

Additional Information

VALUE ADDED STATEMENT

	2021 S\$ million	2020 S\$ million
Value added from:		
Revenue earned	2,293	1,983
Less: Bought in materials and services	(979)	(715)
Gross value added	1,314	1,268
Share of results of associates and joint ventures	1,218	(25)
Exchange gain (net)	15	32
Other operating income/(expenses) (net)	670	(616)
Total value added	1,903	(609)
	3,217	659
Distribution:		
To employees in wages, salaries and benefits	743	591
To government in taxes and levies	494	219
To providers of capital in:		
– Net interest on borrowings	324	347
– Dividends to shareholders	4	720
	1,565	1,877
Balance retained in the business:		
Depreciation and amortisation	160	148
Revenue reserves net of dividends to shareholders	1,345	(1,279)
Non-controlling interests	211	(114)
	1,716	(1,245)
Non-production cost:		
(Writeback)/Allowance for doubtful receivables	(64)	27
Total distribution	3,217	659
Productivity analysis:		
Value added per employee (S\$'000) #	170	162
Value added per dollar of employment cost (S\$)	1.8	2.1
Value added per dollar sales (S\$)	0.6	0.6

Based on 2021 average headcount of 7,744 (2020: 7,813).

SUPPLEMENTAL INFORMATION

1. INTERESTED PERSON TRANSACTIONS

Interested person transactions carried out during the financial year which fall under Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited are as follows:

Nature of Relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) ¹ S\$'000	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S\$100,000) ² S\$'000
Transactions with CapitaLand Group Pte. Ltd. (formerly known as CapitaLand Limited) and its associates:		
Immediate holding company and associates of controlling shareholder of the Company		
Purchase of goods and services	83,943	—
Sale of goods and services	80,291	—
Borrowings from	6,189,565	—
Lending of funds (including principal amounts)	7,513,856	—
Establishment of joint venture	600,000	—
Net consideration for the transfer of entities from parent group as part of internal restructuring, settled in the Company's shares	7,619,994	—
Transactions with Temasek Holdings (Private) Limited and its associates :		
Controlling shareholder of the Company		
Purchase of goods and services	384	—
Sale of goods and services	18,400	—
Establishment of joint venture	204,525	—
Transactions with Singapore Telecommunications Limited and its associates:		
Associates of controlling shareholder of the Company		
Purchase of goods and services	971	—

1 Includes the interested person transactions disclosed in the Introductory Document dated 17 July 2021.

2 The Company does not have an interested person transactions mandate under Rule 920 of the Listing Manual.

Nature of Relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) ¹ S\$'000	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S\$100,000) ² S\$'000
Transactions with TeleChoice International Limited and its associates:		
Associates of controlling shareholder of the Company		
Sale of goods and services	208	—
Transactions with Singapore Airlines Limited and its associates:		
Associates of controlling shareholder of the Company		
Sale of goods and services	2,829	—

1 Includes the interested person transactions disclosed in the Introductory Document dated 17 July 2021.

2 The Company does not have an interested person transactions mandate under Rule 920 of the Listing Manual.

Directors Seeking Reelection

Directors Seeking Reelection

The following information relating to Mr Lee Chee Koon, Ms Judy Hsu Chung Wei, Mr David Su Tuong Sing and Ms Helen Wong Siu Ming, each of whom is standing for reelection as a Director at the 2022 Annual General Meeting (AGM) of the Company is provided pursuant to Rule 720(6) of the Listing Manual of the Singapore Exchange Securities Trading Limited.

