FY 2023 PERFORMANCE REVIEW

FINANCIAL PERFORMANCE

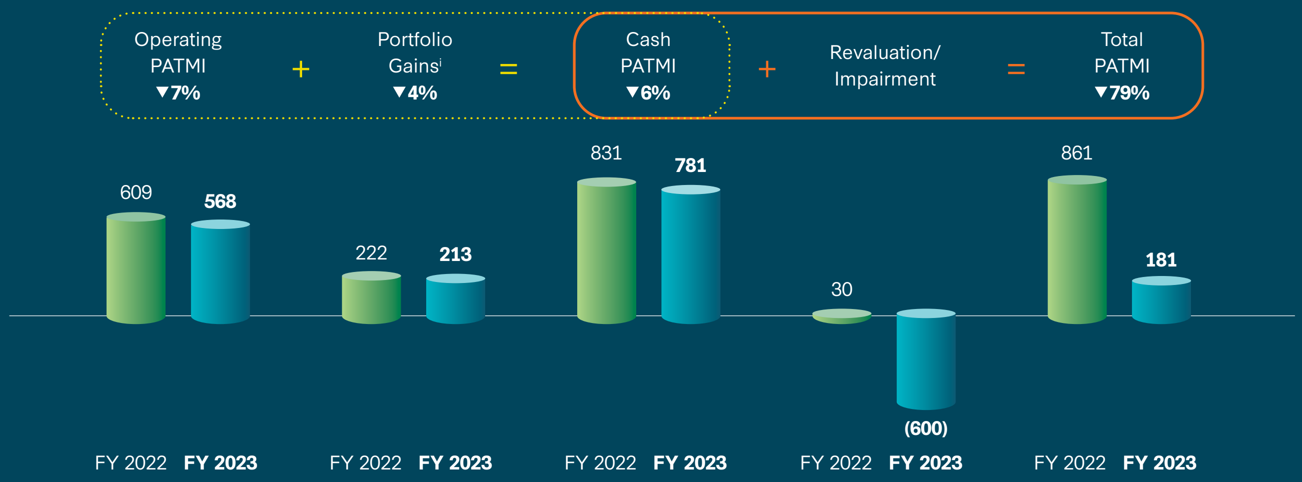
CapitaLand Investment (CLI) recorded a Profit After Tax and Minority Interests (PATMI) of S$181 million in FY 2023, comprising Operating PATMI of S$568 million and portfolio gains of S$213 million (collectively, Cash PATMI of S$781 million), partially impacted by impairment and revaluation losses of S$600 million from its investment properties.

Amidst a challenging macroeconomic environment, CLI generated a resilient Operating PATMI of S$568 million. This was 7% lower than last year, mainly attributable to higher interest expense, lower contribution from China and lower event-driven fees from funds. These were partially mitigated by the absence of foreign exchange losses recognised in FY 2022, as well as better contribution from the lodging business.

CLI remained proactive in its asset recycling efforts, achieving a gross divestment value of S$2.1 billion and recording portfolio gains of S$213 million in FY 2023. The portfolio gains were mainly from the divestments of properties across various asset classes such as lodging, retail, office and new economy, located in Europe and Asia Pacific.

In terms of revaluation of investment properties, CLI registered a non-cash unrealised revaluation loss of approximately S$600 million for FY 2023. This arose mostly from the Group's properties located in China, the UK and the USA, partially offset by revaluation gains mainly from malls in Singapore and business parks in India. Valuation of the Group's China properties were impacted due to weaker rents and market outlook, while valuation of properties in the USA and the UK were mainly impacted by the expansion of capitalisation rates amidst a high-interest rate environment.

PATMI BREAKDOWN (S$ million)



i Portfolio gains comprise gains/losses arising from divestments, gains from bargain purchases or remeasurement on acquisitions and realised fair value gains/losses arising from revaluation of investment properties to the agreed selling prices of these properties.

TOTAL REVENUE BY BUSINESS SEGMENTS

FRB	38%
REIB	69%

i Includes Corporate and Others of -S$216 million or -7% not reflected in the chart. Amount mainly relates to intercompany eliminations.

TOTAL REVENUE BY GEOGRAPHY

Singapore	20%
China (includes Hong Kong)	16%
Other Developed Countries (excludes Singapore and Hong Kong)	52%
Other Emerging Countries (excludes China)	12%

REVENUE

Revenue for FY 2023 declined 3% or S$92 million to S$2,784 million, due to lower contribution from the Real Estate Investment Business (REIB) segment attributable to lower corporate leasing income in the USA and lower rental revenue from properties in China. This was partially mitigated by the growth in Fee Income-related Business (FRB) revenue from lodging and commercial management.

In terms of geographical segment, Singapore and China accounted for 36% (FY 2022: 36%) of total revenue. The remaining revenue were contributed by other developed markets (52%) and other emerging markets (12%).

EBITDA

EBITDA for FY 2023 declined 44% to S$1,104 million primarily due to losses from the revaluation of investment properties and lower gains from asset recycling. The Group's EBITDA of S$1,475 million from operations was marginally lower than FY 2022's EBITDA of S$1,481 million, impacted by the loss of contribution from assets divested last year in Singapore, Korea and China, lower contribution from China due to lower occupancy and rental rates, as well as lower event-driven fees from funds. These were partially mitigated by the absence of foreign exchange losses recognised in FY 2022 and improved performance from the lodging business.

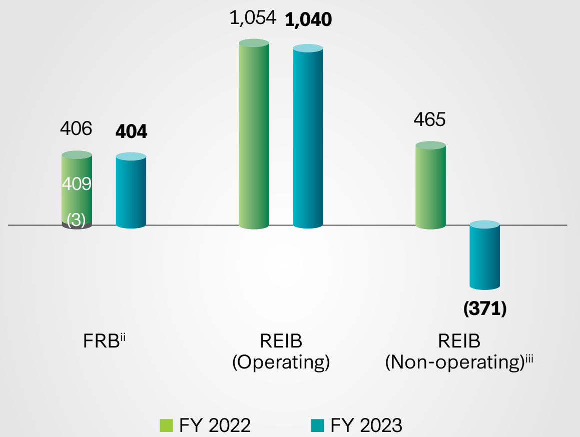
CLI achieved a gross divestment value of S$2.1 billion (FY 2022: S$3.1 billion) and recognised portfolio gains of S$198 million (FY 2022: S$348 million) at the EBITDA level. The portfolio gains were mainly from the divestments of hospitality assets in France, London, Dublin and Jakarta, a business park in India, a retail mall and an office property in China, as well as a logistics property in Japan.

In terms of revaluation of investment properties, the Group recorded non-cash unrealised fair value losses at the EBITDA level of S$568 million (FY 2022: gains of S$137 million). The revaluation losses arose mainly from properties located in China, the USA and the UK.

For FY 2023, the Group generated S$1,154 million EBITDA from developed markets. However, operations from emerging markets recorded a loss of S$50 million, mainly attributed to revaluation losses from the investment properties in China due to weaker rents and market outlook.

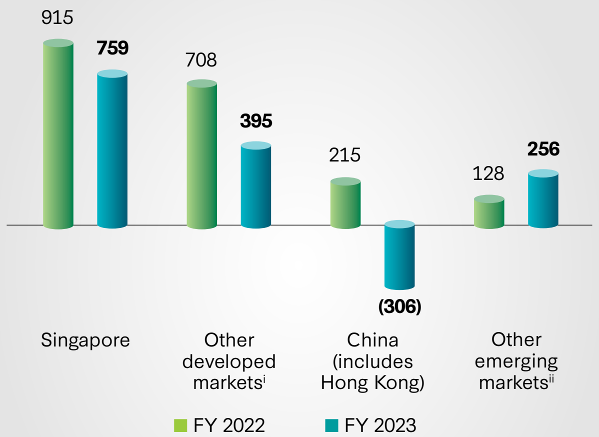
Excluding the impact of unrealised revaluation losses, S$1,178 million or 70% (FY 2022: S$1,425 million or 78%) of the Group's EBITDA from operations were derived from developed markets and S$494 million or 30% (FY 2022: S$404 million or 22%) from emerging markets. Singapore and China accounted for 33% and 16% of the Group's EBITDA from operations for FY 2023 respectively.

EBITDA BY BUSINESS SEGMENT[i]
(S$ million)



i Excludes Corporate and Others of S$31 million (FY 2022: S$41 million).
ii FY 2022 FRB EBITDA included a S$3 million non-operating transaction cost arising from acquisition of the Oakwood platform.
iii REIB non-operating EBITDA relates to portfolio gains, revaluation and impairment.

