

UOL Group

FY2023 Results Presentation
27 February 2024



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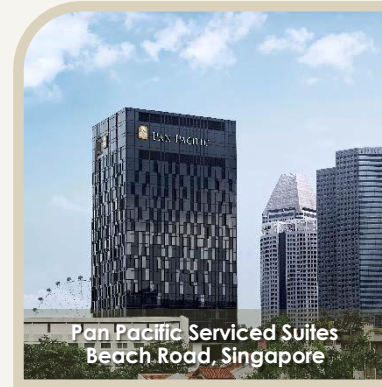
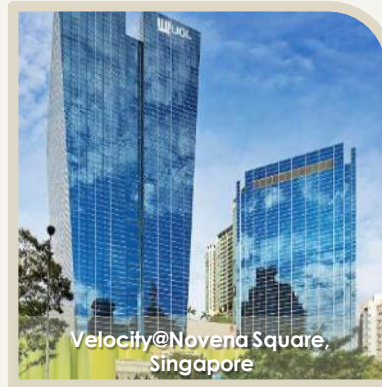
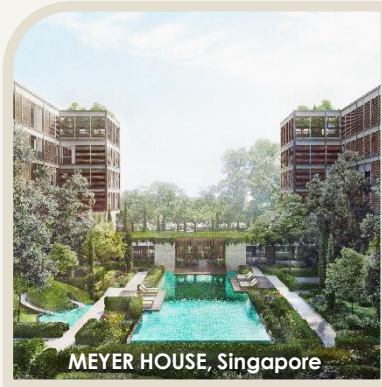
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Company Overview

- UOL Group Limited (UOL) was founded in 1963 and listed on the Singapore Exchange in 1964
- Total assets of \$22.2 billion as at 31 December 2023
- Geographical presence in 15 countries - Singapore, Australia, UK, China, Malaysia, Indonesia, Thailand, Vietnam, Myanmar, Cambodia, Bangladesh, Japan, USA, Canada and Kenya
- 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, North America and Africa 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



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 2023

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

Agenda

- 01 FY2023 Highlights
- 02 FY2023 Key Financials
- 03 Operational Highlights
- 04 Market Outlook

01 FY2023 Highlights

Results reflected strong performance in hospitality, stable earnings from property investments and focus on value creation

\$707.7m

PATMI increased 44%
against FY2022

\$442.3m

One-off disposal gain from
PARKROYAL on
Kitchener Road

\$762.8m

Hotel operations
revenue increased 38%
against FY2022

\$512.5m

Property investments
revenue increased 2%
against FY2022

100% sold

56-unit MEYER HOUSE and
448-unit The Watergardens
at Canberra

64% booked

Launch of
180-unit Watten House

02 FY2023 Key Financials



WATTEN HOUSE (artist's impression)

Key Financials

	\$m	FY2023	FY2022	% Change
Revenue		2,681.7	3,201.7	-16
Profit before fair value and other gains/(losses) and income tax		475.1	626.9	-24
Other gains/(losses)		452.7	-5.1	n.m.
Fair value gains on the Group's investment properties		20.2	268.2	-92
Profit before income tax		948.0	889.9	7
PATMI		707.7	491.9	44

Key Financials

	FY2023	FY2022	% Change
Earnings per share before fair value and other gains/(losses)	32.8 cents	40.9 cents	-20
Earnings per share	83.8 cents	58.2 cents	44
Net tangible asset value per share	\$13.03	\$12.55	4
Return on equity before fair value and other gains/(losses)	2.6%	3.3%	-21
Return on equity	6.5%	4.7%	38
Total equity	\$15,800m	\$15,293m	3
Dividends per share - First and Final - Special	15.0 cents 5.0 cents	15.0 cents 3.0 cents	- -

Capital Management

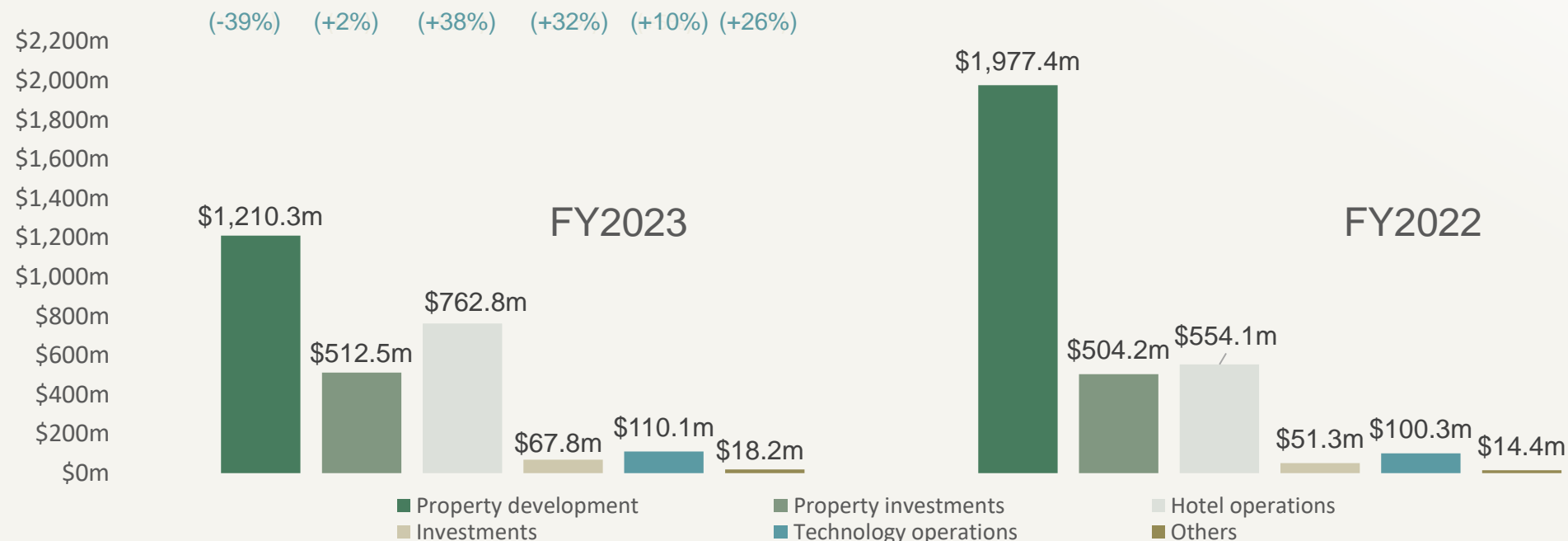
Healthy balance sheet as at 31 December 2023

