



**FULL YEAR FINANCIAL REPORT**  
(1 Jan – 31 Dec 2015)

**ANALYST & MEDIA BRIEFING**  
25 February 2016



## **AGENDA**

- **EXECUTIVE SUMMARY**
- **FINANCIAL HIGHLIGHTS**
- **SINGAPORE OVERVIEW**
- **INTERNATIONAL OVERVIEW**
- **HOTEL OPERATIONS**



# EXECUTIVE SUMMARY

# Key Highlights

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- Delivered strong Q4 2015 and FY 2015 results despite challenging market conditions, both domestically and overseas:
  - Record Q4 2015 PATMI of \$410.5 million
  - Resilient FY 2015 PATMI of \$773.4 million
- Leading Executive Condominium (EC) launch for 2015:
  - The Brownstone: about 55% sold to date
- International growth strategy on track:
  - Re-entered the Australian residential market with Brisbane project
  - Progress on key projects in China, Japan and United Kingdom
    - ❖ China: 677 units sold in Suzhou Hong Leong City Center's Phase 1 launch amounting to RMB 1.36 billion
- Major acquisitions executed (approx. \$992.3 million):
  - Teddington Studios and Stag Brewery land sites (UK) – £243 million (\$510.9 million)
  - Lorong Lew Lian (Singapore)\* – \$321 million
  - Hard Days Night Night Hotel and Cambridge City Hotel (UK) – £76.3 million (\$160.4 million)
- Continual success in execution of funds management strategy:
  - Monetising of \$1.1 billion Singapore office portfolio via 2<sup>nd</sup> Profit Participation Securities (PPS) platform
- Robust balance sheet with 26% net gearing (19% including any revaluation surpluses for investment properties)
- \$3.6 billion cash position as at 31 Dec 2015, positioning CDL well to seize opportunities globally
- Special final dividend of 4.0 cents per share, in addition to the ordinary dividend of 8.0 cents per share. Together with the special interim dividend of 4.0 cents paid in Sep 2015, total dividends for 2015 is 16.0 cents (2014: 16.0 cents)



\*JV project

# Strong Financial Performance in a Challenging Environment

## Summary of Financial Results

	Q4 2015	Q4 2014	% Change	FY 2015	FY 2014	% Change
Revenue (\$m)	855	847	1.0	3,304	3,764	(12.2)
PATMI (\$m)	410	385	6.6	773	770	0.5
Basic Earnings Per Share (cents)	44.4	41.6	6.7	83.6	83.2	0.5
NAV Per Share (\$)				9.89	9.25	6.9
Return on Equity (%)				8.59	9.16	(0.6) pts

No fair values adopted on investment properties.

Investment properties are stated at cost less accumulated depreciation and accumulated impairment losses.



# Portfolio Composition – 2015

S\$ million	Recurring Income Segments				Total	Funds
	Property Development	Hotel Operations	Rental Properties #	Others		
<b>EBITDA *</b>						
Local	331	84	500	15	930	
Overseas	33	220	87	2	342	
	<b>364</b>	<b>304</b>	<b>587</b>	<b>17</b>	<b>1,272</b>	
<b>Total Assets ^</b>						
Local	7,067	546	3,321	265	11,199	<b>AUM = \$2.6B</b>
Overseas	2,923	4,865	1,034	264	9,086	
	<b>9,990</b>	<b>5,411</b>	<b>4,355</b>	<b>529</b>	<b>20,285</b>	

# Includes divestment gains such as gain on sale of Profit Participation Securities.

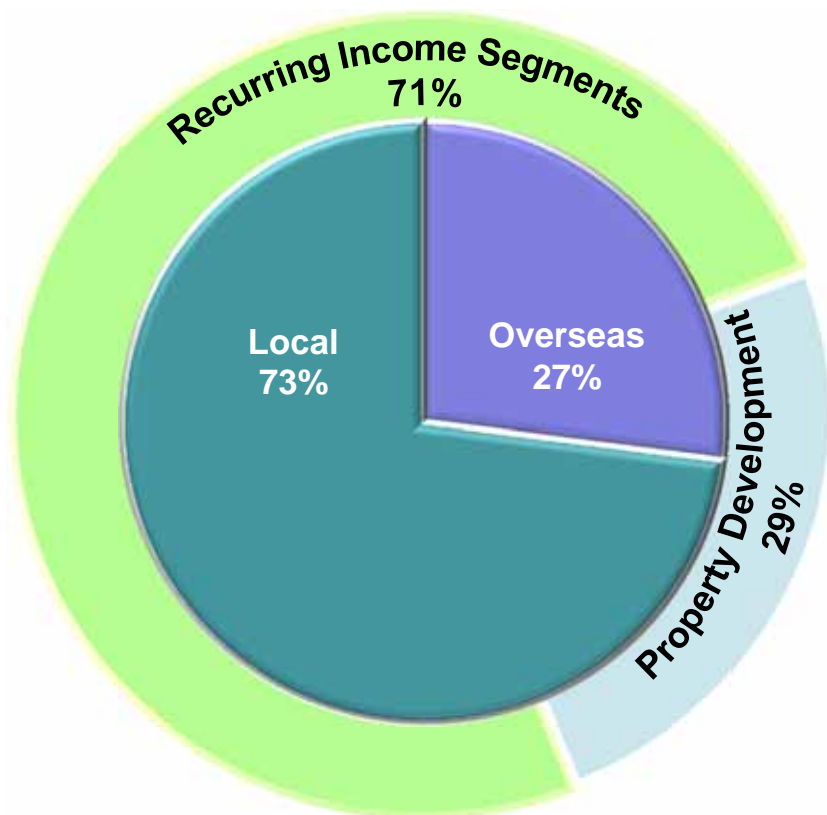
\* Earnings before interest, tax, depreciation and amortisation.

^ Excludes tax recoverable and deferred tax asset.

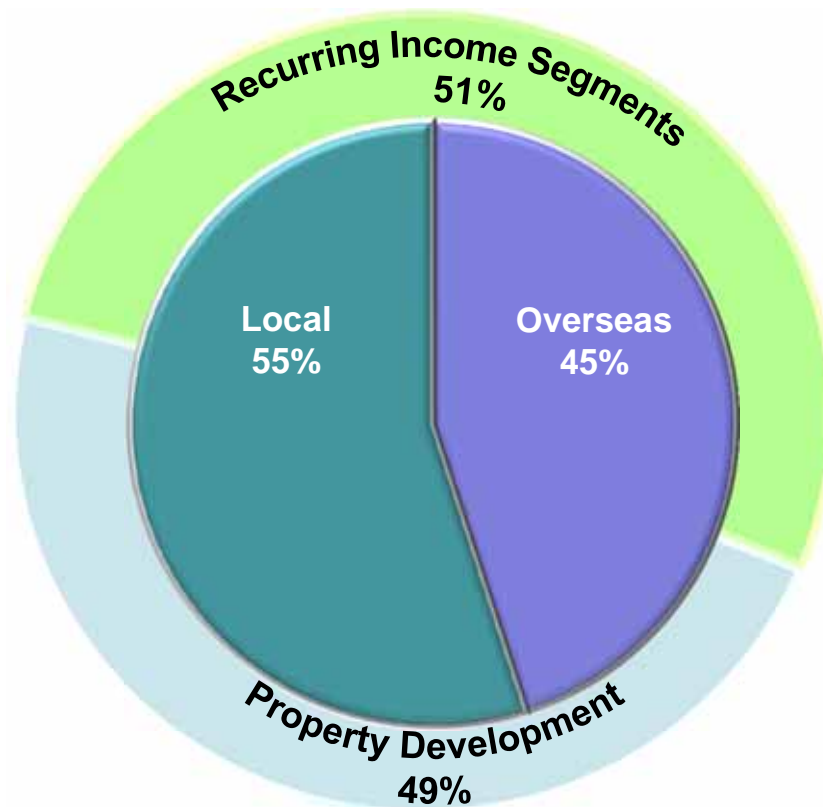


# Portfolio Composition – 2015

EBITDA



Total Assets



- **Stability from Recurring Income segments** comprising 71% of EBITDA / 51% of Total Assets (excluding tax recoverable and deferred tax asset)
- **De-risking Singapore exposure** via growing international segments which accounts for 27% of EBITDA and 45% of Total Assets



# Land Bank – CDL's Attributable Share

## Land Area (as at 31 Dec 2015)

Type of Development	Land Area (sq ft)			
	Singapore	International	Total	%
Residential	755,177	2,170,109	2,925,286	89
Commercial / Hotel	64,850	294,619	359,469	11
<b>Total</b>	<b>820,027</b>	<b>2,464,728</b>	<b>3,284,755</b>	<b>100</b>

## Proposed GFA (sq ft)

Country	Residential	Commercial / Hotel	Total	%
Singapore	1,484,414	242,361	1,726,775	25
International Sub-Total	3,459,451	1,826,495	5,285,946	75
- China	1,414,854	1,826,495	3,241,349	46
- UK	1,396,143	-	1,396,143	20
- Others*	648,454	-	648,454	9
<b>Total</b>	<b>4,943,865</b>	<b>2,068,856</b>	<b>7,012,721</b>	<b>100</b>

\* Includes Japan and Malaysia





# Private Funds

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## Profit Participation Securities (PPS) 2

- Joint investment in an office portfolio comprising three of CDL's prime office assets



Manulife Centre



Central Mall (Office Tower)



7 & 9 Tampines Grande

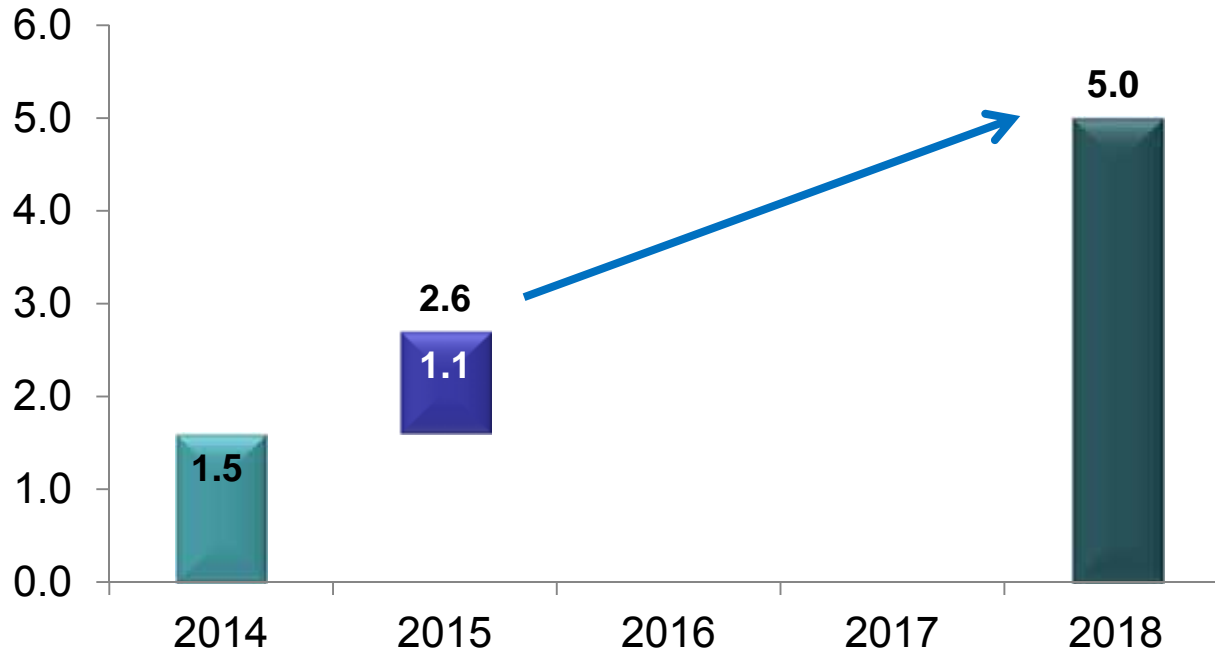
- **Completed in Dec 2015**
- Total value: \$1.1 billion
- Cash flow waterfall allows CDL to retain significant upside in outperformance:
  - Fully secured fixed coupon payout of 5% interest per annum for a period of 5 years
  - Alpha Investment Partners (Alpha) will be provided with preferred returns of an internal rate of return of up to 12.6% (inclusive of the 5% coupon payment)
  - Following the above, CDL will receive all cash flows until its capital is fully repaid
  - Thereafter, further upside sharing will occur between Alpha and CDL in the proportion of 40:60



