



Trusted  
Since  
**1963**

# Annual General Meeting

24 June 2020



# Agenda

- **FY 2019 Key Highlights**
- **COVID-19 Impact**
- **Outlook**

Artist's Impression

AMBER PARK | SINGAPORE



Artist's Impression

# FY 2019 Key Highlights



*Artist's Impression*

AMBER PARK | SINGAPORE

# Key Financial Highlights – FY 2019

	FY 2018	FY 2019	Change YoY
Revenue	\$4.22B	<b>\$3.43B</b>	▼ 18.8%
EBITDA	\$1.19B	<b>\$1.13B</b>	▼ 5.2%
PATMI	\$557.3MM	<b>\$564.6MM</b>	▲ 1.3%
Basic EPS	59.9 cents	<b>60.8 cents</b>	▲ 1.5%

## Resilient performance despite a challenging macroeconomic environment

- Decrease in revenue due to recognition timing for property development:

### FY 2018

New Futura, Gramercy Park, The Criterion and Hong Leong City Center (HLCC) in China

### FY 2019

The Tapestry and Whistler Grand

- Strong EBITDA of \$1.13B despite a sizeable decline in revenue
- Resilient PATMI supported by a portfolio with diversified income streams, boosted by substantial Profit Participation Securities (PPS) 2 gains

No fair values adopted on investment properties.

Investment properties are stated at cost less accumulated depreciation and accumulated impairment losses.



# Key Financial Highlights – FY 2019

**NAV** per share

**\$11.60**

▲ 4.8% YoY

**RNAV** per share

**\$16.46**

▲ 4.7%

**ROE**

**5.4%**

▼ 0.2 pts YoY

FY 2018

\$11.07

\$15.72

5.6%

## Total Proposed Dividend

**20.0 cents**  
per share

(FY 2018 Dividend:  
20.0 cents per share)

**Dividend Payout  
Ratio: 33%**

**Comprises:**

- **Special Final Dividend:**  
– 6.0 cents
- **Final Dividend:**  
– 8.0 cents
- **Special Interim Dividend**  
– 6.0 cents  
*(paid out in Sep 2019)*

## Share Price Performance

▲ **34.9%** in 2019



**FY 2019 Total Shareholder Return: 37.3%<sup>^</sup>**

No fair values adopted on investment properties.  
Investment properties are stated at cost less accumulated  
depreciation and accumulated impairment losses.

<sup>^</sup> Includes proposed special final dividend of 6.0 cents per share and proposed  
ordinary dividend of 8.0 cents per share.

