

**WELCOME TO
OUR WORLD OF
HOSPITALITY**

34th Annual General Meeting
28th May 2019

*More than
Meets the Eye*



WELCOME

- Quorum
- Board of Directors
 - Colin Sim (Chairman)
 - B K Chiu (Managing Director)
 - Kevin Hangchi (Director)
 - Richard Bobb (Independent Director)
 - Graham McKenzie (Independent Director)

More than Meets the Eye



WELCOME

- Apologies
- Proxies
- Minutes of the 33rd Annual Meeting
- Notice of Meeting

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Annual Report and Financial Statements

For 2018, MCK reported:

- A profit of \$49.4 million
- Increased revenue to \$218.8 million
- Increased earnings per share to 31.21 cps
- 21.7% increase in gross operating profit
- Dividend increased to 7.5 cents per share

More than Meets the Eye



MILLENNIUM
HOTELS AND RESORTS

More than Meets the Eye

More than Meets the Eye



Financial Summary

	2014	2015	2016	2017	2018
Revenue (\$m)	130.1	136.5	172.0	187.3	218.8
Profit before tax (\$m)	45.0	40.0	70.5	74.9	85.1
Earnings per share (cents)	9.54	13.70	25.56	27.25	31.21
Dividends per share (cents)	2.4	2.8	5.0	6.0	7.5
Total Assets (\$m)	585.4	590.0	713.9	828.2	898.2
Group Equity	371.4	389.3	489.1	588.9	640.3

More than Meets the Eye



MCK 2018 Results

- Hotel Revenue: \$126.5m (\$105.6m in 2017)
- Occupancy: 80.9% (79.0% in 2017)
- RevPar: 11.5% increase
- Average Daily Rate: \$161.54 (\$148.25 in 2017)
- Trading growth in Auckland, Rotorua and Queenstown
- M Social Auckland first full year & excellent results
- Millennium New Plymouth within expectations

More than Meets the Eye



March 2019 YTD Trading

- Revenue increase 2.4%
 - M Social +11%
 - Millennium Waterfront +31%
 - Millennium Queenstown +6%
- Occupancy 91.3%
- 2% increase in ADR and RevPar
- 3 consecutive months of declining occupancy & rates in Auckland
 - No major events
 - Increasing hotel room inventory
- Rotorua, Wellington, Queenstown fared better than Auckland.

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International Visitor Arrivals

	Year ended March			Change 2018 to 2019	
	2017	2018	2019	Number	Percent
Total	3,543,631	3,819,817	3,867,756	47,939	1.3
Australia	1,406,256	1,495,392	1,491,000	-4,392	-0.3
China	404,384	437,696	434,323	-3,373	-0.8
USA	312,816	340,144	362,394	22,250	6.5
UK	222,784	254,832	230,307	-24,525	-9.6
South East Asia	180,032	192,240	200,975	8,735	4.5
Germany	102,608	102,864	102,107	-757	-0.7
Japan	102,320	102,416	99,300	-3,116	-3.0
Korea	82,448	93,936	88,963	-4,973	-5.3
ROW	729,983	800,297	858,387	58,090	7.2

Source: Stats NZ

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Managing Growth from Hotels

Millennium New Plymouth, Waterfront and M Social Auckland

- Product and Design
- Location, location
- Service



Millennium New Plymouth, Waterfront



M Social Auckland Suite

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Refurbishments Plan 2019 -2020

- Millennium Rotorua
- Millennium Queenstown
- Kingsgate Greymouth conversion to Copthorne



More than Meets the Eye



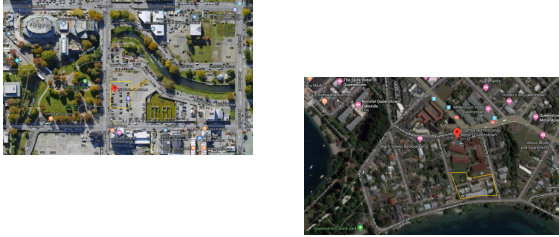
Land on Current Hotel Sites for New Hotels/Expansion

