

UOL Group

FY2022 Results Presentation
27 February 2023



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Company Overview

- UOL Group Limited (UOL) was founded in 1963 and listed on the Singapore Exchange in 1964
- Total assets of \$21.9 billion as at 31 December 2022
- Geographical presence in 14 countries - Singapore, Australia, UK, China, Malaysia, Indonesia, Thailand, Vietnam, Myanmar, Cambodia, Bangladesh, Japan, USA and Canada
- Through hotel subsidiary, Pan Pacific Hotels Group Limited (PPHG), UOL owns and/or manages over 40 hotels, resorts and serviced suites in Asia, Oceania, Europe and North America under three acclaimed brands: “Pan Pacific”, PARKROYAL COLLECTION and PARKROYAL
- Through Singapore-listed property subsidiary, Singapore Land Group Limited (SingLand), UOL owns an extensive portfolio of prime commercial assets in Singapore and has interests in Pan Pacific Singapore, PARKROYAL COLLECTION Marina Bay and Mandarin Oriental, Singapore
- Award-winning developer known for corporate, architectural and design excellence

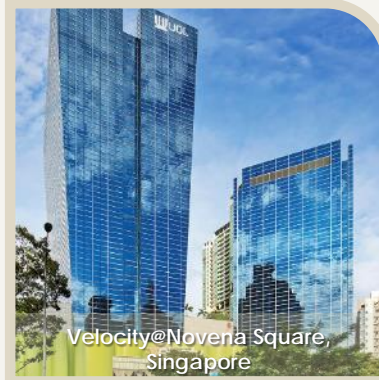
Core Businesses



Park Eleven, Shanghai



MEYER HOUSE, Singapore



Velocity@Novena Square,
Singapore



Pan Pacific Serviced Suites
Beach Road, Singapore



Pan Pacific Orchard, Singapore



Pan Pacific London

PROPERTY DEVELOPMENT

- Wholly-owned projects
- Joint-venture projects
- SingLand-owned projects

PROPERTY INVESTMENTS

- Wholly-owned properties
- Joint-venture properties
- SingLand-owned properties
- Marina Centre Holdings Pte Ltd – about 62%*

HOSPITALITY

- Wholly-owned hotels
- Joint-venture hotels
- SingLand-owned hotels
- Aquamarina Hotel Private Limited – about 71%*

Notes:

-*Effective interest including interests owned by SingLand as at 31 December 2022

- UOL's other business segments are investments, technology operations and management services (hotel management, project management and related services)

Agenda

- 01 FY2022 Highlights
- 02 FY2022 Key Financials
- 03 Operational Highlights
- 04 Market Outlook

01 FY2022 Highlights

Strong business performance underpinned by property development and hotel operations

\$491.9m

PATMI increased 60%
against FY2021

\$1.98b

Property development
revenue rose 26%
against FY2021

\$554.1m

Hotel operations revenue
increased 97%
against FY2021

100% sold

640-unit Clavon and 1,074-unit
Avenue South Residence

98% sold

On launch day for
AMO Residence

931 keys

Added with the opening of
three hospitality properties

02 FY2022 Key Financials



MEYER HOUSE (artist's impression)

Key Financials

	\$m	FY2022	FY2021 (restated)	% Change
Revenue		3,201.7	2,504.6	28
Profit before fair value and other gains/(losses) and income tax		626.9	450.9	39
Other (losses)/gains		-5.1	26.7	-119
Fair value gains on the Group's investment properties		268.2	114.2	135
Profit before income tax		889.9	591.8	50
PATMI		491.9	307.4	60

Key Financials

	FY2022	FY2021	% Change
Earnings per share before fair value and other gains/(losses)	40.9 cents	27.7 cents	48
Earnings per share	58.2 cents	36.4 cents	60
Net tangible asset value per share	\$12.55	\$11.99	5
Return on equity before fair value and other gains/(losses)	3.3%	2.3%	43
Return on equity	4.7%	3.1%	52
Total equity	\$15,293m	\$14,616m	5
Dividends per share - First and Final - Special	15.0 cents 3.0 cents	15.0 cents -	20

