United Capital

United Capital Plc
Q3 2026 Investors & Analyst Call



FRIDAY, OCTOBER 30, 2026

United Capital

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United Capital

01

OVERVIEW



The Group at a Glance

INVESTMENT BANKING

- Financial Advisory
- Debt Capital Markets
- Equity Capital Markets
- Project Finance
- Mid-Market

ASSET MANAGEMENT

- Portfolio Management
- Investment Advisory
- Mutual Funds
- Infrastructure Fund

SECURITIES TRADING

- Securities Dealing
- Equity Portfolio Management Service
- Stockbrokers to Primary Issues and Offers

MICROFINANCE BANK

- Savings
- Payments
- Loans

6 DECADES OF FINANCIAL LEADERSHIP

One Group, Endless Possibilities

WEALTH MANAGEMENT

- Bespoke financial and investment solutions
- Access to international and offshore markets
- Structured investments products

TRUSTEES

- Private Trusts
- Public Trusts (Bond & Collective Investment Schemes)
- Corporate Trust (Debentures & Consortium Lending)

UC PLUS ADVANCE

- Easy Loans for Salary Earners
- Asset Backed Loans
- Asset Financing

AFRICA OPERATIONS

- UCAMWAL Cote d'Ivoire (WAEMU Region)
- UCFS Rwanda
- UCFS Ethiopia
- UC Trustees Rwanda

A Leading Financial Services Group

A-
Rating
Agusto

A/A1
Rating
GCR ▲

1st
Bond Issuance by a Capital Market Operator in Nigeria

₦62.47bn
Gross Earnings
▲ 50% YoY Growth

₦41.58bn
Profit Before Tax
▲ 66% YoY Growth

₦237.08bn
Shareholder's Funds
▲ 58% YTD



STRONG PRESENCE IN NIGERIA AND OTHER AFRICAN COUNTRIES

275,000+
Shareholders

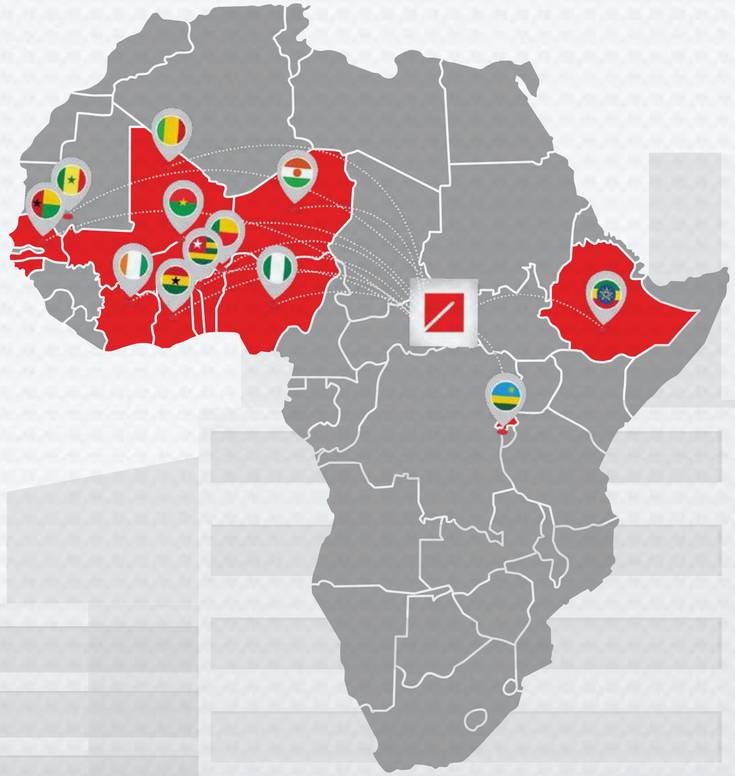
780,000+
Accounts

>₦2.19tn
Asset Under Management

Our African Expansion Expedition

Our African expansion will be deliberate and structured, focusing on similar strategic themes and strong collaboration to dominate the investment management landscape in the region.





Core Values

EXCELLENCE

- Quality
- Distinction
- Exceptionalism

EXECUTION

- Getting things done
- Responsiveness
- Ownership & Accountability

ENTERPRISE

- Ingenuity
- Determination
- Hardwork



OUR PURPOSE

United Capital is transforming the African continent by providing innovative investment banking solutions to governments, companies and individuals

CULTURE CODE

We are focused on managing our client's investments with a fundamental approach, while adhering to robust risk control processes and procedures to protect and enhance their assets

OUR CORPORATE GOALS

To be the financial and investment role model across Africa, deploying innovation, technology and specialist skills to exceed client expectations, whilst creating superior value for all stakeholders

Board of Directors



UCHE IKE
Chairman
Non-Executive Director



PETER ASHADE
Group Chief Executive Officer



SUNNY ANENE
Deputy Group Chief Executive Officer



AYODEJI ADIGUN
Group Executive Director & Chief Operating Officer



OLADIPUPO FATOKUN
Independent Non-Executive Director



OLULEKE OGUNLEWE
Non-Executive Director



ROSE NAT ESHIETT
Independent Non-Executive Director



CHIUGO NDUBISI
Non-Executive Director



SAMUEL NWANZE
Non-Executive Director

Experienced Executive Team



PETER ASHADE
Group Chief Executive Officer

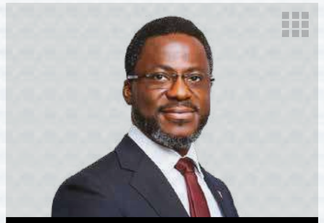


SUNNY ANENE
Deputy Group Chief Executive Officer



AYODEJI ADIGUN
Group Executive Director/
Chief Operating Officer

Experienced Business Leaders



DR. GBADEBO ADENRELE
Managing Director,
United Capital Investment Banking



DR. ODIRI OGINNI
Managing Director/CEO,
United Capital Asset Management Limited



BAWO ORITSEJAFOR
Managing Director/CEO,
United Capital Securities Limited



MICHAEL ABIODUN THOMAS
Managing Director/CEO,
United Capital Trustees Limited



ADETOLA FASUYI
Managing Director,
United Capital Wealth Management



ESTHER ADEOLA-BALOGUN
Managing Director/CEO,
UCEE Microfinance Bank



SEUN BABASOLA
Director, Regional Operations (Nigeria)



EJIKEME OKOLI
Director, Regional Operations (Africa)

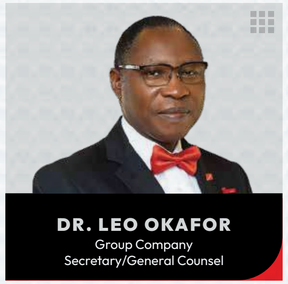


LABAS BAMBA
Chief Executive Officer, United Capital
Asset Management West Africa Limited



ADEKUNLE OLUGBILE
Head, Consumer Finance

Experienced Management Team



DR. LEO OKAFOR
Group Company Secretary/General Counsel



SHEDRACK ONAKPOMA
Group Chief Finance Officer



OLUSEYE KOMOLAFE
Director, Resources



AYODELE AKINWUNMI
Chief Economist



OLUREMI TINUOLU-GABRIEL
Director, Enterprise Retail



RITA UNUIGBOJE
Group Head, Operations



OLUFEMI OLAYIWOLA
Group Chief Risk Officer



BABATUNDE ADENUGA
Group Head, Marketing and Corporate Communications



OLUSEGUN OMOLOYE
Group Head, Customer Experience Management



ALEX AKINDUMILA
Group Chief Infomation Security Officer



ENAJITE EDUVIE
Group Treasurer



AKINKUNMI AKINLAWON
Group Chief Information Officer



KAZEEM SHOMADE
Group Head, Strategy & Sustainability



MUSA SHONDE
Head, Compliance

United Capital

02

Q3 OPERATING ENVIRONMENT



Nigeria Economic Environment

Improving macroeconomic stability, easing inflationary pressures and broader market access are creating a more supportive environment for investment and capital flows. United Capital is strategically positioned to capture these opportunities through strong client partnerships and a diversified suite of investment solutions

REAL GDP GROWTH

4.43%

Q2 2026, year on year
Stronger growth expected in Q3 and Q4

HEADLINE INFLATION

14.63%

September 2026, year on year
Inflationary pressure to ease further in Q4

MONETARY POLICY RATE

23.00%

Cut by 3.50% in September from 26.50%
Positive for equity market growth

EXTERNAL RESERVES

US$54.9bn

September 2026, but now over US$55.13bn and support strong Naira

COMPOSITE PMI

53.0 Points

Indication of strong GDP growth which will boost investments

BONNY LIGHT PRICE

US$117.12/b

Sep 2026 average, US$/b leading to strong FX inflows

CAPITAL IMPORTATION IN Q2 2026

US$9.7bn

Support strong Naira stability

US$/₦1,329.16

+7.42% YTD (NAFEM)

Sep 2026

MARKET DEVELOPMENTS SO FAR

CREDIT RATINGS

B

Fitch Ratings / Positive
Moody's B3 / Positive
These should drive investment inflows inflow Nigeria and prevent capital flights

