

Investor Meeting Presentation
Morgan Stanley Fourteenth Annual Asia Pacific Summit
17 November 2015

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COMPANY OVERVIEW

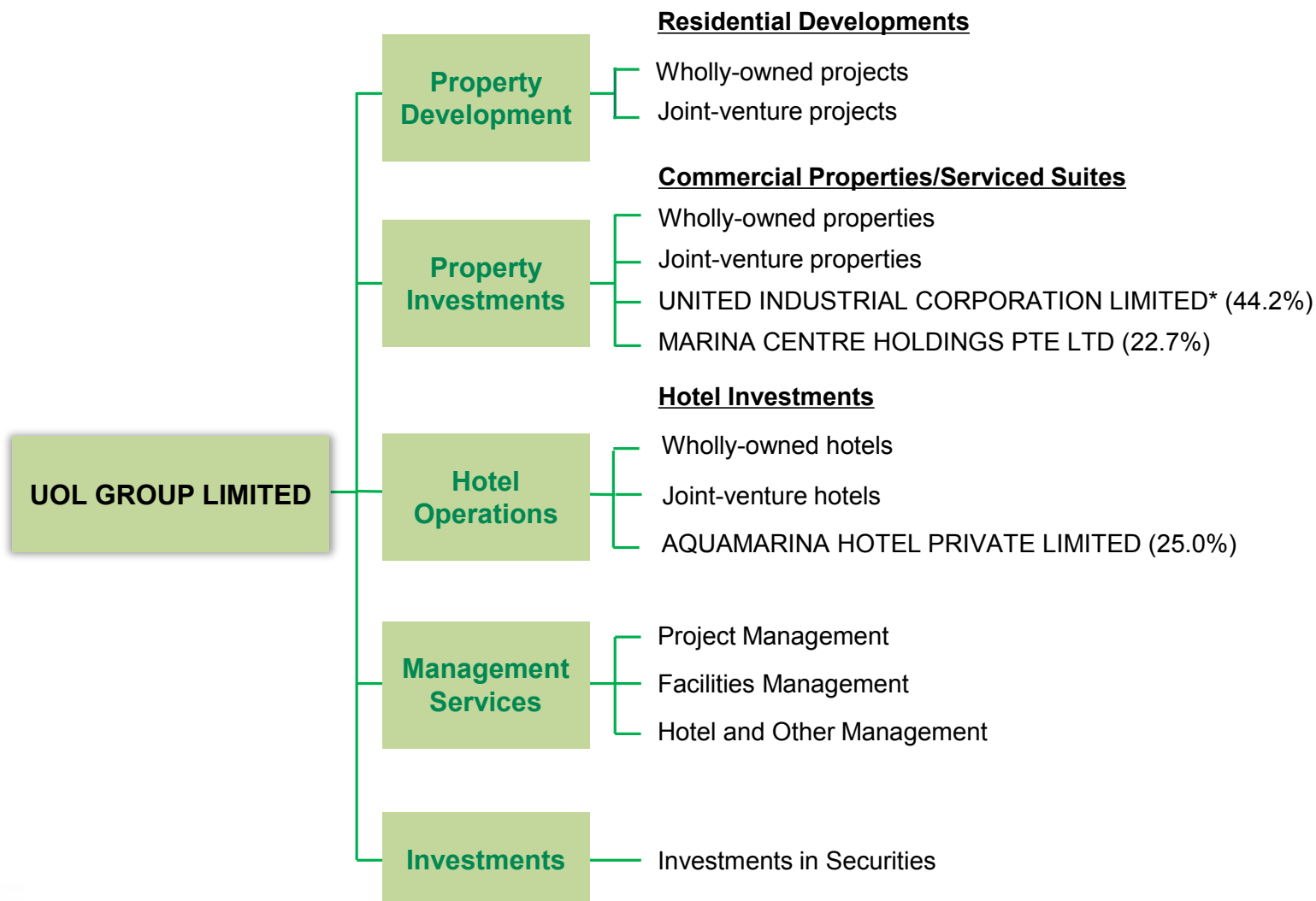


- Founded in 1963, listed on the Singapore Exchange in 1964
Three core businesses:
 - Property development (residential units for sale)
 - Property investments (offices, retail malls and serviced suites)
 - Hotel operations (owned and/or managed hotels)
- Award-winning developer noted for architectural and design excellence
- Together with hotel subsidiary, Pan Pacific Hotels Group Limited, UOL owns and/or manages over 30 hotels, resorts and serviced suites in Asia, Oceania, United Kingdom and North America under two acclaimed brands: “Pan Pacific” and PARKROYAL
- Total Assets of \$11.63 billion as at 30 September 2015

