UNI-ASIA GROUP LIMITED

Registration No. 201701284Z

Incorporated in the Republic of Singapore

9M2026 Corporate Presentation



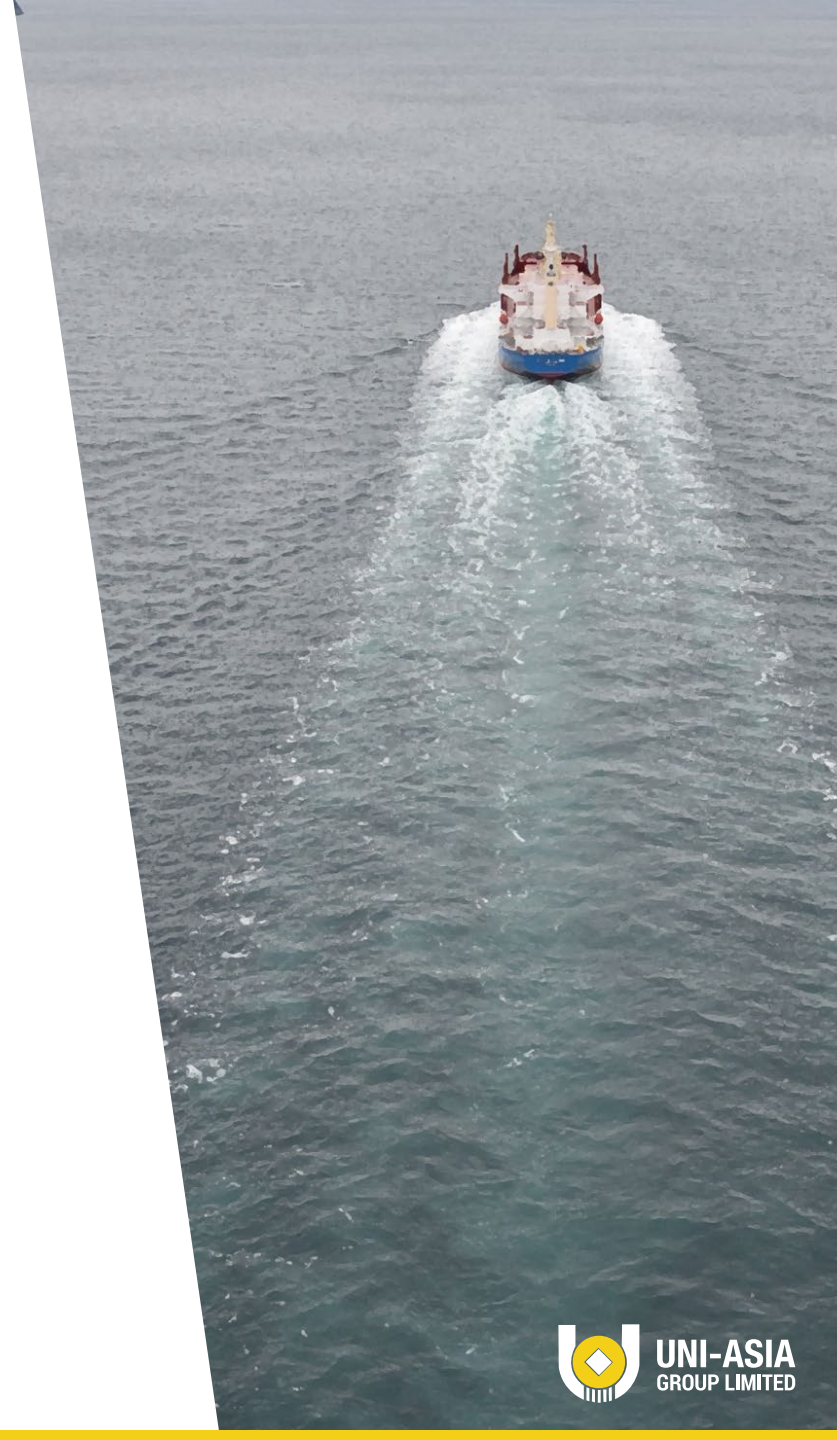
Disclaimer

This presentation may contain forward-looking statements which can be identified by the context of the statement and generally arise when the Company is discussing its beliefs, estimates or expectations. Such statements may include comments on industry, business or market trends, projections, forecasts, and plans and objectives of management for future operations and operating and financial performance, as well as any related assumptions. Readers of this presentation should understand that these statements are not historical facts or guarantees of future performance but instead represent only the Company's belief at the time the statements were made regarding future events, which are subject to significant risks, uncertainties and other factors, many of which are outside of the Company's control. Actual results and outcomes may differ materially from what is expressed or implied in such forward-looking statements. The Company cautions readers not to place undue reliance on any forward-looking statements included in this presentation, which speak only as of the date made; and should any of the events anticipated by the forward-looking statements transpire or occur, the Company makes no assurances on what benefits, if any, the Company will derive therefrom.

For further information, contact:

Mr. Lim Kai Ching

(65) 6438 1800



UNI-ASIA GROUP LIMITED

Table of Contents

- Corporate Overview
- 9M2026 Selected Financial Highlights
- Business Update







UNI-ASIA
GROUP LIMITED

Corporate Overview

Corporate Profile



The Group was founded on 17 March 1997

Listed on Singapore Exchange on 17 August 2007

Bloomberg Code: UAG:SP

SGX Stock Code: CHJ

Total number of issued shares: 78,599,987

The Group's 3 main offices are in Hong Kong, Tokyo and Singapore.

UNI-ASIA GROUP LIMITED

Business Model



- Acquire assets at competitive prices.
- Provide clients solutions relating to alternative assets including ship and property finance arrangement, sale and purchase arrangement.

1

- Manage and/or operate assets to enhance asset value and recurring income.

2

- Capital returns
- Recurring income including charter income, administration fee income.
- Ad hoc fee including finance arrangement fee, brokerage fee.

3

Business Model Example - Subsidiary

UNI-ASIA GROUP LIMITED

Lenders → **Subsidiary (consolidated)**



Charterer / Tenant

Charter or Rental Income

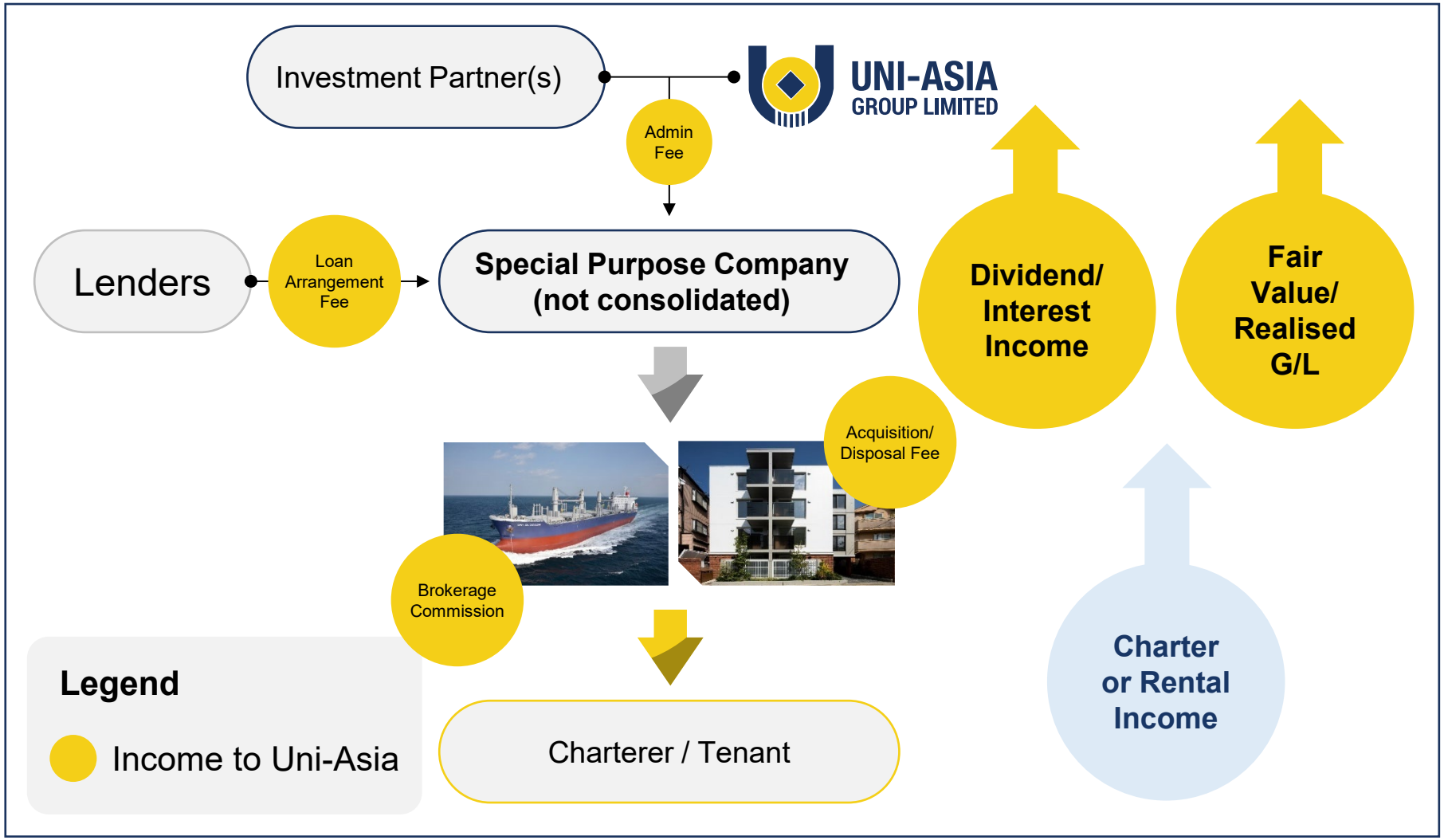
Fair Value or Realised Gain/Loss

Legend

Income to Uni-Asia



Business Model Example – JV Structure





Business Segments



SHIPPING

Ship Owning and Chartering	Maritime Asset Management	Maritime Services
• Ship Owning and Chartering	• Investment/ Asset Management of Ships • Finance Arrangement	• Commercial/ Technical Management of Ships • Ship Related Brokerage Services