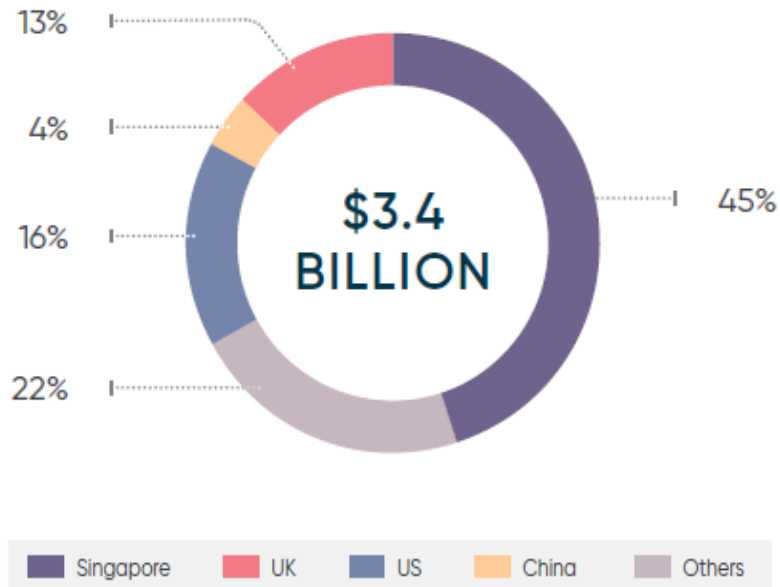


# Diversified Global Portfolio

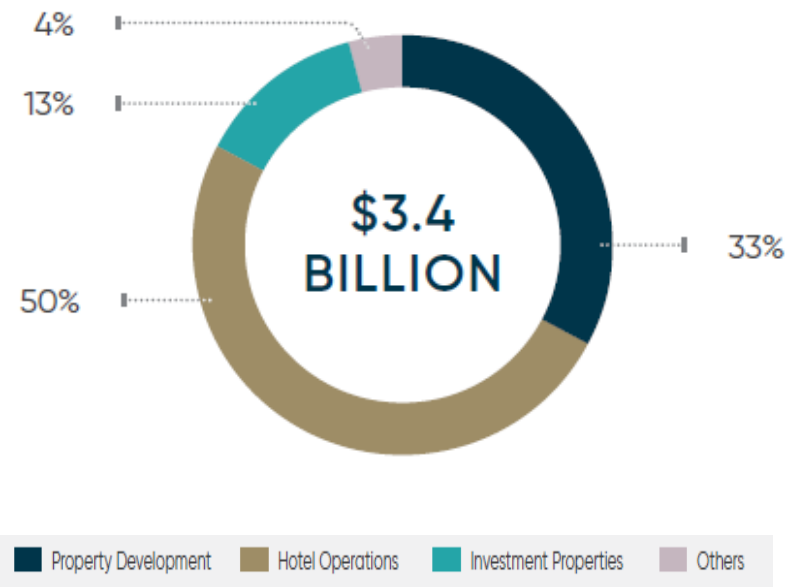
## Deepening Presence in Key Markets

- Geographical diversification allows flexibility to capitalise on opportunities

### Revenue by Geographical Location



### Revenue by Business Segment



# Growing Global Footprint

## Completed Strategic Investments and Acquisitions in FY 2019

### UK & Europe

#### M&C Privatisation



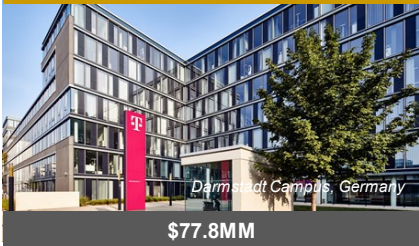
£774MM (\$1.3B)

#### Monk Bridge, Leeds



£15.4MM (\$27.5MM)

#### Singapore-listed IREIT Global with freehold office portfolio in Germany



\$77.8MM

FY 2019:  
~\$2.3B^

Acquisitions & investments

### China

#### Shanghai Hongqiao Sincere Centre (Phase 2), Shanghai



RMB 1.75B (\$344MM)

### Australia

#### Abacus Property Group's residential development arm with portfolio of 3 freehold mixed-use development sites



A\$25.9MM (\$25MM)

### Japan

#### Horie Lux, Osaka



¥2.01B (\$25MM)

#### Portfolio with 3 freehold residential properties, Osaka



¥3.45B (\$44.3MM)

### Singapore

#### Sims Drive GLS site



\$153.4MM^

#### Liang Court (Mall)



\$200MM^

#### W Singapore – Sentosa Cove & Quayside Isle (PPS 1)



Valued at \$393MM

#### Macauley Road, North Melbourne



A\$18.5MM (\$17.4MM)



^ Refers to CDL's attributable share.

# Singapore Operations – Property Development

Record Number of 6 Projects Launched in 2019\*:

**FY 2019**

Sold:  
**1,554 units**  
Sales Value:  
**\$3.3B**



**Piermont Grand#**  
(820 units)



Sold: 534 units  
ASP: >\$1,090 psf

**Nouvel 18~**  
(156 units)



Sold: 27 units  
ASP: \$3,460 psf

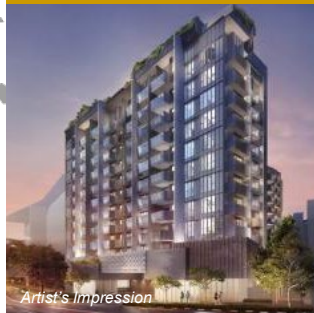
**Boulevard 88#**  
(154 units)



*Artist's Impression*

Sold: 96 units  
ASP: >\$3,780 psf

**Haus on Handy**  
(188 units)



*Artist's Impression*

Sold: 34 units  
ASP: >\$2,870 psf

**Amber Park#**  
(592 units)



*Artist's Impression*

Sold: 209 units  
ASP: >\$2,480 psf

**Sengkang Grand Residences#**  
(680 units)



Sold: 240 units  
ASP: >\$1,730 psf



\* Includes Executive Condominiums (ECs) and share of JV partners. ~ Divested project marketed by CDL. # JV project.

All sales data as at 21 Jun 2020.



# Singapore Operations – Asset Management

**Strong Committed Occupancy and Positive Rental Reversion for Office & Retail Portfolio (As at 31 March 2020) <sup>(1)</sup>**

## Office

13 properties

# 90.9%

Committed Occupancy

## 2.2MM sq ft

Net Lettable Area



REPUBLIC PLAZA

## Retail

9 properties

# 94.4%

Committed Occupancy

## 733,000 sq ft

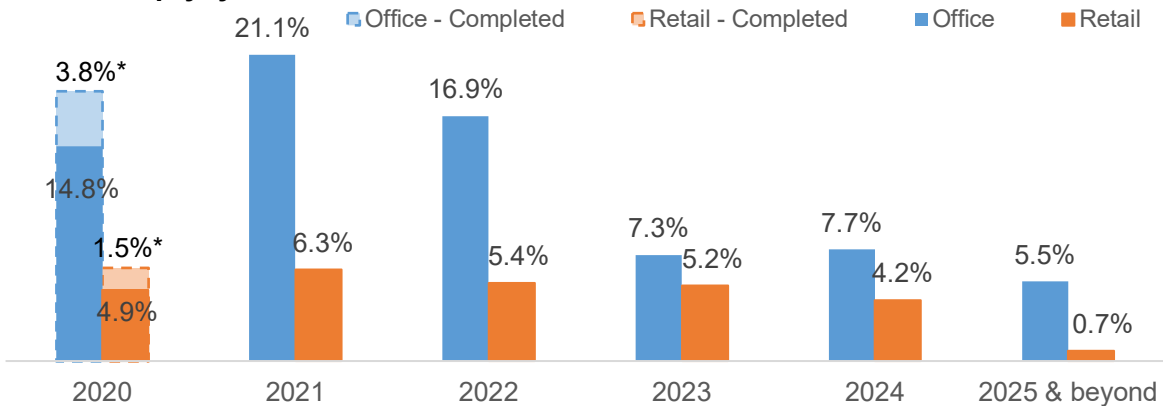
Net Lettable Area



CITY SQUARE MALL

### Well-spread Lease Expiry Profile offers Income Stability

Lease expiry by % of NLA



### Key Milestones in 2019:



**Completed \$70MM AEI of flagship property Republic Plaza**

- Post-AEI rents achieved are more than 10% higher than pre-AEI rents



\* Refers to expiring leases that have been renegotiated

<sup>(1)</sup> Includes all Singapore assets under management (including JV project South Beach), in accordance to CDL's proportionate ownership.