THE UOL DIFFERENCE



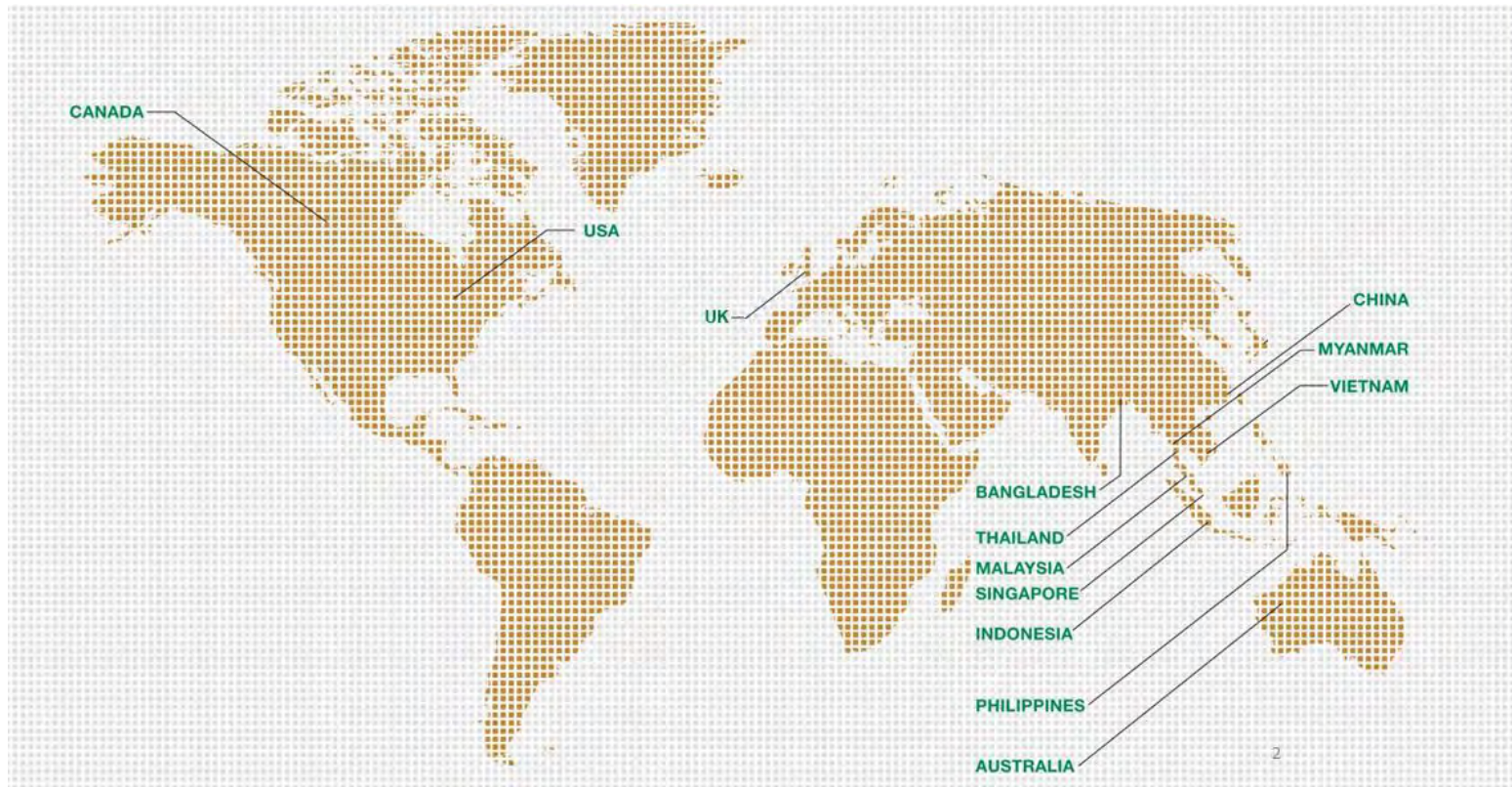
UOL GROUP BUSINESS



* Listed on the Singapore Exchange

GEOGRAPHICAL FOOTPRINT

Operates in 13 countries around the world



Singapore, Malaysia, Thailand, Indonesia, Philippines, Vietnam, Myanmar, Australia, China, Bangladesh, UK, USA & Canada

