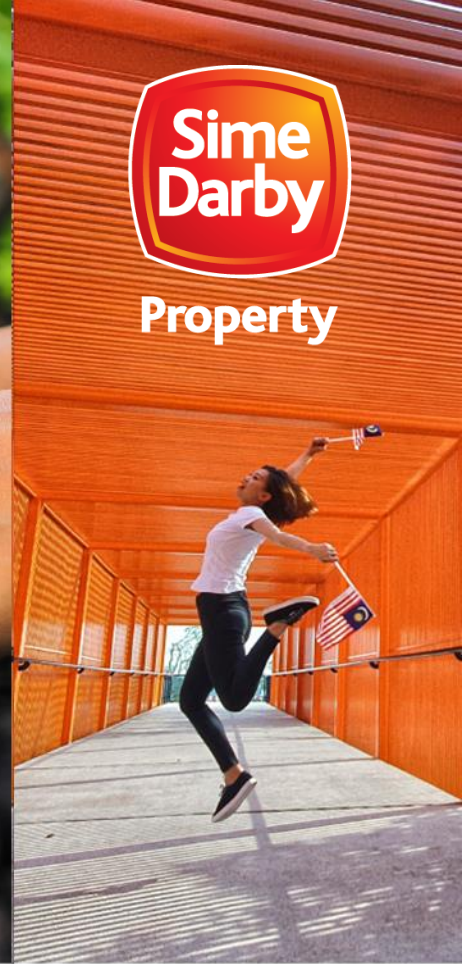




Q2 FY2021

FINANCIAL RESULTS VIRTUAL BRIEFING SESSION



Property



Property



City of Elmina, Shah Alam

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H1 FY2021 Key Highlights (Financial)

Revenue of ~RM1.1b and PBT of RM152.3m; translating into PATAMI of RM80.5m in H1 FY2021

Financial Performance Snapshot

Revenue
RM1,092.3m

Reported PBT
RM152.3m

Reported PATAMI
RM80.5m

Financial Position (as at 30 June 2021)

Cash Balances
RM698.3m

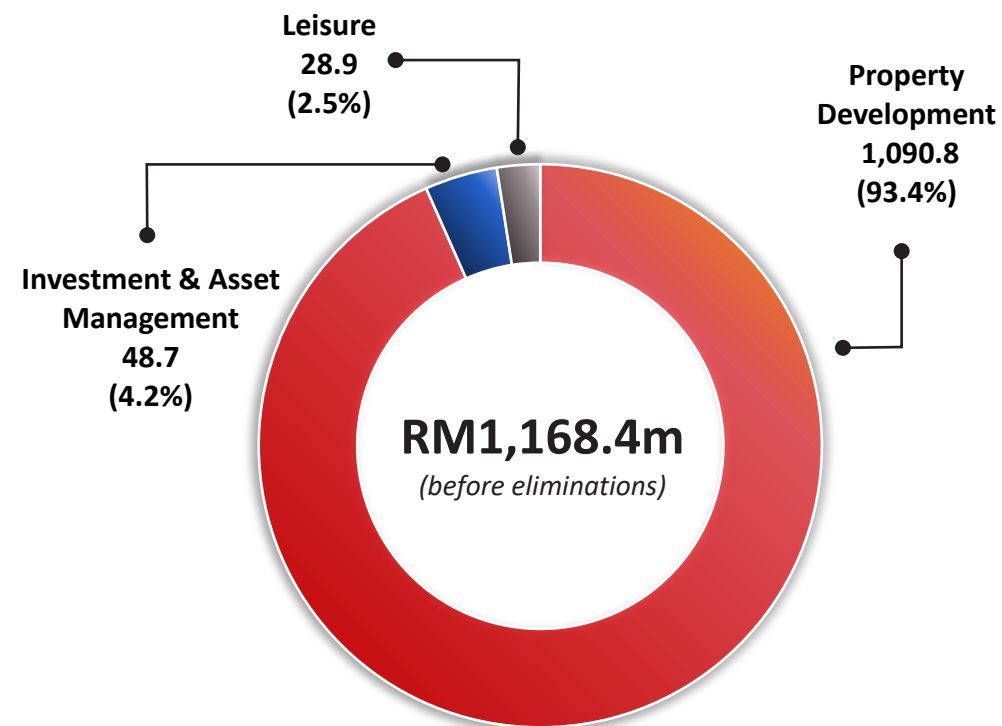
Total Equity
RM9,386.5m

**Net Assets per
Share Attributable
to Owners of the
Company**
RM1.35

Gross Gearing
37.4%

Net Gearing
29.9%

Segment Revenue



H1 FY2021 Key Highlights (Operational)

Sales achievement of RM1.3b met 54% of full year sales target of RM2.4b

Operational Highlights

Achieved RM680.3m sales in Q2FY21 & RM1.3b sales in H1FY21 buoyed by (1) aggressive & effective digital marketing efforts (built in-house); (2) Home Ownership Campaign and (3) low interest rate environment

1,806 units launched
with RM1,637.2m GDV
in H1 FY2021

**RM1,310.5m sales;
1,340 units sold**
(~46% from New Launches & Not New
Launches of residential landed)

RM1.0b
total bookings
(as at 8 Aug 2021)

RM1.83b
unbilled sales

89%
Average take-up
rates for H1
residential new
launches (excl. statutory)
(as at 8 Aug 2021)

SDP Virtual offers a new home viewing experience, where we bring our physical gallery experience into the digital world



**Digital marketing
campaign launched on
16 June 2021**

**City of
Elmina as
pilot township**

Financial Performance

Second Quarter (Q2 FY2021) & First Six Months (H1 FY2021)
ended 30 June 2021

Profit & Loss Performance

H1 revenue and PBT increased by ~43% YoY and ~227% YoY;

Q2 remained profitable: revenue (+75% YoY) and PBT (+150% YoY) amid stricter containment measures

RM mil	Q2 FY2021	Q2 FY2020 (restated)	YoY%	Q1 FY2021	QoQ%
Revenue	502.8	288.2	74.5	589.5	(14.7)
Gross Profit	119.0	(30.0)	497.0	158.2	(24.8)
PBIT/(LBIT)	52.6	(107.4)	149.0	97.9	(46.2)
PBT/(LBT)	57.3	(113.8)	150.3	95.0	(39.7)
PATAMI/(LATAMI)	19.9	(93.0)	121.4	60.6	(67.2)
PATAMI/(LATAMI) excl. one-offs	19.9	(29.7)	167.0	60.6	(67.2)
Basic Earnings/(Loss) Per Share (sen)	0.3	(1.4)	121.4	0.9	(67.2)

RM mil	H1 FY2021	H1 FY2020 (restated)	YoY%
Revenue	1,092.3	765.0	42.8
Gross Profit	277.2	49.5	459.4
PBIT/(LBIT)	150.6	(109.7)	237.2
PBT/(LBT)	152.3	(119.5)	227.4
PATAMI/(LATAMI)	80.5	(90.3)	189.2
PATAMI/(LATAMI) excl. one-offs	80.5	(27.9)	388.4
Basic Earnings/(Loss) Per Share (sen)	1.2	(1.3)	189.2

Note: Restatement for FY2020 to take into account the Group's adoption of the Agenda Decision on IAS 23 Borrowing Costs from 1 January 2021 onwards

Key Takeaways

Q2 FY2021 vs Q2 FY2020 (YoY) and Q1 FY2021 (QoQ)

- YoY**
- **Improved revenue** despite the imposition of Movement Control Order (MCO), mainly contributed by **Property Development (+104.7% YoY)** that constituted **93%** of Group's revenue
 - **Q2 FY21 recorded PBT of RM57.3m**, against last year's LBT of -RM113.8m; **no one-offs** in the current quarter
- QoQ**
- **Lower revenue in Q2 FY21 (-14.7% QoQ)** due to the re-imposition of MCO that impacted all three business segments
 - **PBT lower (-39.7% QoQ)** due to lower profit from PD (-17% QoQ), higher share of loss from Melawati Mall (-24% QoQ) and lower profit from PJ Midtown (-68% QoQ)

H1 FY2021 vs H1 FY2020 (YoY)

- **Revenue increased by 42.8% YoY to RM1,092.3m** due to the **better performed PD segment** underpinned by the higher sales and development activities in townships and clearance of completed stocks
- **PBT improved by > 200% to RM152.3m** from a loss last year
- **No one-offs** in H1 FY2021

