



# UOB Group

## Resilient performance reflecting our diversified franchise

September 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.

Note: Financial statistics as at 30 June 2022

1. USD 1 = SGD 1.391 as at 30 June 2022

2. Average for 2Q22

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

## Key Statistics for 1H22

■ Gross loans	: SGD322b (USD231b <sup>1</sup> )
■ Customer deposits	: SGD358b (USD257b <sup>1</sup> )
■ Loan / Deposit ratio	: 88.7%
■ Net stable funding ratio	: 111%
■ All-currency liquidity coverage ratio	: 141% <sup>2</sup>
■ Common Equity Tier 1 ratio	: 13.1%
■ Leverage ratio	: 6.6%
■ Return on equity <sup>3</sup>	: 9.9%
■ Return on assets	: 0.85%
■ Net interest margin	: 1.63%
■ Non-interest income / Total income	: 29.9%
■ Cost / Income	: 44.3%
■ Non-performing loan ratio	: 1.7%

	<b>Moody's</b>	<b>S&amp;P</b>	<b>Fitch</b>
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>,  
2021  
Best SME Bank<sup>2</sup>,  
2021



World's Best Bank for  
SMEs, 2021  
Asia's Best Bank for  
SMEs, 2021



Domestic Retail Bank of  
the Year<sup>1</sup>, 2021

Source: Company reports

1. In Singapore 2. In Singapore and Asia Pacific

## Sizeable domestic market share

SGD  
deposits

20%

SGD  
loans

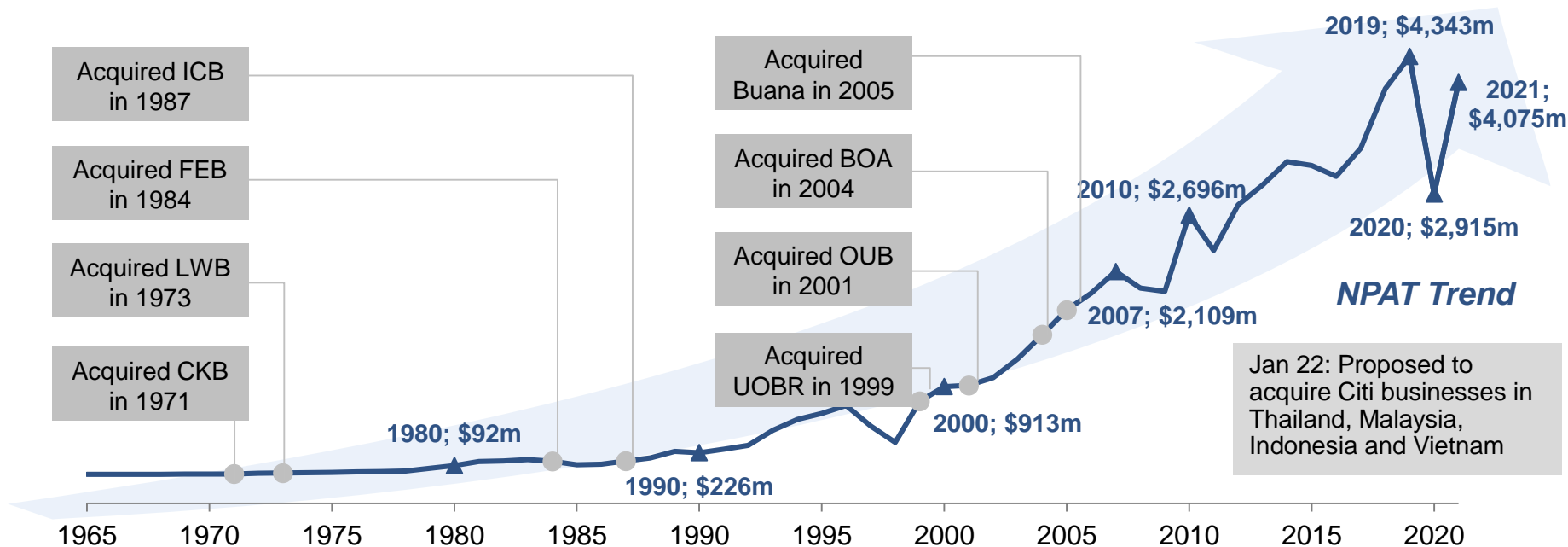
25%

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

# 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

## 1H22 performance by segment



**Group  
retail**

Operating  
profit  
**SGD0.8b**  
-10% YoY

**SGD138b<sup>2</sup>**

Assets under  
management +1%  
YoY

AUM from  
overseas  
customers **57%**



**Group  
wholesale  
banking**

Operating  
profit  
**SGD2.2b**  
+20% 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 May-2022

# Why UOB?

## Stable management



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

## Integrated regional platform



- 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

## Strong fundamentals



- 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

## Balance growth with stability

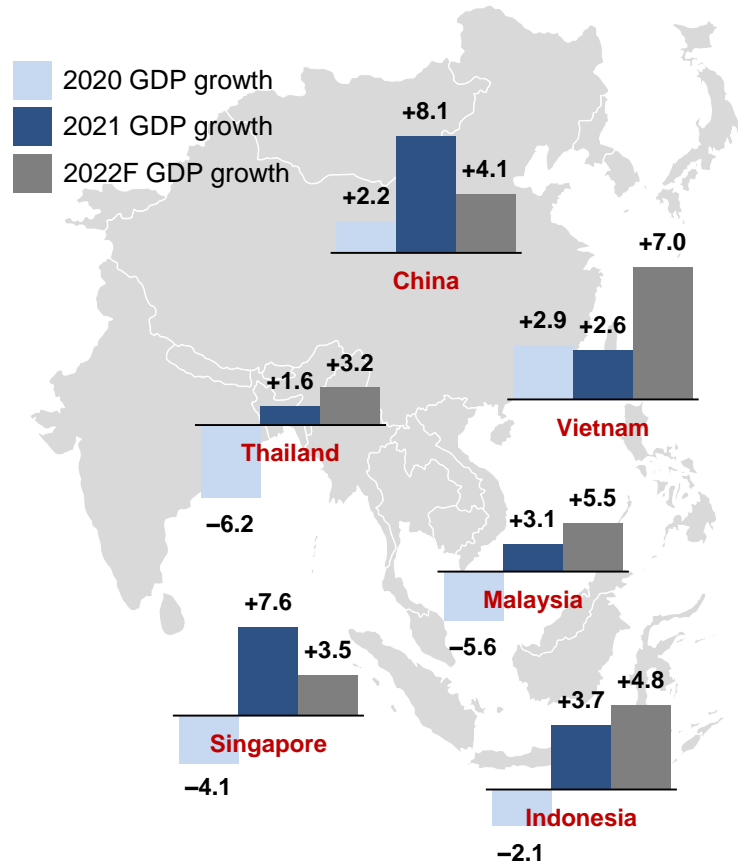


- Continue to diversify portfolio, strengthen balance sheet, manage risks and build core franchise for the future
- Maintain long-term perspective to growth for sustainable shareholder returns



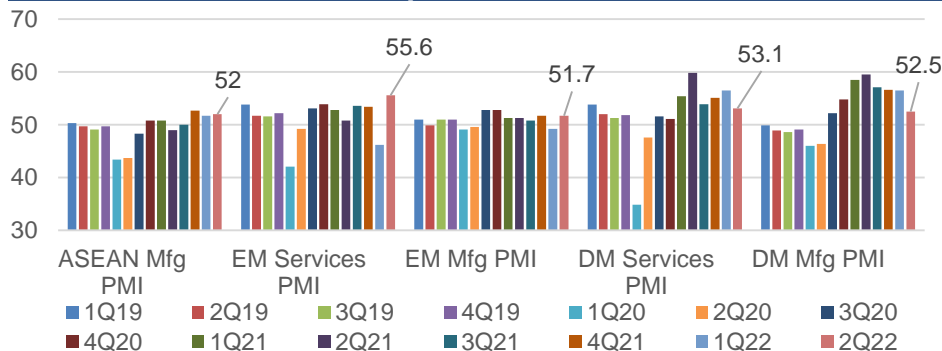
# Macroeconomic Outlook

# Asian growth to sustain into 2022



Source: UOB Global Economics & Markets Research forecasts

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



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

## ...as SE Asia reopens for travel and business

<b>Singapore</b>	
01-Apr	Borders reopened to all fully vaccinated travellers
26-Apr	Group size limits and safe distancing requirements to be relaxed
<b>Indonesia</b>	
22-Mar	Quarantine requirements for overseas visitors lifted
<b>Thailand</b>	
01-Apr	Requirement for international visitors to provide a negative pre-departure PCR test removed
<b>Malaysia</b>	
01-Apr	Borders reopened to allow quarantine-free travel. No more restrictions on business operating hours
01-May	Cross-border bus and taxi services between Singapore and Malaysia to resume

Source: Various media

# 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	3.60	3.80	3.80	3.60
US Fed Funds	0.25	0.25	0.25	0.25	0.50	1.75	3.00	3.75	4.00	4.00
SG 3M SIBOR	0.44	0.43	0.43	0.44	0.79	1.91	2.65	2.80	3.10	3.10
SG 3M SOR	0.36	0.24	0.21	0.36	0.95	2.06	2.85	3.00	3.20	3.20
SG 3M SORA	0.23	0.13	0.13	0.19	0.27	0.76	1.80	2.72	3.05	3.08
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	0.50	0.75	1.00	1.00
ID 7-Day Reverse Repo	3.50	3.50	3.50	3.50	3.50	3.50	4.00	4.50	4.75	5.00
CH 1-Year Loan Prime Rate	3.85	3.85	3.85	3.80	3.70	3.70	3.55	3.55	3.55	3.65

Expectations remain firm for the Fed to continue with its rate hikes in 2022 but the path has become more uncertain, given the shift to “meeting by meeting” basis. We now expect another two more 50bps rate hikes at the Sep and Nov FOMC before ending the year with another 25bps hike in Dec.

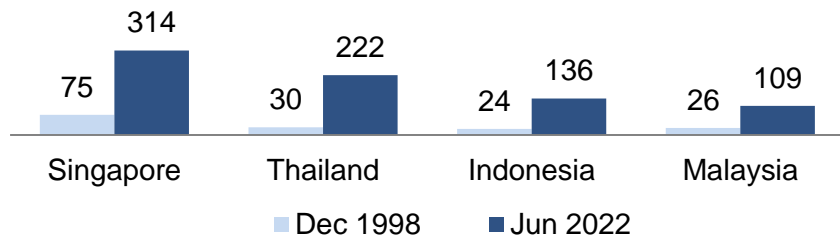
The MAS surprised with a second off-cycle policy announcement on 14 Jul as it took a *“further calibrated step to tighten monetary policy so as to lean against price pressures becoming more persistent”* via a re-centring the mid-point of the S\$NEER policy band to its prevailing level. MAS policy is likely in restrictive setting after four rounds of tightening since Oct 21. We think Oct MPS tightening is still on the cards but off-cycles are done for 2022 unless core inflation surprises.

