UOL Group

Presentation to Investors
Kuala Lumpur, Malaysia
13 and 14 October 2025


Novena Square


PARKTOWN Residence (artist's impression)


Pan Pacific Orchard


Skye at Holland (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 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 and/or manages 49 hotels, resorts and serviced suites in Asia, Oceania, Europe, North America and Africa under three acclaimed brands: “Pan Pacific”, PARKROYAL COLLECTION and PARKROYAL
- 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

Agenda

1. Key Milestones
2. Total Portfolio Management
3. Operational Highlights
4. 1H2025 Key Financials

Constituent of:

Straits Times Index

- iEdge Singapore Low Carbon Index
- iEdge-OCBC Singapore Low Carbon Select 40 Capped Index

Awards and Accreditations:

1 Key Milestones

UPPERHOUSE at Orchard Boulevard
(artist's impression)

Key Milestones

1960s

- Founded as Faber Union in 1963
- Listed on Singapore Exchange in 1964
- First foray into mixed-use projects through acquiring a commercial cum hotel site at Beach Road, which now stands The Plaza and PARKROYAL on Beach Road

1970s

- Helmed by Chairman Dr Wee Cho Yaw since 1973
- Renamed United Overseas Land Limited after UOB acquired a controlling interest
- Developed prestigious residential projects like Faber Gardens, Thomson Hills and White House Park reflecting Singapore's rising affluence

1980s

- Acquired prime commercial site of former Odeon Theatre (now known as Odeon 331)
- Acquired Goldhill Square, office tower with shopping podium (now known as United Square)

1990s

- Established hospitality presence in Australia by acquiring five hotels - PARKROYAL Darling Harbour, PARKROYAL Parramatta, PARKROYAL Plaza, The Landmark PARKROYAL and Sheraton Perth (rebranded to Pan Pacific Perth)
- Ventured into Vietnam by developing PARKROYAL Saigon and Sofitel Saigon Plaza
- Expanded hospitality footprint in China and Malaysia

Building the foundation (1960s–1980s)

Priming for expansion (1990s)

Key Milestones

2000s

Strengthening the hospitality brands

- Renamed UOL Group Limited in 2006
- Acquired the PARKROYAL brand in 2002 and Pan Pacific brand in 2007
- Group revenue crossed $1 billion in 2009
- Renamed mainboard listed Hotel Plaza subsidiary as Pan Pacific Hotels Group Limited
- Developed first Pan Pacific Serviced Suite from an office block in Somerset, establishing it as flagship property for the Group's serviced apartment business
- Increased strategic stake in United Industrial Corporation Limited (UIC) which reached 43.7%

2010s

Gaining foothold in Central Business District

- Privatised Pan Pacific Hotels Group in 2013
- Crossed 50% interest in UIC, making it a subsidiary in 2018

2020s

Creating masterpieces and Embedding sustainability

- Opened the Group's first hotel in Europe, Pan Pacific London
- Launched the PARKROYAL COLLECTION brand, characterised by iconic design and eco-friendly practices
- Redeveloped Negara on Claymore hotel into Pan Pacific Orchard, a luxury green hotel
- Launched luxury developments such as Watten House, MEYER BLUE and UPPERHOUSE at Orchard Boulevard
- Completed Avenue South Residence as the world's tallest Prefabricated Prefinished Volumetric Construction residential development
- Renamed UIC to Singapore Land Group Limited in 2021

And Beyond

Creating value and shaping a sustainable future

- Focus on total portfolio management of asset portfolio
- Expanded hospitality footprint in key gateway cities
- Launched residential masterpieces

2025 Highlights

January
- Completed acquisition of 50% interest in 388 George Street in Sydney, Australia for A$460 million (S$390 million)

February
- Sold over 87% of 1,193 units at PARKTOWN Residence during launch
- Won Schneider Electric Sustainability Impact Award (Country Award)

March
- Attained Top Sustainability Award at 2025 CEO Summit & Award Ceremony by Influential Brands
- Awarded Community Chest Habuan Harapan 2025 – Diamond Partner

May
- Announced partnership with Hilton for first NoMad Hotel in Asia Pacific, opening in 2027
- Conferred eight awards at International Property Awards (Asia Pacific) 2025

June
- Ranked 165th on 2025 Fortune Southeast Asia 500

July
- Issued $300 million 7-year notes at 2.78% coupon rate
- Sold over 53% of 301-unit UPPERHOUSE at Orchard Boulevard during launch
- Conferred Friends of MSF Award at the Volunteer and Partner Awards 2025 by Ministry of Social and Family Development