EQUITY ACCESS

Frontier

FTSE Russell Index inclusion
Nigeria returns to the Frontier Market Index, improving visibility and should lead to equity price appreciation

BOND ACCESS

7.4%

JP Morgan index weight
GBI-EM Edge inclusion in September broadens visibility for eligible government bonds and increase liquidity

DOMESTIC REFORMS

OMO

Wider investor access
Open Market Operations opened to a wider investor pool from August 12. Opportunity for new investors to enter

Sources: CBN, NBS, FTSE references

Equities and Fixed Income Markets

Strong equity gains and attractive fixed income yields create opportunities across asset classes, supporting growth across UCAP businesses

NGX ALL-SHARE INDEX

+61.43% YTD

MARKET CAPITALISATION

₦163.10tn +64.13% YTD

Sector YTD Performance

OIL AND GAS	INDUSTRIAL GOODS	BANKING	CONSUMER GOODS	INSURANCE
+133.94% ▲	+83.92% ▲	+78.92% ▲	+2.08% ▲	(8.59%) ▼

Fixed Income Yields

NIGERIAN TREASURY BILLS (NTB) YIELDS			FGN BONDS (YIELDS)			EUROBONDS (USD) YIELDS		
17.64%	17.77%	18.24%	16.15%	16.09%	16.24%	6.77%	7.31%	7.67%
91-day	182-day	364-day	5-year	7-year	10-year	5-year	7-year	10-year

Sources: NGX, FMDQ and United Capital Research

WAEMU Economic Environment

Strong economic growth alongside moderating inflation in WAEMU region provides a supportive operating environment for UCAP. It also stimulates capital-market activity, corporate transactions, asset valuations and demand for investment products, all which UCAP is well positioned to explore

Benin



GDP – **6.4%** (Q1 2026)
INFLATION – **1.9%** (SEP 2026)
BOND YIELD – **5.0%** (2Y / 30 SEP)

Burkina Faso



GDP – **5.6%** (Q1 2026)
INFLATION – **0.1%** (MAY 2026)
BOND YIELD – **6.0%** (5Y / 30 SEP)

Côte d'Ivoire



GDP – **6.7%** (Q1 2026)
INFLATION – **1.60%** (SEP 2026)
BOND YIELD – **7.00%** (5Y / 30 SEP)

Guinea-Bissau



GDP – **5.5%** (Q1 2026)
INFLATION – **(0.50%)** (AUG 2026)
BOND YIELD – **7.00%** (3Y / 30 SEP)

Mali



GDP – **6.1%** (Q1 2026)
INFLATION – **3.3%** (AUG 2026)
BOND YIELD – **7.0%** (3Y / 30 SEP)

Niger



GDP – **7.0%** (Q2 2026)
INFLATION – **1.3%** (SEP 2026)
BOND YIELD – **10.00%** (5Y / 30 SEP)

Senegal



GDP – **3.1%** (Q2 2026)
INFLATION – **1.0%** (SEP 2026)
BOND YIELD – **8.00%** (5Y / 30 SEP)

Togo



GDP – **5.8%** (Q1 2026)
INFLATION – **2.4%** (SEP 2026)
BOND YIELD – **7.00%** (5Y / 30 SEP)

Sources: IMF, respective central banks & national statistics offices, CBN, BCEAO

African Economic Environment

Strong GDP growth across Africa supports UCAP's cross-border expansion while diverse macroeconomic conditions create opportunities for selective market positioning

Angola



GDP – **8.7%** (Q2 2026)
INFLATION – **8.43%** (SEP 2026)
BOND YIELD – **22.00%** (10Y / 30 SEP)
FX VS USD – **0.08%** (YTD / 30 SEP) ▼

Ghana



GDP – **6.0%** (Q2 2026)
INFLATION – **5.2%** (SEP 2026)
BOND YIELD – **12.60%** (10Y / 30 SEP)
FX VS USD – **11.52%** (YTD / 30 SEP) ▼

Kenya



GDP – **5.1%** (Q2 2026)
INFLATION – **6.8%** (SEP 2026)
BOND YIELD – **12.40%** (10Y / 30 SEP)
FX VS USD – **0.50%** (YTD / 30 SEP) ▼

Ethiopia



GDP – **9.8%** (FY 2026)
INFLATION – **14.9%** (SEP 2026)
FX VS USD – **4.03%** (YTD / 30 SEP) ▼

Uganda



GDP – **6.8%** (Q2 2026)
INFLATION – **4.6%** (SEP 2026)
BOND YIELD – **15.40%** (10Y / 30 SEP)
FX VS USD – **8.30%** (YTD / 30 SEP) ▼

Rwanda



GDP – **9.4%** (Q2 2026)
INFLATION – **20.0%** (SEP 2026)
BOND YIELD – **12.90%** (10Y / 30 SEP)
FX VS USD – **1.29%** (YTD / 30 SEP) ▼

Tanzania



GDP – **6.0%** (Q1 2026)
INFLATION – **4.3%** (SEP 2026)
BOND YIELD – **11.25%** (10Y / 30 SEP)
FX VS USD – **7.32%** (YTD / 30 SEP) ▼

South Africa

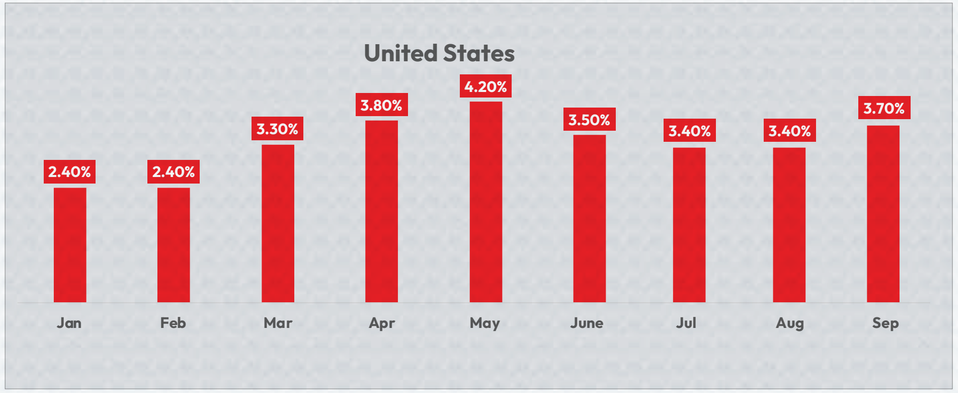


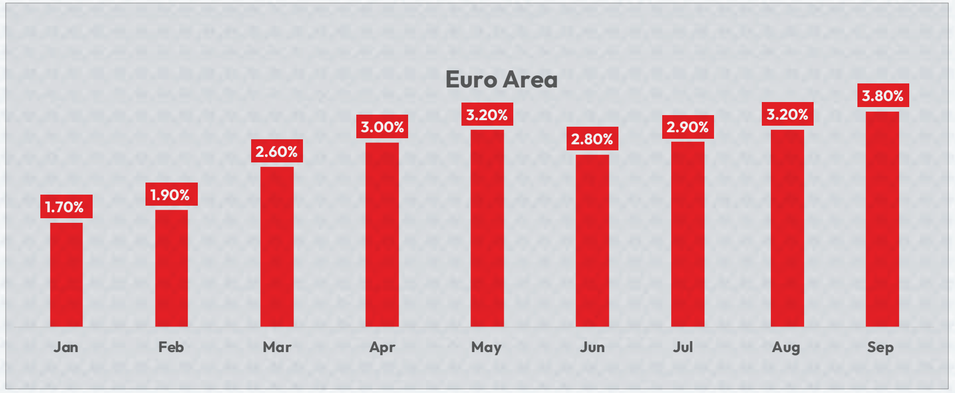
GDP – **0.9%** (Q2 2026)
INFLATION – **4.5%** (SEP 2026)
BOND YIELD – **8.96%** (10Y / 30 SEP)
FX VS USD – **+0.87%** (YTD / 30 SEP) ▲

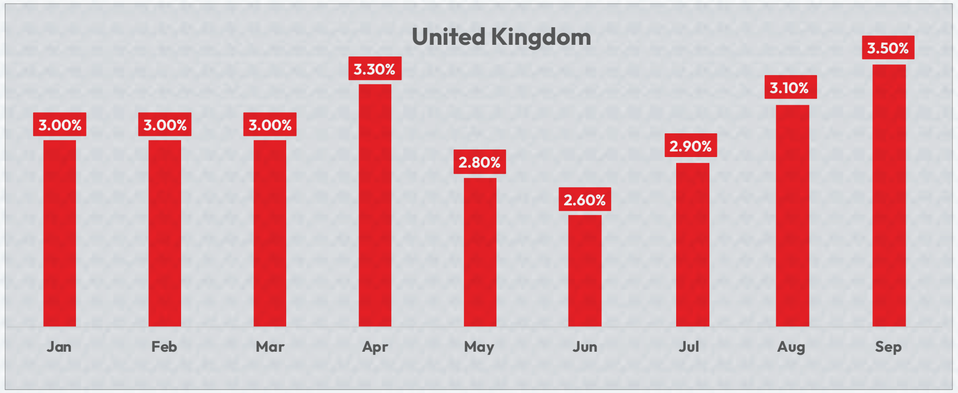
Sources: IMF, respective central banks & national statistics offices, CBN, BCEAO

