

**SPEECH BY MR LIM MING YAN, PRESIDENT & GROUP CEO,
CAPITALAND GROUP AT RETAIL FUTURE 2018 SEMINAR AT
RAFFLES CITY CONVENTION CENTRE, SINGAPORE, ON
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Ladies and gentlemen,

1. Thank you for joining us today for CapitaLand's Retail Future 2018.
2. This is a great occasion, not just to listen to some of the new ideas that have developed in the industry, but also for many of you to get together to share with each other what is happening in a very exciting but challenging industry.
3. The theme for this year's seminar is Smart Nation, Smart Shopping. When we talk about "smart", the word data immediately comes to mind. Data is the new fuel of the digital era, just like oil was in the previous era. It is also crucial to the growth of cities and to businesses as we strive to do things better, faster and more productively.
4. As mall operators, CapitaLand's relationship with our shoppers and retailers is the cornerstone of our Real Estate as a Service expertise. To empower this shopper-retailer-mall ecosystem, we have developed the CapitaLand Digital Merchant Services

Suite, or CapitaLand DMSS, comprising a series of digital tools to enable you, our retailers, to digitalise your interactions with shoppers in the areas of transactions, rewards and operations – and all this at the backend to be powered by data analytics.

5. CapitaStar, our loyalty programme with about 880,000 members in Singapore alone, and 5.7 million members across Asia, has been the rewards engine for CapitaLand DMSS. Apart from StarPay, the ePayment service via a single unified touchpoint that we are launching today, what we really hope to do is to get everyone on a single system to allow our customers to go cash-lite. The digital suite also comes with deals and vouchers management platforms; customer analytics dashboards; as well as 'Loyalty as a Service' offerings which will allow retailers to leverage the CapitaStar engine as your own loyalty programmes.
6. Ultimately, what we want to create is a seamless experience where it is easier for shoppers to find what they want, pay for it in any mode they prefer – where all they need are their mobile phones and they can really leave home without their wallets, get rewarded instantly, and enjoy better customer service round the clock.
7. Our retailers, all of you here in the audience today, are indispensable in creating this experience. We built CapitaLand DMSS with all of you in mind, so that you may easily come on

board our digitalisation drive, and together we can translate insights into business outcomes – whatever this outcome is – it can be increased productivity, improved sales or better customer service.

8. With StarPay, we will be providing all-in-one smart terminals to over 2,500 stores in 17 participating CapitaLand malls across Singapore. Further widening the reach of StarPay are our stable of launch partners – we are very happy to have American Express®, GrabPay, NETS, DBS PayLah! and Alipay coming on board with us. We are pleased and excited that they are joining us to bring greater conveniences to consumers with their established payment networks.
9. We look forward to welcoming our retailers and shoppers on board StarPay, to constantly interact with and stay connected to us. We will continue to leverage the knowledge and insights gleaned from this valuable partnership to better serve your needs.
10. Thank you and I hope you'll have an insightful morning with us today.

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