



# Heeton Holdings Limited

Investor Presentation  
November 2017



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Corporate Overview

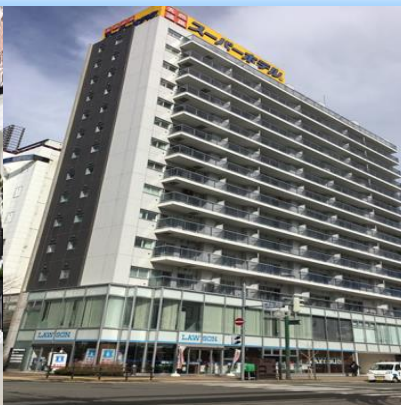
Credit Highlight

Financial Highlight

Q & A



Ibis Style Kensington



Super Hotel Sapporo



Onze@Tanjong Pagar



Sky Green



Sun Plaza



# Corporate Overview

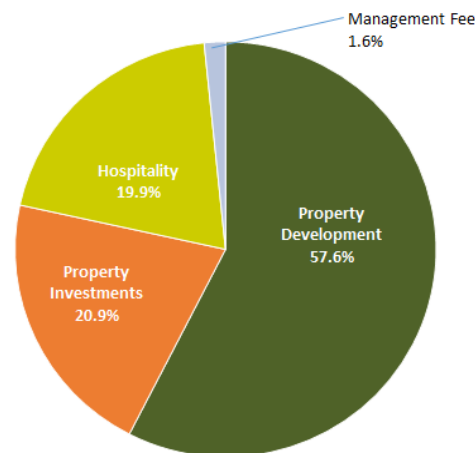


## Key Highlights

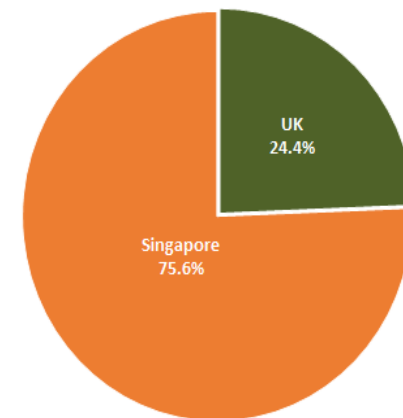
- Established in 1976 and listed on SGX, Heeton Holdings Limited is a real estate conglomerate focused on property development, property investment and hospitality.
- Well balanced and diversified asset portfolio across residential, commercial and hospitality properties, in Singapore, Vietnam, Malaysia, Thailand, Japan, China, Australia and United Kingdom.
- Majority controlled by the Toh family who continues to own 61.89% of the company as at 30 Sep 2017. The family affirms its strong commitment and support towards the company by fully subscribing to the entire rights issue of SGD27.8 mil done in 2015.
- As at 30 September 2017, it has completed 43 development projects with approximately 4,500 units sold.
- Owns 14 investment properties, including 7 operating hotel assets and 884 hotel rooms, generating significant recurring revenue from rental income.

## Revenue Breakdown (3Q 2017)

By Segment, \$47.5m



By Geography, \$47.5m



## Financial Snapshot

	% Change FY2016 VS FY2015	FY 2016	FY 2015	3Q2017
<b>SGD Millions</b>				
Revenue	+96.45%	67.4	34.3	47.5
EBITDA	+73.01%	25.9	15.0	40.6
Profit after Tax	+165.29%	12.2	4.6	40.4
Total Debt	-19.66%	297.3	370.1	303.7
Total Debt/Total Assets (x)	↓	0.41x	0.47x	0.38x
Net Debt/Total Equity (x)	↓	0.78x	1.02x	0.71x

# History and Key Milestones



Acquisition of Ibis Hotel Gloucester (127 rooms) and Holiday Inn Express Hotel Manchester City (147 rooms) in UK

Completed development of Heeton's own hospitality brand – Luma Concept Hotel in April 2017 (89 rooms)

795 Hotel rooms at end of 2016



Acquired Ibis Budget Bradford (86 rooms) and Luma Concept Hotel London

2017

2016



Acquired first hotel property and serviced office building in London (Hotel Ibis Styles London Kensington and Adam House)

2015

Acquisition of first Japan property – Super Hotel Sapporo - Susukino



2014



Ventured into the hospitality sector via a significant stake in Mercure Hotel Pattaya in Thailand

2012

Expanded into UK with its first residential development property in London, The Britton and Earlington



2011

2009

2007

Upgraded to SGX Mainboard

2003

Listed on SGX-Sesdaq (Catalist) as Heeton Holdings Ltd

1976

Incorporated as Heeton Development Pte Ltd



# Business Strategy

Following its rebranding exercise and consolidation strategy in 2016, Heeton is strengthening its business structure to prepare itself for the next stage of growth



1

Focusing of building Recurring Income through enhancement of investment property with quality and build upon its tenant base by focusing on those quality tenants



2

Continue to explore Hospitality Business in Key Gateway Cities (Malaysia, Thailand, Vietnam, Japan, China, Australia and United Kingdom) to extend its reach and further expand its portfolio



3

Continue to seek Property Development opportunities both locally and overseas

4

Further Enhance Management Capabilities especially in Hospitality

# Hotel & Investment Property

## Strong Recurring Income from Investment Properties

### Singapore



#### Tampines Mart

Location: Tampines Street  
 Type: Commercial & Retail  
 Stake: 100%  
 Occupancy Rate: 96%  
 Lettable Area: 7,900 sqm  
 Tenor: 99 years from 1993



#### The Woodgrove

Location: Woodlands Ave  
 Type: Commercial & Retail  
 Stake: 100%  
 Occupancy Rate: 97%  
 Lettable Area: 3,785 sqm  
 Tenor: 99 years from 1996



#### Sun Plaza

Location: Sembawang Drive  
 Type: Commercial & Retail  
 Stake: 50%\*  
 Occupancy Rate: 100%  
 Lettable Area: 14,573 sqm  
 Tenor: 99 years from 1996



#### 223@ Mountbatten

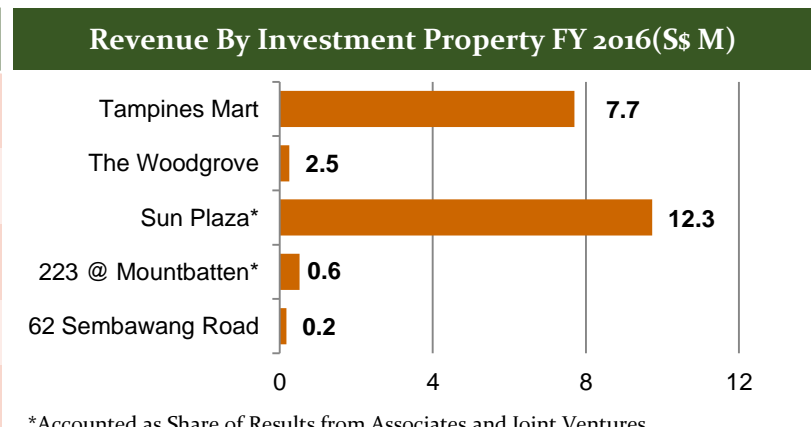
Location: Mountbatten Road  
 Type: Commercial  
 Stake: 16%\*  
 Occupancy Rate: 64%  
 Lettable Area: 10,447 sqm  
 Tenor: 15 years from 2012