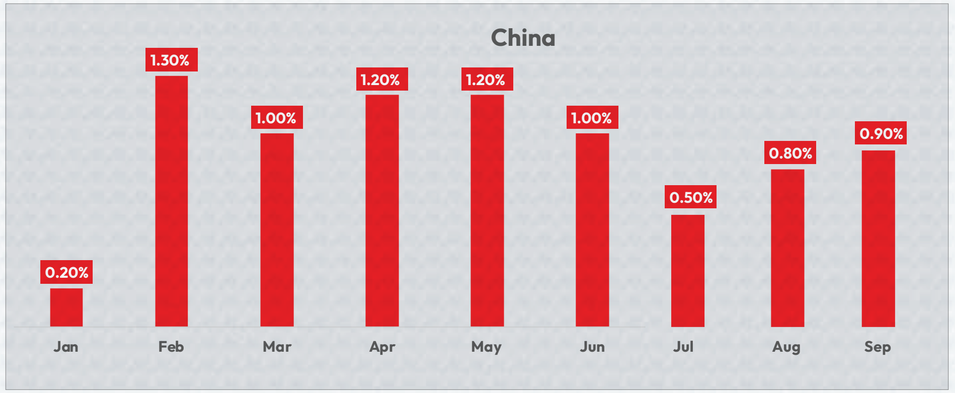
Global Economy: Inflation Trends in Selected Key Economies

Rising energy costs have intensified global inflationary pressures, potentially sustaining tighter financing conditions in the near term. However, Nigeria's energy-exporting position offers a buffer, creating opportunities across UCAP's businesses









03

BUSINESS MILESTONES



UCAP Businesses Q3 Achievements at a Glance

Q3 2026 business highlights

ASSET MANAGEMENT

#1 by NAV

United Capital Balanced Fund & Fixed Income Fund

Revenue +51.3% YoY
Balanced & Fixed Income funds: #1 by Net Asset Value

INVESTMENT BANKING

#1 fixed Income Primary Markets Sponsor on FMDQ

In Q3 alone

8 closed transactions including ₦728.98bn NBET bond and ₦486bn Dangote Sugar rights issue

WEALTH MANAGEMENT

+100%

UC Octus AUM, quarter on quarter

Investment Planning AUM: +101.43% YTD
As at 30 September 2026

AFRICAN OPERATIONS

New Markets

Expanding beyond Nigeria

Growing revenue and market share in the WAEMU region
CMA-endorsed Lead Distributor for the Dangote IPO in Rwanda
Strategic market penetration in Ethiopia

SECURITIES

Top 10 on NGX

Stockbroking firms, NGX Top 10 Dashboard, Q3

Revenue +96%, PBT +88% YoY
2.71% of total NGX value traded in Q3
Joint stockbroker, Dangote listing

TRUSTEES

₦9tn+

Trustee mandates

Launched Amanah Islamic Trust
Lagos bond Trustee appointment
Fortis Total Return Fund mandate

UC PLUS ADVANCE

Broader lending

New financing propositions

Strengthened credit assessment
Widened access to Dangote IPO
Expanded asset and green finance

UCEE MFB

+73%

9M PBT above FY 2025 PBT

Loan portfolio +72%, deposits +54.8%
Disbursements +37.5% above FY 2025
Shareholders' funds +13%

United Capital Investment Banking

#1

Fixed Income Primary Markets Sponsor on FMDQ (January to September 2026)

We are now the most active sponsor in the fixed income primary market on FMDQ Exchange, ahead of 45 other registered sponsors.

MARKET LEADERSHIP: FMDQ League Table (January - September 2026)

#1 of 45
Overall sponsor ranking

₦825.84bn
Bond listings and CP quotations sponsored

13%
Q3 market share, the highest of any sponsor

12th → 2nd
Climb in CP quotations ranking

Q3 2026 Closed Transactions: 8 Deals

₦728.98bn
NBET Finance Company Plc
Issuing House

₦486bn
Dangote Sugar Refinery Plc
Issuing House

₦100bn
Pivot Integrated Energy Services Ltd
Issuing House

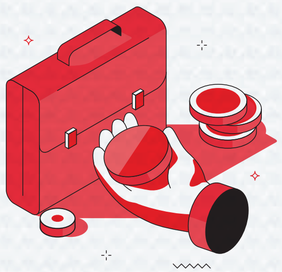
₦22.75bn
VFD Group Plc
Issuing House

₦13bn
Skymark Partners
Joint IPA

₦486bn
Valency Agro Nigeria Ltd
Issuing House

₦9bn
Cardinal Torch Company Ltd
Joint Issuing House

₦1.18bn
AB MFB SPV Plc
Lead Issuing House



Q4 2026 Outlook: Strategic Priorities

- Drive Debt Capital Markets Execution
- Execute Priority Transactions and Accelerate Mandate Origination
- Leverage Pan-African and Cross-Business Synergies

United Capital Asset Management

#1 by NAV

United Capital Balanced Fund & Fixed Income Fund

Asset Management delivered astrong quarter, with revenue up 51.3% and profit before tax up 88.2% year on year.
Our Balanced and Fixed Income Funds now leadtheir categories by Net Asset Value.

Q3 2026 Key Achievements

Revenue Growth

+51.3%

Year on year

Profit Before Tax

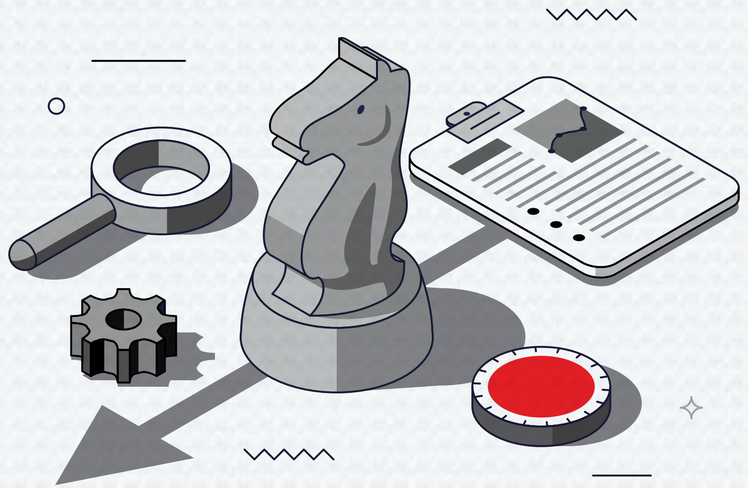
+88.2%

Year on year

Consolidate Market Leadership

Q4 2026 Priorities

- Grow Assets Under Management by at least 50%
- Launch two new mutual funds, taking our range of products to 13
- Broaden our customer base by leveraging Technology (via InvestNow)



United Capital Trustees

₦9tn+

Trustee mandates

Managing over ₦9 trillion in mandates as Trustee, reinforcing our strong position across key Trust segments.
Q4 focus remains on converting our strong pipeline, accelerating AUM growth, expanding product reach and strengthening our market position.

Trustees' Q3 2026 Achievements

Market Position

Managing over ₦9 trillion in mandates as Trustee, reinforcing our strong position across key Trust segments

Product Launch

Successfully launched the Islamic Trust Product, Amanah, generating strong market interest and multiple pipeline opportunities

Bond Appointment

Appointed Trustee on the Lagos Programme 4 Series 5 Bond, strengthening our Public Trust franchise

Q4 2026 Strategic Priorities & Outlook

Strategic Growth

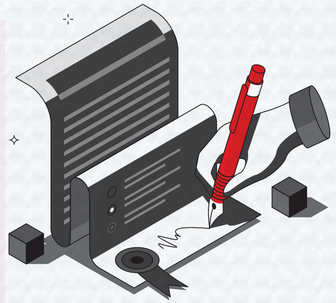
Converting pipeline opportunities into mandates and strategic partnerships to drive growth

AUM Growth

Deepening client relationships and converting opportunities into sustainable AUM

Product Expansion

Scaling solutions and improve digital access to unlock new clients and revenue opportunities



United Capital Securities

Top 10

Stockbroking Firms on the Nigerian Exchange

NGX Top 10 Dashboard, Q3 2026

Securities delivered a standout quarter. Revenue rose 96% and profit before tax 88% year on year.
We were appointed as Joint Stockbroker on the Dangote Refinery listing underline the strength of the franchise.

Our Securities Business Milestones

Market Share
2.71%
Of total NGX value traded in Q3, and 1.7% of volume

Revenue Growth
+96%
Year on year, Q3 2026

Profit Before Tax
+88%
Year on year, Q3 2026

Deal Mandates
Dangote IPO
Joint Stockbrokers to the recently concluded Dangote Refinery listing

Q4 2026 Strategic Priorities

Client Acquisition
Grow our active investor base through seamless onboarding, dormant account reactivation and strategic fintech partnerships.

