





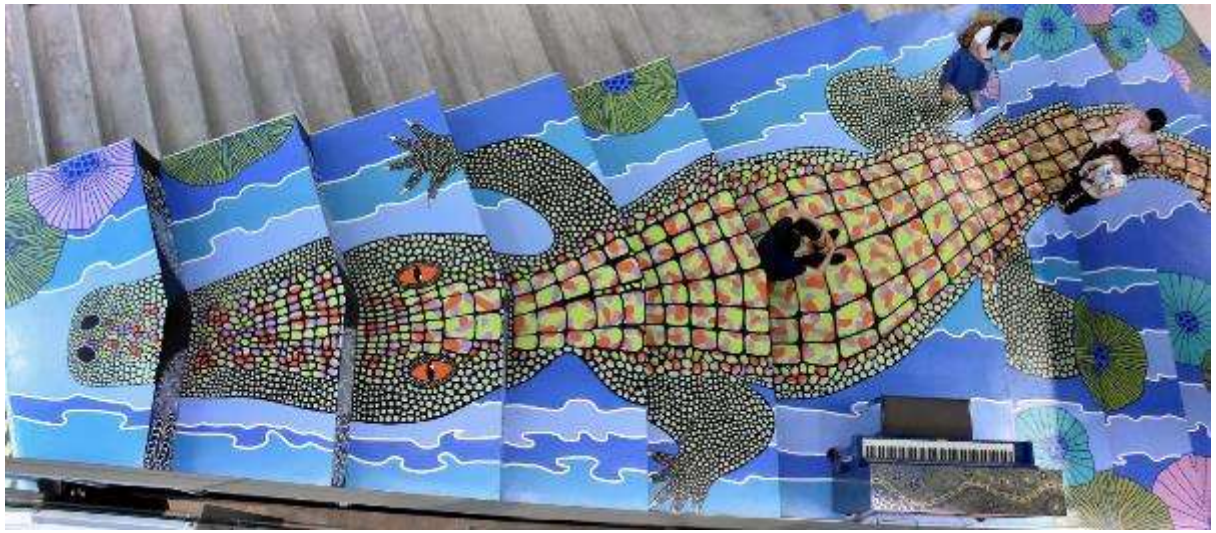


UOL GROUP
3Q2019 RESULTS
12 NOVEMBER 2019









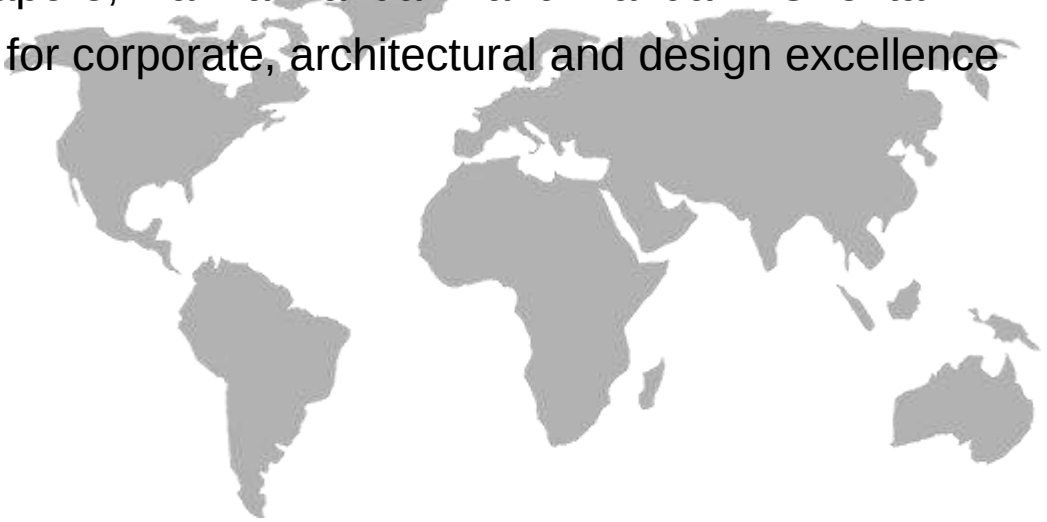
AGENDA

- 3Q2019 KEY FINANCIALS
- OPERATION HIGHLIGHTS



COMPANY OVERVIEW

- UOL Group Limited (UOL) was founded in 1963 and listed on the Singapore Exchange in 1964
- Total assets of about $20.0 billion as at 30 September 2019
- Geographical presence in 12 countries - Singapore, Malaysia, Indonesia, Thailand, Vietnam, Myanmar, Australia, China, Bangladesh, UK, USA and Canada
- Through hotel subsidiary, Pan Pacific Hotels Group Limited (PPHG), UOL owns and/or manages over 30 hotels, resorts and serviced suites in Asia, Oceania and North America under two acclaimed brands: “Pan Pacific” and PARKROYAL
