UOB Annual Report 2024

Building the Future of ASEAN

About This Report

United Overseas Bank Limited (UOB) has been committed to creating long-term value for our customers, colleagues and communities since 1935. In building a sustainable business over time and across borders, we engage our stakeholders constructively and regularly. This enables us to align our strategies with what is important to them and for them to have a deeper appreciation of how we contribute to enterprise, innovation and economic growth across the region.

Through the reporting of our financial and non-financial performance in the UOB Annual Report 2024, we explain our business approach, objectives and achievements in the context of the year's operating environment. We also share how we create value for our stakeholders over the short, medium and long term to enable them to make informed decisions.

This report covers the period from 1 January to 31 December 2024 and is published on 21 March 2025. It is available online at www.UOBgroup.com/annualreport. Print copies, which are available only on request, are printed on sustainably-sourced Forest Stewardship Council-certified paper.

Please scan the QR codes to view:

UOB Annual Report 2024

UOB Sustainability Report 2024

All figures in this Annual Report are in Singapore dollars unless otherwise specified.
Certain figures in this report may not add up to the respective totals due to rounding.

The cover for this year's Annual Report features one of nine bonsai trees we have planted around UOB Plaza in Singapore since 2024. Specially incorporated into our office landscape, these living works of art add a touch of nature to the heart of the Central Business District, allowing visitors to appreciate their beauty in this urban oasis.

Bonsai trees require meticulous nurturing over many years to achieve their optimal form. Cultivating bonsai trees involves discipline and perseverance. With the right maintenance and care, bonsai trees with their strong foundations can flourish for generations.

The qualities associated with the art of bonsai reflect UOB's unique culture and values. Anchored by a strong foundation, together with careful nurturing and a long-term view to investing, UOB has grown over 90 years into a leading bank in the region with one of the largest footprint in Southeast Asia.

Our culture and values will continue to guide us as we work towards our purpose of building the future of ASEAN.

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Building the Future of ASEAN

For the people and businesses within, and connecting with, ASEAN.

Our Purpose statement above underscores UOB's brand promise to do right by our stakeholders, including customers, colleagues and communities. It reflects our long-term strategy, signalling the Bank's intent to intensify investment in the region to help realise the potential of the people and businesses in ASEAN. It also reinforces UOB's commitment to facilitating economic flows within and with ASEAN to support businesses across generations.

Our Highlights for the Year

2024 UOB Financial Highlights

Gross Customer Loans
$338 billion

Customer Deposits
$404 billion
+5%

Total Assets
$538 billion
+3%

Non-performing Loan Ratio
1.5%
unchanged

Net Stable Funding Ratio
116%
-4% pt

Common Equity Tier 1 Ratio
15.5%
+2.1% pt

2024 Corporate Milestones

Completed full integration of Citigroup's consumer banking business in UOB Thailand

Celebrated UOB Thailand's 25th anniversary

Celebrated UOB China's 40th anniversary

Award Highlights

Asian Banking & Finance
- Domestic Retail Bank of the Year – Singapore
- International Retail Bank of the Year – Malaysia
- International Retail Bank of the Year – Thailand
- International Retail Bank of the Year – Vietnam

Community Chest Awards 2024
- Pinnacle Award

Euromoney
- Best Bank in Singapore
- World's Best SME Bank
- Asia's Best SME Bank
- Singapore's Best SME Bank
- Asia's Best Private Bank for Next Gen

Global Finance
- Best Bank in Asia Pacific
- Best Bank in Singapore

National Arts Council
- Distinguished Patron of the Arts Award

Retail Banker International
- Asia Trailblazer of the Year 2024
- Best Retail Bank in Singapore

Securities Investors Association Singapore
- Investors Choice Outstanding CEO Award – Wee Ee Cheong

Singapore Governance and Transparency Index
- Ranked 3rd in Singapore

The Asian Banker
- Best Regional Retail Business in Asia Pacific
- Best Retail Bank in Singapore
- Best Asian Trade and Supply Chain Finance Bank in Asia Pacific
- Best Transaction Bank in Singapore

The Banker
- Best Bank in Singapore

The Digital Banker
- Best Digital Bank for CX in Southeast Asia

About UOB

UOB is a leading bank in Asia. Operating through our head office in Singapore and banking subsidiaries in China, Indonesia, Malaysia, Thailand and Vietnam, we have a global network of more than 470 branches and offices in 19 markets in Asia Pacific, Europe and North America.

Since our incorporation in 1935, we have grown organically and through a series of strategic acquisitions. Today, we are rated among the world's top banks: Aa1 by Moody's Investors Service and AA- by both S&P Global Ratings and Fitch Ratings.

For the last nine decades, we have adopted a customer-centric approach to create long-term value by staying relevant through our enterprising spirit and doing right by our customers. We are focused on building the future of ASEAN – for the people and businesses within, and connecting with, ASEAN.

We connect businesses to opportunities in the region with our unparalleled regional footprint, leverage data and insights to innovate and to create personalised banking experiences and solutions catering to each customer's unique needs and evolving preferences.

We are also committed to helping businesses forge a sustainable future by fostering social inclusiveness, creating positive environmental impact and pursuing economic progress. We believe in being a responsible financial services provider. We are steadfast in our support of art, children and education, and doing right by our communities and stakeholders.

What We Do

UOB provides a wide range of financial services globally through our three core business segments – Group Retail, Group Wholesale Banking and Group Global Markets. Our range of services cover our customers' needs across consumer banking, private banking, commercial banking, corporate banking and institutional banking. Through our subsidiaries, we also provide asset management, private equity fund management and insurance services, among others.

Our Purpose and Strategic Priorities

Building the future of ASEAN — for the people and businesses within, and connecting with, ASEAN.

Guided by our values and supported by our fundamental strengths, we focus on supporting our customers as we drive performance across our franchise.

Our approach to supporting our customers is based on a long-term mindset to stay prudent and disciplined in balancing growth with responsibility.

Our Strategic Focus

Create financial solutions that are personalised to every individual to help our customers achieve their personal and business financial goals through our omni-channel approach.

Help customers grow sustainably and integrate sustainability into our business and operations to drive responsible growth for positive and meaningful impact to the economy, society and environment.

Connect our customers across ASEAN, and with Greater China and the rest of the world, through our sector specialisation, ecosystem partnerships and integrated digital platform, using a One Bank approach.

Build employee pride through fostering a culture of care, growth and trust, as we attract and grow our own timber.

Our Fundamental Strengths

Robust governance and risk management; strong capital and funding base

Established and integrated network

Diverse pool of talent and expertise

Asian heritage with deep Southeast Asian roots

Our Values

Honourable

Enterprising

United

Committed

Where We Operate

~470

branches and offices in Asia Pacific, Europe and North America.

Asia

Brunei	2	Myanmar	2
Hong Kong	2	Philippines	1
India	2	Singapore	61
Indonesia	117	South Korea	1
Japan	2	Taiwan	2
Mainland China	20	Thailand	189
Malaysia	58	Vietnam	7

Australia	1	United Kingdom	1
Canada	3	USA	2
France	1		

Board of Directors

As at 1 March 2025

Ong Chong Tee
Independent

Tracey Woon Kim Hong
Independent

Chia Tai Tee
Independent

Wee Ee Cheong
Deputy Chairman and Chief Executive Officer

Wong Kan Seng
Chairman
Independent

Michael Lien Jown Leam
Non-executive and Non-independent

Wee Ee Lim
Non-executive and Non-independent

Steven Phan Swee Kim
Independent

Dinh Ba Thanh
Independent

Teo Lay Lim
Independent

Board of Directors

As at 1 March 2025

Wong Kan Seng, 78

Chairman
Independent

Appointed as a director:
27 July 2017

Last re-elected as a director:
18 April 2024

Appointed as Chairman:
15 February 2018

Board Committee Positions
- Audit Committee (Member)
- Board Risk Management Committee (Member)
- Executive Committee (Chairman)
- Nominating Committee (Member)
- Remuneration and Human Capital Committee (Member)

Current directorships in other listed companies
- Nil

Other principal commitments
- CapitaLand Group (Chairman)
- CLA Real Estate Holdings (Chairman)
- Bo'ao Forum for Asia (Director)
- Kwong Wai Shiu Hospital (Patron)

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- Prime Minister's Office (Deputy Prime Minister and Co-ordinating Minister for National Security)
- Ministry of Home Affairs (Minister)
- Ministry of Foreign Affairs (Minister)
- Ministry of Community Development (Minister)
- Singbridge Holdings (Chairman)

Education/professional qualifications and achievements
- NUS Distinguished Alumni Service Award (2023)
- NUS Distinguished Arts and Social Sciences Alumni Award (2019)
- London Business School Alumni Achievement Award (2004)
- National Trades Union Congress Medal of Honour (1998)
- Public Administration Medal (Silver) (1976)
- Master of Science (Business Studies), London Business School, University of London
- Bachelor of Arts (Hons), University of Singapore

Wee Ee Cheong, 72

Deputy Chairman and Chief Executive Officer

Appointed as a director:
3 January 1990

Last re-elected as a director:
21 April 2023

Appointed as Chief Executive Officer:
27 April 2007

Appointed as Deputy Chairman:
24 March 2000

Board Committee Positions
- Board Risk Management Committee (Member)
- Executive Committee (Member)
- Nominating Committee (Member)

Current directorships in other listed companies
- United Overseas Insurance (Chairman)

Other principal commitments
- PT Bank UOB Indonesia (President Commissioner)
- United Overseas Bank (China) (Chairman)
- United Overseas Bank (Thai) Public Company (Chairman)
- United Overseas Bank (Malaysia) (Deputy Chairman)
- The Association of Banks in Singapore (Council Member)
- The Institute of Banking and Finance (Council Member)
- Singapore-China Foundation (Member, Board of Governors)
- Singapore Chinese Chamber of Commerce & Industry (Honorary Council Member)
- Nanyang Academy of Fine Arts (Patron)
- Wee Foundation (Director)

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- Far Eastern Bank (Director)
- Pan Pacific Hotels Group (Director)
- United International Securities (Director)
- UOL Group (Director)
- Housing & Development Board (Deputy Chairman)
- Port of Singapore Authority (Director)
- Visa Asia Pacific Senior Client Council (Member)

Education/professional qualifications and achievements
- Securities Investors Association (Singapore) Investors' Choice Outstanding CEO Award (2024)
- Singapore Corporate Awards, Best CEO (large cap listed companies) (2022)
- *The Asian Banker* CEO Leadership Achievement for Singapore Award (2022)
- *The Business Times* Businessman of the Year (2021/2022)
- Public Service Star (2013)
- Master of Arts (Applied Economics), American University, Washington, DC
- Bachelor of Science (Business Administration), American University, Washington, DC

Michael Lien Jown Leam, 61

Non-executive and Non-independent

Appointed as a director:
27 July 2017

Last re-elected as a director:
18 April 2024

Board Committee Positions
- Executive Committee (Member)
- Nominating Committee (Member)

Current directorships in other listed companies
- Nil

Other principal commitments
- Wah Hin and Company (Executive Chairman)
- Sandstone Capital (Director and Chief Investment Officer)
- Leap Philanthropy (Founder and Chairman)

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- National University of Singapore (Trustee)
- Temasek Holdings (Director)

Education/professional qualifications and achievements
- Bachelor of Economics (First Class Hons) in Finance and Econometrics, Monash University

Wee Ee Lim, 63

Non-executive and Non-independent

Appointed as a director:
1 July 2018

Last re-elected as a director:
21 April 2022

Board Committee Positions
- Board Risk Management Committee (Member)
- Remuneration and Human Capital Committee (Member)

Current directorships in other listed companies
- Haw Par Corporation (Director, President and Chief Executive Officer)
- Singapore Land Group (Chairman)
- UOL Group (Chairman)

Other principal commitments
- Wee Foundation (Director)

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- Nil

Education/professional qualifications and achievements
- Bachelor of Arts (Economics), Clark University, USA

Steven Phan Swee Kim, 66

Independent

Appointed as a director:
1 July 2019

Last re-elected as a director:
21 April 2023

Board Committee Positions
- Audit Committee (Chairman)
- Executive Committee (Member)
- Nominating Committee (Chairman)
- Remuneration and Human Capital Committee (Member)

Current directorships in other listed companies
- Jardine Cycle & Carriage (Director)

Other principal commitments
- Advanced MedTech Holdings (Director)

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- Ernst & Young (Chairman and Area Managing Partner for Asia Pacific and Member of Global Executive Board)

Education/professional qualifications and achievements
- Institute of Singapore Chartered Accountants (Fellow)
- Bachelor of Science (Managerial and Administrative Studies), University of Aston, United Kingdom

Board of Directors

As at 1 March 2025

Chia Tai Tee, 62
Independent

Appointed as a director:
1 October 2020

Last re-elected as a director:
21 April 2023

Board Committee Positions
- Audit Committee (Member)
- Board Risk Management Committee (Chairman)
- Nominating Committee (Member)

Current directorships in other listed companies
- Nil

Other principal commitments
- Eastspring Investments Group (Director)
- True Light Capital (Director)
- Inland Revenue Authority of Singapore (Director)
- Ministry of Home Affairs Uniformed Services Invest Plan – Board of Trustees (Member)
- Singapore Institute of Technology – Board of Trustees (Member)

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- GIC (Chief Risk Officer)

Education/professional qualifications and achievements
- Public Service Medal (2017)
- Advanced Management Program, Harvard Business School
- PhD in Economics, Australian National University
- Bachelor of Economics (Hons), University of Adelaide

Tracey Woon Kim Hong, 68
Independent

Appointed as a director:
1 September 2021

Last re-elected as a director:
21 April 2022

Board Committee Positions
- Audit Committee (Member)
- Board Risk Management Committee (Member)
- Remuneration and Human Capital Committee (Chairman)

Current directorships in other listed companies
- Nil

Other principal commitments
- GIC – Investment Board (Member)
- MOH Holdings – Investment Committee (Member)
- National University Health System (Director)
- Securities Industry Council (Member)
- Singapore Red Cross (Council Member)
- SPH Foundation (Director)

Past directorships in listed companies held over the preceding three years
- Singapore Press Holdings (Director)

Past major appointments
- Citigroup Global Markets Singapore, ASEAN Corporate and Investment Banking (Vice Chairman)
- UBS AG, Asia Pacific Global Wealth Management (Vice Chairman)

Education/professional qualifications and achievements
- IBF Distinguished Fellow Award (2016)
- Bachelor of Law (Hons), National University of Singapore

Dinh Ba Thanh, 67
Independent

Appointed as a director:
1 December 2021

Last re-elected as a director:
18 April 2024

Board Committee Positions
- Nil

Current directorships in other listed companies
- Nil

Other principal commitments
- DatVietVAC Group Holdings (Chairman and CEO)
- DatVietVAC M&E Corporation (Chairman)
- Eastspring Investments Vietnam Navigator Fund – Representative Board (Chairman)
- Asia Business Council (Trustee)

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- Nil

Education/professional qualifications and achievements
- Eminent Leaders in Asia Award (2018)
- Bachelor of Architecture, Ho Chi Minh City University

Teo Lay Lim, 61
Independent

Appointed as a director:
1 January 2022

Last re-elected as a director:
21 April 2022

Board Committee Positions
- Executive Committee (Member)
- Remuneration and Human Capital (Member)

Current directorships in other listed companies
- Nil

Other principal commitments
- Nil

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- Accenture Singapore (Chairman)

Education/professional qualifications and achievements
- Bachelor of Business Administration, National University of Singapore

Ong Chong Tee, 63
Independent

Appointed as a director:
1 January 2023

Last re-elected as a director:
21 April 2023

Board Committee Positions
- Audit Committee (Member)
- Board Risk Management Committee (Member)
- Executive Committee (Member)

Current directorships in other listed companies
- AIA Group (Director)

Other principal commitments
- Accounting and Corporate Regulatory Authority (Chairman)
- Arab Regional Payments Clearing and Settlement Organization (Director)
- GIC – Risk Committee (Member)
- IFRS Foundation – Board of Trustees (Member)
- National University of Singapore – Board of Trustees (Member)

Past directorships in listed companies held over the preceding three years
- Nil

Past major appointments
- Monetary Authority of Singapore (Deputy Managing Director)

Education/professional qualifications and achievements
- Public Administration Medal (Gold) (Bar) 2021
- Bachelor of Engineering (Hons), National University of Singapore

Group Management Committee

As at 1 March 2025

Management Executive Committee

Wee Ee Cheong

Deputy Chairman and Chief Executive Officer (CEO)

Federico Burgoni

Head, Group Strategy and Transformation

Federico joined UOB in 2019 as Head of Group Strategy and Transformation. In his role, he partners business heads to define the Group's ambition, strategy and investments. He also coordinates the execution of transformation programmes required to deliver the Group's desired strategy. Federico has more than 20 years' experience in consulting and banking. He holds a Master of Business Administration from INSEAD and graduated in engineering from Bologna University.

Chan Kok Seong

Group Chief Risk Officer

Kok Seong joined UOB in 1998. He heads the Group's Governance, Risk and Compliance functions. Prior to his appointment in Singapore in 2012, Kok Seong was the CEO of UOB (Malaysia). He holds a Bachelor of Accounting from the University of Malaya, Malaysia and is a member of the Malaysian Institute of Certified Public Accountants. Kok Seong has more than 35 years' experience in banking and banking regulation.

Frederick Chin Voon Fat

Head, Group Wholesale Banking and Markets

Frederick joined UOB in 2013. He oversees the Group's Wholesale Banking and Markets businesses comprising business banking, commercial banking, corporate banking, transaction banking, structured trade and commodity financing, sector solutions group, product development, special asset-based finance, financial institutions, investment banking, treasury and global markets. He holds a Bachelor of Commerce from the University of Melbourne. Frederick has more than 40 years' experience in banking.

Lawrence Goh Chear Wah
Head, Group Technology and Operations

Lawrence joined UOB in 2016. He heads the Group's Technology and Operations, overseeing the global technology infrastructure and operations for the Group. He holds a Bachelor of Applied Science from Nanyang Technological University of Singapore. Lawrence has more than 30 years of technology experience across banking, telecommunications and technology consulting.

Susan Hwee Wai Cheng
Head, Group Retail

Susan joined UOB in 2001. She assumed the role of Head of Group Retail in September 2024. In this role, she is responsible for managing the retail banking business and driving the strategies for its digital transformation and customer experience uplift programmes. Previously, she was the Head of Group Technology and Operations. Susan holds a Bachelor of Science from the National University of Singapore. She has more than 35 years' experience in technology and banking.

Lee Wai Fai
Group Chief Financial Officer

Wai Fai joined UOB in 1989. He leads the Group Finance, Investor Relations, Central Treasury, Data Management, Corporate Investments, Group Research, Corporate Real Estate Services and Asset Management functions. He holds a Bachelor of Accountancy (Hons) from the National University of Singapore and a Master of Business Administration in Banking and Finance from the Nanyang Technological University, Singapore. Wai Fai has more than 35 years' experience in banking.

Group Management Committee

As at 1 March 2025

Management Committee

Vincent Cheong Kok Hong
Head, Group Audit

Vincent joined UOB in 2012 and was appointed Head of Group Audit in 2022. Prior to that, he was responsible for managing various internal audit areas, including overseas branches, centralised operations, and finance and corporate functions. He holds a Bachelor of Science from the National University of Singapore. Vincent has more than 30 years' experience in the banking industry.

Peter Foo Moo Tan
President and Chief Executive Officer,
United Overseas Bank (China) Limited

Peter joined UOB in 2011. He was appointed President and CEO of UOB (China) in 2016. Prior to that, he served as President and CEO of UOB (Thai) from 2012. He was also previously the Head of the Group's Treasury and Global Markets business for overseas subsidiaries and branches. Peter holds a Bachelor of Estate Management (Hons) from the National University of Singapore and is a Chartered Financial Analyst. He has more than 35 years of banking and financial markets experience across several Asian markets.

Hendra Gunawan
President Director, PT Bank UOB Indonesia

Hendra joined UOB in 2011. He was appointed President Director of UOB Indonesia in 2020 and was previously the Deputy President Director of UOB Indonesia and Deputy CEO of UOB (Malaysia). Prior to that, he was Managing Director, Head of Centre of Excellence for Agri Business and Food and Beverage sector solutions within Group Wholesale Banking in Singapore. Hendra holds a Bachelor of Science in Finance from the Wharton School of Finance and Commerce and a Bachelor of Science in Electrical Engineering from the Moore School of Electrical Engineering, University of Pennsylvania. He has more than 25 years of experience in banking and finance.

Eric Lim Jin Huei
Group Chief Sustainability Officer

Eric joined UOB in 2013 and was appointed UOB's first Group Chief Sustainability Officer in 2021. Prior to his current appointment, he headed the Group Finance function. Eric holds a Bachelor of Accountancy (Hons) from the Nanyang Technological University, Singapore and an Executive Master of Business Administration from the J.L. Kellogg School of Management, USA. He has more than 25 years of experience in finance.

Richard David Maloney
President and Chief Executive Officer,
United Overseas Bank (Thai) Public Company Limited

Richard joined UOB in 2014. Prior to his current appointment as CEO of UOB (Thai) in 2024, he was the Chief Operating Officer for Group Wholesale Banking. He holds a Bachelor of Science in Accounting from New York University. Richard has more than 40 years of experience in Wholesale Banking, Capital Markets and Retail Banking.

Kelvin Ng Wei Hao
Head, Group Global Markets

Kelvin joined UOB in 2019. He is currently the Head of Group Global Markets. Previously, he served as the Group Head of Trading from 2019 and Deputy Head of Group Global Markets from 2022. He holds a Bachelor of Science from The London School of Economics and Political Science. Kelvin has more than 25 years of Treasury and Markets experience. He has also held leadership roles in trading and structuring, with a focus on ASEAN markets.

Ng Wei Wei
Chief Executive Officer,
United Overseas Bank (Malaysia) Berhad

Wei Wei was appointed CEO of UOB (Malaysia) in 2022 and was previously its Deputy CEO from 2021. Prior to that, she served as the Country Head of Wholesale Banking for Malaysia from 2019. Wei Wei holds a Bachelor of Commerce with double majors in Accounting and Management from Monash University, Australia. A chartered banker of the Chartered Banker Institute, United Kingdom and the Asian Institute of Chartered Bankers, Wei Wei has more than 25 years' experience in banking, having held various senior leadership roles at global financial institutions in Malaysia and Hong Kong.

Victor Ngo Vinh Tri

Chief Executive Officer,
United Overseas Bank (Vietnam) Limited

Victor joined UOB in 2004 and was appointed CEO of UOB (Vietnam) in 2022. Prior to that, he served as Head of Group Compliance from 2017 and Head of Group Audit from 2006. Victor holds a Bachelor of Applied Science in Computer Science and Operations Management from the University of Technology Sydney and a Master of Business Administration from Deakin University, Australia. He also has a Master of Science in Finance from the City University of New York, where he was elected to the Beta Gamma Sigma Honor Society, and a Professional Certificate in Machine Learning and Artificial Intelligence from Massachusetts Institute of Technology, USA. Victor has more than 35 years' experience in the banking industry.

Tan Choon Hin

Deputy Head, Group Governance, Risk and Compliance

Choon Hin joined UOB in 2012 as Head of Group Retail Credit. He is currently the Deputy Head of Group Governance, Risk and Compliance. Prior to his present appointment, he served as the President and CEO of UOB (Thai) since 2016, and was previously Head of Group Business Banking. He holds a Bachelor of Business (Hons) from the Nanyang Technological University, Singapore. Choon Hin has more than 25 years' of banking and risk management experience across several Asian markets.

Dean Tong Chee Kion

Head, Group Human Resources

Dean joined UOB in 2018 as Head of Group Human Resources. He currently champions the people transformation across the Group, spanning the areas of upskilling, talent development and nurturing of a supportive work culture. Dean holds a Master of Business Administration from the Wharton School, University of Pennsylvania. He has more than 25 years of leadership, talent and transformation project experience across Asia, Europe and the Americas in the financial services, consumer goods and telecommunications industries.

Ian Wong Wah Yan

Head, Group International Management

Ian joined UOB in 2012. He heads Group International Management where he oversees the performance and governance of the Group's overseas banking subsidiaries, branches and agencies. Ian is also responsible for the development of the Group's Foreign Direct Investment advisory business. He holds a Bachelor of Business Administration from the National University of Singapore and a Master of Business Administration from the J.L. Kellogg School of Management, USA and Hong Kong University of Science and Technology. He has more than 30 years' experience in corporate, institutional and investment banking.

Christine Yeung See Ming (Mrs Christine Ip)

Chief Executive Officer, UOB Greater China and
Head, Group Strategic Communications and Brand

Christine joined UOB in 2011 and was appointed CEO of UOB Greater China in 2016. In 2023, she assumed the concurrent role of Head, Group Strategic Communications and Brand. Christine had also served as the CEO of UOB Hong Kong Branch from 2012 to 2024. She holds a Master of Business Administration from the Hong Kong University of Science and Technology and a Bachelor of Arts from the University of Hong Kong. Christine has more than 35 years' experience in consumer and corporate banking.

Janet Young Yoke Mun

Head, Group Channels and Digitalisation,
Strategic Communications and Brand

Janet joined UOB in 2014 and heads Group Channels and Digitalisation, Strategic Communications and Brand. She is responsible for delivery channels serving customers across branches, self-service banking, websites, financial technology and ecosystem partnership initiatives, as well as communications, social media, brand management and community stewardship. She holds a Bachelor of Business Administration from the National University of Singapore and a Master of Business Administration from the Nanyang Technological University, Singapore. Janet has more than 35 years' experience in banking and treasury.

Balancing Growth with Stability for the Long Term

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Chairman's Statement

The full integration of Citigroup's consumer banking business from these four ASEAN markets is expected to boost the Bank's annualised revenue by $1 billion. Our cross-sell synergies from the portfolio are delivering strong results and we will continue to intensify our efforts on this.

2024 was a year of adapting – global economies had to get used to a new era marked by macroeconomic volatility and elevated uncertainties.

After a period of aggressive interest rate hikes in the last two years, inflationary pressures have somewhat receded, enabling most central banks to ease restrictive monetary policy.

Looking ahead, global growth is expected to soften in 2025. Further escalation of geopolitical events will increase risks to the global outlook. Trade tensions among major economies are expected to push production costs higher, further disrupting global supply chains, investment and trade.

The recent US Administration's policy announcements pose increased inflation risks with mixed effects on growth, due to the confluence of factors such as prospects of higher trade tariffs, an expansionary fiscal stance and stricter immigration policy. Its economic policies may also weigh down on growth and trade flows globally and in Southeast Asia.

The US tariffs carry a knock-on effect on China, where a continued slowdown in its property market will further tamper China's trajectory. However, China's economy would be cushioned to some extent by its government's stimulus measures.

Despite the global macroeconomic uncertainties, ASEAN's economies remain steadfastly resilient, supported by a recovery in retail spending from the region's large and young domestic market. Trade rebounds on electronics across the region also further fuelled growth momentum.

We remain optimistic in the region's prospects, underpinned by the rebalancing of global trade and supply chain shifts. Total trade flows in ASEAN are projected to accelerate further, reaching US$4.7 trillion by 2027, a 34 per cent increase from US$3.5 trillion in 2023. In the years ahead, foreign direct investment (FDI) inflows into ASEAN are set to rise to US$312 billion by 2027 and further to US$373 billion by 2030, from US$234 billion in 2023.

Amid the ongoing macroeconomic and geopolitical uncertainties, UOB achieved a record net profit of $6.0 billion, up 6 per cent year on year. Given our good performance, the Board recommends a final dividend of 92 cents per ordinary share. Together with the interim dividend of 88 cents per ordinary share, total dividend for the full year will be $1.80 per ordinary share. As part of the Bank's commitment to managing down excess capital, $2 billion of surplus capital will be used for share buybacks over the coming three years. In addition, a special dividend of 50 cents per ordinary share is recommended with payment over two tranches in 2025, in conjunction with UOB's 90th anniversary this year.

Pushing ahead on our transformation journey

In 2023, the Board and Management developed a three-year transformation plan to reshape our business and position the Bank for the next stage of growth. We are making steady progress on harnessing our capabilities to support our key growth drivers – connectivity, personalisation and sustainability.

Our investments to enhance digital capabilities for our regional trade, supply chain and cash management platforms are enabling us to drive ASEAN connectivity, boosting our cross-border income and transaction banking income. UOB is the only Bank to have signed Memoranda of Understanding with government investment promotion agencies across our key ASEAN markets to facilitate FDI flows into the region. With our extensive network and strong sector expertise, we are well-placed to help our customers harness cross-border capital flows to tap opportunities across the region.

In 2024, we successfully integrated our Citigroup portfolio in Thailand, following similar exercises in Malaysia and Indonesia in 2023. Integration for Vietnam is on track to

be completed by 2025. The full integration of Citigroup's consumer banking business from these four ASEAN markets is expected to boost the Bank's annualised revenue by $1 billion. Our cross-sell synergies from the portfolio are delivering strong results and we will continue to intensify our efforts on this. Our enlarged customer base and strengthened regional franchise position us well to be top-of-mind to customers wanting to do business in ASEAN.

The Board is committed to guiding Management to prioritise, formulate and drive the Bank's sustainability strategy. The Sustainability Advisory Panel set up in 2023 provided strategic counsel to the Bank on opportunities and risks related to nature and biodiversity, as UOB became an early adopter of the Taskforce on Nature-related Financial Disclosures in 2024. We issued our second progress report on our net zero commitment in November 2024. We are progressing across all priority sectors and are trending better than the reference pathways.

Our people are key to the Group's performance and success. The Board and Management believe in growing our own timber and investing in our people to help them realise their full potential. The Bank is committed to providing upskilling, reskilling and mobility opportunities so that our people can stay ahead of the curve in a rapidly-evolving job market. In October 2024, we launched the Better U Pivot Programme, aimed at helping our employees transition into new roles within the Bank through reskilling and mentorship.

The Board and Management forged ahead with our innovation agenda and focused our attention on artificial intelligence (AI) and Generative AI (GenAI) developments. We supported the Group on key initiatives, including building our own GenAI platform with guardrails, and experimenting with multiple use-cases in areas such as customer experience and technology development.

Maintaining a strong risk culture

Managing risk is integral to how we create long-term value for our stakeholders. Amid the global economic uncertainties, we conducted regular stress tests to identify and assess potential vulnerabilities and emerging risks.

As we pursue innovations in AI and GenAI, the Board and Management are mindful of the potential risks these will bring. We will mitigate the risks with additional controls. We will continue to enhance our AI and machine learning governance bodies and frameworks, while guided by regulatory frameworks to ensure the technology is deployed in a responsible manner.

We remain vigilant to money laundering and terrorism financing risks. We continually review and ensure we have robust checks in place, leveraging data analytics and technology solutions.

In 2024, the financial industry continued to face escalating threats from scams and fraud. Guiding the Group to enhance our anti-scam measures remain a central priority for the Board and Management. Under Singapore's Shared Responsibility Framework, we will continue to strengthen and roll out new real-time fraud surveillance capabilities to better protect the interests of our customers. The fight against scams is a shared responsibility and requires all stakeholders to work together. Our customers remain the singular most effective line of defence against scammers and they must continue to exercise vigilance.

ASEAN remains a bright spot

The global geopolitical tensions have the potential to escalate. Notwithstanding these challenges, we are confident that ASEAN will remain a stable region of economic growth and strong trade opportunities. We see ASEAN's GDP growth remaining stable in 2025.

Over the longer run, the region's favourable export prospects, rising affluence, cross-border trade coordination and deepening integration in regional industries will pave the way for stronger economic growth. In addition, digital and green economies will drive new investments and create new industries and jobs in the region.

Board Acknowledgements

2025 will be a milestone year for UOB as we celebrate our 90th anniversary. Our success over the last nine decades have been anchored by our values of being honourable, enterprising, united and committed, which will continue to guide us beyond this milestone.

On behalf of the Board, I would like to extend my gratitude to the Management and the UOB team for their contributions and service throughout these years. We also thank our shareholders, customers and partners for the trust and support they continue to place in us.

Wong Kan Seng
Chairman

February 2025

Deputy Chairman and CEO's Report

Key megatrends – digitalisation, sustainability investments and a rising middle class – will continue to fuel ASEAN's dynamism. UOB is well-positioned to ride on these trends, supporting our customers to fulfil their needs and aspirations.

A bonsai tree symbolises harmony, patience and resilience – qualities that mirror UOB's culture and long-term vision. Just like bonsai trees, strong institutions need careful nurturing and a solid foundation to flourish. This year's Annual Report cover features one of the bonsai trees planted around UOB Plaza in Singapore since 2024, adding a touch of nature to the heart of the city.

Rooted in our core values of being honourable, enterprising, united and committed, UOB has established a deep presence across Southeast Asia. Through discipline and perseverance, we continue to invest for the long term, strengthening our position as a leading bank in the region.

Just as bonsai roots provide stability through changing seasons, a strong culture anchors an organisation, ensuring it thrives amid challenges. Our foundation remains firm as we work towards our goal of being the most preferred bank for consumers and businesses in ASEAN.

ASEAN's Resilience in a Changing World

Despite global uncertainties in 2024, ASEAN continues to demonstrate resilience. The region's strong economic fundamentals, young and expanding workforce, and robust consumption have sustained growth. While geopolitical tensions and policy shifts pose risks, supply chain diversification is driving foreign investment into the region.

Key megatrends – digitalisation, sustainability investments and a rising middle class – will continue to fuel ASEAN's dynamism. UOB is well positioned to ride on these trends, supporting our customers to fulfil their needs and aspirations.

Our ASEAN Commitment

UOB has been a trusted banking partner for consumers and businesses in Southeast Asia and Greater China for decades, growing through strategic acquisitions and organic expansion. Our unwavering commitment to these markets has strengthened our regional presence.

- **In Thailand**, we celebrated 25 years of operation in 2024 as the only Singapore bank with full banking services spanning three owned buildings.
- **In Malaysia**, with 73 years of history, we are now the largest foreign bank in the country, reinforcing our long-term commitment. Our UOB Plaza 1 in Kuala Lumpur was built during the COVID-19 pandemic years.
- **In Indonesia**, with more than 70 years of presence, we serve retail and SME clients across 16 provinces.
- **In Vietnam**, after operating in the market for more than 30 years, we now have 1,400 employees and a growing network in Ho Chi Minh City and Hanoi.

Across ASEAN, we invest for the long term, incorporating local subsidiaries and owning our buildings to drive sustainable growth and deepen customer engagement. We are committed to growing together with the people, businesses and communities in these markets.

UOB at 90 Years and Beyond

In 2025, UOB marks 90 years of growth - from a single branch along the Singapore River, to a leading bank with the widest footprint in the region.

Recognising the limits of our domestic market, we expanded strategically across ASEAN, acquiring banks and building scale where we have a competitive edge. This disciplined approach of pursuing growth with stability has positioned UOB as a regional leader.

Today, we are deeply rooted in Southeast Asia's growth story. As the ASEAN region rises, UOB is poised to leverage our strengths, resilience and vision to achieve remarkable growth, propelling us forward towards our centennial and beyond.

Executing Our Three-Year Plan

At our Corporate Day 2024 in Kuala Lumpur, we laid out our strategic priorities to drive sustainable growth. By 2026, we aim to:

- **diversify income** by increasing non-interest income to 37 per cent of total revenue, driven by wealth, trade and customer treasury
- **accelerate ASEAN growth**, growing the ASEAN market contribution to 30 per cent of total group income while maintaining 50 per cent from Singapore
- **enhance efficiency** by optimising our cost structure to achieve a cost-to-income ratio of low 40s per cent
- **maintain strong returns** by sustaining a return on equity (ROE) at around 14 per cent

We continue to strengthen ASEAN connectivity and cross-border trade, leveraging synergies from the Citigroup acquisition and advancing sustainability and innovation initiatives.

Robust Financial Performance

UOB's financial performance remained resilient in 2024. Total income for the financial year that ended 31 December 2024 grew to $14.3 billion, up 3 per cent from a year ago, and net profit rose 6 per cent to a record $6.0 billion.

Net interest income was stable at $9.7 billion as proactive balance sheet management and loan growth of 5 per cent cushioned the impact of interest rate cuts. Net fee income grew 7 per cent from a year ago to $2.4 billion, led by double-digit growth in wealth management fees from improved investor sentiments and enhancements to our wealth management platforms. Card fees grew strongly on an enlarged regional franchise, and loan fees were higher as lending and capital market activities picked up. Other non-interest income rose 10 per cent to $2.2 billion, driven by robust customer-related treasury income from increased retail bond sales and strong hedging demands, as well as good performance from trading and liquidity management activities.

Excluding one-off expenses, core operating expenses for the full year increased 5 per cent to $6.1 billion compared with a year ago. The cost-to-income ratio (CIR) for 2024 was 42.5 per cent, reflecting our cost structure as a regional commercial bank. We are actively managing costs and enhancing productivity to achieve a CIR in the low 40s per cent in the next few years.

We are committed to reshaping our business mix and growing diversified revenue engines through a disciplined approach.

Over the past decade, we have invested $800 million to build regional capabilities in payments, trade, and cash management. These investments have transformed our wholesale business, fuelling CASA growth and strengthening connectivity flows across the region.

Building on this foundation, we are extending these capabilities to our private bank business with the launch of a new digital platform in 2025, further driving AUM and wealth fee growth.

Our ASEAN strategy requires long-term commitment and patience, but it will be rewarding when executed well.

Transformation Growth: Realising Synergies

UOB's acquisition of Citigroup's consumer banking businesses in Indonesia, Malaysia, Thailand and Vietnam has supercharged our retail customer base to 8.4 million across ASEAN, accelerating our regional growth by five years.

In 2024, we wrapped up the integration of the portfolio in Thailand, following Malaysia and Indonesia in 2023, with Vietnam on track for completion this year.

Our expanded customer base is driving cross-sell synergies, solidifying UOB's leadership as the top card issuer for Visa and Mastercard in ASEAN.

With acquisition costs tapering off, we are now laser-focused on deepening customer engagement to unlock further growth.

Doing Right by Our Customers

UOB is dedicated to long-term, stable growth across ASEAN, blending our physical presence with robust digital channels.

Our integrated regional platform enables seamless technology adoption and scalability, ensuring sustainable expansion.

Through our omni-channel strategy, we provide banking for our customers whenever they want, wherever they are.

- **UOB TMRW** serves retail customers across ASEAN digitally

Deputy Chairman and CEO's Report

- **UOB Infinity** supports corporate customers in 10 markets across ASEAN and Greater China, streamlining transaction banking and

- **UOB SME** app empowers businesses with on-the-go financial management.

Our regional digital platforms have strengthened cross-border and transaction banking, driving growth for businesses. With strong sector expertise and deep local market knowledge, UOB remains a trusted partner, helping customers navigate complexity and seize new opportunities.

Driving Sustainable Growth with Our Customers

UOB supports our customers in their sustainability journeys by providing sector-specific solutions and collaborating with ecosystem partners to build a more sustainable future.

Our net zero commitment targets emissions reduction in power, automotive, real estate, construction, and steel – key sectors in our portfolio. In 2024, we reported that we had exceeded reduction targets across all five sectors, reinforcing our leadership in responsible banking.

Beyond financing, we drive impact by partnering with like-minded leaders to amplify sustainability efforts. The Sustainability Impact Awards 2024, in its second year, recognised individuals and enterprises for their leadership in advancing sustainability.

Strengthening Communities

UOB is dedicated to driving meaningful change through corporate philanthropy and employee volunteerism, focusing on art, children and education.

- Our annual flagship event, the UOB Global Heartbeat Run/Walk, raised $2.4 million, supporting 25 charities to uplift disadvantaged children and families.

- My Digital Bootcamp has equipped children from lower-income families with essential digital tools and skills, with a $1.5 million investment across three seasons.

- The UOB Painting of the Year, in its 43rd year in 2024, continues to nurture artistic talent, while the newly-launched UOB Artist Alumni Network fosters greater collaboration among UOB artists across the region.

These initiatives reflect UOB's long-term commitment to building a strong and more inclusive society.

Growing Our Timber for the Future

UOB invests in developing future-ready talent, ensuring that our people grow alongside the evolving financial landscape.

- The **Better U Pivot Programme**, in collaboration with Institutes of Higher Learning and industry partners, provides customised learning pathways to equip colleagues with critical skills for new roles and

- Our **Artificial Intelligence (AI) and data analytics** Centre of Excellence is a strategic initiative to build deep expertise in AI and data analytics, strengthening our competitive edge.

Digitalisation, automation and AI are transforming the financial sector and the broader economy. The rapid evolution of these technologies, along with the rise of regulated digital currencies and tokens, is reshaping industry dynamics. To stay ahead, we place innovation at the core of our strategy — enhancing efficiency, unlocking new opportunities and strengthening our competitive edge. This year, we will accelerate innovation-led initiatives across the Bank, ensuring we not only adapt to these shifts but also lead in shaping the future of finance.

At the same time, we are committed to reskilling and upskilling our workforce, fostering agility and adaptability in an increasingly fast-changing world. Through continuous investment in learning and development, we empower our people to drive innovation and serve our customers' and stakeholders' evolving needs.

Acknowledgements

In 2024, we revitalised our senior management team to ensure continuity and drive progressive growth. A heartfelt thanks to Lee Wai Fai and Eddie Khoo for their outstanding leadership and contributions to UOB over the years.

We have built a robust team of leaders equipped to drive long-term value creation. I am confident that our refreshed leadership team will strengthen UOB and create lasting impact for all stakeholders.

Our people are our greatest assets. To our colleagues, thank you for your dedication, resilience and commitment to UOB's core values. I also extend my gratitude to the Board for its guidance and unwavering support as we work towards our goals.

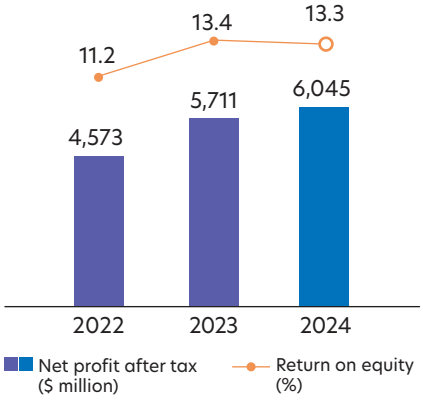
Finally, to our customers and shareholders, thank you for your trust in UOB over the past 90 years. I look forward to your continued partnership as we build a better future for the people and businesses in ASEAN.

Wee Ee Cheong
Deputy Chairman and Chief Executive Officer

February 2025

Financial Highlights

Strong performance supported by diverse income drivers and healthy franchise growth

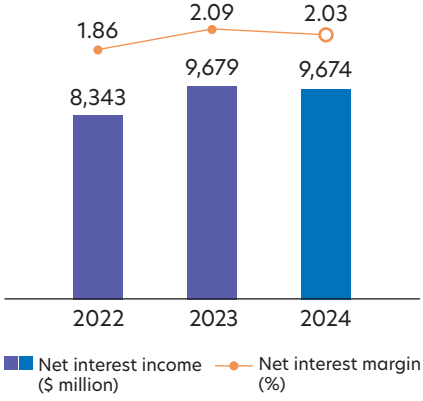


Net Profit After Tax and Return on Equity

Net profit grew 6% to a record $6.0 billion from a year ago, boosted by strong net fee income and trading and investment income.

Net Profit After Tax
$6.0 billion
+ 6%

Return on Equity
13.3%
- 0.1% pt

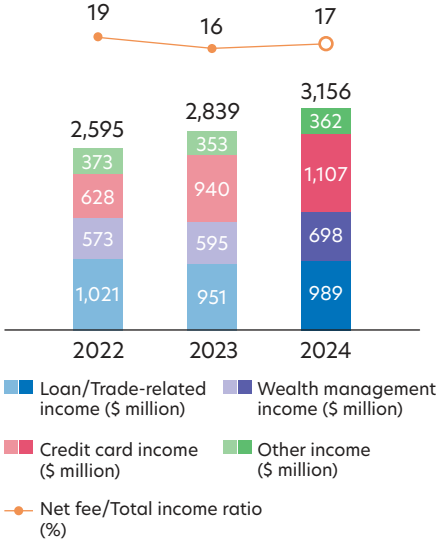


Net Interest Income and Margin

Net interest income was stable at $9.7 billion against last year as healthy loan growth of 5% offset the effect of net interest margin contraction from interest rate movements.

Net Interest Income
$9.7 billion
unchanged

Net Interest Margin
2.03%
- 0.06% pt



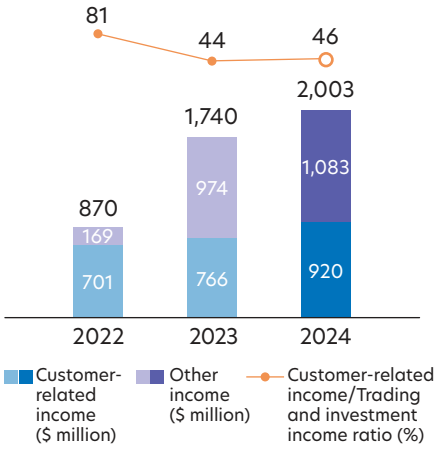
Gross Fee and Commission Income

Gross fee income grew 11% year on year to $3.2 billion, led by double digit growth in wealth management fees from improved investor sentiments, alongside stronger card fees on an enlarged regional franchise, and higher loan fees as lending and capital market activities picked up.

Gross Fee Income
$3.2 billion
+ 11%

Net Fee/Total Income Ratio
17%
+ 1% pt

Note: Above fees are gross of expenses, unless stated otherwise

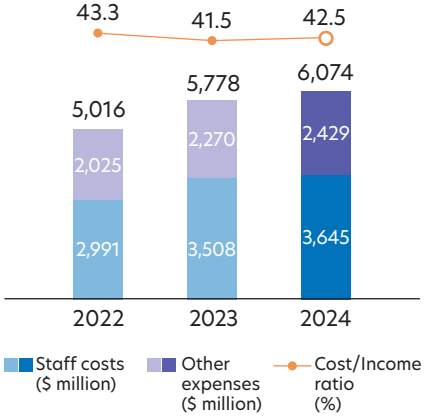


Trading and Investment Income

Trading and investment income increased 15% to $2.0 billion, driven by robust customer-related treasury income from increased retail bond sales and strong hedging demands, as well as good performance from trading and liquidity management activities.

Trading and Investment Income
$2.0 billion
+ 15%

Customer-related Income
$0.9 billion
+ 20%



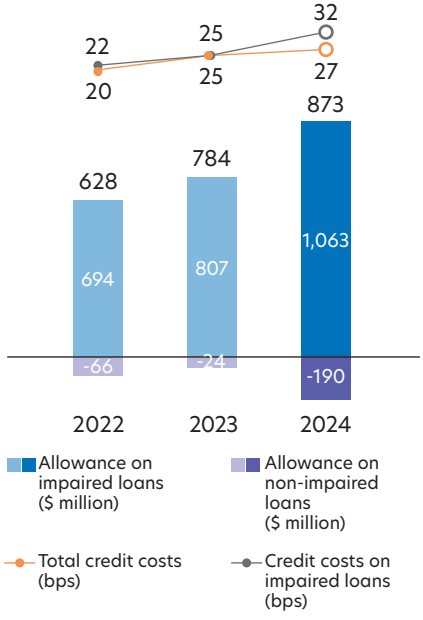
Operating Expenses[1]

Total core operating expenses rose 5% to $6.1 billion as the Group continued to invest in building regional capabilities, with core cost-to-income ratio at 42.5%.

Operating Expenses
$6.1 billion
+ 5%

Cost/Income Ratio
42.5%
+ 1.0% pt

1 Excluding one-off expenses



Total Allowance on Loans

Total allowance on loans was $0.9 billion largely attributed to higher specific allowance.

Total credit costs on loans at 27 basis points were within expectation.

Total Allowance on Loans
$0.9 billion
+ 11%

Total Credit Costs
27 bps
+ 2 bps

Financial Highlights

Staying focused on our regional strategy and customer centricity

	Group Retail		Group Wholesale Banking		Global Markets	
Key Growth Drivers	Digital-to-omni channel approach	Wealth management franchise	Deep cross-border connectivity	Sector specialisation	Treasury management	Regional trading infrastructure
Focus Areas	Meeting consumer needs in their preferred manner	Capitalising on the wealth potential of the rising middle class	Tapping ASEAN and Greater China business flows	Offering businesses industry insights and sector expertise	Strengthening funding and liquidity management solutions	Enhancing people and system capabilities
Performance	**$5.5 billion** Total income unchanged		**$6.7 billion** Total income ▼5%		**$704 million** Total income ▲70%	
	▲12% pickup in **card billings,** with ASEAN-4[1] forming more than half of Group card billings		**▲1%** Cross-border income		**▲8%** **Foreign exchange (FX) customer revenue** growth from expanded connectivity through e-FX platforms and increased hedging needs	
	▲30% growth in **wealth management income[2] to cross $1.1b,** with **AUM[3] at $190b**		**55%** **Mix in average balance of current and savings accounts,** up 4% points on superior regional cash management platform		**▲11%** **Customer treasury flow*,** supported by strong demand for FX hedging, retail bonds and structured products	

* Income derived from the treasury flow from Group Retail and Group Wholesale Banking customers is reflected in the income of the respective business segments.

1 ASEAN-4 comprises Indonesia, Malaysia, Thailand & Vietnam

2 Comprises wealth management fees and customer-related treasury income

3 Refers to Privilege Banking and Private Bank

Operating Income by Business Segment

Group Retail

Despite intense competition, total operating income held up year on year at $5.5 billion, with a steady one-third contribution from retail franchise outside of Singapore. Double-digit growth in low-cost CASA, card billings and wealth income helped alleviate the competitive pressure on margin.

Group Wholesale Banking

Against last year, operating income declined 5% mainly due to lower net interest margin though partially cushioned by record-high investment banking fees and better treasury customer flows while transaction banking platforms generated strong growth in CASA and trade assets.

Global Markets

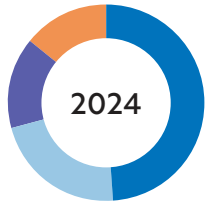
Operating income for 2024 soared 70% to $704 million, driven by lower funding costs and increased market making activities.

Operating Income by Geographical Segment

Overseas franchise provided diversification and cross-border connectivity

$ million	FY2024	FY2023	YoY (%)
Singapore	**8,059**	7,901	2
ASEAN-4	**3,770**	3,721	1
Malaysia	**1,511**	1,470	3
Thailand	**1,478**	1,534	(4)
Indonesia	**629**	614	2
Vietnam	**152**	103	47
Greater China	**1,230**	1,088	13
Rest of the World	**1,235**	1,222	1
Total	**14,294**	13,932	3

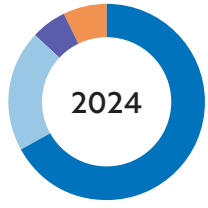
Customer Loans[1]



$338 billion
+5%

Singapore	49%
ASEAN-4	22%
Greater China	15%
Rest of the World	14%

Customer Deposits



$404 billion
+5%

Singapore	67%
ASEAN-4	20%
Greater China	6%
Rest of the World	7%

Singapore

Operating income grew 2% year on year. Non-interest income surged 17% to $2.7 billion, supported by trading opportunities, client hedging demand, retail wealth activities and credit card fees. Net interest income eased in the face of competitive pricing pressure, partly offset by active balance sheet management and quality asset growth.

Greater China

Operating income rose 13% and attained new heights of $1.2 billion, driven by wider margin from higher interest rates and proactive balance sheet management in Hong Kong SAR.

ASEAN-4

The ASEAN-4 franchise grew 3% in constant-currency terms against last year. This was largely contributed by wider net interest margin and healthy client activities in trade, wealth and treasury along with the integration of Citigroup's retail business in Indonesia since November 2023. These countered softer income from Thailand, where operational merger frictions had a transient effect on retail customer activities.

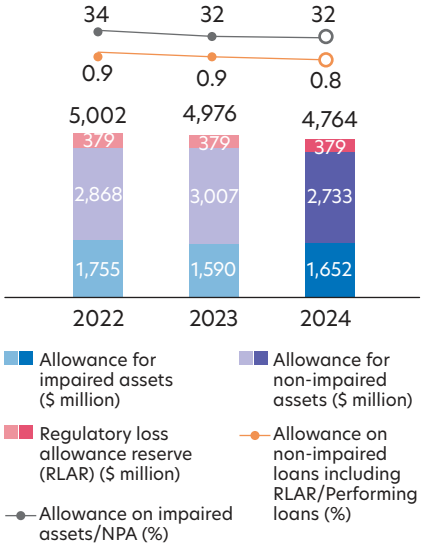
Rest of the World

Operating income was broadly stable at $1.2 billion.

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.

Financial Highlights

Strong balance sheet with resilient asset quality



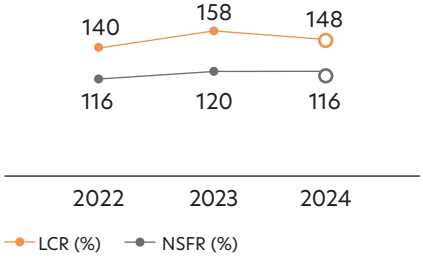
Asset Quality

The Group's asset quality remained resilient with non-performing loan (NPL) ratio at 1.5%.

Total allowance for non-impaired assets remained adequate at $2.7 billion with prudent coverage for performing loans at 0.8%.

Total Allowance on Assets
$4.8 billion
- 4%

NPL Ratio
1.5%
unchanged

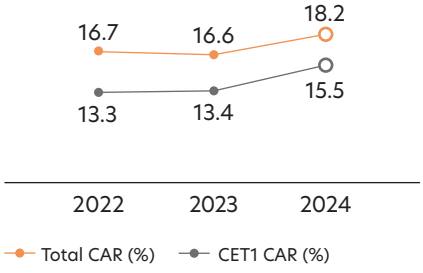


Funding and Liquidity Ratios

The Group's liquidity remained healthy with the average all-currency liquidity coverage ratio (LCR) at 148% and net stable funding ratio (NSFR) at 116%, both well above the minimum regulatory requirements.

LCR
148%
- 10% pt

NSFR
116%
- 4% pt



Capital Adequacy Ratio (CAR)

The Group's capital position strengthened significantly with Common Equity Tier 1 (CET1) CAR and Total CAR at 15.5% and 18.2% respectively, post Basel III reforms implementation.

CET1 CAR
15.5%
+ 2.1% pt

Total CAR
18.2%
+ 1.6% pt

Investor Highlights

Corporate Day 2024 – Building the Future of ASEAN

UOB Malaysia panelists: Ms Ng Wei Wei, Chief Executive Officer; Mr Chang Yeong Gung, Chief Financial Officer; Mr Andy Cheah, Country Head of Wholesale Banking; and Ms Elaine Fan, Country Head of Personal Financial Services, shared insights during a thoughtful discussion moderated by Mr Stephen Lin, UOB Group Head of Investor Relations

On 14 August 2024, UOB hosted its investor flagship event of the year, UOB Corporate Day – Building the Future of ASEAN, at its Kuala Lumpur office, bringing together investors, analysts and media representatives for an engaging and insightful day of presentations, highlighting the region's importance to the Bank's long-term growth strategy.

The event served as a platform to showcase the Bank's strategic vision for the future, particularly its ambitious targets and growth plans in the ASEAN region. Senior leaders provided detailed insights into the Bank's roadmap, which includes key investments, partnerships and initiatives aimed at capitalising on the dynamic economic landscape of ASEAN.

Opening remarks by Mr Wee Ee Cheong, UOB Deputy Chairman and Chief Executive Officer

During the event, UOB unveiled its projected 2026 financial shape, including its target to achieve a sustainable return on equity (ROE) of 14 per cent through three strategic pillars:

- increased income contribution from ASEAN-4 (Indonesia, Malaysia, Thailand, and Vietnam);
- higher mix of non-interest income through growth in wealth, trade and customer treasury;
- improved cost efficiency and productivity with mix shift from people towards technology.

Investor Highlights

Corporate Day 2024 – Building the Future of ASEAN

UOB's strategies to enhance its market presence across ASEAN were also highlighted, leveraging on its regional expertise to drive innovation, improve customer experiences and foster collaboration in key economic sectors. In wholesale banking, UOB aims to boost revenue by pivoting towards trade, cash management and treasury spurred by connectivity flows and its enhanced product platforms. For retail banking, income growth will be mainly driven by wealth management and cards, leveraging on the synergies post the Bank's acquisition of Citigroup's consumer banking businesses in four ASEAN markets. UOB also plans to organically expand its retail customer base further to 10 million and to double private banking assets under management, with a focus on Greater China and ASEAN.

Overall, the presence of investors, analysts and media at the event reiterated the Bank's commitment to transparency and building confidence in our vision. It provided an opportunity to engage directly with stakeholders, answer questions and share the Bank's outlook on the growth opportunities ahead. Corporate Day 2024 set the stage for the Bank's continued success as it works toward achieving its financial goals and positioning itself as a financial leader within ASEAN by 2026.

"UOB hosted its Corporate Day in Kuala Lumpur, where it unveiled its 2026 financial targets and its roadmap to achieve them. In essence, its strategy is built on capturing the connectivity flows between Greater China and ASEAN, and intra-ASEAN. UOB's overall message of sustaining ROE at 14 per cent towards 2026 is encouraging, especially given impending interest rate cuts."

CGS International Research

"UOB announced 2026 targets at the Corporate Day which were above expectations. The Group targets 14 per cent sustainable ROE by 2026. Impressively, this also suggests a broadly stable ROE even as Fed rates normalises to 3 per cent. These are bold targets but execution remains key."

UBS Investment Research

Fostering Trust with Regular and Clear Communication

In 2024, UOB continued its unwavering commitment to maintain transparent, consistent and open communication with its investment community. The Bank focused on providing comprehensive disclosures on growth outlook and portfolio quality, addressing specific concerns raised by its investors. The dedication to thought leadership remained strong, with a particular emphasis on highlighting connectivity, digitalisation and sustainability opportunities across ASEAN.

The Bank's investment community, which includes shareholders, institutional and retail investors, shareholder proxy advisory agencies, equity and fixed income analysts, and credit rating agencies, remains at the heart of its communication strategy. UOB believes that regular and transparent communication is essential to maintaining their trust and confidence.

Throughout the year, UOB utilised both face-to-face and digital meetings to engage with its investors. About 600 meetings were conducted to ensure that the Bank's stakeholders were well informed about its strategy, performance and business outlook. This hybrid approach allowed the Bank to reach a broader audience and maintain strong relationships within the investment community globally.

These meetings included:

- Quarterly financial results briefings and post-results investor calls and luncheons;
- Investor roadshows, conferences and meetings with North American, European, Asian and Australian institutional investors;
- Securities Investors Association (Singapore) Corporate Connect Webinar with retail investors;
- Engagement with credit rating agencies; and
- Our annual general meeting.

The Bank's commitment to investor engagement was acknowledged with the **Investors' Choice Outstanding CEO Award** at the SIAS Investors' Choice Awards 2024.

Investor Highlights

Committed to Regional and Global Capital Markets

UOB has invested in multi-year initiatives to enhance market access and funding capacity in key regional and global markets. Consistent investor engagements have enabled UOB to time and execute its funding strategies to achieve optimal results.

UOB made a high-profile return to the CNY Panda Bond market with the first Panda bond listed on SGX. The CNY 5 billion transaction priced on 21 Oct 2024 made a breakthrough as the largest issue size among Southeast Asia issuers, and the largest for a three-year tenor among foreign financial issuers at the time of issuance. The offering garnered strong demand from both existing and new onshore and offshore investors with a subscription ratio of 1.73 times. UOB was the first Singapore issuer of Panda Bonds in 2019 and as the only Singaporean bank with repeat issuances in the Panda bond market, the issuance showcases the Bank's long-standing commitment to the capital markets in Mainland China. The debut Panda bond listing on SGX was announced at the 20th Joint Council for Bilateral Cooperation meeting in Singapore[1] as one of the initiatives to strengthen finance and capital markets connectivity between China and Singapore.

From left: Mr Frederick Chin, UOB Head of Group Wholesale Banking and Markets; Ms Gillian Tan, MAS Head of Development & International Group and Chief Sustainability Officer; Mr Loh Boon Chye, SGX Group CEO; Ambassador Cao Zhongming, Ambassador of the People's Republic of China to Singapore and Ms Shi Wei, Bank of China, Singapore Branch General Manager, at the listing ceremony of SGX's debut Panda Bond.

