

FY2014 Full Year Results Briefing

26 February 2015

CONTENTS

- **UOL KEY FINANCIALS & BUSINESS REVIEW**
- **UOL OUTLOOK & STRATEGIC DIRECTION**
- **PPHG BUSINESS REVIEW**
- **PPHG FOCUS & OUTLOOK**
- **Q&A**

UOL GROUP LIMITED

- KEY FINANCIALS & BUSINESS REVIEW
- OUTLOOK & STRATEGIC DIRECTION

LIAM WEE SIN

PRESIDENT (PROPERTY)



KEY FINANCIALS



| \$m | FY 2014 | FY 2013 | % Change |
|---|---------|---------|----------|
| Revenue | 1,360.7 | 1,058.6 | 29 |
| Profit before fair value and other gains | 515.2 | 427.3 | 21 |
| Other gains | 25.6 | 23.8 | 7 |
| Fair value gains on associated companies' investment properties | 78.4 | 91.5 | -14 |
| Fair value gains on the Group's investment properties | 217.8 | 409.4 | -47 |
| Profit before income tax | 837.0 | 952.0 | -12 |
| PATMI | 686.0 | 785.8 | -13 |

KEY FINANCIALS



| | FY 2014 | FY 2013 | % Change |
|---|-------------------|----------------|-----------------|
| Earnings per share before fair value and other gains | 51.0 cents | 44.7 cents | 14% |
| Earnings per share | 88.0 cents | 102.0 cents | -14% |
| Net tangible asset value per share | \$9.68 | \$8.73 | 11% |
| Return on equity before fair value and other gains | 5.20% | 5.09% | 2% |
| Return on equity | 8.98% | 11.63% | -23% |
| Dividends per share - First and Final | 15.0 cents | 15.0 cents | - |
| - Special | - | 5.0 cents | - |

KEY FINANCIALS



Capital Management

| | FY 2014 | FY 2013 | % Change |
|--|----------|----------|----------|
| Total equity | \$8,131m | \$7,227m | 13% |
| Cash | \$287m | \$293m | -2% |
| Net debt | \$2,742m | \$2,043m | 34% |
| Gearing ratio | 0.34 | 0.28 | 21% |
| Average borrowing cost | 1.72% | 1.96% | -12% |
| Term loan | 78% | 84% | -7% |
| Interest cover (including interest capitalised) | 15 Xs | 12 Xs | - |
| Ave debt maturity (Yr) | 1.6 | 1.2 | - |

KEY FINANCIALS



Debt Maturity Profile

| | (as at 31.12.14) | | (as at 31.12.13) | |
|-------------------|------------------|------------|------------------|------------|
| | \$m | % | \$m | % |
| Within 1 year | 1,292 | 43 | 1,149 | 49 |
| 1-2 years | 257 | 8 | 727 | 31 |
| 2-3 years | 845 | 28 | 289 | 13 |
| > 3 years | 634 | 21 | 171 | 7 |
| Total Debt | 3,029 | 100 | 2,336 | 100 |

KEY FINANCIALS



A Decade of Growth

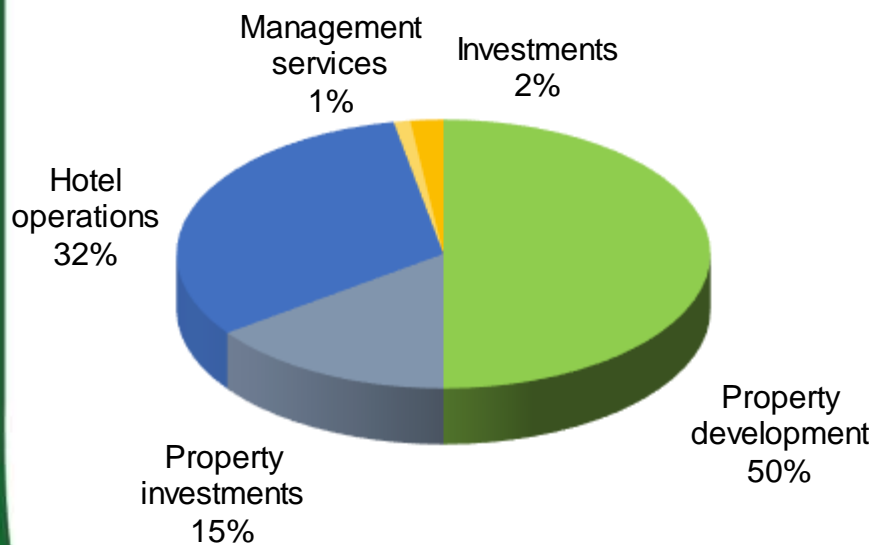
| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 (Restated) | 2012 | 2013 | 2014 | CAGR % |
|---|---------|---------|---------|---------|---------|---------|--------------------|---------|----------|----------|-----------|
| Revenue (\$m) | 505.5 | 605.1 | 713.5 | 899.2 | 1,007.1 | 1,349.1 | 1,960.2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