August
- Completed acquisition of Varley Park comprising 771 operational beds, marking first foray into UK student accommodation sector for £43.5 million
- Launched first-phase sale of 493-unit THE PUYUAN in Hongkou District, Shanghai
- Honoured with Distinguished Patron of the Arts Award

September
- Proposed sale of KINEX in Singapore for $375 million
- Clinched Impact Enterprise Excellence Award (Large Enterprise) at the Sustainability Impact Awards by The Business Times and UOB
- Drew robust turnout of more than 8,000 visitors at preview of 666-unit Skye at Holland

October
- Completed acquisition of Thomson View Condominium
- Awarded first Enabler Award at Community Chest Awards 2025

2 Total Portfolio Management

Skye at Holland
(artist's impression)

Total Portfolio Management

Acquisition of Varley Park in Brighton, UK comprising 771 operational beds

Acquisition of a 50% interest in 388 George Street in Sydney, Australia

Landbank replenishment for residential developments at Orchard Boulevard, Holland Drive, Tampines and the en-bloc of Thomson View Condominium site

Redevelopment of Odeon with a seven-storey annexe at 333 North Bridge Road, achieving close to full occupancy

Proposed sale of KINEX, Singapore in September 2025

Sale of Stamford Court, Singapore in October 2024

Sale of PARKROYAL Yangon, Myanmar in May 2025

Sale of PARKROYAL on Kitchener Road, Singapore in October 2023

Several ongoing AEIs on commercial buildings such as Singapore Land Tower and hotels including PARKROYAL Parramatta, as well as redevelopment projects such as Clifford Centre and NoMad Hotel

3 Operational Highlights

PARKTOWN Residence
(artist's impression)

Property Development

Strong Sales Momentum

UPPERHOUSE at Orchard Boulevard[1]

An Address That Says It All

- 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
- Strong locational attributes with direct connectivity to Orchard Boulevard MRT station
- Awarded site in February 2024 at $428.3 million ($1,617 psf GFA)

68% sold

PARKTOWN Residence

The New Tampines

- 50:50 joint venture between UOL Group[2] 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 $1.206 billion ($885 psf GFA)

92% sold

[1]UOL’s effective stake: 90% (UOL: 80%, SingLand: 20%)
[2]UOL’s effective stake: 40% (UOL: 30%, SingLand: 20%)
Sales bookings are as at 5 October 2025

Property Development

Securing Pipeline of Prime Residential Sites

Skye at Holland

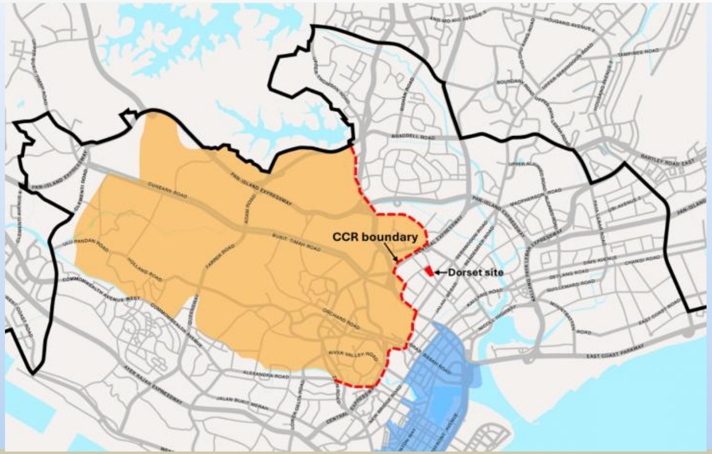
Positioned for Holland Road Rejuvenation

- 55:10:35 joint venture between UOL Group[1], Kheng Leong and CapitaLand Development
- 12,388 sqm leasehold site
- High-end residential development comprising two 40-storey towers with 666 apartments
- Located in prime District 10, next to One Holland Village
- Drew over 8,000 visitors at launch preview
- Awarded in May 2024 at $805.4 million ($1,285 psf GFA)

Thomson View Condominium site

Mega Project with Excellent Site Attributes

- 50:50 joint venture between UOL Group[2] and CapitaLand Development
- Completed acquisition of Thomson View Condominium for a total consideration of $810.0 million in October 2025
- 50,197 sqm leasehold site
- Potential redevelopment into a landmark 1,240-unit condominium
- Right next to Upper Thomson MRT station and popular schools



