



Frasers Day Bangkok presentation

Agility and tenacity in the face of COVID-19

Sustainable business designed to endure

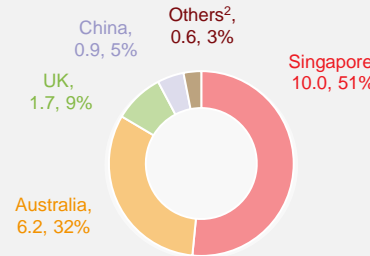


- ◆ **Invested in organisation agility**
 - Further strengthened **organisational culture and structure**
 - **Strong leadership** in businesses and markets
 - **Quality and consistent systems and processes** across the Group

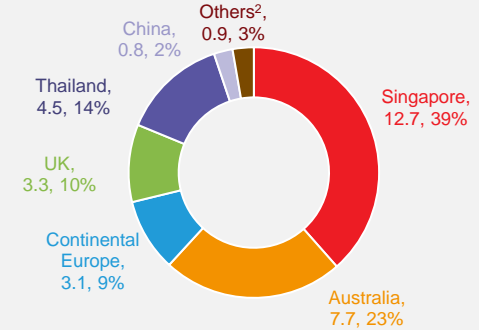
- ◆ **Continuously building portfolio tenacity**
 - Earnings underpinned by **significant base of assets that generate recurring income**
 - **Well-diversified portfolio across asset classes and geographies**

Enhanced diversification across asset classes and geographies

80% of the Group's total property assets¹ as at 30 September 2020 generate recurring income

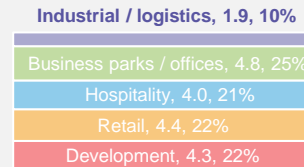


CAGR³
11.2%

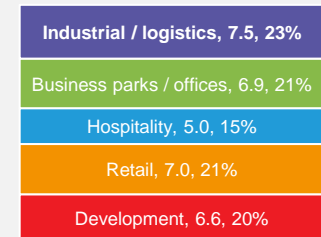


Total property assets¹:
S\$19.4 b as at 30 Sep 15

Total property assets¹:
S\$33.0 b as at 30 Sep 20



Focused growth in industrial & logistics assets



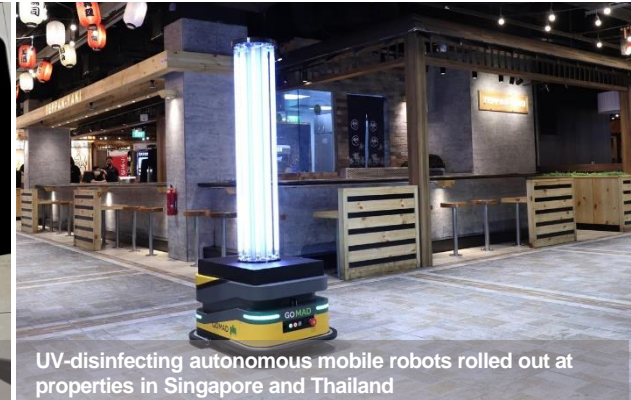
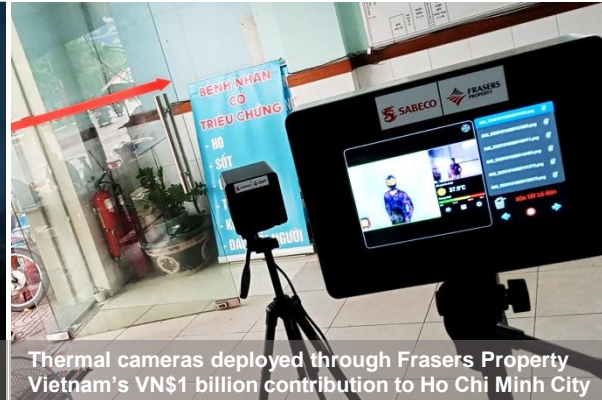
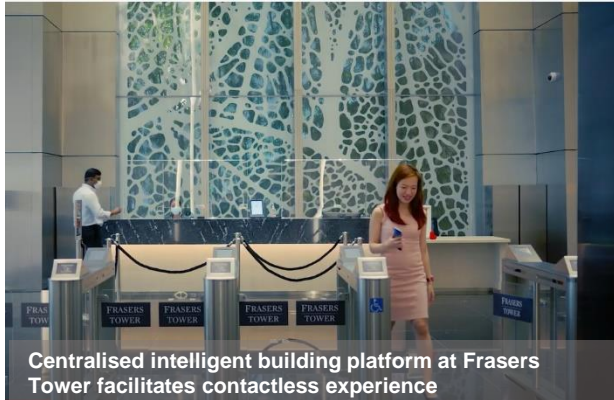
1. Property assets comprise investment properties, property, plant and equipment, investments in JVs and associates, properties held for sale, contract assets and contract costs. 2. Including Vietnam, Malaysia, Japan, Indonesia and New Zealand. 3. Compound annual growth rate.

