



Trusted  
Since  
**1963**

# Annual General Meeting

26 April 2019



# Agenda

- **Key Highlights**
- **Singapore Operations**
- **International Operations**
- **Hospitality**
- **Strategic Initiatives**



# Key Highlights



PANORAMIC VIEWS OF CENTRAL LONDON FROM  
125 OLD BROAD STREET | LONDON, UK

# Key Financial Highlights – FY 2018

	FY 2018	FY 2017 (Restated*)	Change YoY
Revenue	<b>\$4.2 billion</b>	\$3.8 billion	▲ 10.3%
EBITDA	<b>\$1.2 billion</b>	\$1.1 billion	▲ 12.4%
PATMI	<b>\$557.3 million</b>	\$522.2 million	▲ 6.7%
Basic EPS	<b>59.9 cents</b>	56.0 cents	▲ 7.0%
NAV per share	<b>\$11.07</b>	\$10.33	▲ 7.2%
ROE	<b>5.6%</b>	5.6%	-

- Record revenue achieved – first time revenue crossed the \$4 billion mark
- Solid financial performance due to strong property development segment from both local and overseas projects, contributing 71% of pre-tax profits
- Strong EBITDA generation bolstered by property development segment

No fair values adopted on investment properties.

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

\* Restated due to adoption of SFRS(I) 1 & 15.

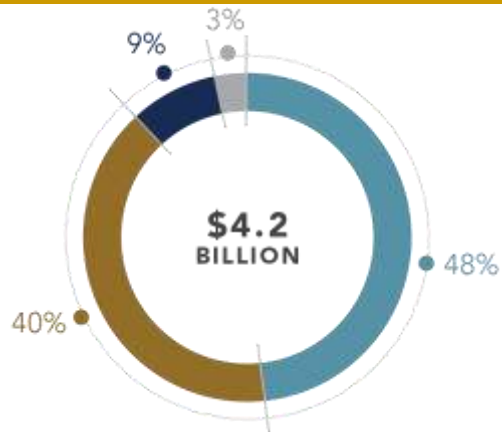


# Diversified Global Portfolio

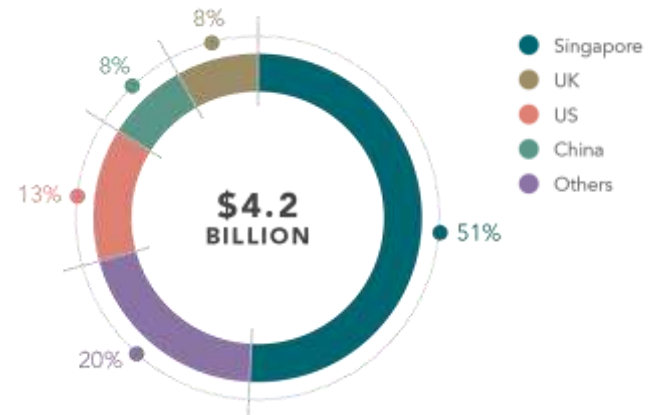
## Deepening Presence in Key Markets

- Geographical Diversification allows flexibility to capitalise on opportunities

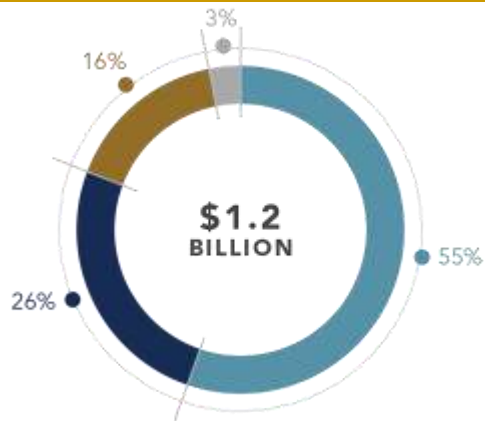
Revenue by Business Segment



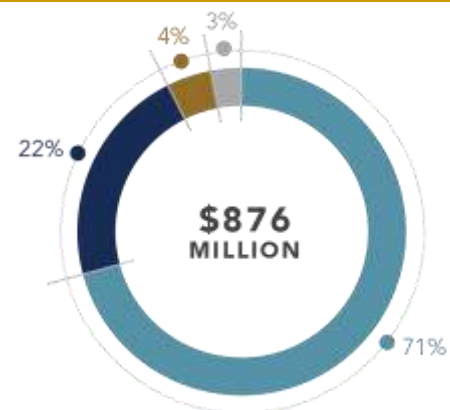
Revenue by Geographical Location



EBITDA by Business Segment



Profit Before Tax by Business Segment



● Property Development 
 ● Hotel Operations 
 ● Rental Properties 
 ● Others



# Dividend – FY 2018

Total Proposed Dividend of 20 cents

## FY 2018 Proposed Dividend

**20.0** cents per share

▲ **11.1%**

(FY 2017 Dividend: 18.0 cents)