Tapping on the largest pool of RMB liquidity via the Panda bond offering has also helped UOB facilitate clients' project and businesses in Hong Kong and ASEAN as the trend of RMB internationalisation remains intact. Through this cooperation, companies across ASEAN and Greater China will be able to capture greater opportunities as they tap into the region's immense potential and UOB's extensive network.

UOB continued to augment market funding capacity with two public bond transactions in the AUD Senior bond market totaling AUD2.25 billion. UOB's annual issuance volumes have grown by 7.5 times from AUD300 million in 2013 to AUD2.25 billion in 2024 as it remains committed to being a regular issuer in the Australian market. On 9 April 2024, UOB Sydney Branch issued AUD1.25 billion three-year notes, at the tightest pricing for an Asian bank senior issuance above AUD1 billion at the time of issuance. On 2 August 2024, UOB Sydney Branch returned to the market with AUD1 billion four-year notes, the largest conventional AUD single-tranche bond from a Singapore Issuer and the tightest spread for a benchmark sized four-year AUD transaction from an Asian Bank.

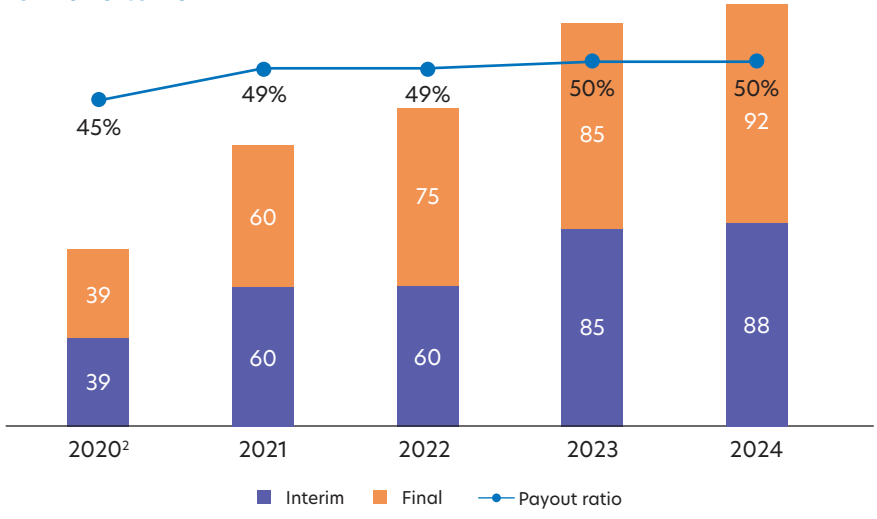
UOB re-opened the GBP Covered Bond market for global non-UK banks post summer with a GBP750 million transaction on 5 September 2024. The transaction was the tightest ever GBP three-year SONIA Covered Bond from Singapore, pricing 2 basis points inside of pre-summer comparable supply.

1 Co-chaired by Singapore Deputy Prime Minister, Mr Gan Kim Yong, and People's Republic of China Vice Premier of the State Council, Mr Ding Xuexiang

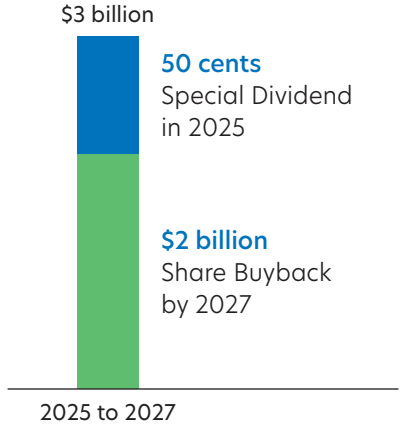
Delivering long-term and sustainable returns

- 6 per cent year-on-year growth in net profit to $6.0 billion, underpinned by healthy franchise growth across ASEAN;
- Balance sheet remained strong, with Common Equity Tier 1 ratio of 15.5 per cent;
- Full-year dividend of $1.80 per ordinary share rising from $1.70 per ordinary share in 2023;
- To mark its 90th anniversary, the Bank announced a $3 billion capital distribution package to be delivered over the next three years. This includes a special dividend of 50 cents per ordinary share payable over two tranches in 2025 and a $2 billion share buyback programme; and
- Total annualised shareholder return of 10.2 per cent from 2020 to 2024, outperforming Singapore's stock market average of 7.8 per cent[1].

UOB's dividend per share (cents) and payout ratio (%) for 2020 to 2024



Capital Distribution Package for 2025 to 2027



1 Source: UOB, Bloomberg
2 2020 dividend was in-line with MAS' call for banks to cap total dividend per share (DPS) at 60% of 2019 DPS

Selected investment metrics

	2020	2021	2022	2023	**2024**
Share price ($)					
Highest	27.00	28.17	33.33	31.33	**37.42**
Lowest	17.28	22.41	25.91	26.82	**27.62**
Average	21.43	25.81	28.98	28.60	**31.36**
Last done	22.59	26.90	30.70	28.45	**36.33**
Market capitalisation ($billion)[a]	37.79	44.98	51.41	47.58	**60.73**
Price-to-earnings ratio (x)[b]	12.68	10.80	10.77	8.56	**8.81**
Price-to-book ratio (x)[b]	0.93	1.07	1.20	1.10	**1.12**
Net dividend yield (%)[b]	3.64	4.65	4.66	5.94	**5.74**
Total annualised shareholder return from 2020 to 2024 (%)					**10.2**

a The year-end closing share prices were used in computing the market capitalisation.
b The daily-average share prices were used in computing these three ratios.

Investor Highlights

Five-Year Group Financial Summary

	2020	2021	2022	2023	**2024**
Selected Income Statement Items ($ million)					
Total income	9,176	9,789	11,575	13,932	**14,294**
Total expenses [a]	4,184	4,313	5,016	5,778	**6,074**
Operating profit	4,992	5,476	6,294	7,715	**7,984**
Net profit after tax [b]	2,915	4,075	4,573	5,711	**6,045**
Selected Balance Sheet Items ($ billion)					
Gross customer loans	281	311	320	321	**338**
Customer deposits	325	353	369	385	**404**
Total assets	432	459	504	524	**538**
Shareholders' equity [b]	41	43	43	46	**50**
Financial Indicators (%)					
Cost/Income ratio [a]	45.6	44.1	43.3	41.5	**42.5**
Non-performing loan ratio	1.6	1.6	1.6	1.5	**1.5**
Return on average ordinary shareholders' equity [c]	7.4	10.2	11.2	13.4	**13.3**
Return on average total assets	0.69	0.92	0.94	1.12	**1.16**
Return on average risk-weighted assets	1.27	1.68	1.74	2.16	**2.27**
Capital Adequacy Ratios (%)					
Common Equity Tier 1	14.7	13.5	13.3	13.4	**15.5**
Tier 1	15.8	14.4	14.4	14.4	**16.6**
Total	18.4	16.6	16.7	16.6	**18.2**
Per Ordinary Share					
Basic earnings ($) [c]	1.69	2.39	2.69	3.34	**3.56**
Net asset value ($)	23.03	24.08	24.24	26.00	**28.11**
Net dividend (cents)	78	120	135	170	**180**

a Excluding one-off expenses.
b Relates to the amount attributable to equity holders of the Bank.
c Calculated based on profit attributable to equity holders of the Bank net of perpetual capital securities distributions.

Strong credit ratings

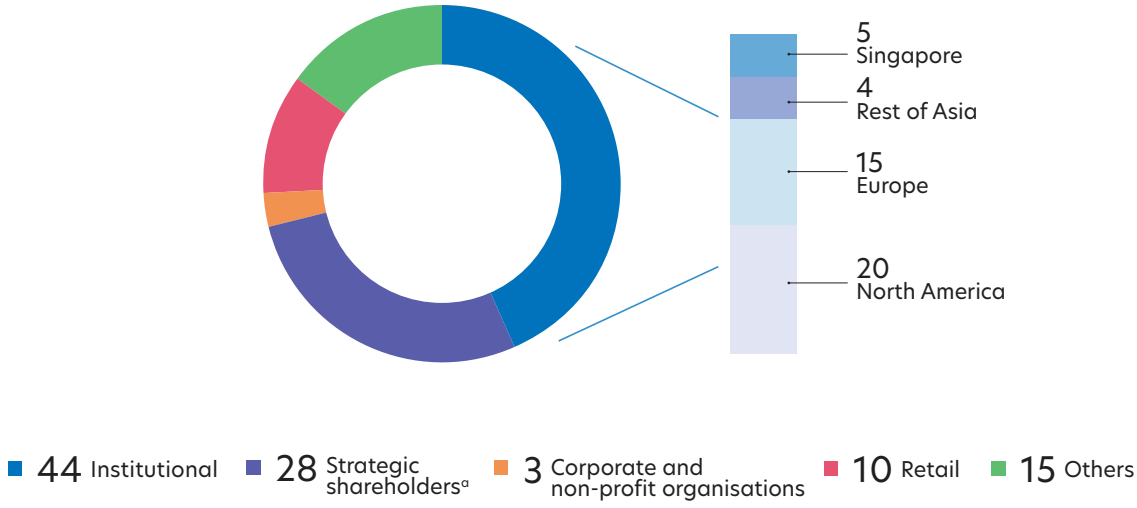
One of the few highly-rated banks globally with strong investment-grade credit ratings of 'Aa1' by Moody's Investors Service and 'AA-' by both S&P Global Ratings and Fitch Ratings.

"UOB's a1 baseline credit assessment (BCA) takes into account its well diversified consumer and small and medium-sized enterprise (SME) banking franchise in Singapore, good capital, and robust funding and liquidity; balanced by its moderate profitability. UOB's Aa1 ratings are among the highest assigned to banks globally and reflects its robust credit metrics underpinned by its well-established banking presence in Singapore and other regional markets."

Moody's Investors Service's report dated 29 November 2024

Diversified shareholder base

Shareholders as at 31 December 2024 (%)



a Strategic shareholders include members of the Wee family, including UOB's Chairman Emeritus, Dr Wee Cho Yaw, and Deputy Chairman and CEO, Mr Wee Ee Cheong.

Sources: UOB, NASDAQ OMX

For more information

General information on UOB, including our annual reports, quarterly financial results and trading updates, recorded webcasts of results briefings, news releases and presentation slides, investor relations calendar of events and dividend payouts, as well as our approach to sustainability are available on our corporate website www.UOBgroup.com.

Our corporate website also contains interactive share price charts, historical price data and an investment calculator for our investors to determine their returns and capital gains. All financial results, material news releases, dividends recommended or declared for payment and other ad hoc announcements are also available on the SGX website.

Or please contact:

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Share Registrar

Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Ave
#14-07 Keppel Bay Tower
Singapore 098632
Tel: (65) 6536 5355
Fax: (65) 6536 1360
Website: www.boardroomlimited.com

Sustainability Highlights

2024 snapshot

Drive Growth Sustainably

4-37% below target reference pathways
across our emissions intensity metrics as we progress in our net zero commitment

$58.0 billion
extended in sustainable financing to corporates

SAGE Programme
launched to help SMEs access sustainability-linked financing

Nature-related disclosures
as a TNFD early adopter

Keep Customers at the Centre

91%
of customer complaints in Singapore resolved within established standards

Singapore Data Protection Trustmark
certification maintained

>600
womenpreneurs engaged through UOB FinLab to support them on their business journey

>$100,000
awarded to greentech firms to pilot their solutions with UOB and our corporate partners

Develop Professionals of Principle

38.4%
of our senior management are women

94.2%
of our colleagues are hired locally

$25.8 million
invested in employee training and development

UOB Sustainability Academy
launched to train employees across ESG topics

Uphold Corporate Responsibility

Zero
material incidents in relation to bribery, corruption, fraud or information security

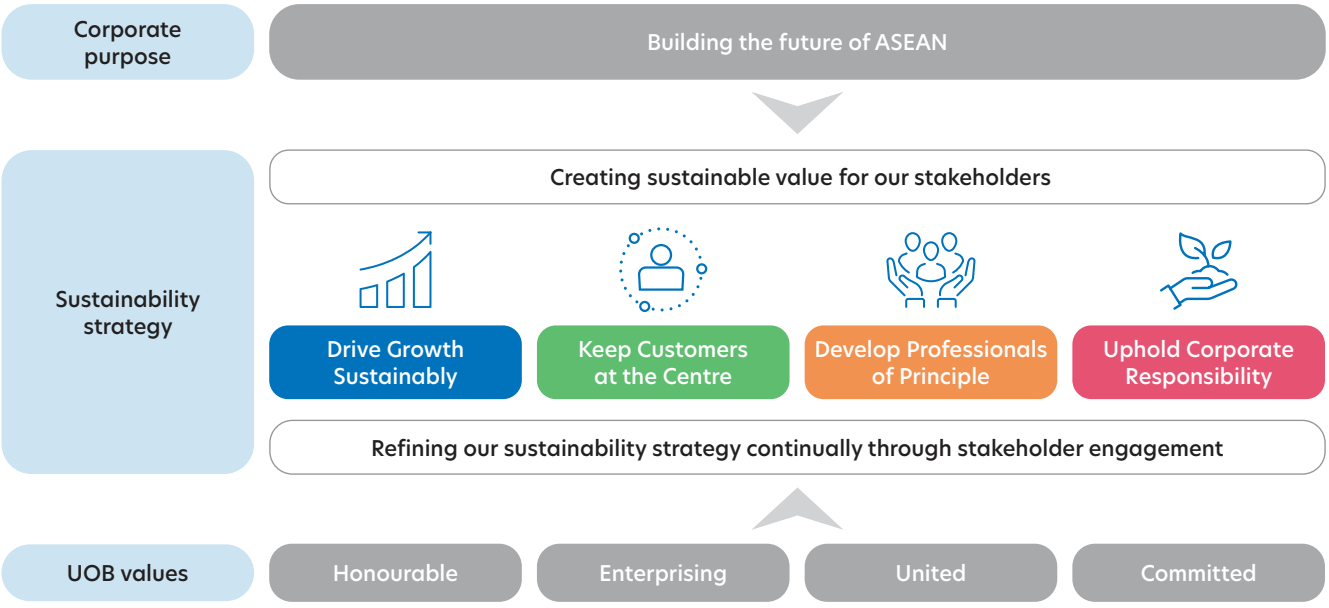
$14.6 million
prevented in fraud losses for our customers in Singapore

Carbon neutrality
maintained for our operational footprint

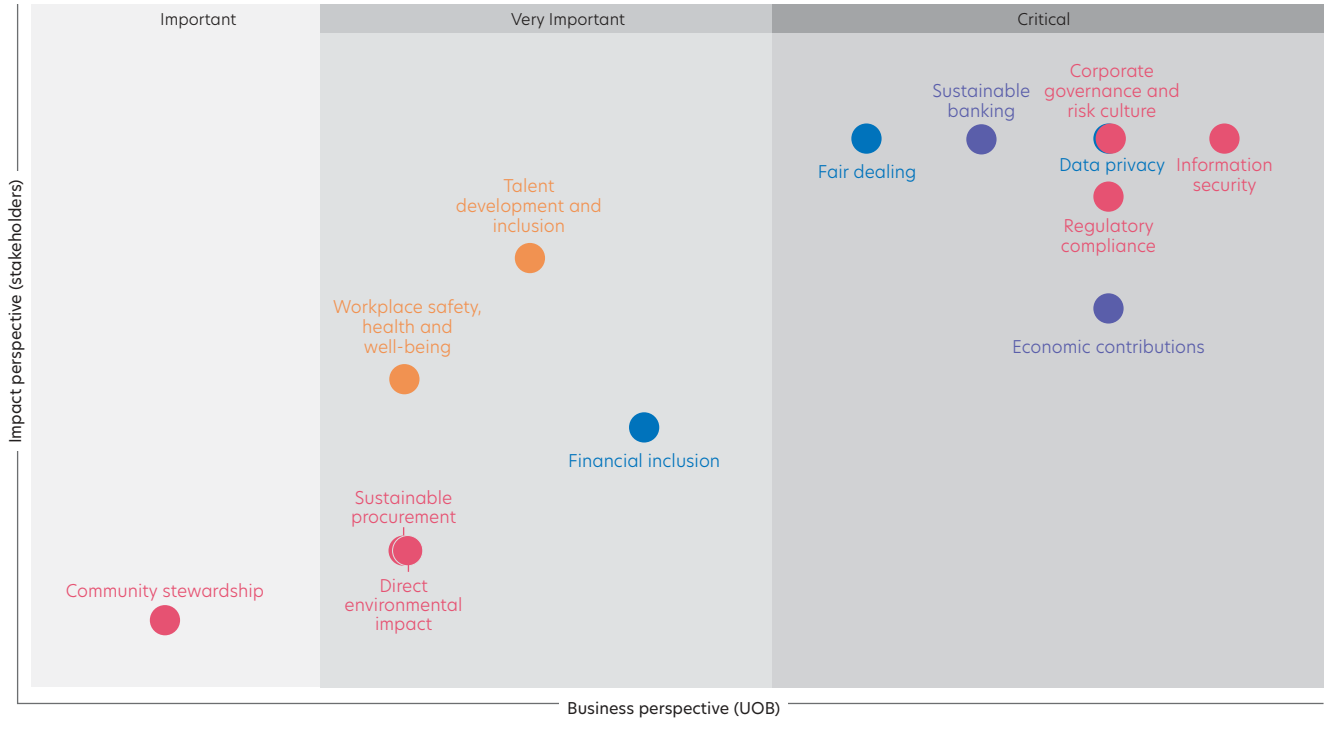
$16.1 million
in monetary and in-kind contributions raised for the community

Our sustainability strategy

At UOB, our sustainability strategy is underpinned by our corporate purpose and mirrors our business approach of balancing growth with responsibility. Our strategy takes into account the influence and impact our decisions and actions may have on our stakeholders and the environment. It also ensures that we remain pragmatic and progressive through managing environmental, social and governance (ESG) risks and opportunities sensibly and in line with market realities.



Our material ESG factors



Sustainability Highlights

Our climate strategy

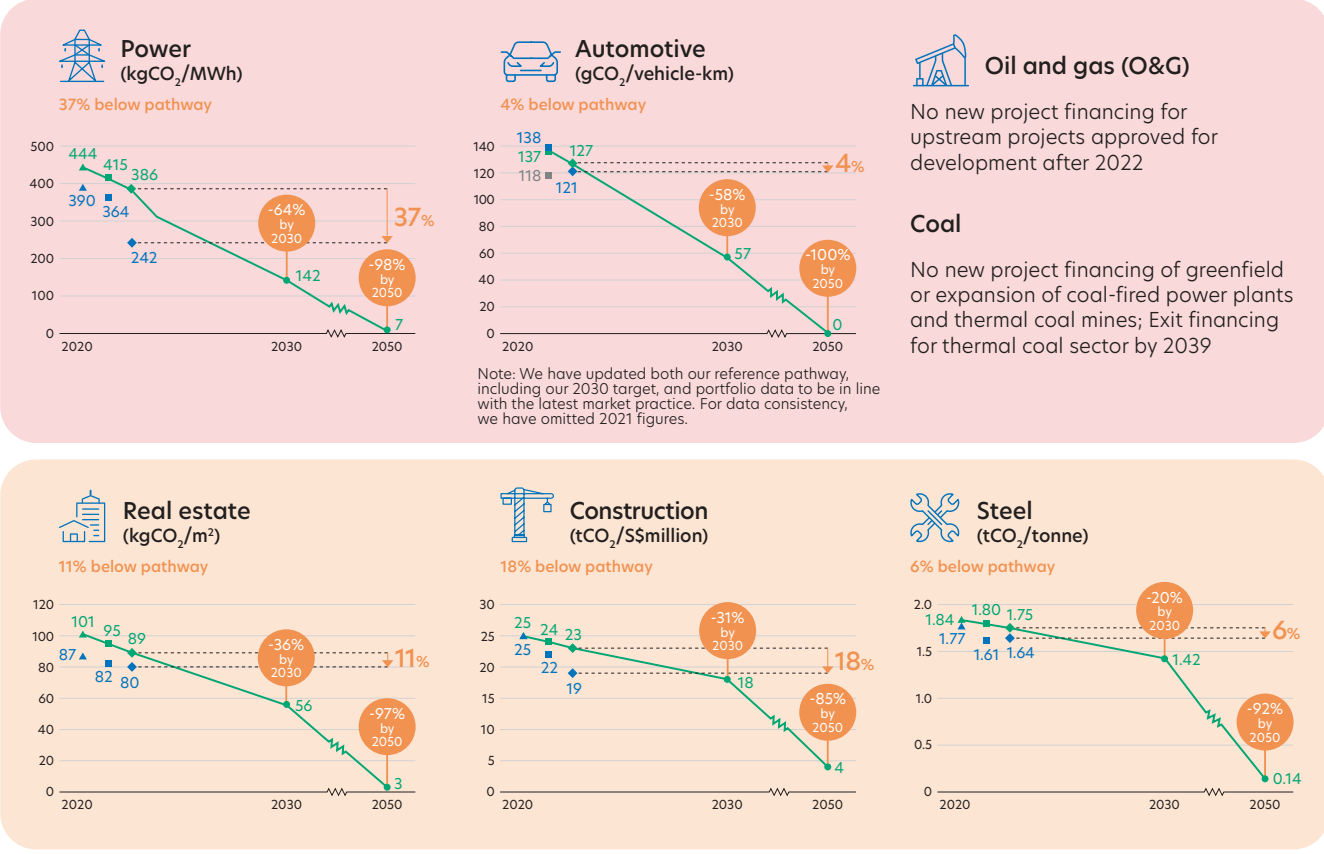
ASEAN, our home region, is vulnerable to the growing intensity and magnitude of extreme physical weather events. Climate risks, both transition and physical, can manifest through various risk drivers and materialise at different time horizons. While chronic physical risk is expected to materalise in the long term, acute physical risk is event-driven and may manifest in the shorter term, evidenced by the physical risk events witnessed in the past few years such as the severe floods in Indonesia, Malaysia, Thailand and Vietnam.

To better assess our portfolio's climate resilience under various plausible outcomes, we continued to strengthen our capability in climate scenario analysis, building on our efforts over the past few years. We also assessed the various climate risk transmission channels using either a qualitative or quantitative approach, and consider potential credit risk impact to be the most material.

In 2024, no material climate-related financial losses were incurred, either through our corporate lending activities or damage to the Bank's properties. Minor physical damages were adequately insured.

UOB's climate strategy is also underpinned by our commitment to supporting a just transition in the region, adopting ambitious net zero targets yet balanced with a pragmatic market- and sector-specific approach. The priority sectors of our net zero commitment represent about 60 per cent of our corporate loan portfolio.

Overview of emissions intensity by sector



Note: We have updated both our reference pathway, including our 2030 target, and portfolio data to be in line with the latest market practice. For data consistency, we have omitted 2021 figures.

Energy | Built environment | ▲▲ 2021 | ■ 2022 | ◆◆ 2023

● UOB data | ● UOB data (NEDC for Automotive) | — Reference pathways

- **Power:** NGFS REMIND (regional)
- **Automotive:** IEA NZE 2050 (global)
- **Real estate:** CRREM (regional)
- **Construction:** NGFS GCAM (regional)
- **Steel:** MPP Tech Moratorium (global)

In addition to managing our financed emissions, we are committed to maintaining carbon neutrality for our operations.

Our nature strategy

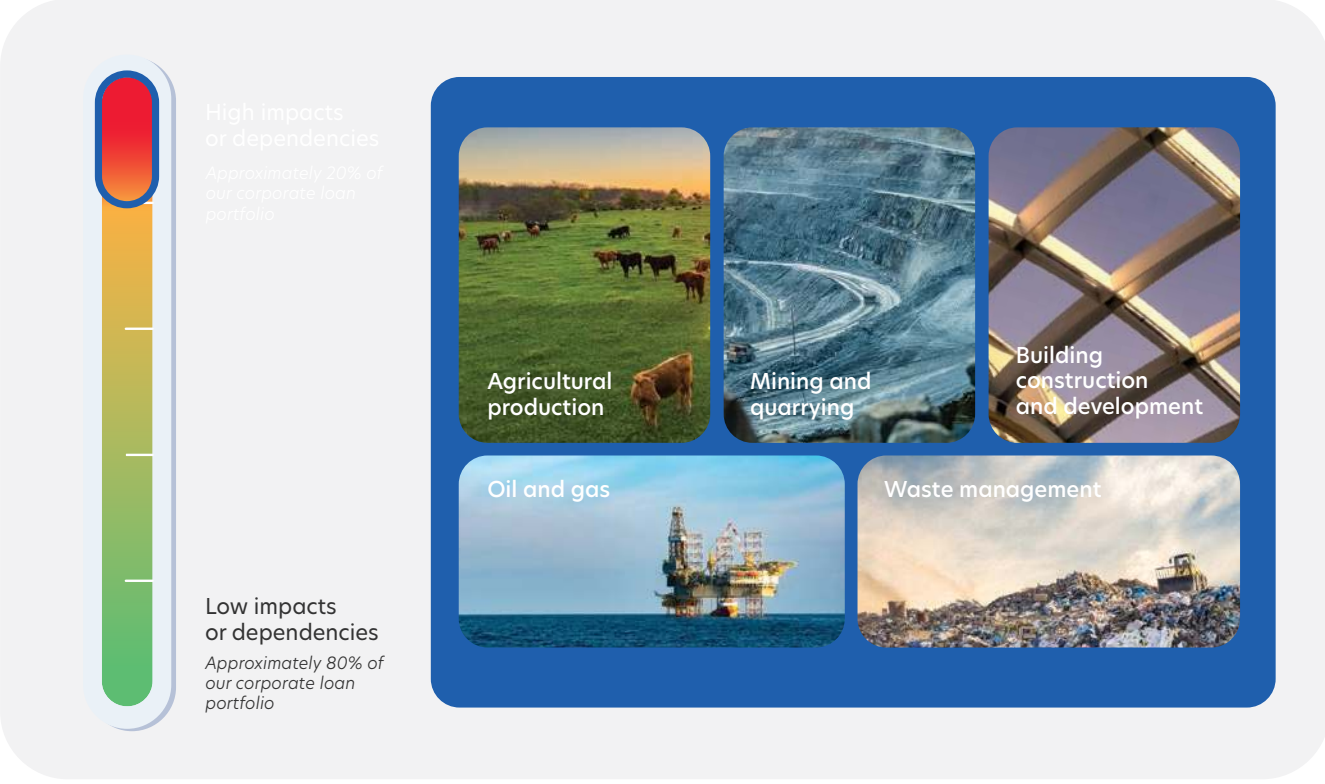
In 2024, UOB committed to be an early adopter of the Taskforce for Nature-Related Financial Disclosures (TNFD). Aligning with the Kunming-Montreal Global Biodiversity Framework's vision of halting and reversing biodiversity loss by 2030 and living in harmony with nature by 2050, we seek to:

- strengthen our capacity in understanding and managing the nature risks that are material to our business;
- support our customers to make decisions that are similarly aligned;
- finance the scaling up of nature-related technologies and investments; and
- advocate nature's importance in the world.

To better understand the nature risks material to our business, we conducted a double materiality assessment of our corporate loan portfolio, examining:

- the impacts of our economic activities, defined as the economic activities we finance, on natural capital; and
- the dependencies of those economic activities on natural capital.

We augmented our sector materiality assessment with both a geographical analysis and a value chain analysis, where relevant. The initial assessment of our corporate loan portfolio indicated low to medium impacts and dependencies for most of the sectors we finance. The sub-sectors where we found material impacts and dependencies are:



While we have conducted a high-level materiality and qualitative risk assessment of our corporate loan portfolio to identify nature risks in critical sectors, additional data and methodological refinements are still needed to deepen our understanding. To this end, UOB is exploring collaborations with ecosystem partners to increase the data quality and availability for our customers, and supporting the development of robust nature scenarios to evaluate and support the resilience of portfolios and strategies.

For more information on UOB's sustainability strategy and initiatives, please refer to the UOB Sustainability Report 2024.

Building and Deepening Long-term Relationships

48 Partnering Businesses to Unlock Regional Growth Opportunities
54 Personalising the Experience for Every Customer
60 Enabling our People to Build Long-term Careers through Achieving Purpose and Balance
66 Doing Right by Our Communities

Partnering Businesses to Unlock Regional Growth Opportunities

UOB's purpose is to contribute to ASEAN's economic development and sustainable growth. This year, we doubled down on our position as the One Bank for ASEAN, anchored on our footprint, coverage, sector expertise and integrated supply chain platform. With ASEAN's most extensive trade network, we are single-minded in our pursuit of connecting our clients across borders to capture business growth opportunities and expansion in the region and beyond.

Frederick Chin
Head of Group Wholesale Banking and Markets

ASEAN is primed to be the gateway for world trade and continues to be an epicentre of economic growth. UOB is well-positioned as ASEAN's most extensive trade network to bank the world's fastest-growing trade bloc and the fifth-largest economy.

UOB's purpose is to contribute to ASEAN's economic development and sustainable growth. This year, we renewed our focus on our position as the One Bank for ASEAN, anchored on our footprint, coverage, sector expertise and integrated supply chain platform. With ASEAN's most extensive trade network, we are single-minded in our pursuit of connecting our clients across borders to capture business growth opportunities and expansion in the region and beyond.

Formula to attract clients and expand engagement

This is an exciting time for UOB to seize the market's opportunities. We have crafted the ideal formula of the right people, right products, an extensive network and an integrated supply chain platform. This sets us apart and positions us to attract new clients and expand our engagement with clients.

Footprint, coverage, integrated supply chain platform and sector expertise

Today, we do not just bank individual companies. With UOB's 90-year heritage, we are deeply entrenched and well-connected to bank the entire ecosystem along the supply chain to support businesses in the region, connecting them to Greater China and the rest of the world. Our $800 million investment over the past eight years to sync up the entire supply chain financing has been vital in empowering business to accelerate growth and overseas expansion.

We were named the World's Best SME Bank in 2024 by *Euromoney*. We were recognised for providing one of the most comprehensive ranges of SME-focused advisory and product solutions for their long-term growth, bolstered by our clear focus on digital and ESG transformations.

Capitalising on ASEAN's growth potential

Amid global geopolitical and supply chain volatility, ASEAN remains a growing bright spot with stability, and a rising middle class supported by opportunities in the digital and green economies.

There will be key pivotal forces driving a new era of globalisation, namely geopolitical tensions, redistribution of FDI flows, supply chain disruptions, the urgent need for an ESG transition, and rapid digitalisation.

UOB is well-primed to harness the region's strong trade and investment opportunities.

ESG Transition and Rapid Digitalisation

There is immense potential for ASEAN to become a production base for the world, with a projected US$1 trillion digital economy and US$1.5 trillion green economy investment by 2030. UOB will continue to partner businesses to build their resilience and seize these trending opportunities.

We are committed to supporting sustainable business models by helping to advance responsible practices and providing our clients with tools to build up their business networks and prepare them for the future of business.

UOB leverages our expertise in connectivity, digitalisation and sustainability to enable businesses to capture growth opportunities in ASEAN through our suite of services. These include FDI advisory, sector specialists, integrated supply chain solutions through UOB Infinity, and strong partnerships with industry and trade associations.

Our innovation accelerator UOB FinLab partners companies on their digitalisation journeys, while we continue to work with the Monetary Authority of Singapore and industry partners to explore use cases for blockchain technologies – for example, for Central Bank Digital Currency (CBDC) and tokenised assets.

We remain steadfast as we strive towards being the number one cross-border trade bank in ASEAN, partnering businesses to facilitate investment flows. We do this through our efficient, customised and sustainable cross-border financial services across key growth industries including technology, media and telecommunications, industrials, consumer goods, and energy and chemicals.

Partnering Businesses to Unlock Regional Growth Opportunities

Key achievements

Net loans balance
+6%
year on year

Net deposits balance
+7%
year on year

Foreign exchange transaction value on electronic platforms
+200%
year on year

Cross-border income contribution
26%

Capturing ASEAN growth opportunities for our clients

The third edition of the regional UOB Gateway to ASEAN conference held on 6 September 2024, themed "ASEAN: Crossroad to the World" focused on Vietnam's economic and trade potential and our commitment and contribution towards ASEAN's continued growth. The event was held in Ho Chi Minh City, Vietnam. We welcomed more than 500 attendees comprising business leaders, government officials and clients to explore growth opportunities in the region. At the event, we facilitated connections between business leaders and ecosystem partners while demonstrating our sector expertise.

Esteemed leaders from leading corporates spoke on industry trends including supply chain management and opportunities for business growth in ASEAN in the areas of connectivity, innovation and sustainability.

The UOB Gateway to ASEAN conference featured discussions on topics ranging from supply chain management to sustainability.

Extending our biggest invitation to businesses

The "One Bank For ASEAN" positioning was established with our first campaign in 2022. Our latest campaign in 2024 doubled down on our leading position in ASEAN and took a step further to invite businesses to be part of our network – ASEAN's most extensive trade network.

Our "One Bank For ASEAN" integrated marketing campaign was launched across the region on 1 August 2024.

Marking a momentous moment as the "One Bank For ASEAN", with Mr Wee Ee Cheong, UOB's Deputy Chairman and CEO (9th from left) and Mr Frederick Chin, UOB's Head of Group Wholesale Banking and Markets (8th from left). They were joined by members of the UOB Management Executive Committee and other UOB senior leaders.

Digitalising trade and supply chain management

Our UOB Infinity platform provides clients with access to payment, collections, treasury, trade and supply chain management services for all their entities via a single log-in.

UOB Infinity provides a wide range of services including cash, trade and financial supply trade management.

Our deep relationship with the Mustafa Group has enabled us to understand the client's needs holistically. We have been able to provide advisory and a comprehensive suite of solutions to meet business requirements and facilitate its cross-border ambitions.

In 2024, the Mustafa Group was onboarded to UOB Infinity, and this enabled the company to speed up payments to suppliers. Mustafa's suppliers can now access UOB's trade financing solutions more easily, making pre-shipment financing and streamlined credit underwriting possible.

Mustafa, whose businesses include shopping malls, gold retail and general trading, also makes electronic bulk payments, collects payments made via credit card, cash and NETS and manages its payroll through UOB Infinity.

Mr Vinit Patel, Marketing Manager, Mustafa Group, said, "UOB's integrated digital solution not just enhances the efficiency of our processes and payments, but also helps to link our suppliers within one single interface where they too have access to UOB's trade financing solutions."

Our deep relationship with Mustafa Group has allowed us to provide a comprehensive suite of solutions to meet its business requirements. (Photo: Mustafa Group)

UOB Infinity
Penetration rate
2024
83%

Digital transactions
(2022 – 2024)
+37%

Our regional network connectivity and cash management advisory services enabled Thai Oil to optimise interest rates across various countries and currencies.

With the integrated regional cash and liquidity management solutions on UOB Infinity, Thai Oil was able to increase its visibility and control of their operating accounts across markets. Its liquidity management was enhanced for its combined portfolio of balances held with UOB across Thailand, Hong Kong, Indonesia, and Vietnam.

In addition, our connectivity and in-country coverage provided Thai Oil's headquarters with greater convenience which allowed the company to more efficiently navigate its banking requirements across its locations.

We received the awards for the World, Asia and Singapore's Best SME Bank from *Euromoney*. These demonstrate our ambition and strategy in connectivity, digitalisation and sustainability, as we support SMEs in their growth journeys and long-term viability.

Partnering Businesses to Unlock Regional Growth Opportunities

Building a resilient future

As part of our commitment to reach net zero by 2050, we actively support our clients with their sustainability initiatives for resilient growth.

In partnership with Enterprise Singapore, we launched the Sustainability-Linked Advisory, Grants and Enablers (SAGE) Programme in June 2024. The programme aims to simplify sustainability-linked financing solutions for SMEs, providing preferential loan rates to participating SMEs that achieved pre-agreed sustainability performance targets (SPTs). The SAGE Programme helps SMEs reduce the time, cost and resources required to set SPTs and secure financing.

The SAGE Programme, launched in June 2024, simplifies sustainability-linked financing solutions for SMEs.

As part of our commitment towards a digital and resilient future, we facilitated Blackstone and CPP Investments' acquisition of AirTrunk – a leading data centre platform – as the structuring bank, joint mandated lead arranger and bookrunner for the A$5.5 billion senior loan facilities. The deal, completed in December 2024, marked one of the world's largest data centre acquisitions and Blackstone's largest investment in the region.

We facilitated Blackstone and CPP Investments' acquisition of AirTrunk, a leading data centre platform. (Photo: AirTrunk)

With enhancements in our electronic distribution capabilities, foreign exchange transactions on electronic platforms grew more than 200 per cent in value in 2024. Revenue from Global Markets' core products, including foreign exchange, interest rate and fixed income solutions, reached a record high in 2024.

Supporting clients' overseas expansion

Companies supported with cross-border expansion

5,000

companies since 2011

Investments into ASEAN and Greater China from companies we supported

More than

$50 billion

since 2020

Jobs created by companies we supported

More than

250,000

jobs opportunities since 2020

With Southeast Asia continuing to be a bright spot for growth, businesses are leveraging our connectivity as ASEAN's most extensive trade network for their internationalisation plans. In January 2024, we signed an MOU with Thailand's Board of Investment to facilitate new investments into Thailand and aid Thai companies expanding overseas. With this, we now have agreements with the investment agencies of all of our key ASEAN markets – Malaysia, Indonesia, Thailand and Vietnam.

Since 2011, our FDI Advisory unit has supported 5,000 companies in their cross-border expansion, including about 1,600 Chinese companies which have expanded into Southeast Asia.

Our MOU with the China Council for the Promotion of International Trade (CCPIT), first signed in 2012 and renewed in 2014 and 2024, allows Chinese companies to access our comprehensive suite of local and cross-border solutions.

At the inaugural Singapore-Shandong Week in October 2024, we renewed our MOU with Hengfeng Bank, a leading commercial bank in Shandong province and one of 12 national joint-stock banks in China. The MOU reaffirms our collaboration across a range of business areas including trade financing, investment banking, treasury and wealth management to support the local and cross-border needs of both parties' customers.

We renewed our MOU with Hengfeng Bank which covers a range of areas from trade financing to wealth management.

Mr Wee Ee Cheong, UOB's Deputy Chairman and CEO (left), renewing the MOU with Mr Ren Hongbin, Chairman of CCPIT, on 31 January 2024. This is CCPIT's first collaboration with a bank in Southeast Asia.

Personalising the Experience for Every Customer

With the successful integration of Citigroup's consumer banking businesses in Indonesia, Malaysia, and Thailand – along with Vietnam on track for completion in 2025, we now bank 8.4 million customers. The expanded franchise has strengthened our position in ASEAN and momentum for growth.

2024 was a year of growth and excitement.

With the successful integration of Citigroup's consumer banking businesses in Indonesia, Malaysia, and Thailand – along with Vietnam on track for completion in 2025, we now bank 8.4 million customers. The expanded franchise has strengthened our position in ASEAN and momentum for growth.

One in two of our customers was acquired digitally, and UOB TMRW, our digital bank app, will continue to be a key growth engine. Powered by artificial intelligence (AI) and machine learning (ML), UOB TMRW anticipates customer needs and provides personalised recommendations, helping customers make confident financial decisions.

Beyond digital, we also want to add value to our customers in person. Our expanded regional footprint gives customers access to an extensive network of more than 400 branches, wealth management and private banking centres, and a shared[1] global automated teller machine (ATM) network of close to one million across ASEAN. This omnichannel strategy has been successful. Customers who engage with us both online and offline hold 44 per cent more products, transact 19 times and generate revenue per customer 1.8 times that of their traditional counterparts[2] in 2024.

Our robust omnichannel strategy and comprehensive solutions enabled us to facilitate and capture wealth and spend flows across our expanded regional network. Overall, we saw strong growth of 30 per cent in wealth management income[3]. In addition, our award-winning UOB Private Bank discretionary portfolio has consistently achieved top-quartile performance. We also saw an 18 per cent increase in gross card fees, reinforcing our position as the top consumer credit card issuer in terms of billings in ASEAN[4].

Our unparalleled footprint and customer franchise allow us to form strategic, first-of-its-kind regional partnerships. We leveraged these partnerships to offer exclusive access to unique privileges and experiences, such as the Taylor Swift | The Eras Tour in Singapore and the Ed Sheeran: +-=÷× Tour in ASEAN[5].

Customer security remains a key priority. In 2024, we launched a new Money Lock feature in Singapore that allows customers to lock up funds within existing accounts to prevent unauthorised digital transfers. We also leverage data analytics and ML to sharpen our real-time fraud surveillance and detection capabilities.

Our strategy to scale our franchise while looking after our customers has proven to be successful and we will continue to build on this momentum as we approach 2025.

1 Includes both owned and shared ATMs.
2 Traditional customers are customers who use only physical channels such as branches and call centres or onboarded via offline means for those without channel activities.
3 Comprises wealth management fees and customer-related treasury income.
4 As of December 2024, based on Mastercard and Visa.
5 Indonesia, Malaysia, Thailand and Singapore.

We are driven by our ambition to become the bank of choice for aspiring consumers in ASEAN. By putting our customers at the centre of all that we do, we will serve the growing aspirations of our customers across the wealth continuum. With personalised AI-driven insights, card and wealth solutions that cater to every lifestyle and life stage, our omnichannel strategy will help add value to our customers' lives both digitally and in person.

Personalising the Experience for Every Customer

Key achievements

Customer base
8.4 million

Current accounts and Savings accounts (CASA) balance
+19%
year on year

Customer loans
+4%
year on year

Digitally-enabled customers[6]
80%
of customer base

Gross card fees
+18%
year on year

Wealth management income[7]
+30%
year on year

Our expanded ASEAN franchise has enabled us to advance our position as a leading regional bank. Following the integration of Citigroup's consumer banking businesses in the region, we have made significant progress on multiple fronts – CASA penetration has grown to 64 per cent in December 2024 from 57 per cent a year ago, while wealth penetration rose to 37 per cent from 34 per cent over the same period.

On the cards front, our extended customer base enhances our ability to secure more exclusive partnerships and privileges for our cardholders, reinforcing our position as the leading cards issuer in the region. We ranked top in consumer credit card billings for two consecutive years[8], with healthy year-on-year growth in our five key pillars of shop, dine, travel, e-commerce and our latest jewel, entertainment. In Singapore, we are also the top in billings for Visa consumer and commercial credit cards.

Appreciating partners who have made us stronger at the UOB Partners' Gala.

6 Digitally-enabled customers refer to customers with user ID and password for UOB TMRW and/or Personal Internet Banking account.
7 Comprises wealth management fees and customer-related treasury income.
8 As of December 2024, based on Mastercard and Visa.

Leveraging our strategic partnerships to offer unique lifestyle experiences and capture cross-border payments

Strategic partnerships resulting in more than

1,000

deals regionally

Cross-border billings

+16%

year on year

Market share

Cross-border scan-to-pay

>30%

Peer-to-peer

>65%

To reinforce our leadership position in offering unique experiences to our ASEAN customers, we continually strengthen our partnership ecosystem, working with leading partners in various sectors to offer exclusive privileges in the key pillars of dine, shop, e-commerce, travel and entertainment.

In 2024, we inked a first-of-its-kind tripartite collaboration with the Singapore Tourism Board and Marina Bay Sands to introduce world-class programming and exclusive offers around the Marina Bay precinct, driving quality spend and enlivening the bay as a premium lifestyle destination. We also signed a pioneering reciprocal card partnership with South Korean card company Woori Card to offer cardholders from each company privileges from the other in their respective key operating regions. Teaming up with Disney Cruise Line through a strategic collaboration, we are the first regional bank to offer special benefits to our cardholders when they make bookings for the Disney Adventure, the first Disney cruise ship to homeport in Asia, starting 15 December 2025.

We continue to make waves in the entertainment arena by bringing forth the biggest names in Western entertainment, the K-pop scene and Mandopop royalty, the most dramatic theatre productions and the hottest music festivals to our ASEAN customers.

"We are thrilled to embark on this pioneering reciprocal card partnership with UOB. We strongly believe that this strategic alliance will increase our customers' satisfaction as they enjoy various merchant privileges at their favourite travel destinations, provided by UOB."

Andrew Park
Chief Digital Officer and Head, Group of Platform Business, Product Innovation and IT, Woori Card

UOB was the regional Presenting Sponsor of the Ed Sheeran: + − = ÷ × Tour in ASEAN.

UOB was the presenting sponsor for the music and water extravaganza - WATERBOMB SINGAPORE 2024.

Personalising the Experience for Every Customer

Powering growth and engagement via UOB TMRW to increase customer lifetime value

Driving personalisation with **440 million** insight cards served

Served digitally to **4.6 million** customers

1 in 2 customers interacted with insights cards

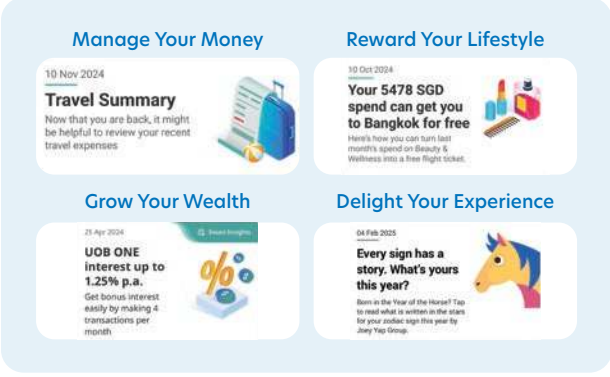
Driving

Digitally-engaged customers[9]

2X higher Average CASA balance	2.5X higher Average Card Spend	Holds 50% more banking products

We are building the digital future of our retail bank with UOB TMRW. Our digital bank app is the top-ranked app in Apple's App Store and Google Play Store[10]. Our digitally-enabled customer[11] base grew 9 per cent in 2024, making up 80 per cent of our total customer base in ASEAN, up from 77 per cent in 2023.

One in two customers interacted with our customised insights and nudges. Reminders to top up funds to help customers to achieve higher interest is one of the most popular insights on UOB TMRW. Other personalised insights that empower customers to stay on top of their finances like fraud detection, duplicated transactions and new big-ticket transactions, remain the top favourites.



Our smart insights and nudges to help customers save, spend and grow their wealth in a simple and intuitive way.

Using our AI-powered merchant recommender model, we curate local and regional deals based on customers' spending patterns on Rewards+ in UOB TMRW. One in four users who logs in to our app accesses Rewards+ for the more than 1,000 deals and rewards. In 2024, we also delighted our customers with more than one million coupons served up on UOB TMRW.

New linkages were made available in UOB TMRW to enhance cross-border payments. Customers using scan-to-pay and peer-to-peer payment functions surged over four times and two times respectively, further solidifying our presence in the regional markets. We saw a 42 per cent growth in transaction value as the ease of using UOB TMRW for payments drove digital payments volume.

Rewards+ on UOB TMRW allows customers to access more than 1,000 deals across the region, view curated deals based on their location and track their rewards earned.

9 Based on data in Singapore.
10 Ranked top app in Singapore and top 3 in Malaysia and Thailand (Apple App Store and Google Play) and top 3 for Indonesia (Google Play) as of December 2024.
11 Digitally-enabled customers refer to customers with user ID and password for UOB TMRW and/or Personal Internet Banking account.

Being the trusted advisor for wealth matters at every life stage across the continuum

AUM

$190b[12]

(+8% year on year)

Wealth Management Income[13]

$1.1b

(+30% year on year)

Our wealth products and solutions are designed to serve the growing aspirations of our clients across the wealth continuum. From wealth and privilege to private banking, we leverage our regional network, onshore presence and comprehensive digital platform to grow our clients' wealth.

We enhanced our wealth management experience on UOB TMRW to make investing and portfolio management more intuitive and simpler. Clients can get a consolidated view of their portfolio, access more than 100 funds and buy and sell funds easily via the app. Relevant insights are also served to help investors capture timely market opportunities. One in two new-to-wealth customers in Singapore was digitally acquired and we are on track to roll out digital wealth capabilities in Indonesia by the second quarter and Malaysia by the third quarter of 2025.

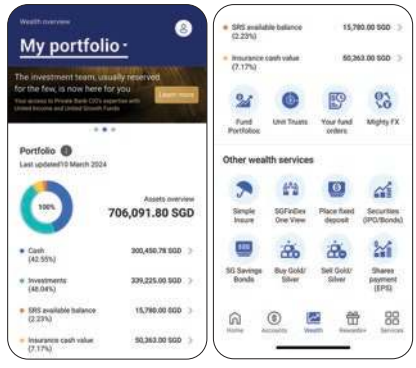
Retail investors can now gain access to Private Bank Chief Investment Office (CIO) research, insights and investment capabilities through the United CIO funds. At the end of 2024, the United CIO funds exceeded $1 billion in AUM.

On the private bank front, we continue to scale through strategic growth, expanding organically and through new wealth opportunities in Asia. In the past two years, 15 per cent of our clients were new to the bank and they contributed to a net fee income growth of 35 per cent year on year.

Our award-winning discretionary portfolio consistently achieves top-quartile performance and outperforms global benchmarks. In addition, our efforts in helping families succeed across generations were recognised by *Euromoney*, who awarded us Asia's Best Private Bank for The Next Generation.

For private bank, we are guided by two key levers to drive quality growth. Firstly, we scale through our One Bank approach, where we combine the Bank's resources, networks and capabilities to provide a holistic and integrated offering. Secondly, we deepen our client engagement through innovation and technology, where our digital advisory and relationship manager productivity tools leverage advanced data analytics to identify clients with the right profile and deliver personalised portfolio propositions. This ensures our clients' wealth is safeguarded and positioned for long-term growth.

UOB Privilege Conversations Investment Forums and Private Bank's Investment Outlook are among the thought-leadership events to share insights on the macroenvironment and investment landscape.



Customers can track and manage their consolidated portfolio in a single view on UOB TMRW.

12 Refers to Privilege Banking and Private Bank.
13 Comprises wealth management fees and customer-related treasury income.

Enabling our People to Build Long-term Careers through Achieving Purpose and Balance

We want to help our people build sustainable careers. Anchored on our people philosophy of Care, Growth and Trust, we create an environment where employees can thrive and contribute to the Bank's long-term success.

Dean Tong
Head of Group Human Resources

The UOB Way Journey Continues

This year, we remain committed to strengthening our culture through The UOB Way, which is rooted in our people philosophy of Care, Growth and Trust. We embed this philosophy throughout the entire employee life cycle, from onboarding to development and leadership. The UOB Way ensures consistency in everything we do, fostering an environment where employees feel supported, valued and empowered.

Supporting the Well-being of our People

A meaningful way to show care for our employees is through the Better Mind Programme, which supports their well-being holistically, helping them find purpose and balance. By supporting their wellness – mentally, physically, financially and socially – we stay committed to their overall well-being.

Future-Proofing our People for Long-term Success

We are in a fast-changing world and it is important for us to grow alongside it. Through initiatives such as the Better U Pivot programme, we are aligning our employees' learning journeys with the evolving demands of their roles. Our AI Data Analytics Centre of Excellence also supports their growth, helping them deepen their expertise in emerging fields.

At the same time, we take great pride in nurturing talent from within, offering employees opportunities for growth and development. We are dedicated to helping our employees build the skills they need to thrive, ensuring a strong foundation for both their careers and the future of the organisation.

Driving Productivity and Purpose

To help our employees be more productive, we provide them with the right skills and tools such as Generative AI and the training to use them with confidence. By easing up the time that was spent on administrative tasks, our people can focus on more impactful work. This helps them achieve a healthier work-life balance and brings more purpose to their work.

Guided by The UOB Way, we embed our culture in everything we do. Together, we are building a workplace that inspires pride and a shared purpose as we work towards building the future of ASEAN.

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Enabling our People to Build Long-term Careers through Achieving Purpose and Balance

Key statistics

Total headcount
32,071

Median length of service
5.83
years

Gender
37% Male
63% Female

Group Human Resources Marquee Events in 2024

UOB Global Appreciation Month – "Appreciating You The UOB Way"

Annually, we drive the appreciation culture in UOB and encourage colleagues to take a moment to express heartfelt thanks to those who support them daily. It is all about showing appreciation The UOB Way.

To kick off the month-long celebrations, we held a first-ever hybrid UOB Global Appreciation Month event, where Mr Wee Ee Cheong, our Deputy Chairman and CEO, welcomed close to 8,000 regional colleagues as they joined us in-person and virtually. As part of the month-long celebrations, Mr Wee and Mr Tong took the time to personally thank close to 500 colleagues with surprise visits to branches and offices in Singapore.

We held the first-ever hybrid UOB Global Appreciation Month event with colleagues gathering at 28BQ, our exclusive employee clubhouse, and dialing in from around the world.

Our Deputy Chairman and CEO, Mr Wee Ee Cheong, gave out free bubble tea and coffee to employees.

Better U Festival

This year's Better U Festival was a celebration of our culture, The UOB Way. The three-day event gave us an opportunity to demonstrate what makes UOB a special place to work. We were honoured to host Dr Tan See Leng, Minister for Manpower and Second Minister for Trade and Industry, as our guest of honour during the event finale.

The festival featured exciting announcements that benefit our people in the long run, reinforcing our commitment to ensuring the well-being of our employees, with opportunities to grow and to build sustainable, fulfilling careers with UOB.

Colleagues participated in The UOB Way activities at the Better U Festival to learn more about our culture and score exclusive merchandise.

CARE

We are committed to caring for our employees through their careers and beyond. Our initiatives support their well-being and that of their families, providing a career that is purposeful and balanced.

Offering the Best Staff Housing Loan for peace of mind

We revamped the Staff Housing Loan (SHL) benefit so that employees enjoy the best rate.

Within two months from the launch in October, the take-up increased by close to 150 per cent as employees transited to SHL.

Introducing new leave types to achieve purpose and balance

Sabbatical Leave

On an unpaid basis for up to 90 days, employees can continue to access medical and insurance benefits.

Enhanced Shared Parental Leave

We provide 10 weeks of paid leave for working parents of children born or adopted from 1 January 2025.

Health Screening Leave

Employees can use up to one day of their Sick Leave benefit for health screening.

Better Mind Programme

Employees can access the Intellect mobile application for mental wellness support, including online counselling, self-care tips and 24/7 crisis counselling.

Mental wellness support anytime, anywhere through the Intellect app for all employees.

We have seen very positive response to the Better Mind Programme, with about **2,500** employees having downloaded the Intellect app

Close to **1,500** unique employees spent an average of more than 20 minutes on the short-form self-care content on the app

Close to **5,000** self-guided sessions completed since its launch in February 2024

Enabling our People to Build Long-term Careers through Achieving Purpose and Balance

GROWTH

Staying committed to building our own timber, we empower our people through different career development opportunities. Among these are leadership development initiatives such as the Management Associate Programme for graduates, the Leadership Academy for high-performing professionals and the Leadership Acceleration Programme to fast-track potential leaders. These efforts reflect our dedication to supporting our people in shaping their careers and driving sustainable growth.

New mandatory learning experience

We re-defined mandatory learning with the "Mission Compliance" programme, using live-action videos and story-driven narratives. This led to more than 90 per cent positive feedback, reduced mandatory learning time from 14 to three hours for all colleagues across the Group, and achieved a Net Promoter Score of 46.

UOB Better U Pivot Programme

The UOB Better U Pivot Programme aligns learning with job roles. It offers up to 500 opportunities over two years for colleagues in operational and administrative roles who are affected by digitalisation and automation. Participants receive 12 months of structured on-the-job-training.

Our new "Mission Compliance" mandatory learning programme is designed to engage employees through live-action video and story-driven narratives.

From left: Miss Carolyn Neo, CEO, Institute of Banking and Finance; Associate Professor Chai Kah Hin, Associate Provost, National University of Singapore; Dr Tan See Leng, Minister for Manpower and Second Minister for Trade and Industry; Mr Dean Tong, Head of Group Human Resources, UOB; Mr Wee Ee Cheong, Deputy Chairman and CEO, UOB; Miss Looi Mei Fong, Deputy Principal, Ngee Ann Polytechnic; and Associate Professor Yeo Li Pheow, Executive Director, Singapore University of Social Sciences – Institute for Adult Learning.

The learning time for new hires was reduced by

78%,

taking a maximum of three hours for the average employee to complete as compared to 14 hours previously

In a poll of more than 550 employees, the course was rated

4.5 out of 5

for having engaging content and attained a Net Promoter Score of 46 (which leans towards "Excellent" according to an article by Qualtrics, a leader in experience management)

TRUST

Trust is fundamental to how we empower our employees to perform at their best for the long term as we aspire to be number one in employee pride.

This is evident in our consistent actions and programmes, such as maintaining our Flexible Work Arrangement, fostering growth through Better U, our flagship learning and development initiative, and providing colleagues with different tools to empower decision-making.

We also recognise the importance of maintaining a feedback loop with employees to drive continuous improvement through active listening and meaningful action. To this end, we replaced the traditional annual survey with a continuous listening approach tied to work anniversaries. This shift reflects our commitment to valuing their input and responding promptly to their needs.

8 in 10 are engaged in their work

9 in 10 employees are proud to work in UOB

These awards are testament to our dedication and commitment.

- Great Place to Work (Singapore) certified for two consecutive years in 2023 and 2024
- HR Asia Best Companies to Work for in Asia for two consecutive years in 2023 and 2024
- HR Asia Most Caring Company 2024
- Influential Brands Top Employer 2024 and 2025
- Institute of Banking and Finance Golden Jubilee Inspire Award 2024

Great Place To Work. Certified JUL 2024-JUL 2025 SG

HR Asia BEST COMPANIES TO WORK FOR IN ASIA 2024

HR Asia MOST CARING COMPANY AWARDS 2024

Influential Brands TOP EMPLOYER 2024 & 2025 BANKING

IBF Golden Jubilee Inspire Award (2024) UOB

Doing Right by Our Communities

UOB is committed to supporting the social development of communities in which we operate through the focus areas of art, children and education. We believe this is crucial for the advancement and well-being of society. Our corporate social responsibility (CSR) efforts across the Group come together under the UOB Heartbeat CSR programme, which aims to drive sustainable good and foster more caring and inclusive societies across the region. We do this through our 3Ps framework, giving back to the communities around us through corporate **philanthropy**, stakeholder **partnerships** and employee **participation**.

Our 2024 achievements

Target
Achieve an average of 2.1 volunteer hours per employee per year across the Group in 2024.

In 2024, we achieved an average of

2.9
volunteer hours

Target
Contribute at least $4 million to support the social development of art across Asia in 2024.

In 2024, we contributed

$6.3 million

Target
Equip at least 9,600 students with digital literacy skills and/or digital learning tools across Asia in 2024.

In 2024, we equipped more than

15,000
students with digital literacy skills and/or digital learning tools

Championing Southeast Asian art and ink art

We have been supporting artists and engaging communities across Asia for more than four decades because we believe art is important in fostering social inclusiveness. A champion of Southeast Asian art, our flagship UOB Painting of the Year (POY) competition is Singapore's longest running and one of Southeast Asia's most esteemed competitions. Since its inauguration in 1982, it has fostered the talents of more than 1,100 outstanding artists from Singapore, Indonesia, Malaysia, Thailand and Vietnam.

At the 2024 UOB POY awards ceremony, we debuted 41 Southeast Asian artists. We also unveiled an all-new UOB Artist Alumni Network programme that deepens our support for the development for UOB POY and UOB Art in Ink Awards artists – past and present – by elevating their profiles across Southeast Asia and Greater China.

2024 UOB POY Award Winner, Mr Yong Wee Loon (middle) with Mr Desmond Tan, Minister for National Development (left) and Mr Wee Ee Cheong, Deputy Chairman and CEO, UOB (right).

In Singapore, we launched an #ArtforGood initiative which consisted of a multisensory food art showcase and unique dining experience. Edible art creations crafted by UOB POY artists and six executive chefs from Pan Pacific Hotels Group were offered at various partner restaurants. A portion of the proceeds from the menu sales, along with all proceeds of auctioned artworks donated by UOB POY artists were donated to ART:DIS, a non-profit charity that provides opportunities in the arts for persons with disabilities.

#ArtforGood edible art co-created by UOB POY artists and executive chefs from Pan Pacific Hotels Group.