Supporting Frasers Property's customers, people and communities



Operational responsiveness through the COVID-19 pandemic

- ◆ **Staying true to the Group's values, safeguarding the overall well-being of the Group's customers, people, and communities**
 - Ensuring on-going application of the highest health and safety standards at all properties
 - Continue to reach out to the community and providing various on-going relief efforts
- ◆ **Focused on supporting tenants through phased re-opening**
 - Tenant support extended across the Group's markets
 - Full pass-on of prevailing COVID-19-related government subsidies and rebates



Continuing to build upon business platforms

Further strengthened platforms through transformative transactions undertaken by REITs



Focused platforms ♦ Development & management capabilities ♦ Scaled REITs

Commercial & Business Park



Lakeshore Business Park,
Heathrow, UK

Synergistic end-to-end business space solutions provider across multiple geographies

FLCT, FTREIT, GVREIT

Australia, Singapore, Thailand, UK

\$S\$9.8 billion¹ AUM

~1.0 million sqm NLA

~1,160 tenants

~172,000 sqm land bank

Industrial & Logistics



Ariec Australia at West Park
Industrial Estate, VIC, Australia

Frasers Property Industrial, Thailand

\$S\$9.5 billion¹ AUM

~6.8 million sqm GFA

~530 tenants

~7.8 million sqm land bank

Retail



Tampines 1, Singapore

Suburban malls at transportation nodes catering to essentials

FCT

Frasers Property Retail, Australia, Thailand

\$S\$10.0 billion¹ AUM

20 properties²

~378,000 sqm² NLA

~3.0 million catchment population³

Hospitality



Capri by Fraser Leipzig,
Germany

Long-stay and leisure lodging at key locations

FHT

Frasers Hospitality, Thailand

\$S\$5.2 billion¹ AUM

>70 cities

~18,000 units in operation⁴

~3,500 units in the pipeline⁴

Development



Ed Square, Edmonson Park,
NSW, Australia

Delivering quality homes at the deepest end of the markets

Australia, China, Singapore, Thailand, UK, Vietnam

\$S\$7.8 billion¹ AUM

~115,000 homes built to date

~6,000 homes settled in FY20

~38,000-unit pipeline

1. Comprises property assets in which the Group has an interest, including assets held by its REITs, JVs and associates. 2. Excluding properties owned by third party and office building owned by ARF 3. Refers only to catchment in Singapore 4. Including properties under management

