FY 2022 Performance Review

Financial Performance

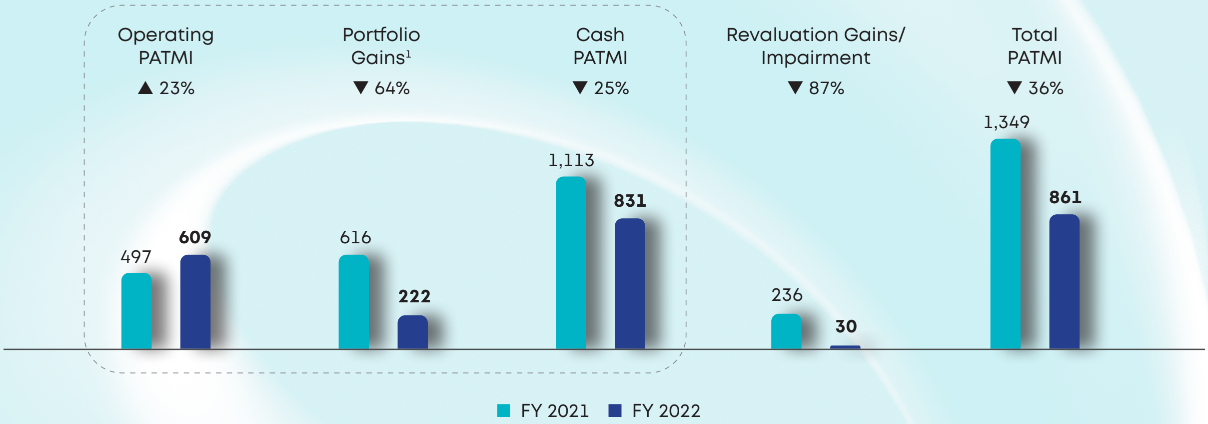
CapitaLand Investment (CLI) registered a PATMI of S$861 million in FY 2022, comprising Operating PATMI of S$609 million, portfolio gains of S$222 million and revaluation gains from investment properties of S$30 million.

The Group's Operating PATMI for FY 2022 of S$609 million was 23% higher than the S$497 million a year ago. This was mainly attributable to better performance in the Fee Income-related Business (FRB) and recovery in the lodging business as CLI strengthens its pivot to become a global real estate investment manager with a focus on driving fee income.

Amidst the challenging macroeconomic conditions, the Group registered lower portfolio gains of S$222 million, 64% lower than the exceptional gains of S$616 million recorded in FY 2021 due to lower volume of asset recycling activities and the absence of a significant gain from the restructuring of the Group's interests in the six Raffles City properties in China of S$274 million.

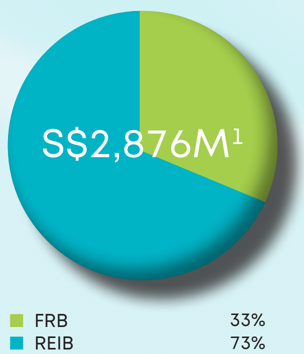
In terms of revaluation of investment properties, the portfolio valuation was largely stable. However, when compared to FY 2021, the gains from revaluation of investment properties of S$30 million was 87% lower than FY 2021. This was mainly attributable to lower gains from properties in developed countries.

PATMI BREAKDOWN (S$ million)

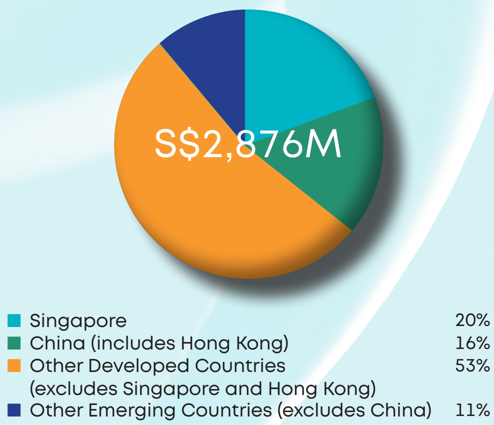


1 Portfolio gains comprise gains/losses arising from divestments, gains from bargain purchases or re-measurement on acquisitions and realised fair value gains/losses arising from revaluation of investment properties to agreed selling prices of properties.

TOTAL REVENUE BY BUSINESS SEGMENTS



TOTAL REVENUE BY GEOGRAPHY



1 Includes Corporate and Others of -S$189 million or -6% not reflected in the chart. Amount mainly relates to intercompany eliminations.

FY 2022 Performance Review

Financial Performance

REVENUE

Revenue for FY 2022 rose by 25% or S$583 million to S$2,876 million, driven by the improved performance from the Group's lodging operations as well as contributions from newly acquired lodging properties in Japan and the USA, as well as an IT park and a data centre in China. These were partially offset by the loss of contribution from properties divested in China, Japan and Singapore.

In terms of geographical segment, Singapore and China accounted for 36% (FY 2021: 46%) of the Group's total revenue. The remaining revenue were contributed by other developed markets (53%) and other emerging markets (11%).

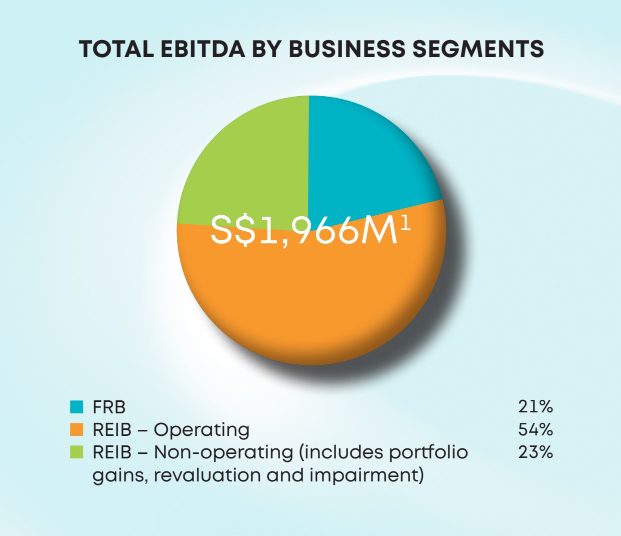
EBITDA

EBITDA for FY 2022 declined 20% to S$1,966 million, primarily due to lower gains from revaluation of investment properties and asset recycling. Excluding non-operating gains, the Group achieved 8% increase in EBITDA from operations. This was driven by improved performance from the lodging management business and lodging properties, retail malls in Singapore and Malaysia, following the lifting of travel curbs and COVID-19 restrictions in these countries. Higher event-driven fees from managed funds, as well as contributions from newly acquired assets in China, the USA and Japan further strengthened the performance. This was partially offset by higher rental rebates extended to our tenants in China and foreign exchange loss recorded in FY 2022.

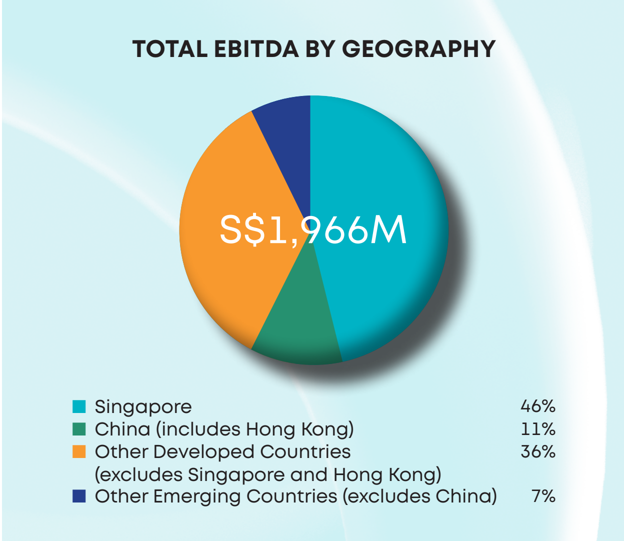
In terms of revaluation of investment properties, the Group recorded net fair value gains from investment properties of S$137 million (FY 2021: S$392 million). The revaluation gains arose mainly from our portfolio of lodging properties in Singapore, the USA and UK, new economy properties in India and China, as well as office and malls in Singapore.

The Group achieved a gross divestment value of S$3.1 billion (FY 2021: S$13.6 billion) and recognised portfolio gains of S$348 million (FY 2021: S$699 million) in 2022. The portfolio gains were mainly from the divestment of lodging properties in France, Vietnam, the USA and Australia, an office building in Korea, an IT Tech Park in India, five rental housing properties in Japan, an office building and a retail mall in Singapore, a retail mall in Malaysia and three business park and logistics properties in China.

Approximately S$1,623 million or 82% of the Group's EBITDA were derived from developed markets and S$343 million or 18% were contributed by emerging markets. Collectively, Singapore and China accounted for 46% and 11% of the Group's EBITDA for FY 2022 respectively.



1 Includes Corporate and Others of S$41 million or 2% not reflected in the chart. Amount includes write back of transaction cost relating to the listing and restructuring of the Group provided in FY 2021, corporate office costs recovery and group eliminations.



REVENUE & EBITDA – BY BUSINESS SEGMENTS

Fee Income-related Business (FRB)

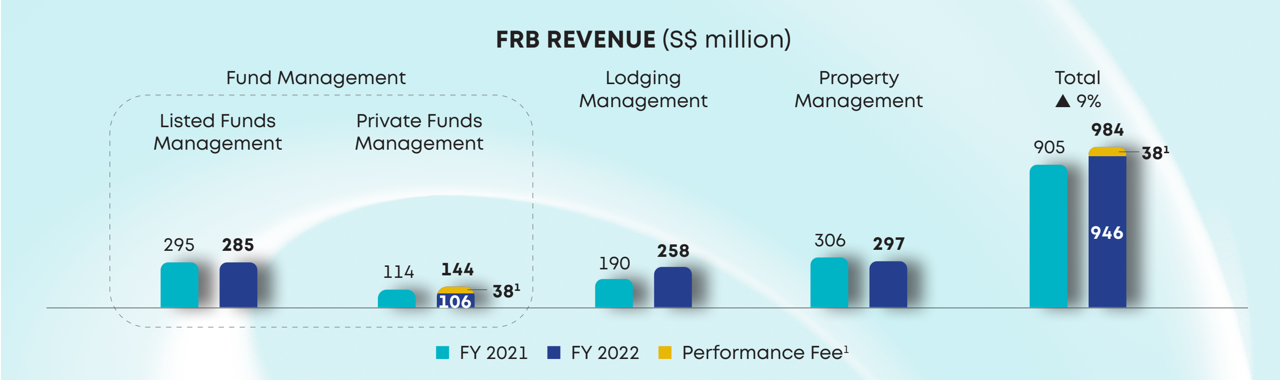
CLI's FRB revenue grew by 9% to S$984 million and EBITDA grew by 29% to S$406 million on the back of better operating performance from the Group's lodging management business due to recovery of travel demand and contributions from new management contracts. In addition, the Group's main FRB contributor, the fund management business (FM), achieved a higher revenue of 5% mainly from the performance fees from three private funds in Singapore, Vietnam and Korea. FM business also reported a stable EBITDA margin and fund management fee-related earnings over funds under management (FM FRE/FUM) of 51% and 49 bps respectively.