2024 UOB Heartbeat Run

The 2024 UOB Heartbeat Run united more than 25,000 UOB colleagues, customers and partners across the region to raise more than $3 million for 25 charities globally through our annual flagship fundraising and volunteerism programme. In addition to UOB in Singapore, UOB China, UOB Hong Kong, UOB Indonesia, UOB Malaysia, UOB Thailand and UOB Vietnam also hosted physical finale run events where colleagues rallied together to showcase our commitment to do right by our communities.

Mr Wee Ee Cheong, Deputy Chairman and CEO, UOB (centre) and Mr Ted Tan, Vice Chairman, Community Chest (fourth from left, in white) with UOB colleagues at the start line of the 2024 UOB Heartbeat Run.

Doing Right by Our Communities

In Singapore, the 18th edition of the annual flagship UOB Heartbeat Run event was held at the Promontory @ Marina Bay on 28 September 2024, with a record turnout of close to 10,000 UOB colleagues and their families, customers and beneficiaries.

More than $2.2 million was raised for four beneficiaries supported by Community Chest - Care Corner Singapore, the Ministry of Social and Family Development's ComLink+ initiative, Life Community Services Society and President's Challenge. The Bank also matched the revenue received by social enterprises present at the event's carnival to sell a wide variety of cookies and gifts designed by crafters with special needs and different abilities. Food and beverage partners also donated a portion of their proceeds towards an adopted beneficiary of UOB, or an adopted beneficiary of their own.

Bridging the digital divide

UOB My Digital Space (UOB MDS) is our flagship regional education programme that supports disadvantaged students across eight markets by equipping them with digital tools and skills, while connecting them to wider learning opportunities. In 2024, the UOB MDS programme benefitted more than 15,000 youths across the region through a series of digital literacy workshops and the sponsorship of more than 1,000 digital devices.

UOB was a key exhibition partner at the Digital for Life Festival 2024, organised by Infocomm Media Development Authority in Singapore. More than 50 UOB Heartbeat volunteers came together to engage 60,000 participants which included children, parents and the elderly through an immersive digital learning adventure focusing on tips to navigate the digital space and tools to stay safe from cyber threats.

Across the region, UOB Thailand continued its partnership with Thailand Collaboration for Education to build computer rooms and provide digital learning courses focused on topics such as English, Mathematics and Science to close to 4,500 students across eight provinces. In partnership with Saigon Children's Charity CIO, UOB Vietnam built five fully-furnished computer rooms across village schools in the under-developed Mekong Delta area. This provided more than 450 students between the ages of 9 and 11 with access to digital learning platforms and learning opportunities.

President Tharman Shanmugaratnam and Mrs Josephine Teo, Minister for Digital Development and Information and Second Minister for Home Affairs, at the UOB My Digital Space booth.

Governance

70 Corporate Governance
99 Risk Management
116 Capital Management
118 Pillar 3 Disclosure

Corporate Governance

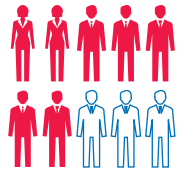
Built upon our values of Honourable, Enterprising, United and Committed, our corporate governance is supported by the strong leadership of our Board and Management. Through our robust system of risk management and internal controls, our engagement with our shareholders and other stakeholders, and our culture of accountability and responsibility, we aim to continually live up to the expectations of our regulators and other stakeholders.

We have complied with the principles of the Code of Corporate Governance issued in 2018 (2018 Code) and the 2021 MAS Guidelines (defined below), and substantially with the provisions and guidelines of the 2018 Code and 2021 MAS Guidelines, as seen on pages 97 and 98. Where there is any deviation from the principles, provisions or guidelines, we have explained our philosophy and practices. Our corporate governance is guided by:

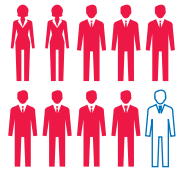
- the Banking (Corporate Governance) Regulations 2005 (Banking Regulations);
- the listing rules of the Singapore Exchange Securities Trading Limited (SGX-ST Listing Rules); and
- the Guidelines on Corporate Governance for Designated Financial Holding Companies, Banks, Direct Insurers, Reinsurers and Captive Insurers which are incorporated in Singapore issued in 2021 (2021 MAS Guidelines), which comprise the 2018 Code (Code) and Additional Guidelines of the Monetary Authority of Singapore, as amended from time to time.

Leadership of Board and Management

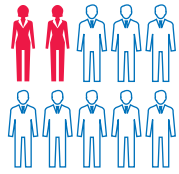
Board of Directors



Seven
out of 10 Directors are independent

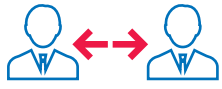


Nine
out of 10 Directors are non-executive



Two
out of 10 Directors are female

Independent Chairman



Separation of roles of Chairman and Chief Executive Officer (CEO)

In 2024, we received the following in recognition of our corporate governance:

Singapore Governance and Transparency Index

- Ranked 3rd of 477 Singapore-listed companies (General Category)

Board duties

Our Board is responsible for:

- providing entrepreneurial leadership, as well as approving and overseeing the implementation of the Bank's strategic direction and overall business objectives;
- setting the Tone from the Top, inculcating values, the desired organisational culture and standards of ethical behaviour, and ensuring accountability;
- promoting a strong system of risk management and internal controls;
- determining the overall Group risk profile and appetite;
- approving business plans, annual budgets, capital and debt structures, material investments, acquisitions and disposals;
- approving financial statements;
- overseeing Management's performance;
- establishing a remuneration framework for the Board;
- establishing a remuneration framework for key management personnel, which is consistent with the Bank's long-term strategic objectives and does not create incentives for excessive risk-taking;
- performing succession planning for the Board and Management;
- considering sustainability issues, and overseeing the management of the material environmental, social and governance (ESG) factors; and
- promoting regular and effective communications with shareholders, and overseeing relationships with material stakeholders.

The key matters requiring the Board's approval are set out in its terms of reference and communicated to Management. These include:

- long-term strategic goals and overall business objectives for the Group;
- overall risk profile and risk appetite for the Group;
- mergers and acquisitions, investments and divestments exceeding specified thresholds and, commencement of business in new markets;
- dividend policy; and
- material ESG factors and targets.

Where a matter has been reserved for the approval of our Board or a Board Committee in its terms of reference, its approval must be obtained before the matter is acted upon.

Highlights from 2024

Strategy

Our Board guided Management on various ongoing and pipeline transformation projects, taking into consideration key trends impacting the financial service industry such as regulatory developments, emerging technologies, market conditions and consumer behaviour.

The Board continued to guide Management on the integration of people, systems and processes following the acquisition of the Citigroup consumer banking businesses in Indonesia, Malaysia, Thailand and Vietnam. Following successful integration of the acquired businesses in Indonesia and Malaysia in 2023, and Thailand in 2024, integration for Vietnam would be completed in 2025.

Our Board reviewed the progress of initiatives undertaken by the Bank to improve the financial advisory life cycle and provide customers with a safer and enhanced banking experience.

Succession planning and human capital management

Succession planning continued to be a key focus area for our Board in 2024. Using a skills matrix, our Board reviewed each Director's skills and experience to ensure that our Board comprised directors with diverse skill sets, expertise, and experience relevant to the evolving needs of the Bank.

Our Board also deliberated on succession planning for key management positions in the Bank. During the year, several changes were made to key positions in Retail Banking, Corporate Banking, Technology, Risk Management, Finance and UOB Thailand. The new appointments were made from within the organisation, underscoring the depth of our talent pool and the Group's philosophy of growing our own timber.

Corporate Governance

Recognising that our people are our greatest asset, the Board is committed to upskilling and future-proofing our workforce. During the year, our colleagues benefitted from various skills upgrading and development opportunities. In addition to refresher training on banking-related topics and professional development programmes, courses in life skills and personal and mental well-being were made available to support our colleagues in their personal growth and wellness.

Remuneration
Assisted by the Remuneration and Human Capital Committee (RHCC), the Board reviewed and provided guidance on our remuneration philosophy and the design of our total rewards, to ensure that the Group remains competitive and is able to attract, retain and motivate talent. Details on our remuneration approach and structure can be found on pages 79 to 86.

Risk management and internal controls
Fraud and scams remained threats to the financial industry in 2024. Our Board actively engaged Management in strengthening risk management, and in making system and process enhancements to help combat financial crime, fraud, and money laundering activities to protect our interests and those of our customers. This is our commitment to making banking safer for our customers and contributing towards the integrity of the financial systems in the markets we operate in.

Our Board also advised Management on the implementation of new regulatory requirements and standards, such as the final Basel III reforms and transitions of benchmark interest rates. In addition, the Board guided Management on the MAS COSMIC centralised digital platform for facilitation of sharing of customer information among financial institutions to combat financial crimes and the Shared Responsibility Framework which clarifies the allocation of responsibility for losses arising from phishing scams.

Asset quality
Amid global economic uncertainties, our Board remained vigilant in monitoring asset quality across all our markets, ensuring that we adhere to our defined risk appetite while continuing to support our customers and other stakeholders.

Sustainability
Our Board reviewed the UOB Sustainability Framework, material ESG factors and the UOB Sustainability Report disclosures, including the pilot of climate reporting against the International Financial Reporting Standards Sustainability Disclosure Standards and Taskforce on Nature-related Financial Disclosures. It also reviewed and endorsed the Bank's disclosure on the progress made towards net zero and continued to guide Management towards achieving our net zero targets. Directors also kept abreast of ESG and sustainability-related developments, including climate and nature, through engagement with Management and our Sustainability Advisory Panel comprising external experts.

Find out more about our sustainability strategy and initiatives, material ESG factors, and how we support our customers in their sustainability journeys in our Sustainability Report at www.UOBgroup.com/investor-relations/financial/group-annual-reports.html.

Delegation to Board Committees and Management

Five Board Committees support our Board, namely, the Audit Committee (AC), Board Risk Management Committee (BRMC), Executive Committee (Exco), Nominating Committee (NC) and RHCC. The terms of reference of the Board and Board Committees are reviewed and approved by the Board annually to ensure that they remain relevant and appropriate. The overlapping membership of the Board Committees fosters collaboration and knowledge-sharing.

Matters deliberated upon and the key decisions made by the Board and Board Committees are duly recorded by the company secretary. The minutes and summary reports of all Board Committee meetings are circulated to all Directors except where there is a conflict of interest. At Board meetings, the chairs of the Board Committees also report on the key matters reviewed and considered, and on the decisions made by the Board Committees.

Management oversees the day-to-day operations of the Bank and implements the decisions of our Board under the leadership of our CEO. He is assisted by several management-level committees in overseeing various aspects of the Bank's operations, including ensuring that our system of risk management and internal controls is adequate and effective, and that our work culture and environment remain safe and healthy. These are the Asset and Liability Committee, Anti-financial Crime Committee, Credit Committee, Group Sustainability Committee, Human Resources Committee, Information and Technology Committee, Investment Committee, Management Committee, Management Executive Committee, Operational Risk Management Committee, and Risk and Capital Committee. The management-level committees are further supported by specialist committees with domain expert representation to oversee specific areas.

Executive Committee

The Exco assists the Board in providing strategic direction to the Bank, and in overseeing the Bank's strategic plan and its implementation.

The key responsibilities of the Exco include:

- reviewing business plans, budget, and capital and debt structures, taking into consideration our strategic goals and risk appetite;
- reviewing strategic initiatives (including human capital management and technology initiatives) and transactions;
- reviewing financial, business, and operational performance against the approved strategies and budget; and
- considering sustainability issues and determining material ESG factors.

Highlights of the Exco's activities in 2024:

- Guided Management on refinements to and implementation of the strategies approved by our Board, as well as the approach to challenges;
- Continued to guide Management on matters related to the integration of the Citigroup consumer banking businesses in Indonesia, Malaysia, Thailand and Vietnam;
- Continued to guide Management on the Bank's transformation initiatives, including the focus and progress of specific business lines, enablers and new initiatives;
- Guided Management on strategic investments, acquisitions and divestments;
- Monitored the progress of our sustainability strategy; and
- Reviewed our funding strategy and initiatives.

Key processes

Board and Board Committee meetings, and the Annual General Meeting (AGM) are scheduled well before the start of each year and our Directors are notified promptly after the dates are scheduled. Additional meetings may be convened when necessary.

A Director who is unable to attend a meeting due to exigencies may convey his[1] views through another Director or the company secretary.

Decisions of our Board and Board Committees are made by consensus. In the event of a divergence in views, decisions are made by a majority vote and dissenting views are recorded. Decisions may also be made by way of resolutions in writing. These are reserved mainly for administrative or routine matters, or to document decisions on matters that had been previously deliberated on.

Meeting materials are furnished to our Directors well in advance of each meeting through a secure portal accessible via tablet devices provided by the Bank. Where appropriate, Management may seek inputs from Directors ahead of meetings for more focused discussions. Subject-matter specialists and professional advisers have been invited to share their expertise at meetings. Between meetings, Management seeks advice from our Board or Board Committees, or updates them on matters of interest to them or that require their attention, on an ongoing basis.

Directors set aside time at Board meetings for discussions in the absence of Management. They also meet frequently outside formal board meetings. In addition, Directors may meet privately with the Chairman and/or NC chair.

The Board and Management come together each year for an Annual Strategy Refresh, where we review our strategy in light of current developments. Our Board also holds an in-country retreat each year in a country where we operate. These in-country retreats are opportunities for our Board to meet with the local boards, management teams and employees, and gain a better understanding of the markets in which we operate. There are also opportunities for Board members to engage clients and regulators. At such retreats, our Board also hears from local experts on specific topics. In 2024, the retreat was held in Vietnam.

Our Board stays connected with the developments and progress of our regional subsidiaries and offices through regular reports or briefings. These ensure that our regional operations and subsidiaries remain aligned with the Group's strategy and are well-placed to support one another and our customers.

1 A reference to one gender includes other genders.

Corporate Governance

Board attendance

The Directors' attendance at formal meetings in 2024 is set out in the table below.

		Number of meetings attended in 2024						
Name of Director	**Status**	**AGM**	**Board**	**AC**	**BRMC**	**EXCO**	**NC**	**RHCC**
Wong Kan Seng[1]	Independent	1	•5	4	4	•5	3	5
Wee Ee Cheong	Executive	1	5	–	4	5	3	–
Michael Lien Jown Leam	Non-independent, Non-executive	1	5	–	–	5	3	–
Wee Ee Lim[2]	Non-independent, Non-executive	1	4	–	4	–	–	5
Steven Phan Swee Kim	Independent	1	5	•5	–	5	•3	5
Chia Tai Tee	Independent	1	5	5	•4	–	3	–
Tracey Woon Kim Hong	Independent	1	5	5	4	–	–	•5
Dinh Ba Thanh	Independent	1	5	–	–	–	–	–
Teo Lay Lim[3]	Independent	1	5	3	–	5	–	2
Ong Chong Tee[4]	Independent	1	5	1	4	5	–	–
Number of meetings held in 2024		1	5	5	4	5	3	5

- Denotes chairman.
1. Mr Wong Kan Seng was appointed to the AC on 1 March 2024. He attended the four AC meetings held after his appointment.
2. Mr Wee Ee Lim was absent from one Board meeting as it was convened on short notice and conflicted with a prior engagement.
3. Ms Teo Lay Lim stepped down from the AC on 1 September 2024. She was absent from one AC meeting as she was on medical leave. She was appointed to the RHCC on 1 September 2024. She attended both meetings held after her appointment to the RHCC.
4. Mr Ong Chong Tee was appointed to the AC on 1 September 2024. Only one AC meeting was held after his appointment to the AC.

Managing potential conflicts of interests

Our Directors disclose their interests in various matters at least quarterly. A Director who has an interest in a matter that may conflict with his duties to UOB must disclose the details of his interests, recuse himself from the discussion and abstain from voting on the matter. Such abstentions are duly recorded in the minutes of meeting.

Access to Management, advisers and information

The Directors have independent and unfettered access to Management, the company secretary and the internal and external auditors. Our Board and Board Committee chairs also meet separately with the relevant function heads or in-house specialists in preparation for Board and Board Committee meetings.

Our Chairman meets with Management and other relevant function heads regularly to keep abreast of developments and initiatives.

Directors may also seek independent professional advice or engage subject-matter experts at the Bank's expense while discharging their duties.

Company secretary

A legally trained company secretary supports our Directors in discharging their responsibilities and in monitoring the implementation of decisions made by the Board and Board Committees. He also advises the Board on governance matters, updates on applicable laws and regulations, and facilitates communications between the Board and Management, and between the Bank and its stakeholders. The company secretary facilitates the induction for new Directors and existing Directors who have been appointed to new Board Committees, the Board's professional development and the engagement of subject matter experts, where necessary.

The appointment and removal of the company secretary are subject to our Board's approval.

Board Composition and Directors

Chairman and Chief Executive Officer

Mr Wong Kan Seng, our independent Chairman, leads our Board, sets the Board meeting agenda and cultivates frank and open discussion. He facilitates effective contribution by all Directors and promotes information flow between our Board and Management, while setting the right ethical and behavioural tone. In addition, he oversees corporate governance matters, guides the engagement with stakeholders and chairs our general meetings. Mr Wong possesses a good overview of all Board Committees' activities, as he sits on every Committee.

Our Chairman also engages Directors individually or in small groups from time to time.

Mr Wee Ee Cheong, our CEO, leads the management team in implementing the strategies and plans approved by our Board. He seeks regional business opportunities, ensures regional operations are aligned to the Group strategy, and drives strategic initiatives. In addition, he promotes a risk-focused and inclusive culture as well as behaviours consistent with our values. He also fosters a conducive environment for our colleagues to achieve their career and personal goals.

Lead independent director

Our Board has not appointed a lead independent director as our Chairman is independent, has no familial or other close ties with our CEO and is not a substantial shareholder. Furthermore, the Board comprises a majority of independent and non-executive Directors. If the Chairman is conflicted on any matter, he will recuse himself from the discussion and our NC chair will fulfil the role, on a case-by-case basis, as circumstances warrant.

Nominating Committee

Our NC supports our Board in:

- assessing the independence of Directors;
- reviewing the size and composition of our Board and Board Committees;
- assessing the performance of our Board, Board Committees and each Director, including recommending the process and criteria for evaluation;
- establishing a board diversity policy and monitoring compliance with the policy;
- recommending the appointment and re-election of Directors;
- performing succession planning for our Directors;
- implementing a programme for the continual development of our Directors;
- reviewing the nominations and reasons for resignations of relevant Management personnel, including the CEO, Chief Financial Officer (CFO) and Chief Risk Officer (CRO); and
- performing talent management and succession planning for our CEO and relevant Management personnel.

The NC's main activities are described on pages 75 to 79.

Board independence

Our Board adopts the criteria for independence of a director under the Banking Regulations, SGX-ST Listing Rules and 2021 MAS Guidelines. A director is deemed to be independent if:

- he has no relationship with the bank, its related corporations, substantial shareholders or officers that could interfere or reasonably be perceived to interfere with the exercise of his independent business judgement in the best interests of the bank;
- he is not or has not been employed by the bank or any of its related corporations in the current or any of the past three financial years;
- he does not have an immediate family member who is or has been employed by the bank or any of its related corporations in the current or past three financial years and whose remuneration is or was determined by the remuneration committee; and
- he has not served on the board for nine years or longer, in aggregate.

Our NC assists our Board to assess the independence of each Director based on the above criteria, the disclosure of his other appointments and commitments, interests, personal circumstances and his performance in the discharge of his duties annually.

Corporate Governance

Our NC's assessment of our Directors' independence and the bases of its assessment are as follows:

Independent Directors	Non-independent, non-executive Directors	Executive Director
Wong Kan Seng **Steven Phan Swee Kim** **Chia Tai Tee** **Tracey Woon Kim Hong** **Dinh Ba Thanh** **Teo Lay Lim** **Ong Chong Tee** • Meet all independence criteria	**Michael Lien Jown Leam** • He is the executive chairman of Wah Hin and Company, which is a substantial shareholder **Wee Ee Lim** • A substantial shareholder • His brothers, Wee Ee Cheong and Wee Ee Chao, are substantial shareholders • His brother, Wee Ee Cheong, is a Director and the CEO	**Wee Ee Cheong** • The CEO • A substantial shareholder • His brothers, Wee Ee Chao and Wee Ee Lim, are substantial shareholders • His brother, Wee Ee Lim, is a Director

Fitness for office

Annually, each Director makes a declaration based on the MAS Guidelines on Fit and Proper Criteria. In its assessment on whether our Directors remain fit and proper for office, our NC reviews the declarations and considers any other relevant information that comes to its attention. It also reviews the performance of each Director every year. Taking the findings into consideration, our NC has determined that all Directors remain fit and proper persons and qualified for office.

Board size, composition and diversity

The NC reviews the Board's size, composition and skill sets regularly to ensure it is of the right size, has the appropriate mix and balance of skills, experience, independence and knowledge, and that collectively, the expertise and skills of our Board members are appropriate for the discharge of the responsibilities of the respective Board Committees, having regard to the strategies and aspirations of the Group, and the developments in the markets in which we operate.

Our NC maintains a board skills map that charts the skills, expertise, and experience of the incumbent directors and which is used to help identify any capabilities that could be enhanced in the Board and Board Committees.

Our Board Diversity Policy sets out the Bank's approach to and framework for ensuring the diversity of our Board. The dimensions of diversity considered by our Board include functional and domain skills, regional experience, industry experience, age, gender, ethnicity and culture, tenure and independence. Our Board believes that a diversified board provides a wider range of insights and perspectives in decision-making, helps to avoid groupthink, facilitates the understanding of country/industry peculiarities, and ensures continuity in Board succession.

Our Board is satisfied that the current board size of 10 Directors is appropriate. None of our Directors has appointed an alternate director. Our Board is also satisfied that it is sufficiently diverse to meet the needs of the Group and ensure the effective oversight of the Group's affairs. Collectively, our Directors' skills, expertise and experience span different industries, markets, professions and the public and private sectors. Their core competencies include banking and other financial services, strategic planning and development, transformation, accounting and finance, audit, human resources, risk management, corporate governance, policy and regulatory matters, consumer services, marketing, technology and media, which are competencies essential to the business of the Bank. In addition, newer Directors bring fresh perspectives whereas Directors with longer tenure ensure stability and continuity. This balanced approach of having Directors of different expertise and tenures on the Board has helped to bring about quality discussions and kept our Board renewal process smooth.

The Board targets to have at least one female director on our Board at all times. This target has been exceeded. In conducting a director search, our NC will take into account our diversity target, any gap that is identified or anticipated, and the time horizon for potential succession.

More information on the appointment and re-election of Directors can be found on page 78.

Board Committee composition

At least annually, our NC reviews the constitution of the Board Committees, taking into consideration each Director's respective expertise and time availability. The current composition of our Board Committees can be found in the Corporate Information section:

Audit Committee	• Five members • All members are independent • All members have recent and relevant accounting or related financial experience or expertise: o AC chair, Mr Steven Phan, was an accountant and auditor by profession. He has more than 35 years of experience in audit and advisory roles o Dr Chia Tai Tee was the chief risk officer of a state-owned investment company, where his responsibilities included reviewing financial performance of portfolio assets o Mrs Tracey Woon was an investment banker for more than 40 years, during which she advised on corporate finance, debt finance and wealth management transactions, and financial strategy and impact. She has also held leadership roles in an international bank, where her duties included reviewing financial performance o Mr Wong Kan Seng has deep experience in a wide range of disciplines garnered from his years in the Cabinet of Singapore, including as Deputy Prime Minister o Mr Ong Chong Tee has extensive experience in monetary policy, investment management, financial development, financial supervision and accounting • None of the AC members has served as a partner or director of our current external auditor within the two years prior to his appointment to the AC or holds any financial interests in the external auditor
Board Risk Management Committee	• Six members • Majority of the members, including the chair, are independent • BRMC chair, Dr Chia Tai Tee, was the chief risk officer of a state-owned investment company from 2011 to his retirement in 2020
Executive Committee	• Six members. • Majority of the members, including the chair, are independent
Nominating Committee	• Five members. • Majority of the members, including the chair, are independent
Remuneration and Human Capital Committee	• Five members. • Majority of the members, including the chair, are independent • All the members are non-executive

Corporate Governance

Board performance and time commitment

Annually, each Director performs a self-assessment and an assessment on the Board and each Board Committee of which he is a member. The format and structure of the assessments are approved by our Board. The responses are collated by the company secretary and the anonymised results are submitted for our NC's review. Each Board Committee also receives the anonymised results as well as relevant comments from other Directors.

Our NC also reviews the performance of each Director during the year. No Director is involved in his own assessment.

In evaluating our Board's performance, our NC considers qualitative and quantitative factors including:

- the Bank's performance; and
- the Board's organisation and responsibility for the Bank's strategy, progressive renewal of the Board, sustainability, risk management and internal controls, corporate governance and regulatory compliance.

It also considers the number of directorships and principal commitments of Directors when evaluating their time commitment, as guided by our internal guidelines on time commitment of Directors. The guidelines differentiate between Directors with or without full-time employment. Directors are encouraged to inform our NC chair prior to accepting any proposed new appointment, and the NC chair may provide advice or feedback, where appropriate. In the NC's opinion, our Directors have devoted sufficient time and attention to matters of the Group in the discharge of their responsibilities, both in and outside meetings.

Appointment and re-election of Directors

The selection of Directors is based primarily on merit, with due and conscious consideration for the needs of our Board in terms of skills and diversity.

When appointing or re-electing a Director, our NC:

- reviews our strategic objectives and identifies the skill sets that will help us achieve those objectives;
- reviews candidates' skill sets and experience, independence, qualification for office, personal attributes such as integrity and financial soundness, and ability to commit time to the Bank's affairs;
- conducts due diligence on candidates to ensure they are fit and proper persons qualified for office and ascertain their independence;
- considers the operating environment, emerging trends and potential developments in the market; and
- considers the pipeline for ongoing succession planning.

All Directors are invited to nominate candidates from time to time. In order to access a wider range of skill sets, experience, expertise and aspects of diversity, our Board may, where appropriate, engage an external consultant to help broaden the search for directors.

Our NC reviews each candidate for suitability, taking into account the needs of our Bank, before making its recommendation to the Board. Suitable candidates with the required or desired skill sets are monitored for their availability and time commitments. With our Board's concurrence, our NC chair initiates discussions with the candidates as appropriate and updates our Board regularly on the progress. When appropriate, Directors will meet candidates to assess their suitability. All Board appointments are subject to the approval of the MAS.

New Directors must submit themselves for re-election at the first AGM following their appointment. All Directors retire by rotation at least once every three years.

When evaluating a Director for re-election, our NC also considers that Director's performance and time commitment, and whether his skills, expertise and experience remain relevant to the evolving needs of the Bank. Directors are put up for re-election at the AGM individually.

Refer to pages 232 to 235 for Additional Information on Directors Seeking Re-election.

Induction of new Directors

A newly-appointed Director will receive an induction package, which includes the Articles of Directorship, terms of reference of the Board and Board Committees, guidance on directors' duties and relevant company policies. He will also be provided with briefings on key business areas and support functions, our system of risk management and internal controls, and sustainability initiatives.

When a Director is appointed to serve on a Board Committee, he is also briefed on matters relevant to the responsibilities of that Board Committee, as needed.

New Directors who have no prior experience as directors of public-listed companies also attend training programmes stipulated by the SGX-ST.

Directors' Development Programme

Our Directors receive briefings to keep abreast of developments which are relevant to the Bank and industry. Topics range from those on the banking industry to other topics such as technological development and socio-economic, political or regulatory matters. At least half a day is set aside each quarter, during which training is conducted by internal or external subject-matter experts.

In 2024, training topics for our Directors included liquidity management, data analytics (DA), deepfakes, scams, quantum computing, generative AI, blockchain, cybersecurity, the global investment environment and sustainability. Dialogue sessions were also held with our Technology Advisory Panel and Sustainability Advisory Panel on technology and sustainability issues and developments, respectively.

Leadership succession

Our NC performs succession planning for our CEO and other relevant Management personnel. We believe in growing our own timber and are committed to developing a pipeline of leaders from among our colleagues to support our long-term strategy and growth. We have established frameworks and policies for human capital development and succession planning for Management, including for our Head of Group Audit (GA).

Colleagues with the right values and who have the requisite competency and leadership potential are identified and nurtured through structured development programmes, including functional and leadership skills training, mentorship, and participation in significant projects. Cross-functional training, regional exposure and networking opportunities are also provided. Our Board monitors the progress of our leadership talents closely and meets with them regularly.

At the same time, we appreciate fresh perspectives and insights of external candidates and welcome those who can augment our collective skill sets and experience.

Remuneration and Human Capital

Our RHCC seeks to ensure that our compensation and benefits strategies support the creation of long-term value and strengthen our franchise, and are aligned with the long-term interests of shareholders and other stakeholders. In determining the total compensation for our Group, the RHCC considers various factors including underlying business risks, business outlook, performance, investments in infrastructure and capabilities, as well as market trends for comparable positions. Our BRMC provides input to our RHCC to ensure that our remuneration and incentive practices do not incentivise inappropriate risk-taking.

Remuneration and Human Capital Committee

The main responsibilities of our RHCC are:

- determining a remuneration structure and framework for our Directors;
- overseeing performance assessment of Senior Management;
- determining a remuneration framework for employees that is appropriate and proportionate for sustained performance and value creation, for long-term success, and linked to performance and risk management; and
- reviewing frameworks and policies for succession planning and human capital development.

Highlights of our RHCC's activities in 2024:

- Reviewed our employees' total rewards in relation to our long- and short-term strategies, to build and strengthen our human capital for continued relevance and sustainability, keeping in view the intense competition for talent in the market;
- Advised Management on the performance, incentive and consequence framework for employees;
- Guided Management on our workforce strategy, including skills development and upskilling for our colleagues;

Corporate Governance

- Reviewed the size, shape and skills of our workforce as well as the strategies and programmes for recruitment and retention, bearing in mind the long-term strategic objectives of our Bank;
- Monitored our progress in nurturing our talent at different levels, in providing opportunities for all suitable candidates and building a pipeline of regional leaders of the future; and
- Advised Management on employee engagement and wellness, communication, and culture.

Directors' remuneration

The proposed fee structure for Directors for the financial year ended 31 December 2024 is as follows:

Office	Chair	Member
Basic fee	1,100,000	110,000
Audit Committee	110,000	70,000
Board Risk Management Committee	110,000	70,000
Executive Committee	110,000	70,000
Nominating Committee	65,000	45,000
Remuneration and Human Capital Committee	65,000	45,000

Details of the proposed total fees and other remuneration paid/payable to our Directors for the financial year ended 31 December 2024 can be found in the table below. Save for the remuneration disclosed below, our Directors do not receive any other remuneration. The directors' fees payable to Directors who have served less than a year are pro-rated.

	Directors' Fees $	Fees from subsidiaries $	Salary $	Bonus $	Benefits-in-kind and others[1] $	Total $
Wong Kan Seng[2]	1,428,525	–	–	–	–	1,428,525
Wee Ee Cheong[3]	–	–	1,440,000	13,560,000	46,944	15,046,944
Michael Lien Jown Leam	225,000	–	–	–	2,456	227,456
Wee Ee Lim	225,000	–	–	–	2,456	227,456
Steven Phan Swee Kim	400,000	–	–	–	3,262	403,262
Chia Tai Tee	335,000	–	–	–	2,456	337,456
Tracey Woon Kim Hong	315,000	–	–	–	3,142	318,142
Dinh Ba Thanh	110,000	–	–	–	2,456	112,456
Teo Lay Lim[4]	241,667	–	–	–	3,262	244,929
Ong Chong Tee[5]	273,333	–	–	–	2,456	275,789

1. Includes transport- and events-related benefits.
2. Mr Wong Kan Seng was appointed to the AC on 1 March 2024.
3. 60 per cent of the variable pay to Mr Wee Ee Cheong is deferred and will vest over the next three years. Of the deferred variable pay, 40 per cent will be issued in deferred cash, while the remaining 60 per cent will be in the form of share-linked units.
4. Ms Teo Lay Lim stepped down from the AC on 1 September 2024 and was appointed as a member of the RHCC on the same day.
5. Mr Ong Chong Tee was appointed to the AC on 1 September 2024.

Eligible non-executive Directors will receive approximately 30 per cent of their fees in fully paid ordinary shares (share awards) in lieu of cash, pursuant to the UOB Share Plan. There will be no dilutive impact on shareholders as the shares are drawn from our pool of treasury shares. The actual number of shares to be awarded to eligible non-executive Directors will be determined by reference to the volume-weighted average price of the ordinary shares over the 10 trading days immediately following from the date of the Bank's AGM. The number of ordinary shares to be awarded will be rounded up to the nearest 100 shares and the cash amount representing the additional number of ordinary shares delivered as a result of the rounding up exercise will be correspondingly deducted from the cash component of the Directors' fees.

Although the share awards granted to eligible non-executive Directors are not subject to any vesting period or condition, the eligible non-executive Directors are encouraged to voluntarily hold the ordinary shares which are the subject of each share award for at least three years from the grant of the share awards for so long as they are Directors of the Bank. The voluntary retention of shares would serve to align Directors' interests with the long-term interests of shareholders and the Bank.

Mr Wee Ee Lim is a substantial shareholder while Mr Michael Lien is the executive chairman of a substantial shareholder. Hence, they do not participate in the UOB Share Plan and directors' fees payable to them will be paid wholly in cash. All other non-executive Directors are eligible for share awards. Mr Wee Ee Cheong, an executive Director, is remunerated as an employee and does not receive any directors' fees for serving on the Board and Board Committees.

The fees payable to eligible retiring, retired or deceased Directors will be paid wholly in cash.

No Director was involved in the determination of his own remuneration.

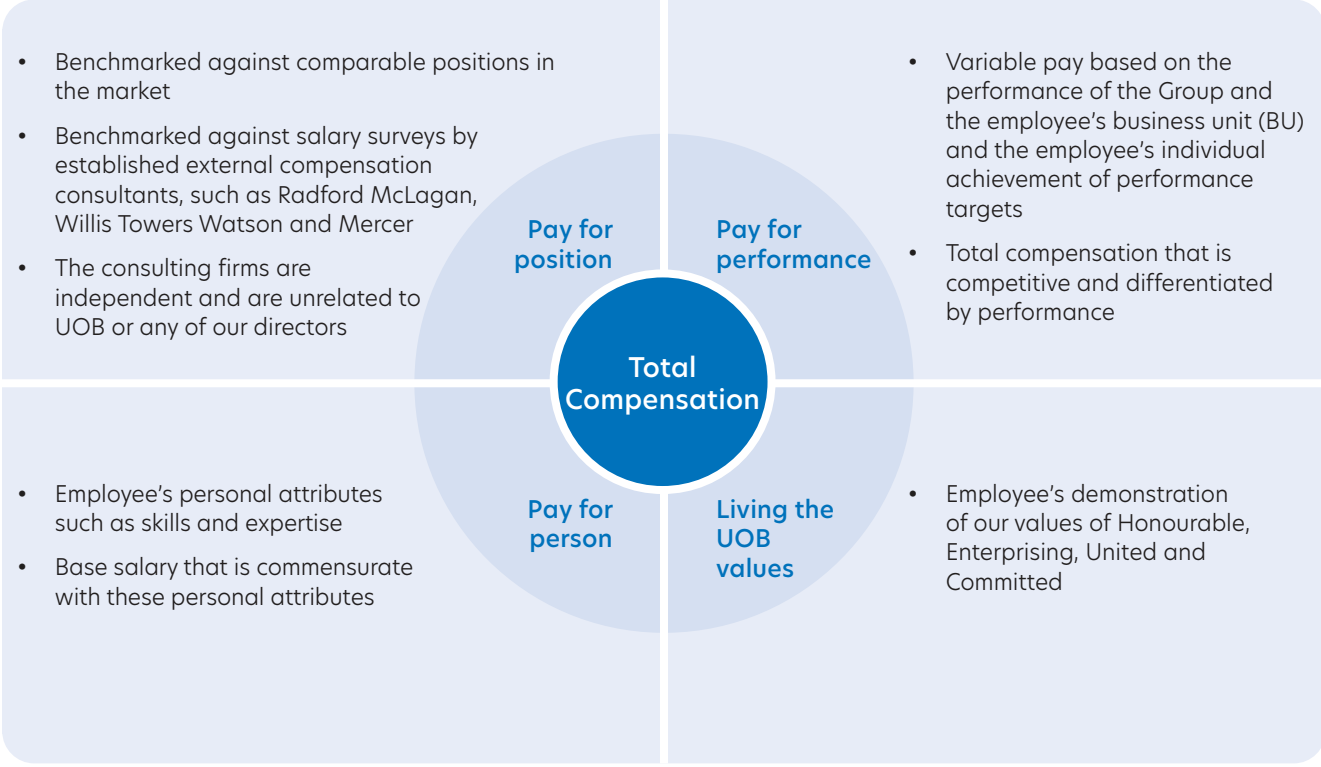
Employees' remuneration

The Bank's meritocratic remuneration practices support the Group's long-term business and people strategies and objectives, and are aimed at providing each employee with a fair total compensation.

Our remuneration policy for employees sets out the principles and philosophies that guide the design, operation and management of our remuneration programmes. It considers the principles and standards set by the Financial Stability Board (FSB P&S), 2021 MAS Guidelines and the G30 Recommendations on Banking Conduct and Culture. The policy covers the remuneration of all employees and is reviewed by our RHCC regularly to ensure that our compensation practices and programmes are appropriate to attract, retain and motivate a highly skilled workforce, while also meeting applicable regulatory requirements.

Our RHCC considers key aspects of employee remuneration, including the termination provisions in service contracts, and reviews and approves the overall performance bonus, share-based incentive plans and Senior Management's remuneration based on the total compensation structure approved by our Board.

Ensuring fair compensation for every employee

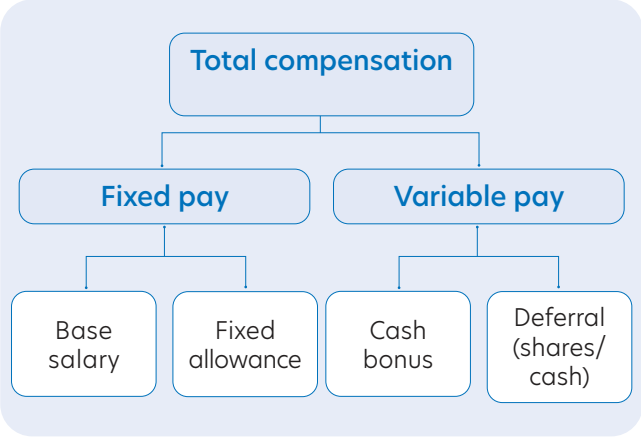


In 2024, our RHCC reviewed and approved our remuneration policy with no policy changes.

Corporate Governance

Our total compensation structure

Our total compensation structure comprises two main components, namely, fixed pay and variable pay. Under our Group's total compensation framework, the total compensation paid to employees is a function of the Group's net profit before tax.



Fixed pay
Fixed pay consists of a base salary and fixed allowances that are pegged to the market value of the job.

Variable pay
Variable pay comprises cash bonuses and deferrals in the form of cash or shares, where applicable. It is a means to reward employees based on the performance of our Group and their BUs, the employees' individual performance and contributions, as well as behaviour that is aligned to our values. An employee's variable pay is determined based on the process shown on the right.

Determining the variable pay pool

- Determine the variable pay pool based on the performance against the Group's Balanced Scorecard (BSC)
- Where applicable, adjust based on outcomes of the Group Risk Appetite Statement (GRAS)
- In the event of poor performance, the RHCC has the discretion to adjust the variable pay pool downwards

Allocating the variable pay pool to BUs

- Allocate to BUs based on the achievements of cascaded targets in the BSC, taking into account productivity
- Country heads are consulted on the variable pay pools allocated to in-country BUs

Distribute variable pay to individuals

- BUs determine their rewards based on, *inter alia*, the achievement of performance objectives, competencies and behaviour with respect to the UOB values
- Balance is sought between the achievement of key performance indicators and behaviour
- Employees who have exceeded performance expectations receive higher variable pay

Group Balanced Scorecard

Our Group's BSC includes metrics for financial outcomes, as well as strategic and business drivers. To align with our strategic focus on sustainability, sustainability-related metrics are embedded in our Group BSC (under Transformation programmes) and GRAS.

Financial outcomes	Strategic and business drivers	GRAS outcomes
Growth	Customers	Balance sheet strength
Profitability	Connectivity	Risk concentration
Asset quality	Funding	Earnings
Productivity	Employee engagement	Reputation and operations
	Transformation programmes	Talent
	Brand	Capital usage

Senior Management – The variable pay pool for our Senior Management is determined based on our net profit before tax with reference to the Group BSC and risk-weighted metrics. The use of risk-weighted metrics emphasises our prudent capital usage and risk management approach across the Group. Senior Management refers to the CEO and members of the Group Management Committee who have the authority and responsibility for their respective Group functions.

Control job functions – To ensure independence, employees in control job functions, namely Risk Management, Credit, Compliance and Audit, are compensated independently of the performance of any business line or BU that they oversee or audit. The compensation of such employees is determined based on the overall performance of the Group, the achievement of operational key performance indicators of the control function and the performance of the individual employee. Our BRMC and AC approve the remuneration for our CRO and Head of GA, respectively, based on the Group's remuneration approach, and with the concurrence of our RHCC.

Variable pay deferrals

Our Group variable pay deferral policy applies to employees in senior grades, material risk takers (MRTs) and material risk personnel (MRP). MRTs are employees with significant organisational responsibilities that have a material impact on our Group's performance and risk profile, and employees with high-risk mandates in the form of risk-weighted assets, trading limits and trading sales budgets. MRP are employees who have the authority to make decisions or conduct activities that can significantly impact the Bank's safety and soundness, or which can cause harm to a significant segment of the Bank's customers or other stakeholders, as defined in our Policy on Individual Accountability and Conduct.

Corporate Governance

The objectives and details of our deferral policy are as follows:

Objectives	Details
• To align compensation payment schedules with the time horizon of risks • To align the interests of employees with the long-term interests of shareholders and our Group • To retain employees whose contributions are essential to the long-term growth and profitability of our Group • To deliver compensation in a manner that drives the long-term performance of our Group	• 40 per cent to 60 per cent of the variable pay of MRTs and MRP is subject to deferral, with the proportion of deferral increasing with the amount of variable pay received • In addition to regulatory requirements, 20 per cent to 40 per cent of variable pay for employees in senior grades who are non-MRTs and non-MRP is subject to deferral • Deferred variable pay may be in the form of deferred cash or shares under the UOB Share Plan[1] • Deferred cash vests equally over three years while 30 per cent and 70 per cent of deferred shares vest in the second and third years respectively • Vesting schedules may differ for MRP who are on sales incentive plans, and in countries where local regulations are stricter • Deferred compensation is subject to *malus*[2] and clawback within a period of up to seven years from the grant dates • Unvested portions of the deferred cash and shares may be eligible for interest and dividends respectively

1. Details of awards under the UOB Share Plan can be found at Note 42 of the Financial Statement.
2. *Malus* of unvested deferred compensation and/or clawback of paid deferred compensation will be triggered by conduct constituting, causing or contributing to, *inter alia*, material violation of risk limits, financial losses or adverse change in risk profile, restatement of financial results or misconduct, malfeasance or fraud. The RHCC has the discretion to enforce *malus* and clawback of any deferred compensation.

The deferral guidelines and vesting conditions apply to retiring, retired and retrenched employees. The Bank does not offer any accelerated payment of deferred compensation for employees leaving the Group other than in exceptional cases, such as death in service. There is also no special retirement plan, golden parachute or special severance package for any employee.

Remuneration outcomes in 2024

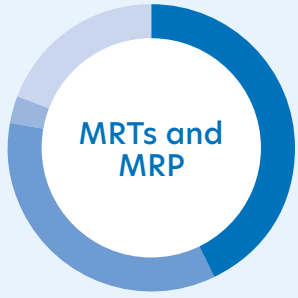
Our Group's net profit hit a historic high in 2024. This achievement highlights our resilient business model, backed by diversified growth drivers despite keen competition, lower interest rates and ongoing global uncertainties. Total income rose 3 per cent year on year to new heights of $14.2 billion, with non-interest income growing faster at 9 per cent, underpinned by our Group's broad-based franchise in cards, investment banking, treasury flows and wealth. Expenses rose 4 per cent as our Group stayed disciplined while investing in people and capabilities for sustainable growth. One-off costs relating to the integration of the Citigroup consumer banking businesses halved from a year ago with the operational merger completed for Thailand, leaving Vietnam as the only remaining. Asset quality was resilient with NPL ratio steady at 1.5 per cent. Backed by strong capital, funding and liquidity positions, our Group is comfortably positioned to navigate through the volatile global environment ahead.

Our RHCC also took into account the GRAS and BSC outcomes when determining our Group's compensation. The level and structure of remuneration are aligned with our long-term interests and our risk management policies.

Breakdown of remuneration awarded to Senior Management, MRTs and MRP in 2024

- 18% Fixed Pay
- 45% Variable Pay (VP) - Cash Bonus
- 6% VP - Deferred Cash
- 31% VP - Deferred Shares under EEP/Share-linked Units

There are 15 employees, all of whom received variable pay.



- 43% Fixed Pay
- 35% VP - Cash Bonus
- 4% VP - Deferred Cash
- 18% VP - Deferred Shares under EEP/Share-linked Units

There are 405 employees, of which, 395 received variable pay.

Breakdown of deferred remuneration in 2024

Deferred and retained remuneration	Total outstanding deferred remuneration	of which: total outstanding deferred and retained remuneration exposed to *ex post* explicit and/or implicit adjustments	Total amendments during the year due to *ex post* explicit adjustments[1]	Total amendments during the year due to *ex post* implicit adjustments[2]	Total deferred remuneration paid out in the financial year
Senior Management	**100%**	**100%**	**0%**	**0%**	**33%**
Cash	5%	5%	0%	0%	5%
Shares and share-linked instruments	95%	95%	0%	0%	28%
Other forms of remuneration	0%	0%	0%	0%	0%
MRTs and MRP	**100%**	**100%**	**0%**	**0%**	**33%**
Cash	9%	9%	0%	0%	5%
Shares and share-linked instruments	91%	91%	0%	0%	28%
Other forms of remuneration	0%	0%	0%	0%	0%

1. Examples of *ex post* explicit adjustments include *malus*, clawbacks or similar reversals or downward revaluations of awards.
2. Examples of *ex post* implicit adjustments include fluctuations in the value of shares or performance units.

Corporate Governance

Guaranteed bonuses, sign-on awards and severance payments

Category of Remuneration	Senior Management	MRTs and MRP
Number of guaranteed bonuses	0	2
Total guaranteed bonuses ($'000)	0	408
Number of sign-on awards	0	2
Total sign-on awards ($'000)	0	204
Number of severance payments	0	1
Total severance payments ($'000)	0	Not disclosed*

* Due to confidentiality

Top five non-director executives

Our Board has deliberated and decided not to disclose the remuneration of the Bank's top five non-director executives. Given the highly competitive market for talent, the Board is of the view that employee remuneration matters should remain confidential. Disclosure would impair our ability to compete fairly with many other banks operating in Singapore (including digital banks) that are not obliged to disclose remuneration details of their employees in attracting and retaining highly qualified individuals. Nevertheless, our RHCC, having carefully considered our remuneration structure, is satisfied that it complies substantially with the FSB P&S, and that the level and structure of remuneration are aligned with our long-term interests and risk management policies. Our BRMC is further satisfied that the remuneration structure does not incentivise excessive risk-taking.

Remuneration of immediate family members of Director, CEO or substantial shareholder

Ms Wee Jing En, the daughter of Mr Wee Ee Lim (Director), is an employee of the Bank. Her remuneration for 2024 was between $100,001 and $200,000. Our RHCC was not involved in determining her remuneration.

Particulars of the remuneration of our CEO, Mr Wee Ee Cheong, can be found on page 80.

Except as disclosed in this statement, no employee in the UOB Group was a substantial shareholder of UOB or an immediate family member of a Director or our CEO, and whose remuneration in 2024 had exceeded $100,000.

Human capital management

Our people are our greatest asset. We focus on the skills and expertise needed to achieve our goals and consider the time horizon for these needs. We place great emphasis on supporting each employee to thrive and meet future challenges, both in terms of skills and well-being.

Our RHCC ensures that our talent acquisition, development, and management strategy and approach can support the strategies of the Bank effectively. It also places great importance on training and equipping our workforce to remain relevant. Training, reskilling and upskilling programmes are organised throughout the year, often with specialists in various fields, and are available throughout the year. Employees are also encouraged to tap the carefully-curated, self-directed training programmes available on our learning portal for continuous development.

Colleagues with the requisite competencies and leadership potential are nurtured as potential future leaders. Please refer to Leadership Succession on page 79. The internal talent pool is complemented by externally-recruited candidates, who help to accelerate knowledge as well as skill acquisition and transfer.

The RHCC also reviews the schemes and benefits provided by the Bank to ensure that they support the well-being and professional and personal lives of our colleagues. In addition to these schemes and benefits, which cater to the diverse circumstances and needs of our colleagues, the Bank has policies in place to provide a safe and healthy work environment for all employees.

System of risk management and internal controls

Risk management and internal controls

Our system of risk management and internal controls comprises the following components:

- Management oversight and control: Management is responsible for ensuring that our frameworks, policies, methodologies, tools and processes for internal controls and risk management remain relevant, and are adequate and effective. We have management-level committees to address specific risk types;

- Three Lines Model: the roles of risk owners, the risk oversight function and the independent audit function are clearly defined; and

- An integrated governance, risk and compliance system, which facilitates information sharing, coordination and collaboration among our GA, Group Risk Management (GRM) and Group Compliance functions to provide more effective governance oversight, and a quicker and holistic response to issues identified.

Please refer to the Risk Management section for a detailed discussion of our risk governance, material risk types, and risk management structure and approach.

Our business and support units regularly conduct self-assessments to ensure compliance with internal controls, risk management processes and applicable regulations. Management-level committees review the results and monitor the progress of any necessary rectification required. Our Head of GA and AC review internal controls while our CRO and BRMC review risk management processes.

The Board has additionally received assurance from our CEO, CFO and CRO, who have in turn received corresponding assurances from the respective function heads, that our system of risk management and internal controls (including credit, market, liquidity, operational, financial crime, strategic and business, model and ESG) is adequate and effective. At UOB, operational risk includes banking operations, conduct, fraud (which has pertinent operational or reputational elements), legal, regulatory compliance, reputational, technology, and third-party and outsourcing risks but excludes strategic and business risk.

Based on our Board's review and with the concurrence of our AC and BRMC, the Board is of the view that our system of risk management and internal controls, addressing financial, operational, compliance and information technology risks, was generally adequate and effective as at 31 December 2024. While no system of risk management and internal controls can provide absolute assurance against error, loss or fraud, our system of risk management and internal controls provides reasonable but not absolute assurance that we will not be affected by any reasonably forseeable adverse events.

Board Risk Management Committee

The key responsibilities of our BRMC are:

- overseeing the establishment and operation of a sound and independent risk management system to identify, measure, monitor, control and report risks on an enterprise-wide basis;

- approving the risk and capital strategies and frameworks of our Group;

- overseeing risk culture and conduct as well as risk appetite;

- overseeing the establishment of risk measurement models and approaches;

- reviewing material credit policies, credit limits and exposure to large credits;

- reviewing related party transactions and interested person transactions;

- reviewing the adequacy of resources allocated to our risk management function;

- guiding our Management in ensuring that our remuneration and incentive structure does not incentivise inappropriate risk-taking; and

- approving the appointment and remuneration of our CRO (subject to our Group remuneration structure) and reviewing his performance.

Our CRO is responsible for the day-to-day operations of the governance, risk management and compliance functions in the Group. He provides detailed briefings to the BRMC chair prior to each BRMC meeting.

Corporate Governance

Highlights of our BRMC's activities in 2024:

- Reviewed our approach to specific risks, and endorsed our risk appetite and the delegation of risk limits, including credit limits;
- Reviewed our credit portfolio and monitored our Bank's capital and liquidity positions closely to ensure they remained healthy;
- Reviewed various stress test scenarios, the impact of various stress factors on our Bank and our response to those scenarios, our business continuity plans and recovery plans;
- Reviewed measures to enhance our Bank's capabilities on data security, anti-money laundering/countering the financing of terrorism and sanctions, including through the use of data analytics, machine learning, technology and industry sharing;
- Monitored risk conduct and culture risk, with particular focus on fraud risk management and fair dealing, and ensured that individual accountability is embedded in our risk management system;
- Reviewed and approved related party and interested person transactions;
- Reviewed touchpoints service standards and customer satisfaction levels in terms of complaints and compliments; and
- Reviewed the performance of our CRO and approved his remuneration.

Group Risk Management

GRM is responsible for managing the risks arising from the business activities of our Group and ensuring that these risks remain within the overall risk appetite established by our Board. In 2024, GRM's key initiatives included:

- strengthening our capability in climate and nature risk assessment, and scenario analysis to identify sectors for business opportunities and risk management, support the operationalisation of our net zero commitment and targets, and uplift our productivity for more robust ESG due diligence;
- adoption of the final Basel III reforms for capital computation; and
- strengthening the Bank's oversight of anti-financial crime efforts to detect bad actors and combat money mules and scams.

Please refer to the Risk Management section for more information on the risk management initiatives introduced and implemented during the year.

Audit Committee

Our AC's main responsibilities are:

- reviewing our financial statements and any significant change in accounting policies and practices;
- reviewing at least annually, the adequacy and effectiveness of our internal accounting control systems and material internal controls;
- reviewing policies and procedures for detecting whistle-blowing cases and arrangements by which our colleagues may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other issues, and overseeing related investigations;
- reviewing interested person transactions;
- reviewing annually, the adequacy, effectiveness and independence of our internal audit function, its audit plans, reports and results, and the budget and resources of our internal audit function;
- approving the appointment, resignation, dismissal, evaluation and remuneration of our Head of GA (subject to our Group remuneration structure); and
- approving the appointment, reappointment and removal (if necessary) of our external auditor, its audit and non-audit fees and terms of appointment, reviewing audit plans and reports, and evaluating the external auditor's performance and independence.

Our AC reviews the half- and full-year financial statements, and the voluntary financial updates of the first and third quarters. These are supported by assurances from our CEO and CFO that the financial records have been properly drawn up in accordance with the Banking Act 1970, the Companies Act 1967, relevant laws, regulations and the Singapore Financial Reporting Standards (International), and present a true and fair view of the Group's financial position. Changes in accounting standards and policies are reviewed by our AC with our Finance team

and external auditor. Technical sessions, for example, to discuss new accounting standards, may be arranged if necessary.

Both the internal and external auditors report directly to our AC, who ensures good coordination between their work. Every quarter, our AC meets the auditors in the absence of Management. The AC members also meet among themselves as required. The AC chair is briefed by the internal and external auditors before every AC meeting. The AC is authorised to investigate any matter within its terms of reference and it has the full cooperation of and access to Management for this purpose.

Highlights of our AC's activities in 2024:

- Reviewed our half-year and full-year financial statements and first and third quarter financial updates and recommended them to the Board for approval;
- Reviewed our loan portfolio provisions and assessed the health of our asset quality;
- Reviewed audit reports submitted by internal and external auditors, and monitored the progress made on remedial actions;
- Provided guidance to Management on accounting and assurance-related matters related to the integration of the Citigroup consumer banking businesses;
- Discussed whistle-blowing reports with GA. Please refer to page 94 for more information on our whistle-blowing policy, which is administered by GA;
- Reviewed our governance framework for the appointment of external auditor and the performance of the external auditor;
- Performed a tender to select and appoint the external auditor for FY2026;
- Reviewed and approved audit fees, and the engagement of the external auditor for non-audit services and the fees therefor;
- Reviewed the adequacy and effectiveness of our audit resources across the Group; and
- Reviewed the performance of the Head of GA with input from Group Human Resources, and approved his remuneration.

External auditor

Our AC recommends the appointment or reappointment of our external auditor and approves the terms of engagement of the external auditor and its audit fees.

Our external auditor, Ernst & Young LLP, is registered with the Accounting and Corporate Regulatory Authority (ACRA). The audit partner is rotated at least once every five years.

In evaluating our external auditor for reappointment, our AC referred to the guidance in the Companies Act 1967, SGX Listing Manual, Audit Quality Indicators Disclosure Framework published by ACRA, the External Audits of Banks issued by the Basel Committee on Banking Supervision and the Audit Committee Guide published by the Singapore Institute of Directors.

Our AC has evaluated the external auditor's work and considered the related feedback from our internal auditor and Finance team. It is of the view that the external auditor has the requisite expertise and resources to perform its duties, and possesses a good understanding of our business, risk profile and operational issues.

In 2024, the non-audit fees incurred by the Group was 34 per cent of the audit fees due to the external auditor and its affiliates. Please see Note 11 (Other Operating Expenses) to the Financial Statements for more information on the audit and non-audit fees. The AC is satisfied that the independence of the external auditor was not compromised by the non-audit fees received. Our external auditor also affirms its independence to the AC quarterly.

Having satisfied itself that our external auditor was independent, objective and effective in its audit of the Bank in 2024, our AC has recommended Ernst & Young LLP for reappointment at the 2025 AGM. Ernst & Young LLP is also the appointed external auditor of the overseas branches of our Group and subsidiaries, except for a few small overseas entities that engage the services of other auditors due to local regulations and exceptional circumstances. Therefore, Rules 712 and 715 of the SGX-ST Listing Rules have been complied with.

Corporate Governance

Key Audit Matters

The table below sets out the key audit matters (KAMs) identified by our external auditor for the year under review, and our AC's comments on the KAMs. More information on the KAMs can be found in the Independent Auditor's report on pages 123 to 128.

Area of Focus	AC's comments
Expected credit losses (ECL) on: (a) non-impaired credit exposures (b) impaired credit exposures	Management updates the AC quarterly on significant changes in ECL of both non-impaired and impaired credit exposures. These include changes in portfolio asset quality, macroeconomic developments and overlays to address ECL model limitations. The external auditor had assessed the controls and governance over model methodologies, assumptions and judgement applied in estimating ECL on non-impaired credit exposures, and presented its audit testing results at AC meetings. The processes, controls and governance over impaired credit exposures were also tested by the external auditor, who had reported its results to the AC. The external auditor's findings on significant non-performing loans, including the timeliness and appropriateness of classification and the adequacy of allowance made, were presented at AC meetings. The AC had discussed and reviewed the external auditor's findings and results.
Valuation of illiquid or complex financial instruments	The valuation processes, controls and governance were tested by the internal and external auditors, who had reported their findings to the AC. The external auditor's specialist independent validation of fair values of these financial instruments was presented to the AC. The AC had discussed and reviewed the external auditor's testing results on the fair value of illiquid or complex financial instruments. Where material differences had been highlighted by the external auditor, the AC had reviewed the valuation techniques and unobservable inputs used to determine the fair value of these instruments.

Our AC was satisfied that these KAMs were appropriately addressed in the Group's financial statements.

Internal auditor

Our Internal Audit Charter, which sets out the authority and responsibilities of GA, is reviewed by our AC every year. The AC approves our risk-based internal audit plan at the start of each year. During the year, the AC reviews internal audit reports, results of internal audits and remedial steps taken to address the findings. It also ensures that our audit resources are adequate and effective.

The Head of GA reports functionally to our AC, and administratively to our CEO. He is a member of our Management Committee, which oversees the overall performance of our Group, country corporate functions and business segments. This equips him with a good view of the material initiatives and activities of the Bank, enabling him to perform his role more effectively.

GA, which is independent from the units and activities it audits, is our Third Line. GA complies with the Global Internal Audit Standards set by The Institute of Internal Auditors and The Internal Audit Function in Banks issued by the Basel Committee on Banking Supervision. These guidelines set out the mission and objectives of an internal audit function and the performance standards expected of internal audit activities. In performing its role, GA has unfettered access to all records, documents, property, and personnel of the Bank.

To ensure it maintains its high performance standards, GA performs an internal quality assurance review and conducts a self-assessment against these standards and guidelines annually. In addition, an independent external quality assurance review of our internal audit function is conducted at least once every five years. The current external review on GA and all the overseas internal audit functions will be completed in 2025.

The internal audit report rating in GA's methodology consists of an audit rating and a Management Governance and Oversight Rating (MGOR). The audit rating reflects the current state of the audited entity's control environment, while the MGOR provides an indicative measure of its management team in terms of:

- the effectiveness of its governance structure;
- the overall risk awareness and control consciousness; and
- the competence and willingness of its leaders when discharging their supervisory duties.