Scaled up REITs platform

Enhanced position for growth



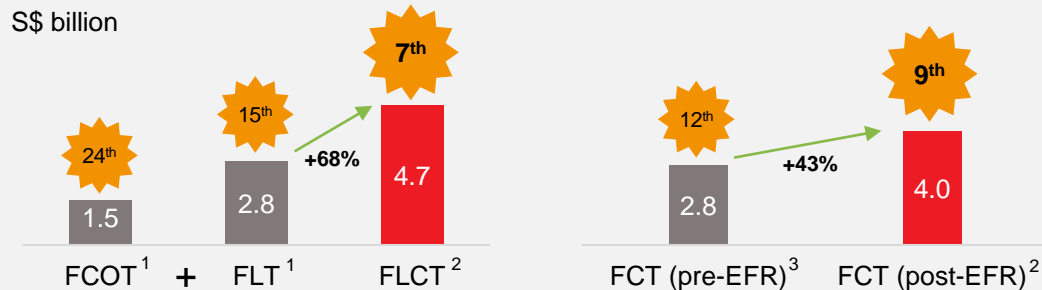
◆ Creation of two of the 10 largest S-REITs; higher weightage in indices

- Following merger of FLT and FCOT to form FLCT, as well as divestment of FPL's stake in ARF to FCT
- FLCT and FCT represented in FTSE EPRA/NAREIT Global Developed Index and MSCI Small Cap Index among others
- Greater visibility and increased attractiveness amongst the global investor community

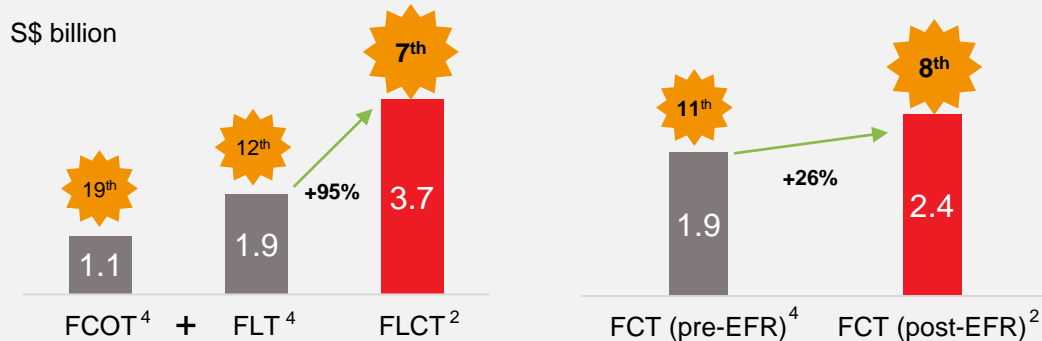
◆ Enlarged capital base provides enhanced flexibility and ability to drive long term growth

- Potential acquisition of assets from sponsor and third-parties
- Organic growth through AEI and potential development

Enlarged market capitalisations, with two ranked among top 10 S-REITs



Enlarged free float, with two ranked among top 10 S-REITs



1. As reported by FLCT in its presentation dated 11 March 2020. 2. Based on Bloomberg data as at 30 September 2020 as well as FLCT's and FCT's internal data, and assuming the merger of CapitaLand Mall Trust and CapitaLand Commercial Trust has been completed and their respective market capitalisation and free float figures are aggregated. 3. As reported by FCT in its presentation dated 16 September 2020, and assuming the merger of CapitaLand Mall Trust and CapitaLand Commercial Trust has been completed and their respective market capitalisation and free float figures are aggregated. 4. Based on Bloomberg data as at 30 September 2019.

Fraser's Property strategy



Sustainable earnings growth

Achieve sustainable earnings growth through significant development pipeline, investment properties, and fee income



Balanced portfolio

Grow portfolio in a balanced manner across geographies and property segments



Optimised capital productivity

Optimise capital productivity through REIT platforms and active asset management initiatives



Sustainable growth and long-term shareholder value

Bolstered balance sheet with financial discipline

Continued capital partnership initiatives and capital recycling via REITs

◆ Strategic capital partnership for Northpoint City (South Wing) in Singapore

- Net proceeds of ~S\$174 million used to deleverage the Group's balance sheet
- Continuation of the Group's capital partnership initiatives

