CAPITALAND LIMITED
Address by Group CEO Mr Lee Chee Koon
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.
Year 2019 So Far

Your support has fueled our resolve to ensure that:

• Integration with Ascendas-Singbridge (ASB) is successful
• S$3 billion annual recycling target is met and done right
• We bring down our leverage levels to 0.64x by Year 2020 end, as promised
• Our continued growth is not compromised

A Transformation Is In Progress…
CAPITALAND LIMITED
A Leading Global Diversified Real Estate Company

- Asian Values, Global Vision
- Growth-Oriented
- Target to achieve double-digit Return on Equity* across cycles

Note:
*Above cost of equity
3 GROWTH ENGINES

1. Development -> Core Markets Play

2. Fund Management -> Global

3. Lodging -> Global
Our Strategy

Scale • Focus • Balance • Agility

Size Matters for Relevance and Influence
On Execution Across Disciplines
Across Geographies and Asset Classes
Speed and Flexibility in Decisions, Planning and Execution
Our Business Model

Find Value • Create Value • Unlock Value

Deep market expertise with strong network and boots on the ground

Full value chain of RE capabilities across multiple asset classes

Possessing the skills to transact with third-party and sponsored vehicles
Our Global REACH
Built Over More Than Two Decades

Core Markets Play
Singapore, China, India and Vietnam

Developed Markets Play
Primarily Gateway Cities Across U.S., Europe and Australia

Note: CapitaLand locations denoted on the map are solely for illustration purposes and are not to scale.
CapitaLand China is Growing From Strength To Strength

New Business Park, Industrial & Logistics Portfolio Further Differentiates CapitaLand China From Peers

CapitaLand claims top spot in China’s Guandian Property’s 2019 Top 100 Commercial Real Estate Developers in China!
CapitaLand Vietnam – First Mover Advantage

- Strong GDP Growth; Ongoing Urbanisation
- Young and educated, upper and middle-income groups rapidly growing
- Stable government and clear policies
- Opportunities in townships and commercial development

PropertyGuru Icon Award 2019 - Winner

Mulberry Lane, Hanoï
The Vista, HCMC
De La Sol, HCMC
d’Edge, HCMC
D2Eight, HCMC

Ho Chi Minh City
Hanoï

25 Years In Vietnam
CapitaLand India – Capitalising On India’s IT Sector Leadership
Riding on Global Digitalisation Trends

Largest Global IT Sourcing Destination¹
Supplying 55% of the World’s IT Professionals

Rest of the world 45%
India 55%

Multinational Companies in India

All information as at 30 June 2019.

1. Source: India Brand Equity Foundation.
Participating In Singapore’s Continued Growth And Renewal

Funan (former Funan Digital Mall)

Ascott Orchard (former Somerset Grand Cairnhill)

CapitaGreen (former Market Street Carpark)

CapitaSpring (former Golden Shoe Carpark)

- An Expanded Presence After ASB Acquisition
- Property Network Extends To Business Parks, Industrial and Logistics Asset Class
- Precinct-wide Rejuvenation Opportunities
Our Fund Management Platform
9th Largest Real Estate Investment Manager Globally, Top in Asia

To Grow Fund AUM to $100 billion by Year 2024

<table>
<thead>
<tr>
<th>Country</th>
<th>PE Funds</th>
<th>REITs &amp; BTs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>21.6</td>
<td>4.3</td>
<td>25.9</td>
</tr>
<tr>
<td>Singapore</td>
<td>31.5</td>
<td>12.1</td>
<td>43.6</td>
</tr>
<tr>
<td>Others</td>
<td>2.0</td>
<td>12.1</td>
<td>14.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>35.1</strong></td>
<td><strong>28.5</strong></td>
<td><strong>63.6</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Entities</th>
<th>Market Capitalisation (mil)$</th>
</tr>
</thead>
<tbody>
<tr>
<td>CapitaLand Limited</td>
<td>$18,386.85</td>
</tr>
<tr>
<td>Ascendas REIT</td>
<td>$9,332.04</td>
</tr>
<tr>
<td>CapitaLand Mall Trust</td>
<td>$9,074.46</td>
</tr>
<tr>
<td>CapitaLand Commercial Trust</td>
<td>$7,676.79</td>
</tr>
<tr>
<td>Ascott REIT</td>
<td>$2,941.40</td>
</tr>
<tr>
<td>Ascendas Hospitality Trust</td>
<td>$1,275.24</td>
</tr>
<tr>
<td>CapitaLand Retail China Trust</td>
<td>$1,898.24</td>
</tr>
<tr>
<td>Ascendas India Trust</td>
<td>$1,617.89</td>
</tr>
<tr>
<td>CapitaLand Malaysia Mall Trust</td>
<td>MYR 2,133.82</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$52,900.75</strong></td>
</tr>
</tbody>
</table>

Note:
1. Source: IPE Real Estate “Top 100 Real Estate Investment Managers 2019” [Link]
2. Figures above as at 26 Nov 2019
High ROE and Capital Efficient Global Business to Drive Fee Income

Established Real Estate Platforms
Create value and returns through acquisitions, active asset management and recycling

- 2 Listed Trusts
  - Ascott Reit
  - Ascendas Hospitality Trust

- 1 Private Fund
  - Ascott Serviced Residence
  - Global Fund

Reputable Hospitality Operating Platform
Deliver recurring fee income through 3rd party management contracts & franchise
The following are **critical to our success**
Efficient Capital Management

