## **WOB**

### **UOB Group**

Strong Business Performance and Balance Sheet Position

May 2018

Disclaimer: This material that follows is a presentation of general background information about the Bank's activities current at the date of the presentation. It is information given in summary form and does not purport to be complete. It is not to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. This material should be considered with professional advice when deciding if an investment is appropriate. UOB accepts no liability whatsoever with respect to the use of this document or its content.

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### Agenda

- 1. Overview of UOB Group
- 2. Macroeconomic Outlook
- 3. Strong UOB Fundamentals
- 4. Our Growth Drivers
- 5. Latest Financials

## **WOB**

### **Overview of UOB Group**

### **UOB** Overview

### **WOB**

#### 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 more than 500 branches and offices in 19 countries and territories.

Note: Financial statistics as at 31 March 2018.

- 1. USD1 = SGD1.31035 as at 31 March 2018.
- 2. Average for 1Q18.
- 3. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions.
- 4. Computed on an annualised basis.

#### **Key Statistics for 1Q18**

<ul> <li>Total assets</li> </ul>	: SGD364b	) (USD	278b1)
<ul> <li>Shareholder's equity</li> </ul>	: SGD38b	(USD	29b1)
<ul> <li>Gross loans</li> </ul>	: SGD241b	) (USD	184b¹)
<ul> <li>Customer deposits</li> </ul>	: SGD274b	) (USD	209b1)
<ul> <li>Loan/Deposit ratio</li> </ul>	: 86.7%		
<ul> <li>Net stable funding ratio</li> </ul>	: 111%		
<ul> <li>Average all-currency liquidity coverage ratio</li> </ul>	: 128% <sup>2</sup>		
Common Equity Tier 1 CAR	R : 14.9%		
<ul> <li>Leverage ratio</li> </ul>	: 8.2%		
■ ROE <sup>3, 4</sup>	: 11.0%		
ROA <sup>4</sup>	: 1.09%		
RORWA <sup>4</sup>	: 1.95%		
NIM <sup>4</sup>	: 1.84%		
<ul> <li>Non-interest income/ Total income</li> </ul>	: 34.1%		
<ul> <li>Cost / Income</li> </ul>	: 44.2%		
<ul> <li>NPL ratio</li> </ul>	: 1.7%		
<ul> <li>Credit Ratings</li> </ul>	Moody's	S&P	Fitch
Issuer Rating (Senior Unsecured)	Aa1	AA–	AA–
Outlook	Stable	Stable	Stable
Short Term Debt	P-1	A-1+	F1+



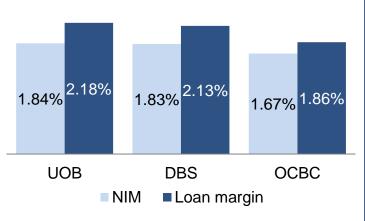
#### UOB Group's recognition in the industry



Source: Company reports.

 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).

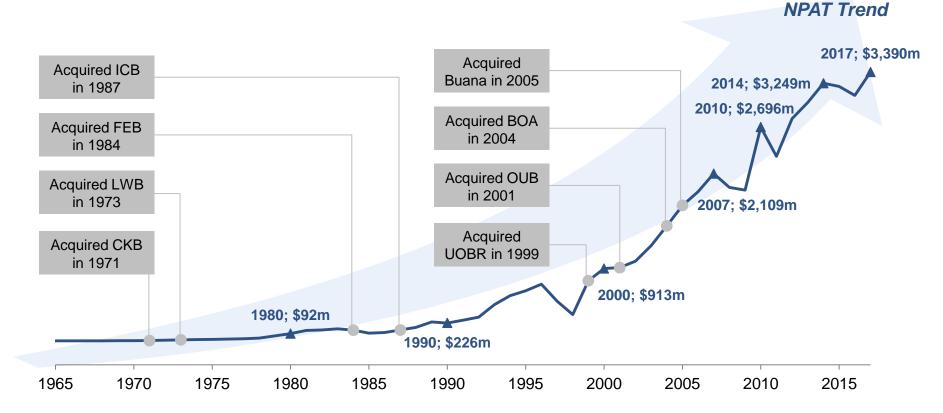




Loan margin is the difference between the rate of return from customer loans and costs of deposits. Source: Company reports.

### **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

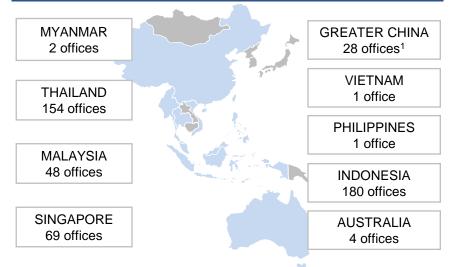


Note: Bank of Asia Public Company Limited ("BOA"), Chung Khiaw Bank Limited ("CKB"), Far Eastern Bank Limited ("FEB"), Industrial & Commercial Bank Limited ICB ("ICB"), Lee Wah Bank Limited ("LWB"), Overseas Union Bank Limited ("OUB"), Radanasin Bank Thailand "UOBR".

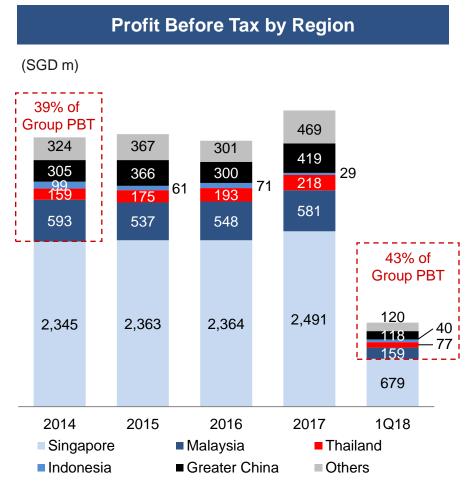
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## Expanding Regional Banking Franchise

#### Extensive Regional Footprint with c.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



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.

**# UOB** 

## Why UOB?

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Stable Management	<ul> <li>Proven track record in steering the bank through various global events and crises</li> <li>Stability of management team ensures consistent execution of strategies</li> </ul>
Integrated Regional Platform	<ul> <li>Entrenched local presence. Ground resources and integrated regional network allow us to better address the needs of our targeted segments</li> <li>Truly regional bank with full ownership and control of regional subsidiaries</li> </ul>
Strong Fundamentals	<ul> <li>Sustainable revenue channels as a result of carefully-built core business</li> <li>Strong balance sheet, sound capital &amp; liquidity position and resilient asset quality – testament of solid foundation built on the premise of basic banking</li> </ul>
Balance Growth with Stability	<ul> <li>Continue to diversify portfolio, strengthen balance sheet, manage risks and build core franchise for the future</li> <li>Maintain long-term perspective to growth for sustainable shareholder returns</li> </ul>

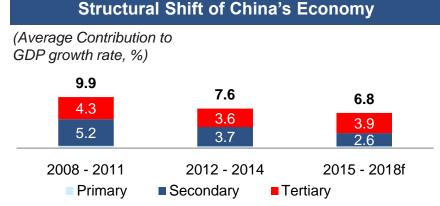
Proven track record of financial conservatism and strong management committed to the long term

## **WOB**

### **Macroeconomic Outlook**

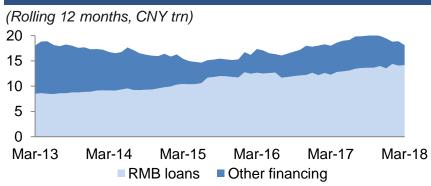
# China's Growth Slower but Low Risk of Hard Landing

- While China's GDP growth rate is slowing, the annual increase in absolute GDP has been stable.
- The Chinese economy has its underlying momentum, supported by rebalancing reforms and steady job market.
- Low central government debt underpins China's fiscal capacity, which could help mitigate "black swan" events.
- Base case scenario for China: slow and unexciting growth; sideway movements in RMB; global economy continues to recover at gradual pace, led by the US.



