



CapitaLand Limited

Annual General Meeting

30 April 2018



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.



Contents

- **2017 Overview**
- **Business Updates**
- **Awards & Sustainability**
- **Looking Ahead**
- **Conclusion**

2017 Overview



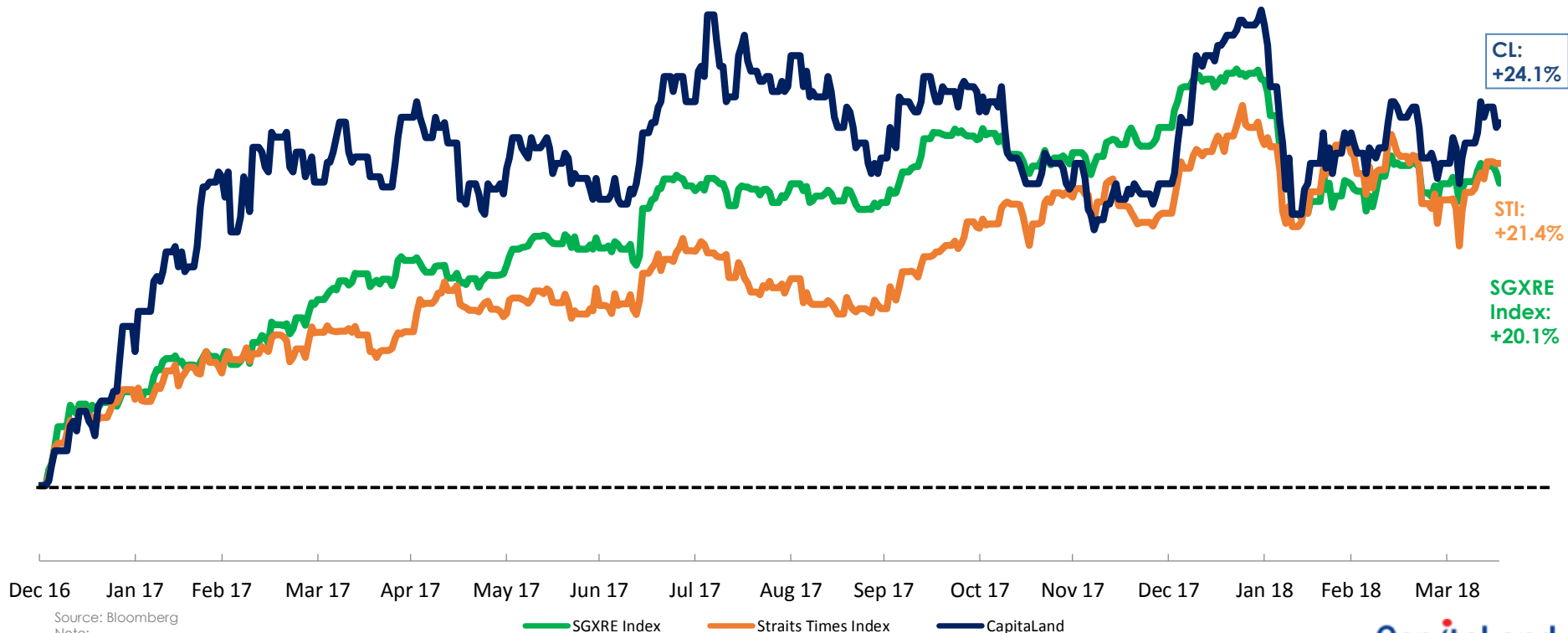
Capital Tower, Singapore



2017 Overview

CapitaLand Share Price Outperformed STI & SGX Real Estate Index

Total Shareholder Return From 1 Jan 2017 – 17 Apr 2018¹: +27.6%



2017 Overview



Strong Earnings From Operations

