



CapitaLand Limited

Overview Of CapitaLand's Fund Management Strategy

13 July 2015

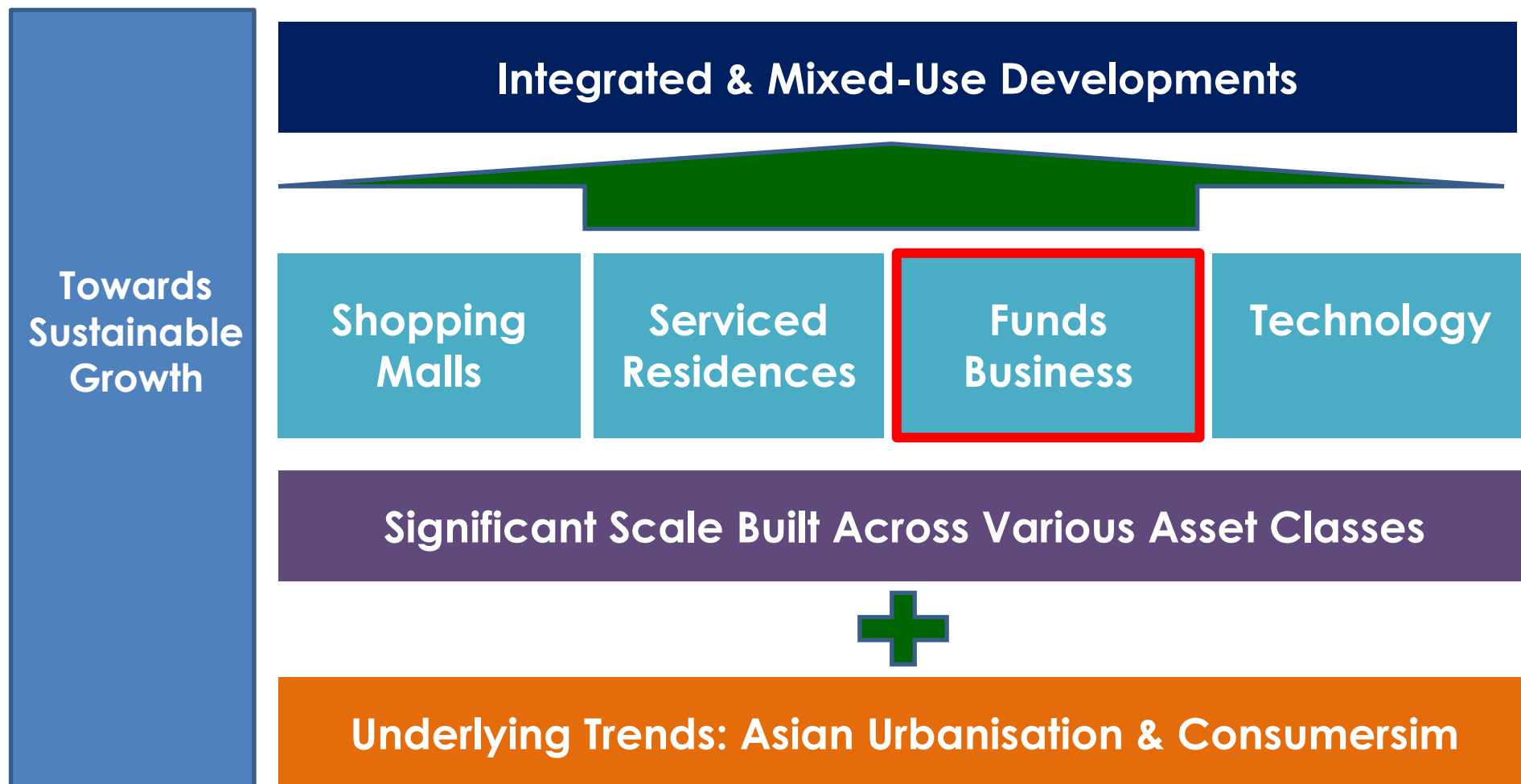


Disclaimer

This presentation may contain forward-looking statements that involve risks and uncertainties. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Representative examples of these factors include (without limitation) general industry and economic conditions, interest rate trends, cost of capital and capital availability, availability of real estate properties, competition from other companies and venues for the sale/distribution of goods and services, shifts in customer demands, customers and partners, changes in operating expenses, including employee wages, benefits and training, governmental and public policy changes and the continued availability of financing in the amounts and the terms necessary to support future business. You are cautioned not to place undue reliance on these forward looking statements, which are based on current view of management on future events.



