Cross-border income to Group wholesale banking's income

- 1. Comprise Mainland China, Hong Kong SAR and Taiwan
- 2. Refers to Privilege Banking, Privilege Reserve and Private Bank
- 3. YTD Aug-2022

#### Why UOB?



#### **Stable management**

# Integrated regional platform

#### **Strong fundamentals**

# Balance growth with stability



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



- 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



- 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



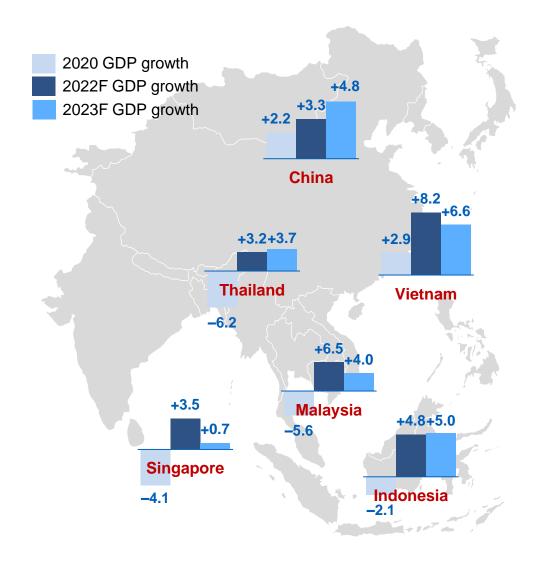
- Continue to diversify portfolio, strengthen balance sheet, manage risks and build core franchise for the future
- Maintain long-term perspective to growth for sustainable shareholder returns



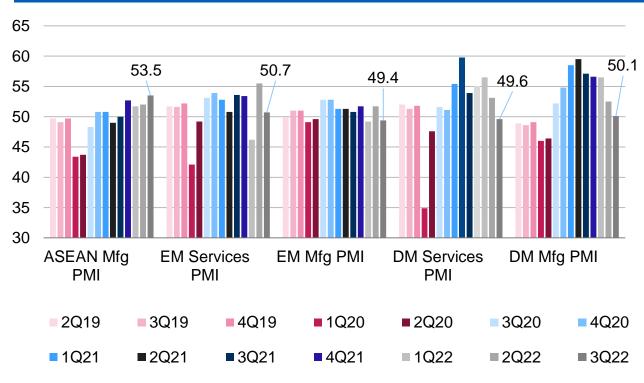
## Macroeconomic Outlook

## Asian growth to sustain into 2023





## ...despite risks from Russia-Ukraine conflict & China pandemic



Source: UOB Global Economics & Markets Research forecasts

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

## Monetary policy to tighten as inflation spikes



|                           | 1Q21 | 2Q21 | 3Q21 | 4Q21 | 1Q22 | 2Q22 | 3Q22f | 4Q22f | 1Q23f | 2Q23f |
|---------------------------|------|------|------|------|------|------|-------|-------|-------|-------|
| US 10-Year Treasury       | 1.74 | 1.47 | 1.49 | 1.51 | 2.34 | 3.01 | 3.83  | 4.40  | 4.40  | 4.10  |
| US Fed Funds              | 0.25 | 0.25 | 0.25 | 0.25 | 0.50 | 1.75 | 3.25  | 4.50  | 5.00  | 5.00  |
| SG 3M SIBOR               | 0.44 | 0.43 | 0.43 | 0.44 | 0.79 | 1.91 | 3.17  | 4.20  | 4.60  | 4.60  |
| SG 3M SOR                 | 0.36 | 0.24 | 0.21 | 0.36 | 0.95 | 2.06 | 3.28  | 4.40  | 4.70  | 4.70  |
| SG 3M SORA                | 0.23 | 0.13 | 0.13 | 0.19 | 0.27 | 0.76 | 1.97  | 3.16  | 4.16  | 4.41  |
| MY Overnight Policy Rate  | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 | 2.00 | 2.50  | 2.50  | 2.75  | 3.00  |
| TH 1-Day Repo             | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 1.00  | 1.00  | 1.25  | 1.50  |
| ID 7-Day Reverse Repo     | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 4.25  | 5.25  | 5.75  | 5.75  |
| CH 1-Year Loan Prime Rate | 3.85 | 3.85 | 3.85 | 3.80 | 3.70 | 3.70 | 3.65  | 3.55  | 3.55  | 3.55  |

Expectations remain firm for the Fed to continue with another 75-bps rate hike in 1/2 Nov 2022 FOMC after the Sep US inflation surprise. We expect the Fed to end the year with a 50bps hike in Dec but admittedly the market sentiment on the Fed's pivot has been wavering given the inflation and growth developments. We still expect one 25bps rate hike in Feb 2023, bringing our terminal FFTR higher to 4.50-4.75% by end 1Q-2023, and a pause to the current rate hike cycle until 1Q 2024.

Singapore's monetary policy is further into a restrictive setting after five rounds of tightening since Oct 2021. With the MAS pulling only one lever in Oct 2022 (via the re-centring of the mid-point of the S\$NEER policy band), there is still room for further tightening into 2023, especially if core inflation does not show signs of moderation. While we believe off-cycles are likely done for the remainder of 2022, it may still be a possibility especially in early 2023, ahead of the Apr MPS.

Asian central banks have raised interest rates as inflation rises but pace of monetary policy tightening has remained moderate compared to the Fed's. Activities are showing signs of slowing in response to multi-year high inflation and interest rates but GDP growth across Asia are expected to stay positive in 2023. Rates expected to peak by 1H2023 in most Asian economies.

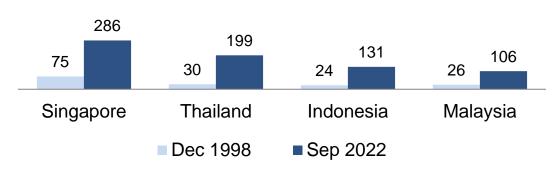
Source: UOB Global Economics & Markets Research forecasts

### Macro resilience across key Southeast Asian markets



#### **Significantly Higher Foreign Reserves**

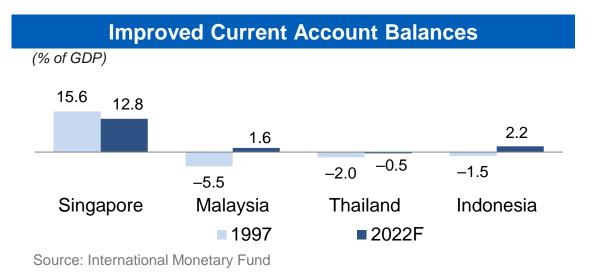
(USD billion)

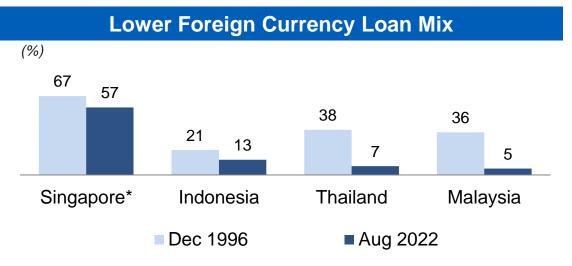


Sources: World Bank, International Monetary Fund

#### **Lower Debt to Equity Ratio** (%) 237 209 125 102 98 102 92 45 Malaysia **Thailand** Indonesia Singapore Jun 1998 ■ Sep 2022

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



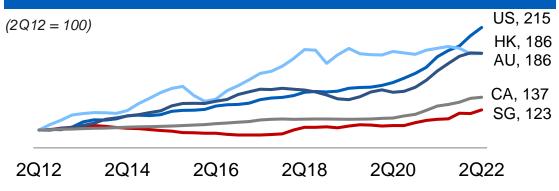


<sup>\*</sup> Foreign currency loans in 1996 approximated by using total loans of Asia Currency Units; sources: Central banks