➢ Review Investment Opportunities Against Cost of Capital

➢ Disciplined Capital Recycling to Optimise Returns and Underwrite Growth
A Focus On:

- People
- Digitalisation and Technology
- Environmental, Social and Corporate Governance
We Will Increasingly Differentiate Ourselves Through Our Commitment to ESG Principles

Tying Funding Costs to CapitaLand’s Achievements of ESG Metrics

- First and Largest S$300 Million Sustainability-Linked Loan in Nov 2018
- Linked second S$300 Million of New Sustainability-linked Loans in Jul 2019

Efforts in prioritising ESG requirements are recognised externally

Building Inclusive Communities – Continued Focus on Assisting Underprivileged Children

- Contributed more than VND 6 billion (~$350,000) to rejuvenate a second CapitaLand Hope Kindergarten for underprivileged children in Vietnam

Reducing Carbon Footprint Through Use of Renewable Energy

Note:
1. Companies with S$1 billion and above in market capitalisation
Senior Management’s share-based remuneration are tied to operating performance and share price

1. Cash Bonus
2. Restricted Share Plan
3. Performance Share Plan
Address by Group CFO Mr Andrew Lim
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2019

A Transformational Year For CapitaLand
CapitaLand 3.0

Complex

Diversified

Decisive

Growth Engines:

1. **Developer:**
   - 4 core markets with sustainable competitive advantage

2. **Fund Manager / Lodging Platform:**
   - Scalable/global
   - Capital efficient
   - Recurring income

Disciplined Capital Recycling

- Recalibrate for balance
- Position for growth
- Optimise return
Diversification Through Scale and Greater Balance

By Geography

3Q 2019 RE AUM: S$131.7 Billion

FY 2018 RE AUM: S$100.1 Billion

- 42% Singapore
- 32% Other Developed Markets
- 14% Other Emerging Markets
- 7% China

By Asset Class

3Q 2019 RE AUM: S$131.7 Billion

FY 2018 RE AUM: S$100.1 Billion

- 38% Residential, Commercial Strata & Urban Development
- 27% Retail
- 22% Commercial
- 21% Lodging
- 13% Business Park, Industrial & Logistics
- 9% Other

• +32% in 3Q 2019 RE AUM from S$100.1 billion\(^1\) as at FY 2018

• Addition of India results in greater balance across geographies

• Addition of Business Park, Logistics & Industrial\(^7\) segment reduced concentration in other asset classes

Notes:
1. Refers to the total value of real estate managed by CapitaLand Group entities stated at 100% of property carrying value
2. Figures as at 30 Sep 2019, includes consolidation of ASB’s RE AUM
3. Excludes Singapore and Hong Kong
4. Includes Hong Kong
5. Excludes China
6. Includes multifamily and hotels
7. Includes Data Centre
Diversification Through Income Streams

By Geography

- Total Assets: S$82.9 Billion
- Total EBIT: S$3,134.3 Million

By Asset Class

- Total Assets: S$82.9 Billion
- Total EBIT: S$3,134.3 Million

Key Takeaways:

- >80% of EBIT derived from recurring rental income from Investment Properties
- Well-balanced between Developed and Emerging Markets
- New Business Park, Industrial & Logistics asset class contributing to Group EBIT

Notes:
1. Figures as at 30 Sep 2019
2. Figures YTD Sep 2019: EBIT by asset class includes loss relating to corporate & others which was not reflected in the chart
3. Excludes Singapore and Hong Kong
4. Includes corporate & others
5. Includes Hong Kong
6. Includes Singapore
7. Includes multifamily and hotels
8. Includes data centre
Our Fund Platform Has Been Enlarged…
A Stable of Eight REITs and Business Trusts and 25 Private Equity Funds To Propel Our Growth

Increased by 32% Post ASB Acquisition

- Fund AUM constitutes 54.4% of the Group’s RE AUM
- CL PE funds successfully raised equity of S$1.9 billion from capital partners in the 9 months to 30 Sep 2019
- Funds yet to be deployed of S$1.5 billion
- Continued growth in Fund AUM to drive higher recurring fees

Note: 1. On 21 Oct 2019, unitholders approved the proposed combination of Ascott Residence Trust and Ascendas Hospitality Trust
… Two Growth Engines Driving Fee Income

We Are Set On An Upward Growth Trajectory

**Note:**
1. Includes fee based revenue earned from consolidated entities before elimination at Group level
2. Includes fee based and service fee income generated by the various serviced residences and hotel brands of the Group
3. Figures restated

**REITs, Business Trusts & PE Funds**

<table>
<thead>
<tr>
<th></th>
<th>YTD Sep 2018</th>
<th>YTD Sep 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodging</td>
<td>64.5</td>
<td>86.8</td>
</tr>
<tr>
<td>(S$' million)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Lodging**

<table>
<thead>
<tr>
<th></th>
<th>YTD Sep 2018</th>
<th>YTD Sep 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodging</td>
<td>58.0</td>
<td>64.0</td>
</tr>
<tr>
<td>(S$' million)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Combined Funds & Lodging**

<table>
<thead>
<tr>
<th></th>
<th>YTD Sep 2018</th>
<th>YTD Sep 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodging</td>
<td>122.5</td>
<td>150.8</td>
</tr>
<tr>
<td>(S$' million)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1H 2019

122.5 + 23% = 150.8

370.6

3Q 2019

335.1 + 10% = 370.6

167.9 + 35% = 224.65

188.5

335.1

3Q 2019

167.2 + 10% = 183.92

182.1

370.6

YTD Sep 2018

YTD Sep 2019

YTD Sep 2018

YTD Sep 2019
Decisive and Disciplined Capital Recycling
With Proactive Portfolio Reconstitution...