PROPERTY

Property Investment (ex-Japan)	Property Investment (in-Japan)
• Investment/ Asset Management of Properties ex-Japan	• Investment/ Asset Management of Properties in-Japan



9M2026 Selected Financial Highlights

9M2026 Business Update Summary

3Q2026 HIGHLIGHTS

Shipping

- **Second newbuild signed (6 Aug).** A 40,000 dwt eco-spec bulk carrier with Nihon Shipyard, for delivery from 4Q2029 to 1H2030 (first newbuild: 2H2028).
- **Uni Harmony: stake rising from 18% to 55.6% (not yet completed),** bringing full consolidation of recurring charter income and cash flow.
- **MV Ansac Pride sale agreed,** completed on 17 November 2026: about US$15m+ of cash and a gain of about US$5m in 2H2026.
- **Highest average quarterly charter rate in 2 years:** about US$13,800/day (net of commissions) in 3Q2026 (827 hire days).

Japan Property and Corporate

- **Two ALERO projects sold:** Tomigaya (10% owned) and Shibuya (30% owned). 7 projects remain under development.
- **AUM of JPY68.7 billion as at 30 Sep**, including JPY35.6 billion of PFI projects.
- **Bronze, Best Managed Board 2026 (21 Sep),** our fifth award; ranked 49th in the SGTI (published 5 Aug).

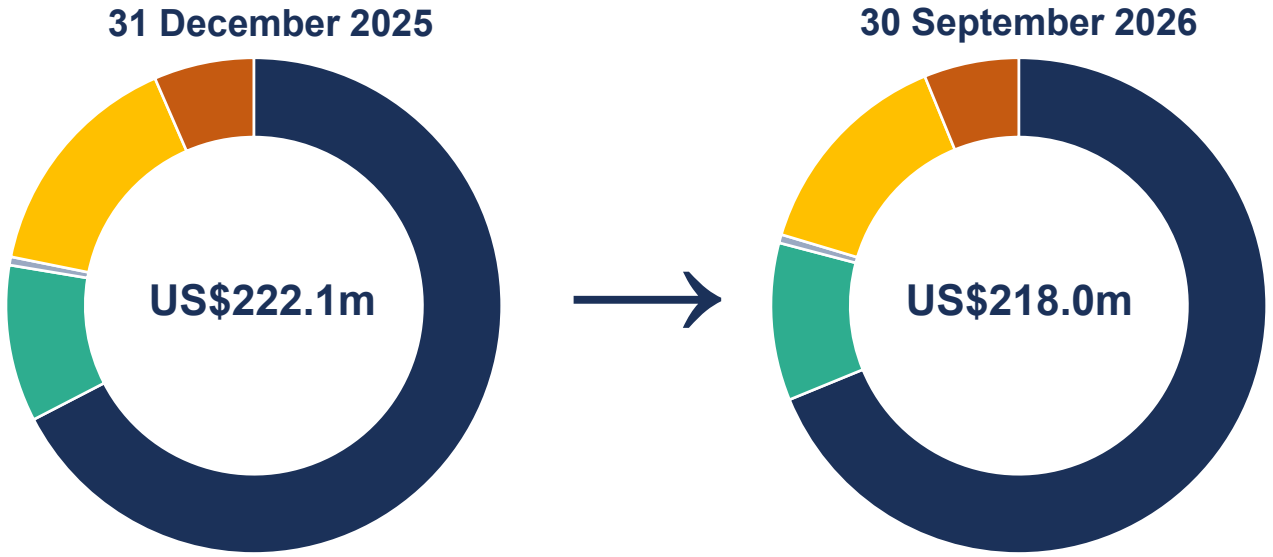
FORMAL DIVIDEND POLICY FROM FY2026
Dividends of not less than 25% of net profit after tax attributable to owners, for each financial year.

1H2026 developments (continued)

- **Fleet renewal.** MV Glengyle resumed operations on 22 April after permanent repairs in Zhoushan, PRC. The first newbuilding contract in over 10 years was signed on 2 March.
- **Chartering.** 6 of 9 wholly/majority-owned ships fixed through March 2027 at firm gross rates averaging over US$14.2k per day in 2H2026.
- **MAMD.** Continued finance arrangement for ships and marine equipment; about US$9.4bn arranged since 1997, including JOLCO transactions closed in 2026. Ms. Yumiko Kanda spoke at the Marine Money Hong Kong forum on 28 April.
- **ALERO.** Osaki and Nakameguro (1Q) and Osaki II and Kita Senzoku (2Q) were completed and sold; 2 new projects added; serviced-apartment pilot at Sasazuka South.
- **UACJ.** Appointed asset manager of the Takashimaya-sponsored Sanitas I Fund in March 2026 (five properties, four sites).

Total Assets Allocation

Ships are about 69% of the US$218.0m asset base; cash is 14%



	US$ million	Dec-25	%	Sep-26	%	Change (US$'m)
	Maritime investment	149.7	67.4%	**150.0**	**68.8%**	**+0.3**
	Property (in-Japan)	22.7	10.2%	**22.4**	**10.3%**	**(0.3)**
	Property (ex-Japan)	1.2	0.6%	**1.2**	**0.5%**	**0.0**
	Cash and equivalents	34.0	15.3%	**30.9**	**14.2%**	**(3.1)**
	Others	14.5	6.5%	**13.5**	**6.2%**	**(1.0)**
	Total assets	**222.1**	**100%**	**218.0**	**100%**	**(4.1)**

What Moved Since December

US$5.4m
Deposits for vessel purchases
Nil at 31 Dec 2025.

US$10.4m*
Japan investment properties
Up from US$3.7m* (long-term investments)

US$30.9m
Cash and equivalents
Down US$3.1m; see cash flows.

* Exclude non-Japan Investment Properties

KEY TAKEAWAY

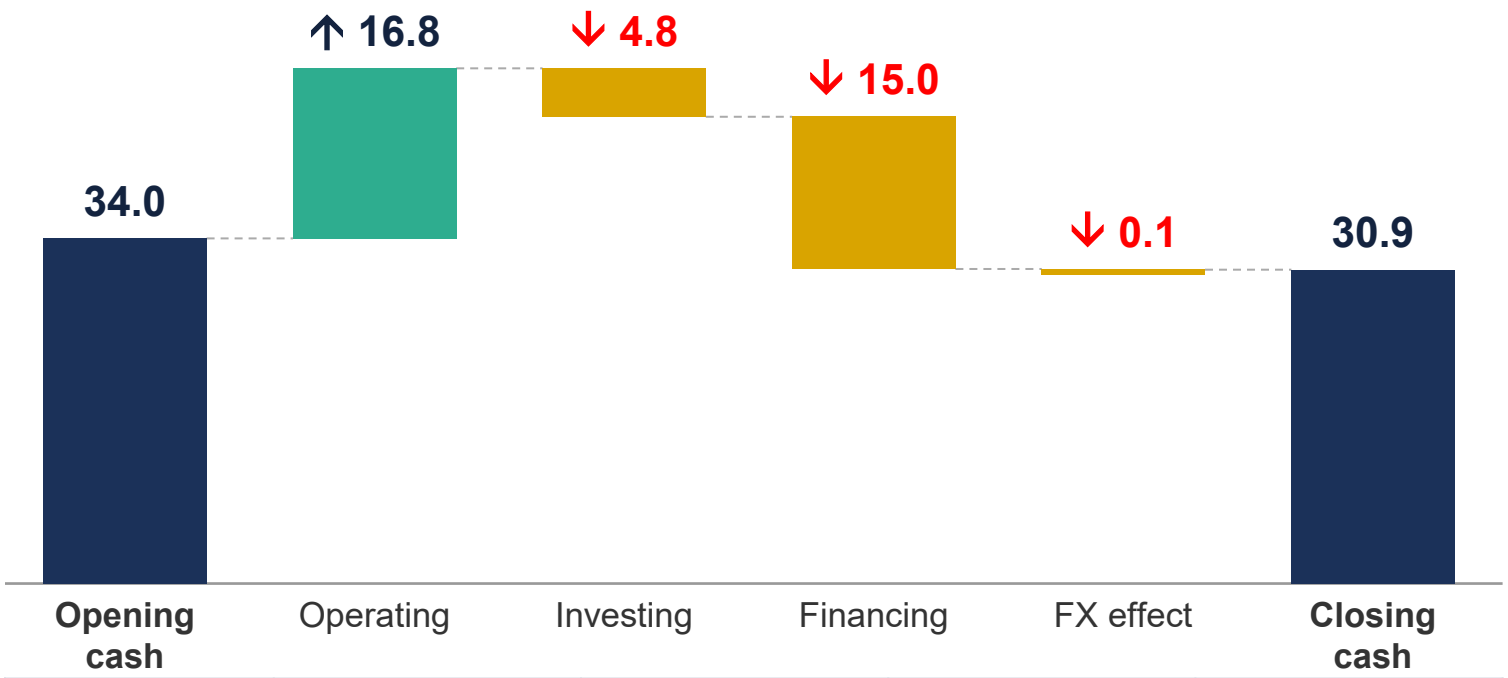
The asset base is stable at US$218.0m, with US$5.4m of deposits paid for vessel purchases.

