50th Annual General Meeting

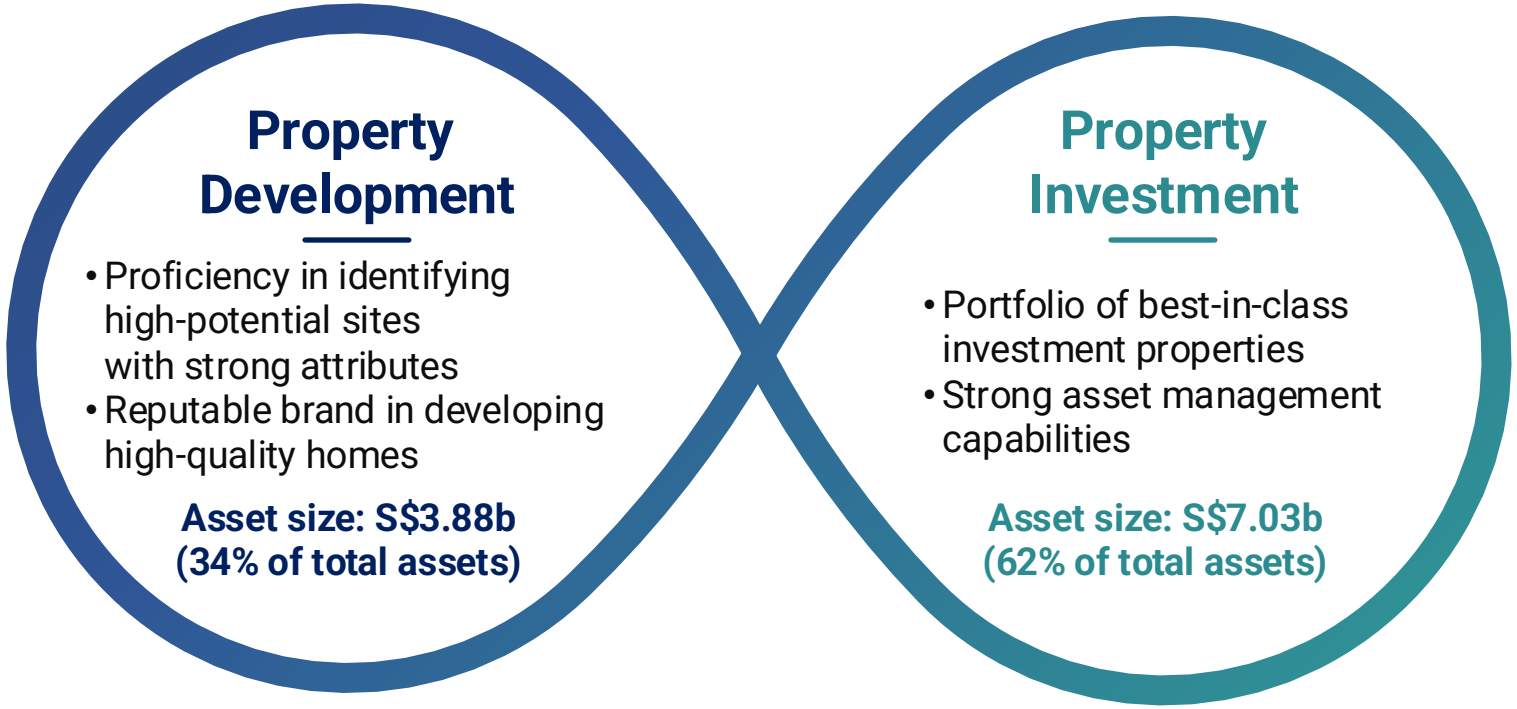
Presentation to Shareholders

22 October 2026

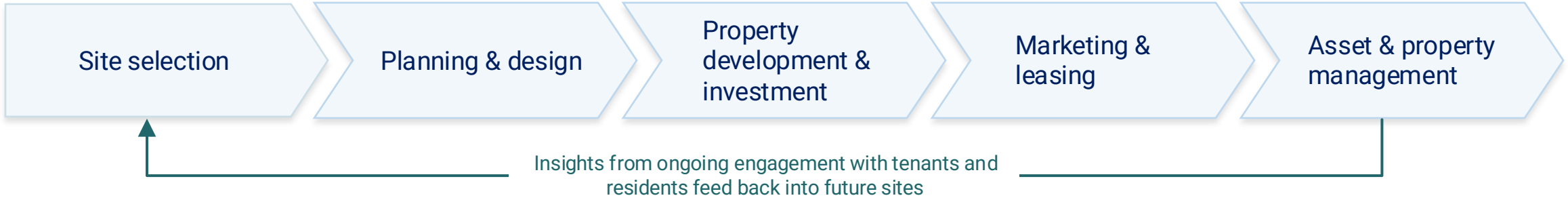
Creating value through our twin-engine growth strategy

Property Development and Property Investment are complementary across capabilities and earnings profiles

