UOL Group

1H2026 Results Presentation

12 August 2026

Agenda

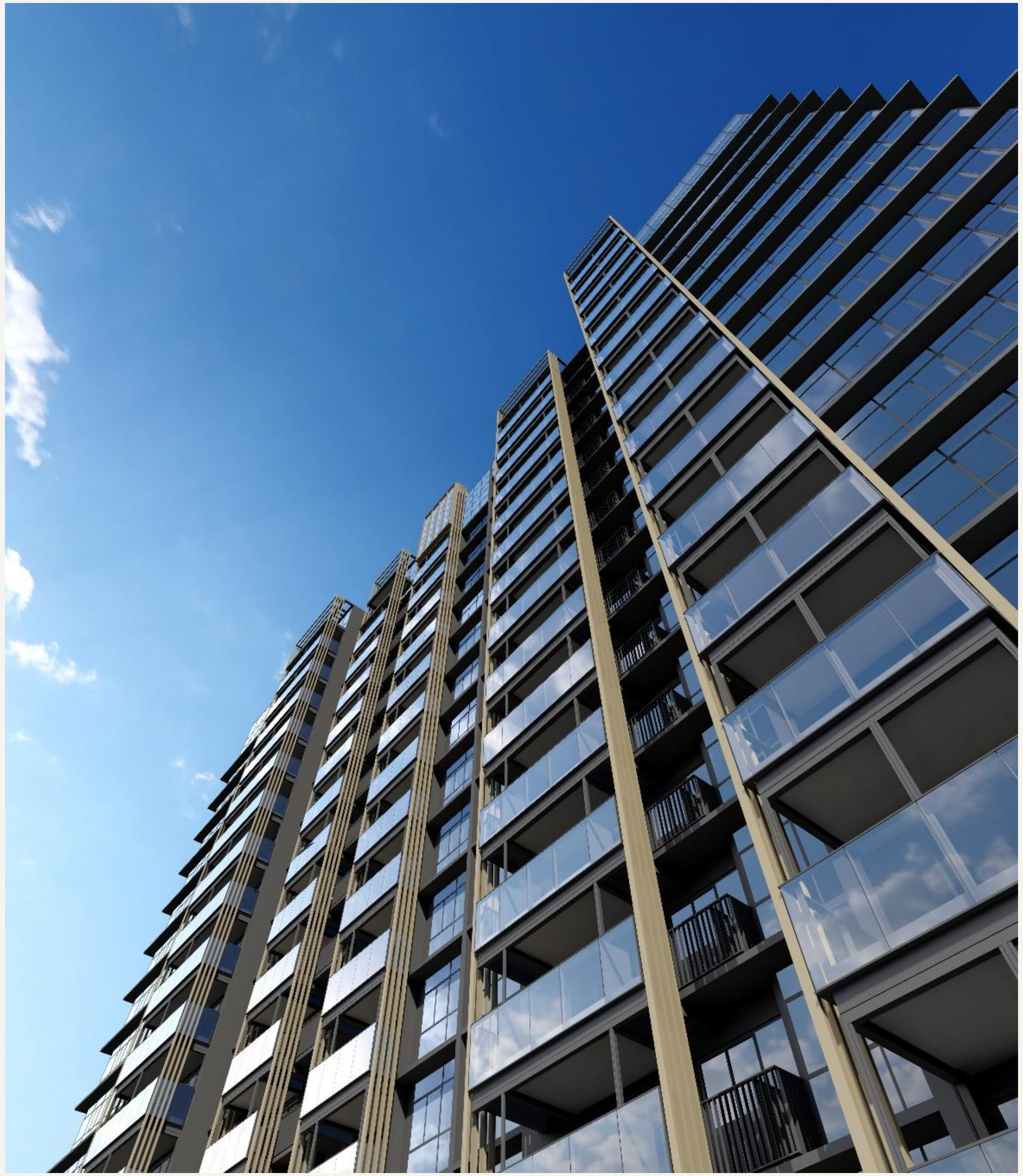
Constituent of:

Straits Times Index

- iEdge Real Estate Developers & Operators Index
- iEdge Singapore Low Carbon Index
- iEdge SG Real Estate Index
- iEdge-OCBC Singapore Low Carbon Select 40 Capped Index

Awards and Accreditations:

1H2026 Highlights



MEYER BLUE
(Artist's Impression)

Highlights

Strong 1H2026 Financial Results

Operating PATMI of $239.8 million up 16% YoY due mainly to higher operating profits from property development and property investments

Sharp Execution in Residential

- Strong sales momentum for ongoing projects giving healthy income visibility
- Timely replenishment of quality development sites ahead of the curve

Solid Performance in Commercial Portfolio

- Strong rental reversion
- Robust AEI execution and pipeline, including Singapore Land Tower, West Mall and The Clifford at Raffles Place
- Acquisition of UOB's interests in Novena Square and former Faber House

Steady Hospitality Performance

- Steady hospitality performance amidst turbulent global environment
- Timely asset enhancement of hospitality assets – Pan Pacific Perth and PARKROYAL Parramatta

Strong Balance Sheet

- Strong balance sheet and prudent capital management
- Net gearing ratio 0.26

Strategic Partnerships

- Strategic partnerships with like-minded partners with complementary strengths drive competitive advantage

Capitalising on Strategic Development Incentive (SDI)

- Written Permission for Marina Square SDI expected to be obtained by 3Q2026
- TOP obtained for NoMad hotel (Faber House SDI)

1H2026
Key Financials

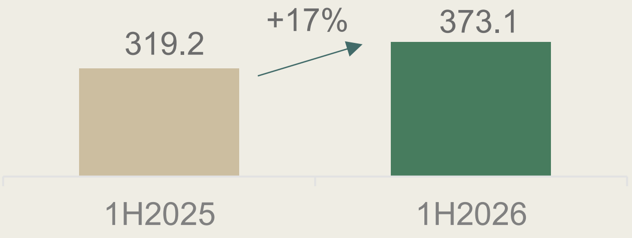
Novena Square

Key Financials

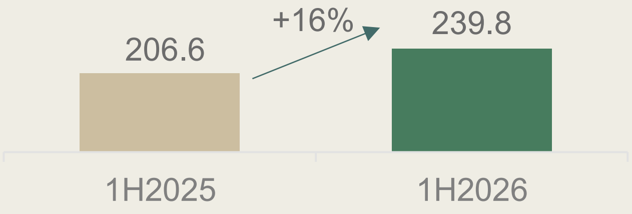
$mil	1H2026	1H2025	Change
Revenue	**1,435.3**	1,549.3	▼ 7%
Profit from operations[1]	**373.1**	319.2	▲ 17%
Fair value gains/(losses) on the Group's investment properties	**44.4**	(9.9)	▲ >100%
Other (losses)/gains	**(6.8)**	13.3	▼ >100%
Operating PATMI	**239.8**	206.6	▲ 16%
PATMI	**252.2**	205.5	▲ 23%
Earnings per share (cents)	**29.80**	24.33	▲ 22%