Gross Divestments
$5.9 billion

Effective Divestment
$4.9 billion

Non-core assets/Opportunistic:
$2.1 billion
$3.8 billion into REITs and funds

Note:
- Announced transactions from 1 Jan 2019 to 21 Nov 2019
- Figures includes assets divested to unrelated parties and CapitaLand REITs/ Funds and acquired by CapitaLand/ CapitaLand REITs/ Funds from unrelated parties. Purchase consideration figures are on 100% basis. Gain on divestments are based on effective stakes.
- Above listing excludes a divestment in international portfolio, held by fund
At the Same Time, Supporting the Growth of Our Listed and Private Fund Vehicles

65% of the S$5.8 billion gross investments were via REITs and Funds

Capital released YTD: ~S$2.9 billion

Note:
- Announced transactions from 1 Jan 2019 to 21 Nov 2019
- Figures includes assets divested to unrelated parties and CapitaLand REITs/ Funds and acquired by CapitaLand/ CapitaLand REITs/ Funds from unrelated parties. Purchase consideration figures are on 100% basis. Gain on divestments are based on effective stakes
- Above excludes an investment in a property in Singapore, held by fund

United States
- 28 Freehold Office Properties (Ascendas REIT)

China
- Pufa Tower, Shanghai (CL)
- Yuquan Mall, Hohhot
- Innov Center, Shanghai
- CapitaMall Xuefu and CapitaMall Aidemengdun, Harbin (CRCT)
- Pufa Tower, Shanghai (CAP I)
- CapitaMall Yuhuating, Changsha (CRCT)

Germany
- 94.8% of Main Airport Center, Frankfurt (CCT)

Singapore
- 94.8% of Main Airport Center, Frankfurt (CCT)

India
- Warehouse at Arshiya Free Trade Warehousing Zone, Panvel, Navi Mumbai (AIT)

Australia
- Citadines Connect Sydney Airport (ART)
- Citadines Walker North Sydney (ART)
- 254 Wellington Road, Melbourne (Ascendas REIT)

Note: Capital released YTD: ~S$2.9 billion
Positioning for Growth
Coupled with Greater Financial Flexibility and Balance Sheet Resilience

0.64x
Target Net Debt/Equity
By 2020

Decreased net D/E to 0.69x\(^1\) from 0.73x within a quarter

~S$11.8 billion in cash and available undrawn facilities

Capitalised on low interest rate environment
Raised a total of S$12.4 billion\(^2\) through bonds and notes

Debt headroom of S$2.3 Billion\(^3\)

Note:
1. Net debt as at 30 Sep 2019 excluded the borrowings associated with the 30 business park properties which were reclassified to liabilities held for sale following the announcement of their divestment on 1 Nov 2019
2. As at 30 Sep 2019
3. Refer to debt headroom from 0.64x to 0.70x based on total equity of S$39.0 billion as of 30 Sep 2019
Optimising Return Whilst Retaining Quality of Income

Our Cash PATMI\(^1\) Continues to be High

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>YTD Sep 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>PATMI</td>
<td>941</td>
<td>1,245</td>
<td>1,221</td>
<td>828</td>
</tr>
<tr>
<td>Cash</td>
<td>1,190</td>
<td>1,570</td>
<td>1,763</td>
<td>1,209</td>
</tr>
</tbody>
</table>

\(^1\) Cash PATMI = Operating PATMI + Portfolio Gains + Realised Revaluation Gains

Notes:
1. Cash PATMI = Operating PATMI + Portfolio Gains + Realised Revaluation Gains
But what is important is

Our Future Growth
Balanced Capital Allocation
50-50 Split Between Developed and Emerging Markets

Capital Allocation Priority

- CapitalLand’s Core Markets
  Possessing deep local knowledge and experience
  Providing a full value chain of real estate capabilities
  Developer
  Owner
  Operator
  Asset Manager
  Fund Manager

- Other Developed Markets
  To Balance Against EM Exposure
  Focus on DMs offering opportunities of meaningful scale

Note:
1 Developed Markets exclude Singapore
Well-positioned to Drive Growth

Target 0.64x net debt/equity, what is the headroom to 0.7x?