Net External Borrowings	Cash	Interest Cover (including interest capitalised)	Term Loan	Gearing Ratio
\$3,622m	\$1,390m	5x	97%	0.24
FY2022: \$3,700m	FY2022: \$1,468m	FY2022: 9x	FY2022: 94%	FY2022: 0.26
Unutilised Credit Facilities	Average Borrowing Cost*	Average Debt Maturity	% of Fixed Rate Debt	
\$3.6b	3.69%	3.0 years	50%	
FY2022: \$3.1b	FY2022: 2.25%	FY2022: 3.3 years	FY2022: 45%	

Total External Borrowings	Maturity Profile			
	\$5,012m	\$691m 14%	\$122m 2%	\$1,452m 29%
	Within 1 year	1-2 years	2-3 years	>3 years

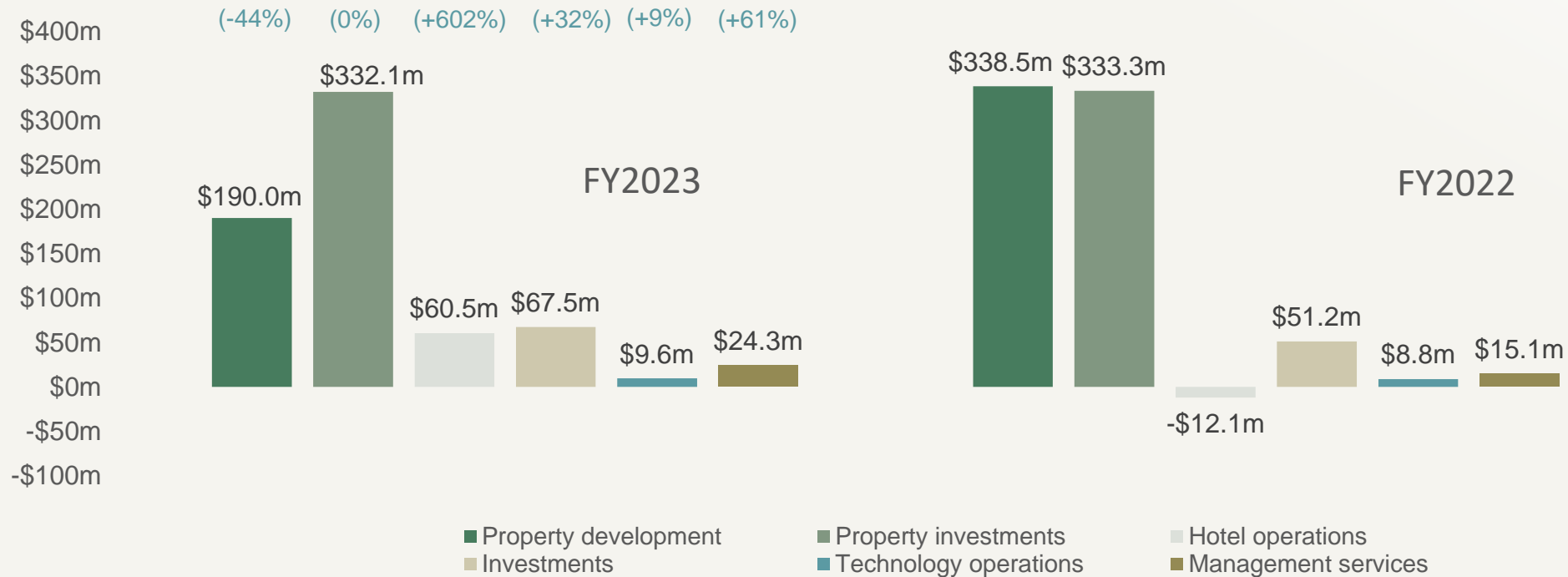
*Computed based on YTD interest expense/YTD average external borrowings

Revenue by Business Segment



% Contribution	FY2023	FY2022
Property development	45%	62%
Property investments	19%	16%
Hotel operations	28%	17%
Investments	3%	2%
Technology operations	4%	3%
Management services	1%	0%

