CapitaLand Investors' Day 2016
"The Future CapitaLand"

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

15 November 2016

Contents

Recap Of CapitaLand's Transformation

ION Orchard, Singapore

CapitaLand's 2013 Strategy

1. Geography

- Two Core Markets – China (five city clusters) and Singapore
- Growth Markets – Vietnam and Indonesia

2. Asset Class

- Integrated Developments, Residential, Office, Retail, Serviced Residences

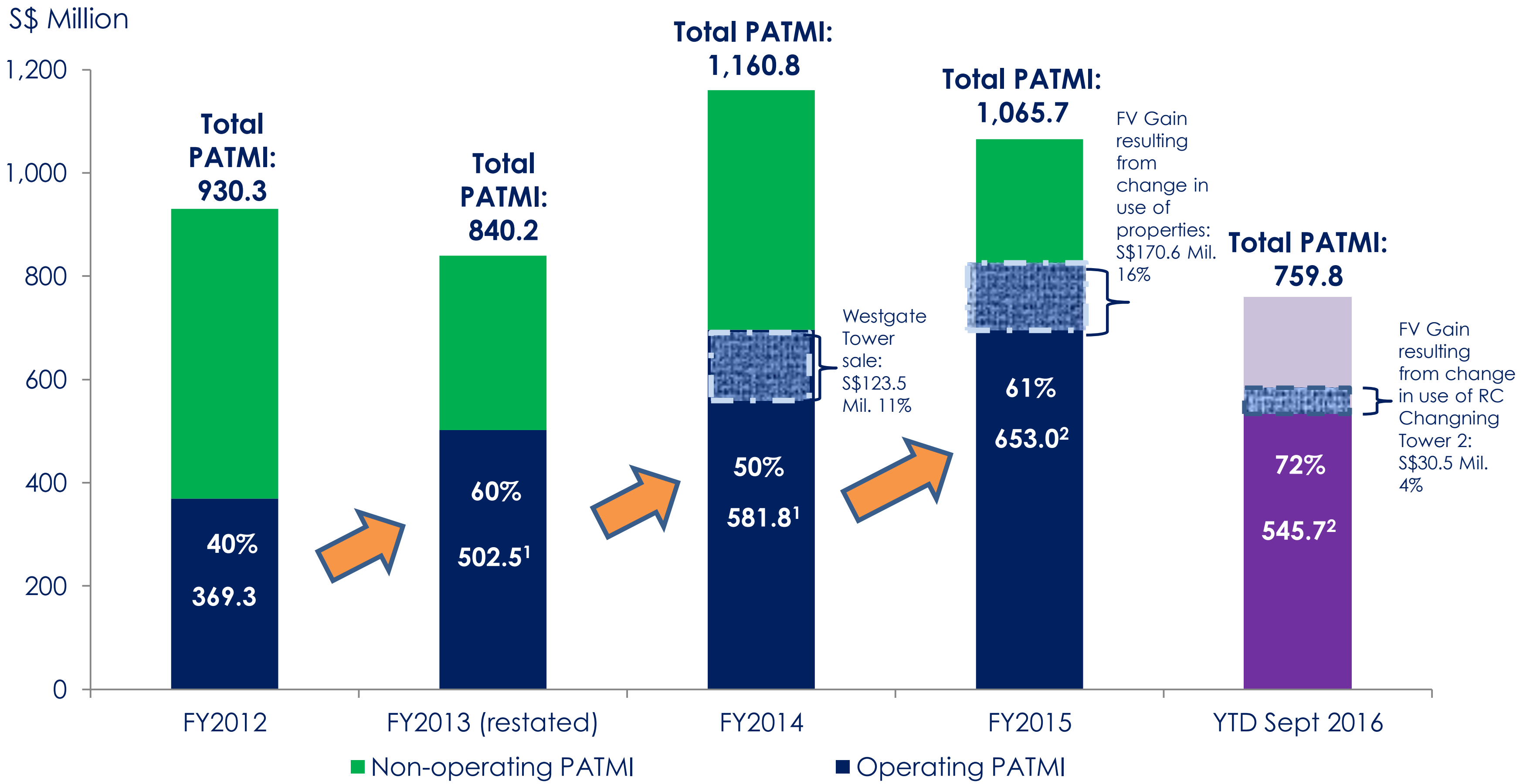
3. Business Model

- Balanced portfolio of trading, investment and fee-based business;
- Capital Recycling through REITs and Private Equity Funds

