



CapitaLand Limited Annual General Meeting

12 April 2019



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.



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Financial Scorecard For 2018





Strong Earnings From Operations

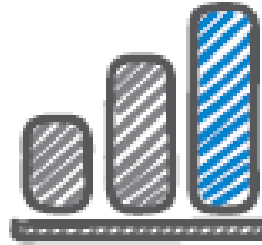


REVENUE

\$\$5,602.4

million

▲ 21% YoY

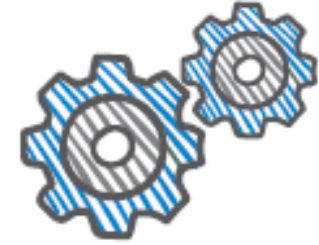


TOTAL PATMI

\$\$1,762.5

million

▲ 12% YoY



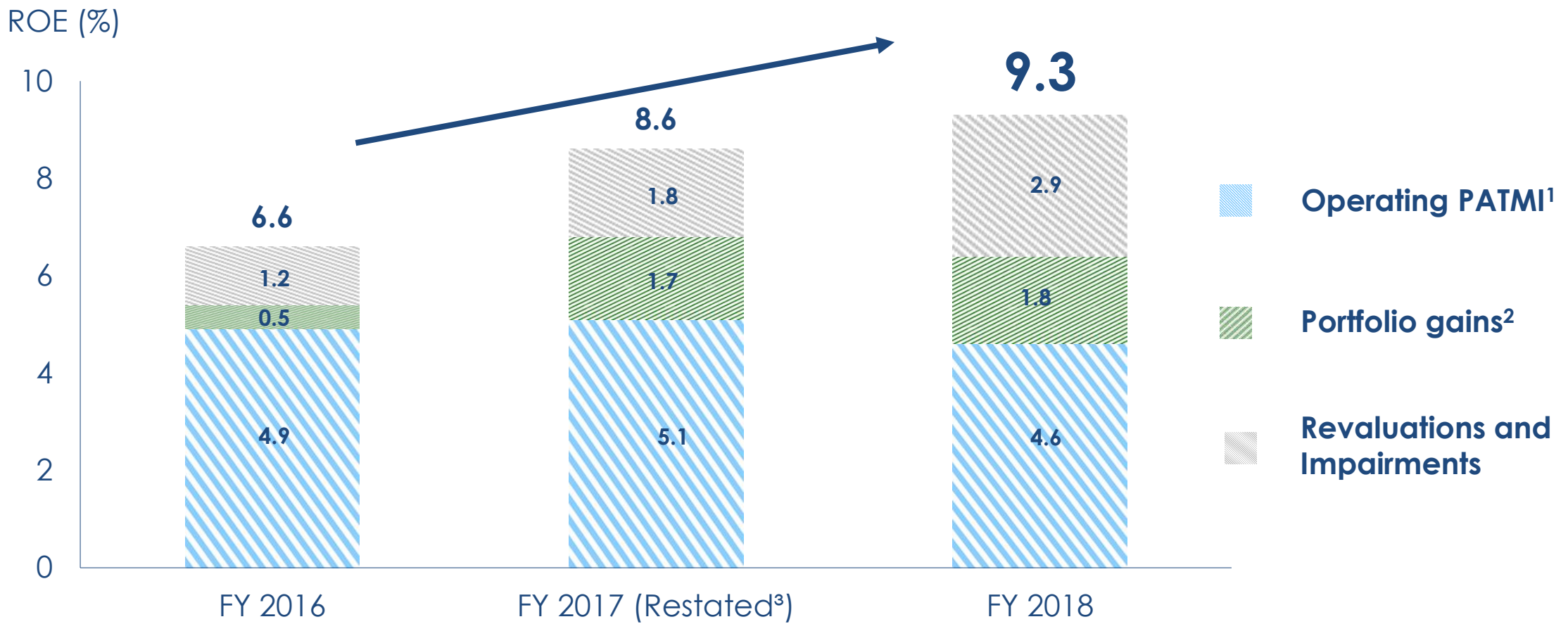
OPERATING PATMI

\$\$872.2

million

▼ 6% YoY

Consistent Improvement In Return On Equity



Aim To Consistently Achieve Returns Above CapitaLand's Cost Of Equity Year-Over-Year

Note:
 1. Includes corporate and unallocated cost.
 2. Includes realised revaluation gain/ (loss) of investment properties.
 3. Comparatives have been restated due to adoption of SFRS (I) 15 Revenue from Contracts with Customers.