Trading Volume & Value
Scale retail market participation to drive higher trading volume and value.

Engagement & Retention
Deepen client relationships through personalised engagement and investor education.

InvestNow
Position InvestNow as the preferred digital platform for retail stock trading, with a focus on youth participation.

United Capital Wealth Management

+100%

UC Octus AUM (Offshore Equities), quarter on quarter

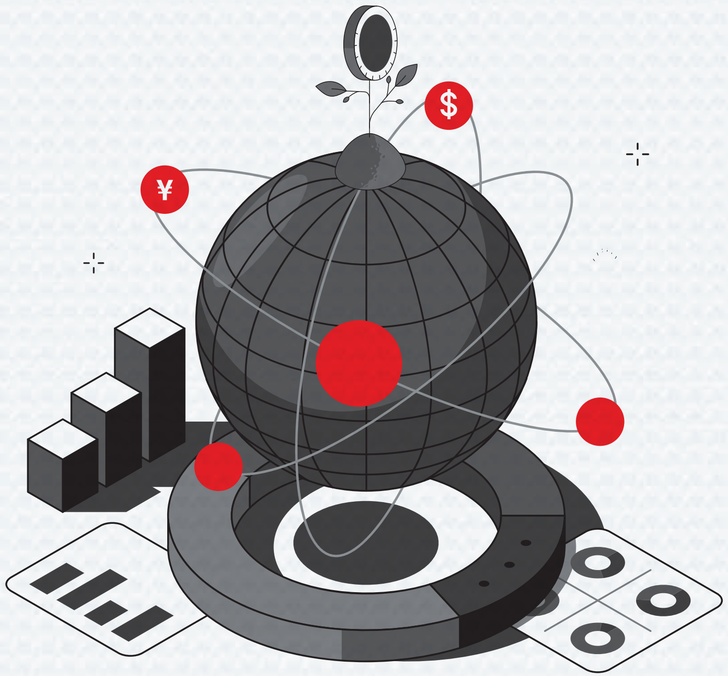
Our offshore preposition is scaling fast. UC Octus grew by over 100% in a single quarter while Investment Planning AUM more than doubled YTD.

9M 2026 Performance Highlights

Investment Planning AUM

+101.43%

YTD (As at 30 September 2026)



UCEE Microfinance Bank

73%+

9-Month PBT surpassed FY 2025 PBT by 73%, highlighting improved profitability.

UCEE MFB: Landmark Achievements

Loan Portfolio Growth

+72%

By Q3 2026, reflecting strong credit demand

Loan Disbursement

+37.5%

Q3 2026 disbursements above FY 2025 levels

Deposit Mobilisation

+54.8%

Strengthening UCEE MFB's funding base

Shareholders' Funds

+13%

Strengthening the Bank's capital base



UC Plus Advance

Broader lending

New financing propositions

Strengthening market relevance, product breadth and execution capability. Q3 Theme: From product execution to a more diversified, insight-led Consumer Finance platform.

Q3 2026 Key Achievements

Strengthened Credit Risk Assessment &Infrastructure

Strengthened credit risk assessment through First Central and Credit Bureau registration and training, enhancing customer credit evaluation and monitoring

Democratized Access to Investment Opportunities

Launched innovative financing solutions that enabled wider participation in the Dangote Refinery IPO, advancing financial inclusion and sustainable wealth creation.

Transitioned Towards a Diversified Lending Model

Expanded Consumer Finance into equity-based financing through Asset Acquisition and Green Finance, diversifying the credit portfolio

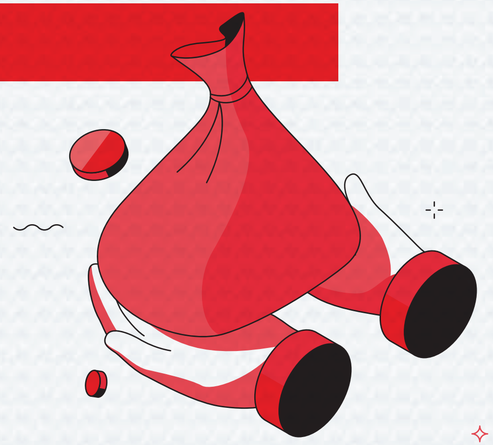
Q4 2026 Strategic Priorities & Outlook

Drive Growth in Asset & Green Finance

Accelerate Asset and Green Finance to expand equity-based lending and diversify the portfolio

Scale Our Collateralized Lending Solutions

Scale Asset-Backed Loans, UC Invest and Auto Finance, leveraging existing customers and collateral



Our Strategic Investment in Africa Is Delivering Results

We are building a Pan-African Financial Services Platform for Sustainable Growth

United Capital's African expansion strategy is progressing from market entry to tangible commercial outcomes, establishing new growth opportunities beyond Nigeria.

Highlights

Côte d'Ivoire
Growing Revenue & Market Share

UCAMWAL continues to make remarkable progress in our quest to democratise investment opportunities and deepen financial inclusion across the West African Economic and Monetary Union (WAEMU) region.

Rwanda
Lead Distributor for Dangote IPO

Our participation and endorsement by CMA Rwanda as Lead Distributor in the Dangote Petroleum Refinery IPO distribution demonstrates growing market relevance and regional connectivity.

Ethiopia
Strategic market penetration

Our distribution role and investor roadshow alongside Dangote Refinery team demonstrates our growing institutional presence and cross-border capabilities.

2027 Outlook
Scaling our African franchise

Our African operations will become increasingly central to our growth strategy, creating opportunities for revenue diversification, market integration and sustainable long-term earnings.

Sustainability Updates- Q3-2026

Sustainability Portfolio

UC Children Investment Fund:
Building long-term wealth for minors through systematic capital market investments.

UC Wealth for Women Fund:
Empowering women through accessible, low-risk investment opportunities.

UCIF:
Bridging Africa's infrastructure gap through medium- and long-term financing.

UCEE Solar Loan:
Expanding access to clean energy through affordable solar financing.

UC Amanah Trust:
Enabling Shari'ah-compliant estate planning and wealth transfer.

UC Imran:
Growing dollar-denominated wealth through ethical, Shari'ah-compliant investments.

Sustainability Milestones

IFRS S1 & S2 Adoption: All Four Pillars Strengthened

In Q3, we transitioned from framework development to operational deployment, strengthening governance, risk oversight, disclosure readiness andsustainable finance delivery."

Governance

- Governance framework updated in alignment with IFRS S1 & S2.
- Sustainability steering committee and champions network activated enterprise-wide.
- Designed the IFRS Sustainability Disclosure Policy in alignment with IFRS S1 & S2

Strategy

- Submitted Phase Pne Adoption readiness documents to the Financial Reporting Council of Nigeria (FRC).
- Conducted Financial Materiality assessment and identified the impact of sustainability related opportunities in our business.
- Progressed with integration of sustainability into business planning and stakeholders' engagement

Risk Management

- Conducted Climate Risk Scenario Analysis to assess the potential financial impact on our investment portfolio.
- Commenced the process of updating our risk registers and embedding sustainability and climate risks within the ERM framework

Metrics & Targets

- Progressively enhanced the Group Metrics & Targets framework in tandem with identified Sustainability and Climate-related Risks and Opportunities
- Refined sustainability reporting templates and data architecture.
- Conducted IFRS S1 & S2 capacity-building programmes across the Group.