Operating Profit by Business Segment



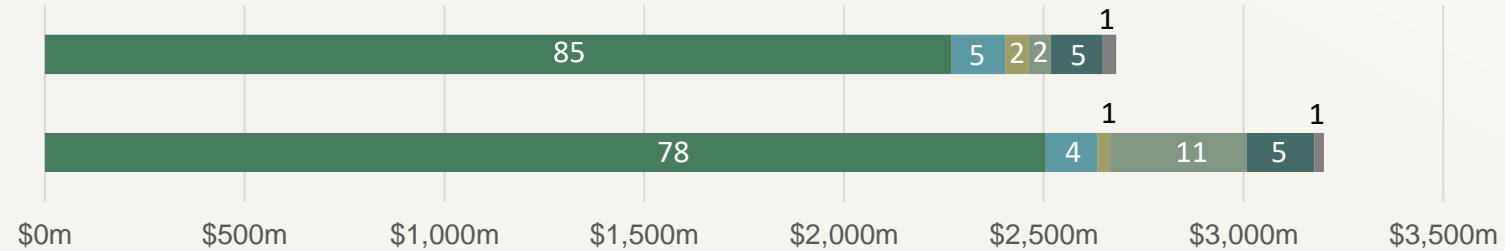
% Contribution	FY2023	FY2022
Property development	28%	46%
Property investments	49%	46%
Hotel operations	9%	-2%
Investments	10%	7%
Technology operations	1%	1%
Management services	3%	2%

Contributions by Geography

(%) Revenue

FY2023: \$2,681.7m

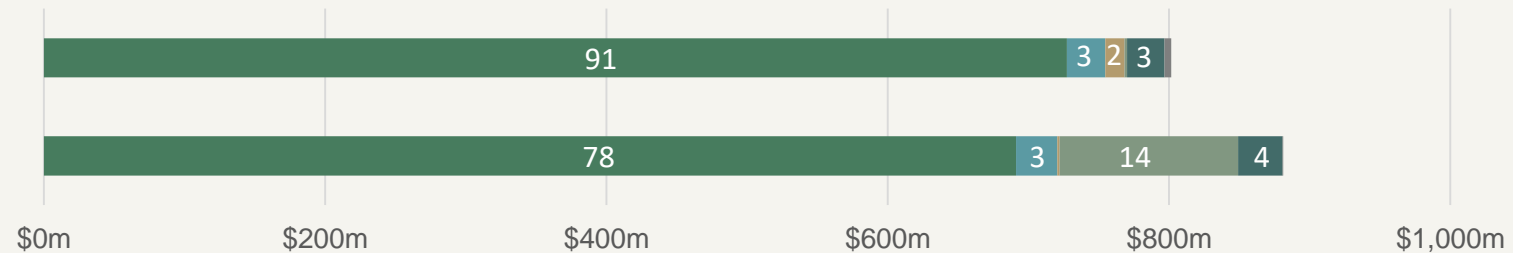
FY2022: \$3,201.7m



Adjusted EBITDA¹

FY2023²: \$801.5m

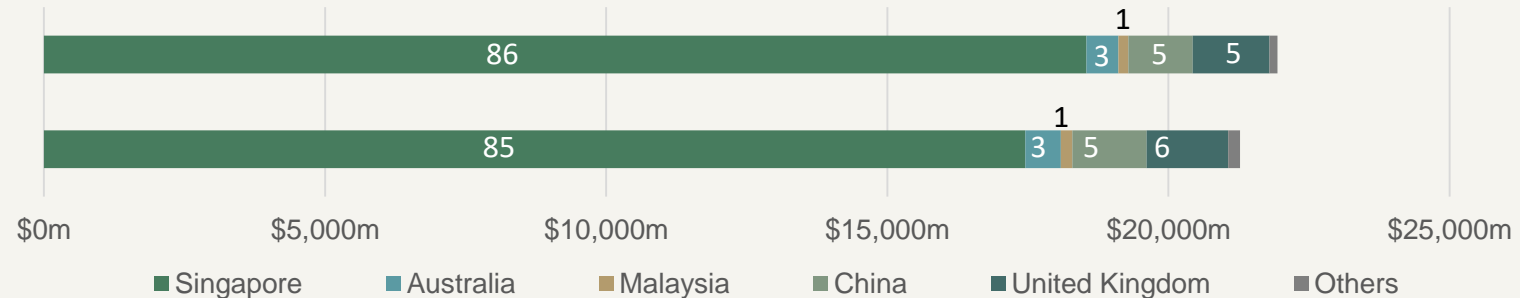
FY2022³: \$881.0m



Total Asset Value

FY2023: \$22,199.0m

FY2022: \$21,938.5m



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

03 Operational Highlights



The Watergardens at Canberra (artist's impression)

Property Development

Residential units booked as at 31 December 2023

	Launch Date	Units Booked	% Booked [#]	Total Units	Effective Stake
Singapore					
Watten House	Nov 2023	115	64%	180	90%
Pinetree Hill	Jul 2023	186	36%	520	90%
AMO Residence	Jul 2022	371	99%	372	70%
The Watergardens at Canberra	Aug 2021	448	100%	448	65%
MEYER HOUSE	May 2019	56	100%	56	50%
United Kingdom					
The Sky Residences – One Bishopsgate Plaza	Oct 2019	76	48%	160	100%

[#] Based on bookings from date of launch

Property Development

Total sales of 312 residential units with value of approximately \$1.10 billion based on bookings in 2023 vs \$1.55 billion in 2022

Singapore	FY2023	FY2022
UOL		
Watten House ¹	115	-
Pinetree Hill ²	186	-
AMO Residence	4	367
The Watergardens at Canberra	5	113
Clavon	Fully Sold	32
Avenue South Residence	Fully Sold	160
MEYER HOUSE	1	23
Amber45	Fully Sold	1
Subtotal	311	696
SingLand		
V on Shenton	1	6
Mon Jervois	Fully Sold	1
Subtotal	1	7
Total	312	703

1. Private launch for Watten House was held on 18 Nov 2023

2. Pinetree Hill was launched on 15 July 2023

\$1.10b

FY2023 Sales Value
vs \$1.55b in FY2022

Property Development

Watten House

- Strong sales booking of 64% as at 31 December 2023
- 80:20 joint venture between UOL and SingLand
- Prime freehold development with land area of about 20,461 sqm with 180 units on elevated ground of Bukit Timah low-rise residential enclave
- Within 1km to popular primary schools such as Nanyang Primary and Raffles Girls' Primary Schools



