

Our Leadership Council



LEE CHEE KOON
Group Chief Executive Officer



ANDREW LIM
Group Chief Financial Officer



GERALD YONG
Chief Executive Officer,
International



JANINE GUI
Managing Director and Head,
Group Strategic Investment



JONATHAN YAP
Chief Executive Officer,
Fund Management



KEVIN GOH
Chief Executive Officer, Lodging



KNG HWEE TIN
CEO, Finance & Corporate Services
CEO, China Capital Markets



LYNETTE LEONG
Chief Sustainability Officer



MANOHAR KHIATANI
Senior Executive Director



MICHELLE KOH
General Counsel



PATRICK BOOCOCK
Chief Executive Officer,
Private Equity Alternative Assets



PUAH TZE SHYANG
Chief Executive Officer, China



SIMON TREACY
Chief Executive Officer,
Private Equity Real Estate



TAN SENG CHAI
Chief Corporate & People Officer

LEE CHEE KOON Group Chief Executive Officer

Chee Koon is Group CEO of CapitaLand Investment, one of Asia's largest listed real estate investment managers with a global footprint that spans more than 200 cities in over 30 countries.

Prior to this role, Chee Koon was President and Group CEO of CapitaLand Group since 2018. Under his leadership, CapitaLand became one of Asia's largest diversified real estate companies. In 2019, he led the Group's strategic merger with Ascendas-Singbridge, which allowed the Group to strengthen its position in the business park, industrial and logistics segments of the market. In addition, he significantly expanded the Group's footprint in China and India.

Chee Koon joined CapitaLand in 2007 and held several appointments within the Group before his appointment as its President and Group CEO.

Chee Koon was presented with the Business China Young Achiever Award for his contributions towards strengthening Singapore-China relations through Ascott. In 2016, he was also conferred the prestigious National Order of Merit (Chevalier de l'Ordre National du Mérite) by the President of the French Republic for Ascott's contributions to France.

Chee Koon holds a Mechanical Engineering degree from the National University of Singapore. He also holds a Master of Science degree in Advanced Mechanical Engineering from Imperial College London, United Kingdom.

Directorships
See "Our Board of Directors" on page 15.

ANDREW LIM Group Chief Financial Officer

Andrew is Group CFO at CapitaLand Investment (CLI), responsible for the company's finance strategy, financial management, operations and risk management, and capital allocation. In addition to stewarding finance functions such as Group Finance, Financial Reporting and Controls, Treasury, Tax and Risk Management, Andrew supervises the administrative function of CLI's Internal Audit department, as well as oversees the Group Investor Relations, Group Communications and Group Shared Services functions. He also leads the Centre of Excellence for Sustainability.

Prior to this role, Andrew was Group CFO of the CapitaLand Group from 2017 to 2021, where he oversaw the Group's finance functions and corporate-level mergers and acquisitions, including the landmark S\$11 billion merger with Ascendas-Singbridge in 2019. He was a key architect

in the successful restructuring of the CapitaLand Group in 2021 to take its real estate development arm private and list its real estate investment management business, unlocking significant value for shareholders.

Before joining CapitaLand, Andrew was an Investment Banker at HSBC Bank for 12 years, rising to the position of Managing Director and Head of Southeast Asia Advisory Coverage, Real Estate and Hospitality.

Andrew holds a Bachelor of Commerce degree and a Master of Business Administration from the Rotman School of Business at the University of Toronto. He is also a Chartered Financial Analyst charterholder.

- Directorships and Professional Memberships**
- Non-executive, Non-independent Director, CapitaLand Integrated Commercial Trust Management Limited
 - Non-executive, Non-independent Director, Ascendas Funds Management (S) Limited
 - Non-executive, Non-independent Director, Ascott Residence Trust Management Limited
 - Non-executive, Non-independent Director, CapitaLand China Trust Management Limited
 - Non-executive, Non-independent Director, CapitaLand Malaysia Mall REIT Management Sdn. Bhd.
 - Non-executive Director, Sport Singapore (Singapore Sports Council)
 - Member, Institute of Singapore Chartered Accountants' CFO Committee
 - Member, Accounting for Sustainability Circle of Practice in Asia

GERALD YONG Chief Executive Officer, International

Gerald is CEO, International at CapitaLand Investment (CLI), responsible for overseeing the growth and asset management of CLI's real estate portfolio in developed markets outside Singapore, including USA, Europe, Australia, Japan and Korea.