GuocoLand's twin engines



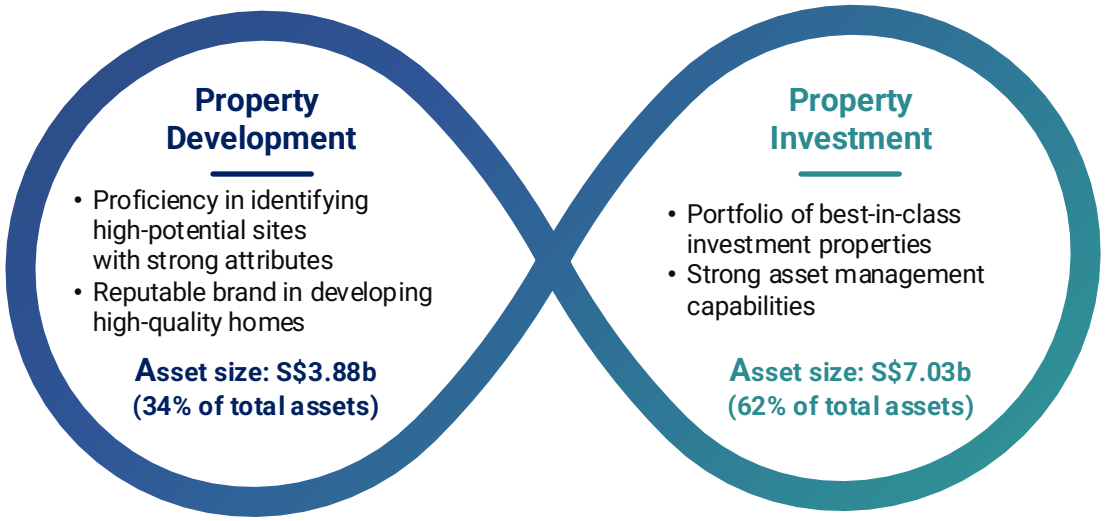
Full value chain capabilities across the real estate value chain



Creating value through our twin-engine growth strategy

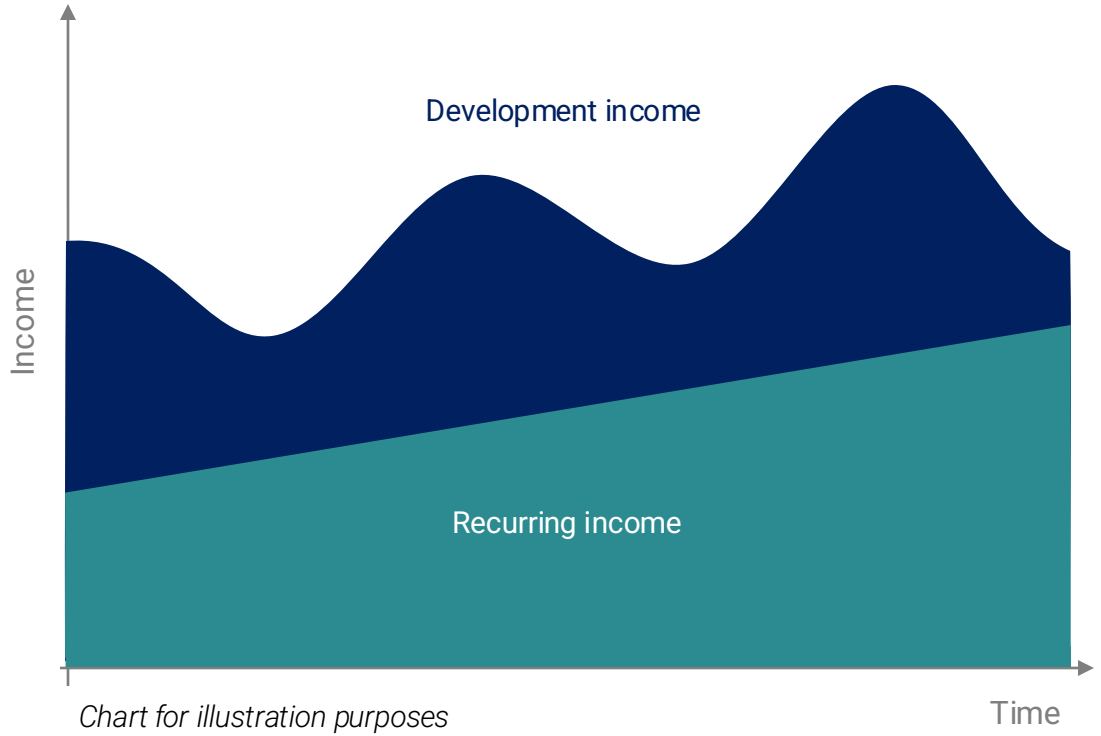
Property Development and Property Investment are complementary across capabilities and earnings profiles

GuocoLand's twin engines



Full value chain capabilities across the real estate value chain





- Recurring income grows through rental growth and portfolio expansion
- Development income is recognised progressively, and varies according to the number and stage of projects under development

FY2026 financial performance

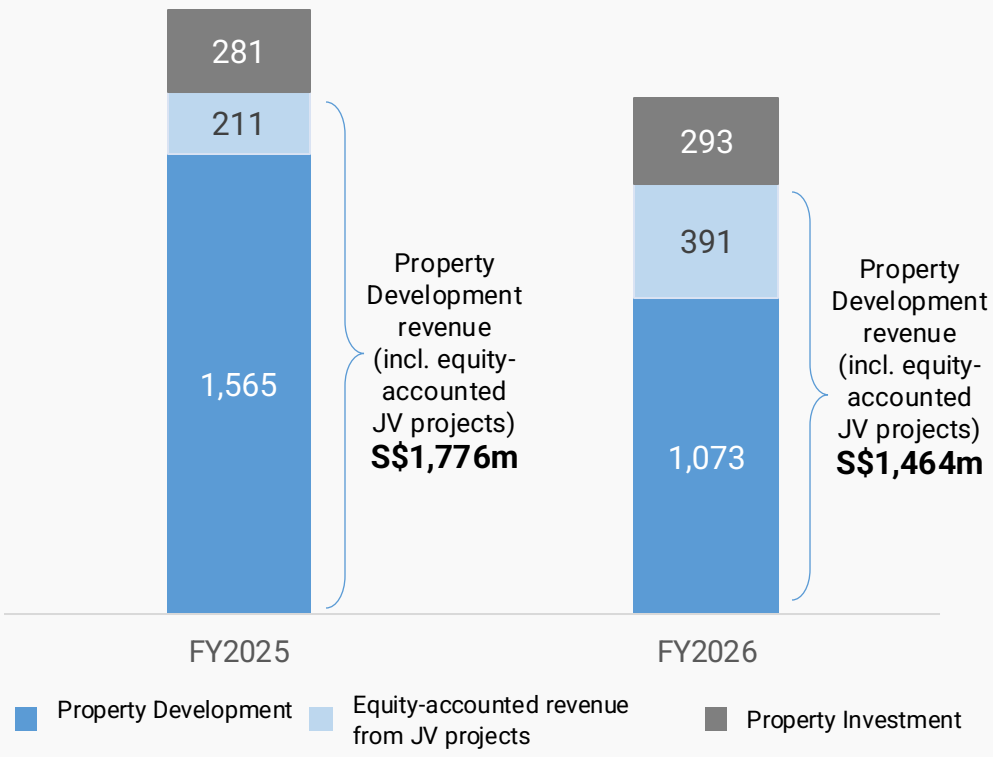
REVENUE	OPERATING PROFIT	ATTRIBUTABLE PROFIT	EARNINGS PER SHARE	DEBT-TO-ASSETS[3]	DIVIDEND PER SHARE
S$1,434m	**S$125m**	**S$95m**	**7.36 cts**	**0.39x**	**8 cts**
▼ 25%	▼ 58%	▼ 11%	▼ from 8.43 cts	▼ from 0.44x	▲ from 7 cts