NAME OF DIRECTOR	LEE CHEE KOON	JUDY HSU CHUNG WEI	DAVID SU TUONG SING	HELEN WONG SIU MING
Date of first appointment as a Director	1 July 2019 ¹	1 June 2021	1 January 2022	1 January 2022
Date of last reelection as a Director	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Age	47	58	50	65
Country of principal residence	Singapore	Singapore	Singapore	Hong Kong
The Board's comments on the reelection	Based on the recommendation of the Nominating Committee, the Board is satisfied that Mr Lee will continue to bring invaluable insights beneficial to the Board. Mr Lee is the Group Chief Executive Officer (CEO) of the Company. His knowledge of, and inside perspective on, all aspects of the Company's businesses is beneficial to, and contributes to, the Board's deliberations.	Based on the recommendation of the Nominating Committee, the Board is satisfied that Ms Hsu will continue to bring invaluable insights beneficial to the Company and the Board. Ms Hsu's credentials, experience, background, knowledge and expertise continue to provide and complement the diversity of skill sets which are relevant to the Company and her perspectives contribute to the Board's deliberations.	Based on the recommendation of the Nominating Committee, the Board is satisfied that Mr Su will continue to bring invaluable insights beneficial to the Company and the Board. Mr Su's credentials, experience, background, knowledge and expertise continue to provide and complement the diversity of skill sets which are relevant to the Company and his perspectives contribute to the Board's deliberations.	Based on the recommendation of the Nominating Committee, the Board is satisfied that Ms Wong will continue to bring invaluable insights beneficial to the Company and the Board. Ms Wong's credentials, experience, background, knowledge and expertise continue to provide and complement the diversity of skill sets which are relevant to the Company and her perspectives contribute to the Board's deliberations.
Whether appointment is executive, and if so, the area of responsibility	Executive. Mr Lee is the Group CEO and he oversees the business of the Company	Non-executive	Non-executive	Non-executive
Job title	<ul style="list-style-type: none"> Executive Non-Independent Director Executive Committee (Member) Strategy Committee (Member) 	<ul style="list-style-type: none"> Non-Executive Independent Director Executive Resource and Compensation Committee (Member) Risk Committee (Member) 	<ul style="list-style-type: none"> Non-Executive Independent Director Strategy Committee (Member) 	<ul style="list-style-type: none"> Non-Executive Independent Director Audit Committee (Member) Strategy Committee (Member)
Professional qualifications	<ul style="list-style-type: none"> Bachelor of Science in Mechanical Engineering, National University of Singapore Master of Science in Advanced Mechanical Engineering, Imperial College London, UK 	<ul style="list-style-type: none"> Bachelor of Science Degree in Microbiology, University of British Columbia, Canada Master of Business Administration in Finance, University of British Columbia, Canada 	<ul style="list-style-type: none"> Bachelor Degree in Applied Science (Computer Technology), Nanyang Technological University, Singapore 	<ul style="list-style-type: none"> Bachelor of Science in Biology, University of Dayton, Ohio, USA Master of Business Administration in Finance, Fordham University, New York, USA

¹ Mr Lee Chee Koon was a Director of the Company (then known as CapitaLand Financial Limited) for a brief period from 1 May 2018 to 15 September 2018, when it was a wholly-owned subsidiary of CapitaLand Limited (now known as CapitaLand Group Pte. Ltd.).