#### 62 Sembawang Road

Location: Sembawang Road  
 Type: Gas Station  
 Stake: 100%  
 Occupancy Rate: 100%  
 Lettable Area: 1,239 sqm  
 Tenor: Estate in Perpetuity

Property	Major Tenants
Tampines Mart	   
The Woodgrove	 King Coffee House
Sun Plaza*	    
223@Mountbatten*	 
62 Sembawang Road	





# Hotel & Investment Property

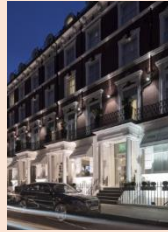


Diversified portfolio of hospitality and investment properties provides steady growing recurring income stream

## Overseas



**Mercure Hotel Pattaya**  
Location: Thailand, Pattaya  
Type: Hotel  
Stake: 86.7%  
Occupancy Rate: 85%  
Rooms: 247  
Tenor: Freehold



**Hotel Ibis Style Kensington**  
Location: UK, London  
Type: Hotel  
Stake: 80%  
Occupancy Rate: 86%  
Rooms: 116  
Tenor: Freehold



**Adam House**  
Location: UK, London  
Type: Serviced Office  
Stake: 75%  
Occupancy Rate: 95%  
Lettable Area: 1,600 sqm  
Tenor: Freehold



**Ibis Budget Bradford**  
Location: UK, Bradford  
Type: Hotel  
Stake: 55%  
Occupancy Rate: 85%  
Rooms: 86  
Tenor: Freehold



**Ibis Hotel Gloucester**  
Location: UK, Gloucester  
Type: Hotel  
Stake: 55%  
Occupancy Rate: 78%  
Rooms: 127  
Tenor: 125 years from 2009



**Hotel Baraquda Pattaya**  
Location: Thailand, Pattaya  
Type: Hotel  
Stake: 38.98%  
Occupancy Rate: 82%  
Rooms: 72  
Tenor: Freehold



**Holiday Inn Express Manchester**  
Location: UK, Manchester  
Type: Hotel  
Stake: 30%  
Occupancy Rate: 81%  
Rooms: 147  
Tenor: Freehold



**Super Hotel Sapporo**  
Location: Japan, Sapporo  
Type: Hotel, Residential/Retail  
Stake: 20%  
Occupancy Rate: 93%  
Lettable Area: 7,340 sqm  
Tenor: Freehold



**Luma Concept Hotel**  
Location: UK, London  
Type: Hotel  
Stake: 60%  
Occupancy Rate: 84%  
Rooms: 89  
Tenor: Freehold



# Property Development

Visible development pipeline in Singapore and overseas

## Ongoing Projects in Singapore



### High Park Residences

Location: Fernvale Road  
Completion Date: 2019 (Exp)  
Type: Residential/Commercial  
% Sold: 100%  
Stake: 20%  
GFA: 112,300 sqm

### Woodleigh Lane

Location: Woodleigh Lane  
Acquired : Oct 2017  
Type: Residential  
Stake: 20%  
GFA: 58,640 sqm



### Trio

Location: Sam Leong Road  
Completion Date: 2017 (Exp)  
Type: Commercial  
% Sold: 37.2%  
Stake: 15%  
GFA: 3,445 sqm

## Ongoing Projects Overseas



### Hampton by Hilton

Location: UK, Leeds  
Completion Date: TBC  
Type: Residential and Hotel (192 rooms)  
% Sold: -  
Stake: 55%  
GFA: 84,568 sqm



### 188 W Residences

Location: Australia  
Completion Date: TBC  
Type: Residential  
% Sold: -  
Stake: 18.15%  
GFA: 28,000 sqm

# Property Development

Established track record in completing high-end development projects via strong partnership with other property developers

## Key Completed Projects in Singapore



**iLiv@Grange**  
Location: Grange Road  
Completion Date: 2013  
Type: Residential  
% Sold: 100%  
Stake: 100%  
GFA: 4,362 sqm



**The Boutiq**  
Location: Killiney Road  
Completion Date: 2014  
Type: Residential  
% Sold: 100%  
Stake: 45%  
GFA: 10,397 sqm



**Palacio**  
Location: Telok Kurau Road  
Completion Date: 2015  
Type: Residential  
% Sold: 100%  
Stake: 36%  
GFA: 4,152 sqm



**NEWest**  
Location: West Coast Way  
Completion Date: 2016  
Type: Commercial / Residential  
% Sold: 100%  
Stake: 12.25%  
GFA: 25,148 sqm



**KAP & KAP Residences**  
Location: King Albert Park  
Completion Date: 2016  
Type: Commercial / Residential  
% Sold: 99.2%  
Stake: 12.6%  
GFA: 17,178 sqm



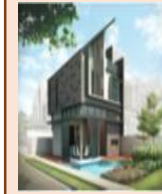
**Sky Green**  
Location: Macpherson Road  
Completion Date: 2015  
Type: Residential  
% Sold: 97.7%  
Stake: 40%  
GFA: 13,907 sqm



**Lincoln Suites**  
Location: 1/3 Kiang Guan Avenue  
Completion Date: 2014  
Type: Residential  
% Sold: 96.6%  
Stake: 25%  
GFA: 16,826 sqm



**Onze@ Tanjong Pagar**  
Location: Kee Seng Street  
Completion Date: 2017  
Type: Commercial / Residential  
% Sold: 68.1%  
Stake: 100%  
GFA: 5,572 sqm



**121 Collection on Whitley**  
Location: Whitley Road  
Completion Date: 2017  
Type: Residential  
% Sold: 33.3%  
Stake: 30%  
GFA: 2,108 sqm



**Floraville, Floravista & Floraview**  
Location: Cactus Road  
Completion Date: Aug 2017  
Type: Commercial / Residential  
% Sold: 100%  
Stake: 12.25%  
GFA: 11,549 sqm



**Rezi 3Two**  
Location: Geylang Road  
Completion Date: Jun 2017  
Type: Residential  
% Sold: 100%  
Stake: 10%  
GFA: 3,455 sqm



**Westwood Residences**  
Location: Westwood Ave  
Completion Date: Oct 2017  
Type: Residential  
% Sold: 100%  
Stake: 20%  
GFA: 48,397 sqm

