

Building a Premier Regional Bank

2001 Results Presentation

Address by
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Deputy Chairman & President

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Panel Members

- **Mr Wee Ee Cheong Deputy Chairman & President**
- **Mr Samuel Poon Senior EVP**
- **Mr Terence Ong Senior EVP**
- **Mr Kuek Tong Au EVP**
- **Mr David Loh EVP**
- **Ms Susan Hwee EVP**

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AGENDA

- **Financial Review**
- **Integration Update**
- **Future Growth Strategies**
- **Conclusion**

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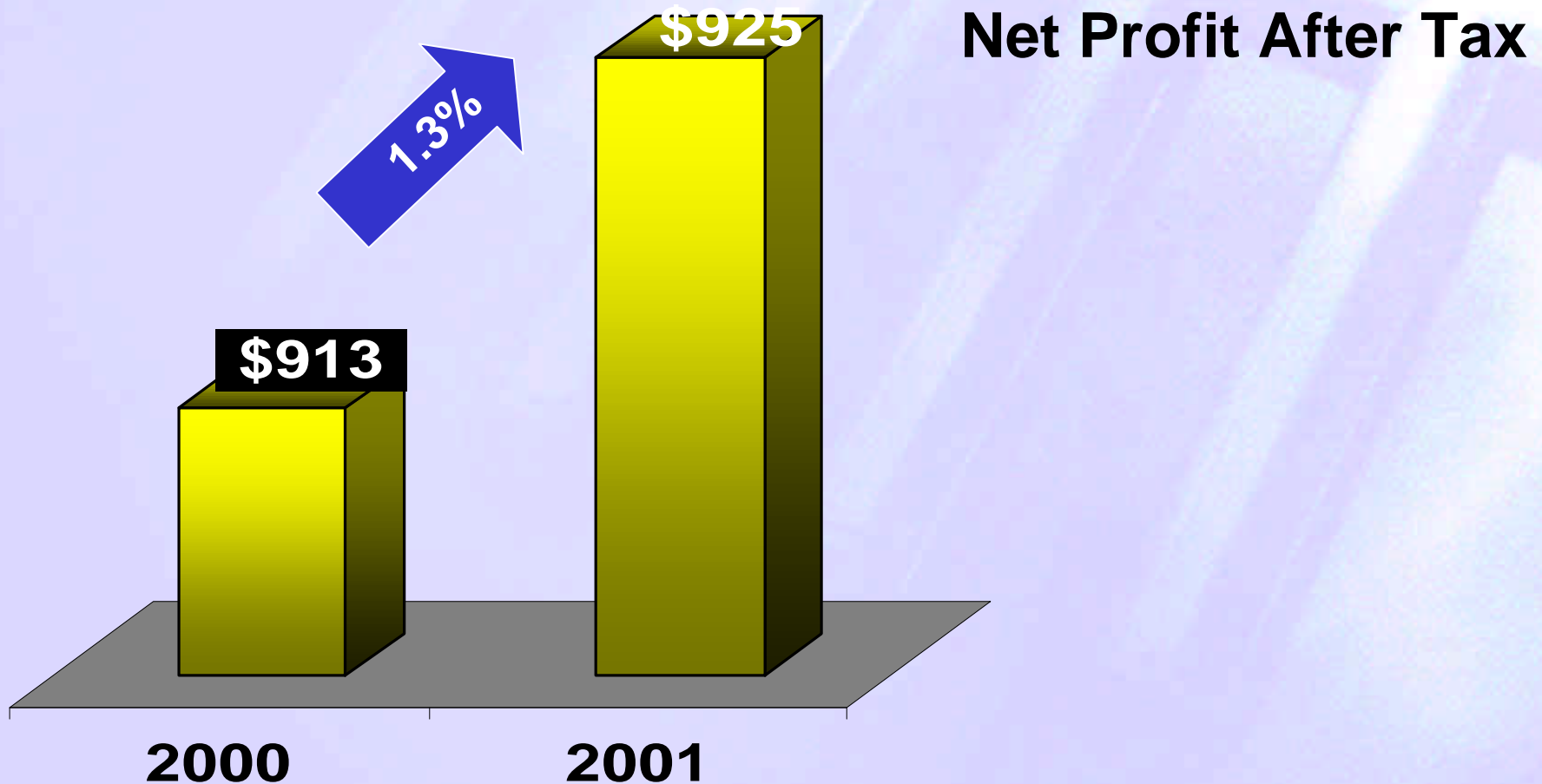
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2001 – A Watershed Year