Capital Management

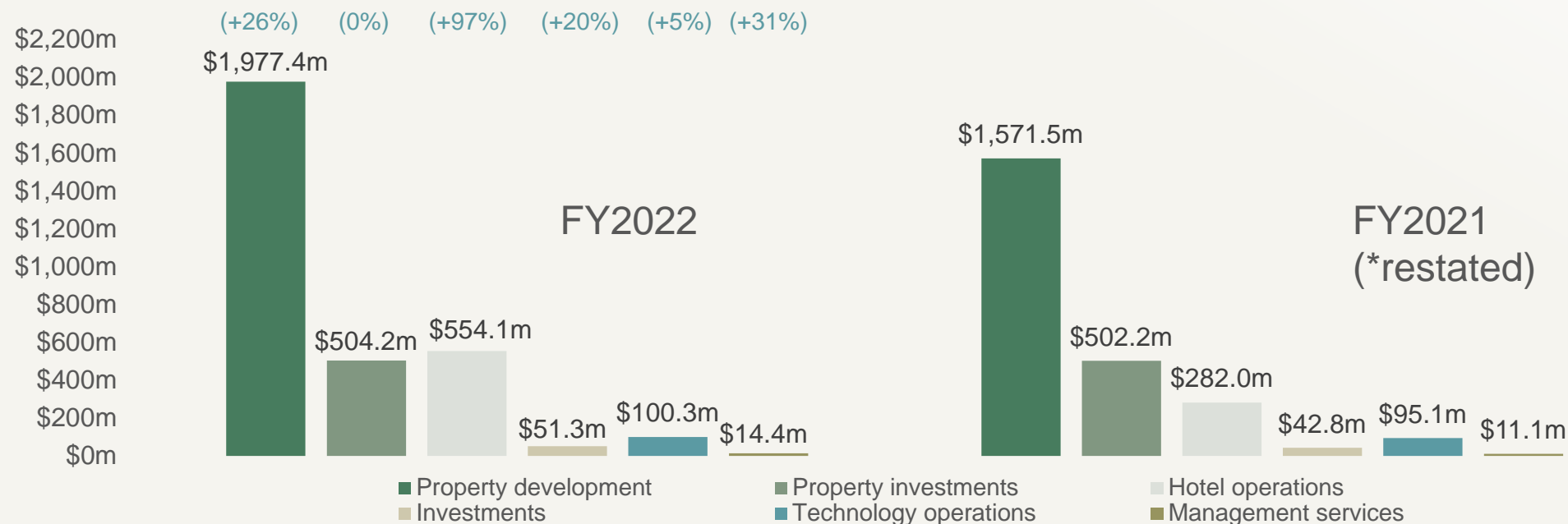
Healthy balance sheet as at 31 December 2022

Net External Borrowings	Cash	Interest Cover (including interest capitalised)	Term Loan	Gearing Ratio
\$3,700m	\$1,468m	9x	94%	0.26
FY2021: \$3,558m	FY2021: \$1,490m	FY2021: 12x	FY2021: 95 %	FY2021: 0.26
Unutilised Credit Facilities	Average Borrowing Cost*	Average Debt Maturity	% of Fixed Rate Debt	
\$3.1b	2.25%	3.3 years	45%	
FY2021: \$ 3.1b	FY2021: 1.26%	FY2021: 2.6 years	FY2021: 45%	

Total External Borrowings	Breakdown by Maturity			
	\$5,168m	\$838m 16%	\$525m 10%	\$203m 4%
	Within 1 year	1-2 years	2-3 years	>3 years

*Computed based on YTD interest expense/YTD average external borrowings

Revenue by Business Segment

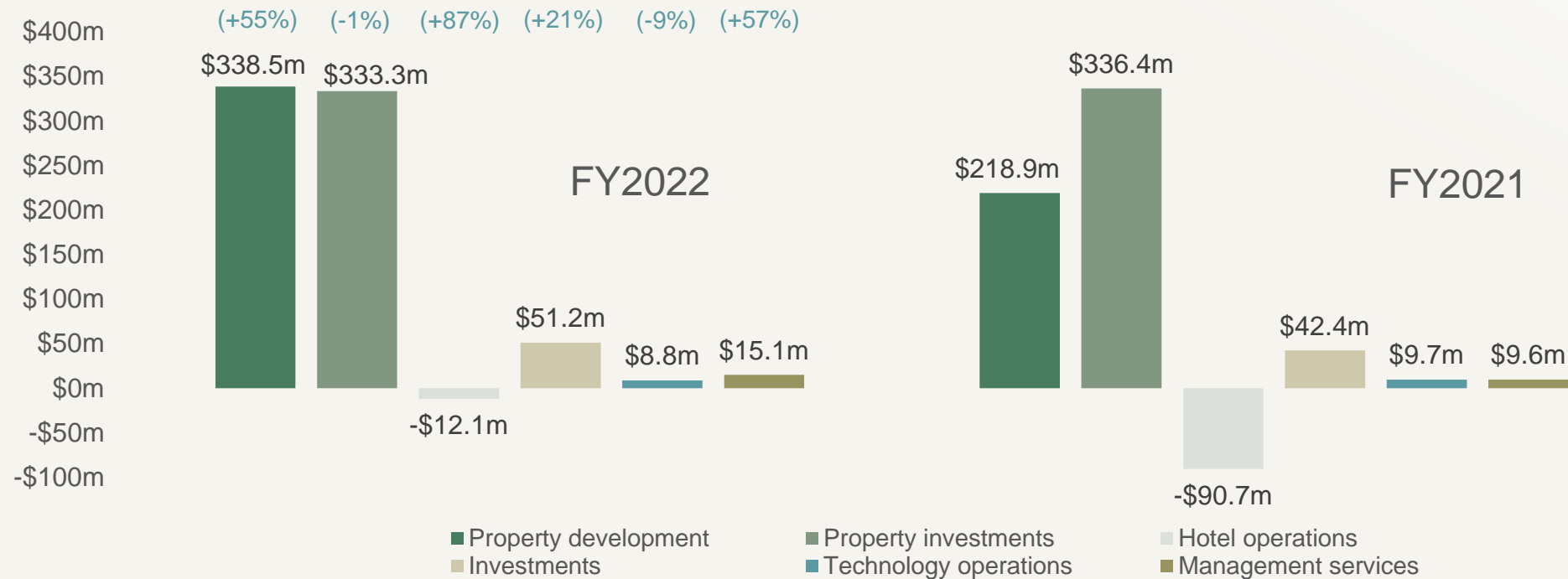


% Contribution	FY2022	FY2021 (*restated)
Property development	62%	63%
Property investments	16%	20%
Hotel operations	17%	11%
Investments	2%	2%
Technology operations	3%	4%
Management services	0%	0%

28%
Increase in revenue
vs FY2021

*Revenue from technology operations was restated following the finalisation of an IFRS 15 agenda decision in May 2022. Cost in relation to the sales from software license reselling arrangements was netted off against revenue, while sales and costs were previously recognised in revenue and cost of sales separately.