Asian central banks have raised interest rates or are on the verge of doing so as inflation rise but the pace of hikes is unlikely to match the Fed’s. Key economic risks include more contagious COVID-19 variants, higher commodity prices due to the sanctions on Russia, China’s economic slowdown and more aggressive tightening by the Federal Reserve that could increase market volatility and slow global demand.

# Sound fundamentals in Southeast Asia

## Significantly Higher Foreign Reserves

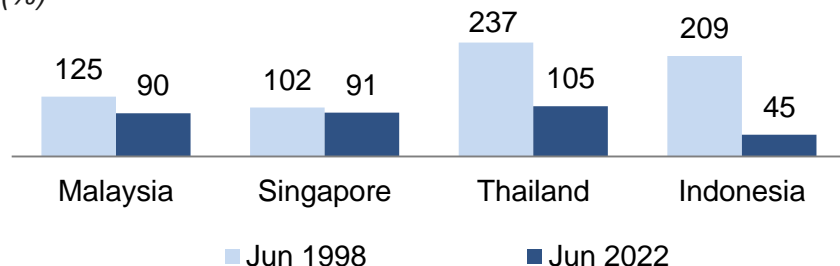
(USD billion)



Sources: World Bank, International Monetary Fund

## Lower Debt to Equity Ratio

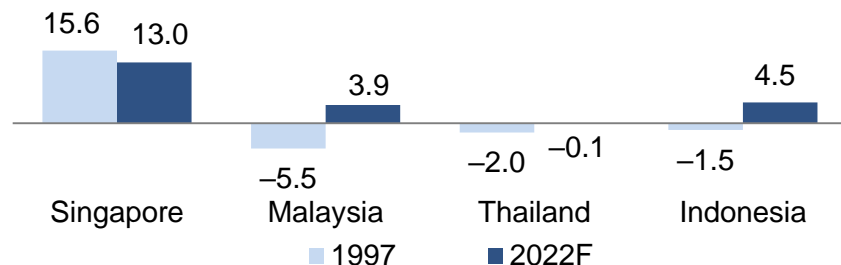
(%)



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

## Improved Current Account Balances

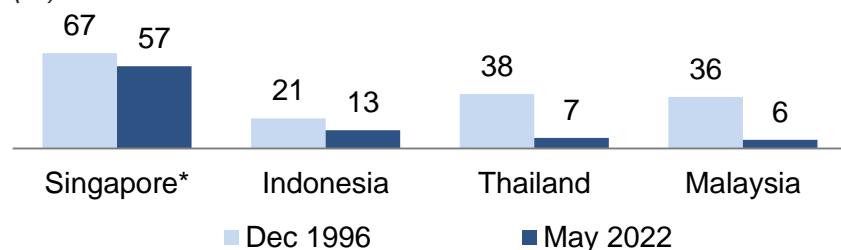
(% of GDP)



Source: International Monetary Fund

## Lower Foreign Currency Loan Mix

(%)



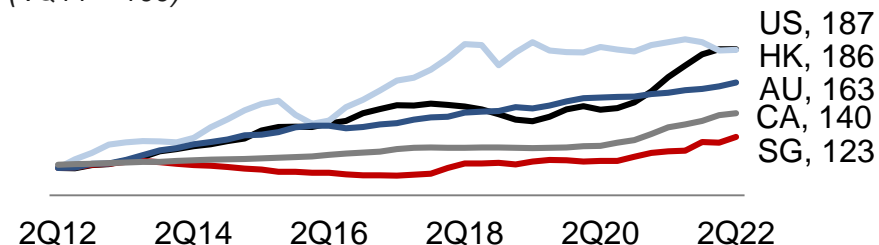
\* Foreign currency loans in 1996 approximated by using total loans of Asia Currency Units; sources: Central banks

# Singapore mortgages remain a low-risk asset class



## Low risk of housing bubble due to cooling measures

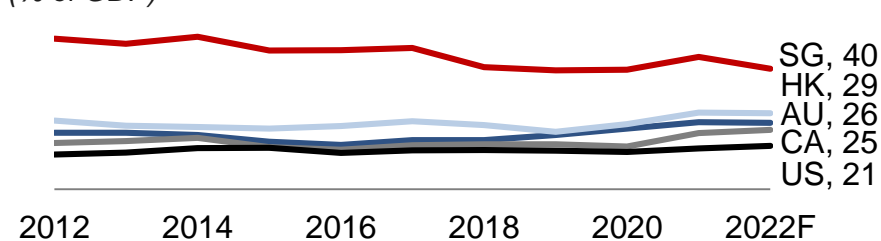
(4Q11 = 100)



Sources: CEIC, UOB Economic-Treasury Research

## High national savings rate

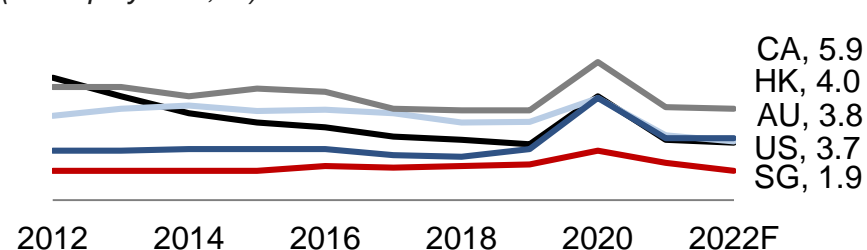
(% of GDP)



Sources: IMF, UOB Economic-Treasury Research

## Low unemployment underscores housing affordability and support for mortgage servicing

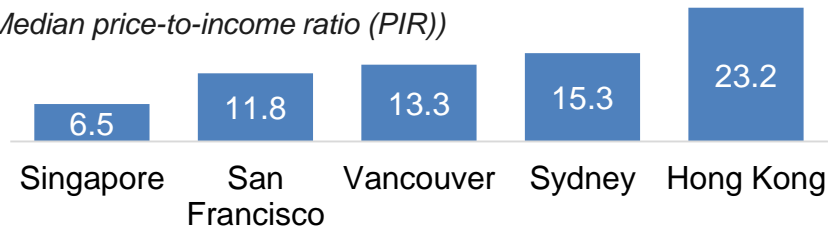
(Unemployment, %)



Sources: Macrobond, UOB Economic-Treasury Research

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

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



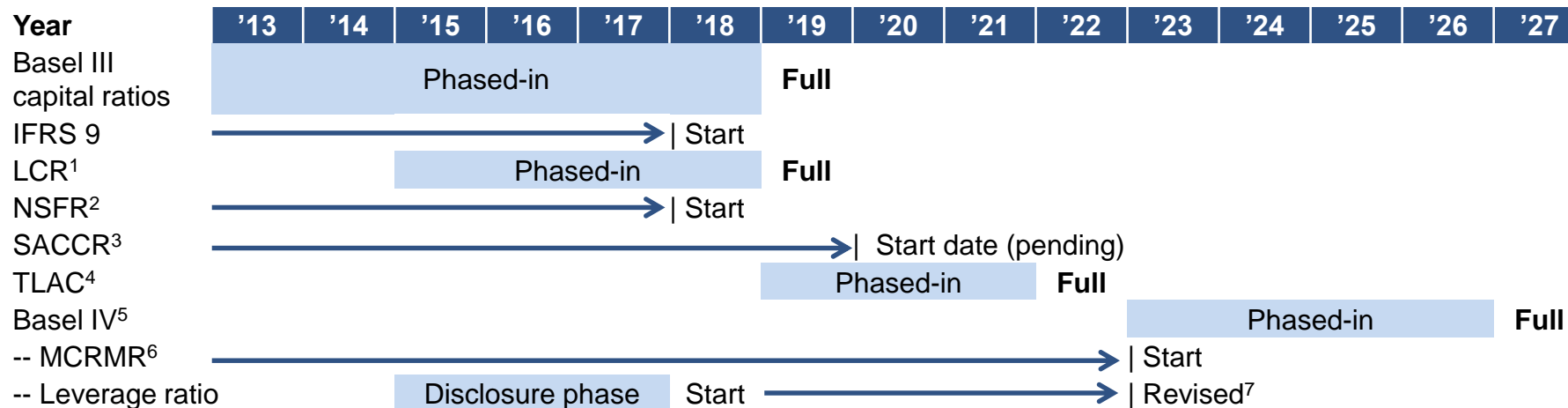
As of 30 September 2021, based on available data

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

Note: AU: Australia; CA: China; HK: Hong Kong; SG: Singapore; US: United States

# 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

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)

“ 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

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



## Temporary forbearance to enable banks to provide support to the economies amid COVID-19

### Singapore

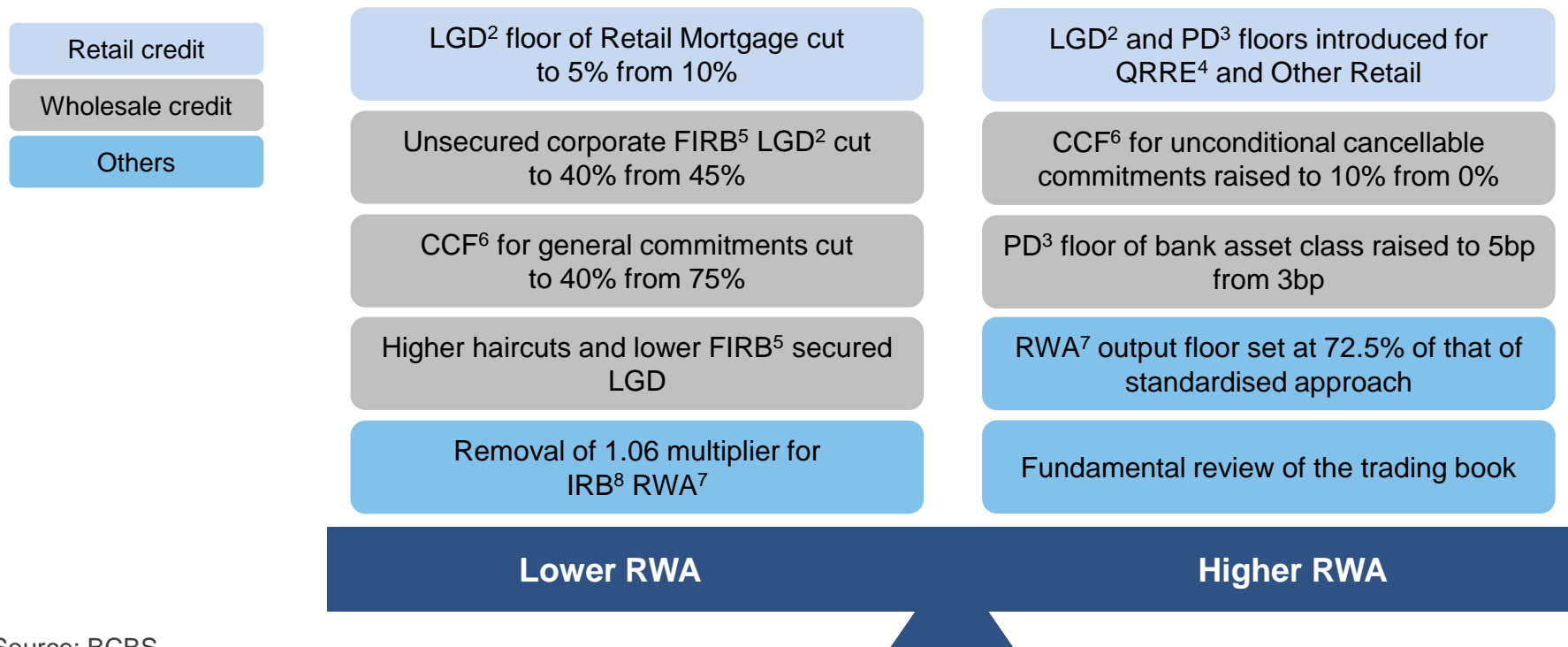
The required stable funding factor under NSFR is cut from 50% to 25% for customer loans maturing within 6 months until 30 September 2021. This has been progressively raised back to 50% as at 1 April 2022.