**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 2018)

## Share Price Performance

▼ **35%** in 2018

▲ **12%** for YTD 2019\*

Recovered to  
>\$9 levels in 2019



## Inaugural Share Buyback in 2018

Total of 2.4 million shares repurchased in FY 2018

- **Commenced:**  
16 Aug 2018
- **Price range / share:**  
\$8.11 to \$9.69
- **Total consideration:**  
\$21.4 million



\* As of 25 Apr 2019

# Growing Global Footprint

## Strategic Investments in FY 2018



125 Old Broad Street

### UK & EUROPE

- >> Acquisition of Aldgate House in London for £183 million
- >> Acquisition of 125 Old Broad Street in London for £385 million
- >> Acquisition of 95% interest in Hotel Cerretani Florence, MGallery by Sofitel for €40.6 million

### CHINA

- >> E-House IPO – HK\$237.81 million
- >> Acquisition of office block within Yaojiang International complex in Shanghai's prime North Bund district for RMB 148 million
- >> Investment in Dragonrise Pan-AI High Tech Fund with RMB 250 million commitment



Sengkang Central GLS site

### SINGAPORE

- >> Acquisition of Handy Road, West Coast Vale and Sumang Walk EC GLS sites for a total of \$990.2 million\*
- >> Acquisition of Sengkang Central mixed-use GLS site (via 2-envelope tender system) for \$388.9 million\*

### NEW ZEALAND

- >> Acquisition of The Waterfront Hotel in New Plymouth for NZ\$11 million by Millennium & Copthorne Hotels New Zealand Limited

FY 2018:

**Over \$2.5 billion\***

Acquisitions & investments

### Key Markets:

Singapore, China, UK & Europe,  
Japan & Australia



\* Refers to CDL attributable share

# Recognition for Performance Excellence

## Key Accolades in FY 2018

### BUSINESS & PERFORMANCE

- **ASEAN Corporate Governance Scorecard Award**
  - #6 out of Top 100 Singapore-listed Companies
  - Top 50 ASEAN Public Listed Companies
- **Bloomberg Gender-Equality Index (GEI) 2018**
- **Institutional Investor All-Asia Executive Team 2018**
  - Asia's Most Honoured Company (#3 in Singapore)
  - Asia's Best CFO (Yiong Yim Ming – #3 in Singapore)
  - Asia's Best IR Companies (#3 in Singapore)
  - Asia's Best ESG/SRI Metrics (#2 in Singapore)
- **Securities Investors Association (Singapore) Investors' Choice Awards 2018**
  - Sustainability Award (Winner)
  - Most Transparent Company Award (Runner-Up, Properties)
- **Singapore Governance and Transparency Index (SGTI) 2018**
  - #7 out of 589 companies

### SUSTAINABILITY

- **Asia Sustainability Reporting Rating 2018**
  - Platinum
- **STOXX® Global ESG Leaders Indices 2018**
- **CDP (formerly known as Carbon Disclosure Project)**
  - Global A-List for Corporate Climate Change
- **Dow Jones Sustainability Indices (World & Asia Pacific) 2018**
- **Global 100 Most Sustainable Corporations in the World 2018**
- **Global Real Estate Sustainability Benchmark (GRESB) 2018**
  - Sector Leader for Office, Asia
- **Green Bond Pioneer Award 2018**
  - New Countries Taking Green Bonds Global
- **MSCI ESG Leaders & ESG SRI Indexes 2018**
  - Highest 'AAA' rating

### LATEST ESG MILESTONES

(Amongst 12 leading global sustainability benchmarks)



Listed on Gender Equality Index for 2<sup>nd</sup> consecutive year



1<sup>st</sup> & only Singapore company to achieve this honour



1<sup>st</sup> Singapore real estate company to have carbon reduction targets validated



Ranked #25 in Global 100 Most Sustainable Corporations in the World

1<sup>st</sup> & only Singapore company listed on Global 100 for 10 consecutive years







*Artist's Impression*

BOULEVARD 88 | SINGAPORE

**Singapore  
Operations**

# Singapore Property Performance

Steady sales uptake for 2018 launched projects^:

**FY 2018**

Sold:  
**1,113 units**  
Sales Value:  
**\$2.2 billion**



**The Tapestry**  
(861 units)

*Artist's Impression*

Sold: 614 units  
ASP: \$1,338 psf

**Whistler Grand**  
(716 units)

*Artist's Impression*

Sold: 306 units  
ASP: \$1,380 psf

**New Futura**  
(124 units)

Sold: 118 units  
ASP: >\$3,500 psf

**South Beach Residences#**  
(190 units)

Sold: 67 units  
ASP: \$3,450 psf

**The Jovell#**  
(428 units)

*Artist's Impression*

Sold: 70 units  
ASP: \$1,250-\$1,300 psf

\* Includes Executive Condominiums (ECs) and share of JV partners

# JV project

^ As of 21 Apr 2019



# Singapore Property Development

## Completed Residential Projects in FY 2018

Project	Location	Total Units	Units Sold	TOP Obtained
<b>Coco Palms*</b>	Pasir Ris Grove / Pasir Ris Drive 1	944	99.5%	Phase 1 – Jan 2018 Phase 2 – April 2018
<b>The Criterion Exec Condo (EC)*</b>	Yishun Street 51	505	100%	Feb 2018



\* JV project

# Latest Residential Launch in Q1 2019

## Boulevard 88 – Over \$360 million of sales achieved\*

Location	Tenure	Equity Stake	Total Units	Units Released	Total Units Sold*	Total Saleable Area (sq ft)	Expected TOP
Orchard Boulevard	Freehold	40%	154	45	39	316,844	2022



### 154-unit Freehold Luxury Residences in District 10

- 39 units including two penthouses (out of 45 released) sold at ASP of over \$3,700 psf
  - Good take-up across all unit types, in particular 4-bedroom units
  - 50% of buyers are Singaporeans, remaining 50% comprise Singapore PRs and foreigners (mainly from Indonesia, China and US)
  - Prices start from \$4.4 million for 2-bedroom + study, \$5.9 million for 3-bedroom and \$9.6 million for 4-bedroom
- Two 28-storey residential towers sit atop the luxury 204-room The Singapore EDITION Hotel – a unique lifestyle hotel designed by Ian Schrager in partnership with Marriott International
- A few minutes' walk to the Orchard Road shopping belt and future Orchard Boulevard MRT station



\* As of 21 Apr 2019



# Upcoming Residential Launch

## Amber Park – Iconic Freehold Residence in East Coast

Project	Location	Tenure	Equity Stake	Total Units	Total Saleable Area (sq ft)	Expected Completion
Amber Park	Amber Road	Freehold	80%	592	604,006	2023

### Rebirth of an East Coast Landmark

- Rare expansive freehold site of over 213,000 sq ft in District 15
- Excellent location and connectivity:
  - One of East Coast's most desirable addresses
  - Surrounded by an array of famed restaurants and cafes
  - Mere 3-min walk to the upcoming Tanjong Katong MRT station
- Iconic design by award-winning SCDA architect Chan Soo Khian
- Comprises three distinctive towers with choice selection of 1+ Study to 5-bedroom + Study apartments and 4 exquisite penthouses
- Unique feature comprises The Stratosphere, a rooftop recreational deck on Level 22, 235 feet above sea level, that connects the three residential towers and houses facilities such as a 600-metre jogging track, gourmet dining and gymnasium



