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**Annual General Meeting**

**25 April 2018**

# AGENDA

- KEY HIGHLIGHTS
- SINGAPORE OPERATIONS
- INTERNATIONAL OPERATIONS
- HOSPITALITY
- STRATEGIC INITIATIVES







# KEY HIGHLIGHTS



# Key Financial Highlights – FY 2017

	FY 2017	FY 2016	Change YoY
Revenue	<b>\$3.829 billion</b>	\$3.905 billion	▼ 2.0%
EBITDA	<b>\$1.061 billion</b>	\$1.216 billion	▼ 12.7%
PATMI	<b>\$538.2 million</b>	\$653.2 million	▼ 17.6%
Basic EPS	<b>57.8 cents</b>	70.4 cents	▼ 17.9%
NAV per share	<b>\$10.54</b>	\$10.22	▲ 3.13%
ROE	<b>5.62%</b>	7.03%	▼ 1.41 pts

- Excluding divestment gains, PATMI would have decreased by 11%.

No fair values adopted on investment properties.

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

FY 2016 PATMI included contribution from divestitures such as sale of Exchange Tower and City e-Solutions Limited (CES) and PPS 3. FY 2017 PATMI included gains from the divestment of Eling Residences, Huang Huayuan and an office building in Osaka.



# Share Price Performance

## Strong Performance for FY 2017

**\$12.49\***

**▲ 50.3% in 2017**



**FY 2017**  
**Total Shareholder**  
**Return:**  
**53%<sup>^</sup>**

### FY 2017 Proposed Dividend

**18.0 cents per share**  
**▲ 12.5%**

**FY 2016: 16.0 cents**

#### Comprises:

- **Special Final Dividend**  
– 6.0 cents
- **Final Dividend**  
– 8.0 cents
- **Special Interim Dividend**  
– 4.0 cents  
*(paid out in Sep 2017)*



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

\* As of 29 Dec 2017

# Extensive Global Network

## Strategic Acquisitions & Investments in FY 2017

### UK & EUROPE

- >> Acquired Ransomes Wharf mixed development site in Battersea for £58 million
- >> Acquired The Lowry Hotel in Manchester for £52.5 million\*
- >> Strategic hotel acquisitions: Pullman Hotel Munich & Le Meridien Frankfurt for a total of €178.3 million\*

### CHINA

- >> Acquired Meidao Business Plaza (now known as Hong Leong Plaza Hongqiao) in Shanghai for RMB 900 million
- >> RMB 102 million investment in Distrii & participation in Series A Funding
- >> Strategic collaboration with China Vanke with partial divestment of two Chongqing projects

### SINGAPORE

- >> Acquired Tampines Ave 10 GLS and Amber Park collective sale sites for \$1.3 billion\*

### AUSTRALIA

- >> Collaboration with Waterbrook Lifestyle Resorts on 2 Luxury Retirement Housing Projects in NSW and Sydney for A\$57 million

FY 2017:

**\$1.8 billion\***

Acquisitions & investments

### Key Markets:

Singapore, China, UK & Europe,  
Japan & Australia



# Recognition for Performance Excellence

## Key Accolades in FY 2017

### BUSINESS & PERFORMANCE

- **Euromoney Real Estate Survey 2017**
  - Best Residential Estate Developer in Singapore
- **FinanceAsia Asia's Best Managed Companies Poll 2017**
  - #3 Best Managed Company in Singapore
  - #3 Best in Corporate Social Responsibility in Singapore
- **Institutional Investor Asia's Most Honoured Companies Awards 2017**
  - Asia's Most Honoured Company (Mid-cap)
- **IR Magazine Awards – South East Asia 2017**
  - Best ESG Communications (Joint Winner)
- **Securities Investors Association (Singapore) Investors' Choice Awards 2017**
  - Shareholder Communications Excellence Award (Winner, Big Cap)
  - Singapore Corporate Governance Award (Runner-up, Real Estate)
  - Sustainability Award (Winner)
- **Singapore Corporate Awards 2017**
  - Best Investor Relations (Gold)

### SUSTAINABILITY

- **Global 100 Most Sustainable Corporations in the World 2017**
  - Top Singapore Company
  - Most Sustainable Corporation in Real Estate Management & Development
- **Global Real Estate Sustainability Benchmark (GRESB) 2017**
  - Regional Sector Leader, Office Sector
- **MSCI ESG Leaders Indexes 2017**
  - Highest 'AAA' rating
- **CDP Climate Change Report 2017**
  - Leadership Level; Highest Scoring Singapore Real Estate Company





A wide-angle photograph of a modern high-rise condominium complex. The buildings are multi-storied with a mix of light beige and dark grey panels, and many windows. Balconies with glass railings are visible. In the foreground, a long, narrow swimming pool with clear blue water runs through the center. To the right of the pool, there is a wooden deck with lounge chairs and a large brown patio umbrella. The courtyard is landscaped with green grass, small trees, and palm trees. In the background, a glass-enclosed structure, possibly a skybridge or a common area, is visible between the buildings. The sky is bright blue with some light clouds. The overall scene is bright and sunny, suggesting a clear day.