- Lower revenue from property development as the Group entered into more development projects through joint ventures such as PARKTOWN Residence and Skye at Holland
- Fair value gains driven mainly by valuation gains from The Clifford at Raffles Place, Singapore Land Tower, 110 High Holborn in the United Kingdom and 388 George Street in Australia

Profit from Operations ($mil)



Operating PATMI ($mil)



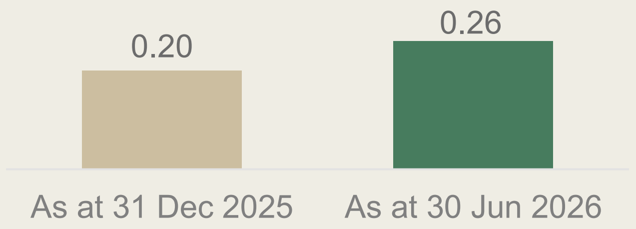
Increase due mainly to higher operating profits from property development and property investments

[1] Refers to profit before fair value and other gains/losses and income tax

Prudent Capital Management

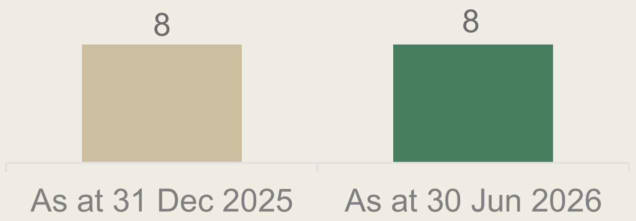
$mil	30 Jun 2026	31 Dec 2025	Change
Cash and bank balances	**1,130**	1,247	▼ 9%
Total assets	**23,340**	22,480	▲ 4%
Net external borrowings	**4,206**	3,282	▲ 28%
Total equity	**16,713**	16,668	▲ 0.3%
Net asset value per share ($)	**$14.20**	$13.92	▲ 2%
Net gearing ratio	**0.26**	0.20	▲ 30%
Interest cover[1]	**8x**	8x	-

Net Gearing (x)



Net gearing increased due to higher borrowings to fund acquisitions; offset partially by higher equity

Interest Cover (x)



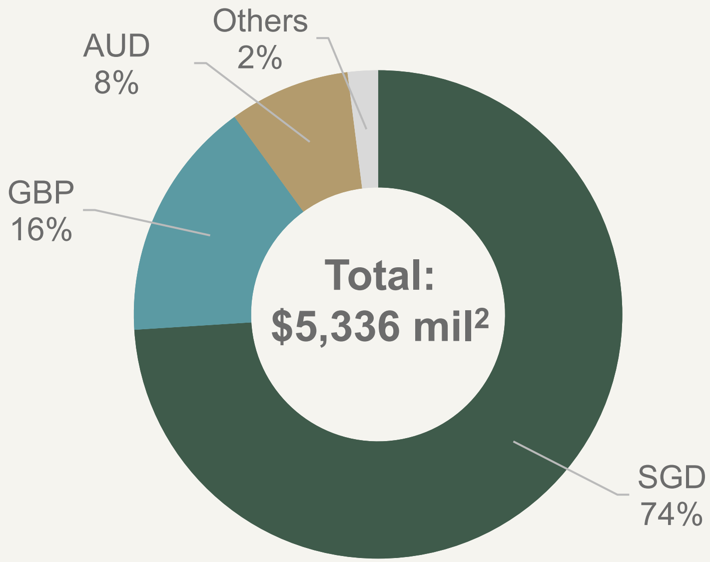
Interest cover held steady, with higher earnings and reduced finance costs underpinning strong debt-servicing capacity

[1] Computed by dividing EBITDA before fair value and other gains by net interest costs

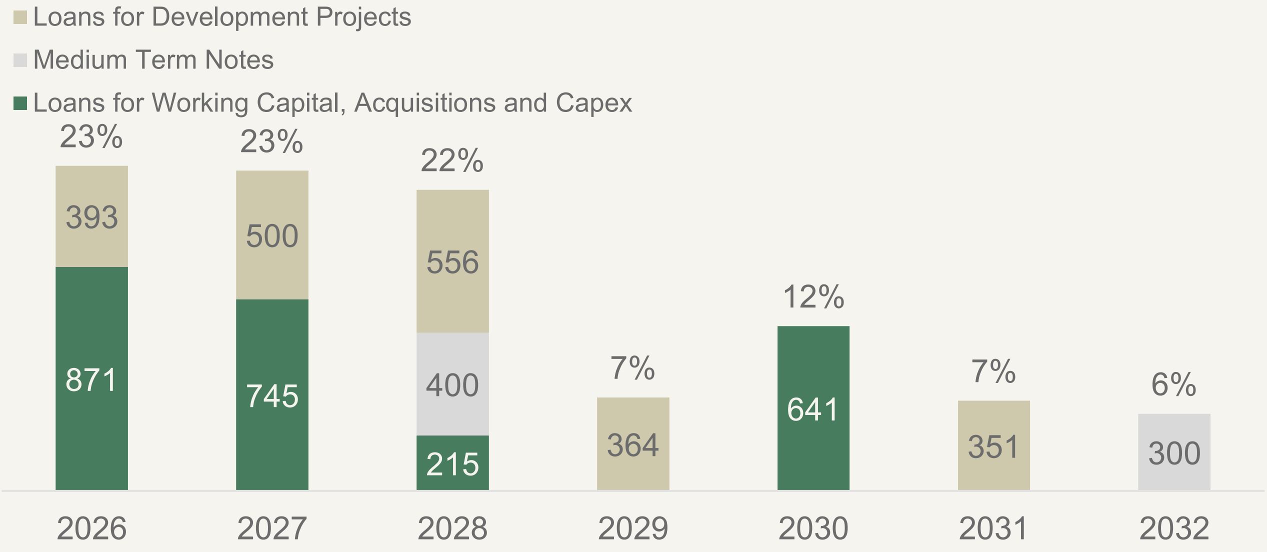
Debt Maturity Profile

- Balanced debt profile of 66% fixed-rate debt, with an average debt maturity of 2.0 years
- Unutilised credit facilities of $2.8 billion
- Average borrowing cost is about 3.17%[1]
- Assuming a 1% increase/decrease in interest rates in the respective currencies, the annualised impact on net profit after tax would be a decrease/increase of $14 million (or -/+ 2%)

