

# Our Stakeholders

Our commitment to stakeholder engagement and collaboration is built upon our firm belief that open and honest two-way communication and knowledge-sharing can help us to better understand the concerns of our stakeholders. This in turn enables us to define our key priorities and guide our initiatives to better address our stakeholders' needs as we advance our overall business, environmental and social objectives.

Our focus on meeting investors' expectations, and supporting and caring for our colleagues, customers and the communities in which we operate, remains steadfast through these unprecedented times.

Our key stakeholders are categorised into four groups, namely:

our People, our Investors, our Customers,  
and our Communities.

## Our People

We recognise that our employees are our greatest asset and the most important investment. We continue to place emphasis on purpose-driven initiatives that allow us to stay competitive and agile in the face of disruptions. We are anchored by a collaborative organisational culture that is driven by our shared vision, mission and core values. Our winning mindset, enterprising spirit, respect for one another and uncompromised integrity all serve as our guiding compass and contribute to building, retaining, and motivating our top talents.

2021 was a transformative year with the restructuring of CapitaLand Limited and listing of CapitaLand Investment (CLI) amidst the ongoing COVID-19 pandemic. With our sharpened focus, we ramped up employee engagement activities to ensure that our colleagues remain engaged, inspired, and supported. We increased the frequency of employee townhalls and company-wide pulse surveys to ensure that our employees' voices were heard. We readily supported flexible work arrangements and outsourcing of non-core transaction work, to enable our staff to better focus on higher-value core work. These efforts were well received based on the results from our last global pulse survey conducted in November 2021, with 84% of our survey participants selecting "Agree" or "Strongly Agree" when asked if the restructuring exercise was well-managed.



Global call for nominations for the 2021 CapitaLand Core Values Ambassador Awards, featuring the winners from 2020.

As part of our efforts to continue to build and empower a future-ready workforce, we invested over S\$1 million in learning and development globally and delivered more than 415,000 hours of training to our employees. About 95% of our employees took part in these training initiatives, which covered a broad range of topics such as workplace diversity and digital enrichment.

We also increased our focus on nurturing our employees' well-being and mental health. We held 41 wellness events over the year, comprising virtual workout sessions and health talks. We formed a Mental Wellness Ambassadors community made up of representatives across the CapitaLand Group, to demonstrate our support of mental wellness, and most importantly, show that we are all in this together amid the pandemic situation.

To build a community of employees who care for one another, we conducted workshops to train our colleagues in being supportive to our peers and staff. We also organised the CapitaLand Core Values Ambassador Awards to recognise inspiring employees around the world who have strongly displayed our CapitaLand Core Values.

Our employees are the heart and soul of CLI. By empowering them to thrive as their best creative selves, we were able to build a winning workplace culture with highly motivated employees who share a common vision for CLI, while navigating through the disruptions in 2021 as a team.



Management Associates from CapitaLand's Graduate Development Programme.

## Our Investors

As owners of the Group, our Shareholders are vital to the success of our business. We maintain high levels of engagement with them, as well as the investor community at large, to ensure timely access to accurate information to make sound judgements about our company and develop trust and confidence in CLI. We manage this engagement via multiple touchpoints:

### Briefings for investors, analysts and media

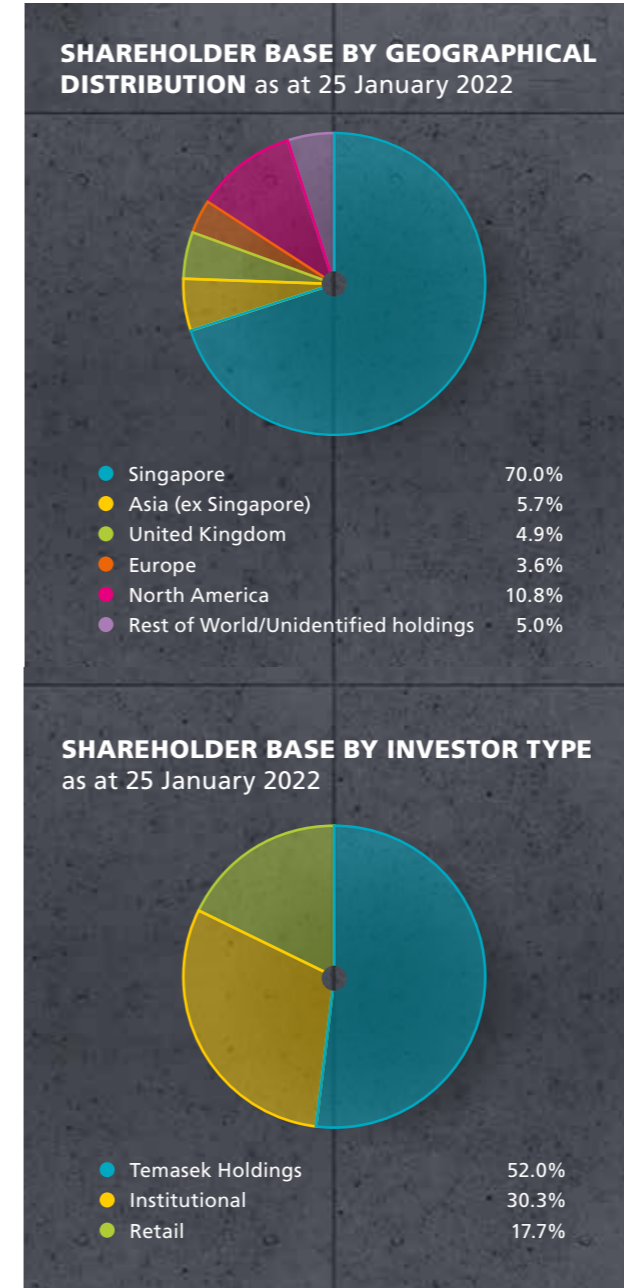
Important announcements such as those relating to major corporate actions and financial results, are often accompanied by a briefing by CLI's management team which is broadcast "live" to the public via our website. Investors, sell-side analysts and the media are invited to attend these briefings so that they can hear directly from CLI as well as ask questions. As COVID-19 continued to restrict physical interactions in 2021, most of these sessions during the year continued to be held digitally. That has in turn allowed us to reach out to a wider audience. The web briefing on the key highlights of CLI's listing circulars on 19 July 2021 attracted more than a thousand online viewers.

### Active participation in institutional conferences and roadshows

We take part in many institutional conferences organised by various sell-side brokerage houses throughout the year. These conferences are efficient ways for CLI to reach out to global institutional investors via a mix of one-on-one, small and large group meetings. In 2021, we joined 75 conferences, allowing us to reach a total of 219 institutions globally.



(From left) Ms Grace Chen (Head, Investor Relations), Mr Lee Chee Koon (Group CEO) and Mr Andrew Lim (Group CFO) discussing CapitaLand's strategic restructuring with financial bloggers in July 2021.



### Targeted outreach to retail investor community

We regularly collaborate with organisations such as Securities Investors Association (Singapore) (SIAS) as well as the SGX Academy on seminars to engage retail investors. We conducted our flagship "Kopi with CapitaLand" virtual fireside chat ahead of our 2021 Annual General Meeting (AGM) and before our 2021 Extraordinary General Meeting (EGM) and Scheme Meeting (SM). Each of these sessions welcomed more than a hundred virtual participants. We also held similar engagement sessions with the members of SGX Academy, as well as smaller group sessions with various stock hobbyist groups, including financial bloggers.

### Upholding shareholders' rights

In the lead up to CLI's AGM in April 2021, and the EGM and SM in August 2021 to approve the proposed restructuring, our primary consideration was to ensure that our shareholders and the market at large were well-informed.

To facilitate that, we created a dedicated website to allow easy access to the related resources. We also ran a series of email campaigns, providing voting instructions to shareholders who subscribed to our mailing list. Finally, during the AGM, as well as the EGM and SM, we allowed shareholders who tuned in to pose questions to our Board and management in real time. The results of all three meetings were overwhelmingly positive, with 97% to 100% of votes that were in favour of all the resolutions. For the upcoming AGM in 2022, CLI will adopt "live" voting for the first time, so that our shareholders can vote on the spot.