Revenue

\$S\$4,609.8
million

▼ 12% YoY

Total PATMI

\$S\$1,550.7
million

▲ 30% YoY

Total Operating PATMI¹

\$S\$908.3
million

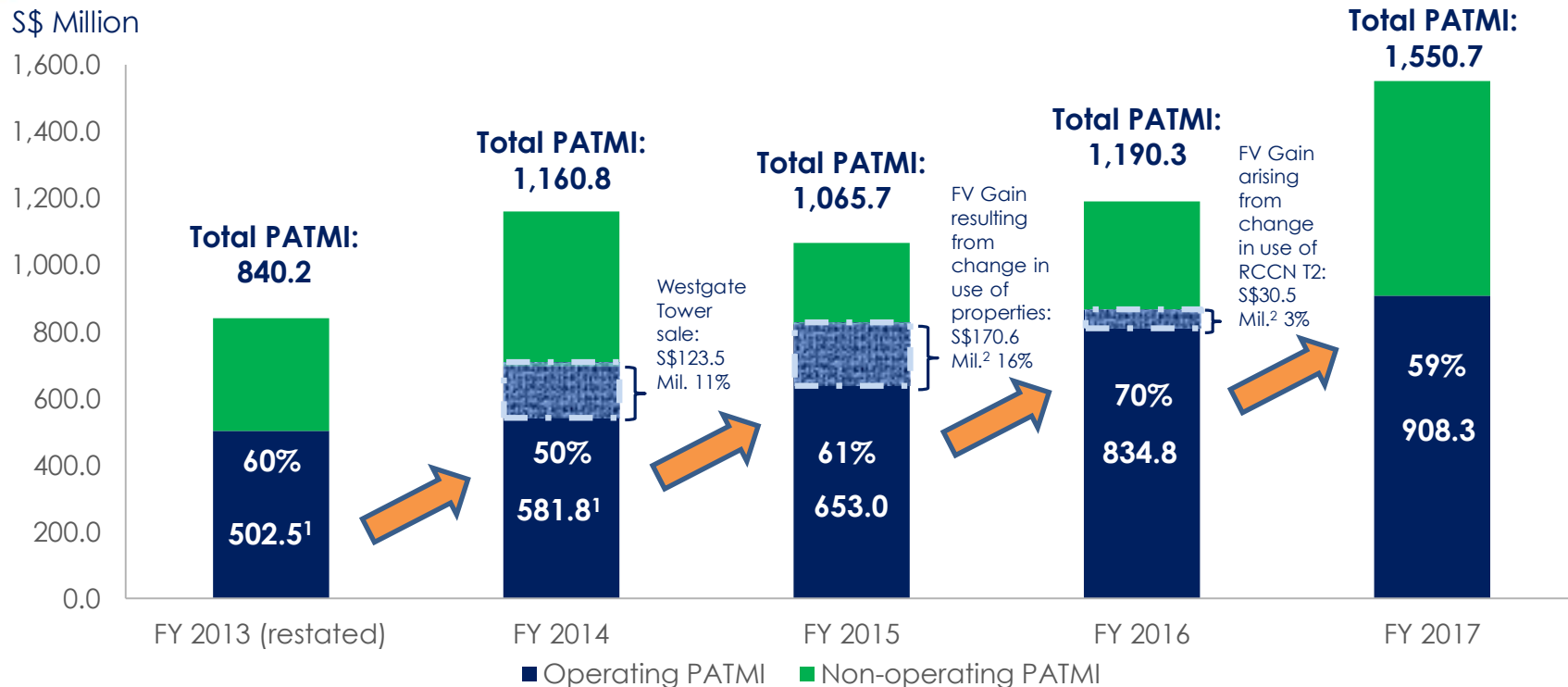
▲ 5% YoY

Note:

1. Operating PATMI FY 2017 included a gain of \$S\$160.9 million from the sale of 45 units of The Nassim. Operating PATMI FY 2016 included a \$S\$30.5 million fair value gain arising from the change in use of a development project from construction for sale to leasing as an investment property (Raffles City Changning Tower 2).