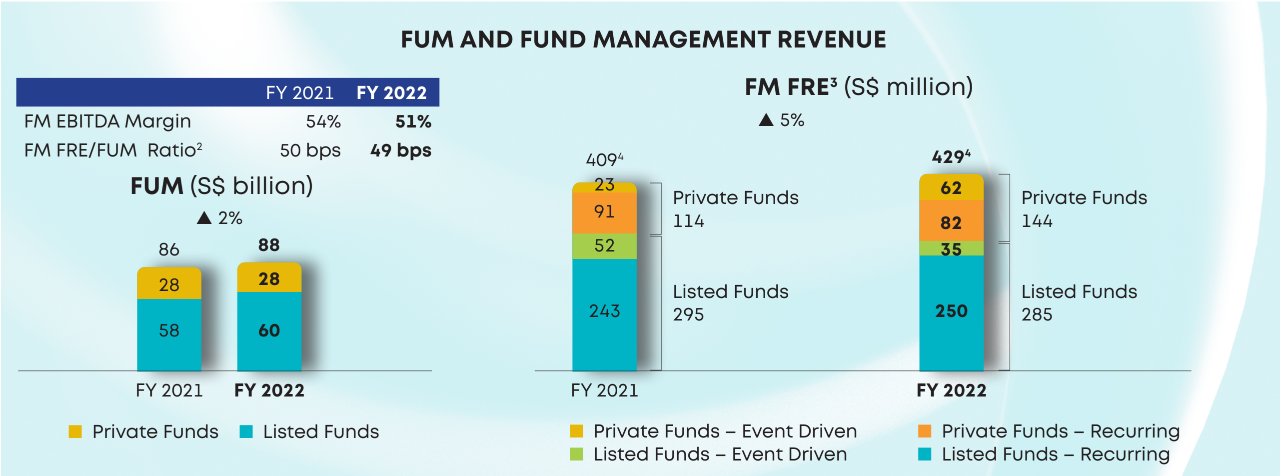
As at 31 December 2022, the FUM of the Group stood at S$88 billion, an increase of S$2 billion over 31 December 2021, driven by the acquisition-led growth of CLI's listed funds and the launch of eight new private funds during the year. Including the CapitaLand China Data Centre Partners and CapitaLand China Opportunistic Partners Programme announced in February 2023, CLI's FUM (including embedded FUM) would be S$96 billion, moving it closer to its FUM target of S$100 billion by 2024.

Real Estate Investment Business (REIB)

Revenue from REIB rose 40% year-on-year to S$2,110 million (FY 2021: S$1,506 million). The higher revenue was mainly attributable to better operating performance from the Group's lodging properties on account of higher revenue per available unit (RevPAU) and occupancy with the relaxation of travel restrictions across geographies, as well as contributions from the newly acquired properties in China, the USA and Japan. These were partially offset by the loss of contributions from the properties divested in Japan, China and Singapore.

REIB EBITDA declined 32% year-on-year to S$1,519 million (FY 2021: S$2,230 million), mainly attributable to lower gains from the revaluation of investment properties and asset recycling, higher rental rebates extended to tenants in China, foreign exchange loss as well as lower effective share of contributions from assets recycled to funds. These were partially mitigated by improved performance from the lodging properties, retail malls in Singapore and Malaysia, as well as contributions from newly acquired assets in China, the USA and Japan.

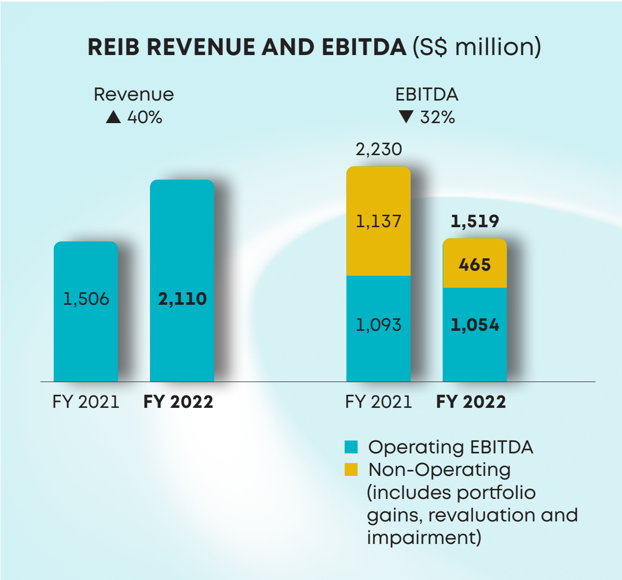


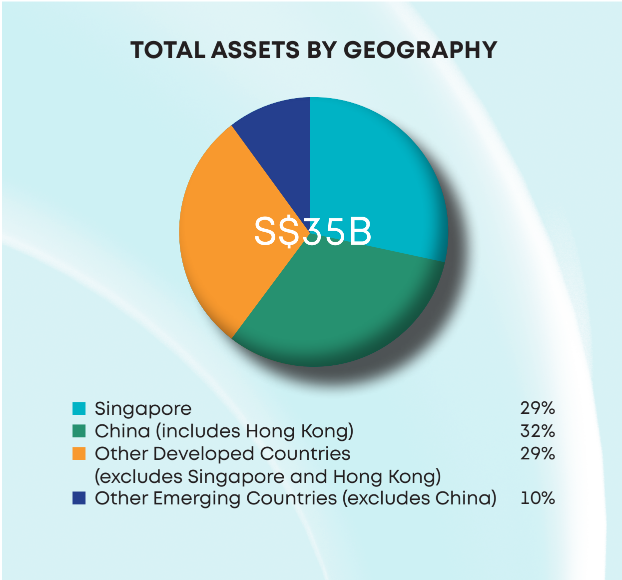


1 Includes performance fees of S$38 million, comprising S$29 million from a Vietnam and Singapore Fund recognised under other operating income and S$9 million from a Korea Fund recognised under revenue.
2 FM FRE/ FUM ratio is computed based on average FUM for the year.
3 FM FRE refers to fee revenue from listed and private funds (private funds and/or investment vehicles, including but not limited to programmes, joint ventures and co-investments) managed by CLI Group.
4 FM FRE comprises recurring FRE of S$332 million (FY 2021: S$334 million) and event driven FRE of S$97 million (FY 2021: S$75 million).

FY 2022 Performance Review

Financial Performance





FINANCIAL POSITION OF THE GROUP

Total Assets

As at 31 December 2022, the Group's total assets were S$35 billion (FY 2021: S$38 billion), with investment properties as well as investments in associates and joint ventures, accounting for 42% and 37% of the Group's total assets respectively.

The decrease in the Group's total assets was mainly due to the divestment of assets in Singapore, Korea and China, the repayment of the Group's borrowings with available bank balance as well as translation loss arising from appreciation of the Singapore dollar against most of the major foreign currencies.

By geography, Singapore and China collectively accounted for approximately 61% of the Group's total assets.

The Group's diversified and well-balanced portfolio across geographies and asset classes enhances the resilience of the Group's earnings and financial position.

Shareholders' Equity

As at 31 December 2022, the issued and paid-up ordinary share capital (excluding treasury shares) of the Company comprised 5.1 billion shares at S$10.8 billion.

The Group's total reserves decreased from S$5.3 billion in FY 2021 to S$4.4 billion in FY 2022 mainly due to foreign currency translation loss arising from the appreciation of SGD against RMB, AUD, EUR, GBP, JPY, INR and MYR during the year and purchase of treasury shares.

As at 31 December 2022, the Group's total shareholders' funds was S$18.9 billion (FY 2021: S$20.1 billion) and net asset value per share was S$2.96 (FY 2021: S$3.12).

Dividends

The Board of Directors of the Company has proposed a total dividend of 17.9 Singapore cents in respect of financial year ended 31 December 2022, comprising:

(a) a tax-exempt ordinary dividend of 12.0 Singapore cents per share which would amount to a payout of approximately S$614 million[1].

(b) a special dividend-in-specie of 0.057 CapitaLand Ascott Trust (CLAS) unit per ordinary share valued at 5.9 Singapore cents[1].

The distribution of CLAS units will decrease our shareholdings in the Trust from 38% to 29%, enhancing our capital efficiency in the process. This move also offers shareholders an opportunity to benefit directly from CLAS's growth potential as it is well-positioned to take advantage of the current global travel rebound.

1 Based on the number of issued shares (excluding treasury shares) as at 31 December 2022 and the share price of CLAS as of 22 February 2023. The actual dividend payment can only be determined on book closure date.

FINANCIAL HIGHLIGHTS

		2020	2021	2022
(A)	**INCOME STATEMENT** (S$ million)			
	Revenue	1,983	2,293	**2,876**
	Earnings before interest, tax, depreciation and amortisation (EBITDA)	(33)	2,469	**1,966**
	Profit/(Loss) attributable to shareholders of the Company	(559)	1,349	**861**
	Comprising:			
	Operating PATMI	443	497	**609**
	Portfolio gains	97	616	**222**
	Revaluation and impairments	(1,099)	236	**30**
(B)	**BALANCE SHEET** (S$ million)			
	Investment properties	15,852	16,249	**14,706**
	Associates and joint ventures	13,198	13,248	**13,152**
	Cash and cash equivalents	1,736	3,877	**2,668**
	Other assets	7,437	4,272	**4,584**
	Less:			
	Total borrowings and debt securities	8,466	13,548	**12,590**
	Other liabilities	14,023	3,997	**3,591**
	Net assets	15,734	20,101	**18,929**
	Equity attributable to owners of the Company	11,875	16,044	**15,133**
	Non-controlling interests and perpetual securities	3,859	4,057	**3,796**
	Total equity	15,734	20,101	**18,929**
(C)	**ECONOMIC VALUE ADDED (EVA)** (S$ million)			
	Net operating profit after tax (NOPAT)	NA[1]	1,727	**1,523**
	Capital charge	NA[1]	1,341	**1,747**
	EVA	NA[1]	386	**(224)**
	EVA attributable to owners of the Company	NA[1]	448	**(145)**
(D)	**KEY PERFORMANCE METRICS**			
	Earnings per share (cents)	(19.9)	38.3	**16.8**
	Return on equity[2] (%)	(3.8)	8.7	**5.5**
	Net tangible assets per share (S$)	2.64[3]	2.93	**2.74**
	Net asset value per share (S$)	2.83[3]	3.12	**2.96**
	FM FRE (S$ million)	306	409	**429**
	Funds under management (FUM) (S$ billion)	77.6	86.2	**87.7**
	FM FRE/FUM (bps)	40	50	**49**
(E)	**DIVIDENDS**			
	Ordinary dividend per share (cents)	9.0[4]	12.0	**12.0**
	Special dividend per share (cents)	-	3.0	**5.9**
	Total dividend per share (cents)	9.0	15.0	**17.9**

Notes
1 CLI only started computing EVA from 2021, the year that CLI was listed.
2 Return on equity was computed based on PATMI or Net Loss (after distribution to perpetual securities) over average equity attributable to owners of the Company.
3 Net tangible assets per share and net asset value per share took into account the capitalisation of loans and number of issued shares as at 31 December 2020 of 5,203 million.
4 For the financial year ended 2020, the dividends were declared under CapitaLand Limited (now known as CapitaLand Group Pte. Ltd.).

Treasury Highlights

	2021	2022
Unutilised bank facilities and funds available for use (S$ million)[1]	8,287	**7,438**
Unutilised debt securities capacity (S$ million)	10,928	**10,268**
Net debt[2]/Equity (times)	0.48	**0.52**
Net debt[2]/EBITDA (times)[3]	4.7	**5.6**
Interest cover ratio (times)[3]	6.3	**4.7**
Interest service ratio (times)	4.1	**3.4**
Implied interest cost	2.7%	**3.1%**
Secured debt ratio	35%	**34%**
Bank borrowings/Debt securities	91%/9%	**87%/13%**
Average debt maturity	2.8 years	**2.9 years**
Fixed/Floating rate debt	63%/37%	**61%/39%**

1 Committed and uncommitted bank facilities in place.
2 Includes S$771 million and S$658 million of lease liabilities under SFRS(I)16 for 2021 and 2022 respectively.
3 Net debt/EBITDA and Interest cover ratio excludes unrealised revaluation/impairment.

CAPITAL MANAGEMENT

The Group is in a strong liquidity position with S$2,668 million of cash and cash equivalents and S$4,770 million in available undrawn bank facilities. Net gearing as at end 2022 was higher at 0.52 times as compared to 0.48 times as at end 2021. This was due to lower equity owing to foreign currency translation differences and purchase of treasury shares.

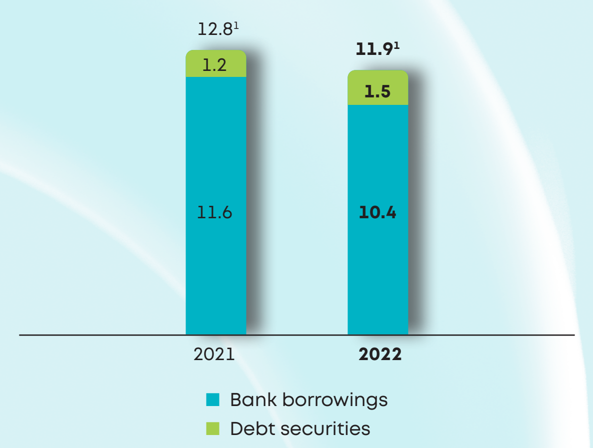
The Group's Interest Cover Ratio (ICR) and Interest Service Ratio (ISR) were 4.7 times and 3.4 times respectively. The lower ICR in 2022 was mainly due to lower profits and higher net interest expense while the lower ISR was mainly due to higher interest paid.