Source: IMF, CEIC, UOB Global Economics & Markets Research

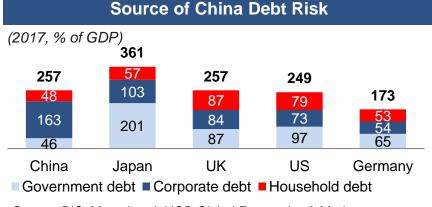
#### New Financing Increasingly from Banking Sector



Source: PBOC, UOB Global Economics & Markets Research



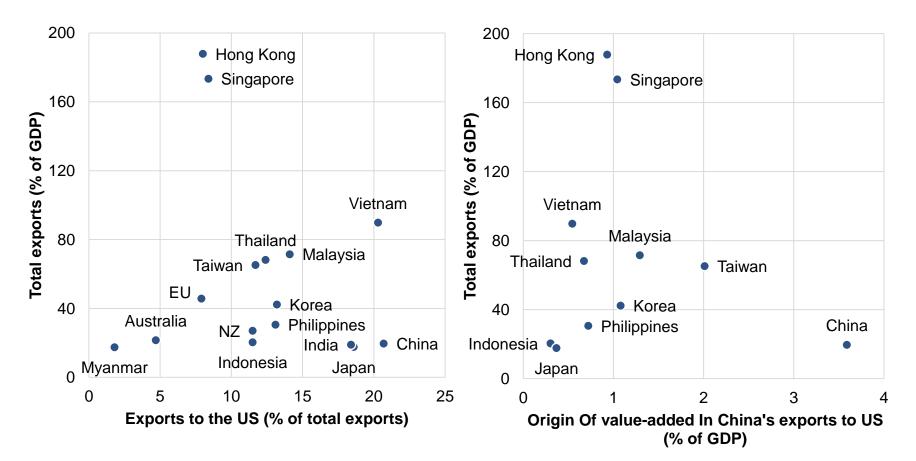
Source: Bloomberg, UOB Global Economics & Markets Research



Source: BIS, Macrobond, UOB Global Economics & Markets Research

### **Global Trade Tension Negative for Small Open Economies in Asia**

Direct Vulnerability to US Exports: China, Japan, Vietnam and India Stand Out Indirect Vulnerability to US Exports via China: Taiwan, followed by Korea, Singapore & Malaysia



Sources: CEIC, Bloomberg, UOB Global Economics & Markets Research

Sources: CEIC, OECD (2011 data), UOB Global Economics & Markets Research

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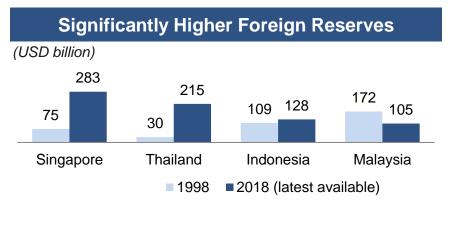
## **Implication on Regional Policy Rates**

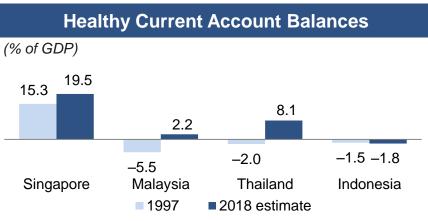
	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17	1Q18	2Q18f	3Q18f	4Q18f
US 10-Year Treasury	1.59	2.44	2.39	2.30	2.33	2.40	2.74	2.80	3.00	3.20
US Fed Funds	0.50	0.75	1.00	1.25	1.25	1.50	1.75	2.00	2.00	2.25
SG 3M SIBOR	0.87	0.97	0.95	1.00	1.12	1.50	1.45	1.70	1.70	1.85
SG 3M SOR	0.67	1.01	0.86	0.75	1.01	1.30	1.48	1.50	1.50	1.65
MY Overnight Policy Rate	3.00	3.00	3.00	3.00	3.00	3.00	3.25	3.25	3.25	3.25
TH 1-Day Repo	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.75	1.75
ID 7-Day Reverse Repo	5.00	4.75	4.75	4.75	4.25	4.25	4.25	4.25	4.25	4.50
CH 1-Year Deposit Rate	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.75	1.75	1.75

- Growth in regional economies remains on track. Even as inflation is still very benign, the monetary policy bias remains tilted towards normalisation in 2018, in line with the tightening signals from the G10 central banks. In all, monetary convergence is more likely than further divergence. While US-China trade tensions will continue to be a concern, our base case remains that we do not expect an all-out trade war and both sides are likely to come to the negotiation table.
- Our moderately hawkish outlook for the Fed rate trajectory in 2018 is still intact as we still expect two more 25bp hikes in 2018 (after the latest March rate hike), bringing the FFTR to 2.25% by end-2018. Balance-sheet reduction which began in October 2017 is set to continue in 2018. A higher degree of convergence in rates is expected in 2018.
- Given the higher Fed rates, we expect short-term interest rates in Singapore to also trend upwards, albeit more gradually given concurrent expectations of a stronger SGD relative to USD.
- Capital flight risk for Asia remains low as Asian currencies are likely to maintain their strength. This view is anchored by improved economic fundamentals and enhanced confidence in regional central banks.

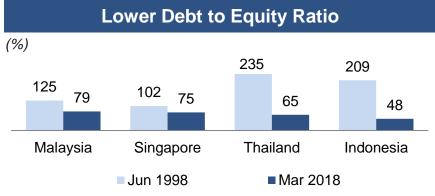
## **Southeast Asia: Resilient Key Markets**







Source: World Bank, IMF



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

#### Source: IMF



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

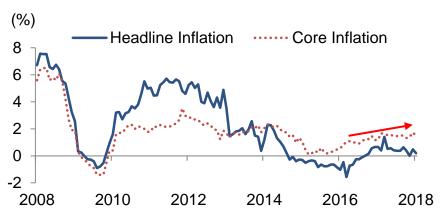
Long-term fundamentals and prospects of key Southeast Asia have greatly improved since the 1997 Asian Financial Crisis.

# Singapore GDP Growth Likely to Moderate in 2018

- 1Q18 GDP grew 4.3% yoy (4Q17: +3.6%) and was still supported mainly by expansion in the electronics and precision engineering clusters. Positive spillover from the trade to non-trade sectors continued, with the service sector growing 3.8% yoy growth, the fastest in 10 quarters. However, the slowdown in the tech cycle and the SGD strength might pose headwinds to sustained growth.
- Domestically, the MAS had started normalising the SGD NEER policy (exp: 0.5% pa) in Apr'18, due to higher core inflation.
- We expect 2018 GDP growth at 2.8%, due to external and domestic headwinds of fiscal/monetary tightening.

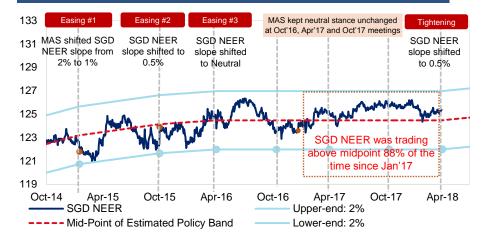
Source: UOB Global Economics & Markets Research

#### 2018 Core Inflation Expected to Average 1.5%



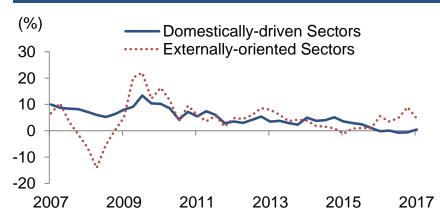
Source: Singapore Department of Statistics

#### MAS Normalised SGD NEER in Apr'18



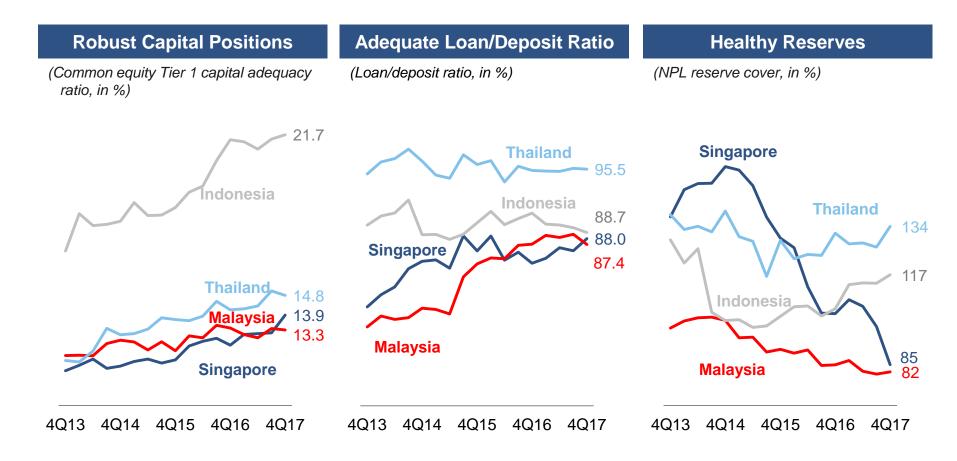
Source: CEIC, UOB Global Economics & Markets Research

#### **External Spillovers to Domestic Sectors**



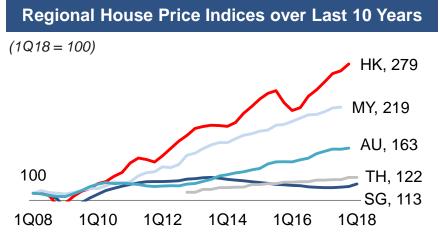
Source: Singapore Department of Statistics

### Southeast Asia Banking Sectors: Strong Fundamentals Remain Intact

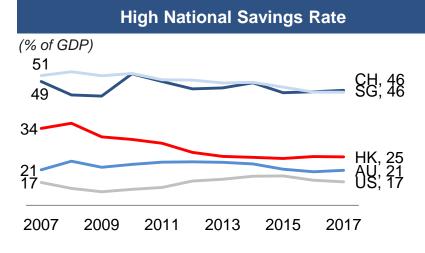


Note: For Singapore, common equity Tier 1 capital adequacy ratio and NPL reserve cover are based on the average of the three Singapore banking groups, while the loans/deposit ratio approximates that of Singapore dollar. Source: Central banks, banks