- Through Singapore-listed property subsidiary, United Industrial Corporation Limited (UIC), UOL owns an extensive portfolio of prime commercial assets in Singapore and has interests in Pan Pacific Singapore, Marina Mandarin and Mandarin Oriental
- Award-winning developer known for corporate, architectural and design excellence



CORE BUSINESSES

Property development



- Wholly-owned projects
- Joint-venture projects
- UIC-owned projects

Property investments



- Wholly-owned properties
- Joint-venture properties
- UIC-owned properties
- Marina Centre Holdings Pte Ltd – 61.39%*

Hotel operations

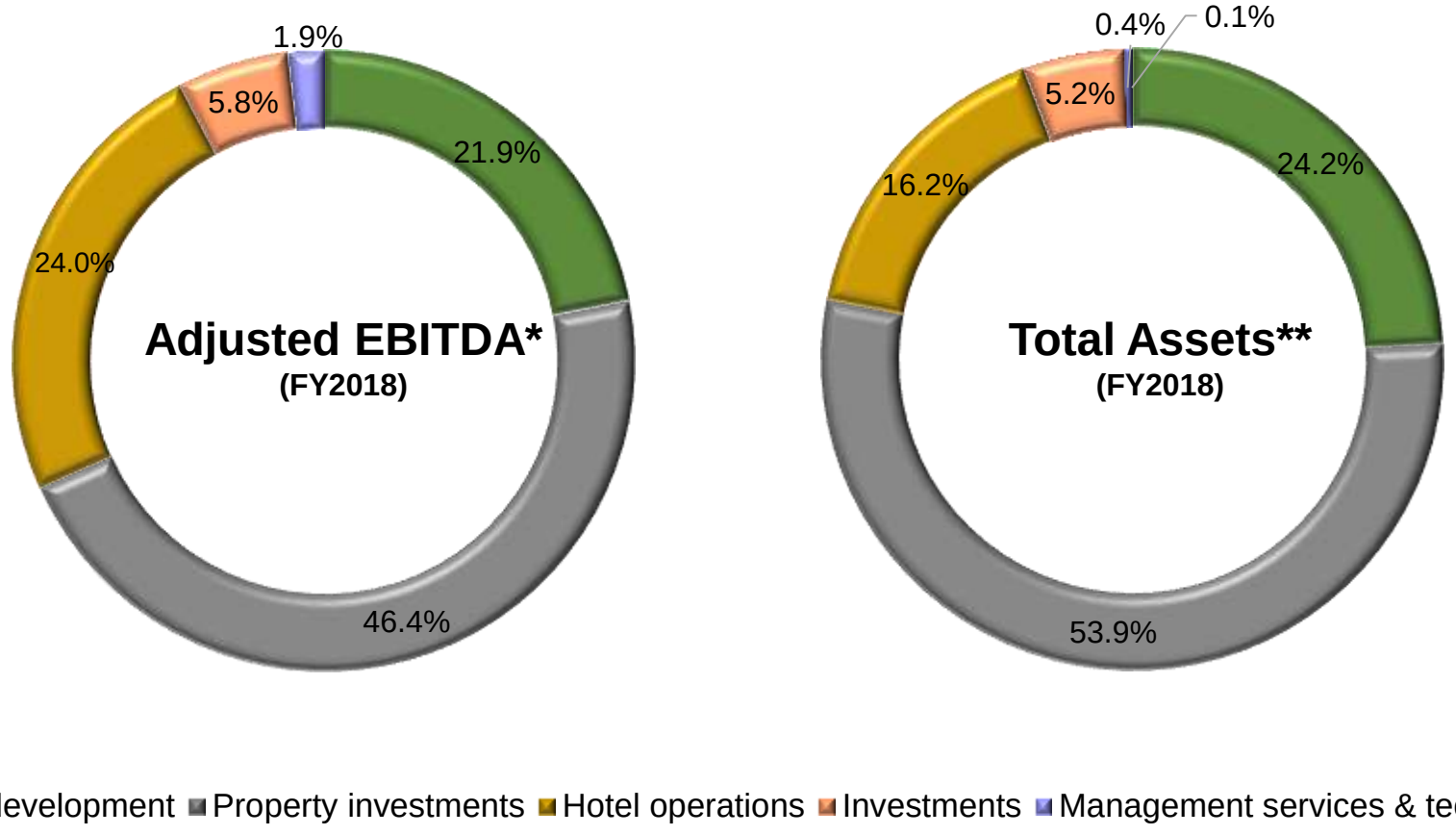


- Wholly-owned hotels
- Joint-venture hotels
- UIC-owned hotels
- Aquamarina Hotel Private Limited – 71.04%*