Dorset Road site

Attractive City-fringe Location

- 80:20 joint venture between UOL Group[3] and Kheng Leong
- Placed top bid in October 2025 at $524.3 million ($1,338 psf GFA) for Dorset Road GLS site
- 10,399 sqm leasehold site
- Two 27-storey towers with 428 residential units
- Near to Farrer Park MRT station and popular schools

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

Property Development

Strong Launch and Sales Momentum

Watten House

Exceptional and Rare Freehold Address

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

94% sold

Pinetree Hill

Prestigious Locale with Elevated Ground

- 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 Mall, Clementi Mall and The Star Vista
- Awarded site in June 2022 at $671.5 million ($1,318 psf GFA)

90% sold

MEYER BLUE

Distinctive Architecture with Freehold Tenure in the East

- 8,981 sqm freehold site
- About 6 minutes' walk to Katong Park MRT station on Thomson-East Coast Line
- To 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)

70% sold

For the above projects, UOL's effective stake is 90% (UOL: 80%, SingLand: 20%)
Sales bookings are as at 5 October 2025

Property Development

THE PUYUAN, Shanghai

Acquisition of leasehold residential site

- Acquired site in February 2025 at RMB 8.96 billion (S$1.66 billion)[1]
- Approximately 19,319 sqm with 493 units; 70-year leasehold residential site
- 7:3:90 joint venture between UOL Group[2], Kheng Leong and China Jinmao Holdings
- Located within Inner Ring Road and sited in one of the prime residential enclaves in Hongkou District in Shanghai Puxi
- Enjoys good transport connectivity with metro station adjacent to site and retail amenities nearby
- About 15-minute ride to West Nanjing Road Metro Station and Lujiazui Metro Station, about 15-minute drive from Shanghai's Huangpu district
- Launched first-phase sale of residential units in 3Q2025


THE PUYUAN
(artist's impression)

[1] Price for 100% stake
[2] UOL's effective stake: 5.5% (UOL: 4%, SingLand: 3%)