# Private Funds

On target for \$5 billion Asset Under Management (AUM) in 5 years

AUM \$ billion



- Strategy allows CDL to recycle capital from mature assets
- Attract best-in-class capital partners
- Finance overseas expansion while maintaining prudent capital structure

	PPS 1	PPS 2
<b>Date</b>	Dec 2014	Dec 2015
<b>Assets</b>	Mixed Use	Office
<b>Partner</b>	Blackstone & CIMB	Alpha
<b>AUM</b>	\$1.5 billion	\$1.1 billion



# Focus for 2016

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## Building Value through New Geographies & New Products

- Significant opportunities to deploy balance sheet in rising market dislocation
- Continue expansion of international footprint in 5 key markets
  - US, UK, Japan, China and Australia
- Grow funds management platform and forge new partnerships with best-in-class investors





# FINANCIAL HIGHLIGHTS

# Strong Financial Performance in a Challenging Environment

## Summary of Financial Results

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Revenue (\$m)	855	847	1.0	3,304	3,764	(12.2)
PATMI (\$m)	410	385	6.6	773	770	0.5
Basic Earnings Per Share (cents)	44.4	41.6	6.7	83.6	83.2	0.5
NAV Per Share (\$)				9.89	9.25	6.9
Return on Equity (%)				8.59	9.16	(0.6) pts

No fair values adopted on investment properties.

Investment properties are stated at cost less accumulated depreciation and accumulated impairment losses.



# Financial Highlights

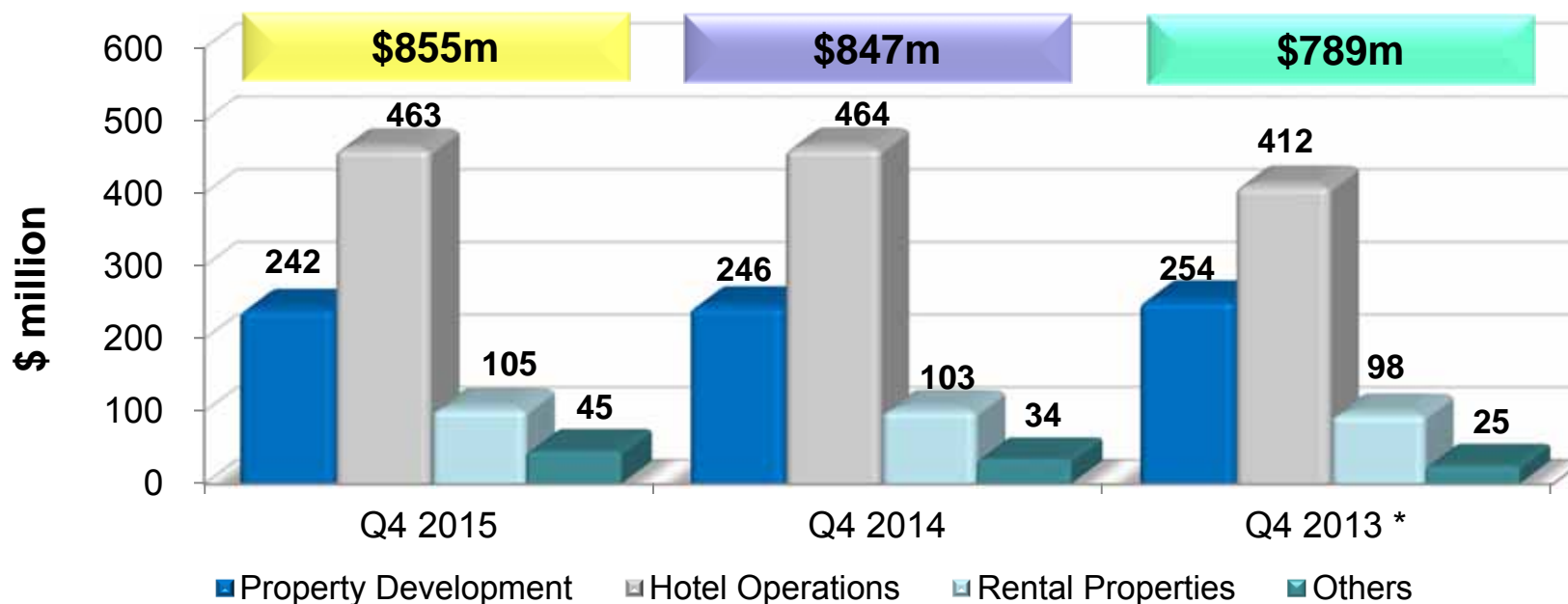
## Segment Financial Results

	Revenue			Profit Before Tax		
	Q4 2015 \$M	Q4 2014 \$M	Incr/ (Decr) %	Q4 2015 \$M	Q4 2014 \$M	Incr/ (Decr) %
Property Development	241.7	246.4	(1.9)	115.8	251.2	(53.9)
Hotel Operations (include CDL owned hotels)	462.7	464.1	(0.3)	9.1	139.2	(93.5)
Rental Properties	104.9	102.7	2.1	349.1	40.9	753.5
Others	45.7	33.7	35.6	(2.7)	5.8	NM
	<b>855.0</b>	<b>846.9</b>	<b>1.0</b>	<b>471.3</b>	<b>437.1</b>	<b>7.8</b>
	FY 2015 \$M	FY 2014 \$M	Incr/ (Decr) %	FY 2015 \$M	FY 2014 \$M	Incr/ (Decr) %
Property Development	1,037.1	1,581.2	(34.4)	355.9	531.6	(33.1)
Hotel Operations (include CDL owned hotels)	1,698.1	1,678.3	1.2	170.9	332.8	(48.6)
Rental Properties	405.5	384.6	5.4	460.2	145.9	215.4
Others	163.4	119.8	36.4	(1.6)	(6.6)	75.8
	<b>3,304.1</b>	<b>3,763.9</b>	<b>(12.2)</b>	<b>985.4</b>	<b>1,003.7</b>	<b>(1.8)</b>



# Financial Highlights

## Revenue by Segment for 4<sup>th</sup> Quarter (2013 – 2015)



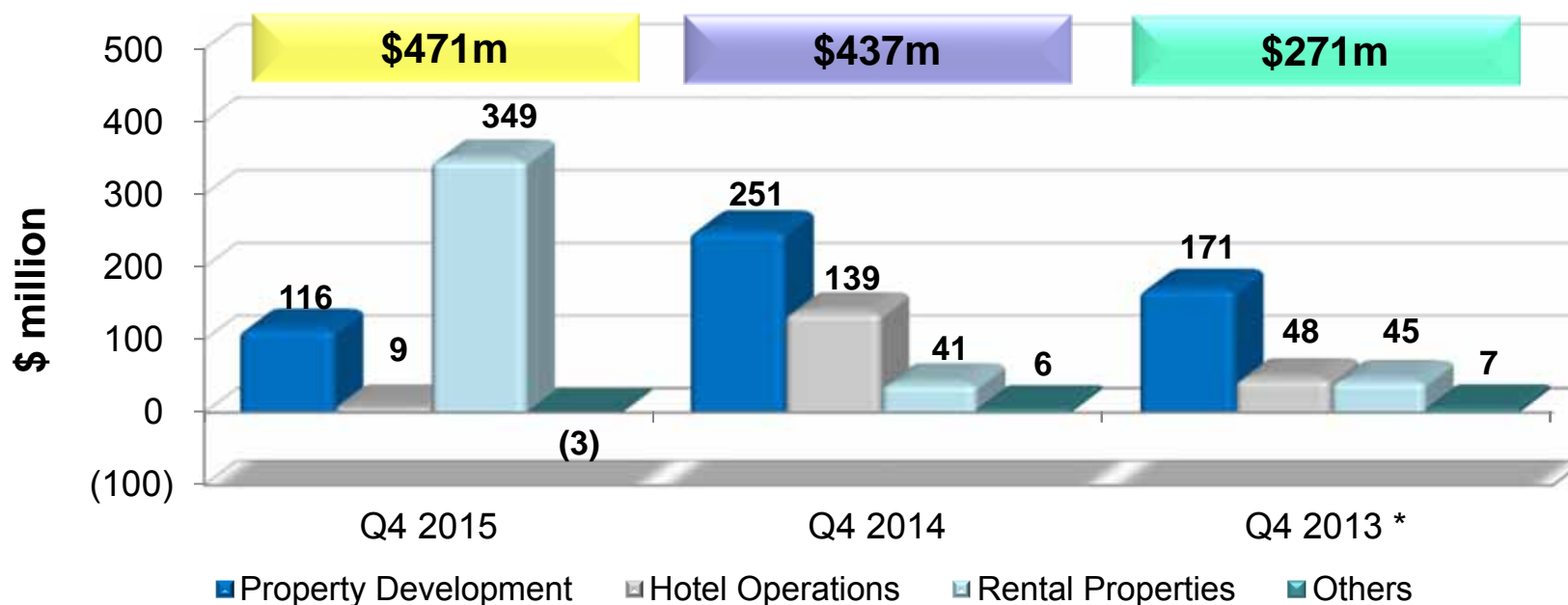
	Q4 2015	Q4 2014	Q4 2013 (Restated) *
Property Development	28%	29%	32%
Hotel Operations	54%	55%	53%
Rental Properties	12%	12%	12%
Others	6%	4%	3%

\* Restated due to the adoption of FRS 110 for 2013.



# Financial Highlights

## Profit Before Tax by Segment for 4<sup>th</sup> Quarter (2013 – 2015)



	Q4 2015	Q4 2014	Q4 2013 (Restated) *
Property Development	25%	58%	63%
Hotel Operations	2%	32%	18%
Rental Properties	74%	9%	17%
Others	(1%)	1%	2%

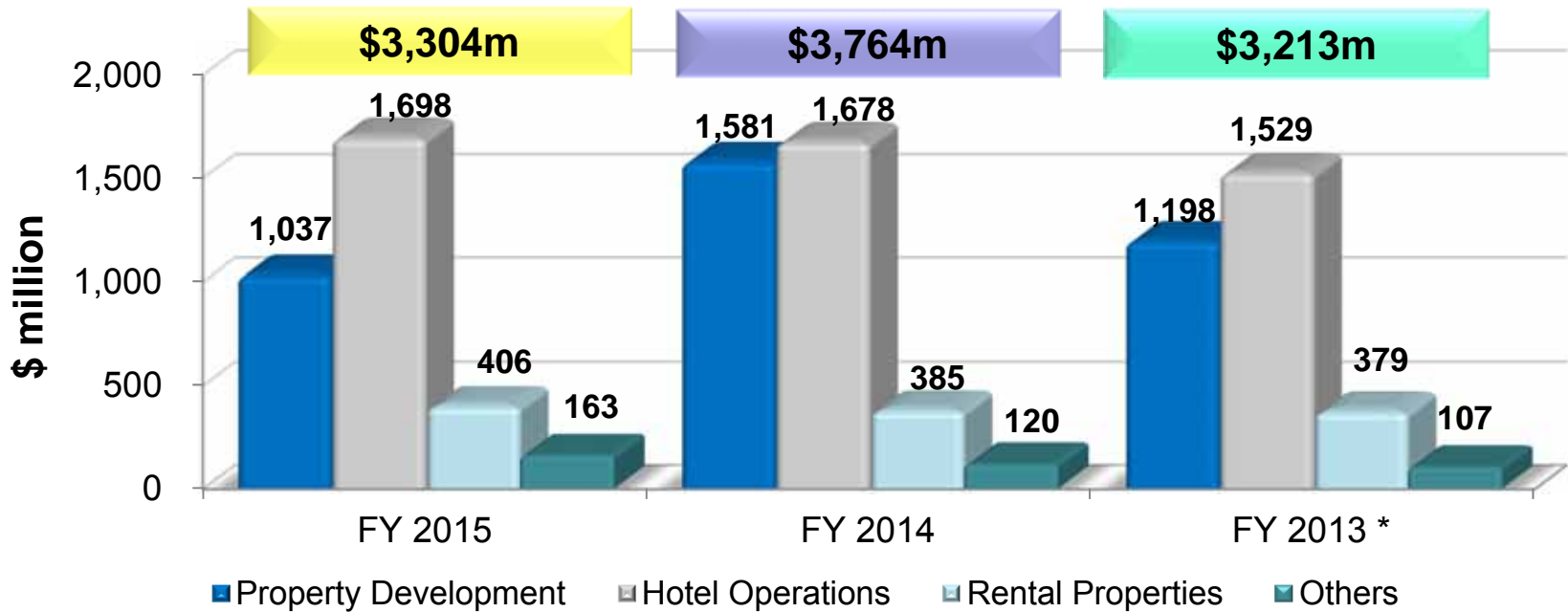
\* Restated due to the adoption of FRS 110 for 2013.