Prior to this role, Gerald was Deputy Chief Investment Officer and Head, CapitaLand International since 2018, responsible for leading the Group's expansion into new markets. He was Chief Investment Officer of The Ascott Limited (Ascott) from 2012 to 2017, where he helped drive Ascott's growth and entry into new markets as well as mergers and acquisitions in USA and Australia. Before that, Gerald oversaw investment and business development in North Asia, based in Shanghai, China.

Gerald played a key role in the listing of Ascott Residence Trust (ART) in 2006 as Head of Investment and Asset Management of the trust's manager. He also spearheaded ART's acquisition of several properties across the Asia Pacific.

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Prior to joining CapitaLand in 2005, Gerald was the Head of Strategy & Business Development for the Environmental Management business unit at Sembcorp Industries.

Gerald holds a Second Class (Upper) Honours degree in Mechanical Engineering at the National University of Singapore on a SembCorp Industries scholarship; as well as an MBA with Distinction from Imperial College Business School, UK on a Raffles-Chevening Scholarship.

Directorship

- Board Director of the Singapore Environmental Council

JANINE GUI

Managing Director and Head, Group Strategic Investment

Janine is Managing Director and Head, Group Strategic Investment at CapitaLand Investment (CLI), responsible for overseeing CLI's inorganic growth opportunities and leading mergers and acquisitions (M&A) for Singapore and selected international markets, as well as transactions related corporate actions and corporate finance.

Prior to her current role, Janine served as the Head of Group Strategic Investment for CapitaLand Group since 2019. She was the deal lead for various initiatives such as CapitaLand's maiden USA multifamily portfolio acquisition in 2018, the S\$11 billion milestone merger with Ascendas-Singbridge in 2019, as well as the restructuring of the CapitaLand Group and listing of CLI in 2021.

Her other former roles include leading CapitaLand International (USA), overseeing corporate asset management at Ascott including lodging M&A initiatives and fund management, and investor relations for Ascott Residence Trust. She has more than 15 years of experience in real estate, finance and investment management.

Janine holds a Bachelor of Accountancy (Honours) from the Nanyang Technological University, Singapore.

Professional Membership

- Member, Institute of Singapore Chartered Accountants

JONATHAN YAP

Chief Executive Officer, Fund Management

Jonathan is CEO, Fund Management at CapitaLand Investment (CLI), responsible for driving the growth and management of CLI's listed funds platform, the asset operating platforms in Singapore and Malaysia, as well as its India business.

Prior to this role, Jonathan was President of CapitaLand Financial of CapitaLand Group, where he oversaw the Group's funds platform comprising six listed funds and over 20 private funds, as well as the Group's India business.

Before joining CapitaLand in July 2019, Jonathan was the Chief Operating Officer and Group Chief Financial Officer of Ascendas-Singbridge (ASB). He served concurrently as the Chief Investment Officer and Head of Real Estate Funds of ASB since its inception in 2015 until 2017. Before that, Jonathan was with the Ascendas Group, serving as CEO of its India Operations from 2004 to 2007, then as CEO, India Funds from 2007 to 2014, before being appointed CEO, India in 2010 and Assistant Group CEO (Funds and India) in 2012. He has 30 years of experience in real estate across Asia.

Jonathan holds a Bachelor of Science in Estate Management (Honours) and a Master of Science in Project Management from the National University of Singapore.

Directorships and Professional Memberships

- Non-executive, Non-independent Director, CapitaLand Integrated Commercial Trust Management Limited
- Non-executive Director, Ascendas Property Fund Trustee Pte Ltd
- Non-executive, Non-independent Director, CapitaLand Malaysia REIT Management Sdn. Bhd.
- President, REIT Association of Singapore
- Member, Management Board of Institute of South Asian Studies

KEVIN GOH

Chief Executive Officer, Lodging

Kevin is CEO of Lodging at CapitaLand Investment (CLI), responsible for growing the fee-related earnings of CLI's lodging business. Concurrently, he also oversees the CapitaLand Group's Centre of Excellence for Digital and Technology.

