Fireside chat with J.P. Morgan

Beyond the Price Tag – Insights into the Retail Scene

Ervin Yeo
Group Chief Strategy Officer and CEO, Commercial Management
CapitaLand Investment

CapitaLand Investment

Unparalleled Scale of Managed Assets in Singapore

Deep Management & Operational Expertise in Commercial Management

CLI is the largest private landlord and leading real asset manager, managing >130 properties across various asset classes

>130

Managed properties[1] in Singapore

~5.1 M

sqm GFA[1]

~S$40 B

Portfolio Value[1]

Integrated Developments

Retail

Industrial & Logistics

Business Parks

Office

Note: (1) CLI managed assets excluding lodging.

As at 31 Dec 2024

Our Clients

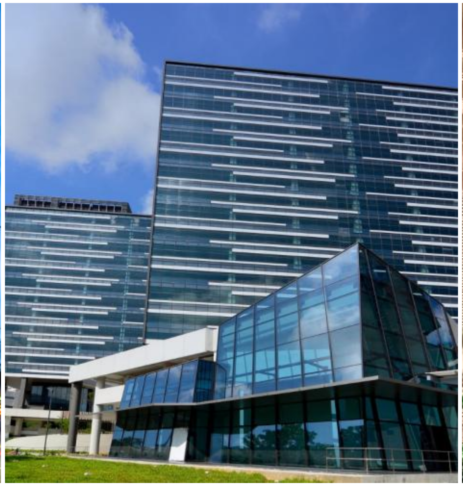
CapitaLand Integrated Commercial Trust

CapitaLand Integrated Commercial Trust (CICT)

Services: Full suite

Managing all of CICT's Singapore assets of 11 Retail Properties, 6 Grade A Office Properties, 4 Integrated Developments

CapitaLand Ascendas REIT



CapitaLand Ascendas REIT (CLAR)

Services: Full suite

Managing all of CLAR's Singapore assets of 31 Business Space and Life Science Properties, 44 Industrial Properties and 23 Logistic Properties

CapitaLand Development

CapitaLand Development (CLD) and JV Partners

Services: Full suite

Managing key developments including GENEO (GFA >1M sqft), Sengkang Grand Mall, Canninghill Pier and Parktown Residence

KALLANG WAVE

Kallang Alive Sport Management
Kallang Wave Mall

Services: Asset Management, Property Management, Marketing & Leasing, Tenant Management, CapitaStar Programme

Managing 410K sqft of retail space. Delivered ~10% increase in shopper traffic since Apr 2024

SINGPOST CENTRE

Singapore Post
SingPost Centre

Services: Property Management, Marketing & Leasing, Tenant Management, CapitaStar Programme

Managing retail component of SingPost Centre since 2017 and successfully renewed for another term in Mar 2023

Expanding Capabilities Beyond Singapore

STRATEGIC RATIONALE

- **Expands commercial management expertise into Malaysia's evolving retail landscape**, supported by the Johor–Singapore SEZ and RTS Link
- Leveraging deep management and operational expertise to **unlock further income opportunities**
- Strengthens CLI's ecosystem advantage, enabling alignment in positioning and execution across regional assets — **reinforcing our reputation as a trusted operator**

1st Third Party Retail Advisory Agreement in Malaysia: Strategic Partnership with Astaka

OBS MALL, Johor Bahru

Signed Aug 2025 | Expected opening 2031/32

NLA ~300,000 sf

Part of a mixed-development situated next to JB City Council HQ and The Astaka, one of Southeast Asia's tallest residential development

Creating Value in Retail through Operational Excellence

CapitaLand Investment

Our Robust Retail Leasing Strategy

Reimagine

Reimagining the future of retail through incubating new concepts and retail experiences

Refresh

Staying ahead through proactive and long-term planning of property reconfiguration initiatives