REVENUE *(Incl. JV revenue)*[1]	UNDERLYING OPERATING PROFIT[2]	EARNINGS PER SHARE *(Excl. allowance)*
S$1,825m	**S$367m**	**21.45 cts**
▼ 14%	▼ 2%	▲ from 14.01 cts

[1] Includes the Group's proportionate revenue from the equity accounted residential projects in Singapore
[2] Underlying operating profit refers to operating profit after including share of results of associates and joint ventures, and excluding allowance for foreseeable losses on development properties
[3] Debt-to-assets refers to total loans and borrowings divided by total assets

FY2026 financial performance

Revenue by key business[1] (S$' million)

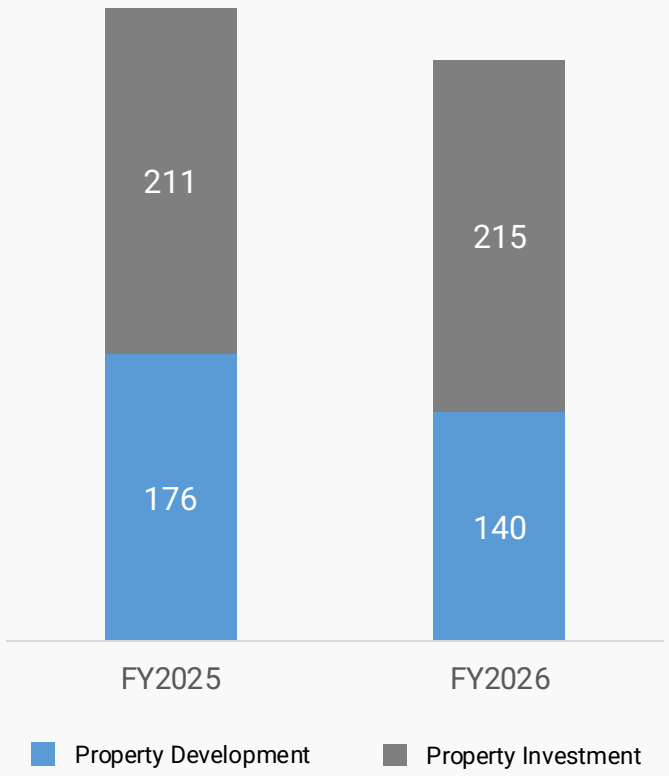


- Property Investment revenue grew to S$293 million, supported by Singapore investment properties
- Property Development revenue including equity-accounted JV projects was S$1.46 billion, reflecting the timing of progressive revenue recognition from residential developments in Singapore
- Despite the strong residential sales in FY2026, most of the revenue from the Group's residential developments, including joint venture projects, had yet to be recognised as these projects were still in the early stages of construction
- >S$3 billion worth of unrecognised sales value from sold units[2] to be recognised from FY2027 to FY2030

[1] Excludes Others and includes the Group's proportionate revenue from the equity-accounted residential projects in Singapore
[2] Refers to GuocoLand's share of the unrecognised sales value as at 30 June 2026

FY2026 underlying performance remained strong

Underlying operating profit[1] by key business[2] (S$' million)



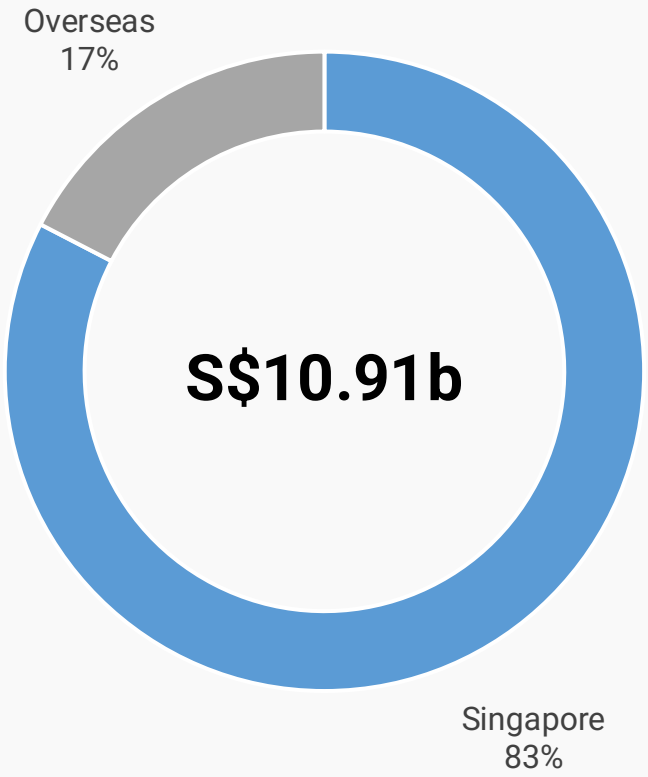
- Property Investment underlying operating profit[1] grew to S$215 million, supported by high occupancies and positive rental reversions at the high-quality investment properties in Singapore
- Property Development underlying operating profit[1] was S$140 million; this includes S$32 million from share of profits of associates and joint ventures
  - Allowance for foreseeable losses of S$207 million was recognised in FY2026 on the Chongqing development properties, after considering market conditions and net realisable value of Chongqing projects
  - With most of the financial risk in China catered for, GuocoLand is better positioned to monetise the Chongqing residential units over the next few years