Entities with a strong MGOR and a good control environment may undergo less frequent and/or less intense audits. Conversely, entities with a poor MGOR or a weak control environment may face more frequent and/or more intense audits.

GA undertook the following key initiatives and activities in 2024:

- Supported Management in monitoring actions taken to meet Basel requirements;
- Continued to use advanced DA and leverage technology enablers in its work;
- Implemented a behaviourally-informed (BI) audit approach in selected audits. The BI audit methodology incorporates culture concepts to assess behaviours and culture in audits, as guided by the MAS Guidelines on Individual Accountability and Conduct;
- Updated our audit methodology and audit approach to align with the new Global Internal Audit Standards (January 2025);
- Continued to upskill, deepen business knowledge and capabilities, and keep pace with industry developments and emerging risks, including in sustainability, blockchain and digital assets, anti-money laundering and generative AI; and
- Continued industry collaboration and deepened engagement with internal stakeholders towards a more effective audit process.

Having reviewed the scope of internal audit for the financial year, the progress and results of the audits and the audited entities' responses to audit findings, our AC is satisfied that GA is independent, adequately resourced and effective in discharging its responsibilities.

Corporate Governance

Engagement with shareholders and stakeholders

Shareholder rights and conduct of general meetings

We hold our AGM within four months of the end of our financial year. To support shareholders' attendance and participation in decision-making, we hold the AGM at a central location that is easily accessible by public transport.

The notice of general meeting (Notice) and proxy form will be sent to shareholders by post well ahead of the AGM to provide shareholders with ample time to review the relevant documents and appoint proxies should they wish to do so. The Notice, proxy form, registration process for attending the 2025 AGM and other relevant information will also be published on our website (www.UOBgroup.com) and the SGX website (www.sgx.com/securities/company-announcements). Shareholders will be informed of the publication of these documents via advertisements in the four official languages. The Notice will also be published in *The Straits Times* and *Lianhe Zaobao*.

Each proposal is tabled as a separate and distinct resolution and will not be bundled or made conditional on other resolutions. Relevant information relating to each resolution is provided in the Notice. Shareholders may request resolutions to be placed on the AGM agenda in accordance with the Companies Act 1967.

All shareholders are entitled to attend and vote at our general meetings. We do not practise voting in absentia in view of the difficulties in authenticating shareholders. Shareholders who are unable to attend meetings in person may elect to vote via proxy. The rules for the appointment of proxies are set out in the Notice and proxy form. Shareholders who are not relevant intermediaries as defined in the Companies Act 1967 may appoint up to two proxies to attend, speak and vote on their behalf. Nominee companies and custodian banks that are relevant intermediaries may appoint more than two proxies while investors who hold shares through nominee companies or custodian banks may attend, speak and vote as proxies of the nominee companies or custodian banks.

Duly completed proxy forms must be deposited at the place specified in the Notice at least 72 hours before the time set for holding the AGM. Shareholders may also choose to submit their proxy forms online to avoid any delay or loss during the delivery of hard copies.

Shareholders are invited to submit questions for the Board ahead of the AGM. The responses to these questions are published ahead of the deadline for the submission of proxy forms. This is so that shareholders (including investors investing with monies from their Central Provident Fund and/or under the Supplementary Retirement Scheme) have the benefit of the responses from our Board and Management before they cast their votes. Shareholders may submit their questions by email or post. Relevant and substantial questions not answered before the proxy submission deadline will be answered during the AGM.

At each AGM, our CEO provides an update on our performance in the year under review before the resolutions are put to the vote. Our Directors, Management and the external auditor are also in attendance to address shareholders' questions and feedback. Our Chairman ensures that adequate time is allocated for shareholders to ask questions or to provide feedback on substantial Bank-related matters and the resolutions to be passed.

Real-time voting is conducted via secure electronic devices or web-based systems provided by independent service providers. Shareholders and proxies are briefed on the polling procedures before the commencement of voting. Each ordinary share carries one vote. After the close of votes on a resolution, the votes cast are counted and presented immediately to shareholders. An independent scrutineer, who is in attendance at every general meeting, validates the voting results, which are announced on our website and the SGX website on the same day, after the general meeting.

At the close of general meetings, our Directors also take the opportunity to mingle with shareholders.

The minutes of the AGM, together with the responses to the queries raised by shareholders during the meeting, are published on our website and the SGX website as soon as practicable after the AGM.

Engagement with shareholders

Our investor relations policy governs our engagement with our stakeholders, including our shareholders, institutional and retail investors, shareholder proxy advisory agencies, equity and fixed income analysts and credit rating agencies. All pertinent information is published on our website and the SGX website.

Besides updates to our shareholders at general meetings, we publish our voluntary financial updates (first and third quarters) and half-year financial reports within 45 days from the end of each of the first, second and third financial quarters, and our full-year financial statements within 60 days from the financial year-end.

Our annual report is available on our website and the SGX website within 90 days from the financial year-end. We inform shareholders and other stakeholders of the publication of our annual report on our website and the SGX website, and via newspaper advertisements in the four official languages.

The Investor Relations webpage on our website (www.UOBgroup.com/investor-relations/index.html) hosts relevant investor-related information, including financial results, annual and sustainability reports, upcoming events and share and dividend information. The contact details can be found in the Corporate Information page and Investor Highlights section of this report and on our website. Interested parties may also subscribe to email alerts of substantive news and information released by us.

Managing stakeholder relationships

Our other material stakeholder groups include our customers, colleagues, governments and regulators, other financial institutions, industry and trade associations, suppliers, the media, our investors and analysts, non-governmental organisations and the communities we operate in. We regularly seek our stakeholders' views and expectations through dialogues, collaboration, and research.

We engage the investment community through various avenues including briefings to the media, analysts and investors following the release of the quarterly financial results. The materials presented at such briefings are published on our website and the SGX website on the same day. Corporate Day events are organised periodically to provide the investment community with insights into our businesses and key markets. Our Management shares our corporate strategy, operational performance and business outlook during investor meetings, conferences, and roadshows.

We also collaborate with other agencies such as the Securities Investors' Association of Singapore to reach out to retail investors on a regular basis. Through these communication initiatives, we provide investors with pertinent information to help them in their investment decisions and address any concern they may have. Please refer to the Investor Highlights for more information on our engagement activities with the investment community.

Information of interest to our shareholders and stakeholders, including but not limited to, financial results and highlights, our announcements on the SGX website, research on global economics and research, sustainability updates and new releases, are available on our corporate website.

More details on our sustainability strategies and engagement with our material stakeholders can be found in the Sustainability Report, which is available on our website.

Culture of accountability, responsibility and ethical behaviour

Dividends

We aim to provide sustainable returns to our shareholders by balancing our long-term strategic growth opportunities with proactive capital management. Our goal is to maintain and deliver a dividend payout ratio of 50 per cent of our net profit after tax annually, after considering our assessment of the macroeconomic outlook and business environment across the region.

Interim dividends are paid within 30 days after they are declared and final dividends are paid within 30 days after they are approved by shareholders at our AGM. If the UOB Scrip Dividend Scheme is applied to any dividend, payment will be made within 35 market days after the record date, in compliance with the SGX-ST Listing Rules. The details of dividends recommended or declared are announced on our website and the SGX website.

Corporate Governance

Articles of Directorship

Our Articles of Directorship lay down the principles of conduct and ethics expected of our Directors. These Articles are similar to the Code of Conduct (Code) applicable to our colleagues, including part-timers and temporary employees, trainees and interns, and are reviewed for relevance every year.

Code of Conduct

Our Code is underpinned by our values of Honourable, Enterprising, United and Committed. It lays down the principles of personal, professional and ethical conduct expected of our colleagues, including the following:

- Fair dealing in the conduct of business;
- Protection of personal data and customer information in accordance with applicable policies on privacy of customer information, and data security laws and regulations;
- Equal opportunity for employees based on merit;
- Non-tolerance of discrimination, bullying or harassment on the basis of gender, race, age, religion, disability or any other legally-protected characteristic that improperly interferes with an employee's work performance or creates an intimidating, hostile, demeaning or offensive working environment;
- Maintenance of a conducive and healthy environment that contributes to the safety and well-being of our colleagues and other stakeholders;
- Compliance with applicable laws and regulations, including competition and anti-trust law;
- Zero tolerance of bribery, corruption and illegal or unethical dealings, including insider trading and facilitation payments; and
- Whistle-blowing.

New guidance is incorporated into the Code from time to time to address new considerations, including the emergence of generative AI tools and the widespread use of social media. New colleagues are introduced to the Code as part of their induction. All colleagues refresh their knowledge annually through our online self-learning programme and are assessed in their annual performance appraisal on how well their behaviour is aligned to our values. Any colleague who does not comply with the Code may be subject to disciplinary action. Investigations are conducted in accordance with neutral fact-finding processes, which are carried out with utmost objectivity and based on the principles of fairness and natural justice.

Individual Accountability and Conduct

The Bank has established an Individual Accountability and Conduct Policy to foster a strong culture of responsibility and ethical behaviour to safeguard the interests of the Bank and our customers. The policy seeks to promote the individual accountability of senior managers, strengthen oversight of MRP and reinforce standards of proper conduct among all our colleagues. It sets out the guiding principles on the importance of the roles of senior managers, MRP and colleagues from a risk perspective, the identification criteria for senior managers and MRP, and the governance framework and standards of conduct for all colleagues.

Whistle-blowing

Our whistle-blowing policy is designed to promote a culture of openness, accountability and transparency, and is grounded on best practices and regulatory guidelines. It provides for any person to report, anonymously or otherwise, any suspected or actual wrongdoing (such as fraud and breaches of the law, regulations, or policies) in confidence to our Head of GA, AC chair, CEO or Chairman. All reports received are accorded the strictest confidentiality. Our GA, which is independent, investigates all reports and submits its reports directly to our AC. Reprisal in any form against whistle-blowers who have acted in good faith is forbidden and will be subject to disciplinary action.

Information on our Whistle-blowing Policy is available on our website (www.UOBgroup. com/investor-relations/corporate-governance/index.html).

Fair Dealing

Fair Dealing is deeply entrenched in our organisational culture. All colleagues have a role to play in ensuring that Fair Dealing is at the heart of everything we do, from the way we design products and services, to our marketing and sales strategies and approaches, and to our after-sales care. To this end, we have established policies,

guidelines and best practices to guide our colleagues in their activities. Our colleagues undergo online training annually to refresh their understanding of Fair Dealing.

Customers and the general public may provide their feedback on our products and services via our customer service hotline or the feedback form on our website. Our independent customer complaint review process ensures that complaints are reviewed and investigated independently, effectively and promptly. An independent compensation review panel reviews claims, and its decisions are communicated to customers on a timely basis.

We have a customer advocacy team that champions our customer-centric approach. As part of its role, the team gathers customer insights and data, and overlays that with voice-of-customer benchmarking research by global consultants to gain better insights into the evolving needs and expectations of customers. To help provide customer service excellence and foster trust from our customers, the team also collaborates with cross-functional stakeholders to review and redesign customer journeys and monitors key performance indicators and metrics relating to customer experience across different customer segments against industry standards. In 2024, the Bank introduced the Service Key Performance Indicators (KPI) framework and more rigorous service standards to further strengthen internal line-of-sight.

More information on our commitment to Fair Dealing can be found in the Sustainability Report.

Securities dealing

Our Directors and colleagues are guided by a code on dealing in securities, which requires them to comply with applicable laws on insider dealings at all times. Under the code, Directors and colleagues may not deal in our securities:

- on short-term considerations;
- whenever they are in possession of price-sensitive information; and
- during the period commencing two weeks before the announcement of our financial results for each of the first, second and third quarters of the financial year and one month before the announcement of the full-year financial statements.

We do not deal in our securities during these prohibited dealing periods and we inform our Directors and colleagues of such blackout periods.

Colleagues with access to price-sensitive information in the course of their duties must seek clearance before trading in securities listed on a stock exchange. Failure to do so may result in disciplinary action.

Our Directors and CEO must disclose their interests in the securities of UOB and its related corporations within two business days after they have acquired or disposed of such interests or become aware of any change in their interests. We will announce the changes on the SGX website in compliance with the applicable regulations.

Related party transactions and interested person transactions

We have established policies, processes and guidelines for the approval of and entry into related party and interested person transactions. These policies, processes and guidelines are based on regulatory requirements, including the Banking Act 1970, the SGX-ST Listing Rules, and MAS guidelines and notices.

Our BRMC assesses whether the transactions are undertaken in the ordinary course of business, on normal commercial terms and at arm's length. Our AC will also review and provide its opinion on interested person transactions, where required under the SGX-ST Listing Rules. The BRMC comprises of a majority of independent directors while all directors in the AC are independent.

The particulars of interested person transactions entered into in 2024 are set out on the next page.

Corporate Governance

Interested Person Transactions			
Name of interested person	**Nature of relationship**	**Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than $100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)**	**Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than $100,000)**
Haw Par Corporation Limited and its subsidiaries (Haw Par Group)	Associates of Directors, Wee Ee Cheong and Wee Ee Lim	UOB Travel Planners Pte Ltd sold travel products and services to Haw Par Group. The total value of these transactions was $105,861.	Nil
Singapore Land Group Limited	Associates of Directors, Wee Ee Cheong and Wee Ee Lim	UOB Travel Planners Pte Ltd sold travel products and services to Singapore Land Group Limited. The total value of these transactions was $121,027.	Nil
UOB Kay Hian Private Limited	Associates of Directors, Wee Ee Cheong and Wee Ee Lim	UOB Travel Planners Pte Ltd sold travel products and services to UOB Kay Hian Private Limited. The total value of these transactions was $139,350.	Nil
UOL Group Limited and its subsidiaries (UOL Group)	Associates of Directors, Wee Ee Cheong and Wee Ee Lim	UOB Travel Planners Pte Ltd sold travel products and services to and acted as a hotel services agent for the UOL Group. The total value of these transactions was $1,571,464.	Nil
UIC Asian Computer Services Pte Ltd	Associates of Directors, Wee Ee Cheong and Wee Ee Lim	UOB and its subsidiaries purchased hardware and software from UIC Asian Computer Services Pte Ltd valued at approximately $105.64 million.	Nil
Aquamarina Hotel Private Limited (Parkroyal Collection Marina Bay Singapore)	Associates of Directors, Wee Ee Cheong and Wee Ee Lim	UOB and its subsidiaries engaged MICE services from Aquamarina Hotel Private Limited (Parkroyal Collection Marina Bay Singapore). The total value of these transactions was $120,216.	Nil
UOL Group - President Hotel Sdn Bhd (Pan Pacific Service Suites, KL and Parkroyal Collection, KL)	Associates of Directors, Wee Ee Cheong and Wee Ee Lim	UOB and its subsidiaries engaged MICE services from President Hotel Sdn Bhd (Pan Pacific Service Suites, KL and Parkroyal Collection, KL). The total value of these transactions was $105,077.	Nil

Material contracts

Save as may be disclosed on the SGX website or in this Report, neither UOB nor our subsidiaries has entered into any material contract involving the interest of our CEO, any of our Directors or Controlling Shareholder since the end of the previous financial year and no such contract subsisted as of 31 December 2024.

Summary of disclosures
– Express disclosure requirements in the MAS Guidelines

Provisions and Additional Guidelines – Express disclosure requirements	Page reference
Provision 1.2 The induction, training and development provided to new and existing directors.	78 and 79
Provision 1.3 Matters that require board approval.	71
Provision 1.4 Names of the members of the board committees, terms of reference, any delegation of the board's authority to make decisions, and a summary of each board committee's activities.	71 to 90 inside back cover
Provision 1.5 The number of meeting of the Board and board committees held in the year, as well as the attendance of every director at these meetings.	74
Additional Guideline 1.17 How the induction, orientation and training provided to new and existing directors meet the requirements as set out by the NC to equip the board and respective board committees with relevant knowledge and skills in order to perform their roles effectively.	78 and 79
Provision 2.4 The board diversity policy and progress made towards implementing the board diversity policy, including objectives.	76
Provision 4.3 Process for the selection, appointment and re-appointment of directors to the board, including criteria used to identify and evaluate potential new directors and channels used in searching for appropriate candidates.	78
Provision 4.4 Where the board considers a director to be independent notwithstanding the existence of a relationship between the director with the company, its related corporation, its substantial shareholders or its officers, which may affect his or her independence, such relationship and the reasons for considering him/her as independent.	not applicable
Provision 4.5 The listed company directorships and principal commitments of each director, and where a director holds a significant number of such directorships and commitments, the NC and board's reasoned assessment of the ability of the director to diligently discharge his or her duties.	14 to 17, 78
Additional Guideline 4.11 Resignation or dismissal of key appointment holders.	not applicable
Additional Guideline 4.12 Identification of all directors, including their designations (i.e., independent, non-executive, executive, etc.) and roles (as members or chairmen of the board or board committees).	14 to 17, 74
Provision 5.2 How the assessment of the board, its board committees and each director has been conducted, including the identity of any external facilitator and its connection, if any, with the company or any of its directors.	75 to 78
Provision 6.4 The engagement of any remuneration consultants and their independence.	81

Corporate Governance

Provisions and Additional Guidelines – Express disclosure requirements	Page reference
Provision 8.1 The policy and criteria for setting remuneration, as well as names, amounts and breakdown of remuneration of: (a) each individual director and the CEO; and (b) at least top five key management personnel (who are not directors or the CEO) in bands no wider than $250,000 and in aggregate the total remuneration paid to these key management personnel.	80 to 86
Provision 8.2 Names and remuneration of employees who are substantial shareholders of the company, or are immediate family member of a director, the CEO or a substantial shareholder of the company, and whose remuneration exceeds $100,000 during the year, in bands no wider than $100,000. The disclosure should state clearly the employee's relationship with the relevant director or the CEO or substantial shareholder.	86
Provision 8.3 All forms of remuneration and other payments and benefits, paid by the company and its subsidiaries to directors and key management personnel of the company, including the details of employee share schemes.	80 to 86, 200
Provision 9.2 Whether the Board has received assurance from: (a) the CEO and CFO that the financial records have been properly maintained and the financial statements give a true and fair view of the company's operations and finances; and (b) the CEO and other key management personnel who are responsible, regarding the adequacy and effectiveness of the company's risk management and internal control systems.	87 to 88
Additional Guideline 9.9 Whether a non-director member has been appointed to the BRMC.	not applicable
Additional Guideline 9.11 The Board's comments on the adequacy and effectiveness of the internal controls (including financial, operational, compliance and information technology controls, and risk management systems) and a statement on whether the AC concurs with the Board's comment. Where material weaknesses are identified by the Board or AC, they are disclosed together with the steps taken to address them.	87
Provision 10.1(f) Whether the existence of a whistle-blowing policy and procedures for raising concerns has been publicly disclosed, and clearly communicated to employees.	94
Additional Guideline 10.19 The Audit Committee's comments on whether the internal audit function is independent, effective and adequately resourced.	91
Provision 11.3 Directors' attendance at general meetings of shareholders held during the financial year.	74
Provision 12.1 The steps to solicit and understand the views of shareholders.	92 and 93
Provision 13.2 The strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period.	93
Additional Guideline 14.5 Material related party transactions.	96

Risk Management

Managing risk is an integral part of our business strategy. Our risk management approach focuses on ensuring continued financial soundness and safeguarding the interests of our stakeholders, while remaining nimble to seize value-creating business opportunities in a fast-changing environment. We are committed to upholding high standards of corporate governance, sound risk management principles and robust business practices to achieve sustainable, long-term growth. We continually strengthen our risk management practices in support of our strategic objectives.

2024 Highlights

- Strengthened the Bank's capability in climate and nature risk assessment, and scenario analysis:
  - Developed an enhanced approach to assess acute physical risks on the Bank's portfolio, with a focus on flood risk;
  - Enhanced our nature-related dependency and impact heatmapping approach to identify sectors of priority for business opportunities and risk management. We are the first Singapore bank that has committed to be an early adopter of the Taskforce on Nature-related Financial Disclosures;
  - Strengthened our financing policies and developed an approach to incorporate climate risk in the underwriting process to support the operationalisation of our net zero commitment and targets; and
  - Piloted a generative artificial intelligence solution for the Bank's responsible financing checklist to uplift productivity and support more robust environmental, social and governance (ESG) due diligence;
- Adopted the final Basel III reforms for capital computation;
- Implemented a new profit and loss (P&L) workflow to integrate and automate multiple processes into a single platform; delivered a risk-based P&L attribution; and enabled P&L attribution testing and back-testing for our Fundamental Review of the Trading Book Internal Model Approach;
- Established a methodology for assessing third-party concentration risk exposures of critical business services to strengthen our management of concentration risk exposure to key third-party service providers;
- Established a surveillance dashboard that provides timely and holistic oversight of the market conduct of the Bank's sales representatives;
- Enhanced risk oversight and governance over key technology obsolescence; and
- Strengthened the Bank's oversight of anti-financial crime:
  - Ensured continued effectiveness of data analytics to detect bad actors;
  - Uplifted fraud risk management capabilities to combat mules and scams; and
  - Enhanced anti-financial crime governance, oversight and processes in our overseas banking entities, including roll out of data analytics solutions to key regional banking subsidiaries.

Risk Management

Maintaining a sound risk culture

A strong risk culture is vital to the long-term sustainability of the Bank's business franchise. Specifically, risk culture refers to the norms, attitudes and behaviours related to risk awareness, risk-taking and risk management, and controls that shape decisions on risks*. Our risk culture is based on our values. A strong risk culture ensures that our decisions and actions are considered and focused on our stakeholders, and that we are not distracted by short-term gains.

UOB's Risk Culture Statement

Managing risk is integral to how we create long-term value for our customers and other stakeholders. Our risk culture is built on four principles:

- Enforcing robust risk governance;
- Balancing growth with stability;
- Ensuring accountability for all our risk-based decisions and actions; and
- Encouraging awareness, engagement and consistent behaviour in every employee.

Each of these principles is based on our distinctive set of values that guides every action we take. In entrenching our risk culture further across our franchise, we uphold our commitment to financial safety and soundness, fair outcomes and appropriate support for our stakeholders, sustainable and prudent business approach, and performance based on integrity, ethics and discipline.

Safeguarding our reputation in creating long-term value for our stakeholders

Our Risk Culture Impact

- Financial safety and soundness
- Fair outcomes and appropriate support for all stakeholders
- Sustainable and prudent approach to business
- Performance based on integrity, ethics and discipline

Maintaining a sound risk culture across our franchise

Our Risk Culture Principles

- GOVERNANCE – Enforce robust governance of risk
- BALANCE – Balance growth with stability in taking risk
- ACCOUNTABILITY – Ensure accountability for risk
- CONSISTENCY – Encourage consistent risk-focused behaviour

Our Risk Culture Components

- Comprehensive risk management frameworks, policies and processes
- Well-defined risk appetite
- Pre-emptive supervision
- Independent control functions

- Open communication and collaboration
- Regular risk reviews and continual improvements

- Clear ownership and escalation through the Three Lines Model
- Balanced risk-reward remuneration
- Established consequences
- Individual accountability

- Tone from above
- Leadership oversight and responsibility
- Clear articulation of principles and desired outcomes
- Frequent and regular sharing
- Ongoing training

Demonstrating our unique set of values through consistent behaviour

Our Values

- Honourable
- Enterprising
- United
- Committed

* *Basel Committee on Banking Supervision: Guidelines on Corporate Governance Principles for Banks (July 2015).*

Our risk culture is embedded in our risk management strategy across the Group, so as to facilitate ongoing effective discovery, management and mitigation of risks arising from external factors and our business activities, and to use capital efficiently to address these risks. Risks are managed within levels established by senior management committees and approved by the Board and its committees. We have put in place frameworks, policies, methodologies, tools and processes that help us to identify, measure, monitor and manage the material risks faced by the Group. These enable us to focus on the fundamentals of banking and create long-term value for all our stakeholders.

Risk governance

Our risk frameworks, policies and appetite provide the principles and guidance for the Group's risk management activities. They guide our key decisions for capital management, strategic planning and budgeting, and performance management to ensure that the risk dimension is appropriately and adequately considered. Risk reports are submitted regularly to senior management committees and the Board to keep them apprised of the Group's risk profile.

We adopt the Basel Framework and observe Monetary Authority of Singapore (MAS) Notice 637 requirements on Risk Based Capital Adequacy Requirements for Banks incorporated in Singapore. Please refer to the Pillar 3 Disclosure section for more information. We take a prudent and proactive approach in navigating the evolving regulatory landscape, with emphasis on sound risk management principles in delivering sustainable returns. We also adopt the Internal Capital Adequacy Assessment Process (ICAAP) to assess, on an ongoing basis, the amount of capital necessary to support our activities. We review the ICAAP periodically to ensure that the Bank remains well-capitalised, taking into account all material risks. Stress-testing is conducted to determine capital adequacy under stressed conditions.

Responsibility for risk management starts with Board oversight of our governance structure, which ensures that the Group's business activities are:

- conducted in a safe and sound manner and in line with the highest standards of professionalism;
- consistent with the Group's overall business strategy and risk appetite; and
- subject to adequate risk management and internal controls.

Our Board is assisted primarily by the Board Risk Management Committee (BRMC), which reviews the overall risk appetite and level of risk capital to be maintained for the Group.

Our Chief Executive Officer (CEO) has established senior management committees to assist him in making business decisions with due consideration for risks and returns. The main senior management committees involved are the Management Executive Committee (MEC), Risk and Capital Committee (RCC), Asset and Liability Committee (ALCO), Credit Committee (CC) and Operational Risk Management Committee (ORMC). These committees also assist the Board Committees in specific risk areas.

Management and the senior management committees are authorised to delegate risk appetite limits by location, business units and/or broad product lines.

Risk management is the responsibility of every employee in the Group. We strive to instill awareness of the risks created by their actions and the accountability for the consequences of those actions in our employees. We have established frameworks to ensure appropriate oversight, accountability and management of all risk types encountered in the course of our business. The Group's governance framework also provides oversight of our overseas banking subsidiaries through a matrix reporting structure. These subsidiaries, in consultation with Group Risk Management, adapt the risk management governance structure, frameworks and policies to comply with local regulatory requirements. This ensures that the approach across the Group is consistent and sufficiently adaptable to suit local operating environments.

Our organisational control structure is based on the Three Lines Model as follows:

***First Line – The Risk Owner*:** The business and support units own and have primary responsibility for implementing and executing effective controls to manage the risks arising from their business activities. This includes establishing adequate managerial and supervisory controls to ensure compliance with risk policies, appetite, limits and controls, and highlight control breakdowns, inadequacy of processes and unexpected risk events.

***Second Line – Risk Oversight*:** The risk and control oversight functions (i.e., Group Risk Management and Group Compliance) and the Chief Risk Officer, as the Second Line, support the Group's strategy of balancing growth with stability by establishing risk frameworks, policies, appetite and limits which the business functions

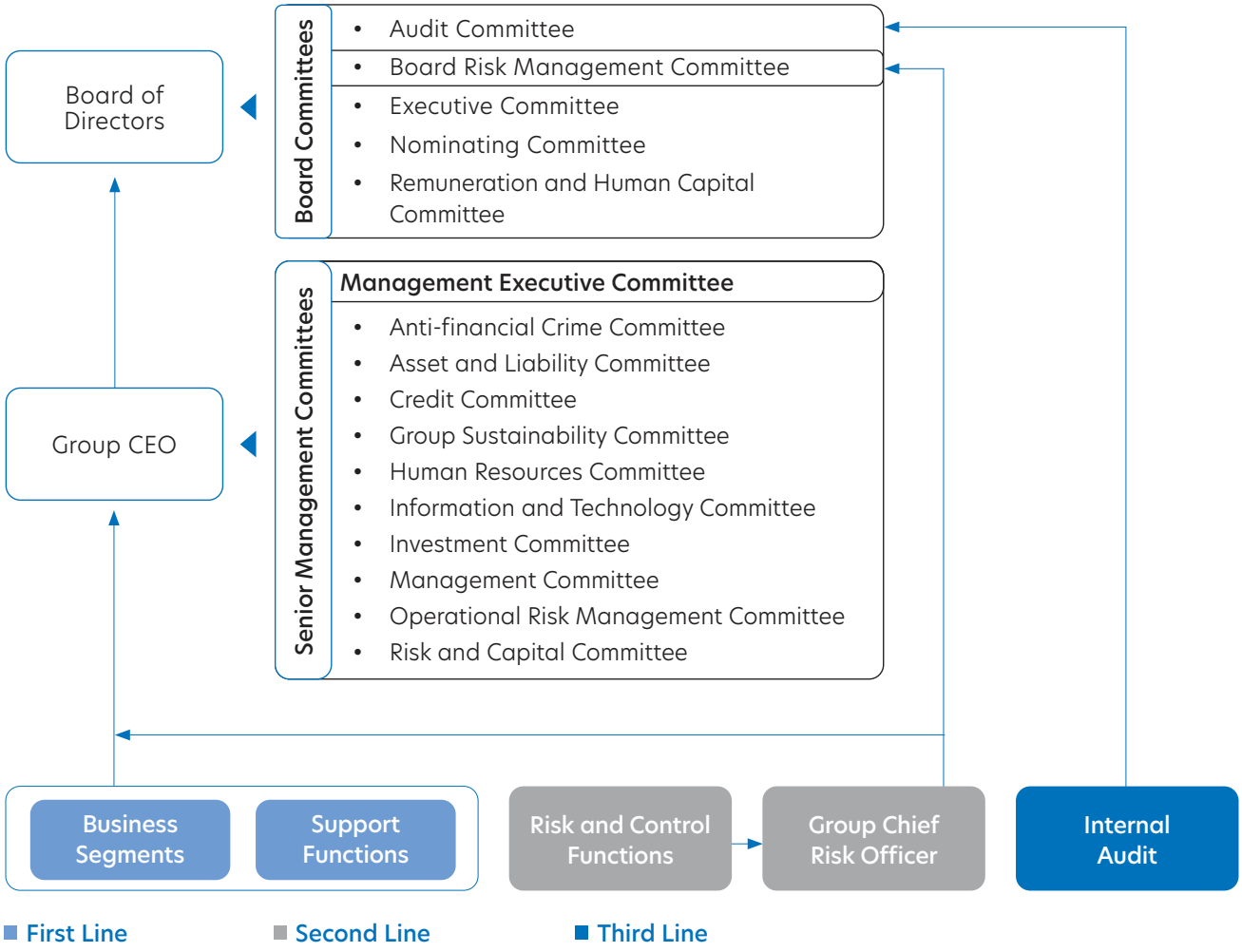
Risk Management

must adhere to and comply with in their operations. They are also responsible for the independent review and monitoring of the Group's risk profile and for highlighting any significant vulnerabilities and risk issues to the respective senior management committees.

The independence of risk and control oversight functions from business functions ensures that the necessary checks and balances are in place.

Third Line – Independent Audit: Internal auditors conduct risk-based audits covering all aspects of the First and Second Lines to provide independent assurance to the CEO, the Audit Committee (AC) and the Board on the adequacy and effectiveness of our system of risk management and internal controls. The internal auditor's overall opinion of the internal controls and risk management system is provided to the AC, BRMC and the Board annually.

Governance Structure



Risk appetite

Our risk appetite framework defines the amount of risk we are able and willing to take in the pursuit of our business objectives. It ensures that the Group's risk profile remains within well-defined and tolerable boundaries. The framework has been formulated based on the following key criteria:

- Alignment to the Group's key business strategy;
- Relevance to the respective stakeholders, with appropriate levels of granularity;
- Practical, consistent and comprehensible metrics for communication and implementation; and
- Analytically-substantiated and measurable metrics.

Our risk appetite defines suitable thresholds and limits across the key risk areas including credit risk, country risk, market risk, liquidity risk, operational risk and conduct risk. Our risk-taking approach is focused on businesses which we understand and whose risks we are well equipped to manage. This approach helps us to minimise earnings volatility and ensures that our high credit ratings, strong capital and stable funding base remain intact. This way, we will remain a steadfast partner to our customers through changing economic conditions and cycles.

Our risk appetite framework and risk appetite are reviewed and approved annually by the Board. Management monitors and reports the risk profiles and compliance with the Group's risk appetite to the Board on a regular basis.

Material risks

Our business strategies, products, customer profiles and operating environment expose us to a number of financial and non-financial risks. Identifying and monitoring key risks are integral to the Group's approach to risk management, enabling us to make proper assessments of these risks and mitigate them proactively across the Group. The table below summarises the key risks that could impact the achievement of the Group's strategic objectives. Details of these key risks can be found in the pages that follow.

Material risk	Definition	How risk is managed
Credit risk	The risk of loss arising from failure by a borrower or counterparty to meet its financial obligations when they are due.	Through our credit risk management framework, policies, models and limits.
Market risk	The risk of loss from movements in the market rates or prices (such as changes in interest rates, foreign exchange rates, equity prices, commodity prices and credit spreads) of the underlying asset. It includes interest rate risk in the banking book (IRRBB) which is the potential loss of capital or reduction in earnings due to changes in the interest rates environment.	Through our market risk management framework, policies, Value-at-Risk (VaR) models and limits. IRRBB is managed through the Group's balance sheet risk management framework and interest rate risk in the banking book management policies and limits.
Liquidity risk	The risk that arises from our inability to meet our obligations, or to fund increases in assets as they fall due.	Through our balance sheet risk management framework, liquidity risk management policies, ratios and limits.

Risk Management

Material risk	Definition	How risk is managed
Operational risk	The risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. Such loss may be in the form of financial loss or other damage, for example, loss of reputation and public confidence that will impact our creditability and/or ability to transact, to maintain liquidity and/or obtain new business. Operational risk includes banking operations risk, conduct risk, legal risk, regulatory compliance risk, reputational risk, technology risk and third-party and outsourcing risk but excludes strategic and business risk.	Through the respective risk management frameworks, policies and operational risk management programmes, including Key Risk and Control Self-assessments, Key Operational Risk Indicators, Incident Reporting, Management Risk Awareness, Outsourcing Risk Assessment, Third-Party Non-outsourcing Risk Assessment, Product Programme and Scenario Analysis.
Financial Crime risk	Financial crime risk is defined as the risk of regulatory sanctions, financial loss, or damage to the UOB Group's reputation and franchise value that may arise when the UOB Group fails to comply with anti-financial crime laws, regulations, rules, standards, or codes of conduct (established by industry associations) that are applicable to the UOB Group's business activities and operations. Financial crime risk types include money laundering, terrorism financing, internal fraud, mules and scams, bribery and corruption, and all other illegal or unethical dealings.	Through our financial crime risk management framework, policies, procedures and management tolerance.
Strategic and Business risks	Strategic risk refers to the current or prospective negative impact on earnings, capital or reputation arising from adverse strategic decisions, improper implementation of decisions or a lack of responsiveness to industry, economic or technological changes. Business risk refers to the adverse impact on earnings or capital arising from changes in business parameters such as volume, margin and cost.	Through our strategic and business risk management policy.
Model risk	The risk arising from: • the use of an inappropriate model that is unable to accurately evaluate market prices or that is not a mainstream model in the market (such as pricing models); or • inaccurately estimating the probability or magnitude of future losses (such as risk measurement models) and the use of those estimates.	Through our model risk governance framework and managed under the respective material risk types for which there is a quantitative model.
Environmental, Social and Governance risk	ESG risk refers to both financial risks (i.e., credit risk, market risk and liquidity risk) and non-financial risks (e.g., operational risk and reputational damage) arising from ESG issues, including climate change. While a key component of ESG risk arises indirectly from the financial services we provide to our customers, it can also result directly from our own operations.	The different aspects of ESG risk are managed through relevant frameworks, policies and guidelines, including our Environmental Risk Management Framework and Responsible Financing Policy.

Credit risk

Credit risk is the risk of loss arising from any failure by a borrower or counterparty to meet its financial obligations when they are due. It is the single largest risk that we face in our core business as a commercial bank, arising primarily from loans and other lending-related commitments to retail, corporate and institutional borrowers. Treasury and capital market operations and investments also expose the Group to counterparty and issuer credit risks.

We adopt a holistic approach towards assessing credit risk and ensure that credit risk management is part of our integrated approach to enterprise risk management. Integral to the management of credit risk is a framework that clearly defines policies and processes relating to the identification, measurement and management of credit risk. We continually monitor the operating environment to identify emerging risks and formulate appropriate mitigating measures.

Credit risk governance and organisation

The CC supports our CEO and BRMC in managing the Group's overall credit risk exposures and serves as an executive forum for discussions on all credit-related matters. The CC also reviews and assesses the Group's credit portfolios and credit risk profiles.

Our Country and Credit Risk Management division develops Group-wide credit policies and guidelines, and facilitates business development within a framework that results in prudent, consistent and efficient credit risk management. It is responsible for the analysis, management and reporting of credit risk to the CC and the BRMC. The comprehensive credit risk reports cover the Group's overall credit portfolio across various dimensions including country, industry, product, banking subsidiary and business segment.

Credit risk policies and processes

We have established credit policies and processes to manage credit risk in the following key areas:

Credit approval process

Credit origination and approval functions are segregated to maintain the independence and integrity of the credit approval process. Credit approval authority is delegated to officers based on their experience, seniority and track record. All credit approval officers are guided by credit policies and credit acceptance guidelines that are reviewed periodically to ensure their continued relevance to our business strategy and the business environment.

Counterparty credit risk

Unlike normal lending risk where the notional amount at risk can be determined with a high degree of certainty during the contractual period, counterparty credit risk exposure fluctuates with market variables. Counterparty credit risk is measured as the sum of current mark-to-market value and an appropriate add-on factor for potential future exposure (PFE). The PFE factor is an estimate of the maximum credit exposure over the remaining life of a foreign exchange (FX)/derivative transaction and it is used for limit setting and internal risk management.

We have also established policies and processes to manage wrong-way risk, i.e., where counterparty credit exposure is positively correlated with its default risk. Transactions that exhibit such characteristics are identified and reported to the CC regularly. Separately, transactions with specific wrong-way risk are rejected at the underwriting stage.

Exposures arising from FX, derivatives and securities financing transactions are typically mitigated through agreements such as the International Swaps and Derivatives Association Master Agreements, the Credit Support Annex and the Global Master Repurchase Agreements. Such agreements help to minimise credit exposure in the event of a default by allowing us to offset what we owe to a counterparty against what is due from that counterparty.

In addition, derivative transactions are cleared through central counterparties, where possible, to reduce counterparty credit exposure further through multilateral netting and the daily margining process.

Our FX-related settlement risk is significantly reduced through our participation in the Continuous Linked Settlement system which enables transactions to be settled irrevocably on a payment-versus-payment basis.

As at 31 December 2024, UOB would have been required to post additional collateral of US$5 million if our credit rating had been downgraded by two notches.

Credit concentration risk

Credit concentration risk may arise from a single large exposure or from multiple exposures that are closely correlated. We manage such risks by setting exposure limits on borrowers, obligor groups, portfolios, industries and countries, generally expressed as a percentage of the Group's eligible capital base.

Risk Management

We manage our credit risk exposures through a robust credit underwriting, structuring and monitoring process. For example, our country risk exposures are managed within an established framework that involves setting country limits. Such limits are based on the country's risk rating, economic potential measured by its gross domestic product and the Group's business strategy. While we proactively minimise undue concentration of exposure in our portfolio, our credit portfolio remains concentrated in Singapore.

Our credit exposures are well-diversified across industries, except for the Singapore real estate sector, due mainly to the high home ownership rate. We remain vigilant about risks in this sector and actively take steps to manage our exposure while staying prudent in approving real estate-related transactions.

We perform regular assessments of emerging risks and in-depth reviews on industry trends to provide a forward-looking view on developments that could impact the Group's portfolio. We also conduct frequent stress testing to assess the resilience of our portfolio in the event of a marked deterioration in operating conditions.

Credit stress tests

Credit stress testing is a core component of our credit portfolio management process. Its objectives are:

- to assess the profit and loss as well as balance sheet impact of business strategies;
- to quantify the sensitivity of performance drivers under various macroeconomic and business planning scenarios; and
- to evaluate the impact of Management's decisions on capital, funding and leverage.

We conduct stress tests to understand potential credit portfolio losses resulting from stress scenarios, and where applicable, assess their impact on our profitability, balance sheet quality, capital and leverage. Stress tests also help us to identify the vulnerabilities of various business units (such as exposures to climate-sensitive industries) and enable us to formulate appropriate mitigating measures.

Our stress test scenarios consider potential and plausible macroeconomic, climate and geopolitical events in varying degrees of likelihood and severity. We also consider various strategic planning scenarios, assess the impact of different business scenarios, and propose measures to manage them. These are developed in consultation with relevant business units and approved by senior management committees.

Credit risk mitigation

Our potential credit losses are mitigated through a variety of instruments such as collaterals, derivatives, guarantees and netting arrangements. We generally do not grant credit facilities solely on the basis of the collateral provided. All requests for credit facilities are assessed based on the credit standing, source of repayment and debt servicing ability of the borrowers.

We take collateral whenever possible to mitigate the credit risk assumed. The value of the collateral is monitored periodically and the frequency of valuation depends on the type, liquidity and volatility of the collateral value. The collaterals are mostly in the form of properties. Cash, marketable securities, equipment, inventories and receivables may also be accepted. The collaterals have to fulfil certain criteria (such as legal certainty across relevant jurisdictions) in order to be eligible for the Internal Ratings-based Approach (IRBA) purposes. We have policies and processes to monitor collateral concentration. Haircuts that reflect the underlying nature, quality, volatility and liquidity of the collaterals would be applied to the market value of collaterals as appropriate.

When extending credit facilities to small- and medium-sized enterprises (SMEs), we often take personal guarantees to secure the moral commitment of the principal shareholders and directors. For IRBA purposes, we do not recognise personal guarantees as eligible credit risk protection. Corporate guarantees are often obtained when the borrower's creditworthiness is not sufficient to justify an extension of credit. To recognise the effects of guarantees under the Foundation Internal Ratings-based (FIRB) Approach, we adopt the Probability of Default (PD) substitution approach whereby the PD of an eligible guarantor of an exposure is used for calculating the capital requirement.

Credit monitoring and remedial management

We regularly monitor credit exposures, portfolio performance and emerging risks that may impact our credit risk profile. The Board and senior management committees are updated on credit trends through internal risk reports. The reports also provide alerts on key economic, political and environmental developments across major portfolios and countries, so that the necessary mitigating measures can be implemented promptly.

Delinquency monitoring
We closely monitor the delinquency of borrowing accounts, which is a key indicator of credit quality. An account is considered delinquent when payment has not been received by the payment due date. All delinquent accounts, including revolving credit facilities (such as an overdraft) with limit excesses, are closely tracked and managed through a disciplined process by officers from the business units and the risk management function. Where appropriate, such accounts are also subject to more frequent credit reviews.

Classification and loan loss impairment
We classify our credit portfolios according to the borrowers' ability to repay credit facilities from their normal source of income. There is an independent credit review process to ensure that the loan grading and classification are appropriate and in accordance with MAS Notice 612 on Credit Files, Grading and Provisioning.

All borrowing accounts are categorised as 'Pass', 'Special Mention' or 'Non-performing'. 'Non-performing' or impaired accounts are further sub-divided into 'Substandard', 'Doubtful' or 'Loss' in accordance with MAS Notice 612. Any account that is delinquent or past due (or in excess of the approval limit for a revolving credit facility such as an overdraft) for more than 90 days will automatically be categorised as 'Non-performing'. In addition, any account that exhibits weaknesses which are likely to adversely affect repayment on existing terms may be categorised as 'Non-performing'. The accounting definition of impaired and the regulatory definition of default are generally aligned.

Upgrading and de-classification of a 'Non-performing' account to 'Pass' or 'Special Mention' must be supported by a credit assessment of the repayment capability, cash flows and financial position of the borrower. We must also be satisfied that the account has exhibited a sustained trend of improvement.

A credit facility is restructured when a bank grants concessions (usually non-commercial) to a borrower because of a deterioration in the financial position of the borrower or the inability of the borrower to meet the original repayment schedule.

A restructured account is categorised as 'Non-performing' and placed on the appropriate classified grade based on our assessment of the financial condition of the borrower and the ability of the borrower to repay under the restructured terms. A restructured account must comply fully with the requirements of MAS Notice 612 before it can be de-classified.

We provide for impairment of our overseas operations based on local reporting requirements. Where necessary, additional impairment is provided to comply with our impairment policy and the MAS' requirements.

Group Special Asset Management
Group Special Asset Management (GSAM) is an independent and centralised unit that manages the restructuring and recovery of the Group's non-performing loans (NPL) and non-performing assets portfolio in Singapore and overseas branches. GSAM also oversees the Special Asset Management Department of our banking subsidiaries in Malaysia, Thailand, Indonesia and China. Its primary objectives are:

- to restructure/nurse the NPL back to financial health, whenever possible, for transfer back to the business unit for management; and
- to maximise recovery of the NPL that we intend to exit.

Write-off policy
A non-performing account is written off when the prospect of recovery is considered poor or when all feasible avenues of recovery have been exhausted.

Internal credit rating system
We employ internal rating models to support the assessment of credit risk and the assignment of exposures to rating grades or pools. Internal ratings are used pervasively by the Group in the areas of credit approval, credit review and monitoring, credit stress-testing, limits setting, pricing and collections.

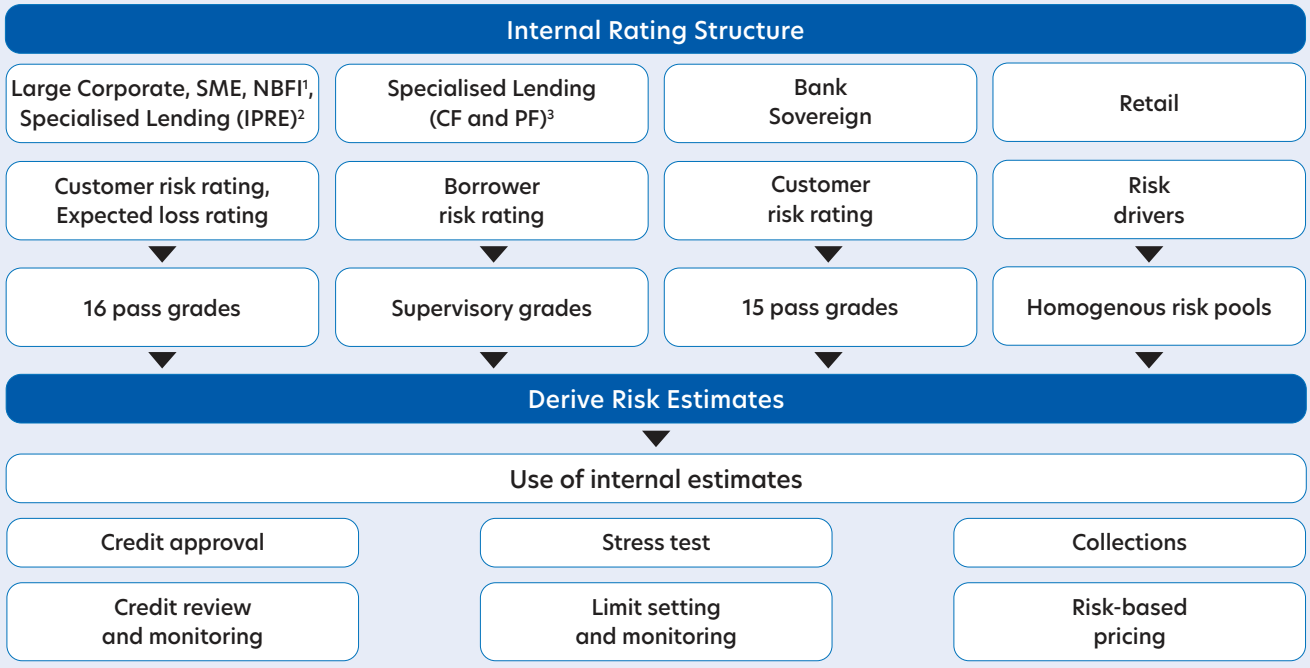
We have defined the roles and responsibilities of the various stakeholders in the credit rating process, including model development and review, model performance monitoring, annual model validation and independent reviews by Group Audit in order to ensure the reliable and consistent performance of our rating systems.

Credit risk models are validated independently before they are implemented to ensure that they are fit for purpose. We monitor the robustness of these rating models on an ongoing basis, and all models are subject to annual reviews by the model owners to ascertain that the chosen risk factors and assumptions continue to remain relevant for the respective portfolios. All new models, model changes and annual reviews are approved by the CC or the BRMC, depending on the materiality of the portfolio.

Risk Management

The Group's internal rating structure is illustrated as follows:

Internal credit rating structure



1 NBFI: Non-bank Financial Institution
2 We apply a 16-rating grade structure to the Group's Income Producing Real Estate (IPRE) exposures, with the exception of our banking subsidiary in Thailand, which maps the internal risk grades to four prescribed supervisory grades.
3 CF: Commodities Finance; PF: Project Finance.

Non-retail exposures

We have adopted the FIRB Approach for our non-retail exposures. Under this approach, the internal models estimate a PD or supervisory slot for each borrower. These models cover 71.8 per cent of the total credit risk-weighted assets (RWA) and employ qualitative and quantitative factors to provide an assessment of the borrower's ability to meet its financial obligations. The models are calibrated to provide an estimate of the likelihood of default over a one-year time horizon. A default is considered to have occurred if:

- the obligor is unlikely to pay its credit obligations in full to the Group, without recourse by the Group to actions such as realising security; or
- the obligor is past due for more than 90 days on any credit obligation to the Group.

Supervisory loss given default (LGD) and exposure at default (EAD) parameters prescribed by the MAS are used together with the internal credit ratings to calculate risk weights and regulatory capital requirements.

While our internal risk rating grades may show some correlation with the rating grades of External Credit Assessment Institutions (ECAIs), they are not directly comparable with or equivalent to the ECAI ratings.

Corporate portfolio

We have developed corporate models to rate Non-bank Financial Institution (NBFI), Large Corporate (LC) and SME portfolios. Credit risk factors used to derive a borrower's risk rating include the borrower's financial strength, quality of management, business risks and the industry in which it operates. The borrower risk-rating process is augmented by facility risk ratings, which take into account the type and structure of the facility, availability and type of collateral, and seniority of the exposure.

Our internal rating grade structure for the NBFI, LC and SME models consists of 16 pass grades. The models are mapped to the rating scale by calibration that takes into account the respective portfolios' long-term average default rate.

Specialised lending portfolio
We have also developed models for three Specialised Lending portfolios, namely:

- Income Producing Real Estate (IPRE);
- Commodities Finance (CF); and
- Project Finance (PF).

These models produce internal risk grades that are derived based on a comprehensive assessment of financial and non-financial risk factors.

The rating grade structure for the IPRE portfolio, like our corporate models, has 16 pass grades, with the exception of our banking subsidiary in Thailand, which maps the internal risk grades to the four prescribed supervisory categories.

Risk grades derived for the CF and PF portfolios are mapped to four prescribed supervisory categories by MAS Notice 637, which determine the risk weights to be applied to such exposures.

Sovereign portfolio
Exposures in our Sovereign portfolio are rated by our internal Sovereign model, which considers public debt levels, balance of payments, fiscal budgets and other macroeconomic, stability and political risk factors to assess sovereign credit risk in a structured and holistic manner. The model has an internal rating grade structure consisting of 15 pass grades.

Bank portfolio
Exposures in our Bank portfolio are rated by our internal Bank model, which takes into account asset quality, capital adequacy, liquidity, management, regulatory environment and the robustness of the overall banking system. The model has an internal rating grade structure consisting of 15 pass grades.

Retail exposures
We adopt the Advanced Internal Ratings-based (AIRB) Approach for our retail exposures, which consist of residential mortgages, qualifying revolving retail exposures and other retail exposures. Exposures within each of these asset classes are not managed individually, but as part of a pool of similar exposures that are segmented based on borrower and transaction characteristics. As the loss characteristics of retail exposures are geography and product specific, bespoke PD, LGD and EAD segmentation models are developed using empirical loss data for the respective exposures across the Group. Where internal loss data is insufficient to provide robust risk estimates, the segmentation models may incorporate internal and/or external proxies. Where necessary, the model is augmented with appropriate margins of conservatism. These models cover 8.5 per cent of the Total Credit RWA and they are regularly validated.

We use the Standardised Approach (SA) to calculate the credit risk-weighted exposure for the portfolios acquired from Citigroup in Malaysia, Thailand, Indonesia and Vietnam. We will migrate to the AIRB upon regulatory approvals from the respective regulators of Malaysia and Thailand.

Final Basel III Reforms is implemented in July 2024 for Group Reporting and Singapore local reporting. Basel III will be continued to be used for local reporting for Malaysia and Thailand.

Retail Probability of Default Models
Retail PD models are based on pools of homogeneous exposures segmented by a combination of application scores, behavioural scores and other risk drivers reflecting borrower, facility and delinquency characteristics. PD pools are calibrated through-the-cycle using at least five years of historical data that covers a full economic cycle. For low default portfolios, internal and/or external proxies that are highly correlated with internal defaults are used to estimate the long-run average PD. In Basel III, regulatory floor of 0.03 per cent is applied to all PD pools. In Final Basel III Reforms, PD floor of 0.1 per cent is applied to revolvers under qualifying revolving retail exposures and 0.05 per cent is applied to the rest of the PD pools.

In general, the long-run observed default rates are largely lower than the PD estimates due to the model's calibration philosophy and the application of conservative overlays to account for model risk.

Retail Loss Given Default Models
Retail LGD are estimated using historical default data and the recovery experience from such defaulted cases. LGD models are segmented using material pre-default risk drivers such as facility and collateral characteristics.

LGD models are calibrated to reflect a portfolio's economic downturn experience. In Basel III, exposures under residential mortgages, a LGD floor of 10.0 per cent is applied at the segment level. In Final Basel III Reforms, LGD flooring for residential mortgages remain at

10.0 per cent, LGD floor of 50.0 per cent is applied for qualifying revolving retail exposures and LGD floor up to 30.0 per cent is applied for other retail exposures.

Retail Exposure at Default Models
For revolving products, EAD is computed based on the current outstanding balance and the estimated potential drawdown of undrawn commitments, which is determined based on historical data. For closed-end products, the EAD is equal to the current outstanding balance. EAD models are generally segmented by material pre-default risk drivers such as facility type, limit and utilisation. EAD models are calibrated to reflect the portfolio long-run averages, except for portfolios that exhibit positive correlation between LGD and PD values, in which case, these portfolios' EAD models are calibrated to reflect their economic downturn conditions. The EAD values of such portfolios must be at least equal to the current outstanding balances. In Basel III, EAD flooring is not required. In Final Basel III Reforms, EAD floor is applied to revolving products with model estimates. EAD floor is derived using EAD from undrawn commitment multiplied by 50 per cent and a standardised credit conversion factor.

Securitisation exposures
From time to time, we arrange or invest in securitisation transactions originated by third parties which are not controlled by the Group. Any decision to invest in such transactions is subject to independent risk assessment and approval. Processes which are used to monitor the credit risk of the securitisation exposures are subject to regular review. In these transactions, we may also act as a liquidity facility provider, working capital facility provider or swap counterparty. Our securitisation positions are recognised as financial assets or undrawn credit facilities pursuant to our accounting policies and measured accordingly.

Risk weights for securitisation exposures in the banking book are computed using a hierarchy of approaches prescribed by MAS Notice 637. A majority of the exposures are subject to the Securitisation-External Ratings-Based Approach, where ECAI ratings from Fitch Ratings, Moody's Investors Service and/or S&P Global Ratings are available, or subject to the Securitisation-Standardised Approach, where applicable.

Credit exposures subject to Standardised Approach
We have obtained the MAS' approval to adopt the IRBA for the majority of our portfolios, with 21 per cent of our exposures treated under AIRB and 66 per cent under FIRB. We apply the SA for the remaining portfolios which are immaterial in terms of size and risk profile and for transitioning portfolios. Portfolios on SA for Credit Risk and SA for Equity Exposures account for 9.2 per cent and 0.3 per cent respectively. We will progressively migrate our transitioning portfolios, such as the exposures from the consumer business acquired from Citigroup and our equity subscription deals to IRBA, subject to the approval from the MAS.

For exposures subject to the SA, we use approved ECAI ratings and prescribed risk weights based on asset class to compute regulatory capital.

The ECAIs used are Fitch Ratings, Moody's Investors Service and S&P Global Ratings. They are mainly in the Bank asset class. We adhere to the process prescribed in MAS Notice 637 to map ECAI ratings to the relevant risk weights.

Market risk

Market risk refers to the risk of loss from movements in the market rates or prices (such as changes in interest rates, FX rates, equity prices, commodity prices and credit spreads) of the underlying asset.

Market risk is governed by our ALCO, which meets monthly to review and to provide direction on market risk matters. The Market Risk Management and Balance Sheet Risk Management (BSRM) divisions support the RCC, ALCO and BRMC with independent assessment of the market risk profile of the Group.

The Group's market risk framework comprises market risk policies, practices and governance structure with appropriate delegation of authority and market risk limits. We employ valuation methodologies that are in line with sound market practices and validate valuation and risk models independently. In addition, our Group Product/Service Programme process ensures that different risks, including market risk issues, are identified and adequately addressed prior to launch.

One of our main objectives of undertaking trading activities is to provide customer-centric products and services to support our customers' business and hedging needs. We continually review and enhance our management of derivative risks to ensure that the complexities of the Group's business are appropriately controlled.

Our overall market risk appetite is balanced with targeted revenue at the Group, Bank and business unit

levels and takes into account the capital positions of the Group and the Bank. This ensures that the Group and the Bank remain well-capitalised, even under stress conditions. The risk appetite is translated into risk limits that are delegated to business units. These risk limits are set based on expected returns that are commensurate with the risks taken.

Market risk appetite is provided for all trading exposures within the Group and the Group's non-trading FX exposures. The majority of the non-trading FX exposures arises from our investments in overseas subsidiaries in Asia.

The Group currently adopts the SA for the calculation of regulatory market risk capital.

The Internal Models Approach is used to measure and control trading market risks. The financial products which are warehoused, measured and controlled with internal models include:

- FX and FX options;
- plain vanilla interest rate contracts and interest rate options;
- government and corporate bonds;
- equities and equity options; and
- commodity contracts and commodity options.

The Group estimates a daily Expected Shortfall (ES) within a 97.5 per cent confidence interval over a one-day holding period, using the historical VaR simulation method, as a control for market risk. This method assumes observed historical market movements can be used to imply possible future changes in market rates. ES is the average of the worst losses in the distribution, assuming that the losses exceed the specified percentile.

To complement the ES measure, we perform stress and scenario tests to identify the Group's vulnerability to event risk. These tests serve to provide early warnings of plausible extreme losses.

The Group's daily ES on 31 December 2024 was $12.18 million. Please refer to Note 45(f) of the Financial Statements for ES by risk class.

For backtesting purposes, the Group uses daily VaR within a 99 per cent confidence interval over a one-day holding period. VaR uses the same loss distribution as ES. The backtesting process analyses whether the exceptions are due to model deficiencies or market volatility. All backtesting exceptions are tabled to the ALCO with recommended actions and resolutions. Only one backtesting exception was noted for Group Trading in the year under review.

Interest Rate Risk in the Banking Book

IRRBB is defined as the risk of potential loss of capital or reduction in earnings due to changes in the interest rate environment.

We strive to meet customers' demands and preferences for products with various interest rate structures and maturities. Mismatches in repricing and other characteristics of assets and liabilities give rise to sensitivity to interest rate movements. As interest rates and yield curves change over time, these mismatches may result in a change in the Group's economic net worth and/or a decline in earnings. Our primary objective of managing IRRBB is to protect and enhance capital or economic net worth through adequate, stable and reliable growth in net interest earnings under a broad range of possible economic conditions.

The ALCO oversees the effectiveness of the interest rate risk management structure including approval of policies, controls and limits. The BSRM division supports the ALCO in monitoring the interest rate risk profile of our banking book. IRRBB is mainly managed by shaping the desired risk exposure and tenor profile of the banking book taking into consideration the overall balance sheet position and market outlook. Behavioral models used are independently validated and governed by approved policies. The management and mitigation of IRRBB through hedging are managed through ALCO-approved product mandates with specified currencies, tenors and limits to ensure that the risk management and hedging activities operate within an approved delegation of authority structure. Derivatives used for hedging banking book positions are designated as hedging instruments where the qualifying criteria for hedge accounting are met. Derivatives not designated in an effective hedge accounting relationship are accounted for at fair value through profit or loss.