- Christchurch
- Queenstown
- Rotorua
- Wellington
- Palmerston North

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Christchurch and Queenstown



More than Meets the Eye



Copthorne Hotel Rotorua



Copthorne Hotel Wellington Oriental Bay



Copthorne Hotel Palmerston North

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Zenith Residence, Sydney



More than Meets the Eye



Penthouse for Sale – Zenith Residence, Sydney

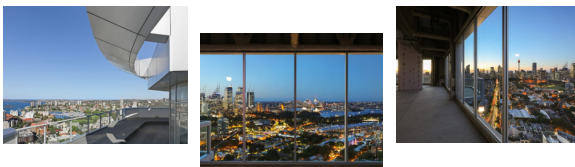


ZENITH PENTHOUSE

More than Meets the Eye



Penthouse for Sale – Zenith Residence, Sydney

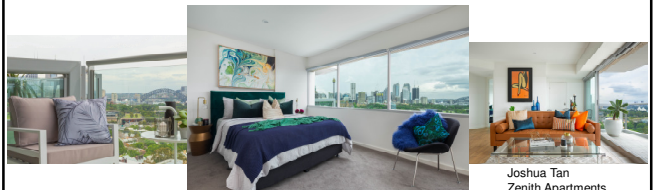


CARRIE CURTIS | KEN JACOBS
 Level 1, 21-23 New Street | Circular Quay, NSW 2000, Australia
 P: +61 2 9338 1422
KEN JACOBS | CHRISTIE'S
 INTERNATIONAL REAL ESTATE
 Website by Clearview Elite

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1 & 2 Bedroom Unit – Zenith Residence, Sydney



Joshua Tan
 Zenith Apartments
 Ph: +61 2 9358 6855
 Mob: +61 413369123

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Hospitality, Tourism and the NZ Business Environment

What is and what lies ahead?

- Benefits and the linkages of tourism
- Skillsets in a changing economy; technology
- Productivity gains & losses, duplication, waste & pseudo-activities
 - Central & local government impacts
- Managing growth in turbulent times
 - Cost of doing business
 - Working together with Tourism NZ, Air NZ, CINZ, TIA, TRENZ, Suppliers.
- REMEMBER THE CUSTOMER

More than Meets the Eye



Proposed Queenstown bed tax disguised as a "visitor levy"

"A bed tax is being suggested as the solution.....and again the burden is put on the accommodation industry when the wider community benefits. (Tourism) is an industry that brings spenders to the country, regions, cities, towns, villages and rural areas. And all New Zealanders benefits in some form or another from the industry."

Rayma Jenkins, President of the Bed & Breakfast Association, NZ

More than Meets the Eye



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More than Meets the Eye



Queenstown bed tax: Voting papers are out

20 May 2019 By Bridget O'Connell | bridget@tourismtucker.com | @tourismtucker

"Residents from across the southern lakes region have been asked to vote to show that they either support or oppose 'the introduction of a visitor levy as an additional charge on short term accommodation throughout the district'."

The document confirms, as previously announced by the council, that the proposed levy will be a 5% charge on commercial accommodationwhich would raise \$22.5m annually.

"Should the poll (Queenstown's bed tax referendum) receive the support of ratepayers in the district,, government has indicated that it will consider the legislative change necessary to allow the imposition of a local visitor levy."

More than Meets the Eye



The QLDC referendum - "Better you pay than I, you, not me."

"There's nothing more powerful than a good story *."
- Tyrion Lannister, Game of Thrones

"They don't get to choose."
- Daenerys Targaryen, Game of Thrones

* Read the narrative in Proposed Visitor Levy Information Sheet, Queenstown Lake District Council
"If support is not clearly demonstrated through the referendum and the proposed levy is not implemented, the alternative would be to significantly increase rates...of up to 35% over a ten year period..." or "a detrimental effect on the district as a whole, and reduce levels of service and investments for locals."

More than Meets the Eye



New Zealand Treasury Paper

"Strategic Intention: An Internationally Connected and Competitive Business Environment" October 20, 2016

4. New Zealand is very fortunate to have a clear and coherent broad-base, low-rate framework for taxation (BBLR). This BBLR framework was introduced in the mid-1980s and has a lot of buy-in from the wider New Zealand public. Reviews of taxation have consistently stated there should be a high burden of proof before moving away from BBLR principles.
7.considering whether to implement a new tax, the standard tax policy objectives of coherence, efficiency, equity, revenue integrity, fiscal cost, and compliance and administration costs must be considered.

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Conclusion (Source: Treasury Papers 2016, 2017)

25. Maintaining a clear and coherent framework is very important for good tax policy. New Zealand is well served by its BBLR tax framework and we would caution against measures that are inconsistent with this. On our initial consideration we do not consider that a border or bed tax meets the burden of proof for departing from BBLR principles. The measures have the potential to reduce efficiency, productivity, and growth, and to erode the coherence of our BBLR framework.


•

26. If it is considered that there is a need to centrally fund additional infrastructure, we consider that existing tax bases would be a better source of funding rather than introducing new tax types. If there is concern about the overuse of infrastructure by tourists then we consider the better approach is likely to be charging them for the use of infrastructure directly or through targeted regulation.