Key Actions Taken Since 2013 To Implement Strategy

1 Organisation Structure	• Simplified complex structure with the sale of Australand and the privatisation of CMA • Cost rationalisation initiatives e.g. optimize manpower planning, more shared services and strengthen Group Procurement
2 Business operations	• De-risked Singapore residential portfolio • Improved business operations in China – shorter time to market and more efficient capital structure • Grown Ascott's business significantly through management contracts and entered several new markets such as USA, Saudi Arabia, Turkey, Myanmar, Cambodia, Laos • Increased exposure in Vietnam • Accelerated asset recycling and portfolio reconstitution

3 Strengthened Growth In Operating PATMI

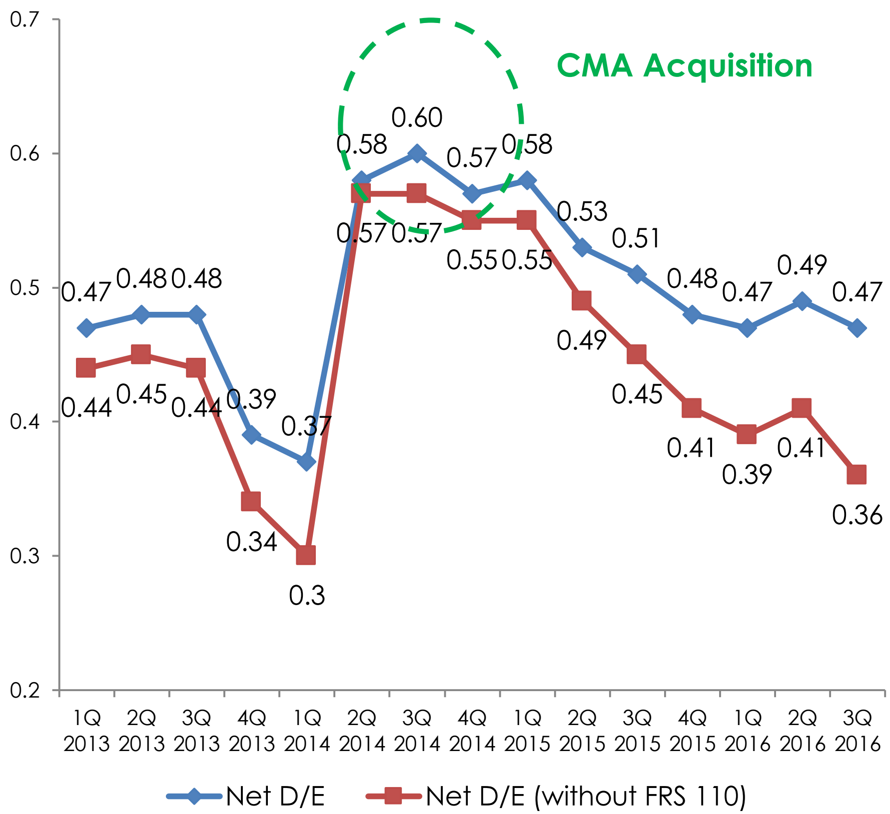


Operating PATMI Increased Steadily For The Past 4 Years

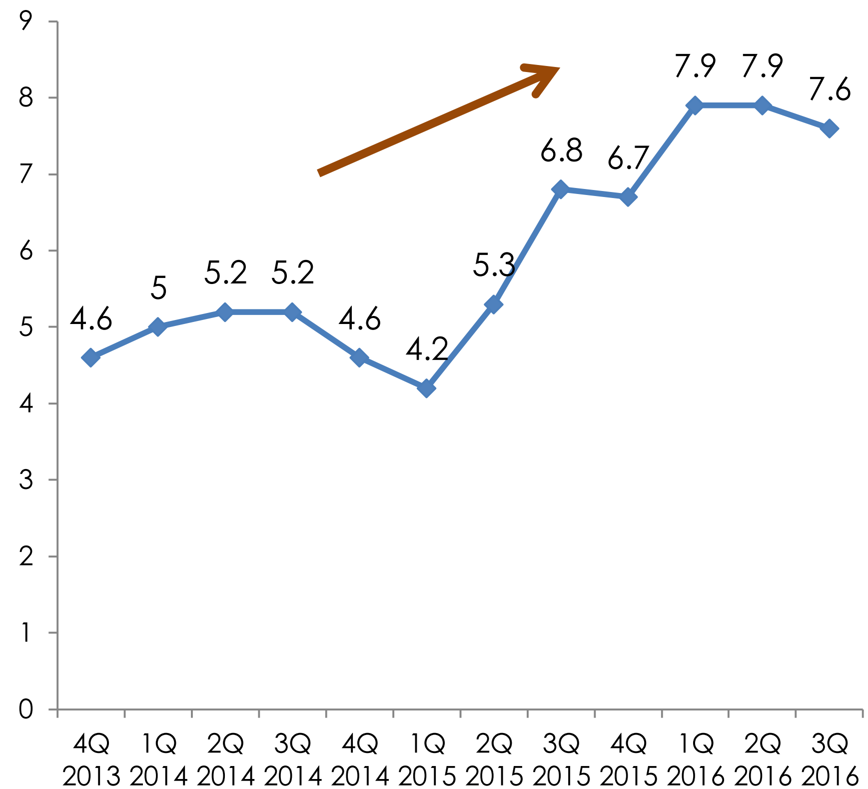
Note:
1. Total operating PATMI inclusive of S$16.3 million operating PATMI from discontinued operation in FY 2014 (FY2013 restated: S$108.7 million)
2. Operating PATMI excluded fair value gain of S$30.5 million arising from change in use of development projects in China in FY2016 (FY2015: S$170.6 million).