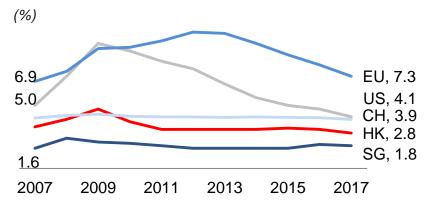
### **Conducive Macro Conditions Underpin Singapore Property Market**



Note: For Thailand (2Q12=100) as no available data prior to that Sources: CEIC, UOB Economic-Treasury Research



Low Unemployment vs Global Peers



Sources: CEIC, UOB Economic-Treasury Research

#### SG Household Income in Line with Property Prices

	2007	2017	+/()
Price <sup>1</sup> (SGD / sq ft)	940	1,056	+12%
Unit size (sq ft)	1,200	1,200	_
Unit costs (SGD m)	1.13	1.27	+12%
Interest rate (%)	3.72	2.17	
Household income <sup>2</sup> (SGD / mth)	11,933	16,826	+41%
Debt servicing ratio <sup>3</sup> (%)	35	23 <sup>4</sup>	

1. Reflects median price of non-landed private residential

2. Reflects median of resident households living in private properties

3. Based on a 30-year housing loan, with a loan-to-value of 80%

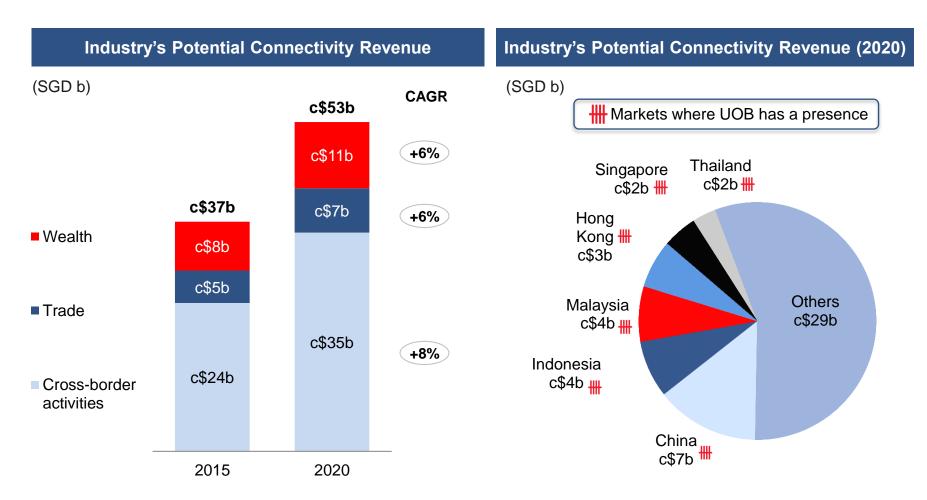
4. A housing loan with 5% interest rate would increase DSR to 32%

Sources: URA, CEIC, Singapore Statistics, UOB Economic-Treasury Research

Sources: IMF, UOB Economic-Treasury Research

Note: AU: Australia; CH: China, EU: European Union, HK: Hong Kong, SG: Singapore, TH: Thailand, UK: United Kingdom, US: United States

### Revenue Potential from 'Connecting the **HUOB** 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

## **Basel III across the Region**



	BCBS	Singapore	Malaysia	Thailand	Indonesia	Hong Kong	China
Minimum CET1 CAR	4.5%	6.5% <sup>1</sup>	4.5%	4.5%	4.5%	4.5%	5.0%
Minimum Tier 1 CAR	6.0%	8.0% <sup>1</sup>	6.0%	6.0%	6.0%	6.0%	6.0%
Minimum Total CAR	8.0%	10.0% <sup>1</sup>	8.0%	8.5%	8.0%	8.0%	8.0%
Full Compliance	Jan-15	Jan-15	Jan-15	Jan-13	Jan-14	Jan-15	Jan-13
Capital Conservation Buffer	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Full Compliance	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19	Jan-19
Countercyclical Buffer <sup>2</sup>	Up to 2.5%	Up to 2.5%	Up to 2.5%	Up to 2.5%	Up to 2.5%	Up to 2.5%	Up to 2.5%
2018 Requirement	n/a	0%	0%	0%	0%	1.875%	0%
D-SIB	n/a	2.0%	Pending	1.0%	1.0%–3.5% <sup>3</sup>	1.0%–3.5%	1.0% <sup>4</sup>
G-SIB	1.0%–3.5%	n/a	n/a	n/a	n/a	n/a	1.0% <sup>4</sup>
Minimum Leverage Ratio	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	4.0%
Full Compliance	2018	2018	2018	2020	2018	2018	2013
Minimum LCR	100%	100%	100%	100%	100%	100%	100%
Full Compliance	Jan-19	Jan-19	Jan-19	Jan-20	Dec-18	Jan-19	Dec-18
Minimum NSFR	100%	100%	100%	100%	100%	100%	100%
Full Compliance	Jan-18	Jan-18	Jan-19	Jul-18	Jan-18	Jan-18	n/a

% of risk weighted assets 5

Minimum CET1

Minimum Tier 1 CAR

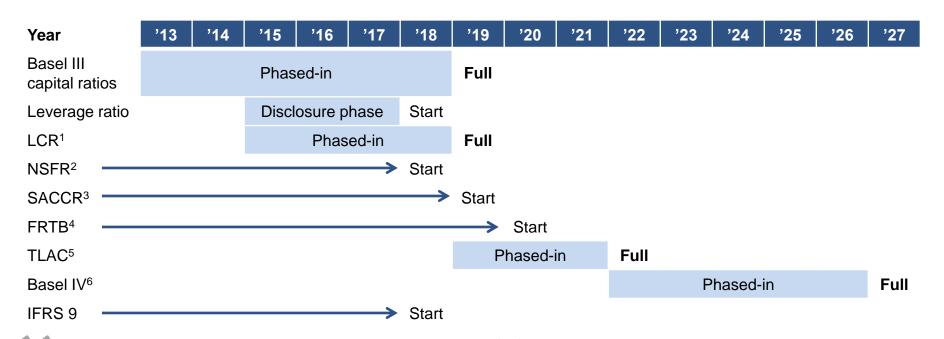
Minimum Total CAR

14.0% 14.0% 12.5%<sup>1</sup> 12.0% 12.0% 12.0% 11.5%  $10.5\%^{1}$ 10.5% 10.5% 10.5% 10.5% 9.5% 9.5% 9.0%1 8.5% 8.5% 8.0% 8.5% 7.0% 7.0%

Source: Regulatory notifications.

- 1. Includes 2% for D-SIB buffer for the three Singapore banks.
- 2. Each regulator determines its own level of countercyclical capital buffer.
- 3. According to the regulations, Indonesia D-SIBs will initially be subject to a D-SIB buffer of up to 2.5%.
- 4. In China, G-SIBs are only subject to the higher of G-SIB and D-SIB buffer
- 5. Minimum ratios on fully-loaded basis, including capital conservation buffer and D-SIB surcharge, but excluding countercyclical capital buffer and G-SIB surcharge

## **Banking Regulations Still Evolving**



Banks need to be profitable in order to be strong. Retained earnings are one of the major sources of equity – which is the highest quality capital that banks hold. Banks also need to be profitable to be able to support the real economy. 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

#### 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)

…certain liabilities should be excluded from the scope of bail-in because their repayment is necessary to ensure the continuity of essential services and to avoid widespread and disruptive contagion to other parts of the financial system. The proposed scope of bail-in would hence exclude liabilities such as ... senior debt and all deposits.