Fund Management Is An Integral Part Of CapitaLand's Overall Strategy





CapitaLand Is One of Asia's Leading Fund Managers

S\$43.5b AUM

As of 31 March 2015

**5 Listed
REITs***

**16 Private
Equity Funds**

Asia & Europe (1)

- **Ascott Residence Trust***

India (1)

- CapitaLand Mall India Development Fund

Japan (2)

- CapitaLand Mall Japan Fund
- ARC-CapitaLand Residences Japan Fund

Vietnam (1)

- Vietnam Joint Venture Fund

Malaysia (1)

- **CapitaMalls Malaysia Trust***

Singapore (2)

- **CapitaLand Mall Trust***
- **CapitaLand Commercial Trust***

China (13)

- **CapitaLand Retail China Trust***
- CapitaLand Mall China Income Fund
- CapitaLand Mall China Income Fund II
- CapitaLand Mall China Income Fund III
- CapitaLand Mall China Development Fund III
- CapitaLand China Development Fund
- CapitaLand China Development Fund II
- Ascott Serviced Residence (China) Fund
- Raffles City China Fund
- Raffles City Changning JV
- CTM Property Trust
- CapitaLand Township Development Fund I
- CapitaLand Township Development Fund II

CapitaLand Pioneered the Development of the REITs Industry in Singapore
With the Listing of the First Local and Offshore REITs in Singapore



Leader In Scale And Product Type

16 Non-Listed Real Estate Funds

- **#1 in PERE's Asia Pacific Fund Manager Ranking²**
- **With US\$3.62 billion capital raised**
- **Highest-ranked Asian player by real estate assets managed globally, based on ANREV/INREV/NCREIF Fund Manager Survey 2015**

5 Publicly-Listed REITs¹

CapitaLand Mall Trust – S\$7.6 bil. Market Cap

- First & Largest REIT by market capitalisation and asset size in Singapore

CapitaLand Commercial Trust – S\$5.0 bil. Market Cap

- First & Largest Listed Commercial REIT in Singapore

Ascott Residence Trust – S\$2.0 bil. Market Cap

- Premier SR real estate investment trust with quality assets in key global assets

CapitaLand Retail China Trust – S\$1.5 bil. Market Cap

- First & Only China Shopping Mall S-REIT

CapitaMalls Malaysia Trust – RM\$2.7 bil. Market Cap

- Malaysia's shopping mall-focussed REIT with an income- and geographically-diversified portfolio

Total AUM Of S\$43.5 Billion¹

Note:

1. As at 31 Mar 2015.

2. PERE ranking considers (a) capital invested solely in Asia Pacific; (b) includes 3rd party and sponsor equity raised; (c) capital committed from Jan 2009 to Sep 2014; and (d) includes JVs/Funds/club deals.





Strategic Contributions To CapitaLand's Businesses

Importance To CapitaLand And Its Capital Management Strategy

- **AUM Growth**

- CapitaLand believes in achieving scale in the business, and Fund Management provides the financial backing to build up scale
- E.g. The private funds business helps build up the Raffles City and Retail Mall portfolio in China

- **Capital Recycling**

- Fund Management allows capital recycling, the matching of right type of capital to risk-return trade off
- CapitaLand's established platform enables seeding of private funds with assets
- Keeps our balance sheet "liquid" and efficient

- **ROE Enhancement**

- Fee income from Fund Management will extract further value out of CapitaLand's real estate platform



New Trends In The RE Funds Management

Rise Of Large-Scale, Long-term Institutional Investors – SWFs, Pension Funds

Investors are more demanding and sophisticated

- New pools of capital
- Reducing the number of fund managers/partners they work with, sticking to better performers
- Large investors, with in-house capabilities, increasingly prefer to go “direct”
- Important to invest alongside like-minded investors and partners