EBITDA BY GEOGRAPHY
(S$ million)



i Excludes Singapore and Hong Kong.
ii Excludes China.

REVENUE AND EBITDA – BY BUSINESS SEGMENTS

Fee Income-related Business

FY 2023 FRB revenue grew 9% to S$1,070 million while EBITDA declined 0.5% to S$404 million.

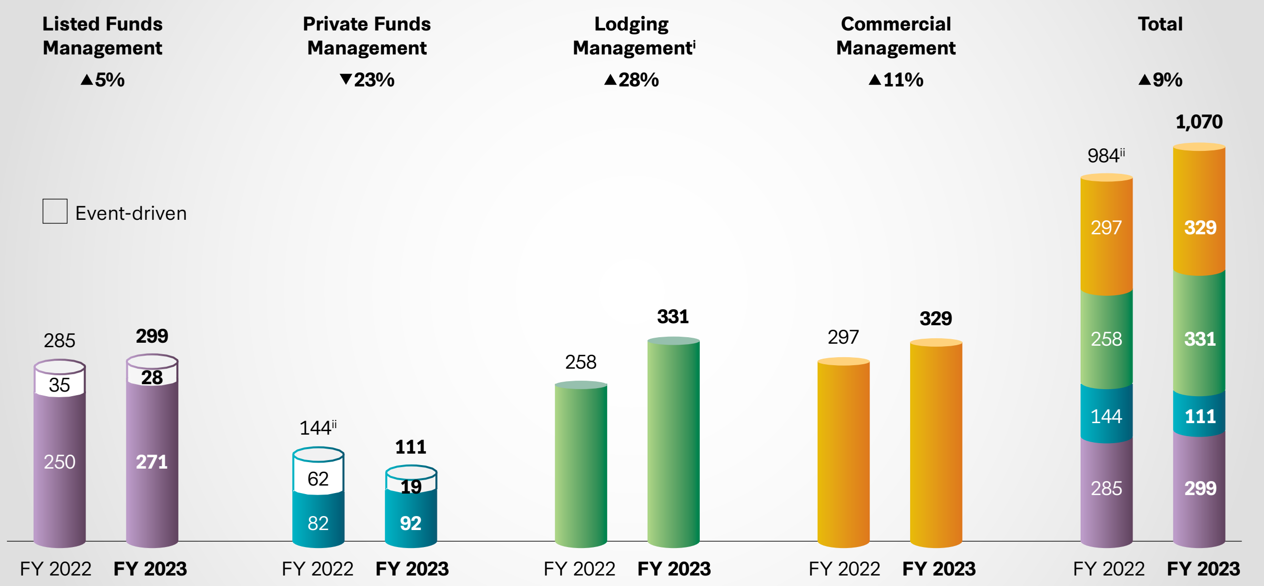
The higher revenue mainly came from the lodging and commercial management businesses underpinned by improved operating performance and contributions from new management contracts. The fund management business, which comprises listed funds management and private funds management, also contributed to the higher revenue as base management fee increased with the growth in funds under management (FUM), partially offset by lower event-driven fees in 2023.

The marginal decline in EBITDA was attributable to lower event-driven fees and higher staff costs as the Group invested in strengthening its fund management capabilities. This resulted in a lower fund management EBITDA margin of 44% (FY 2022: 51%).

As at 31 December 2023, FUM stood at S$99 billion. This represented an increase of S$7 billion over the FUM as at 31 December 2022, mainly due to the acquisition-led growth of CLI's listed and private funds, additional capital raised from existing funds, as well as the establishment of new funds in FY 2023. As at end of February 2024, total FUM stood at S$100 billion.

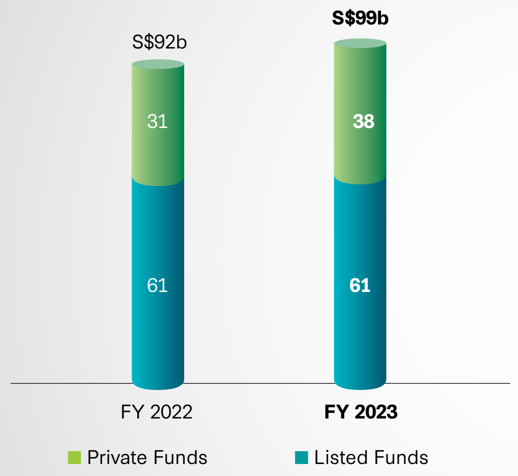
In managing these listed and private funds, CLI generates fee income from fund management, lodging management and/or commercial management activities. For FY 2023, the overall all-in fee-related earnings over funds under management (Overall all-in FRE/FUM[1]) was 81 bps (FY 2022: 78 bps).

FEE INCOME-RELATED BUSINESS REVENUE BY SEGMENTS (S$ million)

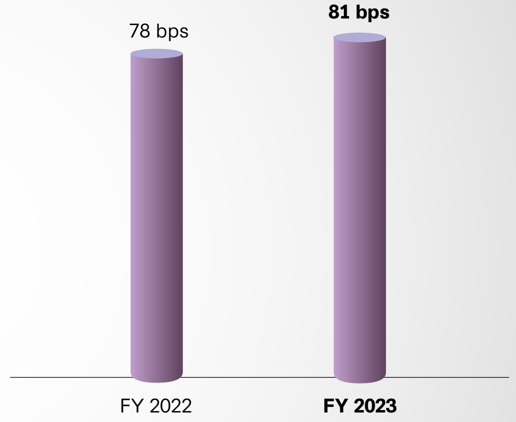


i Revenue for lodging management includes service fee income.
ii FY 2022 revenue includes performance fees of S$38 million, comprising S$29 million from a Vietnam and Singapore fund recognised under other operating income and S$9 million from a Korea fund recognised under revenue.

FUNDS UNDER MANAGEMENT (FUM[i])



OVERALL ALL-IN FRE/FUM[ii]



i FUM includes announced acquisitions/divestments from listed and private funds not yet completed, committed but undeployed capital for private funds on a leveraged basis, and forward purchase contracts.
ii Overall all-in FRE refers to fee-related earnings including fund management, commercial management and lodging management fees earned from the listed and private funds managed by CLI Group. The Overall all-in FRE/FUM ratio is computed based on average FUM deployed for the year.

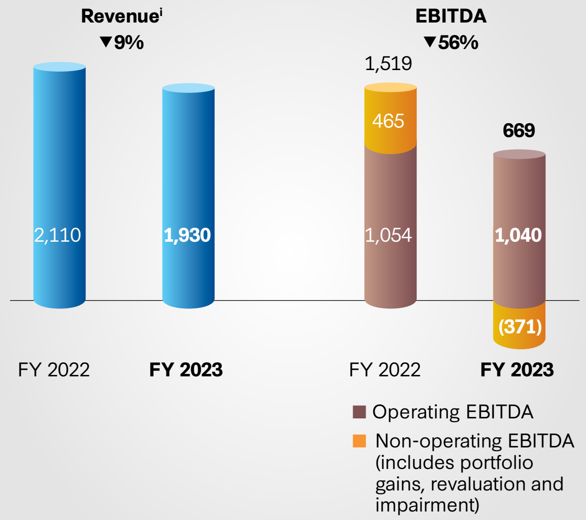
Real Estate Investment Business

Revenue from REIB decreased 9% to S$1,930 million mainly due to lower corporate leasing income in the USA, lower rental revenue from properties in China and loss of revenue from divested assets in FY 2022. These were partially mitigated by higher rental revenue from the Group's lodging operations, as it registered both revenue per available unit and occupancy growth across most geographies.

REIB EBITDA declined 56% mainly attributed to unrealised losses from revaluation of investment properties as well as lower contribution from China due to lower occupancy and rental rates. The EBITDA for FY 2023 was also impacted by lower gains from asset recycling during the year. These were partially mitigated by lower foreign exchange losses and absence of rental rebates extended to tenants in China last year.

Excluding the impact of unrealised fair value losses from investment properties which are non-cash in nature, EBITDA from REIB for FY 2023 was S$1,237 million (FY 2022: S$1,382 million).

REIB REVENUE AND EBITDA (S$ million)



i Lodging operations contributed S$1.4 billion to REIB revenue in FY 2023, of which 65% was contributed by room rental from owned properties.