BUSINESS REVIEW

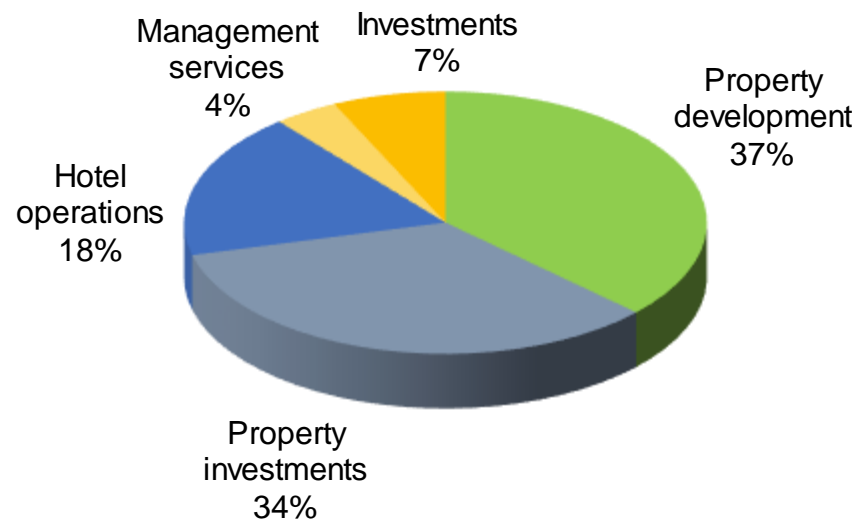


(\$m) Revenue and Operating Profit Distribution by Business Segments in 2014

Revenue

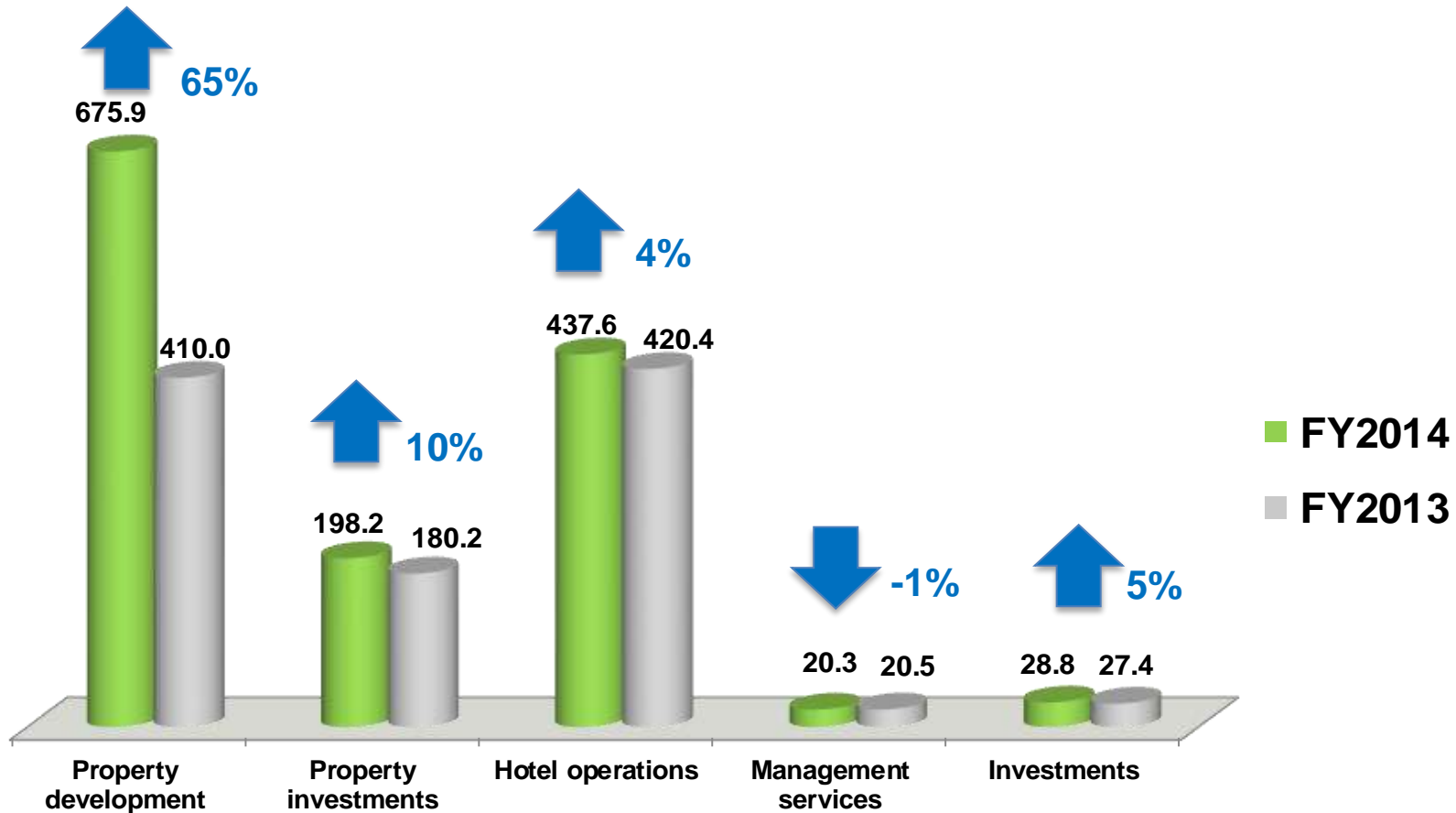


Operating Profit



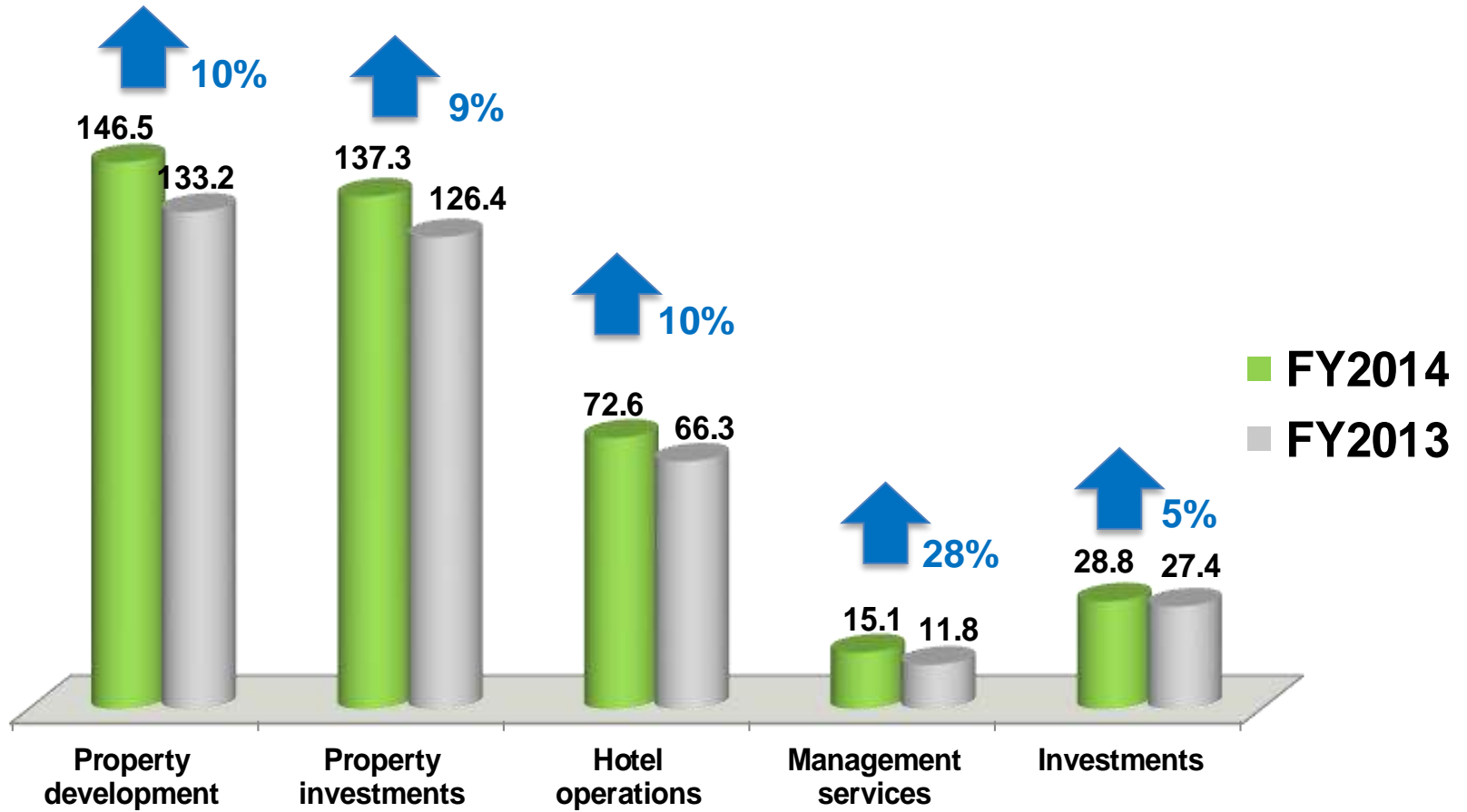
BUSINESS REVIEW

(\$m) Revenue by Business Segments 2014 vs 2013



BUSINESS REVIEW

(\$m) Operating Profit by Business Segments 2014 vs 2013



BUSINESS REVIEW



(%)

Revenue

FY2014: \$1,360.7m



FY2013: \$1,058.6m



Adjusted EBITDA*

FY2014: \$696.1m



FY2013: \$629.4m



*Excludes unallocated cost, other gains/losses and fair value gains/losses on investment properties

- Singapore
- Australia
- Malaysia
- China
- Others

Total Asset Value

FY2014: \$11,848.5m



FY2013: \$10,421.4m



PROPERTY DEVELOPMENT



- **Sold 493 residential units with sales value of more than \$582 million in 2014**

| | Launched | No. of Units (Whole Project) | %Sold* (as at 31.12.14) | Average psf |
|-------------------------|----------|---------------------------------|----------------------------|--------------------|
| Archipelago | Dec 2011 | 577 | 98.6 | \$987 |
| Katong Regency | Apr 2012 | 244 | 100 | \$1,612 |
| The Esplanade, Tianjin | Jun 2012 | 570 | 91.2 | RMB18,628 (psm) |
| Thomson Three | Sep 2013 | 445 | 95.7 | \$1,318 |
| Riverbank@Fernvale | Feb 2014 | 555 | 49.5 | \$1,011 |