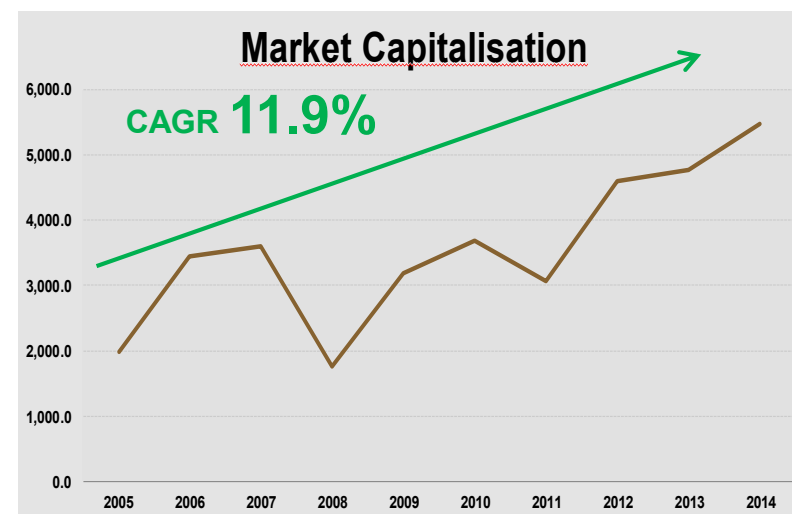
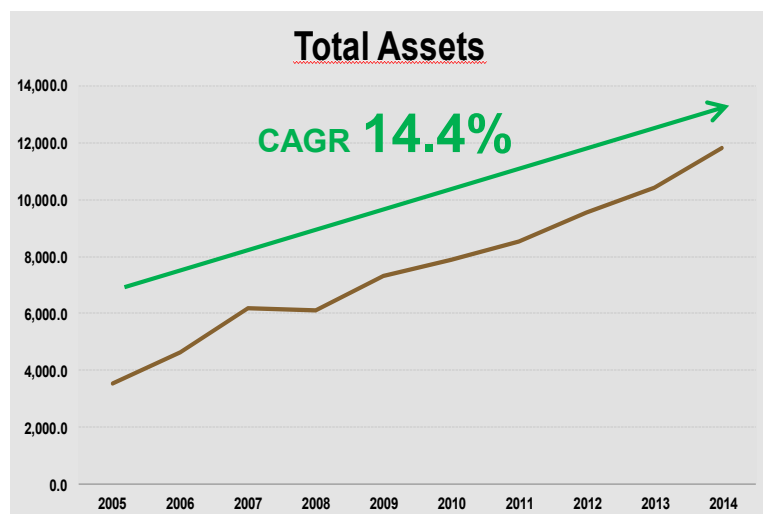
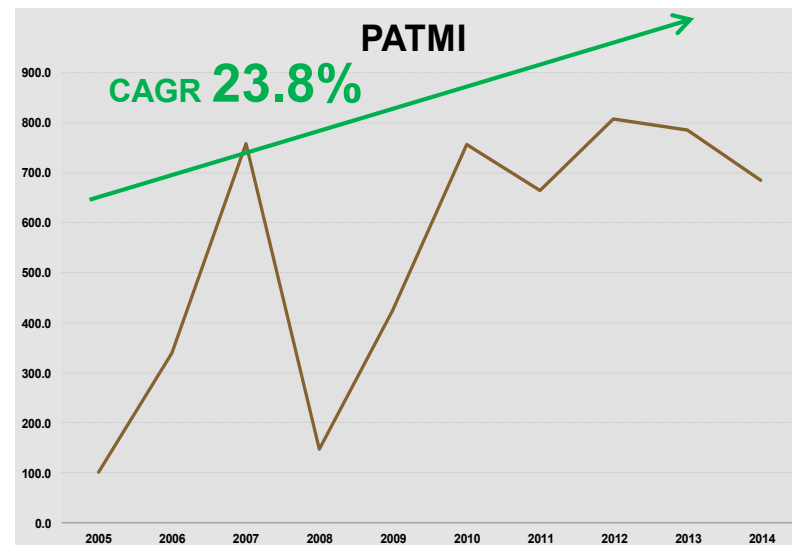
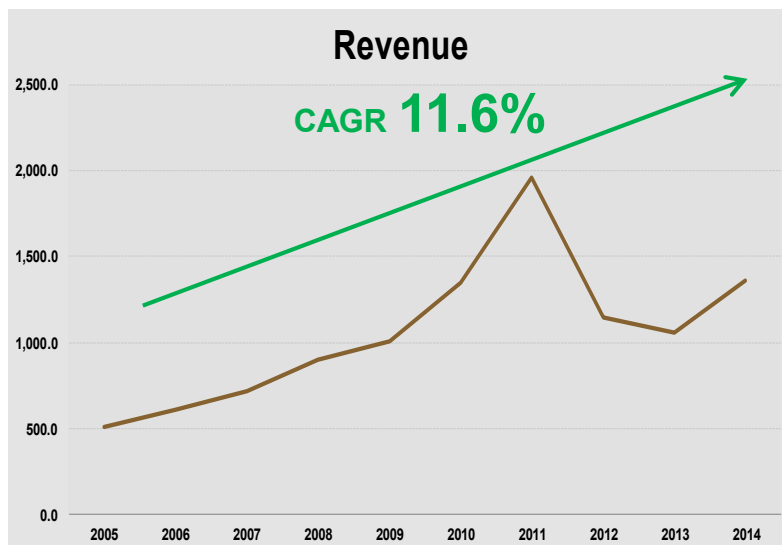
KEY FINANCIALS



