



CapitaLand Investor Day 2017

Presentation By Mr. Lim Ming Yan, President & Group CEO

14 November 2017



Contents

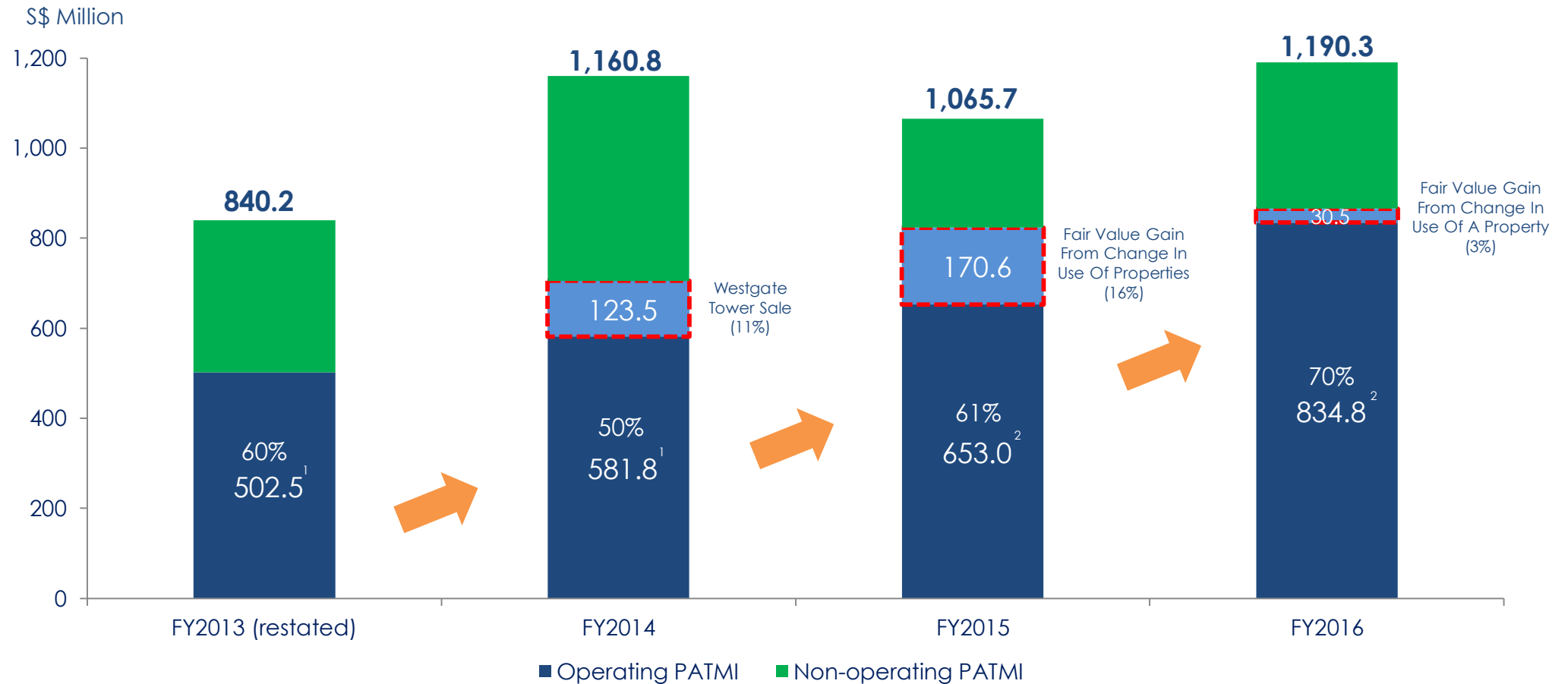
- **Recap Of CapitaLand's Transformation**
- **Adapting To The New Real Estate Landscape**
- **Conclusion**