Notes:
-*Effective interest including interests owned by UIC as at 12 November 2019
- UOL's other businesses are management services (project management, facilities management, hotel and other management), technologies and investments in securities

DIVERSIFIED PORTFOLIO

Contribution by Business Segment



*Excludes unallocated costs, other gains/losses and fair value gains on investment properties.
**Unallocated assets account for 0.1% of total assets.



Photo credit: Timothy Nolan

3Q2019 KEY FINANCIALS

KEY FINANCIALS

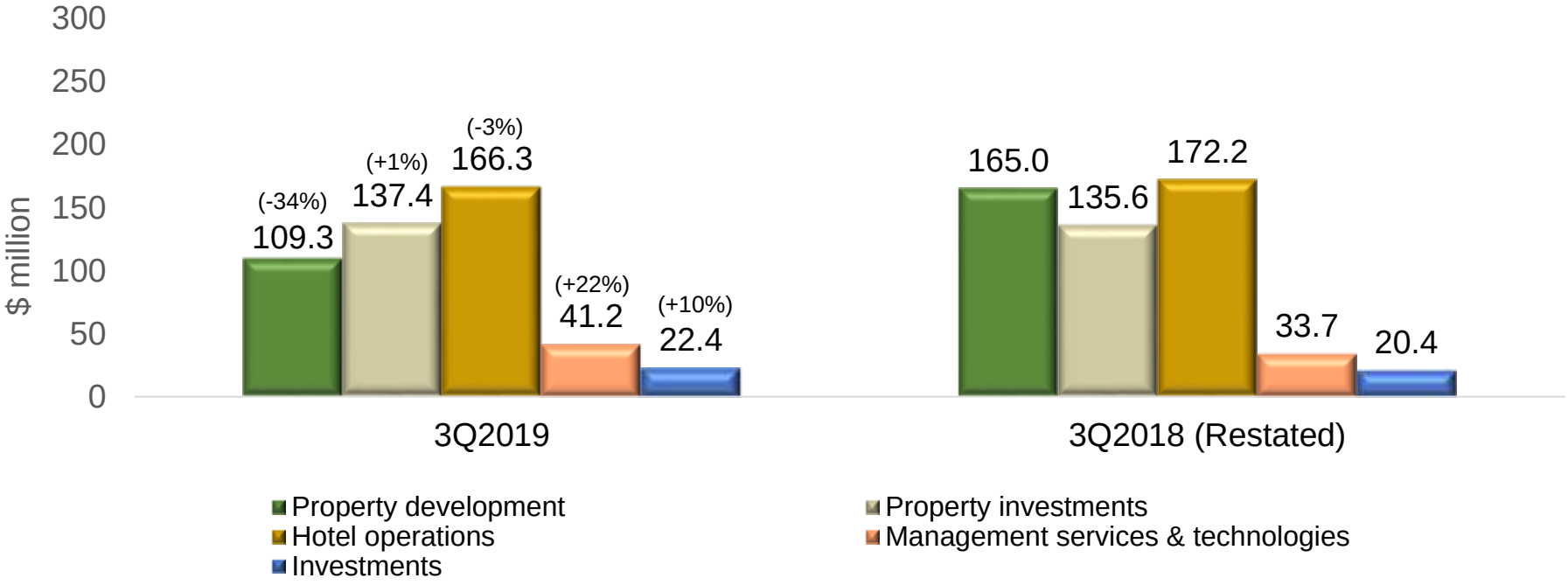
$m	3Q2019	3Q2018 (Restated)	% Change	9M2019	9M2018 (Restated)	% Change
Revenue	**476.6**	526.9	-10	**1,730.1**	1,828.5	-5
Profit before fair value and other gains and income tax	**126.1**	138.7	-9	**408.9**	432.3	-5
Fair value gains on the Group's investment properties	**-**	-	-	**181.9**	64.4	182
Profit before income tax	**126.1**	138.7	-9	**590.8**	496.7	19
PATMI	**80.0**	85.7	-7	**347.8**	293.0	19
Earnings per share (cents)	**9.50**	10.18	-7	**41.26**	34.79	19