| Seventy Saint Patrick's | Sep 2014 | 186 | 73.1 | \$1,568 |

* Based on cumulative sales and purchase agreement signed.

PROPERTY DEVELOPMENT

Profit recognition of launched projects

| Project Name | % Equity Stake | No. of Units | Saleable Area (sqm) | % Sold (as at 31.12.14) | % Completed (as at 31.12.14) | TOP Date |
|-------------------------|----------------|--------------|---------------------|-------------------------|------------------------------|-------------|
| The Esplanade, Tianjin | 90 | 570 | 71,586 | 91.2 | 100 | TOP |
| Archipelago | 50 | 577 | 71,445 | 98.6 | 87 | Est. 1Q2015 |
| Katong Regency | 100 | 244 | 19,432 | 100 | 55 | Est. 2Q2015 |
| Thomson Three | 50 | 445 | 39,965 | 95.7 | 34 | Est. 2Q2016 |
| Seventy Saint Patrick's | 100 | 186 | 12,950 | 73.1 | 30 | Est. 3Q2016 |
| Riverbank@Fernvale | 100 | 555 | 48,345 | 49.5 | 18 | Est. 1Q2017 |

PROPERTY DEVELOPMENT



Singapore residential pipeline

| Project Name/Location | Tenure of Land | Site Area (sqm) | Est. Saleable Area (sqm) | Est. No. of Units | % Owned | Target Launch |
|------------------------------|----------------|-----------------|--------------------------|-------------------|---------|---------------|
| Botanique at Bartley | 99 | 20,078 | 55,869 | 797 | 100 | 1Q2015 |
| Prince Charles Crescent Site | 99 | 24,964 | 53,135 | 663 | 70 | 2H2015 |
| Total | | 45,042 | 109,004 | 1,460 | | |