# International Operations

## Strengthening Footprint in Key Overseas Markets

### Key Milestones in 2019:

- **Expansion into Rental Apartment Segment:**

- **UK:** Acquired Private Rented Sector (PRS) freehold site in Leeds
- **Japan:** Acquired 4 freehold rental apartment projects in Osaka

- **Growing the Australian portfolio:**

- Acquired ASX-listed Abacus Property Group's residential development division comprising a small team and 3 freehold residential sites
- Acquired an additional freehold site in Melbourne
- Launched The Marker, a 195-unit project in Melbourne, and sold over 60%

- **Property Development:**

- **China:** Sold 530 units with total sales value of RMB 1.81B (\$350MM)

- **Asset Management:**

- **UK:** Strong occupancy and positive rental reversion for two prime freehold Central London office assets



UK

Leeds  
London



China

Suzhou  
Chongqing  
Shanghai  
Osaka  
Tokyo

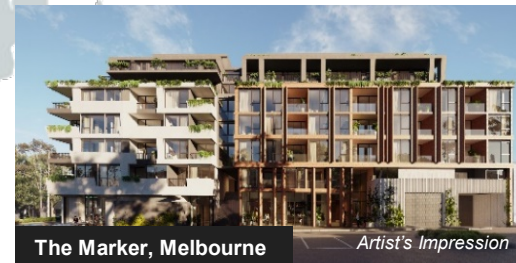


Japan



Australia

Brisbane  
Melbourne



# Hospitality – Enlarged Portfolio with M&C

## Priority on Integration Focus and Holistic Review of Enlarged Hotel Operations Segment



### Successful privatisation of Millennium & Copthorne Hotels (M&C) in 2019

- Deal valuation: £2.23B (\$3.86B)
- M&C delisted from London Stock Exchange on 11 Oct 2019
- Became the Group's wholly-owned subsidiary on 19 Nov 2019

### Post M&C Privatisation Roadmap:

Drive sustainable hotel performance

#### Internal Restructuring

##### Improve Operational Processes

- Drive efficiency and performance
- Formulate strategy to navigate global economic headwinds and challenges posed by competitive hospitality industry
- Appointment of M&C Group CEO: Hospitality veteran Clarence Tan, with over 20 years of global hospitality experience

#### Implement Priority Initiatives

##### Maximise Shareholder Value

- Control and reduce operating costs
- Leverage Group's global network, resources and real estate capabilities to **refurbish** assets, **reposition** underperforming assets and explore **redevelopment** opportunities

### Other Key Milestones in 2019:



#### Completed £60MM (\$106MM) refurbishment of M&C's iconic Mayfair hotel

- Hotel reopened on 9 Sep 2019 as The Biltmore Mayfair, a 5-star deluxe property with 256 luxurious guest rooms (plus 51 designer suites)



# Recognition for Performance Excellence

## Key Accomplishments in FY 2019

### BUSINESS & PERFORMANCE

- **Bloomberg Gender-Equality Index (GEI) 2019**
- **HR Asia Best Companies to Work for in Asia 2019**
- **Institutional Investor All-Asia Executive Team 2019**
  - Asia's Most Honoured Co – Developed Markets (#2 in Singapore)
  - Asia's Best CEO – Developed Markets (Sherman Kwek – #2 in Singapore)
  - Asia's Best CFO – Developed Markets (Yiong Yim Ming – #2 in Singapore)
- **IR Magazine Awards – South East Asia 2019**
  - Best ESG Materiality Reporting
- **Securities Investors Association (Singapore) Investors' Choice Awards 2019**
  - Most Transparent Company Award (Winner, Real Estate Category)
  - Sustainability Award (Winner, Big Cap)
  - Singapore Corporate Governance Award (Runner-up, Diversity Category)
  - Shareholder Communications Excellence Award (Runner-up, Big Cap)
- **Singapore Governance and Transparency Index (SGTI) 2019**
  - #5 out of 578 companies

### SUSTAINABILITY

- Only Singapore real estate company to pledge support for UN Global Compact's **BUSINESS 1.5°C** AMBITION FOR 
- Only company in Southeast Asia to be invited to share our climate commitment at the 7th high-level meeting on Caring for Climate, UN Climate Change Conference (COP 25), Dec 2019 
- Conducted **2nd Climate Change Scenario Planning** based on TCFD's recommendations – future-proof the business against 1.5°C and 2°C warmer scenarios
- **Embarked on Supply Chain Risk study on our top suppliers** to identify and mitigate environmental and social-sourcing risks – timely study as COVID-19 has raised the importance of supply chain resilience