KEY FINANCIALS

	3Q2019	FY2018 (Restated)	% Change
Net tangible asset value per share	**$11.63**	$11.27	3
Total equity	**$14,117m**	$14,434m	-2
Cash	**$571m**	$677m	-16
Net debt	**$4,173m**	$4,033m	3
Gearing ratio	**0.30**	0.28	7

CONTRIBUTIONS BY BUSINESS SEGMENT

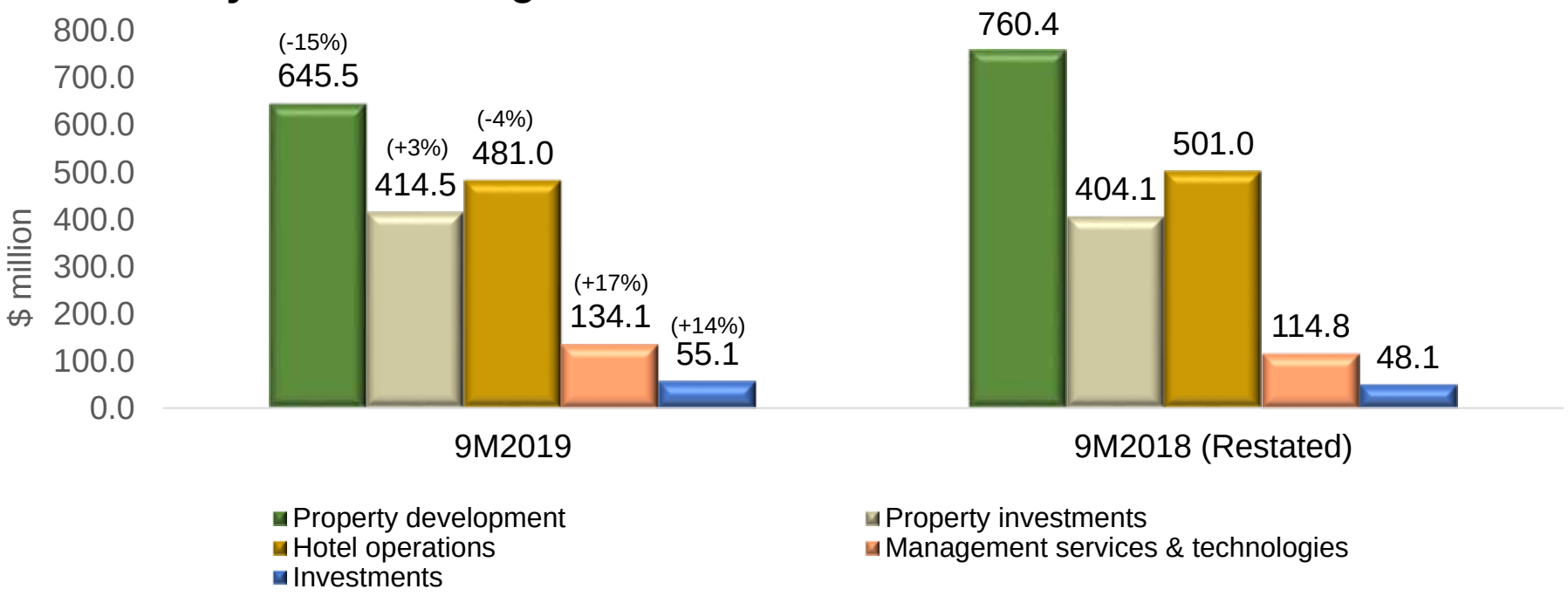
Revenue by Business Segment



	3Q2019	3Q2018
Property development	23%	31%
Property investments	29%	26%
Hotel operations	35%	33%
Management services & technologies	8%	6%
Investments	5%	4%

CONTRIBUTIONS BY BUSINESS SEGMENT

Revenue by Business Segment



	9M2019	9M2018
Property development	37%	42%
Property investments	24%	22%
Hotel operations	28%	27%
Management services & technologies	8%	6%
Investments	3%	3%