More than Meets the Eye 


Taxation Principles, OECD 2001

1. Efficiency through broadening tax bases by eliminating exemptions.
2. Equity, fairness
 - a) Horizontal equity
Parties in similar positions to pay similar taxes.
 - b) Vertical equity
higher incomes to attract higher taxes.
3. Enforceability

More than Meets the Eye 

New regime, new norms: casting aside principles of public policies, taxation

WE MUST QUESTION MORE

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Opposition to increased DQ funding

A joint submission by the general managers of the resort's two Copthorne Hotels and Millennium Hotel was one of several that suggested the council bring the organisation in-house.

Otago Daily Times

20th May 2019

Opposition to increased DQ funding

<https://www.odt.co.nz/regions/queenstown/opposition-increased-dq-funding>

The trio of Jackie Guiney, Robert Oakes and Paul Philip said the district was so busy with tourists it did not need more promotion, particularly during the high season.


The funding model for DQ looks either out of touch or irrelevant in relation to what it does.

Glenorchy Community Association chairman John Glover said it supported DQ's focus on targeting the domestic and Australian markets, but believed its staff numbers and funding were adequate.

Glenorchy commercial landlord and accommodation provider Trish Fraser said she wanted rates funding for DQ to be significantly reduced, or preferably for the organisation to "not exist at all".

A former DQ board member, Doug Champion, said it had done a "great job" in the past. However, it had been overtaken by the rise of the internet, social media and digital booking platforms, and consequent changes in companies' marketing practices.


It needed to be restructured and placed within the council.

More than Meets the Eye 

Hospitality, Tourism and the NZ Business Environment

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- **Managing growth in turbulent times**
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- **REMEMBER THE CUSTOMER**


More than Meets the Eye 

At MCK, we ask and remind ourselves:

- What eats you? What feeds you?
- What do we do well?
- What can we do better?
- What must stop doing?
- Culture of self-awareness, ownership
- We engage, enlist, collaborate

↓

Teamwork
Productivity

More than Meets the Eye 



Financial Summary

	2014	2015	2016	2017	2018
Revenue (\$m)	44.2	47.6	74.5	78.7	85.0
Profit before tax (\$m)	20.5	24.2	37.5	44.7	46.7
Earnings per share (cents)	5.35	6.33	9.77	11.60	12.10
Dividends per share (cents)	2.2	2.2	3.0	3.5	3.5
Total Assets (\$m)	130.5	142.7	168.3	191.7	217.6
Group Equity	128.5	140.3	161.8	186.1	210.6

4. PERSONNEL EXPENSES

The following items of expenditure are included in administrative and other expenses:

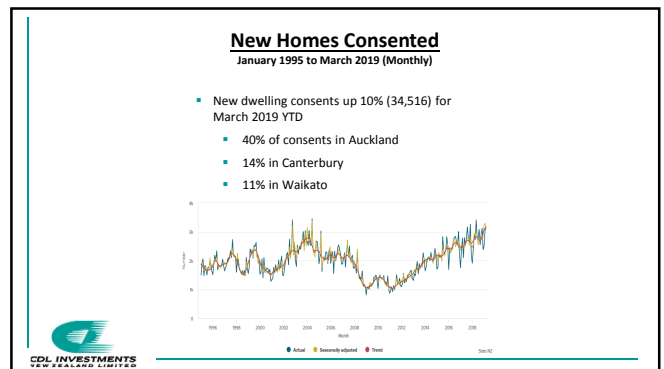
In thousands of dollars	GROUP	
	2018	2017
Wages and salaries	494	396
Employee related expenses and benefits	55	29
Increase in liability for long-service leave	1	1
	550	426

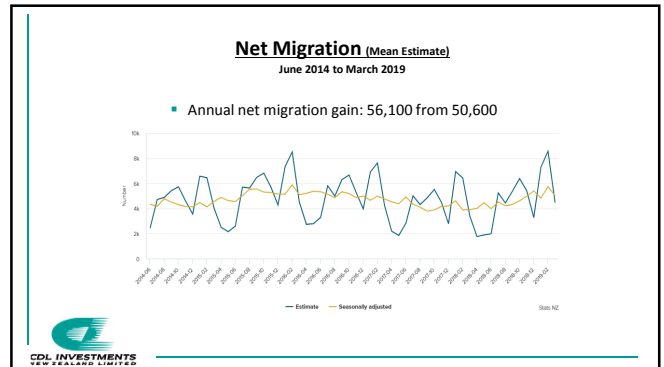
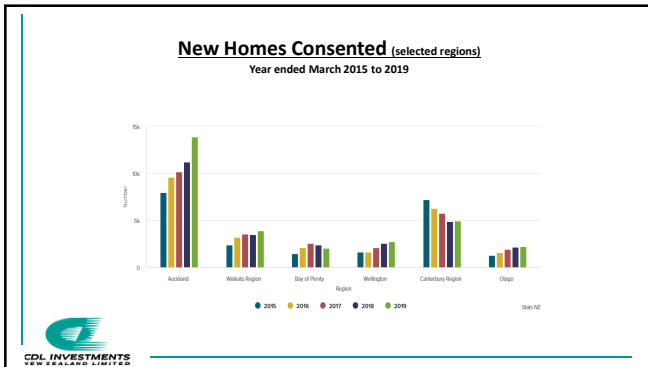
The Group's net obligation in respect of long-term service benefits, is the amount of future benefits that employees have earned in return for their service in the current and prior periods. The obligation is calculated using their expected remunerations and an assessment of likelihood the liability will arise.