United Capital

04

FINANCIAL REVIEW



Financial Highlights – 9M 2026

Gross Earnings
₦62.47bn
▲ 50% YoY
9M 2025 ₦41.54bn

Profit Before Tax
₦41.58bn
▲66% YoY
9M 2025 ₦25.01bn

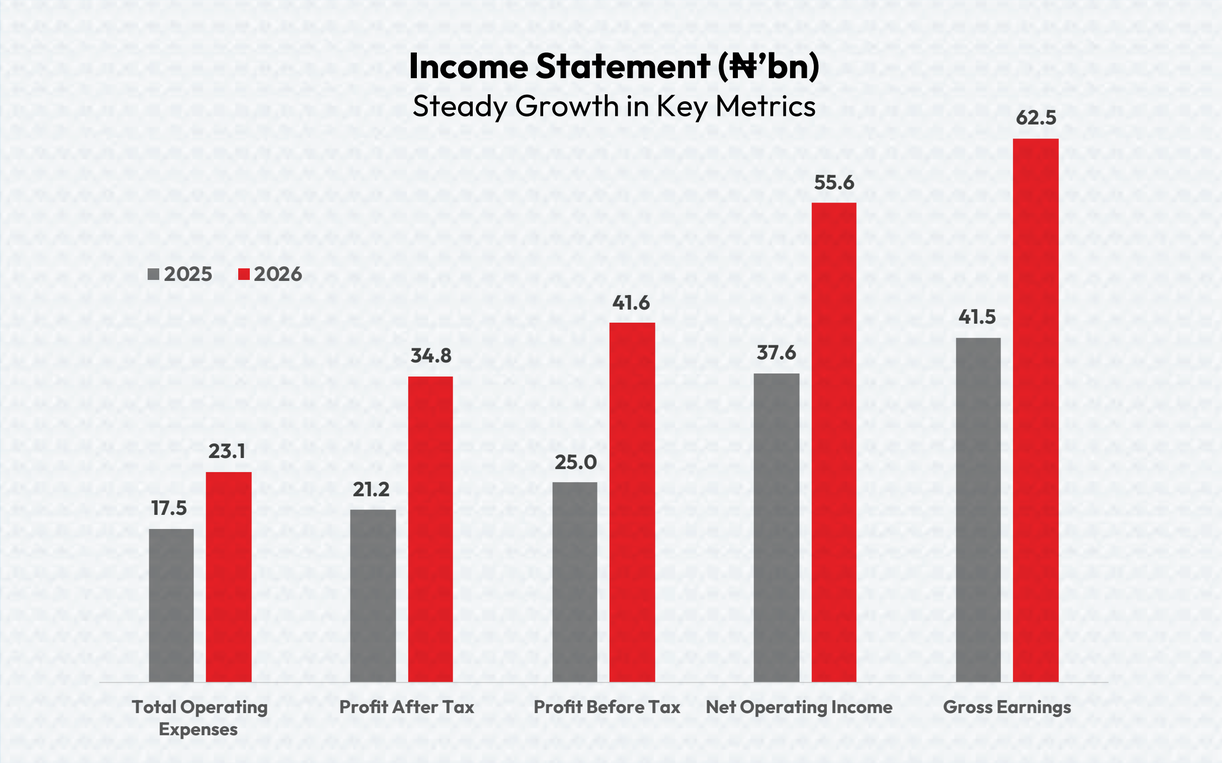
Profit AfterTax
₦34.83bn
▲ 65% YoY
9M 2025 ₦21.17bn

Total Assets
₦1.81trn
▲ 3% YTD
FY 2025 ₦1.76tn

Shareholders' Fund
₦237.08bn
▲ 58% YTD
FY 2025 ₦149.99bn

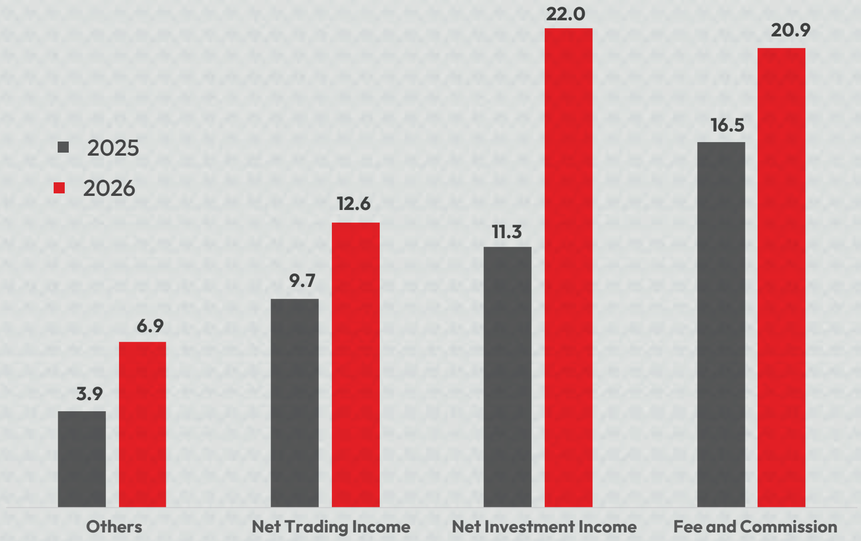
Group Income Statement Highlights

KEY METRICS	SEP 2025 (₦'bn)	SEP 2026 (₦'bn)	CHANGE YoY
Gross Earnings	41.54	62.47	50%
Net Operating Income	37.60	55.58	48%
Total Operating Expenses	17.46	23.14	33%
Profit Before Tax	25.01	41.58	66%
Profit After Tax	21.17	34.83	65%
Earnings Per Share (EPS -₦)	1.57	2.58	65%
Cost to Income Ratio	42%	37%	(5%)
PBT Margin	60%	67%	7%
PAT Margin	51%	56%	5%

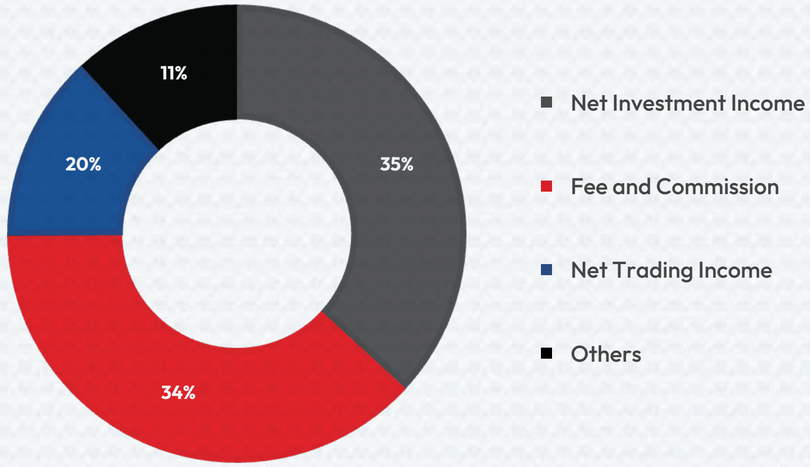


Gross Earnings Breakdown – Diversified Earnings from Core Businesses

Analysis of Gross Earnings (₦' Billion)

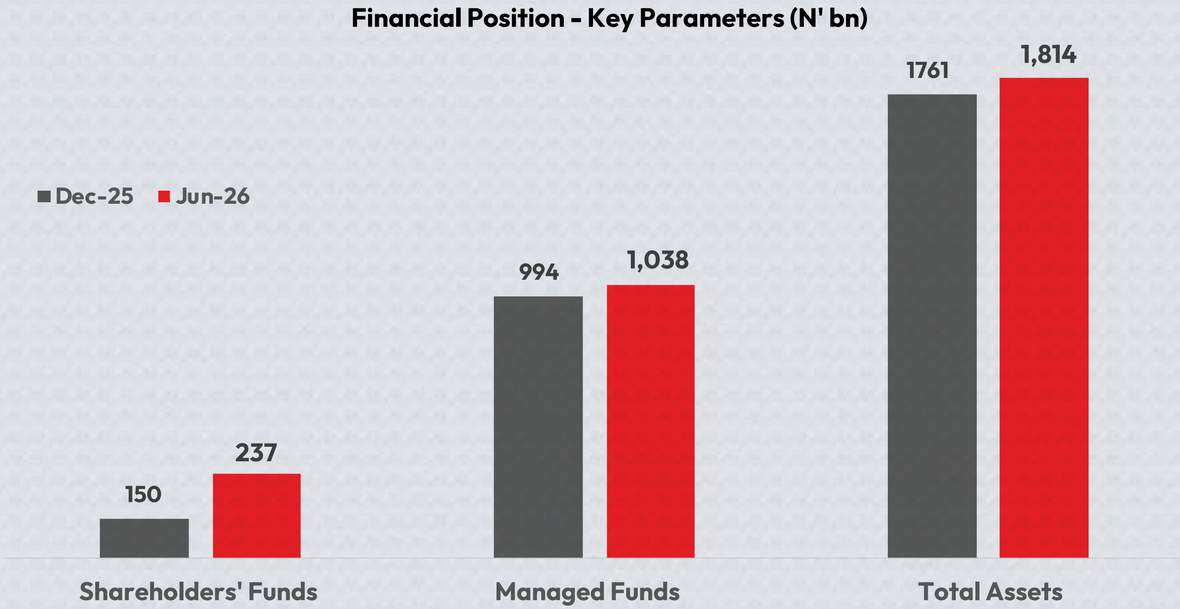


Breakdown of Gross Earnings – 9M 2026



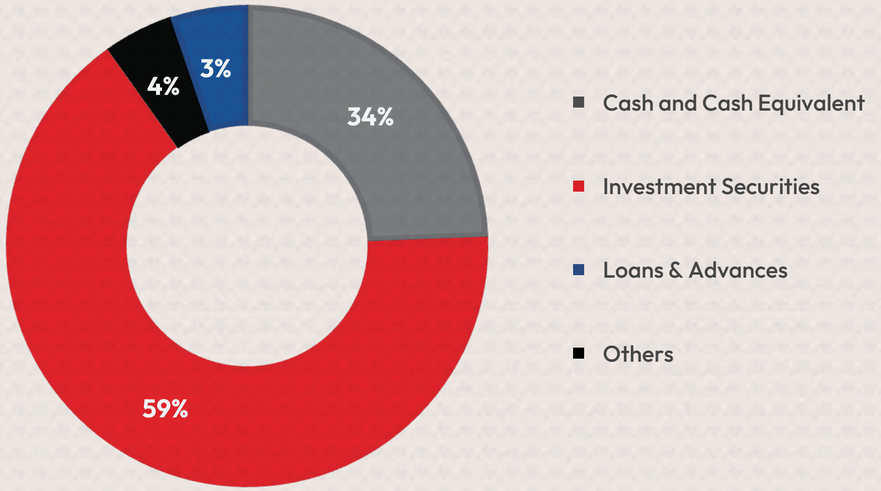
Financial Position – Highlights: Strong Base Supporting Growth