# Property Development

Established track record in completing high-end development projects via strong partnership with other property developers

## Key Completed Projects Overseas



### **The Britton**

Location: UK, London  
Completion Date: 2012  
Type: Residential  
% Sold: 100%  
Stake: 100%  
GFA: 944 sqm



### **Earlington**

Location: UK, London  
Completion Date: 2014  
Type: Residential  
% Sold: 100%  
Stake: 100%  
GFA: 751 sqm



### **Haus 23**

Location: Thailand, Bangkok  
Completion Date: 2014  
Type: Residential  
% Sold: 79%  
Stake: 48.99%  
GFA: 17,214 sqm



# Our Presence



## Europe Region

### **United Kingdom**

- 5 operating hotels
- 1 investment property
- 1 hospitality asset under planning
- 1 mixed use development (including hotel assets)
- Completed 2 development projects



## Asia Region

### **Singapore**

- 3 ongoing development properties
- 5 investment properties
- Completed 43 development projects

### **China**

- 1 development project

### **Malaysia**

- Completed 1 development project

### **Thailand**

- 2 operating hotels
- Completed 4 development projects

### **Vietnam**

- Development of workers accommodation and amenities

### **Japan**

- 1 hotel and building with 66 residential and 4 retail units.



## Oceania Region

### **Australia**

- 1 residential development site
- 1 hotel development site



Corporate Overview

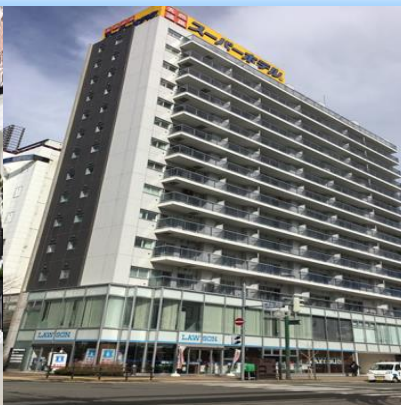
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Ibis Style Kensington



Super Hotel Sapporo



Onze@Tanjong Pagar



Sky Green



Sun Plaza

# Credit Highlights

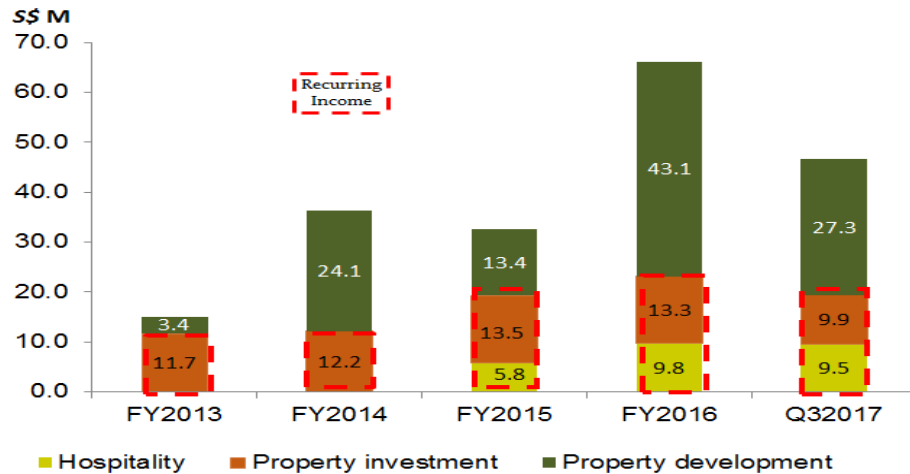


- 1 Quality Investment Properties Conducive For Generating Stable Recurring Income
- 2 Superior Property Development Portfolio In Singapore And Overseas
- 3 Prudent Financial Management And Access To Diversified Funding Sources
- 4 Experienced Management Team With In-depth Knowledge In Real Estate And Hospitality

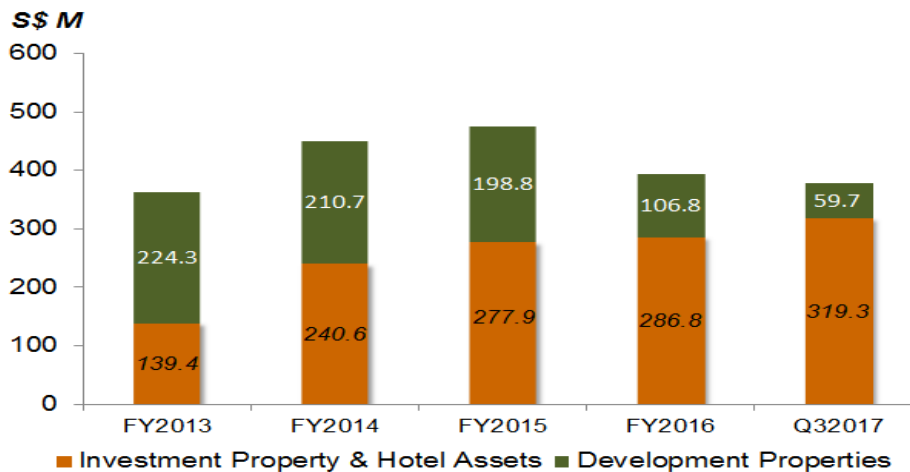


# Quality Investment Properties Conducive For Generating Stable Recurring Income

## Increasing Recurring Income \*



## Growing Asset Base



## Investment & Hotel Properties

### UK

- 5 Hotels (London, Manchester, etc)
- 1 Serviced Office (Adam House, London)

### Japan

- 1 Hotel (Super Hotel Sapporo) including Residential and Retail)

### Thailand

- 2 Hotels (Mercure Pattaya, Baraquda Pattaya)

### Singapore

- 5 Commercial & Retail Properties
- Sun Plaza underwent Asset Enhancement in 2015 to increase lettable area and improve tenant mix, resulting in increased rental income of SGD 6.7 million from FY2015 to FY 2016.