# SINGAPORE OPERATIONS

The Brownstone Executive Condominium | Singapore



# Singapore Property Development

## Completed Residential Projects in 2017 – Total of 2,785 apartments

Project	Location	Equity Stake	Total Units	% Sold*	TOP Obtained
The Venue Residences	Tai Thong Crescent	60%	266	99	Apr 2017
D'Nest	Pasir Ris Grove	51%	912	100	Phase 1 – Jul 2017 Phase 2 – Oct 2017
New Futura	Leonie Hill Road	100%	124	50	Aug 2017
The Brownstone Exec Condo (EC)	Canberra Drive	70%	638	100	Oct 2017
Commonwealth Towers	Commonwealth Avenue	30%	845	100	Nov 2017



D'Nest



The Brownstone EC



The Venue Residences

\*As of 22 Apr 2018

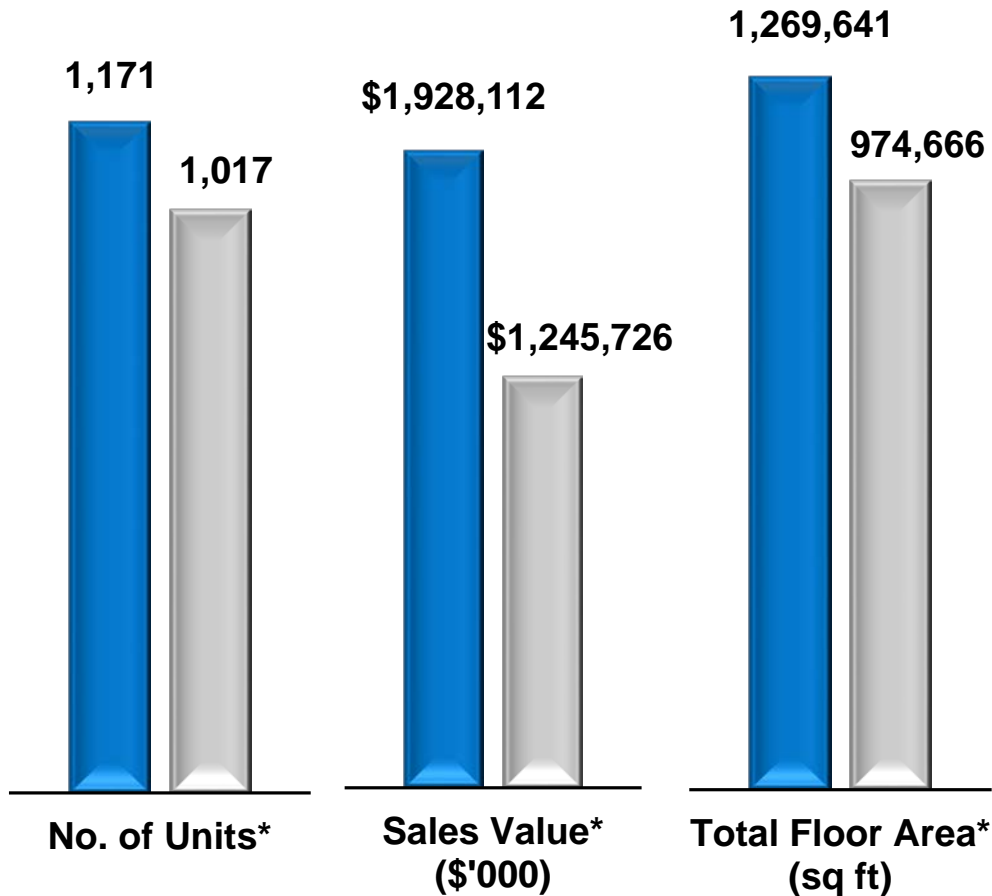


# Singapore Property Development

## Residential Units Sold

■ FY 2017

■ FY 2016



**1,171 units sold**

One of Singapore's top-selling private developers for FY 2017

Sales Value

↑ **55%** yoy

Units Sold

↑ **15%** yoy



\* Includes share of JV partners



# Singapore Property Development

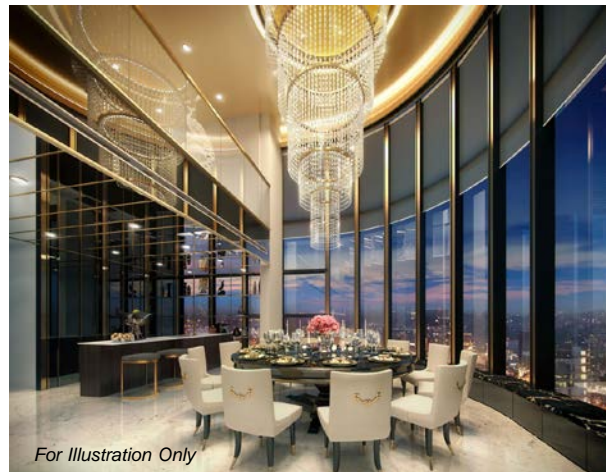
## New Futura – Strong Response to Private Preview



Location	Tenure	Equity Stake	Total Units	Total Units Sold*	% Sold*	Total Saleable Area (sq ft)
Leonie Hill Road	Freehold	100%	124	62	50	248,199

### Private Preview commenced on 18 Jan 2018:

- To date, 62 units sold – including penthouse (or 97% of 64-unit South Tower)
- Achieved average selling price of over \$3,350 psf
- 73% of buyers are foreigners (including Permanent Residents)
- All 3- and 4-bedroom apartments in South Tower are fully sold
- Remaining two units in South Tower are 2-bedroom apartments