Source: Regulatory notifications

1. Includes 2% for D-SIB (domestic-systemically important banks) buffer for the three Singapore banks
2. Each regulator determines its own level of countercyclical capital buffer

3. According to the regulations, Indonesia D-SIBs will initially be subject to a D-SIB buffer of up to 2.5%
4. Compliance by 2022

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



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



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

## Consistent and focused financial management



- 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)

## Disciplined management of balance sheet strengths



- Strong Common Equity Tier 1 capital adequacy ratio of 13.1% as at 30 June 2022
- Diversified funding and sound liquidity, with 88.7% loan/deposit ratio
- Strengthened coverage, with general allowance on loans covering 0.9% of performing loans

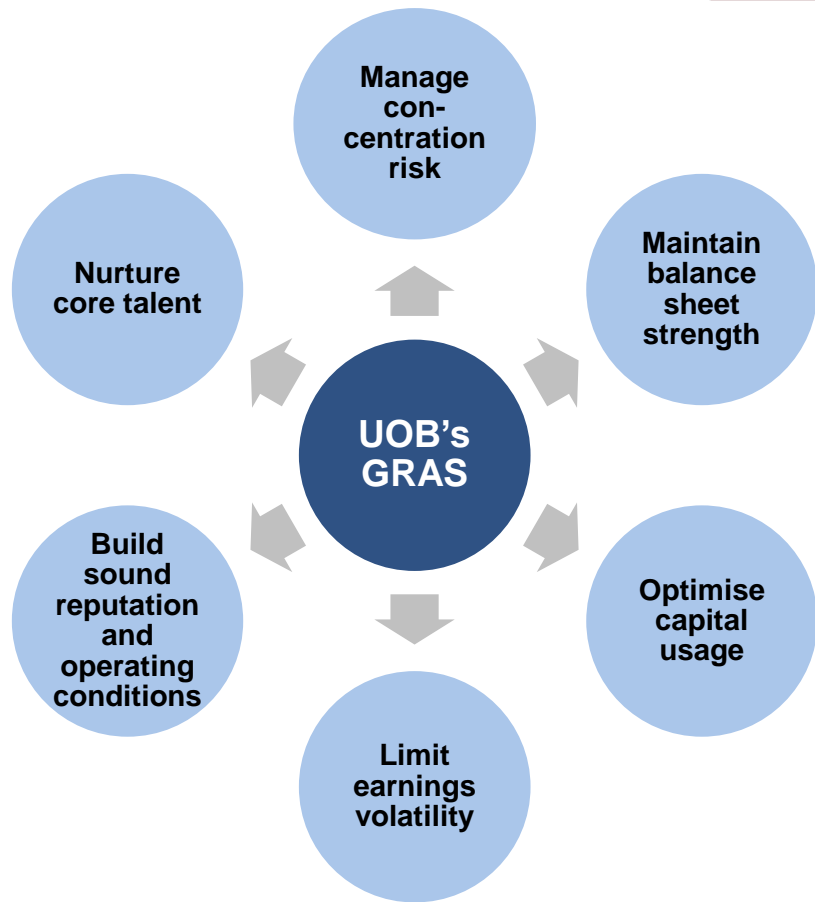
## Delivering on regional strategy



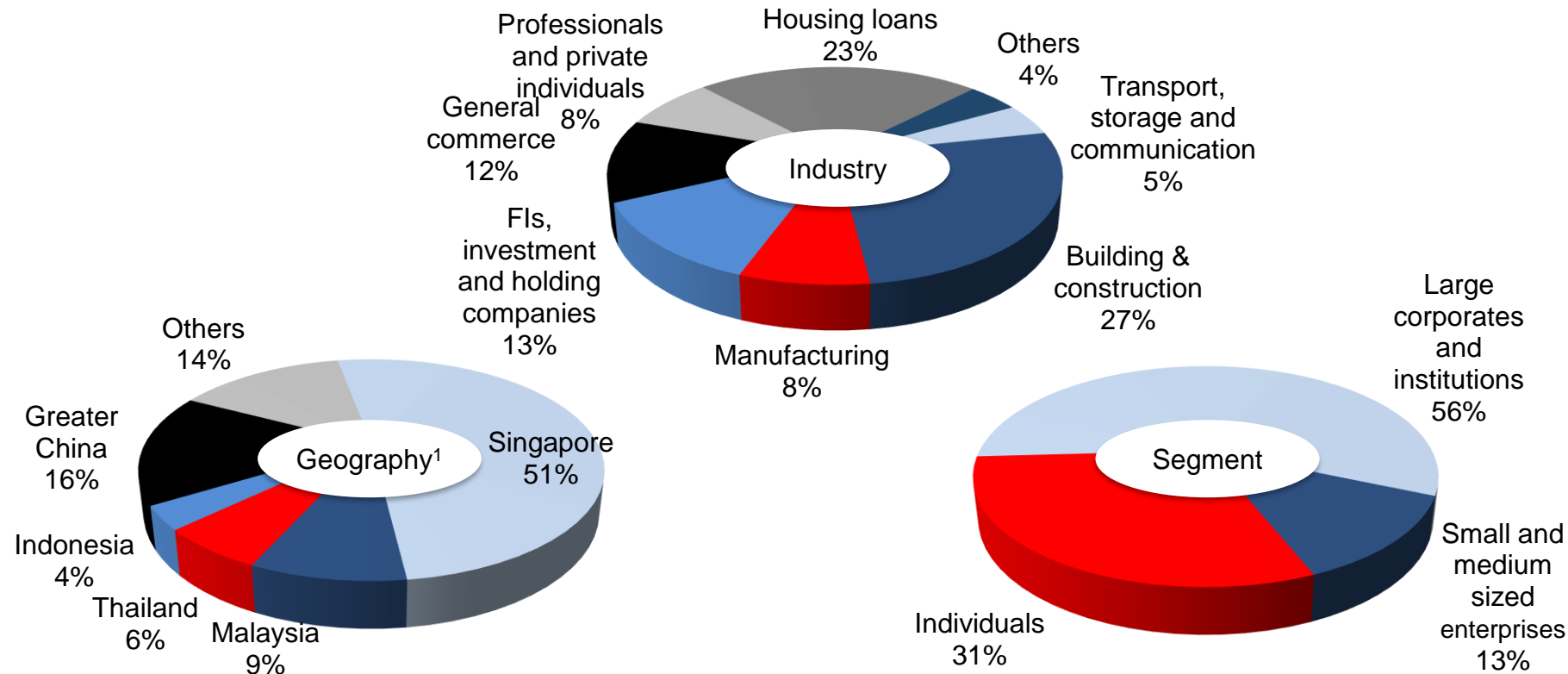
- Holistic regional bank, with full control of overseas subsidiaries
- Focus on profitable niche segments and intra-regional flows
- Entrenched domestic presence and deep local knowledge to address needs of our targeted segments

# 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



# Diversified loan portfolio



Note: Financial statistics as at 30 June 2022

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)

# Disciplined balance sheet management

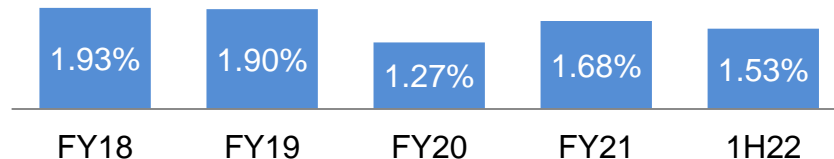
**Focus on  
balance  
sheet  
efficiency**

**Healthy  
portfolio  
quality**

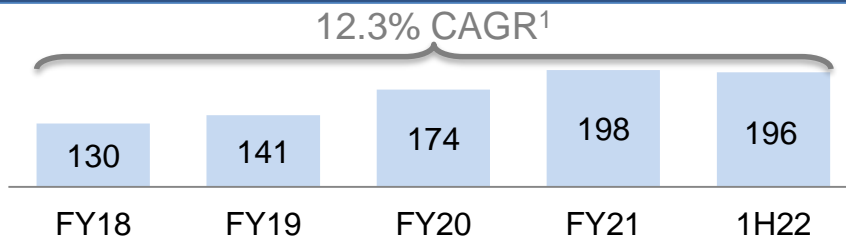
**Proactive  
liability  
management**

**Robust  
capitalisation**

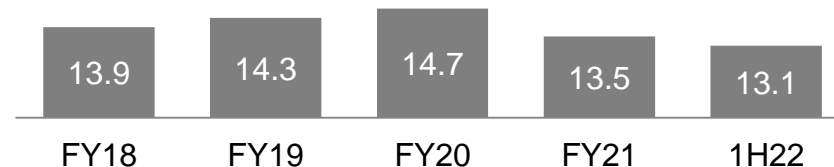
## Return on risk-weighted assets



## Current Account Saving Account Balances (SGD b)



## Common Equity Tier 1 ratio (%)



1. Compound annual growth rate over 3.5 years (FY18 to 1H22)

# UOB's responsible financing journey: pragmatic and progressive

## Overview of UOB Group's Responsible Financing Journey



# TCFD Implementation - Climate Scenario Analysis

Qualitative Transition Risk Assessment		Transition Risk Scenario Analysis Pilot	Physical Risk Pilot Analysis	Improved Methodology
2019		2020	2021	2022
Key Milestone	<ul style="list-style-type: none"> <li>Completed qualitative assessment in 2019, referencing SASB's Materiality Map® and Moody's Environmental Risks Global Heatmap.</li> <li>Identified carbon-intensive segments most likely to be impacted by climate change:                             <ul style="list-style-type: none"> <li>Metals and mining</li> <li>Transportation</li> <li>Building Materials</li> <li>Forestry</li> <li>Energy</li> <li>Chemicals</li> <li>Agriculture</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Partnered an internationally recognised environmental consultancy in climate scenario analysis in 2020</li> <li>Three pathways of climate scenarios based on research by IEA and OECD:                             <ul style="list-style-type: none"> <li>An orderly transition where early actions are taken to reduce emissions to meet climate targets (high carbon price scenario)</li> <li>A disorderly transition where delayed and drastic actions are taken to meet climate targets (moderate carbon price scenario)</li> <li>Business-as-usual where no actions are taken (low carbon price scenario)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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 long-term horizons up to 2050 over three IPCC climate scenarios.</li> <li>In addition, we also refreshed our transition risk analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Partnered with a leading global consultancy and developed an improved climate risk assessment methodology and uplift the internal capacity of the Bank.</li> <li>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.</li> <li>The detailed methodology and assessment results will be disclosed in the UOB Sustainability Report 2022.</li> </ul>