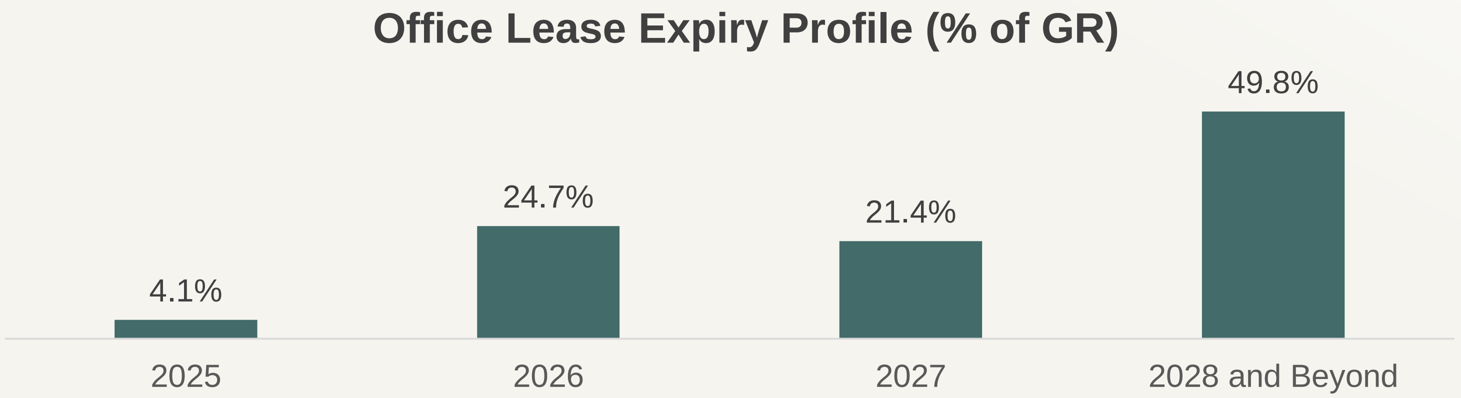
Property Investments

Singapore Commercial Portfolio as at 30 June 2025

Office

96.6% (+3.2% YoY)
Committed Occupancy

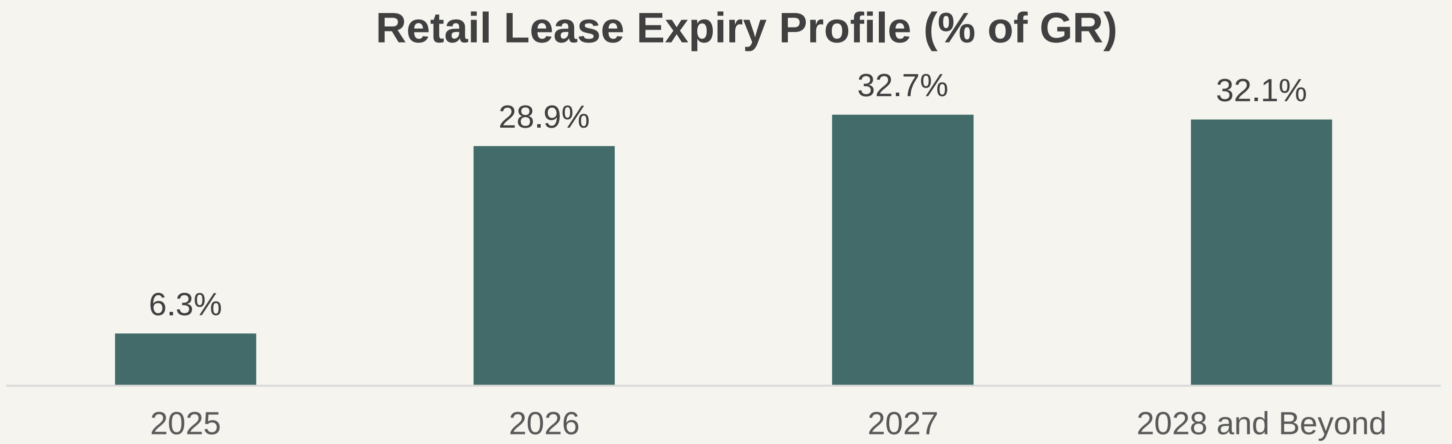
3.3 million sq ft
Net Lettable Area



Retail

97.3% (-2.1% YoY)
Committed Occupancy

1.5 million sq ft
Net Lettable Area



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 Clifford Centre which is under redevelopment.
3. Excluding Singapore Land Tower, committed occupancy for Singapore as at 30 June 2025 was 97.5%. Singapore Land Tower embarked on asset enhancement works in January 2021 and remains operational throughout the works.
4. Retail shoppers' footfall down 3.1% in 1H2025 compared with 1H2024.

Property Investments

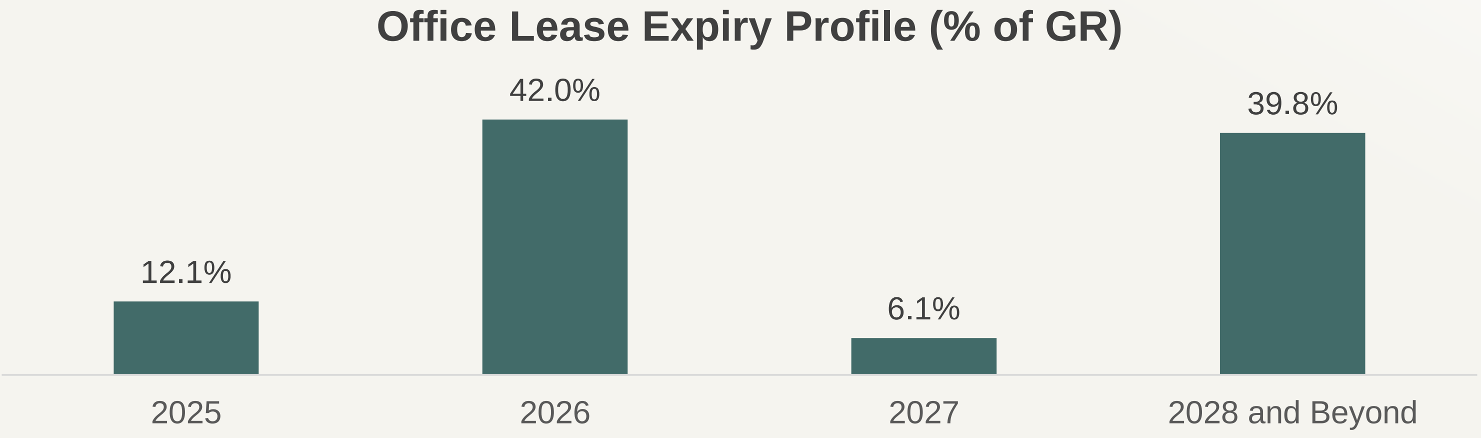
Overseas Commercial Portfolio as at 30 June 2025