## In the Pipeline

### UK

- Leeds Hampton (proposed 192 rooms hotel) – appointed world renowned hotelier, Hilton
- Dry Bar Manchester (proposed 100-110 rooms hotel)

### Australia

- 29 Ranwell Lane

## Strong Development Pipeline

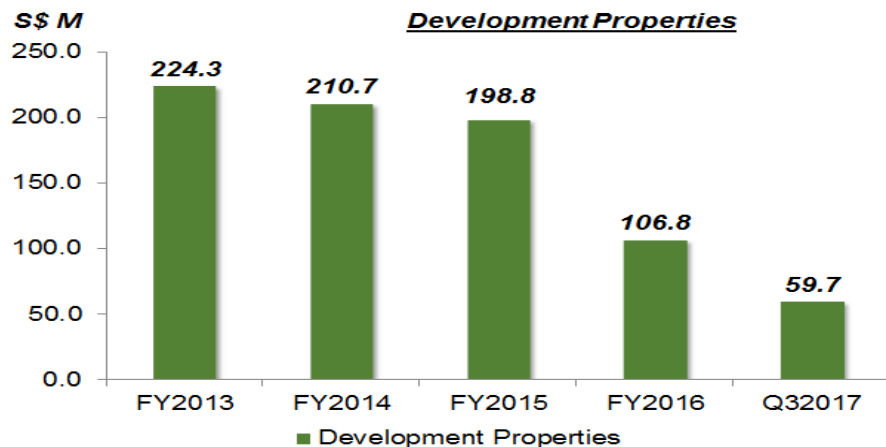
### Singapore



### Overseas



## Unlocking Value



## Recent Achievements

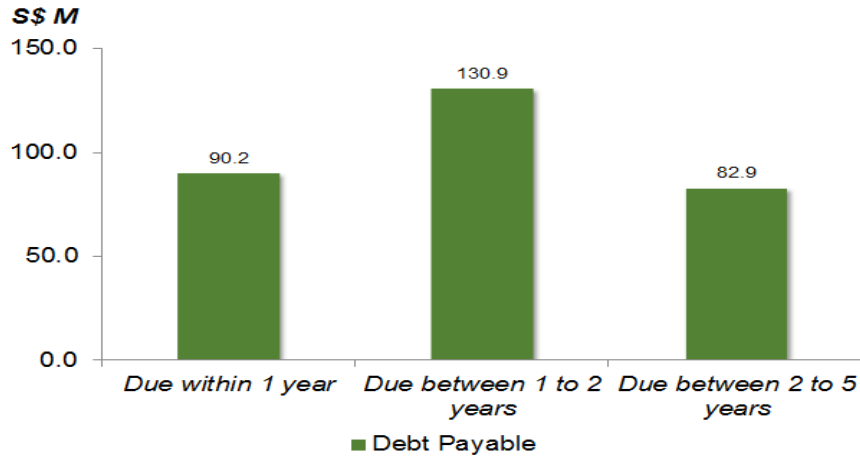
- High Park Residences – 100% sold within 20 months
- Onze@Tanjong Pagar achieved T.O.P. in January 2017 (68% sold as at 30 September 2017)
- Disposal of The Lumos in July 2017 has helped to reduce debt levels and resulted in financial savings for the Group.

## Experienced Property Developer

- Experienced team operating in markets allows quick response to opportunities beyond Singapore
- Extensive network and business relationship enables deal origination from non-traditional channels and markets, with the main focus on freehold property to ensure optimal value preservation
- As at 30 September 2017, the Group has successfully completed 43 property projects and has another 3 ongoing projects, with approximately 4,500 units sold.

# Prudent Financial Management And Access To Diversified Funding Sources

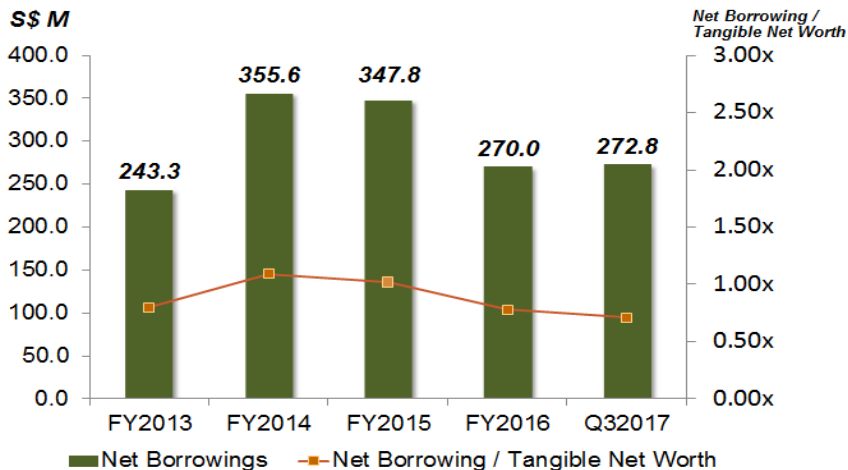
## Debt Maturity Profile



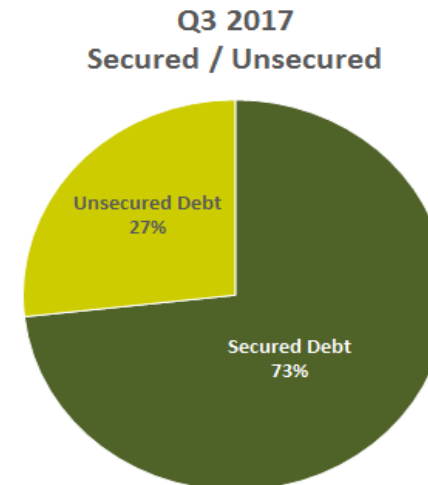
## Capital Structure

SGD Millions	Q3 2017	2016	2015
Total Equity	385.9	345.6	340.8
Debt to Equity	0.79	0.86	1.09
EBITDA/ Interest Expenses	4.55	2.19	0.92
Total Debt/Total Assets	0.38	0.41	0.47

## Improving Debt Ratio



## Secured / Unsecured Debt



Total Debt of SGD304.5m as at 30 Sep 2017



# Experienced Management Team With In-Depth Knowledge In Real Estate And Hospitality



## Management team has extensive experience in the property and hospitality industries with in-depth knowledge and regional exposure



**MR TOH GIAP ENG**

*Deputy Chairman, Executive Director*

- Responsible for exploring new products and businesses, and the overall stewardship and governance of the Group
- Started his career in the banking and finance industry and has been in the property development and investment business for about 2 decades.
- Holds a Bachelor of Arts (Business), United Kingdom.



**MR ERIC TENG HENG CHEW**

*CEO, Executive Director*

- Responsible for management of the Group's business and implementation of the direction, strategies and plans of the Board.
- 30 years of experience in Marketing, Property and Hospitality. Previously Advisor to Straits Trading Company Limited ("STCL") and CEO of the property division in STCL from January 2010 to December 2013, and concurrently the CEO of the Hospitality division under STCL from January 2011 to December 2013.
- Holds an MBA from National University of Singapore, Business School.



**HENG LEE CHENG, CHERYL**

*Chief Financial Officer*

- Responsible for the Group's accounting, finance and leasing activities
- Started her career in the auditing and accounting industry before joining the group
- Holds a Bachelor of Accountancy from the Nanyang Technological University of Singapore and is a Chartered Accountant of Singapore.