Implied consolidated debt headroom of S$2.3 billion\(^1\) to underwrite growth opportunities

**Illustrative AUM growth multiplier\(^2\):**
- 1x for consolidated investments
- 1.5x – 5x for REIT investments
- 4x – 10x for associate/fund investments\(^3\)

Notes:
1. Based on total equity of S$39 billion as at 30 Sep 2019
2. Assuming 40% gearing for REIT investments and 50% gearing for associate/fund investments
3. Assuming a stake of between 20% - 50%
We’re Into Our Third Year of Delivering Sustainable ROE > COE

ROE (%)

<table>
<thead>
<tr>
<th>FY 2017 (Restated)</th>
<th>FY 2018</th>
<th>YTD Sep 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.6</td>
<td>9.3</td>
<td>5.8</td>
</tr>
<tr>
<td>1.8</td>
<td>2.9</td>
<td>1.8</td>
</tr>
<tr>
<td>1.7</td>
<td>1.8</td>
<td>0.9</td>
</tr>
<tr>
<td>2.7</td>
<td>2.7</td>
<td>2.5</td>
</tr>
<tr>
<td>2.4</td>
<td>1.9</td>
<td>0.6</td>
</tr>
</tbody>
</table>

- ROE jumped from FY 2016’s 6.6%
- Emphasis on disciplined asset recycling – S$2.6 billion gross value recycled
- Gross divestment value close to S$4 billion
- ~S$5.7 billion of divestments YTD with portfolio gains from ~S$2.3 billion of gross divestment to be recognised in 4Q
- ASB portfolio to contribute its second quarter of income (S$35 million in 3Q 2019)
- China’s residential handovers
- Cost of equity estimated at 8% - 9%

Notes:
1. Include corporate and unallocated cost
2. Comparatives have been restated due to adoption of SFRS (I) 15 Revenue from Contracts with Customers
Achieving Double Digit Return On Equity

Achieve 10% run rate ROE with -

- Fee Income Growth From Enlarged Fund AUM & Lodging Platform
- Cost/Process Optimisation
- Capital Deployment

\[
\frac{S$226 \text{ million}}{S$22,625 \text{ million}} = 1\%
\]
We Are in Good Shape to Sustain Returns for Shareholders
As We Have Always Been...

Dividends\(^2\) Paid To Shareholders

Total Capital Returned To Shareholders (S\$$mm)\n
Cumulative Dividends as % of Cash PATMI Over 5 Years\(^1\): ~43%
Cumulative Capital Returned Over 5 Years: ~S\$$2.7bn

<table>
<thead>
<tr>
<th>Dividends Per Share (Cents)</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9</td>
<td>9</td>
<td>10</td>
<td>12</td>
<td>12</td>
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</table>

<table>
<thead>
<tr>
<th>Dividends</th>
<th>Share Buybacks</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014</td>
<td>384</td>
</tr>
<tr>
<td>FY 2015</td>
<td>383</td>
</tr>
<tr>
<td>FY 2016</td>
<td>425</td>
</tr>
<tr>
<td>FY 2017</td>
<td>504</td>
</tr>
<tr>
<td>FY 2018</td>
<td>501(^3)</td>
</tr>
</tbody>
</table>

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Note:
1. Total Dividend Payout as a % of Cash PATMI
2. Baring 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.
Breaking Through 0.8x P/NAV

And Staying There...

Price change

<table>
<thead>
<tr>
<th></th>
<th>5-Year²</th>
<th>3-Year³</th>
<th>YTD Nov 19⁴</th>
</tr>
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<tbody>
<tr>
<td>CapitaLand</td>
<td>10.5%</td>
<td>21.5%</td>
<td>16.5%</td>
</tr>
<tr>
<td>STI Index</td>
<td>-3.6%</td>
<td>12.2%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

Total Return¹ Shareholder Return

<table>
<thead>
<tr>
<th></th>
<th>5-Year²</th>
<th>3-Year³</th>
<th>YTD Nov 19⁴</th>
</tr>
</thead>
<tbody>
<tr>
<td>CapitaLand</td>
<td>26.2%</td>
<td>32.8%</td>
<td>20.3%</td>
</tr>
</tbody>
</table>

Note:
1. Total return of an investor (i.e. change in share price between beginning and end of year plus dividend paid during the year)
2. From 28 Nov 2014 to 27 Nov 2019
3. From 28 Nov 2016 to 27 Nov 2019
4. From 28 Nov 2018 to 27 Nov 2019

1 Mar 2018: Trump announced steel and aluminum tariffs on imports from all countries
6 Jul 2018: Cooling Policy Kicked Off
14 Jan 2019: Proposed acquisition of Ascendas-Singbridge

19
Conclusion
Key Takeaways

1. We are positioning CapitaLand for growth

2. Acceleration of growth trajectory through increasing access to third party capital for development and investments and growing fee income

3. Hands on and prudent capital management is critical to how we run our business
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### Overview

**S$71.7b**
Fund Assets Under Management

- **Global and Asia (4)**
  - Ascott Residence Trust
  - Ascendas Hospitality Trust
  - Ascott Serviced Residence (Global) Fund
  - CapitaLand Asia Partners I
- **Singapore (3)**
  - CapitaLand Mall Trust
  - Ascendas Real Estate Investment Trust
  - CapitaLand Commercial Trust
- **Korea (5)**
  - Ascendas Office Private Real Estate Investment Trust 1
  - Ascendas Korea Office Private Real Estate Investment Trust 2
  - Ascendas Korea Office Private Real Estate Investment Trust 3
  - Ascendas Korea Office Private Real Estate Investment Trust 4
  - Ascendas Korea Office Private Real Estate Investment Trust 5
- **Malaysia (1)**
  - CapitaLand Malaysia Mall Trust
- **Vietnam (2)**
  - Vietnam Joint Venture Fund
  - CapitaLand Vietnam Commercial Value-Added Fund
- **China (14)**
  - CapitaLand Retail China Trust
  - CapitaLand Mall China Income Fund I
  - CapitaLand Mall China Income Fund II
  - CapitaLand Mall China Income Fund III
  - CapitaLand Mall China Development Fund III
  - Ascott Service Residence (China) Fund
  - Raffles City China Income Ventures Limited
  - Raffles City Changning JV
  - CapitaLand Township Development Fund I
  - CapitaLand Township Development Fund II
  - Ascendas China Business Parks Fund 4
  - Raffles City China Investment Partners III
  - Ascendas China Commercial Fund 3
  - CREDO I China