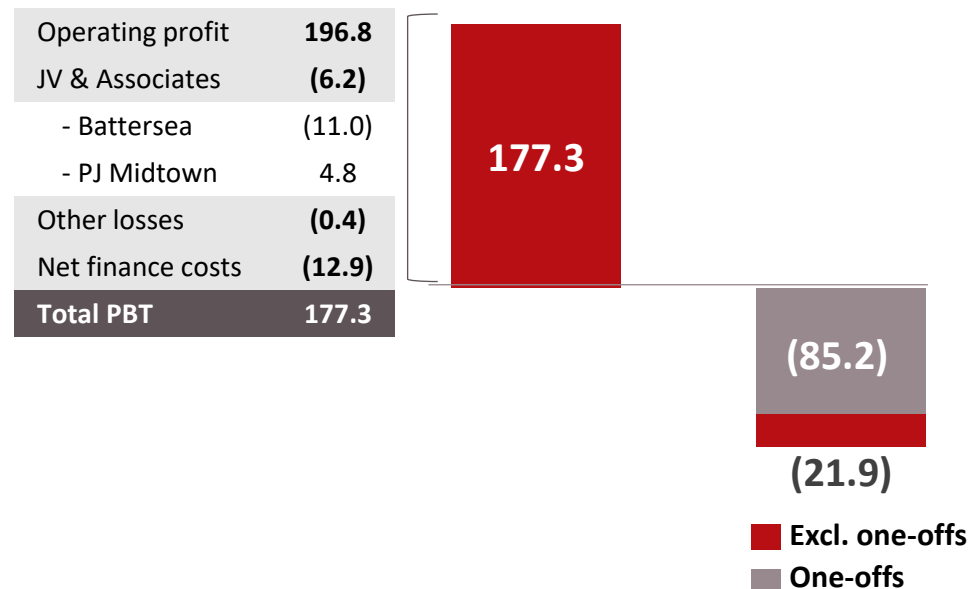
Segmental Revenue and PBT/(LBT) Analysis for Q2 FY21 & H1 FY21

Improved H1 FY21 performance backed by strong sales as marketing efforts intensified

Property Development (PD)

- In **Q2 FY21** itself, **revenue and PBT improved by 104.7% YoY and 179.5% YoY** respectively, attributed to the resilient performance of the PD segment
- **Higher revenue in H1 FY21 (+55.0% YoY)** driven by effective & intensive digital marketing initiatives, the Home Ownership Campaign and low interest rate regime:
 - **Higher new sales and development activities** in the City of Elmina, Elmina Business Park, Serenia City, Bukit Jelutong, Bandar Ainsdale, Nilai Impian, The Glades and KLGCC Resort
 - **Higher sales of completed stocks** in KL East and Melawati
- **Operating expenses reduced by 10.9% YoY** via better planning & cost control
- **PBT improved by >200% YoY from a loss last year** due to:
 - **Higher contribution from above mentioned projects**
 - **Lower share of losses from JVs and associates (-RM6.2m vs -RM19.0m YoY)** resulted by lower marketing expenses in the Battersea Project and higher contribution from PJ Midtown
- Previous year results was severely impacted by the first implementation of MCO and impairment of inventories of RM85.2m

	H1 FY2021	H1 FY2020	
Revenue	RM1,090.8m	RM703.5m	▲ 55.0%
PBT/(LBT)	RM177.3m	(RM107.1m)	▲ 265.5%



Segmental Revenue and PBT/(LBT) Analysis for Q2 FY21 & H1 FY21

I&AM revenue buoyed by KLEM's contribution; Leisure segments recorded lower losses

Investment & Asset Management

	H1 FY2021	H1 FY2020	
Revenue	RM48.7m	RM36.2m	▲ 34.5%
PBT	RM12.4m	RM3.5m	▲ 256.5%

12.4	8.5
	(5.0)

- **Higher revenue in H1 FY21 (+34.5% YoY):**
 - Mainly attributed by **KL East Mall (KLEM)** of **RM15.3m** which was opened to public in November 2020
 - **Higher contribution from concession business** (+12.3% YoY)
- **PBT improved by >200% to RM12.4m** in H1 as last year was impacted by the pre-operating expenses for the opening of KLEM
- However, higher share of losses from Melawati Mall in H1 FY21 (RM4.7m vs RM3.1m)

Leisure

	H1 FY2021	H1 FY2020	
Revenue	RM28.9m	RM30.8m	▼ 6.1%
LBT	(RM6.3m)	(RM15.9m)	▲ 60.3%

(6.3)	(15.9)
-------	--------

- **H1 FY21 revenue declined by 6.1% YoY** as contribution from golfing activities, events and functions remained low following the Covid-19 pandemic and closure of business
- **LBT improved by ~60% YoY** upon consolidation of its operations to drive operational and cost efficiency

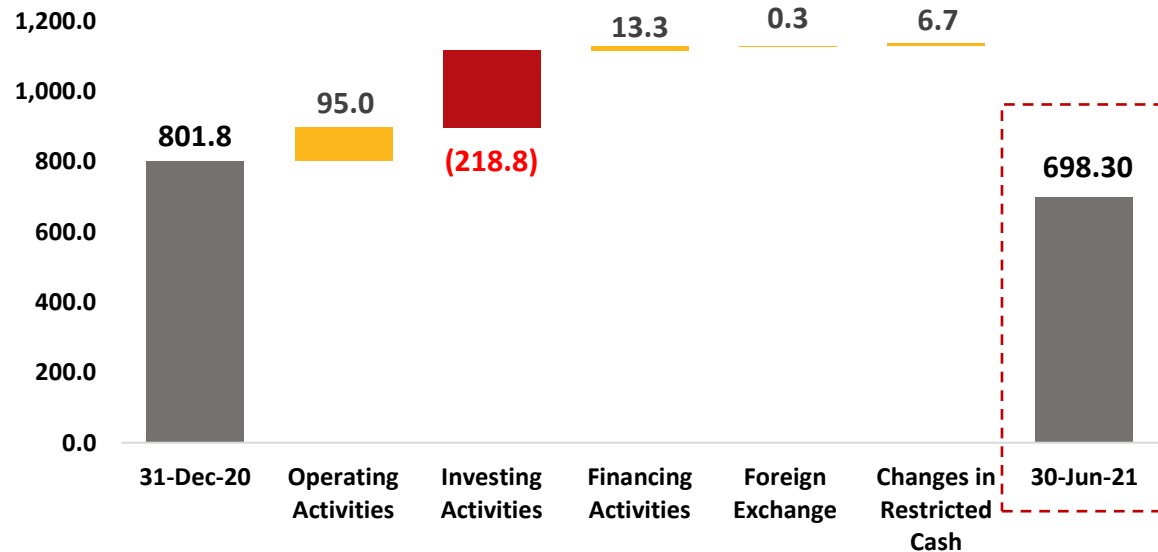
■ Excl. one-offs
■ One-offs

Cash and Debt as at 30 June 2021

Healthy cash balances with continued positive operating cash flow generated from sales of completed stocks

Cash & Cash Equivalents

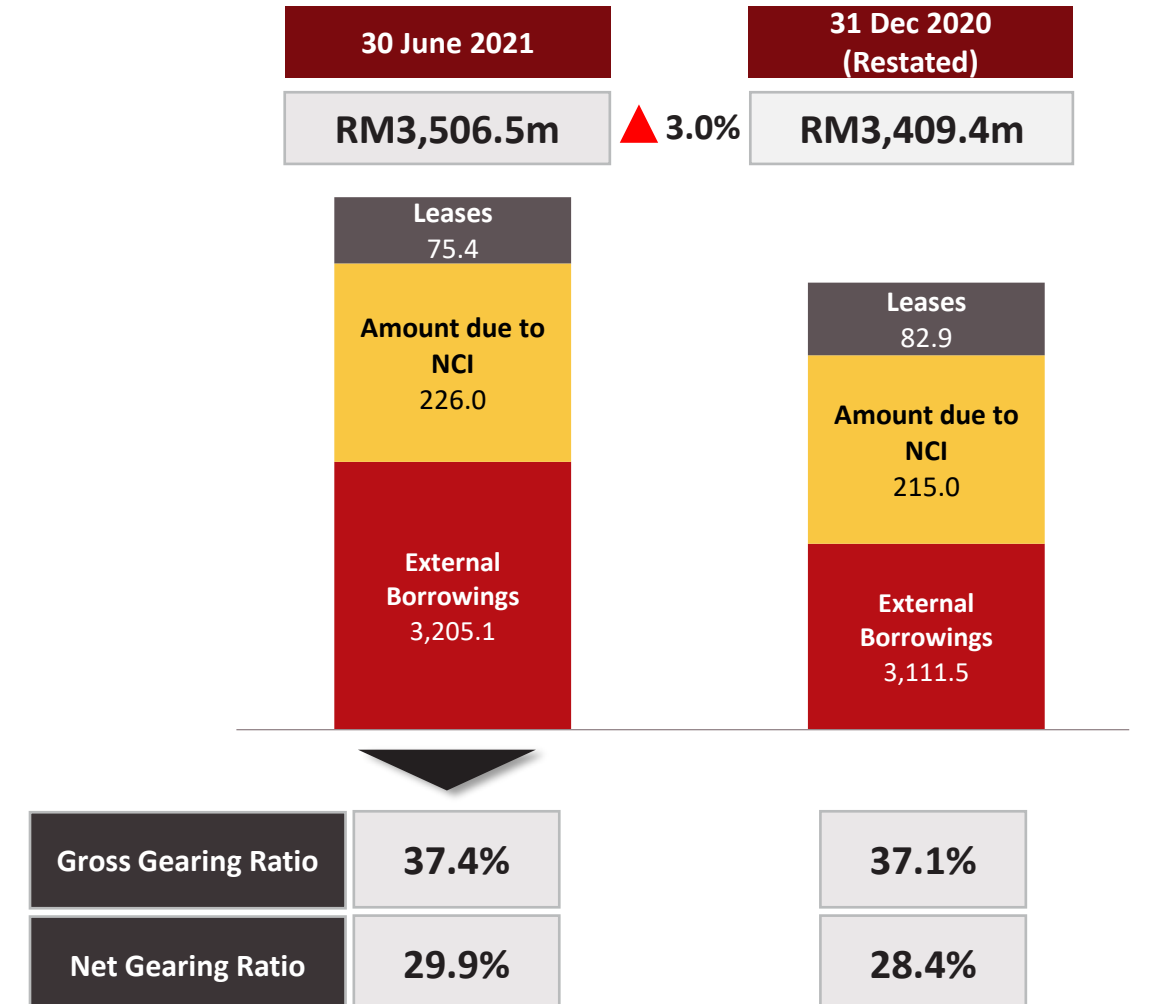
(RM mil)