1 Overall all-in FRE/FUM ratio is computed based on average FUM deployed for the year.

FINANCIAL PERFORMANCE

FINANCIAL POSITION OF THE GROUP

Total Assets

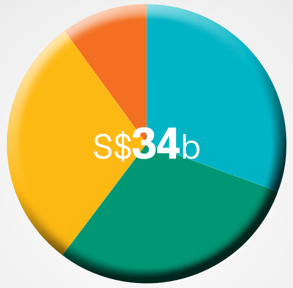
As of 31 December 2023, the Group's total assets amounted to S$34 billion (FY 2022: S$35 billion), with investment properties and investments in associates and joint ventures accounting for 40% and 38% of the Group's total assets respectively.

The decrease in the Group's total assets was due to divestment activities during the year, translation losses arising from the appreciation of the Singapore Dollar (SGD) against several major foreign currencies, as well as revaluation losses from investment properties held through subsidiaries, associates and joint ventures.

In terms of geography, Singapore and China collectively accounted for approximately 60% 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.

TOTAL ASSETS BY GEOGRAPHY



Shareholders' Equity

As at 31 December 2023, 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$4.4 billion in FY 2022 to S$3.2 billion, mainly due to foreign currency translation loss arising from the depreciation of Chinese Renminbi, the United States Dollars and Japanese Yen against the SGD, revaluation losses on investment properties which weighed down PATMI for the year and declaration of FY 2022 dividends.

As at 31 December 2023, total shareholders' funds was S$14.0 billion (FY 2022: S$15.1 billion), translating to a net asset value per share of S$2.74 (FY 2022: S$2.96).

Dividends

The Board of Directors of CLI has proposed a tax-exempt ordinary dividend of 12.0 Singapore cents per share which would amount to a payout of approximately S$612[2] million. This represents a dividend payout ratio of 79% of the Group's FY 2023 Cash PATMI. On a per share basis, this translates into a gross yield of 3.8% based on CLI's closing share price of S$3.16 as of 31 December 2023.

2 Based on the number of issued shares (excluding treasury shares) as at 31 December 2023. The actual dividend payment can only be determined on book closure date.

FINANCIAL HIGHLIGHTS

	2021	2022	**2023**
(A) INCOME STATEMENT (S$ million)			
Revenue	2,293	2,876	**2,784**
FRB Revenue	905	984[i]	**1,070**
Earnings before interest, tax, depreciation and amortisation (EBITDA)	2,469	1,966	**1,104**
Profit attributable to shareholders of the Company	1,349	861	**181**
Comprising:			
Operating PATMI	497	609	**568**
Portfolio gains	616	222	**213**
Revaluation and impairments	236	30	**(600)**
(B) BALANCE SHEET (S$ million)			
Investment properties	16,249	14,706	**13,572**
Associates and joint ventures	13,248	13,152	**13,043**
Cash and cash equivalents	3,877	2,668	**2,460**
Other assets	4,272	4,584	**5,058**
Less:			
Total borrowings and debt securities	13,548	12,590	**12,590**
Other liabilities	3,997	3,591	**3,306**
Net assets	20,101	18,929	**18,237**
Equity attributable to owners of the Company	16,044	15,133	**13,961**
Non-controlling interests and perpetual securities	4,057	3,796	**4,276**
Total equity	20,101	18,929	**18,237**
(C) ECONOMIC VALUE ADDED (EVA) (S$ million)			
Net operating profit after tax (NOPAT)	1,727	1,523	**694**
Capital charge	1,341	1,747	**2,094**
EVA attributable to owners of the Company	448	(145)	**(1,175)**
(D) KEY PERFORMANCE METRICS			
Earnings per share (cents)	38.3	16.8	**3.5**
Return on equity[ii] (%)	8.7	5.5	**1.2**
Net asset value per share (S$)	3.12	2.96	**2.74**
Funds under management (FUM)[iii] (S$ billion)	91	92	**99**
Overall all-in FRE/FUM[iv] (bps)	82	78	**81**
(E) DIVIDENDS (cents)			
Ordinary dividend per share	12.0	12.0	**12.0**
Special dividend per share	3.0	6.1[v]	**-**
Total dividend per share	15.0	18.1	**12.0**

Notes
i Includes performance fees of S$29 million recognised under other operating income.
ii Return on equity is computed based on PATMI (after distribution to perpetual securities) over average equity attributable to owners of the Company.
iii FUM includes announced acquisitions/divestments from listed and private funds not yet completed, committed but undeployed capital for private funds on a leveraged basis, and forward purchase contracts.
iv Overall all-in FRE refers to fee-related earnings including fund management, commercial management and lodging management fees earned from the listed and private funds managed by CLI Group. The Overall all-in FRE/FUM ratio is computed based on average FUM deployed for the year.
v Derived based on distribution of 0.057013 CapitaLand Ascott Trust (CLAS) unit per ordinary share and the closing market price of S$1.07 per CLAS unit on 11 May 2023.

TREASURY HIGHLIGHTS

	2022	2023
Unutilised bank facilities and funds available for use (S$ million)[i]	7,438	**7,635**
Unutilised debt securities capacity (S$ million)	10,268	**9,632**
Net debt[ii] / Equity (times)	0.52	**0.56**
Net debt[ii] / EBITDA (times)[iii]	5.6	**6.3**
Interest cover ratio (times)[iii]	4.7	**3.8**
Interest service ratio (times)	3.4	**2.9**
Implied interest cost (per annum)	3.1%	**3.9%**
Secured debt ratio	34%	**25%**
Bank borrowings / Debt securities	87% / 13%	**83% / 17%**
Average debt maturity	2.9 years	**3.3 years**
Fixed / Floating rate debt	61% / 39%	**63% / 37%**

i Includes S$5,884 million and S$6,373 million of Group cash and unutilised committed and uncommitted bank facilities of CLI's treasury vehicles for 2022 and 2023 respectively.
ii Includes S$658 million and S$728 million of lease liabilities under SFRS(I)16 for 2022 and 2023 respectively.
iii Net Debt/EBITDA and Interest Cover Ratio excludes unrealised revaluation/impairment.

CAPITAL MANAGEMENT

The Group is in a strong liquidity position with S$2,460 million of cash and cash equivalents and S$5,175 million in available undrawn bank facilities. Net gearing as at end 2023 was higher at 0.56 times as compared to 0.52 times as at end 2022 due to lower equity mainly owing to lower revenue reserves.

The Group's Interest Cover Ratio (ICR) and Interest Service Ratio (ISR) were 3.8 times and 2.9 times respectively. The lower ICR in 2023 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$488 million for the year ended 2023. This was about 13% higher compared to S$432 million in 2022, mainly due to higher interest rates. Implied interest cost for FY 2023 was higher at 3.9% (FY 2022: 3.1%) per annum.

SOURCES OF FUNDING

As at year end, 83% of the Group's total debt was funded by bank borrowings and the balance 17% 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)

i Debt excludes S$658 million and S$728 million of lease liabilities under SFRS(I)16 for 2022 and 2023 respectively.

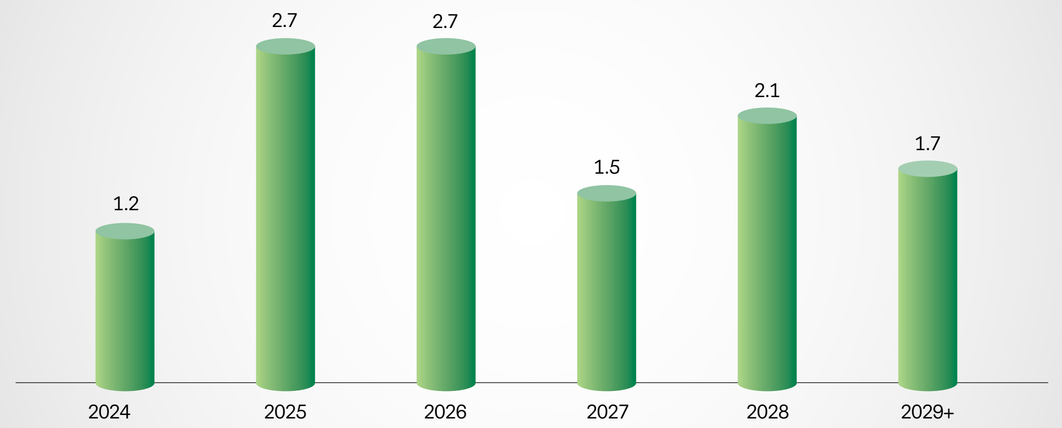
DEBT MATURITY PROFILE

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$7,635 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 2023, the fixed rate borrowings constituted 63% 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 cashflow generation from operations.