## Strengthened alignment of sustainability commitment with capital markets:

### LATEST GREEN FINANCING MILESTONES

**\$500MM**

#### Green Loan

Secured Singapore's first green loans for new property developments



**Pioneered \$250MM**

#### SDG Innovation Loan

First-of-its-kind green financing concept to accelerate innovative solutions



# Sustainability & ESG Milestones

Ranked on 12 Leading Global Sustainability Indices and Ratings

## LATEST ESG MILESTONES



Only Singapore real estate company listed for 3rd consecutive year



Only company in Southeast Asia & Hong Kong to achieve this double 'A' honour for both climate change and water security



Ranked world's top real estate company, top Singapore company, and 1st & only Singapore company listed on Global 100 for 11 consecutive years



Only Singapore company to win multiple accolades at the 5th Asia Sustainability Reporting Awards



2019 Constituent MSCI ESG Leaders Indexes



FTSE4Good Since 2002



G R E S B<sup>®</sup> Sector Leader 2019 Since 2017



ESG = Environmental, Social and Governance

# COVID-19 Impact



# Operational Impact

## Unprecedented Disruption Across All Business Segments

### PROPERTY DEVELOPMENT



**Lockdowns across several regions have affected sales and development works:**

- Residential sales affected by showflat closures
- Construction works affected

### ASSET MANAGEMENT



**Retail and F&B outlets hard hit:**

- Widespread business closures in Singapore during circuit breaker period – approx. 80% of retail tenants closed; most are now open under Phase 2 reopening
- Support initiatives amounting to over \$30MM of property tax and rental rebates for tenants in Singapore and overseas

### HOSPITALITY



**Sector severely impacted by hotel closures:**

- Government-mandated closures in multiple regions – 23%\* of 152 hotels worldwide temporarily closed
- All regions recorded declines in RevPAR (revenue per available room) driven primarily by a drop in occupancies

# Property Development

- **Singapore:** Residential sales and development progress impacted by circuit breaker restrictions such as temporary closure of 6 sales galleries and halt of construction works
- **Overseas (China, UK, Australia):** Sales and construction works impacted by lockdowns and restrictions, with easing of measures in several regions

## Business Operations Adapt and Remain Nimble

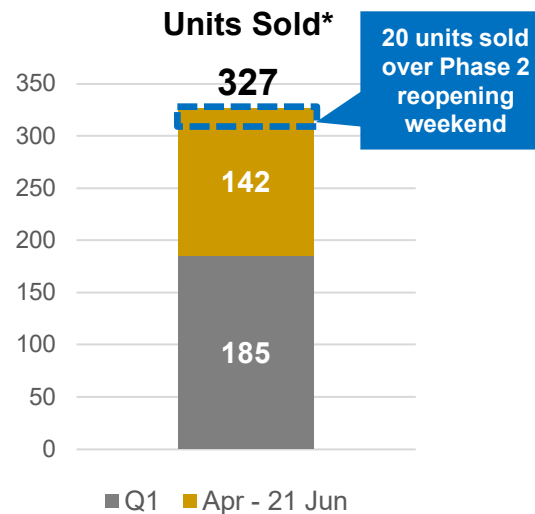
### Enhanced Digital Marketing

- **Virtual showflat tours**  
Over 30% increase in online traffic views in April and May
- **Online sales presentations**



### Continued to Register Sales

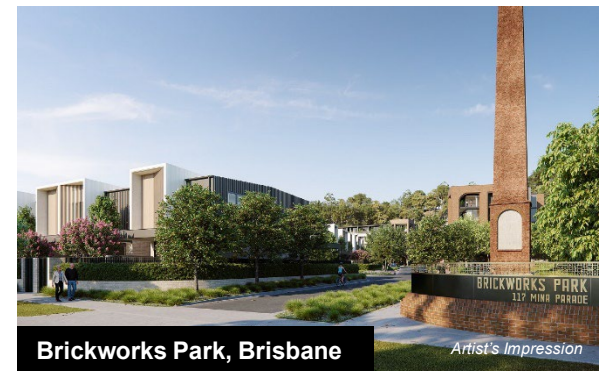
- In Singapore, sales continue even when sales galleries were closed from 7 Apr to 18 Jun



### Launch Pipeline for FY 2020

Subject to market conditions:

- **Singapore:** 566-unit Penrose, a JV project at Sims Drive, is expected to launch in 2H 2020
- **Australia:** 222-unit Brickworks Park, a residential project in Alderley suburb, Brisbane







\* Includes Executive Condominiums (ECs) and share of JV partners, excludes Nouvel 18.



# Asset Management

## Tenants Impacted by Global Shutdown of Non-essential Businesses

➤ Over \$30MM rental relief & support to tenants in Singapore & overseas

	Impact & Support Provided
	<b>Singapore</b> <b>Retail segment hard hit since circuit breaker</b> <ul style="list-style-type: none"> <li>Over \$23MM of rental and property tax rebates to be provided to tenants</li> <li>Additional assistance available to tenants with cashflow issues</li> </ul>
	<b>China</b> <b>Recovery underway following lockdown exit</b> <ul style="list-style-type: none"> <li>Rental rebates for Suzhou HLCC mall tenants</li> <li>Advertising &amp; Promotion initiatives to drive traffic sales</li> </ul>
	<b>Thailand</b> <b>Ban on international travel expected to end by 30 Jun</b> <ul style="list-style-type: none"> <li>Rental rebates to tenants at Jungceylon Shopping Mall (Phuket) and Mille Malle (Bangkok)</li> </ul>
	<b>UK</b> <b>Portfolio shows resilience</b> <ul style="list-style-type: none"> <li>Rental deferrals and repayment plans need to be negotiated and agreed upon between landlords and tenants</li> </ul>

