



**UNI-ASIA
GROUP LIMITED**

Registration No. 201701284Z
Incorporated in the Republic of Singapore

FY2025 Results 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.

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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

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.



Corporate Philosophy and Principles

Corporate Philosophy

We will continue to take on new challenges, create new value, and contribute to society.

Corporate Principles

1. We will **uphold business ethics, ensure regulatory compliance** and **fulfil our responsibilities as a member of society without fear, favour or prejudice.**
2. We will act **fairly and honestly** with all stakeholders and strive to **maintain and improve trust.**
3. We take pride and passion as a team of professionals and **strive to provide services and products of the highest quality to the best of our abilities.**



Mission Statement

We aim to be a truly trusted partner for our clients as **A PRODUCER OF ALTERNATIVE INVESTMENT OPPORTUNITIES** and **AN INTEGRATED SERVICE PROVIDER RELATING TO ALTERNATIVE INVESTMENTS** so as to deliver sustainable long-term value to the Group's stakeholders. To achieve this vision, we strive to improve the quality of our services to our clients, develop innovative new products to expand our clients' base for further growth, and strengthen our investment portfolio by integrating ESG criteria so as to generate recurring returns that prioritise both profitability and sustainability.

A PRODUCER OF ALTERNATIVE INVESTMENT OPPORTUNITIES

We produce and offer alternative investment opportunities for assets such as vessels and properties to our clients.

AN INTEGRATED SERVICE PROVIDER RELATING TO ALTERNATIVE INVESTMENTS

We provide integrated services relating to alternative asset investments including, but not limited to:

- asset/ investment management;
- finance arrangement;
- sale and purchase brokerage of ships and properties;
- ship chartering as a ship owner;
- ship chartering brokerage;
- ship technical management;
- project management;
- property development/ construction management; and
- property management and leasing arrangements.



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

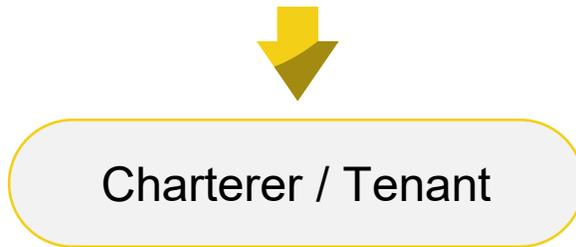
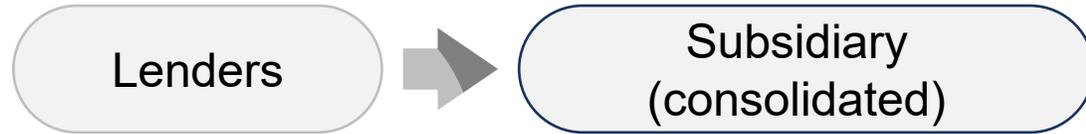


- Capital returns
- Recurring income including charter income, administration fee income.
- Ad hoc fee including finance arrangement fee, brokerage fee.