Operating Profit by Business Segment



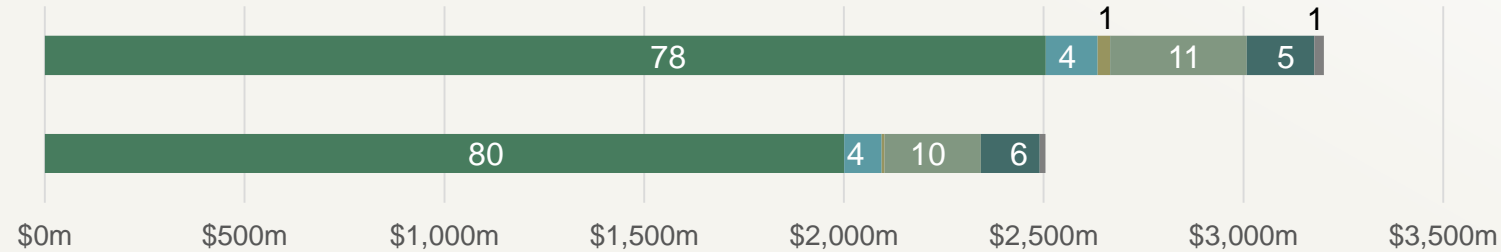
% Contribution	FY2022	FY2021
Property development	46%	41%
Property investments	46%	64%
Hotel operations	-2%	-17%
Investments	7%	8%
Technology operations	1%	2%
Management services	2%	2%

Contributions by Geography

(%) Revenue

FY2022: \$3,201.7m

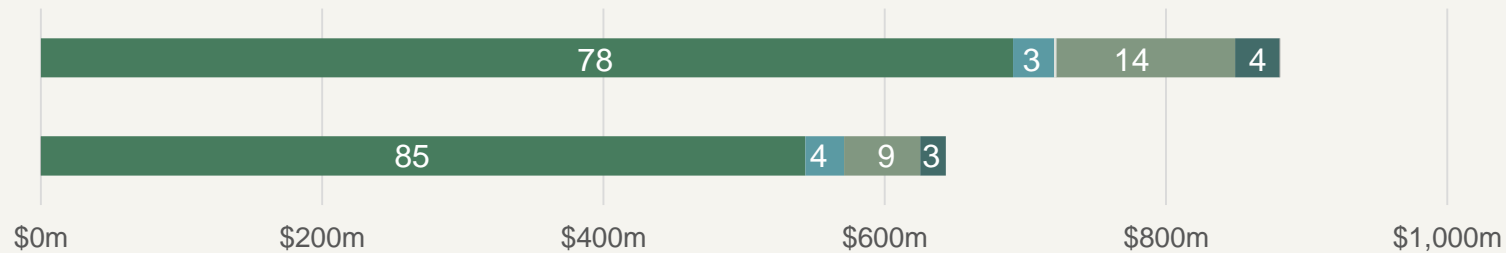
FY2021¹: \$2,504.6m
(restated)



Adjusted EBITDA²

FY2022³: \$881.0m

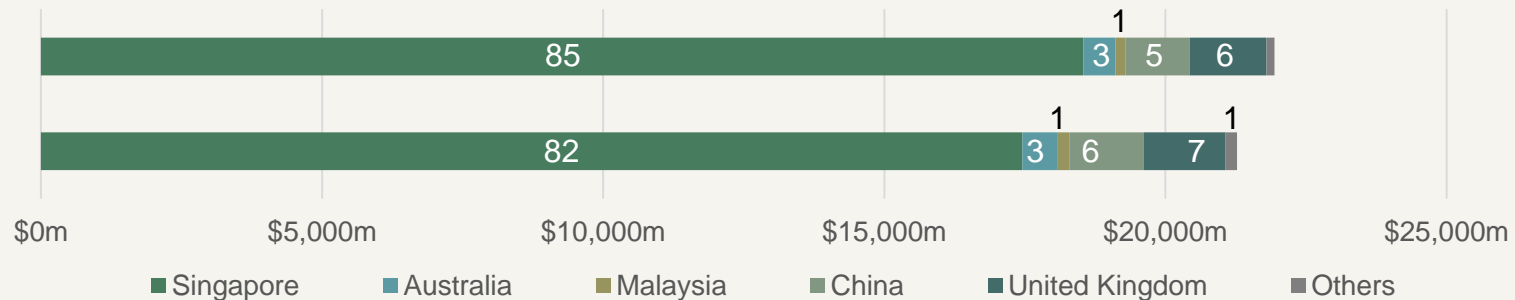
FY2021⁴: \$637.0m



Total Asset Value

FY2022: \$21,938.5m⁵

FY2021: \$21,275.0m



1. Malaysia recorded less than 1% in contribution
2. Excludes unallocated cost, other gains/(losses) and fair value gains/(losses) on investment properties
3. Malaysia and Others collectively recorded 1% in contribution
4. Malaysia and Others recorded negative values
5. Others recorded less than 1% in contribution