Watten House (artist's impression)



Property Development

Pinetree Hill

- 38% of 400 units released sold on launch weekend of 15 and 16 July 2023
- 80:20 joint venture between UOL and SingLand
- 520-unit residential project across 3 elegant 24-storey high towers; 1- to-5 bedroom choice units offering unrivalled views of Clementi Forest, Bukit Timah Nature Reserve and city skyline
- Within 1km to popular schools such as Henry Park Primary School and Pei Tong Primary School
- Easy access to comprehensive amenities, including the newly-opened One Holland Village Mall, Clementi Mall and The Star Vista; and short drive to Orchard Road and Central Business District



Pinetree Hill (artist's impression)



Property Development

Meyer Blue

- In February 2023, UOL's tender for the en-bloc purchase of Meyer Park condominium at 81 and 83 Meyer Road was accepted for a total consideration of \$392.18 million, or a unit land rate of about \$1,668 psf ppr
- 8,981 sqm freehold site; to develop 226 residential units, offering 2- to 5-bedroom units and 2 penthouses
- 80:20 joint venture between UOL and SingLand
- Development will benefit from the conceptual plans for "Long Island" announced by the government
- About 7 minutes' walk to future Katong Park MRT station on Thomson-East Coast Line
- Near to recreational facilities along East Coast Park and popular schools such as Kong Hwa School, Tao Nan School, Dunman High School and Victoria Junior College



2H2024

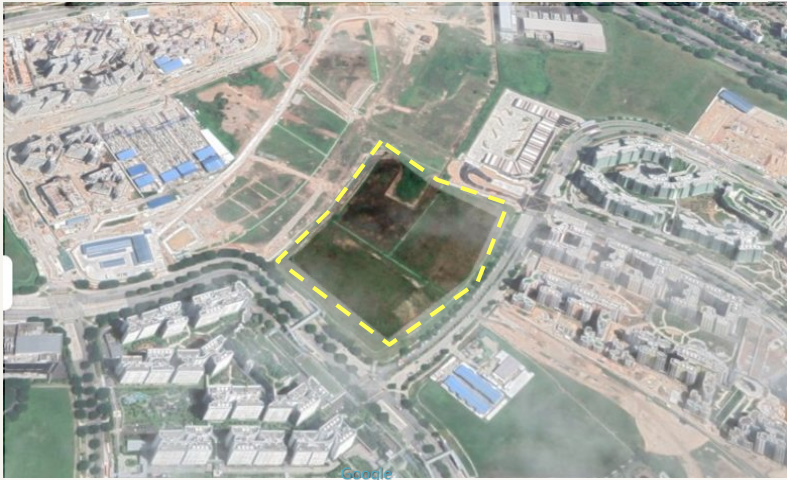
Target Launch



Property Development

Site at Tampines Avenue 11

- Awarded mixed-use development site on 11 July 2023 at \$1.206 billion, or a unit land rate of about \$885 psf ppr
- GFA of retail space is 13,600 sqm, including a maximum of 2,000 sqm for commercial school
- 50:50 joint venture project by a UOL-SingLand consortium and CapitaLand Development
- Provisional permission in January 2024 obtained to develop 1,195 residential units, ranging from 1- to 5-bedroom units to suit different lifestyle needs
- Site is planned to be transformed into one of the largest integrated developments with a bus interchange, a community club, a hawker centre, and direct connectivity to the upcoming Tampines North MRT station



2H2024

Target Launch



Property Development

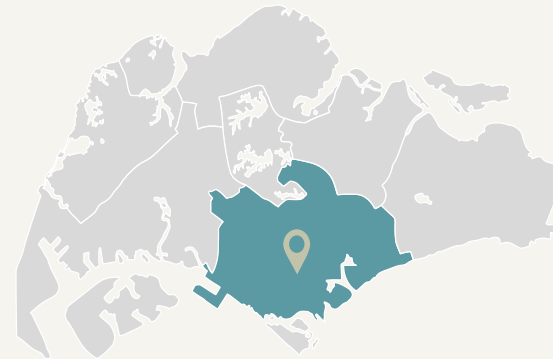
Site at Orchard Boulevard

- Awarded residential site with commercial component on first storey at Orchard Boulevard on 21 February 2024 at \$428.3 million, or a unit land rate of about \$1,617psf ppr
- 7,031.4 sqm leasehold site; GFA of commercial space on first storey is between 400 sqm and 500 sqm; allowable use includes F&B, commercial school, fitness centre and medical clinic
- 80:20 joint venture between UOL and SingLand
- First Government Land Sales residential site released in the Orchard/Tanglin area since 2018
- To develop into a high-rise luxury development of at least 36 storeys to capitalise on the panoramic views



