

**FOR IMMEDIATE RELEASE**

## **8M Real Estate Welcomes Jocelyn Hao as Chief Executive Officer**

*Shaping its next chapter of growth with a community-driven vision under the enduring stewardship of its founding owner Crane Capital.*

*With a legacy of transforming heritage assets into vibrant urban destinations, 8M Real Estate is deepening its focus on sustainability, cultural stewardship, and inclusive development to create spaces that inspire, connect, and empower.*

**1 September 2025, Singapore** – 8M Real Estate (8M) today announced the appointment of **Jocelyn Hao** as Chief Executive Officer, effective **15 October 2025**. The leadership transition comes at a pivotal moment for the company as it deepens its commitment to shaping Singapore’s urban landscape through thoughtful, community-oriented development.



*Jocelyn Hao*

Jocelyn joins 8M Real Estate after more than 20 years in regional leadership roles across retail and real estate. Most recently, as General Manager, Licensing, Asia Pacific at Starbucks Coffee Company, she was leading Starbucks brand portfolio in Taiwan, Philippines, Thailand, India, New Zealand and Australia. She has led large-scale market expansion strategies, pioneered new store formats, and championed digital transformation at Starbucks and across organisations such as Crocs, Uniqlo, Cushman & Wakefield, CB Richard Ellis, and Robinsons Group.

Her experience across diverse markets, paired with her deep expertise in building networks, creating value -focused strategies, will be instrumental as 8M Real Estate expands its portfolio and reaffirms its mission of creating spaces that enrich both people and places.

**Jocelyn Hao, Incoming CEO of 8M Real Estate, said:** “8M Real Estate has always stood apart for its ability to see potential where others might not - in heritage shophouses, overlooked pockets of the city, and underutilised assets. This vision of adaptive reuse and community placemaking resonates deeply with me. I am excited to build on this legacy by strengthening 8M’s role as a steward of culture and heritage, while unlocking value through innovation, sustainability, and partnerships that benefit stakeholders and society at large.”

## A Distinctive Approach to Real Estate

Since its founding in 2014, 8M Real Estate has developed a reputation for more than just transactions. Its philosophy rests on the belief that real estate is not merely about square footage or returns, but about how spaces are lived in, experienced, and remembered.

From revitalising historic shophouses into vibrant lifestyle destinations, to transforming mixed-use assets into creative hubs, 8M has demonstrated that heritage and modernity can coexist harmoniously. Its projects, such as 115 Amoy St, 269 South Bridge Road and 21 Tanjong Pagar Road have introduced some of Singapore's most beloved urban destinations, enlivening neighbourhoods and creating gathering places that contribute to the social and cultural fabric of the city.

This philosophy is underpinned by a community-first approach. By blending strong design, community engagement, and adaptive reuse, 8M creates spaces that serve not only tenants and investors but also the wider community. This has set the company apart in Singapore's property landscape, where innovation often leans toward scale, but 8M's differentiation lies in *curation*, *context*, and *character*.

## Crane Capital: Founding Vision and Long-Term Stewardship

Behind 8M Real Estate's success is the steadfast partnership and ownership of Crane Capital. *Crane has been the company's founding shareholder and principal owner since day one*, co-founding the business in 2014. The strategy that shaped 8M was first conceived by Crane in 2012, and from the outset, the firm has provided the strategic capital, foresight, and operational backbone that enabled 8M to grow into what it is today.

In October 2023, when 8M's former-CEO and co-founder exited, Crane consolidated its full ownership, formalising what has always been its long-term commitment to the business. This was not an acquisition by a third party, but a continuation of the same values that has guided the company since inception.

**Wai Tang, CEO of Crane Capital**, said: *"Our vision for 8M has always been about more than buildings – it is about reimagining the role of real estate in people's lives. We believe in the power of thoughtful design and adaptive reuse to transform communities. With Jocelyn at the helm, we are confident that 8M will continue to push boundaries while staying true to its founding ethos."*



*Wai Tang, CEO of Crane Capital*

## Looking Ahead: Sustainability, Community, and Growth

As it enters its next decade, 8M Real Estate is sharpening its focus on sustainability and resilience in the built environment. This includes exploring greener design solutions, enhancing energy efficiency, and supporting Singapore's broader climate ambitions while ensuring that heritage assets remain relevant and vibrant.

Community integration remains central to 8M's mission. Whether through art-led initiatives, cultural events, or creating inclusive spaces for small businesses and entrepreneurs, the company envisions real estate as a *platform for connection*. Its projects aim to offer not just physical infrastructure, but places where people can thrive socially, creatively, and economically.

8M also continues to build a distinctive investment strategy that blends long-term value creation with cultural stewardship. By balancing financial performance with social and cultural contribution, 8M reinforces the idea that real estate can – and should – serve multiple dimensions of value.