03 Operational Highlights



The Tre Ver (artist's impression)

Property Development

Residential units booked as at 31 December 2022

	Launch Date	Units Booked	% Booked [#]	Total Units	Effective Stake
Singapore					
AMO Residence	Jul 2022	367	99%	372	70%
The Watergardens at Canberra	Aug 2021	443	99%	448	65%
Clavon	Dec 2020	640	100%	640	90%
Avenue South Residence	Sep 2019	1,074	100%	1,074	65%
MEYER HOUSE	May 2019	55	98%	56	50%
The Tre Ver	Aug 2018	729	100%	729	75%
Amber45	May 2018	139	100%	139	100%
United Kingdom					
The Sky Residences – One Bishopsgate Plaza	Oct 2019	62	39%	160	100%
China					
Park Eleven (Phase 1 to 3)	Sep 2016 (Phase 1) Oct 2019 (Phase 2) Nov 2021 (Phase 3)	398	100%	398	55%

[#]Based on bookings from date of launch

Property Development

Total sales of 703 residential units with value of approximately \$1.55 billion based on bookings in 2022 vs \$1.53 billion in 2021

Singapore	FY2022	FY2021
UOL		
AMO Residence*	367	-
The Watergardens at Canberra	113	330
Clavon	32	135
Avenue South Residence	160	294
MEYER HOUSE	23	22
The Tre Ver	Fully Sold	Fully Sold
Amber45	1	-
Subtotal	696	781
SingLand		
V on Shenton	6	15
Mon Jervois	1	3
Subtotal	7	18
Total	703	799

\$1.55b

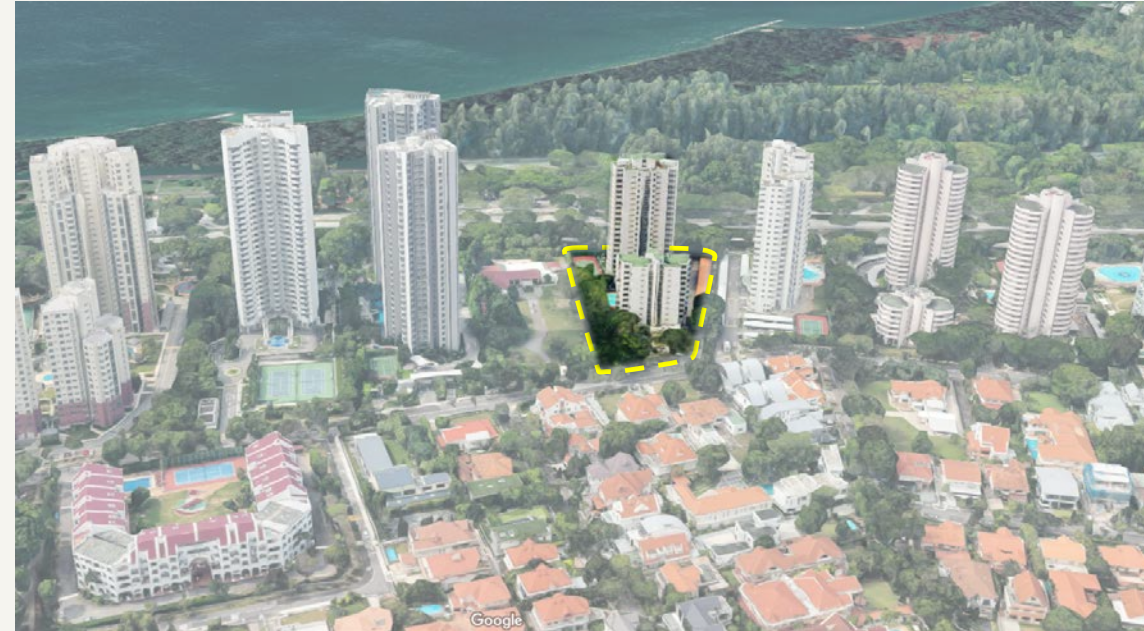
FY2022 Sales Value
vs \$1.53b in FY2021

*AMO Residence was launched on 23 July 2022

Property Development

Site at Meyer Park

- In February 2023, UOL's tender for the en-bloc purchase of Meyer Park Condominium at 81 and 83 Meyer Road was accepted by the members of the Sale Committee for a total consideration of \$392.18 million, or a unit land rate of about \$1,668 psf ppr
- 80:20 joint venture between UOL and SingLand; 90% effective stake
- 8,981 sqm freehold site; gross plot ratio of 2.8
- Estimated to develop about 230 to 250 residential units
- Close to future Katong Park MRT station
- Near to popular schools that include Tao Nan School, Dunman High School and Victoria Junior College