2025

Target Launch



Property Investments

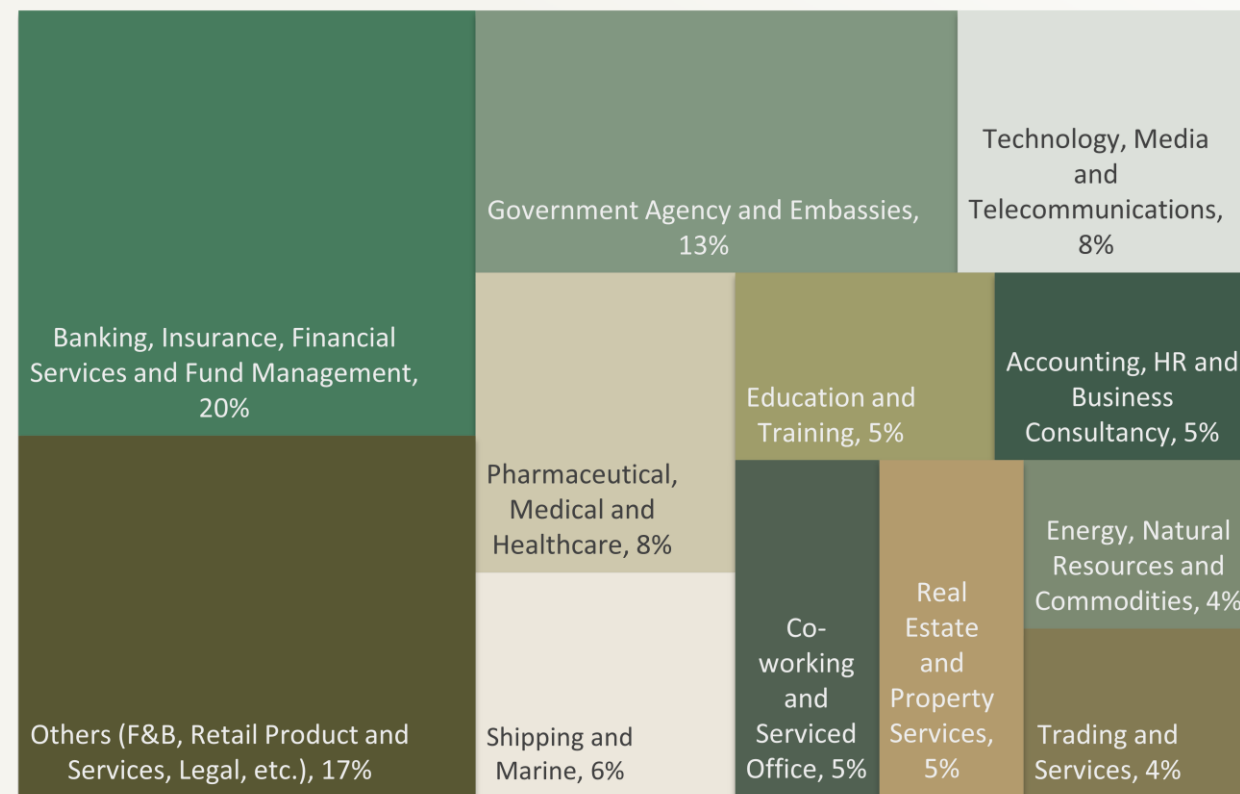
Office Portfolio

Committed Occupancy	As at	
	31 Dec 2023	30 Jun 2023
Singapore	91.8%	90.0%
United Kingdom	85.1%	84.5%
Australia	100%	100%

10.4%

% of portfolio NLA/NFA
expiring in 2024 (as at 31 Dec 2023)

Diversified tenant base of UOL and SingLand



Note:

- Singapore office properties under the Group comprise United Square, Novena Square, Odeon 331 and Odeon 333, 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 - the committed occupancy for Singapore as at 31 December 2023 was 96.1% if Singapore Land Tower, which is currently undergoing asset enhancement works, is excluded
- For 2H2023 reporting, units which are slated for asset enhancement initiatives at Odeon 333, as well as Clifford Centre, have been excluded
- UK office properties comprise 110 High Holborn and 120 Holborn Island in London
- Australia office property refers to 72 Christie Street in Sydney
- % of office portfolio NLA/NFA expiring in 2024 excludes the expiring area that was renewed or committed by new tenants as at 31 December 2023

