

UOL Group

FY2025 Results Presentation

26 February 2026

Agenda

- 1 FY2025 Highlights
- 2 FY2025 Key Financials
- 3 Operational Highlights
- 4 Key Takeaways

Constituent of:



Straits Times Index

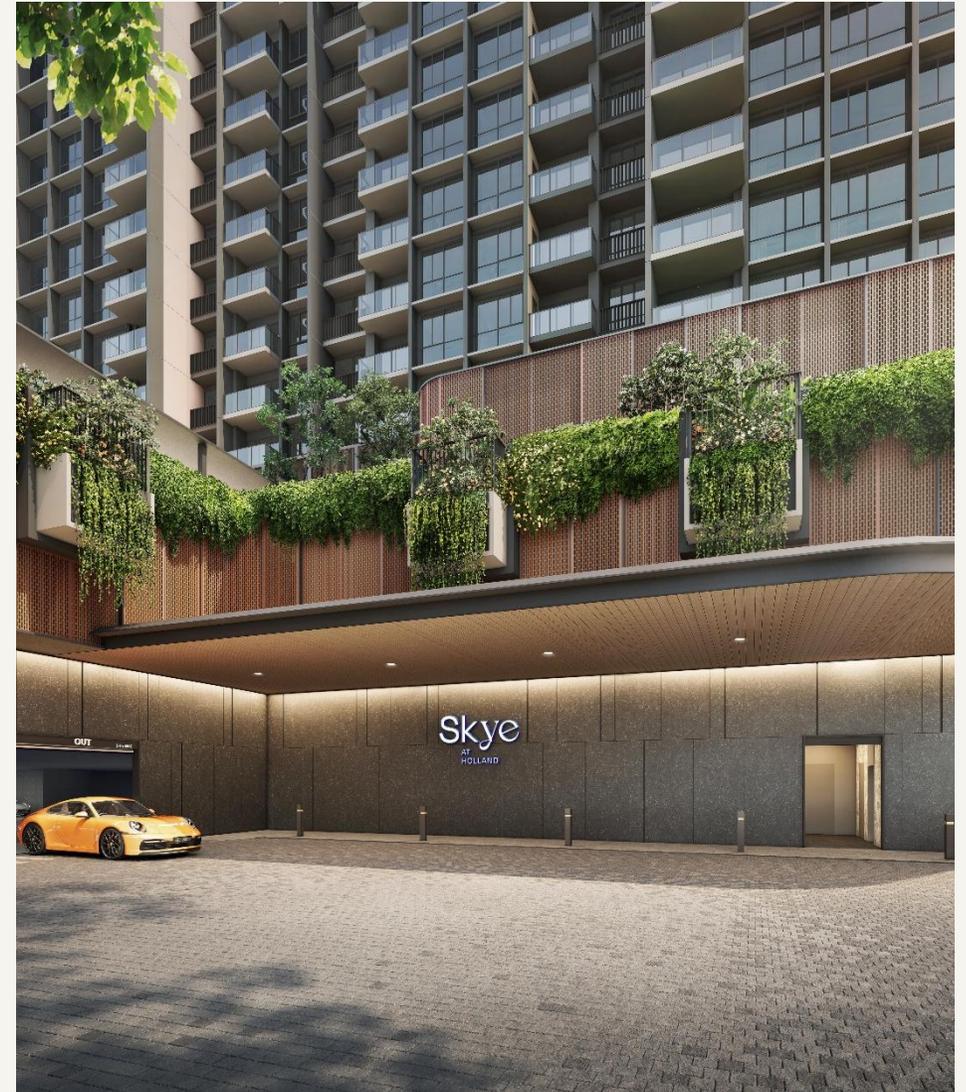


- iEdge Real Estate Developers & Operators Index
- iEdge Singapore Low Carbon Index
- iEdge SG Real Estate Index
- iEdge-OCBC Singapore Low Carbon Select 40 Capped Index

Awards and Accreditations:



FY2025 Highlights



Skye at Holland
(Artist's Impression)



FY2025 Highlights

➤ Solid Financial Performance

Up 49% YoY

Operating PATMI of \$468.7 million

➤ Special Dividend Payout

7 cents per share

First and final dividend: 18 cents per share
Total dividend: 25 cents per share

➤ Sharp Execution in Residential

Strong launch performance, quality site replenishments and higher progressive revenue recognition from ongoing projects

➤ Strong Recurring Income from Commercial

Contribution from 388 George Street, Singapore Land Tower, West Mall and Odeon 333

➤ Strengthening Hospitality Portfolio

Refurbishment of Pan Pacific Perth and PARKROYAL Parramatta, opening of THE HOTEL HIGASHIYAMA KYOTO TOKYU, PARKROYAL Serviced Suites Hanoi and Pan Pacific Dalian

➤ Strategic Optimisation of Portfolio

Acquisition of Varley Park in UK, divestment of KINEX in Singapore, PARKROYAL Yangon and PARKROYAL Saigon

➤ Sterling Awards & Accolades

EdgeProp Top Developer Award
PropertyGuru Best Residential Developer (Asia)
One Michelin Key for PARKROYAL COLLECTION Pickering
Forbes Travel Guide Five-Star for Pan Pacific London
SIAS Corporate Sustainability Award
Distinguished Patron of the Arts Award

FY2025 Key Financials



Novena Square



Key Financials

\$mil	FY2025	FY2024	Change
Revenue	3,234.1	2,794.8	▲ 16%
Profit from operations ¹	708.0	533.8	▲ 33%
Fair value (losses)/gains on the Group's investment properties	(4.5)	45.4	▼ >100%
Other gains	32.1	38.9	▼ 18%
Operating PATMI	468.7	314.2	▲ 49%
PATMI	481.7	358.2	▲ 34%
Earnings per share (cents)	57.00	42.39	▲ 34%

- Higher revenue contributions across most segments, mainly attributable to Property Development
- Fair value losses due mainly to decrease in valuations for commercial properties in the United Kingdom and Australia, offset partially by increase in valuations for Singapore properties