Property Development

Site at Watten Estate

- In October 2021, UOL's tender for the en-bloc purchase of Watten Estate Condominium was accepted by the members of the Sale Committee for a total consideration of \$550.8 million, or a unit land rate of about \$1,786 psf ppr
- 80:20 joint venture between UOL and SingLand; 90% effective stake
- Prime freehold development site with land area of approximately 20,461 sqm on elevated ground of Bukit Timah low-rise residential enclave
- Low-density 5-storey luxurious condominium development with 180 large format 3- to 5-bedroom residential units
- 10- to 15-min walk to Tan Kah Kee MRT Station; Orchard MRT station is 4 stops away
- Within 1km to popular primary schools such as Nanyang Primary and Raffles Girls' Primary Schools



2H2023

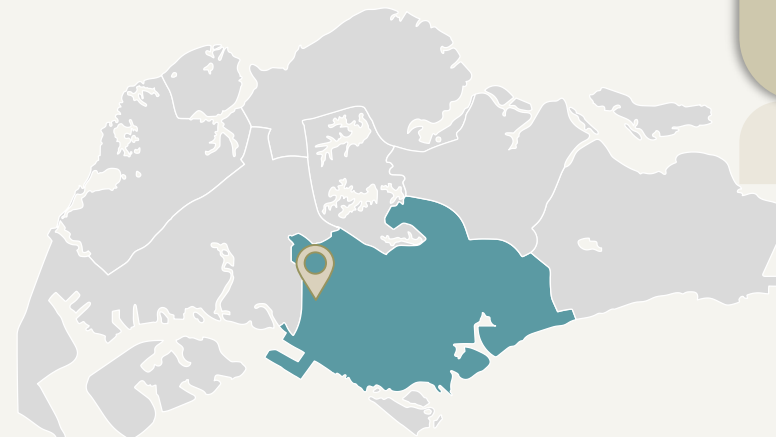
Target Launch



Property Development

Pinetree Hill

- Awarded government land sales site at Pine Grove (Parcel A) in June 2022 at \$671.5 million or about \$1,318 psf ppr
- 80:20 joint venture between UOL and SingLand; 90% effective stake
- 22,535 sqm leasehold site at Pandan Valley/Mount Sinai private residential estate
- 3 elegant 24-storey high towers with 520 residential units; one to five bedroom choice units offering unrivalled views of Clementi Forest, Bukit Timah Nature Reserve and city skyline
- Fronting upcoming Clementi Nature Trail, which will connect the Rail Corridor to the upcoming Ulu Pandan Nature Park
- Within 1km to popular schools such as Henry Park Primary School and Pei Tong Primary School
- Easy access to comprehensive amenities, including Holland Village, Clementi Mall and The Star Vista; and short drive to Orchard Road and Central Business District



1H2023

Target Launch

Property Investments

Office Portfolio

Committed Occupancy	As at	
	31 Dec 2022	30 Jun 2022
Singapore	88.1%	86.8%
United Kingdom	83.9%	80.2%
Australia	100%	100%

12%

% of portfolio NLA/NFA
expiring in 2023 (as at 31 Dec 2022)

Diversified tenant base of UOL and SingLand



Note:

- (1) Singapore office properties under the Group comprise United Square, Novena Square, Odeon Towers, 333 North Bridge Road, Faber House, One Upper Pickering, Tampines Plaza 1 and Tampines Plaza 2, Clifford Centre, SGX Centre 2, Singapore Land Tower, Stamford Court, The Gateway and UIC Building
- (2) For 2H2022 reporting, units which are slated for AEI at Odeon Towers, 333 North Bridge Road, Faber House and Clifford Centre have been excluded
- (3) UK office properties comprise 110 High Holborn and 120 Holborn Island in London
- (4) Australia office property refers to 72 Christie Street in Sydney
- (5) % of office portfolio NLA/NFA expiring in 2023 excludes the expiring area that has been renewed or committed by new tenants as at 31 December 2022

Property Investments

Retail Portfolio*

	As at	
	31 Dec 2022	30 Jun 2022
Committed Occupancy	97.8%	95.7%
Shoppers' Traffic	56.3m	39.4m