#### – Consultation Paper by the Monetary Authority of Singapore, June 2015

- 4. Fundamental Review of the Trading Book (MAS has not announced implementation date)
- 5. Total Loss Absorbing Capacity (not applicable to Singapore banks)
- 6. Basel IV: Reducing variation in credit risk-weighted assets

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# 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 condition factor
- 7. Risk weighted assets
- 8. Internal rating-based approach

## **WOB**

## **Strong UOB Fundamentals**

## **Strong UOB Fundamentals**

Strong Management with Proven Track Record	<ul> <li>Proven track record in steering the bank through various global events and crises</li> <li>Stability of management team ensures consistent execution of strategies</li> </ul>
Consistent and Focused Financial Management	<ul> <li>Healthy revenue growth momentum, with new highs in both net interest income and fees</li> <li>Continue to invest in building long-term capabilities in a disciplined manner</li> <li>Total credit costs expected to be below long-term trend of 28bp</li> </ul>
Disciplined Management of Balance Sheet	<ul> <li>Strong capital base; Common Equity Tier 1 capital adequacy ratio of 14.9% as at 31 March 2018</li> <li>Liquid and well diversified funding mix with loan/deposits ratio at 86.7%</li> <li>Stable asset quality, with a diversified loan portfolio, and high reserves buffer</li> </ul>
Delivering on Regional Strategy	<ul> <li>Holistic regional bank with effectively full control of subsidiaries in key markets</li> <li>Focus on profitable niche segments and intra-regional needs of customers</li> <li>Entrenched local presence: ground resources and integrated regional network to better address the needs of our targeted segments</li> </ul>

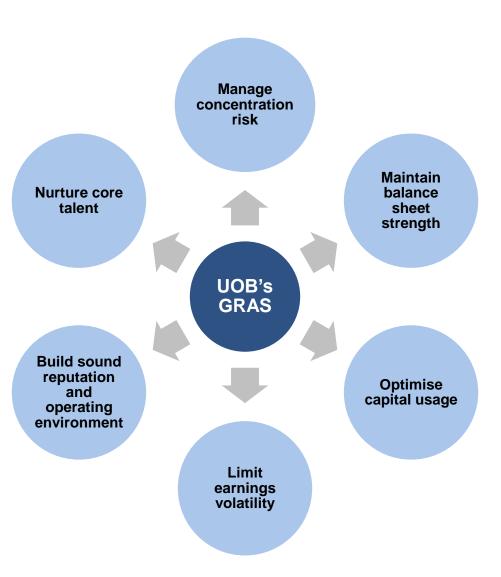
UOB is focused on the basics of banking; Stable management team with proven execution capabilities

Source: Company's reports.

**UOB** 

## Managing Risks for Stable Growth

- 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





## **Competitive Against Peers**

### **WOB**

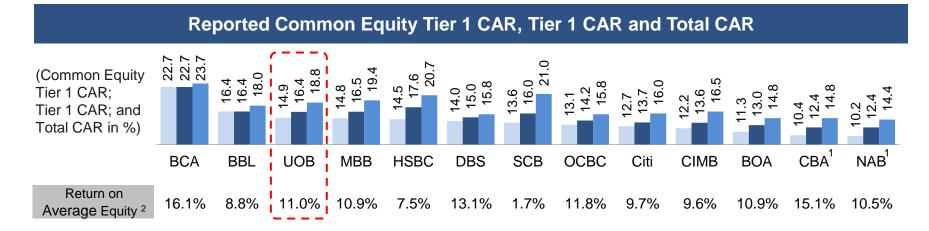
				Standalone Strength	Efficient Cost Management	Competitive ROAA <sup>1</sup>	Well-Maintained Liquidity
Moody's	S&P	Fitch		Moody's baseline redit assessment	Costs/income ratio	Return on average assets	Loan/deposit ratio
Aa1	AA–	AA–	UOB	a1	44.2%	1.09%	86.7%
Aa1	AA–	AA–	OCBC	a1	44.2%	1.17%	84.4%
Aa1	AA–	AA–	DBS	a1	41.6%	1.18%	87.3%
A2	А	AA–	HSBC	a2	68.4%	0.58%	71.1%
A2	BBB+	A+	SCB	baa1	70.8%	0.20%	69.4%
						_	
Baa1	A–	n.r.	CIMB	baa2	51.8%	0.90%	90.8%
A3	A–	A–	MBB	a3	48.7%	1.04%	93.8%
Baa1	BBB+	BBB+	BBL	baa2	40.7%	1.13%	84.8%
Baa3	n.r.	BBB–	BCA	baa3	53.2%	3.40%	77.9%
A–	A-	А	BOA	baa1	59.7%	1.21%	69.5%
Baa1	BBB+	A	Citi	baa2	58.0%	0.98%	66.0%
Aa3	AA–	AA-	CBA	a2	43.9%	1.01%	117.8%
Aa3	AA–	AA–	NAB	a2	52.2%	0.65%	139.9%

Source: Company reports, Credit rating agencies (updated as of 7 May 2018).

The financials of banks were as of 31 Mar 18, except for those of SCB, CIMB, MBB and CBA (which were as of 31 Dec 17).

1. Computed on an annualised YTD basis.

## **Strong Capital and Leverage Ratios**



#### Reported Leverage Ratio<sup>3</sup>

16.5%	8.2%	7.6%	7.0%	6.8%	6.7%	6.0%	5.6%	5.6%	5.4%
			OCBC			SCB	HSBC	NAB <sup>1</sup>	CBA <sup>1</sup>

UOB is among the most well-capitalised banks, with capital ratios comfortably above regulatory requirements and high compared with some of the most renowned banks globally

#### Source: Company reports.

The financials of banks were as of 31 Mar 18, except for those of SCB, CIMB, MBB and CBA (which were as of 31 Dec 17).

- 1. NAB's and CBA's CARs are based on APRA's standards. Their internationally comparable CET1 CAR was 14.6% (31 Mar 18) and 16.3% (31 Dec 17), respectively.
- 2. Computed on an annualised basis.
- 3. BBL, MBB and CIMB do not disclose their leverage ratio.

## **Disciplined Balance Sheet Management**

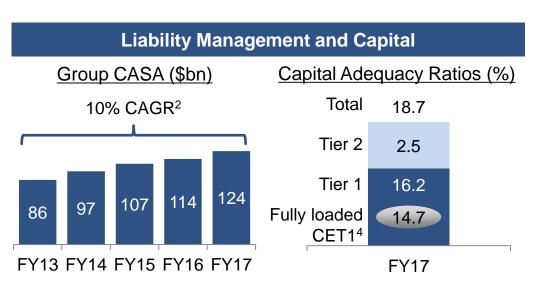


#### Improved balance sheet efficiency

- Result of ongoing efforts to optimise RWA
- Portfolio quality broadly stable
  - Uptick in NPL ratio to 1.8%; accelerated recognition of residual vulnerable exposures in oil & gas and related sectors as NPL in 4Q17
  - 28bps total credit costs lower YoY
  - Comfortable level of allowance to meet SFRS(I) 9 requirements
- Proactive liability management
  - Liquidity Coverage Ratios<sup>3</sup>: S\$ (170%) and all-currency (135%)
- Robust capital position
  - 14.7% fully-loaded CET1 ratio<sup>4</sup>

Optimising RWA to drive higher RoRWA<sup>1</sup>

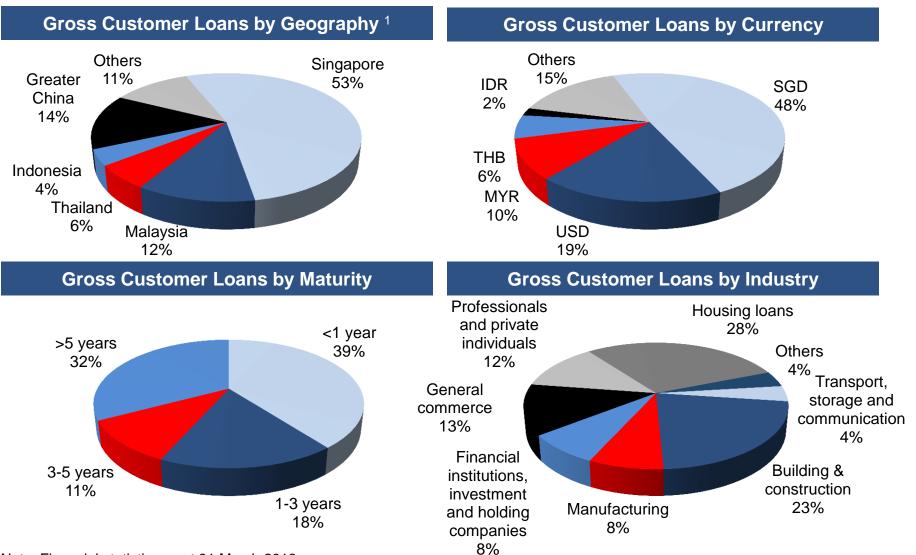




- 1. RoRWA: Return on average risk-weighted assets
- 2. Compound annual growth rate (CAGR) computed over 4 years (2013 to 2017)
- 3. Average ratios for fourth quarter of 2017
- 4. Fully phased in, as per Basel III rules as of 31 Dec 2017

## **Diversified Loan Portfolio**





Note: Financial statistics as at 31 March 2018.

1. 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).