# Singapore Commercial Portfolio

Strong Committed Occupancy for Office & Retail Portfolio (As of 5 Jan 2019)\*

**Office**  
15 properties

**91.3%**  
Committed Occupancy

**2.1 million sq ft**  
Net Lettable Area





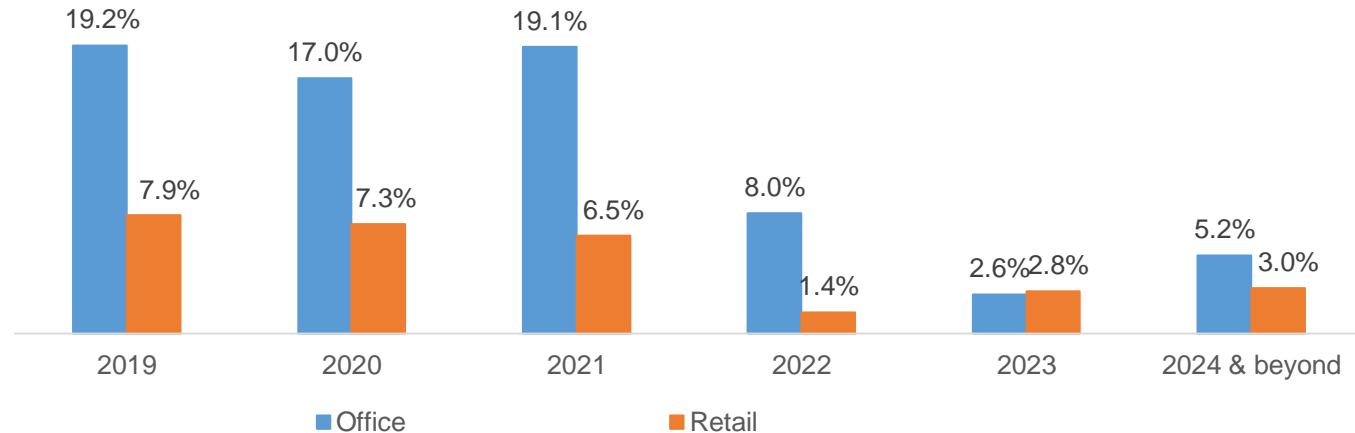
**Retail**  
19 properties

**95.1%**  
Committed Occupancy

**820,000 sq ft**  
Net Lettable Area

## Lease Expiry Profile by % of NLA

- Income stability from well-spread lease expiry profile
- Discussions on renewal of leases expiring in 2019 on-going
- Well-placed to ride the office rent uptrend expected in 2019

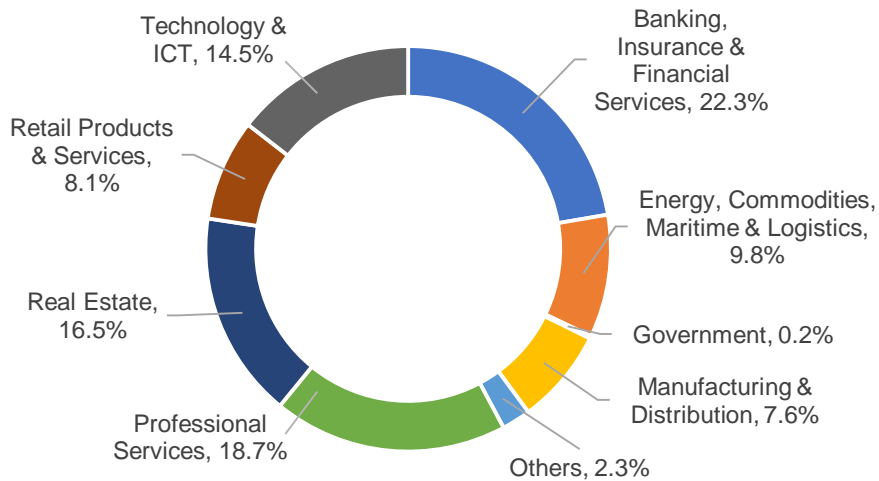


\* Includes all Singapore assets under management (except for JV project South Beach) and excludes retail gross turnover rent. Manulife Centre is excluded as it has been divested.

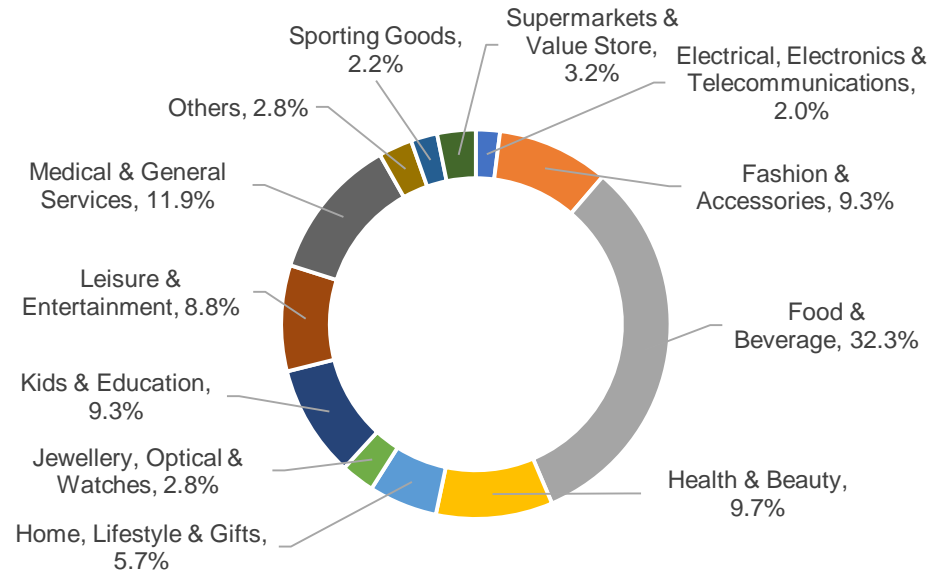
# Singapore Commercial Portfolio

## Trade Mix of Office & Retail Space by % of Total Gross Rental Income (As of 5 Jan 2019)\*

### Office



### Retail



- **Diverse and well-spread tenant mix across both office and retail segments:**

- **Office:** Representation across varied industries provide stability; good take-up in high-growth industries (e.g. Technology & ICT)
- **Retail:** F&B tenants provide buffer from traditional retail, which faces challenges from e-commerce

\* Includes all Singapore assets under management (except for JV project South Beach) and excludes retail gross turnover rent. Manulife Centre is excluded as it has been divested.



