



UOB Group Record earnings with healthy franchise growth across ASEAN

March 2025

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Agenda



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

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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.

Key Statist	tics fo	or FY24

Gross loans	: SGD338b	$(USD249b^1)$
Customer deposits	: SGD404b	(USD297b1)

■ Loan / Deposit ratio : 82.7%

Net stable funding ratio : 116%

■ All-currency liquidity coverage ratio : 143%²

■ Common Equity Tier 1 ratio : 15.5%

■ Leverage ratio : 6.9%

■ Return on equity ^{3, 4} : 13.7%

■ Return on assets ⁴ : 1.19%

■ Net interest margin : 2.03%

Non-interest income / Total income : 32.3%

Cost / Income 4 : 42.5%

■ Non-performing loan ratio : 1.5%

Credit Ratings

	Moody's	S&P	Fitch	
Issuer rating (Senior unsecured)	Aa1	AA-	AA-	
Outlook	Stable	Stable	Stable	
Short-term rating	P-1	A-1+	F1+	

Note: Financial statistics as at 31 December 2024

^{1.} USD 1 = SGD 1.35942 as at 31 December 2024

^{2.} Average for 4Q24

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

^{4.} Excluding one-off expenses

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





Singapore's Best Bank, 2024 World's Best Bank for SMEs, 2024



Domestic Retail Bank of the Year -Singapore, 2024

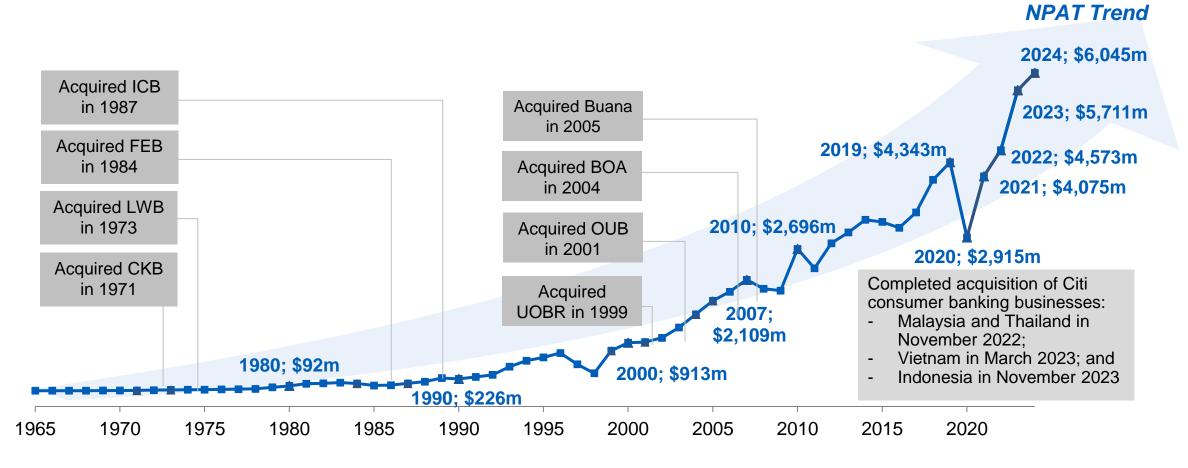
SGD deposits SGD loans 21% Source: UOB, MAS (data as of 31 December 2024)

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



Comprehensive regional banking franchise

Greater China¹

20 branches

Vietnam

5 branches

Philippines

1 branches

Australia

1 branch



Extensive Regional Footprint

Myanmar 1 branch

Thailand 147 branches

Malaysia 55 branches

Singapore 49 branches

Indonesia 131 branches

- 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

FY24 performance by segment



Income

SGD5.5b

Flat YoY

SGD190b²

Assets under management +8% YoY

61%

AUM from overseas customers

Group Wholesale Banking



Income

SGD6.7b

-5% YoY

26%

Cross-border income to Group wholesale banking's income

^{1.} Comprise Mainland China, Hong Kong SAR and Taiwan

^{2.} Refers to Privilege Banking and Private Bank

Why UOB?





Stable management

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



Integrated regional platform

- Truly regional bank with full ownership and control of regional subsidiaries
- Entrenched domestic presence and deep local knowledge to address the needs of our targeted segments
- Continued investment in talent and technology to build capabilities in a disciplined manner



Strong fundamentals

- Strong Common Equity
 Tier 1 capital adequacy
 ratio of 15.5% as at 31
 December 2024
- Diversified funding and sound liquidity, with 82.7% loan/deposit ratio
- Strong coverage, with general allowance on loans (including RLAR) covering 0.8% of performing loans



Balance growth with stability

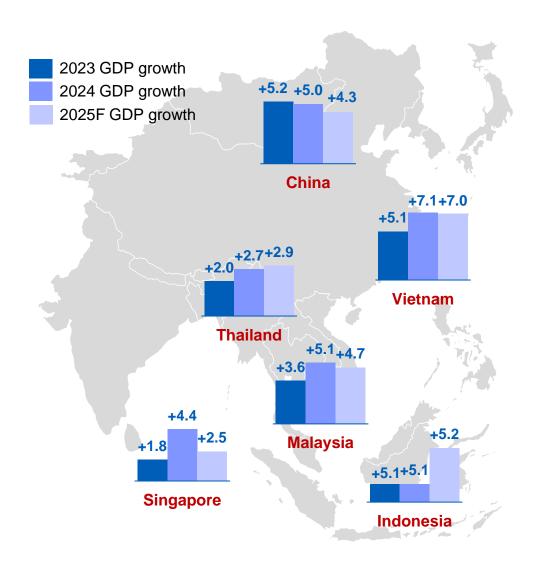
- More than half of Group's earnings from home market of Singapore (AAA sovereign rating)
- Continue to diversify portfolio, strengthen balance sheet, manage risks and build core franchise for the future
- Maintain long-term perspective to growth for sustainable shareholder returns

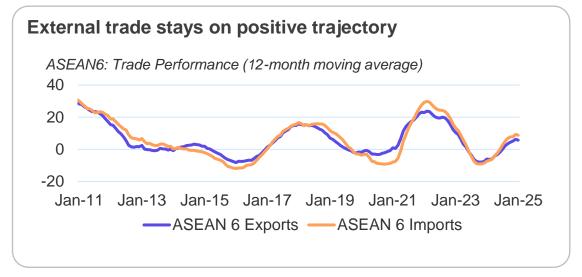


Macroeconomic Outlook

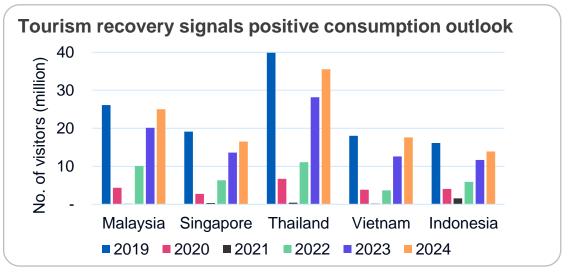
ASEAN economies to remain resilient in 2025







Source: Macrobond, UOB Global Economics & Markets Research



Source: UOB Global Economics & Markets Research

Expecting only one 25-bps Fed rate cut in 2025 with risk of a more prolonged pause



11

	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	1Q25F	2Q25F	3Q25F
US 10-Year Treasury	3.87	3.47	3.84	4.57	3.88	4.20	4.40	3.78	4.57	4.60	4.50	4.40
US Fed Funds	4.50	5.00	5.25	5.50	5.50	5.50	5.50	5.00	4.50	4.50	4.25	4.25
SG 3M SORA	3.10	3.54	3.64	3.71	3.71	3.68	3.64	3.49	3.07	2.88	2.78	2.61
MY Overnight Policy Rate	2.75	2.75	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
TH 1-Day Repo	1.25	1.75	2.00	2.50	2.50	2.50	2.50	2.25	2.25	2.00	2.00	2.00
ID 7-Day Reverse Repo	5.50	5.75	5.75	5.75	6.00	6.00	6.25	6.00	6.00	5.75	5.50	5.25
CH 1-Year Loan Prime Rate	3.65	3.65	3.55	3.45	3.45	3.45	3.45	3.10	4.30	2.90	2.80	2.80

In January 2025, the Fed kept the Fed Funds Target Rate (FFTR) at 4.25%-4.50% after cutting rates by 100 basis points in late 2024. Due to uncertainties around Trump's tariff policies, we expect the Fed to pause further cuts, with only one 25-bps cut anticipated in June 2025, holding at 4.25% for the rest of the year. The risk is now tilted towards a more prolonged rate pause from the Fed.