# Financial Highlights

## Revenue by Segment for Full Year (2013 – 2015)



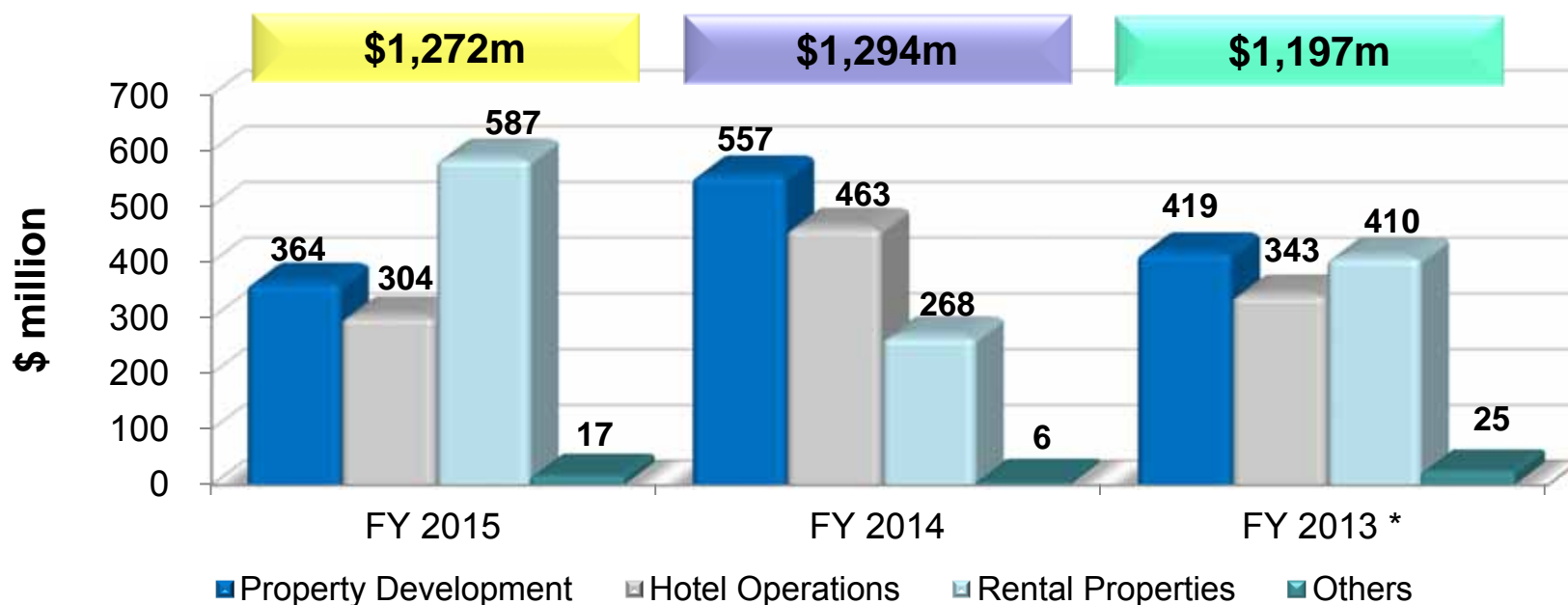
	FY 2015	FY 2014	FY 2013 (Restated) *
Property Development	32%	42%	37%
Hotel Operations	51%	45%	48%
Rental Properties	12%	10%	12%
Others	5%	3%	3%

\* Restated due to the adoption of FRS 110 for 2013.



# Financial Highlights

## EBITDA by Segment for Full Year (2013 – 2015)



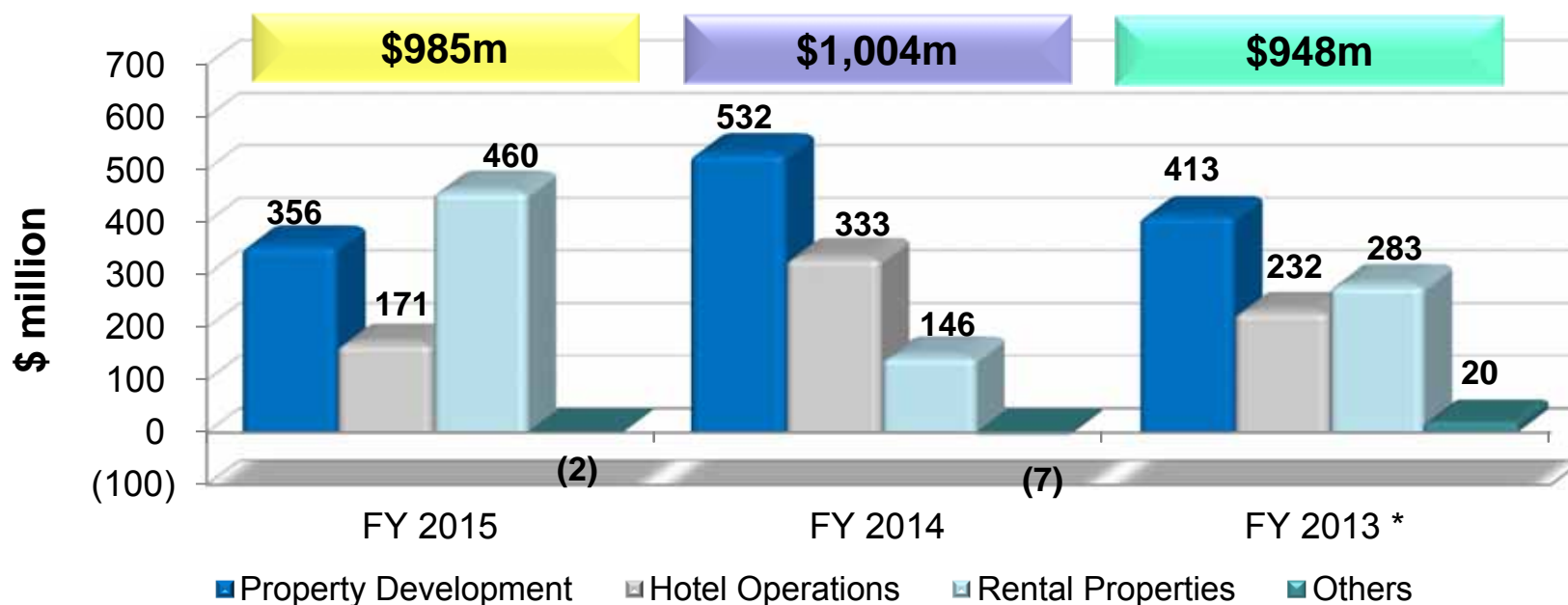
	FY 2015	FY 2014	FY 2013 (Restated) *
Property Development	29%	43%	35%
Hotel Operations	24%	36%	29%
Rental Properties	46%	21%	34%
Others	1%	-	2%

\* Restated due to the adoption of FRS 110 for 2013.



# Financial Highlights

## Profit Before Tax by Segment for Full Year (2013 – 2015)



	FY 2015	FY 2014	FY 2013 (Restated) *
Property Development	36%	53%	44%
Hotel Operations	17%	33%	24%
Rental Properties	47%	15%	30%
Others	-	(1%)	2%

\* Restated due to the adoption of FRS 110 for 2013.



# Financial Management

## Robust Balance Sheet

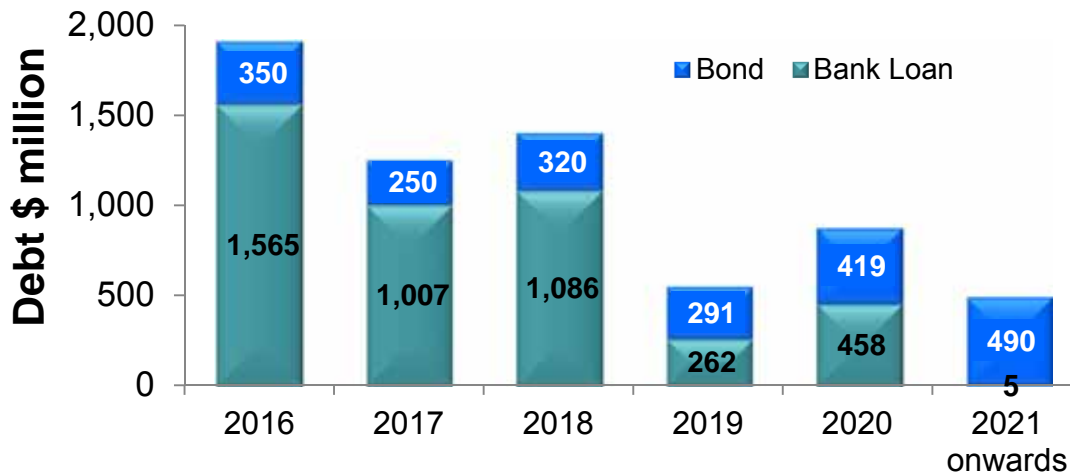
	As at 31/12/15	As at 31/12/14
Gross borrowings	\$6,503m	\$6,718m
Cash and cash equivalents	\$3,565m	\$3,898m
Net borrowings	\$2,938m	\$2,820m
Net gearing ratio without taking in fair value gains on investment properties	26%	26%
Net gearing ratio after taking in fair value gains on investment properties	19%	19%
Interest cover ratio	13.0 x	12.1 x