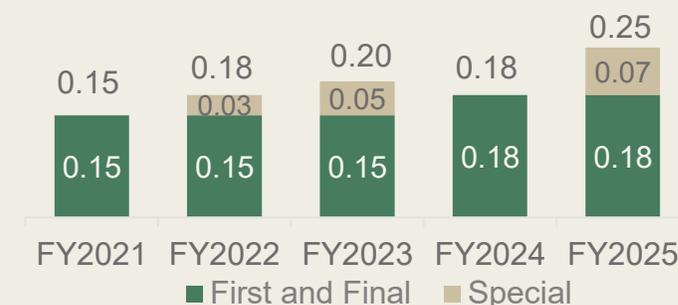
¹ Refers to profit before fair value and other gains/losses and income tax

Operating PATMI (\$mil)



Increase due mainly to higher operating profits from property development and property investments, lower net finance expenses

Dividend History (\$)



Proposed special dividend of 7 cents per share in addition to first and final dividend of 18 cents per share, representing a payout ratio of 44%

Disciplined Capital Management

\$mil	31 Dec 2025	31 Dec 2024	Change
Cash and bank balances	1,247	1,510	▼ 17%
Total assets	22,480	22,836	▼ 2%
Net external borrowings	3,282	3,568	▼ 8%
Total equity	16,668	16,400	▲ 2%
Net asset value per share (\$)	\$13.92	\$13.65	▲ 2%
Net gearing ratio	0.20	0.23	▼ 13%
Interest cover ¹	8x	6x	▲ 33%

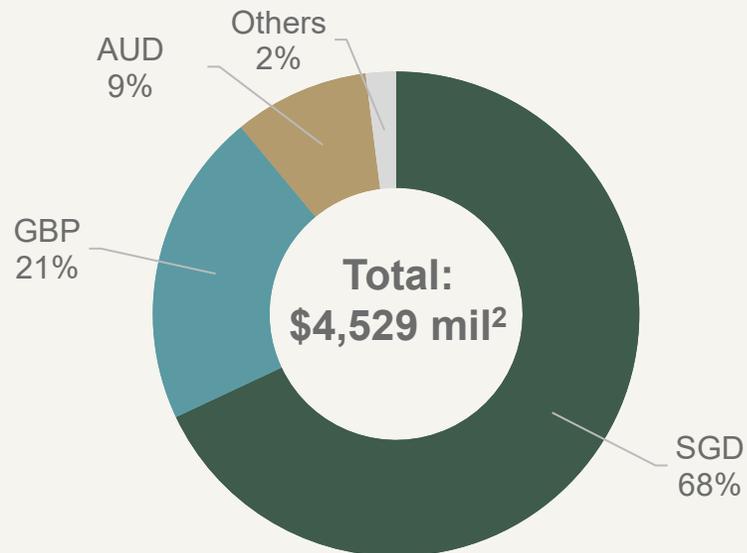


¹ Computed by dividing EBITDA before fair value and other gains by net interest costs

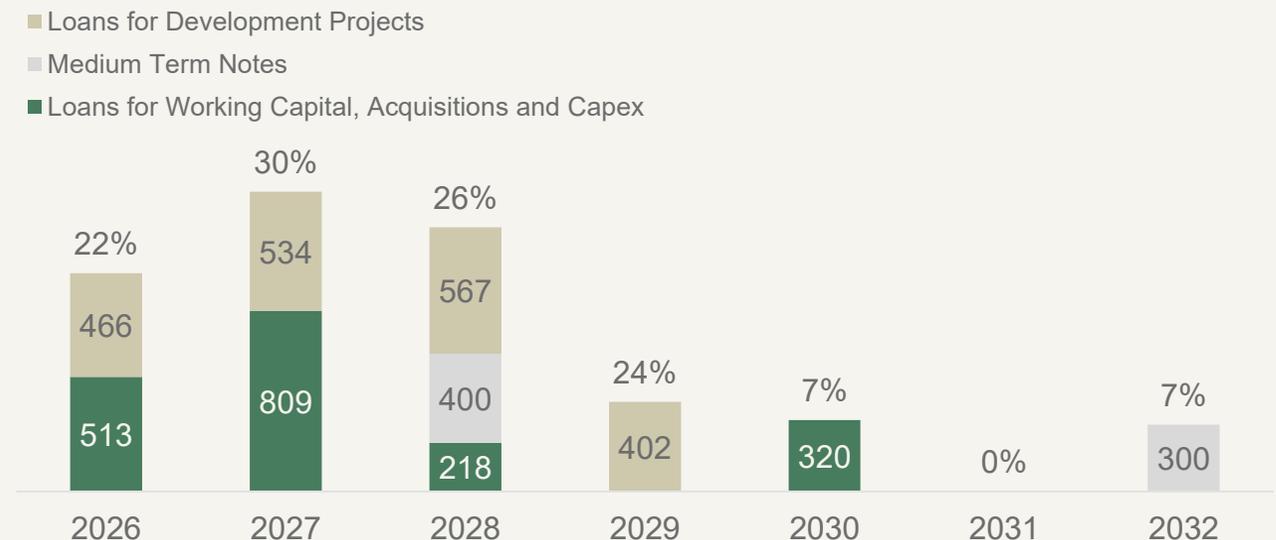
Debt Maturity Profile

- Balanced debt profile of 78% fixed-rate debt, with an average debt maturity of 2.3 years
- Unutilised credit facilities of \$3.1 billion
- Average borrowing cost is about 3.29%¹
- Assuming a 1% increase/decrease in interest rates in the respective currencies, the impact on profit after tax would be a decrease/increase of \$7.7 million (or +/- 1%)