Recap Of CapitaLand's Transformation

ION Orchard, Singapore



1 Strengthened Growth In Operating PATMI



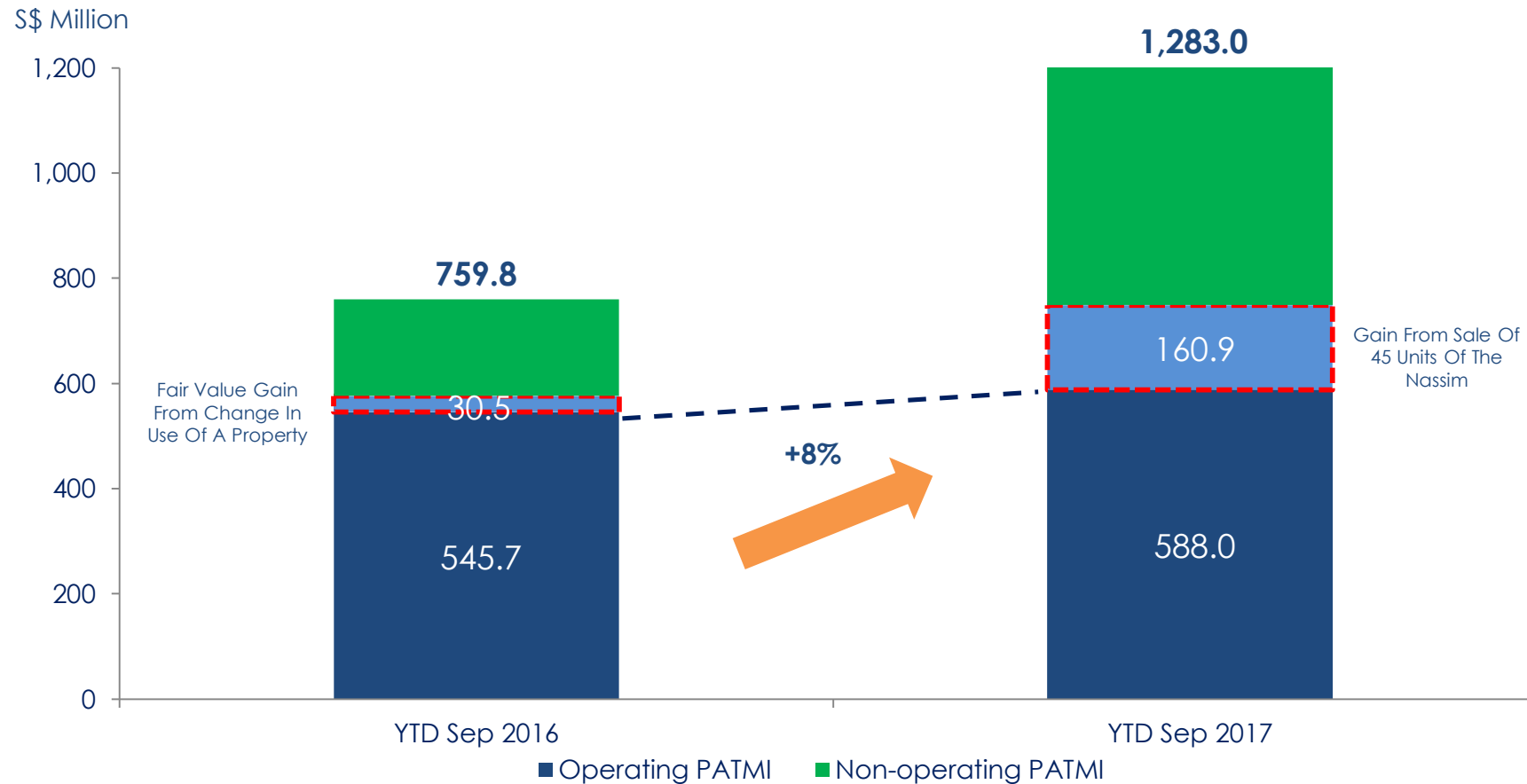
Operating PATMI Increased Steadily For The Past 3 Years