4 Improved Balance Sheet Strength

Net Debt/Equity

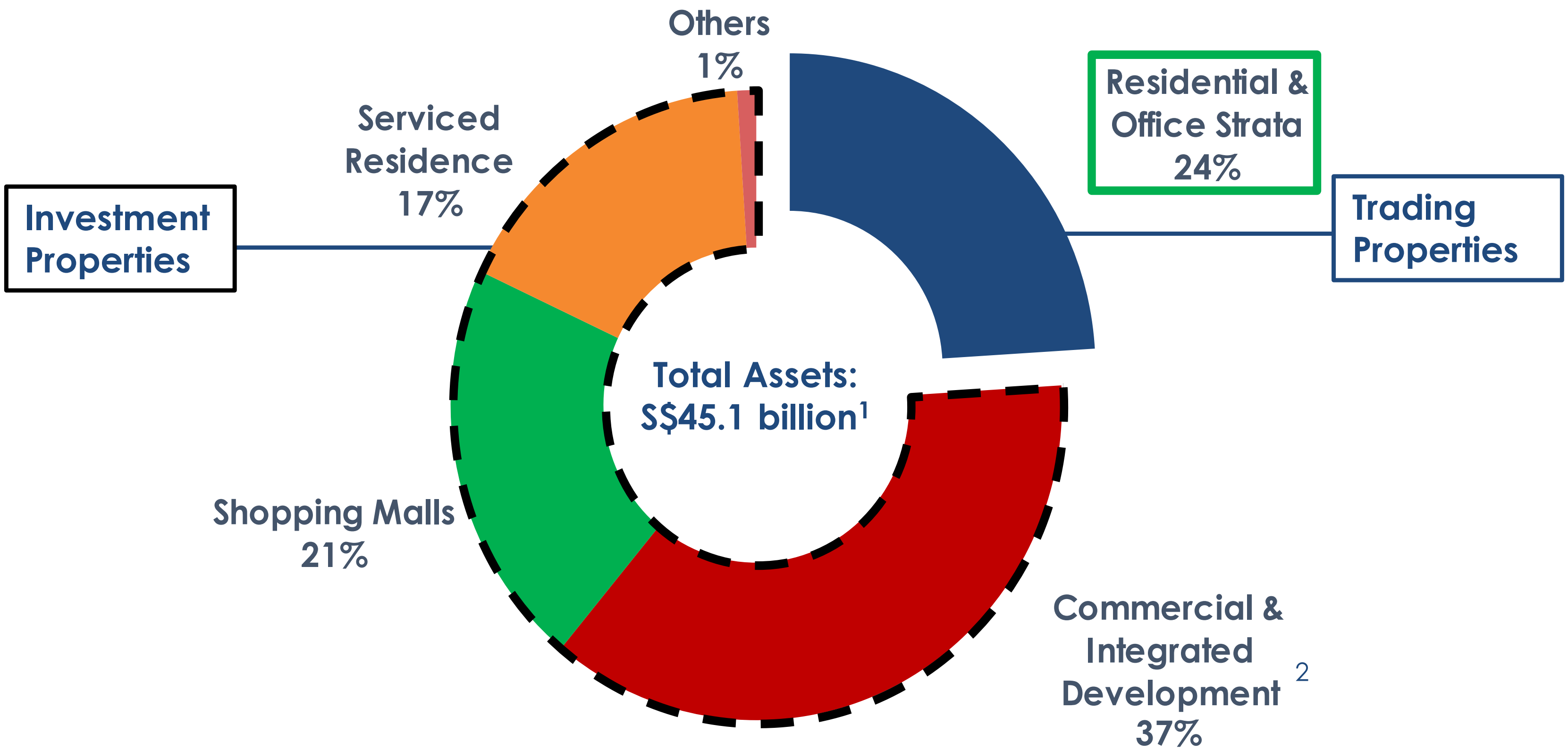


Interest Service Ratio



Prudent Capital Management Kept Balance Sheet Robust, Despite Of Major Acquisition In 2014

5 Achieved Optimal Mix Of Assets To Ensure Strong Recurring Income (As Of 30 September 2016)



Majority or ~76% Of Total Assets Contribute To Recurring Income; ~24% Of Total Assets Contribute To Trading Income

Note:
1. Refers to total assets, excluding treasury cash held by CapitaLand and its treasury vehicles
2. Excludes residential component

What Has Changed Since 2013

Raffles City Beijing, China

Headwinds Faced In The Last Few Years

1. Structural and regulatory challenges in the Singapore residential market

2. Lower revaluations of investment properties due to lower growth and/or higher than expected supply

3. Large proportion of projects under development and assets to be stabilised

1 Structural & Regulatory Challenges In The Singapore Market…

Singapore no longer enjoys the mid to high single digit growth

Average Growth	1970s = 9.5%	1980s = 7.8%	1990s = 7.3%	2000s = 5.3%	2010s(1) = 3-4%	Beyond 2020(2) = 2-3%

Singapore's population growth is slowing

Average Growth	1970s = 1.5%	1980s = 2.3%	1990s = 2.8%	2000s = 2.5%	2010s(1) = ~1.3-1.6%	Beyond 2020(2) = 1.1-1.4%

Residential cooling measures have had a dampening effect

Total Residential Sales	2012 = ~22,200 units	2013 = ~15,000 units	2014 = ~7,300 units	2015 =~7,400 units

Source: Population White Paper, January 2013, 2013; Singstat, NPTD

Notes:

(1) Up to 2020, outlook assumes Singapore can achieve 2% to 3% productivity growth per year (which is an ambitious stretch target), and maintain overall workforce growth at 1% to 2%.

(2) Beyond 2020, outlook assumes Singapore will continue to enjoy good prospects if Singapore remains competitive and is able to plug into Asia's growth. However, actual economic growth will depend on many factors: external environment, Singapore's productivity and workforce growth etc