Our banking book interest rate risk exposure is quantified on a monthly basis using dynamic simulation techniques. We employ a holistic approach towards balance sheet risk management, using an in-house enterprise risk management system to integrate liquidity risk and IRRBB into a single platform to facilitate the Group's reporting across entities in a timely manner.

Risk Management

Interest rate risk varies with different repricing periods, currencies, embedded options and interest rate basis. Embedded options may be in the form of loan prepayment and time deposit early withdrawal. In Economic Value of Equity (EVE) sensitivity simulations, we compute the present value for repricing cash flows, with a focus on changes in EVE under different interest rate scenarios. This economic perspective measures interest rate risks across the full maturity profile of the balance sheet, including off-balance sheet items. We estimate the potential effects of interest rate changes on Net Interest Income (NII) by simulating the possible future course of interest rates and expected changes in business activities over time. Mismatches over a longer tenor would result in greater changes in EVE than similar positions in the shorter tenor while mismatches over a shorter tenor would have a greater impact on NII. Interest rate scenarios used in simulations include the six standard scenarios prescribed by the Basel Committee on Banking Supervision as well as internal scenarios covering historical interest rate movements and hypothetical scenarios. These scenarios cover changes in the shape of the yield curve, including steepener and flattener, parallel shift, as well as short rate up and down scenarios.

We also perform stress tests regularly to determine the adequacy of capital in meeting the impact of extreme interest rate movements on the balance sheet. Such tests are also performed to provide early warnings of potential extreme losses, facilitating the proactive management of interest rate risks in an environment of rapid financial market changes.

The risks arising from the trading book, such as interest rates, FX rates and equity prices are managed and controlled by the market risk framework.

Liquidity risk

Liquidity risk is the risk that arises from the Group's inability to meet its obligations, or to fund increases in assets as they fall due. We maintain sufficient liquidity to fund our day-to-day operations, to meet deposit withdrawals and loan disbursements, to participate in new investments and to repay borrowings. Hence, liquidity is managed in a manner that addresses known as well as unanticipated cash funding needs.

Liquidity risk is managed in accordance with a framework of policies, controls and limits approved by the ALCO. These policies, controls and limits enable us to monitor and to manage liquidity risk to ensure that sufficient sources of funds are available over a range of market conditions. This is done by:

- minimising excessive funding concentration by diversifying the sources and terms of funding; and
- maintaining a portfolio of high quality and marketable debt securities.

We take a conservative stance on the Group's liquidity management by continuing to gather core deposits, and ensuring that liquidity limits are strictly adhered to and that there are adequate liquid assets to meet potential cash shortfall.

The distribution of deposits is actively managed to ensure a balance between cost-effectiveness, continued accessibility to funds and diversification of funding sources. Important factors in ensuring liquidity are competitive pricing, proactive management of the Group's core deposits and the maintenance of customer confidence.

Our liquidity risk is aligned with the regulatory liquidity risk management framework, and is measured and managed on a projected cash flow basis. The Group is monitored under business-as-usual and stress scenarios. Cash flow mismatch limits are established to contain the Group's liquidity exposure. We also employ liquidity early warning indicators and trigger points to signal possible contingency situations. Our liquidity ratios, Liquidity Coverage Ratio (LCR)* and Net Stable Funding Ratio (NSFR)*, are above regulatory requirement.

We have contingency funding plans in place to identify potential liquidity crises using a series of warning indicators. Crisis management processes and various strategies including funding and communication plans have been developed to minimise the impact of any liquidity crunch.

* Key monitoring tools defined under Basel III Liquidity Risk Framework on LCR quarterly updates and NSFR semi-annual updates are available on our website at www.UOBgroup.com/investor-relations/financial/index.html

Operational risk

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems, or from external events. Operational risk includes banking operations risk, conduct risk, legal risk, regulatory compliance risk, reputational risk, technology risk and third-party and outsourcing risk but excludes strategic and business risk.

Our primary objective is to foster a sound reputation and operating environment. Operational risk is managed through a framework of policies and procedures to help business and support units properly identify, assess, monitor, mitigate and report their risks. The ORMC meets monthly to provide oversight of operational risk matters across the Group.

The Operational Risk Governance structure adopts the Three Lines Model. The Non-Financial Risk Management division, as part of the Second Line, provides overarching governance of operational risk through relevant frameworks, policies, programmes and systems. The division also monitors operational risk incidents, Key Risk and Control Self-assessment results, outsourcing and third-party non-outsourcing matters, Key Operational Risk Indicator breaches, product and services programme matters and operational risks identified by the First Line. Material risks are then reported to the relevant senior management committees and the Board to ensure they are promptly escalated and addressed.

Three key components of our Operational Risk Management Framework are risk identification, key risk control self-assessments and risk mitigation. These are achieved through the Group-wide implementation of a set of operational risk programmes. Several risk mitigation policies and programmes are also in place to maintain a sound operating environment.

Our business continuity and crisis management programmes ensure prompt recovery of critical business services and functions in the event of unforeseen events or business disruptions. Scenario exercises are conducted to test the effectiveness of business continuity plans and crisis management protocol. An annual attestation is provided to the Board on the state of business continuity readiness of the Group.

Our insurance programme covers crime and civil liability, cyber liability, property damage, terrorism, public liability, as well as directors' and officers' liability. The programme reduces operational losses through adequate insurance coverage.

We adopt the SA for the calculation of operational risk capital.

The subject-specific key risks that we focus on include, but are not limited to the risks discussed below.

Conduct risk
Conduct risk is the risk of improper employee behaviour or action that results in unfair stakeholder outcomes, negative impact on market integrity and other issues that damage the reputation of the Group. We manage conduct risk through a multi-faceted approach leveraging the frameworks, policies and procedures on operational risk management, whistle-blowing, employee discipline, individual accountability, code of conduct, remuneration, fair dealing and anti-financial crime. The corporate governance oversight of conduct risk is provided by the BRMC and is supported by the ORMC.

Legal risk
Legal risk arises from unenforceable, unfavourable, defective or unintended contracts or transactions, lawsuits or claims, developments in laws and regulations, or non-compliance with applicable laws and regulations. Business and support units work with both internal and external legal counsels to ensure that legal risks are effectively managed.

Regulatory compliance risk
Regulatory compliance risk refers to the risk of financial loss, damage to reputation or franchise value of the Group when it fails to comply with laws, regulations, rules, standards or industry codes of conduct applicable to the Group's business activities and operations. A change in laws and regulations can increase the cost of operations and the cost of capital for the Group, thereby impacting the Group's earnings or returns. To mitigate such risks, we identify, monitor and manage risk via the Regulatory Compliance Risk Governance Framework, supported by policies, procedures and guidelines.

Risk Management

Reputational risk
Reputational risk is the risk of adverse impact on earnings, liquidity or capital arising from negative stakeholder perception or opinion of the Group's business practices, activities and financial condition. We recognise the impact of reputational risk and manage the risk through our Group Reputational Risk Management Policy, which sets the guiding principles for risk identification, monitoring, reporting and mitigation of risk exposure, and communication with our stakeholders. There are also policies relating to media communication and social media to protect the Bank's reputation.

Technology risk
Technology risk is defined as any potential adverse outcome, damage, loss, violation, failure or disruption arising from the use of or reliance on information and communication technologies. The governance of technology risk rests with the ORMC, which facilitates a holistic oversight of operational risk matters across the Group. Our Technology Risk Management Framework ensures that technology and cyber risks are managed in a systematic and consistent manner. The scope of technology risk management covers many aspects, including technology asset management, technology resiliency and the service continuity aspects of business continuity management, cybersecurity management and information security management.

The Technology Risk Management division, as part of the Second Line, has governance and oversight of technology risk management across the Group. The team works with business and support units, including the technology and information security teams, to oversee, review and strengthen their current practices in technology risk management. We adopt a risk-based approach in assessing and managing technology and cyber risks. The Board, senior management and the ORMC are briefed regularly on technology risk appetite and technology risk matters.

Third-party and outsourcing risk
Third-party and outsourcing risk is the risk of adverse financial, operational, reputational, legal and compliance impact arising from the failure of a service provider to provide the service or to comply with legal and regulatory requirements, or a service provider's breaches of security. We manage this risk through the Group Third-Party and Outsourcing Risk Management Framework, policy, procedures and guidelines, supported by outsourcing and third-party risk management module in our Governance, Risk and Compliance (GRC) system.

Financial Crime Risk

Financial crime risk is defined as the risk of regulatory sanctions, financial loss, or damage to the Bank's reputation and franchise value that may arise when the Bank fails to comply with anti-financial crime laws, regulations, rules, standards, or codes of conduct (established by industry associations) that are applicable to the Bank's business activities and operations. Financial crime risk types include money laundering, terrorism financing, internal fraud, mules and scams, bribery and corruption, and all other illegal or unethical dealings.

Money laundering, terrorism financing and sanctions risks collectively relates to the risk of being involved in or abetting money laundering activities and violating sanctions laws and regulations that will damage the Group's reputation as an established organisation with strong and robust anti-money laundering/countering the financing of terrorism and sanctions regime. The coverage of money laundering risk extends to its predicate offences, such as tax evasion.

Internal Fraud risk is defined as the risk of any intentional act or attempt by UOB employee(s) to misrepresent, deceive, or conceal for a personal or business gain, or to avoid a disadvantage. Internal Fraud is not restricted to monetary or material benefits.

Mules risk refers to the risk of bank accounts being abused by customers, knowingly or unknowingly, to facilitate transfers or movements of money illegally acquired (e.g., scam proceeds) on behalf of someone else, while scams risk refers to external fraud risk where customers are deceitfully or criminally misled through dishonest schemes, leading them to make financial transactions, or give away personal details or data ultimately resulting in the theft of money in their accounts.

Bribery occurs when an individual (directly or indirectly) promises, offers, gives, or seeks, accepts, or receives a payment or favour (monetary or otherwise) to improperly influence a business outcome or to confer an unfair business advantage. Bribery and corruption risks may arise in the course of activities, e.g., interaction with public officials and state-owned or state-controlled entities, provision or acceptance of gifts and entertainment, engagement of third parties, hiring, donations and sponsorships.

UOB has a zero tolerance approach to financial crimes. We do not engage in any activity involving sanctioned individuals, entities, countries or territories, subject to the extent permissible by sanctions laws or if these activities fall outside UOB's management tolerance. We conduct our business activities in full compliance with all applicable anti-financial crime laws and regulations, including the sanctions laws and regulations in the jurisdictions in which our Group entities operate.

Environmental, Social and Governance risk

ESG risk includes both financial risks (i.e., credit risk, market risk and liquidity risk) and non-financial risks (e.g., operational risk and reputation damage) arising from ESG issues such as climate change. While a key component of ESG risk arises indirectly from the financial services we provide to our customers, it can also result directly from our own operations. The Group Sustainability Committee identifies and reviews ESG factors material to the Group, and ensures that sustainability factors are considered in all aspects of our operations (including day-to-day decision-making processes). The specific risk associated with each factor is monitored and managed in accordance with the respective frameworks, policies or guidelines.

Specific to our wholesale financing and capital market underwriting activities, we ensure that ESG considerations are integrated into our credit evaluation and approval processes. To this end, we have incorporated the Group Responsible Financing Policy (GRFP), approved by the CC, as part of the Group Corporate Credit Policy.

Account officers are required to conduct due diligence on all new and existing customers during the onboarding process and annual credit review. Under the GRFP, customers are assessed for material ESG risk, including alignment with the Bank's responsible financing exclusion list, as well as their capacity for, commitment to and track record in ESG risk management. Customers in the ESG-sensitive industries, defined by the Association of Banks in Singapore's Responsible Financing Guidelines, are subject to enhanced due diligence with sector-specific guidelines. All customers are classified based on the level of ESG risk in their business and are monitored on an ongoing basis for any adverse ESG-related news. Those with any known material ESG-related incidents would trigger an immediate review to address the ESG risk appropriately.

Please refer to the UOB Sustainability Report 2024 for more information.

Strategic and Business risks

Strategic risk refers to the current or prospective negative impact on earnings, capital or reputation arising from adverse strategic decisions, improper implementation of decisions or a lack of responsiveness to industry, economic or technological changes. It is the risk of not achieving our strategic goals.

Business risk refers to the adverse impact on earnings or capital arising from changes in business parameters such as volumes, margins and costs. The sources of business risk include uncompetitive products or pricing, internal inefficiencies and changes in general business conditions such as market contraction or changes in customers' expectations and demand. It is the risk of not achieving our short-term business objectives.

The Board of Directors and senior management committees are responsible for managing risks associated with the Group's business. The BRMC and Executive Committee assist the Board in relation to the management of strategic and business risks. The CEO, supported by senior management committees, oversees the day-to-day management of the Group and makes business decisions within the Group's risk appetite. The Group's strategy is translated into annual financial targets, taking into account the macroeconomic environment and cascaded to specific business units for development and implementation.

Capital Management

Our capital management objectives

- To maintain an optimal level of capital to support our business growth strategies and investment opportunities, and to meet regulatory requirements;
- To maintain an efficient capital structure, keeping our overall cost of capital low and delivering sustainable dividend returns to our shareholders; and
- To maintain the strong credit ratings that our stakeholders, including our depositors and investors, expect of us.

Our approach

We adopt a proactive approach in the management of our capital position over the medium term through the Group's Internal Capital Adequacy Assessment Process (ICAAP). This comprehensive assessment includes:

- setting capital targets for the Group, taking into account foreseeable regulatory changes and stakeholder expectations;
- forecasting capital consumption for material risks based on the Group's risk appetite. The forecast is evaluated across all business segments and banking entities against projected capital levels, taking into consideration the impact of mitigating actions under adverse economic conditions; and
- determining capital issuance requirements and reviewing the maturity profile of existing capital securities.

Our capital planning and assessment process is governed by two committees. The Board Risk Management Committee (BRMC) assists the Board in its oversight of the management of risks arising from the businesses of the Group, while the Risk and Capital Committee (RCC), comprising senior management, manages the Group's ICAAP, overall risk profile and capital adequacy. The BRMC and RCC review the Group's capital positions quarterly and our capital management and contingency capital plans annually. Material capital management decisions are also approved by the Board.

We are the primary provider of capital to the entities in the Group. Investments in these entities are substantially funded by our internally-generated capital, comprising retained earnings and externally-raised capital issuances. Our banking subsidiaries outside Singapore are expected to manage their own capital positions to support their planned business growth and are also required to comply with their local regulatory requirements. Capital generated by our subsidiaries in excess of planned requirements is returned to us by way of dividends, subject to local regulations. There was no significant impediment to the payment of dividends by our subsidiaries during the year.

Regulatory requirements

We are one of the Domestic Systemically Important Banks (D-SIBs) in Singapore, and are subjected to stricter regulatory measures imposed by the Monetary Authority of Singapore (MAS). As a D-SIB, we are required to maintain, at a minimum, Common Equity Tier 1 (CET1), Tier 1 and Total Capital Adequacy Ratio (CAR) of 6.5 per cent, 8 per cent and 10 per cent respectively at the Bank and Group levels.

We are also required to maintain the below capital-related buffers in the form of CET1 capital:

- Capital conservation buffer (CCB) of 2.5 per cent, to ensure adequate capital buffer is accumulated outside periods of stress. The CCB will increase the regulatory CET1, Tier 1 and Total CAR to 9 per cent, 10.5 per cent and 12.5 per cent respectively; and
- Countercyclical buffer (CCyB) of up to 2.5 per cent, applied on a discretionary basis by banking regulators in certain jurisdictions to limit excessive credit growth in their economies. The Group will be subject to CCyB requirements when we have credit exposures to the private sectors in these jurisdictions.

In July 2024, the final Basel III reforms relating to capital adequacy and disclosure requirements in Singapore came into effect. The market risk and credit valuation adjustments standards were effective from 1 January 2025.

Capital transactions

We redeemed our $750 million 3.5 per cent fixed rate Subordinated Notes in February 2024 and US$600 million 3.75 per cent fixed rate Subordinated Notes in April 2024.

The table below shows the consolidated capital position of the Group as at 31 December 2024 and 31 December 2023.

	2024 **$ million**	2023 $ million
Common Equity Tier 1 Capital		
Share capital	**4,961**	5,004
Disclosed reserves/others	**41,396**	37,906
Regulatory adjustments	**(6,082)**	(5,834)
Common Equity Tier 1 Capital	**40,275**	37,076
Additional Tier 1 Capital		
Perpetual capital securities/others	**2,750**	2,751
Tier 1 Capital	**43,025**	39,827
Tier 2 Capital		
Subordinated notes	**3,152**	4,539
Provisions/others	**1,208**	1,301
Eligible Total Capital	**47,385**	45,667
Risk-weighted Assets (RWA)		
Credit risk[1]	**230,087**	244,745
Market risk[1]	**13,702**	10,406
Operational risk	**16,046**	20,779
Total RWA	**259,835**	275,930
Capital Adequacy Ratios (%)		
CET1	**15.5**	13.4
Tier 1	**16.6**	14.4
Total	**18.2**	16.6
Leverage exposure	**619,407**	581,130
Leverage Ratio (%)	**6.9**	6.9

1 Credit valuation adjustment (CVA) RWA was included under Market Risk instead of Credit Risk under final Basel III reforms which came into effect from 1 July 2024

Pillar 3 Disclosure

In compliance with the requirements under Basel Pillar 3 and the Monetary Authority of Singapore (MAS) Notice 637 on Public Disclosure, various additional quantitative and qualitative disclosures have been included in the Annual Report under the sections on Capital Management, Risk Management, Remuneration, Pillar 3 Disclosure, and Notes to the Financial Statements. The disclosures are to facilitate the understanding of the Group's risk profile and assessment of its capital adequacy.

Scope of Application

In accordance with the accounting standards for financial reporting, all subsidiaries in the Group are consolidated from the date the Group obtains control until the date such control ceases. The Group's investment in associates and joint ventures is accounted for using the equity method from the date the Group obtains significant influence or joint control over the entities until the date such significant influence or joint control ceases. For the purpose of regulatory capital computation at the Group level, the investment in an insurance subsidiary has been excluded from the consolidated financial statements of the Group in accordance with MAS Notice 637.

The transfer of funds or regulatory capital within the Group is generally subject to regulatory approval.

Please refer to UOB's website at www.UOBgroup.com/investor-relations/financial/index.html for the Pillar 3 Disclosure Report as at 31 December 2024.

United Overseas Bank Limited
(Incorporated in Singapore)
and Its Subsidiaries
31 December 2024

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Directors' Statement

for the financial year ended 31 December 2024

The directors are pleased to present their statement to the members together with the audited financial statements of United Overseas Bank Limited (the Bank) and its subsidiaries (collectively, the Group) for the financial year ended 31 December 2024.

In the opinion of the directors,

(a) the accompanying balance sheets, income statements, statements of comprehensive income, statements of changes in equity and consolidated cash flow statement together with the notes thereto are drawn up so as to give a true and fair view of the state of affairs of the Bank and of the Group as at 31 December 2024, the results of the business and changes in equity of the Bank and the Group and cash flows of the Group for the financial year then ended; and

(b) at the date of this statement, there are reasonable grounds to believe that the Bank will be able to pay its debts as and when they fall due.

Directors

The directors of the Bank in office are:

Wong Kan Seng *(Chairman)*
Wee Ee Cheong *(Deputy Chairman and Chief Executive Officer)*
Michael Lien Jown Leam
Wee Ee Lim
Steven Phan Swee Kim
Chia Tai Tee
Tracey Woon Kim Hong
Dinh Ba Thanh
Teo Lay Lim
Ong Chong Tee

Arrangements to Enable Directors to Acquire Shares or Debentures

The UOB Share Plan (previously known as the UOB Restricted Share Plan) (Plan) commenced on 7 August 2007 and was initially set to expire on 6 August 2017. On 21 April 2016 at the Bank's Annual General Meeting (AGM), shareholders approved the extension of the expiry to 6 August 2027. At the Bank's AGM on 21 April 2022, shareholders approved amendments to the Rules of the Plan. This included an amendment to allow non-executive directors to participate in the Plan such that grants of fully paid shares could be made to eligible non-executive directors as part payment of their directors' fees in lieu of cash. The Plan only allows for the delivery of shares which are held by the Bank as treasury shares and does not involve the issuance of new shares.

Other than as disclosed in this Directors' Statement, neither at the end of nor at any time during the financial year was the Bank a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Bank to acquire benefits by means of the acquisition of shares or debentures of the Bank or any other body corporate.

Directors' Interests in Shares or Debentures

The following directors, who held office at the end of the financial year, had interests in shares and debentures of the Bank or its related corporations as stated below:

	Direct interest		Deemed interest	
	At 31.12.2024	At 1.1.2024 or date of appointment	**At 31.12.2024**	At 1.1.2024 or date of appointment
The Bank				
Ordinary shares				
Wong Kan Seng	**63,100**	49,000	**1,970**	1,970
Wee Ee Cheong	**5,668,929**	3,281,455	**173,701,487**	173,701,487
Wee Ee Lim	**4,119,377**	1,831,903	**173,280,943**	173,280,943
Steven Phan Swee Kim	**–**	–	**11,500**	7,500
Chia Tai Tee	**9,300**	5,900	**–**	–
Tracey Woon Kim Hong	**7,600**	4,400	**–**	–
Dinh Ba Thanh	**2,400**	1,300	**–**	–
Teo Lay Lim	**4,500**	2,000	**1,263**	1,263
Ong Chong Tee	**2,500**	–	**–**	–
3.58% perpetual capital securities				
Wong Kan Seng	**$1,000,000**	$1,000,000	**–**	–
4.25% perpetual capital securities				
Chia Tai Tee	**$500,000**	$500,000	**–**	–
United Overseas Insurance Limited				
Ordinary shares				
Wee Ee Cheong	**4,762**	–	**–**	–
Wee Ee Lim	**4,762**	–	**–**	–

There was no change in any of the above interests between the end of the financial year and 21 January 2025.

Audit Committee

The Audit Committee comprises five members, all of whom are independent directors. The members of the Audit Committee are:

Steven Phan Swee Kim *(Chairman)*
Wong Kan Seng *(appointed on 1 March 2024)*
Chia Tai Tee
Tracey Woon Kim Hong
Ong Chong Tee *(appointed on 1 September 2024)*

The Audit Committee has reviewed the financial statements, the internal and external audit plans and audit reports, the external auditor's evaluation of the system of internal accounting controls, the scope and results of the internal and external audit procedures, the adequacy of internal audit resources, the cost effectiveness, independence and objectivity of the external auditor and the significant findings of internal audit investigations. The reviews were made with the internal and external auditors, the Chief Financial Officer and/or other senior management staff, as appropriate.

Directors' Statement

for the financial year ended 31 December 2024

Auditor

The Audit Committee has nominated Ernst & Young LLP for reappointment as auditor of the Bank and Ernst & Young LLP has expressed its willingness to be reappointed.

On behalf of the Board of Directors,

Wong Kan Seng
Chairman

Wee Ee Cheong
Deputy Chairman and Chief Executive Officer

Singapore
18 February 2025

Independent Auditor's Report

for the financial year ended 31 December 2024

To the Shareholders of United Overseas Bank Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of United Overseas Bank Limited (the Bank) and its subsidiaries (collectively, the Group), set out on pages 129 to 222, which comprise the balance sheets of the Bank and the Group as at 31 December 2024, the income statements, the statements of comprehensive income, and the statements of changes in equity of the Bank and the Group and consolidated cash flow statement of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet, income statement, statement of comprehensive income and statement of changes in equity of the Bank, are properly drawn up in accordance with the provisions of the Companies Act 1967 (the Act) and Singapore Financial Reporting Standards (International) (SFRS(I)s) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Bank as at 31 December 2024 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group, and of the financial performance and changes in equity of the Bank for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter, including any commentary on the findings or outcome of our procedures, is provided in that context.

We have fulfilled our responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Independent Auditor's Report

for the financial year ended 31 December 2024

Areas of focus	How our audit addressed the risk factors
Expected credit losses *Refer to Notes 2(d)(vi), 3(i), 12, 21(b), 24, 25, 27(b), 28(d), 30(b) and 31 to the consolidated financial statements.* The Group applies SFRS(I) 9: *Financial Instruments* requirements to calculate the expected credit loss (ECL) for its credit exposures. The credit exposures are categorised into non-impaired credit exposures and impaired credit exposures. *a) Non-impaired credit exposures* The ECL calculation for non-impaired credit exposures involves significant judgements and estimates. Areas we have identified which have greater levels of management judgement are: • the economic scenarios used, and the probability weightages applied to them to measure ECLs on a forward-looking basis, reflecting management's view of potential future economic scenarios; • the significant increase in credit risk (SICR) criteria; • the model assumptions; and • the adjustments to the model-driven ECL results to address model limitations or emerging trends.	*a) Non-impaired credit exposures* We assessed the design and evaluated the operating effectiveness of the key controls over the Group's ECL on non-impaired credit exposures computation processes with a focus on: • the completeness and accuracy of the data inputs into the ECL calculation system; • the validation of models; • the selection and implementation of economic scenarios and probabilities; • the staging of credit exposures based on the Group's SICR criteria and early warning indicators; and • the governance over post-model adjustments. We involved our internal modelling specialists to assist us in performing the following procedures on a sampling basis: • independently reviewed the appropriateness of ECL model methodologies; • assessed the reasonableness of the probabilities of default (PD), loss given default (LGD) and exposure at default (EAD) models by performing sensitivity analyses, benchmarking or back-testing; and • reviewed the Group's assessment of its SICR criteria. We also reviewed the Group's approach for the selection of economic scenario to assess the reasonableness of the economic scenarios and corresponding weightages applied by the Group, as well as inspected the Group's SFRS(I) 9 Working Group decisions to assess the appropriateness of management's rationale over the post-model adjustments and performed a recalculation, where applicable.

Areas of focus	How our audit addressed the risk factors
b) Impaired credit exposures As at 31 December 2024, the Stage 3 ECL for impaired credit exposures of the Group was $1,567 million, out of which 69% pertained to the Group Wholesale Banking (GWB) portfolio. We focused on the Stage 3 ECL for the GWB portfolio as the identification and estimation of impairment within this portfolio can be inherently subjective and requires significant judgements.	*b) Impaired credit exposures* We assessed the design and evaluated the operating effectiveness of the key controls over the Stage 3 ECL estimation process for the GWB portfolio. These controls included: • collateral valuation and monitoring; • identification of impairment indicators; and • MAS Notice 612 credit grading. We considered the magnitude of the credit exposures, macroeconomic factors and industry trends in our audit sampling to focus on customers that were assessed to be of higher risk and for our selected sample of impaired loans, we performed the following procedures: • assessed management's forecast of recoverable cash flows, including the basis for the amounts and timing of recoveries. Where possible, we compared key assumptions to external evidence, e.g. independent valuation reports of the collaterals; considered and corroborated the borrowers' latest developments through adverse news search and/or publicly available information; • checked that underlying data was accurate by agreeing to source documents such as loan agreements; and • assessed the reasonableness and tested the calculation of the Stage 3 ECL. Overall, the results of our evaluation of the Group's ECL were within a reasonable range of expectations.

Independent Auditor's Report

for the financial year ended 31 December 2024

Areas of focus	How our audit addressed the risk factors
Valuation of illiquid or complex financial instruments *Refer to Notes 2(d)(ii), 3(ii) and 19(b) to the consolidated financial statements.* At 31 December 2024, 4% ($5 billion) of the Group's total financial instruments that were carried at fair value were classified as Level 3. The Level 3 instruments mainly comprised unquoted equity investments and funds, callable interest rate swaps and debt securities. We focused on the financial instruments that are measured at fair value using valuation techniques based on inputs which involve a higher degree of complexity and estimates made by management. The determination of certain Level 3 prices is considerably more subjective as it may require the exercise of judgement by management or the use of complex models and assumptions given the lack of availability of market-based data.	We assessed the design and evaluated the operating effectiveness of the key controls over the Group's Level 3 financial instruments valuation processes. These controls included: • model validation and approval; • observability, completeness and accuracy of pricing inputs; • independent price verification, including stale price checks; and • monitoring of collateral disputes. In addition, with the assistance of our internal valuation specialists, we assessed the reasonableness of the valuation methodologies, assumptions and inputs used by management for a sample of financial instruments with significant unobservable inputs. The results of our assessment of the Group's valuation of illiquid or complex financial instruments were within the range of expected outcomes.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the annual report (Other Sections), which are expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and take appropriate actions in accordance with SSAs.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor's Report

for the financial year ended 31 December 2024

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Bank and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Woo Siew Wah.

ERNST & YOUNG LLP
Public Accountants and Chartered Accountants
Singapore

18 February 2025

Income Statements

for the financial year ended 31 December 2024

In $ millions	Note	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Interest income	4	**23,259**	22,242	**18,634**	17,740
Less: Interest expense	5	**13,585**	12,563	**11,815**	10,907
Net interest income		**9,674**	9,679	**6,819**	6,833
Net fee and commission income	6	**2,395**	2,235	**1,679**	1,525
Rental income		**101**	99	**74**	73
Net trading income	7	**1,689**	1,607	**1,231**	1,210
Net gain from investment securities	8	**314**	133	**260**	10
Other income	9	**121**	179	**1,387**	500
Non-interest income		**4,620**	4,253	**4,631**	3,318
Total operating income		**14,294**	13,932	**11,450**	10,151
Less: Staff costs	10	**3,699**	3,553	**2,310**	2,267
Other operating expenses	11	**2,611**	2,664	**1,689**	1,633
Total operating expenses		**6,310**	6,217	**3,999**	3,900
Operating profit before allowance and amortisation		**7,984**	7,715	**7,451**	6,251
Less: Amortisation of intangible assets	37	**28**	24	**–**	–
Allowance for credit and other losses	12	**926**	921	**383**	362
Operating profit after allowance and amortisation		**7,030**	6,770	**7,068**	5,889
Share of profit of associates and joint ventures		**121**	93	**–**	–
Profit before tax		**7,151**	6,863	**7,068**	5,889
Less: Tax	13	**1,092**	1,138	**875**	912
Profit for the financial year		**6,059**	5,725	**6,193**	4,977
Attributable to:					
Equity holders of the Bank		**6,045**	5,711	**6,193**	4,977
Non-controlling interests		**14**	14	**–**	–
		6,059	5,725	**6,193**	4,977
Earnings per share ($)	14				
Basic		**3.56**	3.34		
Diluted		**3.54**	3.33		

The accounting policies and explanatory notes form an integral part of the financial statements.

Statements of Comprehensive Income

for the financial year ended 31 December 2024

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Profit for the financial year	**6,059**	5,725	**6,193**	4,977
Other comprehensive income that will not be reclassified to income statement				
Net gain/(loss) on equity instruments at fair value through other comprehensive income	**23**	(165)	**21**	(194)
Fair value changes on financial liabilities designated at fair value due to the Bank's own credit risk	**5**	(14)	**4**	(15)
Remeasurement of defined benefit obligation	**(6)**	(3)	**#**	#
Related tax on items at fair value through other comprehensive income	**1**	#	**(1)**	3
	23	(182)	**24**	(206)
Other comprehensive income that may be subsequently reclassified to income statement				
Currency translation adjustments	**264**	(380)	**(44)**	9
Net gain/(loss) on debt instruments classified at fair value through other comprehensive income and cash flow hedge:				
Net valuation taken to equity	**508**	730	**315**	558
Transferred to income statement	**(293)**	(78)	**(226)**	(29)
Change in allowance for expected credit losses	**1**	15	**7**	12
Related tax	**(32)**	(41)	**(7)**	(15)
	448	246	**45**	535
Change in share of other comprehensive income of associates and joint ventures	**4**	(19)	**–**	–
Other comprehensive income for the financial year, net of tax	**475**	45	**69**	329
Total comprehensive income for the financial year, net of tax	**6,534**	5,770	**6,262**	5,306
Attributable to:				
Equity holders of the Bank	**6,515**	5,753	**6,262**	5,306
Non-controlling interests	**19**	17	**–**	–
	6,534	5,770	**6,262**	5,306

 # Amount less than $500,000

The accounting policies and explanatory notes form an integral part of the financial statements.

Balance Sheets

as at 31 December 2024

In $ millions	Note	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Equity					
Share capital and other capital	15	**7,709**	7,752	**7,709**	7,752
Retained earnings	16	**34,834**	31,800	**26,561**	23,363
Other reserves	17	**7,190**	6,674	**8,528**	8,429
Equity attributable to equity holders of the Bank		**49,733**	46,226	**42,798**	39,544
Non-controlling interests		**224**	242	**–**	–
Total equity		**49,957**	46,468	**42,798**	39,544
Liabilities					
Deposits and balances of:					
Banks		**19,735**	32,371	**16,047**	27,385
Customers	20	**403,978**	385,469	**314,153**	303,300
Subsidiaries		**–**	–	**20,606**	13,590
Bills and drafts payable		**665**	900	**562**	702
Derivative financial liabilities	40	**12,514**	11,768	**10,178**	10,433
Other liabilities	21	**8,377**	8,842	**6,481**	6,570
Tax payable		**751**	909	**681**	825
Deferred tax liabilities	22	**320**	513	**303**	284
Debts issued	23	**41,367**	36,280	**39,316**	34,146
Total liabilities		**487,707**	477,052	**408,327**	397,235
Total equity and liabilities		**537,664**	523,520	**451,125**	436,779
Assets					
Cash, balances and placements with central banks	24	**38,577**	52,350	**33,690**	46,044
Singapore government treasury bills and securities		**13,281**	13,322	**13,260**	13,322
Other government treasury bills and securities	25	**33,570**	24,958	**17,790**	11,144
Trading securities	26	**3,792**	4,260	**2,377**	2,913
Placements and balances with banks	27	**37,432**	35,093	**29,698**	27,230
Loans to customers	28	**333,930**	317,005	**258,570**	246,336
Placements with and advances to subsidiaries		**–**	–	**22,637**	17,765
Derivative financial assets	40	**12,132**	9,707	**10,090**	8,412
Investment securities	30	**44,680**	46,533	**41,905**	43,043
Other assets	31	**8,480**	8,782	**5,855**	6,419
Deferred tax assets	22	**657**	752	**239**	154
Investment in associates and joint ventures	32	**1,302**	1,266	**301**	308
Investment in subsidiaries	33	**–**	–	**8,067**	6,980
Investment properties	35	**683**	726	**550**	804
Fixed assets	36	**4,169**	3,782	**2,914**	2,723
Intangible assets	37	**4,979**	4,984	**3,182**	3,182
Total assets		**537,664**	523,520	**451,125**	436,779

The accounting policies and explanatory notes form an integral part of the financial statements.

Statements of Changes in Equity

for the financial year ended 31 December 2024

	The Group					
	Attributable to equity holders of the Bank					
In $ millions	Share capital and other capital	Retained earnings	Other reserves	Total	Non-controlling interests	Total equity
2024						
Balance at 1 January	**7,752**	**31,800**	**6,674**	**46,226**	**242**	**46,468**
Profit for the financial year	**–**	**6,045**	**–**	**6,045**	**14**	**6,059**
Other comprehensive income for the financial year	**–**	**(12)**	**482**	**470**	**5**	**475**
Total comprehensive income for the financial year	**–**	**6,033**	**482**	**6,515**	**19**	**6,534**
Transfers	**–**	**(9)**	**9**	**–**	**–**	**–**
Change in non-controlling interests	**–**	**–**	**–**	**–**	**(30)**	**(30)**
Dividends	**–**	**(2,990)**	**–**	**(2,990)**	**(7)**	**(2,997)**
Shares re-purchased – held in treasury	**(102)**	**–**	**–**	**(102)**	**–**	**(102)**
Share-based compensation	**–**	**–**	**83**	**83**	**–**	**83**
Shares issued under share-based compensation plan	**59**	**–**	**(58)**	**1**	**–**	**1**
Balance at 31 December	**7,709**	**34,834**	**7,190**	**49,733**	**224**	**49,957**
2023						
Balance at 1 January	7,855	28,925	6,586	43,366	240	43,606
Profit for the financial year	–	5,711	–	5,711	14	5,725
Other comprehensive income for the financial year	–	(24)	66	42	3	45
Total comprehensive income for the financial year	–	5,687	66	5,753	17	5,770
Transfers	–	(28)	28	–	–	–
Change in non-controlling interests	–	–	–	–	(5)	(5)
Dividends	–	(2,783)	–	(2,783)	(10)	(2,793)
Shares re-purchased – held in treasury	(145)	–	–	(145)	–	(145)
Share-based compensation	–	–	64	64	–	64
Shares issued under share-based compensation plan	71	–	(70)	1	–	1
Perpetual capital securities issued	850	–	–	850	–	850
Redemption of perpetual capital securities	(879)	(1)	–	(880)	–	(880)
Balance at 31 December	7,752	31,800	6,674	46,226	242	46,468
Note	15	16	17			

The accounting policies and explanatory notes form an integral part of the financial statements.

In $ millions	The Bank			
	Share capital and other capital	Retained earnings	Other reserves	Total equity
2024				
Balance at 1 January	**7,752**	**23,363**	**8,429**	**39,544**
Profit for the financial year	**–**	**6,193**	**–**	**6,193**
Other comprehensive income for the financial year	**–**	**(7)**	**76**	**69**
Total comprehensive income for the financial year	**–**	**6,186**	**76**	**6,262**
Transfers	**–**	**2**	**(2)**	**–**
Dividends	**–**	**(2,990)**	**–**	**(2,990)**
Shares re-purchased – held in treasury	**(102)**	**–**	**–**	**(102)**
Share-based compensation	**–**	**–**	**83**	**83**
Shares issued under share-based compensation plan	**59**	**–**	**(58)**	**1**
Balance at 31 December	**7,709**	**26,561**	**8,528**	**42,798**
2023				
Balance at 1 January	7,855	21,192	8,084	37,131
Profit for the financial year	–	4,977	–	4,977
Other comprehensive income for the financial year	–	(22)	351	329
Total comprehensive income for the financial year	–	4,955	351	5,306
Dividends	–	(2,783)	–	(2,783)
Shares re-purchased – held in treasury	(145)	–	–	(145)
Share-based compensation	–	–	64	64
Shares issued under share-based compensation plan	71	–	(70)	1
Perpetual capital securities issued	850	–	–	850
Redemption of perpetual capital securities	(879)	(1)	–	(880)
Balance at 31 December	7,752	23,363	8,429	39,544
Note	15	16	17	

The accounting policies and explanatory notes form an integral part of the financial statements.

Consolidated Cash Flow Statement

for the financial year ended 31 December 2024

In $ millions	2024	2023
Cash flows from operating activities		
Profit for the financial year	**6,059**	5,725
Adjustments for:		
Allowance for credit and other losses	**926**	921
Amortisation of intangible assets	**28**	24
Fair value change in other debts issued	**(148)**	23
Share of profit of associates and joint ventures	**(121)**	(93)
Tax	**1,092**	1,138
Depreciation of assets	**647**	597
Net gain on disposal of assets	**(591)**	(895)
Share-based compensation	**83**	64
Operating profit before working capital changes	**7,975**	7,504
Change in working capital:		
Deposits and balances of banks	**(12,521)**	8,143
Deposits and balances of customers	**15,709**	18,812
Bills and drafts payable	**(239)**	118
Other liabilities	**243**	(2,889)
Restricted balances with central banks	**(111)**	(520)
Government treasury bills and securities	**(7,787)**	(6,901)
Trading securities	**708**	1,022
Placements and balances with banks	**(2,141)**	(48)
Loans to customers	**(15,064)**	(4,994)
Investment securities	**1,835**	(11,289)
Other assets	**(2,107)**	2,887
Cash (used in)/generated from operations	**(13,500)**	11,845
Income tax paid	**(1,349)**	(1,079)
Net cash (used in)/provided by operating activities	**(14,849)**	10,766
Cash flows from investing activities		
Capital injection into associates and joint ventures	**(5)**	–
Distribution from associates and joint ventures	**69**	45
Net proceeds from acquisition of consumer business	**–**	148
Purchase of properties and other fixed assets	**(867)**	(872)
Disposal of properties and other fixed assets	**32**	34
Net cash used in investing activities	**(771)**	(645)
Cash flows from financing activities		
Perpetual capital securities issued	**–**	850
Redemption of perpetual capital securities	**–**	(890)
Issuance of debts issued (Note 23)	**36,256**	33,415
Redemption of debts issued (Note 23)	**(31,861)**	(37,999)
Shares re-purchased – held in treasury	**(102)**	(145)
Change in non-controlling interests	**(30)**	(5)
Dividends paid on ordinary shares	**(2,896)**	(2,681)
Distribution on perpetual capital securities	**(108)**	(118)
Dividends paid to non-controlling interests	**(7)**	(10)
Lease payments	**(125)**	(104)
Net cash provided by/(used in) financing activities	**1,127**	(7,687)
Currency translation adjustments	**567**	32
Net (decrease)/increase in cash and cash equivalents	**(13,926)**	2,466
Cash and cash equivalents at beginning of the financial year	**45,731**	43,265
Cash and cash equivalents at end of the financial year (Note 24)	**31,805**	45,731

The accounting policies and explanatory notes form an integral part of the financial statements.

Notes to the Financial Statements

for the financial year ended 31 December 2024

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. Corporate Information

United Overseas Bank Limited (the Bank) is a limited liability company incorporated and domiciled in Singapore and listed on the Singapore Exchange. The registered office of the Bank is at 80 Raffles Place, UOB Plaza, Singapore 048624.

The Bank is principally engaged in the business of banking in all its aspects. The principal activities of its major subsidiaries are set out in Note 33 to the financial statements.

2. Summary of Material Accounting Policies

(a) Basis of Preparation

The financial statements of the Bank and its subsidiaries (collectively, the Group) have been prepared in accordance with Singapore Financial Reporting Standards (International) (SFRS(I)s) as required by the Companies Act 1967 (the Act) and IFRS Accounting Standards as issued by the International Accounting Standards Board.

Except as otherwise stated, the financial statements have been prepared under the historical cost convention and are presented to the nearest million in Singapore Dollars.

(b) Changes in Accounting Policies

(i) Changes During the Financial Year

The Group adopted the following financial reporting standard during the financial year which had no significant effect on the financial statements of the Group:

- Amendments to SFRS(I) 16: Lease Liability in a Sale and Leaseback

Other than the above, the accounting policies applied by the Group in the financial year were consistent with those adopted in the previous financial year.

(ii) Changes Subsequent to the Financial Year

The following SFRS(I)s that are in issue will apply to the Group for the financial years as indicated:

Effective for the financial year beginning on or after 1 January 2025:

- Amendments to SFRS(I) 1-21: Lack of Exchangeability

Effective for the financial year beginning on or after 1 January 2026:

- Amendments to SFRS(I) 9 and SFRS(I) 7: Amendments to the Classification and Measurement of Financial Instruments
- Amendments to SFRS(I) 9 and SFRS(I) 7: Contracts Referencing Nature-dependent Electricity

Effective for the financial year beginning on or after 1 January 2027:

- SFRS(I) 18 Presentation and Disclosure in Financial Statements

Effective for a financial year beginning on or after a date to be determined:

- Amendments to SFRS(I) 10 and SFRS(I) 1-28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

Notes to the Financial Statements

for the financial year ended 31 December 2024

2. Summary of Material Accounting Policies (continued)

(b) Changes in Accounting Policies (continued)

(ii) Changes Subsequent to the Financial Year (continued)

The amendments to SFRS(I) 9 and SFRS(I) 7 clarify how to assess classification of financial assets with contractual cash flows with environmental, social and governance linked features or other contingent features. Clarification is also provided for non-recourse and contractually linked instruments. In addition, clarification is provided that for financial liabilities settled through an electronic payment system, there is an accounting policy choice to derecognise before settlement date if specific conditions are met. The Group is currently assessing the impact of adopting these amendments.

SFRS(I) 18 Presentation and Disclosure in Financial Statements replaces SFRS(I) 1-1 Presentation of Financial Statements and includes new presentation requirements for the income statement including specified totals and subtotals, as well as disclosure requirements for management-defined performance measures. The Group is currently assessing the impact of adopting this standard.

Application of the other SFRS(I)s listed above is not expected to have a significant impact on the Group's financial statements.

(c) Interests in Other Entities

(i) Subsidiaries

Subsidiaries are entities over which the Group has control. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

The Group applies the acquisition method to account for business acquisitions. Consideration for an acquisition includes the fair value of the assets transferred, liabilities incurred, equity interests issued and any contingent consideration. Identifiable assets acquired and liabilities and contingent liabilities assumed are, with limited exceptions, measured at their fair values at the acquisition date. Non-controlling interests are measured at fair value or the proportionate share of the acquiree's net identifiable assets at the acquisition date, determined on a case-by-case basis. Acquisition-related costs are expensed off when incurred. Goodwill is determined and accounted for in accordance with Note 2(i).

Subsidiaries are consolidated from the date the Group obtains control until the date such control ceases. Intra-group balances and income and expenses are eliminated on consolidation. Adjustments are made to align the accounting policies of the subsidiaries to those of the Group. The portion of profit or loss and net assets of subsidiaries that belong to the non-controlling interests is disclosed separately in the consolidated financial statements. Gain or loss arising from changes of the Bank's interest in subsidiaries is recognised in the income statement if they result in loss of control in the subsidiaries, otherwise, in equity.

In the Bank's separate financial statements, investment in subsidiaries is stated at cost less allowance for impairment, if any, determined on an individual basis.

2. Summary of Material Accounting Policies (continued)

(c) Interests in Other Entities (continued)

(ii) Associates and Joint Ventures

Associates are entities in which the Group has significant influence but not control or joint control. This generally coincides with the Group having 20% or more of the voting power of the investees. Joint ventures are entities in which the Group and its joint venturers have joint control and rights to the net assets of the investees.

The Group's investment in associates and joint ventures is accounted for using the equity method from the date the Group obtains significant influence or joint control over the entities until the date such significant influence or joint control ceases. Unrealised gains on transactions with associates and joint ventures are eliminated to the extent of the Group's interest in the entities. Unrealised losses are also eliminated unless they relate to impairment of the assets transferred. Adjustments are made to align the accounting policies of the associates and joint ventures to those of the Group.

Under the equity method, the Group's investment in associates and joint ventures is carried in the balance sheet at cost (including goodwill on acquisition), plus post-acquisition changes in the Group's share of net assets of the associates and joint ventures, less allowance for impairment, if any, determined on an individual basis. The Group recognises its share of the results of operations and changes in other comprehensive income of the associates and joint ventures in the consolidated income statement and in equity respectively. Where the share of losses of an associate or joint venture exceeds the Group's interest in the associate or joint venture, such excess is not recognised in the consolidated income statement.

Upon loss of significant influence over the associates or joint control over the joint ventures, any resulting gain or loss is recognised in the income statement and the related share of reserves is accounted for in the same manner as if the associates or joint ventures have directly disposed of the related assets and liabilities. Any retained investment is measured at its fair value.

In the Bank's separate financial statements, investment in associates and joint ventures is stated at cost less allowance for impairment, if any, determined on an individual basis.

(iii) Joint Operations

Joint operations are arrangements over which the Group and its joint operators have joint control and rights to the assets, and obligations for the liabilities, relating to the arrangements.

The Bank and the Group account for joint operations by taking their share of the relevant assets, liabilities, income and expenses of the joint operations accordingly.

(d) Financial Instruments

(i) Classification

Financial assets and financial liabilities are classified as follows:

Held for Trading

Financial instruments within a held for trading (HFT) business model are classified and measured at fair value through profit or loss (mandatorily at FVPL). Derivatives are classified as held for trading unless they are designated as effective hedging instruments.

Notes to the Financial Statements

for the financial year ended 31 December 2024

2. Summary of Material Accounting Policies (continued)

(d) Financial Instruments (continued)

(i) Classification (continued)

Non-Trading Debt Assets
Non-trading debt assets with contractual cash flows that represent solely payments of principal and interest are classified and measured as follows:

- at amortised cost (AC) if they are held within a business model whose objective is to collect contractual cash flows from the assets;
- at fair value through other comprehensive income (FVOCI) if the objective of the business model is both for collection of contractual cash flows and for sale; or
- at fair value through profit or loss (designated as FVPL) if so designated to eliminate or reduce accounting inconsistency.

All other non-trading debt assets are mandatorily classified and measured at fair value through profit or loss (mandatorily at FVPL).

Non-Trading Equity Instruments
Non-trading equity instruments are classified and measured at FVPL unless elected at inception to be classified and measured at FVOCI.

Non-Trading Financial Liabilities
Non-trading financial liabilities are classified and measured at AC. They may be designated as FVPL at initial recognition if they meet the following criteria:

- the designation eliminates or significantly reduces the inconsistent treatment that would otherwise arise from measuring the assets or liabilities on a different basis;
- the assets and liabilities are managed on a fair value basis in accordance with a documented risk management or investment strategy; or
- the financial instrument contains an embedded derivative that would otherwise require bifurcation.

For financial liabilities with embedded derivatives, if the economic characteristics and risks of the embedded derivative is not closely related to the host, the embedded derivative is bifurcated and accounted for separately unless the entire instrument is measured at FVPL. If the embedded derivative is closely related to the host, the financial liability is accounted for in its entirety based on the host's classification.

(ii) Measurement

Initial Measurement
Financial instruments are recognised initially at their fair value which is generally the transaction price, reduced by loss allowance for financial assets at amortised cost. Directly attributable transaction costs are included as part of the initial cost for financial instruments that are not measured at FVPL.

2. Summary of Material Accounting Policies (continued)

(d) Financial Instruments (continued)

(ii) Measurement (continued)

Subsequent Measurement

Financial instruments designated as FVPL and mandatorily at FVPL are remeasured at fair value with fair value changes recognised in the income statement; as an exception fair value changes attributable to own credit risk of financial liabilities that are designated as FVPL are taken into other comprehensive income unless this would create an accounting mismatch, in which case such fair value changes are taken to the income statement. Any such gains or losses on own credit risk recognised in other comprehensive income are not reclassified to the income statement upon derecognition, but are transferred to retained earnings.

Financial instruments classified as FVOCI are remeasured at fair value with fair value changes taken to the fair value reserve. For debt assets, the fair value change in the fair value reserve is taken to the income statement upon disposal or impairment of the assets. For equity instruments elected to be classified as FVOCI, only dividend income is recognised in the income statement. Gains or losses recognised in the fair value reserve are not reclassified to the income statement upon derecognition, but are transferred to retained earnings.

All other financial instruments are measured at AC using the effective interest method, and for financial assets, less allowance for impairment. Any gain or loss on derecognition is recognised in the income statement.

Interest and dividend income on all non-derivative financial instruments at FVPL are recognised separately from fair value changes, except for interest expense on structured liabilities at FVPL which is included with other fair value changes in trading income. The effective interest rate applied to performing financial assets is on their gross carrying amount. For non-performing financial assets the effective interest rate is applied to the net carrying amount.

Fair Value Determination

Fair values of financial assets and financial liabilities with active markets are determined based on the market bid and ask prices respectively at the balance sheet date. For financial instruments with no active markets, fair values are established using valuation techniques such as making reference to recent transactions or other comparable financial instruments, discounted cash flow method and option pricing models. Valuation inputs include spot and forward prices, volatilities, correlations and credit spreads.

(iii) Recognition and Derecognition

Financial instruments are recognised when the Group becomes a party to the contractual provisions of the instruments. All regular way purchases and sales of financial assets that require delivery within the period generally established by regulation or market convention are recognised on the settlement date.

Financial instruments are derecognised when the contractual rights to cash flows and risks and rewards associated with the instruments are substantially transferred, cancelled or expired.

(iv) Offsetting

Financial assets and financial liabilities are offset and presented net in the balance sheet if there is a current, unconditional and legally enforceable right and intention to settle them simultaneously or on a net basis.

Notes to the Financial Statements

for the financial year ended 31 December 2024

2. Summary of Material Accounting Policies (continued)

(d) Financial Instruments (continued)

(v) Modification

A financial instrument may be exchanged for another, or the terms of its contractual cash flows may be modified. Where the terms are substantially different, the existing instrument is derecognised and the new one recognised. In all other cases, the existing instrument continues to be recognised and its carrying amount is adjusted to reflect the present value of the cash flows of the modified instrument, discounted at the original effective interest rate.

(vi) Impairment

Loans, debt assets, undrawn loan commitments and financial guarantees that are not measured at FVPL are subject to credit loss provisioning which is made on an expected loss basis, point-in-time, forward-looking and probability-weighted. Where there is no significant increase in credit risk since initial recognition, expected credit loss (ECL) representing possible default for the next 12 months is required (Stage 1). Lifetime ECL is required for non-credit-impaired financial assets with significant increase in credit risk since initial recognition (Stage 2) and credit-impaired financial assets (Stage 3).

The Group considers a range of qualitative and quantitative parameters to assess whether a significant increase in credit risk since initial recognition has occurred. Parameters such as changes in credit risk ratings, delinquency, special mention, behavioural scores and non-investment grade status are considered where available and relevant. Exposures are considered credit-impaired if they are past due for 90 days or more or exhibit weaknesses which are likely to jeopardise repayments on existing terms. The definition of default is consistent with that used for risk management purposes.

Exposures with significant increase in credit risk are transferred from Stage 1 to Stage 2. Exposures are transferred back to Stage 1 when they no longer meet the criteria for a significant increase in credit risk. Exposures, including restructured exposures, that are credit-impaired are classified as Stage 3 and could be upgraded to Stage 1 or Stage 2 if supported by repayment capability, cash flows and financial position of the borrower and when it is unlikely that the exposure will be classified again as credit-impaired in the future.

Although the Group leverages its Basel credit risk models and systems, modifications are required to ensure that outcomes are in line with SFRS(I) 9 ECL requirements. Such modifications include transforming regulatory probabilities of default (PD), loss given default (LGD) and exposure at default (EAD), considering forward-looking information, discount rate and discounting period. Macro-economic variables considered include interest rates, property price indices, unemployment rates, consumer price indices, gross domestic products and equity price indices.

The Group determines ECL using macro-economic probability-weighted scenarios which are derived from internal economic risk models. Scenarios to be used and probability-weighting assigned is determined by the Group's SFRS(I) 9 Working Group and, where judged to be appropriate, use of a management overlay.

ECL is computed by discounting the product of PD, LGD and EAD to the reporting date at the original effective interest rate or an approximation thereof. The ECL is adjusted with a management overlay where considered appropriate.

2. Summary of Material Accounting Policies (continued)

(d) Financial Instruments (continued)

(vi) Impairment (continued)

Financial assets in Stage 1 and Stage 2 are assessed for impairment collectively while exposures in Stage 3 are individually assessed. Those collectively assessed are grouped based on similar credit risks and assessed on a portfolio basis. ECL is recognised in the income statement.

Financial assets are written off when the prospect of recovery is considered poor or when all avenues of recovery have been exhausted.

Minimum Regulatory Loss Allowance

Monetary Authority of Singapore (MAS) Notice 612 Credit Files, Grading and Provisioning requires Singapore-incorporated Domestic Systemically Important Banks to maintain a Minimum Regulatory Loss Allowance (MRLA) equivalent to 1% of the gross carrying amount of the selected credit exposures net of collaterals. Where the loss allowance provided for under SFRS(I) 9 for the selected credit exposures falls below the MRLA, an additional loss allowance is required to be maintained in a non-distributable Regulatory Loss Allowance Reserve (RLAR) through an appropriation of retained earnings.

(e) Financial Derivatives

Financial derivatives are recognised and measured at fair value initially and subsequently. Derivatives with positive and negative fair values are presented under assets and liabilities in the balance sheet respectively. Fair value changes of derivatives are recognised in the income statement unless they are designated as hedging instruments and accounted for in accordance with Note 2(f).

Financial derivatives embedded in non-financial host contracts are bifurcated and accounted for separately if their economic characteristics and risks are not closely related to those of the host contracts and the combined contracts are not carried at FVPL.

(f) Hedge Accounting

The Group applies the requirements of SFRS(I) 9 for hedge accounting.

(i) Fair Value Hedge

A fair value hedge is a hedge of changes in the fair value of an asset, liability or a firm commitment.

For a fair value hedge of an equity instrument designated at FVOCI, fair value changes of the hedging instrument are recognised in other comprehensive income and transferred to retained earnings when the hedge is terminated.

For other fair value hedges, fair value changes of the hedging instrument are recognised in the income statement, together with fair value changes of the hedged item attributable to the hedged risk. The adjustment made to the carrying amount of the hedged item is amortised over the expected life of the hedged item when the hedge is terminated and taken to income statement upon disposal of the hedged item.

Notes to the Financial Statements

for the financial year ended 31 December 2024

2. Summary of Material Accounting Policies (continued)

(f) Hedge Accounting (continued)

(ii) Cash Flow Hedge

A cash flow hedge is a hedge of the variability in the cash flows of an asset, liability or highly probable forecast transaction, and may include hedges designated at portfolio level, with hedging derivatives allocated to time buckets based on expected repricing dates of forecast transactions.

Fair value changes of the hedging instrument relating to the effective portion of the hedge are recognised in other comprehensive income and taken to the hedge reserve under equity while those relating to the ineffective portion are recognised in the income statement. If the hedge transaction subsequently results in the recognition of a non-financial item, the amount accumulated in the hedge reserve is transferred and included in the initial carrying amount of the hedged item. For other cash flow hedges, the amount in the hedge reserve is transferred to the income statement at the same time the cash flow of the hedged item is recognised in the income statement or immediately when the forecasted hedged item is no longer expected to occur.

(iii) Hedge of Net Investment in a Foreign Operation

A hedge of a net investment in a foreign operation is a hedge of foreign exchange rate fluctuation on the net assets of a foreign operation.

Fair value changes of the hedging instrument relating to the effective portion of the hedge are recognised in other comprehensive income and taken to the foreign currency translation reserve under equity while those relating to the ineffective portion are recognised in the income statement. The amount taken to the reserve is transferred to the income statement upon disposal of the foreign operation.

(iv) Economic Relationship and Hedge Ineffectiveness

For the purpose of the prospective effectiveness assessment, the economic relationship between the hedging instrument and hedged item may be assessed qualitatively, by comparing that critical terms match or closely match, or by quantitative methods. The hedge ratio is determined by aligning the principal amount of the hedging instrument with that of the hedged item.

The hedge ineffectiveness of a hedging relationship is derived by comparing the fair value change of the hedging instrument with the fair value change of the hedged item. The sources of hedge ineffectiveness include differences in the timing of cash flows of the hedging instrument and the hedged item, and the change in fair value due to the credit risk of the hedging instrument.

2. Summary of Material Accounting Policies (continued)

(g) Investment Properties and Fixed Assets

Investment properties and fixed assets are stated at cost less accumulated depreciation and impairment allowance.

Investment properties are properties held for rental income and/or capital appreciation while owner-occupied properties are for office use.

Freehold land and leasehold land with remaining leases of 100 years or more are not depreciated. Other leasehold land is depreciated on a straight-line basis over the lease period. Buildings are depreciated on a straight-line basis over 50 years or the lease period, whichever is shorter. Other fixed assets are depreciated on a straight-line basis over their expected useful lives of three to ten years. The expected useful life, depreciation method and residual value of investment properties and fixed assets are reviewed annually.

Investment properties and fixed assets are reviewed for impairment when events or changes in circumstances indicate that their recoverable amounts, being the higher of fair value less cost to sell and value in use, may be below their carrying amounts.

Investment properties and fixed assets are derecognised upon disposal and the resulting gain or loss is recognised in the income statement.

(h) Leases as a Lessee

As a lessee, at the commencement date of a lease contract a right-of-use asset (representing the right to use the underlying leased asset) and a lease liability (representing the obligation to make lease payment) is recognised for all leases unless they are short-term or of low value. Leases payments of short-term leases and leases of low-value assets are recognised in the income statement on a straight-line basis over the lease term.

Right-of-use assets are stated at cost less accumulated depreciation and impairment allowance, and adjusted for any remeasurement of lease liabilities.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amount of lease liabilities is remeasured for modifications to the lease contract or changes in expected lease obligations.