Relevant

Keeping abreast of market trends and deepening relations with key stakeholders

Reimagine: Common Spaces, New Experiences

Wiggle Wiggle, Plaza Singapura
First Pop Up in Singapore

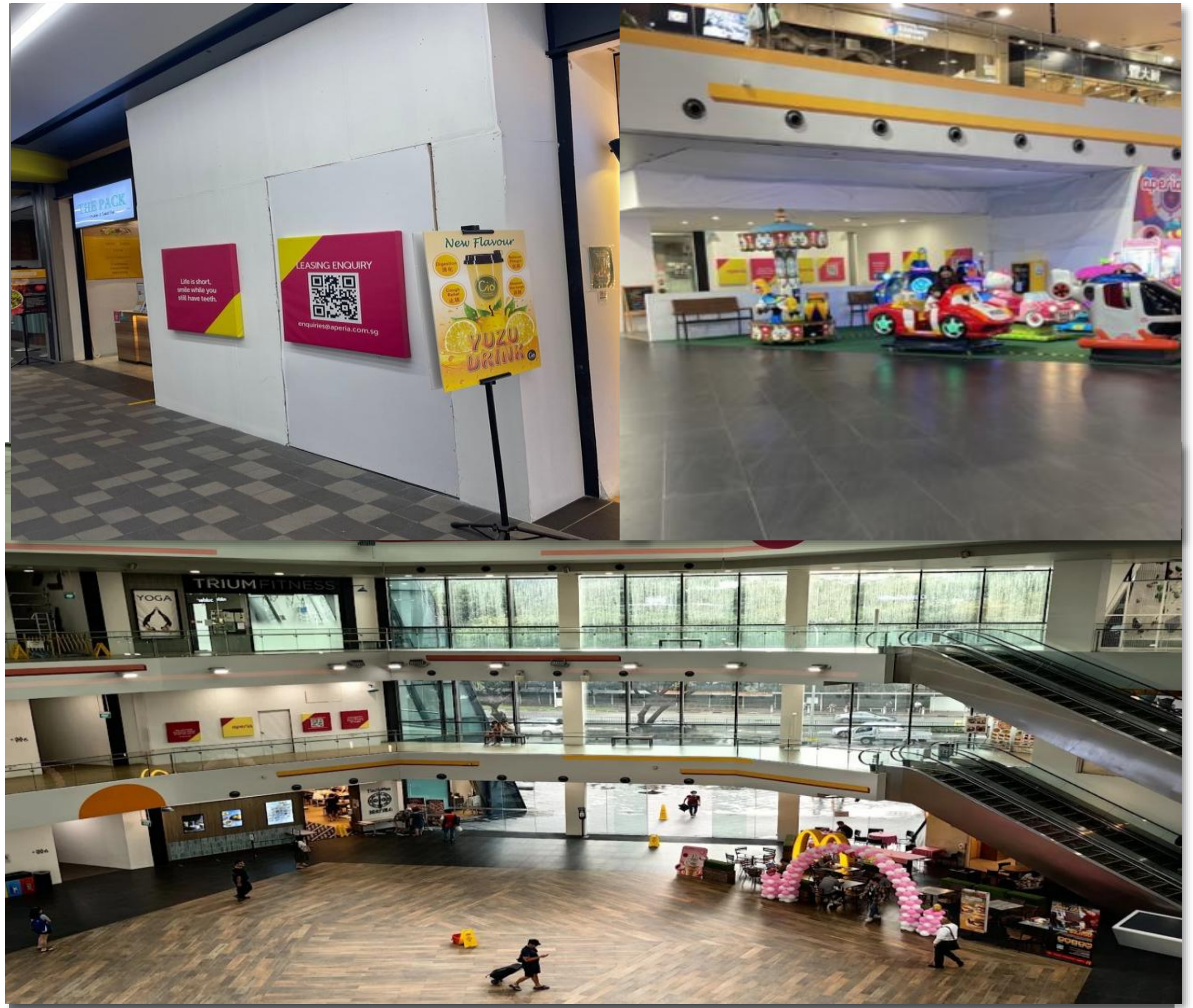
Miniso x Harry Potter, Funan
Experiential Pop Up with Limited Edition Items