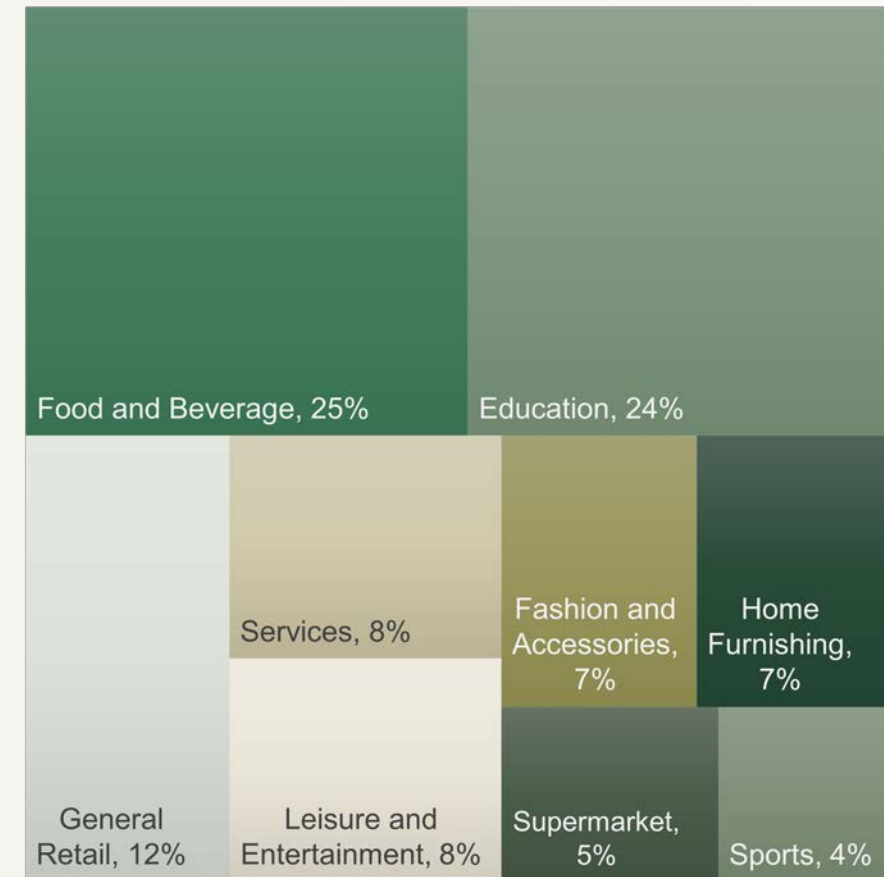
20%

% of portfolio NLA/NFA
expiring in 2023 (as at 31 Dec 2022)

+ 42.7%

% of shoppers' footfall
(FY2022 vs FY2021)

Diversified tenant base of UOL and SingLand



Note:

*Office use in retail malls is excluded

(1) Retail malls under the Group comprise United Square shopping mall, Velocity@Novena Square, KINEX, West Mall and Marina Square shopping mall

(2) % of retail portfolio NLA/NFA expiring in 2023 excludes the expiring area that has been renewed or committed by new tenants as at 31 December 2022

Property Investments

Retail Portfolio – New tenants committed in 2H2022



KATETU
(United Square)



Menya Aoi
(United Square)



Cheongdam
Korean Skin
Management &
Aesthetics
Clinic
(United Square)



OPPO Service
Centre
(Velocity@Novena
Square)



Omoté
(Velocity@Novena
Square)



Citi Beauty
Aesthetics
(Velocity@Novena
Square)



Mukshidonna
(KINEX)



Burger King
(KINEX)



Xi'An
Impression
(KINEX)

Property Investments

Odeon Towers

- enlargement of property with a new built

- Received in-principle approval from URA to develop 333 North Bridge Road site, which was acquired for \$79.3 million in December 2019
- New standalone 7-storey building is an extension of Odeon Towers and commands 50m frontage along North Bridge Road, opposite Raffles Hotel
- New built comprises 5 floors of office space with retail and F&B located over 4 floors including F&B at the rooftop; part of existing basement 1 and 2 will be converted into commercial space
- Total GFA of the standalone 7-storey building is approximately 7,430 sqm
- Features biophilic design elements such as garden terraces and vertical greenery, and facilities for bicycle parking
- Construction work has commenced in 1Q2022; completion is targeted to be in 2Q2024
- Odeon Towers and its new building extension received Green Mark Platinum certification in October and December 2022 respectively



The enlarged Odeon Towers (artist's impression) will have a new seven-storey annex building.

Property Investments

Singapore Land Tower – asset enhancement initiative

- 47-storey building with approximate net floor area of 57,500 sqm
- Embarked on an asset enhancement initiative in January 2021; target to complete in 2024
- Refurbishment works include:
 - Refreshed facade with improved mechanical and electrical specifications
 - More green features such as lush landscaping, energy-efficient lifts and lightings, and electric vehicle charging lots
 - End-of-trip facilities with changing rooms and showers
 - A variety of communal spaces such as podium roof garden and a 49th storey rooftop space and viewing deck
 - A grand canopy with covered walkway linking to Raffles Place MRT station
- Awarded BCA Green Mark Platinum in December 2022



Night view of the communal garden at Singapore Land Tower (artist's impression).

Property Investments

Clifford Centre

- received provisional permit for redevelopment

- Received Provisional Permission from URA in February 2022 to redevelop the prime 999-year leasehold site
- New development aims to redefine the needs of the future workplace with a progressive office typology, inclusive placemaking and sustainable design
- Construction work has commenced in 2023



Clifford Centre is located adjacent to the Raffles Place MRT station.