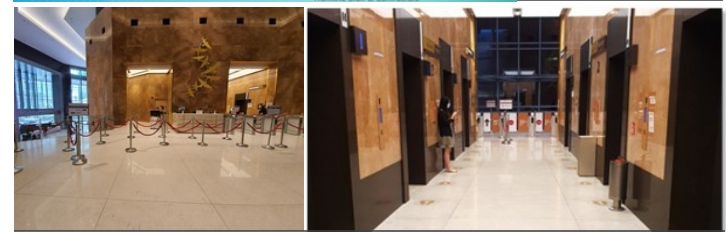
Month	Ave. Rental Rebate
April	100%
May	100%
June	50%
July	30%

Majority of Singapore retail tenants to receive **>2.8 months\*** of gross rental rebates

### Safe Management Practices implemented across Singapore commercial portfolio



SafeEntry at Retail & Office properties



Thermal temperature scanning & safe distancing markers

\* Includes property tax rebates for qualifying commercial properties from the Government that will be fully passed through to tenants.

# Hotel Operations

## Q1 2020 Performance Severely Impacted

### Around 30% of 152 Hotels Worldwide Temporarily Closed

- **Global occupancy:** 52.1% (▼ 17.9% yoy)
- **Global RevPAR:** \$90.60 (▼ 27.0% yoy)
- **Global ARR:** \$173.90 (▼ 2.0% yoy)

## 23% of Hotels are Closed (as at 21 June 2020)

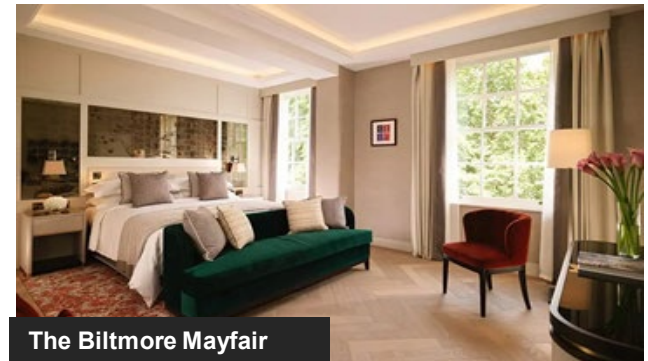
	Hotels		
	Total	Closed (as at 31 Mar 2020)	Closed (as at 21 June 2020)
<b>US</b>	18	1	<b>1</b>
<b>UK &amp; Europe</b>	30	21	<b>20</b>
<b>Middle East*</b>	43	4	<b>3</b>
<b>Rest of Asia</b>	27	1	<b>4</b>
<b>Singapore</b>	10	-	-
<b>Australasia</b>	24	17	<b>7</b>
<b>Global total:</b>	<b>152</b>	<b>44</b>	<b>35</b>

\* All franchised hotels



**M Social Auckland**

*Hotel reopened in end Apr 2020 as New Zealand eased lockdown restrictions*



**The Biltmore Mayfair**



**Note:**

Q1 2020 Performance data excludes franchised hotels, such as the Middle East portfolio.

# Cost Management

## Implementation of Business Optimisation and Cost Management Measures

### Board Fees & Management Cost

*(effective since 1 April 2020)*

- **Board of Directors:**  
Voluntary 25% reduction of director's fees
- **Top management:**  
20% pay cuts
- **Senior personnel:**  
15% pay cuts



### Value Engineering

- Maximise value engineering across all projects
- Leverage existing resources
- Manage working capital



### Capex

- Defer non-essential capex and operating costs
- Initiatives to reduce costs across asset portfolio in place



### Capital Management

- Conserve cash
- Maintain adequate liquidity



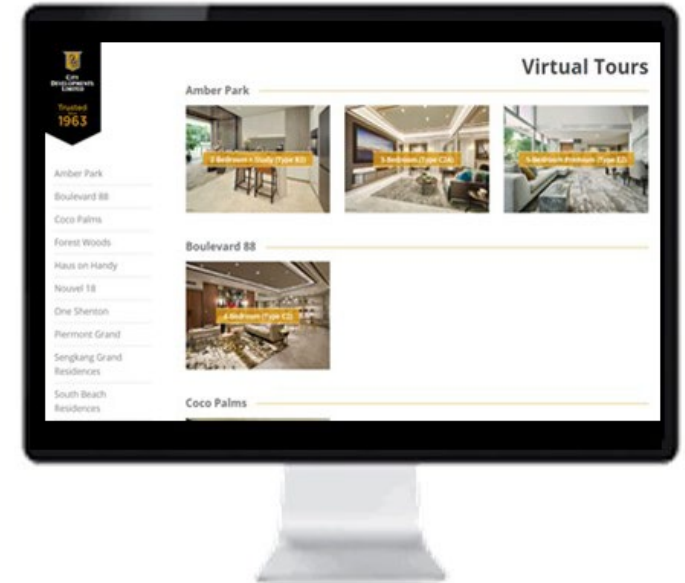
# Operational Resilience

## Business Volumes & Productivity Remain Strong

### DIGITAL-READY WORKFORCE



- **Business volumes and productivity remains strong** through seamless remote working – Work from Home (WFH) arrangement remains in place wherever possible for Singapore's Phase 2 reopening
- **Residential sales continue** despite temporary showflat closures with emphasis on digital marketing initiatives such as virtual tours and online sales presentations
- **Emphasis on capability building and workforce training:** Employees attended >130 sessions online, clocked >21,000 training hours\*



### Standing Together with Employees

- **Care packages** for employees
- **Employee welfare & support:** Facilities management subsidiary CBM provided accommodation and support for daily needs of Malaysian and foreign frontline employees

\* Since 7 Apr 2020.