## Our Stakeholders



Investors were introduced to CLI's leadership team on CLI's Listing Day on 20 September 2021.



(From left) Mr Lee Chee Koon, Mr Miguel Ko, Mr Chaly Mah and Mr Andrew Lim shared a fist bump moment at the conclusion of CapitaLand Limited 2021 Extraordinary General Meeting and Scheme Meeting.

CLI's external communications efforts are driven by a robust media and public communications strategy. This includes proactive company updates via news releases and information on the CLI website; as well as regular and timely posts on CapitaLand's social media platforms, across Instagram, Facebook, Twitter, LinkedIn and YouTube. Where relevant and meaningful, we also publish our responses to frequently asked questions on our website for easy access by our stakeholders.

CLI ensures that any material information filed with the Singapore Exchange (SGX) and uploaded onto our corporate website is done in a timely manner and sent as email alerts to subscribers to our mailing list. We also provide opportunities for the investment community, the media and public to contact us directly by email, phone or via the "Contact Us" page on our website. Our Investor Relations policy, which provides more information on our communications framework, is available on our website at [www.capitalandinvest.com](http://www.capitalandinvest.com).

Key Investor Relations Events in FY 2021	Dates
FY 2020 CL Financial Results Briefing	24 February
Briefing on Proposed Strategic Restructuring and Listing of the Investment Management Business	22 March
"Kopi with CapitaLand" (in collaboration with SIAS)	9 April
1Q 2021 CL Business Updates	12 May
Post Restructuring Circulars Announcement Briefing	19 July
Financial Bloggers Fireside Chat with CapitaLand	23 July
SGX Corporate Connect Webinar - In Conversation with CapitaLand	23 July
SIAS-CapitaLand Virtual Dialogue Session	28 July
CapitaLand 2021 EGM and Scheme Meeting	10 August
1H 2021 CL Financial Results Briefing	13 August
CapitaLand Investment Listing Day: Leadership Meet and Greet	20 September
3Q 2021 CLI Business Updates	3 November

## Our Customers

Our diverse customer base includes tenants, shoppers and lodging guests. As COVID-19 continued to affect the daily lives of many of our customers in 2021, safeguarding their health and well-being remained our priority. Cognisant that the pandemic has accelerated the transformation of the real estate business, we also forged ahead with initiatives to navigate the new landscape with our ecosystem partners and provide improved experiences for our customers.

CapitaLand properties around the world continued to implement safe management measures in accordance with the guidelines of their respective local authorities. In 2021, our wholly owned lodging arm, The Ascott Limited (Ascott) became the first hospitality company in the world to offer its guests global access to a comprehensive suite of complimentary telehealth, telecounselling and travel security advisory services through a global partnership with International SOS. As frequent testing was key to detecting and ringfencing COVID-19 infections, we supported Singapore's rollout of private Quick Test Centres at CapitaLand malls, where members of the public could conduct self-administered Antigen Rapid Tests under supervision by approved test providers.

We continued to ramp up the omnichannel offerings of CapitaStar, our key digital engagement platform for shoppers. In Singapore, we have over 1.2 million CapitaStar members, who make about 5.7 million monthly visits to the CapitaStar app, and utilised its