Finance costs for the Group were S$432 million for the year ended 2022. This was about 22% higher compared to S$353 million in 2021 mainly due to higher external borrowings and interest rates. Implied interest cost for FY 2022 was higher at 3.1% per annum (FY 2021: 2.7%).

SOURCES OF FUNDING

As at 31 December 2022, 87% of the Group's total debt was funded by bank borrowings and the balance 13% was funded through debt securities. The Group will continuously seek to diversify and balance its sources of funding over time to ensure financial flexibility and mitigate concentration risk.

SOURCES OF FUNDING (S$ billion)



1 Debt excludes S$771 million and S$658 million of lease liabilities under SFRS(I)16 for 2021 and 2022 respectively.

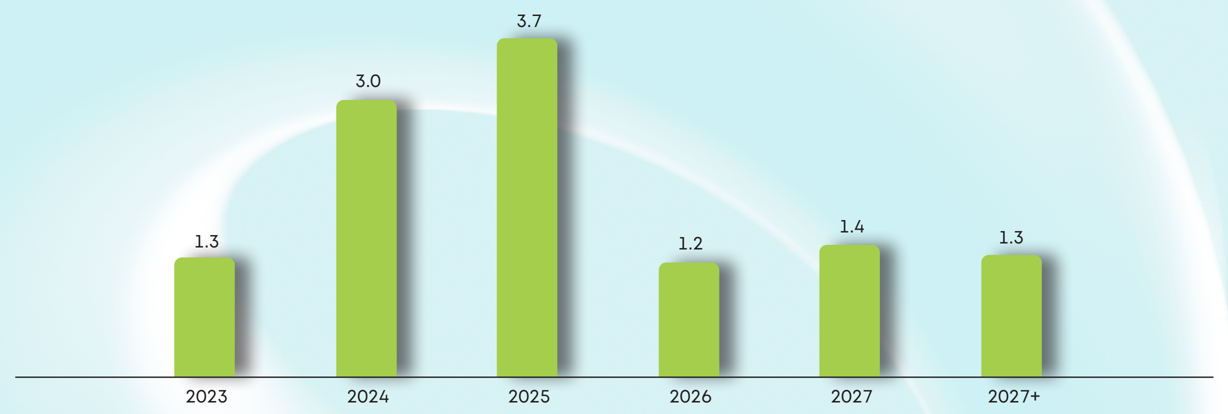
DEBT MATURITY PROFILE

The Group has proactively built sufficient cash reserves and credit lines to meet its short-term debt obligations, support its refinancing needs and pursue opportunistic investments. The Group maintains a healthy balance sheet with unutilised bank facilities and funds available for use of about S$7,438 million as at year-end. As part of its financing strategy, the Group regularly reviews its loan portfolio, taking into account divestment and investment plans, interest rate outlook and the prevailing credit market conditions. In its review, the Group aims to mitigate refinancing risks, diversify its sources of funding and extend its maturity profile where possible.

INTEREST RATE PROFILE

The Group manages its finance costs by maintaining a prudent mix of fixed and floating rate borrowings. As at 31 December 2022, the fixed rate borrowings constituted 61% of the portfolio, with the balance on a floating rate basis. As finance costs constitute a major component of the Group's overall costs, a high percentage in fixed rate funding is maintained for funding cost certainty. In managing its interest rate profile, the Group takes into account the interest rate outlook, the holding periods of its investment portfolio, the timing certainty of its planned divestments and operating cashflow generated from operations.

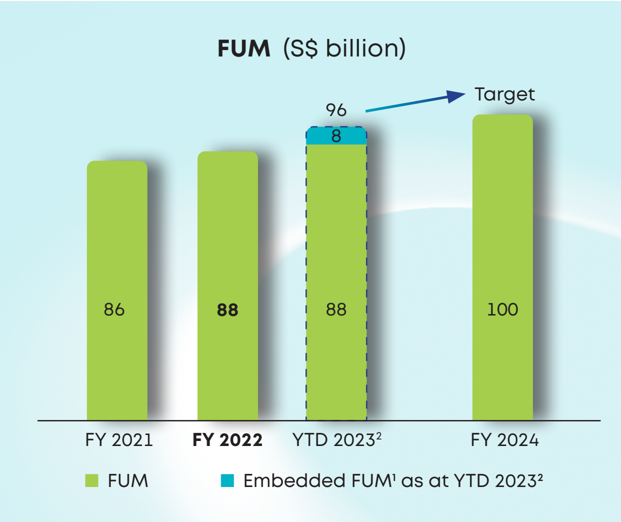
DEBT[1] MATURITY PROFILE (S$ billion)



1 Debt excludes S$658 million of lease liabilities under SFRS(I)16.

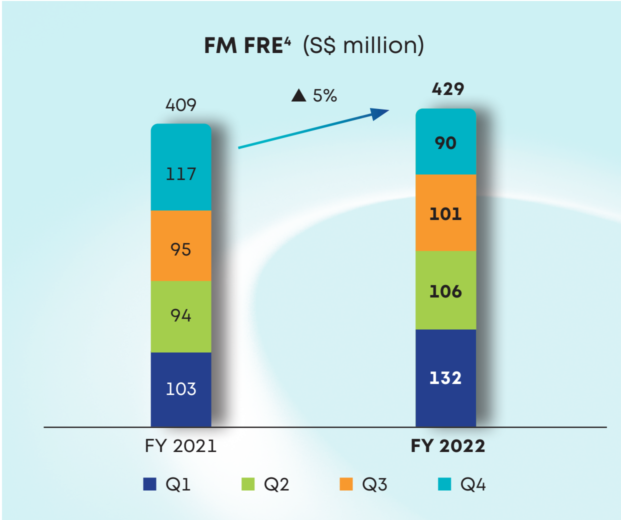
Fund Management

Fund Management is a key driver of CapitaLand Investment's (CLI) transition towards more efficient earnings growth, with the aim to achieve S$100 billion funds under management (FUM) by 2024. In FY 2022, CLI grew our FUM from S$86 billion to S$88 billion through acquisitions via our listed and private funds. In addition, we registered another S$8 billion of embedded FUM[1] to date in 2023[2], placing us on track to meet our 2024 target of S$100 billion.

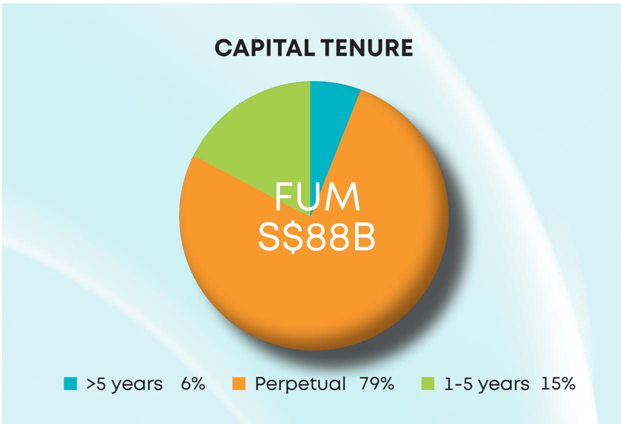


Corresponding to the FUM expansion in FY 2022, the Group saw a 5% increase in fee-related earnings (FRE) from S$409 million to S$429 million. However, the FRE/FUM ratio, which measures CLI's efficiency in generating fee income relative to FUM, decreased slightly from 50 bps to 49 bps due to fund exits and overall lower transactions during the year. Additionally, retail funds in China were impacted by COVID-19 lockdowns, which affected operating performance and fees. Despite these challenges, CLI maintained a healthy FM EBITDA margin of 51% in FY 2022.

FY 2022 FM FRE/FUM[3]	FY 2022 FM EBITDA MARGIN
49bps	51%
(FY 2021: 50bps)	(FY 2021: 54%)



CLI's largest source of FRE continues to be high-quality base management fees, primarily from perpetual vehicles such as our six listed funds and an open-end private fund. Approximately 79% of our FUM (or S$70 billion), are from perpetual funds that contribute fees that are recurring in nature. Recurring FM FRE accounted for 77% of CLI's total FM FRE in FY 2022, demonstrating the resilience of the platform. The remaining 23% of FM FRE was generated from event-driven fees, which increased by 29% year-on-year, mainly contributed by performance fees from the three private funds exit. As CLI continues to develop and expand our private funds platform, we expect the capital tenure to further diversify with the launch of funds across varied strategies.



1 Embedded FUM for listed and private funds are determined based on acquisitions as announced during CLI FY 2022 Financial Results on 23 February 2023, which are not completed and yet to be reported in FUM, committed but undeployed capital for private funds and forward purchase contracts.
2 YTD 2023 is for the period from 1 January 2023 to 22 February 2023.
3 FY 2022 FM FRE/FUM ratio is computed based on average FUM for the year.
4 FY 2022 FM FRE includes performance fees of S$29 million recognised under other operating income and S$9 million recognised under revenue. FM FRE comprises recurring FRE of S$332 million (FY 2021: S$334 million) and event-driven FRE of S$97 million (FY 2021: S$75 million).

LISTED FUNDS

CLI has a long history of innovation and leadership in the Singapore real estate investment trust (S-REIT) market. We are the industry pioneer, being the Sponsor and manager of the first two S-REITs, CapitaLand Integrated Commercial Trust (CICT) and CapitaLand Ascendas REIT (CLAR), which marked their 20th anniversary in 2022.

CLI's listed funds business comprises five REITs and business trusts listed on the Singapore Exchange and one on Bursa Malaysia, with a total market capitalisation of over S$32 billion and FUM of S$60 billion as at 31 December 2022. This level of expertise and market presence makes CLI a trusted partner to investors looking for stable and high-performing real estate investments.

Despite the challenging macroeconomic landscape in FY 2022, our listed funds demonstrated resilience and continued to grow through disciplined portfolio reconstitution. Our listed funds undertook proactive asset management strategies to enhance portfolio value, including repositioning existing assets, actively managing tenancies and undertaking asset enhancement and redevelopment initiatives. In total, our listed funds made S$2.5 billion of new investments, S$340 million in divestments and completed enhancements or redevelopment of ten properties, amounting to approximately S$300 million. These actions demonstrated the agility and forward-thinking approach of CLI's listed funds and our commitment to creating value for unitholders.

In FY 2022, approximately 69% of acquisitions (by investment value) made by our listed funds were purchased from CLI and its affiliates. This reflected CLI's strong commitment to support the growth of our listed funds. By the end of FY 2022, the FUM of CLI's listed funds was up by 3% compared to a year ago.

CLI's listed funds generated S$285 million of FRE in FY 2022, of which 88% was recurring, making listed funds a stable and consistent contributor to CLI's FRE.