- **India (4)**
  - Ascendas India Trust
  - CapitaLand Mall India Development Fund
  - Ascendas India Growth Programme
  - Ascendas India Logistics Programme

**8** Listed REITs & Business Trusts

**25** Private Funds

- One of Asia’s leading fund managers
- CapitaLand pioneered the development of the REITs industry in Singapore with the listing of the first REIT in Singapore
Comparative 1-year trading to Sep quarter end

Source: Bloomberg
From 30 Sep 2018 to 30 Sep 2019
Delivering sustainable returns

CapitaLand Mall Trust

• DPU for the quarter ended Sep 19 grew by 4.8% YoY due to contributions from the completion and reopening of Funan and the acquisition of the remaining 70% stake in Westgate

• Ongoing & Completed Asset Enhancement Initiatives
  ➢ Rejuvenation of Lot One Shoppers’ Mall through expansion of the public library as well as upgrading of cinema (Ongoing)
  ➢ Redevelopment of Funan (2019)

• Proactive Capital Recycling – Divested 5 properties since 2012 to redeploy proceeds into higher quality assets
Delivering sustainable returns

Ascendas REIT

• DPU for the quarter ended Sep 19 increased by 2.3% YoY, mainly attributable to the UK portfolio acquired in 2018

• Acquisitions in 2019
  ➢ Proposed maiden acquisition in United States of 28 business park properties along with 2 business park properties in Singapore for S$1.66 billion (Nov 19)
  ➢ Acquired 254 Wellington Road, a suburban office in Melbourne, Australia for S$104.4 million (Oct 19)

• Ongoing & Planned Asset Enhancement Initiatives
  ➢ Built-to-suit business park development for Grab
  ➢ Redevelopment of 25 & 27 Ubi Road 4
  ➢ AEIs for selected SG assets

• Proactive Capital Recycling – divested 15 properties (S$0.7 billion) at above NAV (2013 to-date)
Delivering sustainable returns
CapitaLand Commercial Trust

- YTD Sep 19 DPU increased by 1.9% YoY due to improved NPI performance and lower interest expense

- Acquisition in 2019
  - Continuing expansion in Germany office market provides income stability and portfolio diversification benefits (Main Airport Center – Sep 2019)

- Ongoing & Planned Asset Enhancement Initiatives
  - Asset enhancement initiatives planned for Six Battery Road & 21 Collyer Quay in 2020/2021, post enhancement contribution largely expected from 2021
  - Redevelopment of CapitaSpring expected to contribute from 2022, call option to acquire balance 55%

- Proactive Capital Recycling
  - Divested assets above valuation since 2017, redeployed proceeds into higher yielding assets
Delivering sustainable returns

**Ascott Residence Trust**

- Cement position of largest hospitality trust in Asia Pacific post combination with Ascendas Hospitality Trust
- YTD Sep 19 DPU increased by 7% YoY due to lower finance costs, one-off realized exchange gain and distribution of divestment gain
- **Acquisition in 2019**
  - Acquired a prime freehold hotel in Sydney, Australia for A$60.6 million in May 2019
- **Ongoing & Completed Asset Enhancement Initiatives**
  - Completed AEIs in Element New York Times Square West and Somerset Grand Citra Jakarta in 2Q 2019
  - Embarked on maiden development project lyf one-north in 2018
- **Proactive Capital Recycling**
  - Announced sale of partial GFA of Somerset Liang Court Singapore, of which the net proceeds would be utilized to fund the redevelopment of retained GFA into a new Somerset serviced residence with hotel licence
  - Divested Somerset West Lake Hanoi above valuation
  - Divested Ascott Raffles Place Singapore and redeployed capital towards the acquisition of Citadines Connect Sydney Airport
S$1.9 billion\(^{(1)}\) Combination of Ascott Reit and Ascendas Hospitality Trust

Overview of the Combination

- **Consolidate Ascott Reit’s position as the largest hospitality trust in Asia Pacific with total assets of S$7.6 billion\(^{(2)}\)**
- **Facilitate inclusion into FTSE EPRA Nareit Developed Index**
- **Enhance portfolio diversification and resilience**
- **Strengthen position for future growth**
- **Stronger financial position to capture the rising hospitality market**
- **DPU accretion to Unitholders...**
- **+2.5% FY2018 pro forma DPU**
- **...while being neutral to NAV per Unit\(^{(3)}\)**

Total Scheme Consideration of S$1.2 billion\(^{(4)}\) comprises:

- **S$1.0868** per A-HTRUST Stapled Unit

\[=\]

- **5% Cash Consideration** S$0.0543 in cash\(^{(5)}\)

\[+\]

- **95% Consideration Units** 0.7942 new Ascott Reit-BT Stapled Units\(^{(6)}\) issued at S$1.30