UNI-ASIA GROUP LIMITED

9M2026 Cash Flows

Operating cash inflow of US$16.7m funded investments and debt repayment

Cash movement, 9M2026 (US$m)



US$m	Operating	Investing	Financing	Net change*
9M2026	16.8	(4.8)	(15.0)	(3.1)
9M2025	2.5	(42.4)	33.5	(5.9)

* Include FX effect

Operating: ↑ US$16.8m

Up from US$2.5m in 9M2025, supported by higher charter rates and fee income.

Investing: ↓ US$4.8m

Mainly US$5.4m of deposits for vessel purchases and property investments, partly offset by redemptions and rental income. 9M2025 (US$42.4m) included acquisition spending.

Financing: ↓ US$15.0m

Net repayment of borrowings (down US$11.0m to US$76.5m), interest and other financing costs, lease payments and the FY2025 final dividend.

KEY TAKEAWAY

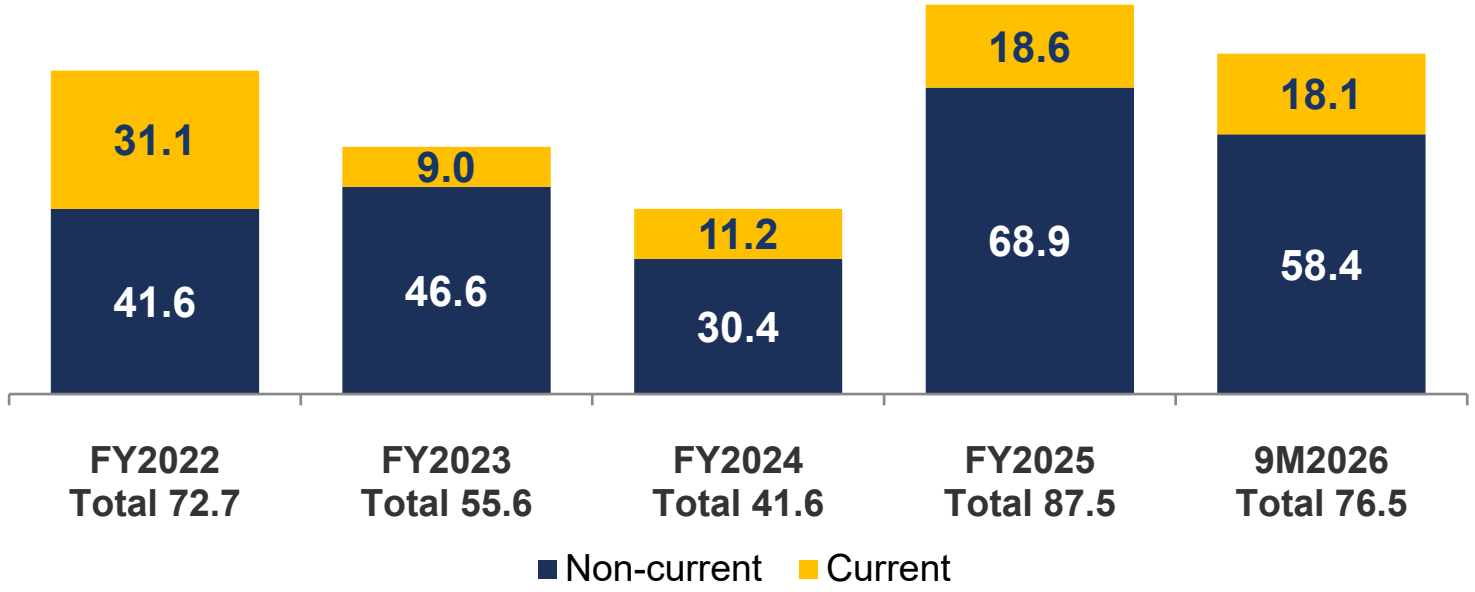
Operating cash inflow of US$16.8m covered investments and helped repay debt, leaving cash at US$30.9m.

UNI-ASIA GROUP LIMITED

Borrowings

Borrowings decreased by US$11.0m from December levels, with the majority of outstanding debt comprising long-term ship financing.

Borrowings at period end (US$m)



Funding mix at 30 September 2026 (US$m)



Property loans 11.1 (15%)

Unsecured 2.5 (3%)

At a Glance

↓ US$11.0m

Borrowings since 31 Dec 2025

US$87.5m to US$76.5m.

35.1%

Borrowings to total assets

39.4% at 31 Dec 2025.

76%

Non-current (US$58.4m)

Ship loans mature from 2028 to 2032.

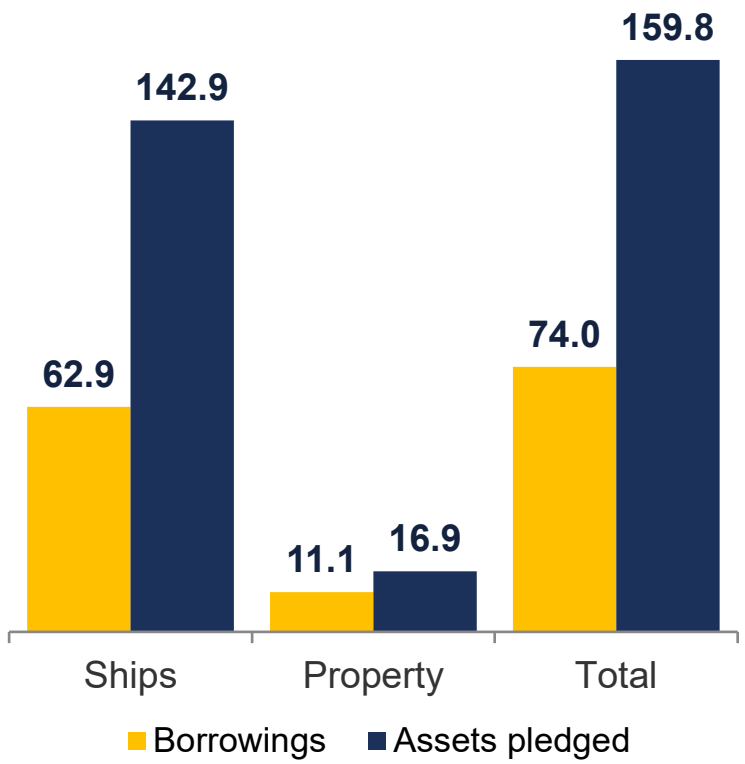
KEY TAKEAWAY

Borrowings decreased by US$11.0m to US$76.5m, of which 76% is classified as non-current, with ship loans maturing between 2028 and 2032.

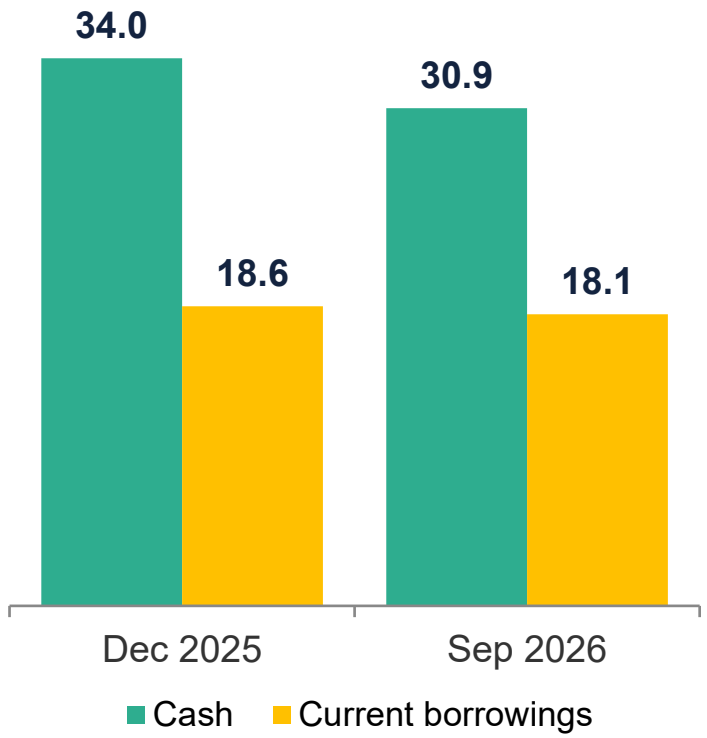
Borrowings vis-à-vis Cash

Pledged assets cover secured borrowings by 2.2x, while cash balances cover debt maturing within 12 months by 1.7x.