Notes to the Financial Statements

for the financial year ended 31 December 2024

2. Summary of Material Accounting Policies (continued)

(i) Intangible Assets

(i) Goodwill

Goodwill in a business combination represents the excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previously held equity interest in the acquiree over (b) the net fair value of the identifiable assets acquired and liabilities and contingent liabilities assumed. Where (b) exceeds (a) and the measurement of all amounts has been reviewed, the gain is recognised in the income statement. Goodwill is measured at cost less accumulated impairment allowance, if any.

Goodwill is reviewed for impairment annually or more frequently if the circumstances indicate that its carrying amount may be impaired. At the date of acquisition, goodwill is allocated to the cash-generating units (CGU) expected to benefit from the synergies of the business combination. The Group's CGU correspond with the business segments reported in Note 44(a). Where the recoverable amount, being the higher of fair value less cost to sell and value in use, of a CGU is below its carrying amount, the impairment allowance is recognised in the income statement and subsequent reversal is not allowed.

(ii) Other Intangible Assets

Intangible assets of the Group include separately identifiable intangible items with finite useful lives that are acquired in business combinations and are stated at cost, being their fair value at the date of acquisition less accumulated amortisation and impairment allowance. These intangible assets are amortised on a straight-line basis over their estimated useful lives of ten years. The estimated useful life, amortisation method and residual value of intangible assets are reviewed annually.

Intangible assets are reviewed for impairment when events or changes in circumstances indicate that their recoverable amounts, being the higher of fair value less cost to sell and value in use, may be below their carrying amounts. Impairment allowance is recognised in the income statement and subsequent reversal is permitted when there is indication that the impairment loss recognised in prior periods no longer exist or may have decreased.

Intangible assets are derecognised upon disposal or when no future economic benefits are expected from their use or disposal. The resulting gain or loss upon derecognition is recognised in the income statement.

(j) Foreign Currencies

(i) Foreign Currency Transactions

On initial recognition, transactions in foreign currencies are recorded in the respective functional currencies of the Bank and its subsidiaries at the exchange rate at the transaction date. Subsequent to initial recognition, monetary assets and monetary liabilities denominated in foreign currencies are translated at the closing rate of exchange at the balance sheet date. Non-monetary items that are measured at historical cost in a foreign currency are translated using the exchange rate at the date of the initial transaction. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rate at the date when the fair value is determined.

2. Summary of Material Accounting Policies (continued)

(j) Foreign Currencies (continued)

(i) Foreign Currency Transactions (continued)

Exchange differences arising on the settlement of monetary items or on translating monetary items at balance sheet date are recognised in the income statement. Exchange differences arising from monetary items that form part of the net investment in foreign operations, or on foreign currency borrowings that provide a hedge against a net investment in a foreign operation, are recognised initially in the foreign currency translation reserve in the consolidated balance sheet, and subsequently in the consolidated income statement on disposal of the foreign operation.

(ii) Foreign Operations

Income and expenses of foreign operations are translated into Singapore Dollars at the exchange rate prevailing at each respective month-end which approximates the exchange rate at the transaction date. Foreign operations' assets and liabilities are translated at the exchange rate as at the balance sheet date. All resultant exchange differences are recognised in the foreign currency translation reserve, and subsequently to the consolidated income statement upon disposal of the foreign operations. In the case of a partial disposal without loss of control of a subsidiary, the proportionate share of the accumulated exchange differences is not recognised in the income statement but re-attributed to the non-controlling interests. For partial disposal of an associate or joint venture, the proportionate share of the accumulated exchange differences is reclassified to income statement.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are recorded in the functional currency of the foreign operations and translated at the exchange rate at the balance sheet date. For acquisitions prior to 1 January 2005, goodwill and fair value adjustments were recorded in Singapore Dollars at the exchange rate prevailing at the date of acquisition.

(k) Tax

(i) Current Tax

Current tax is measured at the amount expected to be recovered from or paid to the tax authorities. The tax rate and tax law applied are those that have been enacted or substantively enacted by the balance sheet date. The Group will account for any additional income taxes arising from the Pillar Two model rules as current tax when it is incurred.

(ii) Deferred Tax

Deferred tax is provided on temporary differences between the tax bases and carrying amounts of assets and liabilities. Deferred tax is measured at the tax rate that is expected to apply when the assets are realised or the liabilities are settled, based on the tax rate and tax law that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is not provided for temporary differences arising from (a) initial recognition of goodwill, (b) initial recognition of an asset or liability in a transaction that is not a business combination, that does not affect accounting or taxable profit at the time of the transaction, and that does not give rise to equal taxable and deductible temporary differences at the time of the transaction, (c) taxable temporary differences related to investments in subsidiaries, associates and joint ventures where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future and (d) income taxes that may arise from implementation of the OECD Pillar Two model rules under the mandatory temporary exception.

Notes to the Financial Statements

for the financial year ended 31 December 2024

2. Summary of Material Accounting Policies (continued)

(k) Tax (continued)

(ii) Deferred Tax (continued)

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences can be utilised. Where gains and losses are recognised directly in equity, the related deferred tax is also taken to equity.

(iii) Offsetting

Current and deferred tax assets are offset with current and deferred tax liabilities respectively if (a) there is a legally enforceable right and intention to settle them simultaneously or on a net basis, (b) they are of the same tax reporting entity or group and (c) they relate to the same tax authority.

(l) Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events and an outflow of resources to settle the obligation is probable and can be reliably estimated. Provisions are recognised at the best estimate of the amount required to settle the obligation. When an outflow of resources to settle the obligation is no longer probable, the provision is reversed.

(m) Financial Guarantees

Financial guarantees are recognised initially at their fair value which is generally the fees received. The fees are recognised on a straight-line basis over the contractual terms. Subsequent to initial recognition, the financial guarantees are measured at the higher of: (a) their carrying amount, being the amount initially recognised less the cumulative amount amortised to profit or loss, and (b) the loss allowance determined in accordance with Note 2(d)(vi) under SFRS(I) 9.

(n) Undrawn Credit Facilities

Undrawn credit facilities (both revocable and irrevocable) are recorded under commitments and the amount is adjusted for subsequent drawdowns.

(o) Contingent Liabilities

Contingent liabilities are (a) possible obligations arising from past events, whose existence will be confirmed only by uncertain future events or (b) present obligations arising from past events where no provision is recognised either because an outflow of economic benefits is not probable or the amount required to fulfil the obligation cannot be reliably measured.

(p) Revenue Recognition

Interest income is recognised using the effective interest method.

Dividend income is recognised when the right to receive it is established.

Fee and commission income is recognised when the Group has satisfied its performance obligation in providing the promised products and services to the customer. For services that are provided over a period of time, fee and commission income is recognised over the service period.

Rental income is recognised on a time proportion basis.

2. Summary of Material Accounting Policies (continued)

(q) Employee Compensation/Benefits

Base salaries, cash bonuses, allowances, commissions and defined contributions under regulations are recognised in the income statement when incurred. Leave entitlements are recognised when they accrue to employees based on contractual terms of employment.

Cost of share-based compensation, being the fair value of the equity instrument at grant date, is expensed to the income statement over the vesting period with a corresponding adjustment to the share-based compensation reserve. The cost is reviewed and adjusted accordingly at each balance sheet date to reflect the number of equity instruments expected to vest ultimately.

(r) Dividend Payment

Dividends are accounted for as an appropriation of retained earnings. Interim dividends on ordinary shares and dividends on preference shares are recorded when declared payable while final dividends on ordinary shares are recognised upon approval of equity holders.

(s) Treasury Shares

Ordinary shares of the Bank reacquired are accounted for as treasury shares. Consideration paid, including directly attributable costs, is presented as a deduction from equity. Subsequent cancellation, sale or reissuance of treasury shares is recognised as changes in equity.

3. Critical Accounting Estimates and Judgements

Preparation of the financial statements involves making certain assumptions and estimates. This often requires management's judgement for the appropriate policies, assumptions, inputs and methodologies to be used. As judgements are made based on information available at the time the financial statements are prepared, the ultimate results could differ from those disclosed in the statements due to subsequent changes in the information. The following are the Group's critical accounting estimates that involve judgement:

(i) Allowance for Impairment of Financial Assets

Allowance for impairment of financial assets is determined in accordance with Note 2(d)(vi). This requires management's experience and significant judgement. The process involves assessing various factors such as economic indicators, business prospects, timing and amount of future cash flows and liquidation proceeds from collateral.

(ii) Fair Valuation of Financial Instruments

Fair value of financial instruments is determined in accordance with Notes 2(d)(ii) and 19(a). Valuation of financial instruments that are not quoted in the market or with complex structures requires considerable judgement of management in selecting the appropriate valuation models and data inputs.

(iii) Goodwill and Other Intangible Assets

The fair value of other intangible assets acquired is determined using valuation methodologies that include (a) discounted cash flow model and management's best estimate of future cash flows, and (b) multi-period excess earnings method for customer relationships. Useful lives of these intangible assets are based on management's best estimates of periods over which value from the intangible assets will be realised.

Management reassesses the estimated useful lives at each financial year end, taking into account the period over which the intangible assets are expected to generate future economic benefit.

Goodwill and other intangible assets are reviewed for impairment in accordance with Notes 2(i) and 37(c). The process requires management's assessment of key factors such as future economic growth, business forecasts and discount rates.

Notes to the Financial Statements

for the financial year ended 31 December 2024

3. Critical Accounting Estimates and Judgements (continued)

(iv) Income Taxes

Income taxes are provided in accordance with Note 2(k). The Group is subject to income taxes in various jurisdictions. Provision for these taxes involves interpretation of the tax regulations on certain transactions and computations. In cases of uncertainty, provision is estimated based on the technical merits of the situation.

4. Interest Income

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Loans to customers	**17,055**	16,529	**13,260**	12,813
Placements and balances with banks	**2,890**	3,163	**2,648**	2,930
Government treasury bills and securities	**1,331**	1,005	**833**	569
Trading and investment securities	**1,983**	1,545	**1,893**	1,428
	23,259	22,242	**18,634**	17,740
Of which, interest income on:				
Financial assets measured at amortised cost	**19,897**	19,929	**15,862**	15,901
Financial assets measured at FVPL	**894**	589	**783**	498
Financial assets measured at FVOCI	**2,468**	1,724	**1,989**	1,341

5. Interest Expense

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Deposits of customers	**10,936**	10,096	**9,286**	8,602
Deposits and balances of banks and debts issued	**2,641**	2,460	**2,524**	2,301
Lease payables	**8**	7	**5**	4
	13,585	12,563	**11,815**	10,907
Of which, interest expense on:				
Financial liabilities measured at amortised cost	**13,472**	12,494	**11,704**	10,843
Financial liabilities measured at FVPL	**113**	69	**111**	64

6. Net Fee and Commission Income

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Credit card [1]	**1,107**	940	**604**	535
Fund management	**212**	203	**#**	#
Wealth management	**698**	595	**562**	439
Loan-related [2]	**684**	644	**578**	543
Service charges	**146**	144	**123**	124
Trade-related [3]	**305**	307	**195**	199
Others	**4**	6	**10**	10
Fee and commission income	**3,156**	2,839	**2,072**	1,850
Fee and commission expenses	**(761)**	(604)	**(393)**	(325)
	2,395	2,235	**1,679**	1,525
Of which, fee and commission from:				
Financial assets not measured at FVPL	**541**	500	**468**	431
Provision of trust and other fiduciary services	**–**	#	**–**	–

 # Amount less than $500,000

(1) Credit card fees are net of interchange fees paid.
(2) Loan-related fees include fees earned from corporate finance activities.
(3) Trade-related fees include trade, remittance and guarantees related fees.

7. Net Trading Income

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Net gain/(loss) from:				
Foreign exchange	**1,054**	1,287	**660**	907
Interest rate and others	**635**	523	**571**	506
Dividend income [1]	**3**	7	**3**	7
Financial liabilities designated at FVPL	**(3)**	(210)	**(3)**	(210)
	1,689	1,607	**1,231**	1,210

(1) With effect from 1 January 2024, dividend income is presented in net trading income, net gain from investment securities (Note 8) and other income (Note 9) to better align to market practice. Comparatives have been restated accordingly.

8. Net Gain from Investment Securities

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
FVOCI [1]	**342**	137	**271**	95
Amortised cost	**#**	3	**(2)**	(17)
Mandatorily at FVPL [2]	**(28)**	(7)	**(9)**	(68)
	314	133	**260**	10

 # Amount less than $500,000

(1) Includes dividend income of $51 million (2023: $31 million) at the Group and $32 million (2023: $28 million) at the Bank.
(2) Includes dividend income of $4 million (2023: $12 million) at the Group and nil (2023: nil) at the Bank.

Notes to the Financial Statements

for the financial year ended 31 December 2024

9. Other Income

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Net gain/(loss) from:				
Disposal of investment properties [1]	**27**	22	**213**	22
Disposal of owner-occupied properties [1]	**2**	–	**397**	–
Disposal of other fixed assets	**#**	1	**#**	#
Disposal/liquidation of subsidiaries, associates or joint ventures	**(11)**	(4)	**56**	1
Dividend income from subsidiaries and associates	**–**	–	**296**	86
Intra-group service recovery income	**–**	–	**362**	311
Others	**103**	160	**63**	80
	121	179	**1,387**	500

 # Amount less than $500,000

(1) The amount reported for the Bank for 2024 includes gain from disposal of properties to subsidiaries. Refer to Notes 35, 36 and 43 for details.

10. Staff Costs

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Salaries, bonuses and allowances	**2,858**	2,781	**1,805**	1,780
Employer's contribution to defined contribution plans	**223**	220	**130**	132
Share-based compensation	**87**	68	**71**	55
Others	**531**	484	**304**	300
	3,699	3,553	**2,310**	2,267
Of which:				
The Bank's directors' remuneration	**15**	16	**15**	16

11. Other Operating Expenses

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Revenue-related	**906**	1,027	**518**	441
Occupancy-related	**386**	363	**226**	216
IT-related	**1,057**	1,006	**812**	744
Others	**262**	268	**133**	232
	2,611	2,664	**1,689**	1,633
Of which:				
Directors' fees	**5**	5	**4**	3
Depreciation of fixed assets and investment properties	**536**	500	**379**	363
Depreciation of right-of-use assets	**111**	96	**77**	66
Auditors' remuneration paid/payable to:				
Auditors of the Bank	**4**	5	**3**	4
Affiliates of auditors of the Bank	**3**	3	**1**	1
Other auditors	**#**	#	**#**	#
Non-audit fees paid/payable to:				
Auditors of the Bank	**2**	1	**1**	1
Affiliates of auditors of the Bank	**1**	1	**#**	1
Other auditors	**#**	#	**#**	#
Expenses on investment properties	**54**	57	**35**	38
Fee expenses arising from financial liabilities not at FVPL	**132**	131	**49**	35
One-off expenses related to acquisition of consumer business	**182**	394	**–**	–

 # Amount less than $500,000

12. Allowance for Credit and Other Losses

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Stage 1 and 2 ECL (write-back)/allowance	**(148)**	111	**(54)**	61
Stage 3 ECL allowance/(write-back) for:				
Loans (Note 28(d))	**1,063**	807	**399**	318
Others	**(2)**	6	**1**	(2)
Allowance/(Write-back) for other losses	**13**	(3)	**37**	(15)
	926	921	**383**	362

Notes to the Financial Statements

for the financial year ended 31 December 2024

13. Tax

The tax charge to the income statements comprises the following:

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
On profit for the financial year				
Current tax	**1,304**	1,243	**1,050**	934
Deferred tax	**(109)**	(89)	**(72)**	(2)
	1,195	1,154	**978**	932
(Over)/Under-provision of prior years				
Current tax	**(109)**	(28)	**(104)**	(20)
Deferred tax	**(10)**	(3)	**1**	–
Share of tax of associates and joint ventures	**16**	15	**–**	–
	1,092	1,138	**875**	912

The tax charge on profit for the financial year differs from the theoretical amount computed using Singapore corporate tax rate due to the following factors:

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Operating profit after allowance	**7,030**	6,770	**7,068**	5,889
Prima facie tax calculated at tax rate of 17% (2023: 17%)	**1,195**	1,151	**1,202**	1,001
Effects of:				
Income taxed at concessionary rates	**(204)**	(200)	**(204)**	(198)
Different tax rates in other countries	**167**	181	**91**	116
Income not subject to tax	**(23)**	(55)	**(168)**	(31)
Expenses not deductible for tax	**59**	88	**62**	63
Others	**1**	(11)	**(5)**	(19)
Tax expense on profit for the financial year	**1,195**	1,154	**978**	932

13. Tax (continued)

Pillar Two Global Anti-Base Erosion model rules

On 20 December 2021, the Organisation for Economic Co-operation and Development (OECD) published Pillar Two model rules as part of its efforts toward international tax reform. The Pillar Two model rules provide for the implementation of a 15% global minimum tax for large multinational enterprises, which is to be applied on a jurisdiction-by-jurisdiction basis.

Singapore enacted the Multinational Enterprise (Minimum Tax) Act 2024 (MMT Act) to introduce BEPS 2.0 Pillar Two measures. The MMT Act was passed by the Singapore Parliament on 15 October 2024 and received Presidential assent on 8 November 2024 to become law in Singapore. Similar legislation has been passed in other jurisdictions in which the Group operates.

The rules are effective for the Group from years beginning on or after 31 December 2023.

An assessment has been performed of the Group's potential exposure to Pillar Two taxes. Except for Singapore, the Group does not have a material presence in jurisdictions that have headline corporate tax rates of less than 15%, hence no material Pillar Two top-up taxes are expected to arise in jurisdictions other than Singapore. As at 31 December 2024, the Group's effective tax rate in Singapore is below 15% due to Financial Sector Incentives granted by the Monetary Authority of Singapore. From 1 January 2025, when Income Inclusion Rate (IIR) and Qualified Domestic Minimum Top-up Tax (QDMTT) are effective in Singapore, the Group expects to top up tax to the global minimum effective tax rate of 15% in Singapore. The amount of top up tax that would have been required for the financial year ended 31 December 2024 is estimated to be in the range of $100 million to $110 million.

14. Earnings Per Share

Basic and diluted earnings per share (EPS) are determined as follows:

	The Group	
In $ millions	**2024**	2023
Profit attributable to equity holders of the Bank	**6,045**	5,711
Distribution on perpetual capital securities	**(93)**	(114)
Adjusted profit	**5,952**	5,597
Weighted average number of ordinary shares ('000)		
In issue	**1,672,973**	1,674,126
Adjustment for potential ordinary shares under share-based compensation plan	**8,221**	6,814
Diluted	**1,681,194**	1,680,940
EPS ($)		
Basic	**3.56**	3.34
Diluted	**3.54**	3.33

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for the financial year ended 31 December 2024

15. Share Capital and Other Capital

(a)

	2024		2023	
	Number of shares '000	**Amount $ millions**	Number of shares '000	Amount $ millions
Ordinary shares				
Balance at 1 January and 31 December	**1,685,923**	**5,351**	1,685,923	5,351
Treasury shares				
Balance at 1 January	**(13,485)**	**(347)**	(11,314)	(273)
Shares re-purchased – held in treasury	**(3,200)**	**(102)**	(5,100)	(145)
Shares issued under share-based compensation plan	**2,288**	**59**	2,929	71
Balance at 31 December	**(14,397)**	**(390)**	(13,485)	(347)
Ordinary share capital	**1,671,526**	**4,961**	1,672,438	5,004
3.58% non-cumulative non-convertible perpetual capital securities issued on 17 July 2019		**749**		749
2.25% non-cumulative non-convertible perpetual capital securities issued on 15 January 2021		**150**		150
2.55% non-cumulative non-convertible perpetual capital securities issued on 22 June 2021		**599**		599
4.25% non-cumulative non-convertible perpetual capital securities issued on 4 July 2022		**400**		400
5.25% non-cumulative non-convertible perpetual capital securities issued on 19 January 2023		**850**		850
Share capital and other capital of the Bank and the Group		**7,709**		7,752

(b) The ordinary shares have no par value and are fully paid. The holders of ordinary shares (excluding treasury shares) have unrestricted rights to dividends, return of capital and voting.

(c) During the financial year, the Bank issued 2,288,000 (2023: 2,929,000) treasury shares to participants of the share-based compensation plan.

15. Share Capital and Other Capital (continued)

(d) The 3.58% non-cumulative non-convertible perpetual capital securities were issued by the Bank on 17 July 2019. The capital securities are perpetual securities but may be redeemed at the option of the Bank on 17 July 2026 or any distribution payment date thereafter or upon the occurrence of a tax event or certain redemption events. As a Basel III capital instrument, the principal of the capital securities can be written down in full or in part upon notification of non-viability by the MAS.

The capital securities bear a fixed distribution rate of 3.58% per annum, subject to a reset on 17 July 2026 (and every seven years thereafter) to a rate equal to the prevailing seven-year Singapore Dollar Swap Offer Rate (SOR) plus the initial margin of 1.795%. Distributions are payable semi-annually on 17 January and 17 July of each year, unless cancelled by the Bank at its sole discretion or unless the Bank has no obligation to pay the distributions.

The capital securities constitute direct, unsecured and subordinated obligations of the Bank and rank pari passu without preference among themselves.

(e) The 2.25% non-cumulative non-convertible perpetual capital securities were issued by the Bank on 15 January 2021. The capital securities are perpetual securities but may be redeemed at the option of the Bank on 15 January 2026 or any distribution payment date thereafter or upon the occurrence of a tax event or certain redemption events. As a Basel III capital instrument, the principal of the capital securities can be written down in full or in part upon notification of non-viability by the MAS.

The capital securities bear a fixed distribution rate of 2.25% per annum, subject to a reset on 15 January 2026 (and every five years thereafter) to a rate equal to the prevailing five-year Singapore Overnight Rate Average Overnight Indexed Swap (SORA OIS) plus the initial margin of 1.81%. Distributions are payable semi-annually on 15 January and 15 July of each year, unless cancelled by the Bank at its sole discretion or unless the Bank has no obligation to pay the distributions.

The capital securities constitute direct, unsecured and subordinated obligations of the Bank and rank pari passu without preference among themselves.

(f) The 2.55% non-cumulative non-convertible perpetual capital securities were issued by the Bank on 22 June 2021. The capital securities are perpetual securities but may be redeemed at the option of the Bank on 22 June 2028 or any distribution payment date thereafter or upon the occurrence of a tax event or certain redemption events. As a Basel III capital instrument, the principal of the capital securities can be written down in full or in part upon notification of non-viability by the MAS.

The capital securities bear a fixed distribution rate of 2.55% per annum, subject to a reset on 22 June 2028 (and every seven years thereafter) to a rate equal to the prevailing seven-year SORA OIS plus the initial margin of 1.551%. Distributions are payable semi-annually on 22 June and 22 December of each year, unless cancelled by the Bank at its sole discretion or unless the Bank has no obligation to pay the distributions.

The capital securities constitute direct, unsecured and subordinated obligations of the Bank and rank pari passu without preference among themselves.

15. Share Capital and Other Capital (continued)

(g) The 4.25% non-cumulative non-convertible perpetual capital securities were issued by the Bank on 4 July 2022. The capital securities are perpetual securities but may be redeemed at the option of the Bank on 4 October 2027 or any distribution payment date thereafter or upon the occurrence of a tax event or certain redemption events. As a Basel III capital instrument, the principal of the capital securities can be written down in full or in part upon notification of non-viability by the MAS.

The capital securities bear a fixed distribution rate of 4.25% per annum, subject to a reset on 4 October 2027 (and every five years thereafter) to a rate equal to the prevailing five-year SORA OIS plus the initial margin of 1.47%. Distributions are payable semi-annually on 4 January and 4 July of each year, unless cancelled by the Bank at its sole discretion or unless the Bank has no obligation to pay the distributions.

The capital securities constitute direct, unsecured and subordinated obligations of the Bank and rank pari passu without preference among themselves.

(h) The 5.25% non-cumulative non-convertible perpetual capital securities were issued by the Bank on 19 January 2023. The capital securities are perpetual securities but may be redeemed at the option of the Bank on 19 January 2028 or any distribution payment date thereafter or upon the occurrence of a tax event or certain redemption events. As a Basel III capital instrument, the principal of the capital securities can be written down in full or in part upon notification of non-viability by the MAS.

The capital securities bear a fixed distribution rate of 5.25% per annum, subject to a reset on 19 January 2028 (and every five years thereafter) to a rate equal to the prevailing five-year SORA OIS plus the initial margin of 2.393%. Distributions are payable semi-annually on 19 January and 19 July of each year, unless cancelled by the Bank at its sole discretion or unless the Bank has no obligation to pay the distributions.

The capital securities constitute direct, unsecured and subordinated obligations of the Bank and rank pari passu without preference among themselves.

16. Retained Earnings

(a)

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Balance at 1 January	**31,800**	28,925	**23,363**	21,192
Profit for the financial year attributable to equity holders of the Bank	**6,045**	5,711	**6,193**	4,977
Net loss on equity instruments at FVOCI	**(6)**	(21)	**(7)**	(22)
Fair value changes on financial liabilities designated at fair value due to the Bank's own credit risk	**#**	#	**#**	#
Redemption of perpetual capital securities	**–**	(1)	**–**	(1)
Remeasurement of defined benefit obligation	**(6)**	(3)	**#**	#
Transfer (to)/from other reserves	**(9)**	(28)	**2**	–
Dividends				
Ordinary shares				
Final dividend of 85 cents (2023: 75 cents) tax-exempt per share paid in respect of prior financial year	**(1,424)**	(1,258)	**(1,424)**	(1,258)
Interim dividend of 88 cents (2023: 85 cents) tax-exempt per share paid in respect of the financial year	**(1,472)**	(1,423)	**(1,472)**	(1,423)
3.875% non-cumulative non-convertible perpetual capital securities issued on 19 October 2017	**–**	(29)	**–**	(29)
3.58% non-cumulative non-convertible perpetual capital securities issued on 17 July 2019	**(24)**	(23)	**(24)**	(23)
2.25% non-cumulative non-convertible perpetual capital securities issued on 15 January 2021	**(3)**	(3)	**(3)**	(3)
2.55% non-cumulative non-convertible perpetual capital securities issued on 22 June 2021	**(13)**	(13)	**(13)**	(13)
4.25% non-cumulative non-convertible perpetual capital securities issued on 4 July 2022	**(15)**	(15)	**(15)**	(15)
5.25% non-cumulative non-convertible perpetual capital securities issued on 19 January 2023	**(39)**	(19)	**(39)**	(19)
	(2,990)	(2,783)	**(2,990)**	(2,783)
Balance at 31 December	**34,834**	31,800	**26,561**	23,363

 # Amount less than $500,000

(b) The retained earnings are distributable reserves except for an amount of $781 million (2023: $737 million), being the Group's share of revenue reserves of associates and joint ventures which is distributable only upon realisation by way of dividend from or disposal of investment in the associates and joint ventures.

(c) In respect of the financial year ended 31 December 2024, the directors have proposed a final tax-exempt dividend of 92 cents per ordinary share. The proposed final dividend and the 90th anniversary special tax-exempt dividend of 50 cents per ordinary share will be accounted for in Year 2025 financial statements upon approval of the equity holders of the Bank.

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for the financial year ended 31 December 2024

17. Other Reserves

(a)

	The Group									
In $ millions	Fair value reserve	Cash flow hedge reserve	Foreign currency translation reserve	Share-based compensation reserve	Merger reserve	Statutory reserve	General reserve	Share of reserves of associates and joint ventures	Others	Total
2024										
Balance at 1 January	**(432)**	**(1)**	**(2,674)**	**100**	**3,056**	**783**	**6,213**	**50**	**(421)**	**6,674**
Other comprehensive income for the financial year	**163**	**53**	**261**	**–**	**–**	**–**	**–**	**5**	**–**	**482**
Transfers	**–**	**–**	**–**	**–**	**(2)**	**11**	**–**	**–**	**–**	**9**
Share-based compensation	**–**	**–**	**–**	**83**	**–**	**–**	**–**	**–**	**–**	**83**
Shares issued under share-based compensation plan	**–**	**–**	**–**	**(60)**	**–**	**–**	**–**	**–**	**2**	**(58)**
Balance at 31 December	**(269)**	**52**	**(2,413)**	**123**	**3,054**	**794**	**6,213**	**55**	**(419)**	**7,190**
2023										
Balance at 1 January	(903)	(4)	(2,287)	95	3,056	755	6,213	71	(410)	6,586
Other comprehensive income for the financial year	471	3	(387)	–	–	–	–	(21)	–	66
Transfers	–	–	–	–	–	28	–	–	–	28
Share-based compensation	–	–	–	64	–	–	–	–	–	64
Shares issued under share-based compensation plan	–	–	–	(59)	–	–	–	–	(11)	(70)
Balance at 31 December	(432)	(1)	(2,674)	100	3,056	783	6,213	50	(421)	6,674

17. Other Reserves (continued)

(a) (continued)

	The Bank								
In $ millions	Fair value reserve	Cash flow hedge reserve	Foreign currency translation reserve	Share-based compensation reserve	Merger reserve	Statutory reserve	General reserve	Others	Total
2024									
Balance at 1 January	**(525)**	**1**	**(165)**	**100**	**3,056**	**328**	**5,720**	**(86)**	**8,429**
Other comprehensive income for the financial year	**63**	**54**	**(41)**	**–**	**–**	**–**	**–**	**–**	**76**
Transfers	**–**	**–**	**–**	**–**	**(2)**	**–**	**–**	**–**	**(2)**
Share-based compensation	**–**	**–**	**–**	**83**	**–**	**–**	**–**	**–**	**83**
Shares issued under share-based compensation plan	**–**	**–**	**–**	**(60)**	**–**	**–**	**–**	**2**	**(58)**
Balance at 31 December	**(462)**	**55**	**(206)**	**123**	**3,054**	**328**	**5,720**	**(84)**	**8,528**
2023									
Balance at 1 January	(866)	(4)	(170)	95	3,056	328	5,720	(75)	8,084
Other comprehensive income for the financial year	341	5	5	–	–	–	–	–	351
Share-based compensation	–	–	–	64	–	–	–	–	64
Shares issued under share-based compensation plan	–	–	–	(59)	–	–	–	(11)	(70)
Balance at 31 December	(525)	1	(165)	100	3,056	328	5,720	(86)	8,429

(b) Fair value reserve contains cumulative fair value changes of FVOCI financial assets and changes attributable to own credit risk. The cumulative amount attributable to own credit risk is an unrealised loss of $11 million (2023: $16 million) for the Group and $10 million (2023: $14 million) for the Bank.

(c) Cash flow hedge reserve represents the effective portion of the change in fair value of derivatives designated as hedging instruments in cash flow hedges. The amount in reserve is reclassified to the income statement when the underlying hedged item affects profit or loss or when a forecast transaction is no longer expected to occur.

(d) Foreign currency translation reserve represents differences arising from the use of year end exchange rates versus historical rates in translating the net assets of foreign operations, net of the effective portion of the fair value changes of related hedging instruments.

(e) Share-based compensation reserve reflects the Bank's and the Group's commitments under the share-based compensation plan.

(f) Merger reserve represents the premium on shares issued in connection with the acquisition of Overseas Union Bank Limited.

(g) Statutory reserve includes regulatory loss allowance reserve and reserve maintained in accordance with the provisions of applicable laws and regulations.

(h) General reserve has not been earmarked for any specific purpose.

(i) Share of reserves of associates and joint ventures comprises the Group's share of associates' and joint ventures' reserves, other than retained earnings. These reserves are non-distributable until they are realised by way of dividend from or disposal of investment in the associates and joint ventures.

(j) Other reserves are maintained for capital-related transactions such as transactions associated with non-controlling interests, business combination and bonus share issuance by subsidiaries.

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18. Classification of Financial Assets and Financial Liabilities

(a)

	The Group				
In $ millions	Mandatorily at FVPL	Designated as FVPL	FVOCI	AC	Total
2024					
Cash, balances and placements with central banks	1,865	–	3,267	33,445	38,577
Singapore government treasury bills and securities	472	–	7,874	4,935	13,281
Other government treasury bills and securities	2,097	–	23,179	8,294	33,570
Trading securities	3,792	–	–	–	3,792
Placements and balances with banks	11,385	–	4,392	21,655	37,432
Loans to customers	5,789	–	66	328,075	333,930
Derivative financial assets	12,132	–	–	–	12,132
Investment securities					
Debt	5	–	27,088	15,291	42,384
Equity	615	–	1,681	–	2,296
Other assets	3,327	–	2	4,952	8,281
Total financial assets	41,479	–	67,549	416,647	525,675
Non-financial assets					11,989
Total assets					537,664
Deposits and balances of banks and customers	1,449	2,145	–	420,119	423,713
Bills and drafts payable	–	–	–	665	665
Derivative financial liabilities	12,514	–	–	–	12,514
Other liabilities	1,160	251	–	5,686	7,097
Debts issued	–	3,098	–	38,269	41,367
Total financial liabilities	15,123	5,494	–	464,739	485,356
Non-financial liabilities					2,351
Total liabilities					487,707

18. Classification of Financial Assets and Financial Liabilities (continued)

(a) (continued)

	The Group				
In $ millions	Mandatorily at FVPL	Designated as FVPL	FVOCI	AC	Total
2023					
Cash, balances and placements with central banks	1,644	–	616	50,090	52,350
Singapore government treasury bills and securities	359	–	7,661	5,302	13,322
Other government treasury bills and securities	1,022	–	18,752	5,184	24,958
Trading securities	4,260	–	–	–	4,260
Placements and balances with banks	11,535	–	3,836	19,722	35,093
Loans to customers	3,744	–	34	313,227	317,005
Derivative financial assets	9,707	–	–	–	9,707
Investment securities					
Debt	5	–	30,848	13,154	44,007
Equity	857	–	1,669	–	2,526
Other assets	3,458	–	3	5,156	8,617
Total financial assets	36,591	–	63,419	411,835	511,845
Non-financial assets					11,675
Total assets					523,520
Deposits and balances of banks and customers	2,692	2,292	–	412,856	417,840
Bills and drafts payable	–	–	–	900	900
Derivative financial liabilities	11,768	–	–	–	11,768
Other liabilities	1,023	215	–	6,252	7,490
Debts issued	–	2,809	–	33,471	36,280
Total financial liabilities	15,483	5,316	–	453,479	474,278
Non-financial liabilities					2,774
Total liabilities					477,052

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for the financial year ended 31 December 2024

18. Classification of Financial Assets and Financial Liabilities (continued)

(a) (continued)

	The Bank				
In $ millions	Mandatorily at FVPL	Designated as FVPL	FVOCI	AC	Total
2024					
Cash, balances and placements with central banks	1,397	–	2,604	29,689	33,690
Singapore government treasury bills and securities	472	–	7,853	4,935	13,260
Other government treasury bills and securities	1,603	–	12,410	3,777	17,790
Trading securities	2,377	–	–	–	2,377
Placements and balances with banks	10,187	–	2,812	16,699	29,698
Loans to customers	5,339	–	–	253,231	258,570
Placements with and advances to subsidiaries	2,042	–	–	20,595	22,637
Derivative financial assets	10,090	–	–	–	10,090
Investment securities					
Debt	480	–	25,347	14,630	40,457
Equity	177	–	1,271	–	1,448
Other assets	2,199	–	–	3,566	5,765
Total financial assets	36,363	–	52,297	347,122	435,782
Non-financial assets					15,343
Total assets					451,125
Deposits and balances of banks, customers and subsidiaries	1,410	1,268	–	348,128	350,806
Bills and drafts payable	–	–	–	562	562
Derivative financial liabilities	10,178	–	–	–	10,178
Other liabilities	1,003	206	–	4,183	5,392
Debts issued	–	3,064	–	36,252	39,316
Total financial liabilities	12,591	4,538	–	389,125	406,254
Non-financial liabilities					2,073
Total liabilities					408,327

18. Classification of Financial Assets and Financial Liabilities (continued)

(a) (continued)

	The Bank				
In $ millions	Mandatorily at FVPL	Designated as FVPL	FVOCI	AC	Total
2023					
Cash, balances and placements with central banks	1,467	–	30	44,547	46,044
Singapore government treasury bills and securities	359	–	7,661	5,302	13,322
Other government treasury bills and securities	608	–	9,544	992	11,144
Trading securities	2,913	–	–	–	2,913
Placements and balances with banks	10,509	–	2,610	14,111	27,230
Loans to customers	3,470	–	–	242,866	246,336
Placements with and advances to subsidiaries	1,423	–	–	16,342	17,765
Derivative financial assets	8,412	–	–	–	8,412
Investment securities					
Debt	459	–	28,303	12,760	41,522
Equity	258	–	1,263	–	1,521
Other assets	2,626	–	2	3,722	6,350
Total financial assets	32,504	–	49,413	340,642	422,559
Non-financial assets					14,220
Total assets					436,779
Deposits and balances of banks, customers and subsidiaries	2,408	1,466	–	340,401	344,275
Bills and drafts payable	–	–	–	702	702
Derivative financial liabilities	10,433	–	–	–	10,433
Other liabilities	960	210	–	4,360	5,530
Debts issued	–	2,788	–	31,358	34,146
Total financial liabilities	13,801	4,464	–	376,821	395,086
Non-financial liabilities					2,149
Total liabilities					397,235

(b) Certain financial derivatives were designated as hedging instruments for fair value hedges and cash flow hedges as set out in Note 41.

(c) For the financial instruments designated as FVPL, the amounts payable at maturity are as follows:

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Financial liabilities				
Deposits and balances of banks and customers	**2,136**	2,298	**1,266**	1,474
Debts issued	**3,630**	3,183	**3,483**	3,145
Other liabilities	**213**	184	**164**	173
	5,979	5,665	**4,913**	4,792

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19. Fair Values of Financial Instruments

(a) The valuation process adopted by the Group is governed by the valuation, market data, and valuation adjustment policies. These policies set the methodologies and controls for the valuation of financial assets and liabilities where mark-to-market or mark-to-model is required. These policies apply to all assets and liabilities classified as FVPL and FVOCI. The valuation processes incorporating the market rates, the methodologies and models, including the analysis of the valuation are regularly reviewed by Group Risk Management. Processes and controls are also subject to periodic reviews by internal auditors.

The valuation inputs are independently verified by checking against information from market sources. These are applicable to products or instruments with liquid markets or those traded on an exchange. Where market prices are not liquid, additional techniques will be used such as historical estimation or available proxies as additional reasonableness checks. Where products or instruments are complex, the Group utilises approved valuation models. All valuation models are independently validated by Group Risk Management.

Fair value for instruments classified as Level 2 use inputs such as yield curves, volatilities and market prices which are observable and of high reliability.

When unobservable inputs are used in the valuation models for Level 3 financial assets or liabilities, apart from utilising market proxies, other valuation techniques such as cash flow, profit and loss or net asset value in financial statements are used as a reasonableness check.

The valuation process is supplemented by valuation adjustments for valuation uncertainties. Valuation adjustment methodologies and adjustments are approved by the Group Asset and Liability Committee (ALCO).

The valuation adjustments include bid/offer rate adjustments, illiquidity adjustments, concentration adjustments and other adjustments such as Day 1 profit adjustments, where applicable. Adjustments are also considered for use of proxies, models or estimated parameters.

For financial instruments carried at amortised cost, their fair values are expected to approximate the carrying amounts and determined as follows:

- Cash, balances, placements and deposits of central banks, banks and subsidiaries, deposits of customers with short-term or no stated maturity, as well as interest and other short-term receivables and payables are short-term in nature or subject to frequent re-pricing;
- Loans to customers are substantially subject to frequent re-pricing;
- Fair values of investment debt securities and non-subordinated debts issued are estimated based on independent broker quotes; and
- Fair values of subordinated notes issued are determined based on quoted market prices.

19. Fair Values of Financial Instruments (continued)

(b) The Group classifies financial instruments carried at fair value by level following the fair value measurement hierarchy:

- Level 1 - Unadjusted quoted prices in active markets for identical financial instruments
- Level 2 - Inputs other than quoted prices that are observable either directly or indirectly
- Level 3 - Inputs that are not based on observable market data

	The Group					
	2024			2023		
In $ millions	**Level 1**	**Level 2**	**Level 3**	Level 1	Level 2	Level 3
Cash, balances and placements with central banks	**5,007**	**125**	**–**	1,242	1,018	–
Singapore government treasury bills and securities	**8,346**	**–**	**–**	8,020	–	–
Other government treasury bills and securities	**22,859**	**2,417**	**–**	18,146	1,628	–
Trading securities	**375**	**3,117**	**300**	198	3,710	352
Placements and balances with banks	**–**	**15,777**	**–**	–	15,371	–
Loans to customers	**–**	**5,855**	**–**	–	3,778	–
Derivative financial assets	**939**	**11,192**	**1**	439	8,844	424
Investment securities						
Debt	**1,683**	**22,561**	**2,849**	3,341	25,528	1,984
Equity	**897**	**–**	**1,399**	979	–	1,547
Other assets	**3,319**	**10**	**–**	3,084	377	–
	43,425	**61,054**	**4,549**	35,449	60,254	4,307
Total financial assets carried at fair value			**109,028**			100,010
Deposits and balances of banks and customers	**–**	**3,594**	**–**	–	4,984	–
Derivative financial liabilities	**1,149**	**11,120**	**245**	477	11,096	195
Other liabilities	**253**	**1,158**	**–**	357	881	–
Debts issued	**–**	**3,098**	**–**	–	2,809	–
	1,402	**18,970**	**245**	834	19,770	195
Total financial liabilities carried at fair value			**20,617**			20,799

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for the financial year ended 31 December 2024

19. Fair Values of Financial Instruments (continued)

(b) (continued)

	The Bank					
	2024			2023		
In $ millions	**Level 1**	**Level 2**	**Level 3**	Level 1	Level 2	Level 3
Cash, balances and placements with central banks	**3,876**	**125**	**–**	479	1,018	–
Singapore government treasury bills and securities	**8,325**	**–**	**–**	8,020	–	–
Other government treasury bills and securities	**12,960**	**1,053**	**–**	9,875	277	–
Trading securities	**331**	**1,998**	**48**	188	2,715	10
Placements and balances with banks	**–**	**12,999**	**–**	–	13,119	–
Loans to customers	**–**	**5,339**	**–**	–	3,470	–
Placements with and advances to subsidiaries	**–**	**2,042**	**–**	–	1,423	–
Derivative financial assets	**110**	**9,979**	**1**	46	7,952	414
Investment securities						
Debt	**1,683**	**21,247**	**2,897**	2,662	24,429	1,671
Equity	**710**	**–**	**738**	784	–	737
Other assets	**2,194**	**5**	**–**	2,606	22	–
	30,189	**54,787**	**3,684**	24,660	54,425	2,832
Total financial assets carried at fair value			**88,660**			81,917
Deposits and balances of banks, customers and subsidiaries	**–**	**2,678**	**–**	–	3,874	–
Derivative financial liabilities	**145**	**9,792**	**241**	249	9,998	186
Other liabilities	**253**	**956**	**–**	357	813	–
Debts issued	**–**	**3,064**	**–**	–	2,788	–
	398	**16,490**	**241**	606	17,473	186
Total financial liabilities carried at fair value			**17,129**			18,265

19. Fair Values of Financial Instruments (continued)

(c) The following table presents the changes in Level 3 instruments for the financial year ended:

	The Group							
		Fair value gains or losses						
In $ millions	Balance at 1 January	Income statement	Other comprehensive income	Purchases	Settlements	Transfer in/(out)	Balance at 31 December	Unrealised gains or losses included in income statement
2024								
Assets								
Trading securities	**352**	**–**	**–**	**300**	**(352)**	**–**	**300**	**–**
Derivative financial assets	**424**	**(423)**	**–**	**–**	**–**	**–**	**1**	**(423)**
Investment securities - debt	**1,984**	**–**	**20**	**2,326**	**(767)**	**(714)** [1]	**2,849**	**–**
Investment securities – equity	**1,547**	**(35)**	**76**	**337**	**(526)**	**–**	**1,399**	**(35)**
Liabilities								
Derivative financial liabilities	**195**	**50**	**–**	**–**	**–**	**–**	**245**	**50**
2023								
Assets								
Trading securities	29	–	–	344	(29)	8	352	–
Derivative financial assets	444	(20)	–	–	–	–	424	(20)
Investment securities - debt	1,620	–	(3)	929	(297)	(265) [1]	1,984	–
Investment securities – equity	1,776	(11)	(149)	156	(225)	–	1,547	(11)
Liabilities								
Derivative financial liabilities	234	(39)	–	–	–	–	195	(40)

	The Bank							
		Fair value gains or losses						
In $ millions	Balance at 1 January	Income statement	Other comprehensive income	Purchases	Settlements	Transfer out	Balance at 31 December	Unrealised gains or losses included in income statement
2024								
Assets								
Trading securities	**10**	**–**	**–**	**48**	**(10)**	**–**	**48**	**–**
Derivative financial assets	**414**	**(413)**	**–**	**–**	**–**	**–**	**1**	**(413)**
Investment securities - debt	**1,671**	**19**	**2**	**2,137**	**(410)**	**(522)** [1]	**2,897**	**19**
Investment securities – equity	**737**	**(22)**	**83**	**4**	**(64)**	**–**	**738**	**(22)**
Liabilities								
Derivative financial liabilities	**186**	**55**	**–**	**–**	**–**	**–**	**241**	**55**
2023								
Assets								
Trading securities	4	–	–	10	(4)	–	10	–
Derivative financial assets	444	(30)	–	–	–	–	414	(30)
Investment securities - debt	1,248	–	(1)	824	(141)	(259) [1]	1,671	–
Investment securities – equity	1,016	(7)	(176)	1	(97)	–	737	(7)
Liabilities								
Derivative financial liabilities	234	(48)	–	–	–	–	186	(48)

(1) Investment securities - debt were transferred out from Level 3 during the year due to an increased contribution of observable inputs to their valuation.

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for the financial year ended 31 December 2024

19. Fair Values of Financial Instruments (continued)

(d) *Effect of changes in significant unobservable inputs*

At 31 December 2024, financial instruments measured with valuation techniques using significant unobservable inputs (Level 3) included unquoted equity investments and funds, debt securities and callable interest rate swaps with multiple calls, summarised as follows:

In $ millions	The Group 2024	The Group 2023	Classification	Valuation technique	Unobservable inputs
Assets					
Trading securities – debt	**300**	352	FVPL	Discounted Cash Flow	Credit Spreads
Derivative financial assets	**1**	424	FVPL	Option Pricing Model	Volatilities and Correlations
Investment securities – debt	**2,849**	1,984	FVOCI/FVPL	Discounted Cash Flow and Option Pricing Model	Credit Spreads, Volatilities and Correlations
Investment securities – equity	**1,399**	1,547	FVOCI/FVPL	Multiples, Net Asset Value and Recent Transaction Price	Net Asset Value, Earnings and Financial Ratio Multiples
Liabilities					
Derivative financial liabilities	**245**	195	FVPL	Option Pricing Model	Volatilities and Correlations

In estimating significance, the Group performed sensitivity analyses based on methodologies applied for fair value adjustments. These adjustments reflect the values which the Group estimates to be appropriate to reflect uncertainties in the inputs. The methodologies used can be statistical or based on other relevant approved techniques.

The effect on fair value arising from reasonably possible changes to the significant unobservable inputs is assessed to be insignificant.

20. Deposits and Balances of Customers

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Fixed deposits	**166,807**	180,019	**127,124**	141,618
Savings deposits	**118,033**	98,689	**86,947**	72,003
Current accounts	**102,611**	89,949	**84,109**	73,439
Others	**16,527**	16,812	**15,973**	16,240
	403,978	385,469	**314,153**	303,300

21. Other Liabilities

(a)

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Accrued interest payable	**1,505**	2,078	**1,319**	1,821
Accrued operating expenses	**1,783**	1,908	**1,179**	1,153
ECL allowance (Note 21(b))	**339**	313	**175**	166
Lease liabilities (Note 21(c))	**277**	264	**335**	192
Sundry creditors	**2,733**	2,526	**1,905**	1,815
Others	**1,740**	1,753	**1,568**	1,423
	8,377	8,842	**6,481**	6,570

(b) *Movements in ECL allowance for commitments and contingent liabilities*

In $ millions	The Group Stage 1	Stage 2	Stage 3	Total
2024				
Balance at 1 January	**212**	**91**	**10**	**313**
Transfers between Stages	**27**	**(27)**	**#**	**–**
Remeasurement [1]	**(18)**	**23**	**#**	**5**
Changes in models [2]	**(12)**	**(2)**	**–**	**(14)**
Charge/(Write-back) to income statement	**35**	**(1)**	**(5)**	**29**
Currency translation adjustments	**3**	**3**	**#**	**6**
Balance at 31 December	**247**	**87**	**5**	**339**
2023				
Balance at 1 January	156	48	18	222
Transfers between Stages	9	(9)	#	–
Remeasurement [1]	(8)	20	1	13
Changes in models [2]	20	(1)	–	19
Charge/(Write-back) to income statement	28	32	(8)	52
Currency translation and other adjustments [3]	7	1	(1)	7
Balance at 31 December	212	91	10	313

Amount less than $500,000

(1) Remeasurement relates to the changes in ECL following a transfer between Stages.
(2) Changes in models include the changes in model inputs or assumptions such as changes in the forward-looking macroeconomic variables.
(3) Includes the impact on allowance arising from the exposures of acquisition of consumer business.

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21. Other Liabilities (continued)

(b) *Movements in ECL allowance for commitments and contingent liabilities (continued)*

	The Bank			
In $ millions	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
2024				
Balance at 1 January	**119**	**44**	**3**	**166**
Transfers between Stages	**7**	**(7)**	**#**	**–**
Remeasurement [1]	**(4)**	**9**	**#**	**5**
Changes in models [2]	**(8)**	**(1)**	**–**	**(9)**
Charge/(Write-back) to income statement	**12**	**3**	**(1)**	**14**
Currency translation adjustments	**(1)**	**#**	**–**	**(1)**
Balance at 31 December	**125**	**48**	**2**	**175**
2023				
Balance at 1 January	87	26	4	117
Transfers between Stages	3	(3)	#	–
Remeasurement [1]	(3)	11	–	8
Changes in models [2]	20	#	–	20
Charge/(Write-back) to income statement	13	10	(1)	22
Currency translation adjustments	(1)	#	–	(1)
Balance at 31 December	119	44	3	166

\# *Amount less than $500,000*

(1) Remeasurement relates to the changes in ECL following a transfer between Stages.
(2) Changes in models include the changes in model inputs or assumptions such as changes in the forward-looking macroeconomic variables.

(c) *Contractual maturity for lease liabilities*

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Maturity for lease liabilities				
Within 1 year	**97**	82	**85**	58
Over 1 to 5 years	**163**	172	**219**	133
Over 5 years	**17**	10	**31**	1
	277	264	**335**	192

22. Deferred Tax

(a) Deferred tax comprises the following:

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Deferred tax liabilities on:				
Unrealised gain on FVOCI financial assets	**46**	34	**7**	13
Accelerated tax depreciation	**326**	279	**303**	267
Unrealised gain on financial instruments at FVPL	**315**	167	**–**	–
Depreciable assets acquired in business combination	**33**	34	**19**	20
Others	**124**	95	**100**	72
	844	609	**429**	372
Amount offset against deferred tax assets	**(524)**	(96)	**(126)**	(88)
	320	513	**303**	284
Deferred tax assets on:				
Allowance for impairment	**443**	329	**225**	135
Unrealised loss on FVOCI financial assets	**30**	26	**24**	22
Tax losses	**40**	#	**–**	–
Unrealised loss on financial instruments at FVPL	**363**	188	**–**	–
Others	**305**	305	**116**	85
	1,181	848	**365**	242
Amount offset against deferred tax liabilities	**(524)**	(96)	**(126)**	(88)
	657	752	**239**	154
Net deferred tax assets/(liabilities)	**337**	239	**(64)**	(130)

Amount less than $500,000

(b) Movements in deferred tax during the financial year are as follows:

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Balance at 1 January	**239**	200	**(130)**	(118)
Currency translation adjustments/others	**12**	(16)	**3**	(2)
Credit to income statement	**119**	92	**71**	2
Charge to equity	**(33)**	(37)	**(8)**	(12)
Balance at 31 December	**337**	239	**(64)**	(130)

The Group has not recognised deferred tax assets in respect of tax losses of $28 million (2023: $30 million) which can be carried forward to offset against future taxable income, subject to meeting certain statutory requirements of the relevant tax authorities. These tax losses have no expiry date except for an amount of $12 million (2023: $14 million) which will expire between the years 2025 and 2032 (2023: 2024 and 2032).

Notes to the Financial Statements

for the financial year ended 31 December 2024

23. Debts Issued

(a)

In $ millions		Issue/ Maturity date	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Subordinated notes	**Note (b)**					
SGD750 million 3.50% notes callable in 2024	(i)	27 Feb 2017/ 27 Feb 2029	**–**	748	**–**	748
USD600 million 3.75% notes callable in 2024	(ii)	15 Apr 2019/ 15 Apr 2029	**–**	783	**–**	783
USD600 million 1.75% notes callable in 2026	(iii)	16 Sep 2020/ 16 Mar 2031	**782**	734	**782**	734
USD750 million 2.00% notes callable in 2026	(iv)	14 Apr 2021/ 14 Oct 2031	**958**	904	**958**	904
CNH650 million 4.50% notes callable in 2027	(v)	6 Apr 2022/ 6 Apr 2032	**120**	121	**120**	121
USD1 billion 3.863% notes callable in 2027	(vi)	7 Apr 2022/ 7 Oct 2032	**1,292**	1,249	**1,292**	1,249
RM750 million 3.00% notes callable in 2025	(vii)	3 Aug 2020/ 2 Aug 2030	**228**	216	**–**	–
RM1 billion 4.91% notes callable in 2027	(viii)	27 Oct 2022/ 27 Oct 2032	**304**	287	**–**	–
RM500 million 4.01% notes callable in 2029	(ix)	8 Feb 2024/ 8 Feb 2034	**152**	–	**–**	–
THB13.735 billion 4.07% notes callable in 2027	(x)	7 Jun 2022/ 7 Jun 2032	**549**	532	**–**	–
THB5 billion 4.00% notes callable in 2029	(xi)	19 Sep 2022/ 19 Sep 2034	**40**	39	**–**	–
THB12 billion 5.10% notes callable in 2028	(xii)	23 May 2023/ Perpetual	**2**	1	**–**	–
IDR500 billion 9.25% notes	(xiii)	17 Oct 2017/ 17 Oct 2024	**–**	43	**–**	–
IDR100 billion 9.85% notes	(xiv)	5 Jul 2019/ 5 Jul 2026	**8**	8	**–**	–
IDR650 billion 9.25% notes	(xv)	13 Nov 2019/ 13 Nov 2026	**55**	56	**–**	–
IDR100 billion 8.00% notes	(xvi)	8 Mar 2022/ 8 Mar 2029	**8**	8	**–**	–
IDR100 billion 7.50% notes	(xvii)	26 Jun 2024/ 26 Jun 2031	**8**	–	**–**	–
CNY1 billion 4.80% notes callable in 2024	(xviii)	19 Nov 2019/ 19 Nov 2029	**–**	176	**–**	–
Total subordinated notes			**4,506**	5,905	**3,152**	4,539

23. Debts Issued (continued)

(a) (continued)

In $ millions		The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Other debts	**Note (c)**				
Commercial papers	(i)	**16,401**	12,790	**16,401**	12,790
Covered bonds	(ii)	**7,846**	6,561	**7,846**	6,561
Equity-linked notes	(iii)	**478**	349	**478**	349
Fixed rate notes	(iv)	**4,897**	4,058	**4,234**	3,310
Floating rate notes	(v)	**4,619**	4,157	**4,619**	4,157
Interest rate-linked notes	(vi)	**872**	911	**872**	911
Others	(vii)	**1,748**	1,549	**1,714**	1,529
Total other debts		**36,861**	30,375	**36,164**	29,607
Total debts issued		**41,367**	36,280	**39,316**	34,146
Of which, fair value hedge gain:					
Subordinated notes		**(155)**	(212)	**(158)**	(214)
Other debts		**(272)**	(497)	**(272)**	(496)

(b) *Subordinated notes*

Subordinated notes are redeemable at par at the option of the issuers, in whole but not in part, or at the occurrence of a tax event or change of qualification event, subject to the prior approval of the relevant regulators and other redemption conditions. As a Basel III capital instrument, the subordinated notes can be written off in whole or in part if the issuer was determined by the regulators to be non-viable.

(i) Issued by the Bank with interest payable semi-annually at a fixed rate of 3.50% per annum up to but excluding 27 February 2024. From and including 27 February 2024, the interest rate shall be reset to a fixed rate equal to the prevailing five-year Singapore Dollar SOR plus 1.08%. The notes were redeemed on 27 February 2024.

(ii) Issued by the Bank with interest payable semi-annually at a fixed rate of 3.75% per annum up to but excluding 15 April 2024. From and including 15 April 2024, the interest rate shall be reset to a fixed rate equal to the prevailing five-year United States Treasury Rate plus the Initial Spread of 1.50%. The notes were redeemed on 15 April 2024.

(iii) Issued by the Bank with interest payable semi-annually at a fixed rate of 1.75% per annum up to but excluding 16 March 2026. From and including 16 March 2026, the interest rate shall be reset to a fixed rate equal to the prevailing five-year United States Treasury Rate plus the Initial Spread of 1.52%.

(iv) Issued by the Bank with interest payable semi-annually at a fixed rate of 2.00% per annum up to but excluding 14 October 2026. From and including 14 October 2026, the interest rate shall be reset to a fixed rate equal to the prevailing five-year United States Treasury Rate plus the Initial Spread of 1.23%.

(v) Issued by the Bank with interest payable semi-annually at a fixed rate of 4.50% per annum.

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for the financial year ended 31 December 2024

23. Debts Issued (continued)

(b) *Subordinated notes (continued)*

(vi) Issued by the Bank with interest payable semi-annually at a fixed rate of 3.863% per annum up to but excluding 7 October 2027. From and including 7 October 2027, the interest rate shall be reset to a fixed rate equal to the prevailing five-year United States Treasury Rate plus the Reset Spread of 1.455%.

(vii) Issued by United Overseas Bank (Malaysia) Bhd with interest payable semi-annually at 3.00% per annum. The notes are redeemable on 1 August 2025 or at any interest payment date thereafter.

(viii) Issued by United Overseas Bank (Malaysia) Bhd with interest payable semi-annually at 4.91% per annum. The notes are redeemable on 27 October 2027 or at any interest payment date thereafter.

(ix) Issued by United Overseas Bank (Malaysia) Bhd with profit payable semi-annually at 4.01% per annum. The notes are redeemable on 8 February 2029 or at any profit payment date thereafter.

(x) Issued by United Overseas Bank (Thai) Public Company Limited with interest payable quarterly at a fixed rate of 4.07% per annum. The notes are redeemable on 7 June 2027 or at any interest payment date thereafter.

(xi) Issued by United Overseas Bank (Thai) Public Company Limited with interest payable quarterly at a fixed rate of 4.00% per annum. The notes are redeemable on 19 September 2029 or at any interest payment date thereafter. THB4 billion of the notes were subscribed by the Bank.

(xii) Issued by United Overseas Bank (Thai) Public Company Limited with interest payable quarterly at a fixed rate of 5.10% per annum. The notes are perpetual with no maturity date. The notes are redeemable on 23 May 2028 or at any interest payment date thereafter. THB11.960 billion of the notes were subscribed by the Bank.

(xiii) Issued by PT Bank UOB Indonesia with interest payable quarterly at a fixed rate of 9.25% per annum. The notes were redeemed on 17 October 2024.

(xiv) Issued by PT Bank UOB Indonesia with interest payable quarterly at a fixed rate of 9.85% per annum.

(xv) Issued by PT Bank UOB Indonesia with interest payable quarterly at a fixed rate of 9.25% per annum.

(xvi) Issued by PT Bank UOB Indonesia with interest payable quarterly at a fixed rate of 8.00% per annum.

(xvii) Issued by PT Bank UOB Indonesia with interest payable quarterly at a fixed rate of 7.50% per annum.

(xviii) Issued by United Overseas Bank (China) Limited with interest payable annually at a fixed rate of 4.80% per annum. The notes were redeemed on 19 November 2024.

23. Debts Issued (continued)

(c) *Other debts*

(i) The commercial papers were issued by the Bank between 15 July 2024 and 11 December 2024 and mature between 15 January 2025 and 16 June 2025. Interest rates of the papers ranged from 4.61% to 4.63% per annum (2023: 5.48% to 5.66% per annum).