Prior to this role, Kevin was CEO of Lodging for the CapitaLand Group. Under his leadership, The Ascott Limited (Ascott) grew to be one of the world's leading international lodging owner-operators with a portfolio that spans more than 200 cities across over 30 countries. In December 2019, Kevin played an instrumental role in merging the Ascott Residence Trust (ART) with the Ascendas Hospitality Trust, creating the largest hospitality trust in Asia-Pacific.

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Kevin joined Ascott in 2007 and was based in China for over 10 years, where he served as Regional General Manager for South & East China, Vice President for Asset Management and Vice President for Corporate Services, before moving to assume the role of Ascott's Managing Director for North Asia in 2013, where he spearheaded Ascott's investments and operations in China, Japan and Korea.

Kevin holds a Bachelor of Mechanical Engineering (Honours) from the National University of Singapore and is a Chartered Financial Analyst charterholder. He was awarded the prestigious Medal of Commendation at the NTUC Singapore May Day Awards 2020 for his strong advocacy for productivity improvement and upgrading of employees' capabilities to ensure a dynamic and digitally savvy workforce.

Directorships

- Non-executive, Non-independent Director, Ascott Residence Trust Management Limited
- Independent Director, Jollibee Foods Corporation

KNG HWEE TIN

CEO, Finance & Corporate Services CEO, China Capital Markets

Hwee Tin is CEO, Finance & Corporate Services, CapitaLand Investment (China), overseeing the functions of Finance, Treasury, Tax, Risk & Compliance, Legal & Secretariat, Procurement, Shared Services and Technology & Digital Innovation. She is concurrently CEO, China Capital Markets, responsible for tapping capital markets opportunities, as well as supporting the growth of the investment management business in China.

Prior to joining CapitaLand in October 2019, Hwee Tin worked in OCBC Bank in a variety of leadership roles, rising to Executive Director and CEO of OCBC Wing Hang Bank (China) Limited. Based in Shanghai, she was responsible for the strategic and operational management of the bank. In 2016, she led the merger of OCBC Bank (China) and Wing Hang Bank (China) Limited.

Her financial industry experience spans a wide spectrum of banking activities across both international and China practices.

Hwee Tin holds a Bachelor's degree in Business Administration from the National University of Singapore (NUS). She obtained her Master of Business Administration degree also from NUS, where she was accorded the Saw Gold Medal in Finance in recognition of her outstanding achievements. She completed the Advanced Management Programme at Harvard Business School in 2016 and an Executive Development Programme at Wharton School at the University of Pennsylvania in 2004.

Directorships and Professional Memberships

- Chairperson, SingCham Shanghai
- Member, Fourth Advisory Board, Antai College of Economics and Management, Shanghai Jiao Tong University
- Member, Industry Advisory Board, School of Continuing and Lifelong Education, National University of Singapore

LYNETTE LEONG

Chief Sustainability Officer

Lynette is the Chief Sustainability Officer of CapitaLand Investment, responsible for formulating and integrating the Group's environmental, social and governance (ESG) strategy, policies and best practices into its business and operations, helping to deliver long-term economic value to stakeholders.

Prior to this role, Lynette was CEO, Commercial and Chief Business Innovation Officer at CapitaLand Group since 2017 and was CEO and Executive Director of CapitaLand Commercial Trust (CCT) Management Limited from 2007 to 2017. Under her leadership, CCT became the largest commercial REIT and office landlord in Singapore, growing its assets from nearly S\$4 billion in 2007 to more than S\$10 billion in 2017.

Before joining CapitaLand in 2007, Lynette held leadership roles in international private equity real estate investment management, as well as banking and corporate finance for over 15 years. She served as CEO, Korea at Ascendas, as Director at the London, New York, Chicago and Asian offices of LaSalle Investment Management where she was based at different times, and as Senior Bank Officer at Standard Chartered Bank and United Malayan Banking Corporation Berhad.

Lynette holds a Bachelor of Science in Estate Management and a Master of Science in Real Estate from the National University of Singapore. She was conferred The Public Service Medal, 2021 by the Prime Minister's Office, Singapore for her contributions to the public service.