Hospitality

Owns and/or manages more than 40 hotels with over 13,000 rooms, comprising “Pan Pacific”, PARKROYAL COLLECTION and PARKROYAL



PARKROYAL COLLECTION Marina Bay, Singapore



Pan Pacific London, United Kingdom



PARKROYAL COLLECTION Kuala Lumpur, Malaysia



PARKROYAL on Beach Road, Singapore

Hospitality

Strong recovery in hospitality sector

Occupancy for owned¹ hotels (FY2022 vs FY2021)

Singapore	Oceania	Others ³
70%	62%	42%
FY2021: 62%	FY2021: 65%	FY2021: 33%

RevPAR for owned¹ hotels (FY2022 vs FY2021²)

Singapore	Oceania	Others ³
\$189	\$135	\$68
FY2021: \$81	FY2021: \$89	FY2021: \$35

¹Includes serviced suites and hotels partially owned by the Group

²Reported in Singapore dollars. For comparability, FY2021 RevPar has been translated at constant exchange rates (31 December 2022)

³Refers to the Group's hotels in China, Vietnam, Malaysia, Myanmar and the United Kingdom. Excludes PARKROYAL COLLECTION Kuala Lumpur that was closed from June 2020 for major refurbishment, which reopened on 1 June 2022 and Pan Pacific Serviced Suites Kuala Lumpur that opened on 1 December 2022

Hospitality

	Existing		Pipeline	
	No. of Hotels	No. of Rooms	No. of Hotels	No. of Rooms
By Brand				
Pan Pacific	22	6,953	7	1,390
PARKROYAL COLLECTION	3	1,477	-	-
PARKROYAL	13	3,535	10	2,255
Others	3	1,084	1	250
Total	41	13,049	18	3,895
By Ownership Type				
Owned	27	9,313	4	935
Managed	13	3,328	12	2,325
Marketing Partnership	1	408	2	635
Total	41	13,049	18	3,895

Hospitality

Redevelopment of Faber House into a 200-key hotel

- Received URA's in-principle approval under the Strategic Development Initiative (SDI) scheme
- Re-zoned site to hotel use
- Total GFA with plot ratio intensification is 11,025 sqm
- To redevelop into an 18-storey building featuring a 200-key hotel with a bank, F&B outlets and an urban verandah
- Main contract has been awarded
- Construction works are planned to commence in April 2023, and targeted to complete in 1H2026



Faber House (artist's impression) will be redeveloped into a hotel.

Hospitality

Pipeline Projects (Owned)

Singapore



- 347-room **Pan Pacific Orchard**
- Designed by WOHA with four themed open-air terraces: Forest, Beach, Garden and Cloud
- Prime location on Orchard Road
- Target to open in 1H2023
- To open for room reservation in March 2023

Jakarta, Indonesia



- 158-room **Pan Pacific Jakarta**
- Mixed-use development located at Thamrin Nine
- Target to open in 1H2024

Hospitality

Expansion of serviced suites portfolio in 2022

Pan Pacific Serviced Suites Kuala Lumpur, Malaysia (owned property)



- Opened on 1 December 2022
- 210 luxurious suites with one- and two-bedrooms
- Prime location in Bukit Bintang, neighbouring PARKROYAL COLLECTION Kuala Lumpur
- Located near to Berjaya Times Square, Jalan Alor food street and Pavilion Kuala Lumpur
- Exclusive lounges for guests like The Living Room and Pacific Lounge
- TechnoGym fitness centre and a rooftop pool

PARKROYAL Suites Bangkok, Thailand (managed property)



- Opened on 15 November 2022
- 194 keys comprising Executive Studios and two-bedroom Executive units
- Located at Sukhumvit Soi 6, near Nana Station
- Close to upscale shopping malls including Central Embassy and Terminal 21
- All-day dining restaurant Spice Brasserie
- Vibrant colours and modern furnishings capture the energy of Thailand's capital city

Hospitality

Pipeline Projects - Portfolio growth in Japan (Marketing Partnership)

BELLUSTAR TOKYO, A Pan Pacific Hotel



- Situated on the uppermost 39th to 47th floors of TOKYO KABUKICHO TOWER
- 97 rooms ranging between 42 sqm and 277 sqm
- Largest penthouse boasts a twin bedder spa treatment room, a jacuzzi and kitchen
- 24/7 butler service and in-room chef private dining
- Sky dining experience on 45th floor, “sky spa” on 47th floor alongside a 138 sqm private sky lounge
- Dedicated lift and private gym with direct elevator access
- Target to open in 1H2023

HOTEL GROOVE SHINJUKU, A PARKROYAL Hotel



- Occupies the 18th to 38th floors of TOKYO KABUKICHO TOWER
- 538 rooms ranging from 21 sqm to 61 sqm
- Social hub on 17th floor comprising a 130-seater restaurant and a bar. Meeting and conference facilities include private function rooms and an open-air East Terrace that features an outdoor LED screen
- Access to TOKYO KABUKICHO TOWER’s entertainment facilities such as live performance venue and theatre
- Target to open in 1H2023

Hospitality

Pipeline Projects

Target schedules for serviced suites

- March 2023: 175-key Pan Pacific Serviced Suites Nairobi (managed) in capital of Kenya
- May 2023: 122-key PARKROYAL Serviced Suites Hanoi (managed) at the scenic West Lake
- 2H2023: 180-key PARKROYAL Serviced Suites Jakarta (owned) within Thamrin Nine