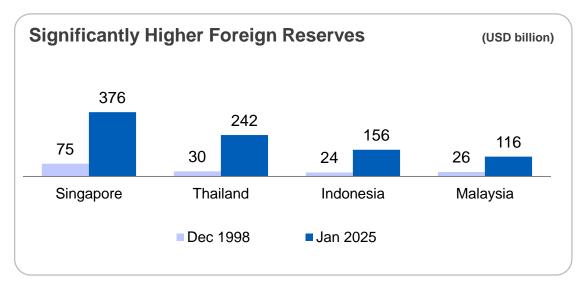
Other major central banks (ECB, BOE, RBA, RBNZ) are likely to continue cutting rates in 2025, while the BOJ may hike rates twice if inflation remains above target and wage growth continues. Asian central banks are expected to ease cautiously due to potential volatility in Asian FX as well as trade and tarrif policy uncertainties. The PBOC is likely to cut the RRR by 50-100 bps and the LPRs by 30 bps in 2025, despite some limitations from RMB depreciation and narrowing bank margins.

Singapore's core inflation is projected to decrease to 1.7% in 2025 from 2.7% in 2024. The MAS began easing monetary policy in January 2025 and is not expected to make further adjustments for the rest of the year.

Source: UOB Global Economics & Markets Research forecasts

Macro resilience across key Southeast Asian markets

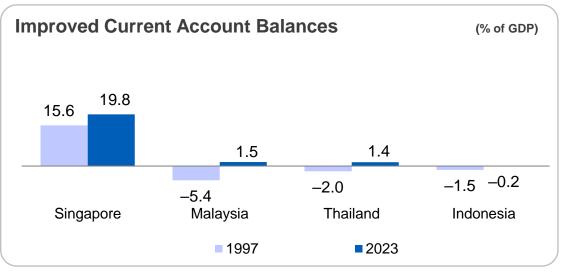




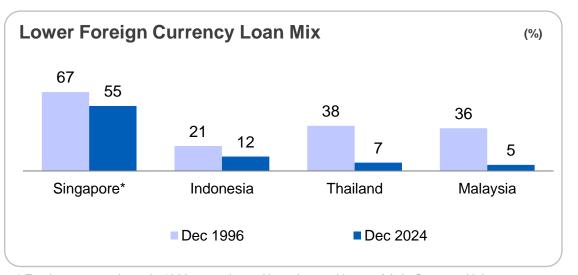
Sources: World Bank, International Monetary Fund



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



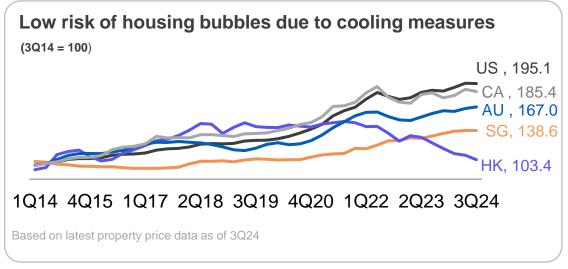
Source: International Monetary Fund



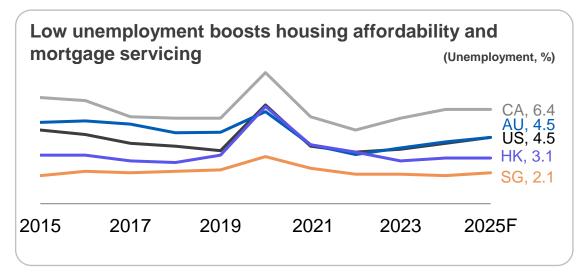
^{*} Foreign currency loans in 1996 approximated by using total loans of Asia Currency Units Sources: Central banks

Singapore mortgages remain a low-risk asset class

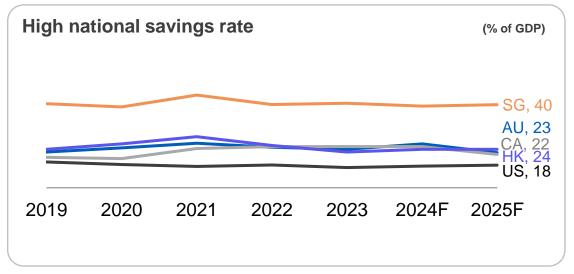




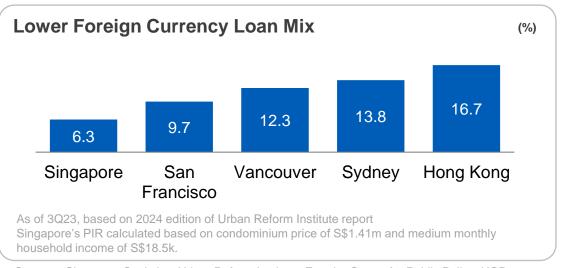
Sources: CEIC, UOB Economic-Treasury Research



Sources: Macrobond, UOB Economic-Treasury Research



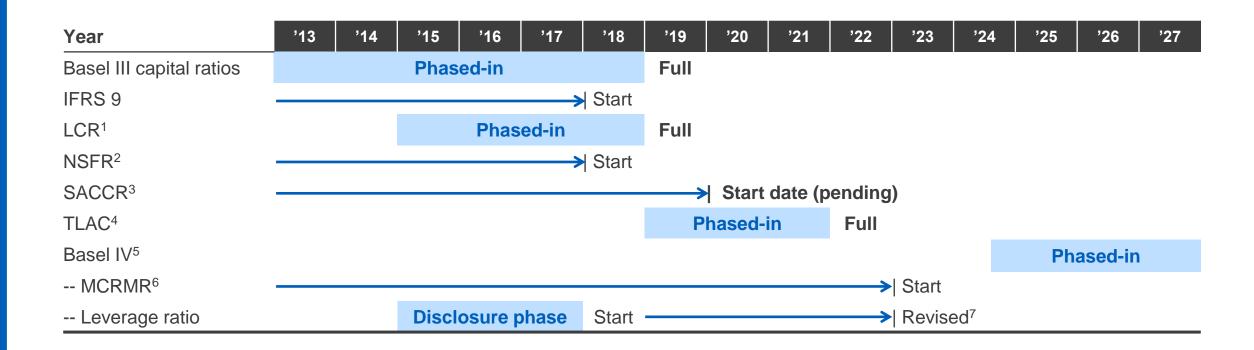
Source: International Monetary Fund, UOB Economic-Treasury Research



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

Singapore has implemented Basel IV⁵





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 (Final Basel III reforms): 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

Capital adequacy rules across the region



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

Source: Regulatory notifications

^{1.} Includes 2% for D-SIB (domestic-systemically important banks) buffer for the three Singapore banks

^{2.} Each regulator determines its own level of countercyclical capital buffer

^{3.} According to the regulations, capital surcharge for Indonesia D-SIBs are classified into four buckets based on the tier 1 capital (Bucket 1 - 1%, Bucket 2 - 1.5%, Bucket 3 - 2%, Bucket 4 - 2.5%)