OPERATION HIGHLIGHTS

PROPERTY DEVELOPMENT

Profit Recognition of Launched Projects

Project Name	% Effective Stake	No. of Units	Saleable Area (sqm)	% Sold (as at 30.09.19)	% Completed (as at 30.09.19)	TOP Date
Ongoing						
Amber45	100	139	13,535	77.7	60	Est. 3Q2020
The Tre Ver	75	729	51,573	66.5	15	Est. 3Q2021
MEYER HOUSE	50	56	16,111	7.1	23	Est. 3Q2021
Avenue South Residence	65	1,074	80,203	2.2	11	Est. 2Q2022
Completed						
Park Eleven, Shanghai	55	398	78,526	38.2	100	TOP
V on Shenton	50	510	47,427	89.0	100	TOP
Mon Jervois	50	109	14,145	89.0	100	TOP
Pollen & Bleu	50	106	10,714	98.1	100	TOP

PROPERTY DEVELOPMENT

Singapore Residential Pipeline

Project Name/Location	Tenure of Land	Site Area (sqm)	No. of Residential Units	% Effective Stake
Clementi Avenue 1 site	99	16,543	640	90

Overseas Residential Pipeline

Project Name/Location	Tenure of Land	Site Area (sqm)	No. of Residential Units	% Effective Stake
The Sky Residences at One Bishopsgate Plaza*, London	Freehold	3,200	160	100

* Mixed-use development with 160 residential units, 237 hotel rooms and a commercial component

PROPERTY DEVELOPMENT

Avenue South Residence – At the Doorstep of the Greater Southern Waterfront



Artist's impression of Avenue South Residence.

- A 56-storey development with three distinctive collections – Horizon Collection, Heritage Collection (fully sold) and Peak Collection
- Top-selling residential project in September 2019; investors and homebuyers attracted by growth potential
- Total GFA of 84,551 sqm; 1,074 residential units and 1,300 sqm of commercial space
- Directly connected to the 24km Rail Corridor
- 50:30:20 joint venture between UOL, UIC and Kheng Leong; 65% effective stake

PROPERTY DEVELOPMENT

MEYER HOUSE – Strong Product Differentiation



Artist's impression of MEYER HOUSE.

- Private previews since May 2019
- Luxury freehold development (dubbed as "Nassim Residences of the East") along Meyer Road
- 56-unit project with large format units; each unit has a dedicated private lobby and lift
- Close to upcoming Tanjong Katong MRT station
- 50:50 joint venture with Kheng Leong

PROPERTY DEVELOPMENT

Clementi Avenue 1 Residential Site – Timely Replenishment of Landbank



Source: URA

- Awarded government land sales site at Clementi Avenue 1 on 9 July 2019 for $491.3 million or $788 psf ppr
- 80:20 joint venture between UOL and UIC; 90% effective stake
- Total GFA of 57,900 sqm; a 40-storey tower with estimated 640 residential units
- Located adjacent to award-winning The Clement Canopy, a well-received project launched two years ago in 2017
- Close proximity to National University of Singapore, NUS High School of Mathematics and Science, Nan Hua High School and Clementi MRT station
- Target to launch in 3Q2020

PROPERTY DEVELOPMENT

Park Eleven – Strong Overseas Contribution



- Mixed-use development with 398 residential units and 3,837 sqm of net lettable area of retail in Shanghai, China
- Located within Changfeng Ecological Business Park, close to Hongqiao Transportation Hub and The Bund
- 40:30:20 joint venture between UOL, UIC and Kheng Leong; 55% effective stake
- Launched Phase 2 in October 2019