# Comparison against peers

			Standalone Strength	Cost Management	Returns	Liquidity	
Moody's	S&P	Fitch		Moody's baseline credit assessment	Costs/income ratio	Return on average assets (annualised)	Loan/deposit ratio
Aa1	AA-	AA-	UOB	a1	44%	0.9%	89%
Aa1	AA-	AA-	OCBC	a1	45%	1.3%	84%
Aa1	AA-	AA-	DBS	a1	44%	1.0%	80%
A3	A-	A+	HSBC	a3	65%	0.6%	62%
A3	BBB+	A	SCB	baa1	65%	0.3%	60%
Aa2	A-	AA-	BOA	a3	67%	0.8%	51%
Aa3	BBB+	A	Citi	baa1	61%	1.2%	49%
Aa3	AA-	A+	CBA	a2	47%	0.9%	104%
Aa3	AA-	A+	NAB	a2	45%	0.7%	123%
Aa1	AA-	AA-	RBC	a2	54%	0.9%	67%
Aa1	AA-	AA-	TD	a1	53%	0.8%	66%
Baa1	A-	n.r.	CIMB	baa2	47%	1.0%	87%
A3	A-	n.r.	MBB	a3	46%	0.9%	89%

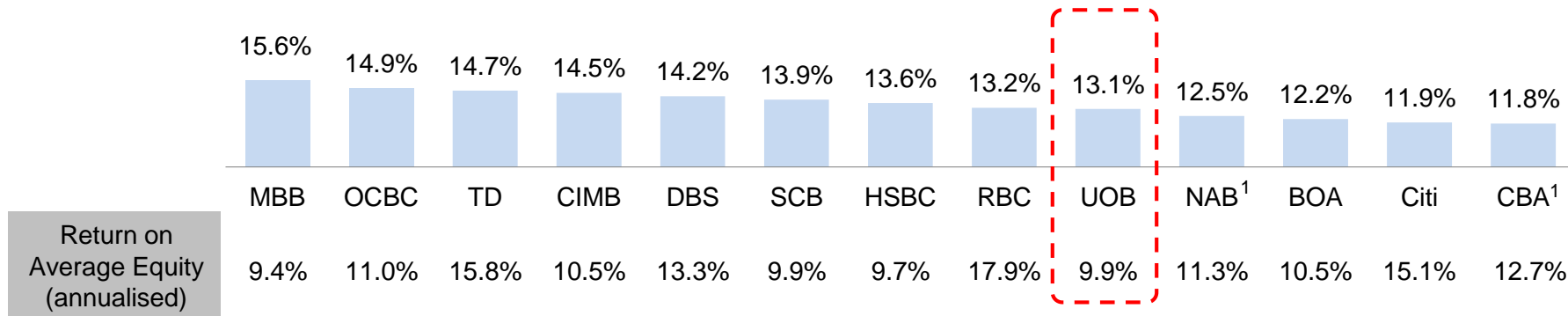
Source: Company reports, Credit rating agencies (updated as of 26 Jul 2022)

Financial data based on 30 Jun 22, except for CIMB/MBB (31 Mar 22), CBA (31 Dec 21), NAB (31 Mar 22) & RBC/TD (30 Apr 22)

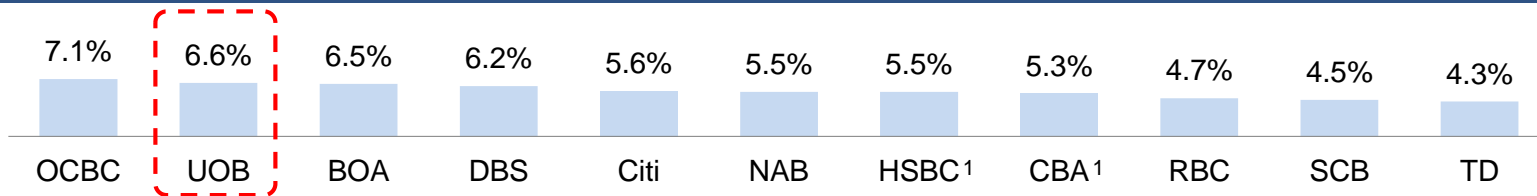


# Capital and leverage ratios

## Reported Common Equity Tier 1 CAR



## Reported Leverage Ratio



Source: Company reports

Financial data based on 30 Jun 22, except for CIMB/MBB (31 Mar 22), CBA (31 Dec 21), NAB (31 Mar 22) & RBC/TD (30 Apr 22)

1. CBA's and NAB's common equity Tier 1 CARs based on APRA's standards; their respective internationally comparable ratio was 18.4% (31 Dec 21) 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

**STANDARD & POOR'S**  
RATINGS SERVICES  
McGraw Hill Financial

**AA- / A-1+**

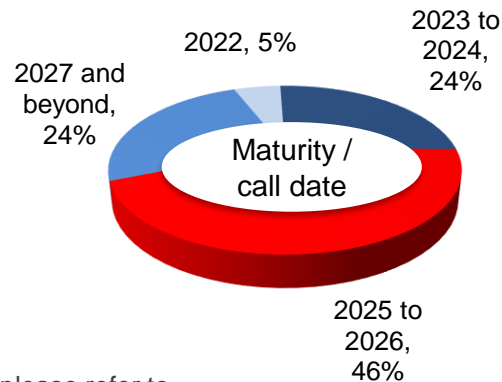
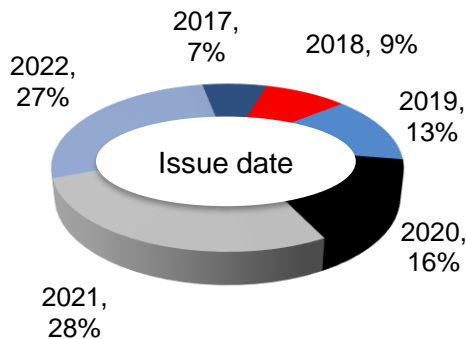
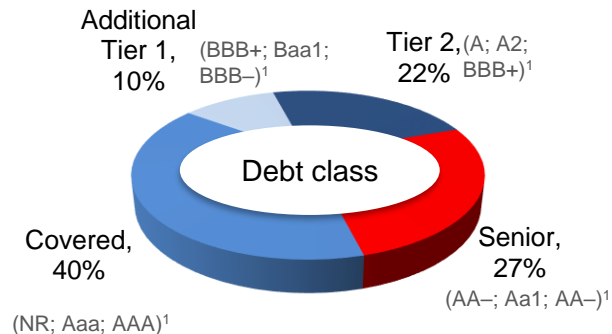
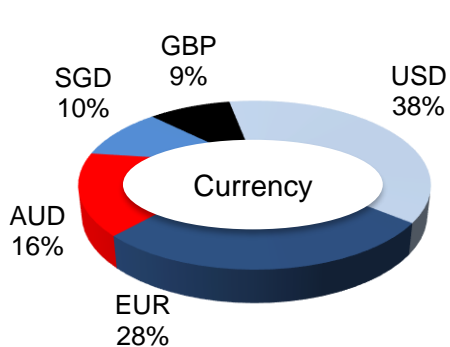
- Well-established market position, strong funding and prudent management record
- Will maintain its capitalisation and asset quality while pursuing regional growth

**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 Jun 22; for more details, please refer to <https://www.uobgroup.com/investor-relations/capital-and-funding-information/group-securities.html>

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



- 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

## Sharpen regional focus



- 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

## Reinforce fee income growth



- 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

## Long-term growth perspective

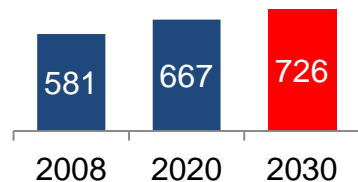


- Disciplined approach in executing growth strategy, balancing growth with stability
- Focus on risk adjusted returns; ensure balance sheet strength and robust capital through economic cycles

# Southeast Asia's immense long-term potential

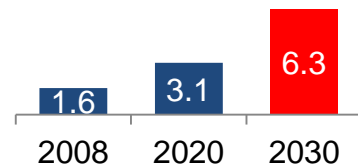
## Population

(Million persons)



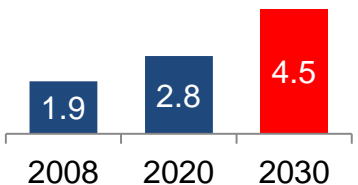
## GDP<sup>1</sup>

(USD trillion)



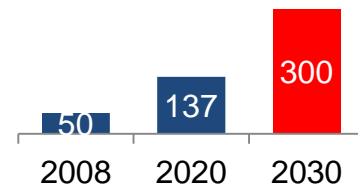
## Trade<sup>2</sup>

(USD trillion)



## FDI<sup>3</sup>

(USD billion)