## Strong Investment Grade Credit Ratings



#### Moody's INVESTORS SERVICE

#### Aa1 / Stable / P-1

- Capital good by global standards
- Deposit-funded and liquid balance sheet
- Traditional banking presence in Singapore, Malaysia and other markets

#### STANDARD & POOR'S RATINGS SERVICES AA-/Stable/A-1+ McGRAW HILL FINANCIAL

- Well-established market position, strong funding and prudent management record
- Will maintain its capitalisation and asset quality while pursuing regional growth

#### FitchRatings AA– / Stable / F1+

- Sound capital and high loan-loss buffers
- Disciplined funding strategy, supported by its strong domestic franchise

	Debt Issuance History							Debt	t Matu	rity Pr	ofile		
Issue Date	Structure	Call	Coupon	Amount	Ratings (M/S/F)	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Additio	nal Tier 1					SGDm							
Oct-17	Perpetual	2023	3.875%	USD650m	Baa1 / – /BBB	-	-	-	-	-	852	-	-
May-16	Perpetual	2021	4.00%	SGD750m	Baa1 / – /BBB	-	-	-	750	-	-	-	-
Nov-13	Perpetual	2019	4.75%	SGD500m	Baa1/BBB-/BBB	-	500	-	-	-	-	-	-
Jul-13	Perpetual	2018	4.90%	SGD850m	Baa1/BBB-/BBB	850	-	-	-	-	-	-	-
Tier 2													
Feb-17	12NC7	2024	3.50%	SGD750m	A3 /	-	-	-	-	-	-	750	-
Sep-16	101/2NC51/2	2022	2.88%	USD600m	A3 /	-	-	-	-	786	-	-	-
Mar-16	101/2NC51/2	2021	3.50%	USD700m	A3 /	-	-	-	917	-	-	-	-
May-14	12NC6	2020	3.50%	SGD500m	A3 / BBB+ / A+	-	-	500	-	-	-	-	-
Mar-14	101/2NC51/2	2019	3.75%	USD800m	A3 / BBB+ / A+	-	1,048	-	-	-	-	-	-
Senior	Unsecured												
Apr-18	3yr FRN	-	3m LIBOR+0.48%	USD500m	Aa1 / AA- / AA-	-	-	-	655	-	-	-	-
Apr-18	3yr FXN	-	3.20%	USD700m	Aa1 / AA- / AA-	-	-	-	917	-	-	-	-
Nov-17	1yr FRN	-	BBSW 3m+0.26%	AUD400m	Aa1 / AA- / AA-	404	-	-	-	-	-	-	-
Apr-17	4yr FRN	-	BBSW 3m+0.81%	AUD300m	Aa1 / AA- / AA-	-	-	-	303	-	-	-	-
Sep-14	5½yrFXN	-	2.50%	USD500m	Aa1 / AA- / AA-	-	-	655	-	-	-	-	-
Sep-14	4yr FRN	-	BBSW 3m+0.64%	AUD300m	Aa1 / AA- / AA-	303	-	-	-	-	-	-	-
Covere	d												
Feb-18	5yr FRN	-	3m LIBOR+0.24%	GBP350m	Aaa / AAA / –	-	-	-	-	-	644	-	-
Jan-18	7yr FXN	-	0.500%	EUR500m	Aaa / AAA / –	-	-	-	-	-	-	-	807
Feb-17	3yr FXN	-	2.125%	USD500m	Aaa / AAA / –	-	-	655	-	-	-	-	-
Feb-17	5yr FXN	-	0.125%	EUR500m	Aaa / AAA / –	-	-	-	-	807	-	-	-
Mar-16	5yr FXN	-	0.250%	EUR500m	Aaa / AAA / –	-	-	-	807	-	-	-	-
					Tota	1,556	1,548	1,810	4,350	1,594	1,496	750	807

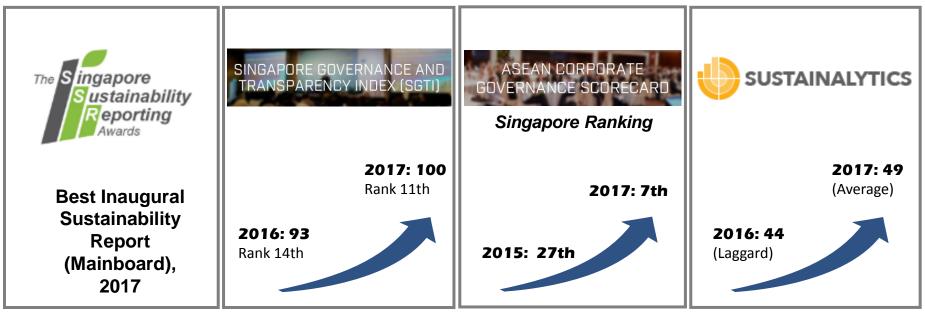
The table comprises UOB's public rated issues; Maturities shown at first call date for AT1 and FX rates at 31 Mar 2017: USD 1 = SGD 1.31; SGD 1.01 = AUD 1; T2 notes; FXN: Fixed Rate Notes; FRN: Floating Rate Notes; Updated as of 7 May 2018.

1 GBP = SGD 1.84; EUR 1 = SGD 1.61.

28

# Sustainability Reporting a Multi-Year Journey, with Progress Recognised





The Singapore Sustainability Reporting Awards was organised by the Singapore Institute of Directors (SID), and supported by Singapore Exchange. The SGTI is a collaboration among CPA Australia; NUS Business School's Centre for Governance, Institutions and Organisations (CGIO); and SID. CGIO and SID have been appointed by the Monetary Authority of Singapore (MAS) as Singapore's domestic ranking body for the ASEAN Corporate Governance Initiative.

Note: 2016 was a gap year for revision and no assessment was conducted.

Sustainalytics is the leading independent global provider of ESG and corporate governance research and ratings to investors.

## **WOB**

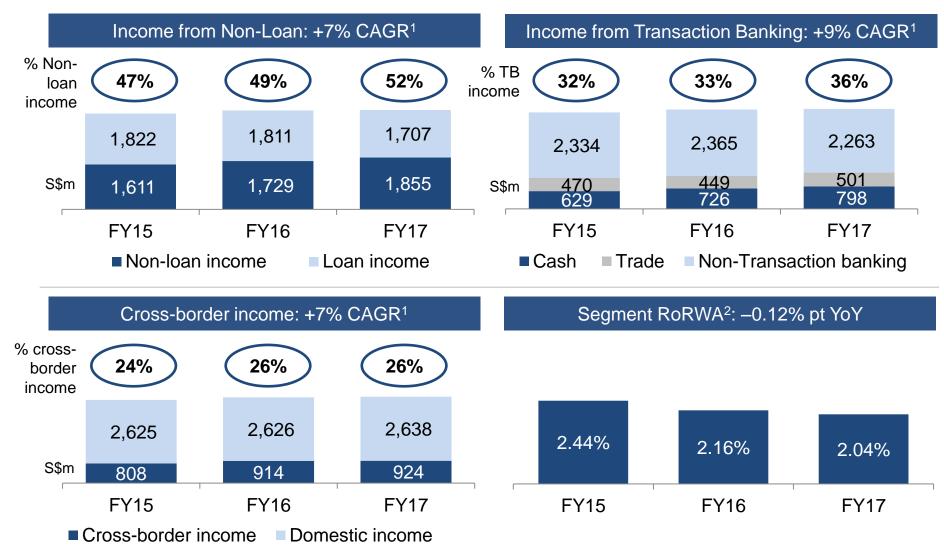
### **Our Growth Drivers**

### **Our Growth Drivers**

Realise Full Potential of our Integrated Platform	<ul> <li>Provides us with ability to serve expanding regional needs of our customers</li> <li>Improves operational efficiency, enhances risk management, seamless customer experience and faster time to market</li> </ul>
Sharpen Regional Focus	<ul> <li>Global macro environment remains uncertain. The region's long-term fundamentals continue to remain strong</li> <li>Region is our future engine of growth</li> </ul>
Reinforce Fee Income Growth	<ul> <li>Grow fee income to offset competitive pressures on loans and improve return on capital</li> <li>Increase client wallet share size by intensifying cross-selling efforts, focusing on service quality and expanding range of products and services</li> </ul>
Long-term Growth Perspective	<ul> <li>Disciplined approach in executing growth strategy, balancing growth with stability</li> <li>Focus on risk adjusted returns; ensure balance sheet strength amidst global volatilities</li> </ul>

**HUOB** 

### Wholesale Banking: Diversifying Income Mix to Grow RoRWA

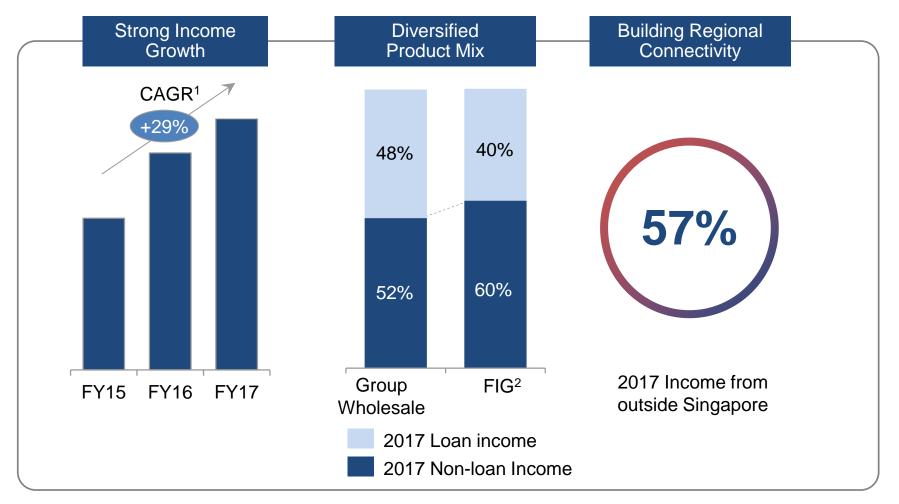


- 1. Compound annual growth rate (CAGR) computed over 2 years (2015 to 2017)
- 2. RoRWA: Ratio of "Operating profit" to "Average segment RWA"