### Singapore mortgages remain a low-risk asset class



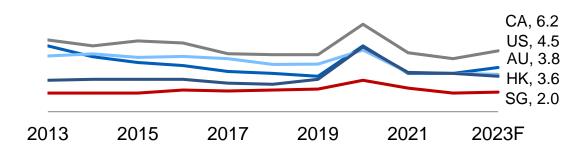




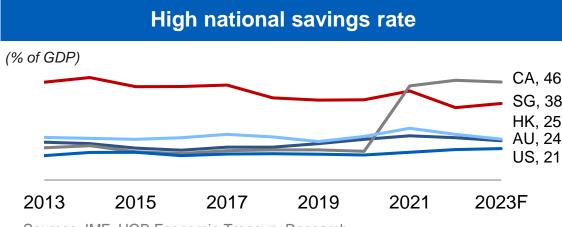
Sources: CEIC, UOB Economic-Treasury Research

# Low unemployment underscores housing affordability and support for mortgage servicing

(Unemployment, %)



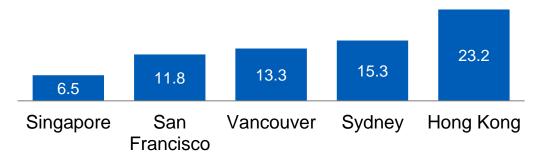
Sources: Macrobond, UOB Economic-Treasury Research



Sources: IMF, UOB Economic-Treasury Research

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

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



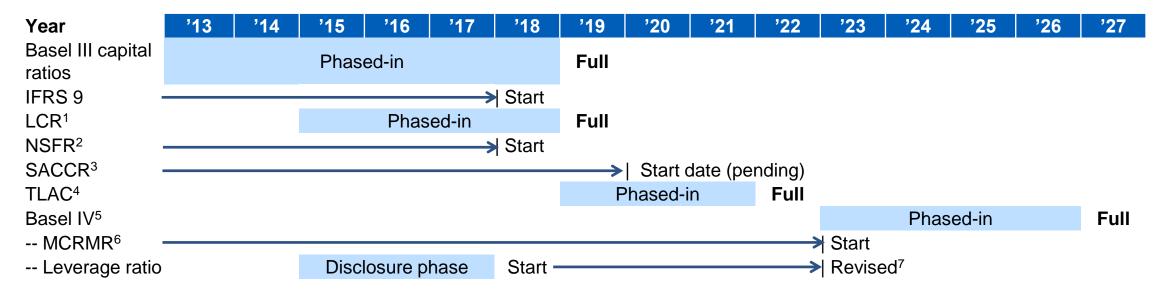
As of 30 September 2021, based on available data Singapore's PIR calculated based on condominium price of S\$1.32m and medium monthly household income of S\$16.9k.

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

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### 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

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

#### 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)

- 5. Basel IV: Revised standards for credit risk, market risk, operational risk, leverage ratio, output floor and related disclosure requirements
- 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%4    | 3.0%                   |
| Minimum LCR                                 | 100% | 100%               | 100%     | 100%     | 100%                   |
| Minimum NSFR                                | 100% | 100%               | 100%     | 100%     | 100%                   |

Source: Regulatory notifications

<sup>1.</sup> Includes 2% for D-SIB (domestic-systemically important banks) buffer for the three Singapore banks

<sup>2.</sup> Each regulator determines its own level of countercyclical capital buffer

<sup>3.</sup> According to the regulations, Indonesia D-SIBs will initially be subject to a D-SIB buffer of up to 2.5%

<sup>4.</sup> Compliance by 2022

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



Retail credit

Wholesale credit

Others

LGD<sup>2</sup> floor of Retail Mortgage cut to 5% from 10%

Unsecured corporate FIRB<sup>5</sup> LGD<sup>2</sup> cut to 40% from 45%

CCF<sup>6</sup> for general commitments cut to 40% from 75%

Higher haircuts and lower FIRB<sup>5</sup> secured LGD

Removal of 1.06 multiplier for IRB<sup>8</sup> RWA<sup>7</sup>

**Lower RWA** 

LGD<sup>2</sup> and PD<sup>3</sup> floors introduced for QRRE<sup>4</sup> and Other Retail

CCF<sup>6</sup> for unconditional cancellable commitments raised to 10% from 0%

PD<sup>3</sup> floor of bank asset class raised to 5bp from 3bp

RWA<sup>7</sup> output floor set at 72.5% of that of standardised approach

Fundamental review of the trading book

**Higher RWA** 

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

**Consistent and** focused financial management

**Disciplined** management of balance sheet strengths

**Delivering on** regional strategy







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

- Strong Common Equity Tier 1 capital adequacy ratio of 12.8% as at 30 September 2022
- Diversified funding and sound liquidity, with 85.2% loan/deposit ratio
- Strengthened coverage, with general allowance on loans (including RLAR) covering 0.9% of performing loans

- Holistic regional bank, with full control of overseas
- Focus on profitable niche segments and intraregional flows

subsidiaries

 Entrenched domestic presence and deep local knowledge to address needs of our targeted segments



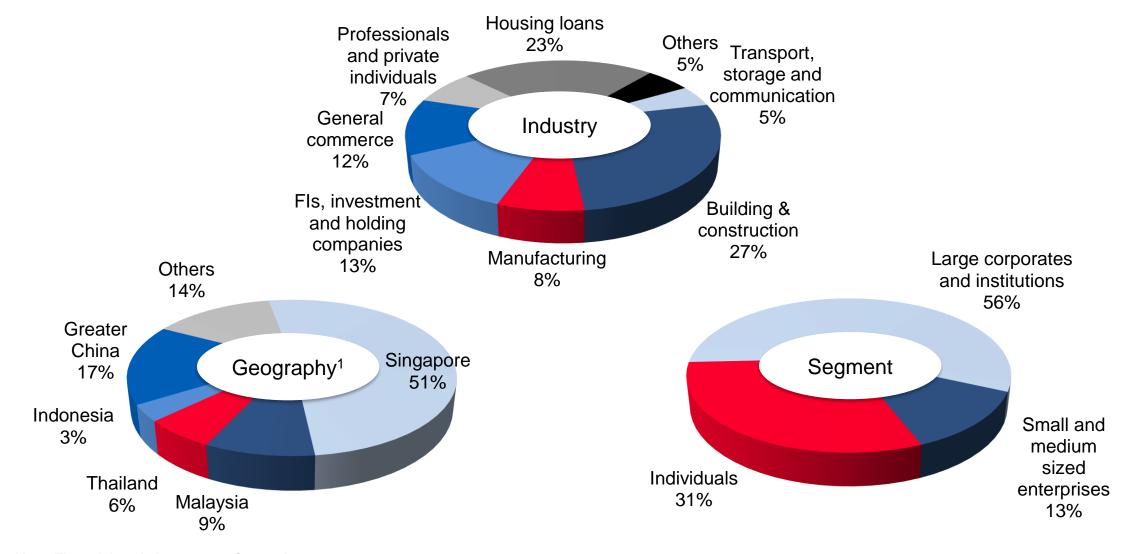
**#**UOB

- 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 30 September 2022

<sup>1.</sup> 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**

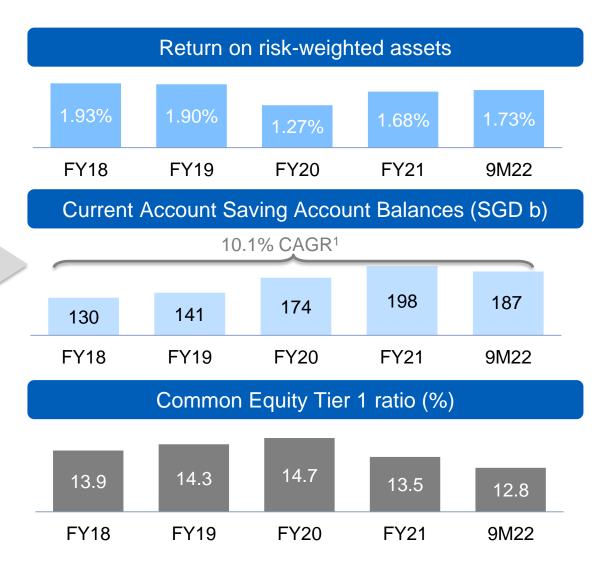




Healthy portfolio quality

Proactive liability management

Robust capitalisation



<sup>1.</sup> Compound annual growth rate over 3.75 years (FY18 to 9M22)