- **Continued positive net cash inflow from operating activities** mainly due to sales achieved from completed stocks and billings/collections from ongoing development
- **Net cash outflow from investing activities** mainly related to equity injection into Battersea of RM216.1m
- **Net cash outflow in financing activities** mainly includes net drawdown from borrowings offset by loan repayment and finance costs paid

Group Debt

(RM mil)



Property Development Inventories

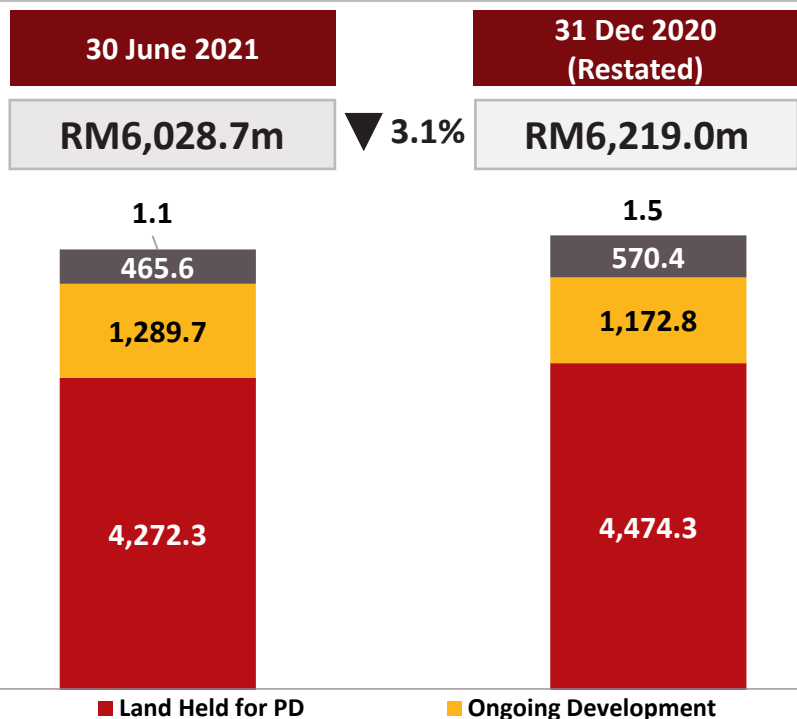
More property development to unlock land value; completed and not new launch stocks reduced leading to overall reduction in inventories of 3.1%

Definitions:

- Completed – Projects **completed as at 1 Jan 2021**
- Incoming Completed – Projects **to be completed in FY2021**
- Not New Launch – Target **completion after FY2021**
- New Launch – Projects **launched in FY2021**

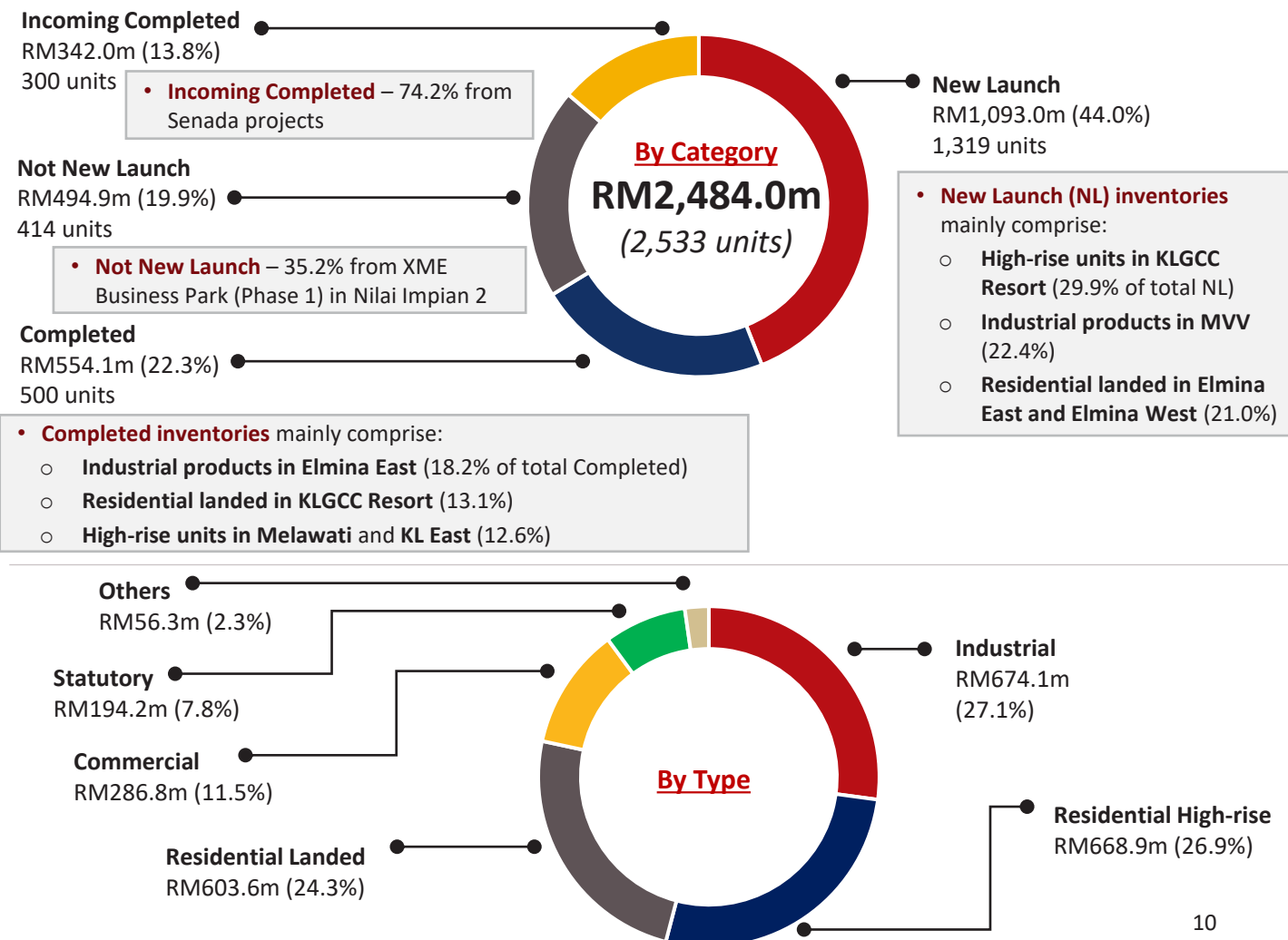


Inventories in Carrying Value



- Reclassification of costs (RM182m) from Land Held for PD to Ongoing inventories, mainly for Elmina Business Park development
- Reduction of completed inventories by 18.4% mainly from integrated development at KL East of RM78m