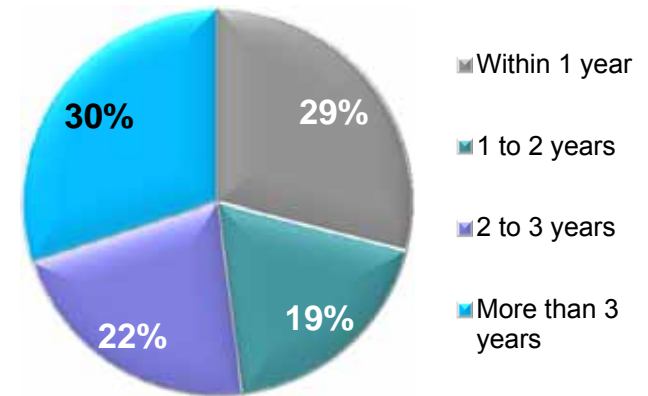
# Financial Management

## Prudent Capital Management

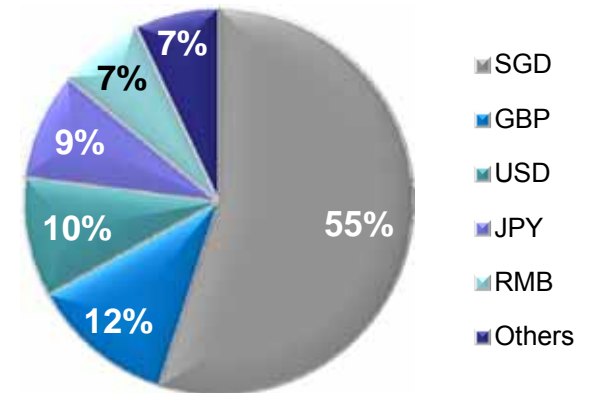
### Debt Expiry Profile



### Debt Maturity



### Debt Currency Mix



	FY2014	FY2015
Average Borrowing Cost	2.1%	2.2%
% Secured Borrowings	17%	18%

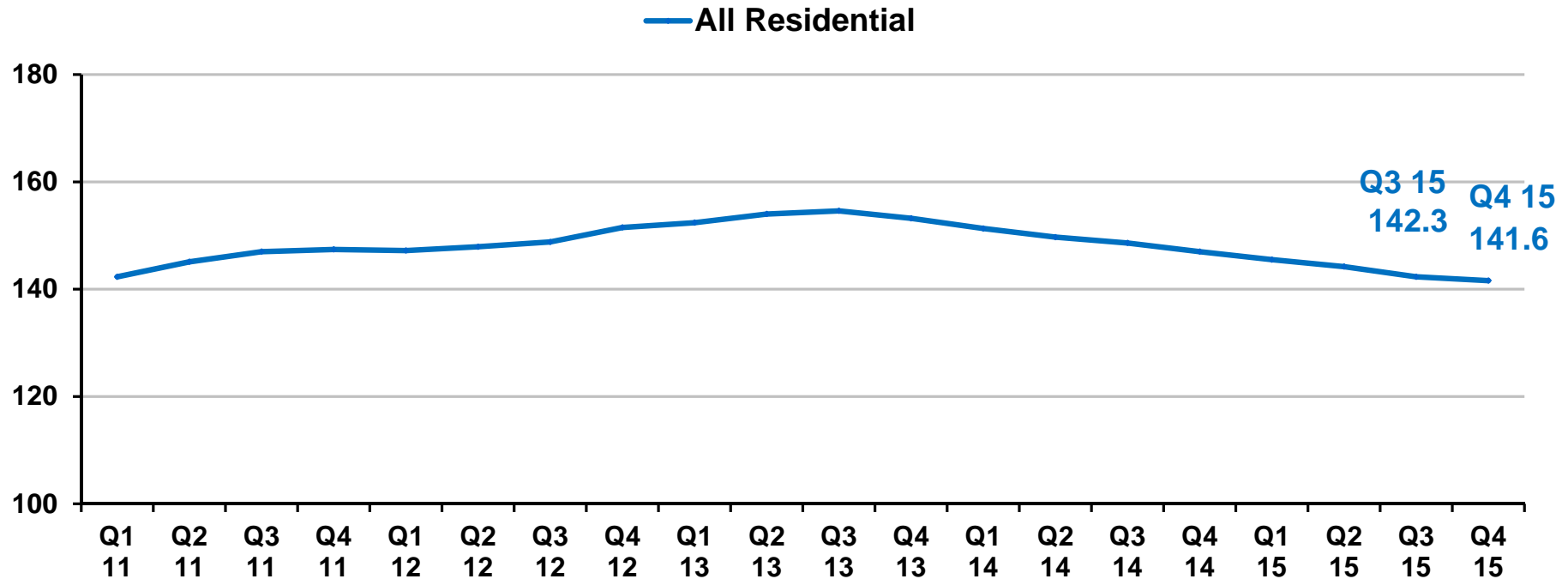




# SINGAPORE OVERVIEW

# Singapore Property Market

## Property Price Index – Residential (2011 – 2015)



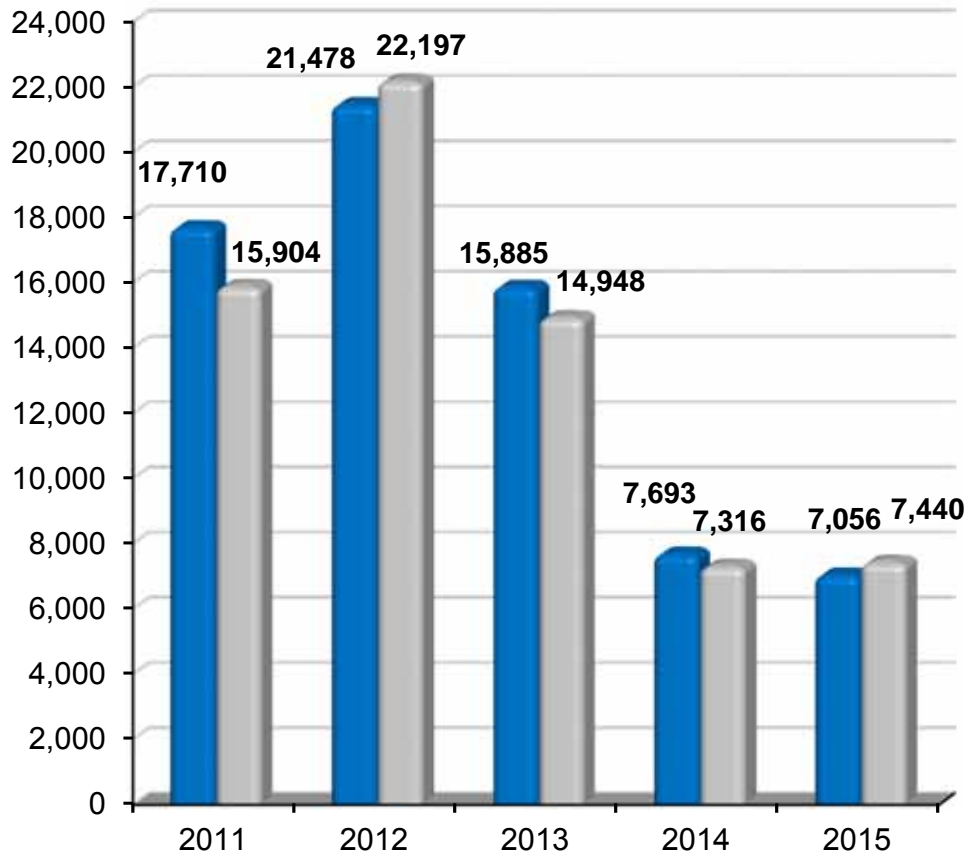
Source : URA, Q4 2015  
Based on Revised PPI



# Singapore Property Market

## No. of New Private Residential Units Launched vs Units Sold (Projects under Construction) (2011 – 2015)

■ New Units Launched    ■ New Units Sold (Projects Under Construction)



	New Units Launched (excl. EC units)	New Units Sold Directly By Developers (excl. EC units)
2011	17,710	15,904
2012	21,478	22,197
2013	15,885	14,948
2014	7,693	7,316
2015	7,056	7,440

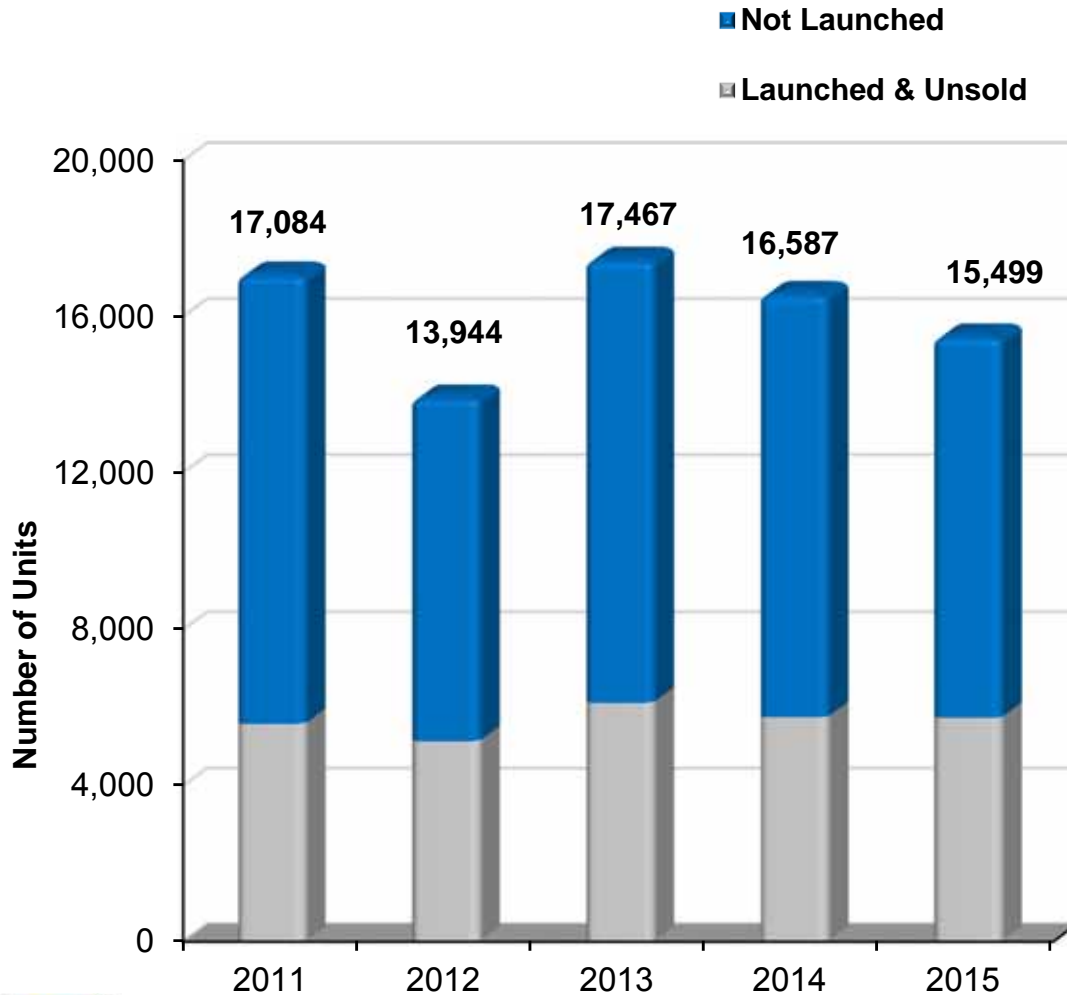


Source : URA, Q4 2015



# Singapore Property Market

## No. of Uncompleted Private Residential Units Available (2011 – 2015)



	Launched & Unsold	Not Launched*	Total
2011	5,584	11,500	17,084
2012	5,137	8,807	13,944
2013	6,124	11,343	17,467
2014	5,750	10,837	16,587
2015	5,736	9,763	15,499

Source : URA, Q4 2015

\*Launch timing unknown and may not materialise



# Singapore Property Development

## Residential Units Sold (2014 – 2015)

	Sales Value* \$'000	No. of Units*	Total Area Sold (sq ft)
<b>FY 2015</b>	<b>\$ 691,507</b>	<b>674</b>	<b>712,558</b>
<b>FY 2014</b>	<b>\$ 1,392,773</b>	<b>1,378</b>	<b>1,183,478</b>



\* Includes share of JV partners

# Singapore Property Development

## Projects Launched in 2015

Project	Location	Equity Stake	Total Units	Total Units Sold	% Sold	Total Saleable Area (sq ft)	ASP (psf)	% Completed*	Expected TOP
<b>The Brownstone</b> (Executive Condo)	Canberra Drive	70%	638	350	55	632,755	\$811	16.6	Q1 2018
<b>The Criterion</b> (Executive Condo)	Yishun Street 51	70%	505	76	15	524,925	\$796	16.6	Q2 2018