## **UOB's responsible financing journey: pragmatic and progressive**



#### **Overview of UOB Group's Responsible Financing Journey**

| Establishing  | Improving  | Strengthening and Evolving   |   |  |  |  |  |
|---|--|--|---|--|--|--|--|
| 2015 - 2016   | 2017 - 2018  | 2019 - 2020  | 2021 - 2022<br>•  |  |  |  |  |
| <ul> <li>Launched the Group<br/>Responsible<br/>Financing Policy.</li> <li>Began to<br/>incorporate ESG<br/>clauses into Letters<br/>of Offer.</li> </ul> | <ul> <li>Enhanced ESG         monitoring and reporting         to improve oversight on         potential controversies.</li> <li>Implemented ESG risk         classification to better         manage ESG risk in         portfolio.</li> <li>Adopted the ABS Haze         Diagnostics Checklist as         transboundary haze         pollution shrouded the         region.</li> </ul> | <ul> <li>Strengthened due diligence process with enhanced checklist and climate-related questions.</li> <li>Tightened stance in thermal coal mining sector, coal fired power sector, as well as palm oil sector.</li> <li>All employees in relevant roles completed an industry-wide elearning module on responsible financing.</li> </ul> | <ul> <li>Established the Bank's Environmental Risk Management (EnRM) Framework and disclosed responsible financing sector policies on our corporate website.</li> <li>Supported GFIT on various capacity-building programmes to drive industry implementation of MAS EnRM Guidelines.</li> <li>Co-led the collaboration within GFIT and developed the ABS Environmental Risk Questionnaire, the first industry standard template that sets a consistent baseline for banks in Singapore to engage corporate clients on environmental risk issues, gather data points and identify opportunities to finance the transition to a low carbon economy.</li> <li>Published our net zero targets and commitments for 6 sectors and tightened our policy stance on the Energy sector by (i) ceasing new project financing for upstream O&amp;G projects approved for development after 2002; and (ii) exiting financing for the thermal coal sector by 2039</li> </ul> |  |  |  |  |

## **TCFD Implementation - Climate Scenario Analysis**



## Qualitative Transition Risk Assessment

Transition Risk Scenario
Analysis Pilot

**Physical Risk Pilot Analysis** 

**Improved Methodology** 

2022

2019



2020 2021

- 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 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)

- Conducted a pilot physical risk analysis involving approximately 2,000 wholesale banking customers (~80% of the total wholesale banking exposure) and retail banking property mortgages focusing on our major 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 physical hazards in short-, mid-, and longterm horizons up to 2050 over three IPCC climate scenarios.
- In addition, we also refreshed our transition risk analysis.

- Partnered with a leading global consultancy and developed an improved climate risk assessment methodology and uplift the internal capacity of the Bank.
- The improved methodology integrates multiple climate risk drivers, considers both transition risk and physical risk, and includes sector specific approach for high-risk sectors, as well as a general approach for other sectors.
- The detailed methodology and assessment results will be disclosed in the UOB Sustainability Report 2022.

Key Milestone

## **Comparison against peers**

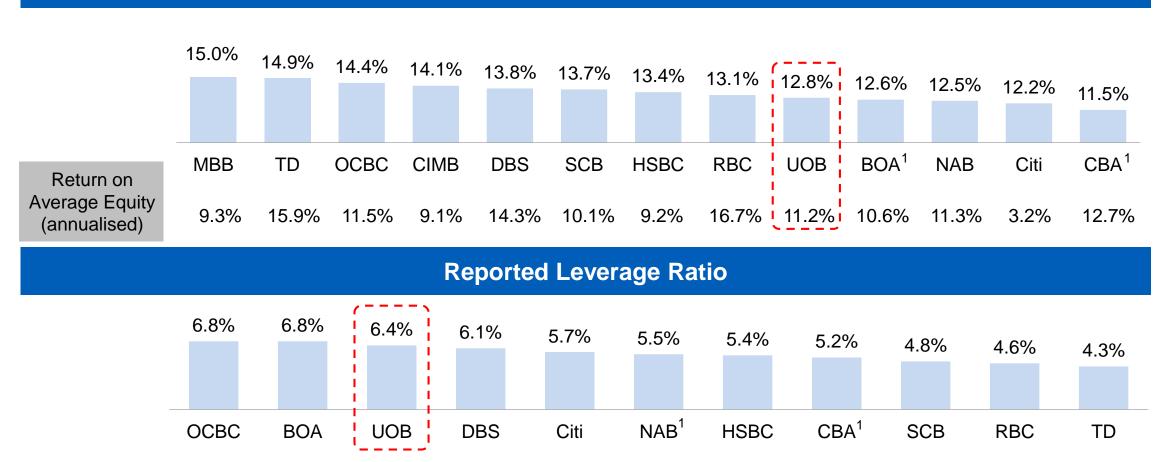


|         |                |       |      | Standalone<br>Strength             | Cost<br>Management    | Returns                               | Liquidity             |
|---------|----------------|-------|------|------------------------------------|-----------------------|---------------------------------------|-----------------------|
| Moody's | S&P            | Fitch |      | Moody's baseline credit assessment | Costs/income<br>ratio | Return on average assets (annualised) | Loan/deposit<br>ratio |
| Aa1     | AA-            | AA-   | UOB  | a1                                 | 44%                   | 0.9%                                  | 85%                   |
| Aa1     | AA-            | AA-   | OCBC | a1                                 | 43%                   | 1.3%                                  | 85%                   |
| Aa1     | AA-            | AA-   | DBS  | a1                                 | 42%                   | 1.1%                                  | 81%                   |
|         |                |       |      |                                    |                       |                                       |                       |
| A3      | A <del>-</del> | A+    | HSBC | a3                                 | 66%                   | 0.5%                                  | 62%                   |
| A3      | BBB+           | Α     | SCB  | baa1                               | 63%                   | 0.5%                                  | 58%                   |
| Aa2     | A <del>-</del> | AA-   | BOA  | a3                                 | 65%                   | 0.9%                                  | 53%                   |
| Aa3     | BBB+           | Α     | Citi | baa1                               | 63%                   | 1.1%                                  | 48%                   |
|         |                |       |      |                                    |                       |                                       |                       |
| Aa3     | AA-            | A+    | CBA  | a2                                 | 47%                   | 0.8%                                  | 104%                  |
| Aa3     | AA-            | A+    | NAB  | a2                                 | 45%                   | 0.7%                                  | 123%                  |
| Aa1     | AA-            | AA-   | RBC  | a2                                 | 53%                   | 0.9%                                  | 68%                   |
| Aa1     | AA-            | AA-   | TD   | a1                                 | 53%                   | 0.8%                                  | 68%                   |
|         |                |       |      |                                    |                       |                                       |                       |
| Baa1    | A-             | n.r.  | CIMB | baa2                               | 47%                   | 1.0%                                  | 89%                   |
| A3      | A-             | n.r.  | MBB  | a3                                 | 45%                   | 0.9%                                  | 90%                   |