Debt Breakdown by Currency as at 30 June 2026



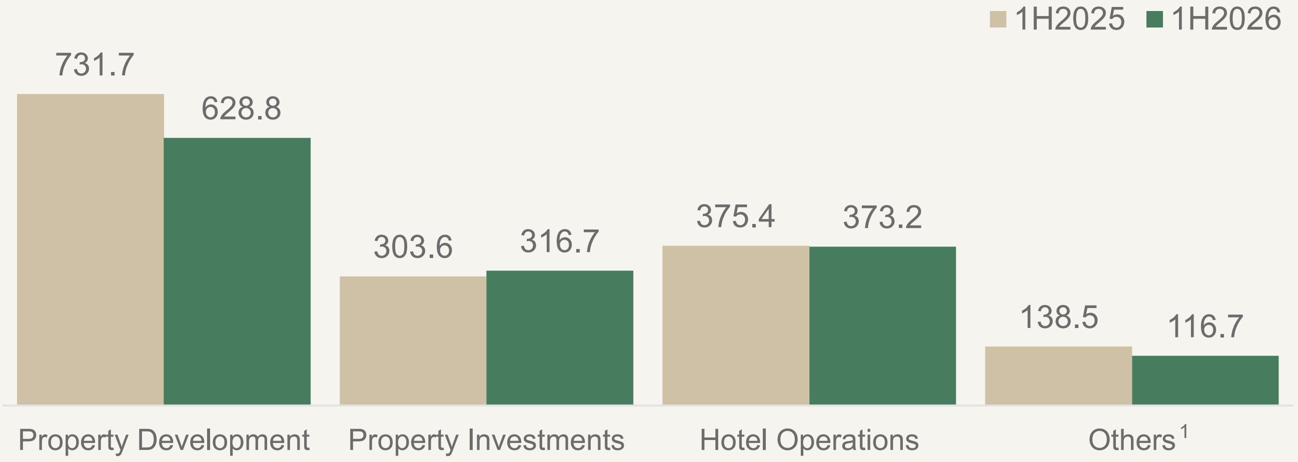
Debt Maturity Profile as at 30 June 2026 ($'mil)



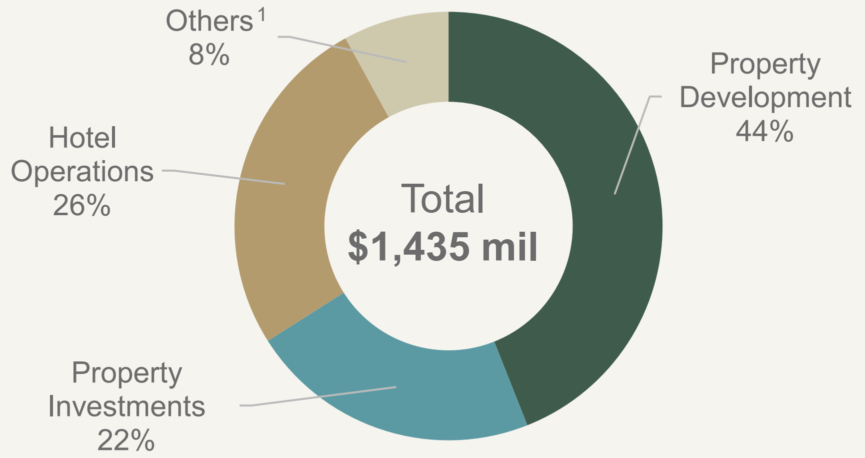
[1] Computed based on YTD interest expense/YTD average external borrowings
[2] Computed based on the sum of secured and unsecured borrowings, excluding loans from non-controlling shareholders of subsidiaries

Contributions by Business Segment

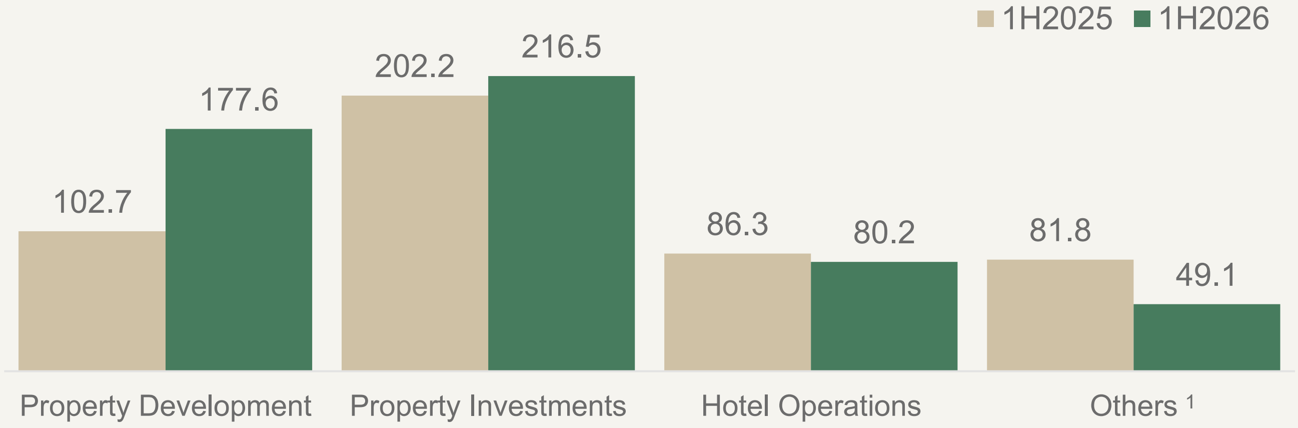
Revenue by Segment



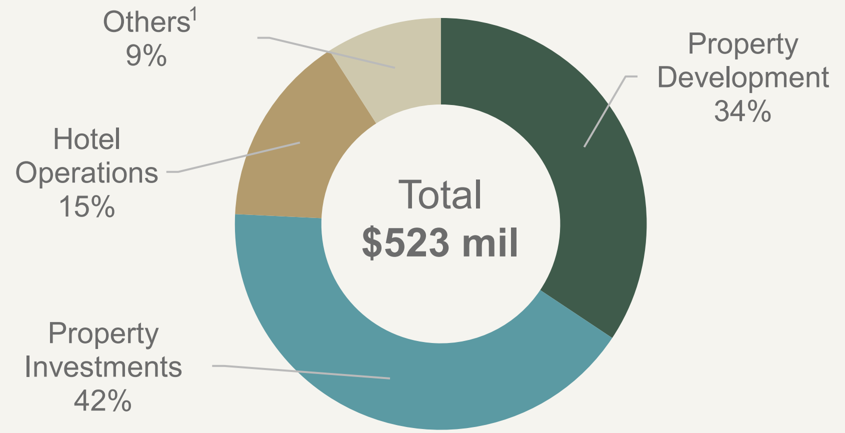
Revenue Contributions by Segment



Adjusted EBITDA[2] by Segment



Adjusted EBITDA[2] Contributions by Segment



[1] Includes technology operations, investments and others

[2] Excludes unallocated costs, fair value and other gains on investment properties