## 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



1. 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

2019 retail banking pool sizes



USD b

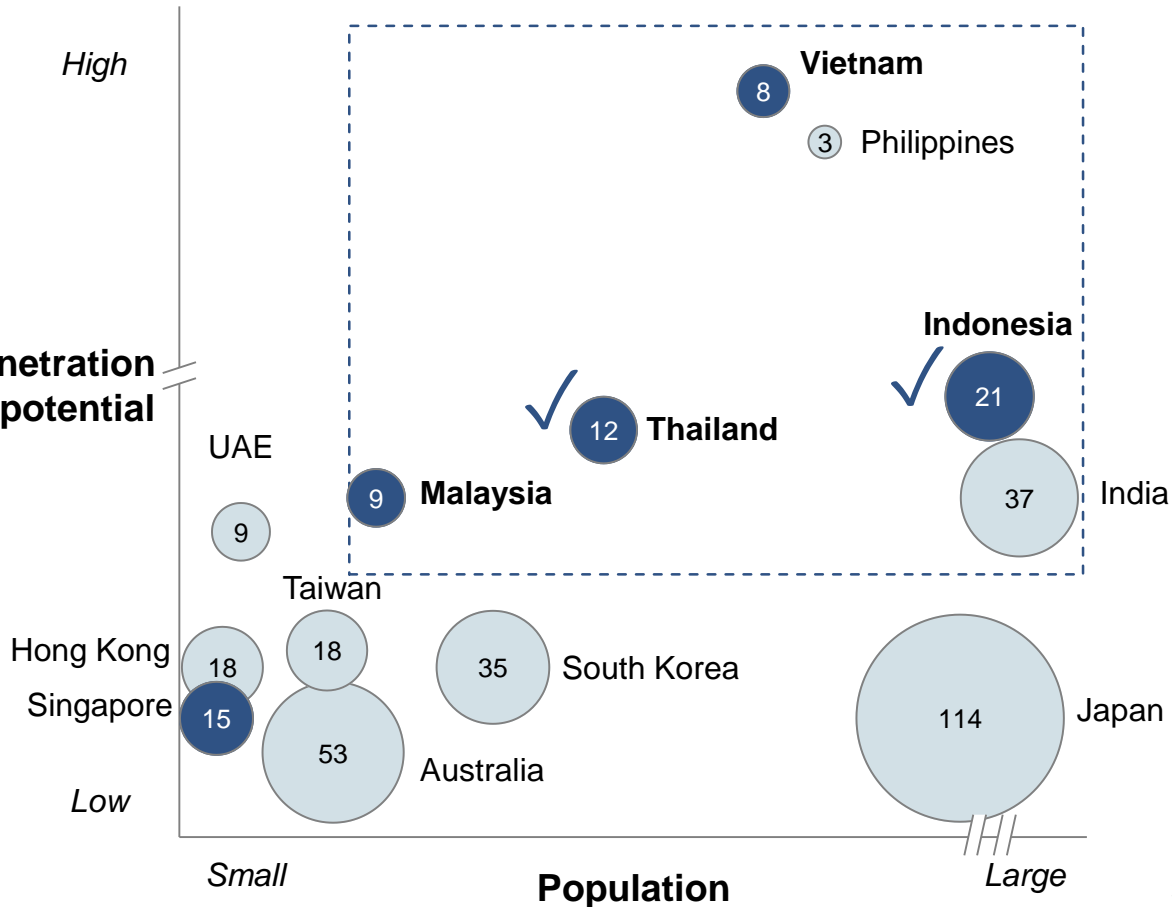


Denotes UOB's core markets in Southeast Asia



**TMRW** was launched by UOB in Thailand (March 2019) and Indonesia (August 2020)

**Banking penetration growth potential**



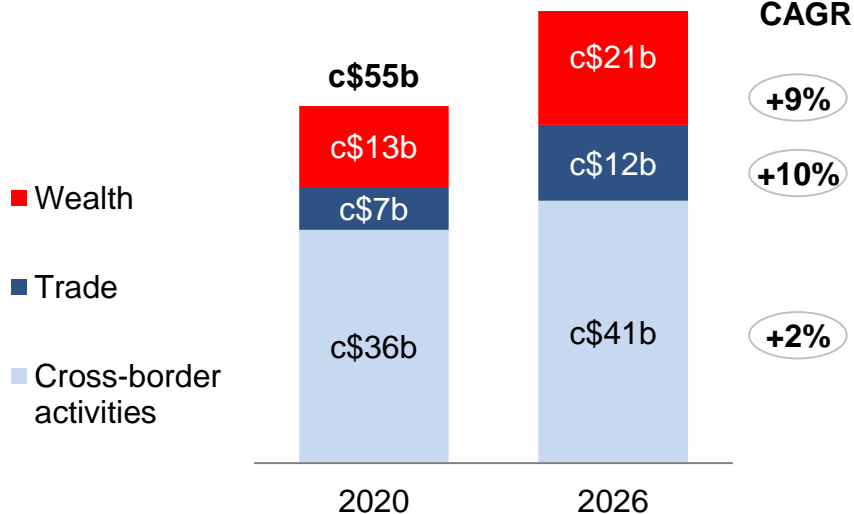
Note: UAE and Japan's retail banking market size as of 2017

Source: BCG banking pools (2019), World Bank (2017)

# Revenue potential from ‘connecting the dots’ in the region

## Industry’s potential connectivity revenue

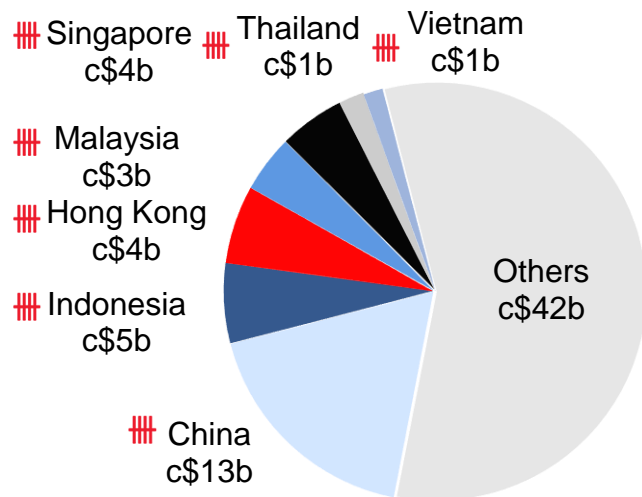
(SGD b)



## Industry’s potential connectivity revenue (2026)

(SGD b)

Markets where UOB has a presence



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



## Strengthening Connectivity

Across our ASEAN footprint and global network



**+13%<sup>1</sup>**  
Cross-border income growth (formed 29%<sup>2</sup> of Group Wholesale Banking income)



**+69%<sup>2</sup>**  
Suppliers and distributors within Financial Supply Chain Management (FSCM) solution



## Sector Specialisation

Building capabilities for greater diversification and risk mitigation



**+8%<sup>3</sup>**  
Loan-related fees



**+25%<sup>3</sup>**  
Global Financial Institutions Group income



## Deepening Digitalisation

For secure and efficient transactions



**+56%<sup>3,4</sup>**  
Cashless payments to businesses in the region



**+10%<sup>3,5</sup>**  
Digital banking transactions by businesses across the Group

1. Year on year growth for YTD May '22. 2. As of YTD May '22. 3. Year on year growth in 1H22. 4. Refers to payments made on Corporate PayNow, DuitNow and PromptPay in Singapore, Malaysia and Thailand. 5. 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



## Ecosystem Partnerships

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



## Omni-channel Offerings

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



**~500k**

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



**~S\$3b<sup>1</sup>**

Deposits from digitally-acquired customers in the region



**>80**

Ecosystem partnerships in ASEAN to drive customer acquisition and loyalty



**27%<sup>2</sup>**

Digitally acquired customers from partnership referrals



**S\$138b<sup>2,3</sup>**

Assets under management (AUM)<sup>4</sup>  
▲ 1% YoY



**>S\$9b<sup>2</sup>**

New mortgage sales in Singapore and across the region

1. In Singapore, Malaysia, Thailand and Indonesia. 2. As at 1H22. 3. Of which 57% are from customers overseas. 4. Refers to Privilege Banking, Privilege Reserve and Private Bank.

# Forging a sustainable future with our customers in ASEAN



## Sustainable financing

Sustainable growth in priority sectors driving ASEAN progress and integrating sustainability into wealth management products and advisory framework



**\$S\$21b<sup>1</sup>**  
Total sustainability financing portfolio<sup>2</sup>



**\$S\$11.7b<sup>3</sup>**  
Total AUM in ESG-focused investments



## Delivering tangible impact

Making an impact beyond financial targets



**>269k tCO<sub>2</sub>-e**  
Contribution to annual avoided greenhouse gas emissions

**Issued first sustainability bond allocation and impact report**



## Supporting businesses

Helping SMEs to go green



**\$S\$2b**  
Green and sustainability-linked loans disbursed

**Launched Greentech Accelerator to help startups commercialise green solutions for SMEs**

1. Compared to S\$18b in 1Q22

2. Comprising green loans, sustainability-linked loans and loans for green certified buildings

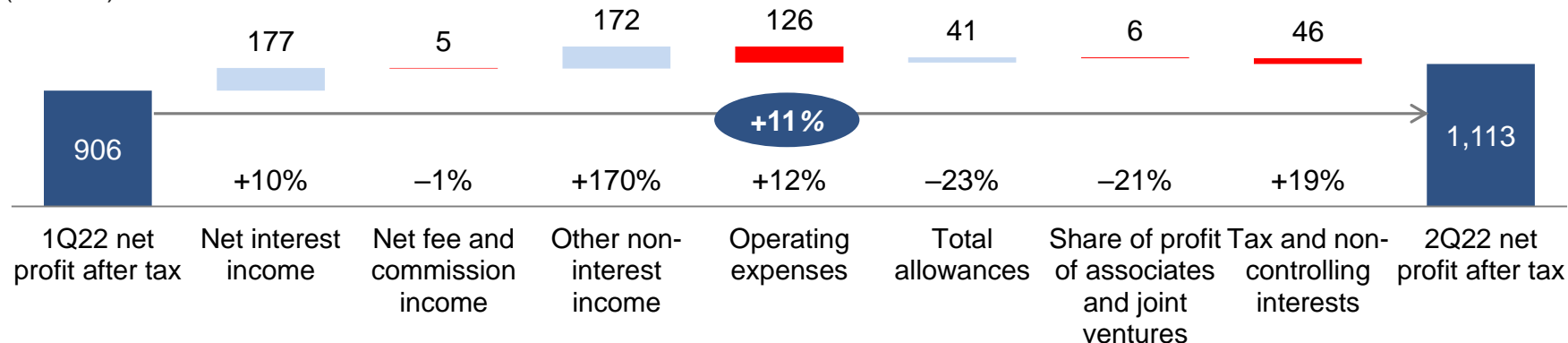
3. Compared to S\$13b in 1Q22

## Latest Financials

# 2Q22 financial overview

## Net Profit After Tax Movement, 2Q22 vs 1Q22

(SGD m)



Key Indicators	2Q22	1Q22	QoQ Change	2Q21	YoY Change
Net interest margin (%) <sup>1</sup>	1.67	1.58	+0.09% pt	1.56	+0.11% pt
Non-interest income / Income (%)	31.1	28.5	+2.6% pt	34.7	-3.6% pt
Cost / Income ratio (%)	43.8	44.8	-1.0% pt	43.7	+0.1% pt
Return on equity (%) <sup>1, 2</sup>	11.0	8.8	+2.2% pt	10.1	+0.9% pt

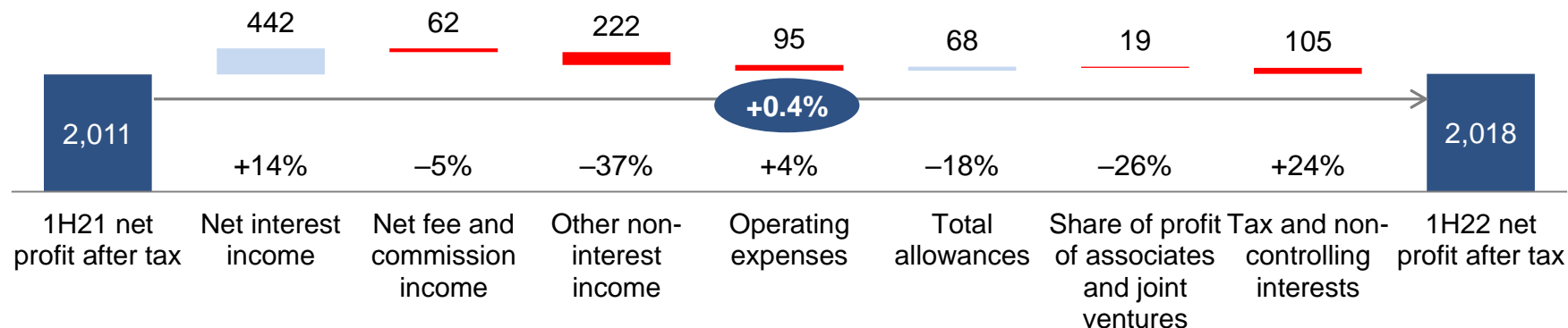
1. Computed on an annualised basis

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

# 1H22 financial overview

## Net Profit After Tax Movement, 1H22 vs 1H21

(SGD m)