**Debt Breakdown by Currency
as at 31 December 2025**



**Debt Maturity Profile
as at 31 December 2025 (\$'mil)**

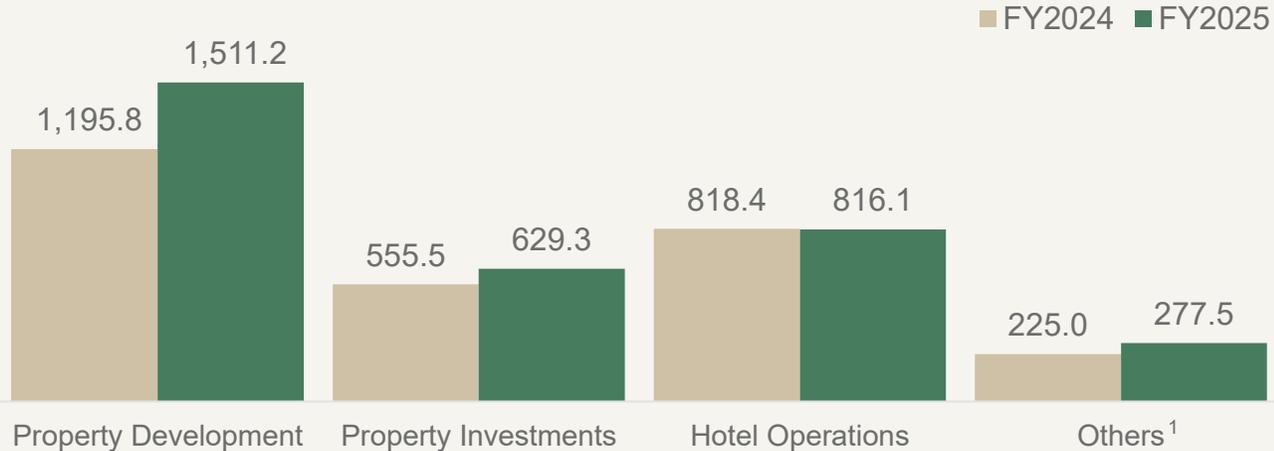


¹ Computed based on YTD interest expense/YTD average external borrowings

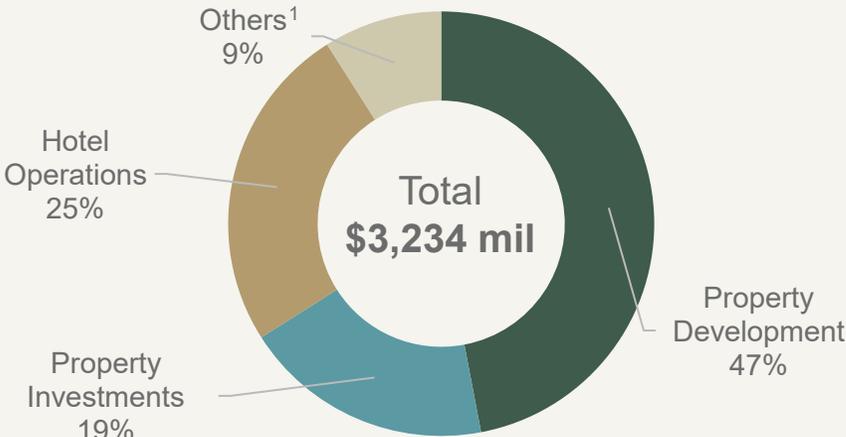
² Computed based on the sum of secured and unsecured borrowings, excluding loans from non-controlling shareholders of subsidiaries

Contributions by Business Segment

Revenue by Segment



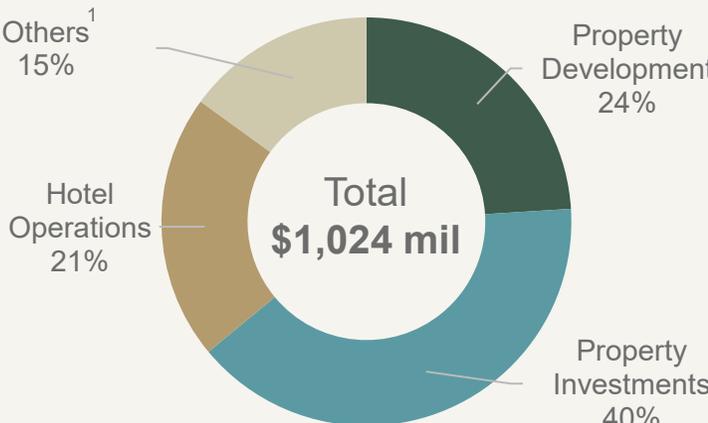
Revenue Contributions by Segment



Adjusted EBITDA² by Segment



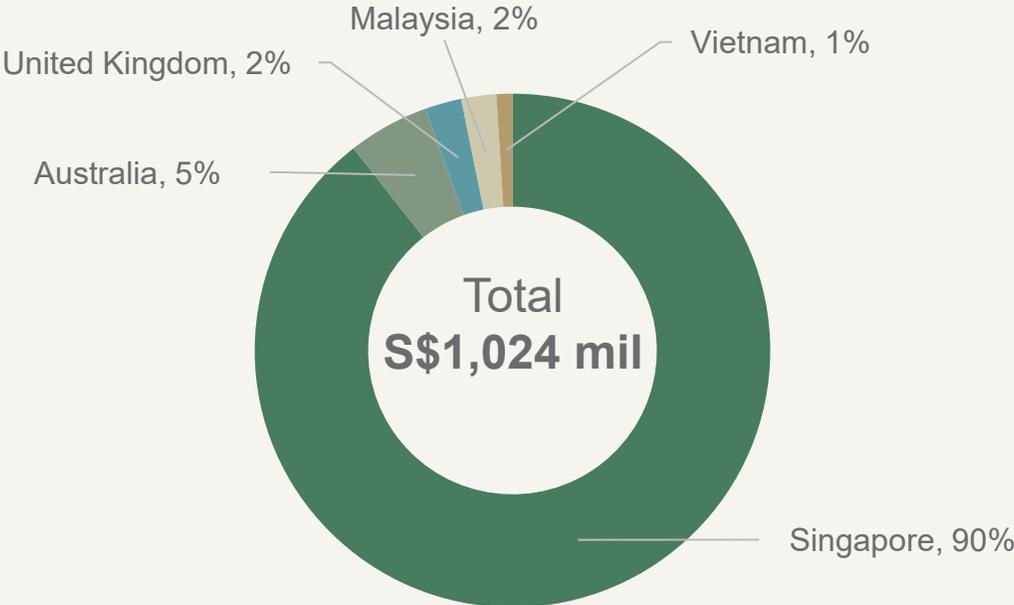
Adjusted EBITDA² Contributions by Segment