Overseas residential pipeline

| Project Name/Location | Site Area (sqm) | Est. Saleable Area (sqm) | Est. No. of Units | % Owned | Target Launch |
|-------------------------------|-----------------|--------------------------|-------------------|---------|---------------|
| Shanghai (Changfeng)* | 39,540 | 78,526 | 398 | 40 | 2H2015 |
| Site at Bishopsgate, London** | 3,200 | 13,551 | 109 | 100 | 1H2016 |
| Total | 42,740 | 92,077 | 507 | | |

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

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

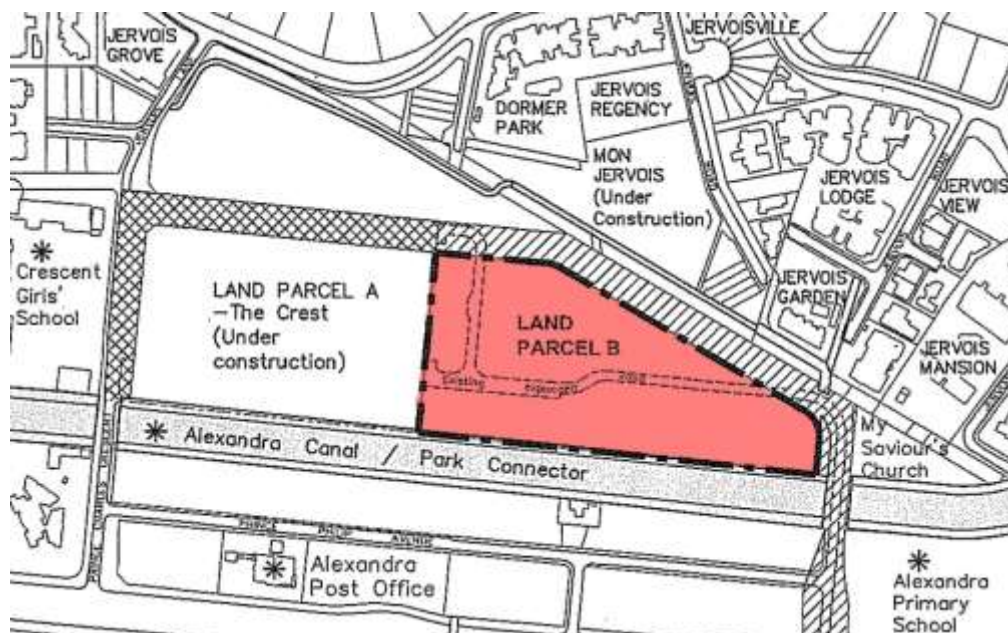
PROPERTY DEVELOPMENT



Botanique at Bartley

- Successfully tendered for Upper Paya Lebar Road site at 20,078 sqm in January 2014
- 100% stake
- 99-year leasehold site; est. 797-unit residential project
- Slated for sales launch in 1Q2015

PROPERTY DEVELOPMENT



Prince Charles Crescent site

- Successfully tendered for Prince Charles Crescent site at 24,964 sqm in April 2014
- 70% stake
- 99-year leasehold site; est. 663-unit residential project
- Target to launch in 2H2015

PROPERTY DEVELOPMENT

Seventy Saint Patrick's

- Freehold site along Upper East Coast Road
- 186 units
- 100% stake
- 73% sold as at 31 December 2014



PROPERTY DEVELOPMENT

Riverbank@Fernvale

- In Sengkang West Way, situated near Layar LRT, Punggol Reservoir and Seletar Aerospace Park
- A 555-unit, four 19-storey blocks project
- 100% stake
- 50% sold as at 31 December 2014





Thomson Three

- Situated near MacRitchie and Lower Peirce Reservoirs, and upcoming Upper Thomson MRT Station
- 435 apartments and 10 strata semi-detached houses
- 50% stake
- 96% sold as at 31 December 2014



The Esplanade, Tianjin

- Mixed development, along HaiHe River, comprising four blocks of 522 apartments, a 319-room hotel, 17,075 sqm GFA office and 11,926 sqm GFA retail space
- 90% stake
- 4 residential towers have achieved 96% sales at average price of RMB18,628 psm
- 71% sold for one office tower launched at average price of RMB17,820 psm
- Pan Pacific Tianjin was officially opened in November 2014



Changfeng, Shanghai

- Mixed development located within the Changfeng Ecological Business Park, about 5km to the north-east of the Hongqiao Transportation Hub and less than 10km from The Bund
- Approximately 398 residential units and 4,000 sqm of net lettable area
- 40% stake
- Target to launch in 2H2015