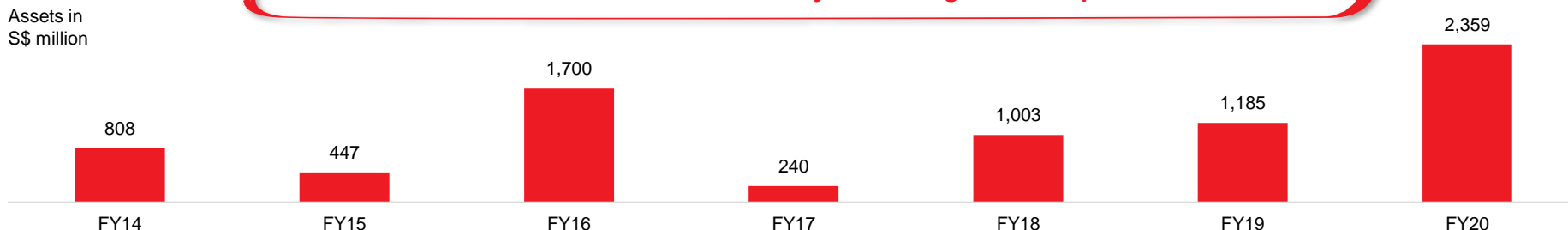
◆ Recycled assets valued at ~S\$2.4 billion through the Group's REITs

- REITs are integral to the Group's capital management strategy
- Virtuous cycle of growth and value creation for the Group and its REITs has featured strongly since its listing in 2014

Assets recycled through the Group's REITs in FY20

	Asset value
50% stake in Farnborough Business Park; sold to FLCT	S\$158 m
IVE Facility; sold to FLCT	S\$22 m
Maxis Business Park; sold to FLCT	S\$121 m
FPT factories and warehouses; sold to FTREIT	S\$124 m
63.1% stake in ARF; sold to FCT ¹	S\$1,934 m
Total	S\$2,359 m

Around S\$7.7 billion of assets have been recycled through the Group's REITs since FY14



1. Transaction was approved by FCT unitholders on 28 September 2020 and completed on 27 October 2020

Fully-integrated Thailand platform

Diversified portfolio provides operational resilience



Residential



Top 5 Developers in Thailand

60 active projects

S\$1.4 billion presale value

Industrial



#1 Provider in Thailand

3.0 million sqm GFA

81% occupancy rate AUM

100,000 sqm pre-committed built-to-suit

Commercial



Leading Developer in Thailand

241,000 sqm NLA

5 office buildings

1,100 keys of hotels

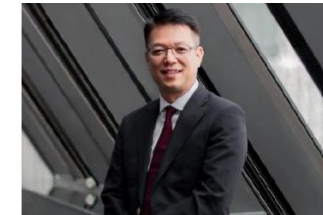
Leadership team



Thanapol Sirithanachai
Country CEO
Commercial (Acting)



Saenphin Sukhee
Residential



Sopon Racharaksa
Industrial



Somboon Wasinchutchawal
CFO

Other investments

1st hyperscale data centre in Bangkok with **60,000** sqm GFA under development

23,000 sqm Thailand's largest co-working space

S\$2.3 billion^{1, 2} combined REIT & Property Fund AUM



'ONE' platform for sustainable growth in Thailand

Continuing to evolve and thriving in the post-Covid world



Enlarged multi-segment property execution capabilities across the property value chain

Residential

REDEFINE

- Defensive protocol amidst the pandemic
- Tactical sales efforts and location strategy
- Strengthen market positioning and branding
- Competing on customer journeys

Industrial

REPLENISH

- Occupancy remains largely intact and keeps up the momentum
- Asset management and balancing portfolio
- Asset value creation using customer centric for Built-to-Suit product

Commercial

RETAIN

- Prime tenancy contributes income resilience of quality portfolio in CBD Bangkok
- Safety and wellbeing remains a top priority
- Key focus on tenant engagement and retention strategies