₩ UOB

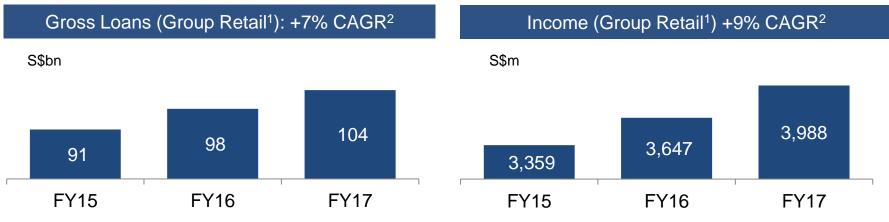
### Focus on Sectors with Highest Trade and HUOB Connectivity Flows

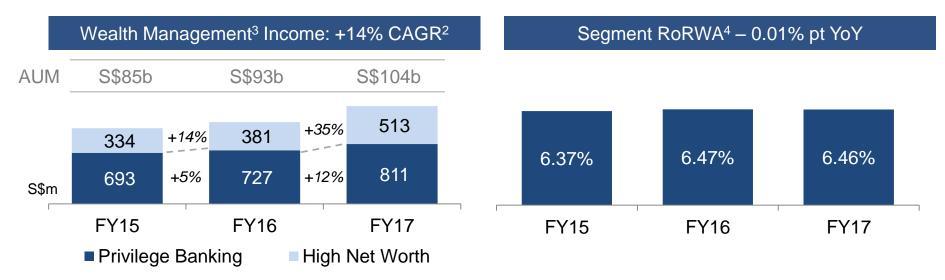
One of 1<sup>st</sup> sectors launched: Financial Institution segment showing good progress



- 1. Compound annual growth rate (CAGR) computed over 2 years (2015 to 2017)
- 2. FIG: Financial Institutional Group

### **Retail Banking: Growth Momentum Gaining Traction**

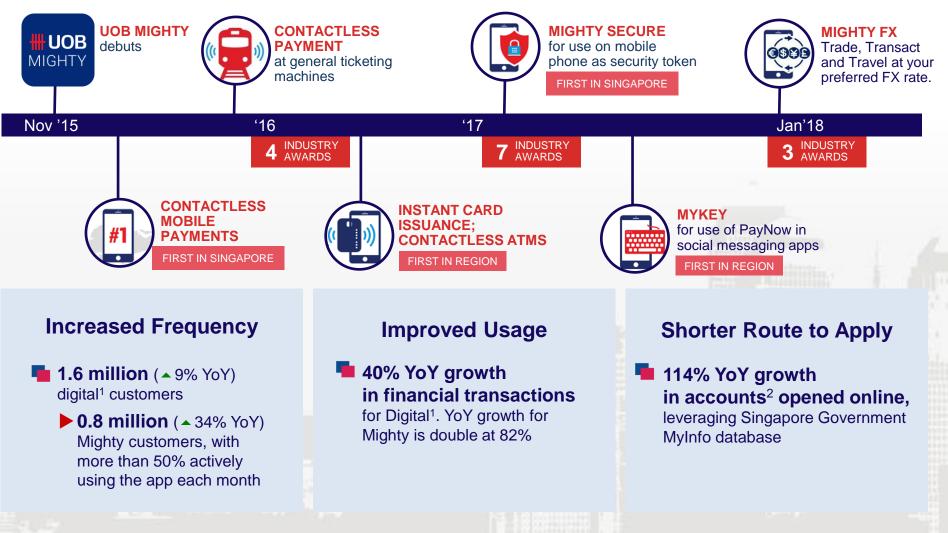




- 1. Includes Business Banking
- 2. Compound annual growth rate (CAGR) computed over 2 years (2015 to 2017)
- 3. Wealth management comprises Privilege Banking and High Net Worth (Privilege Reserve + Private Bank) segments.
- 4. RoRWA: Ratio of "Operating profit" to "Average segment RWA"

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## Harnessing Technology & Innovation to Improve Productivity & Customer Experience



1. Digital: Comprises Personal Internet banking (PIB) and UOB Mighty

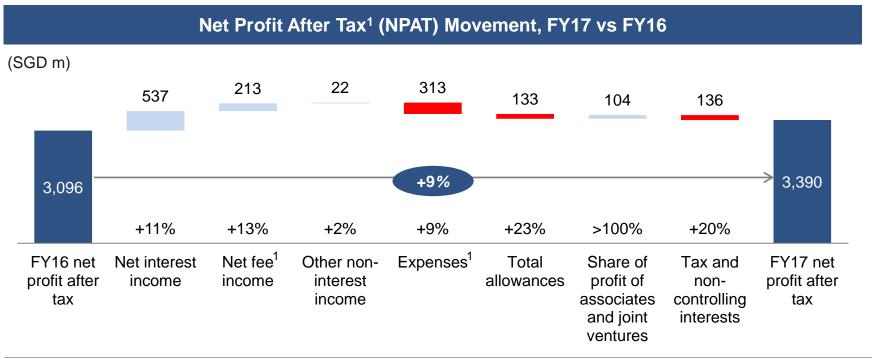
2. UOB Stash, UOB Krisflyer and Mighty FX account opening

# **₩UOB**

## **Latest Financials**

#### **FY17 Financial Overview**



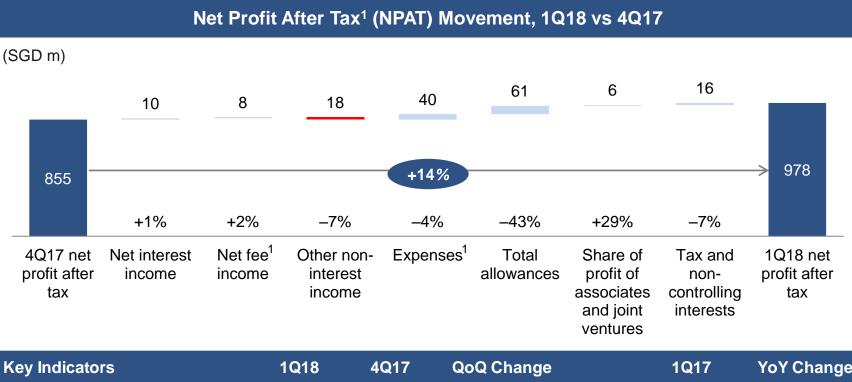


Key Indicators	FY17	FY16	YoY Change
NIM (%)	1.77	1.71	+0.06% pt
Non-NII / Income (%)	35.4	35.9	(0.5) pt
Expense / Income ratio (%)	43.7	44.0	(0.3) pt
ROE (%) <sup>2</sup>	10.2	10.2	_
RORWA (%)	1.63	1.51	+0.12% pt

- 1. Fee income and expenses have been restated where expenses directly attributable to fee income are presented net of fee income.
- 2. Calculated based on profit attributable to equity holders of the Bank, net of preference share dividends and perpetual capital securities distributions.

#### **1Q18 Financial Overview**

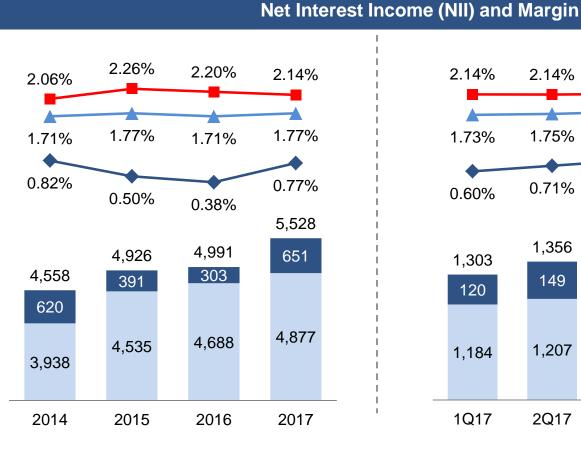




Key Indicators	1Q18	4Q17	QoQ Change	1Q17	YoY Change
NIM (%) <sup>2</sup>	1.84	1.81	+0.03% pt	1.73	+0.11% pt
Non-NII / Income (%)	34.1	34.5	(0.4) pt	36.5	(2.4) pt
Expense / Income ratio (%)	44.2	46.0	(1.8) pt	43.2	+1.0% pt
ROE (%) <sup>2,3</sup>	11.0	9.8	+1.2% pt	10.0	+1.0% pt
RORWA (%) <sup>2</sup>	1.95	1.69	+0.26% pt	1.51	+0.44% pt

- 1. Fee income and expenses have been restated where expenses directly attributable to fee income are presented net of fee income.
- 2. Computed on an annualised basis.
- 3. Calculated based on profit attributable to equity holders of the Bank, net of perpetual capital securities distributions.