KEY ACHIEVEMENTS IN 2022

Investments

CapitaLand Integrated Commercial Trust (CICT)
Enhancing its leadership in Central Business District (CBD) core office market with high-quality assets
- 70% interest in CapitaSky (formerly known as 79 Robinson Road) in Singapore for S$882.0 million

CapitaLand Ascendas REIT (CLAR)
Solidifying its core strength with portfolio expansion
- Seven logistics properties in Chicago, USA for S$133.2 million
- A high-tech industrial property located at 622 Lorong 1 Toa Payoh, Singapore for S$104.8 million
- First cold storage logistics facility in Singapore located at 1 Buroh Lane for S$191.9 million

CapitaLand Ascott Trust (CLAS)
Building on its stable income streams and capturing the upside from recovery in global travel
- Four rental housing properties and first student accommodation property in Japan for S$125.0 million
- Nine properties in Australia, France, Japan, Vietnam and USA, comprising three serviced residences, five rental housing properties and an additional 45% stake in a student accommodation property for a total of S$215.2 million
- Rental housing property in Fukuoka, Japan for S$82.6 million

CapitaLand India Trust (CLINT)
Expanding its presence in the new economy spaces
- Seventh warehouse in Arshiya Free Trade Warehousing Zone in Panvel, Navi Mumbai, India for S$38.7 million
- Acquisition of industrial facility in Mahindra World City, Chennai (Casa Grande), Phase 1 for S$38.6 million and proposed acquisition of Phase 2 for S$28.5 million of the same project via forward purchase
- Freehold site in Ambattur, Chennai for the development of a data centre. Acquisition and development costs totalling S$328.8 million
- Proposed acquisition of International Tech Park Pune - Hinjawadi, India for S$221.9 million[1]

CapitaLand Malaysia Trust (CLMT)
Diversifying into a new asset class and scaling its retail operations
- Following the expansion of CLMT's investment mandate to include industrial asset classes, acquired a logistics property in Penang, Malaysia for S$25.7 million
- Queensbay Mall in Penang, Malaysia for S$300.3 million

Divestments

CapitaLand Integrated Commercial Trust (CICT)
Unlocking capital for recycling into higher yield assets
- JCube, a retail asset in Jurong East, Singapore, for S$340 million

1 Subject to the approval of CLINT's unitholders at an extraordinary general meeting to be held on 17 April 2023.

Business Performance

Performance in FY 2022

	CAPITALAND INTEGRATED COMMERCIAL TRUST	CAPITALAND ASCENDAS REIT	CAPITALAND ASCOTT TRUST	CAPITALAND CHINA TRUST	CAPITALAND INDIA TRUST	CAPITALAND MALAYSIA TRUST
						
	The first and biggest REIT by market capitalisation on the Singapore Exchange and the largest proxy for Singapore's commercial real estate with a well-diversified quality portfolio of retail, office and integrated developments.	Singapore's first and largest listed business space and industrial REIT that has since grown into a global REIT anchored in Singapore, with a strong focus on tech and logistics properties in developed markets.	The largest lodging trust in Asia Pacific with an international portfolio comprising serviced residences, rental housing properties, student accommodation and other hospitality assets.	Singapore's largest China-focused REIT, distinguishing itself from its peers with a diversified portfolio of retail, business park and logistics properties.	Leading India-focused property trust in Asia with world-class IT parks, logistics/industrial assets, an industrial facility and data centre developments in five top-tier cities, known for their modern technology and superior asset specifications.	Listed on Bursa Malaysia with strategically-located quality assets in key urban areas across Malaysia, primarily in the retail, office and industrial sectors.
Total Transactions[1] in FY 2022	**S$2,303.0M**	**S$429.9M**	**S$422.8M**	**NIL**	**S$341.3M**	**S$326.0M**
Net Property Income - Change YoY	**S$1,043.3M** **9.7% ▲**	**S$968.8M** **5.2% ▲**	**S$282.8M[5]** **63% ▲**	**S$254.2M** **1.5% ▲**	**S$166.8M** **7.1% ▲**	**RM152.5M** **47.9% ▲**
Rental Reversions	**Retail: 1.2%[2] ▲** **Office: 7.6%[2,3] ▲**	**8.0% ▲**	**74%[6] ▲**	**Retail: 2.7% ▲** **New Economy: 6.4% ▲**	**0.1% ▲**	**-3.0% ▼**
Asset Enhancement Initiatives in FY 2022	• **2 completed** • **1 ongoing**	• **2 completed** • **4 ongoing**	• **4 planned for FY 2023**	• **2 completed** • **2 ongoing**	• **1 completed**	• **1 planned for FY 2023**
FY 2022 Valuation - Change YoY	**8.9%[4] ▲**	**0.8%[4] ▲**	**>2%[4] ▲**	**2.0%[7] ▲**	**11.7%[7] ▲**	**1.7%[7] ▲**

1 Refers to investments and divestments announced in FY 2022.
2 Comparing the average of incoming rents with the average of outgoing rents over the respective lease period.
3 Only for CICT Singapore office portfolio.
4 In SGD currency.
5 Relates to gross profit for CLAS.
6 Relates to change in RevPAU for CLAS.
7 In local currency.

> CLI's listed funds generated S$285 million of FRE in FY 2022, of which 88% was recurring, making listed funds a stable and consistent contributor to CLI's FRE.

PRIVATE FUNDS

In FY 2022, CLI achieved an equity raise of S$2.5 billion for our private funds platform, which enabled us to launch eight new funds across diverse strategies, asset classes, and geographies. This amount was twice the amount raised in FY 2021, demonstrating our commitment to growing our private funds platform despite the challenging fundraising environment. Furthermore, we attracted 15 new investors, demonstrating our progress in broadening our fundraising channels.

Notably, CLI successfully raised three China-focused, Renminbi-denominated funds with local Chinese institutional investors, totalling more than S$900 million. This achievement underscores our ability to attract domestic capital pools following CLI's registration as a private equity fund manager in China. In 2023, we continued to cement our position in China by raising approximately S$1.6 billion through three funds, two of which are under the CapitaLand China Opportunistic Partners Programme, and one under the CapitaLand China Data Centre Partners Fund. These collaborations with leading global institutions are achievements which highlight our expertise in navigating the Chinese investment landscape and our strong network with both local and foreign investors in this core market.

As at 31 December 2022, CLI's private funds FUM was S$28 billion. We will continue to leverage our extensive ground presence across our core and international markets to source for attractive opportunities to build up our private funds platform.

FY 2022 Private Fund Launches

Student Accommodation Development Venture (SAVE)
In February 2022, CLI, through The Ascott Limited (Ascott), established a development venture totalling US$150 million (S$204.8 million) in committed equity to develop student accommodation properties in the USA. Ascott holds a 20% stake and manages the venture. As at 31 December 2022, there are two freehold student accommodation properties under development in its portfolio. They include a 779-bed property in Nebraska and a 264-bed property in Connecticut.

China Special Situation RMB Fund I
In June 2022, CLI established its first RMB703 million (S$144 million) onshore RMB fund in China in partnership with a domestic asset management company. Capitalising on a special situation opportunity arising from China's market environment, the fund acquired an office building in Shanghai at an attractive price. The fund demonstrated CLI's ability to raise onshore capital to capitalise on favourable investment opportunities, and our commitment to growing our presence in China, one of our core markets.

CapitaLand Korea Private Real Estate Investment Trust No. 3 (Core)
In September 2022, CLI recapitalised the fund with a new investor base to acquire Jongro Place, an office building in Seoul's CBD in South Korea, from an existing CLI-managed fund. CLI remains as the fund and asset manager.

CapitaLand Korea No. 14 Real Estate General Private Investment Company
In September 2022, CLI incepted its third South Korean logistics fund with a total committed equity of about KRW108.6 billion (S$129 million) to develop a logistics project in Yangsan, adding a valuable asset to our logistics portfolio in South Korea.


Student accommodation in Connecticut, USA, held under SAVE.


CLI and APG announced the establishment of an Asia-focused self-storage fund in October 2022.


Ascendas i-Link, a business park in Shanghai, China acquired by China Business Park Core RMB Fund I.

CLI, Ally Logistic Property and Pruksa Holding PCL jointly established CapitaLand SEA Logistics Fund to develop smart logistics infrastructure.

Self-Storage Venture
In October 2022, CLI partnered with APG Asset Management N.V. (APG), the investment manager for the largest pension provider in the Netherlands, to establish an Asia-focused self-storage fund and platform. The initial equity commitment of S$570 million, with an option to increase the partners' investment to up to S$1.14 billion, demonstrates CLI's ability to attract leading institutions to pursue investment opportunities with us.

China Business Park Core RMB Fund I
In November 2022, CLI set up its second onshore RMB fund with four new domestic investors in China, and total equity of RMB380 million (S$76 million). The fund acquired Ascendas i-Link, a business park in Shanghai, from CLI.

China Business Park Core RMB Fund II
In November 2022, CLI launched its third onshore RMB fund with six new domestic investors in China, and total equity of RMB3.6 billion (S$720 million) to invest in a Leadership in Energy and Environmental Design (LEED) Gold-certified business park in China. CLI co-manages the fund with an asset management company, an affiliate of one of the anchor investors. This demonstrates CLI's ability to attract Chinese partners to collaborate and invest in the domestic market.

CapitaLand SEA Logistics Fund
In December 2022, CLI established CapitaLand SEA Logistics Fund (CSLF) with Ally Logistic Property and Pruksa Holding PCL. The three companies have committed an initial equity investment of S$270 million with an option to increase their investment to up to S$540 million, and a target to achieve assets under management of S$1 billion. Under the strategic partnership, CLI will manage the fund, leveraging its well-established global real estate platform, fund management expertise and local operating presence, offering a competitive advantage in deal sourcing, investment, and execution.

YTD 2023 Private Fund Launches[1]

CapitaLand China Opportunistic Partners (CCOP) Programme
In February 2023, CLI established the CCOP Programme with top tier global institutional investors to invest in special situation opportunities in China. The CCOP Programme comprises a S$291 million single-asset fund and a S$824 million programmatic joint venture (JV).

The single-asset fund acquired Beijing Suning Life Plaza, an integrated development in Beijing's CBD. The fund will reposition the asset by converting and upgrading the retail space into a Grade A office that will command higher rent.

The programmatic JV seeks to identify special situation opportunities in the current market environment and has made its first investment in a logistics development project in Foshan, Guangdong.

CapitaLand China Data Centre Partners (CDCP)
In February 2023, CLI announced the establishment of its first China data centre development fund to invest in two hyperscale data centre development projects in Greater Beijing. Upon completion of the projects, they will add approximately S$1 billion to CLI's FUM.

1 For the period 1 January 2023 to 22 February 2023.

Continual Funds Build-up

CapitaLand Open End Real Estate Fund (COREF)
Since inception in September 2021, CLI's open-ended flagship fund has acquired four assets with a total gross asset value of approximately US$676 million. The fund has announced investments in two office assets in 2022 - CapitaSky in Singapore in March 2022 and 120 Spencer Street in Melbourne, Australia in June 2022. These investments are in line with COREF's strategy of building geographic exposure to institutional grade, income-producing assets across developed markets in Asia Pacific early on before diversifying into other sectors.

Ascott Serviced Residence Global Fund (ASRGF)
Investments into four lodging assets, totalling S$400 million. They include:

- Two serviced residences: Somerset Hangzhou Bay Ningbo China and Citadines Canal Amsterdam Netherlands
- First lyf-branded coliving properties in Sydney, Australia and Tokyo, Japan

As at 31 December 2022, ASRGF's FUM grew by 34% compared to FY 2021, to about S$860 million. ASRGF has invested a total of close to US$1.1 billion (S$1.5 billion) in 13 properties, of which one property has been divested at returns that outperformed its expected underwritten returns.

FY 2022 Private Fund Exits and Realisations

CapitaLand Vietnam Commercial Value-Added Fund
In January 2022, CLI successfully exited CapitaLand Vietnam Commercial Value-Added Fund, a private fund managed by CLI and owned by CapitaLand Development and MEA Commercial Holdings Pte. Ltd. to an unrelated party for S$751 million. The fund held an international Grade A office building in Hanoi. The fund realised a net internal rate of return (IRR) of over 34% and equity multiple of 2.5x. The success was driven by our strong execution capabilities and deep local expertise in Vietnam.

Athena LP
In February 2022, CLI completed the recapitalisation of an existing value-add fund holding a freehold office property in the CBD of Singapore. The recapitalisation allowed the project to realise an IRR in excess of 60% with an equity multiple of 1.8x. The recapitalisation is a testament to investors' confidence in CLI's capabilities.

CapitaLand Korea Private Real Estate Investment Trust No. 3 (Core+)
In September 2022, CLI successfully exited CapitaLand Korea Private Real Estate Investment Trust No. 3 (Core+), a single-asset fund holding a freehold office property in Seoul's CBD. Realised returns were 300 bps above target.

LOOKING AHEAD

CLI's fund management platform will continue to drive the growth of our listed and private funds by leveraging our ground expertise to proactively manage underlying assets and identify high-quality investment opportunities.

Our listed funds' strong operational performance and credit profiles will enable them to withstand economic challenges, while our capital management discipline and growth-focused approach will help mitigate risks as we explore new avenues for growth.

To support our private funds, we will enhance our fundraising and research capabilities and originate new product offerings, as well as expand our network of capital partners. These efforts will enable CLI to identify and capitalise on new investment opportunities, extend our reach and market share, and strengthen relationships with our partners and investors.