Well-positioned for eventual recovery

Optimising returns from large base of investment properties



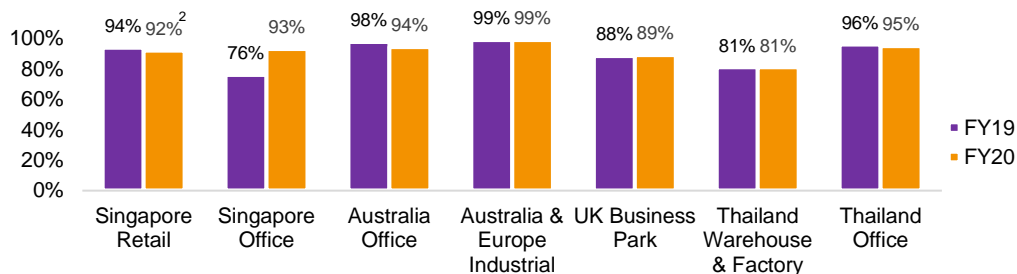
◆ Building on solid base of investment properties to provide income visibility

- Increased exposure to a defensive asset class through the acquisition of Lakeshore Business Park; UK business parks AUM as at 30 September 2020 reached S\$1.9 billion
- Grew industrial portfolio, which has exhibited **strong tenant resilience amid COVID-19 outbreak**, through acquisition of two pre-leased industrial assets totalling ~66,000 sqm in Bavaria, Germany in April 2020 and addition of ~740,000 sqm of industrial land across Europe and Australia; industrial & logistics AUM as at 30 September 2020 reached S\$9.5 billion

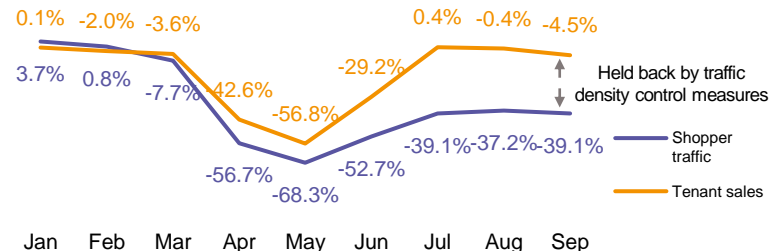
◆ Sustaining robust operations

- Maintained **stable investment portfolio occupancy rates** despite challenging conditions due to the COVID-19 pandemic
- Achieved ~984,000 sqm¹ of **industrial & logistics renewals and new leases** across Australia, Europe and Thailand
- Singapore **suburban retail portfolio total tenants' sales returned to near pre-COVID-19 levels**, signaling strong conversion rates despite shopper traffic being held back by traffic density control measures

Stable investment property occupancy rates



Singapore suburban malls total tenant sales³ outpaced recovery in shopper traffic³



◆ Actively reviewing hospitality cost management measures and capturing domestic tourism-driven demand

1. Includes lease renewals and new leases for industrial and logistics properties in Australia, Europe and Thailand in which the Group has an interest. 2. Includes committed occupancy as at 30 September 2020. 3. Total FPR portfolio including FCT and ARF and excludes The Centrepoint.

Well-positioned for eventual recovery

Calibrated approach to residential development business, taking prevailing market conditions into account



◆ Maintaining prudent approach towards residential development business

- > **Settled ~6,000 residential units** across the Group's markets despite heightened settlement risks due to the COVID-19 pandemic
- > **6,889 residential units released for sale** across the Group's markets
 - > Sold-out 10 projects in Thailand, whilst the Opus One project in Xuhui, Shanghai, China, which was launched amid the COVID-19 pandemic, is now fully-sold
- > Took advantage of risk-adjusted opportunities to **replenish residential land banks** in Singapore and Australia
 - > 496-unit executive condominium site in Fernvale Lane, Singapore
 - > 473-unit housing and medium density project site in Keperra, QLD, Australia
 - > Won bid in October 2020 to develop 354-unit build-to-rent pilot project with the QLD government
 - > Acquired Bedok Point¹, which can potentially be redeveloped into a residential project with ground floor retail units



Unrecognised revenue

\$S\$1.4 billion

across Singapore,
Australia, China and Thailand



Units sold

5,152

across Singapore,
Australia, China and Thailand



Pipeline units²

38,620

across Singapore,
Australia, China and Thailand

1. Transaction was approved by FCT unitholders on 28 September 2020 and completed on 9 November 2020. 2. Comprises unsold units and land bank in Singapore, Australia, China and Thailand.