Property Investments

Retail Portfolio*

	As at	
	31 Dec 2023	30 Jun 2023
Committed Occupancy	99.4%	99.1%

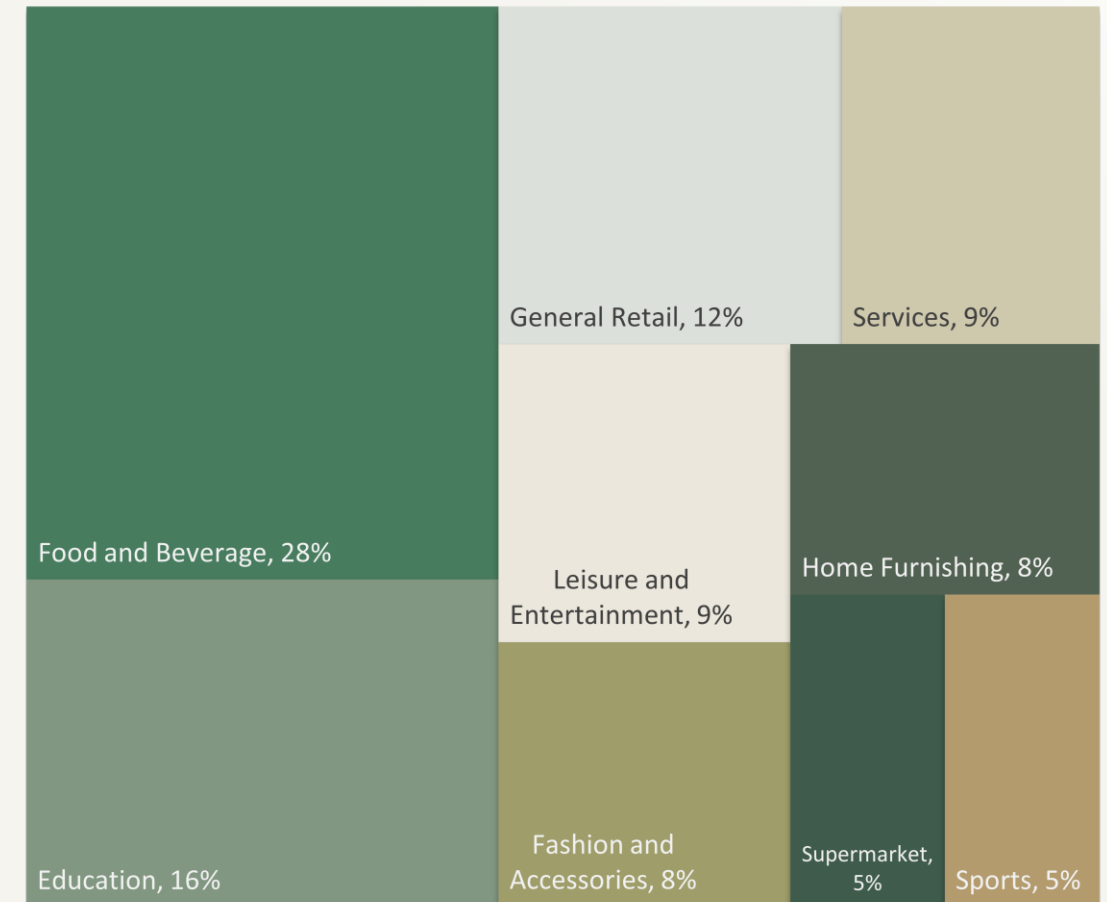
13.5%

% of portfolio NLA/NFA
expiring in 2024 (as at 31 Dec 2023)

+ 18.1%

% of shoppers' footfall
(FY2023 vs FY2022)

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 2024 excludes the expiring area that has been renewed or committed by new tenants as at 31 December 2023

Property Investments

Retail Portfolio – New tenants committed in 2H2023



Minmed Clinic and Minmed Sanctuary
(United Square)



Souper Baby by Soul Souper
(United Square)



Khao Hom by Rung Mama
(United Square)



Musee Platinum Tokyo
(Velocity@Novena Square)



Unatoto
(Velocity@Novena Square)



Japan IPL Express
(Velocity@Novena Square)



Kskin
(KINEX)



The Morning Catch Seafood
(KINEX)



A Hot Hideout
(KINEX)

Property Investments

Odeon – enlargement of property with a new build

- Redevelopment of 333 North Bridge Road site, which was acquired for \$79.3 million in December 2019
- Named Odeon 333, new standalone 7-storey building is an extension of Odeon 331 (formerly known as Odeon Towers) and commands 50m frontage along North Bridge Road, opposite Raffles Hotel
- Odeon 333 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
- Features biophilic design elements such as garden terraces and vertical greenery, and facilities for bicycle parking
- Total GFA of the annex 7-storey building is approximately 7,430 sqm
- Construction work commenced in 1Q2022; completion is targeted to be in 1Q2024
- Committed occupancy rate was 96% and 100% respectively for the office and retail components as at 31 December 2023
- Awarded BCA Green Mark Platinum

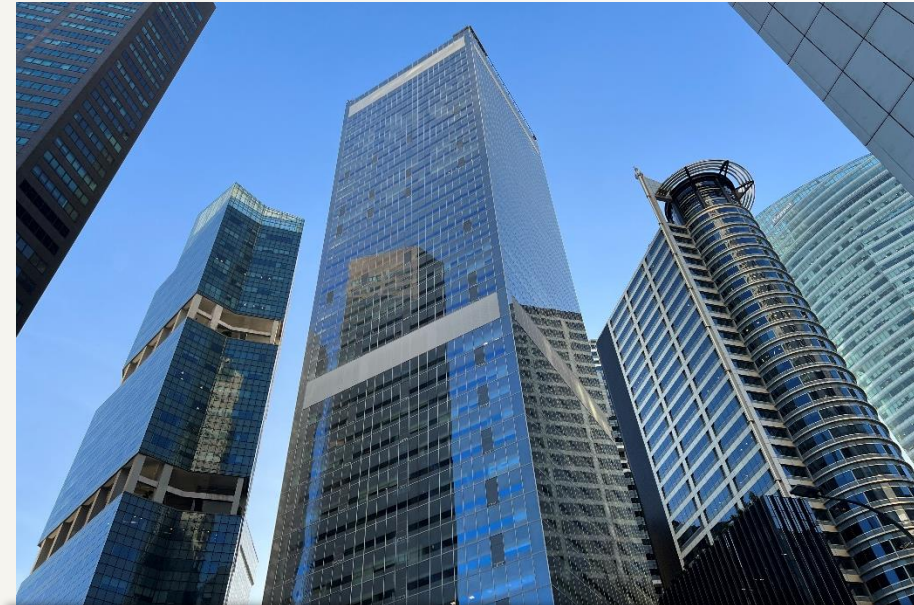


The new annex building, Odeon 333 (artist's impression), comprises seven floors of commercial space.

Property Investments

Singapore Land Tower – asset enhancement initiative

- 47-storey building with approximate net floor area of 57,500 sqm
- Embarked on asset enhancement initiative in January 2021; target to complete in 2H2024
- Refurbishment works include:
 - 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 shower rooms
 - A variety of communal spaces such as podium roof garden and a 49th storey rooftop space and viewing deck
 - Dedicated amenities for tenants include offices, meeting rooms and co-working spaces
 - Better building management with integration of technology; smart building mobile application to facilitate contactless access at lift lobbies and visitor registration
- Awarded BCA Green Mark Platinum



Works are in progress for the asset enhancement of the Singapore Land Tower.