**ALEX CHAKRABARTI**

*Head of Hospitality, International*

- Responsible for spearheading the Group's hospitality segment, setting strategic directions, developing business opportunities and cultivating talent
- 20 years of experience in the hospitality industry across Europe, Africa and Asia. Previously General Manager at Hotel G Beijing, Beach Republic Koh Samui, Hotel Muse Bangkok, and Cluster General Manager for Mercure Hotel and Hotel Baraquada Pattaya.
- Holds a Bachelor degree in Hotel Catering Institutional & Management (Newcastle University).



**LIU CHUNG BONG, EDWIN**

*Country Head, United Kingdom and Europe*

- Oversees property development and investment matters in the UK and Europe and assists the executive board in identifying opportunities in the region
- Manages the operation of the Heeton UK office in London and spearheads the implementation of development projects.
- Chartered Architect of the UK with two Bachelor degrees in Architecture who has practiced for over 10 years in the UK and in South East Asia.



**TAN HONG SIEN, JANET**

*General Manager, Project Development & Marketing*

- Oversees the property development and marketing activities of the Group in Singapore
- More than 20 years' experience in the real estate industry
- Holds a Bachelor degree of Applied Science in Construction Management & Economics and a Diploma of Building.



**ADRIAN KOH SENG HUI**

*General Manager, Corporate Communications & Investor Relations*

- Oversees the Group's corporate communications and assists the directors with Investor Relations.
- More than 20 years experience in the field of asset management and overseas investments.
- Joined Heeton in 2014 as part of the International Operations team. Prior to joining Heeton he worked for two other Singaporean PLCs representing their interests overseas.
- Holds a law degree from Kings College London University.



**EEMIN LOH YI XUAN**

*Manager, Human Resources and Administration*

- Responsible for formulating HR and administration policies, overseeing payroll as well as staff welfare and development.
- Joined the Group in March 2001 as Personal Assistant to the Deputy chairman. In July 2010, she was promoted to Manager, Human Resources and Administration.
- Holds a Graduate Diploma in Business Management from University of Bradford (UK) and Master of Social Science from Swinburne University of Technology (Australia).



Corporate Overview

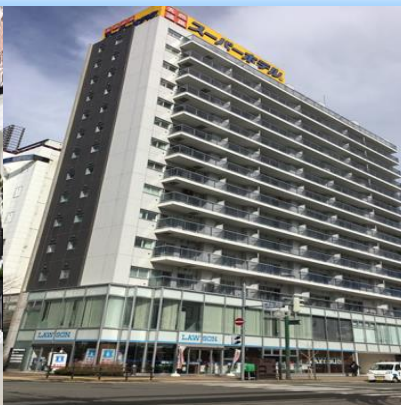
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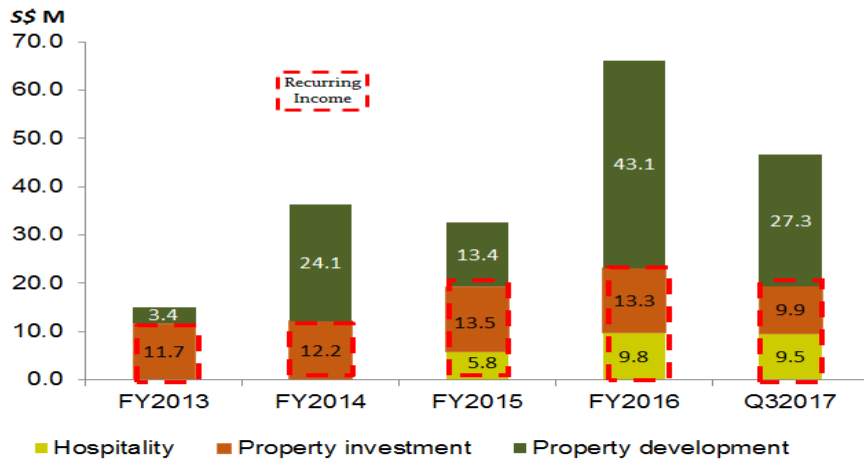