Inventories in GDV & Units





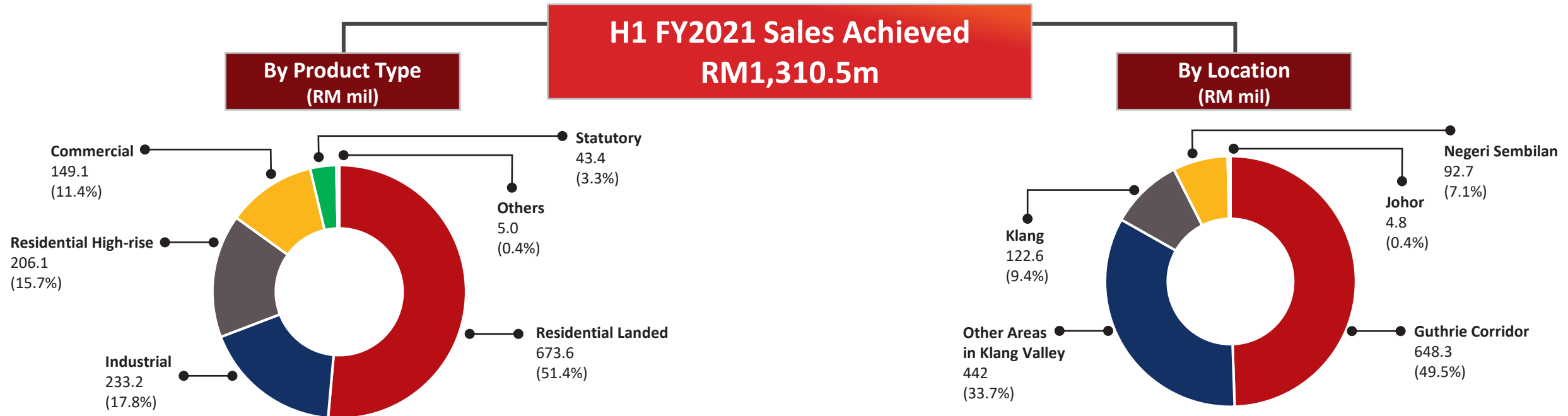
Property

Operational Performance

H1 FY2021

Sales Achieved by Product Type and Location

Residential landed and Industrial products remain as key sales contributors with ~70% sales; Guthrie Corridor continued to be the preferred location



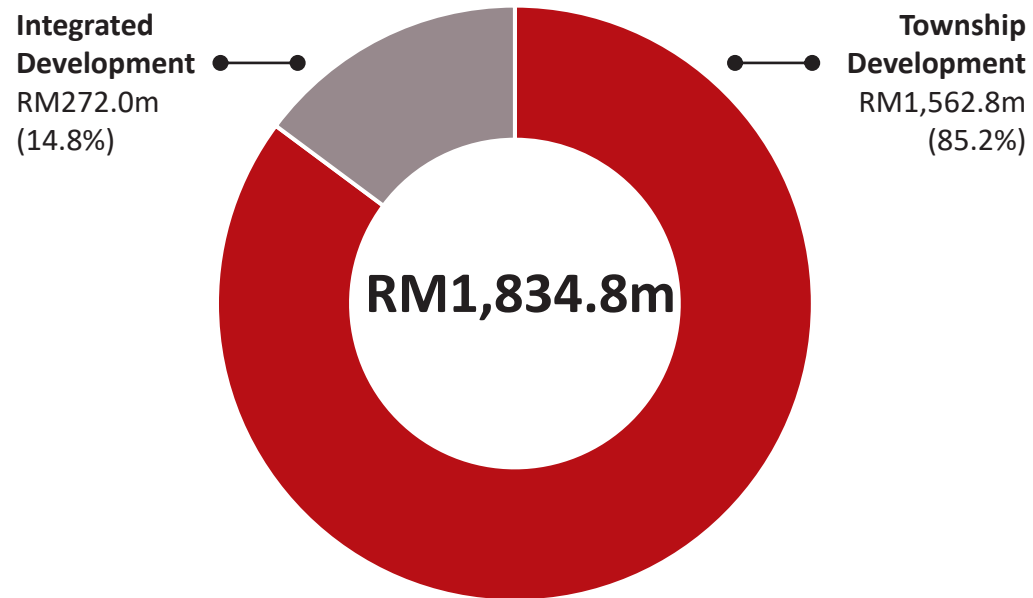
- **Residential landed products remained as key sales contributor** mainly from **City of Elmina (RM368.5m)**, **Bandar Bukit Raja (RM118.6m)** and **Serenia City (RM86.3m)**
- **Industrial products remained as the second highest sales contributor (~18%)** with sales contribution mainly from **Elmina Business Park (RM160.0m)**
- **Higher residential high-rise sales of ~16%** mainly from **KL East / Taman Melawati (RM52.5m)** and **KLGCC Resort (RM48.4m)**; expected to increase with the conversion of bookings

- **Guthrie Corridor - 35%** of total sales was derived from **Elmina East and Elmina West**
- **Other Areas in Klang Valley –** mainly from **Serenia City (8.8%** of total sales) and **Senada projects (8.4%)**
- **Klang - Bandar Bukit Raja 2 & 3** comprised **9.1%** of total sales

Unbilled Sales as at 30 June 2021

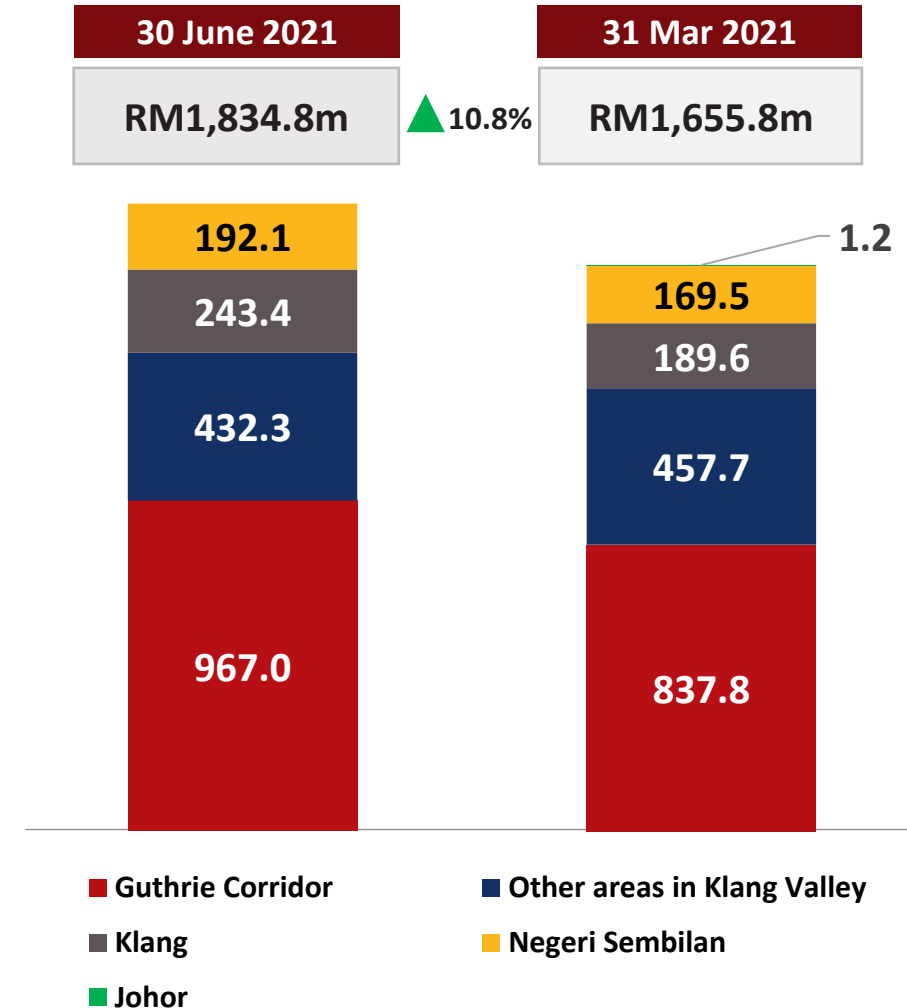
Unbilled sales grew by 10.8% from 31 March 2021; increased revenue visibility for the next two years

By Property Development Type



- Unbilled sales level as at 30 June 2021 stood at **RM1.83b** (31 Mar 2021: RM1.66b) - **increased by 10.8%**
- ~35%** of the unbilled sales will be **recognised by FY2021**

By Location



Q2 FY2021 Launches (1/3)

Q2 FY2021: RM1.4b GDV & 1,577 units launched; bringing H1 FY2021 total to RM1.6b GDV & 1,806 units launched with commendable take-up rates