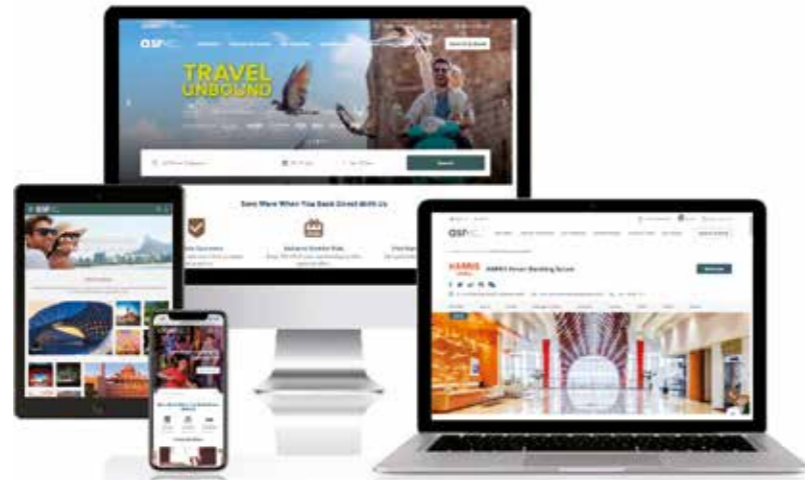


Ascott is the first hospitality company in the world to offer its guests global access to a comprehensive suite of telehealth, telecounselling and travel security advisory services.



CapitaLand supported Singapore's rollout of private Quick Test Centres at our malls to help keep our communities safe.

Ascott launched discoverasr.com and upgraded its Discover ASR mobile app to enhance the digital experience of its guests.



rewards and payment mode. The enhanced capabilities of CapitaStar to drive omnichannel sales were especially important for our retail tenants when their in-store businesses were affected by safe management measures. In 2021, the sales of CapitaVouchers and eCapitaVouchers hit a record high of more than S\$102 million, a 15% year-on-year increase. Gross turnover via the CapitaStar app also increased 29% year-on-year, with more than S\$1 billion in transactions captured. In addition to leveraging CapitaStar to help retailers embrace digitalisation as part of holistic and sustainable retail strategies, we have established partnerships with industry leaders, to expand our offerings to shoppers, future-proof our business and channel retail spending back into CapitaLand platforms and properties. For example, we launched the IMM virtual mall on Shopee under the Emerging Stronger Taskforce's Alliance for Action on Facilitating Smart Commerce in Singapore.

In China, where we have over 12 million CapitaStar members, we continued to harness the e-commerce potential of CapitaStar to help our retailers drive up business. In 2021, we recorded about RMB 440 million (S\$95 million) of gross merchandise value through CapitaStar, more than double the value in 2020. This was supported by over 700 livestream sales sessions conducted on the WeChat mini-programme and online-to-offline coupon selling via CapitaStar's ecosystem. We also introduced the CapitaStar Super membership for high spenders to encourage shopper loyalty to retailers under CapitaStar.

We added more CapitaLand office and business park properties in Singapore to the network of CapitaStar@Work. This enabled more tenants to enjoy building services such as contactless turnstile access and sign up for tenant engagement activities through the app. We also integrated CapitaStar@Work with the CapitaStar app, allowing for cross-selling opportunities by offering shopping perks at CapitaLand malls to tenants of our office and business park properties.

Ascott launched discoverasr.com, unifying its separate brand websites on one single global online travel booking platform. discoverasr.com provides guests with one-stop access to Ascott's serviced apartments, coliving spaces and hotels across more than 130 cities in over 30 countries. The Discover ASR mobile app was also upgraded, enabling members of Ascott's loyalty programme Ascott Star Rewards (ASR) to customise their stay and earn more points.

In recognition of its operational excellence, Ascott was voted the 'World's Leading Serviced Apartment Brand' by its guests and the industry at the World Travel Awards 2021. Sweeping a total of 28 accolades at the Grand Final and regional World Travel Awards in 2021, Ascott was the biggest winner with the greatest number of awards received amongst serviced apartment players.



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## Our Communities

Caring for the communities where we operate in is part of CapitaLand's DNA and we are passionate about doing our part for the community. CapitaLand Hope Foundation (CHF), the philanthropic arm of CapitaLand Group, focuses on nurturing and inspiring the young, improving the quality of life of seniors, and protecting the environment for future generations. Leveraging our resources and networks, we rallied our staff, business partners and tenants to join our activities and do good together.