Strong UOB Fundamentals

Disciplined balance sheet management

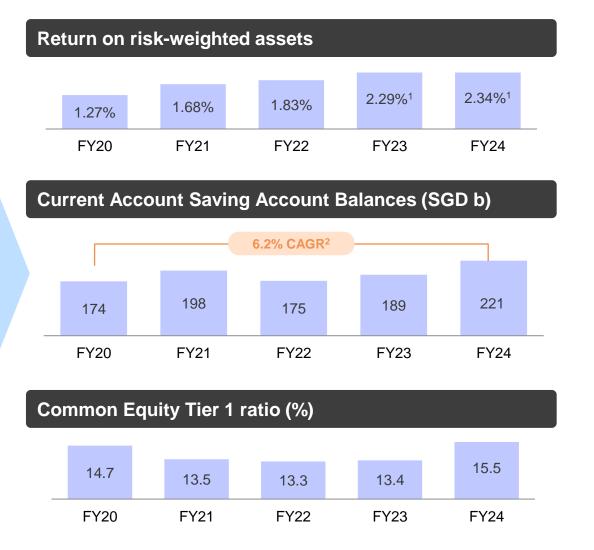


Focus on balance sheet efficiency

Healthy portfolio quality

Proactive liability management

Robust capitalisation



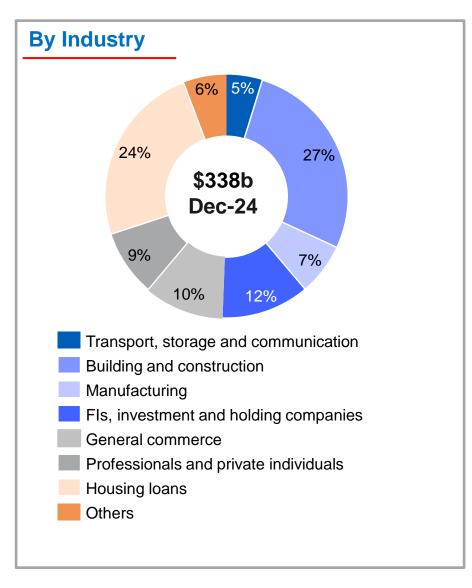
Notes

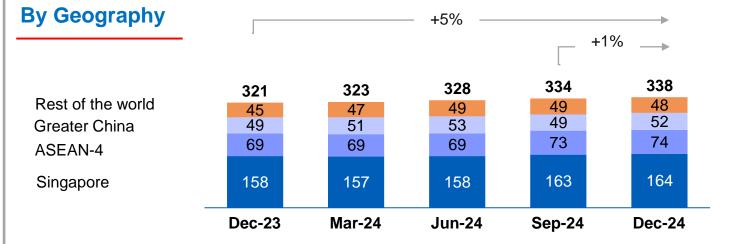
- 1. Excluding one-off expenses
- 2. Compound annual growth rate over FY20 to FY24 period

Loans grew a healthy 5% YoY from broad-based growth in corporates and mortgages

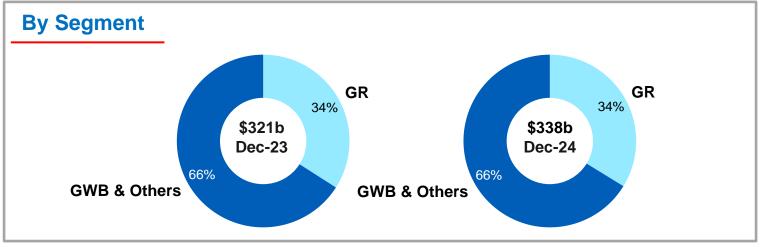
individuals and residence for individuals.







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



UOB's responsible financing journey: pragmatic and progressive



Establishing

Improving

Strengthening



2015 - 2016 ······ 2017 - 2018 ····· 2017 - 2018 ····· 2019 - 2022 ···· 2019 - 2023 ··· 2023 - 2024 ···· 2023 - 2024









- Launched the Group Responsible Financing Policy.
- Began to incorporate ESG clauses into Letters of Offer.
- Enhanced ESG monitoring and reporting to improve oversight on potential controversies.
- Implemented ESG risk classification to better manage ESG risk in portfolio.
- Adopted the ABS Haze **Diagnostics Checklist** as transboundary haze pollution shrouded the region.

- Announced our net zero commitment. Strengthened due diligence process with enhanced climate-related questions.
- Established Environmental Risk Management (EnRM) Framework and disclosed our responsible financing sector policies.
- Discontinued new financing of coal-fired power plants, greenfield thermal coal mines/expansion. Aim to exit financing for thermal coal sector by 2039.
- · Discontinued new financing of greenfield palm oil plantations; all mature plantations to be certified by recognised sustainability bodies.
- Discontinued new project financing for upstream oil and gas projects after 2022.
- Completed a bank-wide ESG risk assessment capacity-building workshops.

- Completed the design of a net zero operationalisation programme.
- Bolstered our environmental risk appetite statement with a quantitative climate risk-related metric.
- Developed a GenAl solution for ESG risk assessments to uplift productivity of relationship managers.
- Launched an ESG Adverse News Surveillance System to enhance ongoing ESG risk client monitoring.
- Further strengthened deforestation prohibition requirement within palm oil sector.
- Committed to be early adopter of TNFD recommendations.
- Continued to strengthen our internal capabilities in responsible financing, net zero and decarbonisation, as well as other general sustainability topics.

Key Milestone

TCFD Implementation - Climate Scenario Analysis



Qualitative Transition Risk Assessment Transition Risk
Scenario
Analysis Pilot

Physical Risk Pilot Analysis

Improved Methodology

2019









- Completed qualitative assessment in 2019, referencing SASB's Materiality Map® and Moody's Environmental Risks Global Heatmap.
- Identified carbonintensive segments most likely to be impacted by climate change:
 - Metals and mining
 - Transportation
 - Building Materials
 - Forestry
 - Energy
 - Chemicals
 - Agriculture

- Partnered an environmental consultancy in climate scenario analysis
- Three pathways of climate scenarios based on research by IEA and OECD:
- An orderly transition where early actions are taken to reduce emissions to meet climate targets (high carbon price scenario)
- A disorderly transition where delayed and drastic actions are taken to meet climate targets (moderate carbon price scenario)
- Business-as-usual where no actions are taken (low carbon price scenario)

- Conducted a pilot physical risk analysis 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 long-term horizons up to 2050 over three IPCC climate scenarios.
- In addition, we also refreshed our transition risk analysis.

- Developed an improved climate risk assessment methodology and uplift the Bank's internal capacity.
- 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.
- Further strengthened our physical risk assessment approach with increased sample coverage and enhanced methodology for our Income Producing Real Estate (IPRE) and Retail Mortgage portfolios.
- Commenced on building climate scenario analysis capabilities in key subsidiaries and branches with specific focus on the risk in ID and HK.