#### Net Interest Income Rose on Growth in HUOB Loans and Margins



NII from Loans (SGD m)Loan Margin (%) \*





\* Computed on an annualised basis, where applicable.

<sup>----</sup>Net Interest Margin (%) \*

#### Broad-based Increase in Loan Portfolio

Gross Loans	Mar-18 SGD b	Dec-17 SGD b	QoQ +/(–) %	Mar-17 SGD b	YoY +/(–) %
By Geography	300 5	300.0	70	300 5	70
Singapore	129	128	+1	125	+3
Regional:	89	85	+5	81	+10
Malaysia	29	27	+7	26	+12
Thailand	16	15	+4	14	+14
Indonesia	10	11	-2	11	-8
Greater China	34	32	+5	30	+13
Others	24	23	+0	23	+0
Total	241	236	+2	229	+5
By Industry					
Transport, storage and communication	9	9	-2	10	-5
Building and construction	55	54	+2	53	+4
Manufacturing	20	19	+7	17	+17
Financial institutions, investment & holding companies	19	19	+1	17	+15
General commerce	31	31	+2	31	+1
Professionals and private individuals	28	28	+1	27	+6
Housing loans	67	66	+1	62	+7
Others	11	11	+3	13	–15
Total	241	236	+2	229	+5

Note: 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).

**UOB** 

#### Note: Fee income has been restated where the amounts are net of expenses directly attributable to fee income.

#### **Steady Non-Interest Income Mix Underpins Diversity**

37.2%

21.4%

2,701

334

817

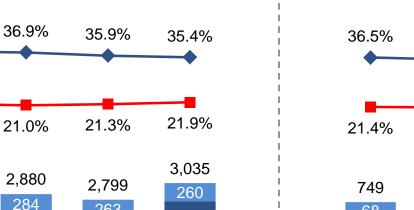
1,550

2014

954

1,642

2015



902

1,873

2017

263

877

1,659

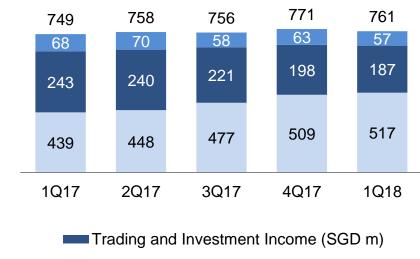
2016

Other Non-Interest Income (SGD m)

Net Fee Income / Total Income (%)

Net Fee Income (SGD m)

#### Non-Interest Income and as a % of Total Income



34.9%

22.0%

34.5%

22.8%

35.9%

21.2%

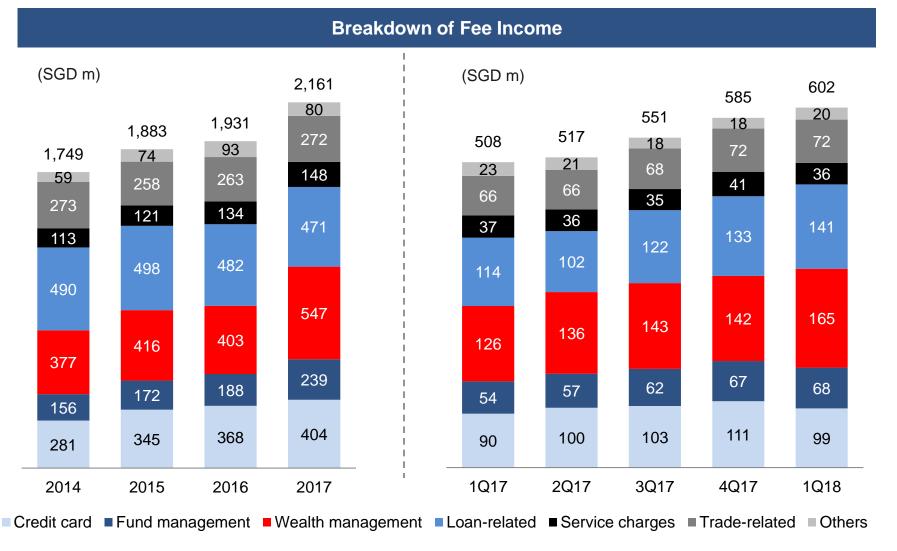
Non-Interest Income / Total Income (%)

III UOB

34.1%

23.2%

#### **Broad-based Focus in Fee Income,** which Reached a New Record

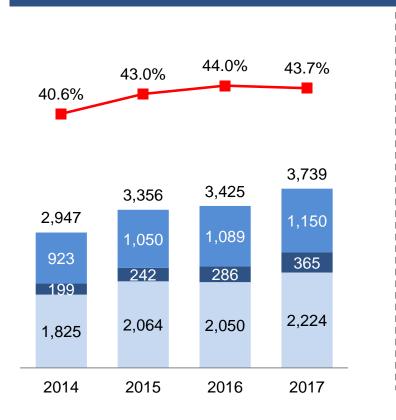


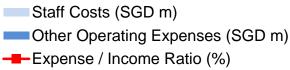
Note: The amounts represent fee income on a gross basis.

III UOB

#### Pacing Growth in Operating Expenses, with Maintaining a Stable CIR

**Operating Expenses and Expense / Income Ratio** 





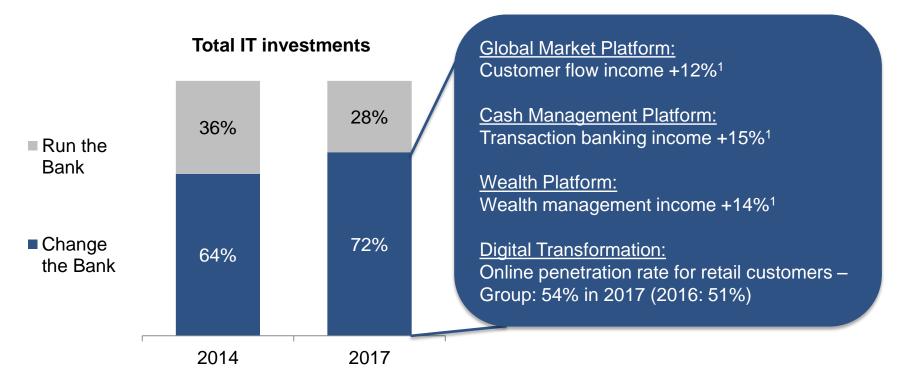




**HUOB** 

#### IT Investments Shifting Towards "Changing the Bank"

Focus	Centralisation and Standardisation	Connectivity and Digital for Growth
Cumulative IT investments	<b>2009 to 2013</b> (c\$0.6b)	<b>2014 to 2017</b> (c\$1.2b)



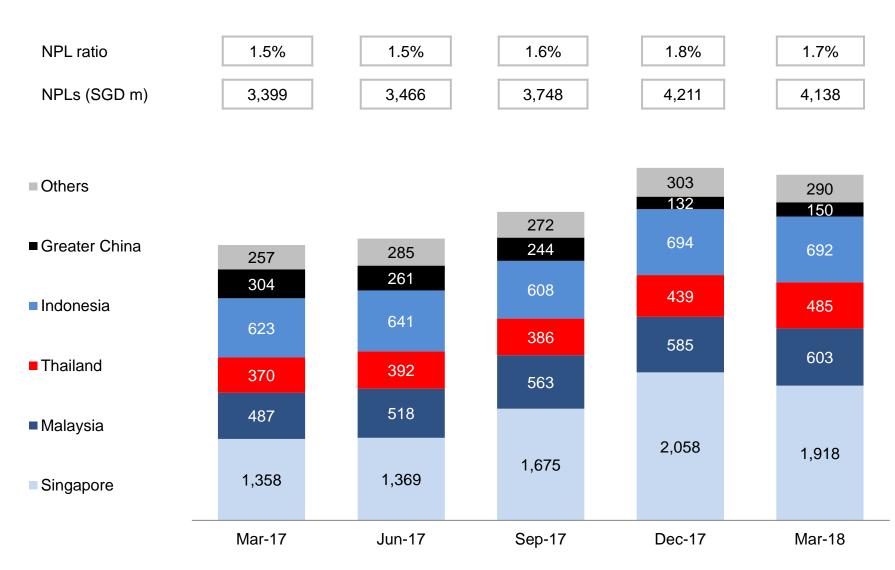
1. CAGR computed over 4 years (2013 to 2017)