KEY METRICS	DECEMBER 2025 (₦'bn)	SEPTEMBER 2026 (₦'bn)
Total Assets	1,761	1,814
Managed Funds	994	1,038
Shareholders' Funds	150	237

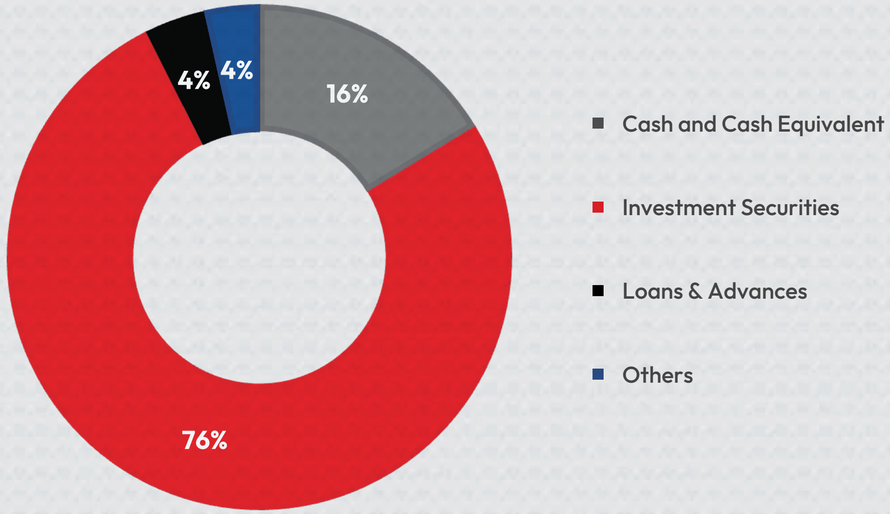


Analysis of Assets – Strong and Diversified Earning Assets

September 2026

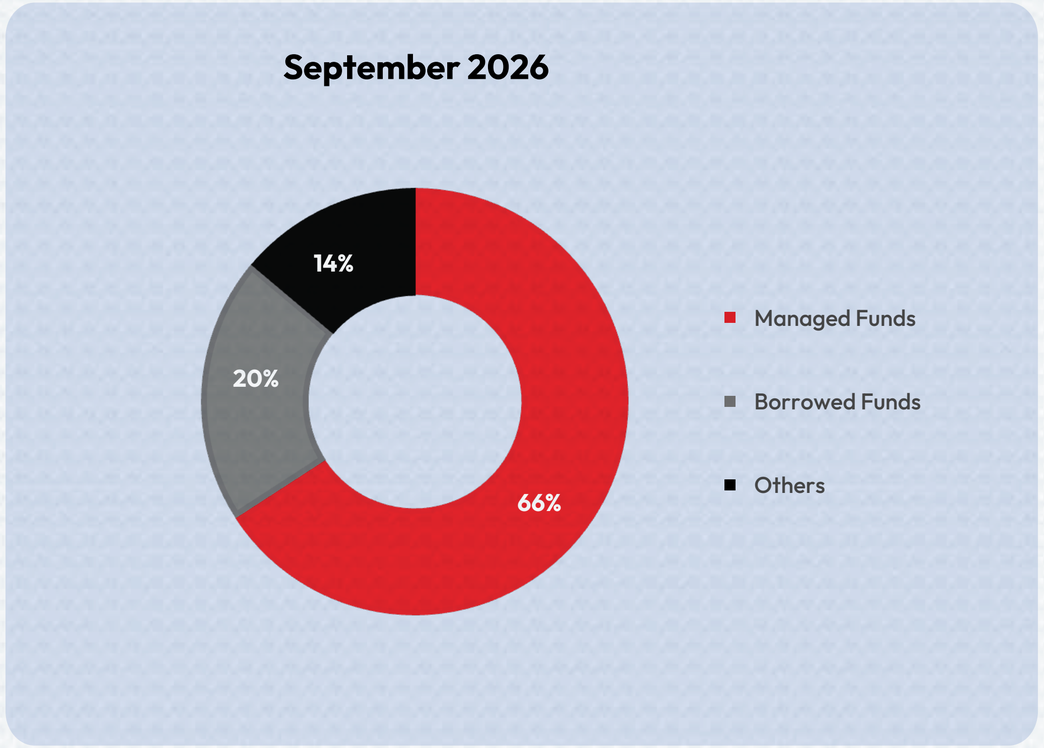


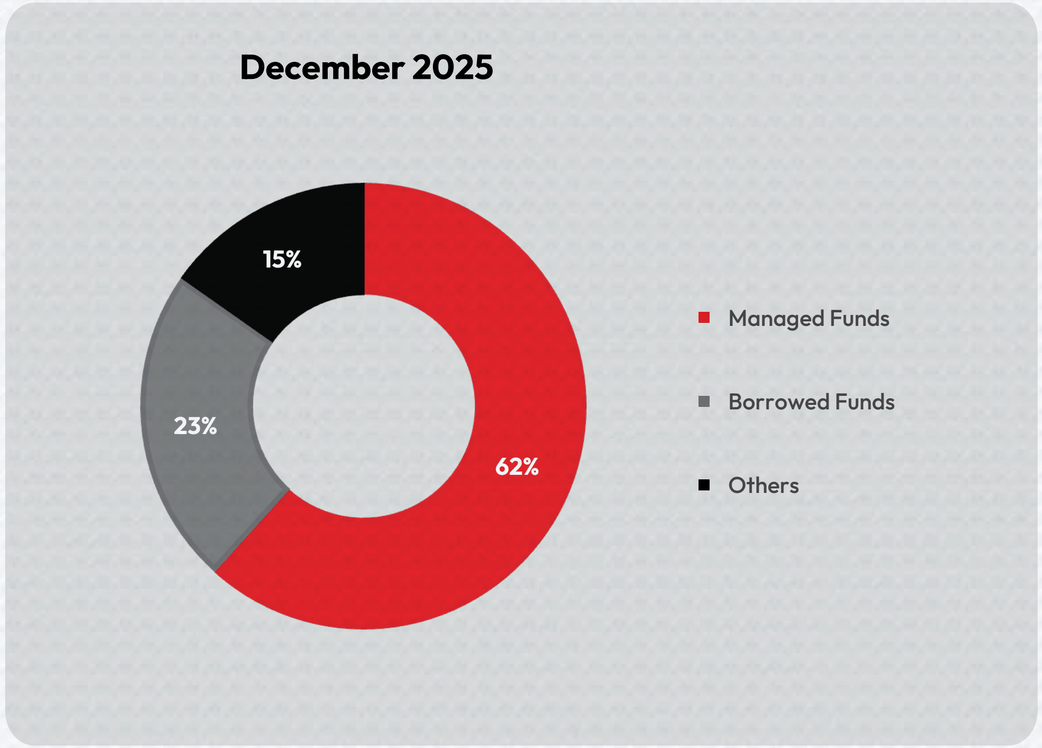
December 2025



*Assets are depicted based on their contribution to total assets

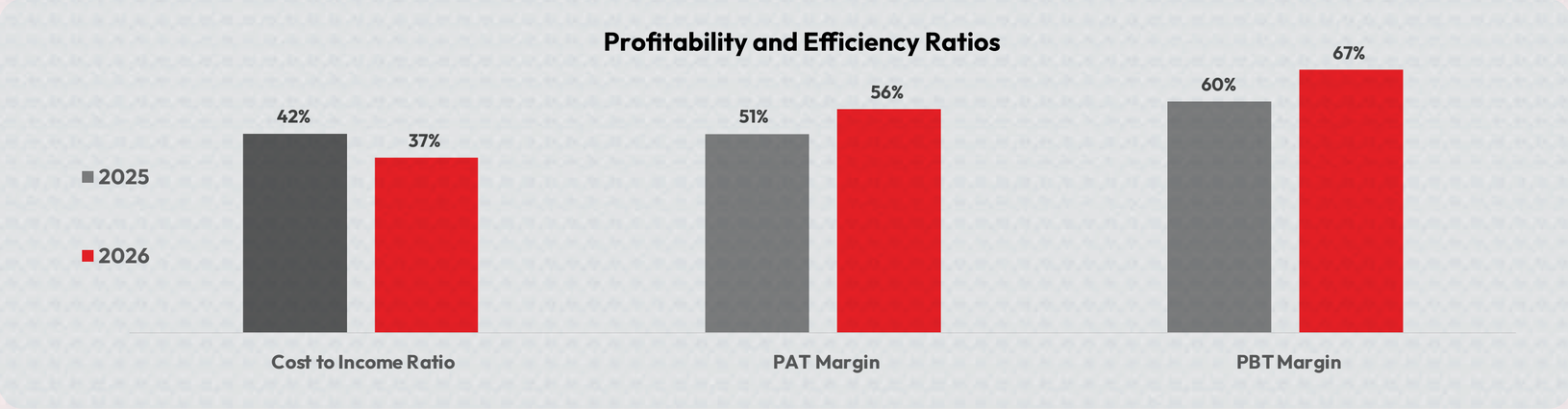
Analysis of Funding Mix – Diversified Funding Mix