3

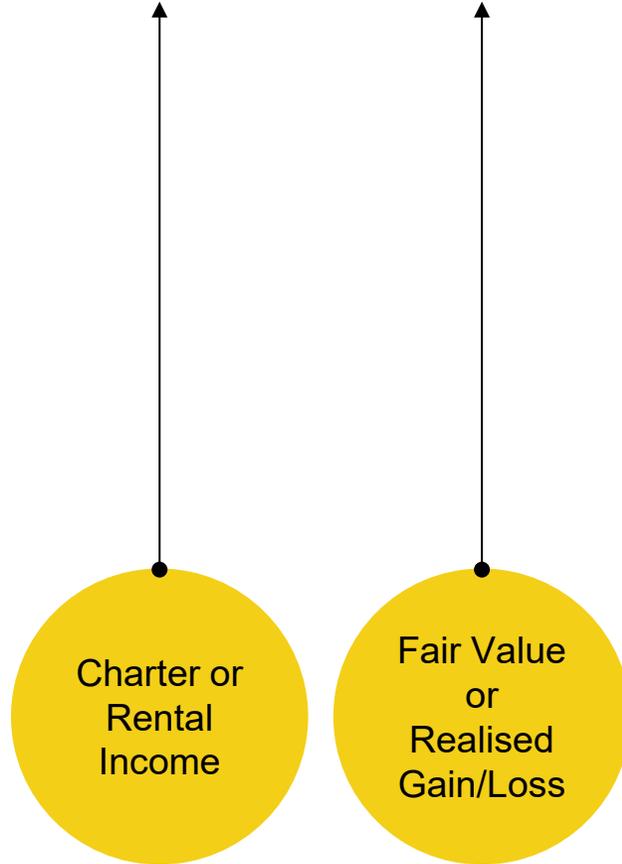


Business Model Example - Subsidiary



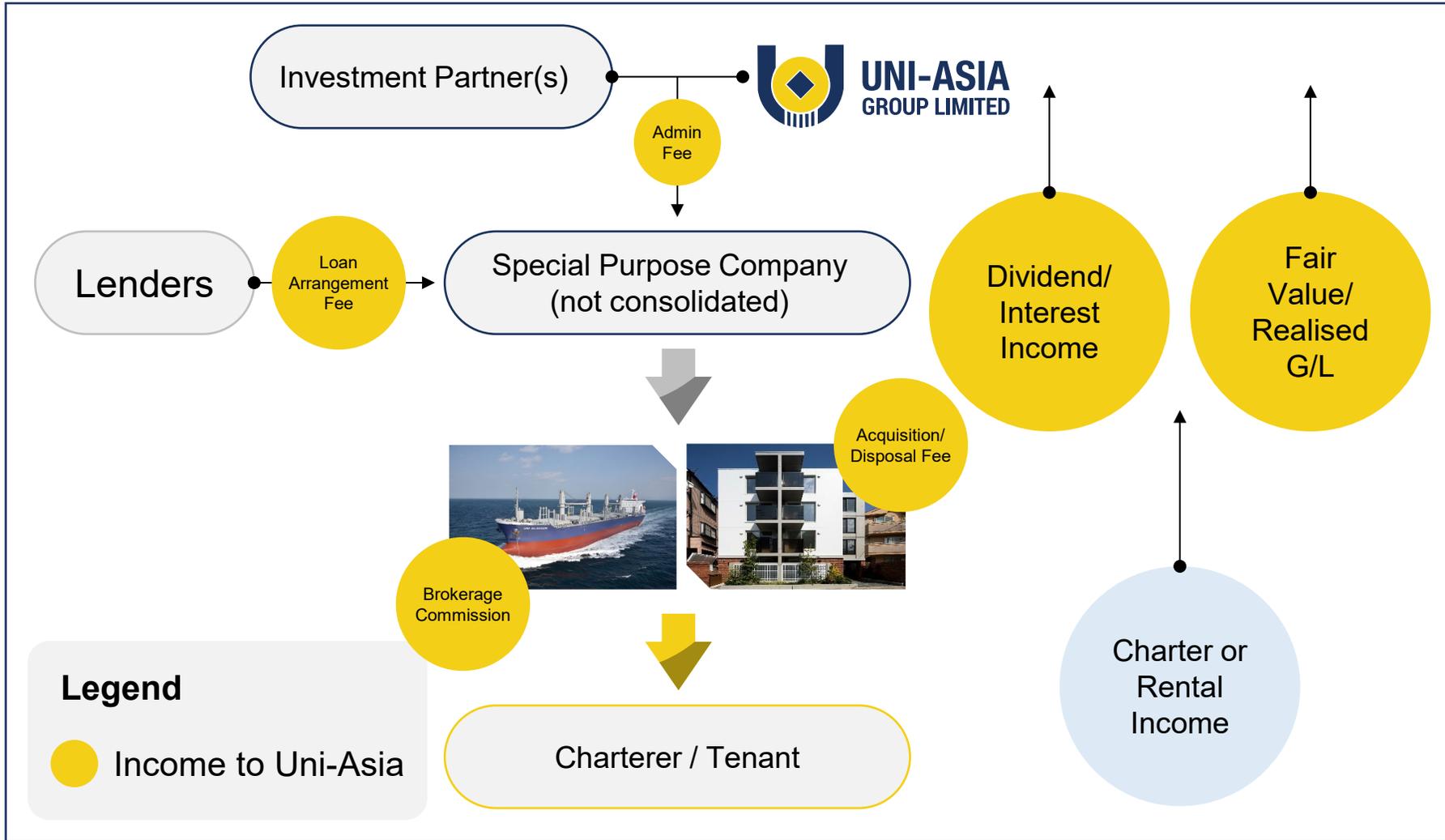
Legend

● Income to Uni-Asia





Business Model Example – JV Structure





Business Segments



SHIPPING

Ship Owning and Chartering

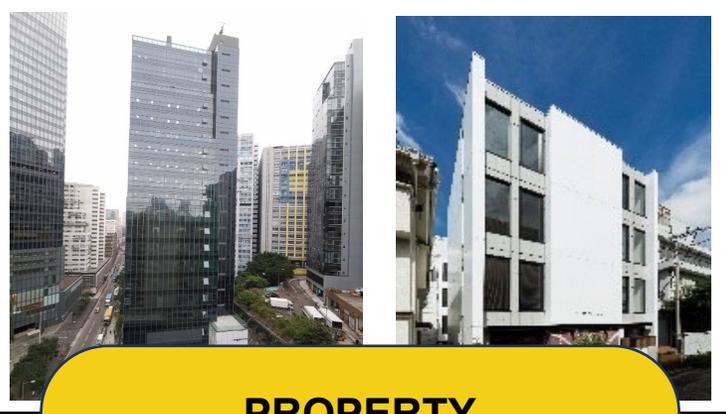
- Ship Owning and Chartering

Maritime Asset Management

- Investment/ Asset Management of Ships
- Finance Arrangement

Maritime Services

- Commercial/ Technical Management of Ships
- Ship Related Brokerage Services



PROPERTY

Property Investment (ex-Japan)

- Investment/ Asset Management of Properties ex-Japan

Property Investment (in-Japan)

- Investment/ Asset Management of Properties in-Japan



HEADQUARTERS

Headquarters' Shared Corporate Services



UNI-ASIA
GROUP LIMITED

FY2025

Financial Highlights



Transformation in Progress – Strengthening the Portfolio & Leadership

Under the visionary leadership of CEO Mr. Masahiro Iwabuchi, the Group is executing a multi-year transformation to enhance portfolio resilience, strengthen long-term cash flows, and deliver sustainable shareholder value. As part of leadership renewal and succession planning, Mr. Lim Kai Ching, Mr. Shinichiro Ishizaki and Mr. Takeshi Iritono have joined the Board as Executive Directors in FY2025, bringing fresh perspectives and execution focus, while Mr. Iwabuchi's experience continues to provide strategic guidance and stability.

Shipping Business

The Group is implementing a disciplined fleet renewal programme by exiting older 29,000 dwt vessels (pages 24 – 25) while putting together a portfolio of younger, higher-quality Japanese-built ships, under a wholly owned or majority-owned structure (pages 26 – 29). A co-investment model is used to scale the fleet while broadening the investor base and expanding the Group's asset management platform. The “asset-play” strategy remains intact, combining recurring charter income with disciplined capital recycling in line with market conditions.

Japan Property Business

In Japan, the Group has expanded beyond ALERO residential projects into a diversified portfolio spanning Group Homes, land bank assets, Private Finance Initiative (PFI) projects and the Osaka inbound hotel investment (page 45). During FY2025, two new PFI projects were secured (pages 43 – 44), bringing the total number of PFI projects to five. The portfolio is also broadening geographically beyond Tokyo, including Osaka and Hokkaido, to capture longer-term structural growth themes. A co-investment model is similarly applied to optimise capital efficiency and returns.

Portfolio Resilience and Business Model

The Group's diversified investment platform across shipping and property continues to provide resilience across cycles. The business model remains cash flow-driven, with recurring income streams from chartering and asset management forming the core earnings base, while accounting profits may fluctuate during this transformation phase.



Resilience, Capital Discipline, ESG and Outlook

FY2025 – A Year of Resilience and Recovery

FY2025 was a year of operational stress-testing, marked by the *MV Glengyle* incident and a cyber security incident. The vessel is currently under repair and is expected to return to service by April 2026, providing a clear pathway to normalisation of operations. The cyber incident has no material impact on the Group; nonetheless, the Group has engaged EY to conduct an independent review and recommend enhancements to its IT governance and controls. The Group's financial position remains sound, and the declaration of a total dividend of 2.0 Singapore cents per share for FY2025 (page 17) underscores confidence in underlying cash flow strength.

Community and Sustainability

Notwithstanding the business challenges faced in FY2025, the Group continues to strengthen its commitment to community engagement and sustainability. This includes initiatives across Hong Kong and Singapore, ongoing support for environmental programmes, active participation in climate and conservation efforts (pages 49 – 50) and the continued enhancement of the Group's fleet with more environmentally friendly features (see pages 32 – 34 for such features). Japan PFI projects also contribute to positive social and environmental outcomes (see pages 43 – 44). These actions reinforce the Group's focus on responsible growth and long-term value creation for stakeholders.

Strategic Priorities and Path Forward

The Group remains focused on executing its fleet renewal strategy, scaling its Japan property platform (including hospitality assets in Osaka), strengthening governance and resilience, and pursuing disciplined, partnership-driven growth. With shareholders' continued support, the Group is confident of emerging stronger from this transformation and delivering sustainable long-term returns across market cycles.



FY2025 Performance

Notwithstanding *MV Glengyle* being off-hire since April 2025, the Group achieved a net profit after tax of US\$0.8 million, compared to a net loss of US\$28.2 million in FY2024.

(US\$'000)	FY2025	FY2024	% Change	Remarks
Total Income	49,875	23,959	108%	Total income rose mainly on higher investment returns (reflecting the absence of the large fair value losses booked in FY2024) and insurance related other income, despite lower charter income and sales from properties developed for sale.
Total Expenses	(44,323)	(47,975)	(8%)	Total operating expenses declined mainly due to significantly lower costs of properties sold, which more than offset higher depreciation and other expenses in FY2025.
Operating Profit/(Loss)	5,552	(24,016)	N/M	The Group recorded an operating profit of US\$5.6 million in FY2025, compared to an operating loss of US\$24.0 million in FY2024.
Profit/(Loss)	768	(28,246)	N/M	The Group returned to profitability, posting a net profit after tax of US\$0.8 million in FY2025, compared to a net loss of US\$28.2 million in FY2024.
Profit/(Loss) attributable to owners of parent	920	(28,301)	N/M	
Earnings/(Loss) per Share (US cents)	1.17	(36.01)	N/M	FY2025 EPS was 1.17 US¢/share



Balance Sheet Summary

(US\$'million)	As at 31 Dec 2025	As at 31 Dec 2024	Increase / (Decrease)	Remarks
 Total Assets	222.1	165.9	56.2	Total assets increased mainly due to vessel acquisitions, partly offset by lower cash and asset disposals.
 Total Liabilities	97.8	49.0	48.8	Total liabilities increased mainly due to higher borrowings for vessel acquisitions and accruals related to the <i>MV Glengyle</i> repairs.
 Total Equity	124.3	116.9	7.4	Total equity increased mainly due to equity contributions from minority co-investment partners.
 Total Debt	87.5	41.6	45.9	Total debt increased to support the Group's investment expansion as outlined above.
 Total Cash	34.0	45.5	(11.5)	
 Debt to Equity Ratio (Gearing)	0.70	0.36	0.34	Gearing increased following growth-related borrowings, but remains at a manageable level supported by the Group's asset base and cash flows.
 NAV per share (US\$)	1.58	1.49	0.09	NAV per share has increased to US\$1.58/share



Final Dividend of 1.0 SG ¢/share

Notwithstanding the various challenges faced by the Group in FY2025, the Board is pleased to declare a final dividend of **1.0 Singapore cent per share** for FY2025, payable on **29 May 2026**.