Bringing agility into the brick-and-mortar business

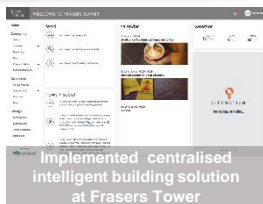
Leverage data-driven insights to continuously refine Frasers Property's offerings

Creating greater value

Core: Higher efficiency of the traditional real estate

Intelligent building management system

Leverage data-driven tech that enables better workplace experiences



Implemented centralised intelligent building solution at Frasers Tower

Adjacent: Experiential efficiency real estate

Shared workspaces and community management system

Intuitive tech platform that delivers engaging occupant experiences



JustCo co-working space

Disruptive: Transformational real estate

Work-from-anywhere

On-demand, work from anywhere solutions made friction-less by JustCo app and technology platform

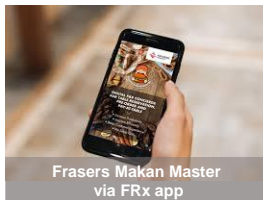


JustCo Switch booth at our malls

Commercial

Frasers Makan Master

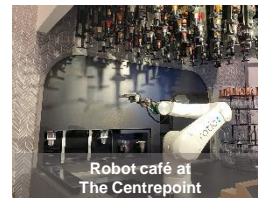
Multi-brand delivery orders, allowing members to place orders from multiple F&B tenants within the same mall



Frasers Makan Master via FRx app

Robotic beverage platform

Innovative food & beverage operators that enhance customer experience

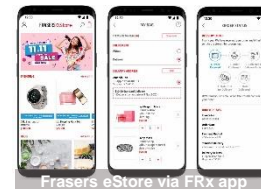


Robot café at The Centrepoint

Retail

Omnichannel retail Frasers eStore

Tech platform that delivers seamless omnichannel experience



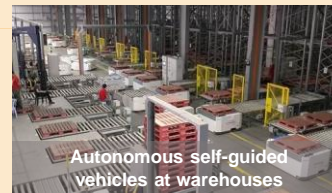
Frasers eStore via FRx app

Multi-purpose service robotics

Sharpening real estate operations



UV-disinfecting autonomous mobile robot at our malls

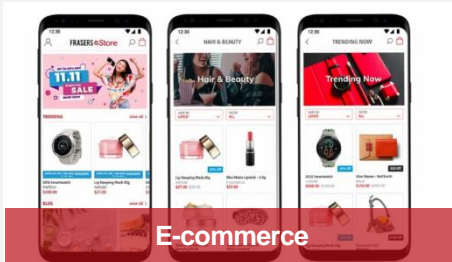


Autonomous self-guided vehicles at warehouses

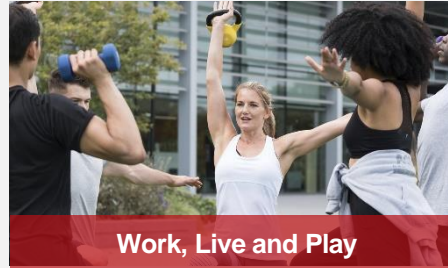
Accelerating digitalisation

Meeting evolving customers' needs, preferences and behaviours

◆ Convergence of real estate segments



Retail and industrial / logistics are becoming more intertwined with e-commerce



Residential, commercial and retail are overlapping as users seek physical spaces that provide convenient, frictionless options to work and personal life



Capabilities in mixed-use property development and management, and placemaking are even more relevant

◆ Providing physical space as a service offering to end-users as customers' expectations evolve

> Adding value through real estate services in spaces with an ecosystem that aggregates property technologies



Strengthen Revenue



Enhance Efficiency



Heighten Experiences



Intelligence Building Management Systems



Service Robotics



Co-working / Flexible Spaces



Experience matters.