United Kingdom

Office

81.4% (+3.6% YoY)
Committed Occupancy

460,098 sq ft
Net Lettable Area

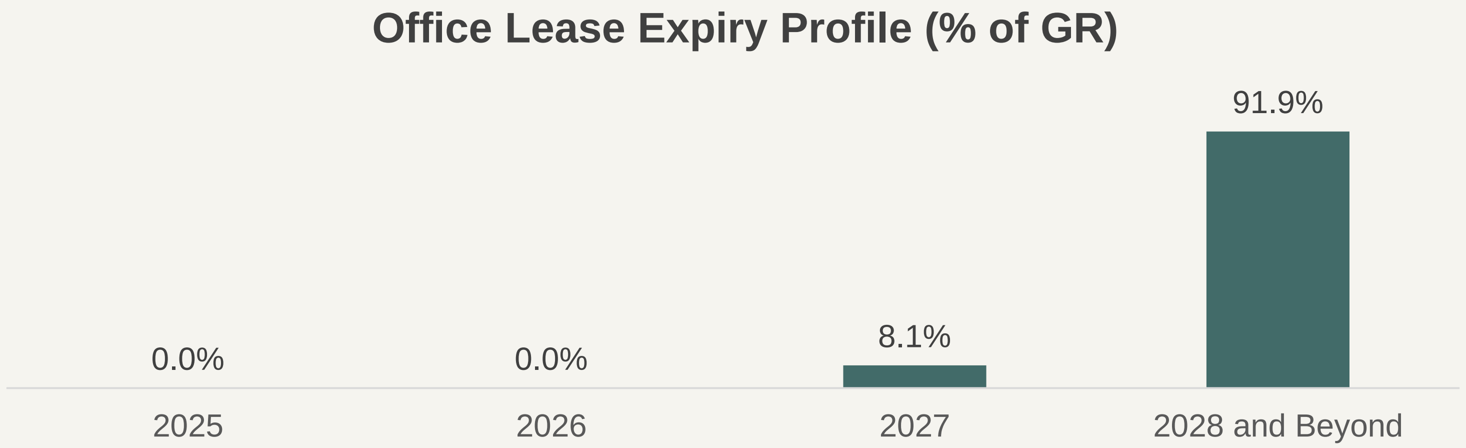


Australia

Office

100.0% (flat YoY)
Committed Occupancy

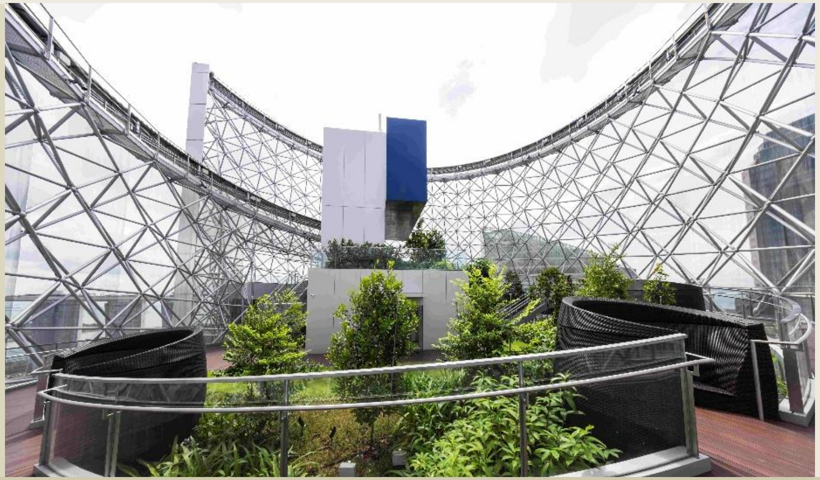
563,571 sq ft
Net Lettable Area



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

Redevelopment and Asset Enhancement Initiatives



Clifford Centre

Redevelopment of Commercial Asset

- Redevelopment of the prime 999-year leasehold site
- Piling works commenced in 1Q2024 following demolition of original building
- Designed to meet global sustainability benchmarks, the future premium Grade A building will have a gross floor area of over approximately 52,000 sqm comprising office and retail spaces with direct connection to Raffles Place MRT interchange
- New development expected to complete in 2028

Singapore Land Tower

Asset Enhancement Initiative

- 49-storey building with gross floor area of approximately 76,000 sqm
- Embarked on asset enhancement initiative in January 2021; structural works completed in 2024 and interior fit-out of new spaces by 2H2025
- Recognised at SGBC-BCA Leadership in Sustainability Awards 2024 for Carbon Performance
- BCA Green Mark Platinum and Wired Score Platinum certified