Achieved Highest Operating PATMI Since Listing In 2000



About 2/3 Of Total PATMI As Operating PATMI

Note:

1. Total operating PATMI inclusive of S\$16.3 million operating PATMI from discontinued operation (FY 2013 restated: S\$108.7 million).
2. Total operating PATMI inclusive of fair value gain of S\$30.5 million (FY 2015: S\$170.6 million) arising from change in use of development projects in China.



Robust Balance Sheet

Net Debt/Equity

0.49 times

Net Debt/Total Assets²

0.28 times

Interest Cover Ratio¹

8.1 times

Interest Service Ratio¹

6.7 times

Cash

\$6.1 billion

% Fixed Rate Debt

69 per cent

Well-Positioned To Grow

Note:

- (1) Interest Coverage Ratio = EBITDA / Net Interest Expense; Interest Service Ratio = Operating Cashflow / Net Interest Paid.
EBITDA includes revaluation gain
- (2) Total assets excludes cash.



Delivered Sustainable Returns To Shareholders

**Return on
Equity**

8.5%

6.6% in 2016

**Dividend¹
per Share**

12.0 cents

10.0 cents in 2016

Payout Ratio of ~36%²

**Net Tangible
Assets per Share**

\$S\$4.20

\$S\$4.05 in 2016

Note:

(1) Proposed dividend subject to final shareholders' approval at the Annual General Meeting.

(2) Based on total FY 2016 PATMI.



Proposed 12 Singapore Cents Dividend Per Share For FY 2017

Dividend Period		1 January 2017 – 31 December 2017
Final Dividend		12 Singapore Cents Per Share
Type of Dividend		Cash
Record Date ¹		5:00pm, 10 May 2018
Book Closure Date		11 May 2018
Dividend Payment Date		18 May 2018

Note:

(1) Last day of trading on "cum" basis is 7 May 2018.

2017 Overview

Significant Scale Across Global Platform



Raffles City Beijing



Capital Tower, Singapore



HongKou Plaza, Shanghai



Ascott Huai Hai Road,
Shanghai

Group Managed Real Estate Assets

\$S88.8 Billion

Revenue Under Management

\$S8.5 Billion of which
Rental RUM is \$S4.9 Billion

Total Home Units Constructed
(Since 2000)

>91,000

Office Tenants In Singapore
And China

>1,300

Gross Turnover Sales
Of Retailers

\$S12.2 Billion

Shopper Traffic
Across 5 Countries

~1.1 Billion

Retail Leases Across
5 Countries

~18,000

Unique Serviced Residence
Customers

~1.2 Million

Note:

1. Numbers stated as of FY 2017 numbers unless otherwise stated.

Business Updates - Residential



The Interlace, Singapore



Singapore: Stable Sales Volume & Value For FY 2017

- Sold 407 Units Worth \$1.479 Million¹



Note:

1. Includes the sale of 45 units in The Nassim in 1Q 2017 and based on options exercised.



Signed S&P For Pearl Bank Apartments



- Private Treaty Collective Sale For S\$728 Million
- In Line With Our Disciplined Investment Strategy To Build Quality Residential Pipeline On Sustainable Basis



China: High Sales Volume & Value Achieved

- Over 8,400 Units Sold At A Value Of RMB15,371 Million In 2017
- 93% Of Launched Units Sold As Of 31 December 2017





Vietnam: High Sales Value Achieved For FY 2017

- Achieved Sales of 1,409 Units Worth S\$460 million in 2017
- Strong Growth In Sales Value; Higher Handover To Owners