With Jocelyn Hao's appointment as CEO, 8M Real Estate enters a new era of leadership that builds on a strong foundation while embracing bold ambitions for the future. Under Crane Capital's long-term ownership and vision, the company is poised to deepen its role as a catalyst for how real estate can serve society; by safeguarding heritage, enabling inclusive growth, and advancing sustainable development. Looking ahead, 8M Real Estate seeks to define a model of growth that balances commercial success with cultural and social impact, shaping a legacy that resonates far beyond the built environment.

For more information, please visit: <https://www.8mrealestate.com/>

Jocelyn Hao and Wai Tang's Biographies in Appendix A  
List of 8M Real Estate's Properties in Appendix B

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### **About 8M Real Estate**

Established in 2014, **8M Real Estate** is a Singapore-based real estate investment and operating firm specialising in the acquisition, restoration, and transformation of heritage properties. With a deep commitment to architectural preservation and community-driven development, the company has played a pivotal role in revitalising Singapore's historic shophouses, turning them into dynamic commercial spaces that blend historical charm with modern functionality.

8M Real Estate's portfolio reflects a dedication to creating vibrant neighbourhoods that foster culture, connectivity, and innovation. By breathing new life into heritage properties, the company not only preserves Singapore's architectural legacy but also enhances the urban landscape with thoughtfully curated spaces for businesses, hospitality, and lifestyle experiences. 8M Real Estate is committed to delivering long-term value through strategic investments that contribute meaningfully to the city's evolving real estate ecosystem.

As the company continues to grow, it remains dedicated to expanding its portfolio beyond heritage buildings, exploring diverse real estate opportunities that align with its vision of creating impactful, community-centric environments. With a forward-thinking approach and a strong foundation in design-led development, 8M Real Estate continues to shape the future of urban living while staying true to its mission of preserving the past.

For more information please visit: [8mrealestate.com](https://8mrealestate.com)

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## APPENDIX A

### Jocelyn Hao, Incoming CEO, 8M Real Estate



Jocelyn Hao joins 8M Real Estate after more than 20 years in regional leadership roles across retail and real estate. Most recently, as General Manager, Licensing, Asia Pacific at Starbucks Coffee Company, she was responsible for leading Starbucks' brand portfolio in Taiwan, Philippines, Thailand, India, New Zealand, and Australia. In this role, she drove large-scale market expansion strategies, pioneered innovative store formats, and championed digital transformation to strengthen customer engagement and operational excellence.

Beyond Starbucks, Jocelyn has held senior leadership positions at Crocs, Uniqlo, Cushman & Wakefield, CB Richard Ellis, and Robinsons Group, where she built high-performing teams, executed commercial leasing strategies, and oversaw regional expansion across diverse geographies including China, Southeast Asia, Australia, and the Middle East. She also played pivotal roles in the early development of flagship projects such as 313@Somerset, DUO, and Marina One, while advising global retailers including Lululemon, Inditex, and Ikea.

Her experience across these markets, paired with deep expertise in building networks, creating value through partnerships, and implementing customer-focused strategies, will be instrumental as 8M Real Estate expands its portfolio and reaffirms its mission of creating spaces that enrich both people and places.

Jocelyn holds an Executive MBA from The University of Chicago Booth School of Business and a Bachelor's degree in Management Information Systems from Ateneo de Manila University. She is a City Ambassador for the Chicago Booth Women's Network and actively supports initiatives focused on inclusion, sustainability, and women's leadership. She is fluent in English and Mandarin, with working proficiency in Tagalog and elementary Japanese.

**Wai Tang, Managing Partner & CEO of Crane Capital**



Wai Tang is the Chief Executive Officer of Crane Capital, where he leads the firm's strategic direction, investment activities, and long-term vision. With more than two decades of experience spanning the United States, United Kingdom, and Asia, Wai brings deep expertise in global real estate investment and development.

At Crane Capital, Wai plays an active role in shaping the growth of portfolio companies, providing strategic guidance to management teams, and cultivating long-term partnerships with investors, operators, and stakeholders. His leadership is grounded in a commitment to building sustainable businesses that balance financial performance with cultural and community value.

Prior to establishing Crane Capital, Wai was with a global real estate investment firm, where he spearheaded the expansion of its platform into Asia. Under his leadership, the firm scaled to more than US\$6 billion in assets under management, strengthening its foothold in key Asian markets while maintaining a diversified global portfolio.





Wai's career is distinguished by his ability to bridge international investment acumen with local market insight. His experience covers a wide range of asset classes, including hospitality, commercial, and mixed-use real estate, as well as adaptive reuse and urban redevelopment projects. This global perspective informs Crane Capital's strategy of backing innovative platforms and operators who create long-term value for both investors and communities.

Wai holds a reputation for fostering strong, collaborative relationships with partners, and for his belief that real estate investment should extend beyond returns to have a lasting impact on cities and the people who inhabit them.