Note:

1. Total operating PATMI inclusive of S\$16.3 million operating PATMI from discontinued operation in FY 2014 (FY2013 restated: S\$108.7 million)
2. Operating PATMI excluding fair value gain arising from change in use of development projects in China in FY2015 (S\$170.6 million) and FY2016 (S\$30.5 million)



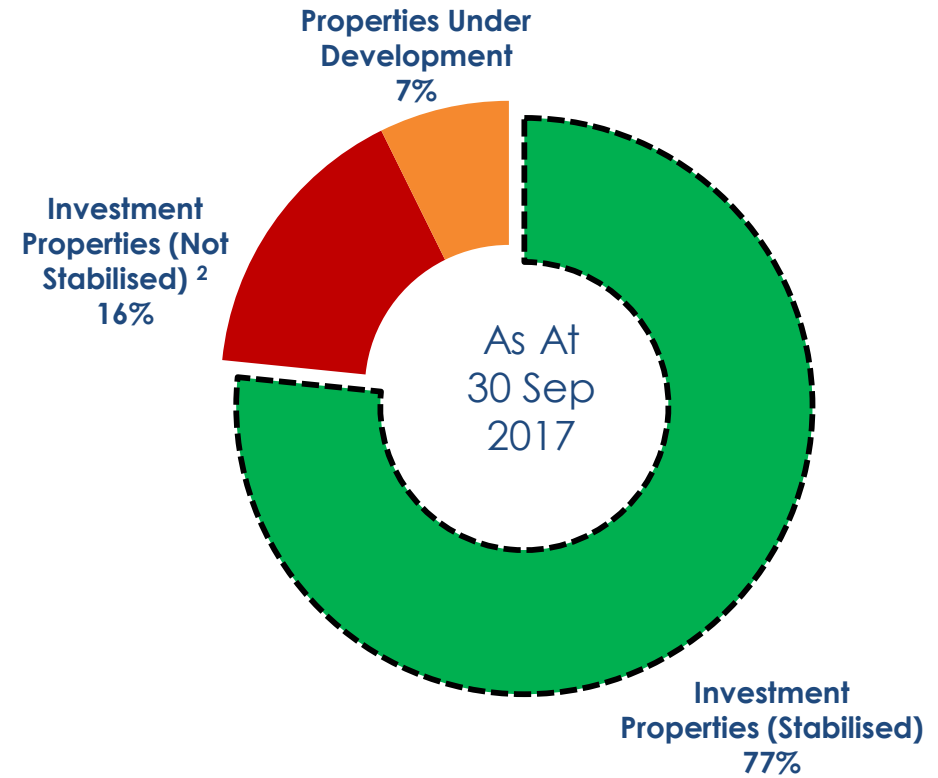
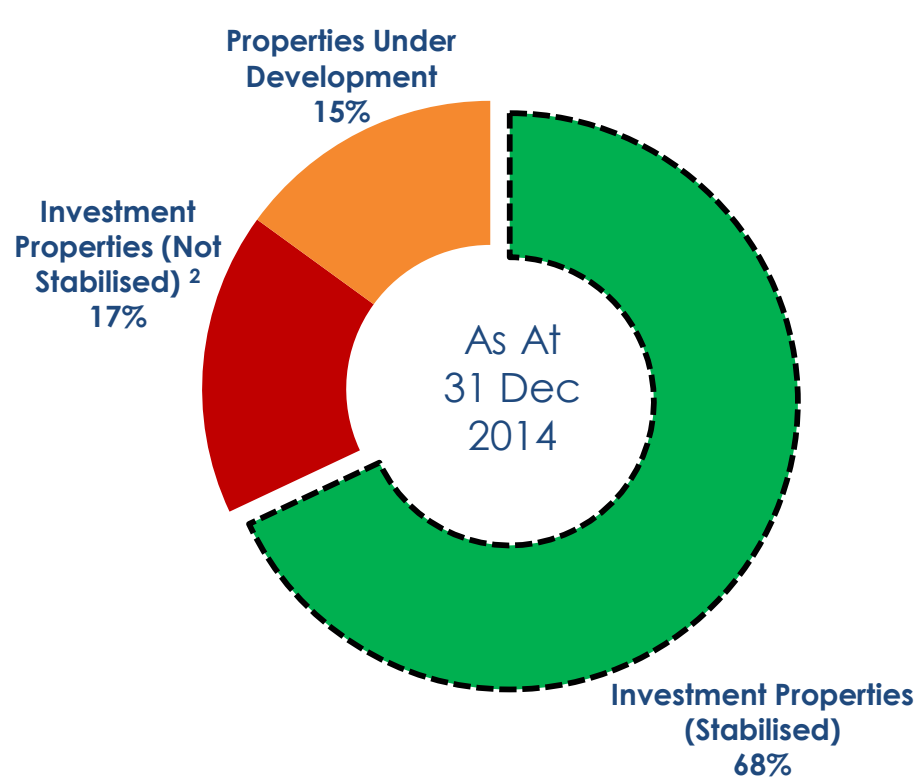
2 Underlying Quality Of Operating PATMI Remains Strong