Key Indicators	1H22	1H21	YoY Change
Net interest margin (%) <sup>1</sup>	1.63	1.56	+0.07% pt
Non-interest income / Income (%)	29.9	36.6	-6.7% pt
Cost / Income ratio (%)	44.3	43.8	+0.5% pt
Return on equity (%) <sup>1, 2</sup>	9.9	10.1	-0.2% pt

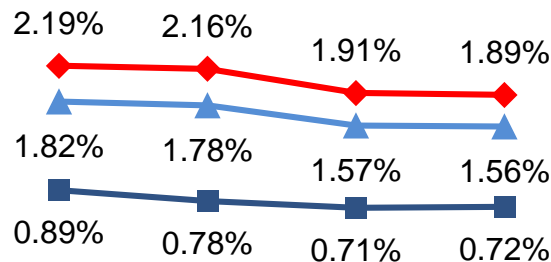
1. Computed on an annualised basis

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

# Net interest margin improved alongside rising interest rates and steady loan growth

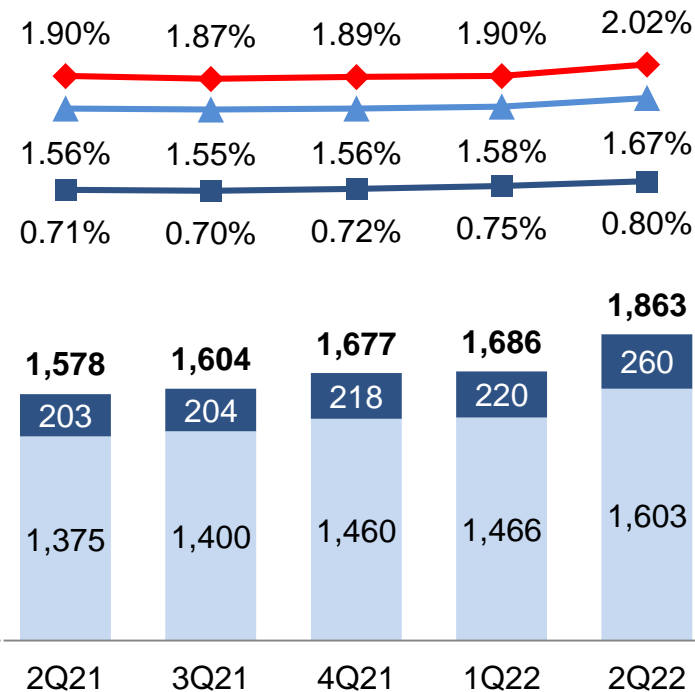
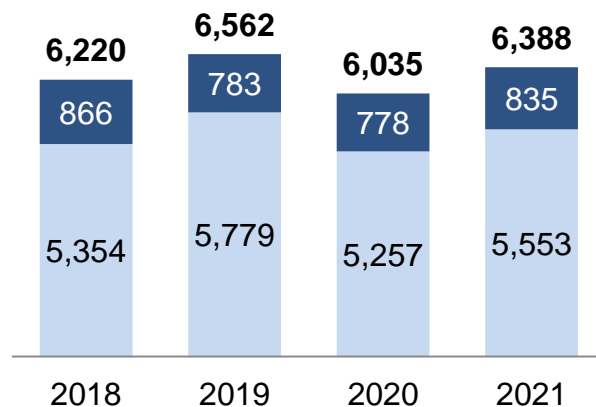
Net interest margin (%) \*

— **Loans**  
— **Overall**  
— **Interbank & securities**



Net interest income (SGD m)

□ **Total**  
□ **Interbank & securities**  
□ **Loans**



\* Computed on an annualised basis, where applicable

# Non-interest income supported by diversified revenue engines

% of total income

— Non-interest income

— Net fee income

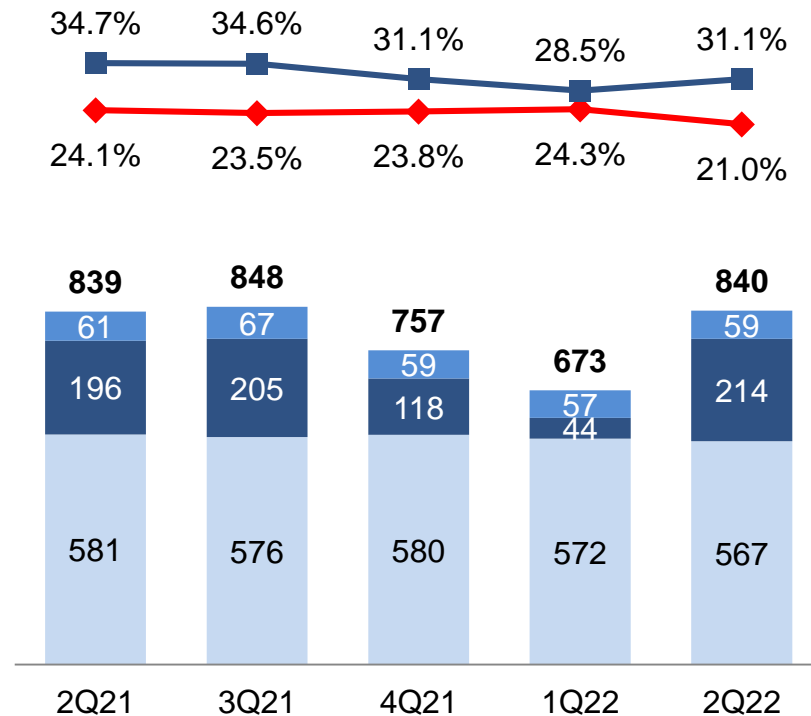
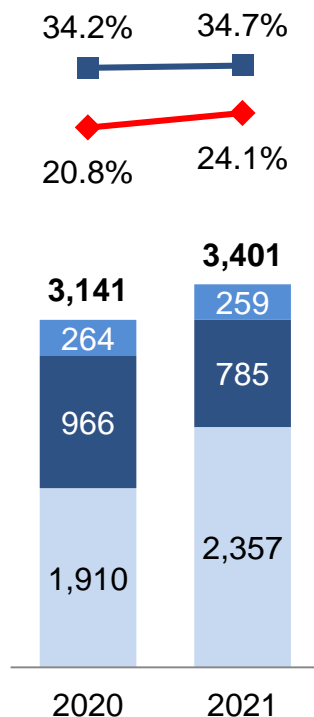
Non-interest income (SGD m)

□ Total

□ Others

□ Trading and investment income

□ Net fee income

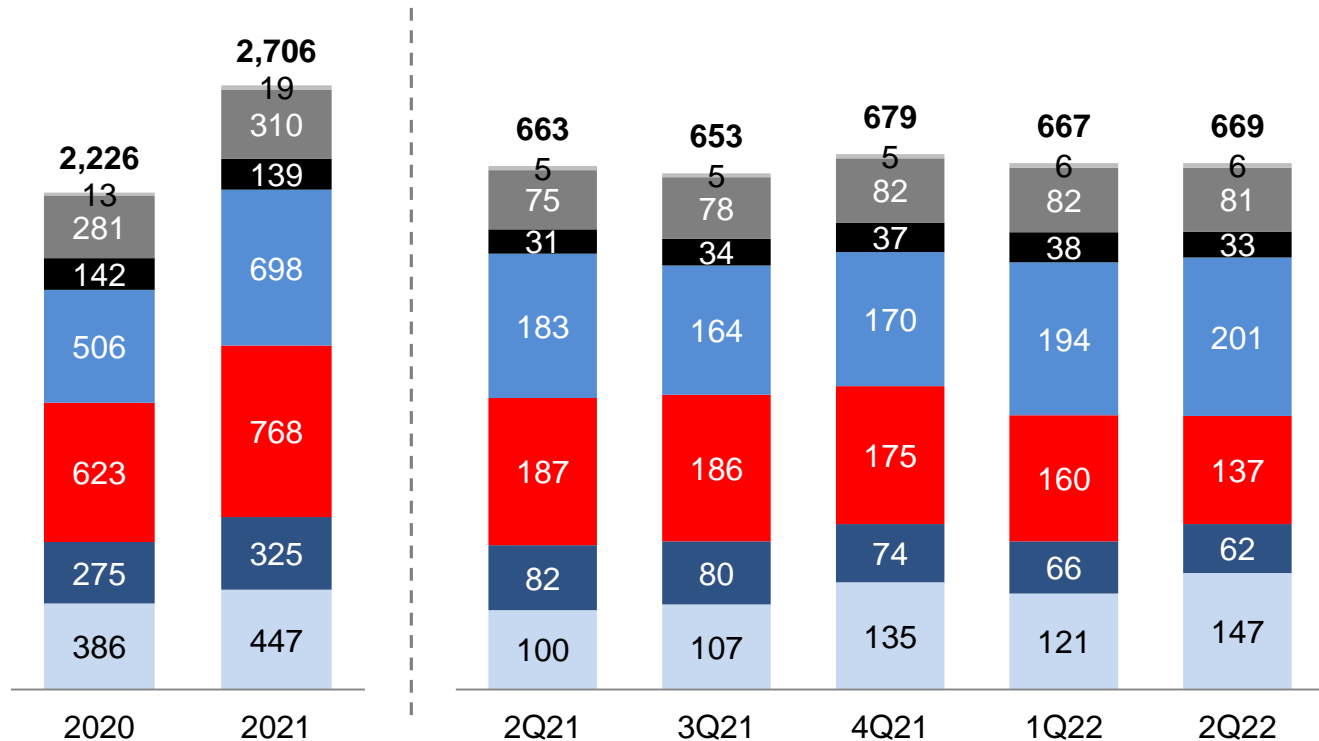


Note: Fee income has been restated where the amounts are net of expenses directly attributable to fee income

# Loan-related and credit card fees at new high; wealth fees slowed on dampened market sentiment

Fee income  
(SGD m)

- ☒ Total
- ☐ Others
- ☐ Trade-related
- ☐ Service charges
- ☒ Loan-related
- ☒ Wealth management
- ☐ Fund management
- ☒ Credit card