Notes:

1. Based on the total assets of Ascendas Hospitality Trust ("A-HTRUST") as at 31 March 2019.
2. Based on the combined total assets of Ascott Reit and A-HTRUST as at 31 March 2019.
3. As at 31 December 2018, on a pro forma basis, assuming the premium over NAV is written off and transaction costs are excluded.
4. Based on a total of 1,136.7 million A-HTRUST Stapled Units as at 3 July 2019, date of the joint announcement.
5. The aggregate Cash Consideration to be paid to each A-HTRUST Stapled Unitholder shall be rounded to the nearest S$0.01. The number of Consideration Units which each A-HTRUST Stapled Unitholder shall be entitled to pursuant to the A-HTRUST Scheme, based on the number of the A-HTRUST Stapled Units held by such A-HTRUST Stapled Unitholder as at the A-HTRUST Scheme Entitlement Date, shall be rounded down to the nearest whole number, and fractional entitlements shall be disregarded.
Delivering sustainable returns
CapitaLand Retail China Trust

• Core DPU for the quarter ended Sep 19 grew by 4.3% YoY due to higher organic growth from existing malls as well as contribution from the 3 newly acquired malls

• Acquisitions in 2019
  ➢ Announced acquisition of Yuquan Mall for RMB808.3 million and divestment of CapitaMall Saihan for RMB460.0 million as a bundle deal to rejuvenate portfolio in Feb 2019
  ➢ Acquired 3 malls, CapitaMall Xuefu, CapitaMall Aidemengdun and CapitaMall Yuhuating in August 2019 for a total of RMB2,960 million

• Planned & Completed Asset Enhancement Initiatives
  ➢ AEI plan for Rock Square to optimise leasing space to generate additional revenue, create better shopper circulation
  ➢ Executed effective space reconfigurations across CapitaMall Wangjing, CapitaMall Xizhimen and CapitaMall Xinnan

• Proactive Capital Recycling
  ➢ Unlocked value by divesting CapitaMall Anzhen in 2017 and CapitaMall Wuhu in 2019 above valuation
Delivering sustainable returns
Ascendas India Trust

• DPU for the quarter ended Sep 19 increased by 15% YoY due to incremental rental income from Anchor and aVance Pune, positive rental reversions and reduction in Minimum Alternative Tax rate.

• Forward Purchases in 2019
  ➢ Announced in June 2019 the construction funding and forward purchase of BlueRidge 3 Phase 1 and Phase 2 for an estimated total consideration of INR9,810 million.
  ➢ Announced in July 2019 the construction funding and forward purchase for a warehouse at the Arshiya Free Trade Warehousing Zone for an estimated total consideration of INR2,149 million.

• Ongoing & Completed Asset Enhancement Initiatives
  ➢ Commenced construction of Multi Tenant Building 5 in International Tech Park Bangalore (ITPB).
  ➢ Completed development of Anchor building in ITPB in May 2019.
  ➢ Redevelopment of The V Phase 1 is currently in progress.

• Closed an upsized private placement issue of S$150 million in November 2019, which was approx. 4.1X covered. Proceeds to be earmarked for potential investment.

1 Based on initial base size of S$100 million.
Delivering sustainable returns

CapitaLand Malaysia Mall Trust

• YTD Sep 19 DPU was 4.73 sen which translates to a distribution yield of 5.9%\(^2\)

• Completed Asset Enhancement Initiatives
  ➢ Completed a RM54.5 million AEI to refurbish the annex block of Sungei Wang into a trendy lifestyle zone named JUMPA which opened in Sep 2019
  ➢ Space reconfiguration to optimise the layout on Level 4 at Gurney Plaza to bring in a new range of tenants (Q4 2018)
  ➢ Enhancement works on Level 1 at East Coast Mall to cater for international fashion and sports brands (Q3 2018)

• Operational efficiency
  ➢ Successful portfolio-wide implementation of cashless parking system

Notes:
1. Based on valuations of CMMT portfolio as at 30 June 2019
2. Based on market price of RM1.08 on 30 September 2019
Private Funds Raised in 2019

**CapitaLand Asia Partners I**
Asia’s key gateway cities
- Fund Size: US$391.3 million
- Discretionary real estate equity fund
- Value-add and transitional office buildings in Asia
- First Close: Feb 2019

**Ascendas China Commercial Fund 3**
China
- Fund Size: S$436 million
- Ascendas Innovation Place, Shanghai, China

**CREDO I China**
China
- Fund Size: US$556 million
- Discretionary real estate debt fund
- Real estate loans in China’s first- and second-tier cities
- Fund Close: Feb 2019
Increasing capital allocation to real estate

- In 2018, US$185.4 billion of private equity was raised globally for real estate investments
- Around 14.5% of capital raised was for investments into Asia Pacific, while 33.1% was designated for North America and 44.9% for Europe
- Total US$2 trillion AUM in non-listed real estate vehicles
- As of Q3 2019, CL’s AUM in private funds is S$23.8 billion (US$17.4 billion)

Private equity raised for real estate investments in 2018

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>44.9%</td>
</tr>
<tr>
<td>North America</td>
<td>33.1%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>14.5%</td>
</tr>
<tr>
<td>South America</td>
<td>0.6%</td>
</tr>
<tr>
<td>Global</td>
<td>6.9%</td>
</tr>
</tbody>
</table>
Positioning for Growth

