

ADDITIONAL INFORMATION

VALUE ADDED STATEMENT

	2023 S\$ million	2022 S\$ million
Value added from:		
Revenue earned	2,784	2,876
Less: Bought in materials and services	(953)	(1,028)
Gross value added	1,831	1,848
Share of results of associates and joint ventures	273	531
Foreign exchange gain/(loss) (net)	*	(132)
Other operating (expenses)/income (net)	(133)	580
	140	979
Total value added	1,971	2,827
Distribution:		
To employees in wages, salaries and benefits	843	793
To government in taxes and levies	237	414
To providers of capital in:		
- Net interest on borrowings	420	379
- Dividends to shareholders	927	772
	2,427	2,358
Balance retained in the business:		
Depreciation and amortisation	142	147
Revenue reserves net of dividends to shareholders	(746)	88
Non-controlling interests	152	209
	(452)	444
Non-production cost:		
(Writeback)/Allowance for doubtful receivables	(4)	25
Total distribution	1,971	2,827
Productivity analysis:		
Value added per employee (S\$'000) #	209	226
Value added per dollar of employment cost (S\$)	2.2	2.3
Value added per dollar sales (S\$)	0.7	0.6

* Less than \$1 million

Based on 2023 average headcount of 8,749 (2022: 8,182).

ADDITIONAL INFORMATION

INTERESTED PERSON TRANSACTIONS

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

	Nature of Relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) S\$ million	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S\$100,000) ¹ S\$ million
Transactions with CapitaLand Group Pte. Ltd. and its associates:	Immediate holding company and associates of controlling shareholder of the Company		
Purchase of goods and services		8	-
Sale of goods and services		68	-
Waiver of amounts owing to interested parties		3	-
Transactions with Temasek Holdings (Private) Limited and its associates:	Controlling shareholder of the Company		
Sale of goods and services		*	-
Transactions with Starhub Ltd and its associates:	Associates of controlling shareholder of the Company		
Purchase of goods and services		1	-
Transactions with SATS Ltd and its associates:	Associates of controlling shareholder of the Company		
Purchase of goods and services		*	-
Transactions with CapitaLand Ascott Trust & its associates:	Associates of the Company		
Sale of goods and services		1	-

* Less than S\$1 million

¹ The Company does not have an interested person transactions mandate under Rule 920 of the Listing Manual.

DIRECTORS SEEKING REELECTION

The following information relating to Mr Anthony Lim Weng Kin, Mr Lee Chee Koon, Ms Judy Hsu Chung Wei and Ms Belita Ong, each of whom is standing for reelection as a Director at the 2024 Annual General Meeting (AGM) of the Company, is provided pursuant to Rule 720(6) of the Listing Manual of the Singapore Exchange Securities Trading Limited.

NAME OF DIRECTOR	ANTHONY LIM WENG KIN	LEE CHEE KOON	JUDY HSU CHUNG WEI	BELITA ONG
Date of first appointment as a Director	3 June 2021	1 July 2019 ¹	1 June 2021	1 January 2024
Date of last reelection as a Director	Not Applicable	29 April 2022	29 April 2022	Not applicable
Age	65	49	60	66
Country of principal residence	Singapore	Singapore	Singapore	United States
The Board's comments on the reelection	Based on the recommendation of the Nominating Committee, the Board is satisfied that Mr Lim will continue to bring invaluable insights beneficial to the Company and the Board. Mr Lim's credentials, experience, background, knowledge and expertise continue to provide and complement the diversity of skill sets which are relevant to the Company and his perspectives contribute to the Board's deliberations.	Based on the recommendation of the Nominating Committee, the Board is satisfied that Mr Lee will continue to bring invaluable insights beneficial to the Company and the Board. Mr Lee is the Group Chief Executive Officer (CEO) of the Company. His knowledge of, and inside perspective on, all aspects of the Company's businesses is beneficial to, and contributes to, the Board's deliberations.	Based on the recommendation of the Nominating Committee, the Board is satisfied that Ms Hsu will continue to bring invaluable insights beneficial to the Company and the Board. Ms Hsu's credentials, experience, background, knowledge and expertise continue to provide and complement the diversity of skill sets which are relevant to the Company and her perspectives contribute to the Board's deliberations.	Based on the recommendation of the Nominating Committee, the Board is satisfied that Ms Ong will continue to bring invaluable insights beneficial to the Company and the Board. Ms Ong's credentials, experience, background, knowledge and expertise continue to provide and complement the diversity of skill sets which are relevant to the Company and her perspectives contribute to the Board's deliberations.
Whether appointment is executive, and if so, the area of responsibility	Non-executive	Executive. Mr Lee is the Group CEO and oversees the business of the Company	Non-executive	Non-executive
Job title	<ul style="list-style-type: none"> Lead Independent Director Non-Executive Independent Director Executive Resource and Compensation Committee (Member) Nominating Committee (Member) Strategy and Sustainability Committee (Chairman) 	<ul style="list-style-type: none"> Group CEO Executive Non-Independent Director Executive Committee (Member) Strategy and Sustainability Committee (Member) 	<ul style="list-style-type: none"> Non-Executive Independent Director Executive Resource and Compensation Committee (Chairman) Risk Committee (Member) 	<ul style="list-style-type: none"> Non-Executive Independent Director Executive Resource and Compensation Committee (Member) Risk Committee (Member)
Professional qualifications	<ul style="list-style-type: none"> Bachelor of Science, National University of Singapore Advanced Management Program, Harvard Business School, USA 	<ul style="list-style-type: none"> Bachelor of Science in Mechanical Engineering, National University of Singapore Master of Science in Advanced Mechanical Engineering, Imperial College London, UK 	<ul style="list-style-type: none"> Bachelor of Science in Microbiology, University of British Columbia, Canada Master of Business Administration in Finance, University of British Columbia, Canada 	<ul style="list-style-type: none"> Bachelor of Arts (Honours) in Mathematics and Economics, University of Cambridge, UK Master of Arts in Mathematics and Economics, University of Cambridge, UK