DEBT[i] MATURITY PROFILE (S$ billion)



i Debt excludes S$728 million of lease liabilities under SFRS(I)16.

FY 2023 PERFORMANCE REVIEW

BUSINESS PERFORMANCE

Fee Income-related Business (FRB) | **Fund Management**

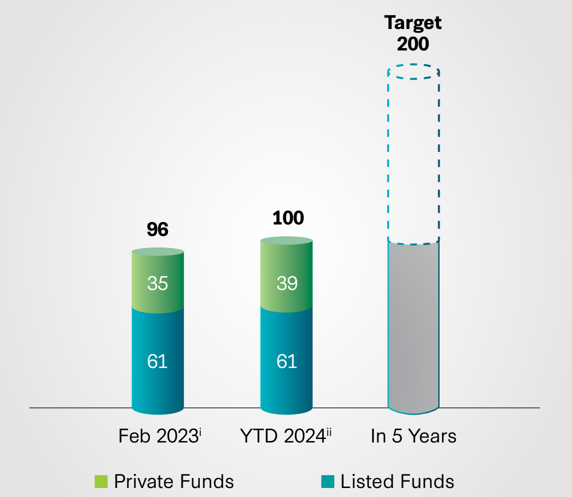
CapitaLand Investment's (CLI) fund management portfolio encompasses six listed REITs and business trusts, and more than 30 private funds, with funds under management[1] (FUM) totalling S$100 billion[2]. This includes close to S$10 billion of dry powder which we are committed to deploying in a disciplined manner. As CLI approaches S$100 billion in fully deployed capital, we have established a new FUM target of S$200 billion, which we aim to achieve by the end of 2028.

In FY 2023, total fund management fee-related earnings (FRE) decreased by 4% year-on-year (YoY) to S$410 million. This was due to lower event-driven fee income, resulting from fewer transactions in 2023 and the absence of performance fees recognised in FY 2022. However, this decline was offset by increased recurring FRE from both listed and private funds, which experienced a 9% YoY growth to S$363 million. This increase, comprising largely base management fees, was driven by approximately S$2 billion of completed acquisitions and progress made in asset enhancement initiatives (AEI) and projects under development.

FRE from listed funds increased 5% to S$299 million, partially offsetting a 23% decrease in FRE from private funds to S$111 million, largely due to the absence of event-driven fees.

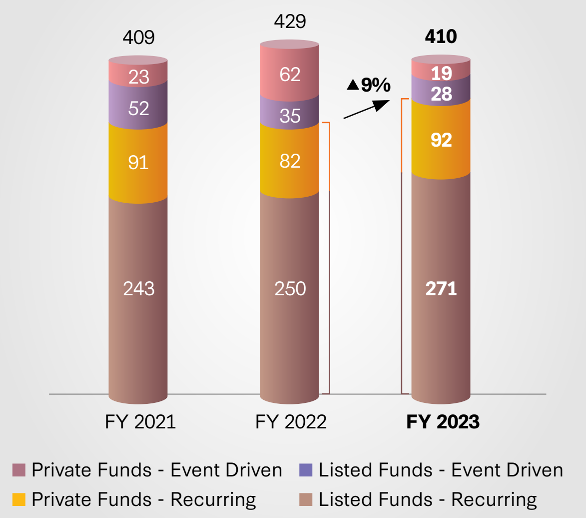
With the decline in fund management FRE, FM[3] FRE/FUM[4] ratio adjusted from 49 bps in FY 2022 to 46 bps in FY 2023. The EBITDA margin of our fund management business in FY 2023 also declined to 44% from 51% in FY 2022.

FUNDS UNDER MANAGEMENT (S$ billion)



i As at 22 February 2023 as reported in FY 2022 Financial Results.
ii As at 27 February 2024 as reported in FY 2023 Financial Results.

FUND MANAGEMENT FRE (S$ million)



1 FUM includes announced acquisitions or divestments from listed and private funds not yet completed, committed but undeployed capital for private funds on a leveraged basis and forward purchase contracts.
2 As at 27 February 2024.
3 Refers to fund management.
4 FY 2023 FM FRE/FUM ratio is computed based on average FUM for the year (excluding announced acquisitions or divestments from listed and private funds not yet completed, committed but undeployed capital for private funds on a leveraged basis and forward purchase contracts).

LISTED FUNDS

The total market capitalisation of CLI Listed Funds amounted to more than S$30 billion as at 31 December 2023. In addition to the five REITs and business trusts listed on the Singapore Exchange, CLI is also Sponsor to CapitaLand Malaysia Trust, which is listed on Bursa Malaysia.

To ensure alignment of interest with unitholders, CLI maintains meaningful stakes in all our listed vehicles.

▲ CLAR completed the convert-to-suit exercise and transformed 6055 Lusk Boulevard from an office property into a premier life sciences property.

Delivering Creditable Growth in FY 2023

In FY 2023, contributions from newly acquired assets and improved property performance underpinned growth in recurring fees by 8%, contributing to FRE of S$299 million from our listed funds.

We achieved stable net property income (NPI)[5] growth and maintained a high occupancy rate of over 90% across most of our listed funds. In addition, almost all our listed funds recorded positive rental reversion[6] on the portfolio level, signalling the resilience of our assets' performance. Amid the high-interest rate environment, our listed funds continued to maintain prudent capital management, with gearing below 40% for most of our funds. While distribution per unit performance is mixed, we achieved a total unitholder return of above 6% for most of our funds.

LISTED FUNDS SNAPSHOT IN FY 2023

	CapitaLand Integrated Commercial Trust (CICT)	CapitaLand Ascendas REIT (CLAR)	CapitaLand Ascott Trust (CLAS)	CapitaLand China Trust (CLCT)	CapitaLand India Trust (CLINT)	CapitaLand Malaysia Trust (CLMT)
CLI's Stakes	23%	17%	28%	24%	24%	41%
NPI	S$1,115.9m	S$1,023.2m	S$338.2m[i]	S$246.7m	S$179.6m	RM217.4m
NPI Growth YoY	7%	5.6%	20%[i]	-2.9%	8%	42.6%
Portfolio Occupancy	97.3%	94.2%	76%	91.4%	93%	92.6%
Rental Reversion	Retail: 8.5% Office: 9%	13.4%	24%[ii]	Retail: 0.2%; Business Park: 1.6%; Logistics Park: -20.5%	4%	Retail: 7% Logistics: 29.7%

i Relates to gross profit.
ii Relates to YoY change in RevPAU.

5 Instead of NPI, CLAS measures gross profit.
6 Instead of rental reversion, CLAS measures Revenue per Available Unit (RevPAU).

BUSINESS PERFORMANCE

FRB: Fund Management

Disciplined Portfolio Reconstitution

Despite a muted dealmaking landscape in 2023, we closed the year with a total of S$1.7 billion in transactions. This consisted of S$1.2 billion in asset acquisitions, which picked up pace in the second half of 2023. Approximately 46% of the transaction value was attributed to assets seeded by CLI as we continue to support the expansion of our listed funds. In addition, our listed funds also executed more than S$532 million in divestments.

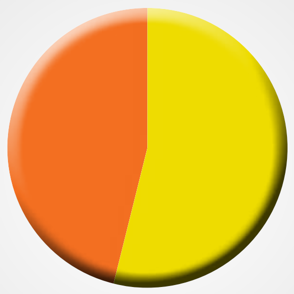
FY 2023 INVESTMENTS: S$1.2 BILLION

Riding on robust demand in the new economy and hospitality sectors, CLI's listed funds expanded their footprint in related assets across Singapore and India, and in Southeast Asian markets such as Malaysia and Indonesia, as well as the UK.

FY 2023 DIVESTMENTS: S$532 MILLION

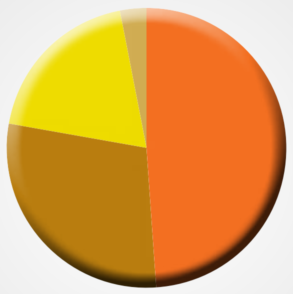
To unlock gains and optimise their portfolios, CLI listed funds remained disciplined in their capital recycling approach.