PROPERTY DEVELOPMENT

One Bishopsgate Plaza – First Foray into UK



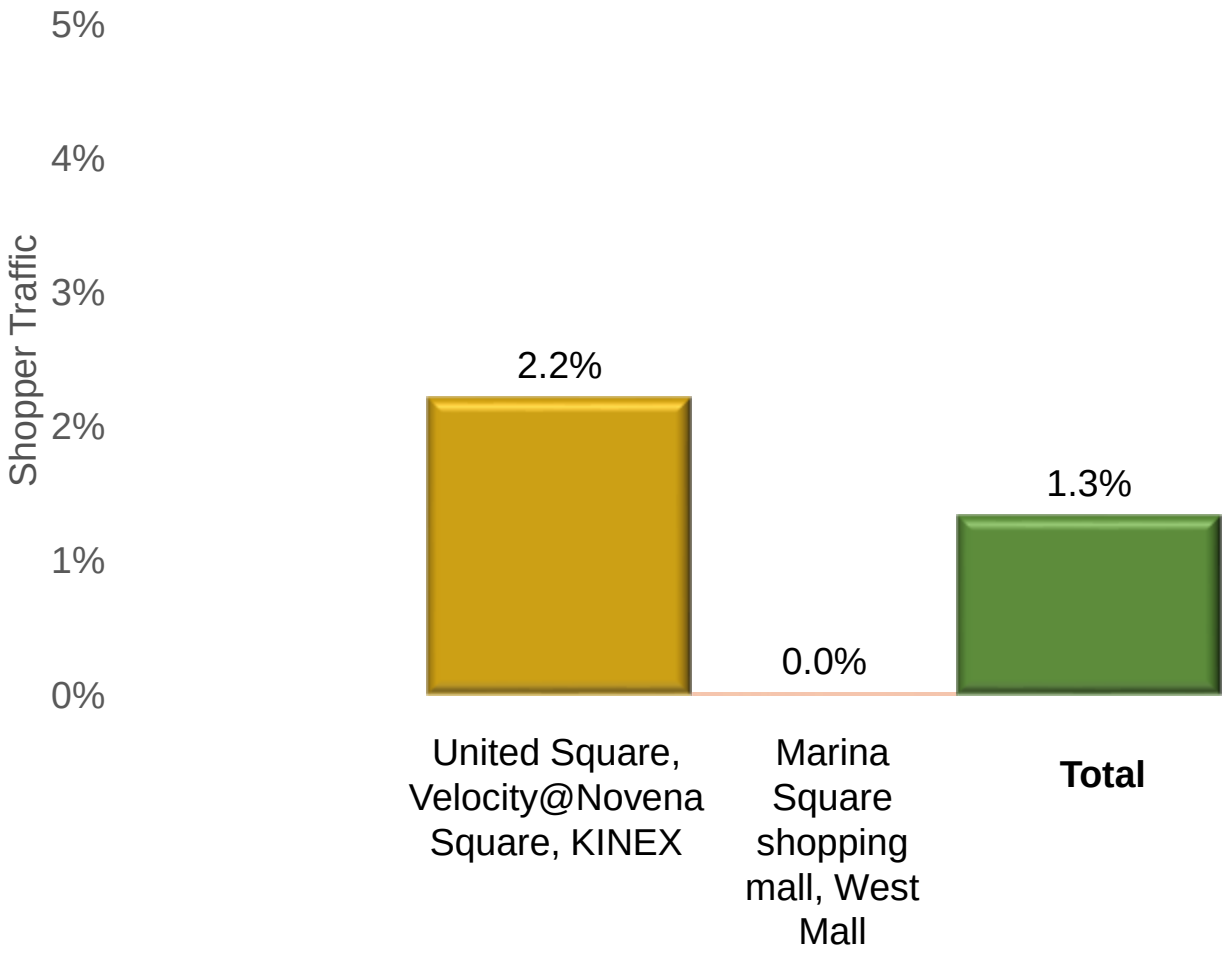
Artist's impression of One Bishopsgate Plaza.

- A 41-storey mixed-use tower in London comprising:
  - Commercial: 2,267 sqm of net lettable area
  - Hotel: 237-key Pan Pacific London
  - Residential: 160-unit The Sky Residences
- Located in London's central financial district, near Liverpool Street Station and the future Crossrail Station
- Private previews of The Sky Residences since October 2019
- Hotel and commercial components projected to be operational in 2H2020 and residential component ready for occupation in 2021

SHOPPER TRAFFIC (RETAIL PORTFOLIO)

Shopper Traffic (3Q2019 vs 3Q2018)

- Total shopper footfall increased by 1.3%



PROPERTY INVESTMENTS

Office properties		Net Lettable Area (sqm)*
Portfolio		
Novena Square		41,627
United Square		26,856
Odeon Towers		18,345
Faber House		3,956
One Upper Pickering		8,089
72 Christie Street, Sydney		11,259
110 High Holborn, London		7,954
120 Holborn Island, London		18,323
	Total	**136,409**
Retail properties		
Portfolio		
Velocity@Novena Square shopping mall		15,881
United Square shopping mall		19,525
KINEX shopping mall		18,810
The Esplanade Mall, Tianjin		7,115
110 High Holborn, London		2,792
120 Holborn Island, London		13,827
	Sub Total	**77,950**
Pipeline		
Park Eleven Mall, Shanghai		3,837
One Bishopsgate Plaza, London (commercial component)		2,267
	Sub Total	**6,104**
	Total	**84,054**
	Grand Total	**220,463**