### **Capital and leverage ratios**







Source: Company reports

Financial data based on 30 Sep 22, except for CIMB/MBB (30 Jun 22), CBA (30 Jun 22), NAB (31 Mar 22) & RBC/TD (31 Jul 22)

1. CBA's and NAB's common equity Tier 1 CARs based on APRA's standards; their respective internationally comparable ratio was 18.6% (30 Jun 22) and 17.88% (31 Mar 22)

## 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

#### S&P Global

AA - / A - 1 +

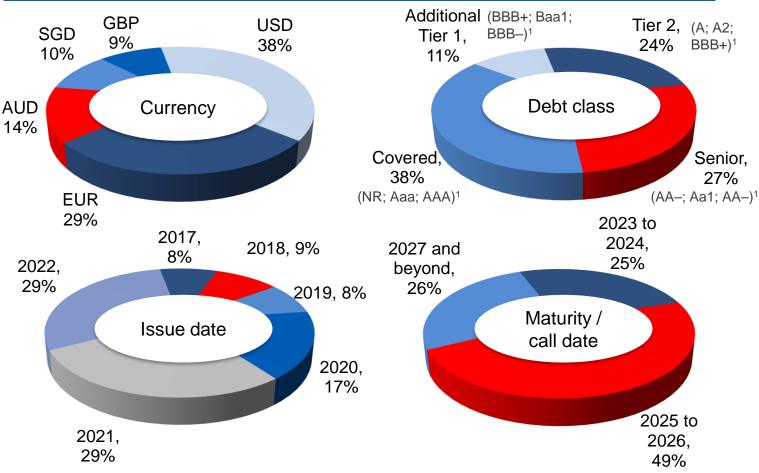
#### Ratings

- 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 30 Sep 22; for more details, please refer to <a href="https://www.uobgroup.com/investor-relations/capital-and-funding-information/group-securities.html">https://www.uobgroup.com/investor-relations/capital-and-funding-information/group-securities.html</a>

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

# Sharpen regional focus

# Reinforce fee income growth

# Long-term growth perspective



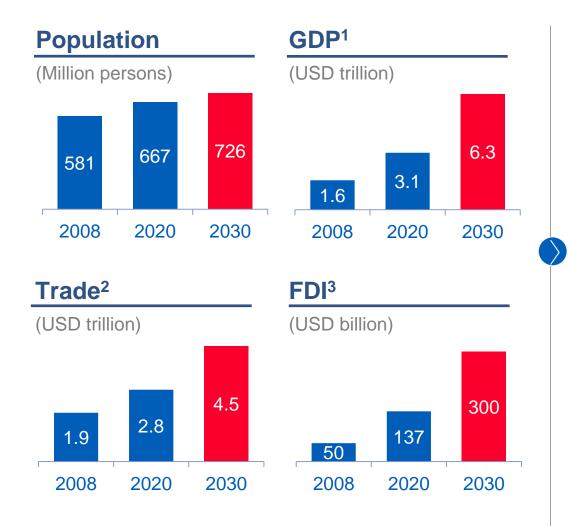




- Provides us with ability to serve expanding regional needs of our customers
- Improves operational efficiency, enhances risk management, seamless customer experience and faster time to market
- Global macro environment remains uncertain but the region's long-term fundamentals continue to remain strong
- Region is our growth engine in view of growing intra-regional flows and rising consumer affluence, leveraging digitalisation and partnerships
- 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
- 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





# 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

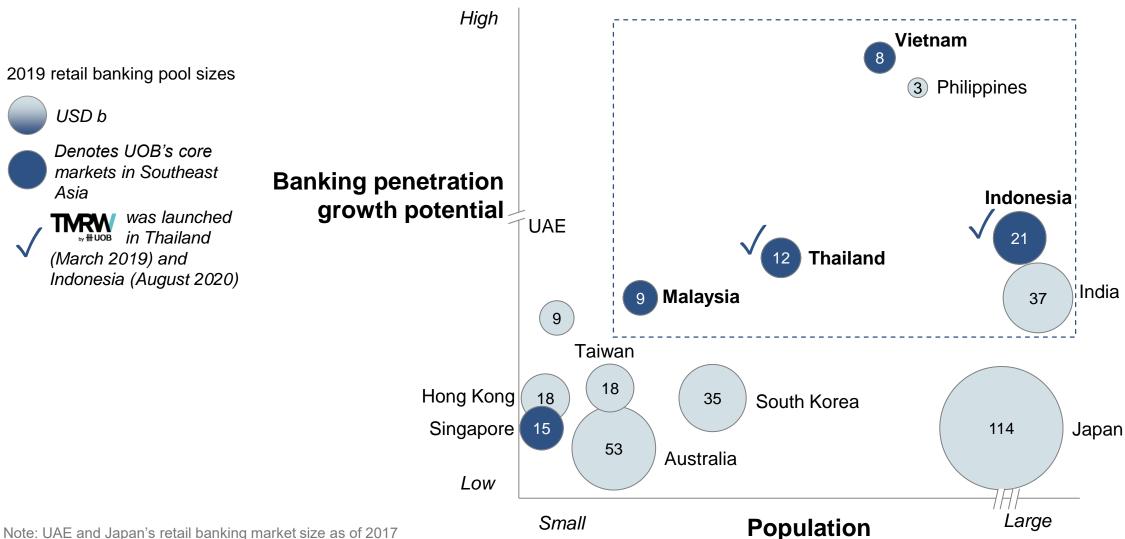
- Most diverse regional franchise among Singapore banks
- Full effective control of regional subsidiaries and integrated platform



<sup>1.</sup> 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

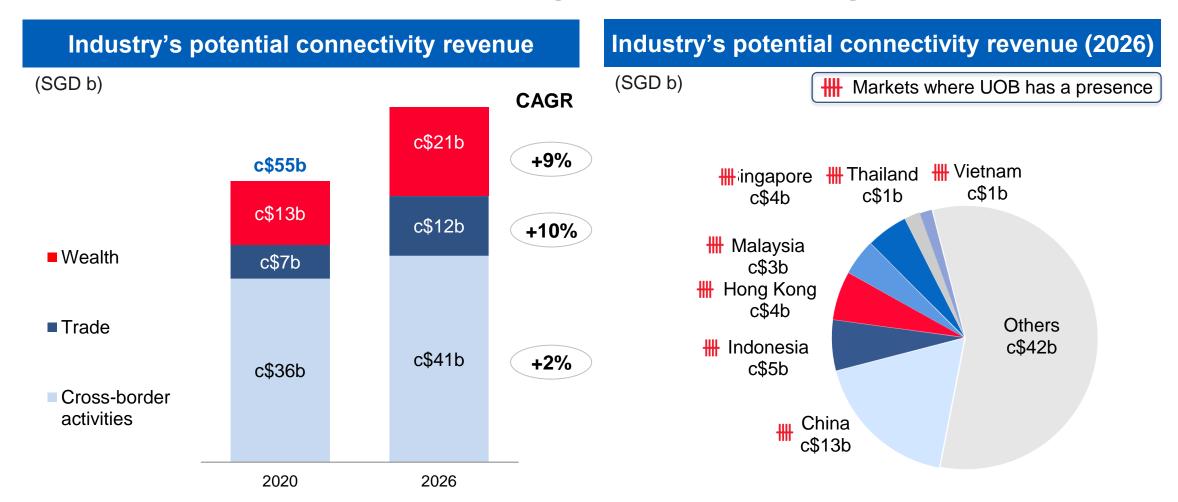




Note: UAE and Japan's retail banking market size as of 2017 Source: BCG banking pools (2019), World Bank (2017)

## Revenue potential from 'connecting the dots' in the region





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: Growing regional franchise, capturing cross-border opportunities





Across our ASEAN footprint and global network



+16%1

Cross-border income growth (formed 29%<sup>2</sup> of Group Wholesale Banking income)



+52%<sup>3</sup>

Suppliers and distributors within Financial Supply Chain Management (FSCM) solution



#### Sector Specialisation

Building capabilities for greater diversification and risk mitigation



+7%<sup>4</sup>
Loan-related fees



+26%4

Global Financial Institutions Group income



# **Deepening Digitalisation**

For secure and efficient transactions



+69%4,5

Cashless payments to businesses in the region



+14%<sup>4,6</sup>

Digital banking transactions by businesses across the Group

<sup>1.</sup> Year on year growth for YTD Aug '22. 2. As of YTD Aug '22. 3. Year on year growth for YTD Jul '22. 4. Year on year growth in 9M22. 5. Refers to payments made on Corporate PayNow, DuitNow and PromptPay in Singapore, Malaysia and Thailand. 6. Refers to digital banking transactions via UOB Infinity/BIBPlus.