Investors increasing core real estate exposure in Asia

- Shift in Asia strategy, going for portfolio diversification
- Build-for-core strategies

Shifting geographic focus

- Singapore continues to be attractive, with variety of core and opportunistic commercial real estate opportunities
- China remains important for investors who want a diversified global portfolio. Fund managers with established local network, execution capabilities, and track records, can differentiate themselves
- Investors starting to explore opportunities in other parts of Asia e.g. Indonesia, Korea, Japan



CapitaLand's Value Proposition As Fund Manager

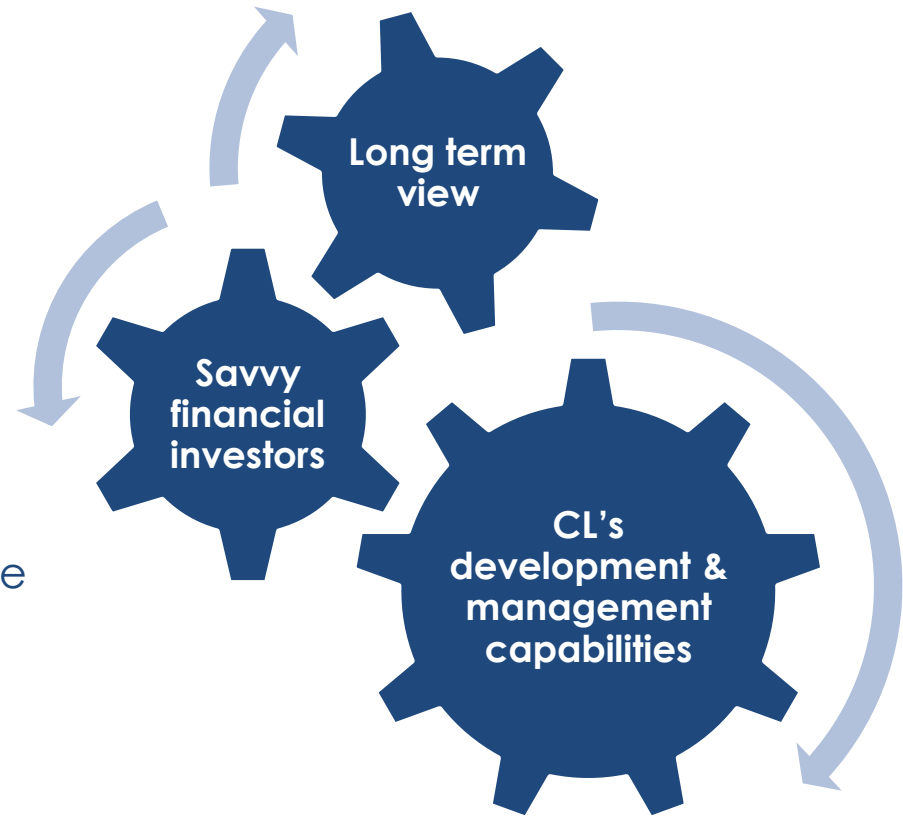
How Does CapitaLand Differentiate Itself From Other Peers?

- **Significant sponsor stake and strong alignment of interest with investors**
- **One-stop real estate solution for investors**
 - Large and deep real estate footprint across Asia
 - Intimate market insights & deal flow access
 - Multi-sector focus
 - Developer-operator capabilities
- **Demonstrated ability to create liquidity options e.g. REITs**
- **Strong balance sheet**
- **Desire to maintain high governance standards and minimise conflicts of interests**
- **Sustainability focus**