"We view the FY26 charge as short-term pain for longer-term gain, substantially cleaning up the China balance sheet and containing downside risk, while allowing future earnings to increasingly reflect the strength of GuocoLand's core Singapore operations."
— DBS, 1 Sep 2026

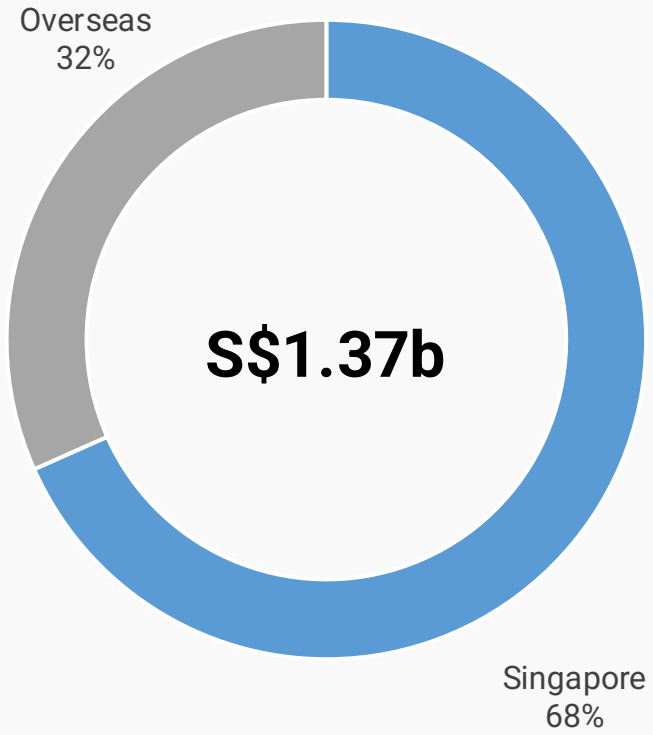
[1] Underlying operating profit refers to operating profit after including share of results of associates and joint ventures, andexcluding allowance for foreseeable losses on development properties
[2] Excludes Others

Singapore remains a key contributor to the Group

Assets by key segments[1]



Revenue by key segments[1]