Property Investments

Clifford Centre – redevelopment of commercial asset

- Redevelopment of 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
- To adopt district cooling for its air conditioning for better energy and building efficiency
- Demolition works completed in Jan 2024



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

Property Investments

West Mall – asset enhancement initiative

- Approximate new net floor area of 19,045 sqm, reflecting a 12% increase post asset enhancement initiative
- Embarked on asset enhancement initiative in 1H2023; target to complete in 1H2025
- Refurbishment works include:
 - Conversion of the mall's open plaza to a sheltered public space
 - Expansion of the existing Bukit Batok Public Library to double its size for enhanced user experience
 - Introduction of new retail and F&B offerings
- The mall remains fully operational throughout the works, which will be completed in phases



Artist's impression of the revamped façade of West Mall.

Hospitality

Owns and/or manages more than 40 hotels with about 14,000 rooms, comprising “Pan Pacific”, PARKROYAL COLLECTION and PARKROYAL



Pan Pacific Orchard, Singapore



Pan Pacific London, United Kingdom



PARKROYAL COLLECTION Pickering, Singapore



PARKROYAL on Beach Road, Singapore

Hospitality

Rebound in hospitality sector

Occupancy for owned¹ hotels (FY2023 vs FY2022)

Singapore ⁴	Oceania	Others ³
68%	65%	63%
FY2022: 70%	FY2022: 62%	FY2022: 42%

RevPAR for owned¹ hotels (FY2023 vs FY2022²)

Singapore ⁴	Oceania	Others ³
\$233	\$143	\$97
FY2022: \$189	FY2022: \$126	FY2022: \$66

1. Includes serviced suites and hotels partially owned by the Group

2. Reported in Singapore dollars. For comparability, FY2022 RevPar has been translated at constant exchange rates (31 December 2023)

3. Refers to the Group's hotels in China, Vietnam, Malaysia, Myanmar and the United Kingdom

4. Occupancy and RevPAR for Singapore owned hotels for FY2023 was 83% and \$287 if PARKROYAL on Kitchener Road (sold on 31 October 2023), Pan Pacific Orchard (opened in June 2023), Pan Pacific Singapore and Mandarin Oriental (underwent renovations in 2023), were excluded

Hospitality

Rebound in F&B segment in Singapore¹

**Number of Covers
(FY2023 vs FY2022)**

2.3m
FY2022: 1.7m

**F&B Revenue
(FY2023 vs FY2022)**

\$172.7m
FY2022: \$124.1m



Pan Pacific Singapore (Plume)



Pan Pacific Singapore (Keyaki)



Pan Pacific Orchard (Mosella)

1. Refers to Singapore PPHG branded hotels only

Hospitality

	Existing		Pipeline	
	No. of Hotels	No. of Rooms	No. of Hotels	No. of Rooms
By Brand				
Pan Pacific	25	7,484	3	576
PARKROYAL COLLECTION	3	1,477	1	200
PARKROYAL	14	3,838	7	1,196
Others	3	1,045	-	-
Total	45	13,844	11	1,972
By Ownership Type				
Owned	27	9,072	3	538
Managed	15	3,729	8	1,434
Marketing Partnership	3	1,043	-	-
Total	45	13,844	11	1,972

Hospitality

Pipeline Projects (owned)

PARKROYAL COLLECTION Faber House, Singapore

- Targeted to open in 1H2026
- Re-zoning of site for hotel use under URA's Strategic Development Initiative (SDI) scheme
- Total GFA with plot ratio intensification is 11,025 sqm
- To redevelop into a 19-storey building featuring a 200-key hotel with a bank, F&B outlets and an urban verandah
- Biophilic design includes vertical landscaping such as sky gardens and waterfall



PARKROYAL COLLECTION Faber House (artist's impression) is located in the heart of Orchard Road.

Hospitality

Pipeline Projects (owned)

Pan Pacific Jakarta, Indonesia

- Targeted to open in May 2024
- 158 guestrooms located on levels 83–90 in Luminary Tower within Jakarta's CBD at Thamrin Nine Complex
- Guests have access to the integrated complex's commercial spaces, entertainment and retail offerings
- Wide range of amenities including a grand ballroom, swimming pool, children's pool, gym, and fitness centre



Pan Pacific Jakarta is located in Luminary Tower (building on the extreme right) of Thamrin Nine.

Hospitality

Pipeline Projects (managed)

Strong portfolio growth across Asia

- 2H2024: 216-room PARKROYAL Dalian, China
- 4Q2024: 162-room PARKROYAL Jakarta, Indonesia
- 3Q2025: 183-room PARKROYAL Hanoi, Vietnam
- 3Q2025: 122-key PARKROYAL Serviced Suites Hanoi, Vietnam
- 1Q2026: 227-room Pan Pacific Phnom Penh, Cambodia
- 1Q2026: 120-room PARKROYAL Siem Reap, Cambodia
- 4Q2026: 191-key Pan Pacific Serviced Suites Bangkok, Thailand

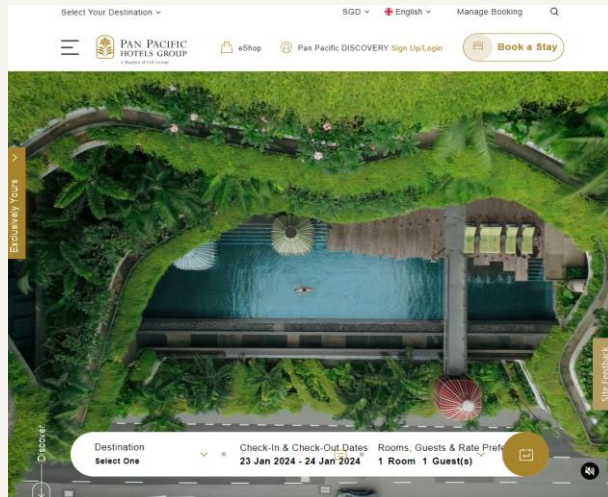


PARKROYAL Dalian



Pan Pacific Serviced Suites Bangkok

Global marketing campaigns for enhanced guest experiences



- Redesigned and launched the “Pan Pacific” brand website with improved interactivity and refreshed content, offering guests a more immediate and dynamic experience