Total Launches in Q2 FY2021
1,577 units @ RM1,443.7 million GDV

Residential Landed - 609 units @ RM549.3 million GDV



EG4A & 4B, City of Elmina

96% Take-up rate

Double-storey Linked Homes
349 units, GDV: RM277.5 mil
Launched: May 2021



Lyra 1 & 2, Bandar Bukit Raja 2

97% Take-up rate

Double-storey Linked Homes
191 units, GDV: RM140.6 mil
Launched: April & May 2021



Hevea 2, City of Elmina

48% Take-up rate (Phase 2)

Semi Detached & Detached Homes
69 units, GDV: RM131.2 mil
Launched: April 2021

88% Take-up rate (Phase 1) – Launched: Dec 2020

Q2 FY2021 Launches (2/3)

Exceptional response to Jendela Residences in May resulted in 78% take-up rate; resulting in Tower 2 opening up in August 2021

Residential High-rise - 254 units @ RM432.0 million GDV



Jendela Residences, KLGCC Resort (Phase 1)

78% Take-up rate

Residential High-rise
254 units, GDV: RM432 mil
Launched: May 2021

- Successful launch of Jendela Residences Phase 1 in May 2021; **78% of 254 units taken up as at 8 Aug 2021**
- Following the overwhelming interest of Phase 1, preview for Phase 2 of the luxury high-rise development begun on 12 August 2021

**Take-up rate as at 8 August 2021*

Q2 FY2021 Launches (3/3)

Launched industrial products from Elmina Business Park & Hamilton MVV worth ~RM340m GDV

Industrial - 46 units @ RM339.8 million GDV

100% Take-up rate



I21, Elmina Business Park

Industrial Land
1 unit, GDV: RM13.1 mil
Launched: April 2021

I13, Elmina Business Park

Industrial Lot
3 units, GDV: RM41.7 mil
Launched: May 2021

>80% Take-up rate



Plot 1, Hamilton, MVV

Industrial Lot
6 units, GDV: RM96.4 mil
Launched: June 2021

Plot 2A, Hamilton, MVV

Industrial Lot
15 units, GDV: RM73.3 mil
Launched: June 2021

Plot 2B, Hamilton, MVV

Industrial Lot
21 units, GDV: RM115.3 mil
Launched: June 2021

Statutory - 668 units @ RM122.6 million GDV



Serenia Amalina, Serenia City

100% Registration of Interest

Statutory (Rumah Selangorku)
432 units, GDV: RM75.4 mil
Launched: April 2021



Inang, Bandar Bukit Raja 1

100% Registration of Interest

Statutory (Rumah Selangorku)
236 units, GDV: RM47.2 mil
Launched: April 2021

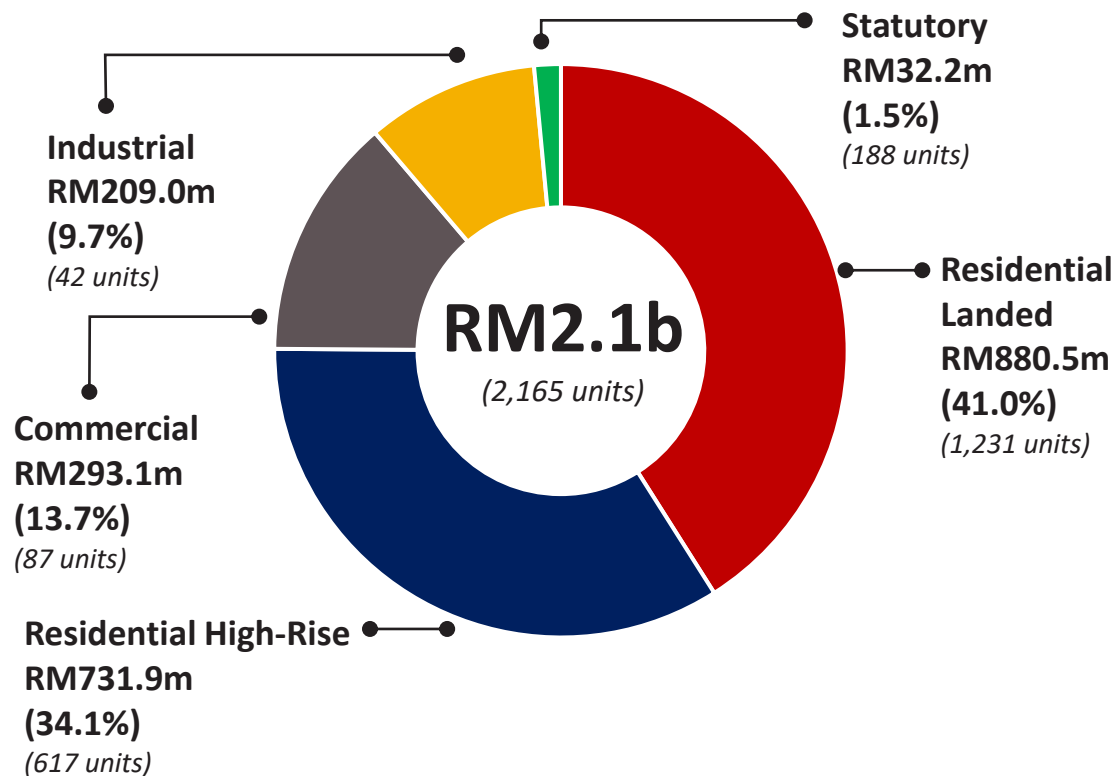
**Take-up rate as at 8 August 2021*

H2 FY2021 Launches

Strategic planned launches worth ~RM2.1b, supported by enhanced digital marketing & sales capability and ongoing HOC

Planned Launches for H2 FY2021 ~RM2.1 billion GDV | 2,165 units

Agile Launch Plan with Healthy Product Mix



Planned launches in Q3: RM987.8m GDV & 602 units

Product	Units	GDV (RM mil)	GDV proportion
Residential High-Rise	266	533.9	54.0%
Commercial	80	285.4	28.9%
Residential landed	203	110.0	11.1%
Industrial products	19	57.1	5.8%
Statutory	34	1.4	0.1%
Total	602	987.8	100%

Key Highlights

- **Residential High Rise:** KLGCC Resort (Jendela Phase 2 opened up in Aug 2021)
- **Commercial:** Bandar Bukit Raja, Bandar Universiti Pagoh & SJCC
- **Residential Landed:** Nilai Impian 2, Bandar Bukit Raja & Bandar Ainsdale
- **Industrial:** Nilai Impian 2 & Elmina Business Park
- **Statutory:** Semenyih


End-to-end Online Marketing & Sales Solution Built In-House




To create a seamless online sales experience for our customers



Property

Residential ▾Commercial ▾Industrial ▾


Find A HomeContact Us



Online Guided Sales Experience


As all our galleries are temporarily closed,
let us extend the sales gallery experience to you online.

1




Browse & register for the property of your interest via the registration form

2






Our Sales Consultants will contact you to guide you & answer any queries you may have


3



Choose your preferred unit & complete the booking process online from home



Experience now



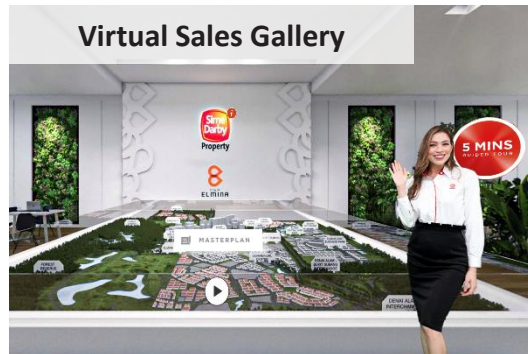
Fully Digital & Online Sales Experience

Convenience for homebuyers to view, register, select and complete payments online

Advertise
Online



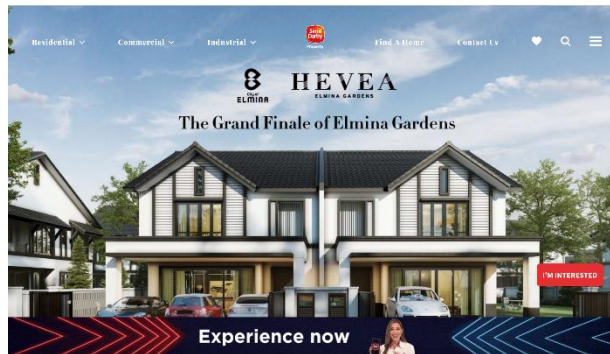
Product
Viewing



Register
Interest



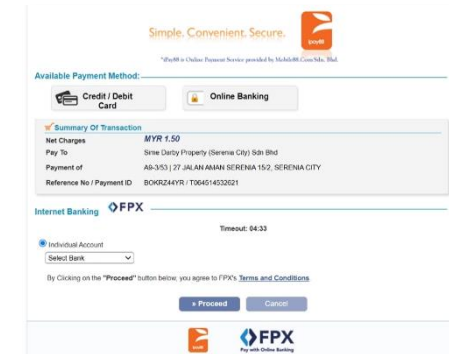
Online
Guided Sales



Unit
Selection



Pay & Receipt



Documentation



Battersea Power Station Updates

Phase 1 - Circus West Village



Property

PHASE 1

CIRCUS WEST VILLAGE



- Completed in 2017
- All retail is fully re-opened following the relaxation of government restrictions
- Site activation and events planned throughout Summer to drive footfall and continue to ensure BPS is a vibrant and thriving place to visit