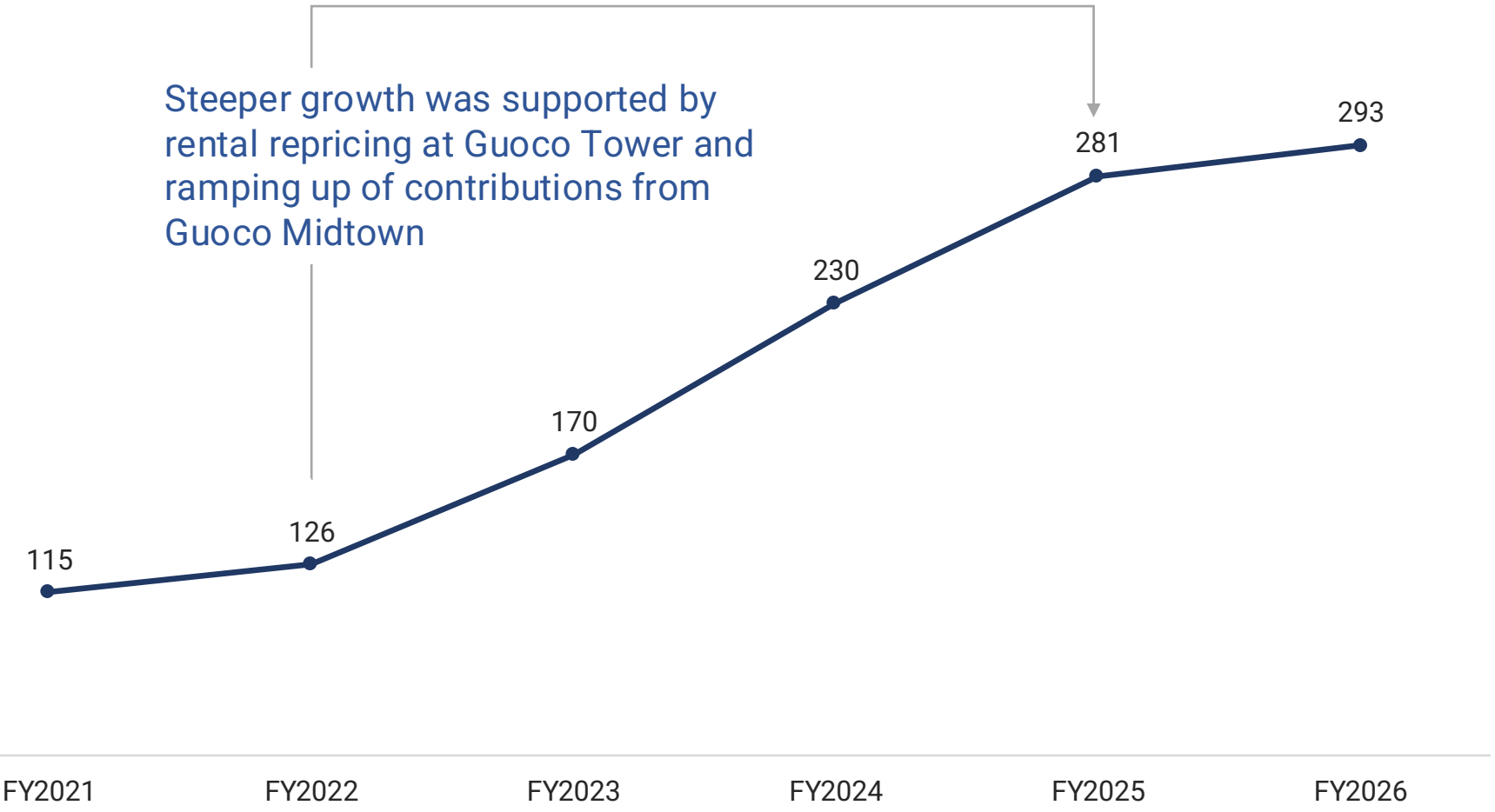


Figures as at 30 June 2026

[1] Excludes Others

Growing recurring rental revenue from investment properties

Rental revenue from investment properties (S$ million)



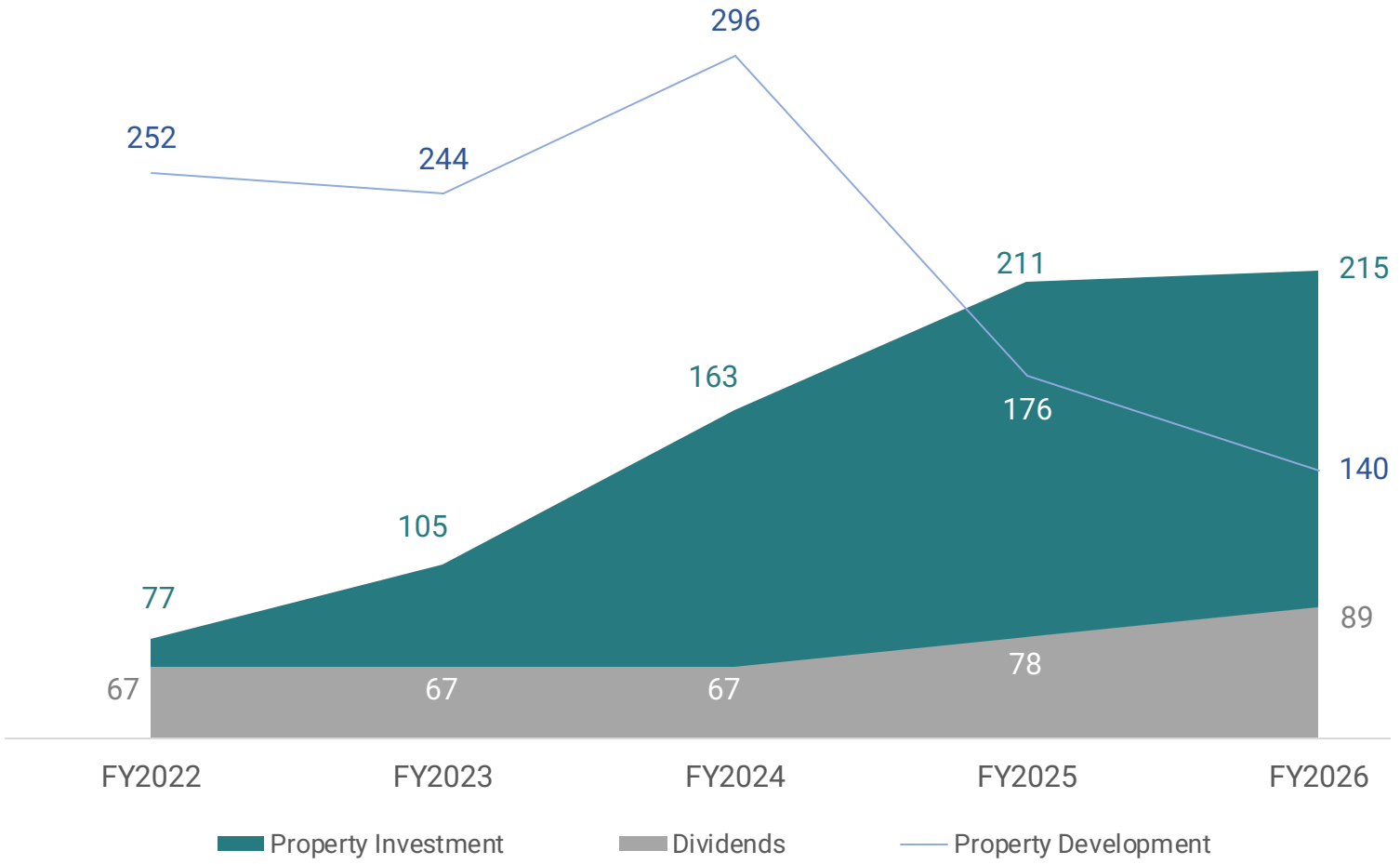
21%

5-yr CAGR from FY2021 to FY2026

Recurring rental revenue is expected to continue growing

Recurring income supports long-term dividend growth

Underlying operating profit[1] (S$ million)



Property Investment underlying operating profit[1] made up ~60% of FY2026 underlying operating profit[1]

Recurring contributions from Property Investment provide earnings stability and cash flow visibility