Together with the interim dividend of 1.0 Singapore cent per share paid in November 2025, this brings the total dividend for FY2025 to 2.0 Singapore cents per share.

Key Dates for Dividend



Date on which Registrable Transfers to be received by the Company will be registered before entitlements to the dividend are determined:

5.00 p.m., 15 May 2026



Payment Date:

29 May 2026



Cash Flows



(US\$'000)

FY2025

FY2024



Cash and cash equivalents at beginning of the year

45,523

38,260



Cash Inflows / (Outflows)

- Operating Activities
- Investing Activities
- Financing Activities
- Effect of exchange rate changes

225

17,143

(55,721)

13,896

44,096

(22,816)

(132)

(960)



Net Cash Inflows / (Outflows) for the year

(11,532)

(7,263)



Cash and cash equivalents at the end of the year

33,991

45,523

Operating activities: Net inflow of US\$0.2 million, mainly due to lower charter income and lower proceeds from disposals of properties under development.

Investing activities: Net cash outflow of US\$55.7 million, mainly from vessel acquisitions and Japan property investments, partly offset by proceeds from vessel disposals and investment distributions.

Financing activities: Net cash inflow of US\$44.1 million, arising mainly from net borrowings and contributions from non-controlling interests, partly offset by interest and dividend payments.



Borrowings vis-à-vis Cash

As at 31 Dec 2025 Borrowings Collateralised By:	Current Borrowings USD'm	Non-Current Borrowings USD'm	Total Borrowings USD'm	Book Values of Assets Collateralised USD'm
Ship assets	9.5	60.6	70.1	148.5
Property assets	7.1	6.3	13.4 *	17.3
No collateral	2.0	2.0	4.0	–
Total	18.6	68.9	87.5	165.8

	USD'm	
Total Secured Borrowings	83.5	Borrowings are 50.4% of book value of total assets collateralised
Total Book Value of Assets Collateralised	165.8	
Total Cash	34.0	

* Borrowings for property assets are JPY non-recourse loans borrowed in Japan as collateralised by Japan property assets.



As at 31 December 2025, the Group had US\$83.5 million of borrowings secured by assets with an aggregate book value of US\$165.8 million.



As at the same date, the Group had US\$34.0 million of cash on hand.

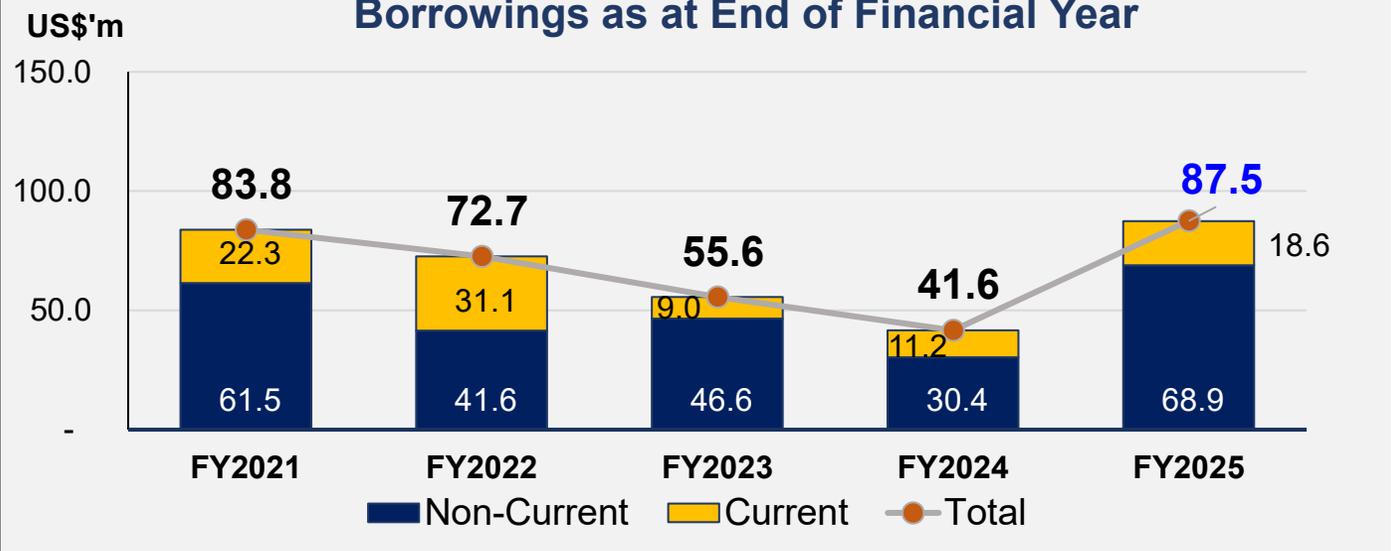


Accordingly, notwithstanding the increase in the Group's borrowings, the Group's asset base remains sufficient to meet its debt servicing and repayment obligations.