Pan Pacific Serviced Suites Nairobi



PARKROYAL Serviced Suites Hanoi



PARKROYAL Serviced Suites Jakarta

Hospitality

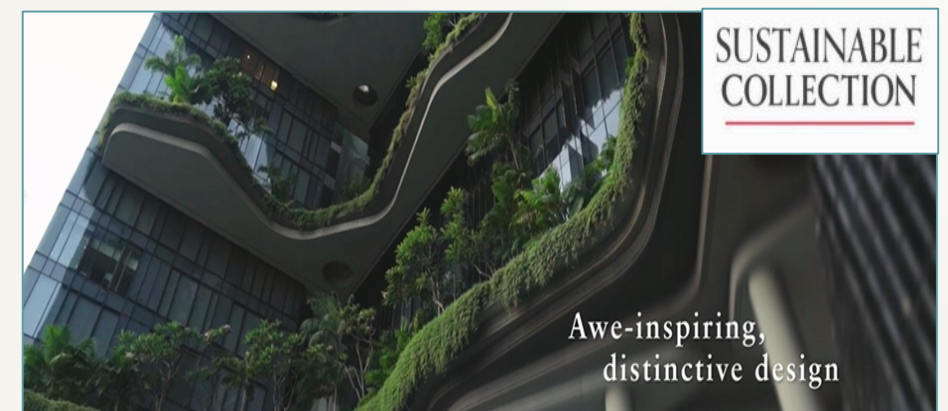
Marketing campaigns to welcome guests



- Room packages for sporting fans and official partner for return of HSBC Singapore Rugby Sevens 2022 and Singapore Grand Prix 2022



- Collaboration with KKday to organise themed family staycations - “An Otterly Adventurous Staycation with Otah & Friends”



- Omni-channel, integrated marketing campaign for PARKROYAL COLLECTION Hotels & Resorts – across digital, out-of-home, broadcast, print and social media channels

Corporate Social Responsibility

Positive impact on the community

- UOL supports the building of an inclusive society through education, sports and the arts
- A pioneer in inclusive hiring in the hospitality industry, PPHG hires about 20 persons with disabilities (PWDs) at its Singapore properties; Pan Pacific Singapore recognised three PWDs for their five years of long service in 2022
- Sponsored a bowling delegation from the Deaf Sports Association Singapore (DSA) to compete at the 24th Deaflympics in Malaysia
- UOL was recognised as a Distinguished Patron of the Arts by National Arts Council, and a valued partner at Community Chest's Change for Charity Pledge Ceremony



UOL empowers the communities through its CSR initiatives.

04 Market Outlook



AMO Residence(artist's impression)

Market Outlook

Against the backdrop of the ongoing Russia-Ukraine conflict, persistent inflationary pressures and slowdown in a number of major economies, the global outlook remains challenging

- Residential
 - Singapore residential market is likely to remain healthy with a moderate price increase on the back of a projected higher supply in new homes this year
 - The recently introduced higher Buyer's Stamp Duty is expected to have a marginal impact on end-sale home demand
- Office and Retail
 - As business sentiment turns more cautionary, office rents are expected to grow at a slower pace
 - Office rents should be supported by a tightened office supply and the reduction of inventory due to potential redevelopment of projects in the Central Business District
 - The retail sector will benefit from China's easing of travel restrictions and rebound of tourism industry
 - Retail rents would be further supported by low supply pipeline in retail space
- Hospitality
 - Hospitality sector is poised to further strengthen with the continued recovery of tourism industry

Awards & Accolades

Corporate

UOL Group Limited

SIAS Investors' Choice Awards 2022

- Winner – Most Transparent Company Award (Real Estate)
- Runner-up – Shareholder Communications Excellence (Big Cap)

PropertyGuru Asia Property Awards Grand Final 2022

- Best Hospitality Developer (Asia)

EdgeProp Singapore Excellence Awards 2022

- Top Developer

BCA Quality Excellence Award 2022

- Quality Champion (Developer)

2021 ASEAN Corporate Governance Scorecard

- ASEAN Asset Class

Patron of the Arts Awards 2022

- Distinguished Patron of the Arts

Patron of Heritage Awards 2021

- Friend of Heritage

Pan Pacific Hotels Group Limited

World Travel Awards 2022

- China's Leading Lifestyle Hotel Brand

Singapore Business Review Management Excellence Awards 2022

- Team of the Year Hospitality & Leisure

Awards & Accolades

Product, Design and Architectural Excellence

AMO Residence

PropertyGuru Asia Property Awards Grand Final 2022

- Best Condo Landscape Architectural Design (Country Winner)
- Best Condo Architectural Design (Country Winner)

MEYER HOUSE

SIA Architectural Design Awards 2022

- Design of the Year

EdgeProp Singapore Excellence Awards 2022

- Top Boutique Development
- Top Luxury Development

The Watergardens at Canberra, Singapore

EdgeProp Singapore Excellence Awards 2022

- Innovation Excellence
- Landscape Excellence
- Sustainability Excellence

PARKROYAL COLLECTION Pickering

World Travel Awards 2022

- Asia's Leading Green Hotel
- World's Leading Green City Hotel

PARKROYAL COLLECTION Marina Bay

Sustainable Cities And Human Settlements Awards 2022

- Global Green Model Building
- Travel Weekly Asia Readers' Choice Awards 2022
- Best Sustainable Hotel – Asia Pacific

Pan Pacific Orchard

PropertyGuru Asia Property Awards Grand Final 2022

- Best Hotel Development (Asia)

The Sky Residences at One Bishopsgate Plaza

International Property Awards (Regional) 2022

- Best Residential High Rise Architecture Europe (Winner)

Award-winning and quality properties across residential, commercial and hospitality asset classes



Q & A



Clavon (artist's impression)