# International Operations



ALDGATE STATION

ALDGATE STATION

BLACK SHEEP  
COFFEE

THE BLACK SHEEP  
COFFEE WORLD

ALDGATE HOUSE | LONDON, UK



# UK – Expansion of Commercial Portfolio

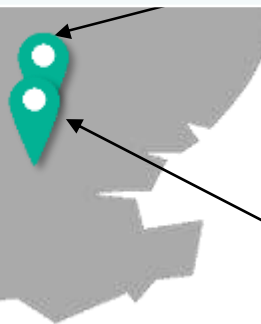
## Acquired 2 Prime Grade A Freehold Commercial Properties in 2018

	Aldgate House	125 Old Broad Street
<b>Location</b>	33 Aldgate High Street London EC3N 1DL	125 Old Broad Street London EC2N 1AR
	Grade A office, retail and ancillary spaces over 2 basements, ground, mezzanine and 8 upper floors	Grade A office and retail over 3 basements and 26 upper floors
<b>Land Tenure</b>	Freehold	Freehold
<b>NLA</b>	211,000 sq ft	329,200 sq ft
<b>Acquisition Price</b>	£183 million (approx. \$328 million)	£385 million (approx. \$693 million)
<b>Occupancy</b>	88%	100%
<b>WAULT<sup>^</sup></b>	7.0 years (to lease expiries) / 5.5 years (to lease breaks)	5.0 years (to lease expiries) / 4.6 years (to lease breaks)
<b>Passing Yield</b>	~5%	~4.7%



### Acquisitions enhance CDL's recurring income portfolio:

- Immediate contribution to recurring income
- Both properties have strong potential for positive rental reversions
- Potential for Asset Enhancement Initiative for Aldgate House