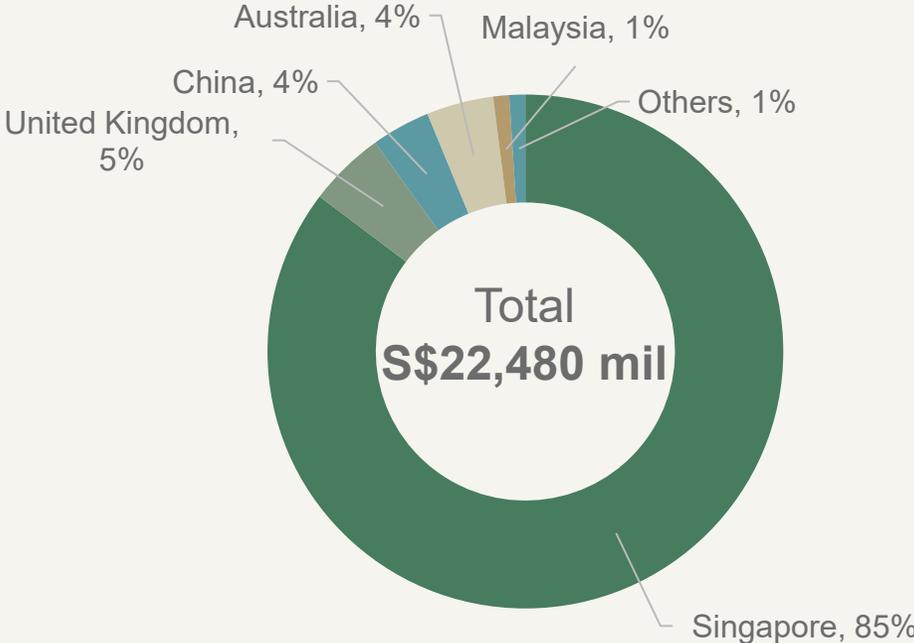
¹ Includes technology operations, investments and others
² Excludes unallocated costs, fair value and other gains on investment properties

Contributions by Geography

Adjusted EBITDA¹ by Geography



Total Asset Value by Geography



90% of the Adjusted EBITDA were generated from Singapore
85% of the Group's total assets located in Singapore

¹ Excludes unallocated costs, fair value and other gains on investment properties

Total Portfolio Management Strategy



Acquisitions

- January 2025: 50% interest in 388 George Street in Sydney, Australia
- August 2025: Varley Park in Brighton, UK (PBSA)

Landbank replenishment

- February 2025: THE PUYUAN in Shanghai, China
- 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

- May 2025: PARKROYAL Yangon, Myanmar
- September 2025: PARKROYAL Saigon, Vietnam
- January 2026: Pan Pacific Tianjin, China (Completion expected by April 2026)



Asset Enhancement Initiatives

Completed

- 1Q2025: West Mall, Singapore
- 3Q2025: Singapore Land Tower
- 2Q2025: Pan Pacific Perth

Ongoing

- PARKROYAL Parramatta: Target completion in 2Q2026

Redevelopment projects

Commercial

- The Clifford at Raffles Place, Singapore: Target completion in 2028
- Marina Square complex, Singapore: Timeline update in 1H2026

Hotels

- NoMad, Singapore: Scheduled to open in late 2026



Operational Highlights



PARKTOWN Residence
(Artist's Impression)



Property Development

Strong Take-up for Launches



Skye at Holland

A Charming Sanctuary in the Heart of Holland Village

99% sold

- 55:10:35 joint venture between UOL Group¹, 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 Boulevard²

An Address That Says It All

77% sold

- First Government Land Sales residential site released in Orchard/Tanglin area since 2018
- 7,031 sqm leasehold site
- 35-storey high-rise luxury residential development with 301 units
- Exceptional locational attributes with direct connectivity to Orchard Boulevard MRT station
- Awarded site in February 2024 at \$428.3 million (\$1,617 psf GFA)



PARKTOWN Residence

Tampines' First Fully Integrated Development

94% sold

- 50:50 joint venture between UOL Group³ 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)

¹UOL's effective stake: 45% (UOL: 35%, SingLand: 20%)

²UOL's effective stake: 90% (UOL: 80%, SingLand: 20%)

³UOL's effective stake: 40% (UOL: 30%, SingLand: 20%)

Sales bookings are as at 22 February 2026

Property Development

Healthy Sales Momentum



Watten House

Exceptional and Rare Freehold Address

98% 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

97% sold

- 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
- Awarded site in June 2022 at \$671.5 million (\$1,318 psf GFA)



MEYER BLUE

Distinctive Architecture with Freehold Tenure in the East

73% 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 that could potentially add around 20km of new coastal and reservoir parks, tripling the length of the existing waterfront along East Coast Park
- Awarded site in February 2023 at \$392.2 million (\$1,709 psf GFA incl LBC)

Property Development

Timely Land Replenishment

Target launch in 4Q2026

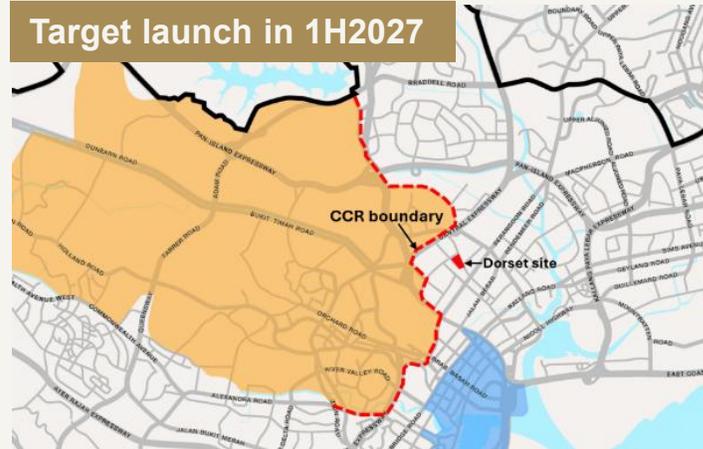


Thomson View Condominium

Mega Project with Excellent Site Attributes

- 50:50 joint venture between UOL Group¹ and CapitaLand Development
- 50,197 sqm leasehold site
- A landmark development with about 1,268 units
- Located near Upper Thomson MRT station and popular schools such as Ai Tong Primary
- Completed collective acquisition for a total consideration of \$810.0 million in October 2025