With over S$10 billion of pipeline assets on our balance sheet and significant deal-sourcing and operating expertise, particularly in Asia Pacific, CLI is well-positioned to support the growth of our fund vehicles. Altogether, this builds a strong foundation for our fund management platform. We are committed to delivering long-term economic value to stakeholders and contributing to the environmental and social well-being of the communities where we operate, as reflected in 'CapitaLand Group's 2030 Sustainability Master Plan'.


CCOP's single-asset fund has acquired Beijing Suning Life Plaza, an integrated development comprising office and retail components in Beijing's CBD.


CDCP has committed to invest in two hyperscale data centre development projects. They are expected to be completed in 2025 and will deliver over 100 megawatts (MW) of power.


Jongro Place in Seoul, South Korea acquired by CapitaLand Korea Private Real Estate Investment Trust No. 3 (Core).

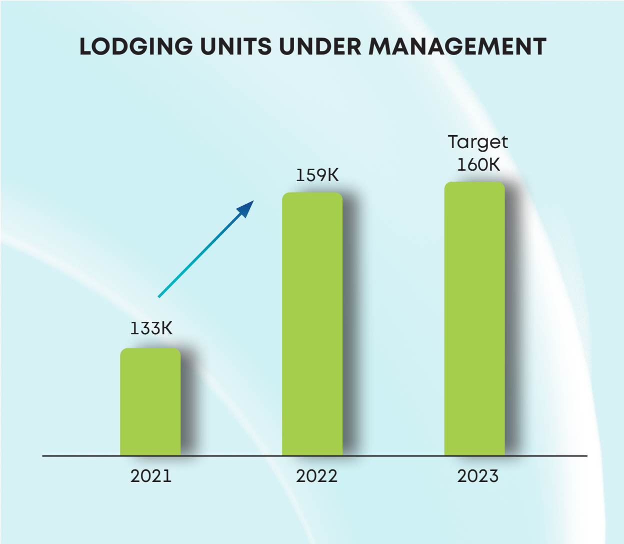
Lodging Management

CLI's wholly-owned lodging business unit, The Ascott Limited (Ascott) is powered by two engines of growth comprising Lodging Management and Investment Management, enabling it to provide products and services across the lodging value chain.

As at 31 December 2022, its globally diversified portfolio comprises more than 159,000 lodging units across more than 900 properties, with majority of it being extended-stay products such as serviced residences, coliving properties, student accommodation and rental housing. More than 80% of these units are managed or franchised, allowing Ascott to focus on its core competencies in operating properties, and generating fee income through an asset-light strategy.

STRONG GROWTH MOMENTUM AS ONE OF THE WORLD'S TOP THREE EXTENDED-STAY SERVICED RESIDENCE PROVIDERS

Ascott achieved a major milestone in FY 2022 by adding a record of approximately 33,000 units across 160 properties, with about 15,000 units secured through the strategic acquisition of Oakwood Worldwide (Oakwood), a leading global serviced apartment provider. This acquisition fast-tracked Ascott's progress, bringing its total number of units under management to more than 159,000 by the end of the year, putting it within reach of its target of 160,000 units by 2023. The acquisition also cemented Ascott's position as one of the world's top three extended-stay serviced residence providers[1], achieving a net room growth[2] of 20% in 2022.



Oakwood Premier Melbourne

La Clef Tour Eiffel Paris, one of the nine quality lodging properties that CapitaLand Ascott Trust acquired from Ascott.

Ascott's record-breaking year was further propelled by favourable tailwinds from the recovery of global travel. The company capitalised on the increasing demand for lodging by opening over 9,300 units across 45 properties. Moreover, the acquisition of Oakwood brought in approximately 8,000 operating units, contributing to the growth of lodging fee-related earnings (FRE). Together with a 40% year-on-year improvement in revenue per available unit (RevPAU) on the back of higher average daily rates and occupancies, Ascott saw a 36% increase in lodging FRE to S$258 million in FY 2022, up from S$190 million in FY 2021. This outstanding performance not only reflects Ascott's ability to adapt to changing market conditions but also demonstrates its commitment to delivering value to its stakeholders.

With a target of 160,000 units under management by 2023, Ascott expects to generate increasingly meaningful lodging FRE as more units turn operational. Ascott's coliving brand, lyf, has a growth target to achieve 150 properties with over 30,000 units by 2030.

DISCIPLINED BUILD-UP OF LODGING FUND VEHICLES

With a robust global presence and well-established business development teams, Ascott's Investment Management platform has the expertise and resources to facilitate connections with investors in the lodging space. The platform comprises CapitaLand Ascott Trust (CLAS), and two private lodging funds, namely the Ascott Serviced Residence Global Fund (ASRGF) and Student Accommodation Development Venture (SAVE), which was launched in 2022. As of 31 December 2022, these funds contributed S$8.9 billion in lodging-related funds under management (FUM), representing a 7% increase from the previous financial year. This was the result of a disciplined build-up of our lodging investment vehicles during the year.

1 Global Serviced Apartment Industry Report 2022.
2 Figure is based on total portfolio (operating and pipeline).

ACCELERATING LODGING GROWTH THROUGH BRAND AFFINITY, CUSTOMER LOYALTY, DIGITAL TECHNOLOGY AND SUSTAINABILITY

Building stronger brand identity to bolster demand

With a portfolio of 14 lodging brands, Ascott initiated a strategic brand refresh exercise in FY 2022 with the objective of cultivating brand affinity and guest engagement through sharpened brand stories, signature experiences and programmes that are unique to each brand. The exercise, known as Brand360, was launched with Citadines in September 2022. As Ascott's fastest growing brand, Citadines has been positioned as the preferred accommodation for urban living with the tagline 'For the Love of Cities'. In a similar vein, the Somerset brand refresh was launched in November 2022 and emphasises its commitment to sustainability while providing an immersive, inclusive and harmonious experience. Ascott has plans to refresh its Ascott, The Crest Collection and Oakwood brands in 2023.

Cultivating customer loyalty

Loyalty remains a key driver of Ascott's business into the future. Ascott's long-standing relationships with many global corporations, which have been carefully nurtured over many years, continue to generate a large proportion of longer stay demand for its properties. Together with contribution from its loyalty programme, Ascott Star Rewards (ASR), Ascott delivered more than 70% of direct sales to the properties in 2022. ASR membership also grew 36%, with member revenue increasing five-fold from 2021.

Ascott's operational excellence is internationally recognised. In 2022, Ascott received 32 accolades including 'Leading Serviced Apartment Brand' in Asia, Europe, Middle East and Oceania at the 2022 World Travel Awards; and 'Best Serviced Residence Brand' in Asia Pacific and the Middle East by Business Traveller magazine.

Creating unique experiences with immersive technology

Ascott's investment in emerging technologies is another key part of the company's strategy to provide cutting-edge experiences for its guests. One of these technologies is the interactive metaverse, with the lyf brand taking the lead. In April 2022, Ascott launched the lyf Innovation Lab. The lab was created in collaboration with Temasek Polytechnic's School of Informatics & IT to explore, design and test immersive virtual reality and augmented reality technologies and digital experiences for lyf. The lyf Innovation Lab will serve as a living lab at lyf one-north Singapore for field testing these digital innovations. Successful pilots will eventually be implemented across other lyf properties worldwide.

Committing to the gold standard in sustainable tourism through Ascott CARES

Ascott was conferred the Recognised Standard by the Global Sustainable Tourism Council (GSTC) in November 2022. As a member of GSTC, Ascott was one of the first hospitality groups to be conferred this GSTC-Recognised Standard status for its adoption of the GSTC Industry Criteria. Ascott CARES, a sustainability framework that aligns Ascott's growth strategy with environmental, social and governance considerations alongside GSTC Criteria, was launched in the same month. Aligned with CapitaLand's 2030 Sustainability Master Plan, Ascott CARES is centred around five pillars - Community, Alliance, Respect, Environment and Supply Chain.

Citadines Raffles Place Singapore

Real Estate Investment Business

CLI's portfolio is globally diversified across multiple real estate sectors, with a focus on Asia, which accounts for over 90% of our real estate assets under management (RE AUM). Singapore, China and India are our core markets. With nearly three decades of experience in China and India and 40 years in Singapore, CLI has established a strong presence and expertise across the full real estate value chain. Furthermore, CLI expanded its footprint in key gateway cities in Australia, Japan and South Korea, as well as other strategic markets like Europe and the USA. Our strategy of focusing on Asia while expanding in other key markets balances opportunities and risks across different sectors and geographies, strengthening our global portfolio's resilience.

Our competitive edge in Asia enables us to connect real asset opportunities with investors seeking to invest in the region. This, in turn, allows us to build fund products tailored to investors' preferences and grow our funds under management (FUM). Additionally, we will utilise our strong balance sheet strategically to build an attractive asset pipeline for existing and new fund vehicles.

	Retail	New Economy[1]	Integrated	Office	Lodging[2]	~90% of Assets Under Management are in Asia: RE AUM[3] (S$'B)	% of Total	FUM[4] (S$'B)	% of Total
CLI's Core Markets: Singapore	•	•	•	•	•	42	32%	36	41%
CLI's Core Markets: China	•	•	•	•	•	47	36%	28	32%
CLI's Core Markets: India		•			•	4	3%	4	4%
Other Asia[5]	•	•	•	•	•	27	20%	11	13%
Non-Asian Markets[6]		•		•	•	12	9%	9	10%
RE AUM (S$'B)	19	26	24	17	46				
% of Total	14%	20%	18%	13%	35%				
FUM (S$'B)	16	24	22	16	9				
% of Total	18%	28%	25%	18%	11%				

RE AUM S$132B FY 2021: S$123B

FUM S$88B FY 2021: S$86B

Notes:
1 Includes business parks, industrial, logistics, data centres and self-storage.
2 Includes multifamily.
3 Includes residential & commercial strata, which comprises 0.2% of total RE AUM and is not reflected in chart.
4 Includes residential & commercial strata, which comprises 0.7% of total FUM and is not reflected in chart.
5 Includes Australia, Japan, South Korea, Malaysia, Vietnam, Indonesia, Thailand, Philippines and other Asian countries.
6 Includes USA, UK, Europe and other non-Asian countries.

Our best-in-class in-house operating platform is the backbone of CLI's competitive advantage. We leverage our leasing and property management expertise, as well as our experience in operating longer-stay lodging, to provide high-quality services to our customers, tenants and guests. Additionally, we enhance the experience of our stakeholders through the use of in-house digital platforms like the CapitaStar rewards programme and payment platform app, as well as the Discover ASR mobile app for Ascott Star Rewards members. These platforms provide instant access to our product offerings and an interactive two-way customer experience.

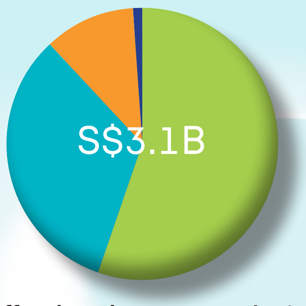
FY 2022 Performance Review

Business Performance

DISCIPLINED APPROACH TO CAPITAL RECYCLING

CLI adopts a proactive approach towards portfolio reconstitution to drive long-term growth and shareholder value. Since 2018[1], we have set an annual target of recycling at least S$3 billion of assets across the Group, unlocking value from investment properties portfolio and reinvesting in higher-growth opportunities. In FY 2022, CLI and our fund vehicles executed transactions[2] with a total gross value of more than S$10 billion. Based on CLI's effective stakes in these transactions, the transacted value amounted to approximately S$4.5 billion.

TOTAL DIVESTMENT VALUE[1]

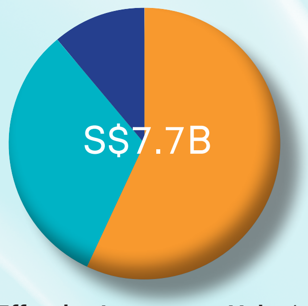


Effective Divestment Value[2]
S$2.0B

Divested to Listed Funds	56%
Divested to Private Funds	33%
Portfolio reconstitution by Listed & Private Funds	11%
Divested to external	<1%

1 Total gross divestment value based on agreed property value (100% basis) or sales consideration.
2 Based on CLI's effective stake divested multiplied by gross divestment value. Subject to post-completion adjustments.