Secured debt vs assets pledged (US$m)



Cash vs current borrowings (US$m)



Cover 1.8x 1.7x

Why the Position Is Sound

2.2x
Asset cover of secured debt
Ships 2.3x; property 1.5x.

US$30.9m
Cash vs US$18.1m due in 12 months
Covers current borrowings 1.7x.

44%
Ship loan-to-value
US$62.9m loans; US$142.9m ship value.

KEY TAKEAWAY

Secured borrowings represent 46.3% of pledged asset values, while cash balances of US$30.9m cover current borrowings by 1.7 times.

UNI-ASIA GROUP LIMITED

Adopting a Formal Dividend Policy From FY2026

> ***"The Board intends to declare dividends of not less than 25% of the Group's consolidated net profit after tax attributable to owners, for each financial year."***

The Board will also weigh:

- Financial performance, cash flow generation and cash reserves
- Capital expenditure commitments, incl. newbuild vessel contracts
- Gearing, liquidity position and debt covenant requirements
- Prevailing dry bulk shipping and Japan property market conditions

The policy is not a legally binding obligation; the Board retains full discretion and will announce any changes via SGXNET.

KEY TAKEAWAY

A formal 25% minimum payout policy gives shareholders a credible floor for capital returns while preserving flexibility to fund fleet renewal.

Why This Matters

Rationale for a formal dividend policy

Credible Capital Return

Gives shareholders a clear, predictable floor for dividends as the Group's earnings base grows.

Balanced Flexibility

Preserves capital for fleet renewal and continued deleveraging, with room for higher discretionary payouts.

Investor Confidence

Signals Board confidence in the sustainability of improved earnings following the Group's transformation.





UNI-ASIA GROUP LIMITED

Business Update

UNI-ASIA
GROUP LIMITED

Shipping



Fleet Renewal Accelerates

Two 40,000 dwt eco-specification newbuilds secured

Strategic step to modernise the Group's maritime portfolio for long-term competitiveness and evolving environmental standards.

Key transaction highlights

	Vessel 1	Vessel 2
Agreement Signed	2 March 2026	6 August 2026
Vessel Type	40,000 dwt double-hull bulk carrier	
Shipyard	Nihon Shipyard Co., Ltd.	
Builder	Imabari Shipbuilding Co., Ltd. at Imabari Shipyard	
Expected Delivery	2H2028	4Q2029 to 1H2030
Funding	Internal cash, external debt and other appropriate financing	

Eco-type Engine
Optimised for fuel efficiency and reduced emissions

Dual-fuel ready
Allows future retrofitting with alternative-fuel system vessel



Sale of MV Ansac Pride

Rationale for the Sale

1. **Planned portfolio decision**
   Following the Group's strategy review, the 2013-built, 37,000 dwt vessel was identified for sale as part of ongoing fleet renewal.

2. **Funds the newbuild programme**
   Releases capital from older tonnage as the Group commits to two 40,000 dwt eco-specification newbuilds.

3. **Strong market, disciplined process**
   Widely marketed to 20+ interested parties; the Group held out until its target value was met.

4. **Stronger balance sheet**
   Repays vessel-level bank debt and adds liquidity, while realising a gain on disposal.

17 Nov 2026
Sales completion

Estimated Financial Impact

Management estimates, US$ million

~US$5 m

Estimated gain on disposal
To be recognised on completion, in 2H2026 results.

~US$15 m

Estimated cash generated
Net of costs and repayment of the vessel's bank debt; includes ~US$0.8m of vessel-level free cash.

KEY TAKEAWAY

Sale of a 13-year-old vessel completed on 17 Nov 2026 at a strong market price, with a gain of about US$5m and about US$15m of cash expected to help fund fleet renewal.

Uni Harmony: From 18% Minority to 55.6% Control

From 18% minority to 55.6% owner of a 2016-built eco bulker

BEFORE

Co-Investor
82%

Uni-Asia
18% (minority)

→ **Quest Bulkship S.A.** →



AFTER

Uni-Asia
55.6% | US$5.01m

4 unrelated co-investors
4 x 11.1% | US$1m each

→ **Emerald Bulkship Ltd.**
consolidated by the Group →



Price: US$20.53m
Valuation US$19.95 - U$22.05m

Group Equity: US$5.01m
For 55.6% stake

Why Uni-Asia Is Buying

1. **Recurring charter income and cashflow**
   Stake rises from 18% to 55.6%, with full consolidation of recurring charter income and cashflow
2. **Capital-light, shared with partners**
   Co-investors take 44.4%, cutting the Group's cash outlay; the Group also earns a management fee.
3. **Young eco vessel, tight market**
   Limited dry bulk newbuild supply; price within the independent valuation.
4. **Part of portfolio renewal**
   Fits the Group's rebalancing of its ship portfolio towards younger tonnage.

KEY TAKEAWAY

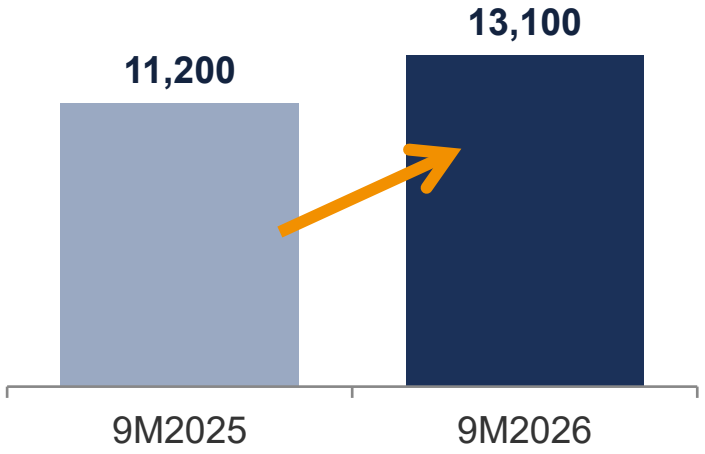
Control of a 2016-built eco bulker for just US$5.01m, under a quarter of the US$20.53m price, with partners and a financier funding the rest.

UNI-ASIA GROUP LIMITED

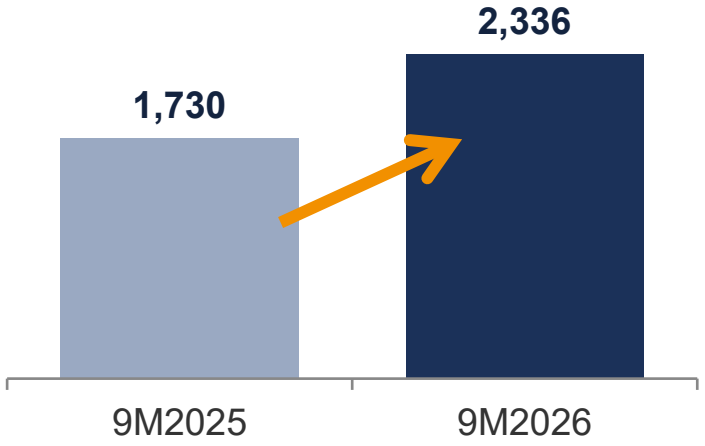
Time Charter Performance: 9M2026 vs 9M2025

Average daily charter rate up 17% on 35% more hire days

Average daily charter rate* (US$/day)
Rounded to the nearest US$100



Hire days (days)



Quarterly trend, wholly/majority-owned ships

	1Q2025	2Q2025	3Q2025	4Q2025	1Q2026	2Q2026	3Q2026
Avg rate (US$/day)*	10,500	11,200	11,800	12,400	**12,300**	**12,900**	**13,800**
Hire days	569	529	632	661	**712**	**797**	**827**

* Average daily charter rates are calculated based on charter hire income net of commissions paid to third parties, rounded to the nearest US$100.

9M2026 vs 9M2025

↑17%
Average daily charter rate*
US$11,200 to US$13,100 per day.

↑35%
Hire days
1,730 to 2,336 days.