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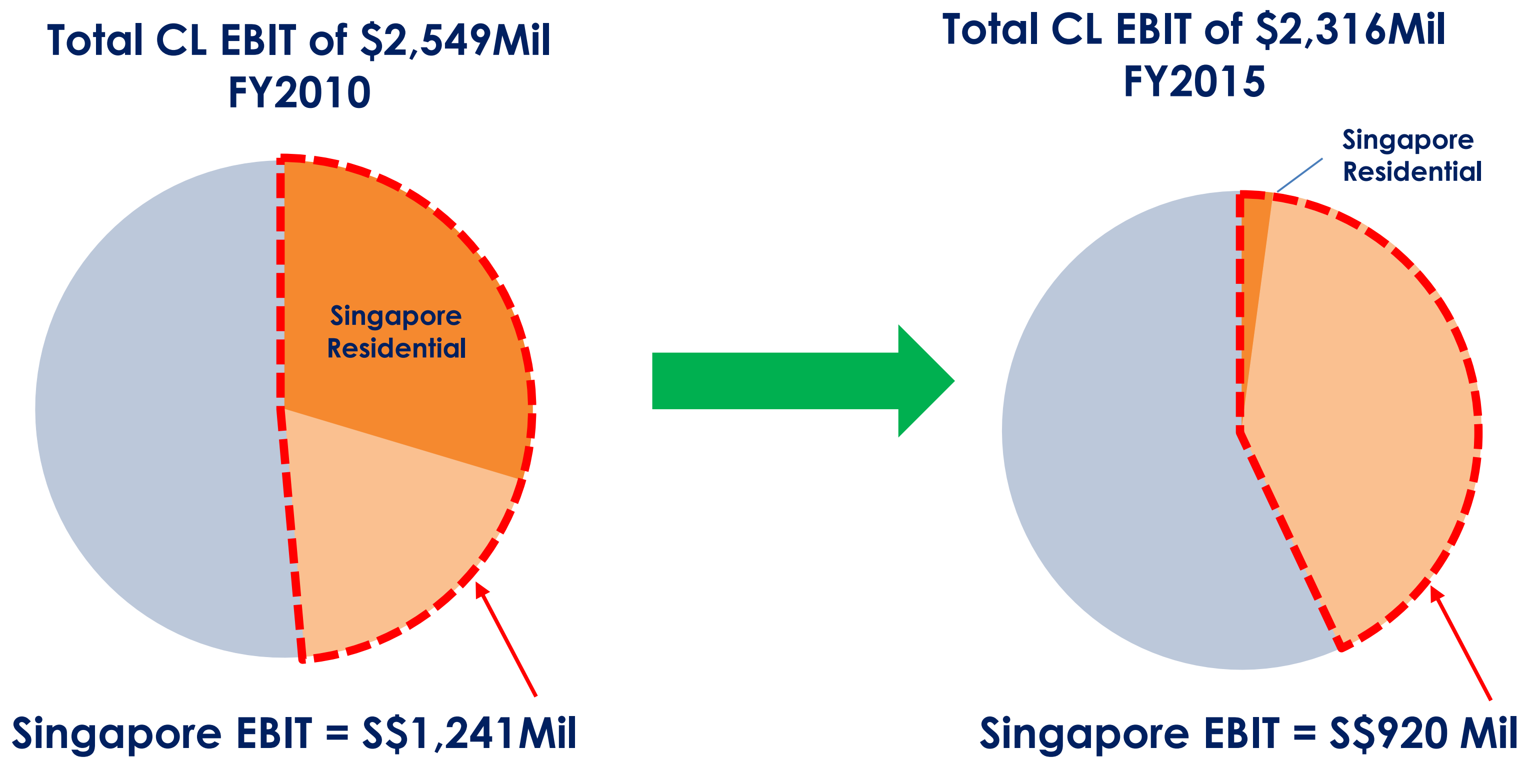