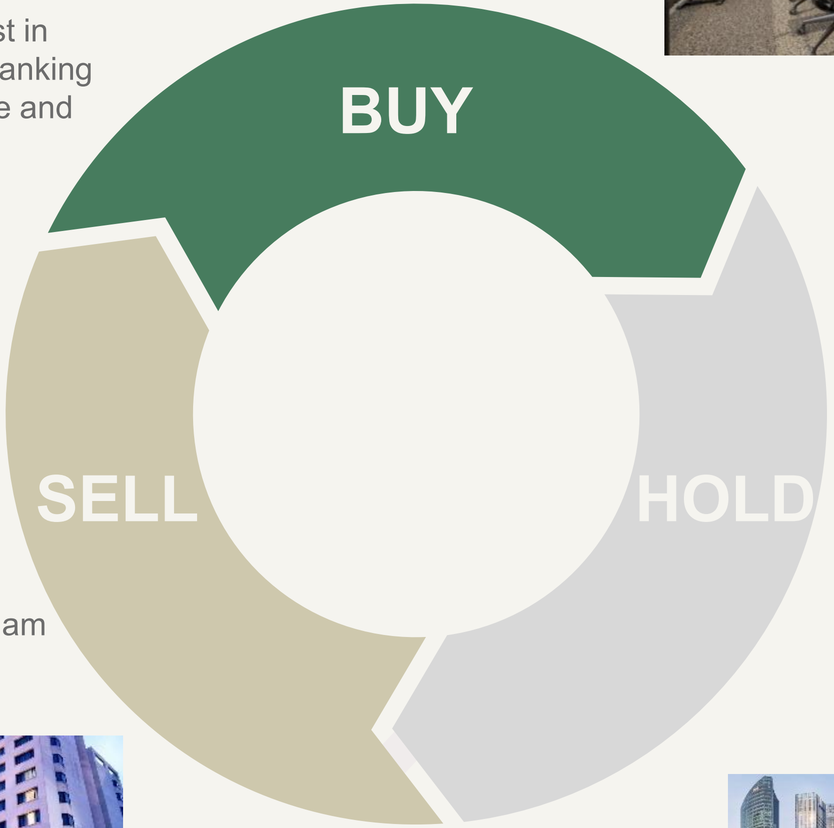
Total Portfolio Management Strategy

Acquisitions
- August 2025: Varley Park in Brighton, UK (PBSA)
- May 2026: 20% interest in Novena Square, and banking halls at Novena Square and former Faber House

Landbank Replenishment
- October 2025: En bloc purchase of Thomson View Condominium site and Dorset Road site
- January 2026: Hougang Central site

Divestments
Commercial
- October 2025: KINEX, Singapore

Hotels
- September 2025: PARKROYAL Saigon, Vietnam
- March 2026: Pan Pacific Tianjin, China



Asset Enhancement Initiatives
Completed
- 3Q2025: Singapore Land Tower
- 2Q2026: PARKROYAL Parramatta, Australia

Ongoing
- The Gateway, Singapore: Target completion in 4Q2026

Redevelopment Projects
Commercial
- The Clifford at Raffles Place, Singapore: Target completion in 2028
- Marina Square complex, Singapore: Timeline update by 3Q2026

Hotel
- NoMad Hilton Singapore: Scheduled to open in late 2026

Operational Highlights

UPPERHOUSE at Orchard Boulevard
(Artist's Impression)

Property Development

Strong Sales Momentum

Watten House

Exceptional and Rare Freehold Address

100% sold

- 20,461 sqm freehold site
- Built on elevated ground of Bukit Timah low-rise residential enclave
- Within 1km to popular schools such as Nanyang Primary and Raffles Girls' Primary schools
- Awarded site in October 2021 at $550.8 million ($1,786 psf GFA)

Pinetree Hill

Prestigious Locale with Elevated Ground

99% sold

- 22,535 sqm leasehold site
- Within 1km to popular schools such as Henry Park Primary School and Pei Tong Primary School
- Offering unrivalled views of Clementi Forest, Bukit Timah Nature Reserve and city skyline
- Close proximity to One Holland Village, Clementi Mall and The Star Vista
- Last single-level 5-bedroom Penthouse, featuring panoramic views of Clementi Forest
- Awarded site in June 2022 at $671.5 million ($1,318 psf GFA)

MEYER BLUE

Distinctive Architecture with Freehold Tenure in the East

79% sold

- 8,981 sqm freehold site
- About 6 minutes' walk to Katong Park MRT station on Thomson-East Coast Line
- Benefit from the Long Island plan, which could potentially add around 20km of new waterfront parks to East Coast Park, tripling the length of waterfront parks in the area
- New release of 4-bedroom Premium units with dual views of the Marina Bay skyline and landed enclave in April 2026
- Awarded site in February 2023 at $392.2 million ($1,709 psf GFA incl LBC)

For the above projects, UOL's effective stake is 90% (UOL: 80%, SingLand: 20%)
Sales bookings are as at 9 August 2026

Property Development

Resilient Sales Performance

Skye at Holland

A Charming Sanctuary in the Heart of Holland Village

100% sold

- 55:10:35 joint venture between UOL Group[1], Kheng Leong and CapitaLand Development
- 12,388 sqm leasehold site
- Tallest development in Holland Village comprising two 40-storey towers with 666 apartments
- Located in prime District 10, next to One Holland Village
- Awarded site in May 2024 at $805.4 million ($1,285 psf GFA)

UPPERHOUSE at Orchard Boulevard[2]

An Address That Says It All

82% sold

- 7,031 sqm leasehold site
- 35-storey luxury residential development with 301 units
- Direct connectivity to Orchard Boulevard MRT station
- First Government Land Sales residential site released in Orchard/Tanglin area since 2018
- Signature Collection ranging from 1-bedroom + study to 3-bedroom units
- Bespoke Collection of 4-bedroom suites with double-volume living space and a dedicated parking lot
- Awarded site in February 2024 at $428.3 million ($1,617 psf GFA)