\*As of 31 Dec 2015

# Singapore Property Development

## Completed Residential Projects in 2015

Project	Location	Equity Stake	Total Units	% Sold*	TOP Obtained
<b>The Rainforest</b> (Executive Condo)	Choa Chu Kang Ave 3	50%	466	100	Mar 15
<b>H<sub>2</sub>O Residences</b>	Fernvale Link	100%	521	100	May 15
<b>Bartley Residences</b>	Lorong How Sun	30%	702	100	Jun 15
<b>The Palette</b>	Pasir Ris Grove	51%	892	100	Sep & Dec 15
<b>UP@Robertson Quay</b>	Robertson Quay	100%	70	79	Dec 15



The Rainforest



H<sub>2</sub>O Residences



Bartley Residences



The Palette



UP@Robertson Quay



\*As of 31 Dec 2015

# Singapore Property Development

## Upcoming Residential Project Launch (subject to market conditions)

Project	Location	Tenure	Equity Stake	Total Units	Total Saleable Area (sq ft)	% Completed*	Expected TOP
Gramercy Park	Grange Road	Freehold	100%	174	368,743	92.9	Q2 2016



# Singapore Property Development

## Inventory of Launched Residential Projects – As of 31 Dec 2015

Project	Equity Stake	Total Units	Units Sold*	% Sold	Total Unsold Inventory	CDL's Share of Unsold Inventory
St. Regis Residences	33%	173	161	93.1	12	4.0
The Oceanfront @ Sentosa Cove	50%	264	263	99.6	1	0.5
One Shenton	100%	341	327	95.9	14	14.0
Cliveden at Grange** <i>(Launched for sale = 100 units only)</i>	100%	110	88	88.0^	12	12.0
UP@Robertson Quay	100%	70	55	78.6	15	15.0
Echelon	50%	508	505	99.4	3	1.5
D'Nest	51%	912	871	95.5	41	20.9
Jewel @ Buangkok	100%	616	568	92.2	48	48.0
The Venue Shoppes	60%	28	16	57.1	12	7.0
The Venue Residential <i>(Launched for sale = 120 units only)</i>	60%	266	104	86.7	16	9.6
Coco Palms	51%	944	826	87.5	118	60.2
The Brownstone Executive Condo	70%	638	325	50.9	313	219.1
The Criterion Executive Condo	70%	505	62	12.3	443	310.1
Bartley Ridge	30%	868	865	99.7	3	0.9
Commonwealth Towers	30%	845	393	46.5	452	135.6
<b>TOTAL:</b>		<b>7,088</b>	<b>5,429</b>		<b>1,503</b>	<b>858</b>

**Limited Inventory of Launched Projects**

\*\* Leasing strategy implemented.

47 units leased in Cliveden at Grange

^ Based on launched units



# Singapore Property Development

## No Significant Qualifying Certificate (QC) Issues apart from Nouvel 18 in 2016

### Residential Projects Subject to QC

Project	Location	Tenure	Equity Stake	Total Units	Latest Approved Extension of TOP	QC Deadline (2 Years after obtaining TOP)
<b>Nouvel 18</b>	Anderson Road	Freehold	50%	156	- (TOP obtained in end Nov 2014)	End Nov 2016
<b>Gramercy Park</b>	Grange Road	Freehold	100%	174	Q2 2016	Q2 2018
<b>New Futura</b>	Leonie Hill Road	Freehold	100%	124	Q4 2016	Q4 2018

The above projects have not been launched



# Singapore Property Development

## Residential Projects Expected to be Completed in 2016

Project	Location	Equity Stake	Total Units	% Sold*	Expected TOP
<b>HAUS@SERANGOON GARDEN</b>	Serangoon Garden Close	70%	97 Terraces	100	Q1 2016
<b>Lush Acres</b> (Executive Condo)	Fernvale Close	100%	380	100	Q3 2016
<b>Jewel @ Buangkok</b>	Compassvale Bow	100%	616	92	Q3 2016
<b>Echelon</b>	Alexandra View	50%	508	99	Q4 2016
<b>Bartley Ridge</b>	Mount Vernon Road	30%	868	99	Q4 2016



Echelon



HAUS@SERANGOON GARDEN



Lush Acres



Jewel @ Buangkok

\*As of 31 Dec 2015

Visuals are artist's impressions





# Singapore Property Development

## Disciplined Pricing for Prime Site at Lorong Lew Lian

- Strategic acquisition via Government Land Sales (GLS) programme in November 2015
- Tightly contested tender with over 10 bids – CDL's bid with JV partners topped second-highest bid by 2.6%
- 99-year leasehold site within established residential estate
- Excellent connectivity: 250m walking distance to Serangoon MRT station and bus interchange
- Plans for a residential project of up to 13-storeys with over 500 units

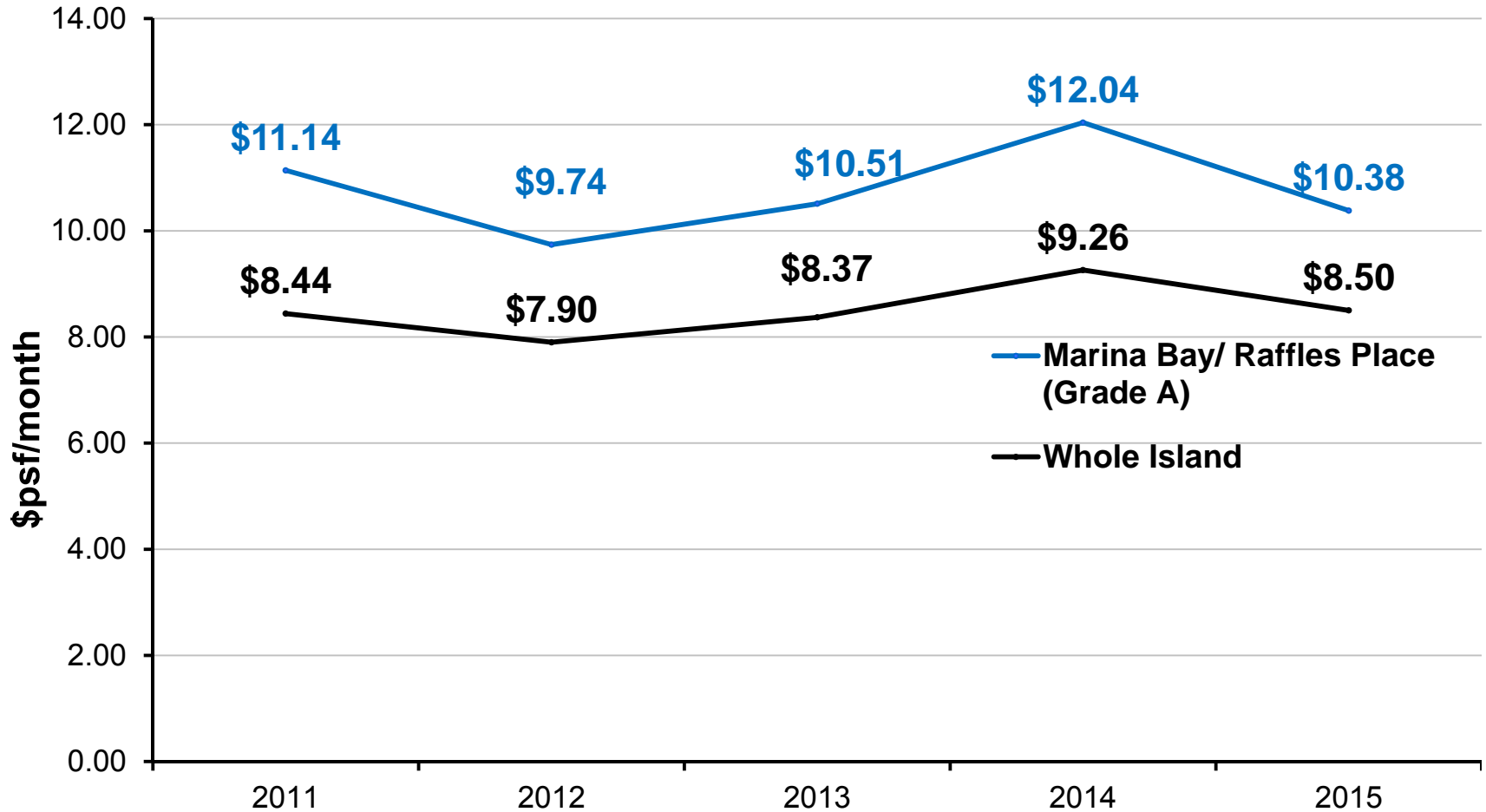


Site Information	
Site Area	14,001.5 sqm
Maximum GFA	42,005 sqm
Land Price	\$321 million
Land Price psfppr	\$710
Tenure	99 years