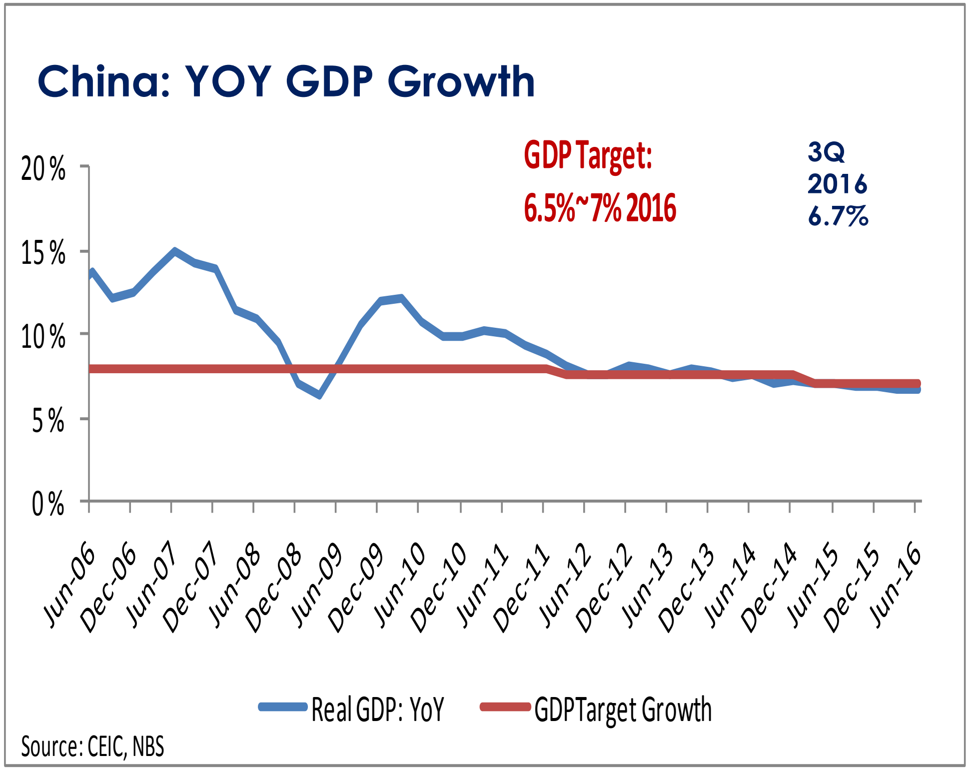
…Leading To Reduction In Residential Contribution