TOTAL INVESTMENT VALUE[3]



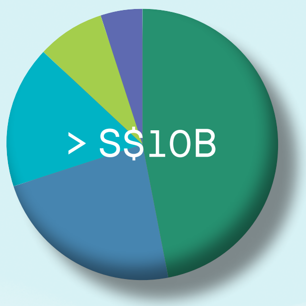
Effective Investment Value[4]
S$2.5B

Private Funds	57%
Listed Funds	32%
REIB	11%

3 Total gross investment value based on agreed property value (100% basis) or purchase/investment consideration.
4 Based on CLI's effective stake investment multiplied by gross investment value. Subject to post-completion adjustments.

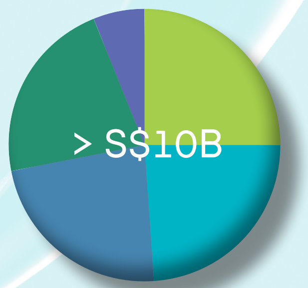
We generated healthy portfolio gains averaging 12% premium above carrying values in FY 2022. In addition, 89% of the divestment value was converted into or retained as FUM, demonstrating our commitment to supporting the growth of our listed and private funds. We also made 89% of our investments through our fund vehicles in 2022, contributing to our FUM and fee-related earnings (FRE) growth. Additionally, about S$680 million of acquisitions were added to the ready pipeline of assets that can be seeded into our fund vehicles. As of 31 December 2022, CLI had more than S$10 billion of RE AUM on our balance sheet that could serve as potential pipeline assets for continued portfolio reconstitution and support the growth of our fund vehicles.

ON BALANCE SHEET RE AUM BY GEOGRAPHY



China	47%
Non-Asian Markets	23%
Singapore	17%
Other Asia	8%
India	5%

ON BALANCE SHEET RE AUM BY ASSET CLASS



Lodging	25%
Retail	24%
New Economy	23%
Integrated Development	22%
Office	6%

1 Pre-restructuring, at CapitaLand Limited
2 Total of investments and divestments made by CLI as well as CLI's fund vehicles.

KEY CLI-OWNED INVESTMENT PROPERTIES

Singapore

ION Orchard
ICON@IBP
Pratt & Whitney Singapore Component Repair

China

Hongkou Plaza
Minhang Plaza
CapitaMall Westgate
CapitaMall Daxing
Capital Square Beijing


ION Orchard


Hongkou Plaza


International Tech Park Gurgaon


Arlington Business Park

India

International Tech Park Chennai, Radial Road
International Tech Park Pune, Hinjawadi
International Tech Park Gurgaon

Other Markets

Arlington Business Park, UK
Kokugikan Front, Japan
A portfolio of multifamily properties in the USA

Singapore

622 Toa Payoh Lorong 1, Singapore

CLI is a leading real estate investment manager in Singapore, where we have an ownership interest in 120 properties (excluding Lodging) across various asset classes, including integrated developments, shopping malls, Grade A offices in the Central Business District (CBD), business parks, industrial buildings, data centres and logistics assets. With close to 40 years of operating expertise, CLI has a significant advantage in Singapore's real estate market, being the leading private landlord and asset manager. Our properties in Singapore are largely held through our listed funds, CapitaLand Integrated Commercial Trust (CICT) and CapitaLand Ascendas REIT (CLAR).

In FY 2022, CLI's fee income from Singapore business grew in line with the post-pandemic recovery of Singapore's economy. As the workforce returned to the office, shoppers to malls, and business and leisure travellers to Singapore, the increase in economic activities benefited all real estate asset classes.

1 Excludes value of undisclosed transactions.

FY 2022 HIGHLIGHTS

FY 2022 TOTAL INVESTMENTS	FY 2022 TOTAL DIVESTMENTS
S$1,557M[1]	S$1,625M

In line with CLI's strategy to actively recycle capital and maximise asset potential by matching them with the right investors, the company executed several significant transactions in Singapore in FY 2022. They were as follows:

Divestment of JCube in March 2022

CICT divested JCube, a shopping mall in Jurong Lake District, to our sister company CapitaLand Development (CLD) for S$340 million. CLD subsequently announced its plans to redevelop the site into a 40-storey residential development with commercial space on the first and second storeys. This transaction exemplifies the benefits of the CapitaLand Ecosystem, where CLI was able to recycle an asset through CLD, which then uses its development expertise to create a new and attractive residential project at a prime location.


1 Buroh Lane, Singapore

Divestment of CapitaSky to CLI fund vehicles in April 2022

CLI divested its majority-owned CapitaSky (formerly known as 79 Robinson Road), a 29-storey Grade A office building in the CBD, to CICT and CLI's open-end private fund, CapitaLand Open End Real Estate Fund (COREF) at an agreed property value of S$1.26 billion.

Acquisition[2] of 622 Toa Payoh Lorong 1 by CLAR in August 2022

CLAR acquired the industrial building for S$104.8 million.

Acquisition[3] of 1 Buroh Lane by CLAR in September 2022

CLAR acquired its first cold storage logistics facility in Singapore for S$191.9 million.

FY 2022 KEY TRANSACTIONS

	Value (S$ million)	Entity (Buyer)
FY 2022 Investments		
CapitaSky at 79 Robinson Road	1,260	CICT and COREF
622 Toa Payoh Lorong 1	105	CLAR
1 Buroh Lane, a cold storage logistics facility	192	CLAR
Acquisition of Extra Space Asia	Undisclosed[1]	Self Storage Venture (JV with APG)
FY 2022 Divestments		**Entity (Seller)**
JCube	340	CICT
CapitaSky at 79 Robinson Road	1,260	CLI
ABI Plaza	25	CLI

1 Undisclosed due to confidential clauses.

2 Transaction completed in January 2023.
3 Transaction completed in February 2023.

UBIX, Singapore

ENSURING OUR ONGOING RELEVANCE THROUGH ASSET REJUVENATION

With an extensive portfolio in Singapore, we have been able to continually add value to our existing assets through asset enhancement initiatives (AEI), including the following:

Completions of various redevelopment and AEI projects by CLAR

The redevelopment of UBIX, a five-storey premium industrial building located in the Ubi industrial hub, was completed in January 2022. The AEIs of Changi Logistics Centre, a logistics development with prime storage facilities and 17 Changi Business Park Central 1 (formerly known as Honeywell Building), a building within Changi Business Park, were also completed in April 2022 and November 2022 respectively.

FY 2022 Performance Review

Business Performance

Artist's impression of CQ @ Clarke Quay, Singapore

Rejuvenating CICT's retail offerings

In July 2022, CICT announced a S$62 million AEI for CQ @ Clarke Quay, a dining and lifestyle hub located along the Singapore River. The goal of the AEI is to transform CQ @ Clarke Quay into a day-and-night destination with a broad range of lifestyle and F&B offerings, set against the backdrop of a beautiful riverfront and heritage site. As of February 2023, over 70% of CQ @ Clarke Quay's net lettable area had received pre-commitment from tenants or was in advanced lease negotiations, and the AEI is on track to be completed by the end of 2023.

In addition, the reconfiguration of about 111,000 square feet of retail space at Raffles City Singapore, a renowned integrated development owned by CICT in the Civic District, was completed in December 2022. More than 60 new brands were introduced to Raffles City Singapore, transforming the retail area into a contemporary hub of luxury beauty brands with multiple flagship boutiques, some of which are the first of their kind in Singapore.

FY 2022 OPERATING PERFORMANCE

CLI's Singapore portfolio performed strongly in FY 2022, driven by the country's steady post-pandemic recovery. The retail, office, and new economy assets all achieved positive rental reversion[1] and occupancy growth. The retail sector, in particular, registered significant improvement, with tenant sales per square foot surpassing 2019 levels and increased shopper traffic, especially in downtown malls due to the return of the office community and relaxation of border controls.

CLI's office properties[2] enjoyed healthy occupancy and high single-digit rental reversion[1], driven by limited Grade A CBD office supply and resilient tenant demand. The new economy properties also performed well, especially logistics assets which had close to full occupancy and double-digit rental reversion.

To build up the inflation resilience of the Singapore portfolio, CLI incorporated fixed step-up rents or CPI-indexation into the majority of leases in our Singapore properties. We also rolled out an increase in services charges for most office and new economy properties and implemented electricity rate pass-through for the large majority of our Singapore properties to mitigate rising costs. CLI accelerated the installation of rooftop solar panels in our new economy properties, with a total of 17 properties having solar panels installed as at end 2022, up from seven properties as at end 2021.

STRATEGIC PARTNERSHIPS

In June 2022, CLI announced our first partnership with the Singapore Tourism Board (STB), the national tourism agency. This partnership aims to enhance Singapore's appeal as a travel destination to international visitors by curating fun, meaningful and differentiated events and retail experiences at CapitaLand malls. Through this partnership, CLI and STB will jointly curate 20 events and experiences in Singapore, and profile home-grown brands through various showcases at our malls in China. With international travel gradually resuming in China, this partnership will enable us to increase awareness of Singapore and CapitaLand malls as an attractive lifestyle destination for this key target tourist group.

In April 2022, CLI partnered with SkillsFuture Singapore as a SkillsFuture Queen Bee to uplift the skills and capabilities of Singapore's retail sector. The partnership aims to enable upskilling of at least 400 employees from no less than 80 small- and medium-sized enterprises in areas such as innovation and digitalisation adoption, workplace coaching, and mentoring to build workplace learning capabilities.

1 Based on average incoming and outgoing gross rent.
2 Refers to CICT office properties.

OMNICHANNEL CAPABILITIES SUPPORT CLI'S REAL ESTATE PLATFORM

CLI continues to ramp up the omnichannel offering of CapitaStar, our key digital engagement platform, which serves more than 3,000 retail tenants across 23 participating CapitaLand properties in Singapore. The CapitaStar programme continues to grow steadily, with a total membership base of more than 1.35 million members (a 12% YoY increase) who made more than 42 million visits to the CapitaStar app (a 3% YoY increase). The CapitaStar programme also powered more than S$1.14 billion of tenant sales, an increase of 12% YoY.

Building on this strong foundation of the CapitaStar ecosystem in Singapore, CLI also launched CapitaStar For Business – an enterprise paid loyalty subscription programme which avails holistic digital solutions for clients to reach out to an established database of members, reward their stakeholders, cultivate consumer loyalty and optimise sales conversions.

CLI continues to grow the CapitaStar ecosystem through strategic partnerships with key industry partners, including American Express as a payment partner through the co-branded American Express CapitaCard; DBS Bank on a payment platform integration; and ShopBack on a platform partnership to drive co-created omnichannel marketing campaigns. CapitaStar also has two-way points conversion arrangements with complementary lifestyle industry leaders, including KrisFlyer, KrisPay, Ascott Star Rewards (ASR) and UNI$ with UOB.

In 2022, the sales of eCapitaVoucher (digital CapitaVoucher) registered a 29% YoY increase. eCapitaVoucher is now accepted as a payment method at more than 95% of tenants across 23 participating CapitaLand properties, reflecting market recognition of eCapitaVoucher as a popular digital payment mode and gifting option for consumers or corporate gifting solution for corporate partners.

CapitaStar@Work, CLI's workspace tenant experience app that delivers an elevated and integrated user experience, also saw continued growth. CapitaStar@Work supports more than 62 locations in Singapore (56 workspace properties and six coworking spaces) with property-tech and utility solutions that include contactless access to workspaces via facial recognition, booking of meeting rooms and event spaces as well as registration for tenant engagement activities.

PORTFOLIO SNAPSHOT

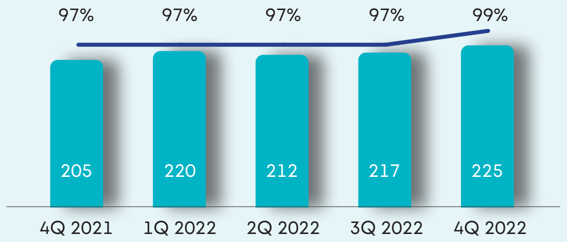
FY 2022

S$38.4 billion
Portfolio value[1]

120
Number of properties[2]

4.8 million sqm
Gross floor area[2]

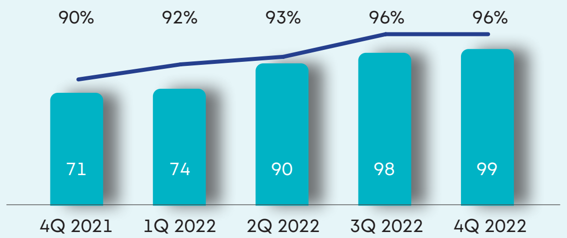
RETAIL



Shopper traffic[3]
+28.6%

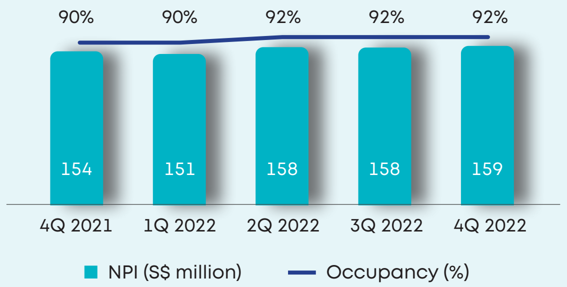
Tenant sales[3] (per sqm)
+29.4%

OFFICE[4]



Positive rental reversion

NEW ECONOMY



1 Refers to total sum of CLI's owned properties' valuations as at 31 December 2022 and excludes Lodging.
2 CLI's owned properties excludes Lodging.
3 FY 2022 vs FY 2021.
4 Includes CICT offices and excludes offices under funds.