Sun Plaza

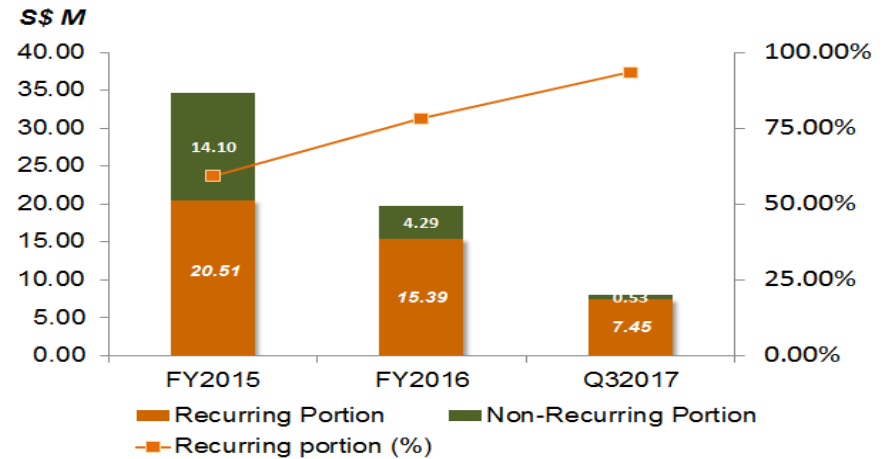
# Strong Financial Performance



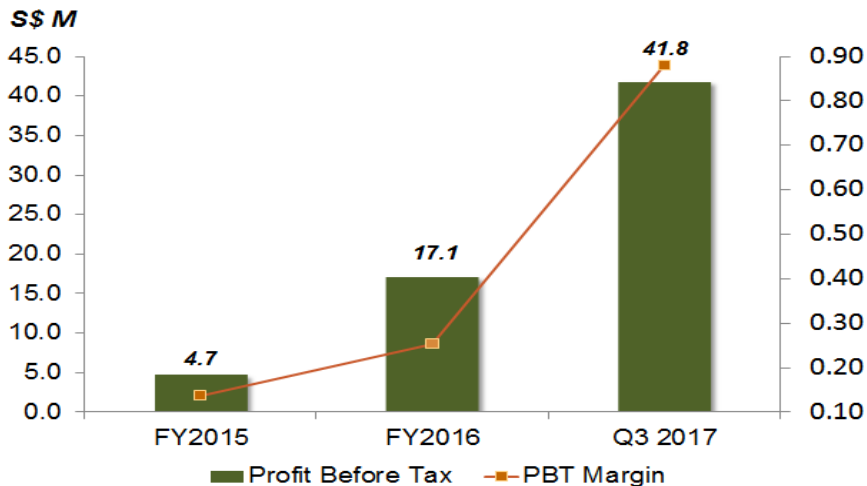
## Revenue



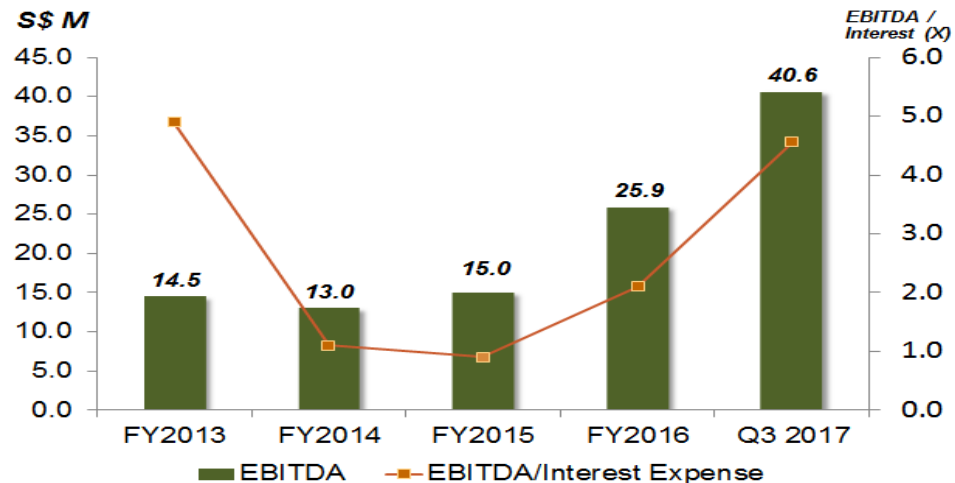
## Share of Profits from Associates & JVs