Singapore Peers Also Face The Same Outcome

2 Slower Growth & Higher Supply In China Market

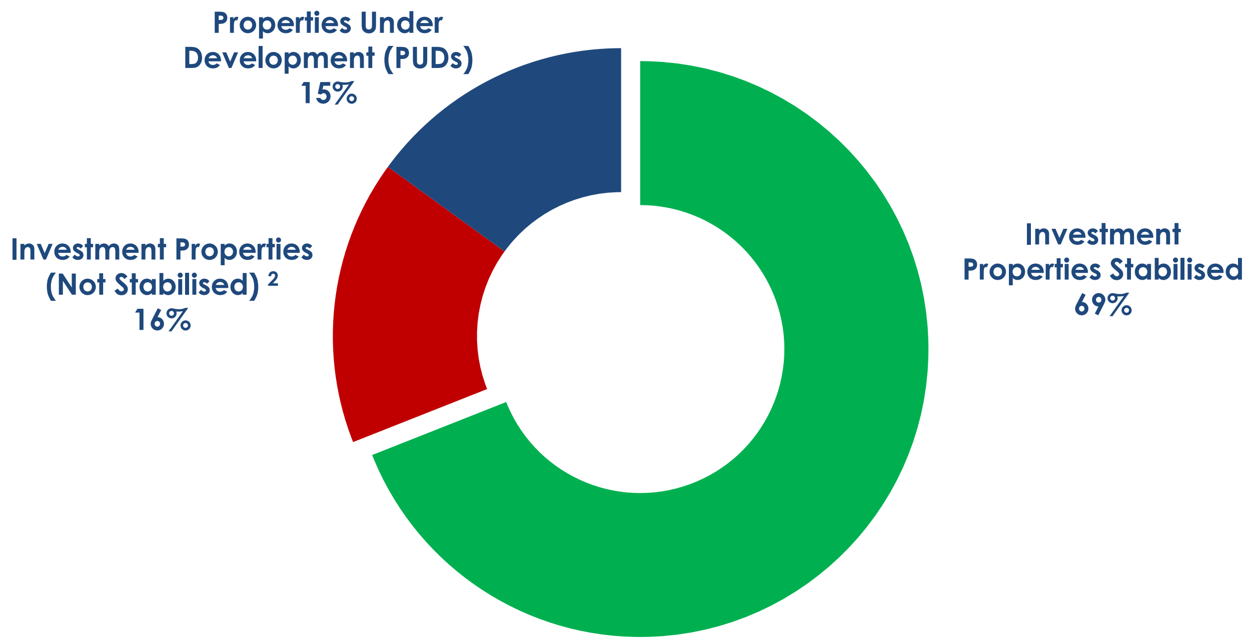
China's Fundamentals Remain Strong Although Growth Slower Than Before



- China's economy is going through transition from fixed asset investment & export-led to domestic consumption & innovation-led
- Stable economic growth at 6.7% in 3Q 2016
- Future rental growth of investment properties are expected to moderate with slower growth, hence lower revaluation gains

Strong Focus On Operating PATMI To Make Up For Lower Revaluation Gains

3 Only 69% Of Investment Properties Are Matured Assets[1]



Large Potential As Assets Turn Operational & Become Stabilised

Note:
(1) As of 30 Sep 2016. Investment properties/serviced residences held by subsidiaries are based on 100% of the property value; properties held through associate/JV are reported based on effective share of properties values.
(2) Non- stabilised assets comprised properties opened/completed in the last 3 yrs

Next Strategic Thrusts

Plaza Singapura, Singapore

1 Strengthen The Core Businesses

CMA

- **Enhance** existing network and **reconstitute** our portfolio
- Expand retail network through acquisitions and **management contracts**

CLC

- Focus on **Tier-1 and upper Tier 2 cities** (five city clusters)
- To build a **sustainable pipeline of projects**

CLS

- Commercial – look for opportunities to **reconstitute** portfolio
- Residential – in position to acquire new land bank