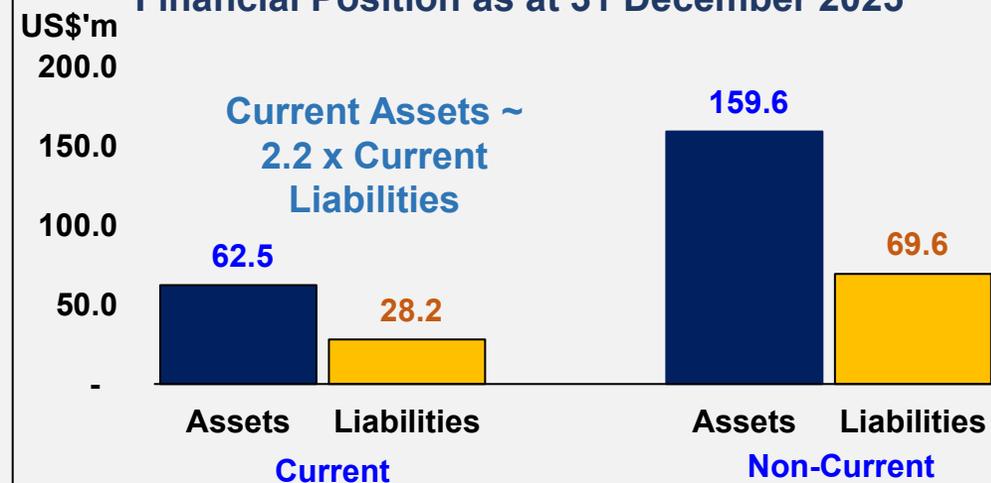


Financial Highlights

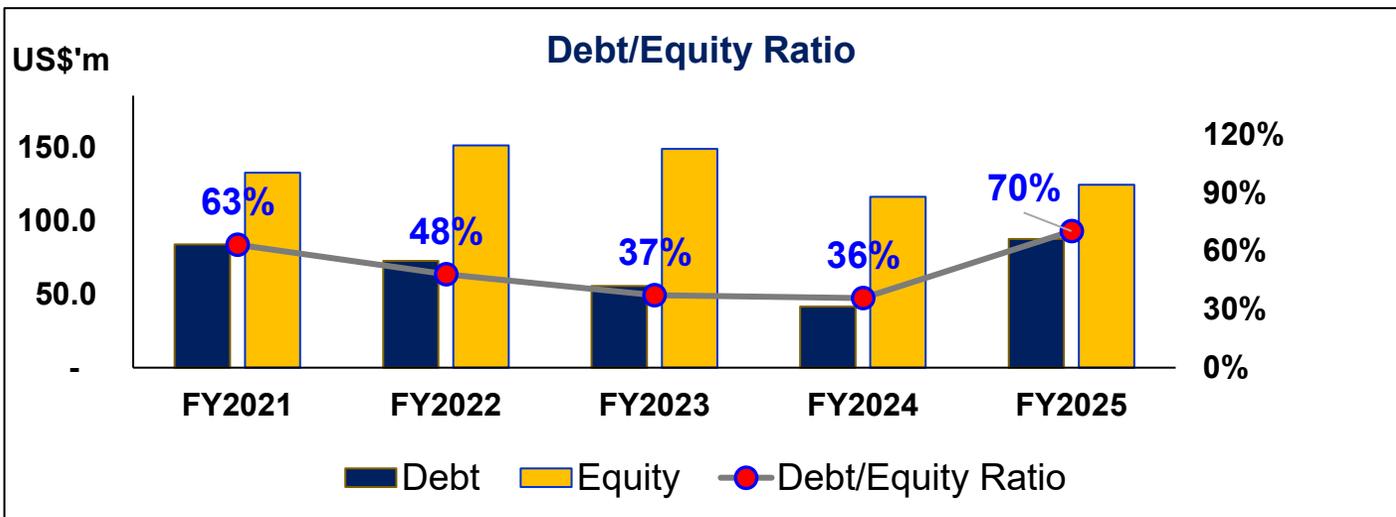
Borrowings as at End of Financial Year



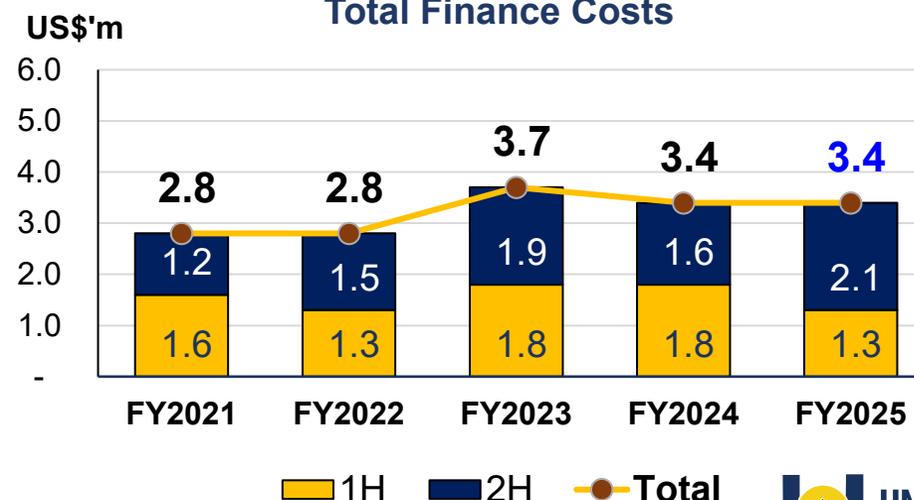
Financial Position as at 31 December 2025



Debt/Equity Ratio



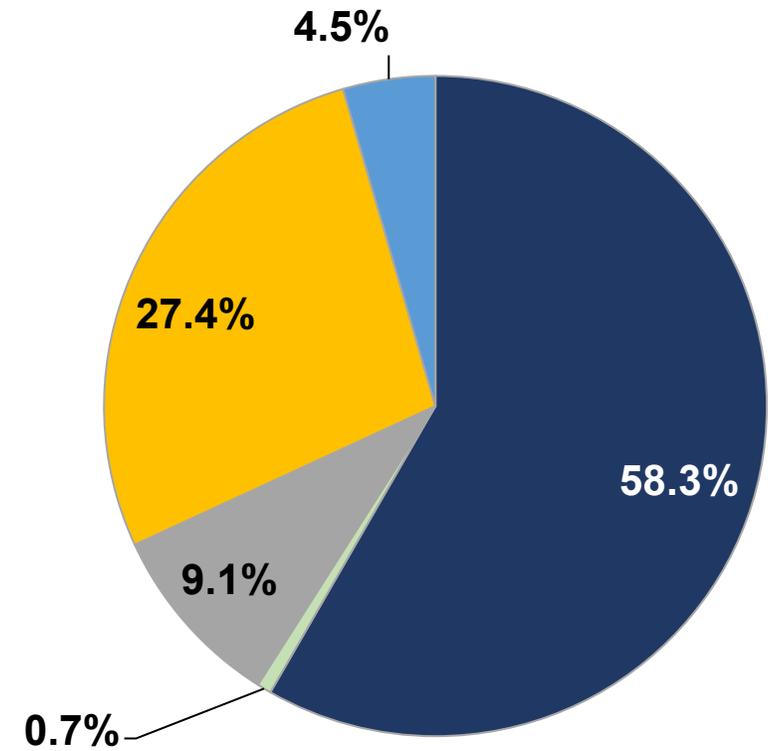
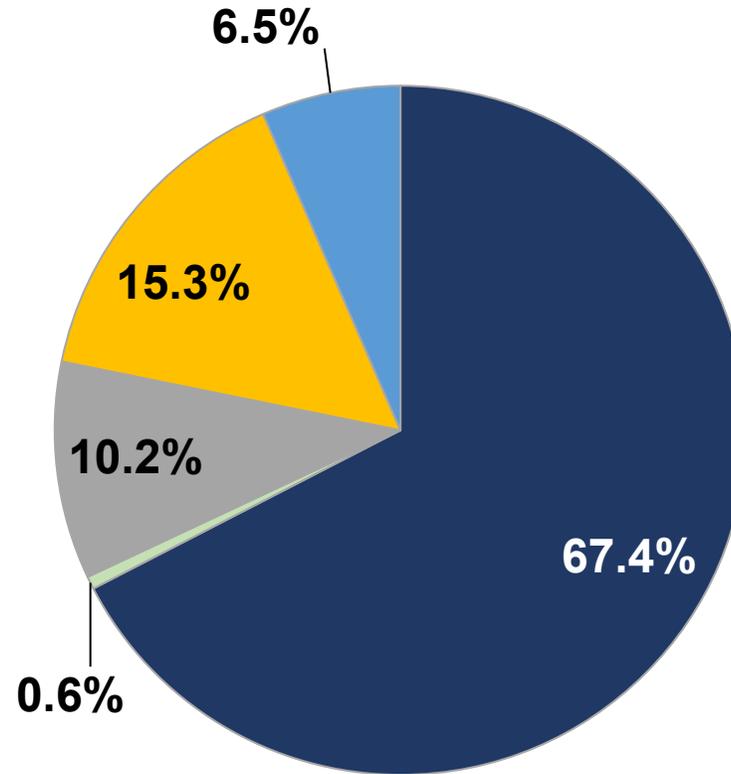
Total Finance Costs





Total Assets Allocation

- Maritime Investment
- Property Investment (ex-Japan)
- Property Investment (in-Japan)
- Cash and Cash Equivalents
- Others



US\$'million	31 December 2025	31 December 2024
Total Assets	222.1	165.9



FY2025 Business Update



UNI-ASIA
GROUP LIMITED

Shipping



FY2025 Ship Disposal 1 – MV Uni Challenge

Since 2023, the Group has initiated a fleet renewal programme focused on disposing of older 29,000 dwt vessels and replacing them with newer ships, prioritising newbuilds where feasible, while also considering second-hand vessels with attractive cost-benefit profiles. In November 2024, the Group entered into a contract to sell its 2012-built 29,000 dwt vessel, *MV Uni Challenge*, which was held through its wholly-owned subsidiary, Joule Asset Management (Pte) Ltd, to an external buyer. The sale was successfully completed in January 2025.



FY2025 Ship Disposal 2 – MV Clearwater Bay

In September 2025, the Group disposed of its last 29,000 dwt vessel, *MV Clearwater Bay*, which was held through its wholly owned subsidiary, Imperial Bulkship S.A. This disposal marked the completion of the Group's exit from its smaller and older 29,000 dwt vessels and represents the commencement of the Group's new-generation fleet portfolio.