PARKTOWN Residence

Tampines' First Fully Integrated Development

98% sold

- 50:50 joint venture between UOL Group[3] and CapitaLand Development
- 50,680 sqm leasehold site
- 1,193 residential units that are seamlessly connected to a retail mall, a community club, a hawker centre and Tampines Boulevard Park
- Direct link to upcoming Tampines North MRT station on Cross Island Line and a bus interchange
- Awarded site in July 2023 at $1.21 billion ($885 psf GFA)

[1] UOL's effective stake: 45% (UOL: 35%, SingLand: 20%)
[2] UOL's effective stake: 90% (UOL: 80%, SingLand: 20%)
[3] UOL's effective stake: 40% (UOL: 30%, SingLand: 20%)
Sales bookings are as at 9 August 2026

Property Development

Solid Launch Pipeline

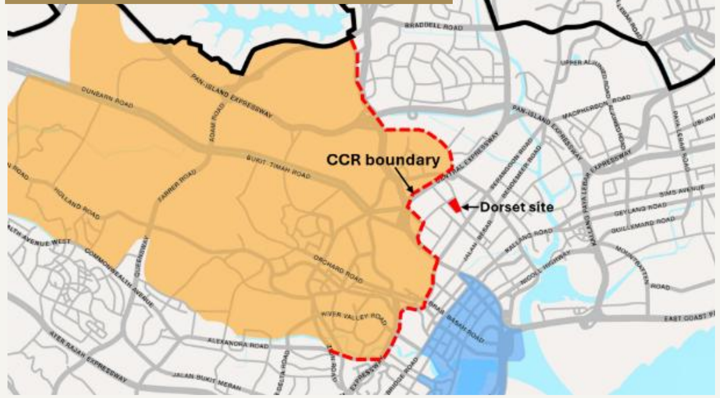
Target launch in 4Q2026

Thomson Reserve

A Sanctuary Perfectly Placed

- 50:50 joint venture between UOL Group[1] and CapitaLand Development
- 51,567 sqm leasehold site
- 1,268 residential units ranging from 2- to 5-bedroom units
- Next to Upper Thomson MRT station, with panoramic views of MacRitchie Reservoir, Windsor Nature Park, Lower and Upper Peirce Reservoirs, and within 1km of Ai Tong School
- Completed collective acquisition for a total consideration of $810.0 million in October 2025

Target launch in 1H2027



Dorset Gardens

Attractive City-fringe Location

- 80:20 joint venture between UOL Group[2] and Kheng Leong
- 10,399 sqm leasehold site
- Two 28-storey residential towers with about 428 units
- Near to Farrer Park MRT station and popular schools such as St. Joseph’s Institution
- Awarded site in October 2025 at $524.3 million ($1,338 psf GFA)

Target launch in 2H2027

Hougang Central

A Key Anchor for Future Growth of Hougang Central

- 40:10:50 joint venture between UOL Group[3], Kheng Leong and CapitaLand Development for residential component; CapitaLand Integrated Commercial Trust fully owns commercial component
- 46,899 sqm leasehold site
- Mixed-use development of over 800 residential units with about 28,000 sqm of commercial space, integrated with Hougang MRT station, bus Interchange and town plaza
- Awarded site in January 2026 at $1.50 billion ($1,179 psf GFA)

[1]UOL’s effective stake: 45% (UOL: 40%, SingLand: 10%)
[2]UOL’s effective stake: 70% (UOL: 60%, SingLand: 20%)
[3]UOL’s effective stake: 35% (UOL: 30%, SingLand: 10%)

Property Investments

Singapore Commercial Portfolio as at 30 June 2026

Office

96.8% (+0.2 ppt YoY)
Committed Occupancy

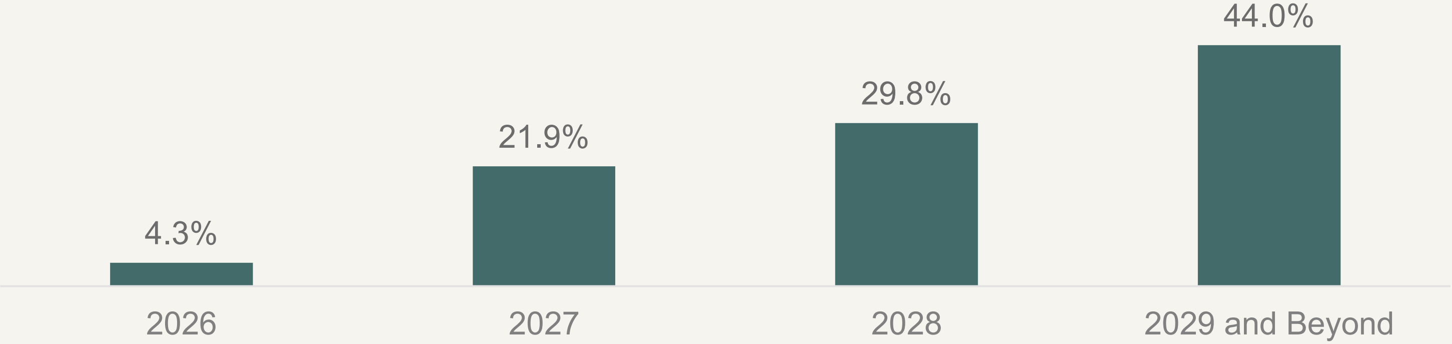
3.3 million sq ft
Net Lettable Area

Retail

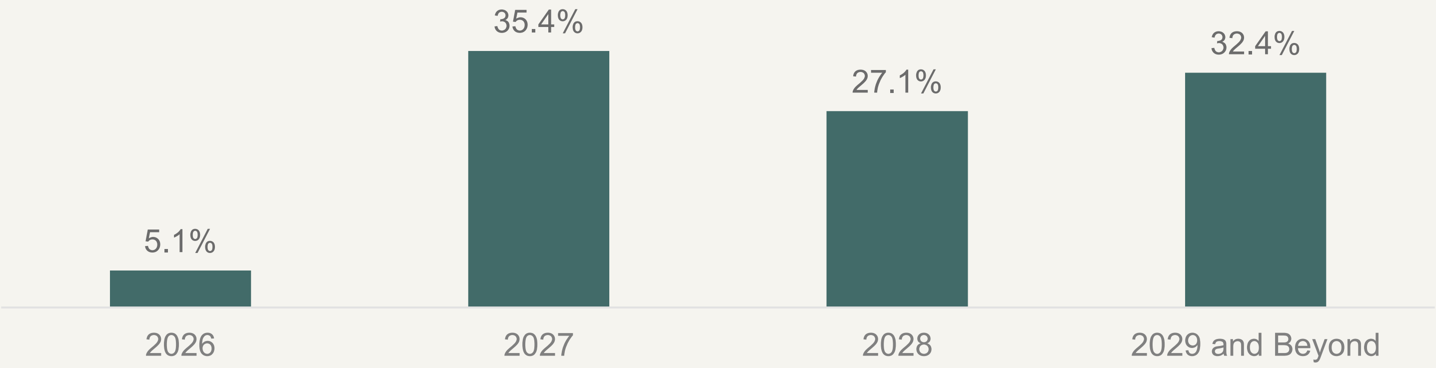
98.7% (+1.4 ppt YoY)
Committed Occupancy

1.4 million sq ft
Net Lettable Area

Office Lease Expiry Profile (% of GR)



Retail Lease Expiry Profile (% of GR)



Note:
1. Singapore office portfolio under the Group comprises United Square, Novena Square, Odeon, One Upper Pickering, Tampines Plaza 1 and Tampines Plaza 2, SGX Centre 2, Singapore Land Tower, The Gateway and UIC Building.
2. The information above excludes The Clifford at Raffles Place which is under redevelopment.
3. Retail shoppers' footfall up 4.5% in 1H2026 compared with 1H2025.