Target launch in 1H2027



Dorset Road

Attractive City-fringe Location

- 80:20 joint venture between UOL Group² 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 Group³, 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)

¹UOL's effective stake: 45% (UOL: 40%, SingLand: 10%)

²UOL's effective stake: 70% (UOL: 60%, SingLand: 20%)

³UOL's effective stake: 35% (UOL: 30%, SingLand: 10%)

Property Investments

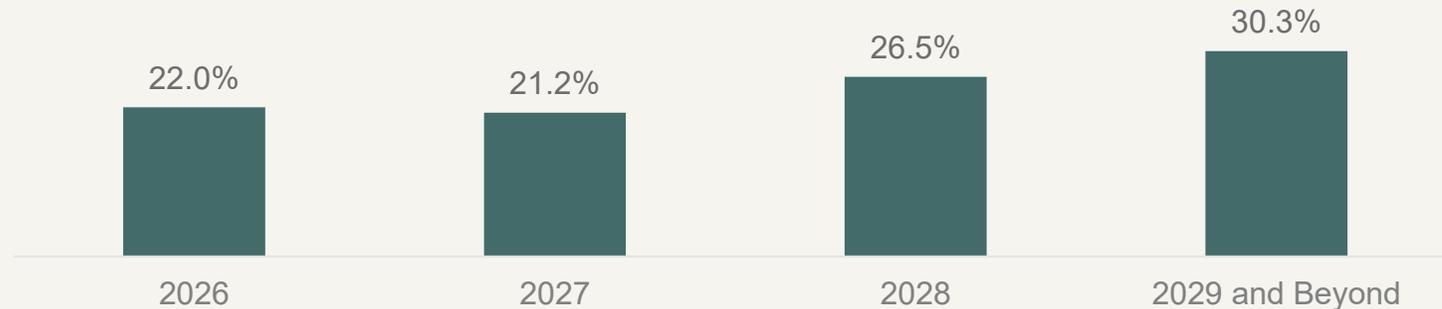
Singapore Commercial Portfolio as at 31 December 2025

Office

98.2% (+4.2 ppt YoY)
Committed Occupancy

3.3 million sq ft
Net Lettable Area

Office Lease Expiry Profile (% of GR)

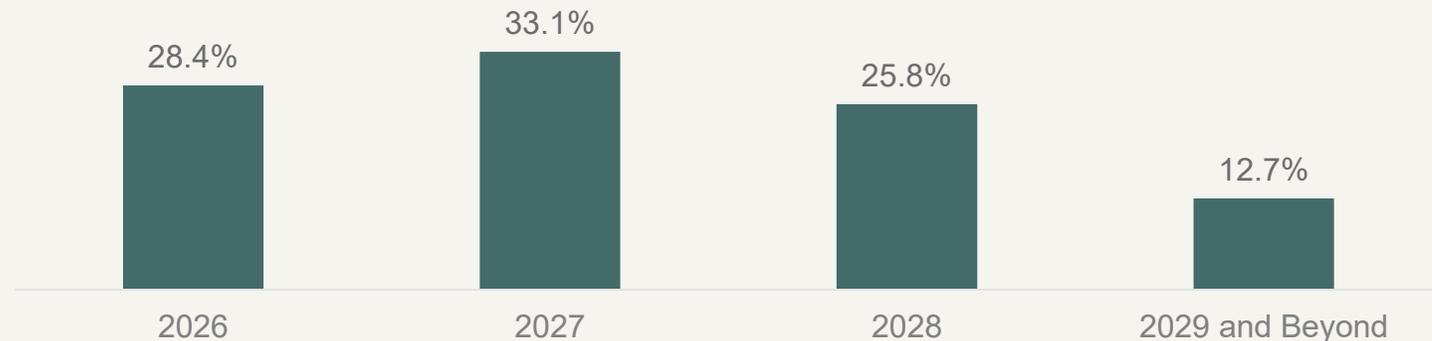


Retail

99.8% (+0.2 ppt YoY)
Committed Occupancy

1.3 million sq ft
Net Lettable Area

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 down 5.1% in FY2025 compared with FY2024.

Property Investments

Overseas Commercial Portfolio as at 31 December 2025

United Kingdom

Office

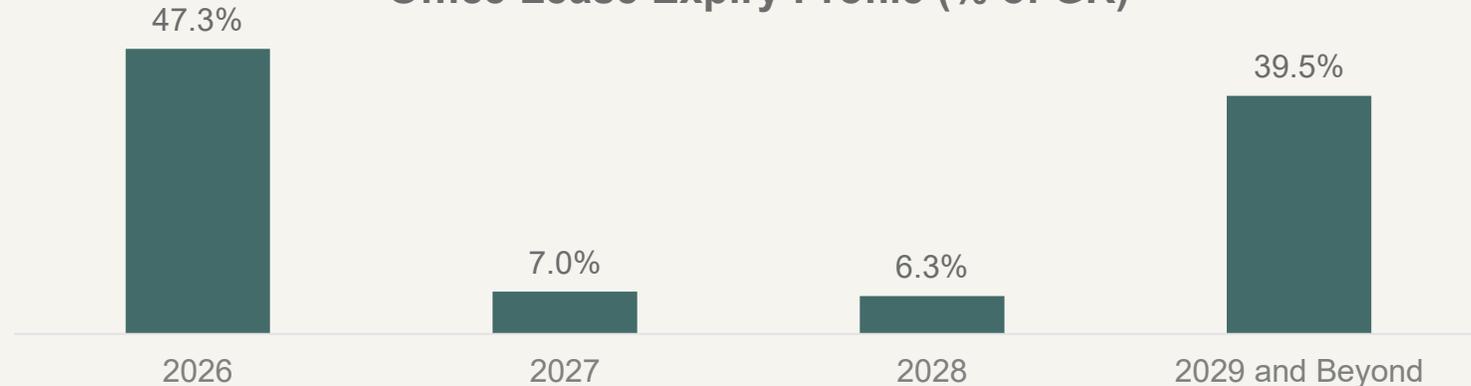
76.7% (-4.9 ppt YoY)