INVESTMENT BREAKDOWN BY ASSET CLASS



New Economy	54%
Lodging	46%

DIVESTMENT BREAKDOWN BY ASSET CLASS



Lodging	49%
Retail	29%
New Economy	19%
Office	3%

Listed Fund	Assets	Value[i] (S$ million)
CLAR	An integrated high-specification research and development facility in Singapore (The Shugart)	218.2
CLAR	A high-specification Tier III colocation data centre facility in London, UK	199.9
CLAS	Three lodging assets in London, Dublin and Jakarta	530.8
CLINT	Forward purchase of a 1 million sq ft IT Park at Outer Ring Road in Bangalore, India	201.0
CLMT	A freehold logistics warehouse in Selangor, Malaysia	12.2

i Investment values based on agreed property value (100% basis), purchase or investment consideration.

Listed Fund	Assets	Value[ii] (S$ million)
CLAR	An industrial building (KA Place) in Singapore	35.4
CLAR	Three logistics properties in Queensland, Australia	64.2
CLAS	Four serviced residences in regional France	64.7
CLAS	Two hotels in the outskirts of Sydney, Australia	95.6
CLAS	Three hotels in Osaka, Japan	99.8
CLCT	CapitaMall Shuangjing in Beijing, China	157.8
CLMT	3 Damansara Office Tower in Petaling Jaya, Malaysia	14.7

ii Divestment or transfer values based on agreed property value (100% basis) or sales consideration.

Continued Value Creation

Through AEI and redevelopments, we seek to reposition and transform our assets to maximise their full potential. Since 2023, we have completed 11 projects to date[7], and have S$741 million in total committed expenditure dedicated to 14 ongoing projects.

7 As at 27 February 2024.

PRIVATE FUNDS

The Private Funds platform is a key growth engine of CLI's fund management business, totalling S$39 billion in FUM to date[8]. This includes approximately S$10 billion[9] of dry powder ready for deployment, majority of which was derived from new funds launched in FY 2023 and YTD 2024[10].

A Record Year in Private Fundraising

In FY 2023, CLI recorded S$3.5 billion in new equity commitments. This was a 42% increase YoY, marking CLI's highest-ever fund raise since its listing in 2021. More than 80% of the total equity committed were external capital.

In line with the continued growth in FUM, the recurring portion of fee earnings from private funds grew 12% YoY to S$92 million for FY 2023, contributing to the bulk of private funds FRE of S$111 million. However, the overall fee income from private funds decreased by 23% YoY due to lower event-driven fee earnings, primarily attributable to the absence of performance fees recognised in FY 2022.

8 As at 27 February 2024.
9 Based on committed capital on a leveraged basis.
10 Refers to the period from 1 January 2024 to 27 February 2024.
11 Subject to working capital adjustments.

Private Fund Launches in FY 2023 and in 2024[9]

CapitaLand China Opportunistic Partners (CCOP) Programme

Set up in February 2023, the CCOP Programme comprises a S$291 million single-asset fund and a programmatic joint venture (JV) to identify special situation opportunities in China. Since its launch, CCOP has secured a total of S$2.1 billion in equity commitments.

CapitaLand China Data Centre Partners (CDCP)

Established in February 2023, CDCP is invested in two hyperscale data centre development projects in Greater Beijing. The fund has total equity commitments of S$530 million.

CapitaLand India Growth Fund 2 (CIGF2)

In August 2023, CLI established CIGF2 with total equity commitments of S$368 million for its first closing. The fund has a target equity size of S$525 million and is dedicated to investing in Grade A business parks strategically located in key gateway cities in India. CIGF2 has acquired an equity stake of 70% in International Tech Park Chennai, Radial Road (ITPC-Radial Road) for S$95 million[11] as its seed asset.

▼ ITPC-Radial Road was acquired as a seed asset under CIGF2.

FY 2023 PERFORMANCE REVIEW
BUSINESS PERFORMANCE
FRB: Fund Management

lyf Shibuya Tokyo is one of the seed assets for CLARA II.

Freehold lodging property jointly acquired by C-WELL and CLARA II to be relaunched as lyf Bugis Singapore.

CapitaLand SEA Logistics Fund acquired a freehold land site in Bangkok, OMEGA 1 Bang Na.

CapitaLand Wellness Fund (C-WELL)
In October 2023, CLI and Pruksa Holding Public Company Limited launched a value-add wellness and healthcare-related real estate fund, C-WELL, with S$350 million of equity commitments under its first close. The fund has a S$500 million target equity size, with an option to upsize to S$1 billion in equity. It targets investments in single or mixed-used assets across the healthcare, medical, wellness and preventive care spectrum.

JV with AIA Life Insurance (AIA)
In January 2024, CLI formed a RMB2.4 billion JV with AIA to recapitalise Capital Square Beijing, a Grade A office building in China. Under this partnership, CLI will divest a 95% stake in Capital Square Beijing to AIA while retaining a 5% stake. CLI will provide asset management services for the JV, which contributes to CLI's recurring fee income.

Orchid Two Godo Kaisha (Orchid Two)
In February 2024, CLI successfully closed a new core logistics private fund in Japan, targeting domestic investors. The fund has been fully deployed to acquire two freehold and green-certified logistics assets. The properties have a combined gross floor area of about 49,300 sqm and are expected to grow CLI's FUM by JPY 16.5 billion.

CapitaLand Ascott Residence Asia Fund II (CLARA II)
Riding on the tailwind of the living thematic, CLI launched CLARA II in February 2024 with a target equity size of US$600 million. The fund seeks to invest in high-quality modern serviced residences and coliving properties across gateway cities in key developed Asia Pacific markets. CLARA II has secured its first close and is currently seeded with two assets located within prime locales in Tokyo and Singapore.

Continual Funds Build-up
CLI's existing private funds made close to S$1 billion in investments over 2023 and in 2024[12], with majority invested in logistics and lodging assets.

CapitaLand Open End Real Estate Fund (COREF)
In 2023, COREF acquired six multifamily assets in Japan and a Grade A logistics asset in South Korea. Additionally, the fund secured fresh equity commitments of S$150 million, bolstering its deployment capabilities. COREF currently has 11 properties[13] across key Asia Pacific markets, well-diversified across geography and sectors.

CapitaLand SEA Logistics Fund
Towards the end of 2023, the fund acquired its seed asset, a freehold land site in Bangkok, to develop OMEGA 1 Bang Na in a built-to-suit project, which will be CLI's first logistics property in Thailand.

CapitaLand Wellness Fund
C-WELL and The Ascott Limited jointly acquired a freehold lodging property in Singapore in January 2024. Located in Bugis, Singapore's downtown core district, the property will be upgraded and rebranded under the lyf brand to capture the growing demand for experience-led social living.

Self Storage Venture
Two industrial properties in Singapore were acquired by Extra Space Asia, under the Self Storage Venture, a JV owned between CLI and APG Asset Management N.V.. Both properties will be converted into self-storage facilities.

Private Fund Exit in FY 2023

CapitaLand Korea Private Real Estate Investment Trust No. 1 (CLK 1)
In September 2023, CLI successfully exited CLK 1, following the sale of its sole office asset. The exit generated an equity multiple of more than 2x.

LOOKING AHEAD

Amidst the backdrop of improving clarity in interest rates, anticipated to support stronger transaction momentum, we look to fully unlock the full growth potential of fund management as a business, focusing on disciplined expansion in our listed funds platform and scaling up our private funds platform, as we work towards our new FUM target of S$200 billion in the next five years.

For our listed funds, we will continue to leverage our healthy balance sheet and deep real estate expertise to proactively manage underlying assets and identify compelling growth opportunities.

In our private funds business, we will remain focused on building up a global platform of flagship funds, complemented by funds with specialised focus. Deployment of capital will be key and we have highly-experienced local teams to source for attractive assets that can deliver strong returns.

12 Refers to the period from 1 January 2024 to 27 February 2024.
13 Includes the remaining three (out of six) assets in the Osaka multifamily forward purchase agreement signed in March 2023.