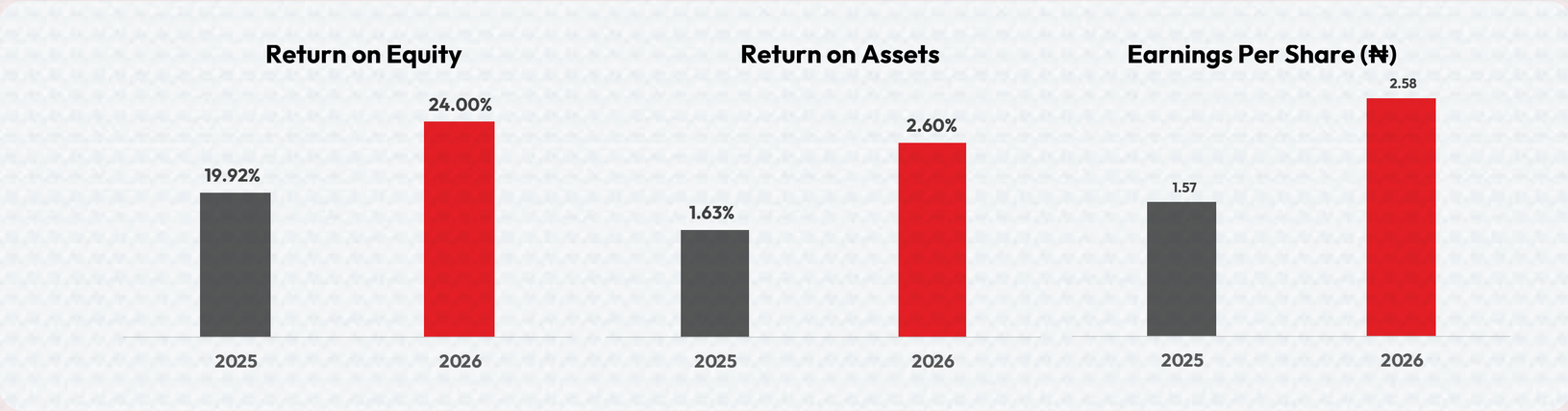




Each Funding source is depicted based on contribution to total Funding

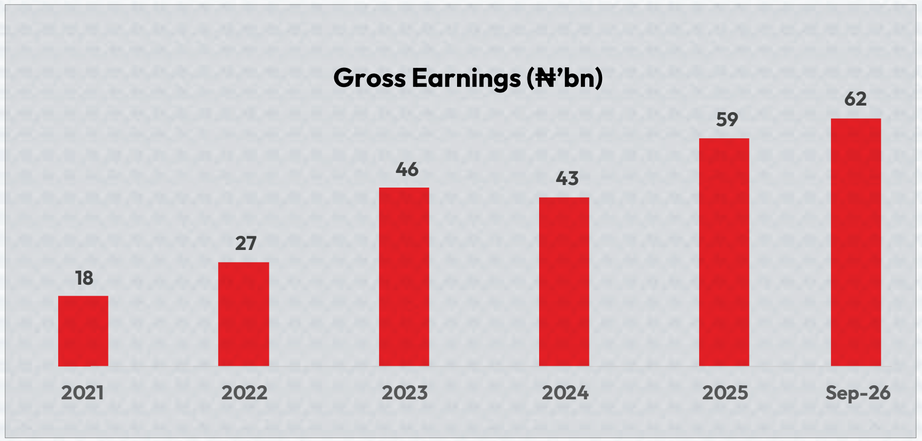
Ratio Highlights – Steady and Improving Returns to Shareholders

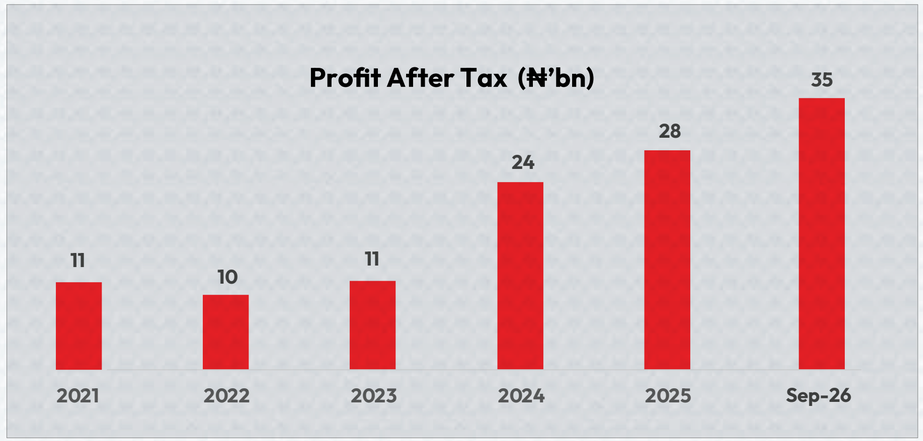


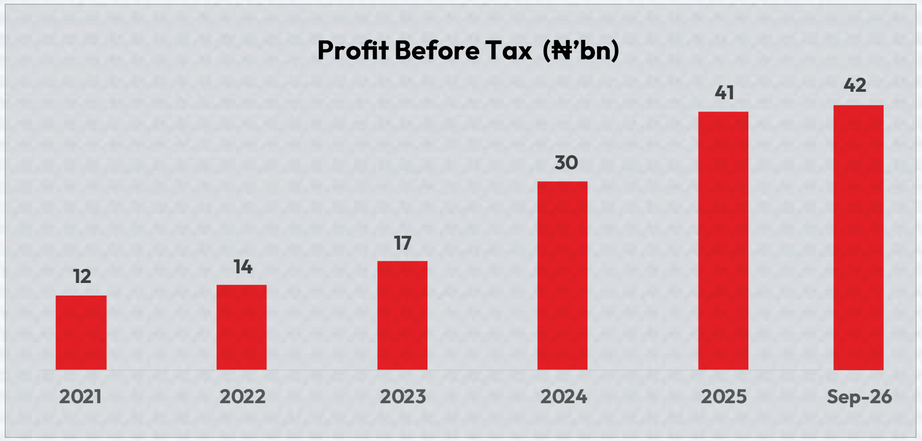


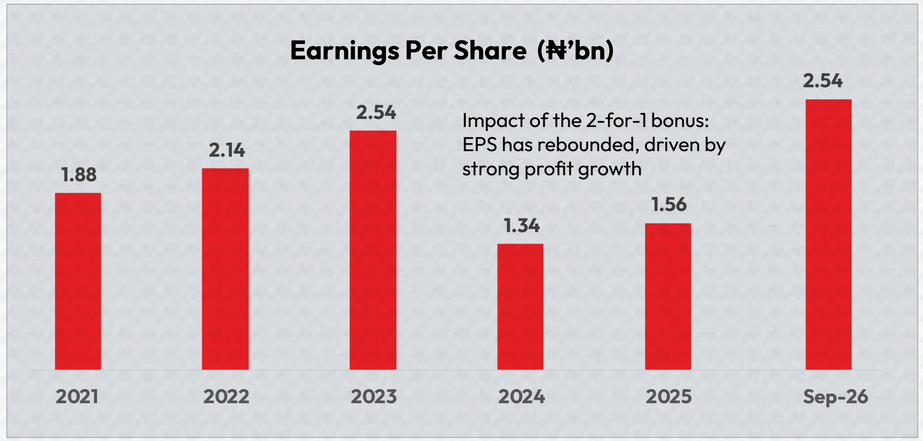
*Earnings Per Share, Return on Equity and Return on Assets are annualized