Note: The amounts represent fee income on a gross basis

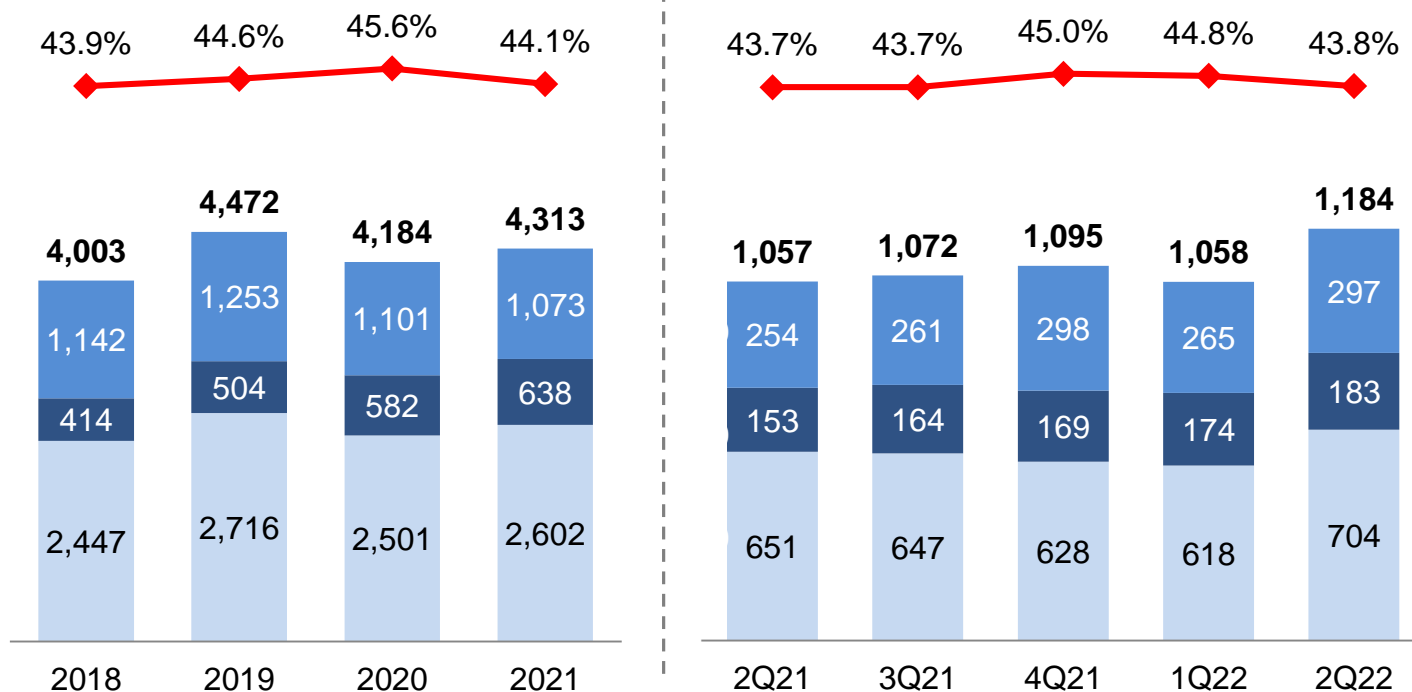


# Stable CIR as we pace investments in staff and technology

— Costs / Income ratio (CIR, %)

Operating expenses (SGD m)

- Total
- Others
- IT-related expenses
- Staff costs



Note: Expenses have been restated where the amounts no longer include expenses directly attributable to fee income

# Steady growth across Singapore and North Asia franchise

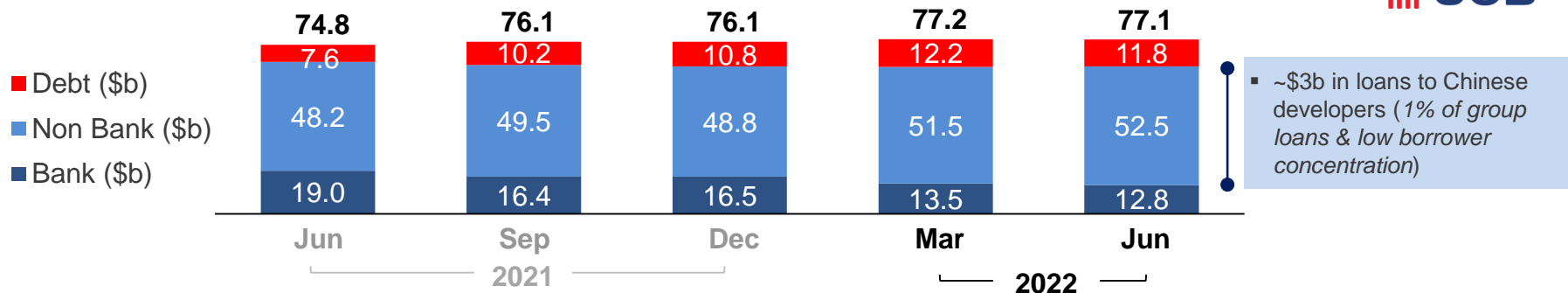
	1H22	1H21	YoY +/(−) %	2Q22	1Q22	QoQ +/(−) %
Operating profit	SGD m	SGD m		SGD m	SGD m	
Singapore	1,542	1,422	+9	845	697	+21
Rest of Southeast Asia	638	678	−6	318	320	−1
Malaysia	333	355	−6	162	171	−6
Thailand	193	201	−4	93	100	−7
Indonesia	104	118	−11	59	45	+30
Vietnam	5	0	>100	3	3	+8
Others	2	3	−17	1	1	−15
North Asia	320	298	+7	173	147	+18
Greater China	295	280	+6	165	130	+27
Others	24	19	+30	8	16	−52
Rest of the world	320	359	−11	183	137	+33
<b>Total</b>	<b>2,820</b>	<b>2,757</b>	<b>+2</b>	<b>1,519</b>	<b>1,301</b>	<b>+17</b>
<b>Overseas contribution</b>	<b>45%</b>	<b>48%</b>	<b>−3%pt</b>	<b>44%</b>	<b>46%</b>	<b>−2%pt</b>

# Broad based growth across geographies

	Jun-22	Mar-22	QoQ	Jun-21	YoY
	SGD b	SGD b	+/(-) %	SGD b	+/(-) %
<b>Gross Loans</b>					
Singapore	163	162	–	153	+7
Rest of Southeast Asia	64	64	+1	62	+4
<i>Malaysia</i>	30	30	–	29	+2
<i>Thailand</i>	21	21	–2	20	+5
<i>Indonesia</i>	11	10	+8	11	+6
<i>Vietnam</i>	2	2	–5	2	+1
<i>Others</i>	1	1	–3	1	+36
North Asia	56	56	–	51	+9
<i>Greater China</i>	53	51	+2	48	+9
<i>Others</i>	4	5	–21	3	+14
Rest of the world	38	38	+1	32	+18
<b>Total</b>	<b>322</b>	<b>320</b>	<b>+1</b>	<b>299</b>	<b>+8</b>

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)

# Exposure to Greater China



As at 30 Jun 2022:

## Mainland China exposure

(\$24.8b or 5% of total assets)

### Bank exposure (\$8.2b)

- ~35% of total exposure to Mainland China, with top 5 domestic banks and 3 policy banks accounting for ~70% of total bank exposure
- 98% with <1 year tenor and mostly for trade, which accounts for ~50% of total bank exposure

### Non-bank exposure (\$12.6b)

- Client base include top-tier state-owned enterprises, large local corporates and foreign investment enterprises
- ~60% denominated in RMB and ~55% with <1 year tenor
- NPL ratio at 0.5%

## Hong Kong SAR exposure

(\$42.4b or 9% of total assets)

### Bank exposure (\$1.5b)

- ~60% are to foreign banks

### Non-bank exposure (\$35.6b)

- Exposure mainly to corporate and institutional clients
- ~55% with <1 year tenor
- NPL ratio at 2.1%, QoQ increase attributable to a major real estate client downgraded in 2Q22

Note: Classification is according to where credit risks reside, largely represented by the borrower's country of incorporation/ operation for non-individuals and residence for individuals.

# Exposure to Commodities



Jun 22	Oil and Gas (O&G)		Other Commodity Segments <sup>2</sup>	Total
	Upstream industries	Traders / downstream industries <sup>1</sup>		
Outstanding loans	S\$2.5b	S\$9.0b	S\$10.3b	S\$21.8b
% of total loans	4%		3%	7%

As of 30 June 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.

# New NPA formation rose due to a major but non-systemic corporate account; NPL ratio stable

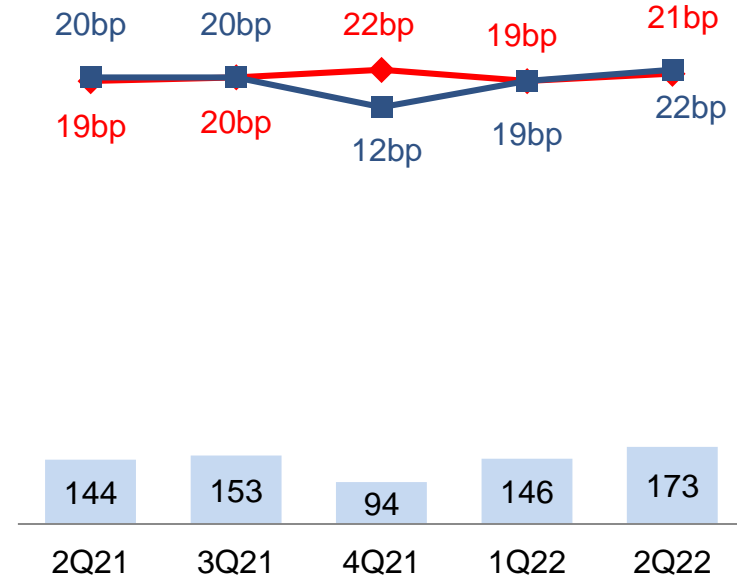
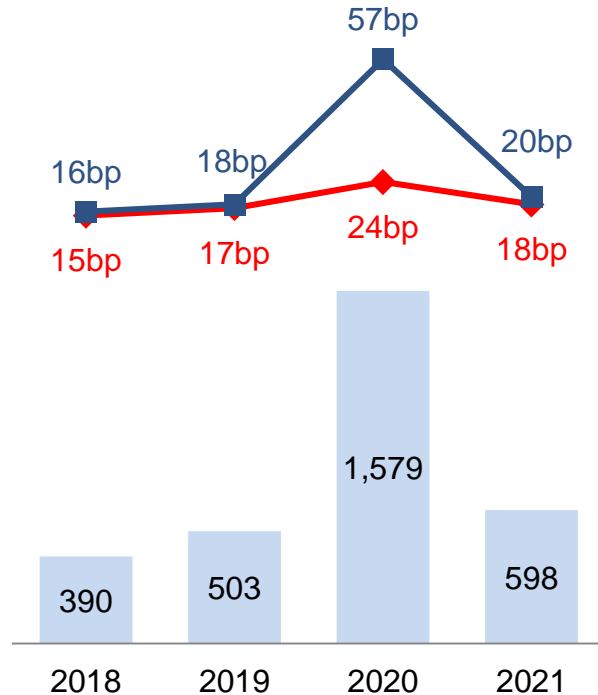
(SGD m)	2Q21	3Q21	4Q21	1Q22	2Q22
<b>NPAs at start of period</b>	<b>4,544</b>	<b>4,547</b>	<b>4,772</b>	<b>5,077</b>	<b>5,289</b>
<b>Non-individuals:</b>					
New NPAs	360	251	670	462	661
Upgrades and recoveries	(158)	(73)	(172)	(207)	(363)
Write-offs	(202)	(42)	(205)	(36)	(123)
	4,544	4,683	5,065	5,296	5,464
<b>Individuals (Net)</b>	<b>3</b>	<b>89</b>	<b>12</b>	<b>(7)</b>	<b>(42)</b>
<b>NPAs at end of period</b>	<b>4,547</b>	<b>4,772</b>	<b>5,077</b>	<b>5,289</b>	<b>5,422</b>
<b>NPL ratio (%)</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.7%</b>