8.6
Average ships on hire
Up from 6.3 in 9M2025.

KEY TAKEAWAY

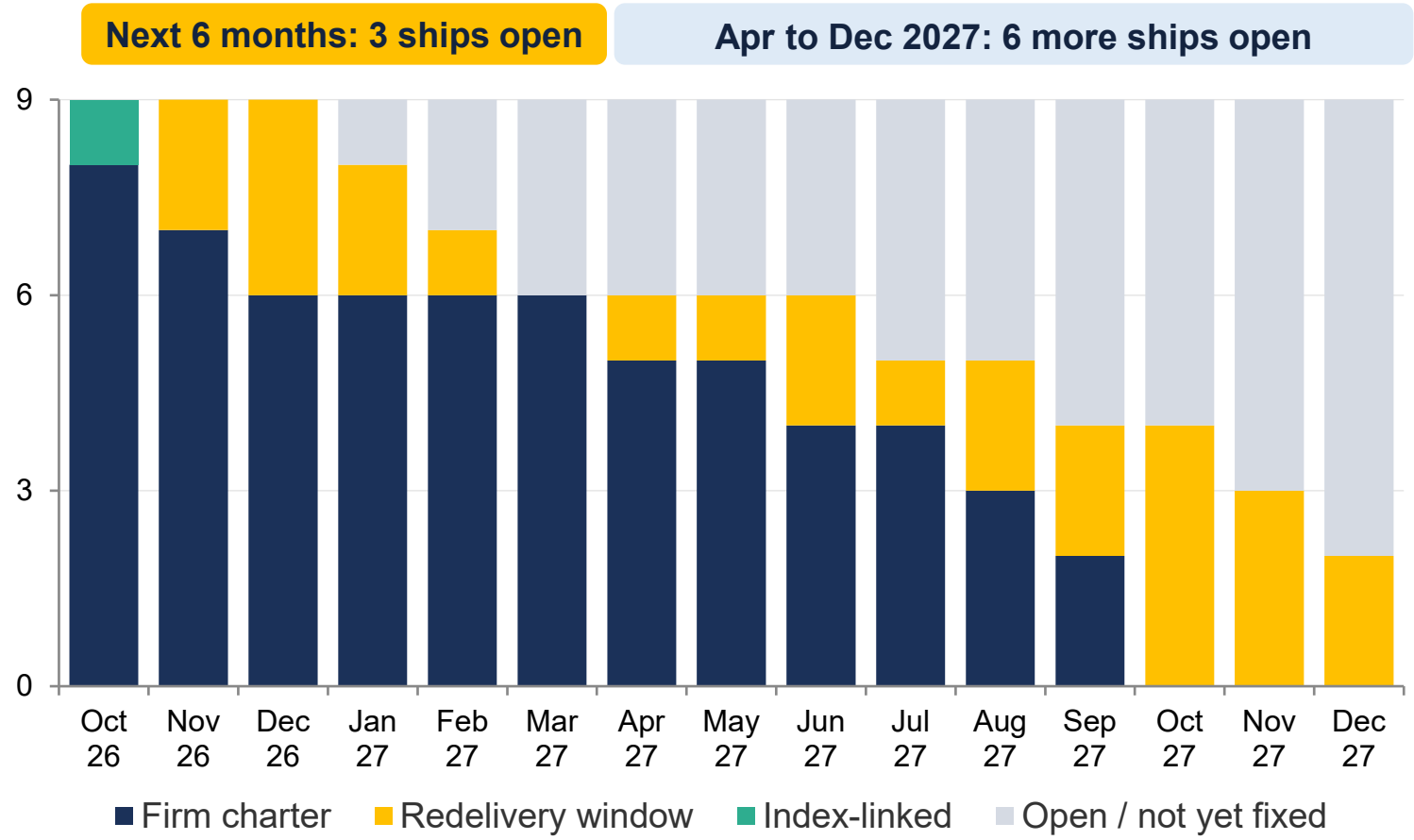
The average daily charter rate rose 17% to about US$13.1k, on 35% more hire days as more ships were on hire.

UNI-ASIA GROUP LIMITED

Charter Book Coverage Outlook for 9 Wholly/Majority-Owned Ships

Charter status of 9 wholly/majority-owned ships by month, as at 30 September 2026

Number of ships by charter status



Renewal & Rate Snapshot

Vessels due to reprice

6 of 9

Ships fixed at end Mar 2027

2 of 9 remain fixed at end Sep 2027.

3 of 9

Open for fixing, Oct 2026 to Mar 2027

6 more open between Apr and Dec 2027.

> US$14.2k per day

Current firm average gross daily rate (before commissions paid to third parties) for 2H2026*

* Excludes index-linked charters, which are earning higher rates. Includes Ansac Pride (to be sold) until its charter ends.

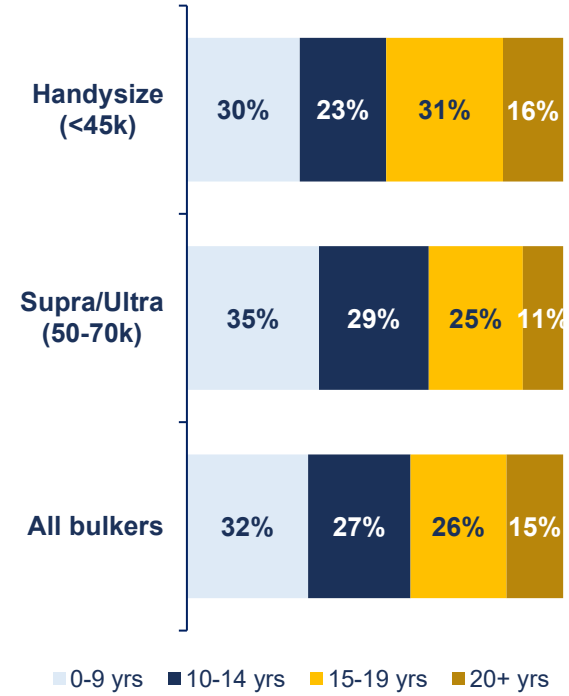
KEY TAKEAWAY

6 of 9 ships are fixed through March 2027 at firm gross daily rates (before commissions paid to third parties) averaging over US$14.2k per day in 2H2026. The remaining ships become available for re-chartering through 2027 to reprice at prevailing market rates.

Dry Bulk Outlook: Handysize and Supra/Ultramax Stay Firm into 2027

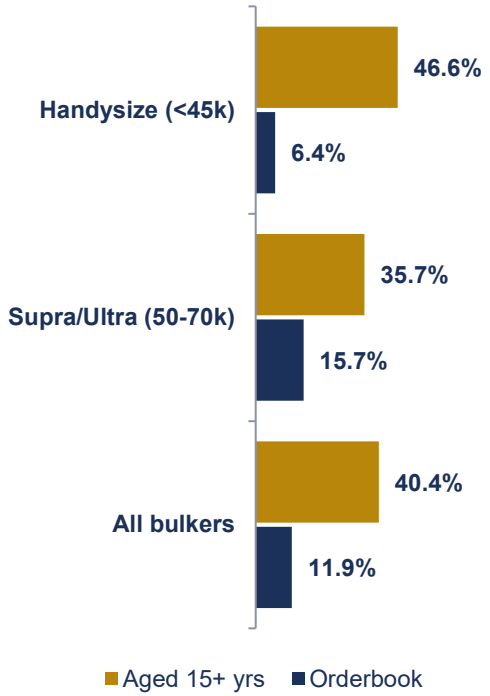
Next 12 to 18 months: thin orderbook, resilient minor-bulk demand and structural inefficiencies

Fleet age, % of ships (Sep 2026)



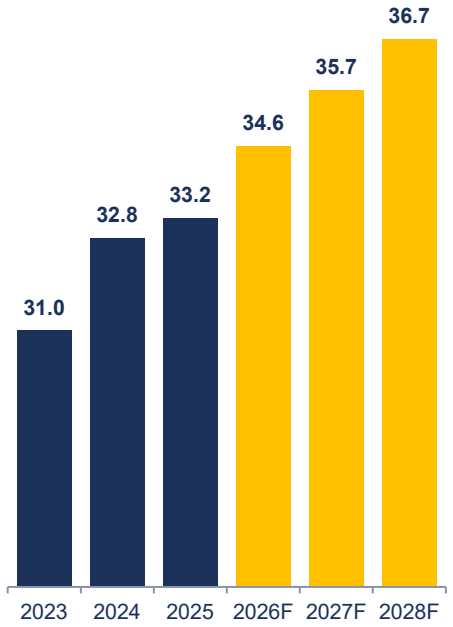
46.6% of Handysize and 35.7% of Supra/Ultra are 15+ yrs old

Orderbook vs aged fleet, % of ships



Few ships on order, many ageing: Scrapping likely to outpace new supply.

Dry bulk tonne-miles, trillion



Avg haul: 5.1k nm (2019) to 5.8k nm (2028F)

Why small ships stay firm

SUPPLY
Handysize orderbook: 6.4% of fleet
Supra/Ultra 15.7%, all bulkers 11.9%. Handysize deliveries ease in 2027.

DEMAND
Minor bulks ↑ 2% to 3% a year to 2030
Bauxite, grains, metal ores. Tonne-miles up ~3% in 2027.

INEFFICIENCY
Fleet growth ~2% effective vs 3.8%
Slower speeds, surveys, congestion. Scrapping only 0.3% of fleet in 9M2026.