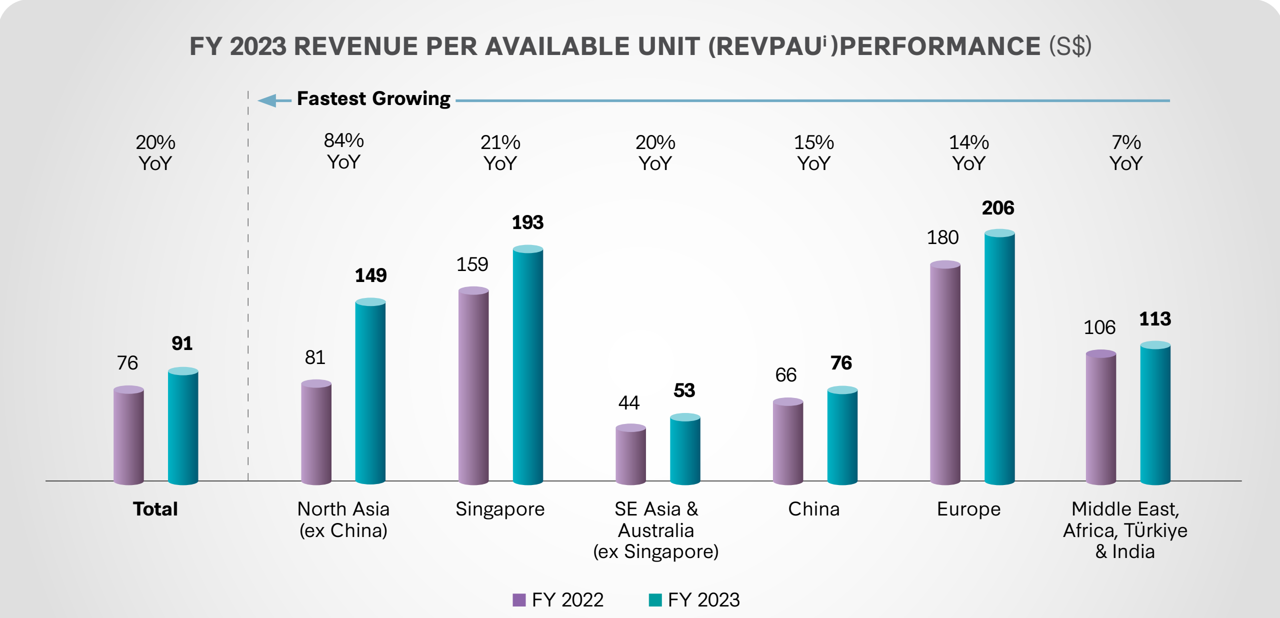
OVERVIEW

CapitaLand Investment's (CLI) 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 a comprehensive suite of products and services across the lodging value chain. As at 31 December 2023, Ascott's globally diversified portfolio comprised nearly 165,000 lodging units with about 950 properties. More than 80% of these units are managed or franchised. This enables Ascott to focus on its core competencies in operating properties and generating fee income through an asset-light strategy.

WITH STRONG GROWTH MOMENTUM, ASCOTT DELIVERS ENHANCED VALUE TO INVESTORS AND OWNERS.

In 2023, Ascott achieved strong growth as global travel recovers, successfully exceeding its target of securing 160,000 units earlier than expected in March. It signed over 70 new properties, 38% of which were with existing property owners. During the year, Ascott also achieved its highest-ever count of property openings in its four-decade history, with nearly 9,600 units turning operational.

In 2023, Revenue per Available Unit (RevPAU) grew 20% over 2022 from higher average daily rates and occupancies across most markets. North Asia[1] was Ascott's fastest-growing region, led by Japan. Singapore and Europe recorded RevPAU at approximately 120% of pre-COVID levels.



i RevPAU statistics are on a same-store basis and include serviced residences leased and managed by the Group. Foreign currencies are converted to SGD at average rates for the relevant period. Student accommodation and rental housing properties are not managed by the Group.

1 Excludes China.

With more operationally ready properties coming onboard at a faster pace, the fee income contribution from the Lodging Management segment saw a strong increase of 28% year-on-year (YoY), to S$331 million, from S$258 million in FY 2022. This marks a record year of fee-related earnings (FRE) for Ascott and it is on track to achieve its target of more than S$500 million by 2028.

Following the acquisition of Oakwood Worldwide in 2H 2022, the smooth integration of the portfolio into Ascott's operational framework had enhanced its overall financial performance and underpinned its growth by 20%. With over 20 new signings, the Oakwood portfolio stands at almost 18,000 units to date[2].

Additionally, Ascott accelerated the signing pace of its lyf brand to expand into new resort and city destinations, such as Bali, Penang, Sydney, and Frankfurt. Seven new lyf properties totalling over 1,100 units were signed in 2023, including lyf Shibuya Tokyo.

2 As at 18 January 2024.

2023 BRAND UPDATES

WITH A DIVERSE PORTFOLIO OF BRANDS, ASCOTT OFFERS GUESTS A MYRIAD OF STAY EXPERIENCES, FOR WHATEVER THE PURPOSE OF TRAVEL AND WHEREVER THE DESTINATION MAY BE.

The Crest Collection brand was designed to address the growing demand for one-of-a-kind experiential stays that allow travellers to immerse in local culture and heritage. Providing travellers with 'A Story Behind Every Door', Ascott debuted the brand across three cities in Asia. Between August and October 2023, three properties were opened in Singapore, Indonesia (Jakarta) and Malaysia (Penang).

The Crest Collection is set to open its inaugural property in the United Kingdom. The 230-unit The Cavendish London will undergo a one-year renovation and be relaunched under The Crest Collection brand in 1H 2026. Citadines Saint-Germain-des-Prés Paris in France will also undergo refurbishment and be launched under the brand in 1H 2027. Additionally, as part of a strategic initiative to extend its footprint in Europe, The Crest Collection is venturing into Bucharest, Romania, with the signing of a 171-unit property.

▲ Lobby at The Robertson House by The Crest Collection, Singapore.

FY 2023 PERFORMANCE REVIEW

BUSINESS PERFORMANCE

FRB: Lodging Management

The Crest Collection, through Ascott's flex-hybrid accommodation concept, expedited the expansion of the brand through a series of significant signings and strategic conversions. The Grand Mansion Menteng in Jakarta and The George Penang in George Town were managed in a seamless transition and brought to the market under The Crest Collection brand in just over three weeks after signing.

Tapping into the rising trend of blended travel, the **Oakwood** brand refresh was announced in preparation for its next stage of growth post-acquisition. With comfort at the core of well-being, the refreshed Oakwood brand aims to exemplify unwavering dependability in providing the comforts of home and beyond to guests, no matter where their journeys lead.

Following the opening of Ascott Dadonghai Bay Sanya in China and Somerset Pattaya in Thailand, a collection of resort villas at Oakwood Ha Long was launched along the pristine Bai Chay Beach in Vietnam, in addition to Oakwood Suites Chongli in China. Oakwood Hotel & Apartments Benoa Bali in Indonesia is expected to follow suit in 1H 2024. These properties offer the convenience of hotel services, facilities, and amenities, catering not only to longer-term residents but also appealing to guests seeking short stays and weekend getaways.

The Unlimited Collection is a collection of charming boutique hotels catering to travellers who seek adventures in cultural enclaves. Adding to the trio of properties in Singapore, the brand showcased its first outpost in Vietnam, with another property in Dublin, Ireland, scheduled for rebranding next. Ascott secured a new signing in Morocco, marking the establishment of its presence in Marrakech.

Amidst growing demand for experience-led social living, Ascott doubled the number of property openings under its **lyf** brand in 2023. These include lyf Schönbrunn Vienna in Austria which marked the debut of the brand in Europe, lyf Dayanta Xi'an in China, lyf Ginza Tokyo in Japan, lyf Chinatown Kuala Lumpur in Malaysia, and lyf Malate Manila in the Philippines.

In addressing the growing demand for experience-led social living, lyf is evolving from its origins as a coliving brand into one that offers a multifaceted hospitality experience. With flexible typologies ranging from coliving accommodation and city hotels to full-service resorts, lyf has more than 30 properties with over 5,500 units present in 21 cities across the world. Ascott is confident of achieving its target of signing 150 properties with over 30,000 units by 2030.

▲ Oakwood Ha Long, Vietnam.

▲ lyf Ginza Tokyo, Japan.

WITH A FLEX-HYBRID HOTEL-IN-RESIDENCE MODEL, ASCOTT OFFERS ASSET OWNERS COMPELLING FLEXIBILITY TO REALISE POTENTIALS, AND TRAVELLERS UNPARALLELED POSSIBILITIES TO PERSONALISE THEIR STAY.

2023 saw the refresh of Ascott's flagship namesake brand, **Ascott**, as the showcase of its hotel-in-residence model. Positioned as a flex-hybrid accommodation concept, the highly adaptable model provides Ascott with agility to respond to market demands and optimise occupancy for revenue growth.