Source: CDL Investments NZ Ltd Annual Report

- ### 2018 Sales
- Sales from:
 - Greville Road, Auckland
 - Magellan, Hamilton
 - Prestons Park, Christchurch

- ### MARCH 2019 YTD TRADING
- Sales \$14.1m (\$18.2m in 2018)
 - Sales settled from:
 - Greville Road, Auckland
 - Magellan Heights, Hamilton
 - Prestons Park, Christchurch
 - Property market continues to soften. Risk off approach by buyers and banks.
 - Underlying demand factors of home ownership are positive.





WORK IN PROGRESS

Greville Road, Auckland	All stages titled and sold.
Kewa Road, Auckland	Earthworks complete. Road upgrade complete. Stage 1 infrastructure underway. Titles expected November 2019.
Dominion Road, Papakura	Earthworks, infrastructure underway. Titles expected December 2019.
Crestview, Auckland	Complete, titles in March 2019. Sold.
Roscommon Road, Auckland	Earthworks, stormwater work near completion. Titles in September 2019.
Christian Road, Swanson	Resource consent granted. Construction can start October 2019.

Source: NZ

WORK IN PROGRESS

Magellan Heights, Hamilton	Titles for stages 1 – 3 issued. Stage 4 earthworks & infrastructure complete. Retaining walls underway.
Northwood, Hastings	Stage 8B – Complete, titled May 2019. Stage 6C – Titles October 2019.
Prestons Park, Christchurch	Earthworks close to completion. Remaining stages for infrastructure underway. Prestons Park Urban Village resource consent being processed. Scheme plans for recently acquired land underway.
Stonebrook, Rolleston	Construction of last 34 lots completed, on sale now. Resource and Building consent Commercial Centre being processed.

Source: NZ

Prestons Park Commercial Village

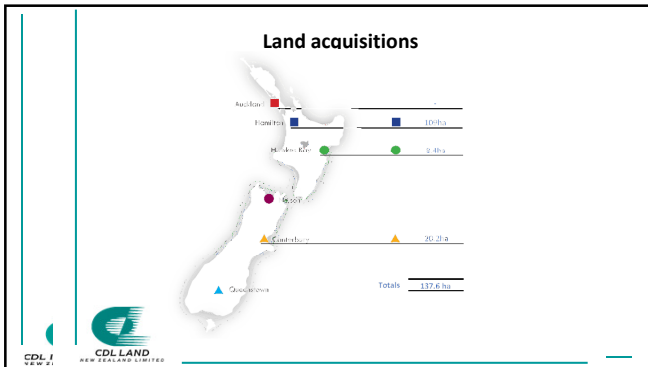
Site area 6506 sqm
Building area 2608 sqm
No. of units 15
Tenancy from Q3 (2020)

Source: NZ

Stonebrook Commercial Area

Site area 1802 sqm
Building area 713 sqm
No. of units 5
Tenancy from Q3 (2020)

Source: NZ



SUMMARY

- Excellent 2018 results from Hotels, CDL Investments, KIN Australia
- Easing residential sections and accommodation market in 2019
- Plans for hotels and land acquisitions at CDL Land
- Zenith Apartments, Sydney on the market
- New business environment

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ELECTION OF DIRECTORS

- Election of **Mr Kian Seng Tan** as a Director
- Re-election of **Mr Graham McKenzie** as a Director

More than Meets the Eye

Election of Director

Election of **Mr Kian Seng Tan** as a Director

More than Meets the Eye

Re-election of Director

Re-election of **Mr Graham McKenzie** as a Director

More than Meets the Eye

Constitution

That the existing constitution be revoked and the company adopt a new constitution in the form tabled at the meeting and signed by the Chairman for the purpose of identification.

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AUDITORS APPOINTMENT & REMUNERATION

- No other nomination received - KPMG are reappointed as the Company's auditors
- Resolution that the Directors be empowered to fix the remuneration of the Auditors for the year ending 31 December 2019.

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More than Meets the Eye



CLOSE OF MEETING

Thank you for attending

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