Committed Occupancy

459,743 sq ft

Net Lettable Area

Office Lease Expiry Profile (% of GR)



Australia

Office

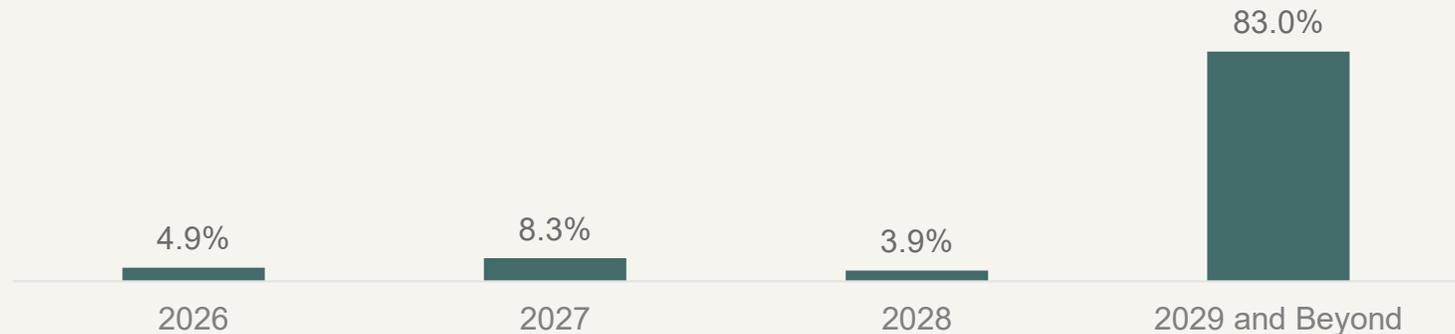
100.0% (flat YoY)

Committed Occupancy

563,571 sq ft

Net Lettable Area

Office Lease Expiry Profile (% of GR)

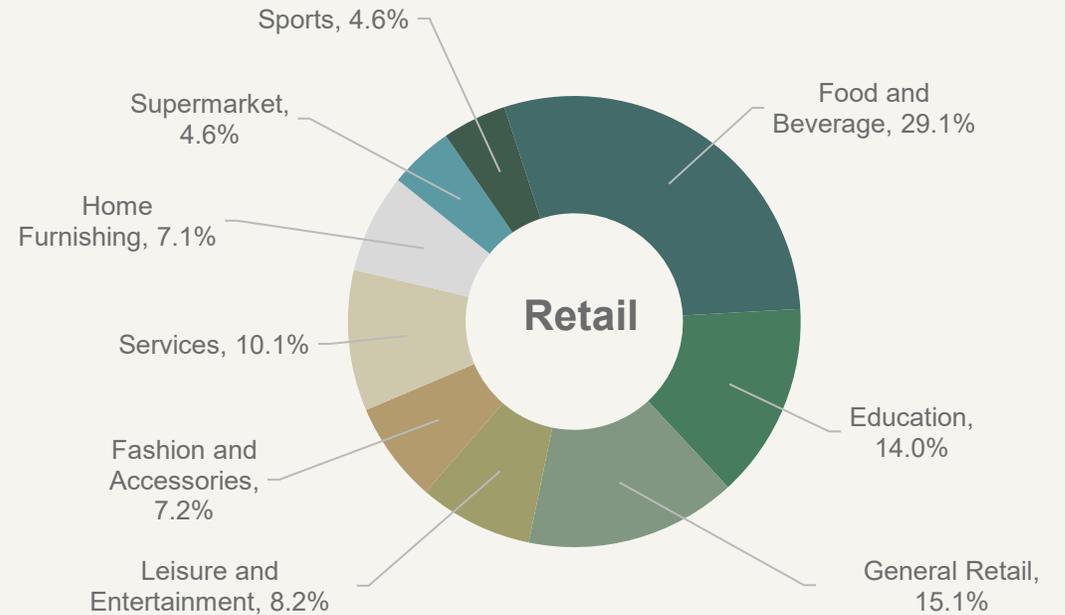
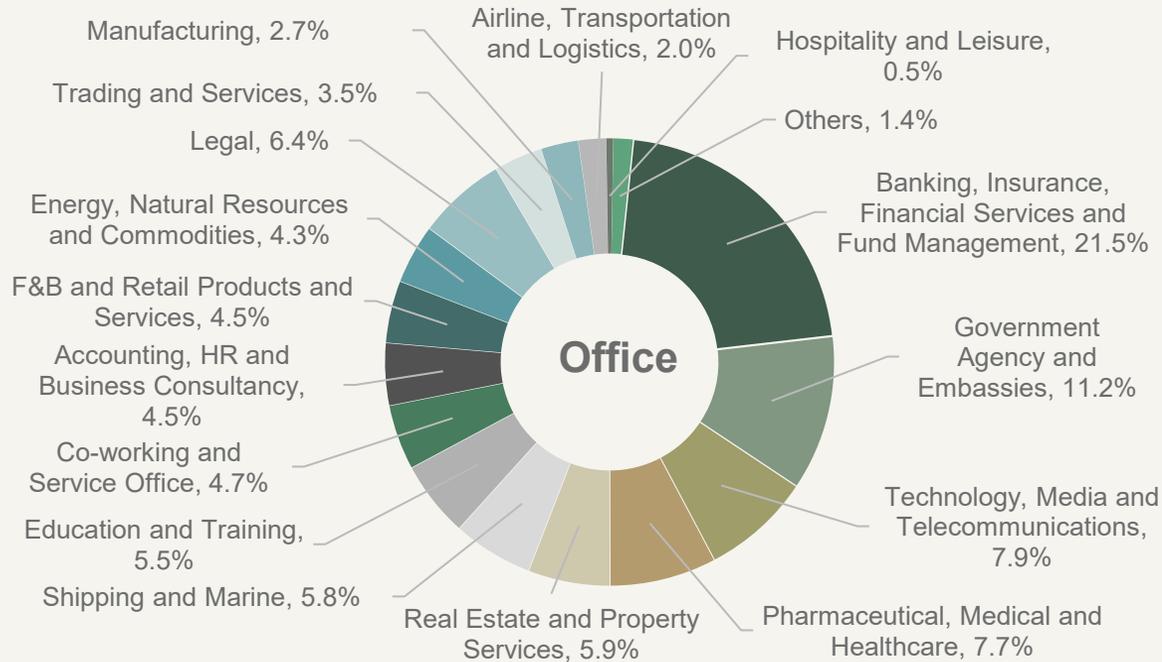