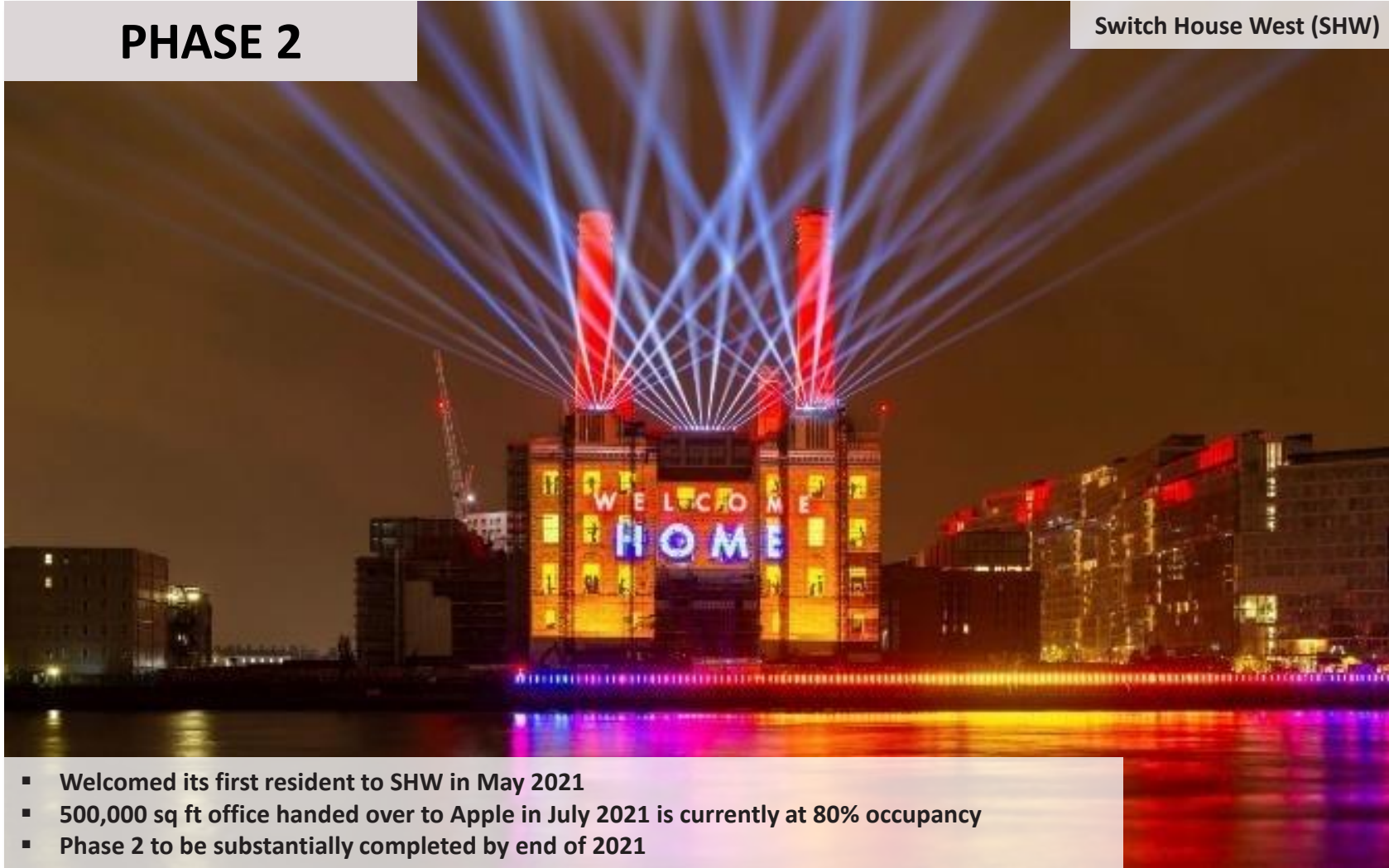
Battersea Power Station Updates

Phase 2 - Completion of Switch House West and successful handovers to residents



PHASE 2

Switch House West (SHW)



- Welcomed its first resident to SHW in May 2021
- 500,000 sq ft office handed over to Apple in July 2021 is currently at 80% occupancy
- Phase 2 to be substantially completed by end of 2021

KEY FACTS

540,000

sq. ft. office space

2,000

Person capacity events venue

253

Apartments

420,000

sq. ft. of retail and F&B

18,500

sq. ft. of Foodhall

110

Retail and F&B units

Battersea Power Station Updates

Phase 3a - Scheduled for completion by 2022



PHASE 3A ELECTRIC BOULEVARD



Battersea Roof Garden



KEY FACTS

30

Shops and restaurants

542

Apartments

164

Bed Art'otel with restaurant

1

New Zone One Tube Station

Frank Gehry & Foster + Partners

Well-known architects for residential development in Phase 3A

Year-to-date Awards & Recognitions

Our credibility in building sustainable communities proven through multiple recognitions received





Property

Strategy Moving Forward



Key Challenges in H2 FY2021

Remains challenging; Agile launch plan, income diversification & cashflow preservation are essential

COVID-19 pandemic continues to prevail

- Greater Kuala Lumpur & Negeri Sembilan still in **Phase 1 of National Recovery Plan (NRP)**, uncertainty on timing of Phase 2
- **All adults to be fully inoculated by October 2021** - key lever in economy recovery path

Slight Improvement in Residential Overhang

- **Greater KL*** – **decreased to 15.5% YoY** (6,479 units) in Q1 2021 from last year's 18.8% (7,430 units); 53% from unit price of RM600k onwards
** Including KL, Putrajaya and Selangor*
- **Negeri Sembilan** – **decreased to 20% YoY** (1,065 units) in Q1 2021 from last year's 21.4% (1,108 units); 57% from unit price of RM500k onwards

Source: NAPIC

Agenda Decision on International Accounting Standards 23

- Once a property development **project phase is launched**, the **borrowing costs incurred can no longer be capitalised** but to be **charged out to the P&L** – impact to SD Prop's P&L from FY2021 onwards
(SD Prop's finance costs increased to RM67.6mil from RM30.8 mil in the restated P&L for H1FY20 by adopting the Agenda Decision)

Commitment for equity injection to Battersea Power Station Project

- The Group's **portion of the commitment** as at 30 June 2021 is estimated up to **£115.4 mil** (equivalent to **RM663.2 mil**) – injected ~RM339m to Battersea between January to July 2021

Potential
impact

Revenue & Profit

Profit

Cashflow

Sime Darby Property **stands resilient against** the upcoming risks and challenges and is also **well-positioned to harness opportunities for a strong rebound**