Future Plan



Metrics and Targets

To align our disclosure with ISSB requirements in view of the transition from TCFD to ISSB standards

Key Milestone

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





Energy

Built environment

Net zero targets and commitments for six sectors







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



Automotive

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



Oil and gas

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



Built environment

Real estate

Reduce emissions intensity by 36% by 2030 and 97% by 2050



Construction

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



Steel

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

Covers ~60% of our corporate lending portfolio

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

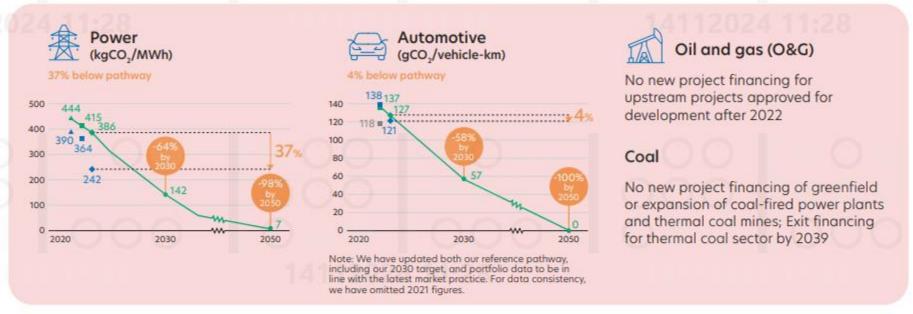
- Significant contributors to GHG emissions regionally: ~73% of global emissions¹
- Material to UOB's corporate lending portfolio: ~60% of total corporate lending portfolio

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

Source: 1) Our World in Data

2 years on, we are progressing across all priority sectors, and are trending below the reference pathways







Comparison against peers



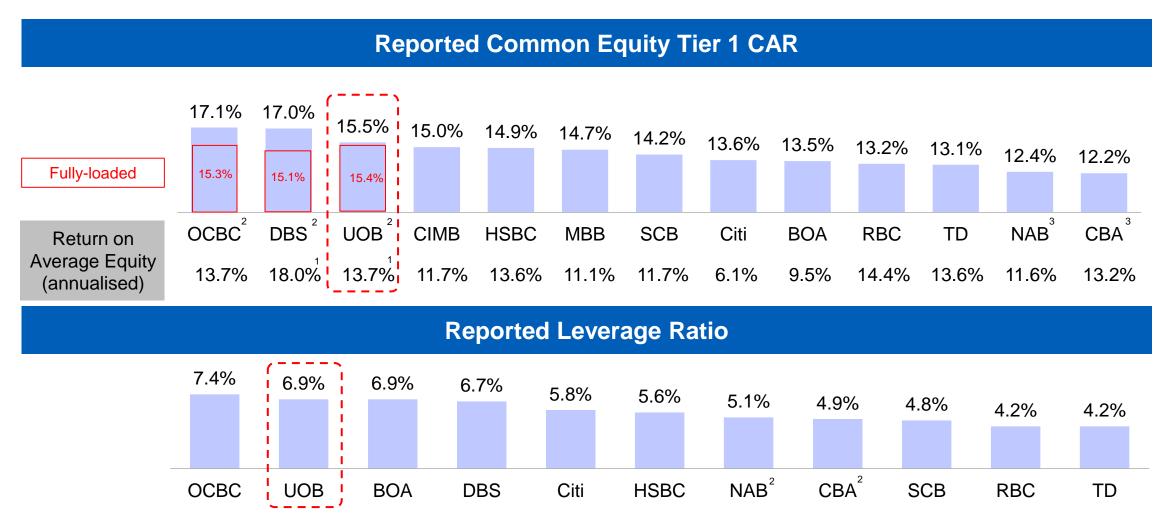
				Standalone Strength	Cost Management	Returns	Liquidity
Maadud-	COD	F ital:	_	Moody's baseline	Costs/income	Return on average	Loan/deposit
Moody's	S&P	Fitch		credit assessment	ratio	assets (annualised)	ratio
Aa1	AA-	AA-	UOB	a1	43% ¹	1.2%1	83%
Aa1	AA-	AA-	OCBC	a1	40%	1.5%	81%
Aa1	AA-	AA-	DBS	a1	40% ¹	1.5% ¹	77%
A3	A-	A+	HSBC	a3	50%	0.8%	56%
A3	BBB+	Α	SCB	baa1	59%	0.5%	53%
A1	A-	AA-	BOA	a2	66%	0.8%	55%
A3	BBB+	А	Citi	baa1	67%	0.5%	53%
Aa2	AA-	AA-	СВА	a1	46%	0.8%	107%
Aa2	AA-	AA-	NAB	a2	47%	0.7%	120%
Aa1	AA-	AA-	RBC	a2	60%	0.8%	70%
Aa2	A+	AA-	TD	a2	58%	0.7%	78%
			_				
A3	A-	n.r.	CIMB	baa1	46%	1.1%	91%
A3	A-	n.r.	MBB	a3	49%	1.0%	94%

^{1.} Excluding one-off expenses

Source: Company reports, Credit rating agencies (updated as of 14 February 2025)
Financial data based on period ended 31 December 2024, except for RBC/TD (30 October 2024), NAB, CIMB, Maybank (30 September 2024)

Capital and leverage ratios

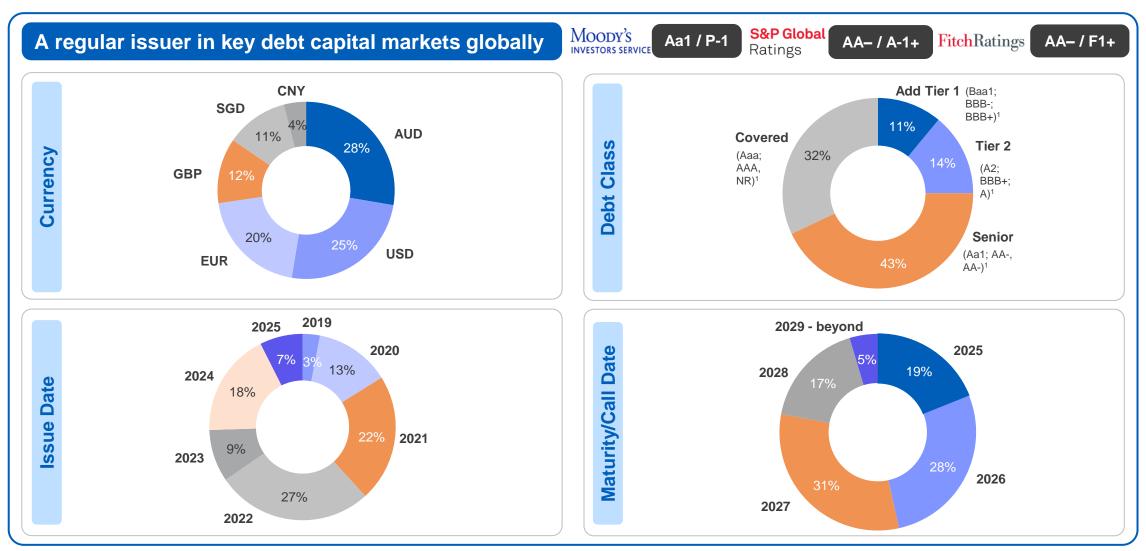




- Excluding one-off expenses
- 2. The three major Singapore banks have implemented Final Basel III reforms (both transitional and fully-loaded ratios are shown above)
- 3. Common equity Tier 1 ratios of CBA and NAB are based on APRA's standards; their respective internationally comparable ratio was 18.8% (31 December 2024) and 18.1% (30 September 2024) Source: Company reports

Strong investment grade credit ratings





Source: Credit rating agencies

Note: The pie charts represent outstanding UOB's public rated issuances as of 25 February 2025; for more details, please refer to https://www.uobgroup.com/investor-relations/capital-and-funding-information/group-securities.html



Our Growth Drivers

Our growth drivers





Realise 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





5.6

2030

4.0

2023

1.9

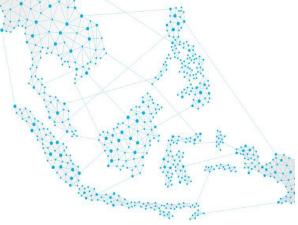
2008

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 GDP¹
- Fourth largest trading group globally
- Third largest recipient of inward FDI³ globally

... that UOB is uniquely placed to capture

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



50

2008

382

2030

240

2023

Gross domestic product
 Comprises exports and imports
 Foreign direct investments
 Source: Macrobond, UOB Global Economics and Markets Research