ENVIRONMENT
EU ETS phased in, plus FuelEU, CII
Higher running cost for older ships; encourages slower steaming.

GEOPOLITICS
Black Sea, Gulf shift cargo flows
Grain and coal sourced from further away. China pledged 10 mt/yr of US coal, 2027-28.

Sources: Clarksons Research (Dry Bulk Trade Outlook Oct 2026; Ship Type Orderbook Monitor Oct 2026, data at 1 Nov 2026; World Fleet Register); Marsoft (Oct 2026); Braemar (12 Nov 2026). Age profile (Sep 2026) and orderbook (1 Nov 2026) both by number of ships; Handysize = Clarksons 10-44,999 dwt (excludes older 40-44,999 dwt ships grouped with Handymax); Supra/Ultra = Clarksons 50-69,999 dwt. Tonne-miles are all dry bulk (Clarksons estimates; segment split not available); gold bars = forecast. Risks: Red Sea normalisation, China demand, Gulf conflict hitting minor bulk volumes, heavier deliveries in 2028.

KEY TAKEAWAY

Handysize is ageing with few on order, so scrapping may outpace supply; with Supra/Ultra younger than average and rising tonne-miles, firm earnings into 2027 look likely.

UNI-ASIA GROUP LIMITED

WHOLLY / MAJORITY-OWNED DRY BULK PORTFOLIO

As at 30 September 2026

Fleet scale after renewal

Fleet renewal has expanded operating capacity, with a mix of 38k Handysize and 58k Supramax-type bulk carriers.

All vessels are Japanese-built, supporting operational quality and long-term commercial competitiveness.



9
Operating vessels

376k
Gross DWT capacity

5+4
Wholly + majority owned

Capacity stated in deadweight tonnes (DWT).

Portfolio details

Ownership / Capacity / Year Built

#	Vessel	Capacity	Ownership	Year of Built	Shipyard
1	MV Ansac Pride	37,094 DWT	100%	2013	Onomichi
2	MV Island Bay	37,649 DWT	100%	2014	Imabari
3	MV Inspiration Lake	37,706 DWT	100%	2015	Imabari
4	MV Uni Phoenix	37,679 DWT	100%	2015	Imabari
5	MV Uni Bulker	37,700 DWT	100%	2016	Imabari
6	MV Kellett Island	57,836 DWT	75%	2015	Tsuneishi
7	MV Uni Sunshine	36,300 DWT	72.7%	2018	Oshima
8	MV Uni Horizon	36,300 DWT	70.2%	2018	Oshima
9	MV Trident Star	57,836 DWT	65.1%	2015	Tsuneishi
10	To be named	40,000 DWT	To be decided	2028	NSY/Imabari
11	To be named	40,000 DWT	To be decided	2029/2030	NSY/Imabari

5 wholly-owned vessels | **4 majority-owned vessels** | **2 new building contracts**

WHOLLY / MAJORITY-OWNED DRY BULK PORTFOLIO

Following completion of MV Ansac Pride Sale and MV Uni Harmony Acquisition

Fleet scale after renewal

Fleet renewal has expanded operating capacity, with a mix of 38k Handysize and 58k Supramax-type bulk carriers.

All vessels are Japanese-built, supporting operational quality and long-term commercial competitiveness.



9 Operating vessels

377k Gross DWT capacity

4+5 Wholly + majority owned

Capacity stated in deadweight tonnes (DWT).

Portfolio details

Ownership / Capacity / Year Built

#	Vessel	Capacity	Ownership	Year of Built	Shipyard
1	MV Island Bay	37,649 DWT	100%	2014	Imabari
2	MV Inspiration Lake	37,706 DWT	100%	2015	Imabari
3	MV Uni Phoenix	37,679 DWT	100%	2015	Imabari
4	MV Uni Bulker	37,700 DWT	100%	2016	Imabari
5	MV Kellett Island	57,836 DWT	75%	2015	Tsuneishi
6	MV Uni Sunshine	36,300 DWT	72.7%	2018	Oshima
7	MV Uni Horizon	36,300 DWT	70.2%	2018	Oshima
8	MV Trident Star	57,836 DWT	65.1%	2015	Tsuneishi
9	MV Uni Harmony	37,700 DWT	55.6%	2016	Imabari
10	To be named	40,000 DWT	To be decided	2028	NSY/Imabari
11	To be named	40,000 DWT	To be decided	2029/2030	NSY/Imabari

4 wholly-owned vessels | **5 majority-owned vessels** | **2 new building contracts**

Modern and Efficient Dry Bulk Fleet

Wholly-owned Japanese-built vessels with fuel-efficiency and environmental features



MV Island Bay

DWT	Built	Shipyard
37,649	2014	Imabari

Efficiency & Environmental Features

- ✓ Propeller Coatings
- ✓ Silicone Hull Coatings
- ✓ Log Fitted



MV Inspiration Lake

DWT	Built	Shipyard
37,706	2015	Imabari

Efficiency & Environmental Features

- ✓ Propeller Boss Cap Fin
- ✓ Propeller Coatings
- ✓ Silicone Hull Coatings
- ✓ Log Fitted



MV Uni Phoenix

DWT	Built	Shipyard
37,679	2015	Imabari

Efficiency & Environmental Features

- ✓ Propeller Boss Cap Fin
- ✓ Propeller Coating
- ✓ Silicone Hull Coating
- ✓ Log Fitted

Note: Pro forma portfolio, after completion of the MV Ansac Pride sale and the MV Uni Harmony acquisition.

Modern and Efficient Dry Bulk Fleet

Wholly-owned and majority-owned Japanese-built vessels with fuel-efficiency and environmental features



MV Uni Bulker

DWT	Built	Shipyard
37,700	2016	Imabari

Efficiency & Environmental Features

- ✓ Propeller Boss Cap Fin
- ✓ Propeller Coating
- ✓ Low-friction Antifouling Coating
- ✓ Log Fitted



MV Kellett Island

DWT	Built	Shipyard
57,836	2015	Tsuneishi

Efficiency & Environmental Features

- ✓ Scrubber Fitted
- ✓ Propeller Boss Cap Fin
- ✓ Propeller Coating
- ✓ Silicone Hull Coating



MV Uni Sunshine

DWT	Built	Shipyard
36,300	2018	Oshima

Efficiency & Environmental Features

- ✓ Ultra-low Friction, Hydrolysis Antifouling Coatings
- ✓ Log Fitted

Note: Pro forma portfolio, after completion of the MV Ansac Pride sale and the MV Uni Harmony acquisition.

Modern and Efficient Dry Bulk Fleet

Majority-owned Japanese-built vessels with fuel-efficiency and environmental features



MV Uni Horizon

DWT	Built	Shipyard
36,300	2018	Oshima

Efficiency & Environmental Features

- ✓ Low Frictional Silyl Methacrylate Antifouling Coatings
- ✓ Log Fitted



MV Trident Star

DWT	Built	Shipyard
57,836	2015	Tsuneishi

Efficiency & Environmental Features

- ✓ Propeller Boss Cap Fin
- ✓ Propeller Coatings
- ✓ Silicone Hull Coatings



MV Uni Harmony

DWT	Built	Shipyard
37,700	2016	Imabari

Efficiency & Environmental Features

- ✓ Propeller Boss Cap Fin
- ✓ Silicone Hull Coatings
- ✓ Log Fitted

Note: Pro forma portfolio, after completion of the MV Ansac Pride sale and the MV Uni Harmony acquisition.

Joint-Investment Dry Bulk Portfolio

Two Japanese-built 37,700 DWT vessels held through 18% co-investment stakes



MV Uni Blossom
Stella Bulkship S.A.

DWT	Built
37,700	2018
Shipyard	**Stake**
Imabari	18%



MV Sider Montediprocida
Tiara Bulkship S.A.

DWT	Built
37,700	2020
Shipyard	**Stake**
Imabari	18%

Co-investment model: expands vessel investment opportunities while generating asset management and shipping-related service income.

UNI-ASIA GROUP LIMITED

A 30-Year Track Record in Structured Finance Arrangement

More than US$9 billion of debt and lease financing arranged since 1997 including JOLCO transactions closed in 2026

CUMULATIVE FINANCING ARRANGED

~US$9.4bn

arranged by Uni-Asia since 1997



Across bilateral and syndicated loans, sale-and-leaseback ("SLB"), export finance and tax lease structures, including Japanese Operating Lease with Call Option ("JOLCO").

1 Credibility

Three decades of repeat business with shipowners, ship operators, banks and lessors. Repeat clients are the foundation of our arranging business.

2 Capability

A full range of products, including bilateral and syndicated loans, SLB, export finance and tax lease structures such as JOLCO, arranged through market cycles.

3 Versatility

Uni-Asia arranges financing across ship types, shipping assets and other transportation assets, for its own fleet as well as for clients. The total includes the Group's own vessels.

KEY TAKEAWAY

Thirty years of repeat business: US$9.4 billion arranged across ships and other transport assets, including JOLCO transactions closed in 2026, which underpins the Group's fee-earning arranging platform.