FY2025 Ship Acquisition 1 – MV Kellett Island



Following shareholders' approval on 9 January 2025, the Group completed the acquisition of *MV Kellett Island* on 25 February 2025 from 18%-owned Olive Bulkship S.A. As a result of this transaction, the Group's effective ownership interest in *MV Kellett Island* has increased to 75%. *MV Kellett Island* is a 58,000 dwt scrubber-fitted Supramax vessel built by the renowned Japanese shipyard, Tsuneishi.



FY2025 Ship Acquisition 2 – MV Uni Sunshine

With shareholders' approval obtained on 30 April 2025, the Group completed the acquisition of *MV Uni Sunshine* on 24 July 2025 from 18%-owned Unicorn Bulkship S.A. Upon completion, the Group's effective ownership interest in *MV Uni Sunshine* increased to 72.7%. This acquisition forms part of the Group's ongoing fleet renewal strategy to replace older vessels with newer tonnage under a wholly owned or majority-owned fleet structure.





FY2025 Ship Acquisition 3 – MV Uni Horizon



Pursuant to shareholders' approval granted on 18 July 2025, the Group completed the acquisition of *MV Uni Horizon* on 13 August 2025 from Victoria Bulkship S.A., in which the Group holds an 18% interest. Upon completion, the Group's effective ownership interest in *MV Uni Horizon* increased to 70.2%. This acquisition forms part of the Group's ongoing strategy to replace older vessels with newer tonnage under a wholly owned or majority-owned fleet structure.



FY2025 Ship Acquisition 4 – MV Trident Star

Pursuant to shareholders' approval granted on 27 November 2025, the Group completed the acquisition of *MV Trident Star* on 9 December 2025 from Polaris Bulkship S.A., in which the Group previously held an 18% interest. Upon completion, the Group's effective ownership interest in the 58,000 dwt supramax vessel, held through Diamond Bulkship S.A., increased to 65.1%. This acquisition forms part of the Group's ongoing strategy to replace older vessels with newer tonnage under a wholly owned or majority-owned fleet structure.





Wholly Owned Dry Bulk Portfolio – as at 31 Dec 2022

	Name of Ship	Capacity	Type	Year of Built	Shipyard
1	MV Uni Challenge	29,078 DWT	Bulker	2012	Y-Nakanishi
2	MV Uni Wealth	29,256 DWT	Bulker	2009	Y-Nakanishi
3	MV Uni Auc One	28,709 DWT	Bulker	2007	Shin-Kurushima
4	MV Victoria Harbour	29,100 DWT	Bulker	2011	Y-Nakanishi
5	MV Clearwater Bay	29,118 DWT	Bulker	2012	Y-Nakanishi
6	MV ANSAC Pride	37,094 DWT	Bulker	2013	Onomichi
7	MV Island Bay	37,649 DWT	Bulker	2014	Imabari
8	MV Inspiration Lake	37,706 DWT	Bulker	2015	Imabari
9	MV Glengyle	37,679 DWT	Bulker	2015	Imabari
10	MV Uni Bulker	37,700 DWT	Bulker	2016	Imabari

Before fleet renewal as at end of 2022



Wholly Owned / Majority Owned Dry Bulk Portfolio – as at now

	Name of Ship	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 Glengyle	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

The Group is actively shaping a portfolio of high-quality Japanese-built vessels under a wholly owned or majority-owned structure, positioning its shipping business for long-term resilience and sustainability.



Wholly Owned / Majority Owned Dry Bulk Portfolio



Ship Name	MV Ansac Pride
DWT	37,094
Year Built	2013
Shipyard	Onomichi
Ownership %	100%
Features	<ul style="list-style-type: none"> ✓ Low Friction Antifouling Paint ✓ Open Hatch

Ship Name	MV Island Bay
DWT	37,649
Year Built	2014
Shipyard	Imabari
Ownership %	100%
Features	<ul style="list-style-type: none"> ✓ Propeller Coatings ✓ Silicone Coatings ✓ Log Fitted

Ship Name	MV Inspiration Lake
DWT	37,706
Year Built	2015
Shipyard	Imabari
Ownership %	100%
Features	<ul style="list-style-type: none"> ✓ Propeller Boss Cap Fin ✓ Propeller Coatings ✓ Silicone Coatings ✓ Log Fitted



Wholly Owned / Majority Owned Dry Bulk Portfolio



Ship Name	MV Glengyle
DWT	37,679
Year Built	2015
Shipyard	Imabari
Ownership %	100%
Features	<ul style="list-style-type: none"> ✓ Propeller Boss Cap Fin ✓ Propeller Coatings ✓ Silicone Coatings ✓ Log Fitted

Ship Name	MV Uni Bulker
DWT	37,700
Year Built	2016
Shipyard	Imabari
Ownership %	100%
Features	<ul style="list-style-type: none"> ✓ Propeller Boss Cap Fin ✓ Propeller Coatings ✓ Low Frictional Silyl Methacrylate Antifouling Coatings ✓ Log Fitted

Ship Name	MV Kellett Island
DWT	57,876
Year Built	2015
Shipyard	Tsuneishi
Ownership %	75%
Features	<ul style="list-style-type: none"> ✓ Scrubber fitted ✓ Propeller Boss Cap Fin ✓ Propeller Coatings ✓ Silicone Coatings



Wholly Owned / Majority Owned Dry Bulk Portfolio



Ship Name	MV Uni Sunshine
DWT	36,300
Year Built	2018
Shipyard	Oshima
Ownership %	72.7%
Features	<ul style="list-style-type: none"> ✓ Ultra-low Friction, Hydrolysis Antifouling Coatings ✓ Log Fitted

Ship Name	MV Uni Horizon
DWT	36,300
Year Built	2018
Shipyard	Oshima
Ownership %	70.2%
Features	<ul style="list-style-type: none"> ✓ Low Frictional Silyl Methacrylate Antifouling Coatings ✓ Log Fitted

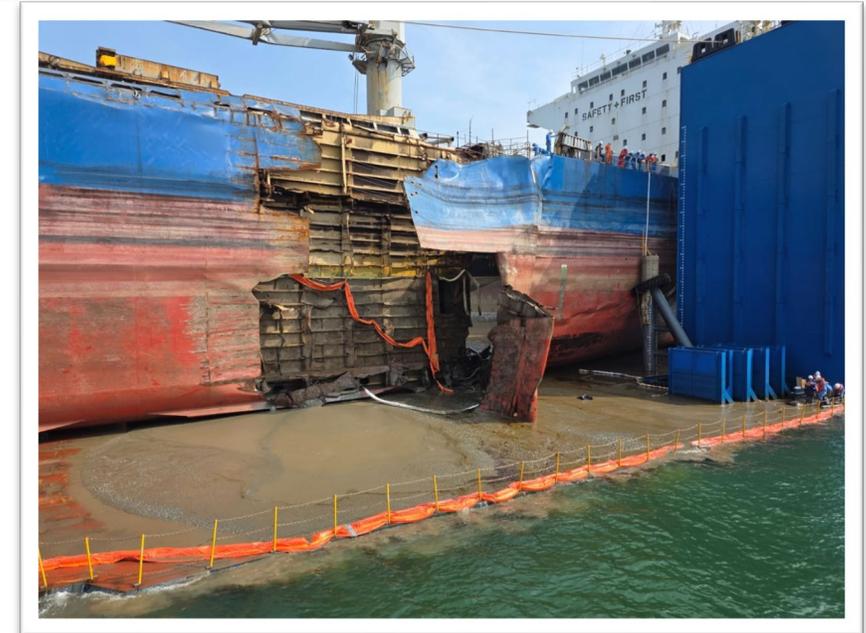
Ship Name	MV Trident Star
DWT	57,836
Year Built	2015
Shipyard	Tsuneishi
Ownership %	65.1%
Features	<ul style="list-style-type: none"> ✓ Propeller Boss Cap Fin ✓ Propeller Coatings ✓ Silicone Coatings



MV Glengyle – Recovery & Path to Normalisation

Post–FY2025 Key Developments:

- The vessel, *MV Glengyle*, received clearance to depart Vietnamese waters and was loaded onto a heavy-lift vessel in January 2026.
- She arrived at the repair yard in Zhoushan, PRC, and was safely discharged via float-off on 25 January 2026 for permanent repairs.
- Based on the repair yard’s preliminary assessment, repairs are expected to be completed around end-March 2026 to April 2026 (previously announced mid-March 2026), subject to final scheduling, surveys, and regulatory, classification and insurer approvals.
- Investigations remain ongoing to determine the cause of the incident, and further updates will be provided when available.
- 2H2025 continued to reflect off-hire and operational disruption, but the situation is now stabilised with a clear repair and return-to-service pathway.
- The Group is working closely with insurers, the classification society, and the repair yard to expedite restoration.
- The return of *MV Glengyle* to service is expected to normalise earnings contribution, alongside the Group’s broader fleet renewal and resilience strategy.