Strong retail presence in high potential regional markets



2022 retail banking pool sizes

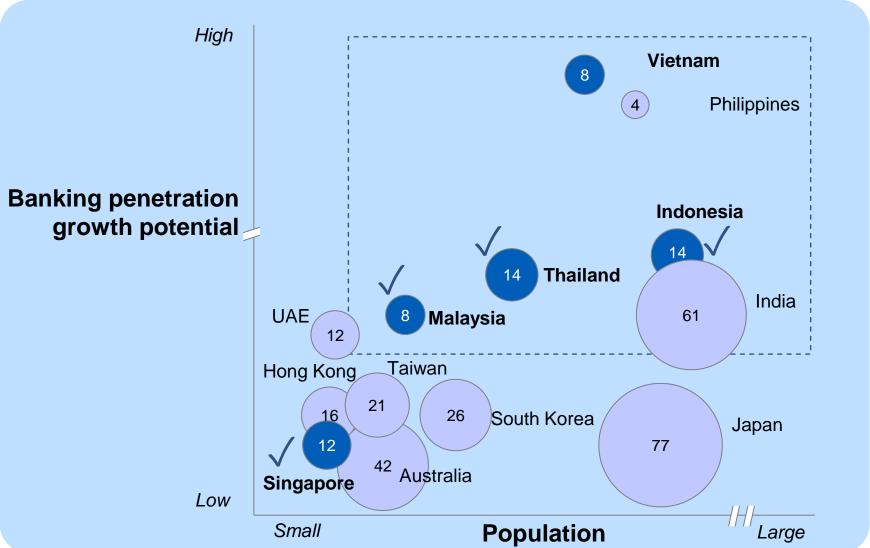
USD b

Denotes UOB's core markets in Southeast Asia

Indonesia, Singapore and

Malaysia.

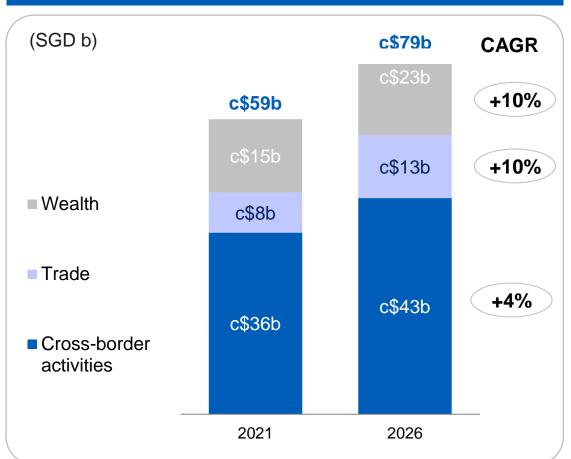
was launched in Thailand,



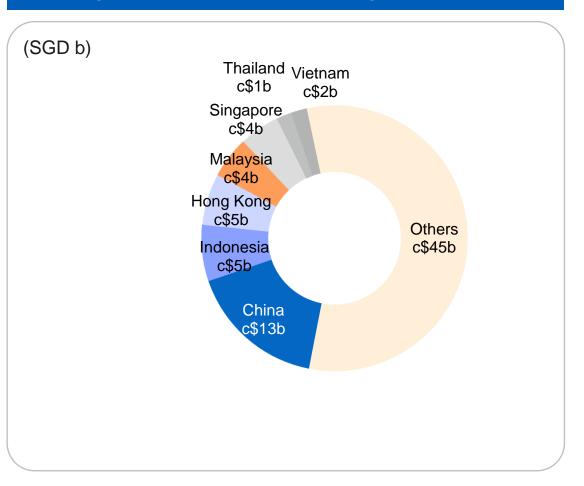
Revenue potential from 'connecting the dots' in the region



Industry's potential connectivity revenue



Industry's potential connectivity revenue (2026)



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

Healthy growth across business franchise



Income by business segment

	2024 \$'m	2023 \$'m	YoY
Group Retail	5,491	5,501	-
Group Wholesale Banking	6,726	7,075	(5%)

Group Retail

Tapping on growing affluence in Southeast Asia on enlarged franchise, with wealth management income growing 30% to cross \$1.1b



+19%

increase¹ in **CASA** balance



+12%

pickup¹ in **card billings** across ASEAN markets



+30%

growth¹ in **wealth management** income^{2,}
with AUM³ at \$190b

Group Wholesale Banking

Strong momentum in transaction banking, treasury and IB underpin franchise growth amid a competitive landscape



+16%

YoY growth¹ in **CASA**



+20%

YoY growth¹ in **trade** loans



70%

income contribution to GWB from **non-real estate sectors**, with ASEAN-4⁴ at 87%

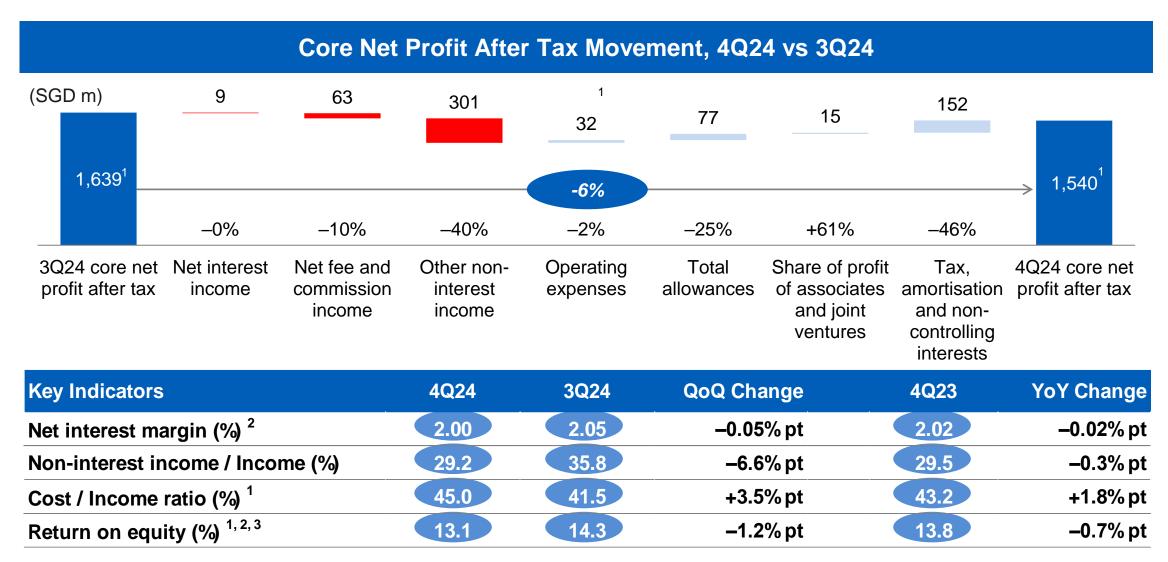
- 1. Represents year-on-year growth for 2024
- 2. Comprises wealth management fees and customer-related treasury income
- 3. Refers to Privilege Banking and Private Bank
- 4. ASEAN-4 comprises Indonesia, Malaysia, Thailand and Vietnam