0.56

NET DEBT / EQUITY

8.3

INTEREST COVERAGE RATIO¹

74%

% FIXED RATE DEBT

0.31

NET DEBT / TOTAL ASSETS²

4.4

INTEREST SERVICE RATIO¹

3.6

AVG DEBT MATURITY³ (YR)

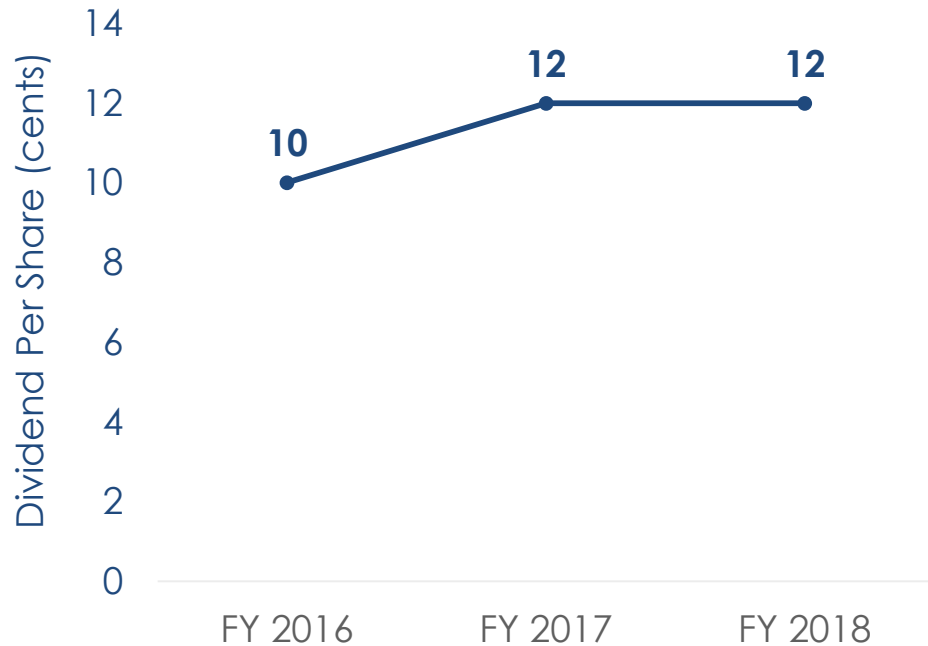
Note:

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.
3. Based on put dates of Convertible Bond holders.

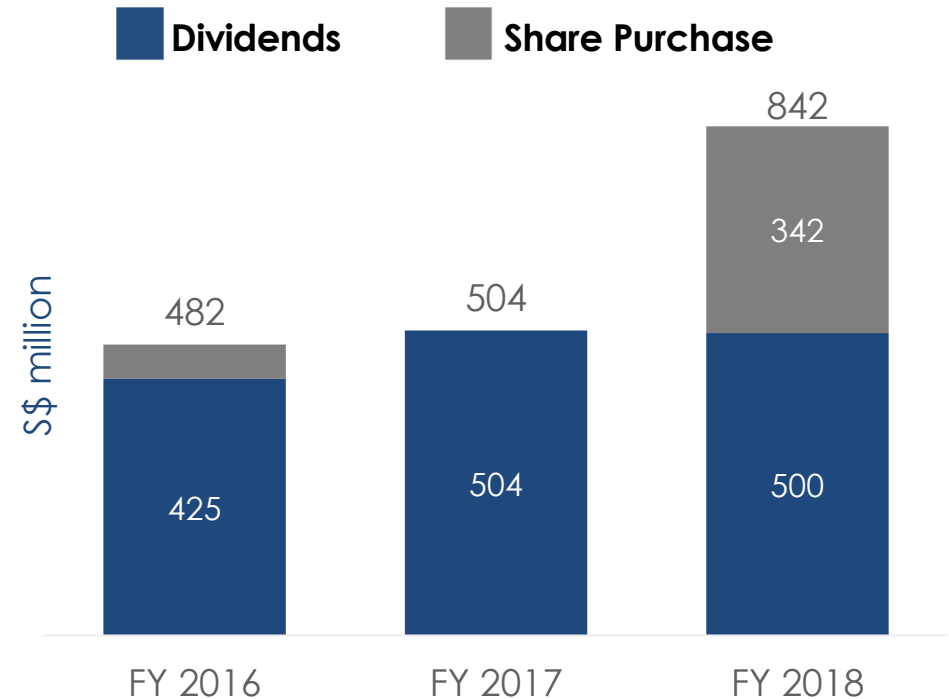
Delivered Sustainable Returns To Shareholders