# **Consumers:** Tapping on rising affluence and growing digitalisation in Southeast Asia





# Driving Digital Adoption

Scale UOB TMRW across ASEAN, reduce cost to serve and deepen engagement to drive customer lifetime value



## 500k

New customers to be digitally acquired across the region by UOB TMRW by end of 2022



### 2.4x1

Year on year growth in UOB TMRW customers in Indonesia



# **Ecosystem Partnerships**

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



## >140

Ecosystem partnerships in ASEAN to drive customer acquisition engagement and cost efficiencies



## 1 in 41

Digitally acquired customers from partnership referrals



# Omni-channel Offerings

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



### S\$140b<sup>1,2,3</sup>

Assets under management (AUM)<sup>4</sup>
• 2% YoY



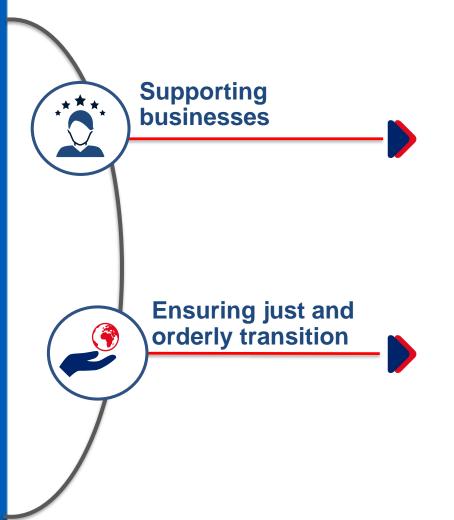
## +23%4

Year on year growth in bancassurance annual premium equivalent (APE)

<sup>1.</sup> As at 9M22. 2. Of which 57% are from customers overseas. 3. Refers to Privilege Banking, Privilege Reserve and Private Bank. 4. As at 3Q22. From bancassurance partnership with Prudential.

#### Forging a sustainable future with our customers in ASEAN







S\$23b<sup>1</sup>

Total sustainability financing portfolio



Contribution to annual avoided greenhouse gas emissions

Helping SMEs to go green Launched UOB Sustainability Compass, a tool to help SMEs identify steps that they can take to go green in their businesses

Climate action must be balanced with ensuring lives and livelihoods continue to improve

Help channel the resources needed to relevant parties on this journey to reach global net zero

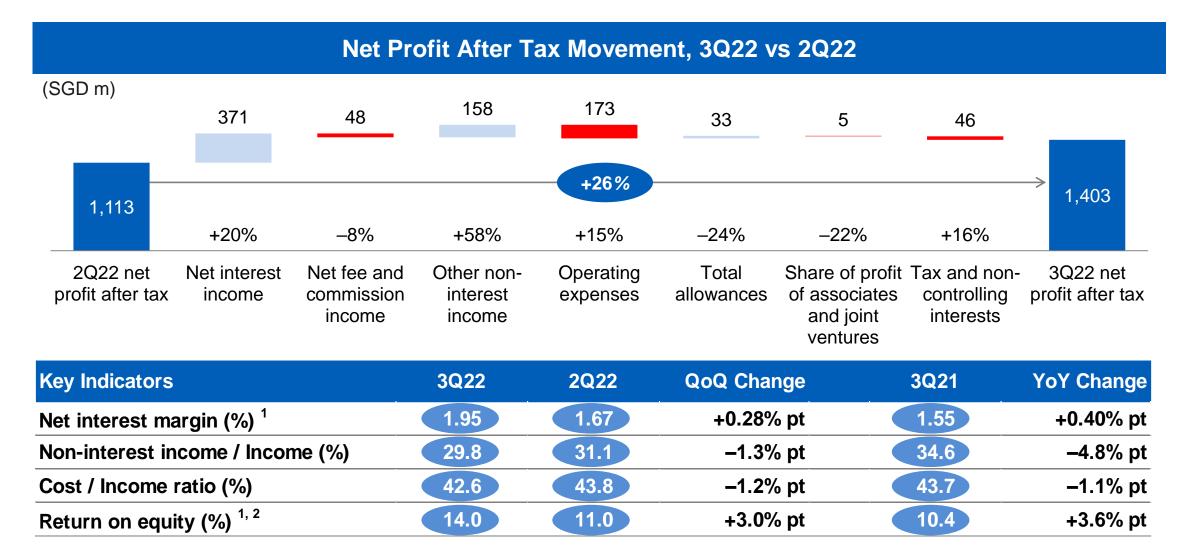
- 1. As at September 2022
- 2. As at August 2022