Latest Financials

4Q24 financial overview





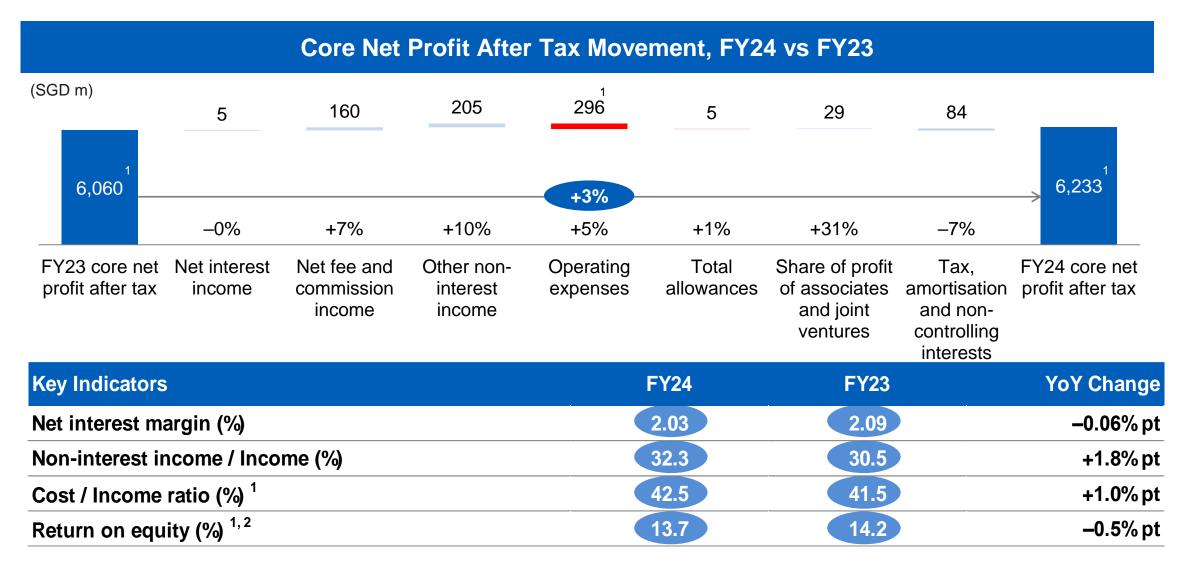
[.] Excluding one-off expenses

^{2.} Computed on an annualised basis

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

FY24 financial overview



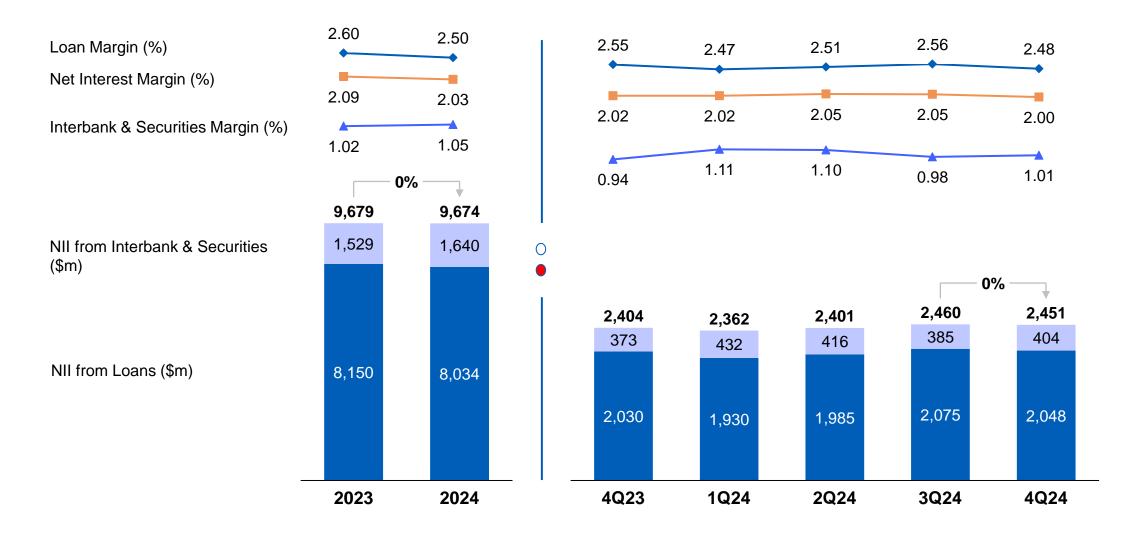


^{1.} Excluding one-off expenses

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

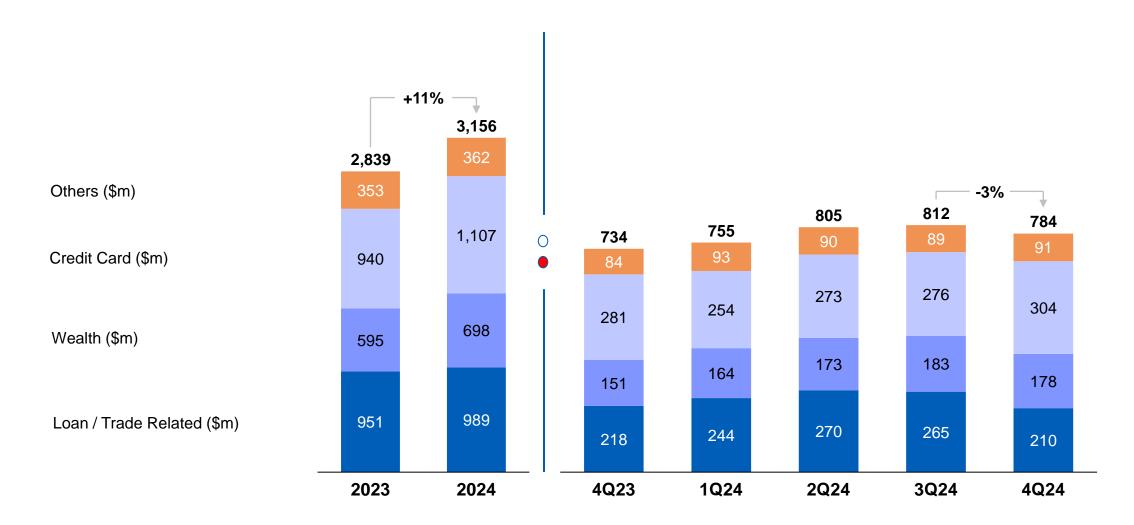
NII stable QoQ as asset growth offset impact from interest rate cuts





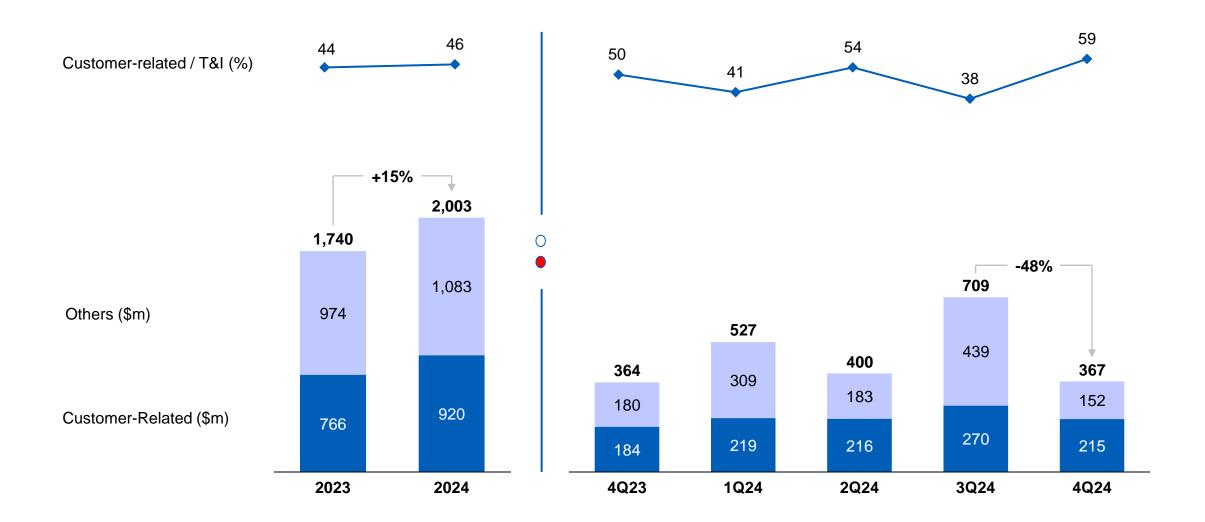
4Q24 fees eased from last quarter high alongside seasonally softer quarter for loan-related and wealth activities