# Singapore Property Market

## Average Office Rental in CBD (2011 – 2015)

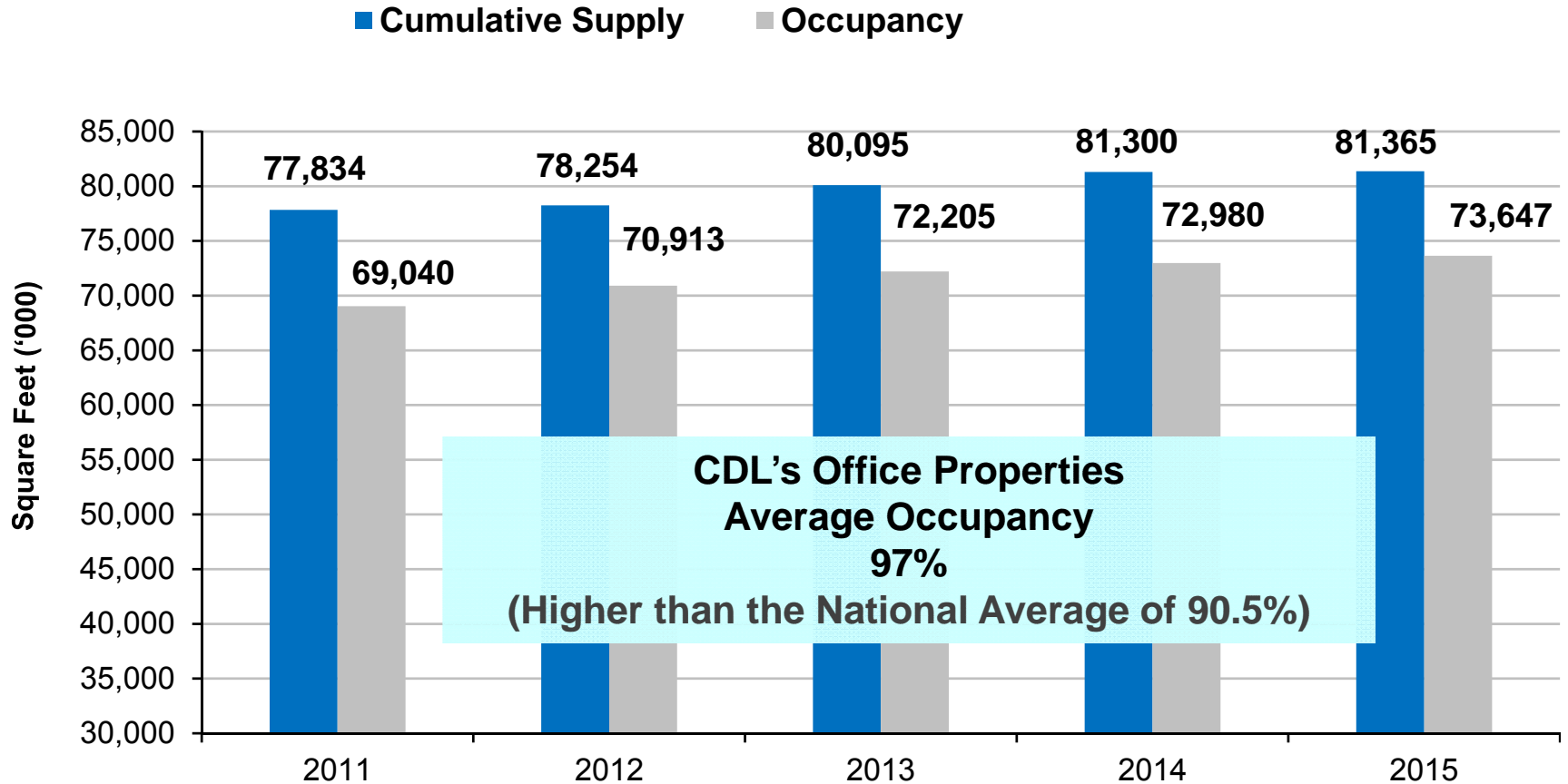


Source : JLL Research, Q4 2015



# Singapore Property Market

## Office Space Demand & Supply (2011 – 2015) Private & Public Sector



Source : URA, Q4 2015

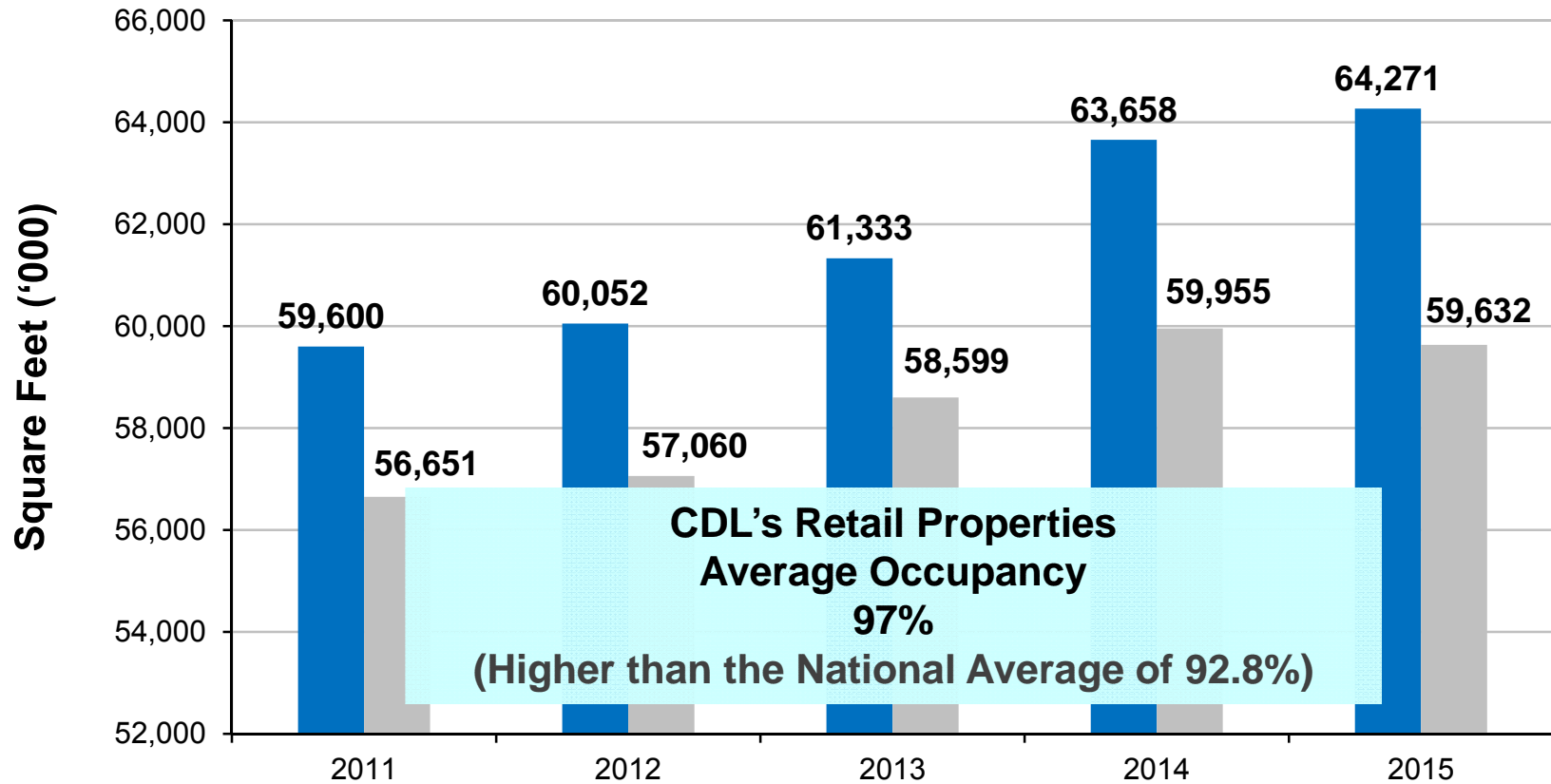
# Singapore Property Market

## Retail Space Demand & Supply (2011 – 2015)\*

Private & Public Sector

■ Cumulative Supply

■ Occupancy



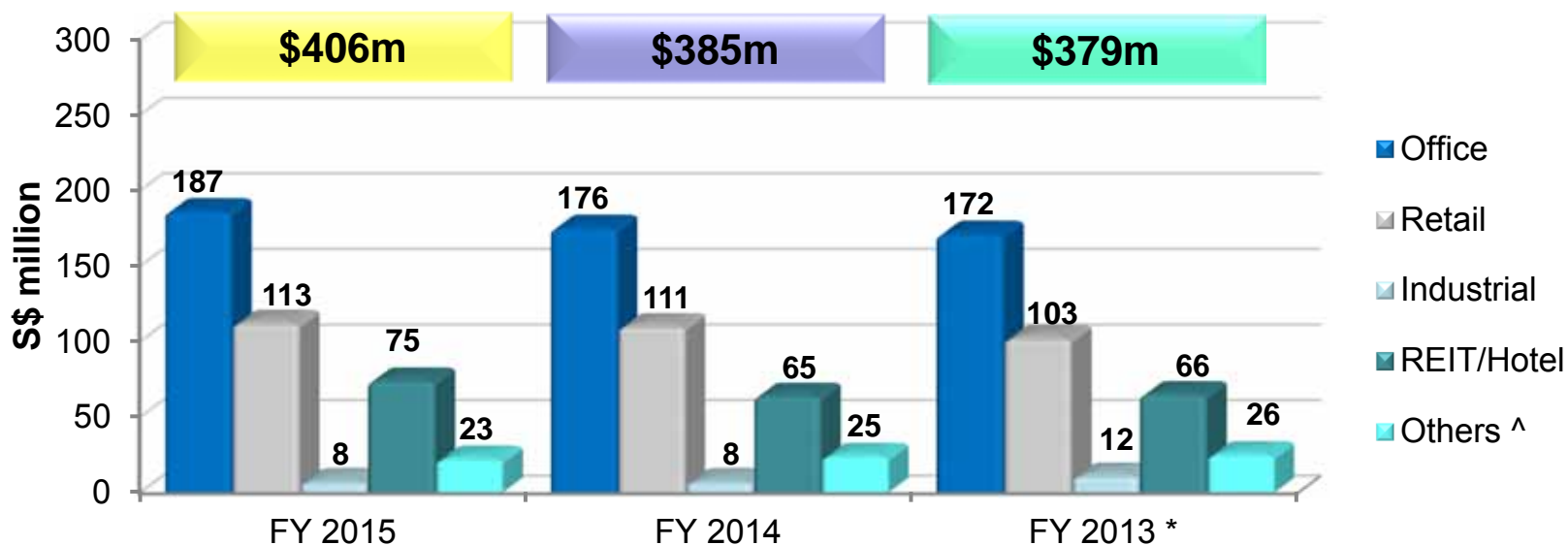
\*With effect from 1Q 2014, the coverage of retail space has been expanded to include non-shop retail uses and data are available from 2011 onwards.

Source : URA, Q4 2015



# Rental Properties

## Revenue by Sector



	FY 2015	FY 2014	FY 2013 (Restated) *
<b>Office</b>	<b>46%</b>	<b>46%</b>	<b>45%</b>
<b>Retail</b>	<b>28%</b>	<b>29%</b>	<b>27%</b>
<b>Industrial</b>	<b>2%</b>	<b>2%</b>	<b>3%</b>
<b>REIT/Hotel</b>	<b>18%</b>	<b>17%</b>	<b>18%</b>
<b>Others ^</b>	<b>6%</b>	<b>6%</b>	<b>7%</b>

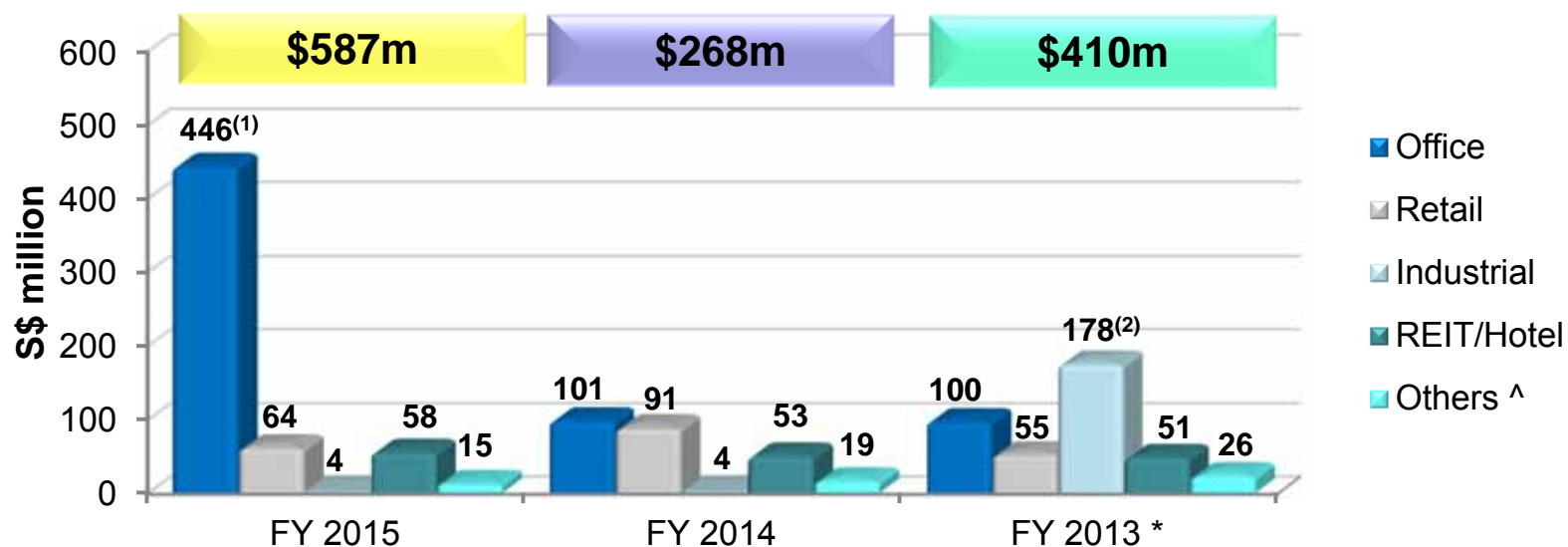
^ Including car park, serviced apartments and residential.

\* Restated due to the adoption of FRS 110 for 2013.



# Rental Properties

## EBITDA by Sector



	FY 2015	FY 2014	FY 2013 (Restated) *
Office	76%	38%	24%
Retail	11%	34%	14%
Industrial	-	1%	43%
REIT/Hotel	10%	20%	13%
Others ^	3%	7%	6%

(1) Includes gain on sale of Profit Participation Securities.  
 (2) Includes largely gain on sale of 100G Pasir Panjang.

^ Including car park, serviced apartments and residential.  
 \* Restated due to the adoption of FRS 110 for 2013.