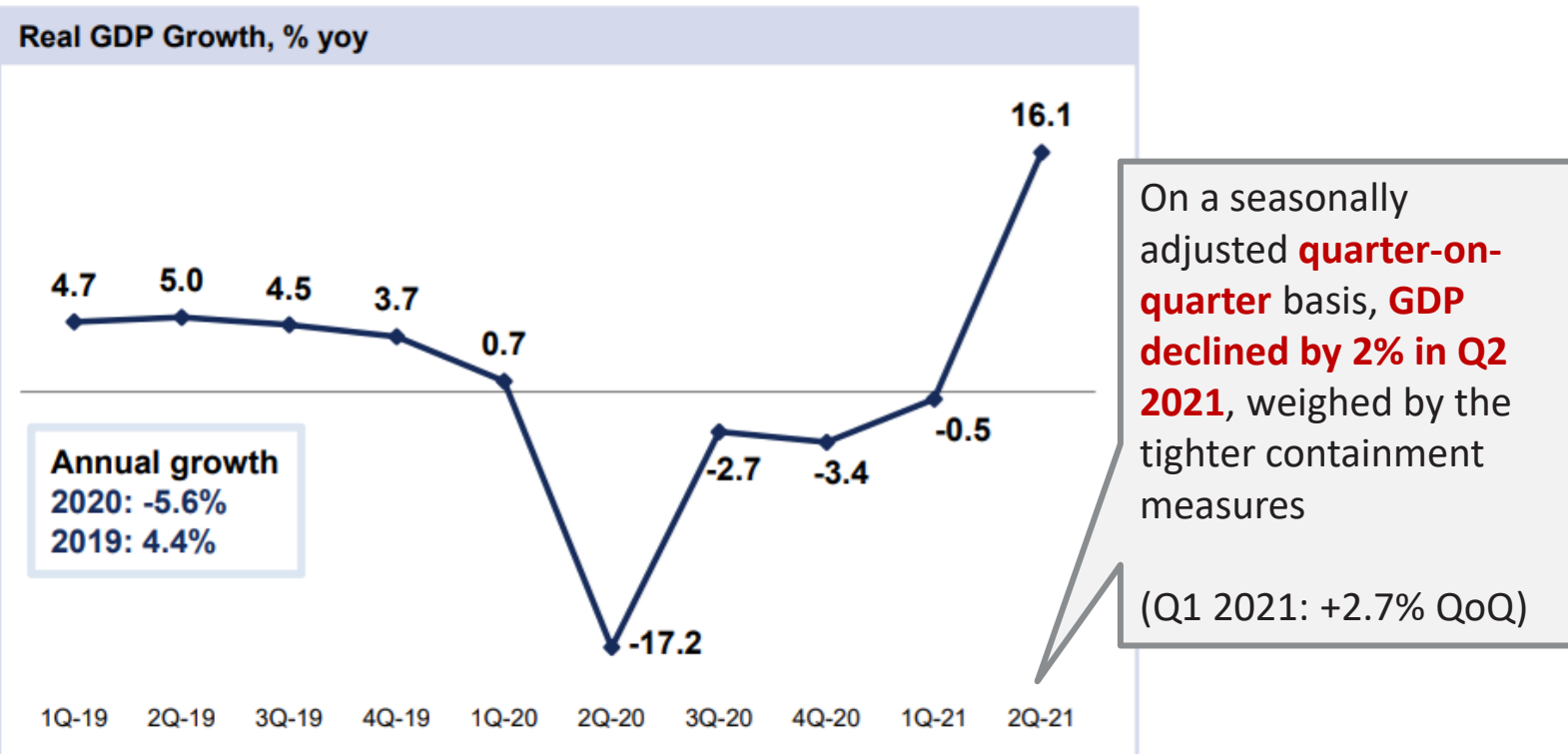
MY: Gradual economy recovery in Q4 2021 and to accelerate in 2022

Forecasted GDP growth for 2021 revised lower to 3.0% - 4.0%



BANK NEGARA MALAYSIA
CENTRAL BANK OF MALAYSIA

The Malaysian economy is projected to expand between 3.0% and 4.0% in 2021, down from the earlier projected growth of 6.0% – 7.5%



- Going forward, the **growth trajectory will depend on the ability to contain the epidemic and materialisation of health outcomes** from the nationwide vaccination programme
- The expected re-opening of the economy would support a **gradual recovery in the fourth quarter this year**; The recovery is expected to **accelerate further going into 2022**

MY: Property Market Remains Challenging in H2 FY2021

Heightened pandemic cases prolongs the recovery of property market towards 2022



from  PropertyGuru

“While the outlook was initially positive for a rebound by the end of the year, the high rate of infections and restricted movements at the start of 2021 might delay the recovery.”

Key levers supporting the property market:



1 Extended Home Ownership Campaign to December 2021

2 All adults to be fully inoculated by October 2021

3 Overnight Policy Rate remains low at 1.75%

Business	Latest Market Updates	Anticipated Impact & Mitigation Efforts
Property Development	<ul style="list-style-type: none">Construction is allowed to resume operations as at end-July 2021 under strict SOPs and depending on the employees' completed vaccination rate, to be fully operated under the Phase 1 of the National Recovery Plan (NRP) from 16 August 2021 onwardsSales galleries are only allowed to re-open in Phase 2 which is still uncertain	<ul style="list-style-type: none">Take time for site development operations to return to full swingSpeeding up vaccination progress for employees & site workers is keyDigital marketing initiatives such as Virtual Sales Gallery (VSG) and Online Booking System are essential to provide seamless property purchase experience during lockdowns
Retail & Leisure	<ul style="list-style-type: none">Allowed to re-open in stages, retail is dependent on type of tradeOther key factors: uplift of travel bans, rebound in consumer spending	<ul style="list-style-type: none">Recovery can only be seen in conjunction with the re-opening of the sectorContinue supporting tenants via targeted rebates
Industrial	<ul style="list-style-type: none">Growth of industrial sector continues to be buoyed by the booming e-commerce market (grew at 30% YoY in Q1 2021*) & manufacturing sector (GDP: +26.6% YoY^)Demand for industrial products at strategic locations and good pricing points persists	<ul style="list-style-type: none">Travelling restriction is a key obstacle for potential buyers to undertake physical site inspectionsContinue monitoring the situation & engaging closely with potential buyers to tap on industrial demand trends

Sources: * Department of Statistic Malaysia; ^Bank Negara Malaysia

UK: Economy returns to pre-pandemic levels by end of 2021

Housing market momentum remains positive

from **CBRE** on the UK's market:

“ Economy

- We expect economic momentum to continue as the remaining restrictions are lifted on 19 July
- We are forecasting GDP growth of 7.7% in 2021, with economic activity returning to pre-pandemic levels in Q4 of this year

Residential Market

- Buyer enquiries significantly outweighing new instructions will underpin price growth to the end of the year, but less strongly than in 2020. We forecast UK house prices will rise by 5.9% in 2021
- The existing stamp duty holiday extended (for homes up to £500,000) was extended to 30 June, with the threshold reducing to £250,000, between 1 July and 30 September 2021
- UK house price inflation reached 10.9% year-on-year in May 2021, the highest growth rate in almost seven years ”

Scenes from UK's post-easing of COVID-19 rules:



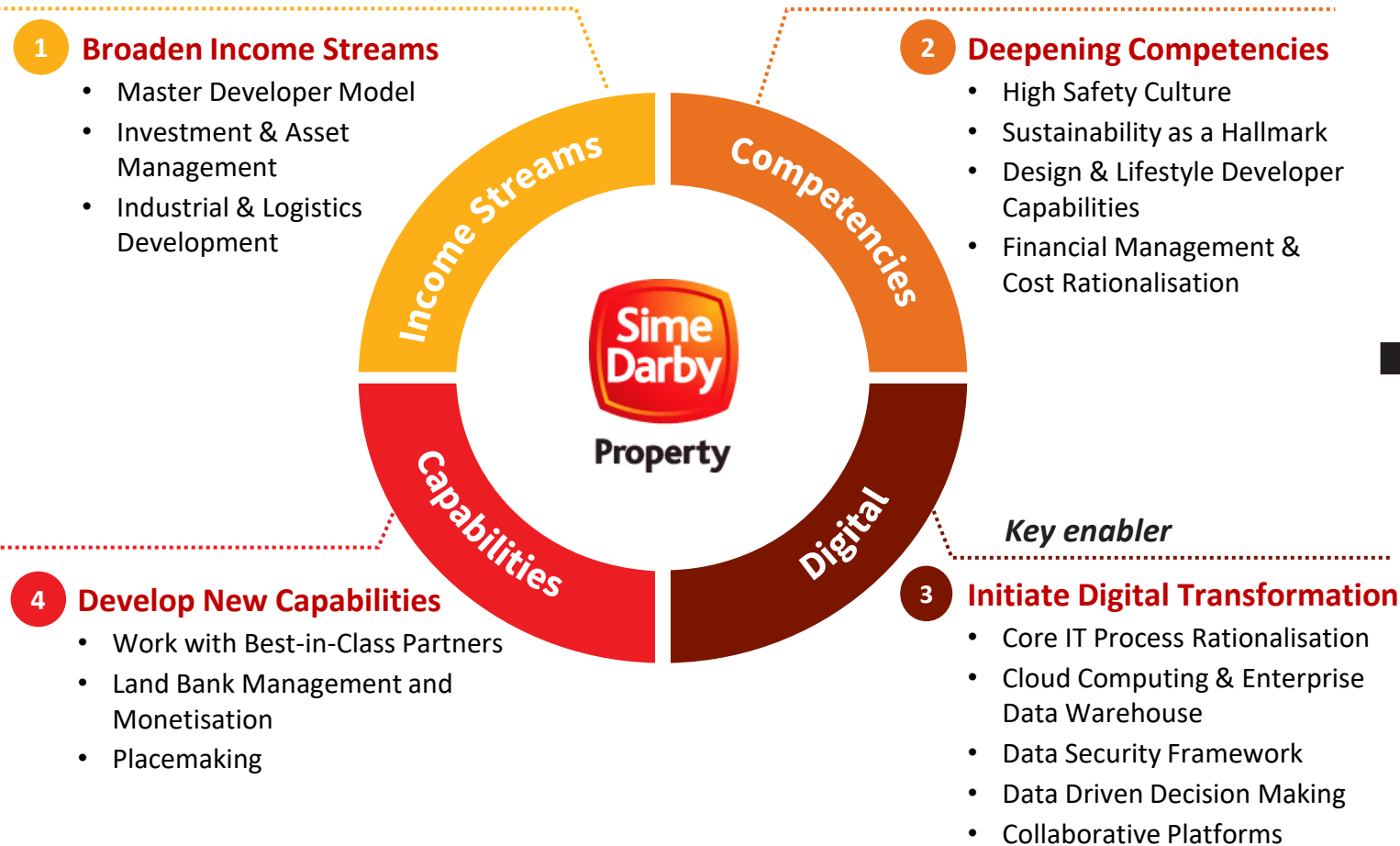
Images sourced from :

1. BBC: <https://www.bbc.com/news/uk-57664286>
2. The Guardian: <https://www.theguardian.com/world/2021/aug/20/uk-still-wearing-masks-despite-end-of-covid-controls>
<https://www.theguardian.com/world/2021/jul/30/95-of-british-adults-still-wearing-a-mask-outdoors-says-survey>

Focus Remains on 4 CPs to Achieve End-State 2025

Effective strategies to stay resilient amid the challenging environment

The **4 Corporate Priorities** will serve as a guide to pivot our business...