Vista Verde, Ho Chi Minh City



Kris Vue, Ho Chi Minh City



Seasons Avenue, Hanoi



Business Updates

- Commercial Properties & Integrated Developments



Singapore Commercial Portfolio – Stable Performance

Achieved Above Market Committed Occupancy

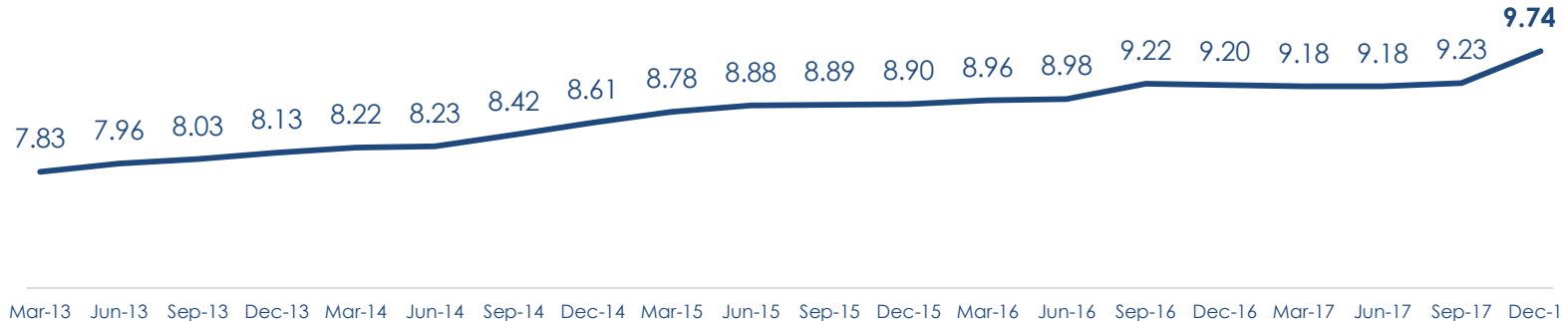
CCT Portfolio Committed
Occupancy Rate
As At 31 Dec 2017

97.3%

Core CBD Market
Occupancy
As At 31 Dec 2017

93.8%

CCT's Average Office Portfolio Rent Increased Largely Driven By Inclusion Of Asia Square Tower 2⁽¹⁾



— Average gross rent per month for office portfolio (\$\$ psf)

Note:

1. Acquisition of Asia Square Tower 2 was completed on 1 November 2017.
2. Average gross rent per month for office portfolio (\$\$ psf) = $\frac{\text{Total committed gross rent for office per month}}{\text{Committed area of office per month}}$



Acquisitions Of Quality Commercial Assets

Singapore

Rejuvenates Portfolio At Agreed Property Value At S\$2,094 Million



Asia Square Tower 2

Japan

Strengthens Foothold In Greater Tokyo With Acquisition Of S\$620.1 Million



Yokohama Blue Avenue



Sun Hamada Building



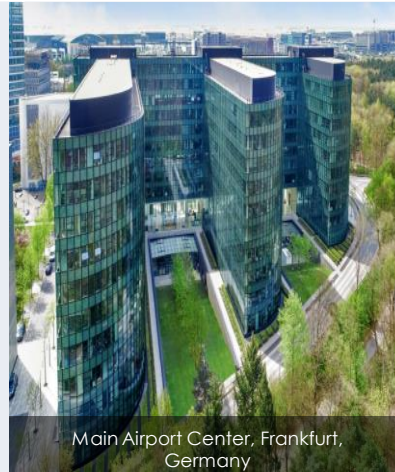
Kokugikan Front Building



Seiyu & Sundrug

Germany

First Commercial Asset In Germany Acquired For S\$355.9 Million¹



Main Airport Center, Frankfurt, Germany

China

Acquisitions Of Innov Center & Adjacent Site For Total Consideration Of S\$706 Million²



Artist's Impression

Innov Center and Adjacent Site

Note

1: Based on CapitaLand's 94.9% share of total consideration of EUR234.3 million (~S\$375.1 million).

2: Excluding development cost for the adjacent site.

