

RECENT DEVELOPMENTS AND PROSPECTS

This section summarises the Group’s key developments during FY2025 and early FY2026, and presents the Board’s view on prospects for FY2026–FY2028 across Hospitality, Property Development and Aviation Insights (SusAir). Figures are expressed in USD unless otherwise stated.

Recent Developments – Overview

- Geographic portfolio at end-2025: China 42.59%, Viet Nam 29.66%, Singapore 18.93%, Malaysia 8.872%. The Group continued disciplined expansion in APAC with governance-first execution and selective capital deployment.
- Strategic transaction: In late January 2026, the Group completed the acquisition of the remaining 26.52% charter capital of Mervillé Group (MDK Group Co., Ltd.), creating additional integration and monetisation options for the Property Development platform.

Date	Business Line	Item	Description	Operational / Financial Impact
Jan–Dec 2025	Hospitality	Amelia Grand Penang – construction progress	Structural works completed; procurement and pre-opening tracks advanced for a 310-key luxury beachfront resort with 42 villas in Penang, Malaysia.	Project on schedule; projected ADR US\$380, RevPAR US\$295 at stabilization; capex to date ~US\$124M (of total US\$182M).
Jan–Dec 2025	Hospitality	Susdev Highlands Retreat – pre-opening readiness	Eco-luxury resort in Da Lat (152 keys, 28 villas) reached pre-opening 82%; sustainability pre-audit passed; training centre	Opening targeted Q2 2026; projected ADR US\$240, RevPAR US\$185; capex to date ~US\$78M (of total US\$96M).

			commissioned.	
FY2025	Property Development	Mereville Peninsula Township – Phase 1 execution	Integrated township in HCMC eastern cluster (GFA 1.28m m ²) advanced infrastructure ring and launched sales gallery; branded residences LOI signed.	Phase 1 pre-sales 62%; ASP ~US\$3,420/m ² ; capex commitment Phase 1 ~US\$520M (multi-year).
FY2025	Property Development	Susdev Marina Bay Residences – groundworks	Ultra-luxury tower in Singapore (GFA 92,000 m ² , 189 units) progressed concept design and foundation works.	Capital commitment ~US\$620M over project life; pre-launch interest 34% of units registered.
Jan 2026	Corporate / Property	Acquisition – Mereville Group (remaining 26.52%)	Completion of the purchase of the remaining charter capital of Mereville Group (MDK Group Co., Ltd.).	Consolidates control; enables phasing flexibility and synergy capture in township and branded residences portfolio.
FY2025	Aviation Insights	Greater Bay Air Traffic Model 2035 – delivery	SusAir Shanghai delivered traffic/capacity scenarios and digital twin for 10 airports across the GBA corridor.	Advisory mandate value ~US\$4.2M; client satisfaction 4.8/5; Phase-2 under evaluation.
FY2025–26	Aviation Insights	APAC A-CDM Operational Readiness	A-CDM baseline audits completed for 6 Tier-2 airports; pilots initiated for integration roadmaps.	Mandate value ~US\$2.7M; projected OTP uplift +6–9% at stabilization across the network.

Prospects – 2026 to 2028

The Group expects measured growth with a focus on opening quality, disciplined capital deployment and deepening institutional partnerships. Priorities by business line are set out below.

Hospitality – Prospects and Priorities

- Deliver Amelia Grand Penang opening excellence (Q4 2026) and ramp-up; maintain cost discipline during commissioning and early operations.
- Complete Susdev Highlands Retreat (Q2 2026) with guest-journey differentiation (wellness, nature-led programming) and ESG certifications.
- Pursue asset-light management opportunities in key gateways; enhance revenue systems (dynamic pricing, direct booking, loyalty partnerships).