*For Illustration Only*

New Futura

\* As of 22 Apr 2018



# Singapore Property Development

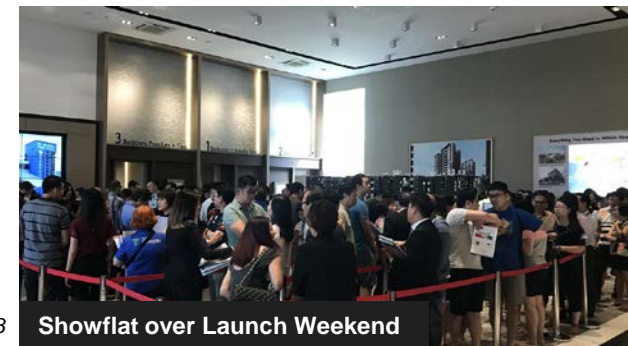
## The Tapestry – 315 units sold over Launch Weekend



Location	Tenure	Equity Stake	Total Units	Total Units Sold	% Sold*	Total Saleable Area (sq ft)
Tampines Ave 10	99-year leasehold	100%	861	363	42	652,950

### Commenced Sales on 24 Mar 2018:

- To date, 363 units have been sold out of 450 units released
- Achieved average selling price of \$1,360 psf
- Located minutes to the established Tampines Regional Centre and newly-completed Our Tampines Hub
- Site is well-connected islandwide via two MRT lines: Tampines East West Line and new Downtown Line, as well as the Tampines Bus interchange
- Development offers over 50 facilities spread across 10 zones, including a childcare centre and exclusive residential services
- Typical unit sizes range from 441 sq ft for a one-bedroom to 1,765 sq ft for the largest five-bedroom dual-key with study apartment
- All units are fitted with smart home technologies



\* As of 22 Apr 2018





# Singapore Property Development

## Residential Projects Available for Launch – Pipeline of over 3,500 units



West Coast Vale - \$472.4 million

**GLS site**  
Estimated 730 units

**Former Boulevard Hotel site**  
Estimated 154 units



Handy Road - \$212.2 million

**GLS site**  
Estimated 200 units

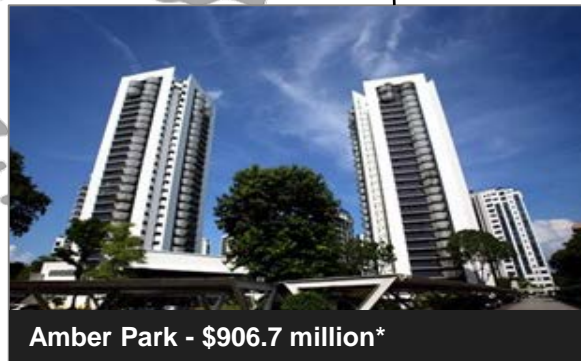
5 new site acquisitions since April 2017, together with 2 unlaunched projects, have increased pipeline to over 3,500 units



