UOB Group
Creating Long-term Value Across Our Regional Banking Franchise
February 2018
Proven Track Record of Execution

- UOB’s management has steered 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

NPAT Trend

- 1980; $92m
- 1990; $226m
- 2000; $913m
- 2007; $2,109m
- 2010; $2,696m
- 2017; $3,390m
Performance Backed by Healthy Growth Momentum and Strong Balance Sheet

Net Profit After Tax\(^1\) (NPAT) Movement, FY17 vs FY16

<table>
<thead>
<tr>
<th>Net Profit After Tax</th>
<th>Net interest income</th>
<th>Fee income</th>
<th>Other non-interest income</th>
<th>Expenses</th>
<th>Total allowances</th>
<th>Share of profit of associates and joint ventures</th>
<th>Tax and non-controlling interests</th>
<th>FY17 net profit after tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>3,096</td>
<td>537</td>
<td>231</td>
<td>22</td>
<td>331</td>
<td>133</td>
<td>104</td>
<td>3,390</td>
</tr>
<tr>
<td>FY17</td>
<td>3,390</td>
<td>+9%</td>
<td>+11%</td>
<td>+12%</td>
<td>+2%</td>
<td>+9%</td>
<td>+23%</td>
<td>+100%</td>
</tr>
</tbody>
</table>

Key Indicators

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY16</th>
<th>YoY Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROE (%)(^2)</td>
<td>10.2</td>
<td>10.2</td>
<td>–</td>
</tr>
<tr>
<td>NPL ratio (%)</td>
<td>1.8</td>
<td>1.5</td>
<td>+0.3% pt</td>
</tr>
<tr>
<td>Loan/Deposit ratio (%)</td>
<td>85.1</td>
<td>86.8</td>
<td>(1.7) pt</td>
</tr>
<tr>
<td>Common Equity Tier 1 capital adequacy ratio (^3)</td>
<td>14.7</td>
<td>12.1</td>
<td>+2.6% pt</td>
</tr>
</tbody>
</table>

1. Relate to amount attributable to equity holders of the Bank.
2. Calculated based on profit attributable to equity holders of the Bank net of preference share dividends and perpetual capital securities distributions.
3. Based on final rules effective 1 January 2018.
Higher Dividends for 2017

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net dividend per ordinary share (¢)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payout amount (SGD m)</td>
<td>1,201</td>
<td>1,444</td>
<td>1,135</td>
<td>1,661</td>
</tr>
<tr>
<td>Payout ratio (%)</td>
<td>37</td>
<td>45</td>
<td>37</td>
<td>49</td>
</tr>
<tr>
<td>Payout ratio (excluding special/one-off dividends) (%)</td>
<td>35</td>
<td>35</td>
<td>37</td>
<td>39</td>
</tr>
</tbody>
</table>

**Note:** The Scrip Dividend Scheme was applied to UOB 80th Anniversary dividend for the financial year 2015; interim and final dividends for the financial year 2016; as well as interim, final and special dividends for the financial year 2017. 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 [http://www.uobgroup.com/investor/stock/dividend_history.html](http://www.uobgroup.com/investor/stock/dividend_history.html).
A Leading Singapore Bank; Established Franchise in Core Market Segments

<table>
<thead>
<tr>
<th>Group Retail</th>
<th>Group Wholesale Banking</th>
<th>Global Markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Best Retail Bank in Singapore¹</td>
<td>▪ Best SME Banking¹</td>
<td>▪ Strong player in Singapore dollar treasury instruments</td>
</tr>
<tr>
<td>▪ Strong player in credit cards and private residential home loans</td>
<td>▪ Seamless access to regional network for our corporate clients</td>
<td></td>
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</table>

**UOB Group’s recognition in the industry**

**The Banker**
Bank of the Year, Singapore, 2015

**The Asian Banker**
Excellence in Mobile Banking – Overall, 2017

**The Asian Banker**
Excellence in Retail Financial Service Awards: 2016 & 2017 (SME Bank of the Year), 2014 (Best Retail Bank in Asia Pacific and Singapore).

**Gross Loans by Industry**

- Building & construction: 23%
- Housing loans: 28%
- Professionals and private individuals: 12%
- General commerce: 13%
- Financial institutions, investment & holding companies: 8%
- Manufacturing: 8%
- Transport, storage & communication: 4%
- Others: 4%

Source: Company reports.
Expanding Regional Banking Franchise

Extensive Regional Footprint with c.500 Offices

- MYANMAR: 2 offices
- THAILAND: 155 offices
- MALAYSIA: 47 offices
- SINGAPORE: 74 offices
- VIETNAM: 1 office
- PHILIPPINES: 1 office
- INDONESIA: 180 offices
- AUSTRALIA: 4 offices
- GREATER CHINA: 27 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

Profit Before Tax by Region (SGD m)

- SINGAPORE: 2,181
- MALAYSIA: 2,345
- THAILAND: 2,363
- INDONESIA: 2,364
- GREATER CHINA: 2,491

39% of Group PBT

Established regional network with key South East Asian pillars, supporting fast-growing trade, capital and wealth flows

1. UOB owns c13% in Hengfeng Bank (formerly Evergrowing Bank) in China.
Conclusion

Established Regional Banking Franchise

- Realising the full potential of our regional platform
- Serving the expanding regional needs of corporates
- Tapping rising Asian consumer affluence

- Pacing growth
- Preserving balance sheet strength
- Investing in our people
- Investing in our platform and capabilities
Thank You