A Decade of Growth

	2005	2006	2007	2008	2009	2010	2011 (Restated)	2012	2013	2014	CAGR %
Revenue (\$m)	505.5	605.1	713.5	899.2	1,007.1	1,349.1	1,960.2	1,145.8	1,058.6	1,360.7	11.6
Profit before fair value and other gains/(losses) (\$m)	149.3	158.6	273.3	351.5	429.9	551.2	727.8	439.7	427.3	515.2	14.8
Profit before income tax (\$m)	149.8	406.8	938.8	210.4	493.5	889.8	904.0	964.3	952.0	837.0	21.1
PATMI (\$m)	100.1	339.4	758.9	147.2	424.2	755.9	678.6	807.7	785.8	686.0	23.8
Gearing Ratio	0.19	0.20	0.21	0.42	0.43	0.37	0.35	0.28	0.28	0.34	6.6
Return on Equity	4.2%	10.8%	19.2%	4.3%	10.2%	16.3%	12.8%	13.1%	11.6%	9.0%	8.8
Total Assets (\$m)	3,520.2	4,651.9	6,182.3	6,093.6	7,328.0	7,904.0	8,697.6	9,564.3	10,421.4	11,848.5	14.4
Net tangible asset value per share (\$)	2.96	3.95	4.91	4.22	5.25	5.91	6.84	7.94	8.73	9.68	14.1
Earnings per share (cents)	12.6	42.8	95.4	18.5	53.7	96.94	88.12	105.06	102.01	88.0	24.1
Market Capitalisation (\$m)	1,991.0	3,449.9	3,598.2	1,767.3	3,189.0	3,694.3	3,073.0	4,596.3	4,771.8	5,479.1	11.9
Dividend Yield (%)	2.99	3.46	3.32	3.38	2.46	3.16	3.75	2.51	3.23	2.16	-3.6
Share price (\$) as at close of the year	2.51	4.34	4.51	2.22	4.07	4.75	4.00	5.97	6.19	6.96	12.0

KEY FINANCIAL TRENDS

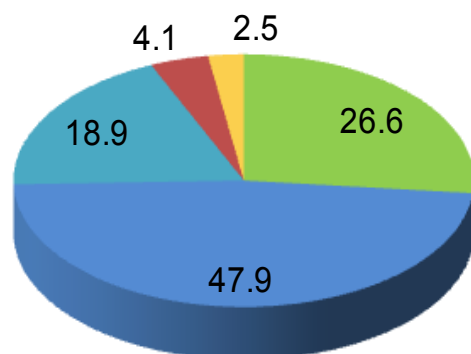


CAGR: Compounded Annual Growth Rate (Over 10 years)

DIVERSIFIED PORTFOLIO

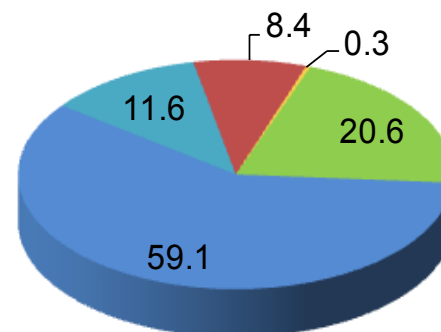
Contribution by Business Segments

Adjusted EBITDA* (%)
(FY2014)



*Excludes unallocated costs, other gains and fair value gains on investment properties

Total Assets (%)**
(as at 31 Dec 2014)



**Excludes unallocated assets

■ Property development ■ Property investments ■ Hotel operations ■ Investments ■ Others

AWARDS HIGHLIGHTS

CORPORATE AWARD

UOL Group Limited

- Best Property Portfolio Management Team Award - CFI 2015 Award
- BCI Asia Top 10 Developer Awards

Pan Pacific Hotels Group Limited

- Randstad Award 2014 - #19 Employer Brand

RESIDENTIAL PROJECTS

International Property Awards 2015 (Asia Pacific)

- Botanique at Bartley

BCA Construction Excellence Award 2015

- Terrene at Bukit Timah
- Waterbank at Dakota

HOTEL PROPERTIES

Pan Pacific Serviced Suites Beach Road

- FIABCI World Prix d'Excellence Awards
- International Property Awards (Asia Pacific)