West Mall

Asset Enhancement Initiative

- Embarked on asset enhancement initiative in 1H2023; obtained TOP in early 2025
- New basement dining wing branded as “Eat@W” added 22,000 sq ft of NLA to the mall
  - Offers over 20 new F&B offerings including first in Singapore concepts – Lao Ma Ban Mian and GOCHIYA;
  - Close to fully committed
- Reopening of Bukit Batok Public Library in 1H2026, to double its original size for enhanced user experience

Property Investments

Varley Park, Brighton

First foray into student accommodation sector

- Completed acquisition of Varley Park located in Brighton, UK for £43.5 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 modern conferencing facilities and dining hall
- Aligns with the Group’s strategy to diversify and strengthen recurring income streams

Property Investments

KINEX, Singapore

Proposed sale of retail mall on Tanjong Katong Road

- Three-storey retail podium and basement level
- Entered into a sale and purchase agreement on 10 September for divestment of all the freehold commercial strata lots in KINEX for an aggregate purchase price of $375 million
- Agreed value for property higher than its latest valuation of $370 million as at 30 June 2025
- Provides an opportunity for the Group to unlock the value of its investment in KINEX
- Completion expected on 31 October 2025

Hospitality

Owns and/or manages 49 hotels with about 15,000 rooms, including "Pan Pacific", PARKROYAL COLLECTION and PARKROYAL hotels

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

United Kingdom
Pan Pacific London

Bangladesh
Pan Pacific Sonargaon Dhaka

Kenya
Pan Pacific Serviced Suites Nairobi

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

Indonesia
Pan Pacific Jakarta
PARKROYAL Serviced Suites Jakarta

Myanmar
Pan Pacific Yangon
PARKROYAL Yangon
PARKROYAL Nay Pyi Taw

Thailand
PARKROYAL Suites Bangkok

China
Pan Pacific Tianjin
Pan Pacific Xiamen
The Westin Tianjin
Pan Pacific Beijing
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

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

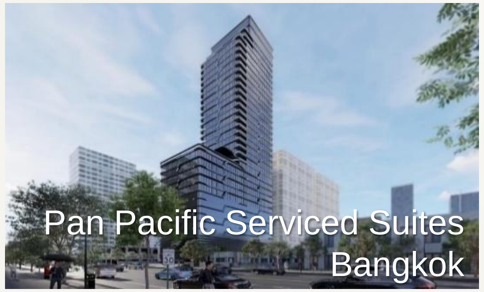
Owned
Managed
Franchise
Marketing Partnership

Hospitality

	Existing		Pipeline	
	No. of Hotels	No. of Rooms	No. of Hotels	No. of Rooms
By Brand				
Pan Pacific	26	7,623	4	854
PARKROYAL COLLECTION	3	1,477	-	-
PARKROYAL	17	4,753	3	485
Others	3	1,069	1	173
Total	**49**	**14,922**	**8**	**1,512**
By Ownership Type				
Owned	27	8,904	1	173
Managed	16	3,924	7	1,339
Franchise	5	1,686	-	-
Marketing Partnership	1	408	-	-
Total	**49**	**14,922**	**8**	**1,512**

Hospitality

Deepening Presence Across Asia



2025 | 2026 | 2027

4Q2025
Pan Pacific Dalian
(216-room, managed)

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

PARKROYAL Jakarta
(170-room, managed)

1Q2027
Pan Pacific Siam
Bangkok
(220-room, managed)

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

2Q2027
PARKROYAL
Siem Reap
(132-room, managed)

PARKROYAL Hanoi
(183-room, managed)

Hospitality

Performance Uplift Driven by AEI

Occupancy for owned[1] hotels (1H2025 vs 1H2024)

Singapore	Oceania[5]	Others[3,4,6]
77%	72%	64%
1H2024: 76%	1H2024: 64%	1H2024: 63%

RevPAR for owned[1] hotels (1H2025 vs 1H2024[2])

Singapore	Oceania[5]	Others[3,4,6]
$291	$149	$101
1H2024: $298	1H2024: $137	1H2024: $97

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

[2] Reported in Singapore dollars. For comparability, 1H2024 RevPar has been translated at constant exchange rates (30 June 2025)

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

[4] Includes PARKROYAL Yangon which was divested on 31 May 2025

[5] Occupancy and RevPAR for Oceania would be 81% (1H2024: 79%) and $182 (1H2024: $178) if Pan Pacific Perth (underwent renovation since May 2023) and PARKROYAL Parramatta (undergoing renovation since July 2024) are excluded