As Property Investment portfolio and profit grow, this will help to sustain and support future dividends

[1] Underlying operating profit refers to operating profit after including share of results of associates and joint ventures, andexcluding allowance for foreseeable losses on development properties

Best-in-class investment properties

Key highlights

Singapore

- Premium Grade A office rents at Guoco Tower and Guoco Midtown in the range of S$12+ to S$14+ psf/month for renewal and new leases

China

- Guoco Changfeng City attracts a diversified tenant base including major domestic enterprises and MNCs from Austria, Japan, the Netherlands and the USA

From FY2017[1] to FY2026

>S$1.2b	~2.2x
Total fair value gains recognised	Growth in asset value



Guoco Tower
Office and retail
Commitment rate: 100%



Guoco Midtown
Office and retail
Commitment rate: 100%



20 Collyer Quay
Commitment rate: 97%



Guoco Changfeng City
South Tower and North Tower
Commitment rate: 77%

Figures as at 30 June 2026
List of properties not exhaustive
[1] Guoco Tower began operations in FY2017

Strong demand for GuocoLand's projects in Singapore

~90%

Sold at launch

August 2025



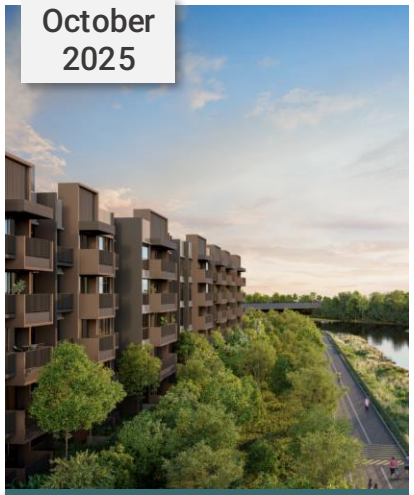
Springleaf Residence

97% sold

Approx. 16% completed

- Developed by GuocoLand–Hong Leong Holdings JV (60:40)
- First private development built with a biodiversity-sensitive design approach
- Expected completion: 2H 2029

October 2025



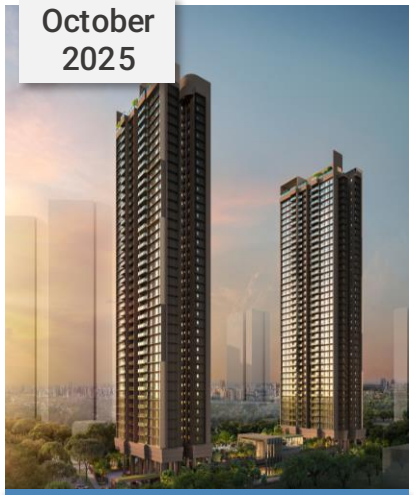
Faber Residence

95% sold

Approx. 12% completed

- Developed by GuocoLand–TID–Hong Leong Holdings JV (50:40:10)
- Waterfront development near established schools and key business hubs
- Expected completion: 1H 2029

October 2025



Penrith

98% sold

Approx. 10% completed

- Developed by GuocoLand–Hong Leong Holdings–Hong Realty JV (30:35:35)
- Walking distance to Queenstown MRT station on EWL
- Expected completion: 1H 2029

March 2026



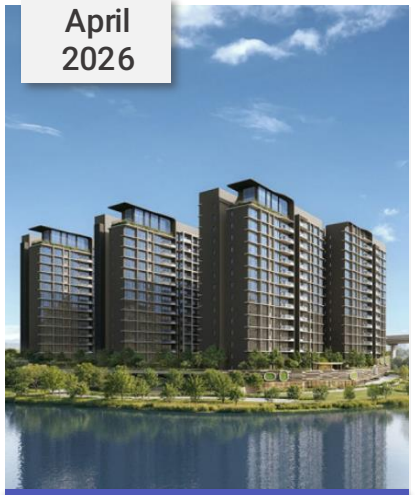
River Modern

93% sold

Approx. 3% completed

- Developed by GuocoLand
- Directly connected to Great World MRT on TEL and Great World shopping mall
- Expected completion: 1H 2030