Malls At Three Raffles City Developments Opened

Raffles City Hangzhou

- Close To 100% Committed Occupancy For Mall Operations
- Total GFA ~298k sqm
- **Retail Tenants:** Uniqlo, Hotwind, Yan Ji You Bookshop
- **Office Tenants:** JLL, KUIKO



Raffles City Changning

- Close To 100% Committed Occupancy For Mall Operations
- Total GFA ~260k sqm
- **Retail Tenants:** Forever 21, H&M, ESPRIT, CitySuper
- **Office Tenants:** NEC, JustOffice



Raffles City Shenzhen

- Close To 100% Committed Occupancy For Mall Operations
- Total GFA ~122k sqm
- **Retail Tenants:** PUTIEN, Pandora, TASTE, Palace Cinema
- **Office Tenants:** Amazon, Aedas





Capital Square Shanghai Opened On 1 Sep 2017

High Committed Occupancy Rates For Mall And Office



Total GFA ~75k sqm, Of Which:

33% Retail, 67% Office

Retail Tenants:

Wills (Gym), 文心食舍 (F&B), 汉小馆 (F&B), Play ABC (Kids Education)

Office Tenants:

Google, Kao, Open Text, M+W, Wells Fargo, Mitsui Chemicals





Construction Of RCCQ On Track

- Raffles City Chongqing Towers 2, 5 And 6 Topped Out In 4Q 2017
- First Section Of Conservatory Successfully Lifted Into Position
- Raffles City Residences Tower 2 And Tower 6 Achieved Sales Value Of RMB1,756.9 Million As At 31 Dec 2017



Overall Construction Progressing Well



Conservatory Section



Façade Walls In Progress

Note: Sales value includes value added tax.

Business Updates - Retail

ION Orchard, Singapore



Operational Highlights: Steady Performance

Portfolio ¹	Singapore	China
Same-mall ² NPI growth	+0.9% ⁶	+8.6% ⁷
Committed occupancy rate ³	98.0%	95.5%
NPI yield on valuation ⁴	5.6%	5.1%
Tenants' sales ⁵	+1.5% total tenants' sales	+19.8% total tenants' sales
	+0.9% per sq ft	+7.0% per sq m
Shopper traffic ⁵	+0.6%	+1.3%

Note:

- Portfolio includes properties that CapitaLand Mall Asia owns and are operational as at 31 Dec 2017.
- Same-mall compares the performance of the same set of property components opened/acquired prior to 1 Jan 2016.
- Committed occupancy rates as at 31 Dec 2017 for retail components only.
- NPI Yield on valuation is based on valuations as at 31 Dec 2017.
- China: Excludes two master-leased malls. Tenants' sales from supermarkets and department stores are excluded.
Japan: Excludes two master-leased malls.
- Excludes Funan which has closed in 2H 2016 for redevelopment.
- China's same-mall NPI growth would have been 10.0% if not for higher property tax due to change in basis of assessment which took effect from 1 Jul 2016 for properties in Beijing.

CapitaLand has announced the divestment of six India assets in 4Q 2017



Opening Of New Malls In China And Malaysia

China

CapitaMall Westgate

Opened On 28 April 2017
>435,000 Visitors During Labour
Day Weekend From 28 April To 1
May



Suzhou Center Mall

Opened On 13 Nov 2017
Largest Mall Of 300,000 sqm
Boasting Over 600 Retail Brands



Malaysia

Melawati Mall

Opened On 26 July 2017
Tenants: Golden Screen Cinemas,
Fitness First, Padini Concept Store





Retail

Expanding Retail Network & Increasing Fee Revenue Through Management Contracts

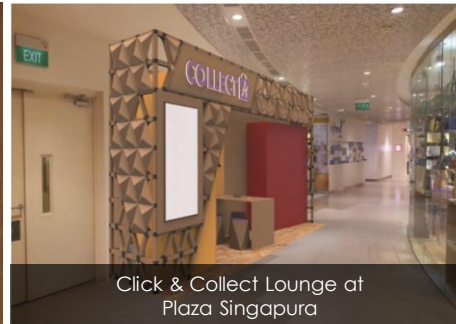
6 In China and 1 In Singapore To Date, With Total GFA Of ~340,000 sqm