Directors Seeking Reelection

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NAME OF DIRECTOR	LEE CHEE KOON	JUDY HSU CHUNG WEI	DAVID SU TUONG SING	HELEN WONG SIU MING
Working experience and occupation(s) during the past 10 years	<ul style="list-style-type: none"> President and Group CEO, CapitaLand Limited[^] (September 2018 to June 2021) Group Chief Investment Officer, CapitaLand Limited[^] (January 2018 to September 2018) CEO, The Ascott Limited (June 2013 to December 2017) Deputy CEO, The Ascott Limited (February 2012 to May 2013) Managing Director, North Asia, The Ascott Limited (July 2009 to May 2013) <p>[^] CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.</p>	<ul style="list-style-type: none"> CEO of Consumer, Private and Business Banking, Standard Chartered Bank (Singapore) Limited (January 2021 to Present) Regional CEO for ASEAN and South Asia, Standard Chartered Bank (Singapore) Limited (June 2018 to December 2020) CEO of Singapore and ASEAN Markets, Standard Chartered Bank (Singapore) Limited (October 2017 to June 2018) CEO of Singapore, Standard Chartered Bank (Singapore) Limited (October 2015 to October 2017) Global Head of Wealth Management, Standard Chartered Bank (December 2009 to September 2015) 	<ul style="list-style-type: none"> Founding Managing Partner, Matrix Partners China (July 2008 to Present) 	<ul style="list-style-type: none"> Founder and CEO, LAPIS Global Limited (2010 to 2016, 2018 to Present) Chief Operating Officer, Bravia Capital Hong Kong Limited (2016 to 2017)
Shareholding interest in the Company and its subsidiaries	<p>2,470,572 shares of the Company (direct interest)</p> <p>Share awards comprising up to 4,821,085 shares of the Company granted under the CapitaLand Investment Performance Share Plan 2021, subject to vesting/delivery conditions and/or achievement of pre-determined targets, as applicable</p>	Nil	Nil	Nil
Any relationship (including immediate family relationships) with any existing Director, existing executive officer, the Company and/or substantial shareholder of the Company or any of its principal subsidiaries	Nil	Nil	Nil	Nil
Conflict of interest (including any competing business)	Nil	Nil	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the Company	Yes	Yes	Yes	Yes

Directors Seeking Reelection

Directors Seeking Reelection

NAME OF DIRECTOR	LEE CHEE KOON	JUDY HSU CHUNG WEI	DAVID SU TUONG SING	HELEN WONG SIU MING
Other Principal Commitments including Directorships				
Present	<p>Non-Listed Companies</p> <ul style="list-style-type: none"> • CapitaLand Group Pte. Ltd.^ (Director) • CapitaLand (China) Corporate Management Co., Ltd.* (Director) • CapitaLand India Pte. Ltd.* (Director) • CapitaLand International Pte. Ltd.* (Director) • CapitaLand Mall Asia Limited* (Director) • CLI Singapore Pte. Ltd.* (Director) • EDBI Pte. Ltd. (Director) • The Ascott Limited* (Director) <p>Others</p> <ul style="list-style-type: none"> • CapitaLand Hope Foundation (Director) • Future Economy Council (Member) • St. Joseph's Institution International Ltd (Member of the Board of Governors and Chairman of the Human Resource Committee) • St. Joseph's Institution International Elementary School Ltd (Member of the Board of Governors and Chairman of the Human Resource Committee) <p>^ Previously known as CapitaLand Limited, which was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.</p> <p>* Entities within the CapitaLand Investment Limited group under which appointments are held by Mr Lee as part of his responsibilities as Group CEO of the Company.</p>	<p>Non-Listed Companies</p> <ul style="list-style-type: none"> • Hype Records Pte Ltd (Director) • Trust Bank Singapore Limited (Chairperson and Director) <p>Government/Statutory Boards</p> <ul style="list-style-type: none"> • Urban Redevelopment Authority (Board Member) • Workforce Singapore (Board Member) 	<p>Non-Listed Companies</p> <ul style="list-style-type: none"> • Business China (Director) • EDBI Pte. Ltd. (Director) • Conversant Pte. Ltd. (Director) • Nanyang Technological University (Member of the Board of Trustees) 	<p>Public Listed Company</p> <p>Aseana Properties Limited (Director)</p> <p>Non-Listed Companies</p> <ul style="list-style-type: none"> • LAPIS Global Limited (Director and CEO) • AID Genomics Group Limited (Director)
Past (for the last 5 years)	<p>Public Listed Companies</p> <ul style="list-style-type: none"> • Managers of Ascott Residence Trust® (Director) • CapitaLand China Trust Management Limited (Manager of CapitaLand China Trust) (Director) • CapitaLand Commercial Trust Management Limited (Manager of CapitaLand Commercial Trust#) (Director) • CapitaLand Limited^ (Director) <p>Non-Listed Companies</p> <ul style="list-style-type: none"> • Ascott International Management (2001) Pte Ltd (Director) • Ascott Serviced Residence (Global) Investment Pte. Ltd. (Director) • Ascott Serviced Residence (Global) Fund Pte. Ltd. (Director) • Ascott Serviced Residence (China) Fund (Dissolved) (Chairman) • C31 Ventures Pte. Ltd. (Director) • C31 Ventures Fund 1 Pte. Ltd. (Director) • C31 Ventures Fund Management Pte. Ltd. (Director) • C31VF1-001V Pte. Ltd. (Director) • C31VF1-065C Pte. Ltd. (Director) • C31VF1-ESVF Pte. Ltd. (Director) 	<p>Public Listed Company</p> <p>CapitaLand Limited^ (Director)</p> <p>Others</p> <ul style="list-style-type: none"> • Standard Chartered Bank (Singapore) Limited (Board Chair and Director) • Standard Chartered Holdings (Singapore) Private Limited (Director) • Singapore International Chamber of Commerce (Director) • The Institute of Banking and Finance (Director) • Association of Banks in Singapore (Vice Chairperson) <p>^ CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.</p>	Nil	Nil