Joint Investment Dry Bulk Portfolio



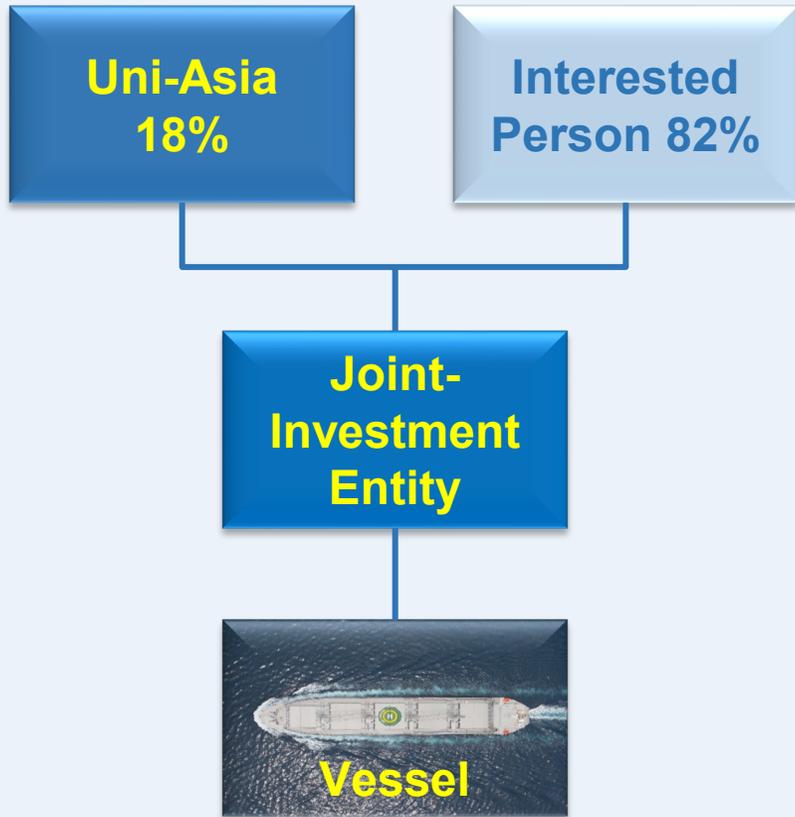
Entity Name	Quest Bulkship S.A.
Ship Name	MV Uni Harmony
DWT	37,700
Year Built	2016
Shipyard	Imabari
Ownership %	18%

Entity Name	Stella Bulkship S.A.
Ship Name	MV Uni Blossom
DWT	37,700
Year Built	2018
Shipyard	Imabari
Ownership %	18%

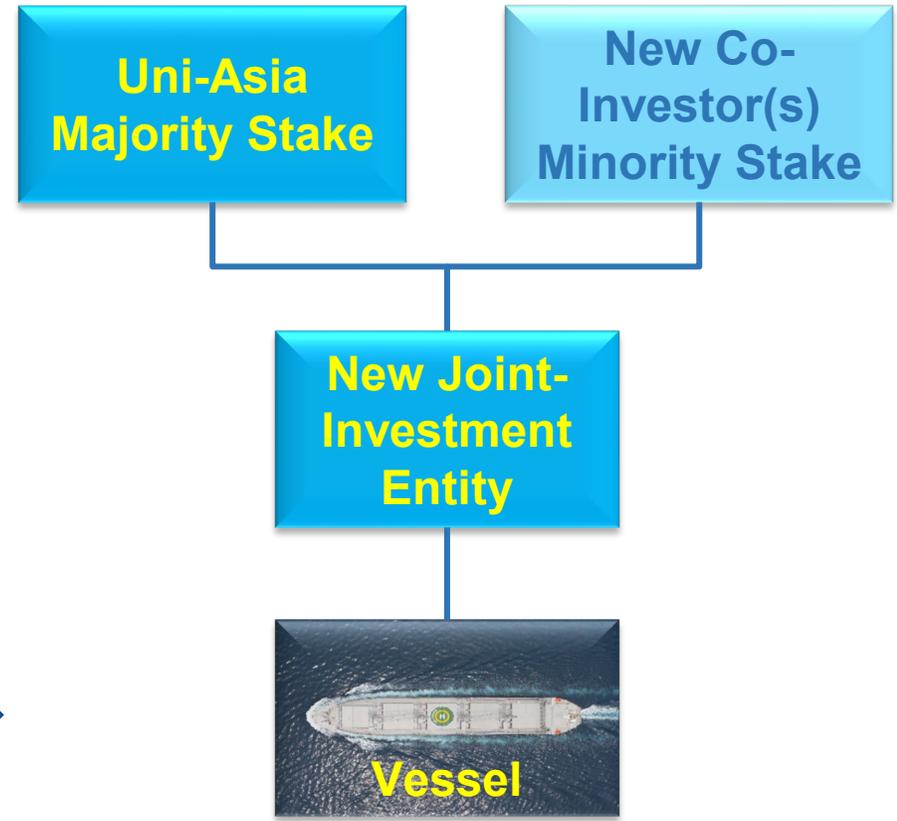
Entity Name	Tiara Bulkship S.A.
Ship Name	MV Sider Montediprocida
DWT	37,700
Year Built	2020
Shipyard	Imabari
Ownership %	18%



Modus Operandi of Acquisition of Existing Joint-Investment Ships



Uni-Asia is able to book gain from the 18% JV and receive proportionate cash distribution upon sale



Upon purchase, Uni-Asia is able to record more charter income and expand co-investors network



Results of Shipping Segments

(US\$'000)	Ship Owning and Chartering ("SOC")			Maritime Asset Management ("MAM")			Maritime Services ("MS")			Remarks
	FY2025	FY2024	% Change	FY2025	FY2024	% Change	FY2025	FY2024	% Change	
Turnover	30,226	34,518	(12%)	4,837	1,943	149%	1,896	1,999	(5%)	
Charter Income	27,598	32,494	(15%)	—	—	—	—	—	—	Charter income fell due to fleet renewal, off-hire, and weaker market.
Fee Income	496	782	(37%)	1,315	420	213%	1,846	1,973	(6%)	Arrangement deals closed by MAM resulted in fee increase
Investment Returns	—	—	—	3,522	1,523	131%	—	—	—	Gain recognised for JV ships disposals.
Interest Income	612	1,027	(40%)	—	—	—	31	14	121%	
Other Income	1,520	215	N/M	—	—	—	19	12	58%	Other income mainly due to insurance receipts from <i>MV Glengyle</i> incident.
Expenses	(27,086)	(26,047)	4%	(1,545)	(1,330)	16%	(1,678)	(1,979)	(15%)	Ship related expenses reduced with fewer ships.
Profit/(loss) from Operation	3,140	8,471	(63%)	3,292	613	N/M	218	20	N/M	
Finance costs	(3,401)	(3,346)	2%	—	—	—	—	—	—	
Profit before Tax	(261)	5,125	(105%)	3,292	613	N/M	218	20	N/M	
Profit/(loss) after Tax	(262)	5,125	(105%)	3,292	613	N/M	192	14	N/M	While SOC's profit decreased, MAM and MS supported Shipping profit.