Property Investments

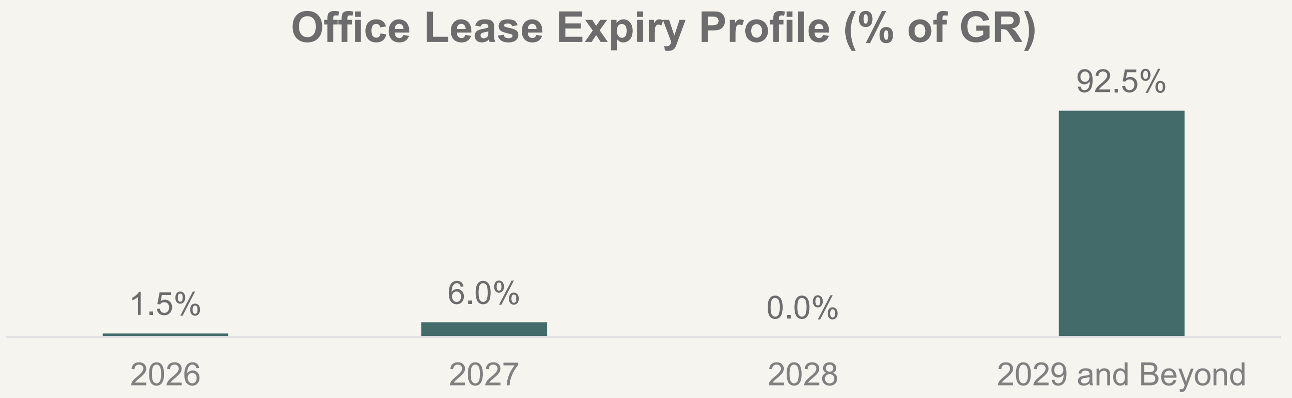
Overseas Commercial Portfolio as at 30 June 2026

Australia

Office

92.3% (-7.7% ppt YoY)
Committed Occupancy

563,571 sq ft
Net Lettable Area

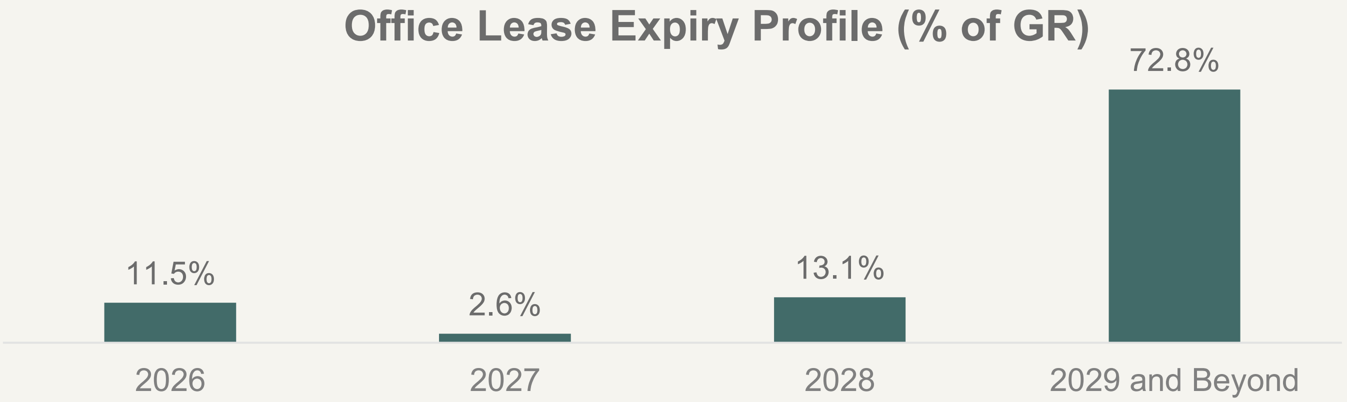


United Kingdom

Office

49.8% (-31.6 ppt YoY)
Committed Occupancy

458,406 sq ft
Net Lettable Area



Student Accommodation

100%
Committed Occupancy

771 operational beds

Fully leased to the University of Brighton

Note:
1. Australia: Comprises 72 Christie Street and 388 George Street in Sydney
2. United Kingdom: Comprises offices 110 High Holborn and 120 Holborn Island in London; and student accommodation Varley Park in Brighton

Property Investments

New Retail Tenants Committed in 1H2026

United Square
the learning mall

Woo Tang

Luckin Coffee

itea

Innerskin Medical Aesthetics Clinic

novena Velocity
THE DEDICATED SPORTS MALL

LONGJING


SAMSAMSAM

Vivino

Elite Supplements

Property Investments

Asset Enhancement Initiatives

West Mall

Asset Enhancement Initiative (Completed 1Q2025)

The Gateway

End-of-trip Facilities

- Bukit Batok Public Library reopened in March 2026; features the SingLand Soundscape, which provides curated sound experiences
- Other highlights:
  - Food court by Kopitiam (opened in December 2025)
  - Additions include a 22,000 sq ft (~2,043 sqm) NLA basement dining wing branded as "Eat@W"
    - Offers over 20 new F&B offerings, e.g. new-to-market concept Gochiya and popular kimbap Jo Ju Bang's first heartland outlet
- BCA Green Mark Gold^Plus-certified

- Targeted to complete in 4Q2026, works are underway to add:
  - Tenant amenities e.g. meeting rooms, conference room (L2 Gateway West Tower)
  - End-of-trip facilities (B1 West Tower)
- Green certification upgrade to BCA Green Mark Platinum Super Low Energy, following completion of energy optimisation works

Property Investments

Marina Square complex, Singapore

Transformation into Singapore's first hyper-mixed development

- Proposed partial redevelopment of Marina Square complex which comprises Marina Square shopping mall, Pan Pacific Singapore, PARKROYAL COLLECTION Marina Bay and Mandarin Oriental, Singapore
- Submitted revised proposal in 2H2025 to URA to transform Marina Square complex, with the addition of three buildings comprising a residential tower, a serviced apartment block and a mixed-use tower with hospitality, office and performing arts spaces
- Business-as-usual at Marina Square complex
- Expected to provide updates on the timeline by 3Q2026

Marina Square

Located along Raffles Boulevard within the Marina Central district.