## Latest Financials

#### 3Q22 financial overview



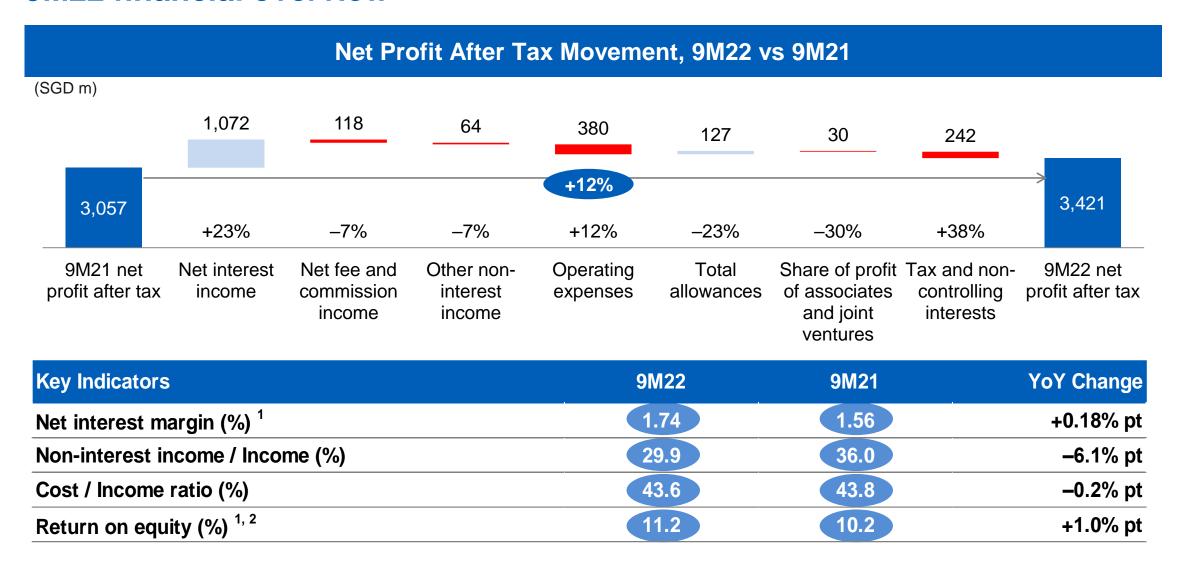


<sup>1.</sup> Computed on an annualised basis

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

#### 9M22 financial overview



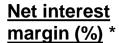


<sup>1.</sup> Computed on an annualised basis

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

## Strong net interest margin expansion amid accelerated rate hikes alongside steady loan growth

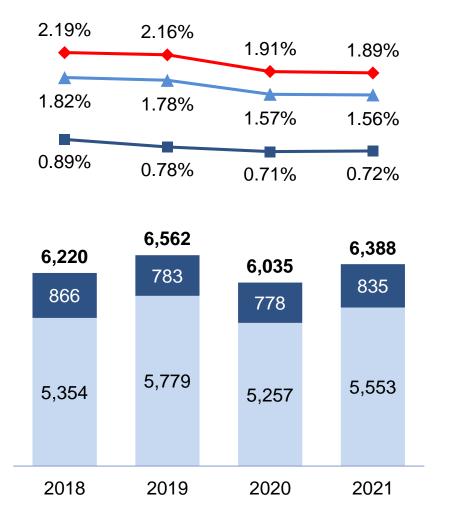


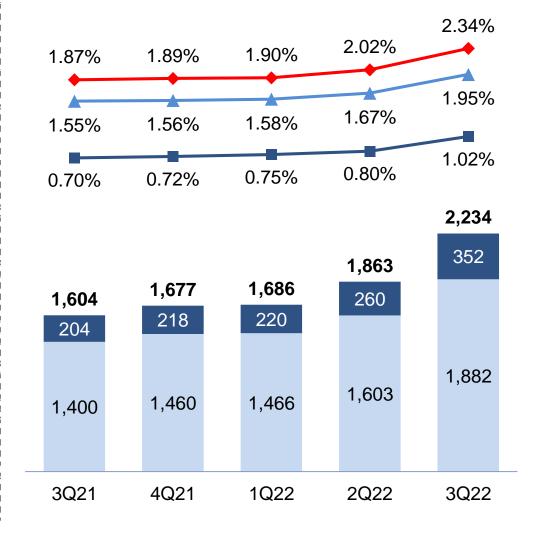


- Loans
- Overall
- Interbank & securities

## Net interest income (SGD m)

- ☐ Total
- ☐ Interbank & securities
- Loans





<sup>\*</sup> Computed on an annualised basis, where applicable

## Non-interest income supported by diversified revenue engines

34.7%

24.1%

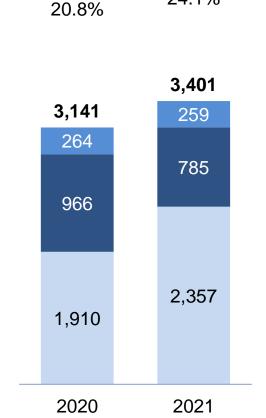


#### % of total income

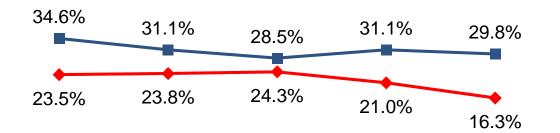
- Non-interest income
- Net fee income

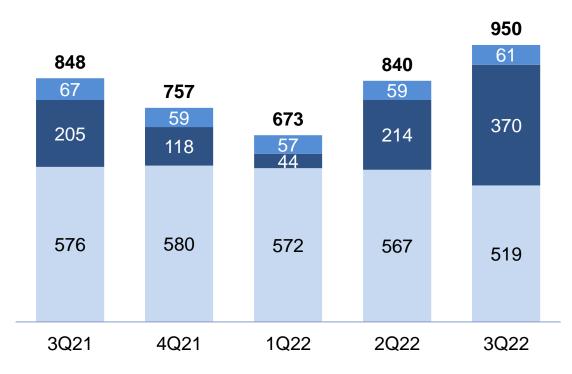
## Non-interest income (SGD m)

- ☐ Total
- □ Others
- □ Trading and investment income
- Net fee income

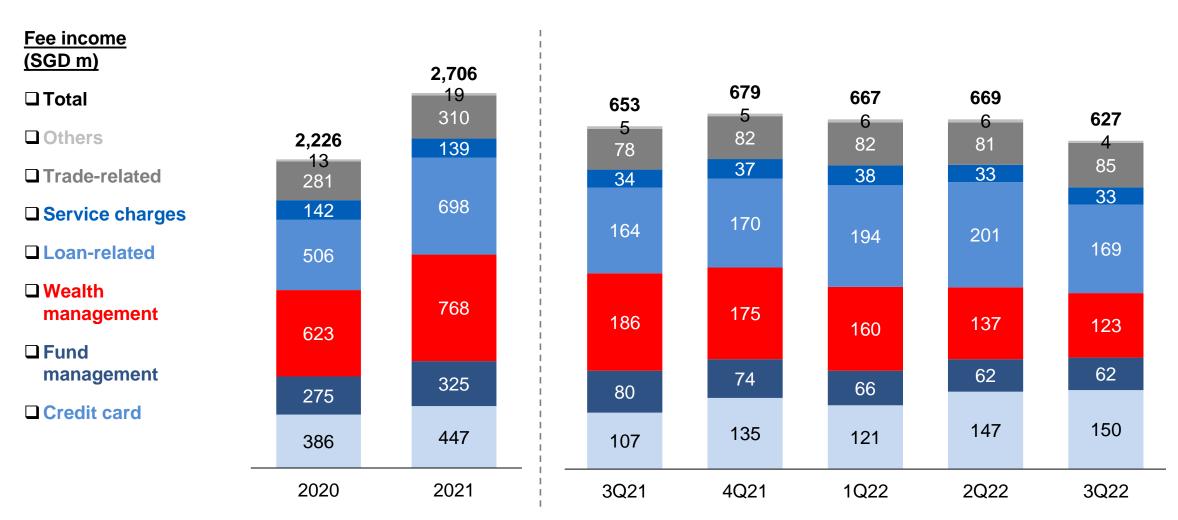


34.2%





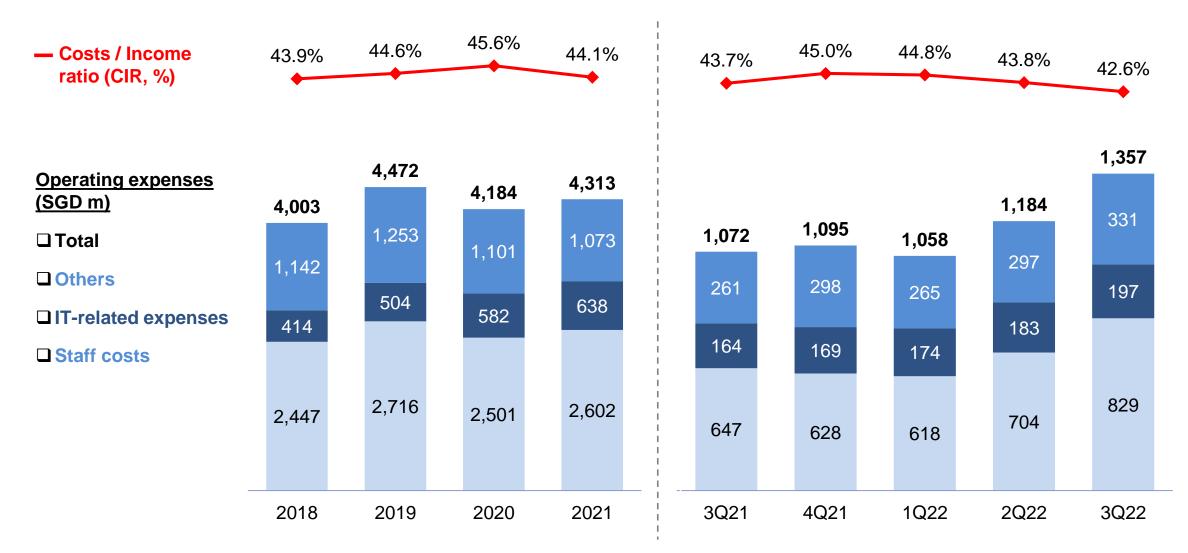
# Credit card fees higher alongside increased customer spend; wealth fees soft amid subdued market sentiment; loan-related fees ## UOB moderated from last quarter's high