PROPERTY DEVELOPMENT

Site at Bishopsgate, London

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



UPCOMING LAUNCH - BOTANIQUE AT BARTLEY



UPCOMING LAUNCH - BOTANIQUE AT BARTLEY



PROPERTY INVESTMENTS

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

* Retail component within a mixed development



OneKM

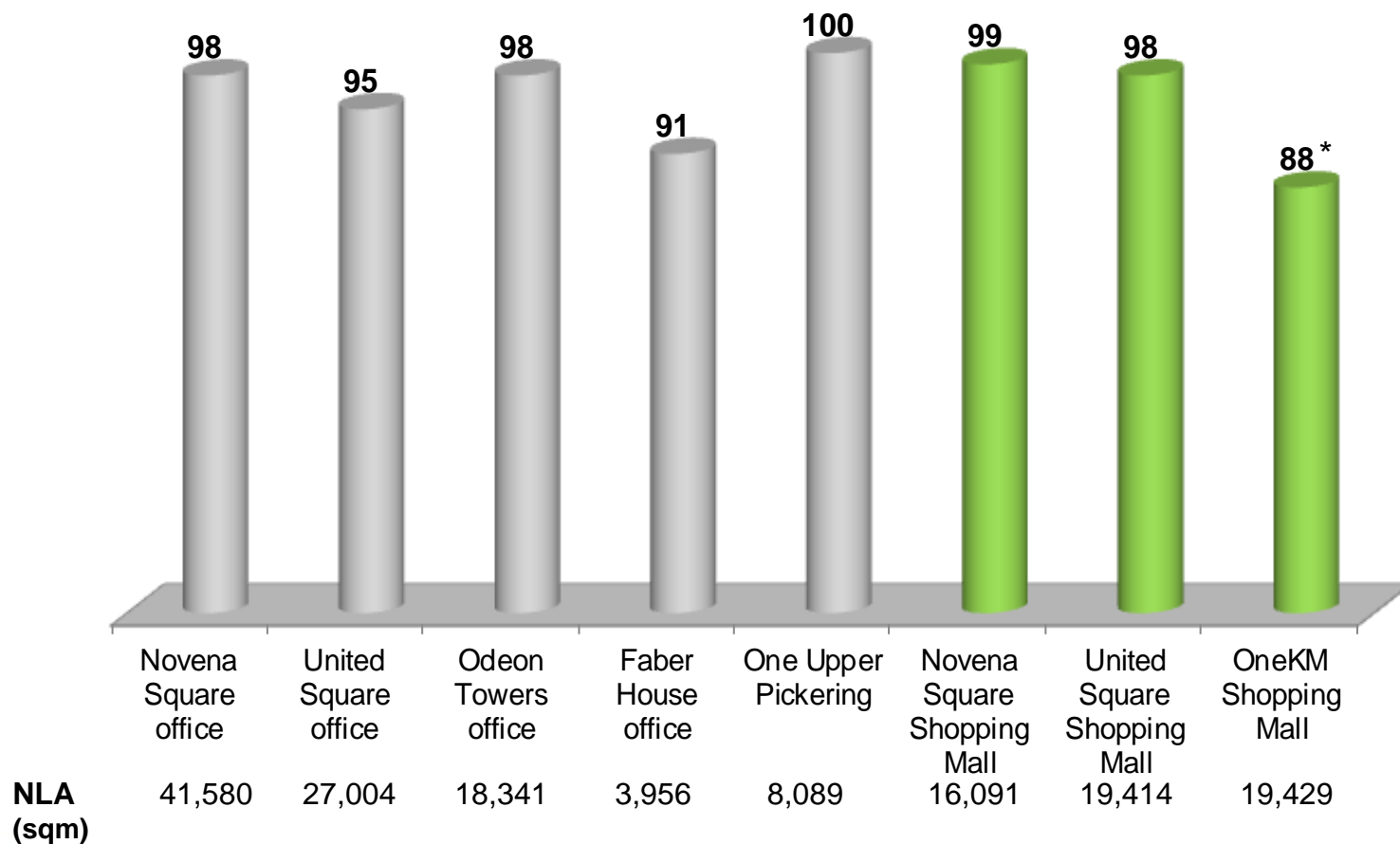
- 19,429 sqm mall offering lifestyle, edutainment and gastronomy
- 100% stake
- 89% leases committed as at 31 December 2014
- Officially opened on 30 November 2014

PROPERTY INVESTMENTS



Achieved above 95% occupancy for almost all commercial properties

YTD 31.12.14



*OneKM was officially opened on 30 November 2014.

PROPERTY INVESTMENTS



Tenancy Management

| | % Change in Overall Average Rent FY14 vs FY13 | Lease Renewal | |
|-----------------------|---|----------------------------|-----------|
| | | Lease Expiry in 2015 (sqm) | |
| | | NLA | %* |
| Offices | | | |
| Novena Square | +1.7 | 20,999 | 51 |
| United Square | +2.6 | 8,141 | 33 |
| Odeon Towers | +1.6 | 8,402 | 46 |
| Faber House | +5.1 | 744 | 19 |
| Subtotal | +2.5 | 38,286 | 42 |
| Shopping Malls | | | |
| Novena Square | +4.8 | 6,189 | 39 |
| United Square | +6.4 | 7,329 | 38 |
| Subtotal | +5.6 | 13,518 | 38 |

* Percentage of NLA for each property.

PROPERTY INVESTMENTS

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

HOTEL OPERATIONS

| Owned Hotels | Country | Rooms |
|---|-----------|--------------|
| <u>Portfolio</u> | | |
| Pan Pacific Orchard | Singapore | 206 |
| PARKROYAL on Beach Rd | Singapore | 343 |
| PARKROYAL on Kitchener Road | Singapore | 532 |
| PARKROYAL on Pickering | Singapore | 367 |
| Pan Pacific Perth | Australia | 486 |
| PARKROYAL Darling Harbour, Sydney | Australia | 340 |
| PARKROYAL Parramatta | Australia | 196 |
| PARKROYAL Melbourne Airport | Australia | 276 |
| PARKROYAL Kuala Lumpur | Malaysia | 426 |
| PARKROYAL Penang | Malaysia | 309 |
| Pan Pacific Xiamen | China | 354 |
| Pan Pacific Suzhou | China | 481 |
| Pan Pacific Tianjin | China | 319 |
| PARKROYAL Yangon | Myanmar | 333 |
| Sofitel Plaza Hanoi | Vietnam | 321 |
| PARKROYAL Saigon | Vietnam | 186 |
| Sub Total | | 5,475 |
| <u>Pipeline</u> | | |
| Hotel in Bishopsgate, London (to be operated under the "Pan Pacific" brand) | UK | 190 |
| Total | | 5,665 |

HOTEL MANAGEMENT

| | Existing | | Pipeline | |
|--------------------------|---------------|--------------|---------------|--------------|
| | No. of Hotels | No. of Rooms | No. of Hotels | No. of Rooms |
| By Brands | | | | |
| Pan Pacific | 19 | 5,764 | 2 | 538 |
| PARKROYAL | 13 | 3,775 | 3 | 768 |
| Others | 1 | 321 | 0 | 0 |
| Total | 33 | 9,860 | 5 | 1,306 |
| By Ownership Type | | | | |
| Owned | 20 | 6,158 | 1 | 190 |
| Managed | 13 | 3,702 | 4 | 1,116 |
| Total | 33 | 9,860 | 5 | 1,306 |

Note: Serviced suites are included in the above tally

RESIDENTIAL OUTLOOK

- Buying sentiment for residential property remains muted although projects with strong value propositions and in good location should still interest buyers.