(ii) As at 31 December 2024, there were six covered bonds outstanding comprising:

EUR500 million fixed rate covered bonds issued by the Bank on 16 January 2018 at 99.412 with maturity on 16 January 2025. Interest is payable annually at a fixed rate of 0.50% per annum.

EUR1 billion fixed rate covered bonds issued by the Bank on 1 December 2020 at 101.553 with maturity on 1 December 2027. Interest is payable annually at a fixed rate of 0.01% per annum.

EUR750 million fixed rate covered bonds issued by the Bank on 25 May 2021 at 99.809 with maturity on 25 May 2029. Interest is payable annually at a fixed rate of 0.10% per annum.

GBP850 million floating rate covered bonds issued by the Bank on 21 September 2021 at 103.52 with maturity on 21 September 2026. Interest is payable quarterly at a compounded daily Sterling Overnight Index Average (SONIA) plus 1.00% per annum.

EUR1,500 million fixed rate covered bonds issued by the Bank on 17 March 2022 at par value with maturity on 17 March 2025. Interest is payable annually at a fixed rate of 0.387% per annum.

GBP750 million floating rate covered bonds issued by the Bank on 13 September 2024 at par value with maturity on 13 September 2027. Interest is payable quarterly at a compounded daily SONIA plus 0.53% per annum.

(iii) The equity-linked notes, with embedded equity derivatives, were issued at par with maturities ranging from 2 January 2025 to 6 April 2026. The periodic payments and payouts of the notes at maturity are linked to the closing value of certain underlying equities or equity indices.

(iv) The fixed rate notes comprise notes issued by the Group with maturities ranging from 7 April 2025 to 22 October 2027. Interest is payable quarterly, semi-annually and annually at a fixed rate as follows:

Currency notes	Interest rate
AUD	4.64% to 4.67% per annum
CNY	2.30% to 2.88% per annum
HKD	5.03% per annum
IDR	6.70% per annum
THB	Zero-coupon and 2.01% to 3.00% per annum
USD	1.21% to 3.06% per annum
CNH	2.90% per annum

(v) The floating rate notes comprise mainly notes issued at par with maturities ranging from 7 April 2025 to 8 August 2028. Interest is payable quarterly at a floating rate.

(vi) The interest rate-linked notes, with embedded interest rate derivatives, were issued at par with maturities ranging from 9 March 2030 to 16 September 2052. The periodic payouts and redemptions of the notes are linked to the interest rate indices.

(vii) Others comprise currency, credit and commodity-linked notes issued by the Group.

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for the financial year ended 31 December 2024

23. Debts Issued (continued)

(d) *Changes in liabilities arising from financing activities*

	The Group				
		Cash flows		Non-cash changes	
In $ millions	Balance at 1 January	Issuance	Redemption	Foreign exchange movement/Others	Balance at 31 December
2024					
Debts issued	**36,280**	**36,256**	**(31,861)**	**692**	**41,367**
2023					
Debts issued	40,593	33,415	(37,999)	271	36,280

24. Cash, Balances and Placements with Central Banks

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Cash on hand	**860**	854	**542**	588
Non-restricted balances with central banks	**30,945**	44,877	**27,863**	40,245
Cash and cash equivalents	**31,805**	45,731	**28,405**	40,833
Restricted balances with central banks	**6,774**	6,620	**5,287**	5,211
ECL allowance	**(2)**	(1)	**(2)**	#
	38,577	52,350	**33,690**	46,044

Amount less than $500,000

25. Other Government Treasury Bills and Securities

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Other government treasury bills and securities [1]	**33,571**	24,959	**17,790**	11,144
ECL allowance	**(1)**	(1)	**–**	#
	33,570	24,958	**17,790**	11,144

Amount less than $500,000

(1) Includes ECL allowance on other government treasury bills and securities at FVOCI of $8 million (2023: $8 million) for the Group and $2 million (2023: $1 million) for the Bank.

26. Trading Securities

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Quoted securities				
Debt	**1,767**	2,262	**937**	1,471
Equity	**159**	116	**160**	116
Unquoted securities				
Debt	**1,866**	1,882	**1,280**	1,326
	3,792	4,260	**2,377**	2,913

27. Placements and Balances with Banks

(a)

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Placements and balances with banks [1]	**37,471**	35,122	**29,727**	27,252
ECL allowance (Note 27(b))	**(39)**	(29)	**(29)**	(22)
	37,432	35,093	**29,698**	27,230

(1) Includes ECL allowance on placements and balances with banks at FVOCI of $2 million (2023: $2 million) for the Group and $1 million (2023: $1 million) for the Bank.

(b) *Movements in ECL allowance for placements and balances with banks*

In $ millions	The Group Stage 1	The Group Stage 2	The Group Total
2024			
Balance at 1 January	**27**	**2**	**29**
Charge to income statement	**5**	**5**	**10**
Currency translation adjustments	**1**	**(1)**	**#**
Balance at 31 December	**33**	**6**	**39**
2023			
Balance at 1 January	18	1	19
Charge to income statement	10	#	10
Currency translation adjustments	(1)	1	#
Balance at 31 December	27	2	29

In $ millions	The Bank Stage 1	The Bank Stage 2	The Bank Total
2024			
Balance at 1 January	**20**	**2**	**22**
Charge to income statement	**3**	**5**	**8**
Currency translation adjustments	**#**	**(1)**	**(1)**
Balance at 31 December	**23**	**6**	**29**
2023			
Balance at 1 January	12	1	13
Charge to income statement	9	1	10
Currency translation adjustments	(1)	#	(1)
Balance at 31 December	20	2	22

 # Amount less than $500,000

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for the financial year ended 31 December 2024

28. Loans to Customers

(a)

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Gross loans to customers	**337,831**	321,150	**260,566**	248,515
ECL allowance (Note 28(d))	**(3,901)**	(4,145)	**(1,996)**	(2,179)
	333,930	317,005	**258,570**	246,336
Comprising:				
Trade bills	**4,828**	4,665	**2,404**	2,438
Advances to customers	**329,102**	312,340	**256,166**	243,898
	333,930	317,005	**258,570**	246,336

(b) *Gross loans to customers analysed by industry*

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Transport, storage and communication	**16,065**	14,175	**13,152**	11,674
Building and construction	**91,713**	86,658	**84,205**	79,438
Manufacturing	**23,394**	21,451	**14,025**	12,954
Financial institutions, investment and holding companies	**39,768**	40,456	**35,572**	36,335
General commerce	**35,507**	32,857	**23,069**	21,591
Professionals and private individuals	**29,914**	29,294	**16,800**	16,475
Housing loans	**82,036**	77,629	**58,421**	55,241
Others	**19,434**	18,630	**15,322**	14,807
	337,831	321,150	**260,566**	248,515

(c) *Gross loans to customers analysed by currency*

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Singapore Dollar	**146,557**	139,031	**146,502**	138,903
United States Dollar	**59,994**	56,940	**54,717**	52,502
Malaysian Ringgit	**31,576**	29,155	**–**	–
Thai Baht	**25,327**	23,868	**–**	–
Indonesian Rupiah	**6,026**	5,514	**–**	–
Others	**68,351**	66,642	**59,347**	57,110
	337,831	321,150	**260,566**	248,515

28. Loans to Customers (continued)

(d) *Movements in ECL allowance for loans to customers*

In $ millions	The Group			
	Stage 1	Stage 2	Stage 3	Total
2024				
Balance at 1 January	**1,191**	**1,395**	**1,559**	**4,145**
New loans originated or purchased	**202**	**–**	**–**	**202**
Loans derecognised or repaid	**(96)**	**(107)**	**(312)**	**(515)**
Transfers to Stage 1	**112**	**(95)**	**(17)**	**–**
Transfers to Stage 2	**(24)**	**117**	**(93)**	**–**
Transfers to Stage 3	**(5)**	**(54)**	**59**	**–**
Remeasurement [1]	**(80)**	**121**	**250**	**291**
Changes in models [2]	**(45)**	**(63)**	**–**	**(108)**
(Write-back)/Charge for existing loans	**(295)**	**122**	**1,459**	**1,286**
Bad debts recovery	**–**	**–**	**(283)**	**(283)**
Net (write-back)/charge to income statement	**(231)**	**41**	**1,063**	**873**
Unwind of discounts	**–**	**–**	**(114)**	**(114)**
Net write-off	**–**	**–**	**(1,066)**	**(1,066)**
Currency translation and other movements	**14**	**(145)**	**194**	**63**
Balance at 31 December	**974**	**1,291**	**1,636**	**3,901**
2023				
Balance at 1 January	1,391	1,197	1,720	4,308
New loans originated or purchased	138	–	–	138
Loans derecognised or repaid	(80)	(52)	(420)	(552)
Transfers to Stage 1	107	(85)	(22)	–
Transfers to Stage 2	(26)	69	(43)	–
Transfers to Stage 3	(4)	(42)	46	–
Remeasurement [1]	(84)	164	277	357
Changes in models [2]	73	16	–	89
(Write-back)/Charge for existing loans	(344)	126	1,234	1,016
Bad debts recovery	–	–	(265)	(265)
Net (write-back)/charge to income statement	(220)	196	807	783
Unwind of discounts	–	–	(90)	(90)
Net write-off	–	–	(862)	(862)
Currency translation and other movements	20	2	(16)	6
Balance at 31 December	1,191	1,395	1,559	4,145

(1) Remeasurement relates to the changes in ECL following a transfer between Stages.
(2) Changes in models include the changes in model inputs or assumptions such as changes in the forward-looking macroeconomic variables.

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28. Loans to Customers (continued)

(d) *Movements in ECL allowance for loans to customers (continued)*

	The Bank			
In $ millions	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
2024				
Balance at 1 January	**694**	**553**	**932**	**2,179**
New loans originated or purchased	**129**	**–**	**–**	**129**
Loans derecognised or repaid	**(77)**	**(55)**	**(152)**	**(284)**
Transfers to Stage 1	**49**	**(48)**	**(1)**	**–**
Transfers to Stage 2	**(16)**	**87**	**(71)**	**–**
Transfers to Stage 3	**(1)**	**(25)**	**26**	**–**
Remeasurements [1]	**(25)**	**49**	**122**	**146**
Changes in models [2]	**(36)**	**(20)**	**–**	**(56)**
(Write-back)/Charge for existing loans	**(233)**	**138**	**533**	**438**
Bad debts recovery	**–**	**–**	**(58)**	**(58)**
Net (write-back)/charge to income statement	**(210)**	**126**	**399**	**315**
Unwind of discounts	**–**	**–**	**(92)**	**(92)**
Net write-off	**–**	**–**	**(436)**	**(436)**
Currency translation and other movements	**2**	**(80)**	**108**	**30**
Balance at 31 December	**486**	**599**	**911**	**1,996**
2023				
Balance at 1 January	742	541	1,044	2,327
New loans originated or purchased	98	–	–	98
Loans derecognised or repaid	(60)	(35)	(125)	(220)
Transfers to Stage 1	44	(38)	(6)	–
Transfers to Stage 2	(18)	30	(12)	–
Transfers to Stage 3	(1)	(15)	16	–
Remeasurements [1]	(39)	118	161	240
Changes in models [2]	76	38	–	114
(Write-back)/Charge for existing loans	(145)	(84)	347	118
Bad debts recovery	–	–	(63)	(63)
Net (write-back)/charge to income statement	(45)	14	318	287
Unwind of discounts	–	–	(66)	(66)
Net write-off	–	–	(347)	(347)
Currency translation adjustments	(3)	(2)	(17)	(22)
Balance at 31 December	694	553	932	2,179

(1) Remeasurement relates to the changes in ECL following a transfer between Stages.
(2) Changes in models include the changes in model inputs or assumptions such as changes in the forward-looking macroeconomic variables.

(e) *Sensitivity of ECL*

The Group assessed ECL sensitivity for financial instruments not measured at FVPL with reference to the probability weightage of base and downside scenarios. Should a 100% weightage be applied on the downside scenario, ECL allowance is estimated to increase by $905 million (2023: $735 million).

29. Financial Assets Transferred

The Group transfers financial assets to third parties in the ordinary course of business. Transferred assets where the Group retains substantially all the risks and rewards of the transferred assets continue to be recognised on the Group's balance sheet.

(a) *Assets pledged or transferred*

Assets transferred under repurchase agreements (repo) are conducted under terms and conditions that are usual market practice. The counterparty is typically allowed to sell or re-pledge the securities but has an obligation to return them. Assets pledged or transferred are summarised below:

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Singapore government and central bank treasury bills and securities	**899**	1,068	**899**	1,068
Other government and central bank treasury bills and securities	**1,967**	6,640	**836**	4,467
Investment securities	**5,226**	7,385	**5,182**	7,237
	8,092	15,093	**6,917**	12,772

The amount of the associated liabilities approximates the carrying amount of the assets pledged.

(b) *Collateral received*

Assets the Group received as collateral for reverse repurchase agreements (reverse repo) are summarised below:

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Assets received for reverse repo transactions, at fair value	**13,688**	16,667	**10,549**	11,224
Of which, sold or re-pledged	**504**	1,406	**504**	1,406

(c) *Repo and reverse repo transactions subject to netting agreements*

The Bank and the Group enter into global master repurchase agreements with counterparties where it is appropriate and practicable to mitigate counterparty credit risk. Such agreements allow the Bank and the Group to settle outstanding amounts with the counterparty on a net basis in the event of default. These agreements also allow the Bank and the Group to further reduce its credit risk by requiring periodic mark-to-market of outstanding positions and posting of collateral when pre-established thresholds are exceeded. The counterparty that receives non-cash collateral is typically allowed to sell or re-pledge such collateral in accordance with the terms of these agreements.

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29. Financial Assets Transferred (continued)

(c) *Repo and reverse repo transactions subject to netting agreements (continued)*

The table below shows the Bank's and the Group's repo and reverse repo transactions that are not offset in the balance sheet but are subject to enforceable netting agreements:

	2024		2023	
In $ millions	**Reverse repo**	**Repo**	Reverse repo	Repo
The Group				
Carrying amount on the balance sheet subject to netting agreements [1]	**13,354**	**8,068**	15,963	15,315
Amount nettable [2]	**(1,326)**	**(1,326)**	(1,187)	(1,187)
Financial collateral	**(11,984)**	**(6,724)**	(14,768)	(14,126)
Net amounts	**44**	**18**	8	2
The Bank				
Carrying amount on the balance sheet subject to netting agreements [1]	**10,368**	**6,924**	10,704	13,056
Amount nettable [2]	**(1,326)**	**(1,326)**	(1,187)	(1,187)
Financial collateral	**(9,002)**	**(5,580)**	(9,513)	(11,867)
Net amounts	**40**	**18**	4	2

(1) The carrying amount of reverse repo is presented under 'Cash, balances and placements with central banks', 'Placements and balances with banks' and 'Loans to customers' while repo is under 'Deposits and balances of banks and customers' on the balance sheet.
(2) Amount that could be netted under the netting agreements.

(d) *Covered bonds*

Pursuant to the Bank's USD15 billion Global Covered Bond Programme, selected pools of residential mortgages that were originated by the Bank have been assigned to a bankruptcy-remote structured entity, Glacier Eighty Pte Ltd. These residential mortgages continue to be recognised on the Bank's balance sheet as the Bank remains exposed to the risks and rewards associated with them.

As at 31 December 2024, there were six (2023: five) covered bonds outstanding comprising four EUR fixed rate covered bonds and two GBP floating rate covered bonds, with assigned residential mortgages of approximately $14,309 million (2023: $11,809 million).

30. Investment Securities

(a)

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Quoted securities				
Debt [1]	**21,711**	20,948	**20,279**	18,836
Equity	**896**	979	**710**	784
Unquoted securities				
Debt [2]	**20,711**	23,099	**20,211**	22,720
Equity	**1,400**	1,547	**738**	737
ECL allowance (Note 30(b))	**(38)**	(40)	**(33)**	(34)
	44,680	46,533	**41,905**	43,043

(1) Includes ECL allowance on quoted debt securities at FVOCI of $18 million (2023: $16 million) for the Group and $18 million (2023: $15 million) for the Bank.
(2) Includes ECL allowance on unquoted debt securities at FVOCI of $13 million (2023: $22 million) for the Group and $12 million (2023: $10 million) for the Bank.

30. Investment Securities (continued)

(b) *Movements in ECL allowance for investment securities*

In $ millions	The Group		
	Stage 1	Stage 2	Total
2024			
Balance at 1 January	**24**	**16**	**40**
Transfers between Stages	**8**	**(8)**	**–**
Remeasurement [1]	**(7)**	**#**	**(7)**
Changes in models [2]	**(2)**	**1**	**(1)**
Charge to income statement	**3**	**3**	**6**
Currency translation adjustments	**1**	**(1)**	**#**
Balance at 31 December	**27**	**11**	**38**
2023			
Balance at 1 January	13	10	23
Transfers between Stages	4	(4)	–
Remeasurement [1]	(5)	(1)	(6)
Changes in models [2]	1	1	2
Charge to income statement	11	10	21
Currency translation adjustments	#	#	#
Balance at 31 December	24	16	40

In $ millions	The Bank		
	Stage 1	Stage 2	Total
2024			
Balance at 1 January	**19**	**15**	**34**
Transfers between Stages	**9**	**(9)**	**–**
Remeasurement [1]	**(7)**	**#**	**(7)**
Changes in models [2]	**(2)**	**#**	**(2)**
Charge to income statement	**6**	**3**	**9**
Currency translation adjustments	**(1)**	**#**	**(1)**
Balance at 31 December	**24**	**9**	**33**
2023			
Balance at 1 January	11	4	15
Transfers between Stages	#	#	–
Remeasurement [1]	–	#	#
Changes in models [2]	#	1	1
Charge to income statement	7	10	17
Currency translation adjustments	1	#	1
Balance at 31 December	19	15	34

Amount less than $500,000

(1) Remeasurement relates to the changes in ECL following a transfer between Stages.
(2) Changes in models include the changes in model inputs or assumptions such as changes in the forward-looking macroeconomic variables.

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30. Investment Securities (continued)

(c) *Investment securities analysed by industry*

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Transport, storage and communication	**1,784**	1,885	**1,376**	1,557
Building and construction	**3,110**	2,241	**2,806**	2,035
Manufacturing	**1,513**	1,418	**1,079**	1,130
Financial institutions, investment and holding companies	**19,077**	25,146	**17,990**	22,935
General commerce	**1,114**	1,231	**999**	1,061
Others	**18,082**	14,612	**17,655**	14,325
	44,680	46,533	**41,905**	43,043

(d) *Equity investments designated at FVOCI*

Equity investments designated at FVOCI comprise ordinary shares and funds, mainly held for yield enhancement or strategic purposes.

In 2024, the related dividend income was $40 million (2023: $31 million) at the Group and $32 million (2023: $28 million) at the Bank.

During the year, equity investments of $124 million (2023: $153 million) at the Group and $57 million (2023: $78 million) at the Bank were realised. Related net loss recognised within equity was $7 million (2023: $21 million) at the Group and $6 million (2023: $22 million) at the Bank.

31. Other Assets

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Sundry debtors	**1,999**	2,359	**1,163**	1,283
Interest receivable	**2,441**	2,774	**2,112**	2,254
Foreclosed properties	**80**	91	**–**	–
Allowance for impairment	**(67)**	(76)	**(12)**	(1)
ECL allowance	**(23)**	(19)	**(7)**	(5)
Others	**4,050**	3,653	**2,599**	2,888
	8,480	8,782	**5,855**	6,419

32. Investment in Associates and Joint Ventures

(a)

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Material associate:				
UOB-Kay Hian Holdings Limited	**698**	660	**67**	67
Other associates and joint ventures	**619**	621	**358**	365
	1,317	1,281	**425**	432
Allowance for impairment (Note 34)	**(15)**	(15)	**(124)**	(124)
	1,302	1,266	**301**	308
Fair value of quoted investments at 31 December	**526**	417	**526**	417

Name of associate	Principal activities	Country of incorporation	Effective equity interest of the Group 2024 %	Effective equity interest of the Group 2023 %
Quoted				
UOB-Kay Hian Holdings Limited	Stockbroking	Singapore	**34**	35

(b) Aggregate information about the Group's share of investments in associates and joint ventures that were not individually material is as follows:

In $ millions	The Group 2024	The Group 2023
Profit for the financial year	**25**	23
Other comprehensive income	**8**	(11)
Total comprehensive income	**33**	12

(c) The summarised financial information in respect of UOB-Kay Hian Holdings Limited, based on its financial statements, and a reconciliation with the carrying amount of the investment in the consolidated financial statements are as follows:

In $ millions	2024	2023
Statement of comprehensive income		
Operating income	**670**	592
Profit for the financial year	**218**	155
Other comprehensive income	**–**	(5)
Total comprehensive income	**218**	150

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32. Investment in Associates and Joint Ventures (continued)

(c) (continued)

In $ millions	2024	2023
Balance sheet		
Current assets	**7,404**	3,770
Non-current assets	**186**	180
Total assets	**7,590**	3,950
Current liabilities	**5,504**	2,018
Non-current liabilities	**3**	36
Total liabilities	**5,507**	2,054
Net assets	**2,083**	1,896
Group's ownership interest	**34%**	35%
Group's share of net assets	**698**	660

Dividends of $29 million (2023: $19 million) were received from UOB-Kay Hian Holdings Limited.

33. Investment in Subsidiaries

(a)

	The Bank	
In $ millions	2024	2023
Quoted investments	**45**	45
Unquoted investments	**8,332**	7,235
	8,377	7,280
Allowance for impairment (Note 34)	**(310)**	(300)
	8,067	6,980
Fair value of quoted investments at 31 December	**251**	212

33. Investment in Subsidiaries (continued)

(b) Major subsidiaries of the Group as at the balance sheet date are as follows:

Name of subsidiary	Country of incorporation	Effective equity interest of the Group 2024 %	2023 %
Commercial Banking			
United Overseas Bank (Malaysia) Bhd	Malaysia	**100**	100
United Overseas Bank (Thai) Public Company Limited	Thailand	**99.7**	99.7
PT Bank UOB Indonesia	Indonesia	**99**	99
United Overseas Bank (China) Limited	China	**100**	100
United Overseas Bank (Vietnam) Limited	Vietnam	**100**	100
Financial Services			
United Overseas Insurance Limited	Singapore	**58**	58
Asset Management/Investment Management			
UOB Asset Management Ltd	Singapore	**100**	100
UOB Asset Management (Malaysia) Berhad	Malaysia	**70**	70
UOB Asset Management (Thailand) Co., Ltd	Thailand	**100**	100
UOB Capital Management Pte Ltd	Singapore	**100**	100
UOB Global Capital LLC (1)	United States	**70**	70
UOB Holdings (USA) Inc. (2)	United States	**100**	100
UOB Venture Management (Shanghai) Co., Ltd	China	**100**	100
UOB Venture Management Private Limited	Singapore	**100**	100
United Private Equity Investments (Cayman) Limited (2)	Cayman Islands	**100**	100
Property Investment Holding			
Industrial & Commercial Property (S) Pte Ltd	Singapore	**100**	100
PT UOB Property	Indonesia	**100**	100
UOB Property Investments China Pte Ltd	Singapore	**100**	100
UOB Property Investments Pte Ltd	Singapore	**100**	100
UOB Realty (USA) Ltd Partnership (2)	United States	**100**	100
Others			
UOB International Investment Private Limited	Singapore	**100**	100
UOB Travel Planners Pte Ltd	Singapore	**100**	100

Except as indicated, all subsidiaries incorporated in Singapore are audited by Ernst & Young LLP, Singapore and those incorporated overseas are audited by member firms of Ernst & Young Global Limited.

(1) Audited by other auditors.
(2) Not required to be audited.

Notes to the Financial Statements

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33. Investment in Subsidiaries (continued)

(c) *Interest in subsidiaries with material non-controlling interest (NCI)*

Only United Overseas Insurance Limited has NCI that is material to the Group:

Principal place of business	Proportion of ownership interest held by NCI %	Profit allocated to NCI during the reporting period $ million	Accumulated NCI at the end of reporting period $ million	Dividends paid to NCI $ million
2024				
Singapore	**42**	**13**	**190**	**5**
2023				
Singapore	42	9	179	5

(d) *Summarised financial information [1] about United Overseas Insurance Limited*

In $ millions	2024	2023
Statement of comprehensive income		
Operating income	**46**	36
Profit before tax	**35**	27
Less: Tax	**3**	6
Profit for the financial year	**32**	21
Other comprehensive income	**9**	6
Total comprehensive income	**41**	27
Balance sheet		
Total assets	**581**	577
Total liabilities	**125**	148
Net assets	**456**	429
Other information		
Net cash flows from operations	**6**	21

(1) Including consolidation adjustments but before inter-company eliminations.

(e) *Consolidated structured entities*

The Group has established a USD15 billion Global Covered Bond Programme to augment its funding programmes. Under the Programme, the Bank may from time to time issue covered bonds (the Covered Bonds). The payments of interest and principal under the Covered Bonds are guaranteed by the Covered Bond Guarantor (the CBG), Glacier Eighty Pte Ltd. The Covered Bonds issued under the Programme will be backed by a portfolio of Singapore residential mortgages transferred by the Bank to the CBG when certain conditions are met.

33. Investment in Subsidiaries (continued)

(f) *Interests in unconsolidated structured entities*

The Group has interests in certain investment funds where the Group is the fund manager and the investors have no or limited removal rights over the fund manager. These funds are primarily financed by the investors. The table below summarises the Group's involvement in the funds.

	The Group	
In $ millions	**2024**	2023
Total assets of structured entities [1]	**22,472**	18,038
Maximum exposure to loss – Investment in funds	**315**	308
Fee income	**159**	174
Net loss from investment securities	**(13)**	(#)

Amount less than $500,000

(1) Based on the latest available financial reports of the structured entities.

34. Movements in Allowance for Impairment on Investment in Associates, Joint Ventures and Subsidiaries

	The Group	
	Investment in associates and joint ventures	
In $ millions	**2024**	2023
Balance at 1 January and 31 December	**15**	15

	The Bank			
	Investment in associates and joint ventures		Investment in subsidiaries	
In $ millions	**2024**	2023	**2024**	2023
Balance at 1 January	**124**	143	**300**	300
(Credit)/Charge to income statement	**–**	(19)	**22**	–
Amounts written off	**–**	–	**(12)**	–
Balance at 31 December	**124**	124	**310**	300

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35. Investment Properties

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Balance at 1 January	**726**	746	**804**	749
Currency translation adjustments	**2**	(6)	**#**	#
Additions	**2**	#	**1**	#
Disposals	**(9)**	(10)	**(201)**	(10)
Depreciation charge	**(17)**	(18)	**(11)**	(13)
Write-back of impairment	**#**	#	**#**	1
Transfers	**(21)**	14	**(43)**	77
Balance at 31 December	**683**	726	**550**	804
Represented by:				
Cost	**1,008**	1,062	**732**	1,061
Accumulated depreciation	**(324)**	(334)	**(182)**	(256)
Allowance for impairment	**(1)**	(2)	**#**	(1)
Net carrying amount	**683**	726	**550**	804
Freehold property	**351**	386	**442**	501
Leasehold property	**332**	340	**108**	303
	683	726	**550**	804
Fair value hierarchy				
Level 2	**346**	308	**341**	304
Level 3	**2,313**	2,479	**1,483**	2,029
	2,659	2,787	**1,824**	2,333

 # Amount less than $500,000

The valuations of investment properties were performed by external valuers with professional qualifications and experience, taking into account market prices and rentals of comparable properties using a market comparison approach or using a combination of comparable sales and investment approaches.

Fair values for properties under Level 2 of the fair value hierarchy are determined based on a market comparison approach using comparable price transactions as significant observable inputs. Fair values for properties under Level 3 of the fair value hierarchy are determined using a combination of market comparison and investment methods. The key unobservable inputs used in these valuations are the capitalisation rates and rental yields.

In 2024, the Bank sold investment properties to property investment holding subsidiaries of the Group as part of the Group's property portfolio realignment strategy. Properties with a net carrying amount of $192 million were sold, on arm's length basis, at their market value of $378 million resulting in a gain of $186 million recognised in other income (Note 9).

36. Fixed Assets

In $ millions	2024 Owner-occupied properties	2024 Others	2024 Right-of-use assets	2024 Total	2023 Owner-occupied properties	2023 Others	2023 Right-of-use assets	2023 Total
The Group								
Balance at 1 January	**1,174**	**2,346**	**262**	**3,782**	1,231	1,972	250	3,453
Currency translation adjustments	**16**	**18**	**(4)**	**30**	(19)	(19)	(6)	(44)
Additions	**2**	**863**	**179**	**1,044**	2	870	138	1,010
Disposals	**(1)**	**(31)**	**(48)**	**(80)**	#	(24)	(23)	(47)
Depreciation charge	**(30)**	**(489)**	**(112)**	**(631)**	(29)	(453)	(97)	(579)
Write-back of impairment	**3**	**–**	**–**	**3**	3	–	–	3
Transfers	**21**	**–**	**–**	**21**	(14)	–	–	(14)
Balance at 31 December	**1,185**	**2,707**	**277**	**4,169**	1,174	2,346	262	3,782
Represented by:								
Cost	**1,770**	**5,736**	**532**	**8,038**	1,711	5,045	457	7,213
Accumulated depreciation	**(558)**	**(3,029)**	**(255)**	**(3,842)**	(509)	(2,699)	(195)	(3,403)
Allowance for impairment	**(27)**	**–**	**–**	**(27)**	(28)	–	–	(28)
Net carrying amount	**1,185**	**2,707**	**277**	**4,169**	1,174	2,346	262	3,782
Freehold property	**949**				929			
Leasehold property	**236**				245			
	1,185				1,174			
Fair value hierarchy								
Level 2	**1,191**				1,185			
Level 3	**3,526**				3,244			
	4,717				4,429			

 # Amount less than $500,000

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36. Fixed Assets (continued)

In $ millions	2024 Owner-occupied properties	2024 Others	2024 Right-of-use assets	2024 Total	2023 Owner-occupied properties	2023 Others	2023 Right-of-use assets	2023 Total
The Bank								
Balance at 1 January	**872**	**1,665**	**186**	**2,723**	963	1,445	183	2,591
Currency translation adjustments	**#**	**1**	**1**	**2**	#	(1)	#	(1)
Additions	**#**	**623**	**129**	**752**	#	577	69	646
Disposals	**(122)**	**(36)**	**(3)**	**(161)**	#	(20)	#	(20)
Depreciation charge	**(15)**	**(353)**	**(77)**	**(445)**	(14)	(336)	(66)	(416)
Transfers	**43**	**–**	**–**	**43**	(77)	–	–	(77)
Balance at 31 December	**778**	**1,900**	**236**	**2,914**	872	1,665	186	2,723
Represented by:								
Cost	**1,050**	**4,114**	**395**	**5,559**	1,177	3,691	308	5,176
Accumulated depreciation	**(272)**	**(2,214)**	**(159)**	**(2,645)**	(305)	(2,026)	(122)	(2,453)
Net carrying amount	**778**	**1,900**	**236**	**2,914**	872	1,665	186	2,723
Freehold property	**670**				721			
Leasehold property	**108**				151			
	778				872			
Fair value hierarchy								
Level 2	**211**				256			
Level 3	**2,247**				2,580			
	2,458				2,836			

 # Amount less than $500,000

The valuations of owner-occupied properties were performed by external valuers with professional qualifications and experience, taking into account market prices and rentals of comparable properties using a market comparison approach or using a combination of comparable sales and investment approaches.

Fair values for properties under Level 2 of the fair value hierarchy are determined based on a market comparison approach using comparable price transactions as significant observable inputs. Fair values for properties under Level 3 of the fair value hierarchy are determined using a combination of market comparison and investment methods. The key unobservable inputs used in these valuations are the capitalisation rates and rental yields.

Fixed assets – others comprise mainly computer equipment, software and furniture and fittings.

Right-of-use assets comprise mainly properties, computer equipment and motor vehicles.

In 2024, the Bank entered into sale and leaseback transactions for owner-occupied properties with property investment holding subsidiaries of the Group, as part of the Group's property portfolio realignment strategy. Properties with a net carrying amount of $133 million were sold, on arm's length basis, at their market value of $625 million resulting in a gain of $395 million recognised in other income (Note 9).

37. Intangible Assets

(a)

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Goodwill	**4,773**	4,767	**3,182**	3,182
Other intangible assets [1]	**206**	217	**–**	–
	4,979	4,984	**3,182**	3,182
Represented by:				
Goodwill	**4,773**	4,767	**3,182**	3,182
Other intangible assets, at cost	**257**	241	**–**	–
Accumulated amortisation for other intangible assets	**(51)**	(24)	**–**	–
Net carrying amount	**4,979**	4,984	**3,182**	3,182

(1) Other intangible assets relate to customer relationships and core deposits.

(b) *Movements in goodwill*

In $ millions	The Group 2024	The Group 2023	The Bank 2024	The Bank 2023
Balance at 1 January	**4,767**	4,703	**3,182**	3,182
Addition [1]	**–**	106	**–**	–
Currency translation adjustments and others	**6**	(42)	**–**	–
Balance at 31 December	**4,773**	4,767	**3,182**	3,182

(1) Goodwill from acquisition of Citigroup's consumer businesses in Indonesia and Vietnam of $106 million was recognised on a provisional basis in 2023. The purchase price allocation was finalised in the financial year ended 31 December 2024. There were no significant adjustments to the provisional amounts.

(c) *Impairment tests for goodwill*

Goodwill was allocated on the date of acquisition to the reportable business segments expected to benefit from the synergies of business combination. The recoverable amount of the business segments is based on their value in use, computed by discounting the expected future cash flows of the segments. The key assumptions in computing the value in use include the discount rates and growth rates applied. Discount rates are estimated based on current market assessments of time value of money and risks specific to the Group as a whole and to individual countries such as Thailand, Indonesia and Malaysia. The growth rates used do not exceed the historical long-term average growth rate of the major countries. Cash flow projections are based on the most recent five-year financial forecasts provided by key business segments and approved by management. These cash flows are derived based on the outlook of macroeconomic conditions from external sources, in particular, interest rates and foreign exchange rates, taking into account management's past experience on the impact of such changes to the cash flows of the Group. Long-term growth rate is imputed on fifth-year cash flow and then discounted to determine the terminal value. Key assumptions are as follows:

	Discount rate 2024	Discount rate 2023	Growth rate 2024	Growth rate 2023
Singapore	**7.56**	7.73	**2.76**	2.92
Thailand	**8.12**	8.35	**1.96**	1.97
Indonesia	**10.55**	10.73	**4.25**	4.23
Malaysia	**8.52**	8.68	**4.04**	4.11

Impairment is recognised in the income statement when the carrying amount of a business segment exceeds its recoverable amount. Management believes that any reasonably possible change in the key assumptions would not cause the carrying amount of the business segments to exceed their recoverable amount.

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38. Contingent Liabilities

In the normal course of business, the Bank and the Group issue guarantees, performance bonds and indemnities. The bulk of these liabilities are backed by the corresponding obligations of the customers. No assets of the Bank and the Group were pledged as security for these contingent liabilities at the balance sheet date.

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Direct credit substitutes	**4,212**	4,185	**2,765**	2,920
Transaction-related contingencies	**16,337**	15,439	**11,386**	10,696
Trade-related contingencies	**11,242**	10,936	**9,758**	8,963
Others	**311**	208	**4**	1
	32,102	30,768	**23,913**	22,580

39. Commitments

(a)

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Undrawn credit facilities	**218,965**	204,052	**164,680**	158,245
Spot/Forward contracts	**10,074**	1,232	**10,536**	1,157
Trade commitments	**3,220**	2,539	**1,974**	1,520
Capital commitments	**686**	653	**611**	563
Others	**346**	498	**221**	350
	233,291	208,974	**178,022**	161,835

(b) *Minimum lease receivable*

The Group leases out investment properties typically on three-year leases based on market rental rates. These leases may contain options to renew at prevailing market rates.

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Within 1 year	**76**	79	**54**	56
Over 1 to 5 years	**151**	156	**90**	95
Over 5 years	**5**	17	**4**	4
	232	252	**148**	155

40. Financial Derivatives

Financial derivatives, such as forwards, swaps, futures and options, are instruments whose values change in response to the change in prices of the underlying instruments.

In the normal course of business, the Bank and the Group transact in customised derivatives to meet specific needs of their customers. The Bank and the Group also transact in these derivatives for proprietary trading purposes, as well as to manage their assets, liabilities and structural positions. Risks associated with the use of derivatives and policies for managing these risks are set out in Note 45.

(a) The table below shows the Bank's and the Group's financial derivatives and their fair values at the balance sheet date. These amounts do not necessarily represent future cash flows and amounts at risk of the derivatives.

	2024			2023		
In $ millions	**Notional amount**	**Positive fair value**	**Negative fair value**	Notional amount	Positive fair value	Negative fair value
The Group						
Foreign exchange contracts						
Forwards	**112,080**	**1,566**	**1,305**	90,041	1,155	1,097
Swaps	**336,065**	**3,280**	**3,024**	299,112	2,515	3,175
Options purchased	**8,206**	**97**	**–**	7,010	67	–
Options written	**7,718**	**–**	**135**	6,434	–	78
Interest rate contracts						
Swaps	**601,959**	**5,586**	**6,322**	465,473	5,179	6,249
Futures	**3,728**	**3**	**3**	163	#	2
Options purchased	**5,766**	**73**	**–**	2,812	58	–
Options written	**9,526**	**–**	**175**	6,833	–	122
Equity-related contracts						
Swaps	**–**	**–**	**–**	33	–	1
Options purchased	**983**	**74**	**–**	1,144	39	–
Options written	**1,835**	**–**	**108**	1,601	–	45
Credit-related contracts						
Swaps	**1,747**	**61**	**11**	749	21	12
Others						
Forwards	**1,495**	**211**	**210**	1,150	161	142
Swaps	**23,282**	**244**	**110**	15,317	74	375
Futures	**9,049**	**935**	**1,109**	6,781	438	470
Options purchased	**92**	**2**	**–**	227	#	–
Options written	**106**	**–**	**2**	67	–	#
	1,123,637	**12,132**	**12,514**	904,947	9,707	11,768

 # Amount less than $500,000

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40. Financial Derivatives (continued)

(a) (continued)

In $ millions	2024 Notional amount	2024 Positive fair value	2024 Negative fair value	2023 Notional amount	2023 Positive fair value	2023 Negative fair value
The Bank						
Foreign exchange contracts						
Forwards	**112,709**	**1,467**	**1,289**	89,183	1,080	1,224
Swaps	**257,328**	**2,717**	**2,264**	240,719	2,079	2,538
Options purchased	**5,727**	**82**	**–**	5,467	47	–
Options written	**5,852**	**–**	**114**	5,234	–	63
Interest rate contracts						
Swaps	**550,891**	**5,096**	**5,867**	411,739	4,827	5,883
Futures	**3,674**	**3**	**3**	152	#	1
Options purchased	**5,546**	**74**	**–**	2,621	60	–
Options written	**9,285**	**–**	**175**	6,611	–	123
Equity-related contracts						
Swaps	**26**	**1**	**#**	33	–	1
Options purchased	**993**	**74**	**–**	1,152	40	–
Options written	**1,894**	**–**	**109**	1,690	–	46
Credit-related contracts						
Swaps	**1,742**	**60**	**10**	739	21	12
Others						
Forwards	**1,445**	**231**	**229**	1,099	178	142
Swaps	**21,794**	**245**	**88**	14,552	58	374
Futures	**1,679**	**38**	**28**	1,427	22	26
Options purchased	**91**	**2**	**–**	228	#	–
Options written	**106**	**–**	**2**	67	–	#
	980,782	**10,090**	**10,178**	782,713	8,412	10,433

 # Amount less than $500,000

40. Financial Derivatives (continued)

(b) *Financial derivatives subject to netting agreements*

The Bank and the Group enter into derivative master netting agreements (such as the International Swaps and Derivatives Association Master Agreement) with counterparties where it is appropriate and practicable to mitigate counterparty credit risk. Such agreements allow the Bank and the Group to settle outstanding derivative contracts' amounts with the counterparty on a net basis in the event of default. These agreements also allow the Bank and the Group to further reduce its credit risk by requiring periodic mark-to-market of outstanding positions and posting of collateral when pre-established thresholds are exceeded. The counterparty that receives non-cash collateral is typically allowed to sell or re-pledge such collateral in accordance with the terms of these agreements.

The table below shows the Bank's and the Group's financial derivatives that are not offset in the balance sheet but are subject to enforceable netting agreements.

	2024		2023	
In $ millions	**Positive fair value**	**Negative fair value**	Positive fair value	Negative fair value
The Group				
Carrying amount on the balance sheet	**12,132**	**12,514**	9,707	11,768
Amount not subject to netting agreements	**(1,154)**	**(833)**	(792)	(952)
Amount subject to netting agreements	**10,978**	**11,681**	8,915	10,816
Amount nettable [1]	**(8,582)**	**(8,582)**	(7,250)	(7,250)
Financial collateral	**(918)**	**(1,270)**	(511)	(1,785)
Net amounts	**1,478**	**1,829**	1,154	1,781
The Bank				
Carrying amount on the balance sheet	**10,090**	**10,178**	8,412	10,433
Amount not subject to netting agreements	**(1,322)**	**(923)**	(919)	(1,044)
Amount subject to netting agreements	**8,768**	**9,255**	7,493	9,389
Amount nettable [1]	**(6,891)**	**(6,891)**	(6,290)	(6,290)
Financial collateral	**(862)**	**(870)**	(297)	(1,691)
Net amounts	**1,015**	**1,494**	906	1,408

(1) Amount that could be netted under the netting agreements.

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41. Hedge Accounting

The impact of the hedging instruments and hedged items on the balance sheet as at 31 December is as follows:

	The Group					
	Carrying amount		Changes in fair value	Type of risk hedged	Notional amount	Maturity profile of hedging instruments
In $ millions	Assets	Liabilities				
2024						
Hedging instruments						
Fair value hedge						
Derivatives - Interest rate swaps	**280**	**546**	**(35)**	**Interest rate**	**24,042**	**Less than 20 years**
Customer deposits	**–**	**45**	**(1)**	**Foreign exchange**	**–**	**Within 1 year**
Cash flow hedge						
Derivatives - Interest rate swaps	**51**	**–**	**48**	**Interest rate**	**5,800**	**Less than 5 years**
Derivatives - Currency swaps	**155**	**119**	**25**	**Interest rate and foreign exchange**	**4,611**	**Less than 10 years**
Derivatives - Foreign exchange swaps	**3**	**–**	**3**	**Foreign exchange**	**109**	**Within 1 year**
Net investment hedge						
Customer deposits	**–**	**5,979**	**(87)**	**Foreign exchange**	**–**	
Hedged items relating to fair value hedges						
Assets						
Debt securities	**11,584**	**–**	**(120)**			
Equity securities at FVOCI	**45**	**–**	**1**			
Liabilities						
Subordinated debts	**–**	**3,502**	**(61)**			
Other debts issued	**–**	**9,821**	**200**			
2023						
Hedging instruments						
Fair value hedge						
Derivatives - Interest rate swaps	260	904	208	Interest rate	26,666	Less than 10 years
Customer deposits	–	53	#	Foreign exchange	–	Within 1 year
Cash flow hedge						
Derivatives - Interest rate swaps	3	1	5	Interest rate	750	Less than 5 years
Derivatives - Currency swaps	618	636	(25)	Interest rate and foreign exchange	3,402	Less than 10 years
Net investment hedge						
Customer deposits	–	5,889	70	Foreign exchange	–	
Hedged items relating to fair value hedges						
Assets						
Debt securities	12,335	–	211			
Equity securities at FVOCI	53	–	#			
Liabilities						
Certificates of deposit	–	34	#			
Subordinated debts	–	4,868	(106)			
Other debts issued	–	7,935	(309)			

 # Amount less than $500,000

The carrying amount of hedged items relating to cash flow hedges at 31 December 2024 was $14,063 million (2023: $6,624 million). The hedged items include debt securities, loans to customers, subordinated debts and other debts issued.

41. Hedge Accounting (continued)

	The Bank					
	Carrying amount		Changes in fair value	Type of risk hedged	Notional amount	Maturity profile of hedging instruments
In $ millions	Assets	Liabilities				
2024						
Hedging instruments						
Fair value hedge						
Derivatives - Interest rate swaps	**275**	**546**	**(37)**	**Interest rate**	**23,449**	**Less than 20 years**
Customer deposits	**–**	**45**	**(1)**	**Foreign exchange**	**–**	**Within 1 year**
Cash flow hedge						
Derivatives - Interest rate swaps	**51**	**–**	**48**	**Interest rate**	**5,800**	**Less than 5 years**
Derivatives - Currency swaps	**155**	**114**	**24**	**Interest rate and foreign exchange**	**4,140**	**Less than 10 years**
Derivatives - Foreign exchange swaps	**3**	**–**	**3**	**Foreign exchange**	**109**	**Within 1 year**
Net investment hedge						
Customer deposits	**–**	**5,539**	**(74)**	**Foreign exchange**	**–**	
Hedged items relating to fair value hedges						
Assets						
Debt securities	**11,553**	**–**	**(120)**			
Equity securities at FVOCI	**45**	**–**	**1**			
Liabilities						
Subordinated debts	**–**	**3,032**	**(60)**			
Other debts issued	**–**	**9,722**	**201**			
2023						
Hedging instruments						
Fair value hedge						
Derivatives - Interest rate swaps	255	903	205	Interest rate	26,027	Less than 10 years
Customer deposits	–	53	#	Foreign exchange	–	Within 1 year
Cash flow hedge						
Derivatives - Interest rate swaps	3	1	5	Interest rate	750	Less than 5 years
Derivatives - Currency swaps	618	631	(19)	Interest rate and foreign exchange	2,941	Less than 10 years
Net investment hedge						
Customer deposits	–	5,330	59	Foreign exchange	–	
Hedged items relating to fair value hedges						
Assets						
Debt securities	12,335	–	211			
Equity securities at FVOCI	53	–	#			
Liabilities						
Certificates of deposit	–	34	#			
Subordinated debts	–	4,419	(102)			
Other debts issued	–	7,743	(310)			

 # Amount less than $500,000

The carrying amount of hedged items relating to cash flow hedges at 31 December 2024 was $13,592 million (2023: $6,163 million). The hedged items include debt securities, loans to customers, subordinated debts and other debts issued.

The ineffectiveness arising from hedge accounting was insignificant.

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42. Share-Based Compensation Plan

As approved by shareholders at the Annual General Meeting on 21 April 2016, the UOB Restricted Share Plan will be in force up to (and including) 6 August 2027. The UOB Restricted Share Plan only allows the delivery of UOB ordinary shares held in treasury by the Bank.

In 2018, following a review of the total compensation model, the Remuneration and Human Capital Committee (RHCC) approved, inter alia, a revised variable pay deferral framework for senior employees and Material Risk Takers. Under this framework, a portion of variable pay is deferred as restricted shares (RS) under the UOB Restricted Share Plan. Such deferred RS vest over a minimum three-year period, subject to local regulatory requirements, and the fair value of the RS were estimated at grant date using the Trinomial valuation methodology. Following the approval from the RHCC in 2020, the fair value of RS awarded from 2021 are computed using market value instead and with it, dividends on unvested RS awards are accrued to participating employees at the same rate as those declared on ordinary shares.

Participating employees who leave the Group before the RS vest will forfeit their rights unless otherwise decided by the RHCC.

At the Annual General Meeting on 21 April 2022, the UOB Restricted Share Plan was approved by shareholders to be renamed the UOB Share Plan and to allow for eligible non-executive directors to be granted share awards in the form of UOB ordinary shares under the UOB Share Plan.

Movements and outstanding balances of the plan are as follows:

	The Group	
	Number of restricted shares	
	2024	2023
	'000	'000
Balance at 1 January	**6,813**	6,629
Granted	**3,311**	2,849
Adjustments or Dividends on unvested awards	**457**	371
Forfeited/Cancelled	**(103)**	(136)
Vested	**(2,257)**	(2,900)
Balance at 31 December	**8,221**	6,813

Year granted	Expiry date	Fair value per grant at grant date $	Number of outstanding grants 2024 '000	2023 '000
2020	15 Apr 2022, 15 Apr 2023 and 15 Apr 2024	18.88 and 18.05	**–**	5
2021	15 Mar 2023, 15 Mar 2024 and 15 Mar 2025	25.41	**4**	1,585
2022	15 Mar 2024, 15 Mar 2025 and 15 Mar 2026	29.60	**1,651**	2,251
2023	15 Mar 2025, 15 Mar 2026 and 15 Mar 2027	28.87	**3,103**	2,972
2024	15 Mar 2026, 15 Mar 2027 and 15 Mar 2028	28.39	**3,463**	–
			8,221	6,813

Prior to 2021, fair values of the RS were estimated at the grant date using the Trinomial valuation methodology. From 2021, fair values of the RS are estimated using market value.

43. Related Party Transactions

Related parties cover the Group's subsidiaries, associates, joint ventures and their subsidiaries, and key management personnel and their related parties.

Key management personnel refers to the Bank's directors and members of its Management Executive Committee.

All related party transactions of the Group were done in the ordinary course of business and at arm's length. In addition to the information disclosed elsewhere in the financial statements, other related party transactions include the following:

(a)

	The Group		The Bank	
In $ millions	**2024**	2023	**2024**	2023
Interest income				
Subsidiaries	**–**	–	**706**	646
Associates and joint ventures	**17**	20	**15**	19
Interest expense				
Subsidiaries	**–**	–	**576**	457
Associates and joint ventures	**54**	63	**49**	59
Dividend income				
Subsidiaries	**–**	–	**246**	42
Associates and joint ventures	**–**	–	**50**	44
Rental and other expenses				
Subsidiaries	**–**	–	**125**	93
Associates and joint ventures	**23**	13	**23**	20
Fee and commission and other income				
Subsidiaries	**–**	–	**418**	354
Associates and joint ventures	**3**	3	**#**	#
Gain from disposal of investment properties				
Subsidiaries	**–**	–	**186**	–
Gain from disposal of owner-occupied properties				
Subsidiaries	**–**	–	**395**	–
Lease liabilities				
Subsidiaries	**–**	–	**142**	–
Placements, securities, loans and advances				
Subsidiaries	**–**	–	**23,275**	18,388
Associates and joint ventures	**351**	272	**319**	256
Deposits				
Subsidiaries	**–**	–	**20,606**	13,590
Associates and joint ventures	**2,628**	1,417	**2,381**	1,211
Off-balance sheet credit facilities [1]				
Subsidiaries	**–**	–	**28**	47
Associates and joint ventures	**545**	561	**545**	561

 # Amount less than $500,000

(1) Includes guarantees issued by the Group of $4 million (2023: $4 million) and the Bank of $26 million (2023: $46 million).

During the financial year, the Group had banking transactions with key management personnel-related entities and personnel of the Group. These transactions were not material.

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43. Related Party Transactions (continued)

(b)

In $ millions	The Bank 2024	2023
Compensation of key management personnel		
Short-term employee benefits	**25**	32
Long-term employee benefits	**3**	4
Share-based compensation	**22**	25
	50	61

44. Segment Information

(a) Business segments

Business segment performance reporting is prepared based on the Group's organisation structure. Business segments' results include all applicable revenue, expenses, internal fund transfer price and cost allocations associated with the activities of the business. Transactions between business segments are on an arm's length basis in a manner similar to third party transactions and they are eliminated on consolidation.

The Banking Group is organised into three major business segments – Group Retail, Group Wholesale Banking and Global Markets. Others include non-banking activities and corporate functions.

Group Retail (GR)

GR segment covers individual customers.

Customers have access to a diverse range of products and services, including deposits, insurance, card, wealth management, investment, and loan products which are available across the Group's global branch network.

Group Wholesale Banking (GWB)

GWB encompasses corporate and institutional client segments which include small, medium and large enterprises, local and multi-national corporations, financial institutions, government-linked entities, financial sponsors and property funds.

GWB provides customers with a broad range of products and services, including loans, trade services, cash management, capital markets solutions and advisory and treasury products.

Global Markets (GM)

GM provides a comprehensive suite of treasury products and services across multi-asset classes which includes foreign exchange, interest rate, credit, commodities, equities and structured investment products to help customers manage market risks and volatility. GM also engages in market making activities and management of funding and liquidity.

Income from products and services offered to customers of Group Retail and Group Wholesale Banking are reflected in the respective client segments.

Others

Others includes corporate support functions, decisions not attributable to business segments mentioned above and other activities, which comprise property, insurance and investment management.

44. Segment Information (continued)

(a) *Business segments [1] (continued)*

Selected income statement items

	The Group				
In $ millions	**GR**	**GWB**	**GM**	**Others**	**Total**
2024					
Net interest income	**3,841**	**5,130**	**(330)**	**1,033**	**9,674**
Non-interest income	**1,650**	**1,596**	**1,034**	**340**	**4,620**
Operating income	**5,491**	**6,726**	**704**	**1,373**	**14,294**
Operating expenses	**(2,949)**	**(1,731)**	**(266)**	**(1,364)**	**(6,310)**
Amortisation of intangible assets	**(28)**	**–**	**–**	**–**	**(28)**
(Allowance for)/Write-back of credit and other losses	**(439)**	**(615)**	**(14)**	**142**	**(926)**
Share of (loss)/profit of associates and joint ventures	**(1)**	**4**	**–**	**118**	**121**
Profit/(Loss) before tax	**2,074**	**4,384**	**424**	**269**	**7,151**
Tax					**(1,092)**
Profit for the financial year					**6,059**
Other information:					
Additions to fixed assets	**31**	**44**	**1**	**970**	**1,046**
Depreciation of assets	**63**	**49**	**11**	**524**	**647**
2023					
Net interest income	4,080	5,493	(511)	617	9,679
Non-interest income	1,421	1,582	925	325	4,253
Operating income	5,501	7,075	414	942	13,932
Operating expenses	(2,834)	(1,682)	(261)	(1,440)	(6,217)
Amortisation of intangible assets	(24)	–	–	–	(24)
(Allowance for)/Write-back of credit and other losses	(302)	(850)	(21)	252	(921)
Share of (loss)/profit of associates and joint ventures	(2)	1	–	94	93
Profit/(Loss) before tax	2,339	4,544	132	(152)	6,863
Tax					(1,138)
Profit for the financial year					5,725
Other information:					
Additions to fixed assets	47	49	#	914	1,010
Depreciation of assets	64	48	12	473	597

\# *Amount less than $500,000*

(1) Comparative segment information for prior periods has been adjusted for changes in organisational structure, if any.

Notes to the Financial Statements

for the financial year ended 31 December 2024

44. Segment Information (continued)

(a) *Business segments [1] (continued)*

Selected balance sheet items

	The Group				
In $ millions	**GR**	**GWB**	**GM**	**Others**	**Total**
2024					
Segment assets	**114,263**	**246,486**	**167,768**	**2,866**	**531,383**
Intangible assets	**2,014**	**2,221**	**657**	**87**	**4,979**
Investment in associates and joint ventures	**#**	**182**	**–**	**1,120**	**1,302**
Total assets	**116,277**	**248,889**	**168,425**	**4,073**	**537,664**
Total liabilities	**202,138**	**208,231**	**59,762**	**17,576**	**487,707**
Other information:					
Gross customer loans	**114,060**	**222,530**	**1,239**	**2**	**337,831**
Non-performing assets	**1,323**	**3,614**	**–**	**273**	**5,210**
2023					
Segment assets	109,873	231,274	172,876	3,247	517,270
Intangible assets	2,019	2,221	657	87	4,984
Investment in associates and joint ventures	1	208	–	1,057	1,266
Total assets	111,893	233,703	173,533	4,391	523,520
Total liabilities	193,424	196,567	67,635	19,426	477,052
Other information:					
Gross customer loans	109,344	210,000	1,712	94	321,150
Non-performing assets	1,138	3,566	22	220	4,946

\# *Amount less than $500,000*

(1) Comparative segment information for prior periods has been adjusted for changes in organisational structure, if any.

44. Segment Information (continued)

(b) *Geographical segments* [1]

The following geographical segment performance reporting is prepared based on the location where the transactions or assets are booked. The information is stated after elimination of inter-segment transactions.

	The Group						
In $ millions	**Singapore**	**Malaysia**	**Thailand**	**Indonesia**	**Other Asia Pacific**	**Rest of the world**	**Total**
2024							
Net interest income	**5,388**	**931**	**1,093**	**473**	**1,136**	**653**	**9,674**
Non-interest income	**2,671**	**580**	**385**	**156**	**702**	**126**	**4,620**
Operating income	**8,059**	**1,511**	**1,478**	**629**	**1,838**	**779**	**14,294**
Operating expenses	**(3,268)**	**(770)**	**(1,002)**	**(521)**	**(676)**	**(73)**	**(6,310)**
Amortisation of intangible assets	**–**	**(4)**	**(18)**	**(3)**	**(3)**	**–**	**(28)**
Write-back of/(Allowance for) credit and other losses	**175**	**(31)**	**(404)**	**(55)**	**(315)**	**(296)**	**(926)**
Share of profit/(loss) of associates and joint ventures	**123**	**–**	**–**	**–**	**#**	**(2)**	**121**
Profit before tax	**5,089**	**706**	**54**	**50**	**844**	**408**	**7,151**
Total assets before intangible assets	**314,970**	**48,083**	**36,412**	**12,822**	**94,075**	**26,323**	**532,685**
Intangible assets	**3,182**	**138**	**1,318**	**315**	**26**	**–**	**4,979**
Total assets	**318,152**	**48,221**	**37,730**	**13,137**	**94,101**	**26,323**	**537,664**
2023							
Net interest income	5,615	917	1,159	453	977	558	9,679
Non-interest income	2,286	553	375	161	698	180	4,253
Operating income	7,901	1,470	1,534	614	1,675	738	13,932
Operating expenses	(3,271)	(756)	(997)	(483)	(643)	(67)	(6,217)
Amortisation of intangible assets	–	(4)	(17)	(#)	(3)	–	(24)
Allowance for credit and other losses	(86)	(98)	(356)	(52)	(213)	(116)	(921)
Share of profit/(loss) of associates and joint ventures	95	–	–	–	#	(2)	93
Profit before tax	4,639	612	164	79	816	553	6,863
Total assets before intangible assets	311,003	46,587	32,890	13,566	89,879	24,611	518,536
Intangible assets	3,182	134	1,318	322	28	–	4,984
Total assets	314,185	46,721	34,208	13,888	89,907	24,611	523,520

\# *Amount less than $500,000*

(1) Based on the location where the transactions and assets are booked, the information is stated after elimination of inter-segment transactions.

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45. Financial Risk Management

The Group's business activities involve the use of financial instruments, including derivatives. These activities expose the Group to a variety of financial risks, mainly credit risk, foreign exchange risk, interest rate risk, equity risk, commodity risk and liquidity risk.

The Group's financial risks are centrally managed by the various specialist committees within the authority delegated by the Board of Directors. These various specialist committees formulate, review and approve policies and limits to monitor and manage risk exposures under their respective supervision. The major policy decisions and proposals approved by these committees are subject to further review by the Group Board Risk Management Committee (BRMC).

The Group Risk Management Sector assumes the independent oversight of risks undertaken by the Group, and takes the lead in the formulation and approval of risk policies, controls and processes. The Group Market Risk and Product Control within the Group Risk Management Sector monitor Global Markets' compliance with trading policies and limits. This is further enhanced by the periodic risk assessment audit carried out by Group Audit.

The main financial risks that the Group is exposed to and how they are managed are set out below:

(a) Credit risk

Credit risk is the risk of loss arising from any failure by a borrower or counterparty to meet its financial obligations when they are due.

The Group Credit Committee (CC) supports the CEO and BRMC in managing the Group's overall credit risk exposures and serves as an executive forum for discussions on all credit-related matters. The CC also reviews and assesses the Group's credit portfolios and credit risk profiles.

Credit risk exposures are managed through a robust credit underwriting, structuring and monitoring process. The process includes monthly review of all non-performing and special mention loans, ensuring credit quality and the timely recognition of asset impairment. Past due exposures and credit limit excesses are tracked and analysed by business and product lines.