PARKROYAL on Pickering

- Council on Tall Buildings and Urban Habitat (CTBUH) Awards 2015



3Q2015 RESULTS OVERVIEW

KEY FINANCIALS

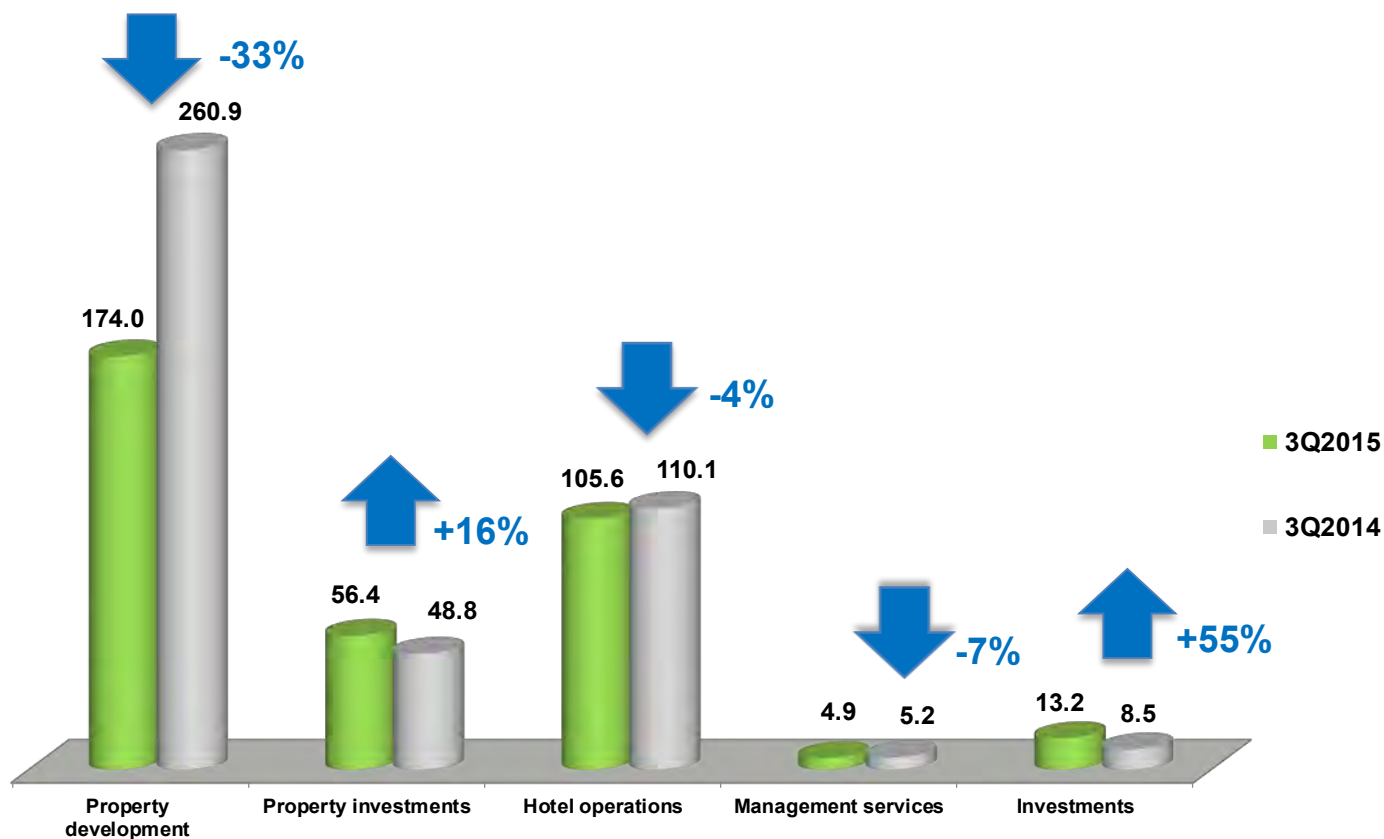
\$m	3Q2015	3Q2014	% Change
Revenue	354.0	433.5	-18
Share of profit of associated and joint venture companies	44.8	39.8	13
Profit before other gains and income tax	115.6	122.3	-5
Profit before income tax	118.5	124.3	-5
Net attributable profit	100.8	102.6	-2
Earnings per share (cents)	12.76	13.23	-4

KEY FINANCIALS

	9M2015	FY2014	% Change
Net tangible asset value per share	\$9.74	\$9.68	1
Total equity	\$8,285m	\$8,131m	2
Cash	\$287m	\$287m	0
Net debt	\$2,556m	\$2,742m	-7
Gearing ratio	0.31	0.34	-9

BUSINESS REVIEW

(\$m) Revenue by Business Segments 3Q2015 vs 3Q2014

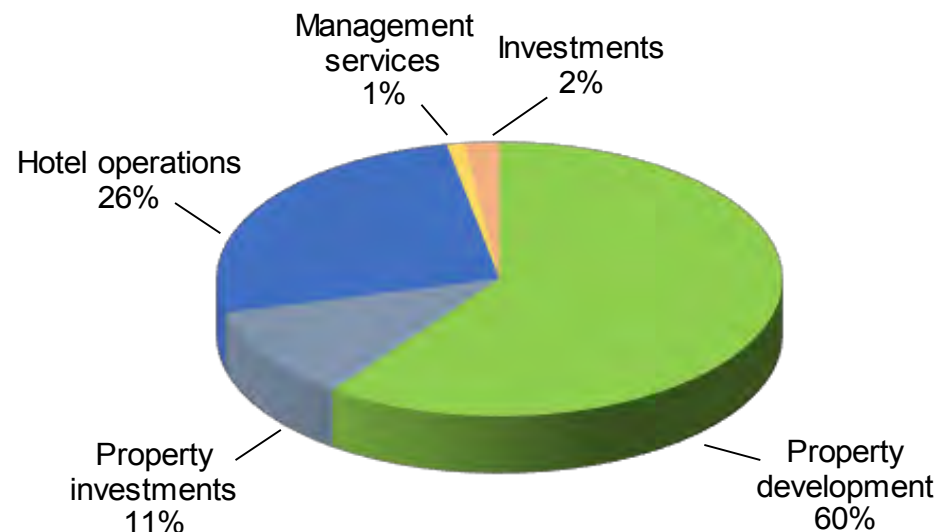
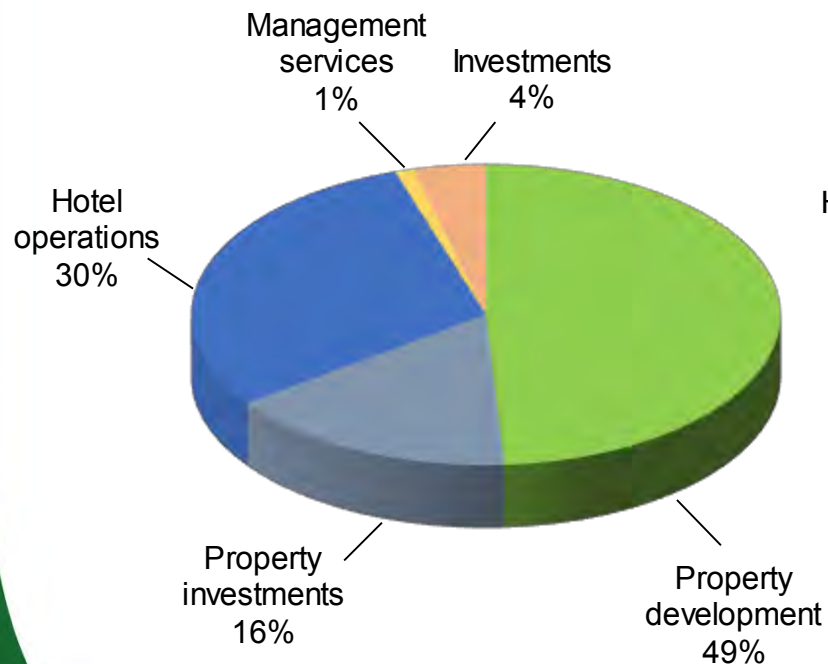