Note: The amounts represent fee income on a gross basis

### Lower CIR as revenue growth outpaced cost increase







## Diversified growth across our key markets

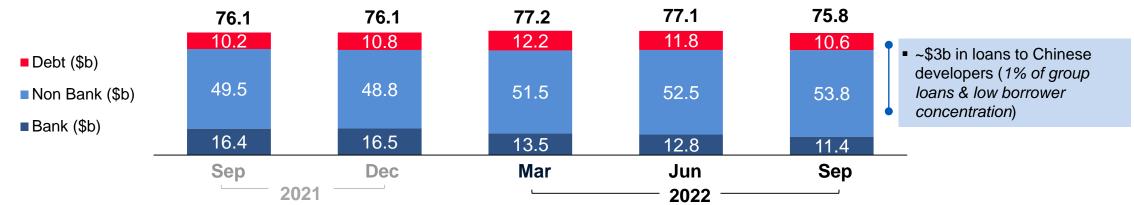
|                        | 9M22        | 9M21        | YoY<br>+/(–) | 3Q22  | 2Q22  | QoQ<br>+/(–) |
|------------------------|-------------|-------------|--------------|-------|-------|--------------|
| Operating profit       | SGD m       | SGD m       | %            | SGD m | SGD m | %            |
| Singapore              | 2,621       | 2,101       | +25          | 1,078 | 845   | +28          |
| Rest of Southeast Asia | 1,023       | 1,029       | <b>–1</b>    | 386   | 318   | +21          |
| Malaysia               | <i>54</i> 9 | 541         | +2           | 216   | 162   | +34          |
| Thailand               | 291         | 301         | -3           | 98    | 93    | +6           |
| Indonesia              | 166         | 181         | -8           | 62    | 59    | +5           |
| Vietnam                | 12          | 2           | >100         | 7     | 3     | >100         |
| Others                 | 5           | 4           | +16          | 3     | 1     | >100         |
| North Asia             | 500         | 452         | +11          | 180   | 173   | +4           |
| Greater China          | 465         | <i>4</i> 25 | +9           | 169   | 165   | +2           |
| Others                 | 36          | 27          | +30          | 11    | 8     | +41          |
| Rest of the world      | 503         | 555         | <b>-</b> 9   | 183   | 183   | 0            |
| Total                  | 4,647       | 4,137       | +12          | 1,827 | 1,519 | +20          |
| Overseas contribution  | 44%         | 49%         | -6%pt        | 41%   | 44%   | –3%pt        |

## Steady loan growth across Singapore, SEA (on constant currency #UOB terms), North Asia and developed markets

|                        | Sep-22 | Jun-22 | QoQ<br>+/(–) | Sep-21 | YoY<br>+/(–) |
|------------------------|--------|--------|--------------|--------|--------------|
| <b>Gross Loans</b>     | SGD b  | SGD b  | %            | SGD b  | %            |
| Singapore              | 165    | 163    | +1           | 158    | +4           |
| Rest of Southeast Asia | 63     | 64     | -2           | 62     | 0            |
| Malaysia               | 29     | 30     | -1           | 29     | (0)          |
| Thailand               | 20     | 21     | -5           | 20     | 0            |
| Indonesia              | 11     | 11     | -3           | 11     | +3           |
| Vietnam                | 2      | 2      | +2           | 2      | -5           |
| Others                 | 1      | 1      | -2           | 1      | +22          |
| North Asia             | 57     | 56     | +1           | 53     | +8           |
| Greater China          | 54     | 53     | +2           | 50     | +9           |
| Others                 | 3      | 4      | -14          | 3      | <b>-7</b>    |
| Rest of the world      | 39     | 38     | +3           | 32     | +21          |
| Total                  | 323    | 322    | +1           | 306    | +6           |

### **Exposure to Greater China**





As at 30 Sep 2022:

## Mainland China exposure

(\$23.1b or 5% of total assets)

#### Bank exposure (\$7.7b)

- ~35% of total exposure to Mainland China, with top 5 domestic banks and 3 policy banks accounting for ~60% of total bank exposure
- 99% with <1 year tenor; trade accounts for ~40% of total bank exposure</li>

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

- Client base include top-tier state-owned enterprises, large local corporates and foreign investment enterprises
- ~60% denominated in RMB and ~50% with <1 year tenor</li>
- NPL ratio at 0.4%

## Hong Kong SAR exposure

(\$43.6b or 9% of total assets)

#### Bank exposure (\$1.0b)

~70% are to foreign banks

#### Non-bank exposure (\$37.4b)

- · Exposure mainly to corporate and institutional clients
- ~55% with <1 year tenor</li>
- NPL ratio at 1.1%

## **Exposure to Commodities**



| Sep 22            | Oil and G           | as (O&G)                            | Other Commodity       | Total    |  |
|-------------------|---------------------|-------------------------------------|-----------------------|----------|--|
|                   | Upstream industries | Traders / downstream<br>industries¹ | Segments <sup>2</sup> |          |  |
| Outstanding loans | S\$2.4b             | S\$9.3b                             | S\$9.4b               | S\$21.1b |  |
| % of total loans  | 4%                  |                                     | 3%                    | 7%       |  |

As of 30 September 2022, outstanding loans to commodities remain modest and represented 7% of total loans. In particular, outstanding O&G loans represented 4% of total loans as compared to 5% as at 30 June 2018.

Outstanding 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.

#### Note:

- (1) O&G upstream industries include offshore service companies.
- (2) Other commodity segments refer to agribusiness, metals and mining.

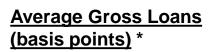
## NPA formation normalised from previous quarter; NPL ratio improved to 1.5%



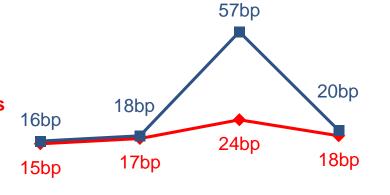
| (SGD m)                 | 3Q21  | 4Q21  | 1Q22  | 2Q22  | 3Q22  |
|-------------------------|-------|-------|-------|-------|-------|
| NPAs at start of period | 4,547 | 4,772 | 5,077 | 5,289 | 5,422 |
| Non-individuals:        |       |       |       |       |       |
| New NPAs                | 251   | 670   | 462   | 661   | 214   |
| Upgrades and recoveries | (73)  | (172) | (207) | (363) | (448) |
| Write-offs              | (42)  | (205) | (36)  | (123) | (60)  |
|                         | 4,683 | 5,065 | 5,296 | 5,464 | 5,128 |
| Individuals (Net)       | 89    | 12    | (7)   | (42)  | (91)  |
| NPAs at end of period   | 4,772 | 5,077 | 5,289 | 5,422 | 5,037 |
|                         |       |       |       |       |       |
| NPL ratio (%)           | 1.5%  | 1.6%  | 1.6%  | 1.7%  | 1.5%  |

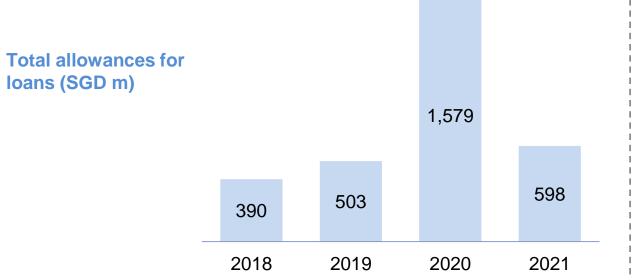
## Steady credit costs as asset quality remains benign

