CapitaLand Media/Analysts Trip:
One CapitaLand – Positioning For The Future

Lim Ming Yan, President & Group CEO

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Building A Pan-Asian Portfolio

- S$41.3 billion\(^1\) As Of 30 Sept 2014,
- 82% In Core Markets Of Singapore & China

**By Geography**
- **China***
  - S$16.6b, 40%
- **Other Asia**
  - S$4.8b, 12%
- **Europe & Others**
  - S$2.4b, 6%
- **Singapore**
  - S$17.5b, 42%

**By SBU**
- **TAL**
  - S$6.3b, 15%
- **CLS**
  - S$11.7b, 28%
- **CMA**
  - S$12.4b, 30%
- **CLC**
  - S$9.7b, 24%
- **Corporate & Others***
  - S$1.2b, 3%

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(1) Defined as total assets owned by CapitaLand at book value and excludes treasury cash held by CL and its treasury vehicles
- * China including Hong Kong
- ** Excludes Singapore & China and includes projects in GCC
- *** Includes Surbana (Consultancy), StorHub, Financial Services and other businesses in Vietnam, Japan, and GCC
# Includes Australia
Maintain A Well-Diversified Portfolio In Singapore & China

Singapore Assets - S$17.5 billion (42% of Group’s Total Assets)

- Commercial & Mixed Development: 45%
- Residential: 21%
- Retail: 26%
- Serviced Residences: 6%
- Others: 2%

China Assets - S$16.6 billion (40% of Group’s Total Assets)

- Commercial & Mixed Development: 27%
- Residential: 32%
- Retail: 32%
- Serviced Residences: 8%
- Others: 1%

Note 1: Defined as total assets owned by CapitaLand stated at book value and excluding treasury cash
Focusing On Integrated & Mixed-Use Projects – A Synthesis of CapitaLand's Competitive Strengths

Synergies with residential property
- Residential pre-sales help fund development costs
- Potential higher residential selling prices from being part of an integrated development

Enhanced deal flow access
- Well executed integrated projects sought after by local governments
- Execution requirements enhance the barriers to entry

Shopping malls anchor integrated projects
- Boosts demand and prices for office, serviced residences and residential components
- High shopper traffic enhances long term value

Resilience of business model
- Captive catchment
- Often linked to transport hubs

Translates into:
- Higher foot traffic
- Stronger competitive positioning

Selected integrated development projects:
- Raffles City
- ION Orchard
- westgate
- orchard

(Hongkou)
Going Forward

1. Significant Pipeline Turning Operational
   - 50 projects worth S$36 billion completing across Asia over next 3 years
   - 3 Raffles City projects completing in 2016 - 2017

2. Target 12 New Integrated Projects
   - Across Asia, of which half will be in China

   - Increase AUM
   - Broaden capital partner relationships

4. Explore New Growth Markets
   - More opportunities in Vietnam and Malaysia (Kuala Lumpur, Penang)
   - Possibly Indonesia

Well On-Track To Deliver ROE Target Of 8% - 12%
Thank You