UNI-ASIA GROUP LIMITED

UNI-ASIA
GROUP LIMITED

Japan Properties



Japan Property: Three Pillars of Growth

Building long-term recurring income from our own balance sheet, managed assets and public projects

1 Investment of Balance Sheet

Own property assets

- ALERO
- Landbank
- Hospitality assets
- Other property assets

Key strategy

Convert promising ALERO projects into serviced apartments

Develop & sell → Retain → Serviced apartment

Pillar 1 Goal:
Build long-term recurring rental income from our own property assets.

2 Asset Management

Client and own balance sheet management

- Client asset management
- Own asset management

Example: Sanitas 1 Fund

Linked to Takashimaya, giving UACJ access to reputable clients.

Managed by UACJ — **5** specific assets managed within the fund

Pillar 2 Goal:
Grow AUM to earn stable, recurring management fees.

3 PFI Projects: Expansion *(PFI: Private Finance Initiative)*

Public-private partnerships

Current	Target
JPY 35.6bn project value*	JPY >150bn in coming years

** PFI project value is shown rather than the number of projects, as fees earned are broadly linked to project size, so it is a better indicator of potential fee income growth.*

Pillar 3 Goal:
Expand PFI projects to secure long-term recurring fee income.

KEY TAKEAWAY

Three pillars shift Japan property from one-off sales towards long-term recurring income.

Pillar One – Investment of Balance Sheet

ALERO Projects: Old Tokyo Houses, New Homes





4 - 5 storey buildings

10 - 30 units per project

Studio or maisonette-type flats

How ALERO Works

1. **Invest and develop**
   The Group invests in and develops small residential property projects in Tokyo, named the “ALERO” Series.

2. **Buy land, build homes**
   Land is purchased and developed into modern residential buildings.

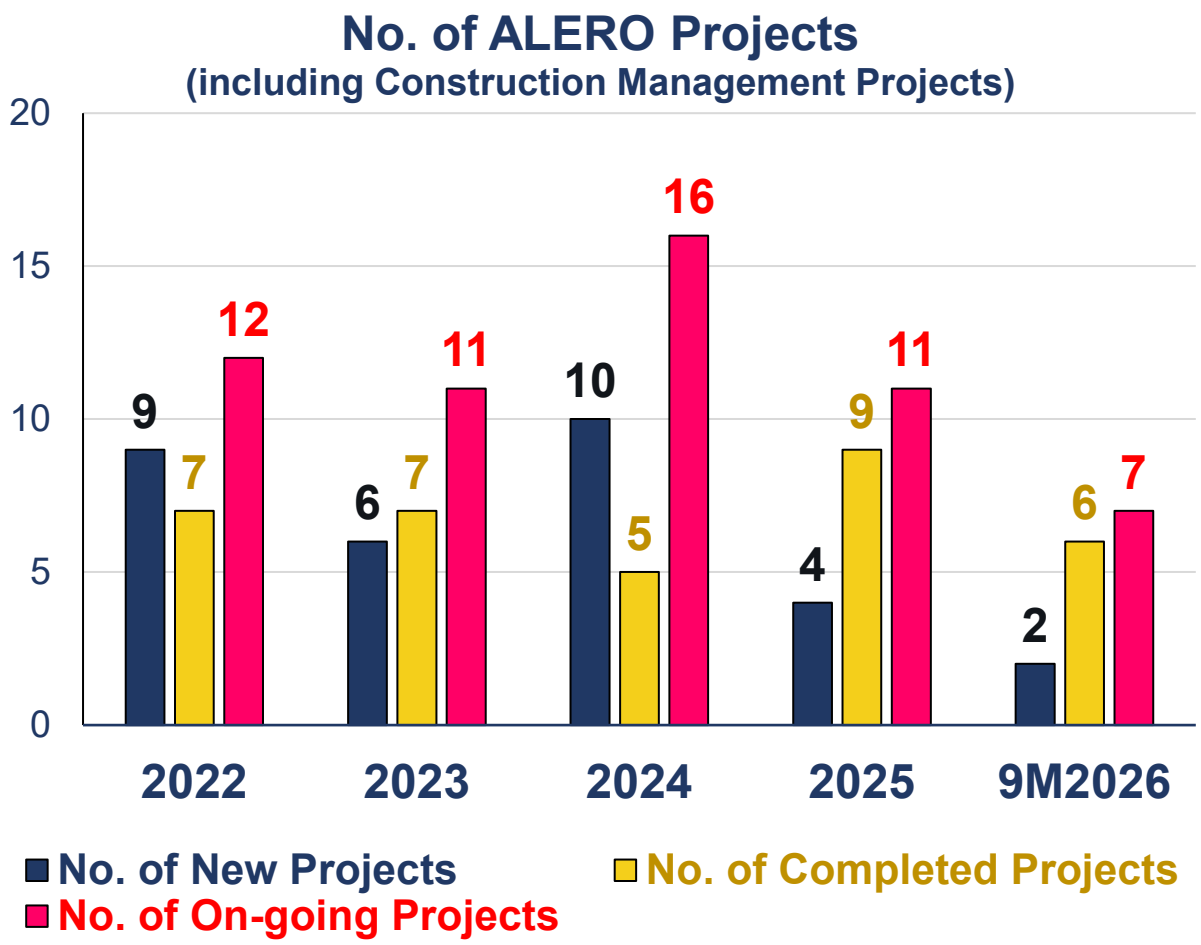
3. **Sell or hold for rental**
   Completed projects can be sold, or held to earn rental income.

KEY TAKEAWAY **We turn old Tokyo sites into modern residential buildings that can be sold or held for rental**

UNI-ASIA GROUP LIMITED

ALERO Projects

In 9M2026, 6 ALERO projects were completed and 2 new projects were added. The 7 projects remaining under development are expected to contribute to earnings in coming accounting periods.



Completed and sold in 9M2026: 6 projects

1Q2026	2Q2026	3Q2026
		
ALERO Osaki 30% owned	ALERO Osaki II 30% owned	ALERO Tomigaya 10% owned
		
ALERO Nakameguro 20% owned	ALERO Kita Senzoku 30% owned	ALERO Shibuya 30% owned

UNI-ASIA GROUP LIMITED

From Develop & Sell to Develop & Hold – Building Recurring Income

Selective retention of completed ALERO projects for serviced-apartment rental

TRADITIONAL MODEL

DEVELOP → SELL

One-off development profit

STRATEGIC SHIFT

DEVELOP → HOLD → SERVICED APARTMENT

WHY HOLD?

Retaining selected ALERO projects allows the Group to capture higher furnished-rental potential, build long-term recurring income and enhance property value, while reducing reliance on one-off development gains.

ALERO Base Sasazuka South



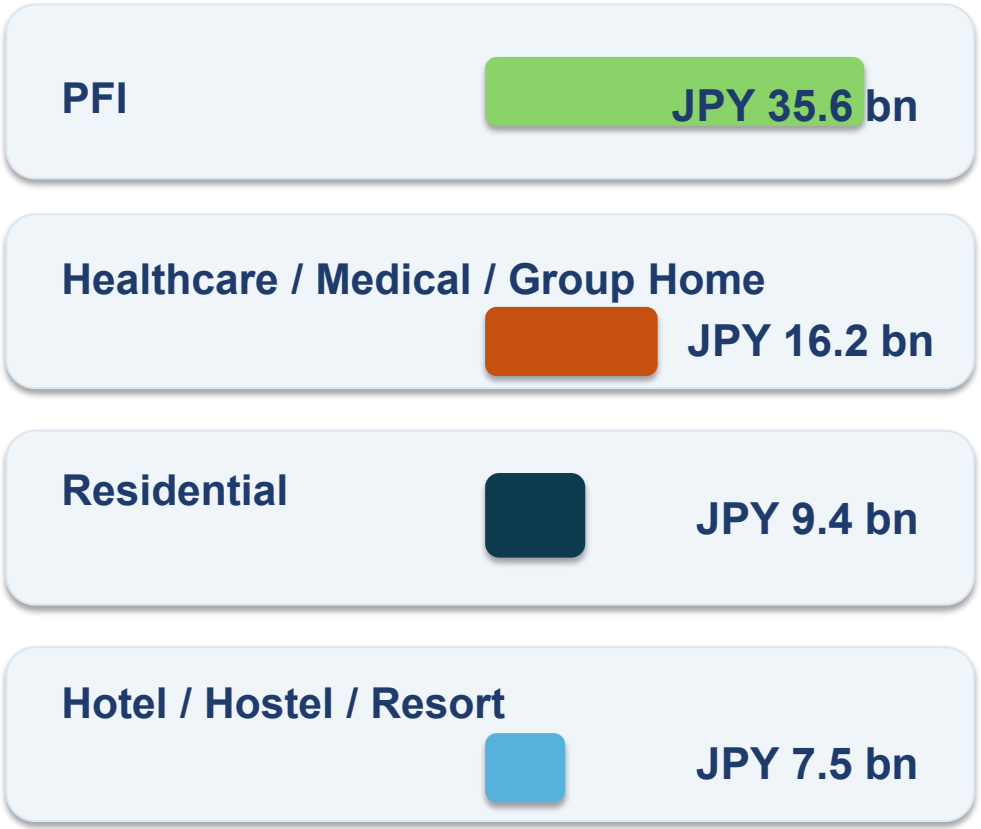
Pilot approach: 6 of 10 units at Sasazuka South are being converted to furnished serviced apartments targeting longer-stay / digital-nomad demand.