*As at 30 September 2019

PROPERTY INVESTMENTS

Commercial properties under UIC	Net Floor Area (sqm)
Portfolio	
Singapore Land Tower	57,500
Clifford Centre	25,470
The Gateway	69,803
SGX Centre 2	25,800
Abacus Plaza	8,397
Tampines Plaza	8,397
Stamford Court	5,990
UIC Building	26,373
Total	**227,730**
Retail properties	
Portfolio	
Marina Square shopping mall	73,097
West Mall	17,042
Total	**90,139**
Grand Total	**317,869**

HOTEL OPERATIONS

Owns and/or manages over 30 hotels with more than 10,000 rooms

- Comprises two highly-acclaimed brands – “Pan Pacific” and PARKROYAL



PARKROYAL Penang Resort, Malaysia



Pan Pacific Melbourne, Australia



PARKROYAL on Pickering, Singapore

HOTEL OPERATIONS

	Existing		Pipeline	
	No. of Hotels	No. of Rooms	No. of Hotels	No. of Rooms
By Brand				
Pan Pacific	18	5,754	5	1,183
PARKROYAL	13	3,878	8	1,938
Others	5	1,959	-	-
Total	**36**	**11,591**	**13**	**3,121**
By Ownership Type				
Owned	27	9,533	4	977
Managed	9	2,058	9	2,144
Total	**36**	**11,591**	**13**	**3,121**

Note: Includes serviced suites and hotels held by associated companies.

HOTEL OPERATIONS

Owned Hotels under UOL	Country	Rooms
Portfolio		
PARKROYAL on Beach Rd	Singapore	346
PARKROYAL on Kitchener Road	Singapore	532
PARKROYAL on Pickering	Singapore	367
Pan Pacific Perth	Australia	486
Pan Pacific Melbourne	Australia	396
PARKROYAL Darling Harbour	Australia	340
PARKROYAL Parramatta	Australia	286
PARKROYAL Melbourne Airport	Australia	276
PARKROYAL Kuala Lumpur	Malaysia	426
PARKROYAL Penang Resort	Malaysia	310
Pan Pacific Xiamen	China	354
Pan Pacific Suzhou	China	480
Pan Pacific Tianjin	China	319
Pan Pacific Yangon	Myanmar	331
PARKROYAL Yangon	Myanmar	342
Pan Pacific Hanoi	Vietnam	324
PARKROYAL Saigon	Vietnam	186
Sofitel Saigon Plaza	Vietnam	286
	Sub Total	6,387
Pipeline		
Pan Pacific London	UK	237
Pan Pacific Orchard	Singapore	350
	Total	6,974

HOTEL OPERATIONS

Owned Hotels under UIC	Country	Rooms
Portfolio		
Pan Pacific Singapore	Singapore	790
Marina Mandarin Singapore*	Singapore	575
Mandarin Oriental	Singapore	527
The Westin Tianjin	China	275
Tianjin Yanyuan International Grand Hotel	China	296
	Total	2,463
	Grand Total	**9,437**

Owned Serviced Suites under UOL	Country	Rooms
Portfolio		
Pan Pacific Serviced Suites Orchard	Singapore	126
Pan Pacific Serviced Suites Beach Road	Singapore	180
PARKROYAL Serviced Suites Singapore	Singapore	90
PARKROYAL Serviced Suites Kuala Lumpur	Malaysia	287
	Total	683
Pipeline		
Pan Pacific Serviced Suites Kuala Lumpur	Malaysia	210
PARKROYAL Serviced Suites Jakarta	Indonesia	180
	Grand Total	**1,073**

*To be rebranded to PARKROYAL Collection Marina Bay on 1 January 2020.

PIPELINE PROJECTS (OWNED)

PARKROYAL Collection Marina Bay – Rebranding of Marina Mandarin Singapore



Source: Marina Mandarin Singapore

- The 575-room hotel owned by UOL and UIC will be rebranded to PARKROYAL Collection Marina Bay from 1 January 2020
- Enables operational synergies with neighbouring Pan Pacific Singapore
- Upcoming refurbishment works to give the hotel's interior a nature-inspired look
- Part of overall plans to explore suitable asset enhancement opportunities with UIC

PIPELINE PROJECTS (OWNED)

Pan Pacific Orchard – Total Redevelopment to Maximise Returns



Artist's impression of Pan Pacific Orchard.