After Excluding One-Off Fair Value Gain From Change In Use Of Property And Gains From Sale of The Nassim, YTD Sep 2017 Operating PATMI Grew At 8% Y-o-Y



3 Recurring Income Further Strengthened As More Properties Turn Operational



Stabilised Investment Properties Increased From 68% To 77%

Note:

1. Value of properties held by subsidiaries are reported based on 100%, value of properties held through associates/JV are reported based on CapitaLand's effective share.
2. Non-stabilised assets comprised properties opened/completed in the last 3 years



Suzhou Center Mall



- CapitaLand's largest mall opened on 11 Nov. 2017 with committed occupancy above 90%
- Attracted >400,000 footfall on the opening day

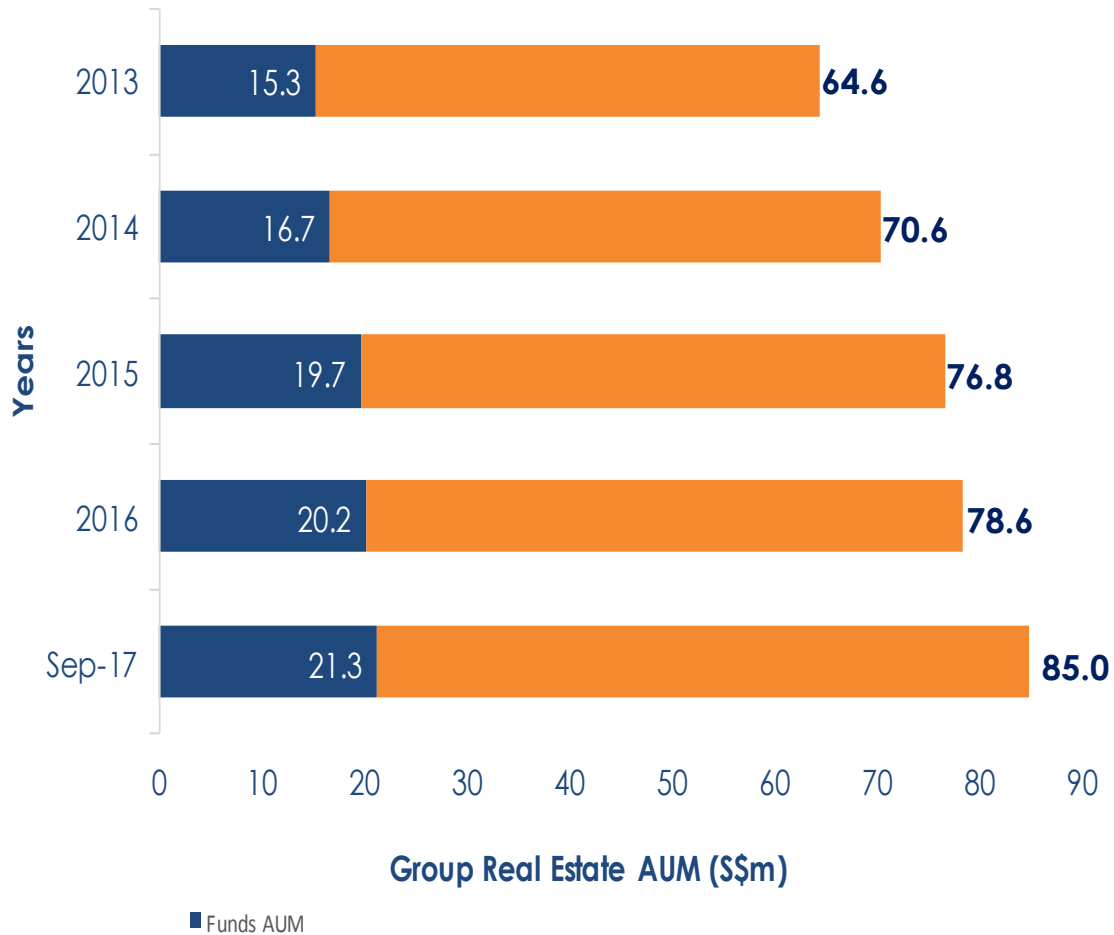


4

Group's Real Estate AUM Continues To Grow And New Funds Were Set Up

Group Real Estate AUM

Number Of Private Equity Funds



16 Funds

16 Funds

16 Funds: Added Ascott-QIA Global Serviced Residence Fund

15 Funds: Added Raffles City China Investment Partners III

15 Funds: Added CapitaLand Vietnam Commercial Fund I



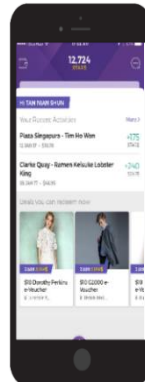
5 Leveraged On Technology Across Various Asset Classes