1. Grow our real estate private funds across geographies and asset classes
   - Scale up existing business lines
   - Expand product offerings in key gateway cities

2. Leverage on the Group’s global presence and expertise in real estate development, operation and financing to identify and acquire assets at favourable values to deliver competitive risk adjusted returns

3. To ensure alignment of interests, we are prepared to put our capital to work alongside our investors for all investments
### CL Funds Universe (Current)

<table>
<thead>
<tr>
<th>Country</th>
<th>Retail</th>
<th>Office</th>
<th>Logistics / Industrial</th>
<th>Business Parks / Suburban Office</th>
<th>Lodging / Residential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>CMT</td>
<td>CCT</td>
<td>CAP I</td>
<td>AREIT</td>
<td>ASRGF</td>
</tr>
<tr>
<td>Australia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ART²</td>
</tr>
<tr>
<td>United Kingdom</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ASRCF, CTDF 1 &amp; 2</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>CRCT</td>
<td>CMICF 1,2,3 &amp; CMCDF 3</td>
<td>CAP I &amp; ACCF3</td>
<td>CREDO¹</td>
<td>ART², ASRGF</td>
</tr>
<tr>
<td>Malaysia</td>
<td>CMMT</td>
<td></td>
<td></td>
<td></td>
<td>AIT, AILP, AIT, AIT, AIGP</td>
</tr>
<tr>
<td>India</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ART², ASRGF, VJVF</td>
</tr>
<tr>
<td>Japan</td>
<td></td>
<td></td>
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<tr>
<td>Vietnam</td>
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<tr>
<td>Korea</td>
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</tr>
</tbody>
</table>

1. CREDO 1 China is a private fund focused on investing in China real estate debt across various asset types
2. ART also has assets in The Philippines and Indonesia
Capital Deployment Optimised Through REITs, Business Trusts, and PE Funds

- Continued momentum in Fund AUM driving fee growth of more than 10% YTD
- Earned S$188.5 million of fees in YTD Sep 2019
- Stable base fee supplemented by activity driven transaction fees

Fee Income¹ by Equity Sources (S$' million)

<table>
<thead>
<tr>
<th>Year</th>
<th>PE Funds</th>
<th>REITs &amp; BTs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>150.5</td>
<td>66.4</td>
<td>216.9</td>
</tr>
<tr>
<td>2018</td>
<td>154.5</td>
<td>71.3</td>
<td>225.8</td>
</tr>
<tr>
<td>YTD Sep 2019</td>
<td>134.2</td>
<td>54.4</td>
<td>188.5</td>
</tr>
</tbody>
</table>

Fee Income¹ by Quarter (S$' million)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>PE Funds</th>
<th>REITs &amp; BTs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD Sep 2018</td>
<td>46.6</td>
<td>56.8</td>
<td>167.9</td>
</tr>
<tr>
<td>YTD Sep 2019²</td>
<td>49.6</td>
<td>52.1</td>
<td>188.5</td>
</tr>
</tbody>
</table>

Note:
1. Includes fee based revenue earned from consolidated REITs before elimination at Group level
2. Includes contribution from ASB for the period from 1 Jul to 20 Sep 2019

Annualised fee income of S$347.2 million based on 3Q fee income
CapitaLand Investor Day 2019
Forum One - Is Retail Dead? Not at CapitaLand
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.
Retail Space per Capita in Singapore is Lower Than in Several Developed Markets

Shopping Centre Floor Space Per Capita
Singapore vs Various Countries, Based on Latest Available Data from ICSC (sq ft NLA)

- USA (2017): 23.6
- Canada (2017): 16.8
- Australia (2016): 11.2
- Hong Kong (2015): 10.1
- Singapore (2023): 6.0
- Singapore (2018): 5.9
- UK (2015): 4.6
- Japan (2016): 4.4
- South Korea (2015): 2.2
- China (2015): 1.8

Retail space per capita in USA is 4 times that of retail space per capita in Singapore. This suggests that retail space in USA is oversupplied and may explain the acceleration in store closures.

The projected increase in retail space per capita in Singapore is marginal. Singapore’s retail stock will still be much smaller than in other cities.

Retail space (shopping centre floor space) per capita in UK is lower than in Singapore, as most shopping in UK is high street shopping.

Source: International Council of Shopping Centres, Cistri
Limited Retail Space Supply in 2020 and Beyond

The Urban Redevelopment Authority of Singapore tightly regulates land supply and use. Retail supply is expected to slow down to an average growth rate of 1.1% over the next five years. This slowdown in supply is believed to have a stabilising effect on the market, which will safeguard against an oversupply of retail space.

The chart illustrates the retail floor space supply in Singapore from 2008 to 2023, with a forecast for the years 2019 to 2023. The chart indicates that the supply is projected to increase, with a gradual rise from 65.4 million sq ft in 2018 to 69.0 million sq ft in 2023. The breakdown shows the total supply, other retail, and shopping centres, with the latter two categories expected to grow at a steady pace.

Source: URA, Developers' Announcements, Cistri
Physical Retail Will Remain Highly Relevant

The majority of retail sales is transacted through physical space. Close to 90% of retail sales is projected to still be transacted through brick-and-mortar stores in 2022.

The projected e-commerce penetration in Singapore is low compared to USA and UK, given Singapore’s high population density and convenience provided by shopping malls.