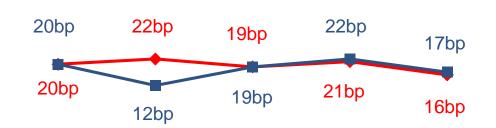


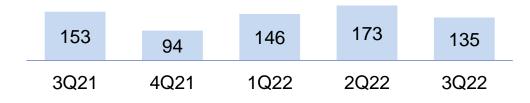


- Allowances for NPLs
- Total allowances for loans









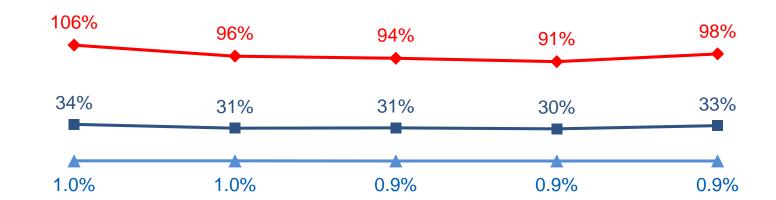
<sup>\*</sup> Computed on an annualised basis, where applicable

### Allowances sufficient amid ongoing macro uncertainties



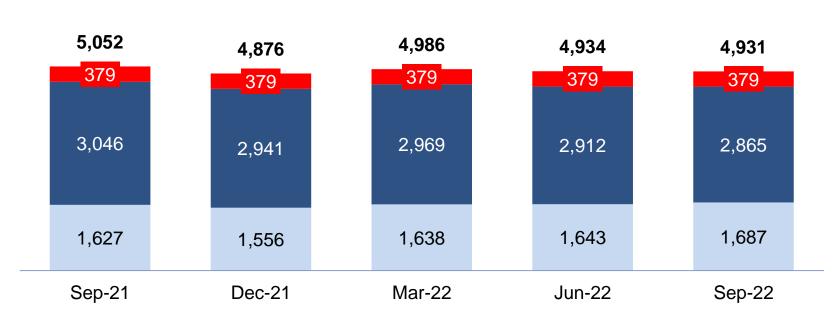
#### Coverage ratios (%)

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



#### Allowances (SGD m)

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



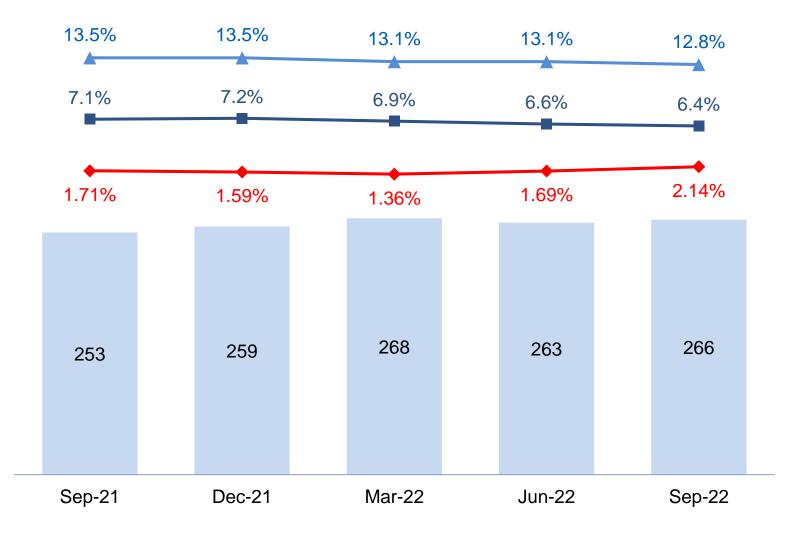
<sup>\*</sup> Total allowances include regulatory loss allowance reserve pursuant to MAS Notice No. 612

## **Capital and leverage ratios**



- Common equity Tier 1 capital adequacy ratio (%)
- Leverage ratio (%)
- Return on risk-weighted assets (%) \*

☐ Risk weighted assets (SGD b)



<sup>\*</sup> Computed on an annualised basis

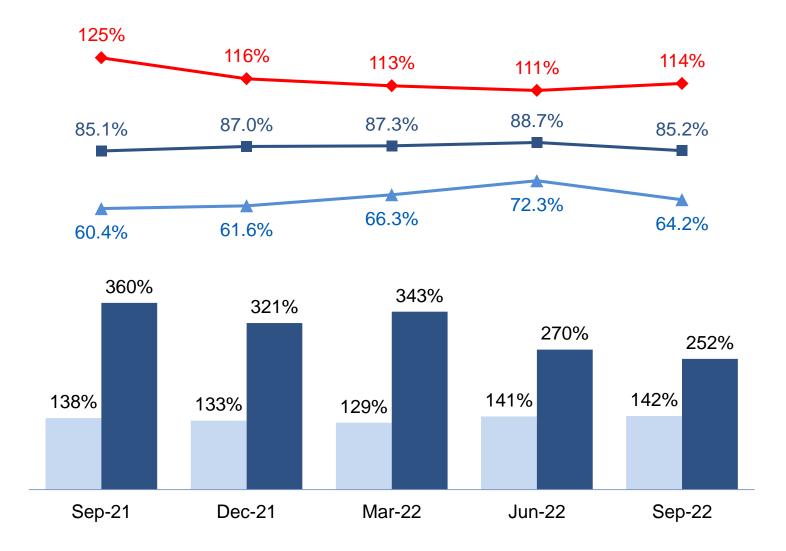
## Sound funding and liquidity positions



- Net stable funding ratio (%)
- Group Ioan-deposit ratio (%)
- USD loan-deposit ratio (%)

#### Liquidity coverage ratio (%) \*

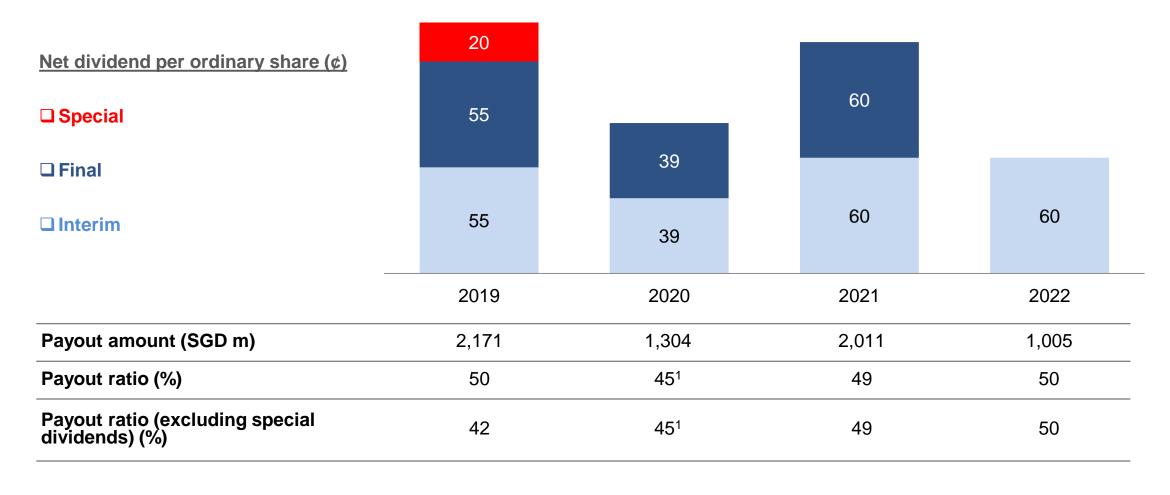
- **□ SGD**
- **□** All-currency



<sup>\*</sup> Computed on a quarterly average basis

## Dividends in line with stable earnings and strong capital position





<sup>1.</sup> 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