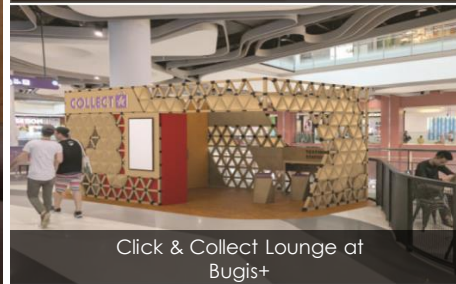


Launched CapitaLand Online Mall On Lazada

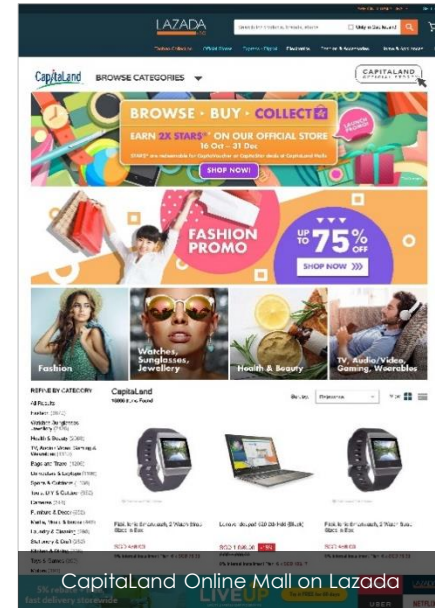
- Partnership With Lazada To Bring Physical Retailers Online
- Value-add Mall Tenants As Singapore's First Omni-Channel Retail Landlord
- Click-and-Collect Service In CapitaLand Malls To Drive Shopper Traffic



Click & Collect Lounge at Plaza Singapura



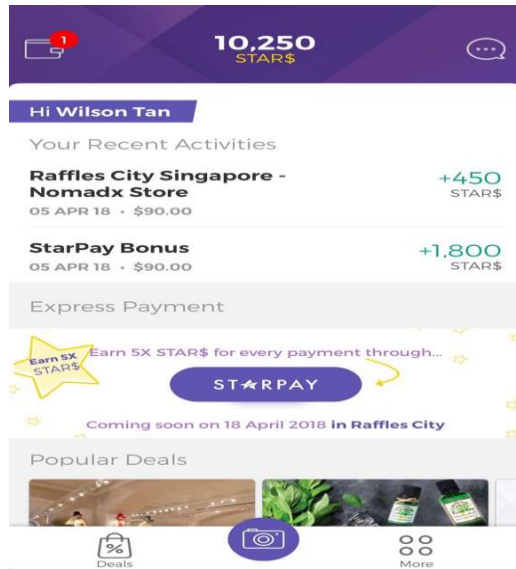
Click & Collect Lounge at Bugis+



Retail Future Proofing Retailers with Technology

Digitalising Interaction With shoppers Via StarPay

- In-app feature on CapitaStar app to enable customers to transact with participating retailers using different ePayment modes
- Instant STAR\$ awarding based on authenticated payments
- Expand suite of payment modes to cater to shoppers' preferences