April 2026



Tengah Garden Residences

99% sold

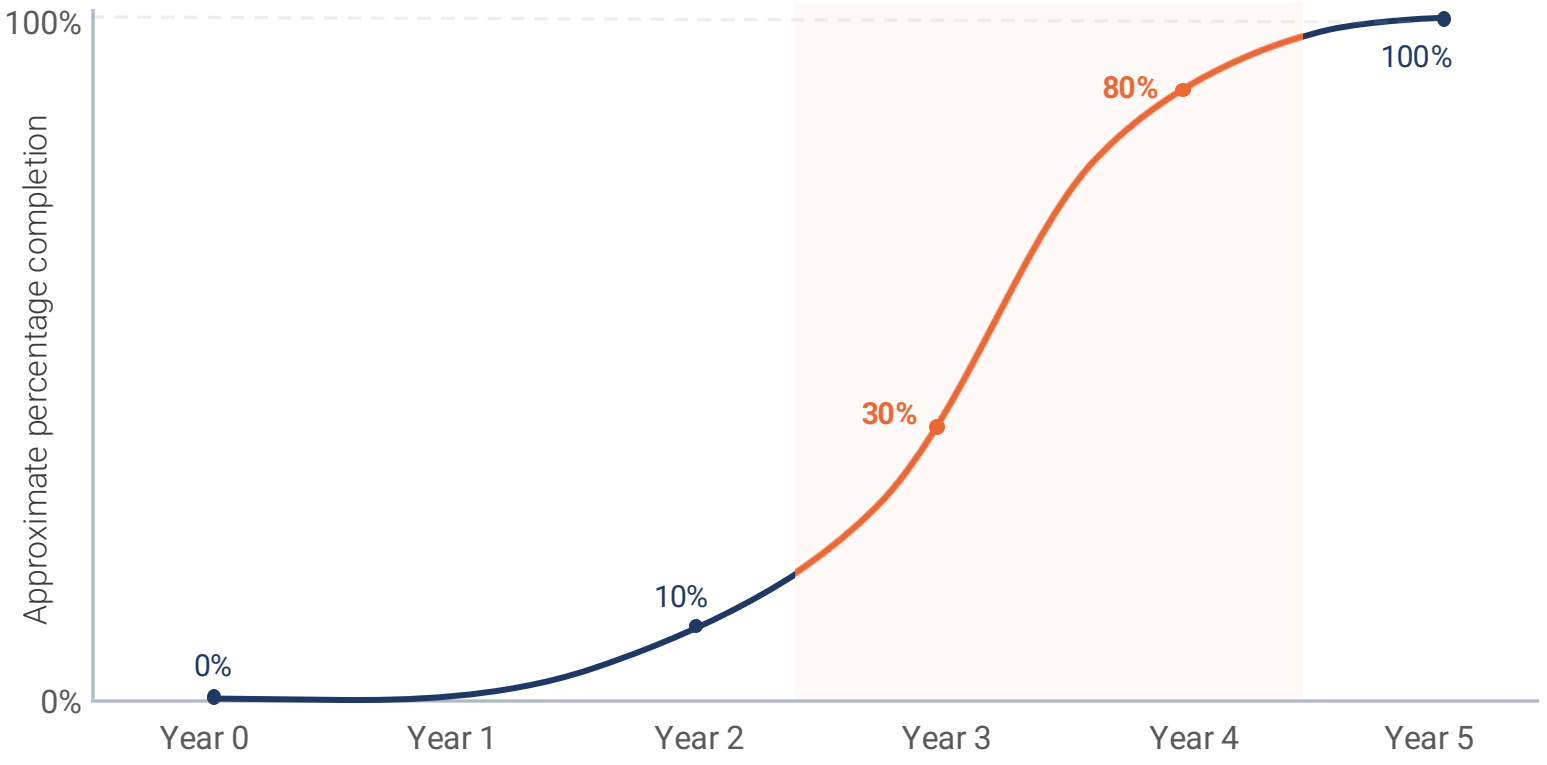
Approx. 6% completed

- Developed by GuocoLand–Hong Leong Holdings–CSC Land JV (20:60:20)
- Connected to the future Hong Kah MRT on JRL
- Expected completion: 1H 2029

Figures as at 30 June 2026

Residential revenue progressively recognised over time

For illustration purposes: Typical 5-year development S-curve



Year 0
Land acquisition

Year 1
Planning and design, pre-development

Year 2
Early works

Year 3 – 4
Construction ramp-up and peak construction phase

Year 5
Temporary Occupation Permit

What this means for revenue

Revenue contribution typically **builds as construction ramps up**

Projects launched and substantially sold will contribute more as they move into **Years 3 and 4**

>S$3b

Unrecognised sales value from sold units[1] to be recognised from FY2027 to FY2030

"As construction progresses, we expect the progressive recognition of these substantially sold projects to provide a visible multi-year earnings runway."
— DBS, 1 Sep 2026

[1] Refers to GuocoLand's share of the unrecognised sales value as at 30 June 2026

Building our track record in Singapore with disciplined acquisitions

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Sites acquired	1st Lentor site: *Lentor Modern* 2nd Lentor site: *Lentor Hills Residences*	3rd Lentor site: *Lentor Mansion*	4th Lentor site: *Lentor Central Residences* *Springleaf Residence*	*Penrith* *Faber Residence* *Tengah Garden Residences* *River Modern*	5th Lentor site: *Lentor Signature*	*Berlayar Drive site*
Projects launched		*Lentor Modern*	*Lentor Hills Residences* *Lentor Mansion*	*Lentor Central Residences*	*Springleaf Residence* *Faber Residence* *Penrith* *River Modern* *Tengah Garden Residences*	*5th Lentor site: Lentor Signature*[1]

[1] Expected to be launched in 1H 2027

Transforming neighbourhoods with upcoming launches

Lentor Signature

Acquired in June 2026



~553 units
across 3 residential towers

- Acquired by GuocoLand–Hong Leong Holdings–TID Residential JV (50:40:10)
- GuocoLand's 5th site within Lentor Hills estate
- Adjacent to Lentor Modern mall and Lentor MRT station on TEL
- Targeted for launch in 1H 2027

Berlayar Drive site

Awarded in August 2026



Up to **416 waterfront units**

- Acquired by GuocoLand–Hong Leong Holdings JV (40:60)
- Located within the former Keppel Club
- Rare waterfront site directly facing Keppel Bay and adjacent to the historic and heavily forested Bukit Chermin Conservation Area
- Within walking distance of the Telok Blangah MRT station on CCL

Reshaping Malaysia for growth

Offer details

Reasonable offer price

Offer price of RM1.10 per share deemed “reasonable” by the Independent Adviser

Independent Adviser estimated GuocoLand Malaysia’s value to be RM2.96 per share, based on a sum-of-the-parts valuation

Offer rationale

Greater flexibility

Provides the Group with greater flexibility to create a more streamlined operating structure and redefine the Malaysia business strategy

Achieve cost savings

Enables the Group to achieve cost savings, including in the areas of compliance, administration and listing costs

Beyond FY2026

Delisting

GuocoLand Malaysia was delisted from Bursa Malaysia on 18 August 2026

Business review

Reviewing to reposition the Malaysia business, unlock long-term value and identify growth opportunities