Property	2026 Focus	Capex / Investment	Key KPIs (Target Range)	Notes
Amelia Grand Penang	Commissioning & opening; brand activation; F&B ramp	US\$58M remaining	1st-year OCC 55–62%; ADR US\$340–380; GOP 28–34%	Storm-hardening & beach management plans in place
Susdev Highlands Retreat	Handover; training; soft-opening; ESG certification	US\$18M remaining	1st-year OCC 48–56%; ADR US\$220–250; GOP 24–30%	Seasonality smoothing via events & wellness retreats

Property Development – Prospects and Priorities

- Merevillé Peninsula Township: progress Phase 1 delivery (infrastructure, first handovers) and Phase 2 approvals; staged sales releases to optimise velocity and pricing.
- Susdev Marina Bay Residences: maintain construction discipline; pre-launch marketing and international broker partnerships; phased premium floor releases.
- Evaluate selective mixed-use opportunities with strong operator anchors and placemaking potential.

Project	2026 Milestones	Capex (2026)	Commercialisation	Risk Focus	Mitigations
Merevillé Peninsula Township	Infra completion packages; Phase-1 handovers; Phase-2 approvals	US\$310M	Target Phase-1 take-up ≥70%; dynamic pricing	Regulatory phasing; cost inflation	Stakeholder engagement; fixed-price/target-cost contracts
Susdev	Complete	US\$180	Pre-sales tranche	Luxury	Global broker

Marina Bay Residences	substructure ; superstructure start; pre-launch roadshows	M	1 (select floors)	absorption; interest rates	syndication; staged releases
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Aviation Insights (SusAir) – Prospects and Priorities

- Scale decision-support products (digital twin, route economics) across APAC; deepen Mainland China presence via SusAir Shanghai.
- Convert pilots to multi-year mandates; expand into airport PPP advisory in partnership with investors/operators.

Program	2026 Deliverables	Revenue Opportunity	Client Value	Notes
GBA Model – Phase 2	Network optimisation; capacity capex phasing options	US\$3–5M	Informs slot/capacity plans; ROI on capex	Subject to regulatory coordination
APAC A-CDM – Rollout	From pilots to 6-airport deployment	US\$5–7M	OTP uplift +5–8%; turnaround variance ↓	Requires change management & vendor governance

Capital, Liquidity and Risk – 2026 Framework

- Funding plan calibrated to project phasing with priority on liquidity headroom and cost of capital. Illustrative 2026 guidance ranges are set out below (subject to audit and Board approval).

Metric	Guidance (2026)	Notes	Risk Focus	Actions
Consolidated Capex	US\$520–600M	Weighted to township & Marina Bay; hospitality commissioning	Inflation; FX	Hedging policy; fixed-price contracts; value engineering
Net Debt / EBITDA	3.2x – 3.8x	Through-cycle leverage guardrail	Rate volatility	Blend bank/PP & ECA options; amortisation discipline
Liquidity Headroom	≥ US\$300M undrawn	Committed facilities	Covenant headroom	Timing of presales & collections; maintain buffers
Dividend	Board	Align with	Cash	Prioritise

	discretion	growth vs. protection	conversion	reinvestment during commissioning phase
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Scenario Analysis – 2026

Scenario	Assumptions	Revenue Growth	EBITDA Margin	Directional Actions
Base	Normalising demand; steady construction progress; stable funding	+8% to +11%	24% – 27%	Deliver openings; phase land spend; sustain procurement discipline
Upside	Faster tourism rebound; strong luxury absorption; new mandates	+12% to +16%	26% – 29%	Accelerate premium releases; add operator-light deals; scale A-CDM rollout
Downside	Cost inflation; slower approvals; FX headwinds	+2% to +5%	21% – 24%	Re-sequence capex; defer non-core; tighten SG&A; preserve liquidity

ESG and Digital Enablement – Forward Agenda

- Design & Construction: Energy-efficient systems and materials selection; embodied-carbon tracking for major builds; supplier code enforcement.
- Operations: Utilities intensity dashboards for hospitality; water stewardship and waste minimisation practices.
- Aviation Insights: Support decarbonisation pathways (SAF scenarios, A-CDM, resilience modelling).
- Digital: Property sales analytics; hospitality revenue systems; SusAir digital twin productisation.

The Group remains focused on quality execution, prudent capital allocation, and transparent governance. With a diversified APAC platform and integrated capabilities, management believes Susdev Group is well positioned to navigate market cycles and compound value over the medium term.