# Community Initiatives

## Supporting Vulnerable Individuals, Families and Communities Affected by COVID-19

### Supporting Communities

#### **\$400,000 donation to The Invictus Fund**

- Donation made by CDL, entire Board and Executive team to support Singapore's social service agencies to continue delivery of critical social services to vulnerable individuals, families and communities

#### **\$88,000 donation to workers at CDL development projects**

- Dollar-for-dollar match by CDL for contributions by employees to provide workers with necessities during circuit breaker period



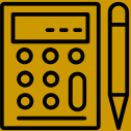



### Supporting Frontline Workers

- M&C hotels in most regions open to support medical personnel, key workers, infrastructure workers and government employees
- Singapore hotels offer discounted accommodation to affected Malaysian employees impacted by Malaysia's Movement Control Order
- "We Clean. We Care. We Welcome." global campaign – initiatives to ensure a pleasant and safe hospitality experience



# Capital Management

## Strong Balance Sheet & Liquidity Position as at 31 March 2020

 <b>Gearing</b>	 <b>Sufficient Liquidity</b>	 <b>Financing Flexibility</b>	 <b>Balanced Debt Profile</b>
<p>Net Gearing</p> <p><b>62%</b></p> <p>FY 2019: 61%</p>	<p>Total Cash</p> <p><b>\$3.3B</b></p> <p>FY 2019: \$3.1B</p>	<p>Interest Cover Ratio</p> <p><b>6.2x</b></p> <p>FY 2019: 14.0x</p>	<p>% of Fixed Rate Debt</p> <p><b>42%</b></p> <p>FY 2019: 40%</p>
<p>Net Gearing <sup>1</sup> (include fair value)</p> <p><b>44%</b></p> <p>43% in FY 2019</p>	<p>Undrawn &amp; Committed Credit Facilities</p> <p><b>\$2.3B</b></p> <p>FY 2019: \$2.2B</p>	<p>Average Borrowing Cost</p> <p><b>2.3%</b></p> <p>FY 2019: 2.4%</p>	<p>Average Debt Maturity</p> <p><b>2.3 years</b></p> <p>FY 2019: 2.4 years</p>



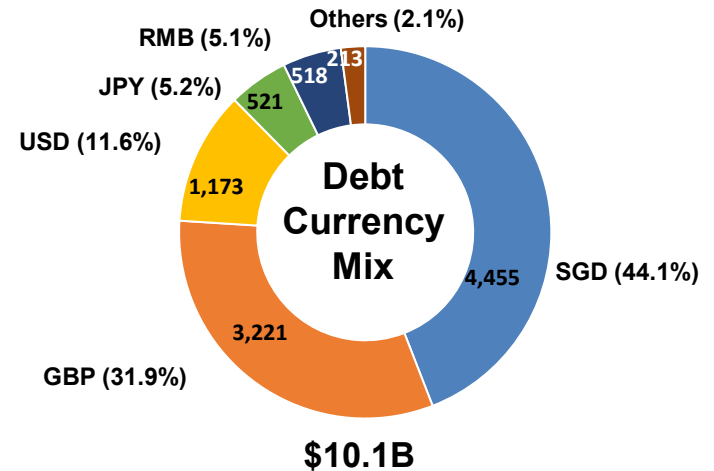
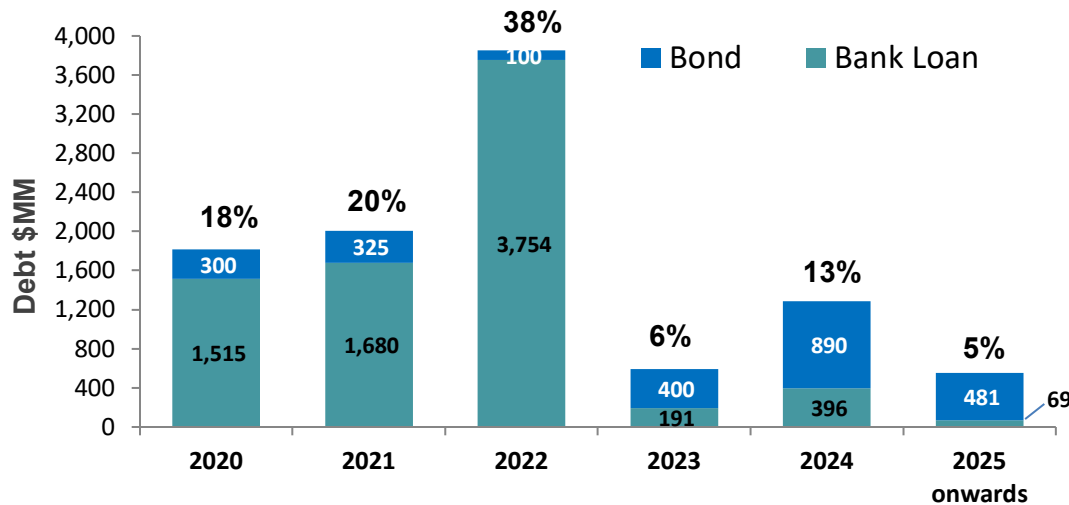
<sup>1</sup> After taking in fair value on investment properties.