The hotel-in-residence model offers flexibility through product and room mix such as the adoption of new room models and features, enabling Ascott to accommodate various lengths of stays regardless of travel purpose. This approach mitigates reliance on single market segments, ensuring stable income and reducing vulnerability to economic fluctuations.

FOSTERING GUEST LOYALTY THROUGH DIGITAL TECHNOLOGY.

Ascott's loyalty programme, **Ascott Star Rewards (ASR)**, remains an important channel to strengthen its distribution capabilities. With a strong and engaged member base growing at a rate of over 40% annually, ASR welcomed a record of one million new loyalty members in 2023. This contributed to the steady growth of ASR member revenue, which increased more than 50% YoY. Turning five in 2024, the loyalty programme will be enhanced with Ascott Privilege Signatures to provide more exclusive benefits aimed at elevating members' travel experiences.

In addition to providing extraordinary stay experiences, Ascott leveraged the power of technology and launched a generative artificial intelligence (AI) powered web chatbot on its brand website – DiscoverASR.com. Named after its mascot, Cubby, it is designed to play the role of a 'travel buddy' to all guests, making travel planning and booking more personalised and seamless.

WITH A COMMITMENT TO A CULTURE OF CARE AND HOSPITALITY, ASCOTT GROWS RESPONSIBLY AS A SUSTAINABLE BUSINESS.

As a global business, Ascott's sustainability framework, **Ascott CARES**, ensures that its growth strategy aligns with environmental, social, and governance considerations, in accordance with CLI's 2030 Sustainability Master Plan.

A significant accomplishment in 2023 was the doubling of Ascott's portfolio of properties receiving the Excellence in Design for Greater Efficiencies (EDGE) certification, with almost 30 properties achieving a minimum 20% reduction in energy and water consumption, as well as embodied carbon in construction materials.

Furthermore, having attained Recognised Standard status for adopting the Global Sustainable Tourism Council (GSTC) Industry Criteria, Ascott aims for 100% of its branded and managed properties to be certified by GSTC (or equivalent) by 2028. Ascott's collaboration with GSTC to provide sustainability training for professionals in Singapore signifies a pivotal milestone in its sustainability journey.

▲ Tree planting initiative at Kaliwa Forest Reserve, Mt. Batulusong, Tanay Rizal, as part of Ascott Philippines' collaboration with Haribon Foundation.

FY 2023 PERFORMANCE REVIEW

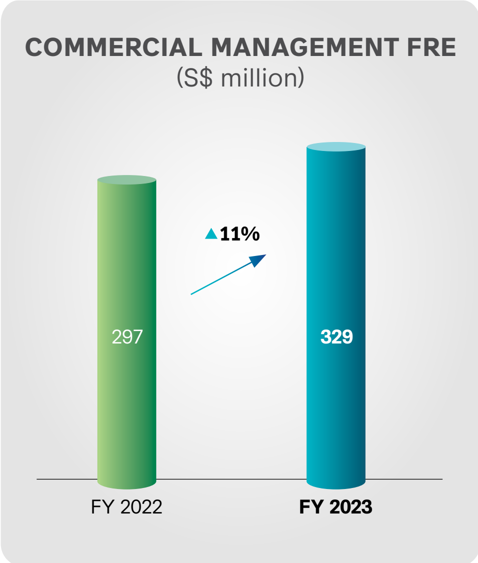
BUSINESS PERFORMANCE

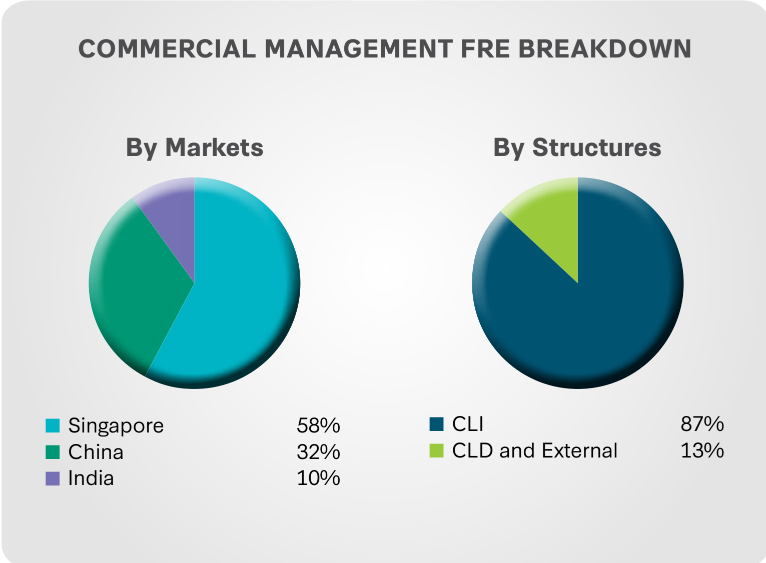
Fee Income-related Business (FRB) | **Commercial Management**

Focusing on the core markets of Singapore[1], China and India, CapitaLand Investment (CLI) provides market-leading Commercial Management services which encompass a range of offerings, including consultancy, asset management, property management, leasing and marketing services across asset classes. These are complemented by our proprietary digital platforms – CapitaStar and CapitaStar@Work in Singapore, as well as CapitaStar Online, CapitaStar Card and the CapitaStar Super Membership Programme in China.

Forming close to one-third of CLI's fee-related earnings (FRE) in FY 2023, Commercial Management provides a stable and recurring source of income for the Group. As at 31 December 2023, CLI recorded an 11% growth in Commercial Management FRE amounting to S$329 million. This was achieved mainly on the back of better operating performance from Singapore properties and higher net property income from China properties due to the cessation of rental rebates offered in FY 2022. Singapore and China are the main contributors to the current earnings, accounting for 58% and 32% respectively.

We currently derive the majority of our Commercial Management FRE, 87% from CLI properties, with the remaining portion from properties under CapitaLand Development and third parties. Moving forward, we will leverage the strength of the CapitaLand brand to selectively pursue third-party commercial management opportunities to grow this fee vertical strategically.





1 Includes Malaysia.

◄ CLI manages approximately 41,000 sqm of commercial space at the Singapore Sports Hub.

▼ CapitaMall Grand Canyon in Beijing, China completed AEI in December 2023.

SINGAPORE

We made progress in securing third-party commercial management contracts in 2023. We renewed an ongoing contract with SingPost Centre for another term in March 2023 and announced a partnership with Kallang Alive Sport Management in November 2023 to manage around 41,000 sqm of commercial space at the Singapore Sports Hub, which includes the Kallang Wave Mall. The six-year partnership, which commenced on 1 April 2024, supports our aims to elevate the shopping experience, update retail sections and improve space utilisation in the area.

CHINA

We continued to maintain healthy traction in asset enhancement initiatives (AEI) and space enhancement initiatives. This included reclaiming space from supermarkets or anchor tenants and subdividing them into smaller units for speciality tenants with higher rents.

CapitaMall Grand Canyon in Beijing completed its AEI in December 2023, resulting in a 20% month-on-month increase in traffic and a 60% month-on-month increase in sales growth.

In January 2024, we secured four management contracts with local state-owned enterprise partners to oversee retail assets in cities such as Changsha and Ningbo. These contracts encompass a total gross floor area exceeding 195,000 sqm, with each extending over a 10-year period.

Real Estate Investment Business

OVERVIEW

CapitaLand Investment's (CLI) Real Estate Investment Business (REIB) comprises CLI's direct holdings of investment properties, as well as its stakes in listed and private fund vehicles. The business derives rental income from its global real asset portfolio, as well as portfolio gains upon successful divestment of its investment properties. It also benefits from any positive adjustments in the value of its investment properties, as well as its stakes in the fund vehicles.

Diversified Presence with a Strong Market Foothold

CLI's real asset portfolio is diversified across various sectors and countries, primarily focused on Asia, which represents over 90% of its assets under management. The core markets include Southeast Asia, including Singapore, China, and India, where CLI has three decades of experience in China and India and 40 years in Singapore, establishing a strong presence and expertise across the entire real estate value chain.

In addition, CLI is also expanding its presence in key gateway cities in Australia, Japan, and South Korea, as well as in strategic markets in the UK, Europe and the USA. This strategy balances opportunities and risks across different sectors and geographies, strengthening CLI's dominance in Asia as well as the overall resilience of its portfolio.