Sumang Walk - \$509.37 million\*

**Exec Condominium GLS site**  
Estimated 820 units

**South Beach Residences**  
190 units



Amber Park - \$906.7 million\*

**Collective Sale Site**  
Estimated 600 units



Tampines Ave 10 - \$370.1 million

**The Tapestry – Launched in Mar 2018**  
861 units



\* Includes JV partner's share

# Rental Properties

## Lease Expiry Profile (2018 – 2020)

As of 31 Dec 2017

### Office Portfolio

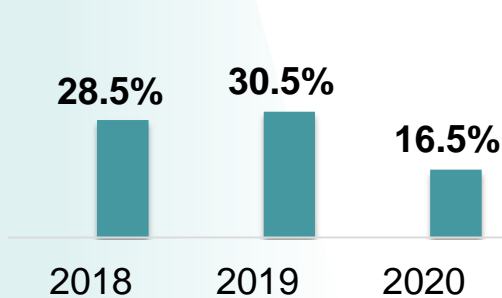
16 properties  
NLA: 2.3 million sq ft

94.8%  
Occupancy\*



REPUBLIC PLAZA

■ % of NLA Expiring



\*National Average: 87.4%

### Retail Portfolio

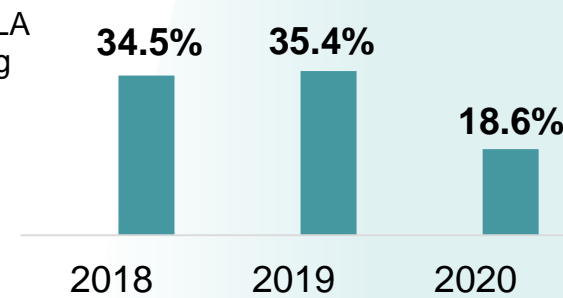
19 properties  
NLA: 844,000 sq ft

97.4%  
Occupancy^



CITY SQUARE MALL

■ % of NLA Expiring



^National Average: 92.6%







# INTERNATIONAL OPERATIONS

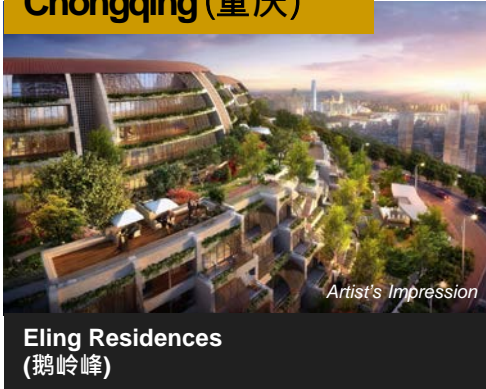
Ransomes Wharf | London, UK



# International Operations – China

## Focus on Tier 1 and Tier 2 Cities

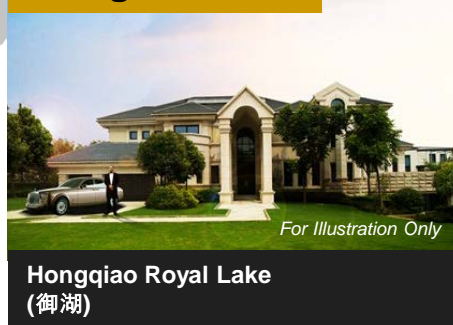
### Chongqing (重庆)



#### FY 2017 Highlight:

**Strategic partnership with China Vanke** (#1 Chinese developer by market capitalisation) with partial divestment of two Chongqing projects for RMB 986 million

### Shanghai (上海)



### Suzhou (苏州)



#### FY 2017 Highlight:

**Continued good uptake for residential units of mixed-use waterfront project**

- Phase 1: Tower 1 (462-unit residential) & Tower 3 (912-unit SOHO)
- Phase 2: Tower 2 (430-unit residential), 30,000 sqm office tower, 56,000 sqm retail mall & hotel
- **91% of 1,804 units sold to date\***

#### FY 2017 Highlight:

**Acquired Meidao Business Plaza (now known as Hong Leong Plaza Hongqiao) in Feb 2017 for RMB 900 million**

- Project completed in Q4 2017
- Comprises 5 office towers with 2 levels of basement car parks with GFA of 32,182 sqm
- Strategically located within Shanghai's fast growing Hongqiao CBD, and next to the mega Shanghai Hongqiao International Medical Center surrounded by many international schools, upcoming R&D centres and business parks