Dividends Paid To Shareholders¹



Total Capital Returned To Shareholders²



FY 2018 Proposed Dividend Is Approximately 40% Of FY 2018 Cash PATMI³

Note:

1. Proposed FY 2018 dividend subject to final shareholders' approval at the Annual General Meeting.
2. Includes dividend payout and share buybacks.
3. Barring unforeseen circumstances, the Company's policy is to declare a dividend of at least 30% of the annual profit after tax and non-controlling interests excluding unrealised revaluation gains or losses as well as impairment charges or write backs.

FY 2018 At A Glance



2018 Business Updates



CapitaMall LuOne, Shanghai



**New Mall
Openings
In Core
Markets**

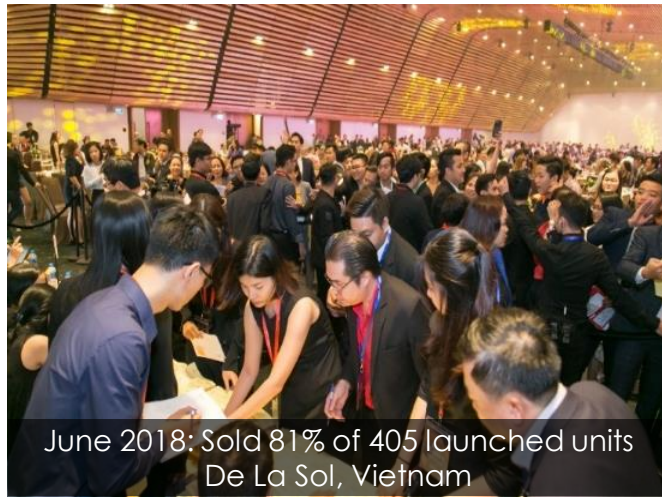


CapitaMall Tiangongyuan, Beijing



CapitaMall ONE, Changsha

High Sell Through Rates For Residential Launches In China And Vietnam



June 2018: Sold 81% of 405 launched units
De La Sol, Vietnam



Nov 2018: Sold 100% of 388 launched units
Parc Botanica, Chengdu



April 2018: Sold 100% of 28 launched units
D2Eight, Vietnam



Oct 2018: Sold 99% of 535 launched units
La Botanica, Xian



Active And Disciplined Portfolio Reconstitution

\$S\$4 billion¹

DIVESTED VALUE



Gallileo, Frankfurt



Pearl Bank Apartment, Singapore



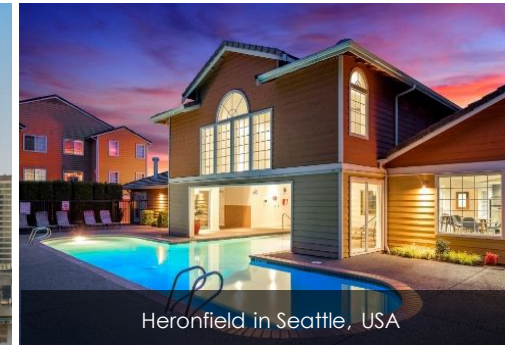
Sembawang Shopping Centre, Singapore

\$S\$6 billion¹

CAPITAL REDEPLOYED



3rd Raffles City In Shanghai



Heronfield in Seattle, USA



Artist's Impression of landed residential development in Ho Chi Minh City, Vietnam



Twenty Anson, Singapore

\$S\$348.8 million

PORTFOLIO GAINS

Note:
1. Figures includes assets divested to unrelated parties and CapitalLand REITs/ Funds and acquired by CapitalLand / CapitalLand REITs/Funds from unrelated parties.