Pillar 2 – Asset Management Business – JPY68.7 billion AUM

JPY 68.7bn

Total AUM

By contract value | 30 Sep 2026



What this demonstrates

- **Breadth:** Four asset classes across public infrastructure, healthcare, residential and hospitality.
- **Scale:** JPY68.7bn AUM provides a meaningful platform for continued growth.
- **Recurring fees:** Higher AUM supports growth in asset management fee income over time.

Growth objective: Build on UACJ's track record and reputation to expand AUM in Japan and increase recurring asset management fee income.

Pillar 3 – Private Finance Initiative (PFI): Process at a Glance

Uni-Asia leads the consortium, from bidding through 15 to 20 years of operation

STAGE 1
Project advisory and consortium formation

Uni-Asia: advisor and consortium leader

- Form a consortium: construction company, operator and financial institutions
- Bidding: project feasibility, tender submission, contract negotiation

STAGE 2
Consortium establishment and leadership

Uni-Asia leads the consortium

- Holds key management roles
- Coordinates all partners

STAGE 3
Construction management

Approx. 2 to 3 years

- Project monitoring
- Budget control
- Quality assurance
- Timely completion

STAGE 4
Long-term management

15 to 20 years upon completion

- Operate the community facility
- Project management as management leader

How Uni-Asia earns

Equity investment	Stage 2
Management and administration	Stage 2 & 3
Recurring project management fee income	Stage 4

KEY TAKEAWAY

Uni-Asia's role runs from advisory and equity investment to long-term management, earning recurring project management fees.

Uni-Asia's PFI Portfolio in Japan

Building a long-term, recurring-income public infrastructure portfolio across Greater Tokyo

Dec 2021 — **~2027** — **~2029** — **~2029** — **~2030**



Wako City (Saitama)

Operating since Dec 2021

Community facility with a children's centre, healthcare facility, public pool and spa. Operated by the UACJ-led consortium under a 20-year contract.



Kuki City (Saitama)

2nd PFI | Completion ~2027

Public facility using residual heat from an existing waste treatment plant. The consortium operates it for 20 years after completion.



Kawasaki City (Kanagawa)

3rd PFI | Completion ~2029

Redevelopment of a public facility using residual heat from a waste treatment plant, followed by a 15-year operating period.



Narita City (Chiba)

Completion ~2029

7 km (15 minutes by car) from Narita Airport; promotes health and wellness for residents and travellers. Targets ZEB Ready, over 50% lower energy use.



Niiza City (Saitama)

Completion ~2030

Library, children's centre, multi-purpose spaces and a public park, with greenery from ground to rooftop and wooden finishes; aims to be a new city landmark.

KEY TAKEAWAY

One PFI project has operated since December 2021, with four more in the pipeline (planning/construction phase) through 2030.

UNI-ASIA
GROUP LIMITED

Others



Bronze for Best Managed Board 2026

Singapore Corporate Awards recognise Uni-Asia's board among listed companies under S$300m market cap







Best Managed Board Award 2026

Bronze | Companies under S$300m market cap
21 Sep 2026

Recognises boards for accountability, leadership, transparency and risk management in the interests of shareholders.

Our fifth award, building on earlier recognition

1. **2022 | Silver**
   Best Investor Relations Award
   Singapore Corporate Awards (under S$300m market cap)
2. **2022 | Winner**
   Most Transparent Company Award (Financials)
   SIAS Investors' Choice Awards
3. **2016 | Runner-up**
   Most Transparent Company Award (Mainboard Small Caps),
   SIAS Investors' Choice Awards
4. **2015 | Runner-up**
   Most Transparent Company Award (Mainboard Small Caps),
   SIAS Investors' Choice Awards

KEY TAKEAWAY

Independent recognition of our board's governance, accountability and transparency, building on awards won for investor relations and transparency.

UNI-ASIA GROUP LIMITED

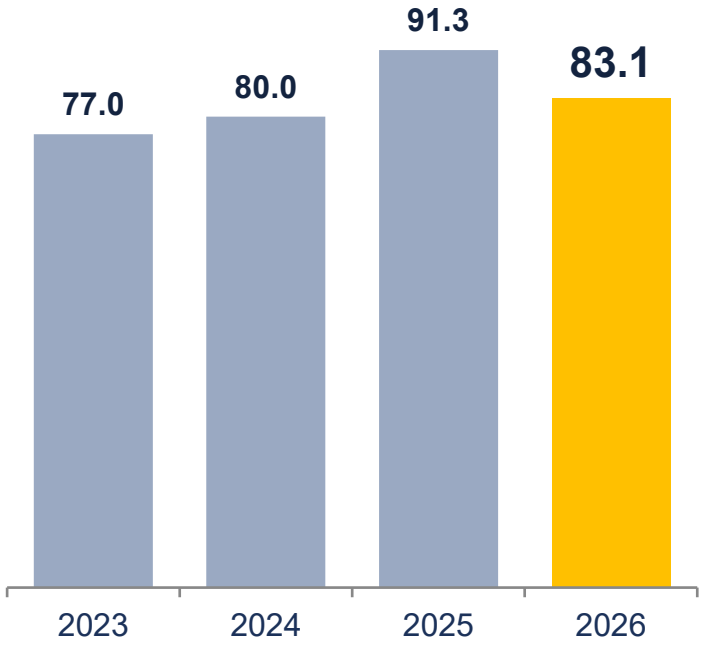
Singapore Governance and Transparency Index ("SGTI")

Ranked 49th among Singapore-listed companies, up 132 places since 2023

The SGTI is the leading index for assessing the corporate governance practices of Singapore-listed companies. Latest edition published 5 August 2026.

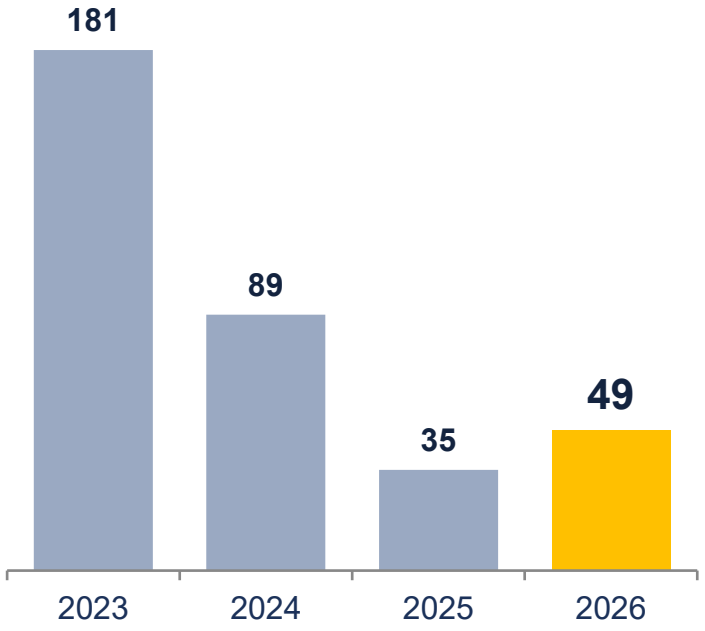
SGTI score

Out of 100; higher is better



Ranking

Among SGX-listed companies; lower is better



SGTI 2026 at a Glance

49th

Overall ranking
Of all listed companies, excl. REITs.

83.1

SGTI score
+6.1 points since 2023 (77.0).

↑ 132

Ranking improved since 2023
From 181st in 2023 to 49th in 2026.

KEY TAKEAWAY

We remain committed to upholding and enhancing governance standards to safeguard stakeholder interests and support sustainable long-term growth.

UNI-ASIA GROUP LIMITED

Hong Kong Office: Recognition and Community Care

Good MPF Employer 5 Years, Earth Hour 2026 support and food distribution to seniors

Environmental Sustainability



Earth Hour 2026 (28 Mar 2026): as a Corporate Silver Member of WWF Hong Kong, we pledged support for the "lights-off moment" at 8:30pm, which stands for a commitment to change beyond the hour.

Community Service





16 Oct 2026: our Hong Kong team, led by Executive Director Mr. Ishizaki, volunteered to distribute meal boxes, fruits and gifts to seniors in the community, putting our "We support, we give back" commitment into practice.

Staff Engagement



Good MPF Employer 5 Years, with e-Contribution Award and MPF Support Award, recognised by the Mandatory Provident Fund Schemes Authority ("MPFA") for consistently enhancing employees' retirement protection.

KEY TAKEAWAY

Our Hong Kong office combines care for staff, support for the environment and service to the community, with the Executive Director leading by example.

UNI-ASIA GROUP LIMITED

UNI-ASIA GROUP LIMITED



Thank You!

For Investor/Media enquiries: **emily@gem-comm.com**