NAME OF DIRECTOR	LEE CHEE KOON	JUDY HSU CHUNG WEI	DAVID SU TUONG SING	HELEN WONG SIU MING
<p>Past (for the last 5 years) (continued)</p>	<ul style="list-style-type: none"> • CapitaLand Fund Management Pte. Ltd. (Director) • CapitaLand China Holdings Pte. Ltd. (Director) • CapitaLand Corporate Investments Pte Ltd (Director) • CapitaLand CLIMB Management Consultancy (Shanghai) Co., Ltd. (Liquidated) (Director) • CapitaLand Digital Holdings Pte. Ltd. (Director) • CapitaLand Hope Foundation (Director) • CapitaLand International (Europe) Pte. Ltd. (Director) • CapitaLand Singapore Limited (Director) • CapitaLand Singapore (BP&C) Pte. Ltd. (Director) • CapitaLand Trustee Pte. Ltd. (Director) • CapitaLand VN Limited (Director) • Guangzhou Slamet Property Co., Ltd. (Dissolved) (Director) • Jilin Food Zone Pte. Ltd. (Director) • LFIE Holding Limited (Director) • Pidemco Land Singapore Pte. Ltd. (Director) • Quest Tenancy Holdings Pty Ltd (Director) • QSA Group Pty. Ltd. (Director) • Somerset Capital Pte Ltd (Director) • Synergy Global Housing International Pte. Ltd. (Director) • Synergy Global Housing LLC (Manager) • Temasek Foundation Nurtures CLG Limited (Director) • Tujia.com International (Director) • The Ascott Capital Pte Ltd (Director) • The Ascott Holdings Limited (Director) <p>Various other entities within the CapitaLand group under which the appointments were made as part of Mr Lee's responsibilities as Group CEO of CapitaLand Limited.</p> <p><u>Others</u></p> <ul style="list-style-type: none"> • Lifelong Learning Institute Pte. Ltd. (Director) <p>^o Managers of Ascott Residence Trust comprising Ascott Residence Trust Management Limited (Manager of Ascott Real Estate Investment Trust, or "Ascott Reit") and Ascott Business Trust Management Pte. Ltd. (Trustee-Manager of Ascott Business Trust, or "Ascott BT"). Ascott Residence Trust is a stapled group comprising Ascott Reit and Ascott BT with effect from 31 December 2019.</p> <p>[#] CapitaLand Commercial Trust was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 3 November 2020.</p> <p>[^] CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.</p>			

INFORMATION REQUIRED

Disclosure on the following matters concerning each Director standing for reelection as a Director at the AGM:

NAME OF DIRECTOR	LEE CHEE KOON	JUDY HSU CHUNG WEI	DAVID SU TUONG SING	HELEN WONG SIU MING
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No	No
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of :-				
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No	No
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No	No	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No	No	No
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No	No