## APPENDIX B





### 8M Real Estate Properties




Name	What 8M has done to the Property
<p><b>28 Ann Siang Road, Ann Siang House</b> Area: Ann Siang Hill</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure Re-configured the layout to provide a more efficient space for tenants</li> <li>• Change of use to attain the property's best use</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> <li>• Added a classic whitewash interior and Peranakan components to transform the building into a living space that seamlessly expresses cultural symbiosis</li> </ul>
<p><b>21-43 Tanjong Pagar Road</b> Area: Tanjong Pagar</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Added Mural Art that depicts the historical architecture of Tanjong Pagar</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> <li>• Change of use to attain the property's best use</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>38 Tanjong Pagar Road</b> Area: Tanjong Pagar</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Added Mural Art that depicts the Malay fable of a heroic boy protecting his village from a Swordfish attack Re-configured the layout to provide a more efficient space for tenants</li> <li>• Change of use to attain the property's best use</li> </ul>
<p><b>37 Craig Road</b> Area: Tanjong Pagar</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the Façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>

<p><b>8-10 Craig Road</b> Area: Tanjong Pagar</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the Façade and five-foot way to preserve its historical charm</li> <li>• Mural art by Shepard Fairey, founder of renowned street label OBEY Clothing</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>28 Duxton Hill</b> Area: Tanjong Pagar</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade to preserve its historical charm</li> <li>• Upgraded building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> </ul>
<p><b>53 Craig Road</b> Area: Tanjong Pagar</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade to preserve its historical charm</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>112-115 Amoy Street</b> Area: Amoy St</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Added Mural Art that depicts a dragon that embodies the heritage of Telok Ayer</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> <li>• Change of use to attain the property's best use</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>87-88 Amoy Street</b> Area: Amoy St</p>	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure</li> </ul>





	<ul style="list-style-type: none"> <li>• Re-configured the layout to provide a more efficient space for tenants</li> </ul>
<p><b>10 Stanley Street</b> Area: Amoy St</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade, five-foot way and lobby to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> </ul>
<p><b>28 Stanley Street</b> Area: Amoy St</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure Interior fit-out to more modern specifications</li> </ul>
<p><b>5 Gemmill Lane</b> Area: Amoy St</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> <li>• Change of use to attain the property's best use</li> <li>• Added an urban-styled fitout, transforming the space into cozy and chicly furnished serviced apartment under the BASE Residences brand.</li> </ul>
<p><b>22 Gemmill Lane</b> Area: Amoy St</p>	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> </ul>

	<ul style="list-style-type: none"> <li>• Upgraded lobby and building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>18 Gemmill Lane</b> Area: Amoy St</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure</li> </ul>
<p><b>55 Keong Saik Road, KeSa House</b> Area: Chinatown</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> <li>• Change of use to attain the property's best use</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>269 South Bridge Road</b> Area: Chinatown</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the Façade and five-foot way to preserve its historical charm</li> <li>• Optimised layouts on the ground floor, upper floors and roof terrace for improved functionality</li> <li>• Re-located of interior staircases and added new lifts</li> <li>• Incorporated energy-saving features and attained Green Mark Platinum certification</li> </ul>
<p><b>23 New Bridge Road</b> Area: Clarke Quay</p>	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Change of use to attain the property's best use</li> </ul>

		
<p><b>31 Hongkong Street</b> Area: Clarke Quay</p> 		<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Change of use to attain the property's best use</li> <li>• Added an urban-styled fitout, transforming the space into cozy and chicly furnished serviced apartment under the BASE Residences brand.</li> </ul>
<p><b>70-72 Boat Quay</b> Area: Boat Quay</p> 		<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> <li>• Change of use to attain the property's best use</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>45-46 Circular Road</b> Area: Boat Quay</p> 		<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>263 Holland Avenue</b> Area: Holland Village</p>		<p>In progress</p>



	
<p><b>48 Lor Mambong</b> Area: Holland Village</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the Façade and five-foot way to preserve its historical charm</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>109-117 Jalan Besar</b> Area: Jalan Besar</p> 	<p>Design in Progress</p>
<p><b>2 Dickson Road, Wanderlust</b> Area: Jalan Besar</p> 	<ul style="list-style-type: none"> <li>• Rejuvenated the façade and five-foot way to preserve its historical charm</li> <li>• Added Mural Art to lift area</li> <li>• Upgraded lobby and building infrastructure</li> <li>• Re-configured the layout to provide a more efficient space for tenants</li> <li>• Curated tenants to create a vibrant F&amp;B and lifestyle destination</li> </ul>
<p><b>38A Martin Road</b> Area: Martin Road</p>	<ul style="list-style-type: none"> <li>• Curated tenants to create a vibrant F&amp;B lifestyle destination</li> </ul>

	
<p><b>24 Tanah Merah Kechil Link, Sceneca Square</b> Area: Tanah Merah</p> 	<p>In Progress</p>