[6] Occupancy and RevPAR for Others for 1H2025 would be 65% (1H2024: 65%) and $104 (1H2024: $100) if PARKROYAL Serviced Suites Jakarta (opened in Jan 2024) and Pan Pacific Jakarta (opened in Jun 2024) are excluded

4 1H2025 Key Financials

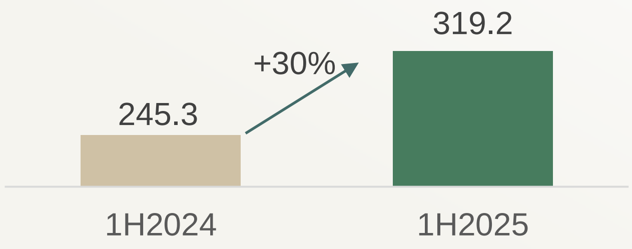
PARKTOWN Residence
(artist's impression)

Key Financials

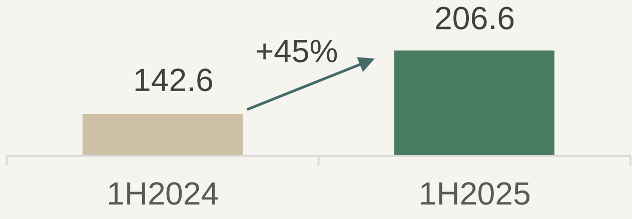
$mil	1H2025	1H2024	Change
Revenue	**1,549.3**	1,271.8	▲22%
Profit from operations[1]	**319.2**	245.3	▲30%
Fair value losses on the Group's investment properties	**(9.9)**	(8.0)	▼ 24%
Other gains	**13.3**	-	n.m.
Operating PATMI	**206.6**	142.6	▲45%
PATMI	**205.5**	130.4	▲58%
Earnings per share (cents)	**24.33**	15.43	▲58%

- Higher revenue contributions across most segments
- Other gains arising from the gain on disposal of subsidiaries for the sale of PARKROYAL Yangon

Profit from Operations ($mil)



Operating PATMI ($mil)



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

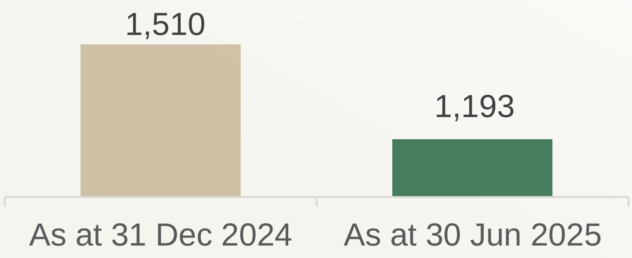
[1] Refers to profit before fair value and other gains/losses and income tax

Prudent Capital Management

$mil	30 Jun 2025	31 Dec 2024	Change
Cash and bank balances	**1,193**	1,510	▼21%
Total assets	**22,816**	22,836	▼0.1%
Net external borrowings	**4,057**	3,568	▲14%
Total equity	**16,339**	16,400	▼0.4%
Net asset value per share ($)	**$13.59**	$13.65	▼0.4%
Net gearing ratio	**0.25**	0.23	▲ 9%
Interest cover[1]	**7x**	6x	▲17%

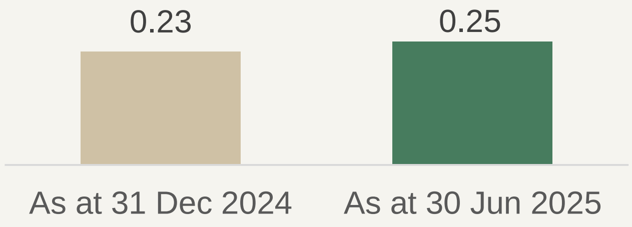
[1] Computed by dividing EBITDA before fair value and other gains by net interest costs

Cash and Bank Balances ($mil)



- Decrease due mainly to acquisition of 388 George Street, residential site in Hongkou District and dividends payment

Net Gearing (x)