China

With nearly three decades of successful operations in China, CLI has established a robust track record as a leading real estate investment manager. We continue to focus on creating value for our stakeholders by offering a full suite of real estate capabilities across diverse real estate sectors. Our robust on-the-ground experience and strong fund and asset management track record enable CLI to capitalise on investment and fund opportunities. Despite the challenges faced by China in FY 2022, CLI demonstrated resilience and adaptability, which allowed us to swiftly reposition ourselves and capture strategic opportunities for future growth.

CapitaMall Wangjing, China

CapitaMall Yuhuating, China

FY 2022 OPERATING PERFORMANCE

COVID-19 lockdowns, social distancing measures and travel restrictions during China's implementation of zero-COVID strategy, had disrupted tenants' businesses, resulting in them struggling to meet their financial obligations. The retail sector was comparatively hard-hit by the various measures and restrictions which resulted in a year-on-year decline in shopper traffic and tenant sales on a same-mall basis. Notwithstanding the challenges, occupancy remained relatively resilient at 90%.

In the office sector, the tenant retention rate remained stable at 73%. Net property income (NPI) also improved on a year-on-year basis, with healthy demand for high-quality office space. We also continued to expand our Bridge+ product line to provide flexible workspace solutions to our office and business park users. In FY 2022, we worked with three coffee brands to launch Bridge+ GO!, a chic sharing meeting space in the office lobbies of Shanghai Raffles City, Shanghai Hongkou Plaza and Shanghai Innov Center. The space provides customers with more diversified meeting space options and provides a pleasant user experience for remote working and business gatherings.

Performance of the new economy asset class remained resilient, with positive rental reversion and improvement in NPI on a year-on-year basis.

Despite China facing a challenging year with headwinds from stringent pandemic controls, CLI's diversified presence across asset classes and regions in the country kept the overall total portfolio NPI steady in FY 2022.

ACCELERATION OF DIGITAL TRANSFORMATION AND VALUE EXTRACTION THROUGH ASSET ENHANCEMENT INITIATIVES (AEI)

Recognising the importance of digital technology in improving customer experiences and driving business growth, we accelerated our digital transformation initiatives such as the CapitaStar Super Membership Programme, which provides exclusive benefits and privileges for loyal customers. By year-end, more than 200,000 customers of the loyalty programme became our super members, who in turn generated over RMB1.3 billion of spending across our offline and online platforms.

Notwithstanding the challenges of FY 2022 across our China portfolio, we continued to drive operational excellence with AEIs to better extract value from our assets. We made good use of the operational downtime during COVID-19 restrictions to elevate the retail experience for our customers, positioning us well when China began to reopen in December 2022. Examples of assets that underwent AEIs in FY 2022 include CapitaMall Wangjing in Beijing and CapitaMall Yuhuating in Changsha.

CapitaMall Wangjing

- Recovered department store space and transformed it into approximately 7,100 sq m of high-quality experiential space that feature more than 70 new shops
- Completed in 3Q 2022
- Achieved approximately 140% rental reversion for the area

CapitaMall Yuhuating

- Recovered about 8,900 sq m of anchor supermarket space and created specialty tenant space, injecting more lifestyle offerings and experiences
- To be completed in 1Q 2023
- Target return of investment of more than 15%


Capital Square Beijing, China


Ascendas i-Link, Shanghai, China

STRONG ON-THE-GROUND EXPERTISE TO BUILD OUR DOMESTIC CAPITAL NETWORK

In FY 2022, CLI continued to leverage our strong on-the-ground expertise to source attractive assets, structure attractive deals and in turn build up our domestic capital network. The opportunistic acquisition of Borui Plaza (now renamed as Capital Square Beijing), a Grade A office in Beijing's CBD, is a prime example. The asset was acquired through a court auction process, which saw the asset tendered out at 30% discount to its latest valuation. The asset now forms part of our asset recycling pipeline, which can be seeded into one of our fund vehicles.

In addition, as one of a select few wholly foreign-owned enterprises to have obtained registered status as a Private Equity Fund Manager, we have built up a strong reputation amongst domestic Chinese investors of our ability to deal source and raise domestic capital. Our three newly launched Renminbi (RMB) denominated funds in FY 2022 brought 10 new investors including securities firms, trust companies, state-owned enterprises and insurers into CLI's network of high-quality capital partners.

1 Excludes value of undisclosed transactions.

FY 2022 TOTAL INVESTMENTS
S$2,273M[1]

FY 2022 TOTAL DIVESTMENTS
S$265M

KEY TRANSACTIONS IN FY 2022

Acquisitions of undervalued opportunities

- In October 2022, CLI successfully bid for Capital Square Beijing, a Grade A office in Beijing, China, for RMB2.04 billion (S$404 million) via court auction
- Transacted value represents 30% discount to its September 2021 valuation of RMB2.9 billion

Robust asset pipeline for divestment differentiates CLI

- CLI divested Ascendas i-Link, a business park in Zhangjiang Hi-Tech Park in Shanghai to our newly launched fund, China Business Park Core RMB Fund I (CBPCF I), at RMB502.8 million
- Zhangjiang Hi-Tech Park, one of China's first state-level hi-tech zones approved by the State Council, houses many top Chinese technology enterprises and Fortune 500 companies
- CLI will continue to manage the asset

FY 2022 KEY TRANSACTIONS

	Value (S$ million)	Entity (Buyer)
FY 2022 Investments		
A logistics development in Foshan, Guangdong	157	CapitaLand China Opportunistic Partners Programme
An office building in Shanghai	144	China Special Situation RMB Fund I
Ascendas i-Link in Shanghai	100	CBPCF I
A business park in Shanghai	1,468	CBPCF II
Capital Square Beijing	404	CLI
Two hyperscale data centre development projects in Greater Beijing, China	Undisclosed[1]	CLI
FY 2022 Divestments		**Entity (Seller)**
Ascendas i-Link in Shanghai	100	CLI
A logistics warehouse in Beijing	8	CLI
A logistics development in Foshan, Guangdong	157	CLI

1 Undisclosed due to confidential clauses.

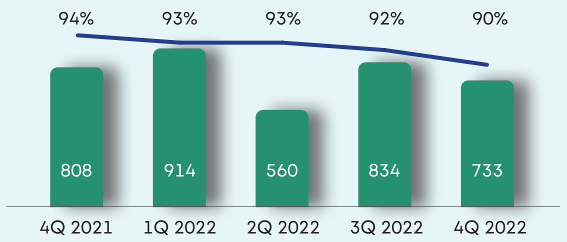
PORTFOLIO SNAPSHOT

FY 2022
RMB 173.5 billion
Portfolio value[1]

62
Number of properties[2]

6.8 million sqm
Gross floor area[3]

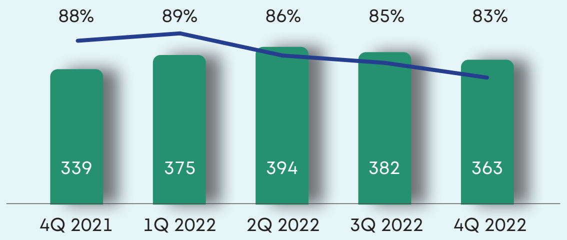
RETAIL



Shopper traffic[4]
-23.6%

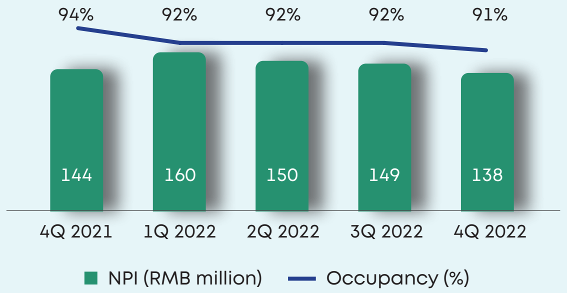
Tenant sales[4] (per sqm)
-15.7%

OFFICE



Retention rate
73%

NEW ECONOMY[5]



Note: Same-basket basis excludes apartment and hotel
1 Refers to total sum of CLI's owned properties' valuations as at 31 December 2022 and excludes Lodging.
2 CLI's owned properties excludes Lodging.
3 CLI's owned properties excludes Lodging and carpark area.
4 FY 2022 vs FY 2021.
5 Excludes logistics.

India

CLI has a strong presence in India, spreading across six key cities including Bangalore, Chennai, Gurgaon, Hyderabad, Mumbai and Pune. Our portfolio largely comprises International Tech (IT) parks and logistics spaces which are India's most dynamic and attractive sectors. The majority of our properties in India are owned through CLI's India-focused listed fund, CapitaLand India Trust (CLINT). In 2022, we made significant progress in diversifying our portfolio by entering the new economy asset classes of industrial facilities and data centres. These attractive, scalable and resilient asset classes provide CLI with new growth and revenue generation opportunities.


Artist's impression of Data Centre in Chennai, India

Artist's impression of Casa Grande – Phase 1, India

FY 2022 HIGHLIGHTS

FY 2022 TOTAL INVESTMENTS	FY 2022 TOTAL DIVESTMENTS
S$354M	S$222M


International Tech Park Pune Hinjawadi, India

Despite macroeconomic uncertainties affecting much of the world in FY 2022, CLI has maintained a strong foothold in India, leveraging our significant experience and ground presence to execute our growth strategy. Through CLINT, we made about S$343 million in acquisitions, expanding our portfolio and increasing our market share.

The following are the key transactions made during the year:

Acquisition of warehouse at the Arshiya Free Trade Warehousing Zone

In March 2022, CLINT announced the acquisition of its seventh warehouse at the Arshiya Free Trade Warehousing Zone (FTWZ), Panvel, Navi Mumbai, a newly constructed 0.33 million sq ft operational warehouse. This acquisition is part of the forward purchase agreement with the Arshiya Group and will enable CLINT to expand its presence in the logistics sector and capitalise on the growing demand in this space.

Foray into industrial facility in Mahindra World City, Chennai

In May 2022, CLINT acquired its first industrial facility (Casa Grande - Phase 1), which is located in Mahindra World City, Chennai. This 0.42 million sq ft mobile phone manufacturing facility is fully leased to a leading international electronics manufacturer. In July 2022, CLINT announced the proposed acquisition of Phase 2 of the same project. Phase 2 comprises two industrial facilities with a total leasable area of approximately 0.31 million sq ft. These acquisitions provide CLINT with an excellent opportunity to scale up its exposure in this sector and expand its presence in Mahindra World City, a prime industrial corridor in Chennai.

Continue build-up of data centre portfolio

In December 2022, CLINT announced its plan to acquire a 4-acre land site in Chennai to develop a greenfield data centre which will yield a power capacity of approximately 54 Megawatts (MW)[1]. Additionally, CLINT will develop two more data centres in its existing IT parks – International Tech Park Hyderabad and International Tech Park Bangalore, with power capacities of approximately 41 MW and 42 MW respectively. With four[2] well-located data centres under CLINT's portfolio, CLI is well-positioned to capitalise on the growth potential of this exciting asset class.

Supporting the growth of CLINT through CLI's divestment of International Tech Park Pune – Hinjawadi

In December 2022, CLI proposed the divestment of International Tech Park Pune – Hinjawadi (ITPP-H) to CLINT, as part of our ongoing commitment to grow our fund vehicles. ITPP-H is a fully leased IT park spanning 2.3 million sq ft and is occupied by prominent IT/ITES tenants such as Infosys Ltd., Synechron Technologies Pvt. Ltd. and Tata Consultancy Services Ltd. This acquisition by CLINT is subject to the approval of CLINT's unitholders at an extraordinary general meeting to be held on 17 April 2023.