BUSINESS REVIEW

Revenue Contribution by Business Segments 3Q2015 vs 3Q2014

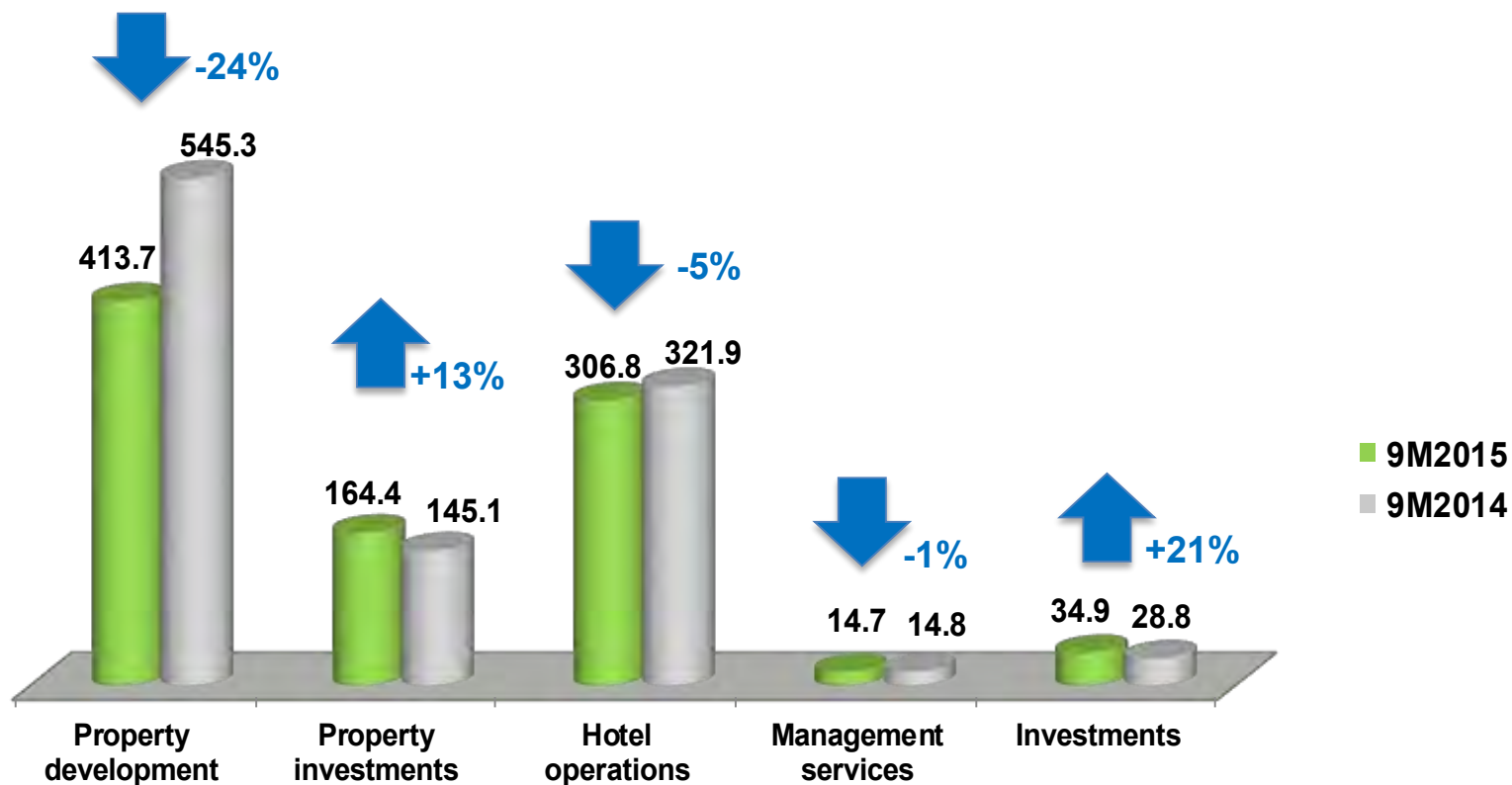
3Q2015

3Q2014



BUSINESS REVIEW

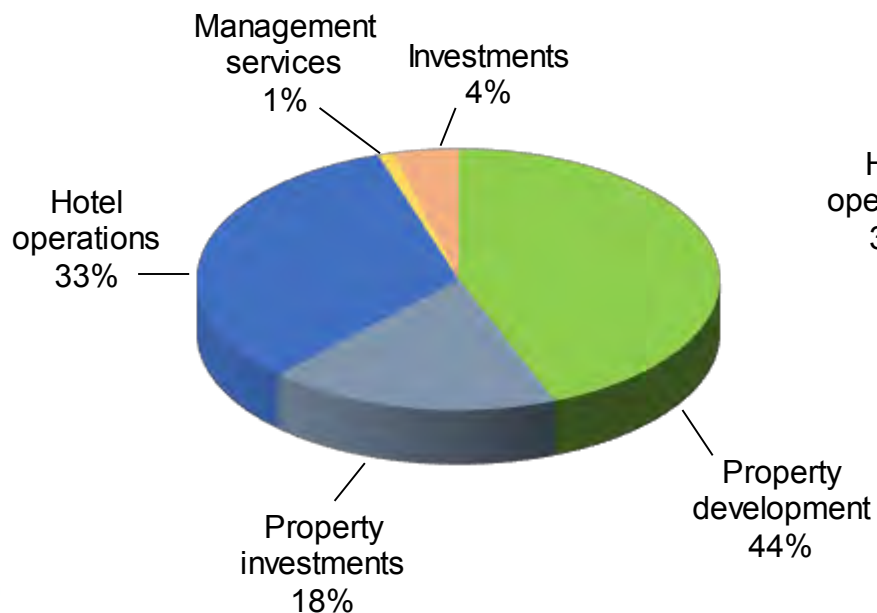
(\$m) Revenue by Business Segments 9M2015 vs 9M2014



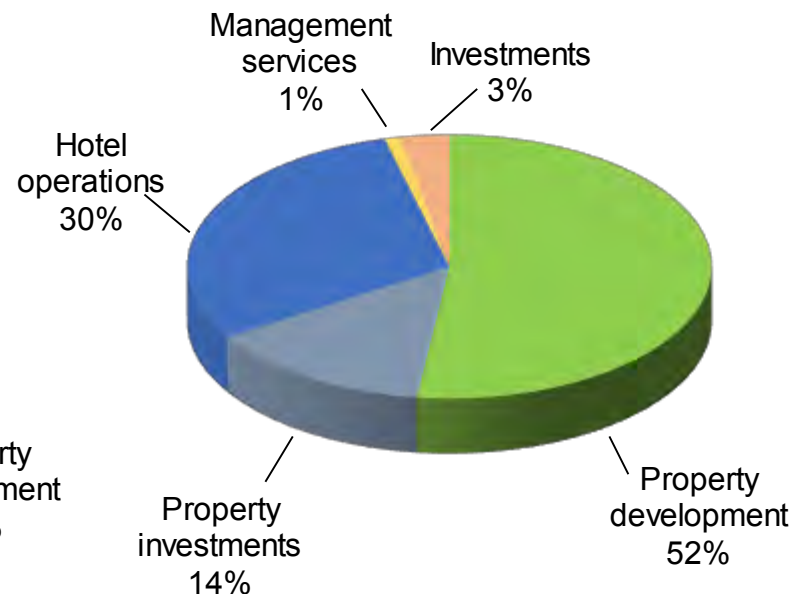
BUSINESS REVIEW

Revenue Contribution by Business Segments 9M2015 vs 9M2014

9M2015



9M2014



OPERATION HIGHLIGHTS

PROPERTY DEVELOPMENT



Principal Garden

- 99-year leasehold site at Prince Charles Crescent
- 663-unit development that is near Redhill MRT station
- 70% stake
- Launched on 31 Oct 2015
- 134 units sold as at 11 Nov 2015



Botanique at Bartley

- 99-year leasehold site along Upper Paya Lebar Road
- 797-unit condominium that is near Bartley MRT station
- 100% stake
- 71.0% sold as at 11 Nov 2015

PROPERTY DEVELOPMENT

Seventy Saint Patrick's

- Freehold site along Upper East Coast Road
- 186 units
- Close proximity to future Thomson-East Coast Line
- 100% stake
- 95.7% sold as at 11 Nov 2015



PROPERTY DEVELOPMENT

Riverbank@Fernvale

- In Sengkang West Way, situated near Layar LRT, Punggol Reservoir and Seletar Aerospace Park
- A 555-unit, four 19-storey blocks project
- 100% stake
- First in Singapore: bicycle-sharing facility for residents
- 64% sold as at 11 Nov 2015





Thomson Three

- Near MacRitchie and Lower Peirce Reservoirs, and upcoming Upper Thomson MRT Station
- 435 apartments and 10 strata semi-detached houses
- 50% stake
- 98.2% sold as at 11 Nov 2015