Reimagine

3ce, Bugis+
First Pop Up in Singapore

McSpicy Museum, Bugis Junction
First McSpicy Museum in the world

Refresh: Shaping Spaces for Tomorrow's Users



APERIA - BEFORE

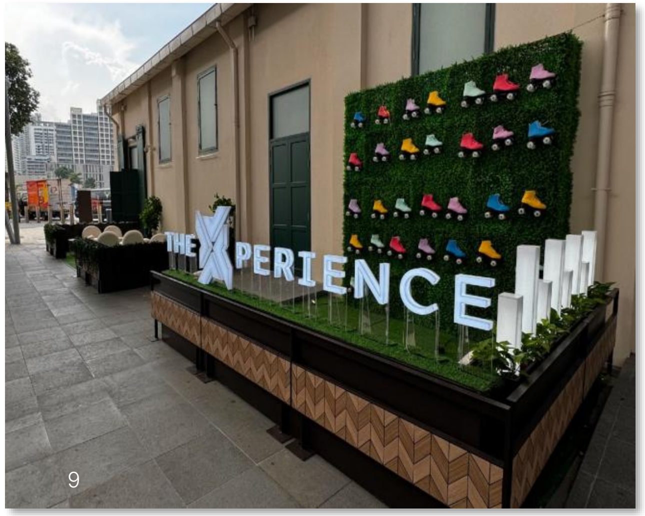
APERIA - AFTER

Refresh: Creating Communities with Innovative Tenancy

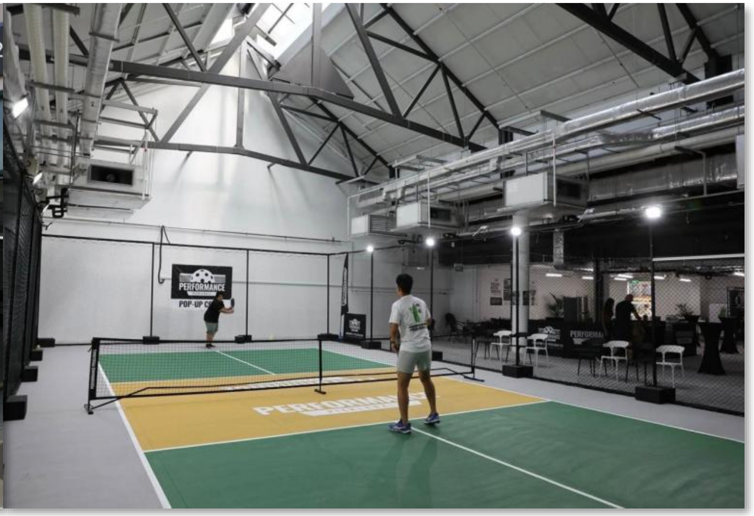
Ace Club Tennis

BEFORE

AFTER



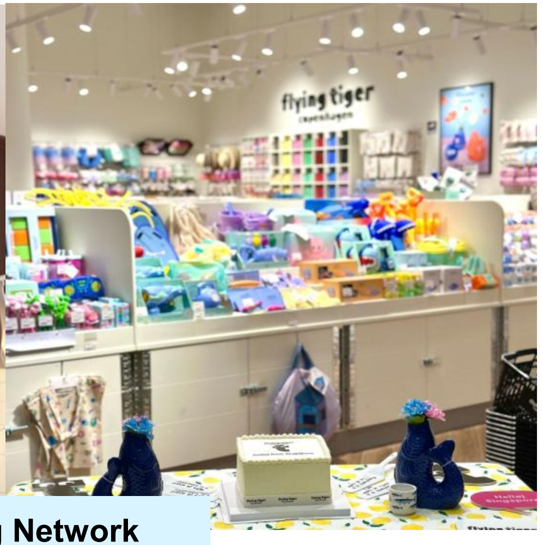
PERFORMANCE
PICKLEBALL



Insights + Partnership = Staying Ahead

Leasing Trips

- Keeping a pulse on the ground - leasing trips to Tokyo, Hong Kong, Shanghai, Shenzhen, Johor Bahru in 2025
- Deepening relationships with key brands
- Gain insights and learning best-in-market practices



Strong Network

- Confidence from brands that have picked a CLI-managed mall for their first-in-market concepts
- Expand network including brands, distributors, investors and government agencies

Attracting New-to-market Brands

Premium

- **Fragrance:** Le Labo, Byredo, Kilian 三家江苏首店/ **American Vintage** 江苏首店 / **Dior Cosmetics + Accessories @SZC**
- **Laudree**（法式甜品下午茶）**@RCS**

First to Market (F&B)