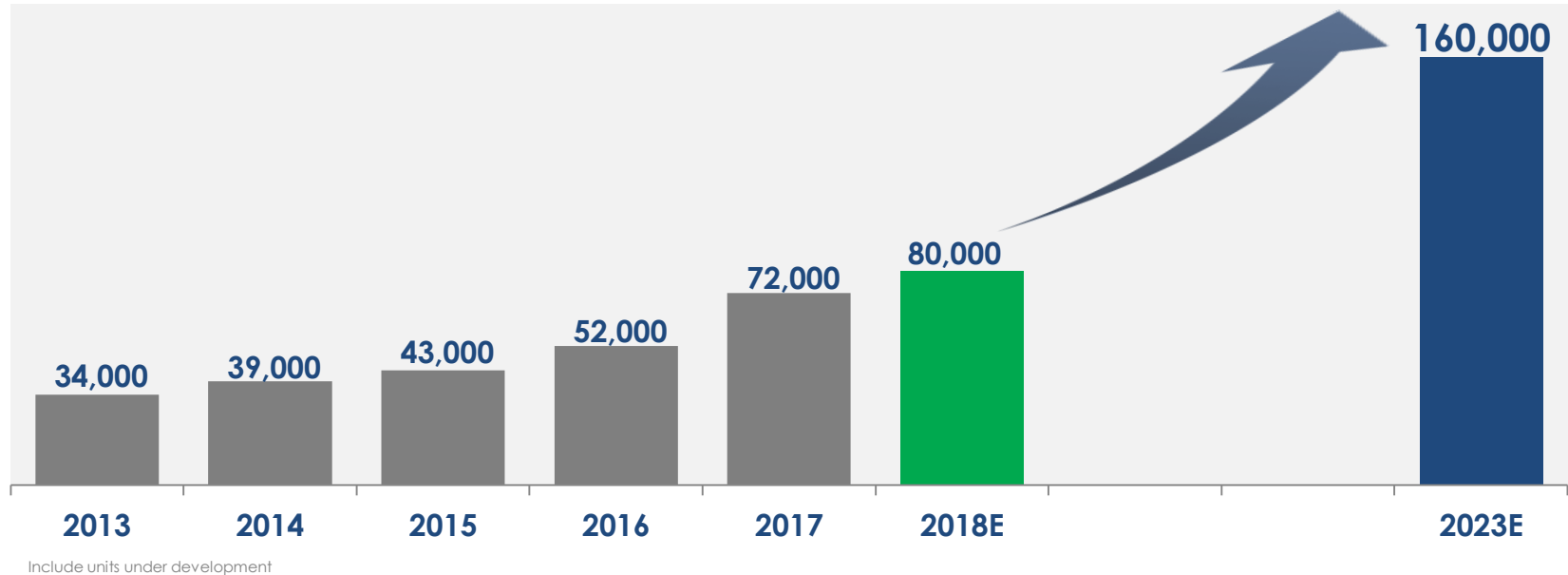


Business Updates - Serviced Residence





Serviced Residence Platform: On-Track To Exceed 80,000 Units In 2018



**Target To Double Global Portfolio To 160,000 units in 2023
And Drive The Group's Fee Income**



Building Scale & Accelerating Growth

Setting New Record With ~24,000 Units Added In 2017
~3,800 Units Across 18 Properties Opened

- Secured **50 management and franchise agreements in new attractive destinations**
- **Made first foray into Africa**, in Ghana's capital of Accra
- **6 acquisitions in key gateway cities** including Singapore and the United States
- **Strong expansion in our two largest markets:**
 - Southeast Asia – >23,000 units across in 113 properties across 34 cities
 - China – Exceeded target of 20,000 units, ahead of schedule of 2020





Expanding Global Network Through Acquisitions

Acquired Majority Stake In Quest Apartment Hotels (“Quest”)



- Ascott bought an additional 60% stake in Quest for A\$180 million (S\$191 million)¹
- Ascott also acquired a 100-unit freehold serviced residence, Quest Cannon Hill, which will be developed on a turnkey basis, for A\$24 million (S\$25 million)



Note:

1. Post completion, Ascott's interest in Quest increased to 80%.

Acquired 80% Stake In Synergy Global Housing (“Synergy”) In U.S.



- The acquisition will triple Ascott's portfolio from >1,000 units to ~3,000 units in the U.S. and strengthen its extensive range of international-class residences for corporate customers worldwide





Shaping The Future Of Travel Through lyf

A Dedicated Brand Catered For Millennial-Minded Travellers

- lyf Wu Tong Island Shenzhen, first lyf brand property to open in 2018
- Remaining 4 properties located in Singapore, Dalian and Cebu will open from 2019 to 2021
- On active look out for potential markets to capture the growing market of millennial and millennial-minded travellers



To Seize Opportunities In The Rising Trend Of Coliving And Coworking

Awards & Sustainability

One George Street, Singapore





Key Awards & Accolades

Best In Corporate Governance – 7 Awards

including

- 1) World Finance Corporate Governance Awards 2017
- 2) FinanceAsia Asia's Best Companies 2017
- 3) Singapore Corporate Awards 2017
- 4) SIAS 18th Investors' Choice Awards 2017