Note:

1. United Kingdom: Comprises 110 High Holborn and 120 Holborn Island in London
2. Australia: Comprises 72 Christie Street and 388 George Street in Sydney

Property Investments

Diversified Tenant Base of UOL and SingLand



Note:

1. Offices under the Group comprise 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. Retail malls under the Group comprise United Square shopping mall, Velocity@Novena Square, West Mall and Marina Square shopping mall

Property Investments

New Retail Tenants Committed in 2H2025



Tora-San



Victoria Bakery



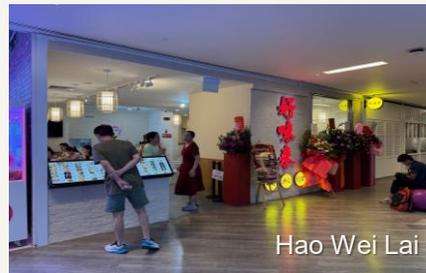
Chagee



OWNDAYS



Thomson Fertility



Hao Wei Lai



Niku Iku



Cedele

Property Investments

Redevelopment and Asset Enhancement Initiatives



Singapore Land Tower

Asset Enhancement Initiative (Completed 3Q2025)

- Additions include tenant amenities across levels four and five, branded as “The Exchange”
 - Offers 200-pax auditorium, meeting rooms, private offices, co-working spaces
- Recognised at SGBC-BCA Leadership in Sustainability Awards 2024 for Carbon Performance
- BCA Green Mark Platinum and WiredScore Platinum certified



West Mall

Asset Enhancement Initiative (Completed 1Q2025)

- 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
- Other highlights:
 - Food court by Kopitiam (opened in December 2025)
 - Reopening of Bukit Batok Public Library in 1H2026; to double its current size
- BCA Green Mark Gold^{Plus}-certified

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

New iconic landmarks on the city skyline, with The Clifford (third building from left) and Singapore Land Tower (third building from right).

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
- Transformation of the existing green area over Stamford Canal along Raffles Avenue into a 6,500 sqm public park with lush greenery, playscapes and event spaces
- Business-as-usual at Marina Square complex
- Expected to provide updates on the timeline by 1H2026



Marina Square

Located along Raffles Boulevard within the Marina Central district.

Property Investments

Acquisitions and Divestments



Varley Park

First Foray Into Student Accommodation

- Completed acquisition of Varley Park located in Brighton, UK for £43.5 million (\$75.6 million) in August 2025
- A complex of purpose-built student accommodation comprising 771 operational beds across 22 blocks
- Situated on more than seven acres of land with an amenity block that includes conferencing facilities, study and dining areas
- Aligns with the Group's strategy to diversify and strengthen recurring income streams
- Fully leased to the University of Brighton



KINEX

Divestment

- Divested KINEX, a three-storey retail podium and basement level, in October 2025 at \$375.0 million
- Agreed value for property higher than its latest valuation of \$370.0 million as at 30 June 2025
- Opportunity for the Group to unlock the value of its investment in KINEX

Hospitality

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



Hospitality

Healthy Operating Performance

Occupancy for owned¹ hotels (FY2025 vs FY2024)

Singapore	Oceania ⁵	Others ^{3,4,6}
80%	76%	69%
FY2024: 79%	FY2024: 68%	FY2024: 69%

RevPAR for owned¹ hotels (FY2025 vs FY2024²)

Singapore	Oceania ⁵	Others ^{3,4,6}
\$311	\$163	\$115
FY2024: \$314	FY2024: \$144	FY2024: \$111

¹ Includes serviced suites and hotels partially owned by the Group

² Reported in Singapore dollars. For comparability, 2024 RevPAR has been translated at constant exchange rates (31 December 2025)

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

⁴ Includes PARKROYAL Saigon (divested on 30 September 2025); excludes PARKROYAL Yangon following its divestment and reclassification as a managed property on 31 May 2025

⁵ Occupancy and RevPAR for Oceania would be 82% (2024: 80%) and \$190 (2024: \$182) 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

⁶ Occupancy and RevPAR for Others would be 70% (2024: 71%) and \$118 (2024: \$114) if PARKROYAL Serviced Suites Jakarta (opened in Jan 2024) and Pan Pacific Jakarta (opened in Jun 2024) are excluded

Hospitality

	Existing		Pipeline	
	No. of Hotels	No. of Rooms	No. of Hotels	No. of Rooms
By Brand				
Pan Pacific	26	7,434	3	638
PARKROYAL COLLECTION	3	1,477	-	-
PARKROYAL	17	4,753	4	652
Others	3	1,069	1	173
Total	49	14,733	8	1,463
By Ownership Type				
Owned	27	8,904	1	173
Managed	17	4,140	7	1,290
Franchise	4	1,281	-	-
Marketing Partnership	1	408	-	-
Total	49	14,733	8	1,463

Hospitality

Deepening Presence Across Asia



2026

2027

3Q2026
Pan Pacific
Phnom Penh
(227-room, managed)

PARKROYAL Jakarta
(170-room, managed)

1Q2027
Pan Pacific
Serviced Suites Bangkok
(191-room, managed)

2Q2027
Siam Pan Pacific
Bangkok
(220-room, managed)

PARKROYAL
Siem Reap
(130-room, managed)

PARKROYAL Hanoi
(183-room, managed)

4Q2027
PARKROYAL Serviced
Suites Manila Bay
(169-room, managed)

Hospitality

Asset Enhancement Initiatives



PARKROYAL COLLECTION Pickering



PARKROYAL Parramatta



Pan Pacific Perth

Enhancing the Customer Experience



MICHELIN GUIDE

MICHELIN Keys by MICHELIN Guide

PARKROYAL COLLECTION Pickering

1 of only 7 receiving hotels in Singapore

BELLUSTAR TOKYO, A Pan Pacific Hotel

2nd year in a row



Pan Pacific London

Five-Star Rating 2025

(for 4th consecutive year)

Four-Star Rating for SENSORY Wellbeing Floor

(2nd consecutive year)



Condé Nast Traveler 2025

Readers' Choice Awards

Pan Pacific Singapore

#3 Best Hotel in Singapore

Pan Pacific Vancouver

#7 Best Hotel in Canada

Hospitality

Pan Pacific Tianjin, China Divestment

- 319-room hotel located in Hongqiao District, Tianjin
- Entered into an Asset Purchase Agreement on 30 January 2026 for divestment of the Pan Pacific Tianjin for RMB 238.0 million (S\$43.2 million)
- Completion expected by April 2026
- Part of the Group's portfolio reconstitution strategy



Pan Pacific Tianjin

Located along the Haihe River and close to the Tianjin West railway station.