# International Operations – UK

## Established Strong Project Pipeline in Greater London

**Under Construction**

Projects to be Completed in 2018 & 2019



Chelsea



Knightsbridge



Belgravia

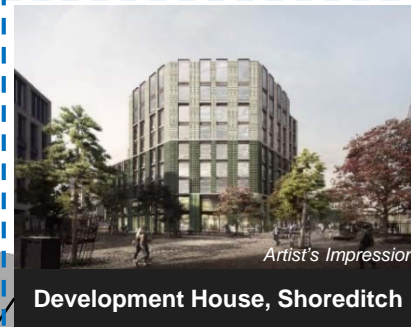
**Good Progress on Planning Applications**

**Under Construction**

Expected completion of Phase 1 in Q4 2018



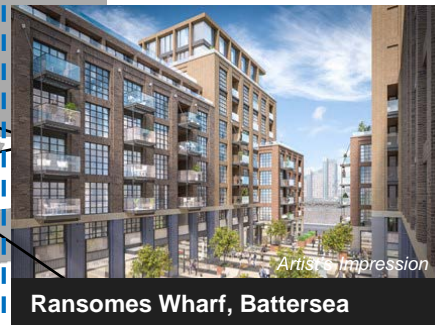
Teddington Riverside, Teddington



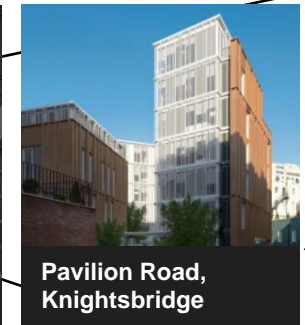
Development House, Shoreditch



Stag Brewery, Mortlake



Ransomes Wharf, Battersea



Pavilion Road, Knightsbridge



# International Operations – Japan

## Two Prime Freehold Residential Projects in Tokyo



Park Court Aoyama The Tower

### Highlight:

- 160-unit freehold JV residential project launched in Oct 2016
- To date, over 80% of project sold\*
- Project completed in Q1 2018



Freehold site in Shirokane

### Highlight:

- Prime 180,995 sq ft freehold site acquired in Sep 2014 to be land banked for value appreciation
- Various design options to maximise the potential of the site are being explored





# International Operations – Australia

## Strategic Investment into Luxury Retirement Sector

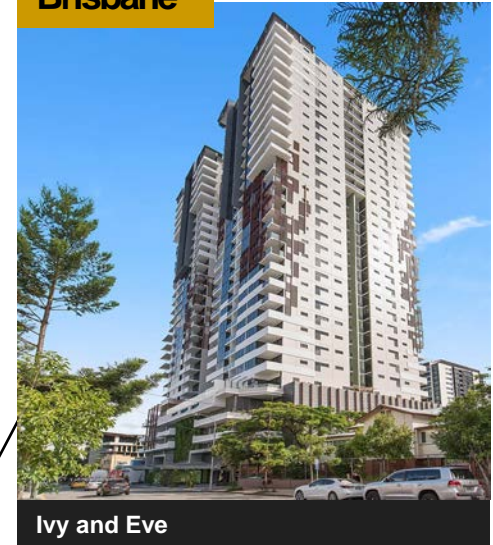
### Sydney



**FY 2017 Highlight:**  
Collaboration with Waterbrook Lifestyle Resorts on 2 Freehold Luxury Retirement Housing Projects in Sydney & NSW for A\$57 million

- 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

### Brisbane



**FY 2017 Highlight:**

- Approx. 97% of 476-unit JV freehold project sold to date\*
- Project completed in Q1 2018

### Bowral





# HOSPITALITY





# M&C – Lapsed Final Cash Offer

**Final Cash Offer of 620 pence for each M&C Share lapsed on 26 Jan 2018, 1300 GMT**

**Valid Acceptances of 47.14% as of Final Closing –  
Did not meet threshold for offer to turn unconditional**

## Lapsed: Recommended Final Cash Offer

<b>Cash Consideration</b>	620 pence <i>Comprising 600 pence (cash) + 20 pence (special dividend) per M&amp;C share</i>
<b>Valuation</b>	Approx. £2,014 million for M&C's entire issued ordinary share capital
<b>CDL's Equity Interest in M&amp;C</b>	65.2% (211,749,487 shares)  <i>As at 9 Oct 2017</i>

- The Group respects the decision by M&C's minority shareholders in the lapsed offer and remains committed to maintaining its controlling shareholding in M&C, supporting M&C's strategy as a hotel owner and operator
- Moving forward, the Group is fully prepared for M&C to address the operating challenges and with all M&C shareholders, share the burden of the significant capital expenditure required to improve the hotels' performance, in line with its competitors