- **阿毛饭店** (宁波老字号杭州首店) **@RCH**
- **梅果 @乐峰** 广州城市首店
- **巴黎贝甜 @云尚** 广州城市首店

Lifestyle

- **电力宠物百货** 凯德首店 **@ RCCN**
- **Decathlon Outdoor** 概念店 **@ RCC**
- **番茄口袋** 凯德首店**@RCC**
- **潮玩Tagi** 凯德首店 **@SZC**

New Concept Stores

- **Albert Wang (Fudi**旗下有机生鲜超市全国首店) **@TYG**
- **Hot Crush bakery @XDX**开业三日日均7万

Emerging Trends in Retail

Material → Experiential / Lifestyle = Emotional Value 情绪价值

Pets

D&L Pets Tenant @RCCN → Traffic +5%
Pets Adoption Day@RCH → Traffic +20%

Sports

Trail Running@CDJN → Traffic +7%
Padel ball@RCTB | Rock Climbing@CDTF

Wellness

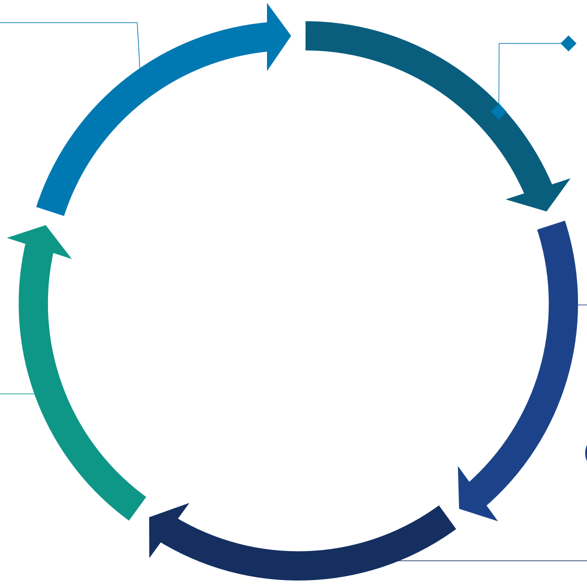
Tropical Island Event@RCCN →Traffic +9%
Global Roaming@Luone → Traffic +7%

IP

Miniso pop up @RCS / RCC →Traffic +16%
Butterbear popup@RCTB | Cosplay@XDX&XF

Amplified Value with an Integrated Ecosystem

An **integrated ecosystem** where Asset Management and Property Management teams complements each other, aligning strategic goals with operational delivery



Asset Management

Provide strategic oversight that aligns property management with long-term asset goals, focusing on asset optimisation, and capex lifecycle management

Central Leasing and Brand Launchpad

Trusted by retailers for market entry and growth, with strong tenant ties enabling co-creation of first-in-market concepts and flagship stores

Value-Added Digital Platforms

Deliver value through data-driven engagement and digital rewards across our proprietary platform

Centralised Group Marketing Communications

Portfolio-wide, high-impact campaigns powered by our Group Marketing team to drive footfall, engagement, and tenant performance

Space Planning Management

Dedicated team with in-house design capabilities to optimise and enhance aesthetics with functionality and efficiency of usable real estate spaces

Value-Added Digital Platforms

Driving value with our proprietary digital platforms in Singapore

CapitaStar

Digital rewards programme drives deeper engagement with customers and forge stronger connections with our tenants

~1.8M
CapitaStar Programme Members

>S$1.3B
in sales powered through CapitaStar

CapitaVoucher

Robust network of acceptance points, encompassing properties in our portfolio, and extends to malls beyond (such as Paragon, Changi City Point, and Kallang Wave Mall)

3,400
Participating Stores

31
Committed Properties

CapitaStar @Work

Exclusively for workspace properties, we power a digital-led workspace experiences and integrated Property-Tech utility solutions across:

103
Workspace Properties

8
Co-Working Space

>1M
Visitor Registrations Powered

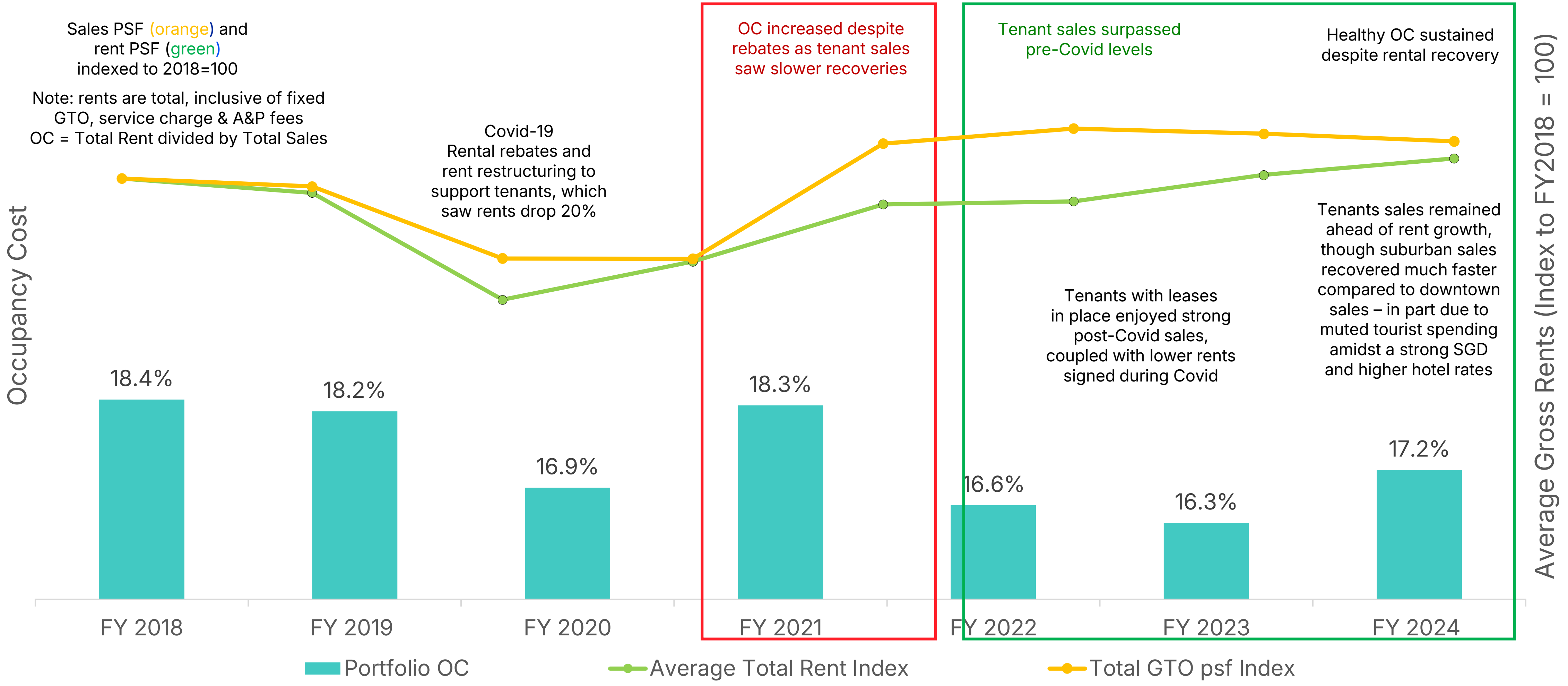
Key Features:

- Contactless Access
- Visitor Invitation
- Space Booking
- Community Events

Understanding Occupancy Costs

CapitaLand Investment

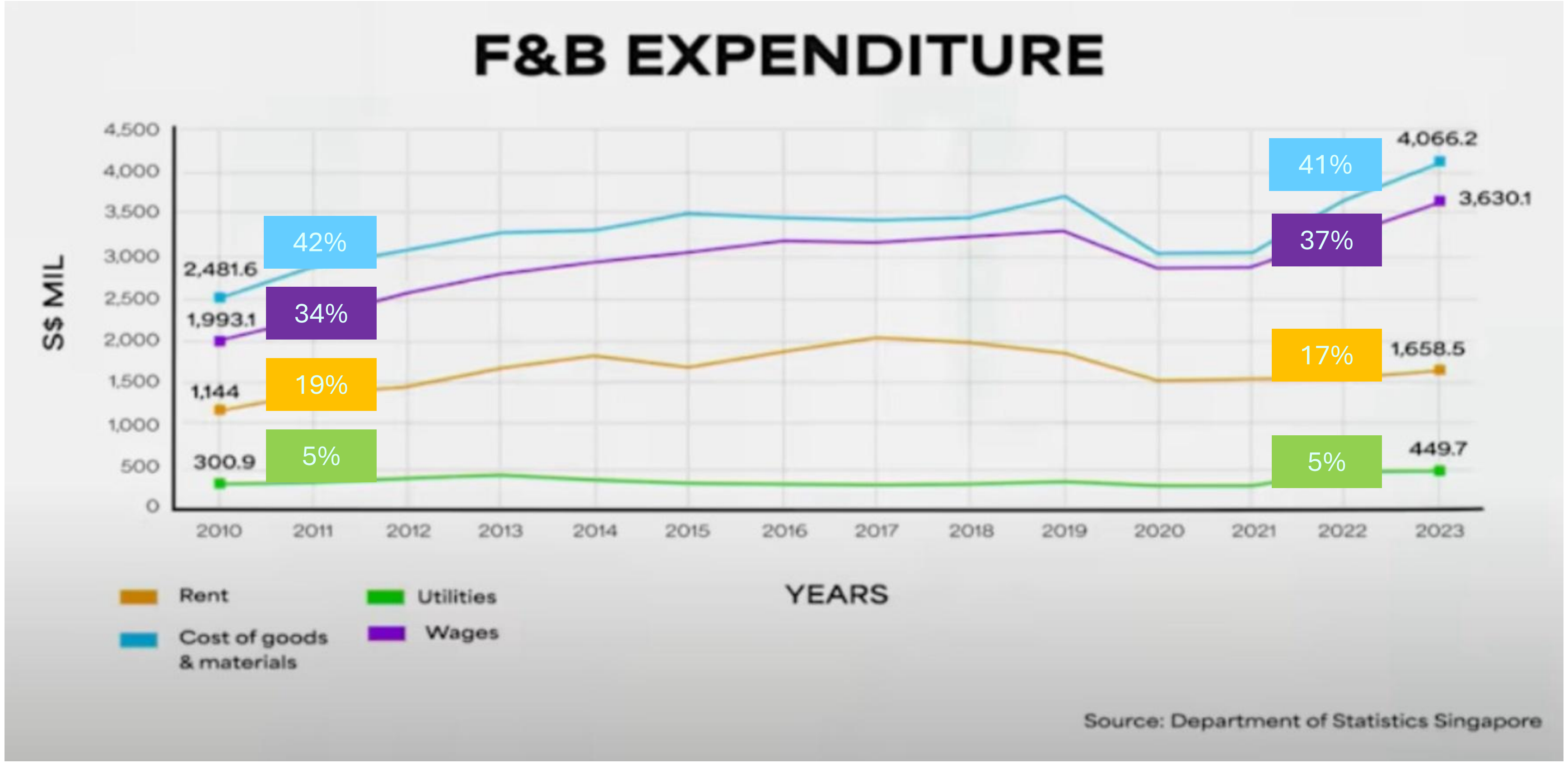
Average Occupancy Cost for CLI-Managed Retail Assets



Source: CapitaLand, excluding 3rd party managed properties

F&B Expenditure from 2010 - 2023

F&B businesses' second-largest expense in 2023 was wages, behind the cost of goods and materials



CAGR (2010-2023)

Cost of goods & materials	3.6%
Wages	4.4%
Rent	2.7%
Utilities	2.9%

Source: CNA article

Key Takeaways

- **Occupancy costs** as a performance driver and indicator
  - Identifies **inefficiencies and benchmarks performance** across assets
  - Critical driver of **overall retail performance and long-term sustainability**

- Understanding how occupancy costs relate to sales performance and space productivity can support **better lease negotiations, budgeting decisions** and **portfolio optimisation efforts**

- **Trade mix matters,** for mall operators, maximising the value of the asset does not mean maximising the rent of each individual unit

- **Commercial management** plays a essential role in ensuring spaces are **financially sustainable** and **strategically used**
  - Understanding retail trends provides context for how space performance aligns with market needs

- Opportunities & Risks: **Diversification and disciplined portfolio management** are critical in navigating volatility capitalandinvest.com

Thank you

CapitaLand Investment