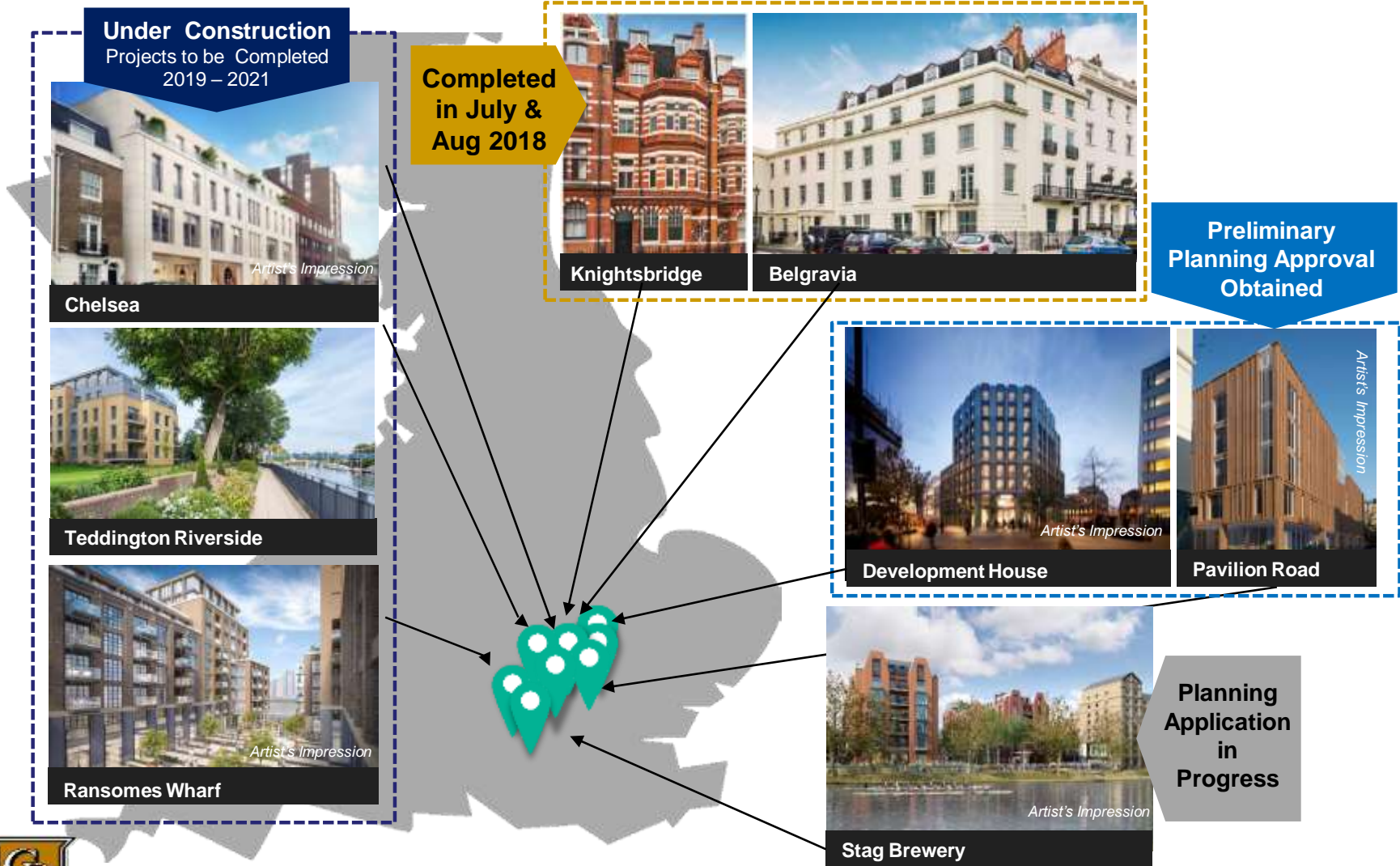


<sup>^</sup> Weighted Average Unexpired Lease Term (WAULT)



# International Operations – UK

## Established Strong Project Pipeline in Greater London



# International Operations – Australia

## Focus on Increasing Exposure in Australia

### Bowral



Waterbrook Bowral

### Luxury Retirement Housing Projects: Collaboration with Waterbrook Lifestyle Resorts on 2 Freehold Luxury Retirement Housing Projects in Sydney for A\$57 million

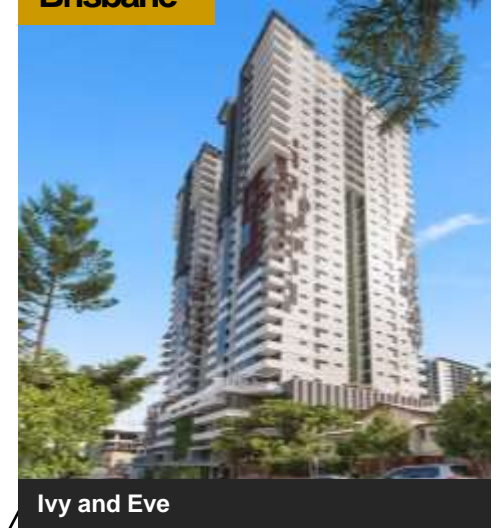
- Proposed developments offer a high-end hospitality experience that differs from the traditional retirement village model
- Positive on luxury retirement sector due to strong unmet demand from a growing demographic of well-heeled retirees

### Sydney



Waterbrook Bayview

### Brisbane



Ivy and Eve

### Completed in Feb 2018:

- Majority of units have been sold and settlement achieved



# International Operations – China

## Focus on Tier 1 and Tier 2 Cities

**FY 2018**

**RMB 1.3 billion**  
Sales Value

**Eling Palace, Chongqing#**  
(126 units)



Sold: 54 units\*

**Emerald, Chongqing #**  
(820 units)



Sold: 200 units\*

Suzhou



Shanghai

**Hongqiao Royal Lake, Shanghai**  
(85 villas)



Sold: 53 villas\*

### Mixed-use Waterfront Development

**Hong Leong City Center, Suzhou**  
(1,804 units)



Sold: 1,612 units\*^

- **HLCC mall** officially opened in June 2018
- **5-star M Social Hotel** expected to open by Q1 2020
- **30,000 sqm Grade A office tower** completed – fitting out ongoing before leasing

### 2 Commercial Developments in Shanghai

**Hong Leong Plaza Hongqiao**



In operation by Q2 2019

**Yaojiang International**



Operational since Jan 2019

\* As of 21 Apr 2019

^ Excludes 143 units transferred to CDL's wholly-owned subsidiary for investment purpose.