## Profit Before Tax and PBT Margin



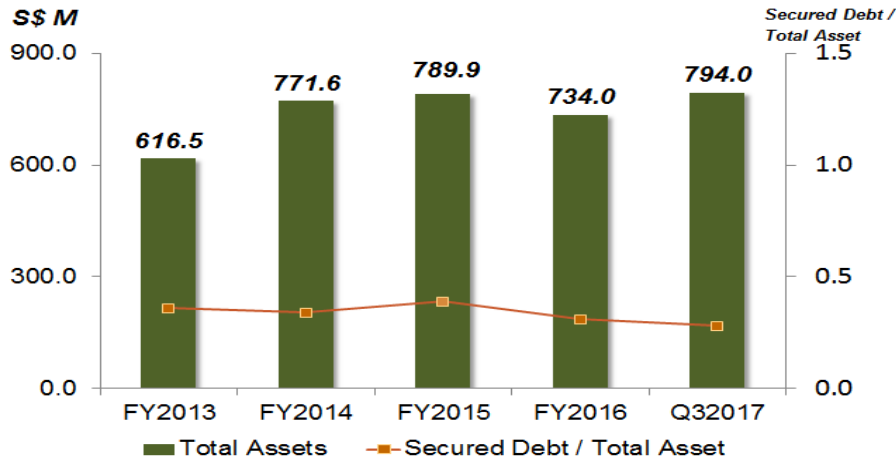
## EBITDA and EBITDA Margin



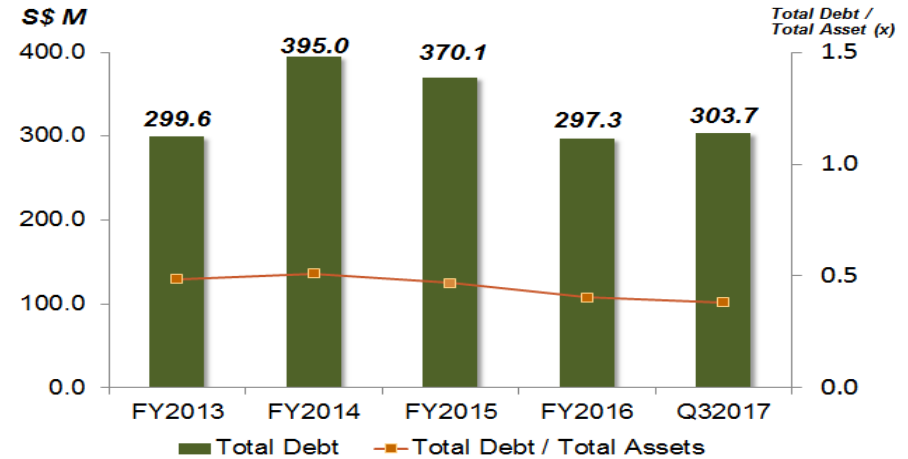
# Robust Financial Position



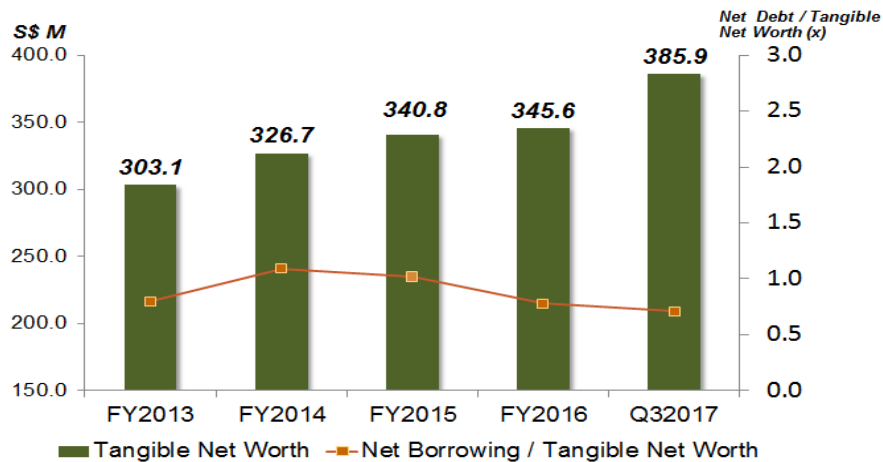
## Total Asset



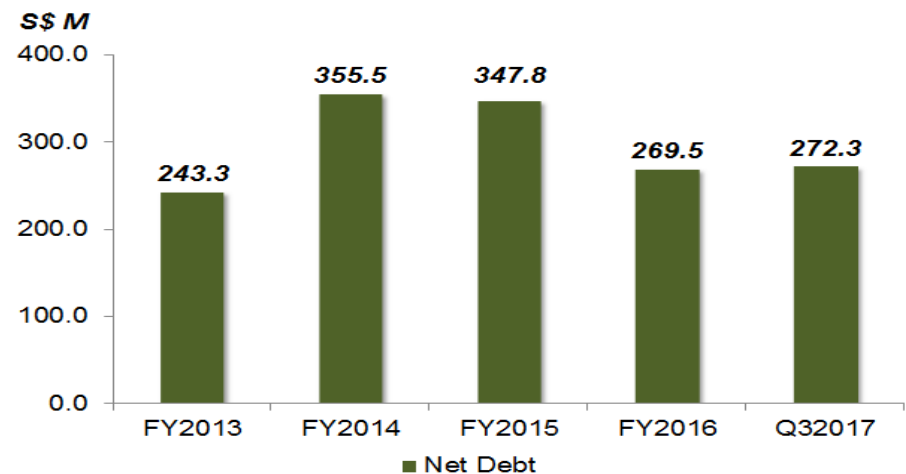
## Total Debt



## Tangible Net Worth



## Net Debt







Corporate Overview

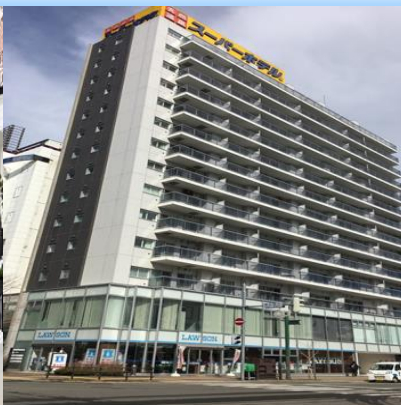
Credit Highlight

Financial Highlight

Q & A



Ibis Style Kensington



Super Hotel Sapporo



Onze@Tanjong Pagar



Sky Green



Sun Plaza

# Financial Summary



<b>SGD Millions</b>	<b>Q3 17</b>	<b>FY Dec 16</b>	<b>FY Dec 15</b>	<b>FY Dec 14</b>
Revenue	47.5	67.4	34.3	36.3
Share of Results from Associate / JVs	8.0	19.7	34.6	11.8
EBITDA	40.6	25.9	15.0	13.0
Profit After Tax	40.4	12.2	4.6	8.8
<b>Financial Position</b>				
Cash & Cash Equivalents	31.4	27.8	22.3	39.5
Current Assets	130.5	158.3	232.5	260.9
Total Assets	794.0	734.0	789.9	771.6
Current Liabilities	109.0	209.3	181.7	179.6
Short Term Borrowings	90.1	193.5	167.9	167.1
Long Term Borrowings	213.6	103.8	202.2	227.9
Total Capital & Reserves	383.9	343.8	339.6	307.0
Non-Controlling Interest	1.9	1.8	1.2	19.8
Total Equity	385.9	345.6	340.8	326.7
<b>Credit Ratios</b>				
Total Borrowings / Total Assets (x)	0.38x	0.41x	0.47x	0.51x
Net Debt / Total Equity (x)	0.71x	0.78x	1.02x	1.09x
EBITDA / Interest Expense (x)	4.55x	2.19x	0.92x	1.16x

# Development Project Pipeline Overview



Project Name	Location / Type of development	Tenure	Group's stake (%)	Approx Gross Floor Area (Sqm)	Residential Units	Shop / Office Units	Percentage Sold (%) As at 30 September 2017	Launch Date	Completion Date
<u>Ongoing Property Developments (in Singapore)</u>									
Trio	7 to 19 Sam Leong Road / Commercial	Freehold	15	3,445	N/A	43	37.2	May 2014	2017
High Park Residences	40 Fernvale Road / Commercial and Residential	Leasehold term of 99 years from 8 August 2014	20	112,300	1,390	9	100.0	July 2015	2019
Woodleigh	Woodleigh Lane	Leasehold term of 99 years from 11 Oct 2017	20	58,640	To be confirmed	N/A	-	-	-
<u>Ongoing Property Developments and Land Bank (outside of Singapore)</u>									
188 W Residences	186 Wickham Street Fortitude Valley, Queensland, Australia / Residential	Freehold	18.15	28,000	324	-	-	To be confirmed	To be confirmed
Leeds / Hampton by Hilton Leeds City Centre	New York Road, Leeds as registered at the Land Registry under title number WYK592211, United Kingdom / Hotel and Residential	Freehold	55.0	84,568	To be confirmed	Proposed 192 hotel rooms	-	To be confirmed	To be confirmed

# Investment Property Overview



Project Name	Location / Type of development	Tenure	Approximate Lettable Area (sq m)	Average term of lease (years)	Number of units	Occupancy rate as at 30 September 2017 (%)	Estimated Fair value as at 30 September 2017 (\$'mil)	Group's stake (%)	Major Tenants
<u>Investment Properties (in Singapore)</u>									
Tampines Mart	Blocks 5, 7, 9 and 11 Tampines Street 32 / Retail and Commercial	Leasehold term of 99 years from 1 May 1993	7,900	2 to 3	61 shops and 57 wet market stalls	96	110.0	100	<ul style="list-style-type: none"> <li>McDonalds</li> <li>Giant Supermarket</li> <li>Anytime Fitness</li> <li>Kopitiam</li> </ul>
The Woodgrove	30 Woodlands Avenue 1 / Retail and Commercial	Leasehold term of 99 years from 26 June 1996	3,785	2 to 3	36	97	33.0	100	<ul style="list-style-type: none"> <li>NTUC Fairprice</li> <li>King Coffee House</li> </ul>
Sun Plaza	30 Sembawang Drive / Retail and Commercial	Leasehold term of 99 years from 26 June 1996	14,573	3 to 4	131	100	353.0	50	<ul style="list-style-type: none"> <li>NTUC Fairprice</li> <li>Kopitiam</li> <li>National Library Board</li> <li>McDonalds</li> <li>Kentucky Fried Chicken</li> </ul>
62 Sembawang Road	62 Sembawang Road / Transport Facilities	Estate in Perpetuity	1,239	30	1	100	9.5	100	<ul style="list-style-type: none"> <li>Caltex Petrol Kisok</li> </ul>
223@ Mountbatten	223 Mountbatten Road / Commercial	Leasehold term of 15 years from 20 Feb 2012	10,447	3 to 5	90	64	42.0	16	<ul style="list-style-type: none"> <li>Eton House Pre-School Pte Ltd</li> <li>RCI Asia-Pacific Pte Ltd</li> </ul>
<u>Other Investment Properties (UK and Japan)</u>									
Adam House	7-10 Adam Street. London United Kingdom / Serviced Office	Freehold	1,600	1	35 office units and 175 desks	95	25.5	75	-
Super Hotel Sapporo - Susukino	2-8-7 Minami 6 Jo Nishi, Chuo-ku, Sapporo, Hokkaido Prefecture, Japan / Hotel, Residential and Retail	Freehold	7,340	2 to 20	234 (a hotel with 164 rooms, and a building with 66 residential and 4 retail units)	93	34.7	20	-