Ascott

- Continue to **build scale** (target 80,000 units or more)
- To improve **technology capabilities** to enhance distribution and customer engagement

Focus On Strengthening Competitive Advantages Through Various Strategic Initiatives

2 Evolve Business Model To Real Estate Investment + Operating Platforms

- Asset–lighter strategy: management services generate recurring income e.g. Third-party management contracts by CMA and Ascott
- Scaling up existing network
- Ownership of key assets still required to anchor operating platforms

Drag On ROE Partly Due To Capital Intensity & Duration Of Projects

Evolve Into An Asset Lighter Model For More Sustainable Future Growth

3 Grow AUM By Using Investment Management As A Competitive Advantage

A Enhanced ROE from capital recycling and acquiring third party assets

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

B On track to grow AUM up to S$10 billion by 2020

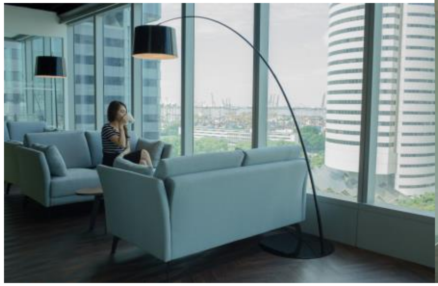
- Already raised 2 funds – Ascott-QIA JV (2015) and RCCIP III (2016) of total ~S$6 billion AUM

4 Staying Relevant With Real Estate Of The Future

Inspiring A New Live-Work-Play Paradigm

First Premium Co-Working Space In The CBD

COLLECTIVE WORKS



Leverage On Technology To Enhance Existing Platforms

阿里旅行·去啊

JD.COM 京东

tujia 途家

Jia.com 齐家网

Encouraging 'Stickiness' To Our Malls

CAPITASTAR 凯德购物星
SIMPLY REWARDING

CapitaLand

Roadmap To ROE Target

ION Orchard, Singapore

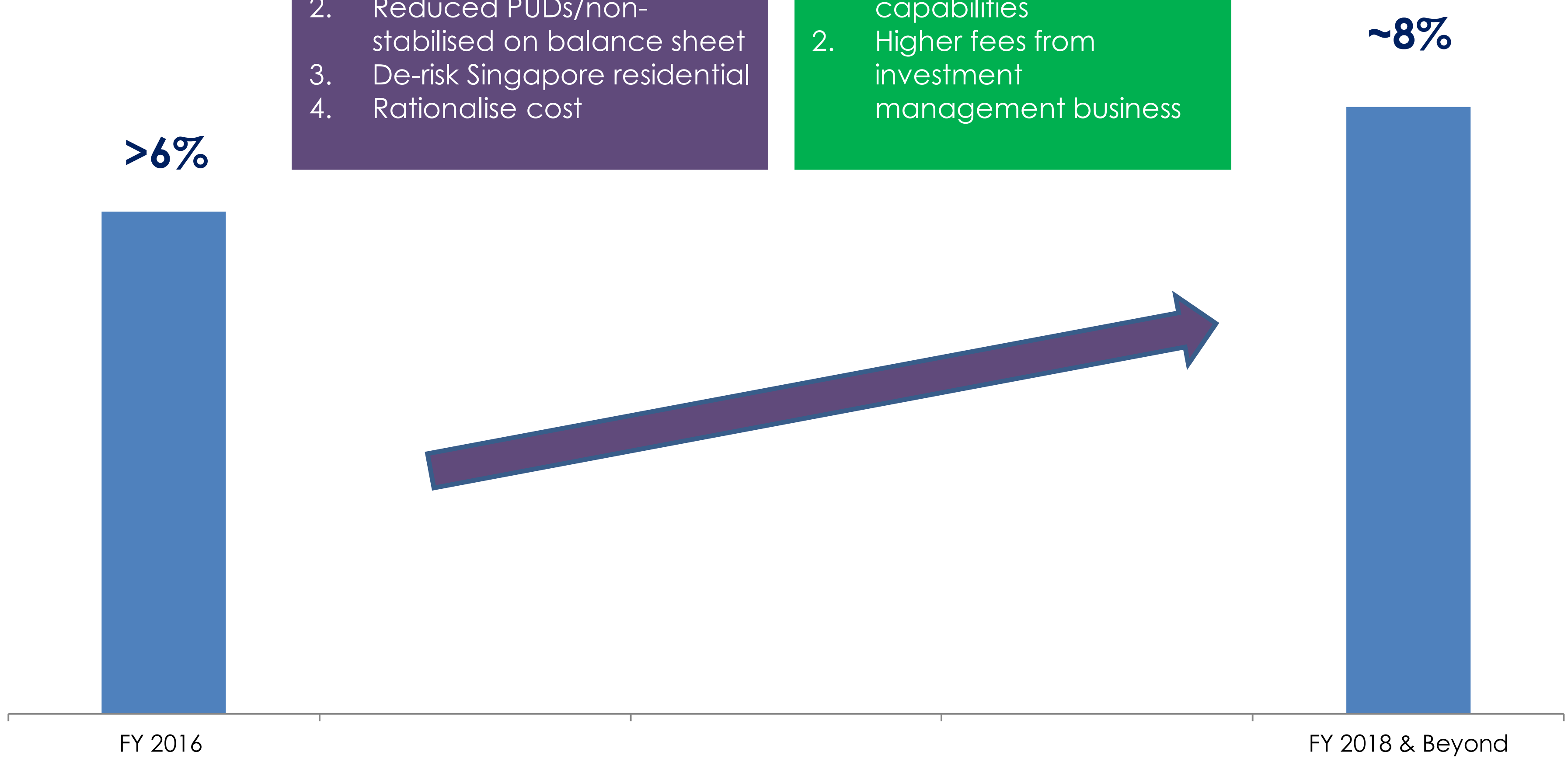
How Do We Reach 8% ROE Target?