Best In Investor Relations – 4 Awards

- 1) FinanceAsia Asia's Best Companies 2017
- 2) Institutional Investor All-Asia Executive Team 2017
- 3) SIAS 18th Investors' Choice Awards 2017
- 4) IR Magazine Awards – South East Asia 2017

Institutional Investor

2017 ALL-ASIA EXECUTIVE TEAM

MOST HONORED COMPANY

FinanceAsia



ASIA'S
BEST
COMPANIES
2017



Award winner
South East Asia 2017





Sustainability Accolades



Top 5% ESG company
in real estate industry



In Collaboration with RobecoSAM

Dow Jones Sustainability
World and Asia Pacific
Indexes 2017



Regional Sector
Leader for Asia,
Diversified, 2017



Highest-ranked real
estate management
and development
company, 2018



FTSE4Good

A constituent of
FTSE4Good Index Series



2017 Constituent
MSCI ESG
Leaders Indexes



2017 Constituent
MSCI SRI Indexes

A constituent of MSCI
ESG Leaders Index and
MSCI SRI Index 2017



A constituent of
•Euronext Vigeo Index:
World 120
•STOXX® Global ESG
Leaders Indices
•SGX Sustainability
Leaders Indices
•SIAS Investors' Choice
Award – Sustainability
Award 2017

*The inclusion of CapitaLand Limited in any MSCI index and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of CapitaLand Limited by MSCI or any of its affiliates. The MSCI Indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.



Building Communities

CapitaLand donates up to **0.5%** of annual net profit to [CapitaLand Hope Foundation](#) (CHF) to support programmes for underprivileged children

>S\$25m
Donated

In support of the communities
CapitaLand operate in since
2005



>100,000
Underprivileged children

Benefitted from
CHF in the areas of shelter,
education and healthcare

27
CapitaLand
Hope Schools

In China and Vietnam



>111,000
Volunteer hours

by CapitaLand staff
since 2007

3
Days

Volunteer Service Leave
policy in CapitaLand

Looking Ahead



Clarke Quay, Singapore



Vision: Global Real Estate Platform



Significant scale with
S\$100 billion AUM by 2020



Beyond brick-and-mortar



Technology-enabled



Deliver **sustainable
shareholder value**

Building
People
Building
Communities





Significant Real Estate Trends Remain Intact...

Urbanisation



Urbanization in the region, including China, Vietnam and Indonesia

Global Fund Flows



Funds flow across the globe at a growing pace



... But Customers Are Changing

Rise Of Millennials



>50% of our customers and growing. Greater value on experiences in live, work and play

Ageing



Rapidly ageing populations in Singapore, China and Japan

More Tourists



Increase in the number of tourists worldwide, e.g. 130.5 million outbound from China in 2017

Shifting Nature Of Work



Companies want mobility, flexibility and community – they value a global network of workplace solutions and global accommodation solutions

Online & Offline



Customers demand a seamless online & offline experience; online platforms are increasingly moving into physical spaces, e.g. Alibaba, Amazon



Demand for real estate remains, but must be coupled with experiential content, convenience, and customer engagement



CapitaLand's Two Engines Of Growth

Real Estate Investment

Four Main Geographies

1. Singapore, Malaysia & Indonesia
2. China
3. Vietnam
4. International

- Invest across all asset classes within each geography
- Optimised asset reconstitution and recycling
- Leverage REITs and fund platforms

Operating Platforms

Three Main Platforms:

1. Retail
 2. Lodging
 3. Workspace
- Asset light approach to drive growth – “Real Estate As a Service” – ROE kicker
 - Go global and develop best-in-class operating capabilities
 - Build up a strong and loyal customer base

Conclusion

Six Battery Road, Singapore



Conclusion

- **Record and quality earnings achieved in 2017:**
 - Total PATMI S\$1.55 billion, highest since 2008
 - Record operating PATMI of S\$908.3 million
- **Achieved credible 8.5% ROE**
- **Proposed dividend of 12 cents** – increased core dividend by 20%



CapitaLand

Thank You