New trends
in Live,
Work &
Play



• 让每位不再等 •

Enhancing
customer
stickiness



Leveraging
technology to
enhance
existing
platforms



旅途中的家

多·快·好·省



O2O
Convergence
To Bridge
Services To Our
Customers



Adapting To The New Real Estate Landscape

Raffles City Beijing, China

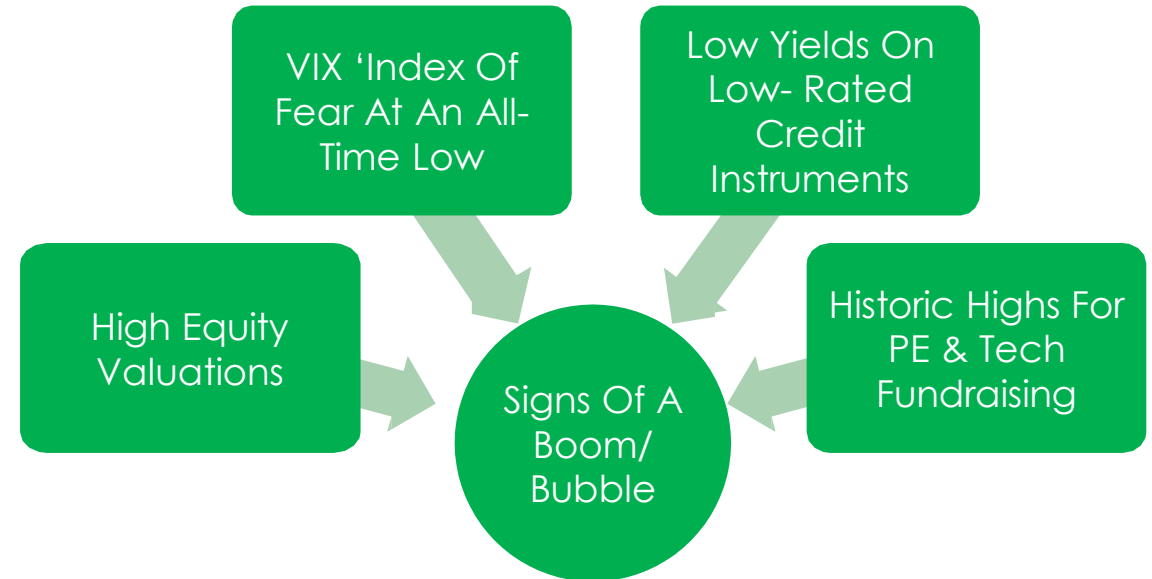


The Investment Environment We Face Today

Characteristics Of Today's Market

- 1 Uncertainties Abound
- 2 Asset Prices Are High
- 3 Prospective Returns Are Low
- 4 Pro-Risk Behavior Is Commonplace

Signs Of A Boom Present Across Classes

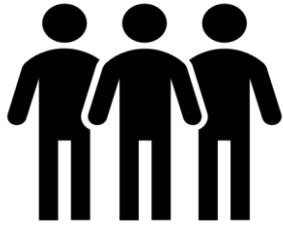


**We Are In A Low-Return, High-Risk World;
Valuations And Markets Are Elevated**



Three Megatrends Affecting All Businesses

Demographics



Ageing Populations
New Millennial Customers

Technology



Digital Platforms Scaling
Big Data Analytics

Flow Of Funds



Funds Flowing To
Emerging Markets,
Especially APAC

How Is CapitaLand Responding?



1 Strengthen Corporate Level Capabilities¹

Group Chief Operating Officer



Jason Leow²

- Drive economies of scale
- Provide better corporate support to businesses

Group Chief Investment Officer



Lee Chee Koon³

- Optimise capital allocation across the Group
- Drive Group's growth strategies

Note:

1. With effect on 1 January 2018
2. To concurrently be Deputy Chair of Retail
3. To be concurrently be Deputy Chair of Service Residence

2 Strengthen CapitaLand's Operating Platforms

To Develop Strategies To Future-Proof Our Businesses