UNI-ASIA
GROUP LIMITED

Japan Properties





ALERO Projects



The Group invests in and develops small residential property projects in Tokyo, named “ALERO” Series.



The Group purchases land and develops into 4 - 5 storey buildings with 10 - 30 units of studio or maisonette type flats.



The completed projects are typically sold en bloc.



Before



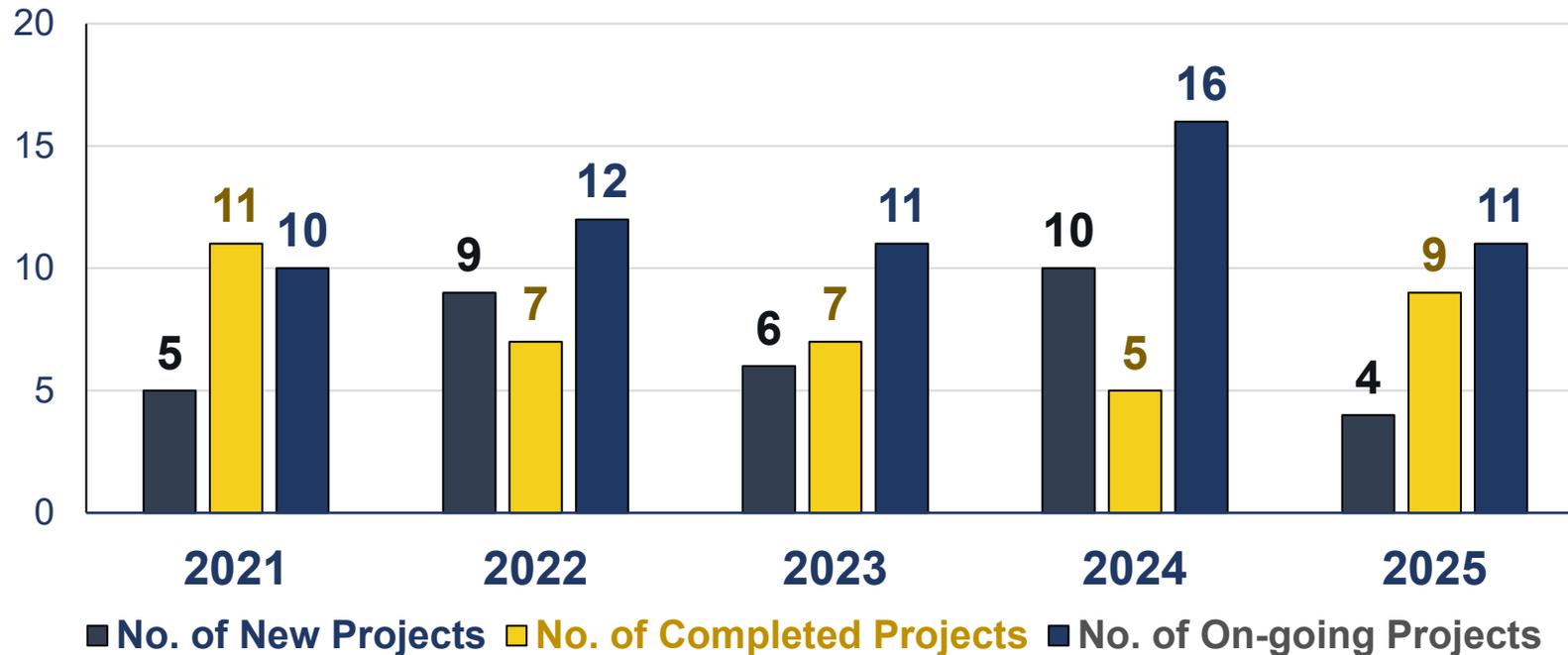
After



ALERO Projects

In FY2025, 9 ALERO projects were completed and 4 new projects were added, with 11 projects remaining under development at year end. The higher level of completions reflects continued progress in monetising the portfolio. The Group maintains a healthy development pipeline, which is expected to complete progressively and support earnings and cash flow in the coming periods.

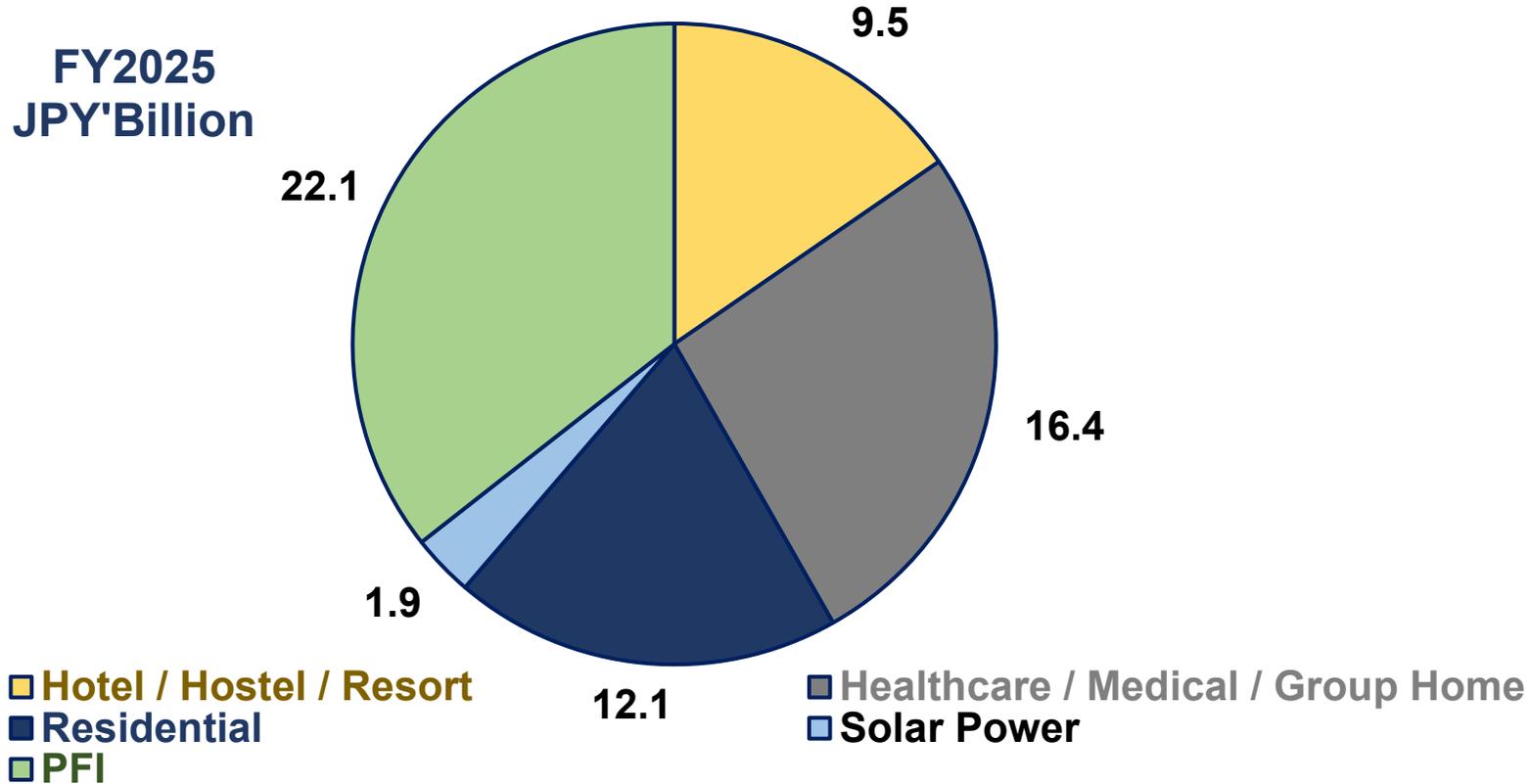
No. of ALERO Projects
(including Construction Management Projects)



ALERO Asagaya



UACJ Assets Under Management (By Contract Value)



The Group's property assets under management by its subsidiary, Uni-Asia Capital (Japan) Ltd ("UACJ"), amounted to JPY 62.0 billion by contract value as at 31 December 2025. As illustrated in the chart, the portfolio comprises Hotel/Hostel/Resort assets (JPY 9.5 billion), Healthcare/Medical/Group Home assets (JPY 16.4 billion), Residential assets (JPY 12.1 billion), Solar Power assets (JPY 1.9 billion), and Private Finance Initiative ("PFI") assets (JPY 22.1 billion). This diversified mix of asset classes underscores the depth and breadth of UACJ's asset management capabilities. The Group will continue to build on its track record and reputation to expand property assets under management in Japan, thereby enhancing recurring asset management fee income.