History of Strong Profitability Driving Shareholder Value

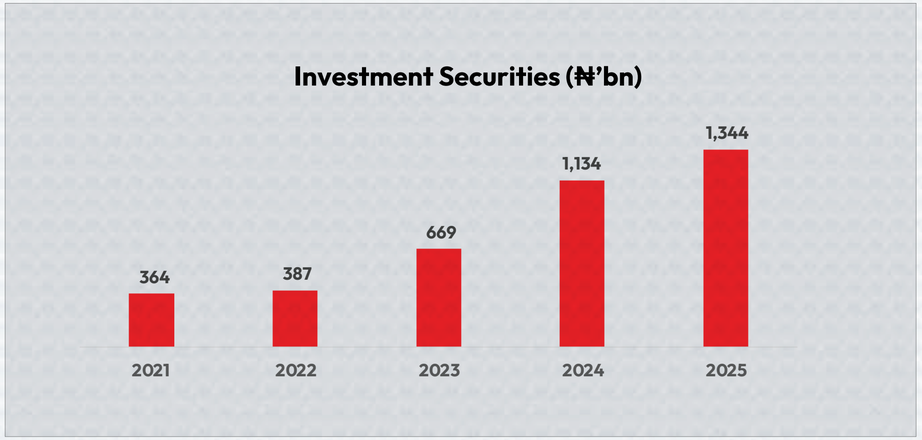


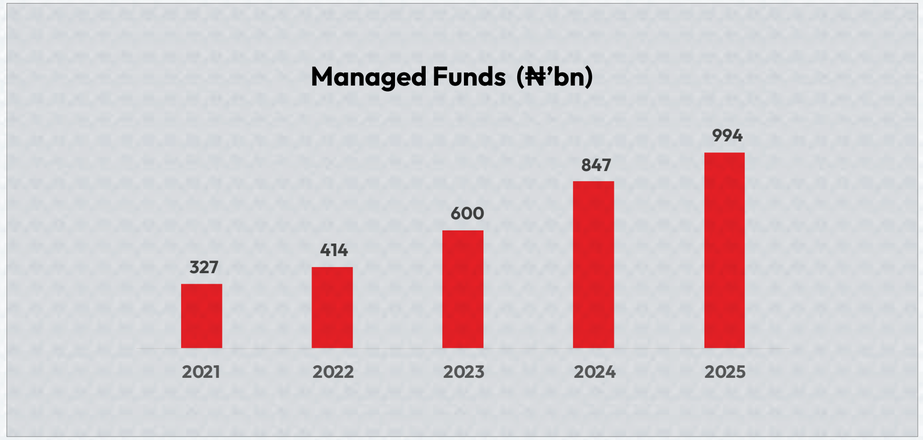


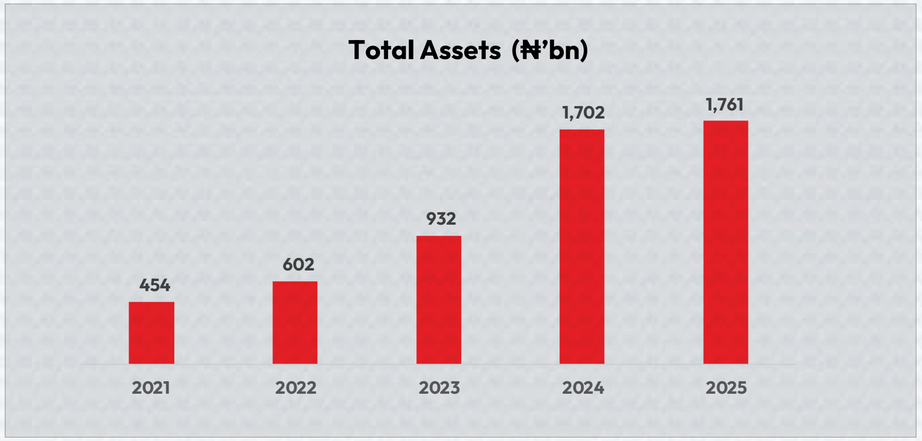


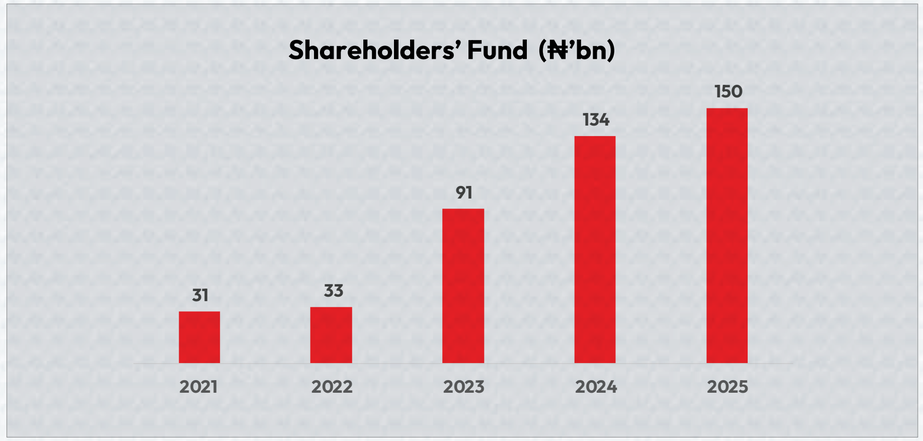


Quality Assets Meeting Client Needs and Driving Sustainable Growth









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05

OUTLOOK

Strategic Priorities

To deliver sustained value to our stakeholders in 2026, we will execute against a set of clearly defined sragtegic pillars designed to strengthen our competitive positioning and ensure long-tern institutional resilience

MARKET LEADERSHIP

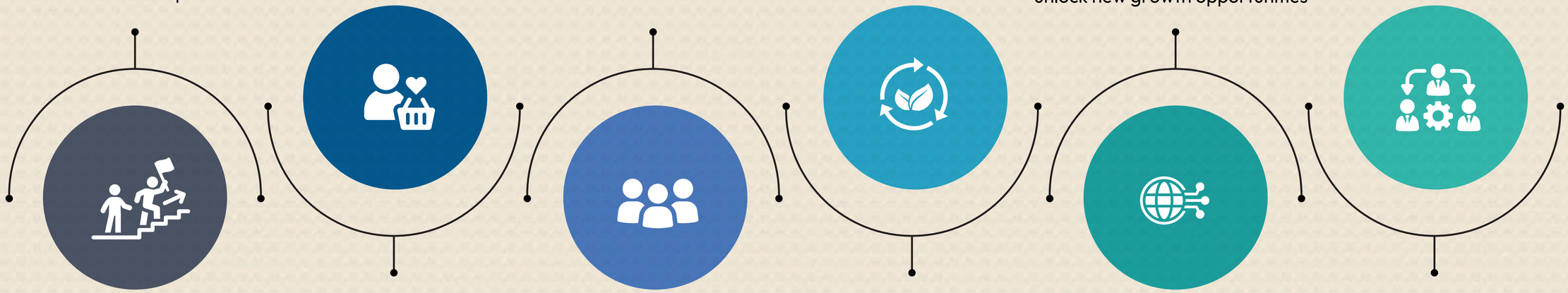
Our strategic focus is to be the market and product leader across every business segment and location we operate

PEOPLE & CULTURE

We are focused on fostering a high-performance, inclusive, and values-driven culture that attracts, develops & retains top talent

DIGITAL TRANSFORMATION

We will accelerate the adoption of data analytics & automation to enhance service delivery and unlock new growth opportunities



CUSTOMER EXPERIENCE

Our focus will be on delivering seamless, personalised & best-in-class customer experience-driven service excellence

SUSTAINABILITY

We are committed to embedding ESG principles into our investment decisions, operations, and stakeholder engagements

RISK MANAGEMENT

Our objective is to maintain a robust, forward-looking risk management framework that supports sustainable growth

Strategic Focus

As we progress into the last quarter of the year, our focus will be tilted towards accelerating delivery of our strategic priorities, maximising emerging opportunities and positioning the Group for sustained growth and stronger performance in the coming year.

01

AUM Growth

We will accelerate the growth of Assets Under Management (AUM) by deepening client acquisition and optimizing portfolio performance

02

Retail & Financial Inclusion

We will drive financial inclusion by scaling our retail strategy and expanding access to tailored financial solutions

03

Operational Efficiency

We will enhance operational efficiency by leveraging technology, automation, & process optimisation across the Group

04

Risk Management

Continuously strengthen risk controls and mitigation measures to safeguard portfolio quality and support sustainable business growth

05

Pan-African Business Leadership

Consolidate our footprints in new markets and deepen our presence across existing African markets

06

Product Innovation

We will strengthen our product suite by developing innovative offerings that address evolving client needs across retail and institutional markets

THANK YOU!

Q&A



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APPENDIX

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From time to time, United Capital Plc ("UCAP") or the ("Group") make written and/or oral forward-looking statements in presentations (including this presentation) and other communication. In addition, representatives of the Group may make forward-looking statements orally to analysts, investors, the media and others. All such statements are intended to be forward looking statements. Forward looking statements include, but are not limited to, statements regarding the Group's objectives and priorities for 2025, and beyond and strategies to achieve them, and the Group's anticipated financial performance. Forward looking statements are typically identified by words such as "will", "should", "believe", "expect", "anticipate", "intend", "estimate", "may", "project" and "could".

By their very nature, these statements require the Group to make assumptions and are subject to inherent risks and uncertainties, general and specific. In the light of uncertainties related to the financial, economic and regulatory environments, such risks and uncertainties – many of which are beyond the Group's control and the effects of which are difficult to predict – may cause actual results to differ materially from the expectations expressed in the forward-looking statements. Risk factors that could cause such differences include, exchange rate, market exchange, and interest rate, operational, reputational, insurance, strategic, regulatory, legal, environmental, and other risks. All such factors should be considered carefully, as well as other uncertainties and potential events, and the inherent uncertainty of forward-looking statements, when making decisions with respect to the Group and we caution readers not to place undue reliance on the forward-looking statements.

Any forward-looking statements contained in this presentation represent the views of management only as at the date hereof and are presented for the purpose of assisting the Group's investors and analysts in understanding its financial position, objectives and priorities and anticipated financial performance as at and for the periods ended on the dates presented and may not be appropriate for other purposes. United Capital Plc does not undertake to update any forward-looking statements, whether written or oral, that may be made from time to time by or on its behalf, except as required under applicable securities legislation.

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