Directorships and Professional Memberships

- Board Member, National Environment Agency of Singapore
- Advisory Board Member, Singapore Management University's Lee Kong Chian School of Business
- Advisory Committee Member, NUS School of Design and Environment
- Board Member and 2nd Vice President, Singapore Green Building Council

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MANOHAR KHIATANI Senior Executive Director

Manohar is Senior Executive Director at CapitaLand Investment, where he assists the Group CEO in strategic projects, group-wide initiatives as well as the India and business/industrial park businesses. He also oversees the Group Centre of Excellence for Customer Solutions and Innovation as well as the Data Centre business.

Prior to joining CapitaLand, Manohar was Deputy Group CEO of Ascendas-Singbridge, which merged with CapitaLand in 2019. Before joining Ascendas in 2013, he was CEO of JTC Corporation, the Singapore government's lead agency for planning, promoting and developing industrial infrastructure and facilities. Prior to that, Manohar had a long career with the Singapore Economic Development Board (EDB), rising to the position of Deputy Managing Director. While at EDB, he played a key role in the development of several sectors in Singapore's economy and led EDB's operations in the Americas and Europe.

Concurrent with his CapitaLand's responsibilities, Manohar is Special Advisor to the Chairman of the EDB.

Manohar holds a Master in Naval Architecture from the University of Hamburg, Germany. He has also attended the Advanced Management Program at the Harvard Business School.

Directorships and Professional Memberships

- Deputy Chairman, Non-executive, non-independent Director, Ascendas Property Fund Trustee Pte Ltd
- Non-executive, Non-independent Director, Ascendas Funds Management (S) Limited
- Non-executive, Independent Director, SIA Engineering Company Limited
- Board Member, Building and Construction Authority
- Board Member, Institute of Real Estate and Urban Studies
- President, EDB Society
- Vice Chairman, South Asia Business Group, Singapore Business Federation
- Member, Malaysia-Singapore Business Council, Singapore Business Federation
- Advisory Council Member, Singaporean-German Chamber of Industry and Commerce

MICHELLE KOH General Counsel

Michelle is General Counsel and Company Secretary of CapitalLand Investment (CLI), responsible for the delivery of legal and corporate secretariat services to the businesses of the Group, working in close partnership with all business and functional leaders of the Group.

In addition to leading and managing the in-house legal department, Michelle is part of the leadership team responsible for corporate governance for the CLI Group, and plays a key role in supporting the effectiveness of the Board and its committees, including facilitating interaction between the Board and Management in reporting the organisation's performance and key decisions.

After qualifying as a lawyer and working in law practice for 5 years, Michelle joined CapitaLand in 2000, and took on her current role in 2013.

Michelle holds a Bachelor of Laws (Honours) from the University of London. She was admitted to the Singapore Roll of Advocates and Solicitors in 1995 and is also a member of the State Bar of California, USA since 2006.

PATRICK BOOCOCK Chief Executive Officer, Private Equity Alternative Assets

Patrick is CEO of Private Equity Alternative Assets at CapitalLand Investment (CLI), responsible for driving the growth of CLI's private equity business in alternative assets such as digital infrastructure, renewable energy, transition and sustainability investments, private credit and other investment strategies that will expand CLI's unlisted funds business.

Prior to joining CLI in 2021, Patrick was Managing Partner and Head of Asia at Brookfield Asset Management (BAM), overseeing Brookfield's investment and asset management activities in Asia across real estate, infrastructure, renewable energy and private equity. Over the course of his 12-year career with BAM, Patrick also served as Chief Financial Officer of Brookfield's global construction company and Managing Director of an Australian natural gas transmission and distribution portfolio. He also previously held senior positions in the infrastructure financing and development sector in Canada.

Patrick has over 20 years of investment and operational experience in alternative assets across North America and Asia Pacific.

Patrick holds a Bachelor of Commerce (Honours) from McMaster University in Ontario, Canada. He is a Chartered Professional Accountant (Canada) and Certified Professional Accountant (United States).

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PUAH TZE SHYANG Chief Executive Officer, China

Tze Shyang is CEO, CapitaLand Investment (China), responsible for driving the growth and management of the company's investments, fund management as well as commercial management of the company's business in China.