Note: In February 2026, GuocoLand announced the privatisation of GuocoLand (Malaysia) Berhad (“GuocoLand Malaysia”) by way of a selective capital reduction and repayment exercise

Malaysia’s long-term growth drivers

Key figures

RM218.5 billion
1H 2026 approved investments; up 11.7% y-o-y; foreign investments made up 58.1%

99,030 jobs
New jobs to be created, representing an 8.4% increase y-o-y

70.4%
Population of working age

Why Malaysia remains strategically relevant for GuocoLand

Young and educated population

A large, urban and well-educated working-age population provides a strong talent base and supports long-term economic growth

Strong investment momentum

Benefiting from China+1 strategies and broader supply chain diversification across Southeast Asia, which support investment inflows and new economic activity

Better jobs, higher incomes and a growing upper-middle class

New investments can create more skilled jobs, improve productivity, support wage growth and strengthen household purchasing power

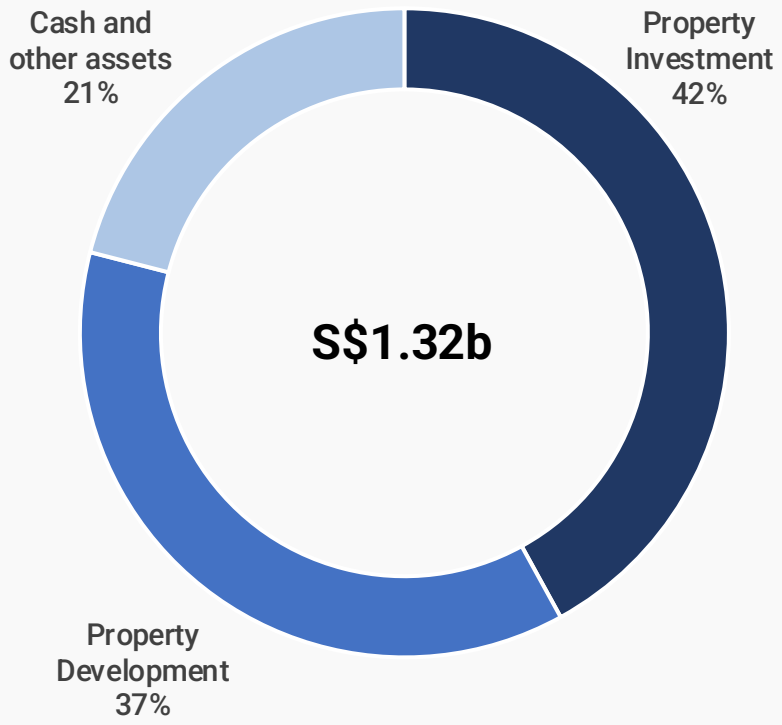
Strong local roots

GuocoLand’s parentage as part of the Hong Leong Group in Malaysia and access to the latter's diverse capabilities across banking, insurance and healthcare provide a strong foundation for growth

Sources:
https://www.mida.gov.my/media-release/malaysia-secures-rm218-5-billion-in-approved-investments-in-1h-2026-with-domestic-investment-in-manufacturing-up-23/
https://www.dosm.gov.my/portal-main/release-content/current-population-estimates-2026

A manageable China portfolio

GuocoLand China asset breakdown



Limited exposure to China residential market

~12%

China assets totalled S$1.32 billion, representing ~12% of Group assets

~4%

China Property Development assets were S$493 million or ~4% of the Group's total asset base

Resetting the baseline

Prudent allowance for foreseeable losses allows GuocoLand to better monetise the remaining residential units in Chongqing

Shanghai asset remains profitable

Investment property in Shanghai continues to perform well, growing committed occupancy to 77% and contributing to the Group's recurring income base

Figures as at 30 June 2026

High-quality integrated mixed development in Shanghai





Grade A new commercial assets	**Direct metro connectivity**	**Green building & high technical specifications**

Commitment rate grew to 77% as at 30 June 2026 from 61% as at 30 June 2025	**Diversified tenant base across industries and nationalities**

FY2026 highlights and priorities ahead

FY2026 year in review

Strong residential launches in Singapore

- Launched **River Modern** and four projects with JV partners – **Springleaf Residence, Faber Residence, Penrith and Tengah Garden Residences**
- All five projects were **>90% sold** as at 30 June 2026

Transformation of Lentor Hills estate

- Launched projects in Lentor Hills estate are 100% sold
- Opened **Lentor Modern mall**
- Acquired **5th Lentor site**, which is adjacent to Lentor Modern mall and Lentor MRT station

Growing recurring rental revenue from investment properties

- Best-in-class investment properties across Singapore, China and Malaysia with **healthy commitment rates**
- Achieved **21% 5-year CAGR** from FY2021 to FY2026

Repositioning China and Malaysia

- Continued to **actively monetise** inventory and maintain **prudent & disciplined capital management** in China
- **Privatisation** of GuocoLand Malaysia via a selective capital reduction and repayment exercise
- Divestment of the **Thistle Johor Bahru** hotel to unlock value

FY2027 and beyond

Continued focus on Singapore

- Grow the **twin engines** of Property Development and Property Investment
- Maintain disciplined approach to land acquisition, underpinned by GuocoLand's **robust and holistic site assessment methodology**
- **Maintain high commitment rates** at Guoco Tower, Guoco Midtown and 20 Collyer Quay
- Grow **recurring rental income** from investment properties, with further upside from favourable rental trends

Driving monetisation and profitability in China

- Continue to **actively monetise** the residential inventory in Chongqing
- **Strengthen leasing performance** at Guoco Changfeng City to augment the Group's recurring income base

Repositioning Malaysia for meaningful contribution

- **Complete the review** of the Malaysia business
- **Streamline the operating structure** and redefine the Malaysia business strategy
- **Unlock latent value and identify future business direction**

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