Warehouse at the Arshiya Free Trade Warehousing Zone, India

DEVELOPMENT OF PRIME OFFICE SPACES IN BANGALORE, CHENNAI AND MUMBAI

In November 2022, CLINT signed a non-binding term sheet with L&T Realty, a renowned Indian developer, to collaborate on developing approximately 6 million sq ft of prime office spaces in Bangalore, Chennai, and Mumbai. Under this arrangement, L&T Realty will construct the buildings while CLINT will market them. This platform presents an opportunity for CLINT to scale up its portfolio significantly in three major cities in India, where we already have an established presence and customer base.

1 54 MW refers to power load. Approximate IT load capacity is 34 MW.
2 Acquisition of the land site for the development of CapitaLand DC Navi Mumbai 1 was completed in October 2021.

FY 2022 KEY TRANSACTIONS

	Value (S$ million)	Entity (Buyer)
FY 2022 Investments		
A 0.33 million-sq ft warehouse in Arshiya FTWZ in Panvel, Navi Mumbai	39[1]	CLINT
A 0.42 million-sq ft industrial facility in Mahindra World City, Chennai	39	CLINT
Forward purchase of two industrial facilities in Mahindra World City, Chennai	29[2]	CLINT
Freehold land (for the proposed development of a data centre) in Ambattur, Chennai	14[3]	CLINT
International Tech Park Pune in Hinjawadi[4]	222	CLINT
2.14 acre land in Kona, Kolkata	1	CLI India Logistics Fund II
37-acre land in Talegaon, Pune	10	CLI India Logistics Fund II
FY 2022 Divestments		**Entity** (Seller)
International Tech Park Pune in Hinjawadi[4]	222	CLI

1 Refers to estimated gross consideration, including deferred consideration that is contingent on the achievement of certain performance milestones.
2 Includes the funding that has been used to complete the development of Phase 2A project.
3 Land cost indicated only. Estimated total cost to acquire the site and develop a data centre is S$329 million.
4 Subject to approval of unitholders of CLINT at an extraordinary general meeting to be held on 17 April 2023.

FY 2022 OPERATING PERFORMANCE

In FY 2022, CLI maintained strong tenant engagement, resulting in the leasing and renewing approximately 4.6 million square feet of space. As of 31 December 2022, our committed occupancy remained healthy at 89%. Additionally, physical occupancy significantly increased to 60% across our IT parks as India returned to normalcy.

Despite these challenges, our India portfolio's total NPI improved by 5% in FY 2022, largely due to contributions from acquisitions made by CLINT during the year. We remain committed to delivering sustainable growth and creating value for our stakeholders.

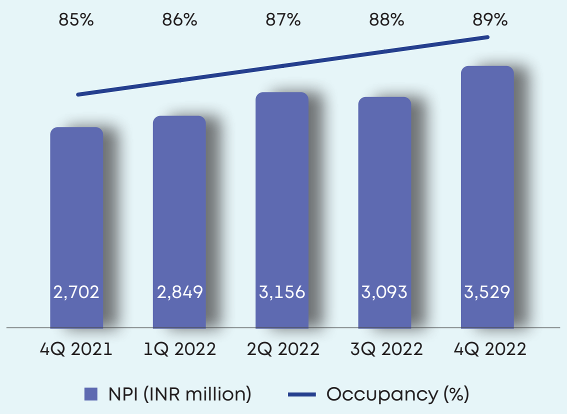
PORTFOLIO SNAPSHOT

FY 2022
INR 223.0 billion
Portfolio value[1]

21
Number of properties[2]

25.7 million sq ft
Net leasable area of operating IT parks and logistics parks

NEW ECONOMY



Positive rental reversion

Improved physical occupancy for business park portfolio
• Physical park population for business parks stands at about 60% across parks

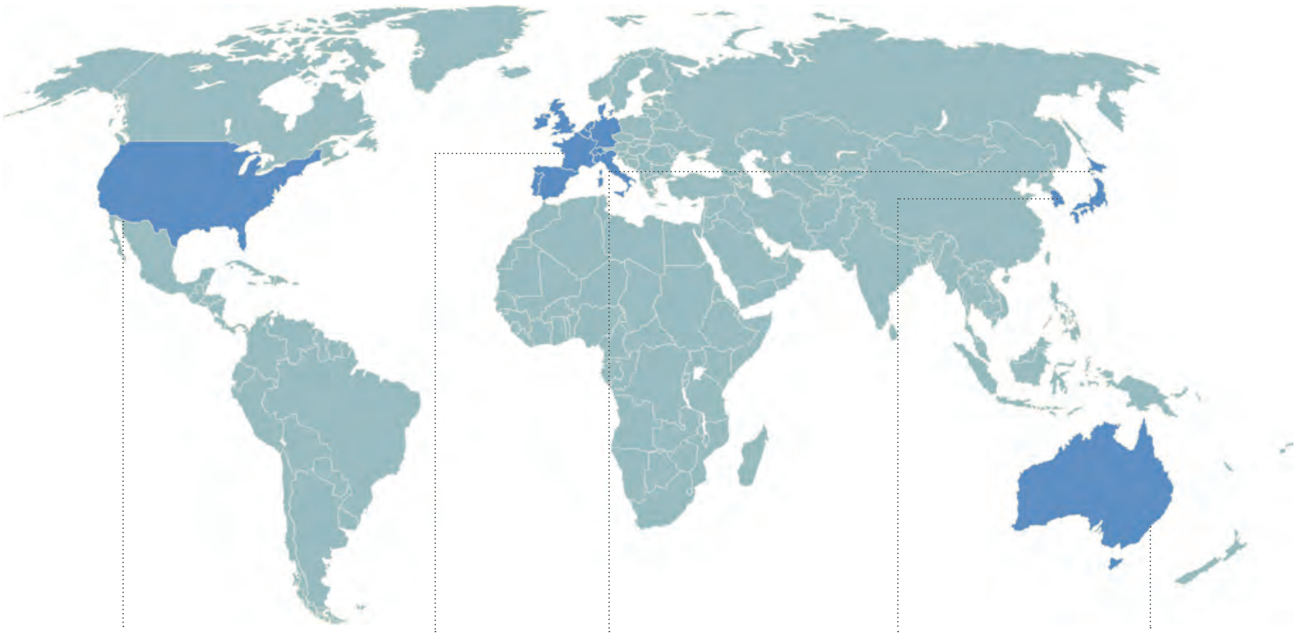
Increased leasing momentum
• Approximately 4.6 sq ft renewed/newly leased for FY 2022

1 Refers to total sum of CLI's owned properties' valuations as at 31 December 2022 and excludes Lodging.
2 Includes operational IT parks and logistics parks, as well as properties under development/to be developed. Excludes Lodging.

Other Key Markets

CLI is steadily expanding its presence in key Asia-Pacific markets, namely Japan, South Korea and Australia, as well as other strategic markets including UK, Europe and the USA. Our international portfolio covers diverse asset classes, including multifamily, business parks, offices, logistics and data centres.

CLI INTERNATIONAL'S KEY MARKETS



United States of America
- Business parks
- Logistics properties
- Offices
- Multifamily properties

UK & Europe
- Business park
- Data centres
- Logistics properties
- Offices

Japan
- Logistics properties
- Offices

South Korea
- Data centres
- Logistics properties
- Offices

Australia
- Integrated development
- Logistics properties
- Offices

FY 2022 HIGHLIGHTS

FY 2022 TOTAL INVESTMENTS	FY 2022 TOTAL DIVESTMENTS
S$979M[1]	S$352M

1 Excludes value of undisclosed transactions due to confidentiality clauses.

501 South Steward Road, USA

As part of our strategy to expand FUM, CLI has been proactively developing our investment pipeline to support the growth of our listed and unlisted fund vehicles. As a result of this effort, CLI and our fund vehicles were able to make investments totalling approximately S$979 million[1] in FY 2022. These investments included:

A logistics facility in Hamura City, Tokyo, Japan

In January 2022, CLI acquired a freehold site in Hamura City, Tokyo, for JPY9.4 billion to develop a modern logistics facility. This is CLI's third logistics facility in Japan. It is strategically located within the proximity of Central Tokyo and near the main expressways that connect to major cities in Japan.

A portfolio of seven logistics properties in Chicago, USA

In May 2022, CapitaLand Ascendas REIT (CLAR) acquired this portfolio for US$99.0 million. This followed CLAR's successful inroads in the USA logistics market in November 2021. The portfolio is located on freehold land in Chicago, a major logistics hub in the USA supported by a superior combination of transportation modes and infrastructure.

A freehold CBD office tower in Melbourne, Australia

In June 2022, CLI's first regional open-end fund, CapitaLand Open End Real Estate Fund (COREF) acquired a 22-storey freehold office tower in the Western Core of Melbourne's CBD.

A logistic facility in Yangsan, South Korea

In September 2022, CapitaLand Korea No 14 (Logistics Fund III), CLI's third South Korean logistics private fund invested in a greenfield logistics development in Yangsan, South Korea. This marked CLI's fourth logistics facility in South Korea.

1 Excludes value of undisclosed transactions.

PORTFOLIO SNAPSHOT

FY 2022

S$12.1 billion

Portfolio value[1]

175

Number of properties[2]

FY 2022 KEY TRANSACTIONS

	Value (S$ million)	Entity (Buyer)
FY 2022 Investments		
Seven logistics properties in Chicago, USA	133	CLAR
Jongro Place in Seoul, South Korea	352	CLK 3 (Core)
A logistics facility in Yangsan, South Korea	382[1]	CLK 14 (Logistics Fund III)
A logistic facility in Hamura City, Tokyo, Japan	112[1]	CLI
120 Spencer Street, an office building in Melbourne, Australia	Undisclosed[2]	COREF
FY 2022 Divestments		**Entity** (Seller)
Jongro Place in Seoul, South Korea	352	CLK 3 (Core+)

1 Project development expenditure basis.
2 Undisclosed due to confidential clauses.

120 Spencer Street, Melbourne, Australia

1 Refers to CLI's owned properties' total sum of valuations as at 31 December 2022 and excludes Lodging.
2 CLI's owned properties excluding Lodging.

Artist's impression of a logistic facility in Yangsan, South Korea

FY 2022 OPERATING PERFORMANCE HIGHLIGHTS

USA multifamily and new economy portfolios exhibited strong operating fundamentals

Our portfolio of 16 operating multifamily assets achieved stable operating performance in FY 2022, with occupancy of 94% and net property income (NPI) increasing 15% YoY. As part of our multifamily value-add programme, we continued with the phased renovation of the units' interior in FY 2022. This yielded a strong return on investment of 17% in FY 2022 and rental uplifts for the renovated units completed. The new economy portfolio of 48 properties, mainly owned through CLAR, achieved a stable occupancy of 94% and an increase of more than 10% in the portfolio NPI YoY.

Australia new economy and office portfolios delivered healthy performance

Our new economy portfolio of 36 operating properties, all owned through CLAR, maintained healthy operating performance in FY 2022, with occupancy of 99.4% and positive rental reversion. This is resulting from the positive leasing momentum for business space properties in Sydney. The two operating office assets and one integrated development, which CLI owns through CICT, exhibited steady performance in a challenging leasing environment, with increasing occupancy to 84% as at 31 December 2022 since the completion of the acquisitions in 1H 2022.

South Korea office portfolio delivered stable performance

The two operating office assets, which CLI owns through our private funds, demonstrated strong operating performance. The portfolio recorded a stable occupancy of 97% as at 31 December 2022. The FY 2022 portfolio NPI also increased 12% YoY.

Japan office portfolio showed resilience despite macroeconomic headwinds

Our three operating office assets in Japan maintained a healthy portfolio occupancy rate of 91%, even amid an increasing vacancy rate in the Tokyo office market. We remain watchful of the vacancy rate and will continue with our active marketing and leasing efforts.

UK/Europe new economy portfolio maintained steady performance

Our portfolio of about 50 properties continued to maintain a high occupancy of around 98%. NPI increased slightly by 3% in FY 2022 compared to FY 2021.