- **Acquisition of Overseas Union Bank(OUB)**
- **Propelled us to a leadership position in Singapore**
- **On the fast track towards realising our vision of becoming a Premier Bank in the Asia Pacific**
- **Laid a stronger foundation for UOB's long term growth**

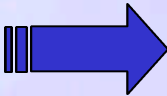

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Credible Results in a Tough Year (\$ in millions)



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Long-Term Financial Targets Remain Achievable

	FY 2000		FY 2001		Targets
Cash ROE	13.5%		11.3%		15% by 2006 20% by 2010

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Long-Term Financial Targets Remain Achievable


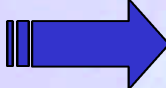
Significant Increase in Offshore Profit Contribution

	FY 2000		FY 2001		Target By 2010
Onshore	84%	➡	69.8%	➡	60%
Offshore	16%		30.2%		40%

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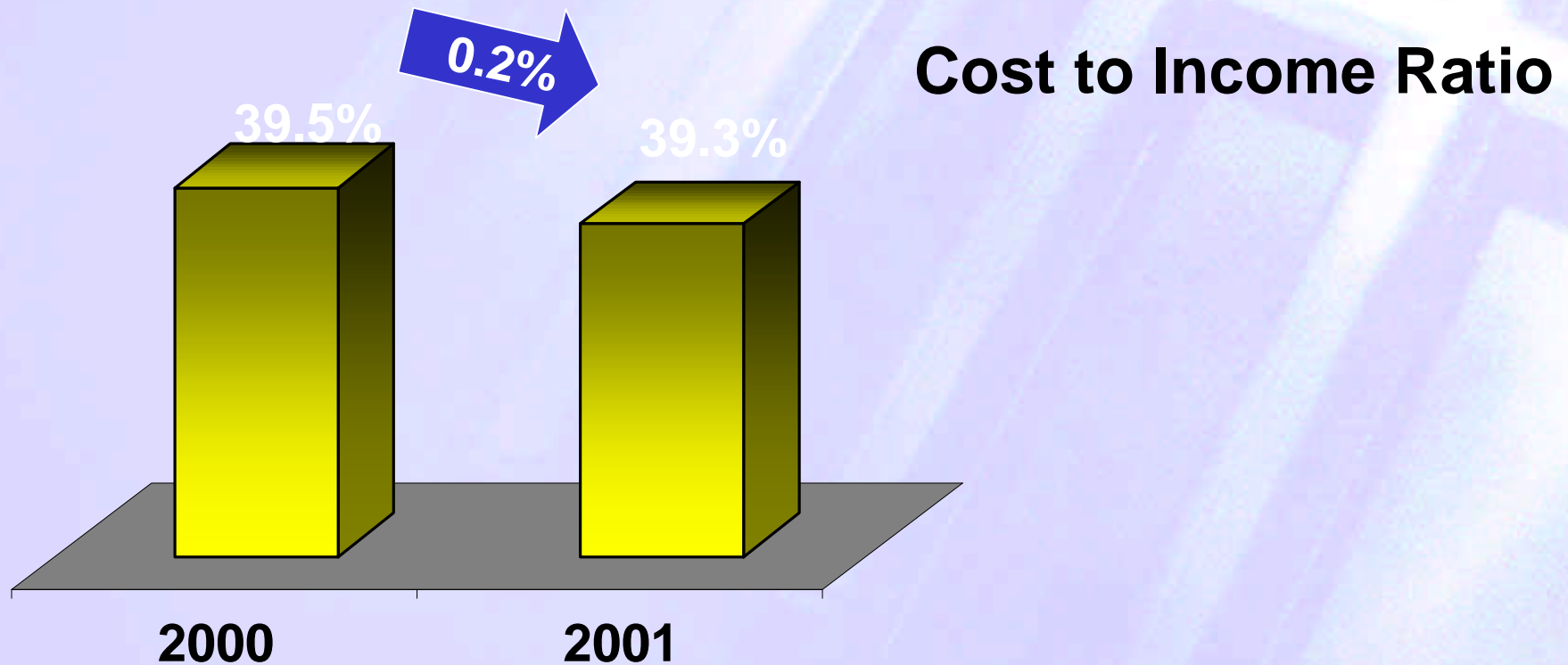
Long-Term Financial Targets Remain Achievable