OFFICE OUTLOOK

- Office rents and capital values continue to trend up due to limited new supply in 2015.

RETAIL OUTLOOK

- Retail rents likely to moderate amid rising occupancy costs and competition from online shopping.

HOTEL OUTLOOK

- Hotel sector in Singapore could benefit from SEA Games and SG50 events. Tourism and business travel for Asia Pacific may face challenges from economic slowdown.

STRATEGIC DIRECTION

- Stay nimble for strategic acquisitions in Singapore.
- Selectively diversify into overseas markets.
- Refresh hotels through asset enhancement initiatives.

AWARDS HIGHLIGHTS

CORPORATE AWARD

UOL Group Limited

- BCI Asia Top 10 Developer Awards



RESIDENTIAL PROJECTS

International Property Awards 2014 (Asia Pacific)

- Seventy Saint Patrick's
- Spottiswoode Residences
- Thomson Three
- Riverbank@Fernvale



Singapore Property Awards 2014

- Terrene at Bukit Timah
- Waterbank at Dakota



HOTEL PROPERTIES

PARKROYAL on Pickering

- FIABCI Prix d'Excellence Award
- International Property Awards 2014 (Asia Pacific)
- President's Design Award 2013 - Design of the Year



PRESIDENT'S
DESIGN AWARD
SINGAPORE

Pan Pacific Serviced Suites Beach Road

- Singapore Property Awards 2014

PAN PACIFIC HOTELS GROUP LIMITED

- COMPANY OVERVIEW
- BUSINESS REVIEW
- FOCUS & OUTLOOK

BERNOLD OLAF SCHROEDER
CHIEF EXECUTIVE OFFICER
(HOTELS)



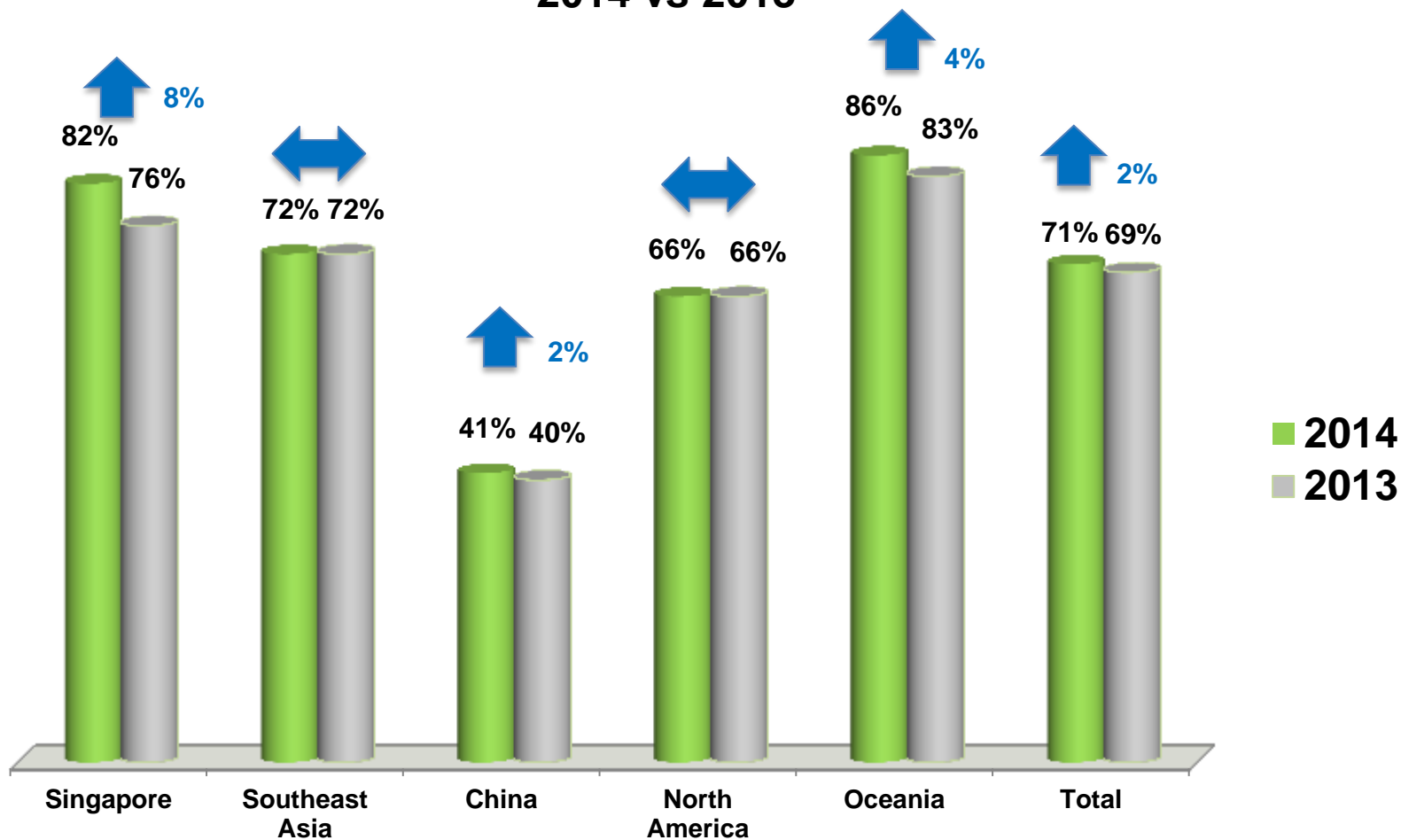
COMPANY OVERVIEW

- Headquartered in Singapore, Pan Pacific Hotels Group owns and/or manages over 30 hotels, resorts & serviced suites with some 12,000 rooms in Asia, Oceania, North America and Europe, including those under development.
- Comprises two highly-acclaimed brands:



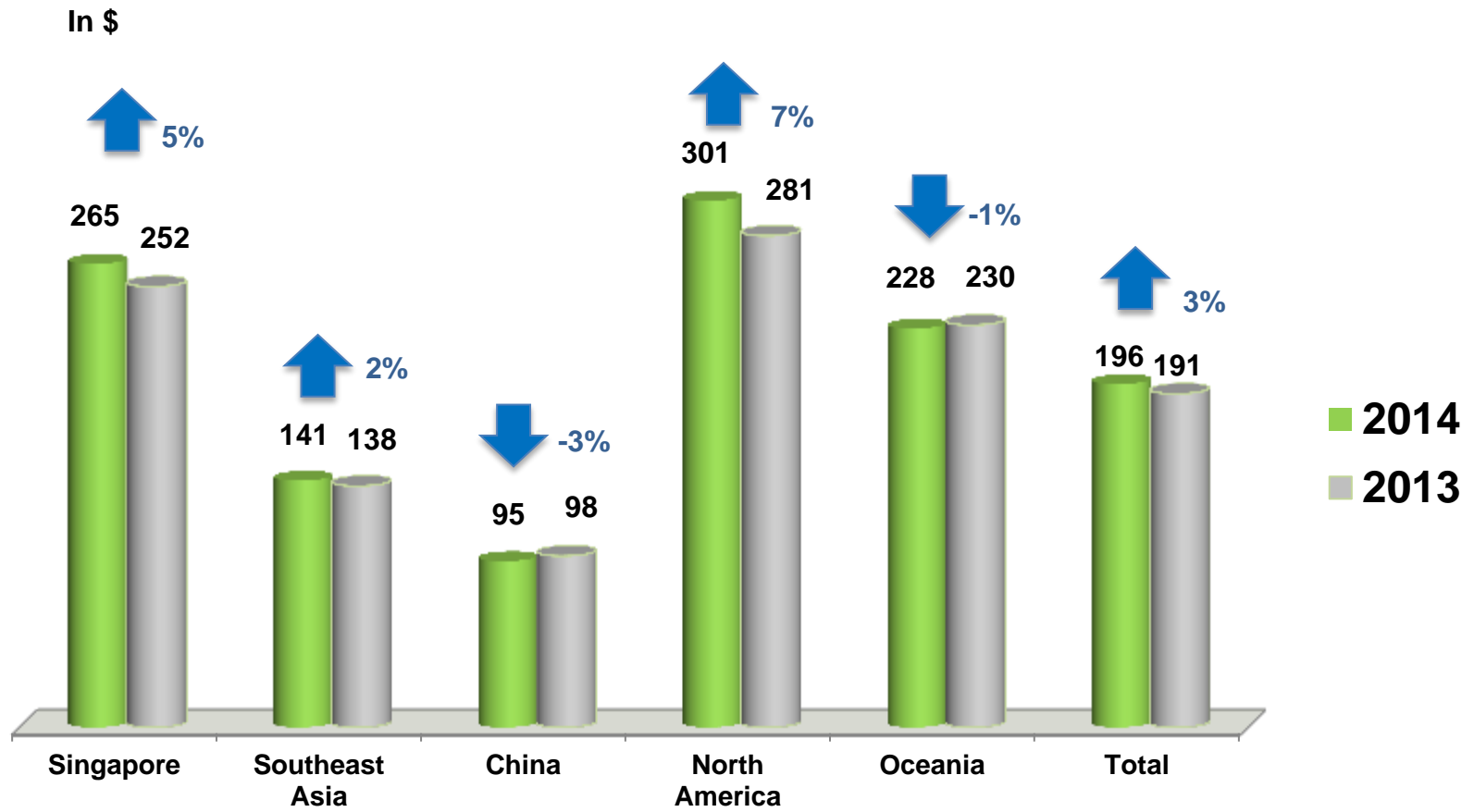
BUSINESS REVIEW

Hotel Occupancy 2014 vs 2013



BUSINESS REVIEW

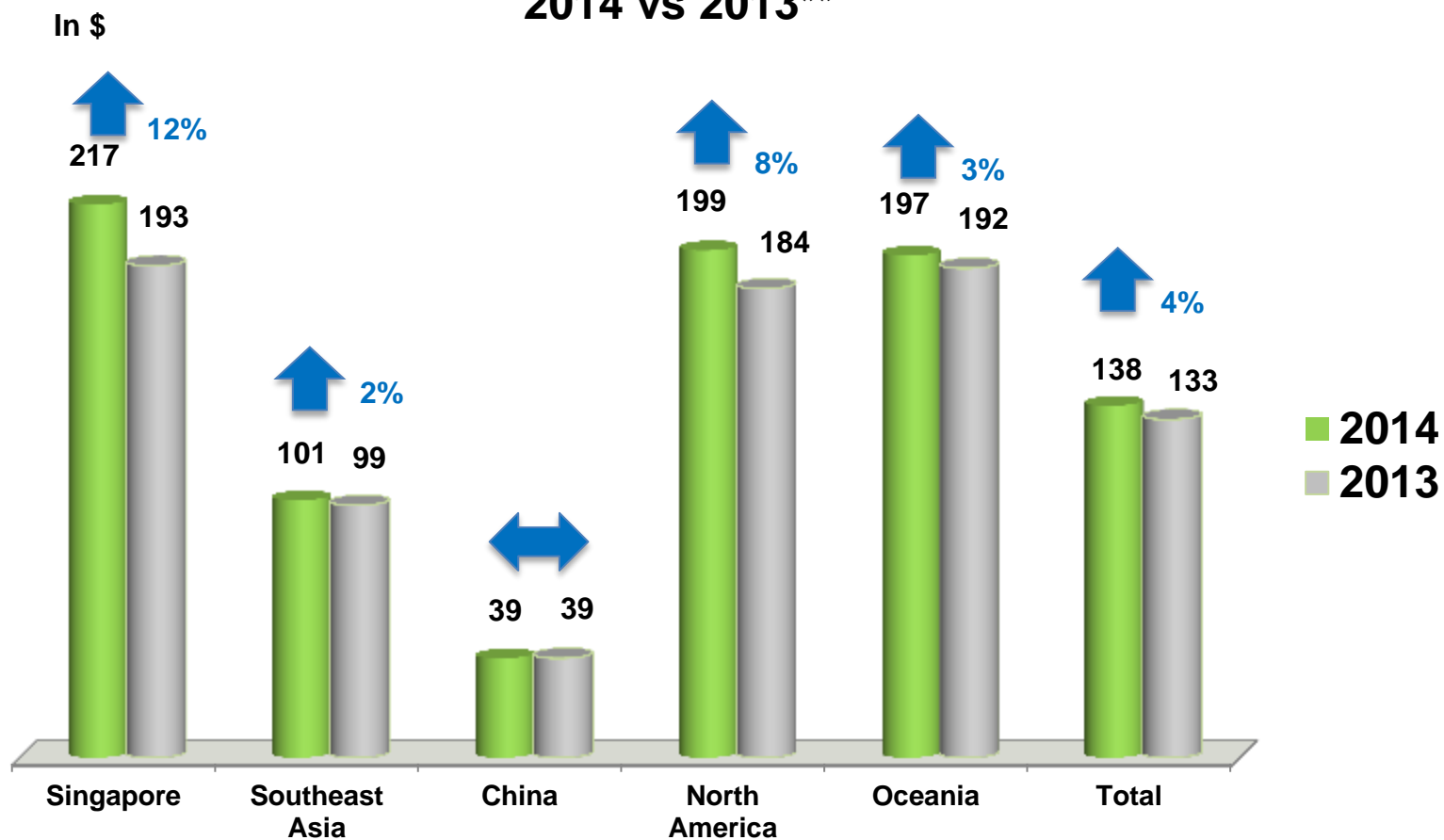
Average Room Rate 2014 vs 2013*



* For comparability, FY2013 ARR has been translated at constant exchange rates (31 December 2014)

BUSINESS REVIEW

RevPar* 2014 vs 2013**



* RevPar = Revenue per Available Room

** For comparability, FY2013 RevPar has been translated at constant exchange rates (31 December 2014)

OPENINGS IN 2014

| Property | Opening Date | Amenities |
|----------------------------------|-----------------|--|
| PARKROYAL Nay Pyi Taw | 1 April 2014 | <ul style="list-style-type: none"> • First international hotel brand in Myanmar's capital Nay Pyi Taw • 90-room hotel with a restaurant, spa, gym, swimming pool and meeting facilities • Located within the vicinity of the Myanmar International Convention Centre |
| Pan Pacific Tianjin | 21 October 2014 | <ul style="list-style-type: none"> • Fifth "Pan Pacific" in China, following properties in Xiamen, Suzhou and Ningbo • Situated along Haihe River; 40-minute drive from Tianjin Binhai International Airport • 289 guestrooms and 30 serviced suites, with Chinese restaurant Hai Tien Lo, noodle bar, event spaces, indoor swimming pool, fitness centre and spa |

PIPELINE-OWNED

| Property | Opening Date | Amenities |
|---------------------------|--------------|---|
| Pan Pacific Yangon | 2017 | <ul style="list-style-type: none"> • First “Pan Pacific” in Myanmar • Joint venture on a 20:20:60 shareholding basis (PPHG 20%; Shwe Taung Group 60%; City Square Pte Ltd 20%) • 348-room hotel, part of a mixed-use development |
| Pan Pacific London | 2019 | <ul style="list-style-type: none"> • First “Pan Pacific” in Europe/United Kingdom • Proposed 190-room hotel located in the heart of London’s central financial district • Part of a UOL luxury mixed-use development |

PIPELINE-MANAGED