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

DIRECTORS SEEKING REELECTION

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NAME OF DIRECTOR	ANTHONY LIM WENG KIN	LEE CHEE KOON	JUDY HSU CHUNG WEI	BELITA ONG
Working experience and occupation(s) during the past 10 years	<ul style="list-style-type: none"> President (Americas) of GIC Private Limited, retired in 2017 after 19 years of service 	<ul style="list-style-type: none"> Group CEO of the Company (June 2021 to Present) President and Group CEO of CapitaLand Limited[^] (September 2018 to June 2021) Group Chief Investment Officer of CapitaLand Limited[^] (January 2018 to September 2018) CEO of The Ascott Limited (June 2013 to December 2017) 	<ul style="list-style-type: none"> CEO of Consumer, Private and Business Banking, Standard Chartered Bank (Singapore) Limited (January 2021 to Present) Regional CEO for ASEAN and South Asia, Standard Chartered Bank (Singapore) Limited (June 2018 to December 2020) CEO of Singapore and ASEAN Markets, Standard Chartered Bank (Singapore) Limited (November 2017 to June 2018) CEO of Singapore, Standard Chartered Bank (Singapore) Limited (October 2015 to October 2017) Global Head of Wealth Management, Standard Chartered Bank (December 2009 to September 2015) 	<ul style="list-style-type: none"> Chairman of Dalton Investments LLC (January 2020 to Present) Chief Executive Officer of Dalton Investments LLC (January 2011 to December 2019)
Shareholding interest in the listed issuer and its subsidiaries	109,954 shares of the Company (direct interest) 1,000 shares of the Company (deemed interest)	4,252,753 shares of the Company (direct interest) Share awards comprising up to 4,887,791 shares of the Company granted under the CapitaLand Investment Performance Share Plan 2021 and CapitaLand Investment Restricted Share Plan 2021, subject to vesting/delivery conditions and/or achievement of pre-determined targets, as applicable	39,744 shares of the Company (direct interest)	1,000 shares of the Company (direct interest)
Any relationship (including immediate family relationships) with any existing Director, existing executive officer, the listed issuer and/or substantial shareholder of the listed issuer or any of its principal subsidiaries	Nil	Nil	Nil	Nil
Conflict of interest (including any competing business)	Nil	Nil	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes	Yes

[^] CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.