Income Mix Remains Stable

Income Mix	FY 2000		FY 2001		Target By 2010
- NII	63%		64.3%		50%
- Non-NII	37%		35.7%		50%

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Cost Focused Approach Kept Us Competitive



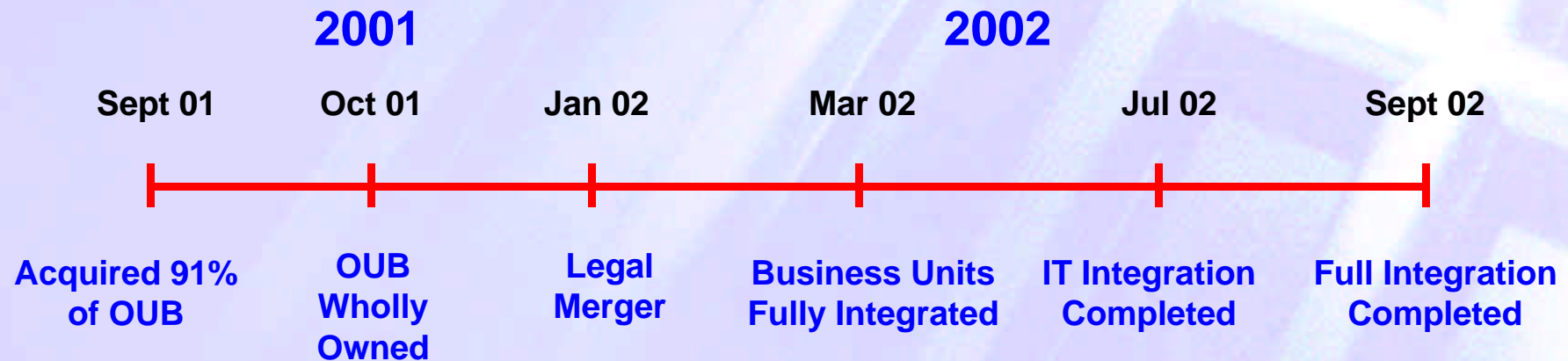
- Among the Lowest in the Local Banking Industry
- Continued Investment in People and IT.

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Integration Timeline – Ahead of Schedule



- IT Integration 8 months ahead of schedule
- Full Integration 13 months ahead of schedule
- Gunning for upper end of Cost Savings of \$200-250million

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Headcount Reduction In Line with Projection

- **Global headcount reduction of 2,000.**
- **Reduction from natural attrition, retirement and retrenchment.**

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Moving Forward with Greater Strength

- **Focused on Realising Our Vision**
“ To be the Premier Bank in the Asia Pacific Region”
- **Enhanced Franchise in Many Business Areas**
 - **Reinforced Leadership in Consumer and SME Markets**
 - **Deeper Regional Footprint**

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Driving for Growth

- **Singapore**
 - **Consumer – Individual & Private Banking**
 - **Commercial – SMEs**
- **Regional Expansion**
 - **Focus on ASEAN & Greater China**
 - **Pursue a Multi-Domestic Strategy**

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Expanded Talent Pool to Deliver our Strategies

- **Our People are our Key Assets**
- **Attract and Retain Talent for the Organisation**
- **Senior Management to Take Lead in Managing and Initiating Cultural Change**

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Our Commitment

- **Focused on Enhancing Shareholder Value**
- **Continue to Ensure Cost and Capital Efficiencies**