- Closed from 1 April 2018 for redevelopment into new iconic and green 350-key hotel
- New flagship hotel for "Pan Pacific" brand
- Features three unique levels of experiential sky gardens which will redefine the vertical sky-rise typology
- Sustainable systems in place such as food waste composter to minimise waste
- Target to open in 2021

PIPELINE PROJECTS (OWNED)

Pan Pacific London – Enhancing Presence in Key Gateway Cities



Artist's impression of Pan Pacific London.

- Located in Bishopsgate, London's central financial district
- Part of a 41-storey luxury mixed-use development
- 237 rooms with dining, meeting, fitness and wellness facilities
- Target to open in 2H2020

PIPELINE PROJECTS (OWNED)

PARKROYAL Serviced Suites Jakarta – Growing Foothold in Asian Cities



Thamrin Nine (artist's impression) is a 5.4 hectare mixed-use development comprising UOB Plaza, Tower 1 and Tower 2 (far right).

- Located in central Jakarta, the 180-suite PARKROYAL Serviced Suites Jakarta is located in Tower 2 of Thamrin Nine
- PPHG will also manage a 185-key PARKROYAL Jakarta in the same tower
- Constructed in phases, Tower 2 is expected to be completed in 2021

PIPELINE PROJECTS (OWNED)

Pan Pacific Serviced Suites Kuala Lumpur – Capitalising on Plot Ratio Intensification



Artist's impression of Pan Pacific Serviced Suites Kuala Lumpur (right).

- Located in Bukit Bintang, the shopping and entertainment district of Kuala Lumpur
- Redevelopment of multi-storey carpark at PARKROYAL Kuala Lumpur into a 210-suite Pan Pacific Serviced Suites Kuala Lumpur
- Target to open in 2021

PIPELINE PROJECTS (MANAGED)

PARKROYAL Dalian – First PARKROYAL Hotel in China



Artist's impression of PARKROYAL Dalian (far left).

- Located in Youting Road, the 214-key PARKROYAL Dalian is close to the Xinghai Bay Financial Business Area
- Offers comprehensive facilities including a rooftop helipad for airport transfers
- Target to open in 4Q2020

PIPELINE PROJECTS (MANAGED)

PARKROYAL Serviced Suites Hanoi – Strengthening Regional Presence



Artist's impression of PARKROYAL Serviced Suites Hanoi.

- Located at the scenic West Lake, PARKROYAL Serviced Suites Hanoi is a short drive to Hanoi's Ba Binh and Hoan Kiem urban districts
- The 126-suite property offers dining, function rooms and wellness facilities
- Target to open in 2H2020

BEST IN CLASS PROPERTIES

Award-winning and Quality Properties across Residential, Commercial and Hospitality Asset Classes



Nassim Park Residences, Singapore



One Bishopsgate Plaza, London, UK



PARKROYAL on Pickering, Singapore



The Clement Canopy, Singapore

FIABCI-SINGAPORE

WORLD TRAVEL AWARDS

INTERNATIONAL PROPERTY AWARDS

Forbes TRAVEL GUIDE

DISCLAIMER

This presentation may contain forward-looking statements or financial information. Such forward-looking statements and financial information may involve known and unknown risks, uncertainties, assumptions and other factors which may cause the actual results, performance or achievements of UOL Group Limited, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements and financial information.

Such forward-looking statements and financial information are based on assumptions including (without limitation) UOL Group Limited's present and future business strategies, general industry and economic conditions, interest rate trends, cost of capital and capital availability, availability of real estate properties, competition from other companies, shifts in customer demands, customers and partners, changes in operating expenses (including employee wages, benefits and training), governmental and public policy changes and the continued availability of financing in the amounts and the terms necessary to support future business activities.

You are advised not to place undue reliance on these forward-looking statements and financial information, which are based on UOL Group Limited's current views concerning future events.

UOL Group Limited expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements or financial information contained in this presentation to reflect any change in UOL Group Limited's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement or information is based, subject to compliance with all applicable laws and regulations and/or the rules of the SGX-ST and/or any other regulatory or supervisory body.

This presentation may include market and industry data and forecasts. You are again advised that there can be no assurance as to the accuracy or completeness of such included information. While UOL Group Limited has taken reasonable steps to ensure that the information is extracted accurately and in its proper context, UOL Group Limited has not independently verified any of the data or ascertained the underlying assumptions relied upon therein.



Q&A