# JV project



# International Operations – Japan

## Two Prime Freehold Residential Projects in Tokyo



**Park Court Aoyama The Tower**

### Completed in Jan 2018:

- 160-unit freehold JV residential project launched in Oct 2016
- Units are progressively being handed over – 150 units handed over\*



*Infinity Pool*



*Sky Lounge*



**Freehold site in Shirokane**

### Land Bank Site:

- Prime 180,995 sq ft freehold site acquired in Sep 2014 land banked for value appreciation



# Hospitality



# M&C Hotel Operations

## Trading Performance

	Reported Currency			Constant Currency	
	FY 2018	FY 2017	Change	FY 2017	Change
Revenue	£997m	£1,008m	(1.1%)	£987m	1.0%
Revenue (hotel)	£867m	£880m	(1.5%)	£862m	0.6%
Profit before tax	£106m	£147m	(27.9%)	£144m	(26.4%)
PATMI	£43m	£124m	(65.3%)		

- Group RevPAR: ↓ 1.5% in FY 2018 (reported currency)  
 ↑ 0.7% in FY 2018 (constant currency)  
 ↑ 2.4% in FY 2018 (like-for-like)
- In constant currency, total revenue increased by 1.0%
  - Full year contribution from Millennium Hilton New York ONE UN Plaza (rebranded in Aug 2017)
  - M Social Auckland (opened in Oct 2017)
- Offset by
  - Lower revenue at Mayfair Hotel which was fully closed for refurbishment in Jul 2018





LE GROVE

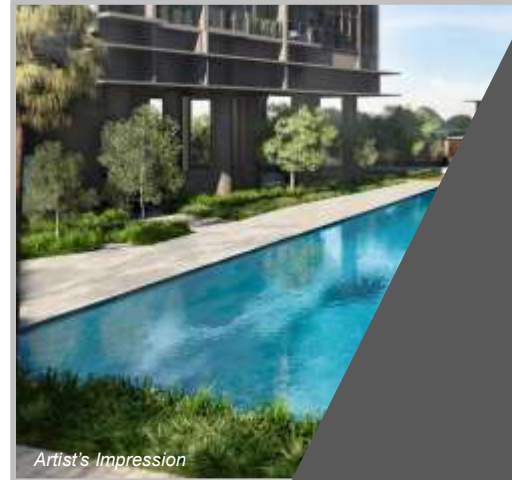
# Strategic Initiatives



# 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



# GET Strategic Targets & Outcomes

## Growth

**> \$2.5 billion**

Acquisitions & investments  
in 2018

**\$900 million**

Recurring income target by  
2028

Total Assets

**↑8% to \$20.9 billion**

for FY 2018

## Enhancement

**\$100 million**

AEI on 2 investment  
properties to improve asset  
performance

**Organisational  
Restructure**

To accelerate business  
results

Improve Speed to Market  
(from acquisition to launch)

**9 months turnaround**

for launched projects since 2017

## Transformation

**US\$5 billion**

AUM target by 2023

**Targeting  
Acquisitions**

of listed and unlisted real  
estate platforms

Acquired 2 Grade A  
Freehold Assets in London for  
**£568 million**

in FY 2018



# Diversified Residential Launch Pipeline

SG Pipeline comprises EC, Mass Market, Mid-Tier & High End segments



\* Includes JV partners share  
^ JV project

# Expansion into New Housing Segments

Entered Rapidly-Growing UK Private Rented Sector (PRS)  
– Acquisition of Freehold PRS site in Leeds in March 2019

Monk Bridge, Leeds



£15.4 million  
Site Area: 193,752 sq ft

Development to comprise 664-unit  
build-to-rent units with retail space

- **Full planning permission obtained:**
  - Residential NLA: 386,000 sq ft
  - Commercial NLA: 16,000 sq ft
- **Expected completion:** 2023
- **Estimated total development cost:** £140 million
- **Expected net yield:** 5% per annum

## Leeds

– UK's fastest-growing & third largest city

### Well-located site:

- 10-min walk to Leeds Train Station
- Close to new Wellington Place financial centre
- 2km to Leeds City Centre