Source: Singapore Business Review, 2019; FTI Consulting, USA, 2019; Office for National Statistics, UK, 2019
Is Retail Dead?
A Case Study: Funan
Where communities gather
Gaming harnessed as a tool to engage the young
Flexibility of space and integration of community
Experiential Retail & Customization
Differentiated & Impactful Events
CapitaLand Investor Day 2019
Forum Two – Co-living, Real Estate’s Next Big Thing
hello,

welcome to lyf.
what is lyf?
a new co-living serviced residence concept, designed by millennials for millennials. lyf fosters communal living and social interaction for our guests.
Alternative accommodation classes?

Just as challenging as it is for Airbnb to offer more hotel-like options, it seems in some ways even more daunting for hotel companies to start offering more Airbnb-like accommodations and create new products.

How can hospitality companies reinvent, innovate and create new product lines to capture new market trends?
millennials: a large untapped global market
Huge millennial travel and accommodation market potential by 2025, millennials will comprise three-quarters of the global workforce. Evolution of global corporate assignments (away from long-term engagements) translates to more short term assignments of <12 months. >1 bn digital nomads globally by 2035. Millennial travel spend is valued at >US$200bn annually.
Define - the needs of working millennials

Long and short stay accommodation needs

**Convenience**
- Difficulty committing to long term plans
- more flexible lease terms

**Community building**
- Seek spaces & opportunities to bond with like-minded people.

**Opportunities for collaboration**
- Seek the collaborative benefits of living in a community.

**Cost concerns**
- Affordability is a key consideration
What did we know about millennials?

Millennial travel trends

- “bleisure”
- seek authentic, local experiences
- digital nomads
- meet people & learn new skills

“Generation Rent”

community & sharing

tech savvy & digitally connected
The rise of sharing economy

millennials prefer to share than to own assets

ownership is not a necessity anymore; for millennials, ownership can instead be an obstacle in care and maintenance

hence, co-living concept is gaining acceptance amongst millennials globally

53.0% of millennials have used a sharing economy business in the last year, with accommodation (26.8%), proving particularly popular.

Hammerson UK Consumer Research, Jan 2017
What did we know about millennials?

Bleisure is a prominent trend amongst business travelers, especially millennials.

- 78% of millennials intentionally carved out personal time on a business trip.
- Majority of “Bleisure” travellers are from Asia with **ALOS of 10 nights**.
- “Bleisure” travellers place higher emphasis on safety, wifi, and **uniqueness of accommodation** than typical leisure travellers.

*Visa Global Travel Intentions Study 2015, www.forbes.com*
a new way to belong
the new travelling tribe
technology driven/startups
social beings
socially responsible
crave information/reviews
bleisure
more spontaneous
professionals
Ideate – deconstruct the apartment

Self-contained apartment vs self-contained building
lyf offers four main room types for different groups of people. They are customizable and functional.

- **singles** and **couples** → **queen room** (one of a kind)
- **friends** → **bunk room** (up & down)
- **business partners** → **paired rooms** (two of a kind)
- **project groups** → **apartment** (all together)
- **fun people** → **thematic rooms** (lyf style)
Prototype & test – partnership with SMU

- **started feb 2017**
  one-of-a-kind living lab collaboration

- **2.5 years coliving lab partnership**
  - 3,000 sqm facility
  - 24/7 – always open!
  - ~1,000 pax traffic daily
  - Social spaces testing

- **Hone placemaking capabilities**
  - Organized over 200 events
  - Over 70 partners
the lyf community

Great Beer, Great Food, Great Music.

CRAFT SINGAPORE GIVEAWAY

STORYTELLING THROUGH FOOD & MUSIC

MUSIC INDUSTRY TALK

Behind the Scenes and How to Get in
Implement – lyf, a coliving product

private apartments

social spaces

community
Implement – lyf, a coliving product

Technology in lyf

room booking, events notification, mobile key, message board, payments, profile & membership management
Alternative accommodation classes?
Rising acceptance and demand for coliving across markets

- Potential coliving users are willing to pay up to 10% more to stay in a coliving facility.
- For existing users, a majority are even willing to pay 11% - 20% more to stay in a coliving facility.

Figure 6: Breakdown of Premium Users are Willing to Pay

- Existing Users:
  - 11 to 20%: 63%
  - >20%: 25%
  - 0%: 12%

- Potential Users:
  - 1 to 10%: 53%
  - 11 to 20%: 18%
  - >20%: 29%
  - 0%: 0%

JLL Research Singapore, Apr 2019
lyf Funan Singapore
With 412 rooms in 329 apartments and 5 different apartment types operational since 1 September 2019, lyf Funan Singapore forms an integral part of Funan – an integrated development that also comprises a retail mall and two office towers.
"There's a nice balance between your own space and common areas where you can interact with other guests. We're all designed to want to be around people to a certain degree so the human connection you get in coliving is great." - Luke, 40 year-old long stay guest, quoted in The Straits Times
upcoming markets

lyf sukhumvit 8 bangkok
lyf raja chulan kuala lumpur
lyf funan
lyf one-north
lyf farrer park
lyf hongqiao shanghai
lyf fukuoka japan
lyf cebu city
the future is about connectedness.
community. 
conversation. 
coworking. 
coliving.
Thank you

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