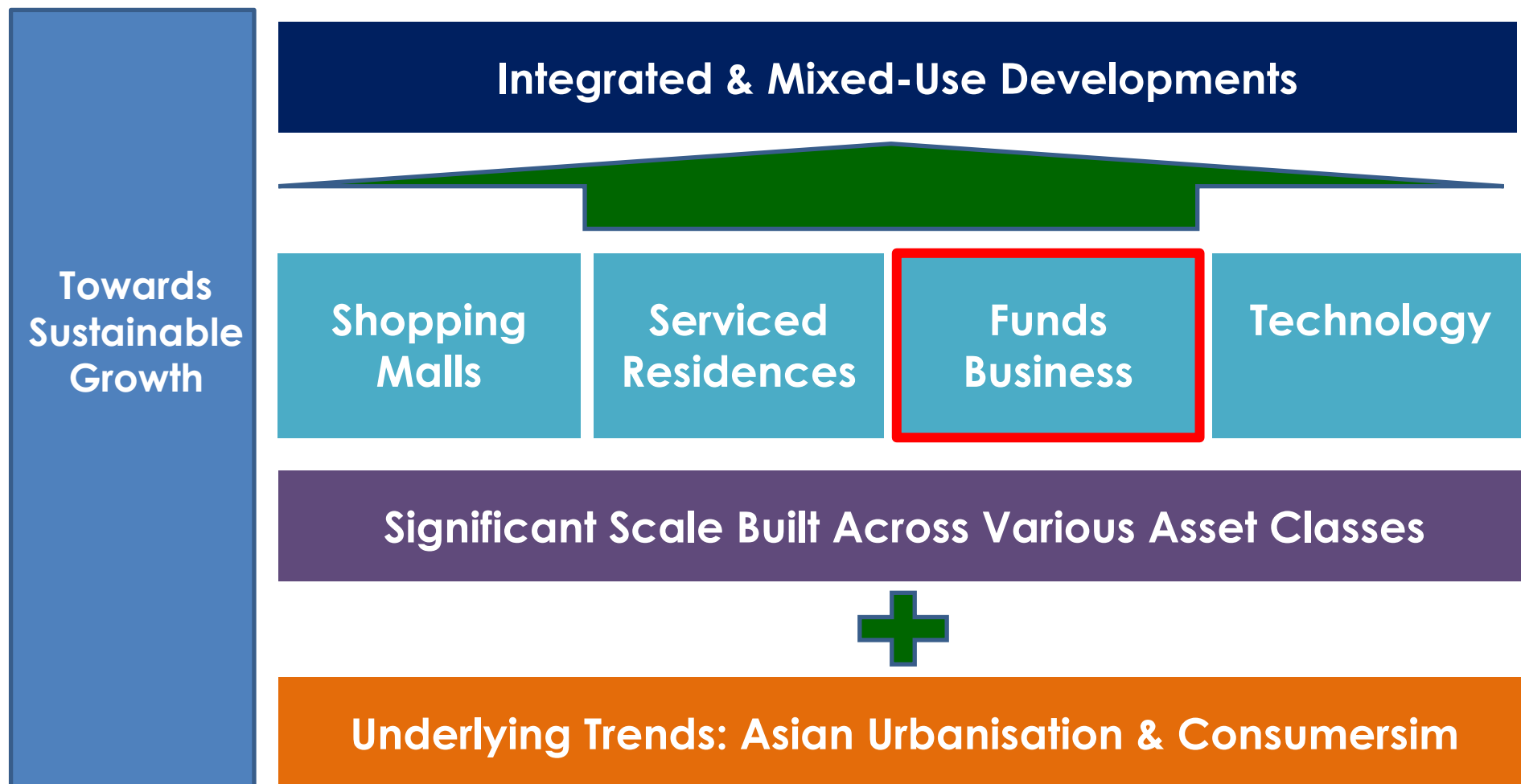
Going Forward

- **Continued importance of fund management to CapitaLand**
 - ROE-enhancing “leverage”
 - Central to the active capital management strategy of CL
 - Strategic contributions – AUM growth, Capital Recycling, ROE enhancement
- **Focus for next 3 to 4 years**
 - Deepen existing relationships; cultivate more relationships
 - More Funds/Partnerships/JVs with existing and new partners
 - Capital partnership for both CL and REITs
 - To work on 5-6 new vehicles with AUM of approximately S\$8-10 billion





Continue To Remain As An Integral Part Of CapitaLand's Overall Strategy





CapitaLand

Thank You