# Hotel Property Overview



Project Name	Location / Type of development	Tenure	Number of units	Occupancy rate as at 30 September 2017 (%)	Estimated Fair value as at 30 September 2017 (\$'mil)	Group's stake (%)
<u>Hotel Properties (UK)</u>						
Ibis Hotel Gloucester	Sawmills End, Corinium Avenue A417, Gloucesters, GL4 3DG, United Kingdom / Hotel	Leasehold 125 years from 19 October 2009	127	78	10.8	55
Ibis Budget Bradford	Prince Court, Canal Road, Bradford, United Kingdom / Hotel	Freehold	86	85	2.8	55
Hotel ibis Style London Kensington	15-25 Hogarth Road, Kensington, London, United Kingdom / Hotel	Freehold	116	86	49.6	80
Holiday Inn Express Manchester	2-4 Oxford Road Manchester M1 5QA, United Kingdom / Hotel	Freehold	147	81	30.4	30
Luma Concept Hotel London	28-36 Glenthorne Road, Hammersmith, London, W6 0LS, United Kingdom / Hotel	Freehold	89	84	49.4	60.0
<u>Hotel Properties (Thailand)</u>						
Mercure Hotel Pattaya	Pattaya, Thailand / Hotel	Freehold	247	85	21.4	86.7
Hotel Baraquada Pattaya, MGallery Collection	Pattaya, Thailand / Hotel	Freehold	72	82	16.7	38.98
<u>Hotel Land Bank (Australia and UK)</u>						
29 Ranwell Lane	29 Ranwell Lane Fortitude Valley, Australia / Hotel	Freehold	Proposed 198	N/A	6.3	70.0
Leeds / Hampton by Hilton Leeds City Centre	New York Road, Leeds as registered at the Land Registry under title number WYK592211 / Residential and Hotel	Freehold	Residential: to be confirmed Hotel: proposed 192	N/A	17.6	55.0
Dry Bar	28 – 30 Oldham Street Manchester / Hotel	Freehold	To be confirmed	N/A	7.1	50.0

# Management Team



**MR TOH GIAP ENG**

*Deputy Chairman, Executive Director*

## **Toh Giap Eng, Vince**

*Deputy Chairman & Executive Director*

Toh Giap Eng, Vince, is the Executive Deputy Chairman of the Group. He is responsible for exploring new products and businesses, and the overall stewardship and governance of the Group. Vince started his career in the banking and finance industry and has been in the property development and investment business for about 2 decades. He holds a Bachelor of Arts (Business), United Kingdom.



**MR ERIC TENG HENG CHEW**

*CEO, Executive Director*

## **Eric Teng Heng Chew**

*Chief Executive Officer & Executive Director*

Eric Teng Heng Chew was appointed Chief Executive Officer of the Group with effect from 4 January 2016. He is responsible for management of the Group's business and implementation of the direction, strategies and plans of the Board. Prior to joining the Group, Eric was Advisor to Straits Trading Company Limited ("STCL") and the CEO of the property division in STCL from January 2010 to December 2013. He was concurrently the CEO of the Hospitality division under STCL from January 2011 to December 2013.



**HENG LEE CHENG, CHERYL**

*Chief Financial Officer*

## **Heng Lee Cheng, Cheryl**

*Chief Financial Officer*

Heng Lee Cheng, Cheryl, is the Chief Financial Officer of the Group. Appointed in July 2012, she is responsible for the Group's accounting, finance and leasing activities. Cheryl had several years of experience in the auditing and accounting profession before she joined the Group in April 2000. She holds a Bachelor of Accountancy from the Nanyang Technological University of Singapore and is a Chartered Accountant of Singapore.

# Management Team



**TAN HONG SIEN, JANET**  
General Manager, Project  
Development & Marketing

## **Tan Hong Sien, Janet** *General Manager Project Development & Marketing*

Tan Hong Sien, Janet, joined the Group in October 2012. She oversees the property development and marketing activities of the Group in Singapore. Janet has more than 20 years' experience in the real estate industry. She holds a Bachelor degree of Applied Science in Construction Management & Economics and a Diploma of Building.



**ALEX CHAKRABARTI**  
Head of Hospitality, International

## **Alex Chakrabarti** *Head of Hospitality*

Alex Chakrabarti has 20 years of experience in the hospitality industry across Europe, Africa and Asia. Before joining Heeton in October 2016, Alex held several key appointments including General Manager at Hotel G Beijing, Beach Republic Koh Samui, Hotel Muse Bangkok, and Cluster General Manager for Mercure Hotel and Hotel Baraquad Pattaya.. As Head of Hospitality for Heeton, Alex is responsible for spearheading the Group's hospitality segment, setting strategic directions, developing business opportunities and cultivating talent.



**LIU CHUNG BONG, EDWIN**  
Country Head, United Kingdom  
and Europe

## **Liu Chun Bong, Edwin** *Country Head, United Kingdom and Europe*

Liu Chun Bong, Edwin, joined the Group in 2012. He oversees property development and investment matters in the UK and Europe. Working closely with the Singapore head office, Edwin assists the executive board in identifying opportunities in the region. He manages the operation of the Heeton UK office in London and spearheads the implementation of development projects. Edwin is a Chartered Architect of the UK with two Bachelor degrees in Architecture who has practiced for over 10 years in the UK and in South East Asia.



**ADRIAN KOH SENG HUI**  
*General Manager,  
Corporate Communications  
& Investor Relations*

## **Adrian Koh Seng Hui**

*General Manager, Corporate Communications & Investor Relations*

Adrian Koh Seng Hui has worked in the field of asset management and overseas investments since 1995. He joined Heeton in 2014 as part of the International Operations team. He currently oversees the Group's corporate communications and assists the directors with Investor Relations. Adrian has a law degree from Kings College London University. Prior to joining Heeton he worked for two other Singaporean PLCs representing their interests overseas.



**EEMIN LOH YI XUAN**  
*Manager, Human Resources  
and Administration*

## **Eemin Loh Yi Xuan**

*Manager, Human Resources and Administration*

Eemin Loh Yi Xuan joined the Group in March 2001 as Personal Assistant to the Deputy chairman. In July 2010, she was promoted to Manager, Human Resources and Administration. She is responsible for formulating HR and administration policies, overseeing payroll as well as staff welfare and development. Eemin holds a Graduate Diploma in Business Management from University of Bradford (UK) and Master of Social Science from Swinburne University of Technology (Australia).





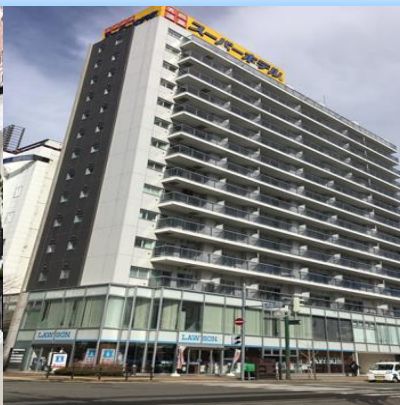
# Heeton Holdings Limited

**Thank You**

Investor Presentation



Ibis Style Kensington



Super Hotel Sapporo



Onze@Tanjong Pagar



Sky Green



Sun Plaza