# Balanced Debt Expiry Profile

## Prudent Capital Management

- Balanced debt expiry profile
- Balanced debt currency mix – adopting a natural hedging strategy
- Average borrowing cost kept low

## Well-Spread Debt Maturity Profile



# Outlook





# GET Strategy

Accelerate Transformation of Asset Portfolio and Business Operations for Growth

**Growth**  
**Enhancement**  
**Transformation**



## Growth

- Build development pipeline & recurring income streams

## Enhancement

- Enhance **asset portfolio**
- Drive **operational efficiency**



## Transformation

- Transform business via **new platforms:**  
Strategic Investments,  
Fund Management,  
Innovation &  
Venture Capital



# Diversified Residential Launch Pipeline

Singapore Pipeline ranges from Mass Market to High-end Projects

**Launch Pipeline  
>1,800 units\***

## Upcoming Launches

Penrose (Sims Drive)^	2H 2020
Irwell Bank Road	2021
Liang Court redevelopment^	2021

**Liang Court redevelopment^**  
(Est 700 units)



Est GFA: 60,158 sqm

**Irwell Bank Road**  
(Est 540 units)



Land cost: \$583.9MM  
(\$1,515 psf ppr)

GLS site near upcoming Great World MRT station awarded in Jan 2020

**Penrose (Sims Drive)^**  
(566 units)



Land cost: \$383.5MM\*  
(\$732 psf ppr)

GLS site near Aljunied MRT awarded in Apr 2019



\* Includes JV partners share. ^ JV project.

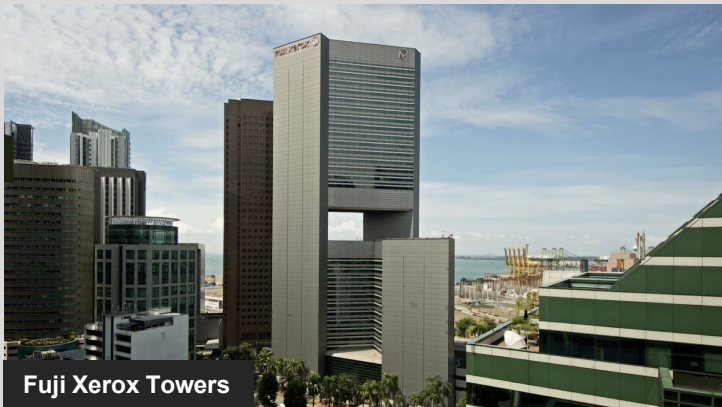
# Portfolio Rejuvenation

## Redevelopment & Repositioning of Existing Asset Portfolio

### Asset Rejuvenation

#### Redevelopment Opportunities

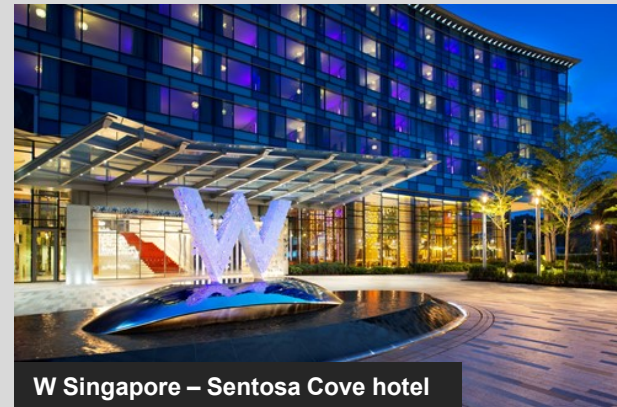
- Rejuvenate sites and replenish land bank through schemes such as the CBD Incentive Scheme – feasibility study for eligible asset (e.g. Fuji Xerox Towers) in progress
- Explore urban rejuvenation opportunities to unlock value in existing assets with other stakeholders



### Portfolio Restructuring

#### Repositioning Hospitality Portfolio

- Holistic review of enlarged hotel portfolio
- Proactive sponsor to M&C's listed hospitality REIT associate – CDL Hospitality Trusts (CDLHT)
- Explore divestment and redevelopment opportunities of existing portfolio to unlock value



# Fund Management

## Fund Management

AUM Target  
US\$5B by 2023

- **Accelerate growth** by setting up a private fund and/or REIT\*
- **Continue to actively build pipeline** and **collaborate with capital partners** to acquire new AUM
- **Strengthen fund management expertise and track record** through strategic investments



## Strategic Increase in IREIT Global Stake

Acquired Additional 8% Effective Stake in IREIT Global Units for \$25.5MM



Acquired a total of 20.9% stake in IREIT Global's units:

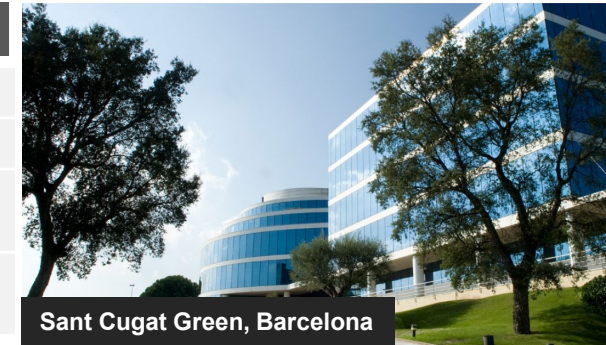
- 12.5% in 2019
- 8.4% in April 2020

IREIT Global remains focused on growth and asset diversification:

- **Geography:** Targeting portfolio expansion in key European countries – France, Spain, Italy and Germany
- **Asset class:** Office, retail and industrial (including logistics) sectors

### IREIT Global's Asset Portfolio

• Germany	5 freehold office properties
• Spain	4 freehold office properties
Total Lettable Area <sup>~</sup>	Approx. 230,000 sqm
Total Valuation <sup>~</sup>	€630.2MM



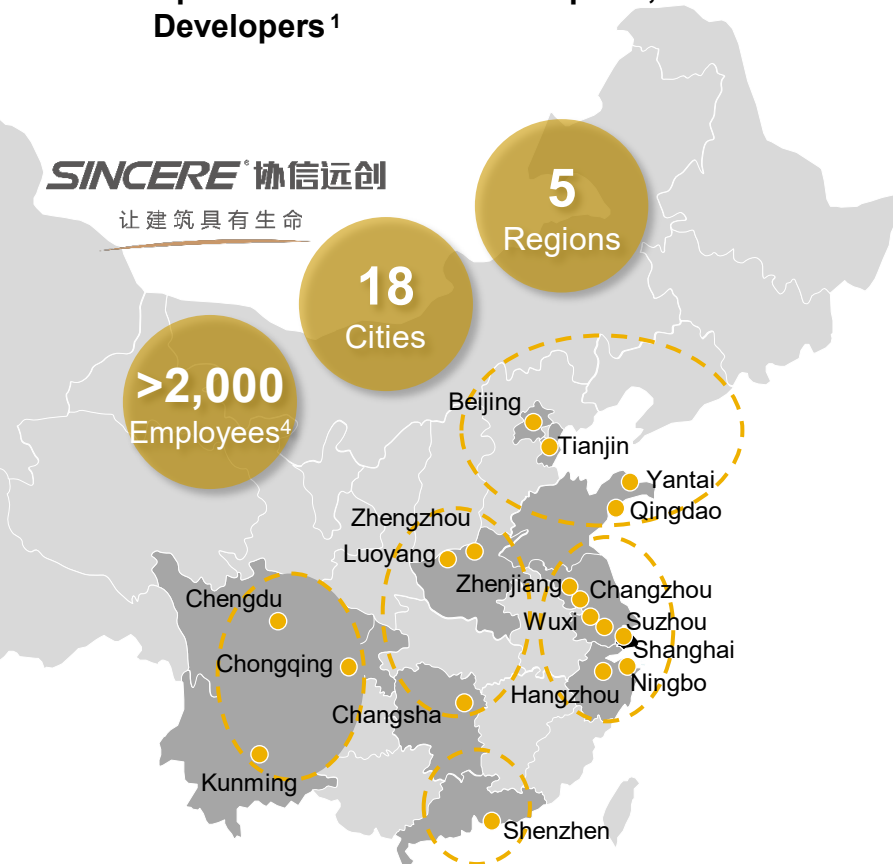
~ Based on IREIT's proportionate interest in the respective properties.

\* CDL Group owns 50% of the REIT Manager for IREIT Global while Tikehau Capital owns the remaining 50%.  
As at 22 June 2020, IREIT's share price was \$0.735.

# Transformational China Platform Deal

Acquired 51.01% joint controlling stake in Sincere Property Group for RMB 4.39B (\$0.88B)

- Call Option exercisable in 2022 for another 9.00% stake at RMB 0.77B (\$0.16B)
- Upon exercise of the Call Option, CDL will have sole control and a stake of 60.01% in one of China's Top 100 Developers<sup>1</sup>



<b>Development Properties</b>	<b>64</b> projects	
<b>Investment Properties</b>	<b>9</b> retail	<b>13</b> office <sup>3</sup>
	<b>4</b> hotels	<b>1</b> serviced residence

Notes: Data as of 31 Dec 2019, subject to further due diligence

1. 2019 Ranking by China Real Estate Association (中国房地产业协会).
2. On 100% basis.
3. Includes 2 self-use offices in Shanghai and Chongqing.
4. Includes staff from property development, asset management and Starlight Retail.



## **Disclaimer:**

*This document may contain forward-looking statements that involve assumptions, risks and uncertainties. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Representative examples of these factors include (without limitation) general industry and economic conditions, interest rate trends, cost of capital and capital availability, availability of real estate properties, competition from other developments or companies, shifts in customer demands, customers and partners, expected levels of occupancy rate, property rental income, charge out collections, changes in operating expenses (including employee wages, benefits and training costs), governmental and public policy changes and the continued availability of financing in the amounts and the terms necessary to support future business. You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of management on future events. Numbers in tables and charts may not add up due to rounding.*



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