...underpinned by **7 Focus Areas**

1 Operational Excellence

2 Organisational Excellence

3 Safety & Sustainability

4 Customer First

5 Tech & Innovation

6 Branding & Communication

7 New Revenue Streams



Property

Investment Proposition



Investment Proposition

Strong fundamentals and track records for growth



1	Resilient Financial Position	Improved Financial Performance	Solid Balance Sheet	Revenue Visibility	
		H1 FY21 Revenue RM1,092.3m (+42.8% YoY)	Low Net Gearing 29.9%	Unbilled Sales RM1.8b*	Bookings RM1.0b^
		H1 FY21 PBT RM152.3m (+227.4% YoY)	Healthy Cash Position RM698.3m	H2 Planned Launches ~RM2.1b	
		* as at 30 June 2021 ^ as at 8 August 2021			
2	Stable Shareholders’ Return	Stable Return		Attractive Valuation	
		FY2020 Dividend Payout Ratio (excl. one offs) 87.9%		Discount to Book Value & GDV ~59%	
		FY2021 - Declared First Interim Single Tier Dividend 1.0 sen		Price-to-Book Value 0.4x	
3	Strong Intrinsic Value	Solid Track Record > 40 Years	Constituent of:		Sukuk Musharakah Programme
		Land bank <ul style="list-style-type: none">~20k acres (existing)~20k acres (call options)	<ul style="list-style-type: none">FTSE4Good BURSA IndexMSCI ESG Index rated BBB		<ul style="list-style-type: none">Rated AA+_{IS}Stable outlook
			Townships with continued growth: <ul style="list-style-type: none">City of ElminaBandar Bukit RajaKLGCC ResortSerenia CityNilai	Well-positioned to benefit from <ul style="list-style-type: none">Malaysia Vision Valley 2.0Pagoh Special Economic Zone	



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End of Presentation | Q&A



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Q2 FY2021

FINANCIAL RESULTS VIRTUAL BRIEFING SESSION





Thank You

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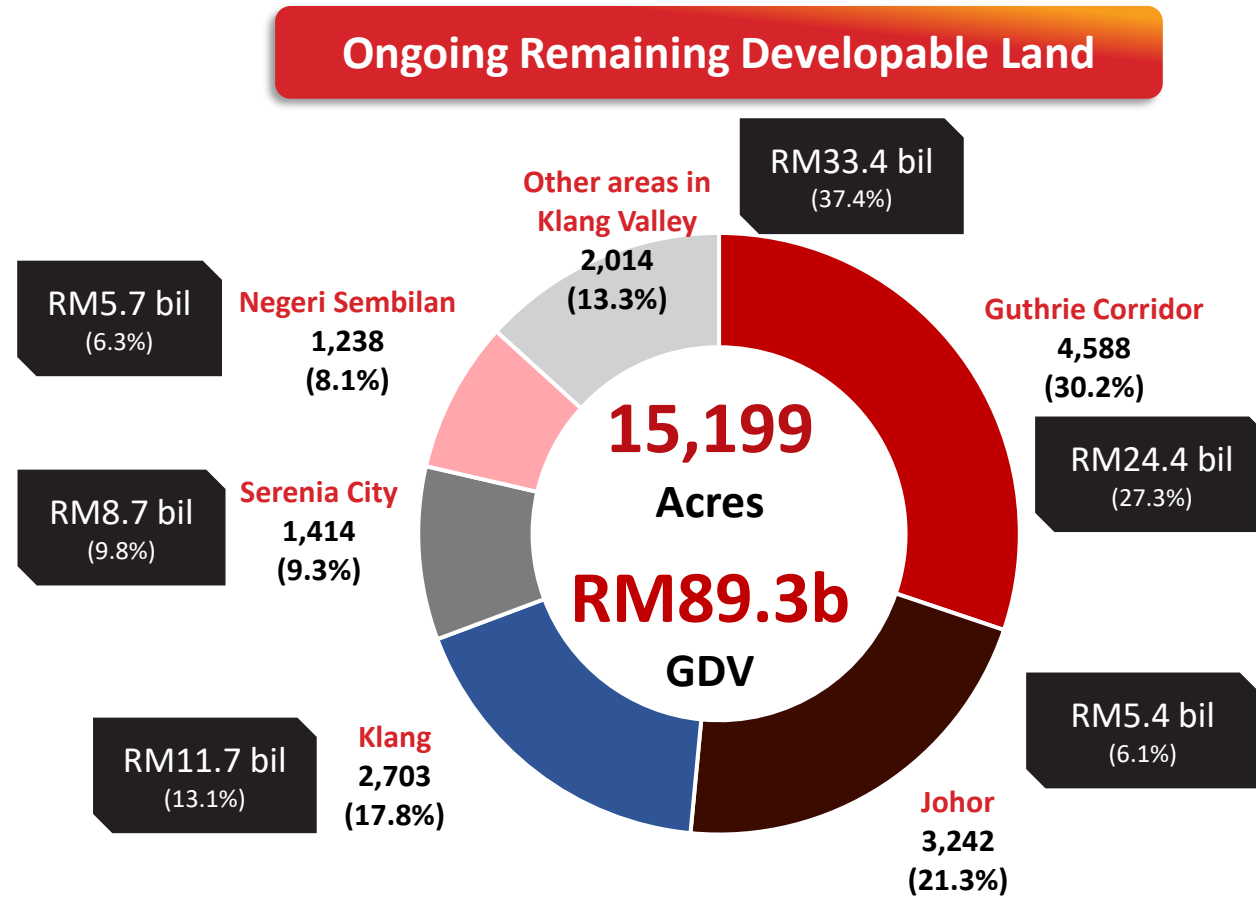


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Appendices

Remaining Landbank and GDV

Sustainable growth with remaining developable period of 25-30 years



Notes:

Township categorisation:

- Guthrie Corridor: Elmina West, Elmina East, Denai Alam & Bukit Subang, Bukit Jelutong and Elmina Business Park
- Negeri Sembilan: Nilai, Bandar Ainsdale, Planters' Haven, Chemara and Hamilton
- Johor: Bandar Universiti Pagoh and Taman Pasir Putih
- Other Areas in Klang Valley: Ara Damansara, KLGCC Resort, Putra Heights, KL East, USJ Heights, Taman Melawati, Saujana Impian, SJCC, SJ7 and Lagong

Remaining developable area for **future developments** (MVV, Planters' Haven West and others) – **4,612 acres**

Access to approximately **20,000 acres** of land bank via **call option agreements**

SD Prop is **actively reviewing its landbank and monetisation planning** to unlock the strategic land value

7 Focus Areas

Connecting the dots for our organisational transformation journey

1	Operational Excellence	Establish a firm foundation to transform the Group into a performance-driven organisation through continuous improvement in the way we work
2	Organisational Excellence	Raise productivity and enrich talent pool with internal development and strategic external hiring
3	Safety and Sustainability	Develop a safe workplace for employees and business partners for the pursuit of sustainability in the three strategic pillars of People, Planet and Prosperity.
4	Customer First	Drive improved customer experience via the adoption of new technologies
5	Tech and Innovation (T&I)	Develop technological capabilities to expand use of digital channels and data analytics
6	Branding & Communication	Enhance stakeholder interest in the Group's innovative offerings & solutions as a lifestyle developer via communication activities that add value to the marketing process & sales outcomes
7	New Revenue Streams	Establish prominence in other segments of the industry to accelerate the diversification of income and complement property development