# Singapore Investment Property

## Successful Leasing Programme for South Beach



**South Beach Tower**

**South Beach Quarter & Avenue**

Type	Office	Retail
Net Lettable Area (Sq ft)	Over 510,000	60,000
Leasing Status	Over 97% leased	Over 40% leased
Date Opened	Feb 2015	From Sep 2015
Anchor Tenants	Facebook, Rabobank, LEGO, Sanofi, Expedia	Massive Collective



# Singapore Investment Property

## Rebalancing Office Portfolio Exposure in Singapore

- Rebalanced office portfolio exposure in Singapore by recycling \$1.1 billion office assets in partnership with Alpha
- CDL retains upside from long-term reversionary title for Manulife Centre and Central Mall (Office Tower)
- Generated \$0.9 billion in cash flows and realised \$314 million in pre-tax profits in FY2015



**Manulife Centre**



**Central Mall  
(Office Tower)**



**7 & 9 Tampines Grande**

	Manulife Centre	Central Mall (Office Tower)	7 & 9 Tampines Grande
<b>Type</b>	Commercial	Commercial	Commercial
<b>Address</b>	51 Bras Basah Road	1 Magazine Road	7 & 9 Tampines Grande
<b>Land Tenure</b>	99 years from 22 Dec 2015	99 years from 22 Dec 2015	99 years from 20 Aug 2007
<b>Net Lettable Area (Sq ft)</b>	241,552	131,507	287,596
<b>Valuation</b>	\$487.5m (46%)	\$218.0m (20%)	\$366.0m (34%)
<b>Key tenants</b>	Manulife, Intellectual Property Office of Singapore	Langdon & Seah, SDV Logistics, Grey Group	Hitachi Asia, NCR Asia, ING Bank







# INTERNATIONAL OVERVIEW

# International Property Development

## Projects Launched To Date

Project	City	Equity Stake	Total Units	Total Units Sold	% Sold	Est. Total Saleable Area (sq ft)	% Completed*	Expected Completion
<b>Australia</b>								
Ivy and Eve	Brisbane	33%#	472	291	60	348,678	Commenced early works	1H 2018
<b>China</b>								
Hong Leong City Center (Phase 1)	Suzhou	70%	1,374	677	49	1,376,570	85	Q4 2016
Hongqiao Royal Lake	Shanghai	100%	85	13	15	385,394	Completed	-
<b>UK</b>								
Hanover House (Reading)	London	100%	82	82	100	29,893	55	Q3 2016



# Effective economic interest is ~49%

\*As of 31 Dec 2015

# International Property Development

## Unlaunched Residential Projects

Project	Location	Tenure	Equity Stake	Total Units	Est. Total Saleable Area / GFA <sup>^</sup> / Site Area <sup>+</sup> (sq ft)	% Completed*	Expected Completion
<b>China</b>							
Hong Leong City Center (Phase 2)	Suzhou	70-year lease	70%	430	448,844	15	Q4 2017
Eling Residences	Chongqing	50-year lease	100%	126	354,814	80	Q2 2017
Huang Huayuan	Chongqing	50-year lease	100%	TBC	1,304,062 <sup>^#</sup>	-	TBC
<b>UK</b>							
Belgravia	London	Freehold	100%	6	12,393	45	Q4 2016
Knightsbridge	London	Freehold	100%	3	5,193	55	Q4 2016
Chelsea	London	Freehold	100%	9	16,143	Demolition	Q4 2017
Knightsbridge (Pavilion Road)	London	Freehold	100%	TBC	135,000 <sup>^</sup>	-	TBC
Teddington	London	Freehold	100%	213	245,000	Starting in Apr 2016	2018 / 2019
Stag Brewery, Mortlake	London	Freehold	100%	TBC	1,000,000	-	TBC
<b>Japan</b>							
Shirokane	Tokyo	Freehold	94.5%	TBC	180,995 <sup>+</sup>	-	TBC

\*As of 31 Dec 2015

# Includes commercial component



# International Property Development

## Australia

### Merivale Street Residential Project – Ivy and Eve

City	Equity Stake	Total Units	Total Units Sold	% Sold	% Completed*	Expected Completion
Brisbane	33%#	472	291	60	Commenced early works	1H 2018

- Freehold project on 2,733 sqm site with two 30-storey towers of 1-, 2- and 3-bedroom apartments overlooking the Brisbane River and CBD
- Strong take-up with over 60% of project sold
- GDV of A\$275 million
- Profits expected in early 2018



# Effective economic interest is ~49%

\*As of 31 Dec 2015

# International Property Development

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## China

### China Real Estate Development Platform – Established in 2010

- Up to \$800 million set aside for China investment
- 4 development projects acquired to date – Suzhou, Shanghai, Chongqing (2 sites)

### 2015 Highlights

- Suzhou – Hong Leong City Center sold 677 units (Phase 1) amounting to sales revenue of RMB 1.36 billion
- Shanghai – Hongqiao Royal Lake sold 13 villas amounting to sales revenue of RMB 256 million



Hong Leong City Center, Suzhou

*Artist's Impression*



# International Property Development

## China

### Hong Leong City Center (丰隆城市中心)

Project	City	Equity Stake	Total Units	Total Units Sold	% Sold	% Completed*	Expected Completion
Tower 1	Suzhou	70%	462	432	94	85	Q4 2016
Tower 3 (SOHO)	Suzhou	70%	912	245	27	85	Q4 2016

- Mixed-use waterfront development at Jinji Lake in Suzhou Industrial Park
  - Phase 1: Tower 1 (residential) & Tower 3 (SOHO)
  - Phase 2: 430-unit residential tower, 30,000 sqm office tower, 56,000 sqm retail mall & 286-room hotel
- Topping out of Phase 2 expected in end 2016
- To date, 677 units in Phase 1 have been sold, with sales value of RMB 1.36 billion
- Phase 1 handover expected in end 2016



\*As of 31 Dec 2015

# International Property Development

## China

### Hongqiao Royal Lake (御湖)

City	Equity Stake	Total Units	Total Units Sold	% Sold
Shanghai	100%	85	13	15

- Acquired a completed 120-unit luxury villa project on 163,837 sqm land parcel in Dec 2014; 85 villas unsold
- Project is strategically located in the affluent Qingpu District
- Complete overhaul and relaunch of project, with three new show villas created
- To date, 13 units have been sold, with sales value of RMB 260 million



# International Property Development

## China

### Eling Residences (鹅岭峰)

City	Tenure	Equity Stake	Total Units	Est. Total Saleable Area (sq ft)	% Completed*	Expected Completion
Chongqing	50-year lease (residential)	100%	126	354,814 (32,963 sqm)	80	Q2 2017

- Exclusive luxury residence sited at the peak of Eling Hill in Yuzhong District
- All structural works completed
- Target to launch in Q2 2016





# International Property Development

## China

### Huang Huayuan project

City	Tenure	Equity Stake	GFA (sq ft)
Chongqing	50-year lease (residential) 40-year lease (commercial)	100%	1,304,062 (121,151 sqm)

- Mixed-use riverside development with 3 high-rise residential towers, 150-room hotel and mall
- Located beside Jialing River in Yuzhong district
- Unit mix has been adjusted with a greater proportion of smaller units
- Substructure works will resume this year



# International Property Development

## Japan

### Shirokane

City	Tenure	Equity Stake	Site Area (sqm)
Tokyo	Freehold	94.5%	16,815

- Acquired in Sep 2014 – site located in the affluent Minato ward
- Site to be redeveloped into a luxury condominium with the historic Hattori mansion as a centrepiece
- Steady progress made on redevelopment plans
- Target to launch by Q4 2017



# International Property Development

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## UK

### UK Real Estate Development Platform – Established in 2013

- Up to £550 million set aside for UK investment
- 7 freehold properties in UK acquired to date for £400 million
- Early mover out of Core Central London



### 2015 Highlights

- Completed purchase of Teddington Studios and Stag Brewery land sites (total £243 million)
- Stellar sales for Hanover House at 202 Kings Road, Reading – fully sold/reserved
- Successfully monetised Emerald House with a profit of approx. £5.7 million



# International Property Development

## UK

### Teddington Riverside, Teddington TW11

City	Tenure	Equity Stake	Total Units (estimated)	Est. Total Saleable Area (sq ft)	% Completed*	Est. Completion
London	Freehold	100%	213	245,000	Start site on April 2016	2018 / 2019

- Acquisition completed in Nov 2015
- Planning application is at an advanced stage and expected to be approved by Q2 2016
- Apartments will be sold on 999-year leases with a share of the freehold



# International Property Development

## UK

### Stag Brewery, Mortlake, London SW14

City	Tenure	Equity Stake	Est. Total Saleable Area (sq ft)
London	Freehold	100%	1,000,000

- Acquisition of historic Stag Brewery site completed in Dec 2015
- Site is strategically located adjacent to the River Thames in the London Borough of Richmond
- The 22 acres site will be redeveloped into a mixed-use scheme



# International Property Development

## UK

### Hanover House, Reading RG1

City	Equity Stake	Total Units	Total Units Sold / Reserved	% Sold	% Completed*	Expected Completion
London	100%	82	82	100	55	Q3 2016

- Successful sales launch – fully sold / reserved
- All 82 units released – 73 contracts have been exchanged for sale and 9 units are reserved, subject to contract, all at asking prices
- Total GDV: £18.7 million
- Profit recognition expected in Q3 2016



Hanover House  
202 Kings Road Reading RG1 4NN

\*As of 31 Dec 2015

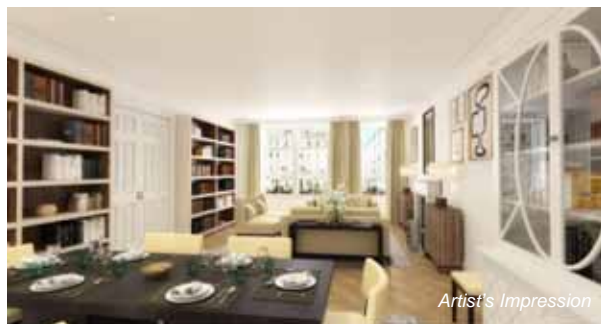


# International Property Development

## UK

### Pipeline Residential Projects – Building Works Commenced

Project	City	Tenure	Equity Stake	Total Units	Est. Total Saleable Area (sq ft)	% Completed*	Expected Completion
<b>Belgravia</b>	London	Freehold	100%	6	12,393	45	Q4 2016
<b>Knightsbridge</b>	London	Freehold	100%	3	5,193	55	Q4 2016
<b>Chelsea</b>	London	Freehold	100%	9	16,143	Demolition	Q4 2017