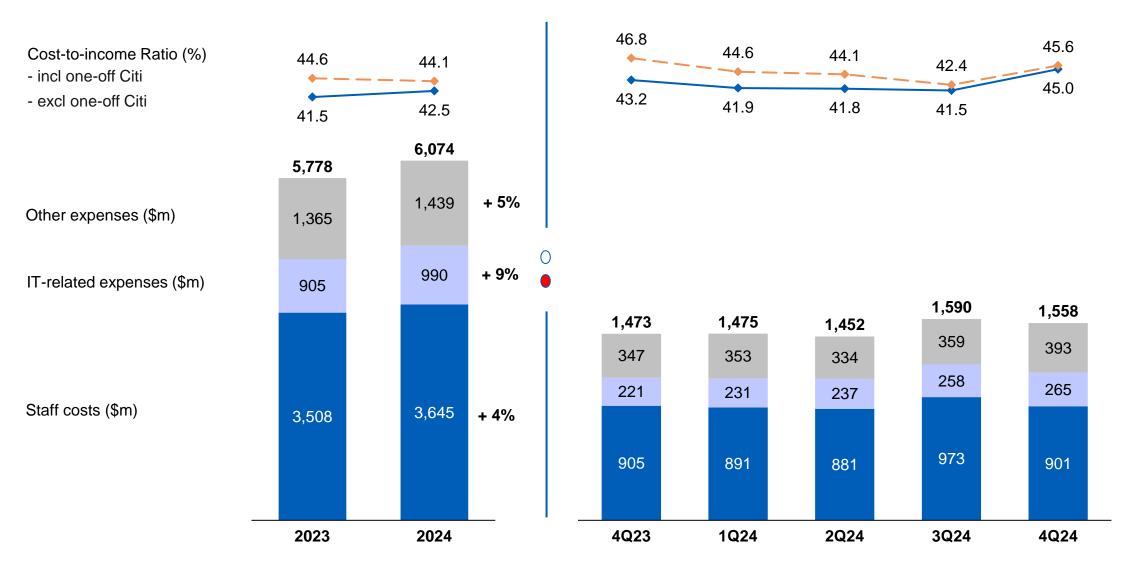
Strong customer-related treasury income in FY24, trading and liquidity management activities continued to deliver good performance





FY24 Core CIR at 42.5% on the back of continued investments in regional capabilities





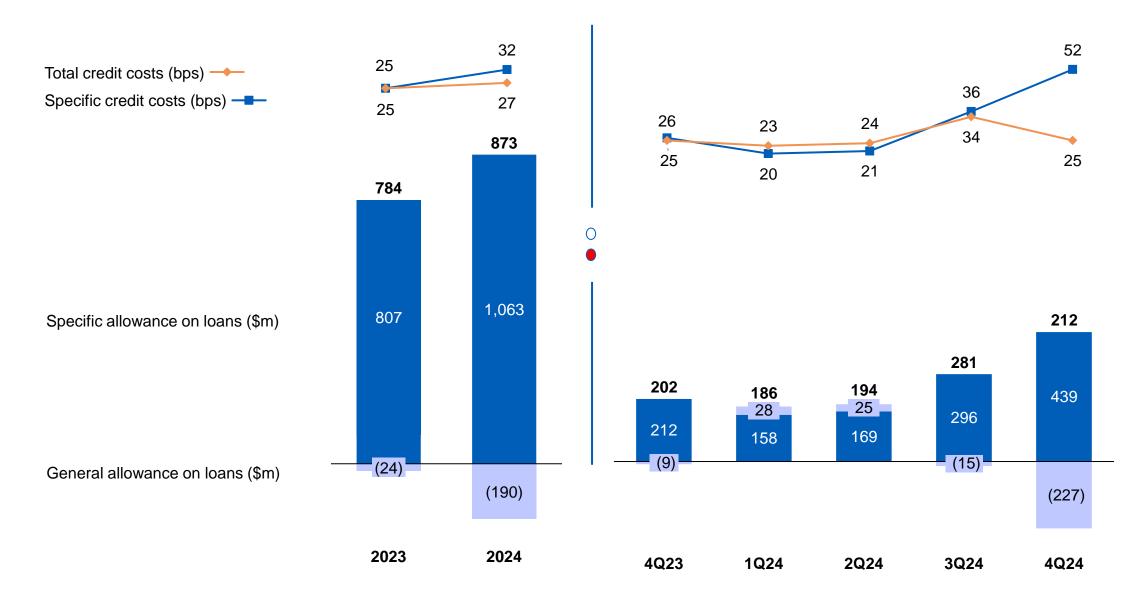
Asset quality remained resilient with NPL ratio stable at 1.5%



(\$m)	4Q23	1Q24	2Q24	3Q24	4Q24
NPAs at start of period	5,011	4,946	5,051	4,952	5,055
Non-individuals New NPAs Less:	389	249	438	212	514
Upgrades and recoveries	288	183	289	190	35
Write-offs	218	34	238	71	293
	4,894	4,979	4,962	4,903	5,241
Individuals	38	72	(10)	152	(31)
NPAs at end of period	4,932	5,051	4,952	5,055	5,210
Add: Citi acquisition	14				
NPAs at end of period including Citi	4,946	5,051	4,952	5,055	5,210
NPL Ratio (%)	1.5	1.5	1.5	1.5	1.5

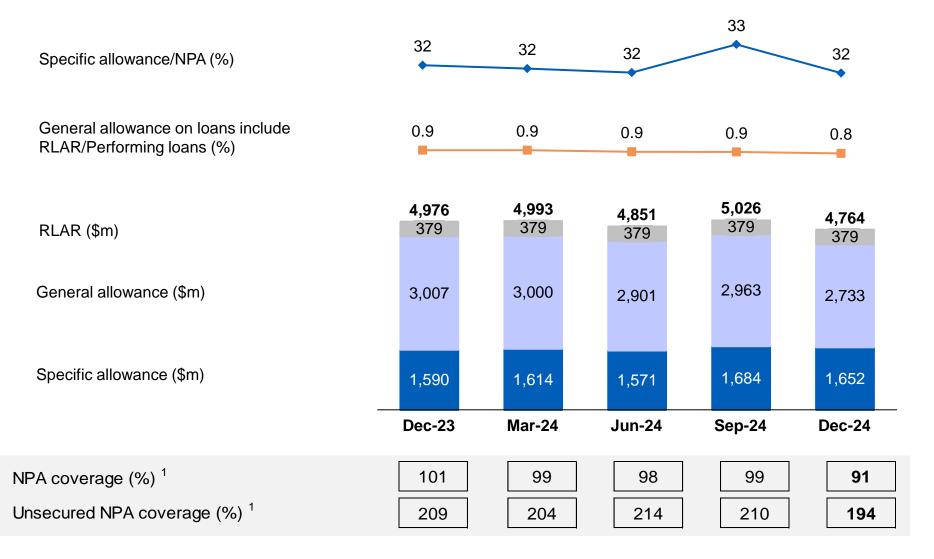
Total credit costs within guidance





Provision coverage remains adequate

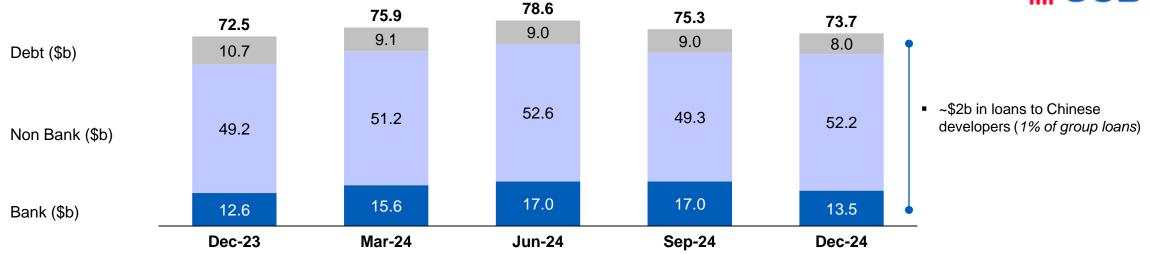




⁽¹⁾ Includes RLAR (Regulatory loss allowance reserve) as part of total allowance

Exposure to Greater China





Mainland China

Bank exposure (\$10.1b)