Prior to this role, Tze Shyang served successively as Chief Investment Officer and CEO, Investment & Portfolio Management for the CapitaLand Group's China business from 2015 to 2021, where he led a series of major investments that significantly expanded CapitaLand's interests in the country. He was concurrently Regional General Manager, West China from 2015 to 2018 and oversaw residential and integrated developments in the region.

Prior to joining CapitaLand, Tze Shyang was CEO of CapitaLand Township Pte. Ltd. (formerly known as Surbana Land Pte. Ltd.) from 2010, and took on the additional role of City General Manager for Chengdu from 2013. He has 25 years of experience in real estate across Singapore and China.

Tze Shyang holds a Master of Engineering (First Class Honours) in Electrical and Electronic Engineering from Imperial College London. He obtained an Executive MBA with Honours from The University of Chicago Booth School of Business.

Directorships and Professional Memberships

- Council member, Singapore Shanghai Comprehensive Cooperation Council
- Council member, Singapore-Zhejiang Economic and Trade Council
- Council member, Singapore-Jiangsu Cooperation Council
- Council member, Singapore-Tianjin Economic & Trade Council
- Member, Singapore-Sichuan Trade & Investment Committee
- Alternate council member, Singapore-Guangdong Collaboration Council

SIMON TREACY Chief Executive Officer, Private Equity Real Estate

Simon is CEO of Private Equity Real Estate (PERE) at CapitaLand Investment (CLI), responsible for driving the growth of real estate assets under management and funds under management (FUM) for CLI's PERE business.

Prior to joining CLI in 2021, Simon was the Managing Director, Global Chief Investment Officer and Head of U.S. Equity for BlackRock Real Estate, where he was responsible for the overall investment strategy and performance of global real estate portfolios, including real estate funds, investment vehicles and research worldwide.

Before joining BlackRock, Simon was co-founder, director and global CEO of MGPA, which held real estate FUM of over US\$14 billion across Europe and Asia. He was previously President for Hawaii at The Howard Hughes Corporation based in the U.S. where he directed the master planning, development, construction, sales, marketing, operations and marketing activities of the 60-acre Ward Village.

Simon has deep experience in Asia, and was based in Singapore, Bangkok, Hong Kong, Tokyo and Shanghai over the course of his career. He has over 28 years of experience in infrastructure and real estate across North America, Asia Pacific and Europe.

Simon holds a Bachelor of Commerce, Marketing and Human Resources at Griffith University, Australia.

TAN SENG CHAI Chief Corporate & People Officer

Seng Chai is Chief Corporate & People Officer at CapitaLand Investment (CLI), responsible for human capital management and development, as well as building a leadership and talent pipeline to support the organisation and its businesses. He oversees CLI's corporate functions including Human Resources & Administration, Legal & Secretariat, and Procurement. He is also the Executive Director of CapitaLand Hope Foundation, the philanthropic arm of the CapitaLand Group.

Prior to this role, Seng Chai was the Chief Corporate & People Officer of CapitaLand Group, where he oversaw the functions of Human Resource & Administration, Organisational Development, Corporate Social Responsibility, Group Communications, Group Legal & Secretariat, Group Procurement and Global Shared Services. His previous appointments included Group Chief People Officer, Group Chief Corporate Officer and Chief Human Resource Officer.

Before joining CapitaLand in 2008, Seng Chai was with Chartered Semiconductor Manufacturing Ltd, Singapore for 12 years. He held key positions in the company, including heading its worldwide human resource organisation as well as overseeing key project implementation and strategic investment activities.

Seng Chai holds an Honours degree in Civil & Structural Engineering and a Master of Science in Industrial & System Engineering from the National University of Singapore. He was awarded the Master Professional Certification by the Institute for Human Resource Professionals (IHRP) in December 2020 in recognition of his active contributions to the HR industry.

Directorship

- Executive Director, CapitaLand Hope Foundation



Seated from left : Janine Gui and Andrew Lim

Standing from left : Simon Treacy, Gerald Yong, Manohar Khiatani, Lynette Leong and Kevin Goh

Seated from left : Lee Chee Koon, Jonathan Yap and Kng Hwee Tin

Standing from left : Puah Tze Shyang, Michelle Koh, Tan Seng Chai and Patrick Boocock