III UOB

#### New NPA Formation Down to Normalised <sup>#UOB</sup> Levels amid Benign Credit Conditions

(SGD m)	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17	1Q18
NPA at start of period	3,066	3,106	3,164	3,632	3,480	3,543	3,587	3,919	4,389
New NPA	344	802	780	387	424	537	799	1,167	416
Upgrades, recoveries and translations	(235)	(548)	(201)	(320)	(293)	(255)	(369)	(354)	(310)
Write-offs	(159)	(106)	(111)	(219)	(68)	(238)	(98)	(343)	(172)
NPA at end of period	3,016	3,164	3,632	3,480	3,543	3,587	3,919	4,389	4,323

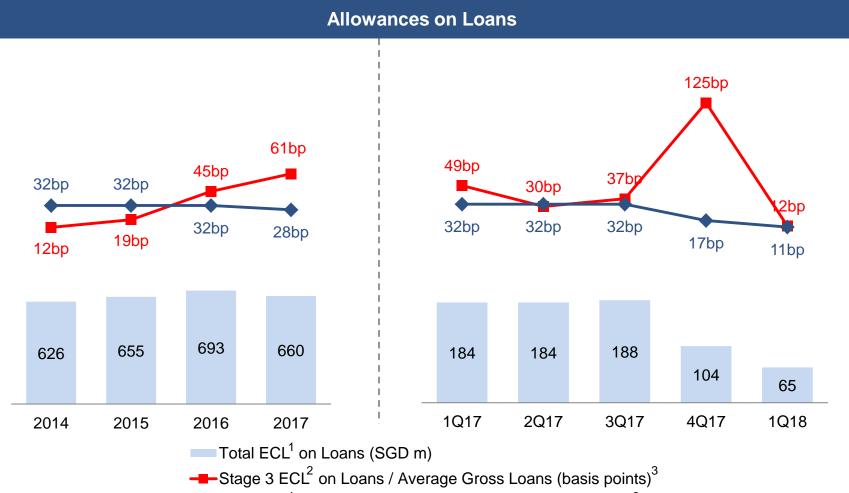
#### **NPL ratios Declined Mildly to 1.7%**



Note: NPLs 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).

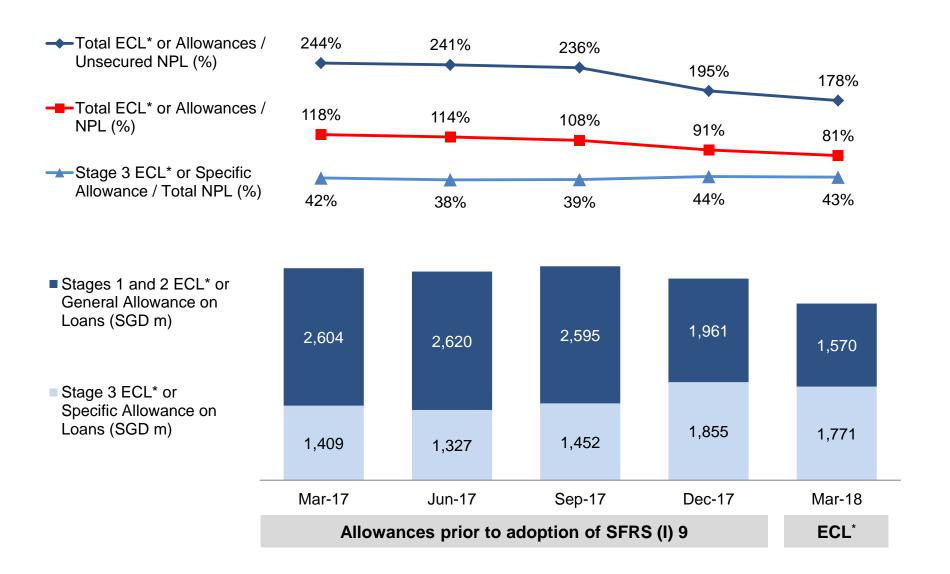
**UOB** 

#### Lower Credit Costs amid Benign Credit <sup>#UOB</sup> Conditions



- 1. Total ECL (expected credit losses) is equivalent to general allowance and specific allowance
- 2. Stage 3 ECL is equivalent to specific allowance
- 3. Computed on an annualised basis, where applicable.

#### Adequate NPL Reserve Coverage Ratios <u>HUOB</u>



### **Strong Capital and Leverage Ratios**

	7.6%	7.8%	7.7%	8.0%	8.2%
Leverage ratio <sup>1</sup>					
Total CAR <sup>2</sup>	17.3%	17.8%	17.8%	18.7%	18.8% <sup>4</sup>
			3.0%	2.5%	2.4%
Tier 2 CAR <sup>2</sup>	3.5%	3.5% 0.5%	0.5%	1.1%	1.5%4
Tier 1 CAR <sup>2</sup>	0.6%				
CET1 CAR <sup>2</sup>	13.2%	13.8%	14.3%	15.1%	14.9%4
Fully-loaded CET1 CAR <sup>23</sup>	12.8%	13.3%	13.8%	14.7%	
SGD b	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18
SGD b Common Equity Tier 1 Capital	Mar-17 28	Jun-17 29	Sep-17 29	Dec-17 30	Mar-18 30
Common Equity Tier 1					
Common Equity Tier 1 Capital	28	29	29	30	30
Common Equity Tier 1 Capital Tier 1 Capital	28 29	29 30	29 31	30 33	30 33
Common Equity Tier 1 Capital Tier 1 Capital Total Capital	28 29 36	29 30 37	29 31 37	30 33 38	30 33 38
Common Equity Tier 1 Capital Tier 1 Capital Total Capital Risk-Weighted Assets	28 29 36 211	29 30 37 209	29 31 37 206	30 33 38 199	30 33 38 202

1. Leverage ratio is calculated based on the revised MAS Notice 637.

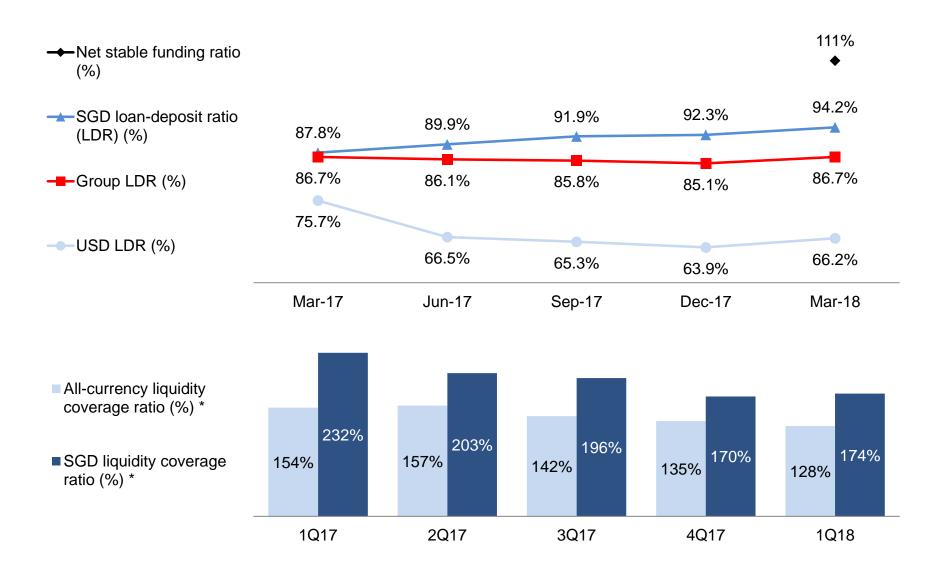
2. CAR: Capital adequacy ratio

3. Fully phased in, as per Basel III rules.

4. All capital ratios are fully-phased in from 2018 onwards.

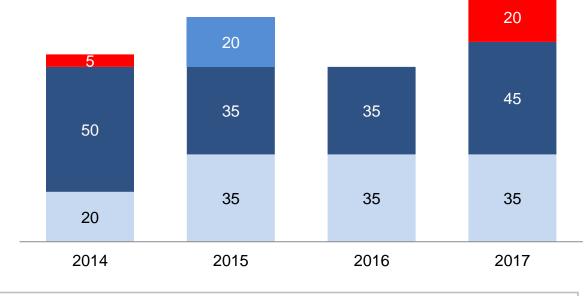
**UOB** 

## Stable Liquidity and Funding Position



\* Liquidity coverage ratios are computed on a quarterly average basis Note: Net stable funding ratio is a new regulatory requirement from 2018 onwards III UOB

#### **Higher Dividends for 2017**



Net dividend per ordinary share (¢)	Interim	■ Final	Special	UOB 8	30th Anniversary
Payout amount (SGD m)	1,201	1,444		1,135	1,661
Payout ratio (%)	37	45		37	49
Payout ratio (excluding special/one-off dividends) (%)	35	35		37	39

**Note**: The Scrip Dividend Scheme was applied to UOB 80<sup>th</sup> 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 <a href="http://www.uobgroup.com/investor/stock/dividend\_history.html">http://www.uobgroup.com/investor/stock/dividend\_history.html</a>.

# **Thank You**