Initiatives from existing portfolio including:

1. Higher contribution from China & Vietnam residential projects
2. Reduced PUDs/non-stabilised on balance sheet
3. De-risk Singapore residential
4. Rationalise cost

New Initiatives:

1. Optimise capital structure as current mix of assets ensures strong cash flow generating capabilities
2. Higher fees from investment management business



Roadmap To ROE

Concentrate On Execution To Achieve ROE Target

Residential

Sky Vue[2] | Marine Blue[2] | Cairnhill Nine[2] | >5,000 China Residential Units To Be Completed in 2017 & 2018 | Victoria Park Villas

Commercial /Integrated Developments

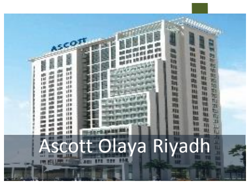
Raffles City Changning[3,4] | Raffles City Hangzhou[3] | LuOne, Shanghai | Raffles City Shenzhen[3] | Suzhou Center Mall | Capital Tower, Shanghai | Funan, Singapore | Raffles City Chongqing[3]

2016 — **2017** — **2018 & Beyond**

Malls

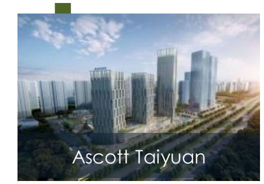
CapitaMall Xinduxin, Qingdao[5] | The Forum Mysore, India | Melawati Mall, Kuala Lumpur | CapitaMall Westgate, Wuhan | CapitaMall Tiangongyuan, Beijing | Jewel Changi Airport, Singapore | Fortune Finance Center, Changsha

Serviced Residences[6]



~4,500 Pipeline Units Opened/To Be Opened

~4,500 Pipeline Units To Be Opened



~11,300 Pipeline Units To Be Opened between 2018 and 2020

Notes:
1. Projects listed above are those planned as of 30 Sep 2016
2. Sky Vue obtained TOP in July 2016, Marine Blue and Cairnhill Nine obtained TOP in Oct 2016
3. Based on the year of opening of the first component of the particular Raffles City development
4. Office Towers 3 and 2 of Raffles City Changning have commenced operations in 3Q 2015 and 2Q 2016 respectively
5. CapitaMall Xinduxin, Qingdao opened in 2Q 2016
6. Based on number of pipeline units in Ascott's inventory of 17,180 units that are under development as of 30 Sep 2016

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Conclusion

ION Orchard, Singapore

Conclusion

1. Significant transformation made by the Group in the last 3 years
2. Complexion of the business has improved with increasing share of operating PATMI and a strong balance sheet
3. Evolve towards an asset lighter model with operating platforms
4. Achieving ROE target delayed mainly due to weak Singapore residential market as well as projects under development
5. However, there is an actionable plan to work towards 8% ROE area within the next 2-3 years

Strengthen Core, Evolve Business Model, Grow AUM, Stay Relevant

Thank You