# Improve Asset Positioning & Relevance

\$100 million Asset Enhancement Initiatives (AEI) on 2 Investment Properties

## Le Grove Serviced Residences



\$30 million AEI  
Reopened in mid-July 2018

**173**  
apartment units  
for lease  
(↑ from 97 units)

Occupancy  
(Jan 2019)  
**>85%**

## Republic Plaza



\$70 million AEI  
Expected completion in 2H 2019

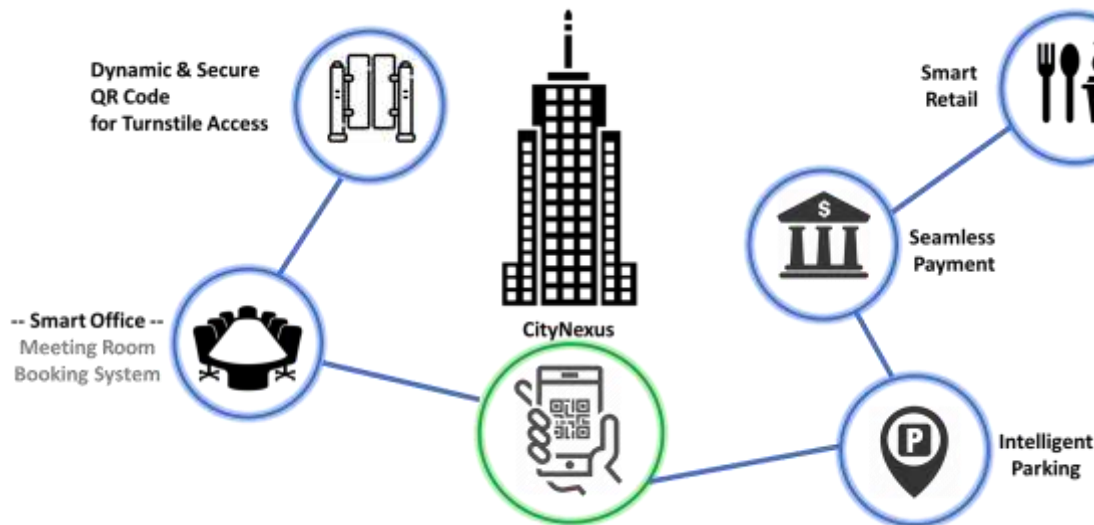
## Some Exciting New Retail / F&B Outlets



# Smart Building App – Republic Plaza

Exclusive Partnership with Distrii to Develop Smart Building / Office Applications in Southeast Asia Market

Target launch of **City Nexus** app in 1H 2019 as an integral part of AEI programme



- **Mobile Access Management** Secure and hassle-free access for tenants and visitors using Dynamic QR code
- **Smart Retail** Interactive Online and Offline experience for tenants. Drive footfalls to retail and F&B
- **Smart Office** Booking of facilities and rooms with a touch of a button
- **Seamless Payments** Tie-ups with local banks to allow direct payments for all CDL services
- **Intelligent Parking** Locating cars for visitors, VIP and complimentary parking facilities



# Improve Asset Positioning & Relevance

Planning for timely asset refurbishment to create value and drive higher returns

Asset Revitalisation Programme  
@ Fuji Xerox Towers



Activate public spaces and improve accessibility

Asset Refurbishment  
@ Aldgate House



Refurbishment works

Functional Improvement  
@ City Industrial Building



Upgrading works to enhance building specifications

Enhanced Shopping Experience  
@ Jungceylon



Refresh the mall with more exciting dining options for better shopper experience



# Drive Operational Efficiency

Speed to Market – Quicken turnaround to capitalise on cyclical trends

## Site Acquisition

## Sales Preview / Launch

## Turnaround (acquisition to launch)



March 2011



May 2012

15 months



April 2017



March 2018

11 months



January 2018



October 2018

9 months





# Fund Management Roadmap

AUM Target – US\$5 billion by 2023

TWO-PRONGED STRATEGY

## ORGANIC GROWTH

- **Partner with institutional investors** in countries and asset classes where the Group has deep domain knowledge and track record:
  - **Geographical focus:** Singapore, UK, China, Japan and Australia
  - **Asset class:** Commercial, residential and hospitality
- **Assets can be subsequently transferred into a fund as seed assets**

## MERGERS & ACQUISITIONS

**Accelerate growth of the fund management business through acquisitions:**

- **Focus:** Listed and unlisted real estate platforms
- **Target:** Platforms with a good track record, strong management teams and corporate culture that is aligned with CDL's values



# Focus on Innovation & Venture Capital

## Two-Pronged Approach: Strategic Investments & Enterprise-Driven Initiatives

Investments into  
Synergistic PropTech  
(Potential Disruptors)

Internal Innovation  
Initiatives

**mama|home**

China's upcoming  
Long-Term  
Apartment Rental  
Platform

**Dragonrise Capital**  
**龙腾资本**

Fund Management  
Platform with a focus  
on new technology in  
AI, deep learning and  
real-estate related  
services

**DISTRii 办伴**  
办公智慧 · 更近一步

China's Leading Operator  
of Co-working Space

**FIFTH | WALL**

US' real estate  
technology focused  
venture capital firm

Ongoing digitisation process with  
over 2.6 million pages digitised in 2018,  
allowing storage space to be converted  
to higher-value use

From paper...



...to digital



## **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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