In 2021, CHF donated more than S\$6 million globally, benefitting over 31,000 beneficiaries. More than 1,650 staff contributed over 16,400 volunteer hours to support community activities such as delivering meals and bread to seniors; distributing face masks, care kits and school essentials; rejuvenating spaces and conducting environmental awareness sessions for children.

Through CHF's #LoveOurSeniors initiative, we worked with various charity and community partners to improve the quality of life of seniors in need by providing them with better nutrition, enhanced well-being and upgraded living conditions.

Over 3,650 staff and community volunteers put in more than 13,750 volunteer hours, benefitting over 14,750 beneficiaries.

We expanded our community support for environmental causes, reinforcing our sustainability commitment. CHF contributed S\$500,000 to a first-of-its-kind green showcase at a next-generation sustainability focused library in Singapore. Conducted by staff volunteers, the CapitaLand Environmental Education Programme instills the importance of protecting our planet among children.

'CapitaLand #GivingAsOne' campaign was held for the first time to rally staff, business partners and customers to do good together by uplifting the lives of vulnerable groups and supporting the environment through volunteering and various initiatives. Over 3,650 staff and community volunteers put in more than 13,750 volunteer hours, benefitting over 14,750 beneficiaries. Through the campaign, about S\$550,000 was pledged to support children and seniors in need.



Staff volunteers supported the greening of Datansha island in Guangzhou, China, by planting trees and grass.

## Our Stakeholders

We built our first CapitaLand Hope School in India, contributing INR45 million (S\$820,000) to provide over 600 primary school children from low-income families with access to education. This is the 30th CapitaLand Hope School aimed at providing children with a better start in life through education.

We continued to provide aid towards COVID-19 relief efforts in Singapore, China, India, Indonesia and Vietnam, focusing on healthcare, food security and social assistance. We donated oxygen concentrators and emergency medical supplies; distributed rations and safety kits; and set up an oxygen-generating plant in a hospital.

At the Singapore Community Chest Awards 2021, CapitaLand and CHF were recognised with the Volunteer Partner Award and top Charity Platinum Award respectively for contributing to the local community in 2020. In China, CHF was awarded with '2021 China Top 60 Corporate Citizen 520 Responsible Brands' and 'CSR China Top 100 The Best Responsible Enterprise Brand of the Year 2021'.



A staff volunteer delivering meals to vulnerable seniors in Singapore.



A staff volunteer distributing a care kit to a student at CapitaLand's first Hope School in India.

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## Our Stakeholders



> S\$6 million

invested globally to support communities where we operate. The support aimed at providing children with access to education, uplifting seniors in need, promoting environmental awareness, and helping groups who are impacted by COVID-19.



> 1,650 staff

and 16,400 volunteer hours contributed to deliver meals and bread to seniors; distribute face masks, care kits and school essentials; rejuvenate spaces and conduct environmental awareness sessions for children.



> 31,000

beneficiaries including children and seniors in need who benefitted from CHF's initiatives.

### Singapore

- More than 1,250 staff, tenant and community volunteers delivered over 16,000 meals and bread as well as about 2,900 essential care packs to vulnerable seniors through #LoveOurSeniors;
- Assisted the public with their mask collection at participating CapitaLand malls as part of Temasek Foundation's Stay Prepared initiative;
- About 400 children and their parents attended the pilot run of CapitaLand Environmental Education Programme conducted by staff volunteers.

### China

- Distributed 2,200 school bags to children from 85 schools including CapitaLand Hope Schools;
- Raised RMB500,000 (S\$103,540) through a step challenge by staff to support over 400 students in need with bursaries;
- Donated RMB3 million (S\$621,240) from CapitaLand's healthcare fund in China to refurbish the facilities of a children's telemedicine centre;
- Launched CapitaLand Young Architect Programme in Guangzhou, with students from seven universities submitting their sustainability-themed designs for a net-zero carbon building design competition.

### India

- Donated face masks and personal protective equipment to a cancer foundation as well as distributed rations and safety kits to vulnerable seniors and homeless persons;
- Staff volunteers distributed 5,000 care kits to children in need, including those from CapitaLand Hope School in India.