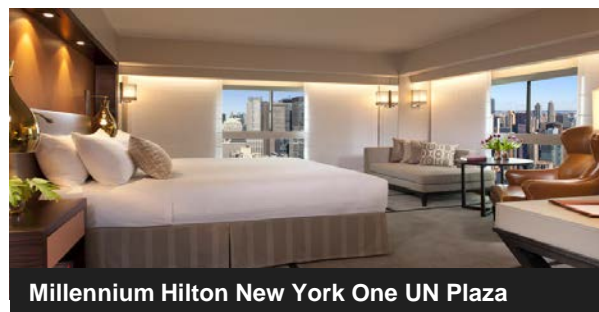


# M&C Hotel Operations

## Trading Performance

	Reported Currency			Constant Currency	
	FY 2017	FY 2016	Change	FY 2016	Change
Revenue	£1,008m	£926m	8.9%	£972m	3.7%
Revenue (hotel)	£880m	£814m	8.1%	£853m	3.2%
Profit before tax	£147m	£108m	36.1%	£114m	28.9%
PATMI	£124m	£78m	59.0%		

- In constant currency, Group RevPAR increased by 1.2% and 3.2% for Q4 and FY 2017.
- Increase in revenue is driven by full year contribution from Millennium Hilton New York One UN Plaza (previously known as ONE UN New York) which was re-opened in September 2016 after refurbishment and Grand Millennium Auckland (joined the Group in September 2016), as well as higher land sales in New Zealand.
- PATMI surged 59% due to a release of £17m tax provision in relation to exposures in Singapore that are finalised, reversal of impairment of shareholder loan to Fena Estate Co Ltd of £12m and lower impairment losses in 2017.







# STRATEGIC INITIATIVES

# Strategic Focus for 2018

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## Renewal and Transformation

### #1

### GROWTH

- Property Development
- Recurring Income Streams

### #2

### ENHANCEMENT

- Asset Enhancement Initiatives (AEI)
- Repositioning / Redevelopment
- Operational Efficiency

### #3

### TRANSFORMATION

- Fund Management
- Innovation
- New Platforms

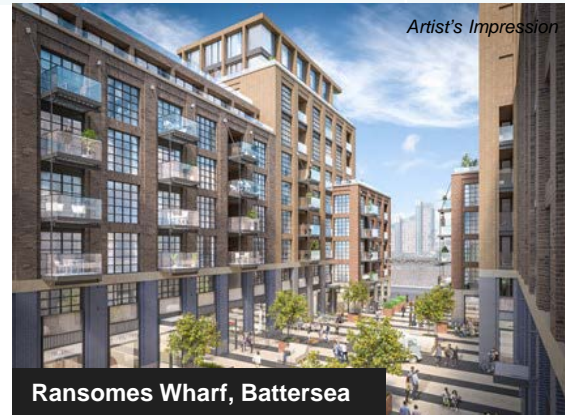




# #1 Grow Property Development

## Build Land Bank for Future Development Income\*

Location	Tenure	Total Units	Site Area (sq ft)	Gross Floor Area (sq ft)	Land Price	Land Cost
<b>Tampines Ave 10</b>	99-year leasehold	861	233,767	654,553	\$370.1 million	\$565 psf ppr
<b>Amber Road</b>	Freehold	Est 600	213,675	598,290	\$906.7 million	\$1,515 psf ppr
<b>Handy Road</b>	99-year leasehold	Est 200	51,626	123,205	\$212.2 million	\$1,722 psf ppr
<b>West Coast Vale</b>	99-year leasehold	Est 730	210,883	590,481	\$472.4 million	\$800 psf ppr
<b>Sumang Walk</b> (Executive Condo site)	99-year leasehold	Est. 820	291,235	873,705	\$509.4 million	\$583 psf ppr
<b>Ransomes Wharf (UK)</b>	Freehold	118 resi 8 comm	69,965	240,899	£58 million (\$103.2 million)	£829 psf (\$1,475 psf)