# Steady credit costs as asset quality remains benign

Average Gross Loans  
(basis points) \*

— Allowances for NPLs  
— Total allowances for loans

Total allowances for  
loans (SGD m)

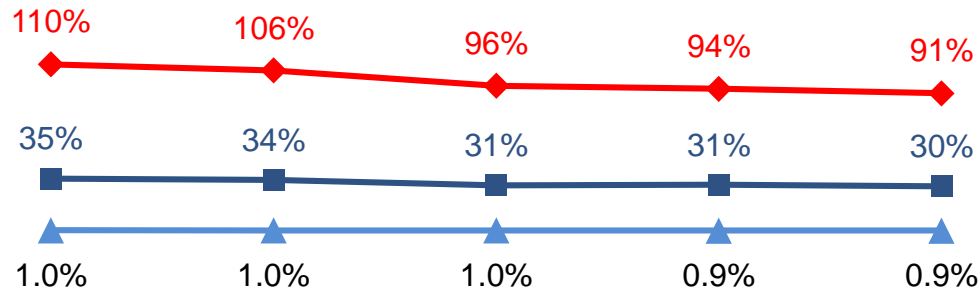


\* Computed on an annualised basis, where applicable

# Allowances sufficient amid ongoing macro uncertainties

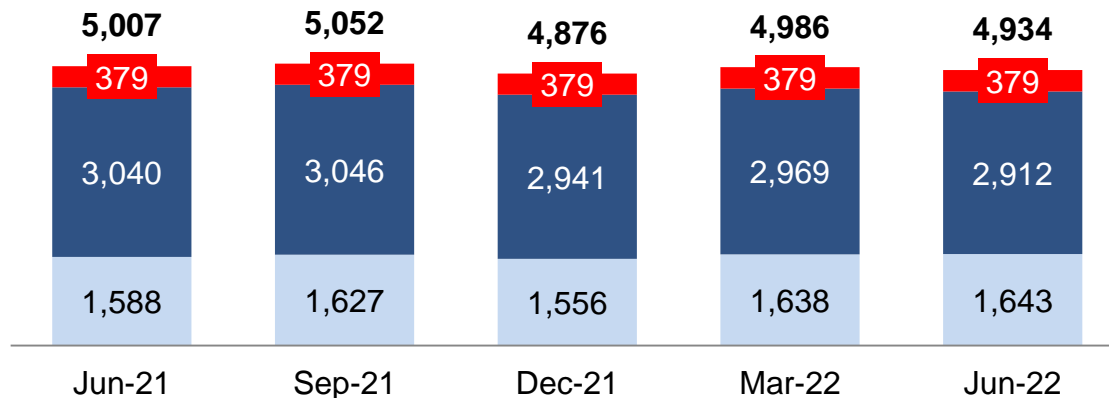
## Coverage ratios (%)

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



## Allowances (SGD m)

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



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



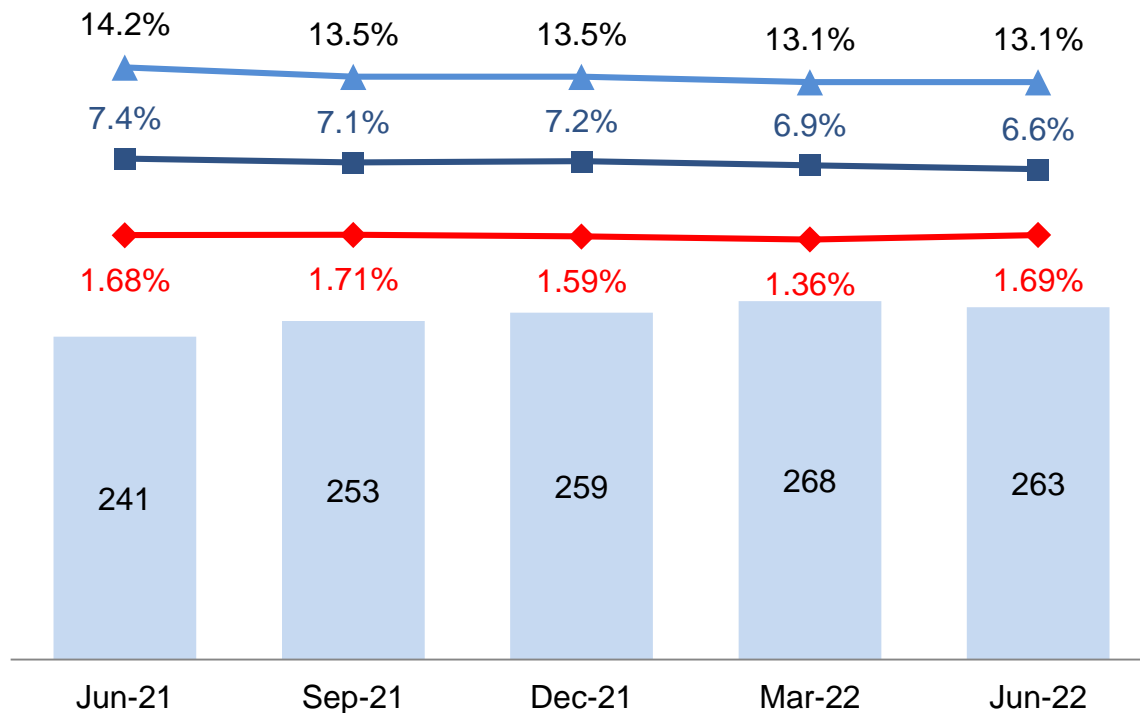
# Capital and leverage ratios

— Common equity Tier 1 capital adequacy ratio (%)

— Leverage ratio (%)

— Return on risk-weighted assets (%) \*

□ Risk weighted assets (SGD b)



\* Computed on an annualised basis

# Sound funding and liquidity positions

— Net stable funding ratio (%)

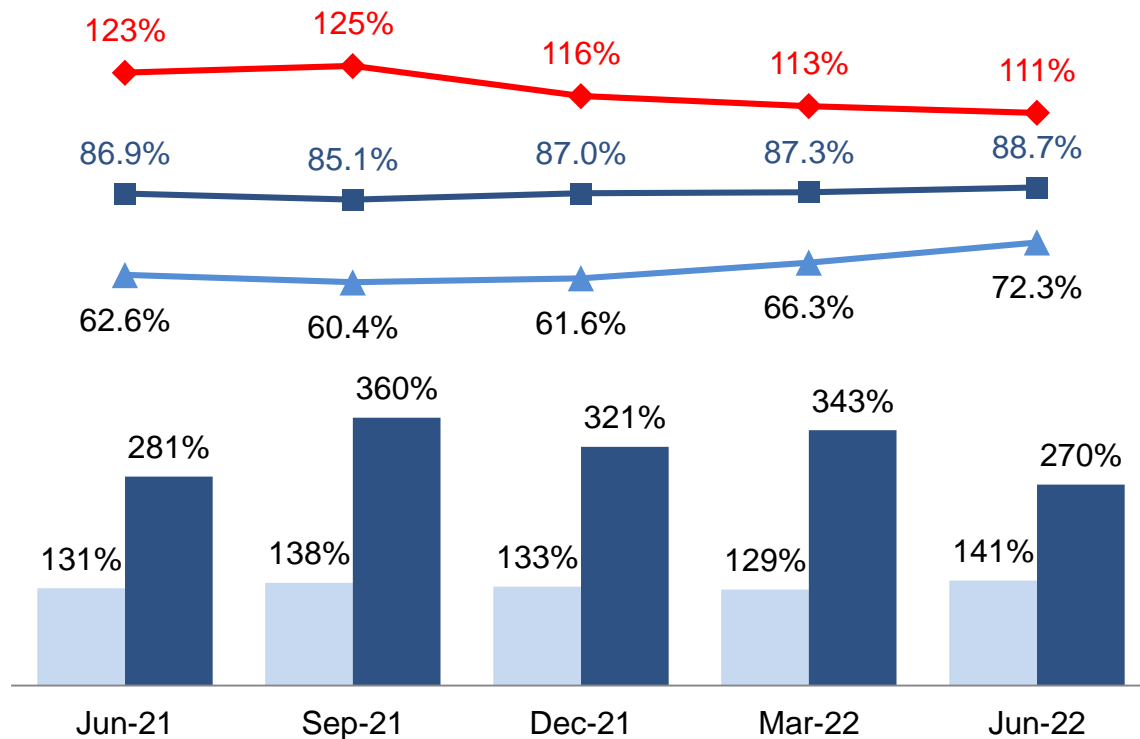
— Group loan-deposit ratio (%)

— USD loan-deposit ratio (%)

Liquidity coverage ratio (%) \*

□ SGD

□ All-currency



\* Computed on a quarterly average basis

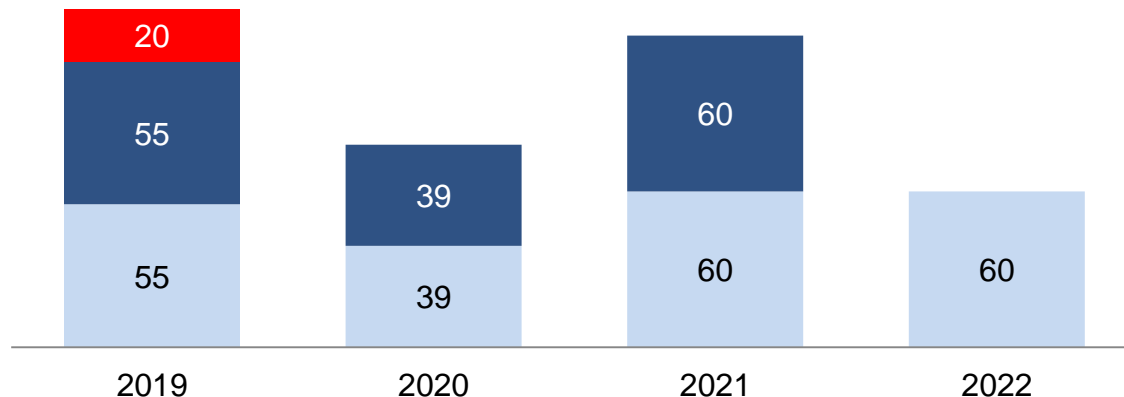
# Dividends in line with stable earnings and strong capital position

Net dividend per ordinary share (¢)

■ Special

■ Final

■ Interim



<b>Payout amount (SGD m)</b>	2,171	1,304	2,011	1,005
<b>Payout ratio (%)</b>	50	45 <sup>1</sup>	49	50
<b>Payout ratio (excluding special dividends) (%)</b>	42	45 <sup>1</sup>	49	50

1. 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](http://www.uobgroup.com/investor-relations/shares-and-dividends/dividends.html)

# Thank You



RIGHT BY YOU