Sustainability

Key Progress Highlights

New Group-wide¹ Environmental Targets

Adopted intensity-based metrics using a 2024 baseline to set Group-wide¹ targets for GHG emissions, energy and water, with expanded coverage to include SingLand and overseas-owned commercial and hospitality properties, as mandated under ISSB requirements

Climate Transition Plan

Developed Group's¹ Climate Transition Plan, which outlined phased decarbonisation actions to strengthen long-term climate resilience across the portfolio

Materiality Assessment Review

Conducted a materiality assessment aligned with regulatory requirements and established a consistent framework to harmonise material sustainability topics across the Group¹

MSCI ESG rating

Maintained “AAA” ESG rating by MSCI (first achieved in 2024)

Sustainability Awards

Received Singapore Corporate Sustainability Award – Big Cap Winner at SIAS Investors' Choice Awards 2025

Flagship CSR Initiatives

Reached out to over 1 million members of the public through UOL X ART:DIS Art Prize exhibitions at ION Art Gallery and across 5 UOL-owned properties; more than 120 children and youths benefitted from UOL-PPHG Community Uplift Programme

¹Covers UOL and key subsidiaries SingLand and Pan Pacific Hotels Group

Corporate Social Responsibility

Creating Meaningful Community Impact

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

UOL-PPHG Community Uplift Programme Engaged ComLink+ families with children below 21



UOL X ART:DIS Art Prize 2025 Championed artists with disabilities



Project V Supported NKF patients regularly



World Para Swimming Championships Singapore Empowered athletes with disabilities



Awards & Accolades

Corporate

UOL Group Limited

SIAS Investors' Choice Awards

- Singapore Corporate Sustainability Award

Sustainability Impact Awards

- Impact Enterprise Excellence Award

Schneider Electric Sustainability Impact Awards

Distinguished Patron of the Arts Award

Community Chest Awards

- Enabler Award

- Charity Platinum Award

Friends of MSF Award

EdgeProp Singapore Excellence Awards

- Top Developer

PropertyGuru Asia Property Awards

- Best Residential Developer

- Best Sustainable Developer

HR Asia Awards

- Best Companies to Work for in Asia

Pan Pacific Hotels Group Limited

TTG Travel Awards

- Best Regional Hotel Chain

World Travel Awards

- World's Leading Green Hotel Brand for

PARKROYAL COLLECTION

Workforce Transformation Award for PARKROYAL
COLLECTION Pickering

Product & Design Excellence

MEYER BLUE, Singapore

International Property Awards (Asia Pacific)

- Best Residential High Rise Development Singapore

- Residential High Rise Architecture Singapore

EdgeProp Singapore Excellence Awards

- Top Luxury Development, Residential

PARKTOWN Residence, Singapore

EdgeProp Singapore Excellence Awards

- Top Mega Development, Residential

PropertyGuru Asia Property Awards Grand Final

- Best Condo Development (Asia)

- Best Condo Architectural Design (Asia)

The Watergardens at Canberra, Singapore

EdgeProp Singapore Excellence Awards

- Top Development, Residential

UPPERHOUSE at Orchard Boulevard, Singapore

PropertyGuru Asia Property Awards Grand Final

- Best Luxury Condo Development (Asia)

Odeon, Singapore

International Property Awards (Asia Pacific)

- Best Mixed Use Architecture Singapore

PropertyGuru Asia Property Awards Grand Final

- Best Lifestyle Commercial Development (Asia)

Pan Pacific Singapore

International Property Awards (Asia Pacific)

- Best Convention Hotel Singapore

- Large Luxury Hotel Singapore

Pan Pacific Orchard, Singapore

World Travel Awards

- World's Leading Green Lifestyle Hotel

PARKROYAL COLLECTION Pickering, Singapore

World Travel Awards

- World's Leading Green City Hotel

TTG Travel Awards

- Best Business Hotel – Singapore

PARKROYAL COLLECTION Marina Bay, Singapore

TTG Travel Awards

- Best Hotel – Singapore

Market Outlook

Singapore's economy is expected to grow between 2.0% and 4.0% in 2026

- Singapore residential market is expected to remain stable, supported by low unemployment, strong household balance sheets and lower interest rate environment. Sales momentum is expected to be healthy and price growth is likely to moderate
- Office sector in Singapore is expected to remain resilient, supported by tight supply especially in the CBD. Steady rental growth is anticipated, underpinned by Singapore's position as a safe haven amid heightened global uncertainties
- Singapore retail sector is expected to be stable as limited supply will support occupancy. Retail rents are likely to see modest growth amid ongoing manpower constraints and elevated operating costs
- Singapore's hospitality sector is expected to see modest growth, supported by tourism demand due to Singapore's position as a safe and premium destination. The operating environment remains challenging amid global uncertainties, manpower constraints and evolving travel preferences

Key Takeaways



UPPERHOUSE at Orchard Boulevard
(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 \$22 billion as at 31 December 2025
- 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 over 40 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
- Award-winning property and hospitality company known for corporate and design excellence

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Such forward-looking statements and financial information are based on assumptions including (without limitation) UOL Group Limited's present and future business strategies, general industry and economic conditions, interest rate trends, cost of capital and capital availability, availability of real estate properties, competition from other companies, shifts in customer demands, customers and partners, changes in operating expenses (including employee wages, benefits and training), governmental and public policy changes and the continued availability of financing in the amounts and the terms necessary to support future business activities.

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