Property Investments

The Clifford at Raffles Place

A new hospitality-led workplace ecosystem for Singapore's Central Business District

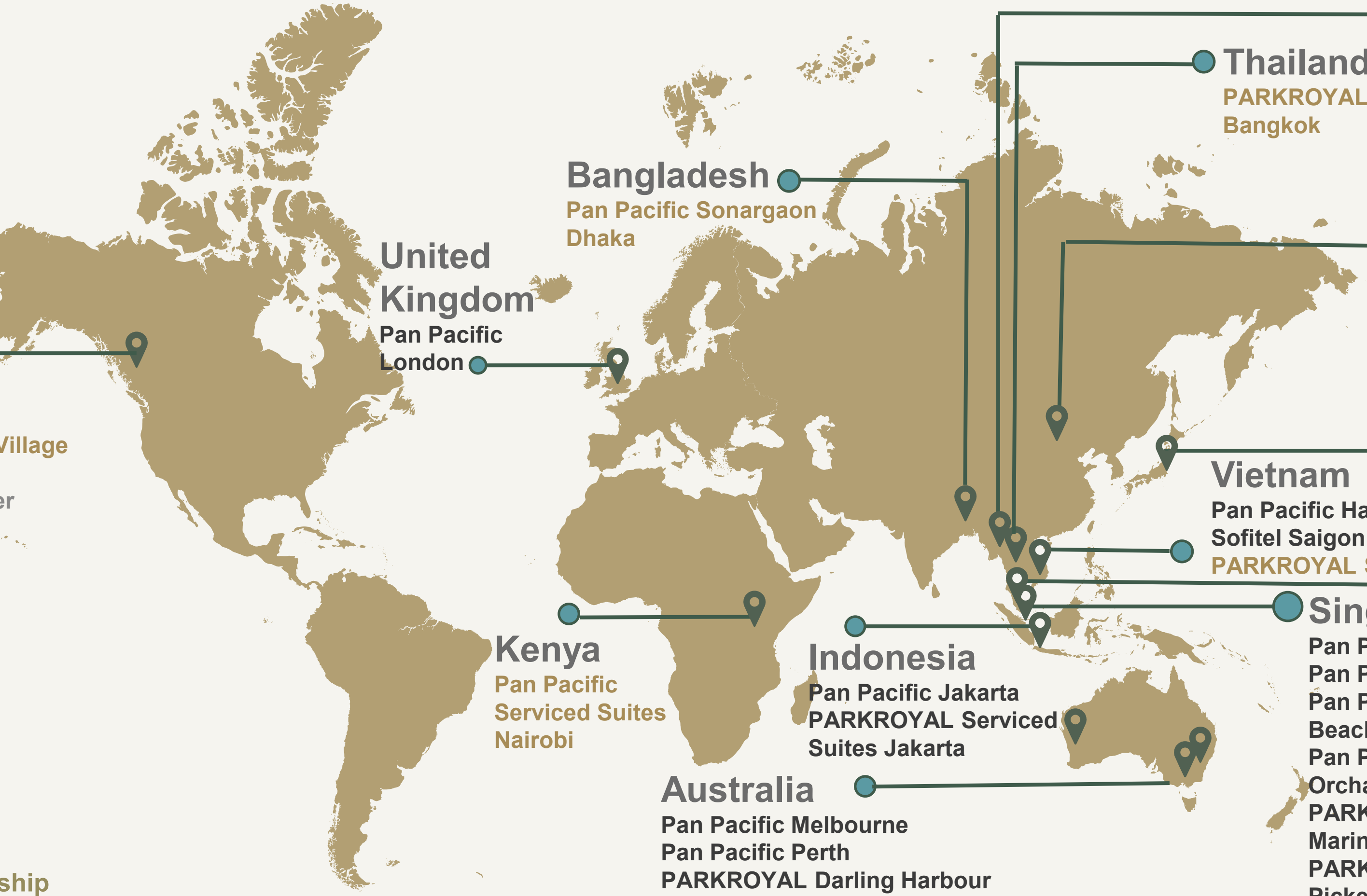
- Redevelopment of the 999-year leasehold site into a 35-storey commercial office tower
- Offers net lettable area of over 405,000 sq ft (~37,626 sqm) of premium Grade A office space, retail and lifestyle amenities
- First triple-Platinum certified commercial office building in Raffles Place
  - BCA Green Mark Platinum (Super Low Energy)
  - LEED (Leadership in Energy and Environmental Design), and
  - International WELL Building Institute
- Dual-downtown connectivity to the financial districts of Raffles Place and Marina Bay
  - Direct B1 connection to Raffles Place MRT
  - Direct link to Marina Bay waterfront via 2nd storey
- Target to complete in 2028

The Clifford at Raffles Place

The Clifford will have direct access to Marina Bay waterfront via a 2nd storey link bridge.

Hospitality

Owns and/or manages 49 hotels with over 14,000 rooms, including “Pan Pacific”, PARKROYAL COLLECTION and PARKROYAL hotels



Canada
Pan Pacific Whistler Mountainside
Pan Pacific Whistler Village Centre
Pan Pacific Vancouver

United Kingdom
Pan Pacific London

Bangladesh
Pan Pacific Sonargaon Dhaka

Kenya
Pan Pacific Serviced Suites Nairobi

Indonesia
Pan Pacific Jakarta
PARKROYAL Serviced Suites Jakarta

Australia
Pan Pacific Melbourne
Pan Pacific Perth
PARKROYAL Darling Harbour
PARKROYAL Melbourne Airport
PARKROYAL Parramatta
PARKROYAL Monash Melbourne

Thailand
PARKROYAL Suites Bangkok

Myanmar
Pan Pacific Yangon
PARKROYAL Nay Pyi Taw
PARKROYAL Yangon

China
Pan Pacific Xiamen
The Westin Tianjin
Pan Pacific Tianjin
Pan Pacific Beijing
Pan Pacific Dalian
Pan Pacific Ningbo
Pan Pacific Suzhou
Pan Pacific Serviced Suites Ningbo