UACJ Wins Two New Private Finance Initiative (PFI) Projects in Japan – Advancing Sustainable Infrastructure

Uni-Asia Capital Japan (UACJ) has secured two new PFI projects in **Narita City** and **Niiza City**, further expanding its portfolio of long-term, recurring-income public infrastructure assets.

The Narita Project (contract value ~JPY 9.1 billion) will deliver a health and wellness-oriented public facility near Narita Airport, and is designed to serve both local residents and international visitors. The project targets to achieve ZEB Ready (Net Zero Energy Building Ready) certification, aiming to reduce energy consumption by over 50% versus conventional buildings, underscoring UACJ's commitment to energy efficiency and decarbonisation.



Aerial view of the facility from the south side



Aerial view of the facility from the intersection of Nogedaira-Koizumi City Road and the access road



UACJ Wins Two New Private Finance Initiative (PFI) Projects in Japan – Advancing Sustainable Infrastructure

The Niiza Project (contract value ~JPY 5.0 billion) will develop an integrated civic hub comprising a library, children’s centre, multi-purpose spaces and a public park, featuring greenery-connected architecture and extensive use of wood finishes. This will be UACJ’s first DBO (Design-Build-Operate “設計・施工・運営”) project under a PPP (Public-Private Partnership “官民連携”) framework., demonstrating UACJ’s capability to manage the full asset lifecycle while promoting sustainable, community-centric urban development.

Together with the three earlier PFI projects in Wako City, Kuki City and Kawasaki City, UACJ continues to build a scalable, sustainability-focused public infrastructure platform aligned with the Group’s commitment to long-term social value creation.





Ebisu-Higashi Inbound Hotel (Osaka)



Uni-Asia has invested JPY170 million in the Ebisu-Higashi Inbound Hotel in Osaka, a purpose-built inbound hospitality asset located in a key tourist district near Tsutenkaku and Shinsekai, with rooms offering views of Osaka's iconic Tsutenkaku Tower. Uni-Asia holds an equity interest in the project alongside strategic partners. The hotel is designed to cater to longer-stay inbound guests, supporting more efficient operations and resilient cash flow characteristics.

This investment also highlights Uni-Asia's role in introducing and bringing non-Japan based investors to co-invest alongside the Group in Japanese hospitality assets. It forms part of Uni-Asia's strategy to expand its property footprint in Osaka, which is supported by long-term tourism and infrastructure growth drivers, including the upcoming Osaka Integrated Resort. The transaction demonstrates Uni-Asia's ability to originate, structure and syndicate Japan real estate opportunities, while scaling its asset management and investment platform through international capital partnerships.





UACJ – Group Homes and Land Bank Projects

During FY2025, Uni-Asia Capital (Japan) Ltd (“UACJ”) continued its efforts in managing and progressing the Group’s Group Homes and land bank projects. Following the successful completion and sale of five group homes under Phase 1, the Group established a Phase 2 fund as a standalone investment vehicle to further scale this initiative. Construction of two group homes in Chiba Prefecture commenced in January 2025 and was completed within the year.

Meanwhile, the Group continues to hold two parcels of undeveloped resort land in Niseko and Furano, both well-known resort destinations in Hokkaido. In Furano, site clearance has been completed and a project signboard installed, while in Niseko, the Group is working with stakeholders to prepare the site for potential development. The Group will continue to evaluate development opportunities in the hospitality and resort sector and assess the feasibility of these sites over time.



↑ Group Home Matsudo, Chiba



↑ Group Home Funabashi, Chiba



← Land in Furano, Hokkaido



Results of Property Investments in Japan Segment (Japan Properties)

(US\$'000)	FY2025	FY2024	% Change	Remarks
Turnover	13,486	18,011	(25%)	
Fee Income	2,563	1,862	38%	Increase mainly due to increase in asset management fee and arrangement fee income.
Sale of Properties under Development	8,414	14,788	(43%)	2 smaller properties developed for sale were sold in FY2025 compared to 3 larger properties sold in FY2024.
Investment Returns	2,352	1,348	74%	Due to investment disposals in FY2025.
Interest Income	35	—	N/M	
Other Income	122	13	N/M	
Expenses	(11,289)	(16,477)	(31%)	Expenses reduced mainly due to lower of costs of properties under development sold.
Profit from Operation	2,197	1,534	43%	
Finance costs/TK Allocation	(415)	(91)	N/M	Increase mainly due to more TK allocation as more projects are invested with external TK co-investors.
Profit before Tax	1,782	1,443	23%	
Profit after Tax	1,058	947	12%	Profit after tax increased by 12%



UNI-ASIA
GROUP LIMITED

Others





Caring for Communities Across Our Markets



Food distribution in Hong Kong



Senior Care Centre visit in Singapore

Community Outreach (FY2025 Highlights)

- **Hong Kong – Food Distribution:** Employees distributed meal boxes and gift bags to seniors in November, continuing an initiative started in 2023.
- **Community Support in Hong Kong:** The Group made a donation to the “Support for Tai Po Fire Incident” Fund, expressing condolences and support to families affected by the tragic fire.
- **Singapore – Elderly Volunteering:** Staff partnered with SPD @Canberra Senior Care Centre to plan and run activities, as well as share meals with elderly, many of whom are wheelchair users.

Recognition

- **Caring Company:** Our Hong Kong company received the **Caring Company Logo** for the second consecutive year, reflecting ongoing commitment to community, employees, and the environment.





Building Sustainability Awareness & Environmental Stewardship

Our Approach

We focus on **practical action**, **employee engagement**, and **long-term sustainability awareness** across our operations.

Environmental & Sustainability Initiatives

- **WWF Hong Kong:** Continued as a **Corporate Silver Member**, supporting efforts to protect nature for people and wildlife.
- **Earth Hour 2025:** The Group pledged support, reinforcing our commitment to climate and environmental responsibility.
- **Coastline Recovery:** Hong Kong staff participated in shoreline clean-up activities to raise awareness of plastic and marine litter.
- **DIY Urban Oasis (Kokedama Workshop):** Staff learned sustainable living practices and practical indoor gardening, encouraging eco-friendly daily choices.



↑ Earth Hour Pledge



↑ Shoreline cleanup in Hong Kong



↑ Urban Oasis DIY Kokedama Workshop



Singapore Governance and Transparency Index

The Singapore Governance and Transparency Index (“SGTI”) is the leading index for assessing the corporate governance practices of Singapore-listed companies.

In the latest SGTI 2025, published on 14 August 2025, Uni-Asia Group Limited was ranked 35th amongst all listed companies in Singapore (excluding REITs), representing the highest ranking the Group has achieved to date. While the Group is encouraged by this recognition, we remain committed to continually upholding and enhancing corporate governance standards and practices to the best of our abilities, with the objective of safeguarding stakeholder interests and supporting the Group’s sustainable long-term growth.

Year	Ranking	SGTI Score
2025	35	91.3
2024	89	80
2023	181	77

More information on SGTI:

[SINGAPORE GOVERNANCE AND TRANSPARENCY INDEX - Centre for Governance and Sustainability \(CGS\)](#)



Thank You!

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