Artist's Impression

**Belgravia**  
31/35 Chesham Street London SW1X 8NQ



Artist's Impression

**Knightsbridge**  
32 Hans Road London SW3 1RW



Artist's Impression

**Chelsea**  
90-100 Sydney Street London SW6NJ

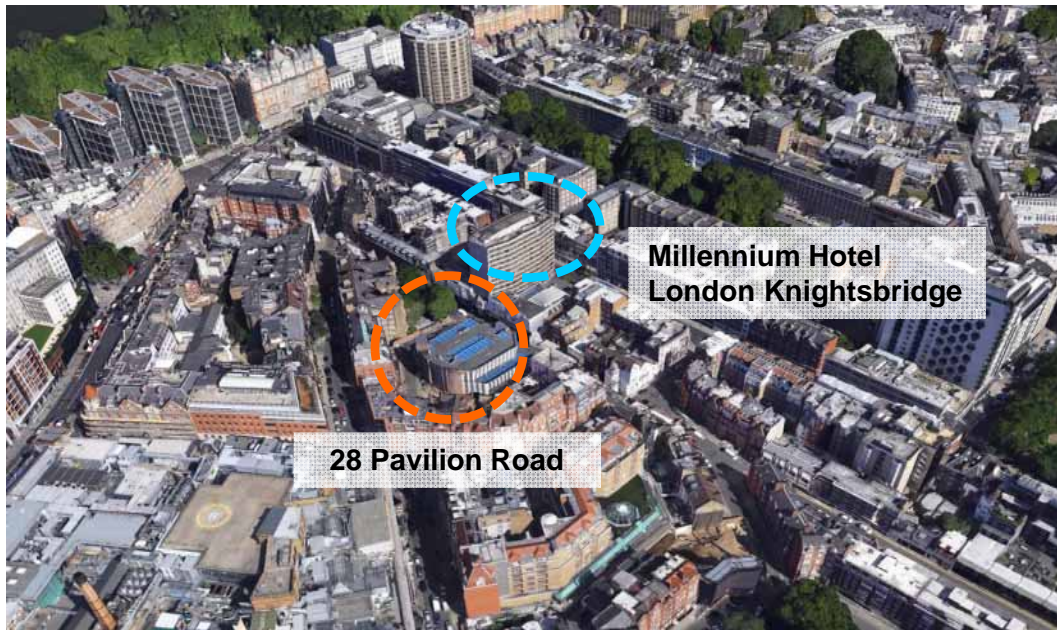


# International Property Development

## UK

Pipeline Projects – Expected Approval of Planning Application in Q2 2016 with an aim to maximise use on the redevelopment of this site

Project	City	Tenure	Equity Stake	Est. GFA (sq ft)
Knightsbridge	London	Freehold	100%	135,000







# HOTEL OPERATIONS

# M&C Hotel Operations

## Trading Performance

	FY 2015	FY 2014	Change
RevPAR	£71.98	£71.55	0.6%
Revenue	£847m	£826m	2.5%
PATMI	£65m	£110m	(40.9%)



The Chelsea Harbour Hotel

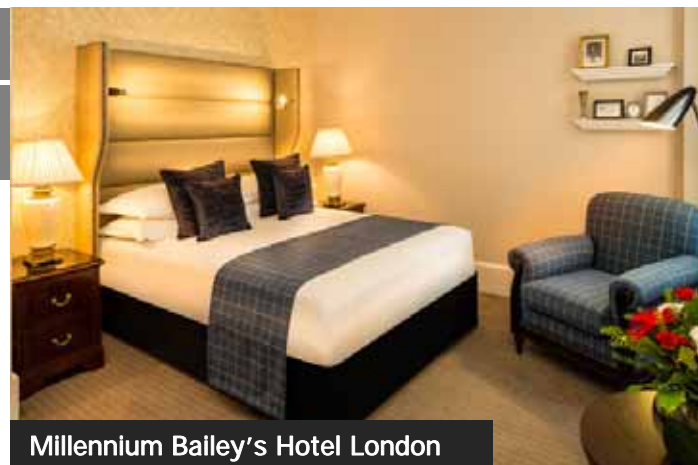
- RevPAR growth for FY 2015 driven by:
    - US 7.3%
    - Europe 1.2%
    - Australasia 2.9%
 partially mitigated by poorer performance of Asia hotels (↓9%).
  - Increase in revenue attributed to contributions from the 3 recent acquisitions, the opening of Millennium Mitsui Garden Hotel Tokyo in Dec 2014, together with favourable exchange movements.
  - Decrease in PATMI largely due to a net charge of £43 million relating to impairment losses offset by net revaluation gains.
- CDL adopts a conservative accounting policy to account for hotels and investment properties at cost less accumulated depreciation and impairment losses.
  - The impact to CDL Group level is an impairment loss of \$73 million (impact to CDL's PATMI is \$48 million) relating mainly to the two recently acquired hotels.



# M&C Hotel Operations

## Hotel Room Count and Pipeline

	Hotels		Rooms	
	31 Dec 2015	31 Dec 2014	31 Dec 2015	31 Dec 2014
<b><u>Hotel and Room Count</u></b>				
<b>By region:</b>				
• New York	4	4	2,238	2,238
• Regional US	15	15	4,463	4,463
• London	8	8	2,651	2,651
• Rest of Europe	18	16	2,867	2,560
• Middle East *	22	17	6,450	5,123
• Singapore	6	6	2,716	2,716
• Rest of Asia	26	26	9,430	9,431
• Australasia	27	28	3,903	4,185
<b>Total:</b>	<b>126</b>	<b>120</b>	<b>34,718</b>	<b>33,367</b>



Millennium Bailey's Hotel London

### Pipeline

#### By region:

• Middle East *	16	15	4,663	4,300
• Rest of Asia	3	3	1,674	1,676
• Regional USA	1	-	263	-
<b>Total:</b>	<b>20</b>	<b>18</b>	<b>6,600</b>	<b>5,976</b>



Millennium Seoul Hilton



\* Mainly management contracts

# M&C Hotel Operations

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## Acquisitions

### Hard Days Night Hotel – Liverpool, United Kingdom

- Completed the acquisition of Hard Days Night Hotel in Aug 2015
- A Beatles-inspired hotel with 110 rooms and suites, for £13.8 million
- Located within the popular Cavern Quarter of the city



# M&C Hotel Operations

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## Developments – Progressing well

### Seoul, South Korea

- Based on the latest designs, the lifestyle hotel and serviced apartment has 306 and 209 keys respectively
- The lifestyle hotel will feature a dynamic lobby atmosphere with a café / deli style F&B outlet and bar that allows guests to relax and lounge or have a quick “grab and go”
- Estimated future development cost is around £90 million, starting in the middle of 2016 and ending in 2018



### Sunnyvale, US

- Combines a new state of the art 263-room Millennium M Social brand hotel with a 250-unit market rate apartment complex
- The vision for the project is to create a dynamic urban style experience for residents and guests with a curated collection of indoor and outdoor social spaces integrated into a unique life style hotel and residential experience as the flagship for the new M-Social brand in US



# M&C Hotel Operations

## Assets Enhancement (On-going)

### US



**Millennium Hotel Durham**

Work on guest rooms to commence in Mar 2016 with completion in Sep 2016



**Millennium Biltmore Hotel Los Angeles**

Refurbishment is in progress and is scheduled to complete by mid 2017



**ONE UN New York**

Refurbishment of East Tower commenced end-2015. All guest rooms scheduled to complete by Jul 2016

### Others



**Grand Copthorne Waterfront Hotel Singapore**

Work on overhaul commenced in Dec 2015 and is targeted for completion in Q3 2016



**Grand Hyatt Taipei**

Work on the main lobby was substantially completed in Jan 2016, with a retail and two small F&B outlets to be completed in 2016



**Copthorne Hotel Auckland Harbour City**

Closed in July 2015 for major refurbishment. Expected to be completed in early 2017



# M&C Hotel Operations

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## Assets Enhancement (Planned)

- Refurbishment of Millennium Hotel London Mayfair and Millennium Hotel London Knightsbridge will commence in 2016
- The cost of refurbishment of these two hotels is estimated at £80 million and £50 million respectively
- It is anticipated that both projects will require removal of rooms from inventory in stages but the hotels will not need to be fully closed during the refurbishment period
- The hotels are expected to fully re-open in late 2017 or 2018



Millennium Hotel London Mayfair



Millennium Hotel London Knightsbridge

# CDL Hospitality Trusts (CDLHT)

## Trading Performance

S\$'000	FY 2015	FY 2014	Change
<b>Gross Revenue</b>	<b>172,410</b>	166,812	3.4%
<b>Net Property Income</b>	<b>137,003</b>	140,526	(2.5%)



Gross revenue increased mainly due to the inclusion of revenue from recent acquisitions:

- Hilton Cambridge City Centre, United Kingdom, which was acquired on 1 Oct 2015
- Hotel MyStays Asakusabashi and Hotel MyStays Kamata in Tokyo, which was acquired on 19 Dec 2014





# CDL Hospitality Trusts (CDLHT)

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## Acquisition – Cambridge City Hotel, UK

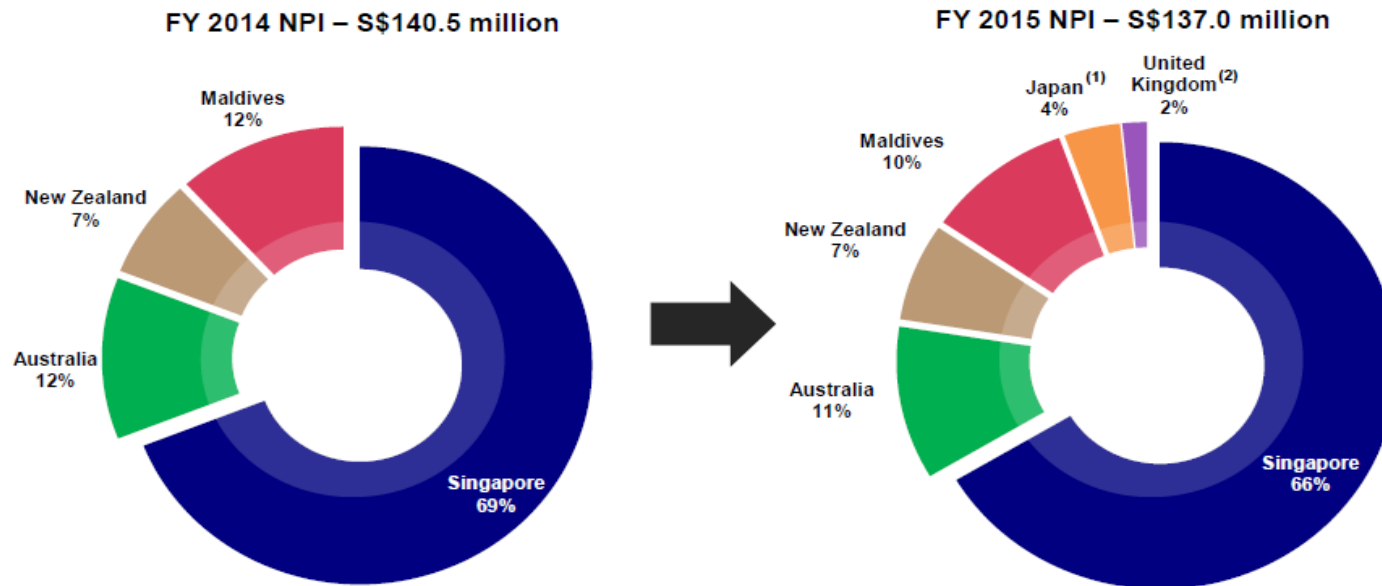
- Maiden entry into Europe
- Completed on 1 Oct 2015 for £61.5 million
- Hotel with 198 rooms with a comprehensive suite of facilities including 3 F&B outlets, a gym, 5 meeting rooms and 50 parking lots.
- Hotel was rebranded as “Hilton Cambridge City Centre” in Dec 2015



# CDL Hospitality Trusts (CDLHT)

## Trading Performance – Net Property Income (“NPI”)

### NPI Breakdown by Country



Net property income decreased despite an increase in revenue mainly due to:

- Lower contributions from Singapore Hotels (↓ \$6 million) and Maldives Resorts (↓ \$2.9 million); and
- Australia and New Zealand Hotels recorded lower fixed rents due to local currency weakness against Singapore dollar; and
- Inorganic NPI contribution of \$5.2 million from Japan Hotels and \$2.3 million from Cambridge UK mitigated the weaker performance of Singapore and Maldives



## **Disclaimer:**

*This document may contain forward-looking statements that involve assumptions, risks and uncertainties. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Representative examples of these factors include (without limitation) general industry and economic conditions, interest rate trends, cost of capital and capital availability, availability of real estate properties, competition from other developments or companies, shifts in customer demands, customers and partners, expected levels of occupancy rate, property rental income, charge out collections, changes in operating expenses (including employee wages, benefits and training costs), governmental and public policy changes and the continued availability of financing in the amounts and the terms necessary to support future business. You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of management on future events. Numbers in tables and charts may not add up due to rounding.*



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