Japan
BELLUSTAR TOKYO, A Pan Pacific Hotel
THE HOTEL HIGASHIYAMA KYOTO TOKYU, A Pan Pacific Hotel
HOTEL GROOVE SHINJUKU, A PARKROYAL Hotel
Pan Pacific Partner Hotel - Cerulean Tower Tokyu Hotel

Vietnam
Pan Pacific Hanoi
Sofitel Saigon Plaza
PARKROYAL Serviced Suites Hanoi

Singapore
Pan Pacific Orchard
Pan Pacific Singapore
Pan Pacific Serviced Suites Beach Road
Pan Pacific Serviced Suites Orchard
PARKROYAL COLLECTION Marina Bay
PARKROYAL COLLECTION Pickering
PARKROYAL on Beach Road
PARKROYAL Serviced Suites Singapore
Mandarin Oriental, Singapore

Malaysia
Pan Pacific Serviced Suites Kuala Lumpur
PARKROYAL COLLECTION Kuala Lumpur
PARKROYAL Serviced Suites Kuala Lumpur
PARKROYAL Penang Resort
PARKROYAL A’Famosa Melaka Resort
PARKROYAL Langkawi Resort
Gurney Bay Hotel, A PARKROYAL Hotel

Owned
Managed
Franchise
Marketing Partnership

Hospitality

Resilient Operating Performance

Occupancy for owned[1] hotels (1H2026 vs 1H2025)		
Singapore	**Oceania**[5]	**Others**[3,4]
77%	74%	68%
1H2025: 77%	1H2025: 72%	1H2025: 66%

RevPAR for owned[1] hotels (1H2026 vs 1H2025[2])		
Singapore	**Oceania**[5]	**Others**[3,4]
$293	$170	$122
1H2025: $291	1H2025: $160	1H2025: $115

[1] Includes serviced suites and hotels partially owned by the Group

[2] Reported in Singapore dollars. For comparability, 1H2025 RevPAR has been translated at constant exchange rates (30 Jun 2026)

[3] Refers to the Group's hotels and serviced suites in China, Vietnam, Malaysia, Myanmar, Indonesia and the United Kingdom

[4] Excludes PARKROYAL Saigon (divested on 30 September 2025); excludes PARKROYAL Yangon and Pan Pacific Tianjin following their divestment and reclassification as a managed property on 31 May 2025 and 31 March 2026 respectively

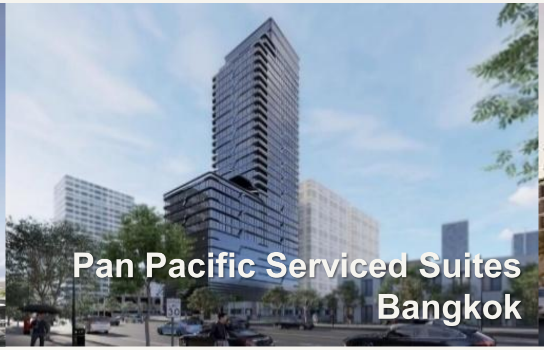
[5] Occupancy and RevPAR for Oceania would be 80% (1H2025: 81%) and $193 (1H2025: $194) if Pan Pacific Perth and PARKROYAL Parramatta are excluded. Both hotels underwent renovation, with completion in May 2025 and substantially completed in August 2025 respectively

Hospitality

	Existing		Pipeline	
	No. of Hotels	No. of Rooms	No. of Hotels	No. of Rooms
By Brand				
Pan Pacific	26	7,430	3	638
PARKROYAL COLLECTION	3	1,477	-	-
PARKROYAL	17	4,752	4	652
Others	3	1,069	1	173
Total	**49**	**14,728**	**8**	**1,463**
By Ownership Type				
Owned	26	8,581	1	173
Managed	18	4,458	7	1,290
Franchise	4	1,281	-	-
Marketing Partnership	1	408	-	-
Total	**49**	**14,728**	**8**	**1,463**

Hospitality

Deepening Presence Across Asia



2027

Pan Pacific Phnom Penh
(227-room, managed)

Pan Pacific Serviced Suites Bangkok
(191-room, managed)

Siam Pan Pacific Bangkok
(220-room, managed)

PARKROYAL Hanoi
(183-room, managed)

PARKROYAL Siem Reap
(130-room, managed)

PARKROYAL Serviced Suites Manila Bay
(169-room, managed)

PARKROYAL Jakarta
(170-room, managed)

Hospitality

Enhancing the Customer Experience

TRAVEL+ LEISURE

Luxury Awards Asia Pacific 2026

Pan Pacific Orchard

Best Hotel Pools 3rd

BELLUSTAR TOKYO, A Pan Pacific Hotel

Best City Hotels

Forbes TRAVEL GUIDE

Pan Pacific London

Five-Star Rating 2026
(for 5th consecutive year)

Condé Nast Traveler

Triple Crown Award

Pan Pacific Whistler Village Centre

cvent TOP MEETING HOTELS 2026 ASIA PACIFIC

Pan Pacific Singapore

PARKROYAL COLLECTION Marina Bay

黑珍珠餐厅指南 Black Pearl Restaurant Guide 2026

Peach Blossoms

One Diamond Rating

Asia's 50 Best Restaurants Extended List

Community Stewardship

Amplifying Our Social Impact

- Focused efforts in the areas of children, youth, education, inclusive sports and arts

UOL-PPHG Community Uplift Programme

Grew ComLink+ support to over 95 families – including 35 new families from Bukit Merah

'More Art. Made Inclusive.' Exhibition

Championed 13 artists from diverse backgrounds

Project V

Extended volunteering initiatives to UOL tenants, packing over 2,300 medical packs for patients

NVPC Fellowship Programme 2026

Shared best practices for community engagement with about 30 companies

Concluding Remarks

Thomson Reserve
(Artist's Impression)

About Us

- UOL Group Limited (UOL) was founded in 1963 and listed on the Singapore Exchange in 1964
- Total assets of about $23 billion as at 30 June 2026
- Geographical presence in 13 countries - Singapore, Australia, UK, China, Malaysia, Indonesia, Thailand, Vietnam, Myanmar, Bangladesh, Japan, Canada and Kenya
- Through hotel subsidiary, Pan Pacific Hotels Group Limited (PPHG), UOL owns three acclaimed brands namely “Pan Pacific”, “PARKROYAL COLLECTION and PARKROYAL. PPHG currently owns and/or manages about 50 hotels in Asia, Oceania, Europe, North America and Africa with over 14,000 rooms
- Through Singapore-listed property subsidiary, Singapore Land Group Limited (SingLand), UOL owns an extensive portfolio of prime commercial assets and hotels in Singapore, Australia, China and the United Kingdom
- Award-winning property and hospitality company known for corporate and design excellence

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