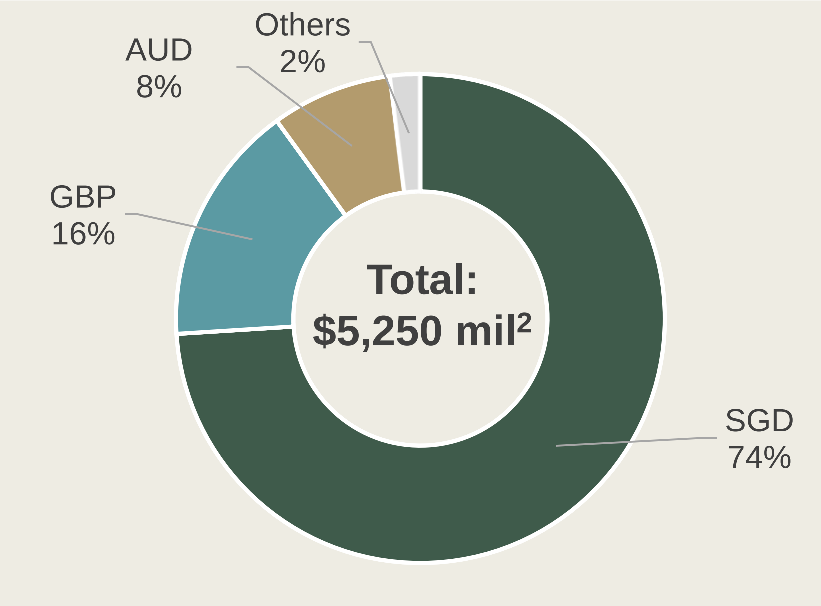


- Balance sheet remains healthy with a net gearing ratio of 0.25x

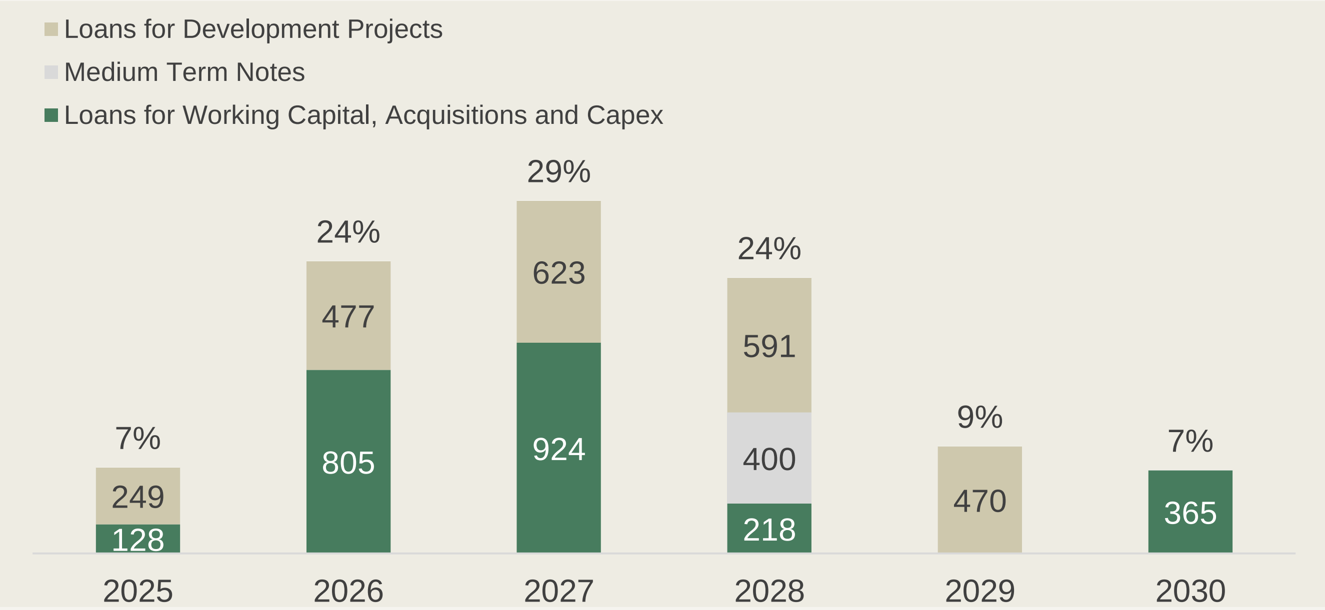
Debt Maturity Profile

- Balanced debt profile of 69% fixed-rate debt, with an average debt maturity of 2.3 years
- Issued $300 million 2.78% 7-year bond on 15 July 2025, extending the Group's average debt maturity from 2.3 years to 2.5 years
- Unutilised credit facilities of $3.0 billion
- Average borrowing cost is about 3.34%[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 $12.9 million (or -/+ 4.8%)

Debt Breakdown by Currency as at 30 June 2025



Debt Maturity Profile as at 30 June 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

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