- Launched the Happy Sleepers Programme to improve sleep quality of guests through a selection of curated services, including bedding collection, soothing baths and meditation

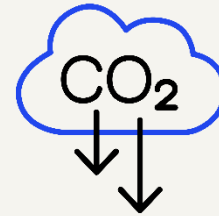
- Launched an upgraded WeChat Mini Programme targeted at China market with integrated e-commerce features enabling instant room reservations and access to the WeChat Store for pre-sale voucher purchases

Sustainability

Key highlights



UOL Group's **MSCI ESG** rating was upgraded to **"AA"** in 2023, placing us among the Leaders category in the Real Estate Development and Diversified Activities industry



Committed to decarbonisation targets to reduce 46% of Scope 1 and 2 GHG emissions for commercial and hospitality properties by 2030 against 2019 baseline



We have **started the work to align with the future ISSB requirements by FY2025**, adapting to the dynamic and evolving ESG reporting landscape



All our Singapore hospitality properties are **GSTC-certified**. PPHG is the **first Singapore hospitality group** to obtain the multi-site certification and has the largest number of certified rooms and properties in Singapore



All Singapore properties are ISO 14001 certified for environmental management system. We **aim to certify all our properties to ISO 45001** for occupational health and safety management system by 2024

Sustainability

Creating positive change within the community

- In celebration of UOL's 60th anniversary, the Group launched several flagship programmes and stepped up efforts in building an inclusive society
- UOL and SingLand jointly donated \$5 million to the Lee Kuan Yew Centennial Fund to support the development of Singapore's youth
- Launched the three-year UOL-PPHG Community Uplift Programme to provide interesting and meaningful learning experiences for children from ComLink+ families living in rental housing, in collaboration with the Ministry of Social and Family Development
- Launched the flagship UOL X ART:DIS Art Prize, Singapore's first comprehensive art prize that recognises talented artists with disabilities
- UOL was recognised as Distinguished Patron of the Arts by National Arts Council for the second consecutive year, and was awarded three accolades at the Community Chest Awards 2023



UOL is committed to supporting underprivileged groups in the communities in which it operates.

04 Market Outlook



AMO Residence(artistic impression)

Market Outlook

Singapore economy is expected to grow by 1% to 3% in 2024, but macroeconomic environment could remain bumpy due to persistent inflation and geopolitical tensions

- Residential

Demand for private residential properties in Singapore is expected to grow at a slower pace

- Office

Office rents are likely to moderate due to new pipeline of offices and more companies may right-size their office in view of economic uncertainties

- Retail

With tourism projected to recover fully this year, the retail sector should benefit with higher tourist arrivals, and retail rents would be further sustained by lack of supply in retail space

- Hospitality

Hospitality sector is likely to continue its growth against the backdrop of recovery in travels

Awards & Accolades

Corporate

UOL Group Limited

Singapore Corporate Awards 2023

- Best Investor Relations (Bronze)
- Best Risk Management (Bronze)

2023 Council on Tall Buildings and Urban Habitat Awards

- Best Tall Building Europe for One Bishopsgate Plaza (Excellence Winner)

EdgeProp Singapore Excellence Awards 2023

- Top Developer

PropertyGuru Asia Property Awards Grand Final 2023

- Best Sustainable Developer (Asia)
- Best Hospitality Developer (Asia)

The Straits Times and Statista

- Singapore's Best Employers 2023 (#148)

Patron of the Arts Awards 2023

- Distinguished Patron of the Arts

Community Chest Awards 2023

- Volunteer Partner Award
- Charity Platinum Award

Pan Pacific Hotels Group Limited

TTG Travel Awards 2023

- Best Regional Hotel Chain

World Travel Awards 2023

- Asia's Leading Green Hotel Brand for PARKROYAL COLLECTION

DestinAsian Readers' Choice Awards 2023

- Best Serviced Residence Brand for Pan Pacific Hotels & Resorts

The Straits Times and Statista

- Singapore's Best Customer Service 2023/2024 (#4) for PARKROYAL COLLECTION

Awards & Accolades

Product, Design and Architectural Excellence

AMO Residence

International Property Awards (Asia Pacific) 2023

- Best Apartment/Condominium Development Singapore (Winner)

EdgeProp Singapore Excellence Awards 2023

- Top Development, Residential (Uncompleted) Non-Central

Pinetree Hill

International Property Awards (Asia Pacific) 2023

- Best Residential High Rise Architecture Singapore (Winner)
- Best Residential High Rise Development Singapore (Winner)

PropertyGuru Asia Property Awards Grand Final 2023

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

The Tre Ver

EdgeProp Singapore Excellence Awards 2023

- Top Development, Residential (Completed) Central

Watten House

PropertyGuru Asia Property Awards Grand Final 2023

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

Pan Pacific Orchard

EdgeProp Singapore Excellence Awards 2023

- Hotel Development Excellence

PARKROYAL COLLECTION Marina Bay

World Travel Awards 2023

- Asia's Leading Green Hotel

EdgeProp Singapore Excellence Awards 2023

- People's Choice Award (Hotel)

PARKROYAL COLLECTION Pickering

World Travel Awards 2023

- World's Leading Green City Hotel

PARKROYAL COLLECTION Kuala Lumpur

World Travel Awards 2023

- Asia's Leading Green Lifestyle Hotel

Q & A



Clavon (artist's impression)