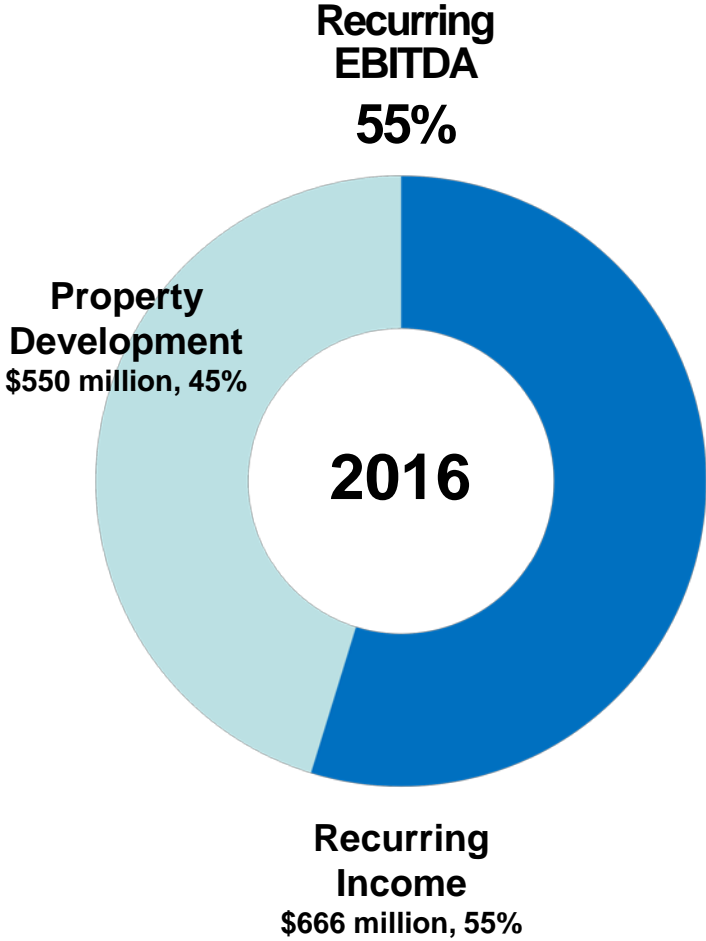
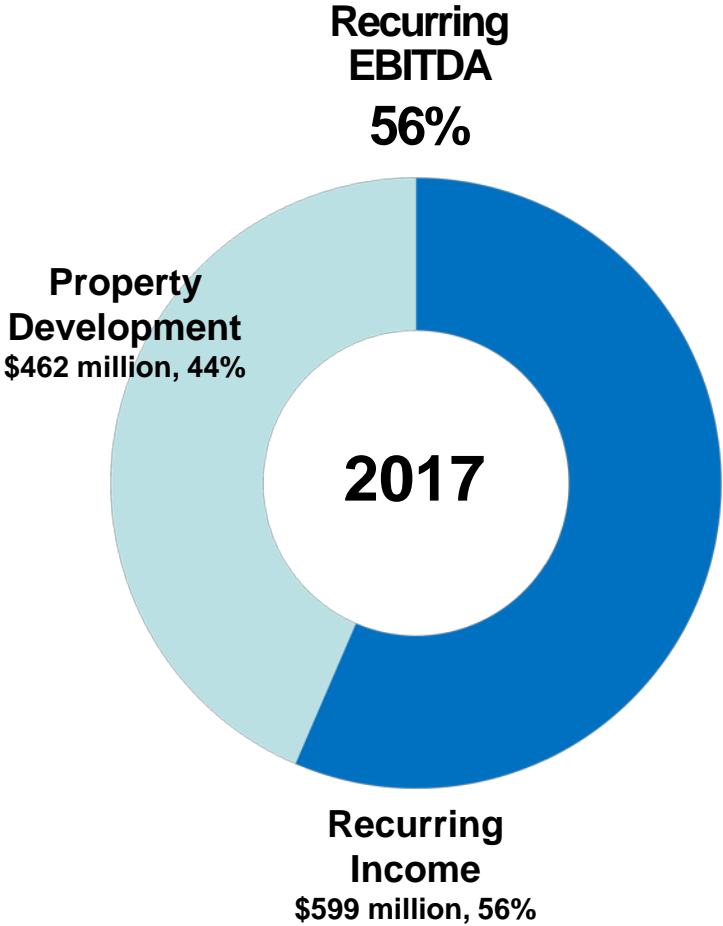


\* Recent acquisitions since 2017



# #1 Grow Recurring Income Streams

Strengthen Recurring Income from Asset Base





# #2 Asset Repositioning

## Unlocking Value in Existing Asset Portfolio



### Republic Plaza – \$70 million AEI

- Phased AEI works to commence in 1H 2018
- Expected completion by 1H 2019
- Includes creation of new retail cluster at Level 2
- Total NLA (Post AEI): 785,000 sq ft