Future Proofing Our Businesses



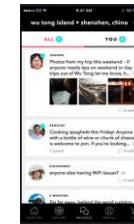
Retail Experience Redefined



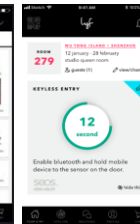
"Office-Of-The-Future" Ecosystem



App-Enabling Our Lodging Services



Community Message Board

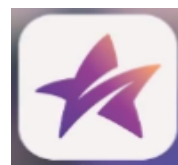


Using Mobile key

- Follow our customers
- Create a community
- Mobile Key



Leveraging In-house Smart Technologies



CapitaStar app



CapitaStar @Work



lyf by Ascott App



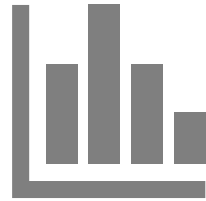


ESG: Building A Sustainable Future



Global Sustainability

- Secured first and largest S\$300 million sustainability-link bilateral loan in Asia's Real Estate Sector
- 5-year term loan and revolving facility linked to CapitaLand's listing on Dow Jones Sustainability World Index (DSI)



Constituent Of Sustainability Indices

MEMBER OF
Dow Jones Sustainability Indices

In Collaboration with RobecoSAM

Dow Jones Sustainability World and Asia Pacific Indexes 2018



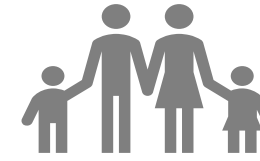
FTSE4Good

A constituent of FTSE4Good Index Series



2018 Constituent
MSCI ESG
Leaders Indexes

A constituent of MSCI ESG Leaders Indexes and MSCI SRI Indexes 2018



Corporate Social Responsibility



Launched S\$2 million CapitaLand Silver Empowerment Fund



Mickey "Go Local" Campaign





Transforming CapitaLand For Next Phase Of Growth



Deepens Presence In Core Markets



Achieves Immediate Scale In New Economy Sectors



Builds Scale And Capabilities In Growth Markets



Secures Sizeable Development Pipeline



Enhances Fund Management Capabilities



Strengthens Digital Capabilities For Business Innovation



Attracts Talent To Strengthen Real Estate Expertise And Capabilities

Building A Sustainable Future





Looking Ahead

Jewel Changi Airport
17 April

Funan
2Q 2019

lyf Funan
4Q 2019

Raffles City Chongqing
2H 2019



Jewel Changi Airport, Singapore



A side profile of Raffles City Chongqing, China



lyf Funan, a coliving serviced residence component within Funan, Singapore



Funan, Singapore



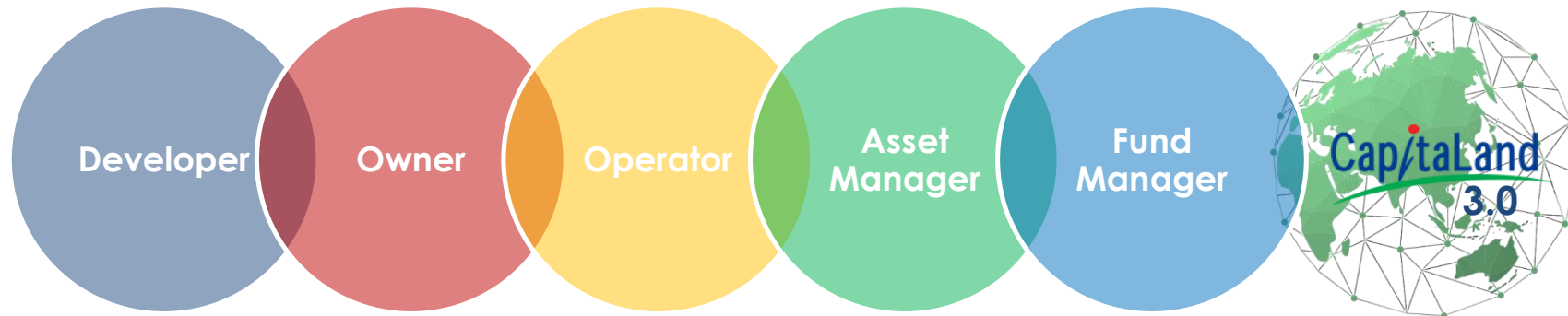
Balance, Focus, Scale



Execution Is Key!



Positioning For The Future





CapitaLand

Thank You