- ~ 40% of total exposure to Mainland China, with top 5 domestic banks and 3 policy banks accounting for ~ 80% of total bank exposure
- ~ 100% with <1 year tenor; trade accounts for ~10% of total bank exposure

Non-bank exposure (\$11.2b)

- Client base include top-tier state-owned enterprises, large local corporates and foreign investment enterprises
- ~70% denominated in RMB and ~60% with <1 year tenor
- NPL ratio at 3.6%

Hong Kong SAR

Bank exposure (\$1.0b)

~60% are to foreign banks

Non-bank exposure (\$37.3b)

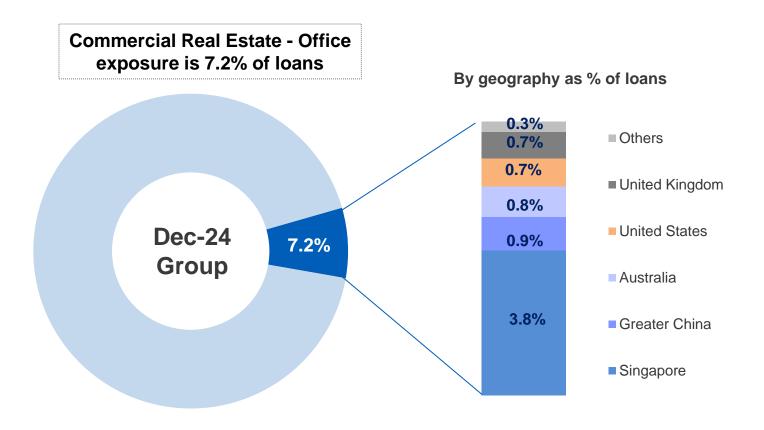
- Exposure mainly to corporate and institutional clients
- ~75% with <1 year tenor
- NPL ratio at 1.8%

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 Commercial Real Estate - Office

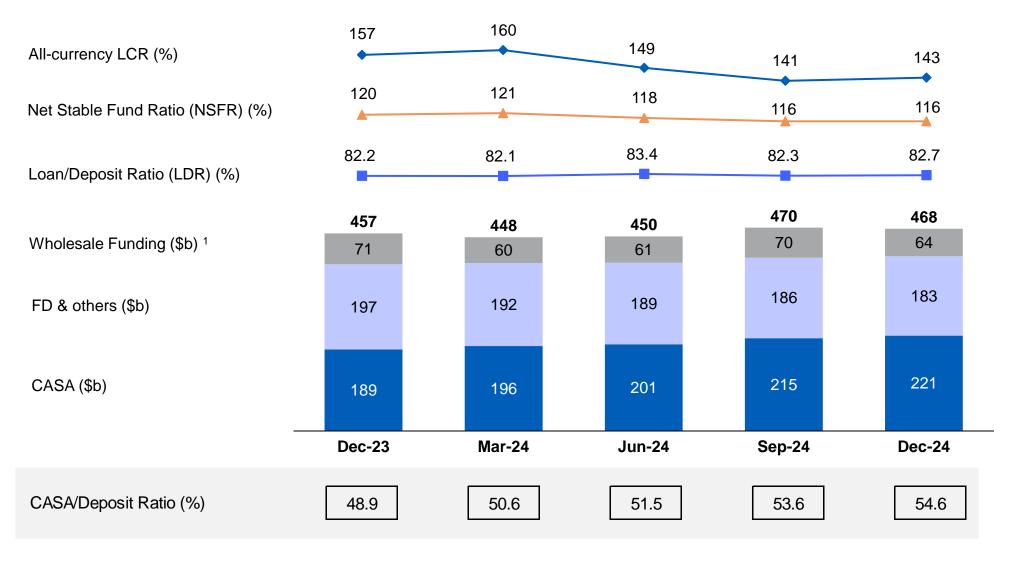


- More than half of office exposure is in Singapore
- Overseas exposure backed by strong sponsors
- Largely secured by class-A office properties
- Average LTV around 50%



Strong liquidity and funding base with healthy CASA growth

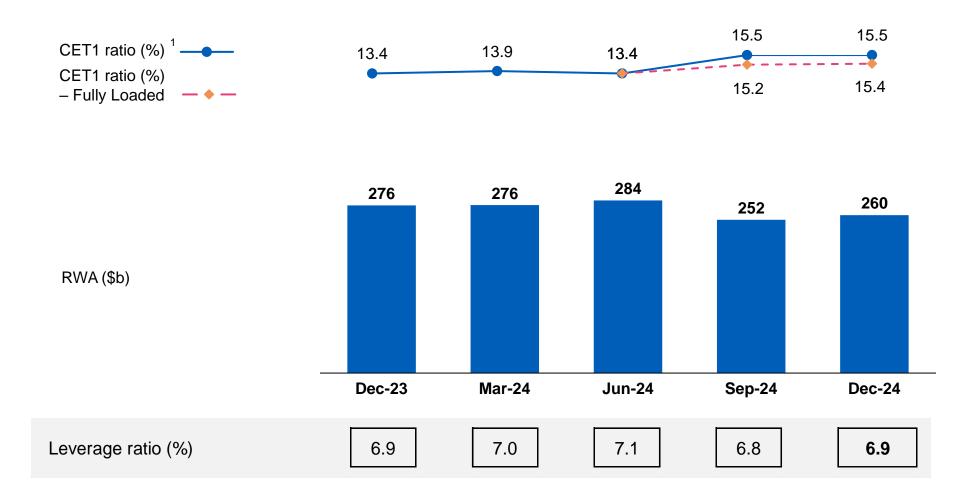




⁽¹⁾ Comprising debt issuances, perpetual capital securities and interbank liabilities.

Robust capital strength with CET1 ratio at 15.5%

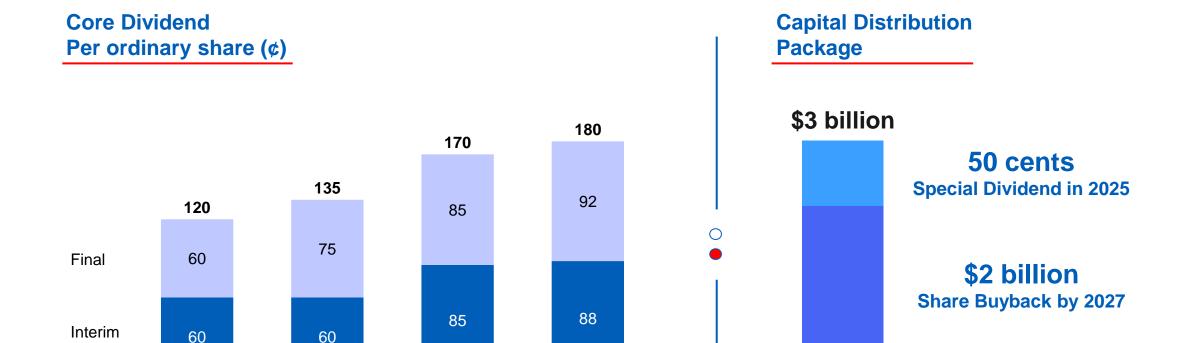




⁽¹⁾ Based on MAS Notice 637 issued on 20 September 2023, with effect from 1 July 2024

Delivering consistent and sustainable returns to shareholders





2025 to 2027