### Le Grove Serviced Apartments – \$30 million AEI

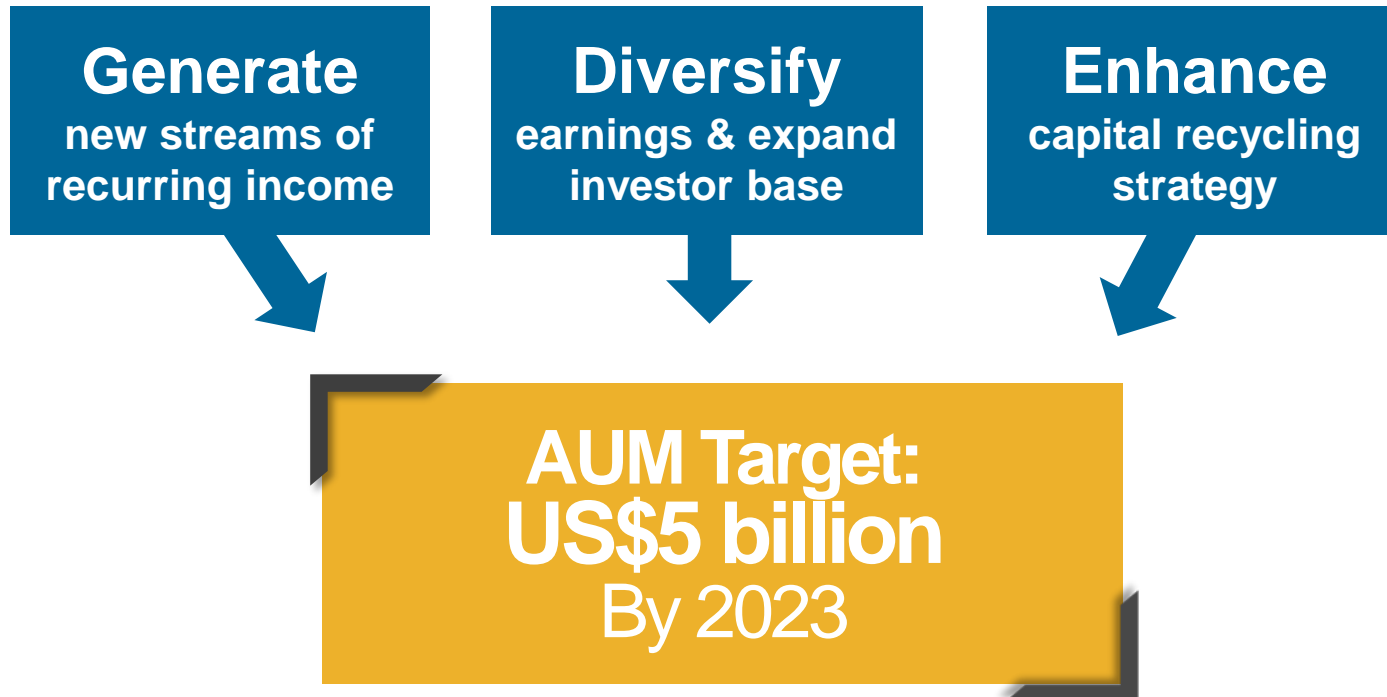
- On track for completion in Q2 2018
- Unit reconfiguration: Increases to 173 apartment units (from 97 units)
- Approx. NLA: 89,340 sq ft (excluding common areas and amenities)



# #3 Establish Fund Management Platform

Create New Recurring Income Streams & Raise 3<sup>rd</sup> Party Capital for Additional Acquisitions

**GOAL: TO BE A LEADING FUND MANAGER IN ASIA BY 2023**





# #3 Innovation & New Platforms

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

Investments in  
New Economy Businesses  
& Potential Disruptors

Internal Innovation  
Initiatives



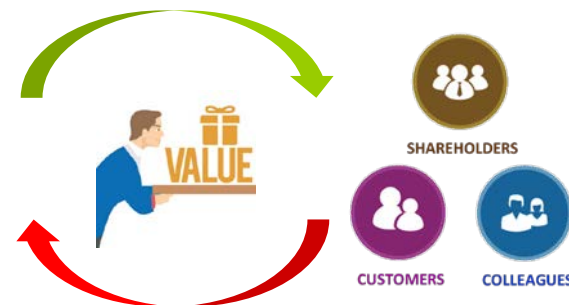
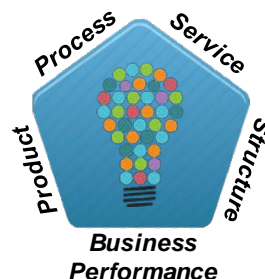
China's Fast-Growing  
Online Apartment Rental  
Platform



China's Leading Operator  
of Co-working Space



Enterprise Innovation Committee  
(EIC)



## **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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