The Esplanade, Tianjin

- Mixed development, along HaiHe River, comprising four blocks of 522 residential units, a 319-room hotel, 17,075 sqm GFA office and 11,926 sqm GFA retail space
- 90% stake
- 4 residential towers have achieved 98.9% sales at average price of RMB18,655 psm (as at 11 Nov 2015)
- 78.0% sold for one office tower (as at 11 Nov 2015), launched at average price of RMB17,820 psm

PROPERTY DEVELOPMENT



Changfeng, Shanghai

- Mixed development located within the Changfeng Ecological Business Park, about 5 km to the north-east of the Hongqiao Transportation Hub and less than 10 km from The Bund
- Approximately 398 residential units and 4,000 sqm of net lettable area
- 40% stake
- Target to launch in 1Q2016

PROPERTY DEVELOPMENT

Site at Bishopsgate, London

- UOL's first investment in Europe
- Freehold land of 3,200 sqm
- Located in London's central financial district, about 200m from Liverpool Street Station and the future Crossrail Station
- Approved for a 43-storey tower with 52,255 sqm GFA
 - 109 residential units
 - 190-room hotel (to be operated under the "Pan Pacific" brand)
 - A retail component
- 100% stake



PROPERTY DEVELOPMENT

Profit recognition of launched projects

Project Name	% Equity Stake	No. of Units	Saleable Area (sqm)	% Sold (as at 30.09.15)	% Completed (as at 30.09.15)	TOP Date
The Esplanade, Tianjin	90	570	71,586	91.6	100	TOP
Archipelago	50	577	71,445	99.8	100	TOP
Katong Regency	100	244	19,432	100	100	TOP
Thomson Three	50	445	39,965	98.2	77	Est. 2Q2016
Seventy Saint Patrick's	100	186	12,950	91.9	65	Est. 3Q2016
Riverbank@Fernvale	100	555	48,345	60.5	43	Est. 1Q2017
Botanique at Bartley	100	797	55,418	61.4	10	Est. 1Q2018

PROPERTY DEVELOPMENT

Overseas residential pipeline

Project Name/Location	Site Area (sqm)	Est. Saleable Area (sqm)	Est. No. of Units	% Owned	Target Launch
Shanghai (Changfeng)*	39,540	78,526	398	40	1Q2016
Site at Bishopsgate, London**	3,200	13,551	109	100	2H2016
Total	42,740	92,077	507		

* Mixed development with 398 residential units and 4,000 sqm of net lettable area

** Mixed development with 109 residential units, 190 hotel rooms and a retail component

PROPERTY INVESTMENTS

Office properties		Net Lettable Area (sqm)
<u>Portfolio</u>		
Novena Square		41,580
United Square		27,004
Odeon Towers		18,341
Faber House		3,956
One Upper Pickering		8,089
Total		98,970
Retail properties		
<u>Portfolio</u>		
Novena Square shopping mall		16,091
United Square shopping mall		19,414
OneKM		19,429
The Esplanade Mall, Tianjin*		6,164
Sub Total		61,098
<u>Pipeline</u>		
Shanghai (Changfeng)*		4,000 (est.)
Site at Bishopsgate, London*		1,569
Total		66,667
Grand Total		165,637

* Retail component within a mixed development

PROPERTY INVESTMENTS

Owned Serviced Suites Properties		Rooms
<u>Portfolio</u>		
Pan Pacific Serviced Suites Orchard, Singapore		126
Pan Pacific Serviced Suites Beach Road, Singapore		180
PARKROYAL Serviced Suites Beach Road, Singapore		90
PARKROYAL Serviced Suites Kuala Lumpur		287
Total		683

HOTEL OPERATIONS

Owned Hotels	Country	Rooms
<u>Portfolio</u>		
Pan Pacific Orchard	Singapore	206
PARKROYAL on Beach Rd	Singapore	346
PARKROYAL on Kitchener Road	Singapore	532
PARKROYAL on Pickering	Singapore	367
Pan Pacific Perth	Australia	486
PARKROYAL Darling Harbour, Sydney	Australia	340
PARKROYAL Parramatta	Australia	196
PARKROYAL Melbourne Airport	Australia	276
PARKROYAL Kuala Lumpur	Malaysia	426
PARKROYAL Penang	Malaysia	309
Pan Pacific Xiamen	China	354
Pan Pacific Suzhou	China	481
Pan Pacific Tianjin	China	319
PARKROYAL Yangon	Myanmar	335
Sofitel Plaza Hanoi	Vietnam	321
PARKROYAL Saigon	Vietnam	186
Sub Total		5,480
<u>Pipeline</u>		
Hotel in Bishopsgate, London (to be operated under the "Pan Pacific" brand)	UK	190
Total		5,670

HOTEL MANAGEMENT

	Existing		Pipeline	
	No. of Hotels	No. of Rooms	No. of Hotels	No. of Rooms
By Brands				
Pan Pacific	19	5,764	3	743
PARKROYAL	13	3,780	4	1,167
Others	1	321	0	0
Total	33	9,865	7	1,910
By Ownership Type				
Owned	20	6,163	1	190
Managed	13	3,702	6	1,720
Total	33	9,865	7	1,910

Note: Serviced suites are included in the above tally

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