Country risk is the risk of loss due to specific events in a country that the Group has exposure to. These events include political and economic events, social unrest, nationalisation and expropriation of assets, government repudiation of external indebtedness, and currency depreciation or devaluation.

Climate risks are complex and transverse in nature and may potentially translate into known financial risk types for banks including credit risk, market risk, liquidity risk and operational risk. The Group has assessed the various climate risk transmission channels and considered potential credit risk impact to be the most material.

Climate risk is identified, assessed, managed and monitored through our Group Environmental Risk Management (ENRM) Framework, which is approved by the BRMC. In 2024, no material climate-related financial losses were incurred through our corporate lending activities.

Refer to Risk Management section of the annual report (Environmental, Social and Governance Risk) and UOB Sustainability Report 2024 for more information.

45. Financial Risk Management (continued)

(a) Credit risk (continued)

(i) Credit exposure

The Group's maximum exposure to credit risk of on-balance sheet and off-balance sheet financial instruments, before taking into account any collateral held, other credit enhancements and netting arrangements, is shown in the table below:

	The Group	
In $ millions	**2024**	2023
Balances and placements with central banks	**37,717**	51,496
Singapore government treasury bills and securities	**13,281**	13,322
Other government treasury bills and securities	**33,570**	24,958
Trading debt securities	**3,633**	4,144
Placements and balances with banks	**37,432**	35,093
Loans to customers	**333,930**	317,005
Derivative financial assets	**12,132**	9,707
Investment debt securities	**42,384**	44,006
Others	**4,440**	5,133
	518,519	504,864
Contingent liabilities	**32,098**	30,768
Commitments (excluding capital commitments)	**232,605**	208,321
	783,222	743,953

As a fundamental credit principle, the Group generally does not grant credit facilities solely on the basis of the collateral provided. All credit facilities are granted based on the credit standing of the borrower, source of repayment and debt servicing ability.

Collateral is taken whenever possible to mitigate the credit risk assumed. The value of the collateral is monitored periodically. The frequency of valuation depends on the type, liquidity and volatility of the collateral value. The collaterals are mostly properties while other types of collateral taken by the Group include cash, marketable securities, equipment, inventories and receivables. Policies and processes are in place to monitor collateral concentration.

In extending credit facilities to small- and medium-enterprises, personal guarantees are often taken as a form of moral support to ensure moral commitment from the principal shareholders and directors.

Corporate guarantees are often obtained when the borrower's creditworthiness is not sufficient to justify an extension of credit.

Exposures arising from foreign exchange, derivatives and securities financing transactions are typically mitigated through agreements such as the International Swaps and Derivatives Association Master Agreements, the Credit Support Annex and the Global Master Repurchase Agreements. Such agreements help to minimise credit exposure by allowing us to offset what we owe to a counterparty against what is due from that counterparty in the event of a default.

In addition, derivative transactions are cleared through Central Counterparties, where possible, to reduce counterparty credit exposure further through multilateral netting and the daily margining processes.

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45. Financial Risk Management (continued)

(a) Credit risk (continued)

(ii) Major on-balance sheet credit exposures

The exposures are determined based on country of incorporation/operation for non-individuals and residence for individuals.

	The Group				
In $ millions	Loans to customers (gross)	Government treasury bills and securities	Placements and balances with banks	Debt securities	Total
Analysed by geography					
2024					
Singapore	**164,255**	**13,284**	**780**	**11,463**	**189,782**
Malaysia	**33,651**	**10,071**	**3,542**	**2,484**	**49,748**
Thailand	**26,607**	**6,706**	**2,268**	**1,143**	**36,724**
Indonesia	**10,899**	**2,520**	**2,201**	**75**	**15,695**
Greater China	**52,177**	**1,955**	**13,471**	**6,063**	**73,666**
Others	**50,242**	**12,315**	**15,170**	**24,789**	**102,516**
	337,831	**46,851**	**37,432**	**46,017**	**468,131**
2023					
Singapore	157,903	13,325	940	10,852	183,020
Malaysia	31,692	10,660	2,450	2,504	47,306
Thailand	25,364	3,476	2,582	1,562	32,984
Indonesia	9,670	2,190	1,969	270	14,099
Greater China	49,177	1,897	12,649	8,779	72,502
Others	47,344	6,732	14,503	24,183	92,762
	321,150	38,280	35,093	48,150	442,673

45. Financial Risk Management (continued)

(a) Credit risk (continued)

(ii) Major on-balance sheet credit exposures (continued)

	The Group				
In $ millions	Loans to customers (gross)	Government treasury bills and securities	Placements and balances with banks	Debt securities	Total
Analysed by industry					
2024					
Transport, storage and communication	**16,065**	**–**	**–**	**2,471**	**18,536**
Building and construction	**91,713**	**–**	**–**	**3,229**	**94,942**
Manufacturing	**23,394**	**–**	**–**	**2,003**	**25,397**
Financial institutions, investment and holding companies	**39,768**	**–**	**37,432**	**20,118**	**97,318**
General commerce	**35,507**	**–**	**–**	**1,065**	**36,572**
Professionals and private individuals	**29,914**	**–**	**–**	**–**	**29,914**
Housing loans	**82,036**	**–**	**–**	**–**	**82,036**
Government	**–**	**46,851**	**–**	**–**	**46,851**
Others	**19,434**	**–**	**–**	**17,131**	**36,565**
	337,831	**46,851**	**37,432**	**46,017**	**468,131**
2023					
Transport, storage and communication	14,175	–	–	2,198	16,373
Building and construction	86,658	–	–	2,121	88,779
Manufacturing	21,451	–	–	1,357	22,808
Financial institutions, investment and holding companies	40,456	–	35,093	27,556	103,105
General commerce	32,857	–	–	1,126	33,983
Professionals and private individuals	29,294	–	–	–	29,294
Housing loans	77,629	–	–	–	77,629
Government	–	38,280	–	–	38,280
Others	18,630	–	–	13,792	32,422
	321,150	38,280	35,093	48,150	442,673

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45. Financial Risk Management (continued)

(a) Credit risk (continued)

(iii) Major off-balance sheet credit exposures

The exposures are determined based on country of incorporation/operation for non-individuals and residence for individuals.

	The Group			
	2024		2023	
In $ millions	**Contingent liabilities**	**Commitments** [1]	Contingent liabilities	Commitments [1]
Analysed by geography				
Singapore	**15,400**	**105,246**	14,866	93,054
Malaysia	**3,766**	**23,792**	3,131	21,249
Thailand	**2,190**	**27,537**	2,017	25,331
Indonesia	**2,289**	**9,595**	1,631	9,812
Greater China	**4,962**	**38,066**	5,274	34,604
Others	**3,491**	**28,369**	3,849	24,271
	32,098	**232,605**	30,768	208,321
Analysed by industry				
Transport, storage and communication	**2,218**	**8,865**	1,921	8,173
Building and construction	**10,213**	**33,893**	9,793	31,902
Manufacturing	**4,474**	**31,863**	4,047	28,229
Financial institutions, investment and holding companies	**2,616**	**28,974**	2,789	29,129
General commerce	**8,611**	**51,682**	8,506	48,627
Professionals and private individuals	**204**	**47,715**	221	44,674
Housing loans	**–**	**4,637**	–	5,030
Others	**3,762**	**24,976**	3,491	12,557
	32,098	**232,605**	30,768	208,321

(1) Excluding capital commitments.

45. Financial Risk Management (continued)

(a) Credit risk (continued)

(iv) Credit quality

i. Non-trading gross loans are graded in accordance with MAS Notice 612 as follows:

	The Group			
In $ millions	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
2024				
Pass	**307,990**	**12,832**	**–**	**320,822**
Special mention	**–**	**6,056**	**–**	**6,056**
Substandard	**–**	**–**	**3,550**	**3,550**
Doubtful	**–**	**–**	**605**	**605**
Loss	**–**	**–**	**1,009**	**1,009**
	307,990	**18,888**	**5,164**	**332,042**
2023				
Pass	292,976	14,262	–	307,238
Special mention	–	5,298	–	5,298
Substandard	–	–	3,143	3,143
Doubtful	–	–	922	922
Loss	–	–	805	805
	292,976	19,560	4,870	317,406

ii. Non-trading government treasury bills and securities and debt securities

The table below presents an analysis of non-trading government treasury bills and securities and debt securities that are neither past due nor impaired for the Group by rating agency designation as at 31 December:

	The Group				
	Singapore government treasury bills and securities	**Other government treasury bills and securities**		**Debt securities**	
In $ millions	**Stage 1**	**Stage 1**	**Stage 2**	**Stage 1**	**Stage 2**
2024					
External rating:					
Investment grade (AAA to BBB-)	**12,809**	**31,375**	**9**	**33,679**	**699**
Non-investment grade (BB+ to C)	**–**	**90**	**–**	**–**	**–**
Unrated	**–**	**–**	**–**	**7,643**	**396**
	12,809	**31,465**	**9**	**41,322**	**1,095**
2023					
External rating:					
Investment grade (AAA to BBB-)	12,963	23,556	–	34,125	393
Non-investment grade (BB+ to C)	–	68	–	–	–
Unrated	–	313	–	9,032	478
	12,963	23,937	–	43,157	871

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for the financial year ended 31 December 2024

45. Financial Risk Management (continued)

(a) Credit risk (continued)

(iv) Credit quality (continued)

iii. Non-trading other assets

	The Group		
In $ millions	**Stage 1**	**Stage 2**	**Total**
2024			
Cash, balances and placements with central banks	**36,643**	**71**	**36,714**
Placements and balances with banks	**25,046**	**1,040**	**26,086**
Other assets	**4,490**	**381**	**4,871**
	66,179	**1,492**	**67,671**
2023			
Cash, balances and placements with central banks	50,647	60	50,707
Placements and balances with banks	23,193	394	23,587
Other assets	4,893	266	5,159
	78,733	720	79,453

iv. Loan commitments and contingents, excluding non-financial guarantees

	The Group			
In $ millions	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
2024				
Pass	**231,616**	**5,562**	**–**	**237,178**
Special mention	**–**	**783**	**–**	**783**
Substandard	**–**	**–**	**19**	**19**
Doubtful	**–**	**–**	**1**	**1**
Loss	**–**	**–**	**3**	**3**
	231,616	**6,345**	**23**	**237,984**
2023				
Pass	216,186	5,231	–	221,417
Special mention	–	584	–	584
Substandard	–	–	36	36
Doubtful	–	–	–	–
Loss	–	–	7	7
	216,186	5,815	43	222,044

45. Financial Risk Management (continued)

(a) Credit risk (continued)

(v) Ageing analysis of past due but not impaired loans

In $ millions	The Group < 30 days	30 - 59 days	60 - 90 days	Total
Analysed by geography [1]				
2024				
Singapore	**1,578**	**177**	**208**	**1,963**
Malaysia	**623**	**286**	**233**	**1,142**
Thailand	**743**	**164**	**130**	**1,037**
Indonesia	**64**	**27**	**22**	**113**
Greater China	**452**	**85**	**12**	**549**
Others	**379**	**20**	**14**	**413**
	3,839	**759**	**619**	**5,217**
2023				
Singapore	1,380	275	94	1,749
Malaysia	655	290	159	1,104
Thailand	446	145	86	677
Indonesia	96	36	18	150
Greater China	810	68	7	885
Others	753	164	26	943
	4,140	978	390	5,508

(1) By borrower's country of incorporation/operation for non-individuals and residence for individuals.

In $ millions	The Group < 30 days	30 - 59 days	60 - 90 days	Total
Analysed by industry				
2024				
Transport, storage and communication	**154**	**15**	**6**	**175**
Building and construction	**325**	**93**	**38**	**456**
Manufacturing	**562**	**57**	**37**	**656**
Financial institutions, investment and holding companies	**411**	**10**	**1**	**422**
General commerce	**483**	**70**	**146**	**699**
Professionals and private individuals	**842**	**212**	**132**	**1,186**
Housing loans	**935**	**287**	**250**	**1,472**
Others	**127**	**15**	**9**	**151**
	3,839	**759**	**619**	**5,217**

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for the financial year ended 31 December 2024

45. Financial Risk Management (continued)

(a) Credit risk (continued)

(v) Ageing analysis of past due but not impaired loans (continued)

	The Group			
In $ millions	**< 30 days**	**30 - 59 days**	**60 - 90 days**	**Total**
Analysed by industry (continued)				
2023				
Transport, storage and communication	183	9	5	197
Building and construction	619	185	30	834
Manufacturing	482	79	8	569
Financial institutions, investment and holding companies	926	37	1	964
General commerce	319	113	40	472
Professionals and private individuals	593	212	114	919
Housing loans	803	328	177	1,308
Others	215	15	15	245
	4,140	978	390	5,508

(vi) Ageing analysis of non-performing assets

	The Group					
In $ millions	**Current**	**< 90 days**	**90 - 180 days**	**> 180 days**	**Total**	**Stage 3 ECL**
Analysed by geography [1]						
2024						
Singapore	**82**	**40**	**147**	**750**	**1,019**	**349**
Malaysia	**67**	**75**	**104**	**751**	**997**	**330**
Thailand	**181**	**162**	**157**	**456**	**956**	**409**
Indonesia	**177**	**29**	**54**	**155**	**415**	**119**
Greater China	**–**	**228**	**30**	**826**	**1,084**	**59**
Others	**140**	**35**	**56**	**462**	**693**	**370**
Non-performing loans	**647**	**569**	**548**	**3,400**	**5,164**	**1,636**
Debt securities, contingent items and others	**26**	**5**	**–**	**15**	**46**	**16**
	673	**574**	**548**	**3,415**	**5,210**	**1,652**
2023						
Singapore	351	112	192	705	1,360	431
Malaysia	124	74	96	806	1,100	374
Thailand	155	110	176	382	823	301
Indonesia	95	36	45	292	468	154
Greater China	40	10	86	410	546	154
Others	173	56	77	267	573	146
Non-performing loans	938	398	672	2,862	4,870	1,560
Debt securities, contingent items and others	45	2	7	22	76	30
	983	400	679	2,884	4,946	1,590

(1) By borrower's country of incorporation/operation for non-individuals and residence for individuals.

45. Financial Risk Management (continued)

(a) Credit risk (continued)

(vi) Ageing analysis of non-performing assets (continued)

	The Group					
In $ millions	Current	< 90 days	90 - 180 days	> 180 days	Total	Stage 3 ECL
Analysed by industry						
2024						
Transport, storage and communication	**7**	**2**	**4**	**136**	**149**	**55**
Building and construction	**263**	**182**	**86**	**1,246**	**1,777**	**473**
Manufacturing	**63**	**33**	**71**	**364**	**531**	**193**
Financial institutions, investment and holding companies	**6**	**1**	**2**	**221**	**230**	**114**
General commerce	**81**	**136**	**99**	**427**	**743**	**250**
Professionals and private individuals	**113**	**99**	**127**	**106**	**445**	**180**
Housing loans	**110**	**113**	**143**	**556**	**922**	**187**
Others	**4**	**3**	**16**	**344**	**367**	**184**
Non-performing loans	**647**	**569**	**548**	**3,400**	**5,164**	**1,636**
Debt securities, contingent items and others	**26**	**5**	**–**	**15**	**46**	**16**
	673	**574**	**548**	**3,415**	**5,210**	**1,652**
2023						
Transport, storage and communication	82	50	18	74	224	84
Building and construction	327	45	180	925	1,477	323
Manufacturing	229	12	104	388	733	285
Financial institutions, investment and holding companies	1	12	7	140	160	76
General commerce	64	107	69	402	642	243
Professionals and private individuals	69	48	149	71	337	149
Housing loans	130	118	127	474	849	182
Others	36	6	18	388	448	218
Non-performing loans	938	398	672	2,862	4,870	1,560
Debt securities, contingent items and others	45	2	7	22	76	30
	983	400	679	2,884	4,946	1,590

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45. Financial Risk Management (continued)

(a) Credit risk (continued)

(vii) Security coverage of non-performing assets

In $ millions	Collateral/Credit enhancement			Unsecured credit exposure	Total
	Properties	Fixed deposits	Others		
The Group					
2024					
Loans to customers	**2,688**	**5**	**43**	**2,428**	**5,164**
Others (including commitments and contingents)	**24**	**–**	**–**	**22**	**46**
Of which:					
Credit impaired assets with nil ECL due to collateral/credit enhancement	**910**	**2**	**6**	**–**	**918**
2023					
Loans to customers	2,394	6	142	2,328	4,870
Debt securities	–	–	–	14	14
Others (including commitments and contingents)	21	3	–	38	62
Of which:					
Credit impaired assets with nil ECL due to collateral/credit enhancement	634	1	80	–	715

Collaterals possessed to settle outstanding loans were immaterial.

(b) Foreign exchange risk and equity risk

Foreign exchange risk is the risk to earnings and economic value of foreign currency assets, liabilities and financial derivatives caused by fluctuations in foreign exchange rates.

The Group's foreign exchange exposures comprise trading and banking (non-trading and structural) foreign exchange exposures. Non-trading foreign exchange exposures are principally derived from investments and funding activities and customer businesses. Structural foreign currency exposures are represented by the net asset values of overseas branches and subsidiaries, share of the net asset values of overseas associates and joint ventures, intangible assets attributable to overseas subsidiaries, and long-term investment in overseas properties used for banking purposes, which are strategic in nature. The Group uses foreign currency contracts and foreign exchange derivatives to hedge its foreign exchange exposures.

Foreign exchange risk is managed through policies and market risk limits approved by the Group Asset and Liability Committee (ALCO). The limits are independently monitored by Group Market Risk and Product Control.

45. Financial Risk Management (continued)

(b) Foreign exchange risk and equity risk (continued)

At 31 December 2024, banking book foreign currency Expected Shortfall (ES) inclusive of structural foreign currency ES was $15.7 million (2023: $19.9 million).

Equity risk in the banking book arises from equity investments held for long-term strategic reasons. At the end of the reporting period, if the equity prices of these investments had been 1% higher/lower with all other variables held constant, the Group's other comprehensive income would have been $34.3 million (2023: $35.6 million) higher/lower as a result of an increase/decrease in the fair value of equity investments classified as FVOCI.

(c) Interest rate risk in the banking book

Interest rate risk is the impact to earnings and economic value of the Group due to fluctuations in interest rates. Interest rate exposure arises from differences in the maturity and repricing dates of assets, liabilities and off-balance sheet items. These mismatches are actively monitored and managed as part of the overall interest rate risk management process which is conducted in accordance with the Group's policies as approved by the ALCO.

The Group's interest rate risk sensitivity is measured as changes in economic value of equity (EVE) or net interest income (NII) based on Basel Interest Rate Risk in the Banking Book (IRRBB) requirements.

Changes in EVE is the simulated change of present value of assets less present value of liabilities of the Group, computed based on repricing cash flow of principal and interests including commercial margin and discounted using risk free rate. Changes in NII is the simulated change in the Group's net interest income over a one year time horizon. Interest rate flooring effects according to revised MAS637 requirements are taken into consideration. The repricing profile of loans is generally based on the earliest possible repricing dates, taking into account the notice period to be served to the customers. Loan prepayment, time deposit early withdrawals rates and future drawdown of undrawn commitments are estimated based on past statistics and trends where possible and material. The average repricing maturity of non-maturity deposits (NMDs) is determined through empirical studies following the two step approach per Basel IRRBB guideline. Behavioural assumptions based on historical trends or expert judgements are applied where appropriate. As of 31 December 2024, average and longest repricing maturity assigned to NMDs are 21 and 54 months respectively based on all currencies (31 December 2023: 8 and 36 months respectively). Total changes in EVE and NII are summation of changes in EVE and NII of each currency with significant exposures and other currencies on aggregated basis. There may be some differences in the assumptions across geographical locations due to variation in local conditions.

The table below shows the Group's changes in EVE and NII under various interest rate scenarios specified in IRRBB Standard published by Basel Committee in 2016. The year-on-year movement is mainly due to extension of NMDs behavioral tenor cap supported by behavioral study conducted based on historical NMDs movements, which lead to longer behavioural tenor of NMDs.

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45. Financial Risk Management (continued)

(c) Interest rate risk in the banking book (continued)

In $ millions	The Group 2024	2023
Changes in EVE under standardised interest rate shock scenarios		
Parallel up	**274**	1,577
Parallel down	**(764)**	(1,989)
Steepener	**925**	1,726
Flattener	**(940)**	(1,390)
Short rate up	**(560)**	(536)
Short rate down	**644**	569
Maximum	**925**	1,726
Changes in NII under standardised interest rate shock scenarios		
Parallel up	**(817)**	(1,012)
Parallel down	**1,449**	1,561
Maximum	**1,449**	1,561

(d) Interest rate benchmark reform

The Group's Project Steering Committee (PSC) was established in 2019 with taskforces and business unit program managers in order to manage, monitor and address the impact of the replacement of various interest rate benchmarks globally. The key risks being managed arise from pricing risk on amending existing contracts; operational risk from updating systems and processes; and conduct risk – ensuring we treat our clients fairly when we update existing contracts.

The PSC is co-chaired by Group Chief Risk Officer (CRO) and Head of Group Global Markets and comprises senior representatives from functions across the Bank including the client facing teams, Finance, Operations and Technology, Data Management Office and Group International Management. The PSC provided regular updates to the BRMC.

The Group successfully managed the transition of Singapore Interbank Offered Rate (SIBOR) in 2024, after the transition of SOR, London Interbank Offered Rate (LIBOR) and Thai Baht Interest Rate Fixing (THBFIX) in prior years. The Group has a framework for the transition of other benchmarks, in accordance with regulatory timelines.

As at 31 December 2024, the Group and Bank's exposure to significant interest rate benchmarks subject to reform is not significant and no hedge accounting relationship is affected by interest rate benchmark reform.

(e) Liquidity risk

Liquidity risk is the risk that the Group is unable to meet its financial obligations as and when they fall due, such as upon maturity of deposits and draw-down of loans.

The Group manages liquidity risk in accordance with the liquidity framework approved by the ALCO. This framework comprises policies, controls and limits. These controls and policies include setting of cash flow mismatch limits, monitoring of liquidity early warning indicators, stress-test analysis of cash flows in liquidity crisis scenarios and establishment of a comprehensive contingency funding plan. The Group is also required by the respective local regulators to maintain a certain percentage of its liability base in the form of cash and other liquid assets as a buffer against unforeseen liquidity requirements. The main objectives are honouring all cash outflow commitments on an ongoing basis, satisfying statutory liquidity and reserve requirements, and avoiding raising funds at market premiums or through forced sale of assets.

45. Financial Risk Management (continued)

(e) Liquidity risk (continued)

The following table shows the cash flow analysis of the Group's assets and liabilities by remaining contractual maturities on an undiscounted basis. Actual maturity dates may differ from contractual maturity dates due to behavioural patterns such as prepayment of loans. In particular, the Group has a significant amount of 'core deposits' of customers which are contractually at call (included in the 'Up to 7 days' time band) but historically have been a stable source of long-term funding for the Group.

	The Group							
In $ millions	Up to 7 days	Over 7 days to 1 month	Over 1 to 3 months	Over 3 to 12 months	Over 1 to 3 years	Over 3 years	No specific maturity	Total
2024								
Cash, balances and placements with central banks	11,468	5,655	12,206	2,634	–	–	6,826	38,789
Securities	170	501	4,255	11,565	29,244	68,588	2,081	116,404
Placements and balances with banks	7,730	7,951	10,053	9,290	1,490	1,502	(79)	37,937
Loans to customers	16,802	46,534	29,916	53,561	80,919	166,144	52	393,928
Investment in associates and joint ventures	–	–	–	–	–	–	1,302	1,302
Goodwill and intangible assets	–	–	–	–	–	–	4,979	4,979
Derivative financial assets	–	–	–	–	–	–	12,132	12,132
Others	(92)	9	117	3	44	5,480	5,197	10,758
Total assets	36,078	60,650	56,547	77,053	111,697	241,714	32,490	616,229
Deposits and balances of customers	226,935	49,015	63,950	63,682	3,011	382	(95)	406,880
Deposits and balances of banks, and bills and drafts payable	10,207	5,468	3,731	488	419	174	9	20,496
Debts issued	1,128	3,725	8,952	12,416	15,587	2,267	(938)	43,137
Derivative financial liabilities	–	–	–	–	–	–	12,514	12,514
Others	3,589	157	280	517	370	9	4,017	8,939
Total liabilities	241,859	58,365	76,913	77,103	19,387	2,832	15,507	491,966
Equity attributable to:								
Equity holders of the Bank	–	38	–	69	1,481	1,479	46,985	50,052
Non-controlling interests	–	–	–	–	–	–	224	224
Total equity	–	38	–	69	1,481	1,479	47,209	50,276
Net on-balance sheet position	(205,781)	2,247	(20,366)	(119)	90,829	237,403	(30,226)	
Net off-balance sheet position	(63,323)	(70)	(129)	411	(412)	(2,086)	(62)	
Net maturity mismatch	(269,104)	2,177	(20,495)	292	90,417	235,317	(30,288)	

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45. Financial Risk Management (continued)

(e) Liquidity risk (continued)

	The Group							
In $ millions	Up to 7 days	Over 7 days to 1 month	Over 1 to 3 months	Over 3 to 12 months	Over 1 to 3 years	Over 3 years	No specific maturity	Total
2023								
Cash, balances and placements with central banks	13,387	15,358	13,983	3,030	–	–	7,055	52,813
Securities	355	813	4,507	14,214	28,546	53,837	2,536	104,808
Placements and balances with banks	7,881	7,099	9,858	7,756	638	2,153	146	35,531
Loans to customers	16,649	36,372	30,817	57,252	81,800	161,001	32	383,923
Investment in associates and joint ventures	–	–	–	–	–	–	1,266	1,266
Goodwill and intangible assets	–	–	–	–	–	–	4,984	4,984
Derivative financial assets	–	–	–	–	–	–	9,707	9,707
Others	80	88	169	130	5	5,283	4,933	10,688
Total assets	38,352	59,730	59,334	82,382	110,989	222,274	30,659	603,720
Deposits and balances of customers	196,128	43,003	58,709	86,721	4,321	1,257	(53)	390,086
Deposits and balances of banks, and bills and drafts payable	15,327	11,535	3,843	2,149	382	202	8	33,446
Debts issued	1,032	2,497	6,840	9,298	13,458	9,284	(1,130)	41,279
Derivative financial liabilities	–	–	–	–	–	–	11,768	11,768
Others	3,125	164	311	519	318	171	4,719	9,327
Total liabilities	215,612	57,199	69,703	98,687	18,479	10,914	15,312	485,906
Equity attributable to:								
Equity holders of the Bank	–	38	–	70	1,112	1,956	43,478	46,654
Non-controlling interests	–	–	–	–	–	–	242	242
Total equity	–	38	–	70	1,112	1,956	43,720	46,896
Net on-balance sheet position	(177,260)	2,493	(10,369)	(16,375)	91,398	209,404	(28,373)	
Net off-balance sheet position	(59,860)	(1,175)	(1,233)	(952)	(462)	(2,514)	(74)	
Net maturity mismatch	(237,120)	1,318	(11,602)	(17,327)	90,936	206,890	(28,447)	

The Group is subject to liquidity requirements to support calls under outstanding contingent liabilities and undrawn credit facility commitments as disclosed in Notes 38 and 39(a) respectively. These have been incorporated in the net off-balance sheet position for financial years ended 31 December 2024 and 2023. The total outstanding contractual amounts of these items do not represent future cash requirements since the Group expects many of these contingent liabilities and commitments (such as direct credit substitutes and undrawn credit facilities) to expire without being called or drawn upon, and many of the contingent liabilities (such as letters of credit) are reimbursable by customers.

45. Financial Risk Management (continued)

(f) Expected Shortfall

The Group adopts a daily Expected Shortfall (ES) to estimate market risk within a 97.5% confidence interval over a one-day holding period, using the historical simulation method for its trading book. This entails the estimation of tail loss based on the most recent historical data. This methodology does not make assumptions on the distribution of returns and the correlations between risk classes. It assumes that possible future changes in market rates may be implied by observed historical market movements. ES is the average portfolio loss, assuming that the loss is greater than the specified percentile of the loss distribution.

The table below shows the trading book ES profile by risk classes.

	The Group			
In $ millions	**Year end**	**High**	**Low**	**Average**
2024				
Interest rate	**3.74**	**7.09**	**2.62**	**4.25**
Foreign exchange	**3.06**	**7.69**	**0.66**	**2.16**
Equity	**0.76**	**2.94**	**0.17**	**0.51**
Commodity	**0.59**	**1.52**	**0.26**	**0.61**
Credit	**5.09**	**5.34**	**2.68**	**3.66**
Volatility	**0.98**	**1.31**	**0.52**	**0.91**
Total ES [1]	**12.18**	**14.59**	**8.48**	**11.44**
2023				
Interest rate	4.51	6.61	2.42	3.78
Foreign exchange	2.36	6.36	0.90	2.32
Equity	0.18	1.22	0.08	0.34
Commodity	0.47	2.10	0.32	0.70
Credit	4.48	6.22	1.55	3.90
Volatility	0.83	1.56	0.56	1.03
Total ES [1]	12.73	15.50	7.18	10.89

(1) Total ES includes jump-to-default risk component (this refers to the risk that a financial instrument where the mark-to-market value directly depends on the credit quality of one or more reference underlying may experience sudden price changes due to an unexpected default of one of these reference underlying).

Notes to the Financial Statements

for the financial year ended 31 December 2024

46. Capital Management

The Group seeks to maintain an optimal level of capital to support its business growth strategies and investment opportunities, while meeting regulatory requirements and maintaining a strong credit rating. The Group's capital position is proactively managed over the medium term through the Internal Capital Adequacy Assessment Process which includes setting capital targets, forecasting capital consumption for material risks and determining capital issuance requirements. The Group, including the Bank and its overseas banking entities, have complied with all externally-imposed regulatory capital requirements throughout the financial year.

In July 2024, the Group adopted the Basel III Final Reforms, that came into effect in Singapore, except for market risk and credit valuation adjustments standards for capital adequacy and disclosure requirements, which are effective from 1 January 2025. The Group's Common Equity Tier 1 capital comprises mainly paid-up ordinary share capital and disclosed reserves. Additional Tier 1 capital includes eligible non-cumulative non-convertible perpetual securities while Tier 2 capital comprises subordinated notes and the excess of accounting provisions over MAS Notice 637 expected loss. Risk-weighted assets include both on-balance sheet and off-balance sheet exposures adjusted for credit, market and operational risks.

	The Group	
In $ millions	**2024**	2023
Common Equity Tier 1 capital (CET1)	**40,275**	37,076
Additional Tier 1 capital	**2,750**	2,751
Tier 1 capital	**43,025**	39,827
Tier 2 capital	**4,360**	5,840
Eligible total capital	**47,385**	45,667
Risk-weighted assets (RWA)	**259,835**	275,930
Capital adequacy ratios (CAR) (%)		
CET1	**15.5**	13.4
Tier 1	**16.6**	14.4
Total	**18.2**	16.6

47. Event After Reporting Date

On 2 January 2025, the Group signed an agreement to purchase a Vietnam-incorporated real estate entity for USD270 million (approximately $370 million). Purchase completion is subject to regulatory approvals.

48. Authorisation of Financial Statements

The financial statements were authorised for issue by the Board of Directors on 18 February 2025.

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Corporate Information

International Network

as at 1 March 2025

Banking

Singapore

United Overseas Bank Limited
80 Raffles Place
UOB Plaza
Singapore 048624
Phone: (65) 6222 2121
Fax: (65) 6536 7712
SWIFT: UOVBSGSG
Website: www.UOBgroup.com

United Overseas Bank Limited has 54 branches in Singapore.

Australia

UOB Sydney Branch
32 Martin Place, Level 9
United Overseas Bank Building
Sydney NSW 2000, Australia
Phone: (61)(2) 9221 1924
Fax: (61)(2) 9221 1541
SWIFT: UOVBAU2S
Email: UOB.Sydney@UOBgroup.com
Chief Executive Officer, Australia and New Zealand: John Liles

Brunei

UOB Brunei Branch
Impiana Jaya Complex
Unit 1, Ground Floor
1st Floor and 2nd Floor
Simpang 116-34, Jalan Jame' Asr
Kampung Kiulap, Gadong B
Bandar Seri Begawan BE1518, Brunei
Phone: (673) 222 5477/222 2210/
222 0380
Fax: (673) 224 0792
SWIFT: UOVBBNBB
Email: UOB.Brunei@UOBgroup.com
Country Manager:
Howard Low Boon Keng

Canada

UOB Calgary Office
888, 3rd Street South West, Suite 1000
10th Floor Banker Hall West
Calgary, Alberta
Canada T2P 3N4
Phone: (1)(587) 702 5800
Fax: (1)(403) 716 3637
Country Manager: Robert Dyck

UOB Toronto Office
120 Adelaide Street West, Suite 2500
Toronto, Ontario
Canada M5H 1T1
Phone: (1)(416) 644 1208
Fax: (1)(604) 662 3356
Country Manager: Robert Dyck

UOB Vancouver Branch
650 West Georgia Street, Suite 2400
Vancouver, British Columbia
Canada V6B 4N9
Phone: (1)(604) 662 7055
Fax: (1)(604) 662 3356
SWIFT: UOVBCA8V
Email: UOB.Vancouver@UOBgroup.com
Country Manager: Robert Dyck

Hong Kong

UOB Main Branch
28th Floor, Three Garden Road
Champion Tower
Central, Hong Kong
Phone: (852) 2910 8888
Fax: (852) 2910 8899
SWIFT: UOVBHKHH
Email: UOB.HongKong@UOBgroup.com
Chief Executive Officer:
Adaline Zheng

UOB Causeway Bay Branch
6th Floor, Lee Garden Two
28 Yun Ping Road
Causeway Bay, Hong Kong
Phone: (852) 2292 3988
Fax: (852) 2910 8899
Email: UOB.HongKong@UOBgroup.com
Chief Executive Officer:
Adaline Zheng

India

UOB Mumbai Branch
3 North Avenue,
Maker Maxity Bandra (East)
3rd Floor, Units 31, 32 and 37
'C' Wing Bandra - Kurla Complex
Mumbai 400 051, India
Phone: (91)(22) 4247 2828/4247 2829
Fax: (91)(22) 2659 1022
SWIFT: UOVBINBB
Email: UOB.Mumbai@UOBgroup.com
Country Manager: PV Ananthakrishnan

Indonesia

PT Bank UOB Indonesia
(a subsidiary)
UOB Plaza
Jalan M.H. Thamrin No. 10
Jakarta Pusat 10230, Indonesia
Phone: (62)(21) 2350 6000
Fax: (62)(21) 2993 6632
SWIFT: BBIJIDJA
Website: www.UOB.co.id
President Director: Hendra Gunawan

PT Bank UOB Indonesia has 115 branches.

Japan

UOB Tokyo Branch
13F, Sanno Park Tower
2-11-1 Nagatacho, Chiyoda-ku
Tokyo 100-6113, Japan
Phone: (81)(3) 3596 7200
Fax: (81)(3) 3596 7201
SWIFT: UOVBJPJT
Country Manager: Ho Chai Seng

Mainland China

United Overseas Bank (China) Limited
(a subsidiary)
116-128 Yincheng Road
Pudong New Area
Shanghai 200120, China
Phone: (86)(21) 6061 8888
Fax: (86)(21) 6886 0908
SWIFT: UOVBCNSH
Email: CustomerExperience.UOBC@UOBgroup.com
Website: www.UOBChina.com.cn
President and Chief Executive Officer: Peter Foo Moo Tan

United Overseas Bank (China) Limited has 16 branches/sub-branches.

Malaysia

United Overseas Bank Limited
Labuan Branch
Level 6A, Main Office Tower
Financial Park Labuan Complex
Jalan Merdeka
87000 Labuan F.T., Malaysia
Phone: (60)(87) 424 388
Fax: (60)(87) 424 389
SWIFT: UOVBMY2L
Email: GMUOBLabuan@UOBgroup.com
Branch Manager:
Conrad Ng Swee Seng

United Overseas Bank (Malaysia) Bhd
(a subsidiary)
UOB Plaza 1 Kuala Lumpur
7 Jalan Raja Laut
50350 Kuala Lumpur, Malaysia
Phone: (60)(3) 2612 8121
Fax: (60)(3) 2691 0281
SWIFT: UOVBMYKL
Email: UOBcustomerservice@UOB.com.my
Website: www.UOB.com.my
Chief Executive Officer: Ng Wei Wei

United Overseas Bank (Malaysia) Bhd has 55 branches.

Myanmar

UOB Yangon Branch
Units #12-01/02/03
Junction City Tower
Bogyoke Aung San Road
Pabedan Township 11143
Yangon, Myanmar
Phone: (95)(1) 9253 774
Fax: (95)(1) 9253 770
SWIFT: UOVBMMMY
Email: UOB.Yangon@UOBgroup.com
Country Manager: Loi Kai Cheow

Philippines

UOB Manila Branch
17th Floor, Pacific Star Building
Sen. Gil Puyat Avenue Corner
Makati Avenue
1200 Makati City, Philippines
Phone: (63)(2) 8548 6400
Fax: (63)(2) 8811 5603
SWIFT: UOVBPHMM
Email: UOB.Manila@UOBgroup.com
Country Manager:
Arthur Vincent D. Chung

South Korea

UOB Seoul Branch
136 Sejong-daero
4F, Seoul Finance Center
Jung-gu, Seoul 04520
South Korea
Phone: (82)(2) 739 3916/739 3919
Fax: (82)(2) 730 9570
SWIFT: UOVBKRSE
Country Manager:
George Tung Hing Yin

Taiwan

UOB Taipei Branch
68 Zhongxiao East Road Section 5
30th Floor, Cathay Landmark
Xinyi District
Taipei City 110, Taiwan
Phone: (886)(2) 2722 3838
Fax: (886)(2) 2722 2322
Email: UOB.Taipei@UOBgroup.com
Country Manager:
Grace Wang Chih-Hua

Thailand

United Overseas Bank (Thai)
Public Company Limited
(a subsidiary)
UOB Plaza Bangkok
690 Sukhumvit Road,
Khlong Tan, Khlong Toei
Bangkok 10110, Thailand
Phone: (66)(2) 343 3000
Fax: (66)(2) 287 2973/287 2974
SWIFT: UOVBTHBK
Website: www.UOB.co.th
President and Chief Executive Officer: Richard David Maloney

United Overseas Bank (Thai) Public Company Limited has 144 branches and 44 sales centres.

United Kingdom

UOB London Branch
50 Cannon Street
London EC4N 6JJ, United Kingdom
Phone: (44)(20) 7448 5800
Fax: (44)(20) 7628 3433
SWIFT: UOVBGB2L
Email: UOB.London@UOBgroup.com
Country Manager: Michael Liu

United States of America

UOB New York Agency
592 Fifth Avenue
10th Floor, UOB Building
New York, NY 10036
United States of America
Phone: (1)(212) 382 0088
Fax: (1)(212) 382 1881
SWIFT: UOVBUS33
Email: UOB.NewYork@UOBgroup.com
Country Manager and Agent/
General Manager: Bert De Guzman

International Network

as at 1 March 2025

Vietnam

United Overseas Bank (Vietnam) Limited

(a subsidiary)
1st Floor, Central Plaza
Office Building,
17 Le Duan Boulevard
District 1, Ho Chi Minh City
Vietnam
Phone: (84)(28) 7300 5131
SWIFT: UOVBVNVX
Email: UOBV.CustomerService@UOBgroup.com
Website: www.UOB.com.vn
Chief Executive Officer: Victor Ngo

United Overseas Bank (Vietnam) Limited has 5 branches.

Correspondents

In all principal cities of the world

Related financial services

E-commerce

Vietnam

VUI Vietnam Trading LLC

(an associated company)
25th Floor, ROX Building
180-192 Nguyen Cong Tru Street
Nguyen Thai Binh Ward
District 1, Ho Chi Minh City
Vietnam
Phone: (84)(28) 3820 8664
Fax: (84)(28) 3820 8665
Email: info@taptap.com.vn
Website: www.taptap.com.vn
Chief Executive Officer:
Vu Anh Duy

Insurance

Singapore

United Overseas Insurance Limited

(a subsidiary)
146 Robinson Road
#02-01 UOI Building
Singapore 068909
Phone: (65) 6222 7733
Fax: (65) 6327 3869/6327 3870
Email: ContactUs@UOI.com.sg
Website: www.UOI.com.sg
Chief Executive Officer:
Andrew Lim Chee Hua

Myanmar

United Overseas Insurance Limited Myanmar Representative Office

Room 1401, 14th Floor
Olympic Tower
Corner of Maharbandoola Street and
Bo Aung Kyaw Street
Kyauktada Township
Yangon, Myanmar
Phone: (95)(1) 8392 917
Fax: (95)(1) 8392 916
Representative:
Myat Myat Lwin @ Jessie

Investment Management

Singapore

United Hampshire US REIT Management Pte. Ltd.

(an associated company)
80 Raffles Place
#28-21 UOB Plaza 2
Singapore 048624
Phone: (65) 6797 9010
Fax: (65) 6223 0377
Website: www.uhreit.com
Chief Executive Officer: Gerald Yuen

UOB Asset Management Ltd

(a subsidiary)
80 Raffles Place
#03-00 UOB Plaza 2
Singapore 048624
Phone: (65) 6532 7988
1800 22 22 228 (Local toll-free)
(65) 6222 2228 (International)
Fax: (65) 6535 5882
Email: UOBAM@UOBgroup.com
Website: www.UOBAM.com.sg
Group Chief Executive Officer:
Thio Boon Kiat

UOB Venture Management Private Limited

(a subsidiary)
80 Raffles Place
#30-20 UOB Plaza 2
Singapore 048624
Phone: (65) 6598 4013
Fax: (65) 6538 2569
Email: InvestorRelations.UOBVM@UOBgroup.com
Managing Director and Chief Executive Officer: Seah Kian Wee

Brunei

UOB Asset Management (B) Sdn Bhd

(a subsidiary)
First Floor, Unit 1,
Impiana Jaya Complex,
Kampong Kiulap,
Gadong B, Bandar Seri Begawan,
BE1518, Brunei
Phone: (673) 242 4806
Fax: (673) 242 4805
General Manager:
Kamal Haji Muhammad

France

UOB Global Capital SARL

(a subsidiary)
40 rue la Pérouse
75116 Paris, France
Phone: (33)(1) 5364 8400
Fax: (33)(1) 5364 8409
Email: mlandau@UOBGlobal.com
Managing Director: Michael Landau

Indonesia

PT UOB Asset Management Indonesia
(a subsidiary)
UOB Plaza, 42nd Floor, Unit 2
Jalan M.H. Thamrin No. 10
Jakarta 10230, Indonesia
Phone: (62)(21) 2929 0889
Fax: (62)(21) 2929 0809
Website: www.UOBAM.co.id
Chief Executive Officer:
Widrawan Hindrawan

UOB Venture Management Private Limited Representative Office
Menara BCA, 50th Floor
Jalan M.H. Thamrin No. 1
Jakarta Pusat 10310, Indonesia
Phone: (62)(21) 2358 5754/2358 5753
Email: InvestorRelations.UOBVM@UOBgroup.com
Chief Representative:
Patria Adhi Pradana

Japan

UOB Asset Management (Japan) Ltd
(a subsidiary)
13F, Sanno Park Tower
2-11-1 Nagatacho, Chiyoda-ku
Tokyo 100-6113, Japan
Phone: (81)(3) 3500 5981
Fax: (81)(3) 3500 5985
Chief Executive Officer:
Shigeo Nomura

Mainland China

SZVC-UOB Venture Management Co., Ltd
(an associated company)
No. 1066 Haide 3rd Road
52/F Shenzhen Capital Group Plaza
Nanshan District
Shenzhen 518054, China
Phone: (86)(755) 8899 3888
Fax: (86)(755) 8291 2880
Email: InvestorRelations.UOBVM@UOBgroup.com
Director: Jean Thoh

UOB Investment (China) Limited
Building 6, Fu Cheng Garden
No. 89 Bei Si Huan East Road
Chaoyang District
Beijing 100101, China
Email: InvestorRelations.UOBVM@UOBgroup.com
Contact: Vivian Fu

UOB Venture Management (Shanghai) Limited
(a subsidiary)
Room 3307, United Plaza
1468 Nanjing Road West
Shanghai 200040, China
Phone: (86)(21) 8028 0999
Email: InvestorRelations.UOBVM@UOBgroup.com
Managing Director and Chief Executive Officer: Seah Kian Wee

Malaysia

UOB Asset Management (Malaysia) Berhad
(a subsidiary)
Level 20, UOB Plaza 1
No. 7 Jalan Raja Laut
50350 Kuala Lumpur, Malaysia
Phone: (60)(3) 2779 0011
Fax: (60)(3) 2602 1011
Email: UOBAMCustomerCareMY@UOBgroup.com
Website: www.UOBAM.com.my
Chief Executive Officer: Lim Suet Ling

UOB Islamic Asset Management Sdn Bhd
(a subsidiary)
Level 20, UOB Plaza 1
No. 7 Jalan Raja Laut
50350 Kuala Lumpur, Malaysia
Phone: (60)(3) 2779 0011
Fax: (60)(3) 2602 1011
Email: UOBAMCustomerCareMY@UOBgroup.com
Chief Executive Officer:
Suhazi Reza bin Selamat

Taiwan

UOB Asset Management (Taiwan) Co., Ltd
(a subsidiary)
109 Minsheng East Road Section 3
16th Floor, Union Enterprise Plaza
Taipei 10544, Taiwan
Phone: (886)(2) 2719 7005
Fax: (886)(2) 2545 6591
Email: UOBAMTW@UOBgroup.com
Website: www.UOBAM.com.tw
Chief Executive Officer: William Wang

Thailand

UOB Asset Management (Thailand) Co., Ltd.
(a subsidiary)
173/27-30, 31-33 South Sathon Road
23A, 25th Floor, Asia Centre Building
Thungmahamek, Sathon,
Bangkok 10120, Thailand
Phone: (66)(2) 786 2000
Fax: (66)(2) 786 2377
Email: thUOBAMwealthservice@UOBgroup.com
Website: www.UOBAM.co.th
Chief Executive Officer: Vana Bulbon

United States of America

UOB Global Capital LLC
(a subsidiary)
592 Fifth Avenue
Suite 602, UOB Building
New York, NY 10036
United States of America
Phone: (1)(212) 398 6633
Fax: (1)(212) 398 4030
Email: dgoss@UOBGlobal.com
Managing Director: David Goss

International Network

as at 1 March 2025

Vietnam

UOB Asset Management (Vietnam) Fund Management Joint Stock Company
(a subsidiary)
7th Floor, Central Plaza
17 Le Duan Boulevard
Ben Nghe Ward
District 1, Ho Chi Minh City, Vietnam
Phone: (84)(28) 3910 3757
Fax: (84)(28) 3910 3794
Email: vn-UOBAM-bd@UOBgroup.com
Website: www.UOBAM.com.vn
Chief Executive Officer:
Thieu Thi Nhat Le

Stockbroking

Singapore

UOB-Kay Hian Holdings Limited
(an associated company)
8 Anthony Road #01-01
Singapore 229957
Phone: (65) 6535 6868
Fax: (65) 6532 6919
Website: www.uobkayhian.com
Managing Director: Wee Ee Chao

Travel

Singapore

UOB Travel Planners Pte Ltd
(a subsidiary)
480 Lorong 6 Toa Payoh
#20-01, HDB Hub East Wing
Singapore 310480
Phone: (65) 6252 2322
Fax: (65) 6252 9188
Email: UOBTravelPlanners@UOBgroup.com
Website: www.UOBtravel.com
Executive Director – Head of Travel:
Steven Ler

Venture Debt

Singapore

Innoven Capital SEA Pte. Ltd.
(an associated company)
3 Fraser Street
#20-28 DUO Tower
Singapore 189352
Phone: (65) 6532 2416
Email: contact_sg@innovencapital.com
Partners: Ben Cheah
Paul Ong

India

Innoven Triple Blue Capital Advisors LLP
(an associated company)
805-A, 8th Floor, The Capital
G-Block, Bandra Kurla Complex
Mumbai 400 051, India
Phone: (91)(22) 6744 6500
Email: contact@innovencapital.com
Managing Partner: Ashish Sharma

Mainland China

Shanghai Innoven Private Fund Management Co. Ltd
(an associated company)
1 Guanghua Road
Beijing Kerry Centre
29/F North Tower
Chaoyang District, Beijing, China
Phone: (86)(10) 6506 1883
Email: contact_cn@innovencapital.com
Managing Partner: Cao Yingxue

Statistics of Shareholdings

as at 24 February 2025

Distribution of Shareholdings

Size of shareholdings	No. of shareholders	%	No. of shares (excluding treasury shares and subsidiary holdings)	%
1 – 99	5,463	9.46	168,005	0.01
100 – 1,000	26,874	46.53	13,892,385	0.83
1,001 – 10,000	21,918	37.95	67,657,954	4.05
10,001 – 1,000,000	3,450	5.97	140,922,764	8.43
1,000,001 and above	51	0.09	1,448,885,266	86.68
Total	**57,756**	**100.00**	**1,671,526,374**	**100.00**

Treasury shares, subsidiary holdings and public float

As at 24 February 2025, the Company had 14,396,917 treasury shares, constituting 0.86% of the total number of issued shares in the capital of the Company, and no subsidiary holdings. Based on information available to the Company as at 24 February 2025, approximately 84 per cent of the issued shares of the Company was held by the public and therefore, Rule 723 of the Listing Manual had been complied with.

Twenty largest shareholders *(as shown in the Register of Members and Depository Register)*

Name of shareholders	No. of shares	%*
Citibank Nominees Singapore Pte Ltd	323,059,731	19.33
DBSN Services Pte. Ltd.	169,992,849	10.17
Raffles Nominees (Pte.) Limited	159,798,076	9.56
HSBC (Singapore) Nominees Pte Ltd	157,691,010	9.43
Wee Investments (Pte) Limited	133,278,368	7.97
Wah Hin and Company Private Limited	86,676,076	5.19
Tai Tak Estates Sendirian Berhad	68,800,000	4.12
DBS Nominees (Private) Limited	66,622,814	3.99
UOB Kay Hian Private Limited	43,185,744	2.58
C. Y. Wee & Company Private Limited	37,781,750	2.26
Haw Par Investment Holdings Private Limited	22,832,059	1.37
Pickwick Securities Private Limited	20,469,962	1.22
Straits Maritime Leasing Private Limited	16,696,298	1.00
BPSS Nominees Singapore (Pte.) Ltd.	13,273,413	0.79
United Overseas Bank Nominees (Private) Limited	9,066,006	0.54
UOB Nominees (2006) Private Limited	8,301,914	0.50
Tee Teh Sdn Berhad	8,000,487	0.48
Haw Par Equities Pte Ltd	7,541,628	0.45
CGS International Securities Singapore Pte. Ltd.	6,794,146	0.41
Wee Ee Cheong	5,868,929	0.35
Total	**1,365,731,260**	**81.71**

* Percentage was calculated based on the total number of issued ordinary shares, excluding treasury shares and subsidiary holdings, of the Company.

Statistics of Shareholdings

as at 24 February 2025

Ordinary shares

Substantial shareholders *(as shown in the Register of Substantial Shareholders)*

Substantial shareholder	Shareholdings registered in the name of substantial shareholders	Other shareholdings in which substantial shareholders were deemed to have an interest	Total interest	
	No. of shares	No. of shares	No. of shares	%*
Lien Ying Chow Private Limited	–	86,686,453[1]	86,686,453	5.19
Wah Hin and Company Private Limited	86,676,076	10,377	86,686,453	5.19
Wee Ee Cheong	5,868,929	173,663,415[2]	179,532,344	10.74
Wee Ee Chao	349,487	137,658,392[2]	138,007,879	8.26
Wee Ee Lim	4,960,138	172,425,758[2]	177,385,896	10.61
Wee Investments (Pte) Limited	133,278,205	194,119	133,472,324	7.99

* Percentage was calculated based on the total number of issued ordinary shares, excluding treasury shares and subsidiary holdings, of the Company.

Notes:

(1) Lien Ying Chow Private Limited was deemed to have an interest in the 86,686,453 UOB shares in which Wah Hin and Company Private Limited has an interest.

(2) Wee Ee Cheong, Wee Ee Chao and Wee Ee Lim were each deemed to have an interest in Wee Investments (Pte) Limited's total direct and deemed interests of 133,472,324 UOB shares.

Five-Year Ordinary Share Capital Summary

		Number of ordinary shares		
Year	Particulars	Issued	Held in treasury	In circulation
2020	Balance at beginning of year	1,680,541,468	(12,207,273)	1,668,334,195
	Shares issued under scrip dividend scheme	3,374,391		
	Shares issued under share-based compensation plans		2,099,495	
	Shares re-purchased and held in treasury		(993,300)	
	Balance at end of year	1,683,915,859	(11,101,078)	1,672,814,781
2021	Shares issued under scrip dividend scheme	2,007,432		
	Shares issued under share-based compensation plans		2,068,240	
	Shares re-purchased and held in treasury		(4,900,000)	
	Balance at end of year	1,685,923,291	(13,932,838)	1,671,990,453
2022	Shares issued under share-based compensation plans		2,618,765	
	Balance at end of year	1,685,923,291	(11,314,073)	1,674,609,218
2023	Shares issued under share-based compensation plans		2,928,842	
	Shares re-purchased and held in treasury		(5,100,000)	
	Balance at end of year	1,685,923,291	(13,485,231)	1,672,438,060
2024	**Shares issued under share-based compensation plans**		**2,288,314**	
	Shares re-purchased and held in treasury		**(3,200,000)**	
	Balance at end of year	**1,685,923,291**	**(14,396,917)**	**1,671,526,374**

Additional Information on Directors Seeking Re-election

(Information as at 1 March 2025)

Name of Director	Wee Ee Lim	Tracey Woon Kim Hong	Teo Lay Lim
Date of appointment	1 July 2018	1 September 2021	1 January 2022
Date of last re-appointment (if applicable)	21 April 2022	21 April 2022	21 April 2022
Age	63	68	61
Country of principal residence	Singapore	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	Having considered Mr Wee Ee Lim's performance on and contributions to the Board and Board Committees, the Board agreed with the Nominating Committee's (NC) recommendation on the re-election of Mr Wee as a non-executive and non-independent director. Mr Wee continues to bring invaluable insights to the Board with his extensive experience in business and management, and the consumer services industry.	Having considered Mrs Tracey Woon's performance on and contributions to the Board and Board Committees, the Board agreed with the NC's recommendation on the re-election of Mrs Woon as an independent director. Mrs Woon continues to bring invaluable insights to the Board with her in-depth knowledge of and experience in the financial sector.	Having considered Ms Teo Lay Lim's performance on and contributions to the Board and Board Committees, the Board agreed with the NC's recommendation on the re-election of Ms Teo as an independent director. Ms Teo continues to bring invaluable insights to the Board with her experience in technology and digital transformation, and sustainability.
Whether appointment is executive, and if so, the area of responsibility	Non-executive	Non-executive	Non-executive
Job title (e.g., Lead ID, AC Chairman, AC Member, etc)	• Non-executive and non-independent Director • Member of Board Risk Management Committee (BRMC) • Member of Remuneration and Human Capital Committee (RHCC)	• Independent Director • Chairman of RHCC • Member of Audit Committee • Member of BRMC	• Independent Director • Member of Executive Committee • Member of RHCC
Professional qualifications	Bachelor of Arts (Economics), Clark University, USA	Bachelor of Law (Hons), National University of Singapore	Bachelor of Business Administration, National University of Singapore
Working experience and occupation(s) during the past 10 years	• President and Chief Executive Officer, Haw Par Corporation (2003 to present)	• Vice Chairman, Asia Pacific Global Wealth Management, UBS AG (2016 to 2020) • Vice Chairman, ASEAN Corporate and Investment Banking, Citigroup Global Markets Singapore Pte Ltd (2004 to 2016)	• Chief Executive Officer, SPH Media Holdings (2022 to 2024) • Chief Executive Officer, SPH Media (2022 to 2024) • Chairman, Accenture Singapore (2020 to 2021) • Chief Executive, Accenture Southeast Asia (2011 to 2020) • Country Managing Director, Accenture Singapore (2007 to 2020)

Name of Director	Wee Ee Lim	Tracey Woon Kim Hong	Teo Lay Lim
Shareholding interest in the listed issuer and its subsidiaries	Direct Interest: 4,960,138 UOB ordinary shares Indirect Interest: 172,440,182 UOB ordinary shares Direct Interest: 4,762 United Overseas Insurance shares	Direct Interest: 7,600 UOB ordinary shares	Direct Interest: 4,500 UOB ordinary shares Indirect Interest: 1,263 UOB ordinary shares
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Mr Wee Ee Lim and his brothers, Mr Wee Ee Cheong and Mr Wee Ee Chao, are substantial shareholders of UOB. Mr Wee Ee Cheong is the Deputy Chairman and CEO of UOB.	Nil	Nil
Conflict of interest (including any competing business)	Nil	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes
Other Principal Commitments* Including Directorships * "Principal Commitments" has the same meaning as defined in the MAS Code of Corporate Governance (2018).			
Past (for the last five years)	Nil	• Singapore Exchange – Listing Advisory Committee (Member) • Singapore Press Holdings (Director)	• SPH Media Holdings (Deputy Chairman and Chief Executive Officer) • SPH Media (Director and Chief Executive Officer) • SPH Media Trust (Director) • Singapore Accountancy Commission (Director) • Poly-ITE Quality Assurance Framework External Review Panel (Chairperson) • Future Economy Council Modern Services Sub-committee (Co-chairperson)
Present	• Haw Par Corporation (Director, President and Chief Executive Officer) • Singapore Land Group (Chairman) • UOL Group (Chairman) • Wee Foundation (Director)	• GIC – Investment Board (Member) • MOH Holdings – Investment Committee (Member) • National University Health System (Director) • Securities Industry Council (Member) • Singapore Red Cross (Council Member) • SPH Foundation (Director)	Nil

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(Information as at 1 March 2025)

Name of Director		Wee Ee Lim	Tracey Woon Kim Hong	Teo Lay Lim
Information required				
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.				
(a)	Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No
(b)	Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No
(c)	Whether there is any unsatisfied judgment against him?	No	No	No
(d)	Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No
(e)	Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No
(f)	Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No

Name of Director		Wee Ee Lim	Tracey Woon Kim Hong	Teo Lay Lim
(g)	Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No
(h)	Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No
(i)	Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No
(j)	Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:			
	(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No
	(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere;	No	No	No
	(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No
	(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,	No	No	No
	in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?			
(k)	Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No

Corporate Information

Board of Directors
Wong Kan Seng *(Chairman)*
Wee Ee Cheong *(Deputy Chairman and Chief Executive Officer)*
Michael Lien Jown Leam
Wee Ee Lim
Steven Phan Swee Kim
Chia Tai Tee
Tracey Woon Kim Hong
Dinh Ba Thanh
Teo Lay Lim
Ong Chong Tee

Audit Committee
Steven Phan Swee Kim *(Chairman)*
Wong Kan Seng
Chia Tai Tee
Tracey Woon Kim Hong
Ong Chong Tee

Board Risk Management Committee
Chia Tai Tee *(Chairman)*
Wong Kan Seng
Wee Ee Cheong
Wee Ee Lim
Tracey Woon Kim Hong
Ong Chong Tee

Executive Committee
Wong Kan Seng *(Chairman)*
Wee Ee Cheong
Michael Lien Jown Leam
Steven Phan Swee Kim
Teo Lay Lim
Ong Chong Tee

Nominating Committee
Steven Phan Swee Kim *(Chairman)*
Wong Kan Seng
Wee Ee Cheong
Michael Lien Jown Leam
Chia Tai Tee

Remuneration and Human Capital Committee
Tracey Woon Kim Hong *(Chairman)*
Wong Kan Seng
Wee Ee Lim
Steven Phan Swee Kim
Teo Lay Lim

Secretary
Jeffrey Beh Ean Lim

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Keppel Bay Tower #14-07
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Fax: (65) 6536 1360

Internal Auditor
Vincent Cheong
Head, Group Audit
United Overseas Bank Limited
One Raffles Place
Tower 1 #15-02
Singapore 048616

External Auditor
Ernst & Young LLP
One Raffles Quay
North Tower Level 18
Singapore 048583
Partner-in-charge: Wilson Woo Siew Wah
(appointed on 5 June 2020)

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