| Property | Opening Date | Amenities |
|---|--------------|---|
| PARKROYAL Rainbow Hills Bogor Resort | 2016 | <ul style="list-style-type: none"> 225-room resort in Bogor, a popular retreat and meeting destination 60km away from the Indonesian capital of Jakarta |
| PARKROYAL Melbourne | 2016 | <ul style="list-style-type: none"> 281-room hotel offering views of the city centre and the Victoria Harbour waterfront |
| PARKROYAL Langkawi Resort | 2017 | <ul style="list-style-type: none"> Features 253 rooms and nine villas, all-day dining restaurant, specialty restaurant, beach bar, spa, gymnasium, family lounge, ballroom, meeting rooms and outdoor swimming pools |

FOCUS – FY2014

- Focused on growth in Asia Pacific with the opening of two new properties.
- Launched refreshed brands' websites to improve user experience and deepen online customer engagement.
- Opened seventh Global Sales Office in Beijing to expand customer reach and grow share of Chinese travel market.

OUTLOOK

- Outlook for hotels in Singapore and in Asia Pacific remains challenging in view of the uncertain global economy and geopolitical events.
- Increasing room supply will moderate the growth in occupancy and average room rates.
- The Group will continue to expand its portfolio in Asia Pacific.
- The Group will focus on:
 - Investing in selected hotel properties and driving management contracts.
 - Increasing operating efficiency.

2014 AWARDS



Forbes Travel Guide

- Pan Pacific Seattle
- Pan Pacific Vancouver



Business Traveller Asia-Pacific Awards

- PARKROYAL on Pickering



BCA Green Mark Platinum

- PARKROYAL on Kitchener Road



Green Globe certification

- Pan Pacific Seattle



Travel + Leisure World's Best Awards

- Pan Pacific Whistler Mountainside



World Luxury Hotel Awards

- "Pan Pacific" and PARKROYAL hotels across Asia

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THANK YOU

Q&A