DIRECTORS SEEKING REELECTION

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NAME OF DIRECTOR	ANTHONY LIM WENG KIN	LEE CHEE KOON	JUDY HSU CHUNG WEI	BELITA ONG
Other principal commitments including directorships				
Past (for the last 5 years)	<p><u>Public Listed Company</u></p> <ul style="list-style-type: none"> CapitaLand Limited[^] (Director) 	<p><u>Public Listed Companies</u></p> <ul style="list-style-type: none"> CapitaLand China Trust Management Limited (Manager of CapitaLand China Trust) (Director) CapitaLand Commercial Trust Management Limited (Manager of CapitaLand Commercial Trust[#]) (Director) CapitaLand Limited[^] (Director) Managers of Ascott Residence Trust[@] (Director) <p><u>Non-Listed Companies</u></p> <ul style="list-style-type: none"> EDBI Pte. Ltd. (Director) Lifelong Learning Institute Pte. Ltd. (Director) <p>Various other entities within the CapitaLand group under which the appointments were made as part of Mr Lee's duties and responsibilities as Group CEO of CapitaLand Limited[^] and the Company.</p> <p><u>Other</u></p> <ul style="list-style-type: none"> Future Economy Council (Member) <p>[#] CapitaLand Commercial Trust was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 3 November 2020.</p> <p>[^] CapitaLand Limited was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.</p> <p>[@] Managers of Ascott Residence Trust (now known as CapitaLand Ascott Trust) comprising Ascott Residence Trust Management Limited (now known as CapitaLand Ascott Trust Management Limited) (Manager of Ascott Real Estate Investment Trust (now known as CapitaLand Ascott Real Estate Investment Trust), or "CLAS Reit") and Ascott Business Trust Management Pte. Ltd. (now known as CapitaLand Ascott Business Trust Management Pte. Ltd.) (Trustee-Manager of Ascott Business Trust (now known as CapitaLand Ascott Business Trust), or "CLAS BT"). Ascott Residence Trust (now known as CapitaLand Ascott Trust) is a stapled group comprising CLAS Reit and CLAS BT with effect from 31 December 2019.</p>	<p><u>Public Listed Company</u></p> <ul style="list-style-type: none"> CapitaLand Limited[^] (Director) <p><u>Government/Statutory Boards</u></p> <ul style="list-style-type: none"> Urban Redevelopment Authority (Board Member) Workforce Singapore (Board Member) <p><u>Others</u></p> <ul style="list-style-type: none"> Standard Chartered Bank (Singapore) Limited (Board Chair and Director) Standard Chartered Holdings (Singapore) Private Limited (Director) 	<p>Nil</p>

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NAME OF DIRECTOR	ANTHONY LIM WENG KIN	LEE CHEE KOON	JUDY HSU CHUNG WEI	BELITA ONG
Other principal commitments including directorships (continued)				
Present	<p><u>Public Listed Company</u></p> <ul style="list-style-type: none"> DBS Group Holdings Ltd. (Director) <p><u>Others</u></p> <ul style="list-style-type: none"> CapitaLand Hope Foundation (Director) Institute of International Education (Member of Scholar Rescue Fund Selection Committee) Non-Resident Ambassador of the Republic of Singapore to the Republic of Colombia Queensway Secondary School (Member of School Advisory Committee) 	<p><u>Non-Listed Companies</u></p> <ul style="list-style-type: none"> CapitaLand Group Pte. Ltd.[^] (Director) CapitaLand India Pte. Ltd.* (Director) CapitaLand International Pte. Ltd.* (Director) CapitaLand Mall Asia Limited* (Director) CLI Singapore Pte. Ltd.* (Director) CLI PE Pte. Ltd.* (Director) The Ascott Limited* (Director) <p><u>Others</u></p> <ul style="list-style-type: none"> CapitaLand Hope Foundation (Director) National Parks Board (Board Member) St. Joseph's Institution International Ltd (Member of the Board of Governors) St. Joseph's Institution International Elementary School Ltd (Member of the Board of Governors) <p>[^] Previously known as CapitaLand Limited, which was delisted from the Official List of the Singapore Exchange Securities Trading Limited on 21 September 2021.</p> <p>[*] Entities within the CapitaLand Investment Limited group under which appointments are held by Mr Lee as part of his responsibilities as Group CEO of the Company.</p>	<p><u>Non-Listed Companies</u></p> <ul style="list-style-type: none"> Hype Records Pte Ltd (Director) Trust Bank Singapore Limited (Chairman) 	<p><u>Non-Listed Company</u></p> <ul style="list-style-type: none"> Dalton Investments LLC (Chairman) <p><u>Others</u></p> <ul style="list-style-type: none"> Federal Reserve Bank of New York (Member of Investor Advisory Committee on Financial Markets) Elings Park Foundation (Director)

DIRECTORS SEEKING REELECTION

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INFORMATION REQUIRED

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

NAME OF DIRECTOR	ANTHONY LIM WENG KIN	LEE CHEE KOON	JUDY HSU CHUNG WEI	BELITA ONG
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No	No
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No	No

DIRECTORS SEEKING REELECTION

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NAME OF DIRECTOR	ANTHONY LIM WENG KIN	LEE CHEE KOON	JUDY HSU CHUNG WEI	BELITA ONG
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of :—				
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No	No
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No	No	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No	No	No
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No	No