Commercial



Lynette Leong
CEO, CapitaLand Commercial

Future Of
Work

Retail



Wilson Tan
CEO¹, CapitaLand Mall Asia

O&O Platform

Serviced Residences



Kevin Goh
CEO¹, The Ascott Limited

Grow Global
Platform

Note:

1. Appointment to take effect from 1 January 2018



3 Improve Quality Of CapitaLand's Asset Portfolio

Singapore, Malaysia,
Indonesia



Ronald Tay

China



Lucas Loh

Vietnam



Chen Lian Pang

Rest Of
World/Deputy CIO



Gerald Yong

**Asset Owners In Respective Geographies
Now Have An Overall Perspective Of Each Portfolio's Return**

Note: Appointments to take effect from 1 January 2018



4 Greater Emphasis On PE Fund Business

A New CEO James Lim In Charge Of PE Fund Business

B Enhanced ROE From Capital Recycling And Acquiring Third Party Assets

- Reduces balance sheet requirements while AUM scales up
- Recurring fee income and higher ROE

C On Track To Grow Additional AUM Up To S\$10 billion By 2020

- Already raised 3 funds –
 - US\$600 Million Ascott-QIA JV (2015)
 - US\$1.5 Billion Raffles City China Investment Partners III (2016)
 - US\$300 Million CapitaLand Vietnam Commercial Fund 1 (2017)

Total ~S\$6.5 billion AUM



Conclusion

ION Orchard, Singapore



Conclusion

- Barring unforeseen circumstances, CapitaLand is likely to achieve >8% ROE in 2017
- We are well-positioned to deliver a sustainable ROE above our cost of equity going forward
 - More active portfolio recycling
 - Growth of recurring fee income



CapitaLand

Thank You