A WELL-DIVERSIFIED GLOBAL PORTFOLIO WITH STRONG ASIAN PRESENCE
As at 31 December 2023

CLI's Core Markets	Retail	New Economy[i]	Integrated	Office	Lodging[ii]	Others[iii]	RE AUM (S$'b)	% of Total	FUM (S$'b)	% of Total
							>90% of AUM in Asia			
Southeast Asia incl. Singapore	●	●	●	●	●	●	55	41	42	42
China	●	●	●	●	●	●	46	34	31	31
India		●			●	●	5	4	7	7
Other Asia[iv]		●	●	●	●		16	12	11	11
Non-Asia[v]		●		●	●		12	9	9	9
RE AUM (S$'b)	18	28	23	17	48	0				
% of Total	13	21	17	13	36	0				
FUM[vi] (S$'b)	16	32	21	17	12	2				
% of Total	16	32	21	17	12	2				

RE AUM
S$134b
FY 2022: S$132B

FUM[vi]
S$100b
YTD FEB 2023[vii]: S$96B

i Includes business parks, industrial, logistics, data centres and self storage.
ii Includes multifamily.
iii Includes wellness, residential and strata sales.
iv Includes Australia, Japan, South Korea and other Asian countries.
v Includes the UK, the USA, Europe and other non-Asian countries.
vi Includes announced acquisitions/divestments from listed and private funds not yet completed, committed but undeployed capital for private funds on a leveraged basis and forward purchase contracts, as at 27 February 2024 as reported in the FY 2023 Financial Results.
vii Includes announced acquisitions/divestments from listed and private funds not yet completed, committed but undeployed capital for private funds on a leveraged basis and forward purchase contracts, as at 22 February 2023 as reported in the FY 2022 Financial Results.

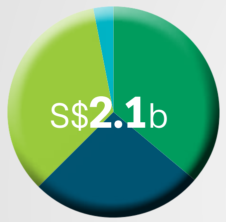
Disciplined Capital Recycling Approach Supports CLI's Growth Trajectory

To ensure discipline in our transformation journey into an asset-light real asset manager, as well as to ensure the ongoing relevance of the Group's REIB portfolio, CLI targets to recycle at least S$3 billion of assets annually across the Group. In FY 2023, this amounted to S$2.1 billion, which was approximately 32% lower on a year-on-year (YoY) basis.

Nonetheless, CLI secured an average divestment premium of 16% above the carrying value of the assets, contributing to portfolio gains of S$213 million, which was largely comparable to the prior year. Of the divested assets, 62% of the total divestment value was transferred to CLI's listed or private fund vehicles, enabling retention of funds under management (FUM) to support fee-related earnings performance. This underscores CLI's commitment to supporting the growth of our listed and private funds.

Alongside the divestments, CLI also acquired S$2.7 billion of new assets, creating a total gross value of S$4.8 billion in transactions during the year.

FY 2023 TOTAL DIVESTMENT VALUE[i]



Divested to Private Funds	36%
Divested to Listed Funds	26%
Divested to External by Funds	35%
Divested to External by CLI	3%

Effective Divestment Value[ii] : S$1.5b

FY 2023 TOTAL INVESTMENT VALUE[iii]

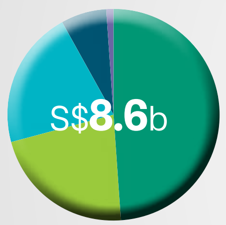
Listed Funds	44%
Private Funds	56%

Effective Investment Value[iv] : S$0.6b

i Total gross divestment value is based on agreed property value (100% basis) or sales consideration.
ii Based on CLI's effective stake divested multiplied by gross divestment value.
iii Total gross investment value is based on agreed property value (100% basis) or purchase/investment consideration.
iv Based on CLI's effective stake invested multiplied by gross investment value.

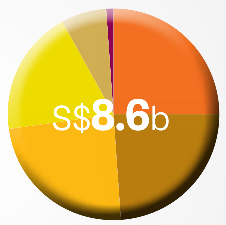
As at 31 December 2023, CLI had approximately S$8.6 billion[1] of assets on our balance sheet that could serve as potential pipeline for capital recycling and contribute to our FUM growth.

PIPELINE ASSETS BY GEOGRAPHY



China	49%
Non-Asia	22%
Singapore	21%
Other Asia	7%
India	1%

PIPELINE ASSETS BY ASSET CLASS



Lodging	25%
Retail	24%
Integrated	24%
New Economy	19%
Office	7%
Others	1%

1 Refers to real estate assets under management (RE AUM).

BUSINESS PERFORMANCE

Real Estate Investment Business

SINGAPORE

ION Orchard
ICON@IBP
Pratt & Whitney Singapore Component Repair

CHINA

Dalian Ascendas IT Park
Hongkou Plaza
Minhang Plaza
CapitaMall Westgate
CapitaMall Daxing

KEY CLI-OWNED INVESTMENT PROPERTIES


ION Orchard


Minhang Plaza


International Tech Park
Chennai, Radial Road


Arlington Business Park,
United Kingdom

INDIA

International Tech Park Chennai, Radial Road
Somerset Greenways Chennai
International Tech Park Gurgaon
Citadines OMR Chennai

OTHER MARKETS

Citadines Saint-Germain-des-Prés Paris, France
Arlington Business Park, United Kingdom
Melawati Mall, Malaysia
A portfolio of multifamily properties in the USA


CQ @ Clarke Quay: Refreshed Read Bridge landing with a new accessibility ramp.

SINGAPORE

With four decades of experience in managing real estate in Singapore, CLI enjoys a substantial advantage as the city-state's largest private landlord and leading real asset manager. It manages 120 properties[2] across various asset classes.

The majority of CLI's Singapore properties are held through our listed funds, namely CapitaLand Integrated Commercial Trust (CICT), which focuses on retail, office, and integrated developments and CapitaLand Ascendas REIT (CLAR), which focuses on business space and industrial assets.

In FY 2023, CLI's Singapore operations experienced healthy demand across retail, office and new economy asset classes, mitigating the effects of higher interest rates, operating costs, as well as a slower-than-expected rebound in business and leisure travel. From Singapore, CLI was also able to strategically pivot towards the larger Southeast Asia region. In October 2023, the CapitaLand Wellness Fund was launched to invest in single or mixed-used assets, including lodging assets, medical facilities and wellness and lifestyle-oriented living solutions across Southeast Asia.

FY 2023 OPERATING PERFORMANCE

As at 31 December 2023, CLI achieved a 6% YoY growth in net property income (NPI) across its Singapore portfolio. In line with this, positive rental reversion was achieved and occupancy stayed above 90% across all asset classes.

CLI's office assets performed better than expected, with office occupancy rising to 99% for 4Q 2023 from 97% for 4Q 2022, with high single-digit rental reversion. This was driven by continued strength in flight-to-quality and cyclical demand, as well as the slowdown in new Grade A office supply entering the market.

With the continued return of tourists, MICE[3] events and concerts, coupled with the post-COVID relaxation of border restrictions as well as the return of the office community, shopper traffic grew 10.9%. Downtown malls benefitted the most, and our tenants' sales grew 1.4% YoY, continuing to surpass 2019 pre-COVID levels. This sustained strong occupancy at 99% and positive rental reversion for our retail assets.

Our new economy assets also demonstrated healthy performance, with stable occupancy at 92% and double-digit rental reversion, especially in logistics assets. To enhance the sustainability of our assets, CLI installed rooftop solar panels in six of its new economy assets in 2023, bringing the total number of assets with solar panels to 23. We will continue to identify opportunities to reposition and upgrade the quality of our assets as part of our asset rejuvenation plan.

2 As at 31 December 2023. Includes owned properties by CLI and excludes lodging properties.
3 Refers to Meetings, Incentives, Conferences and Exhibitions.

▲ The Shugart is fully leased out to Seagate for 10 years.

KEY HIGHLIGHTS

CLI made a total of S$218 million in investments and S$35 million in divestments in Singapore in FY 2023. The majority of our transactions executed in FY 2023 and YTD 2024[4] were made through our listed and private funds. They include the following:

Divestment of KA Place by CLAR

In April 2023, the high-specification seven-storey industrial building was divested for S$35 million at a premium of 55% over the market valuation and more than 200% over the original price.

Acquisition of The Shugart by CLAR

In May 2023, the business park property, which houses an integrated high-specification research and development facility, was acquired for S$218 million. The asset is fully leased out to Seagate for 10 years with an option to renew for another 10 years, generating stable long-term returns.

Acquisition of a freehold lodging property by CapitaLand Wellness Fund (C-WELL) and CapitaLand Ascott Residence Asia Fund II (CLARA II)

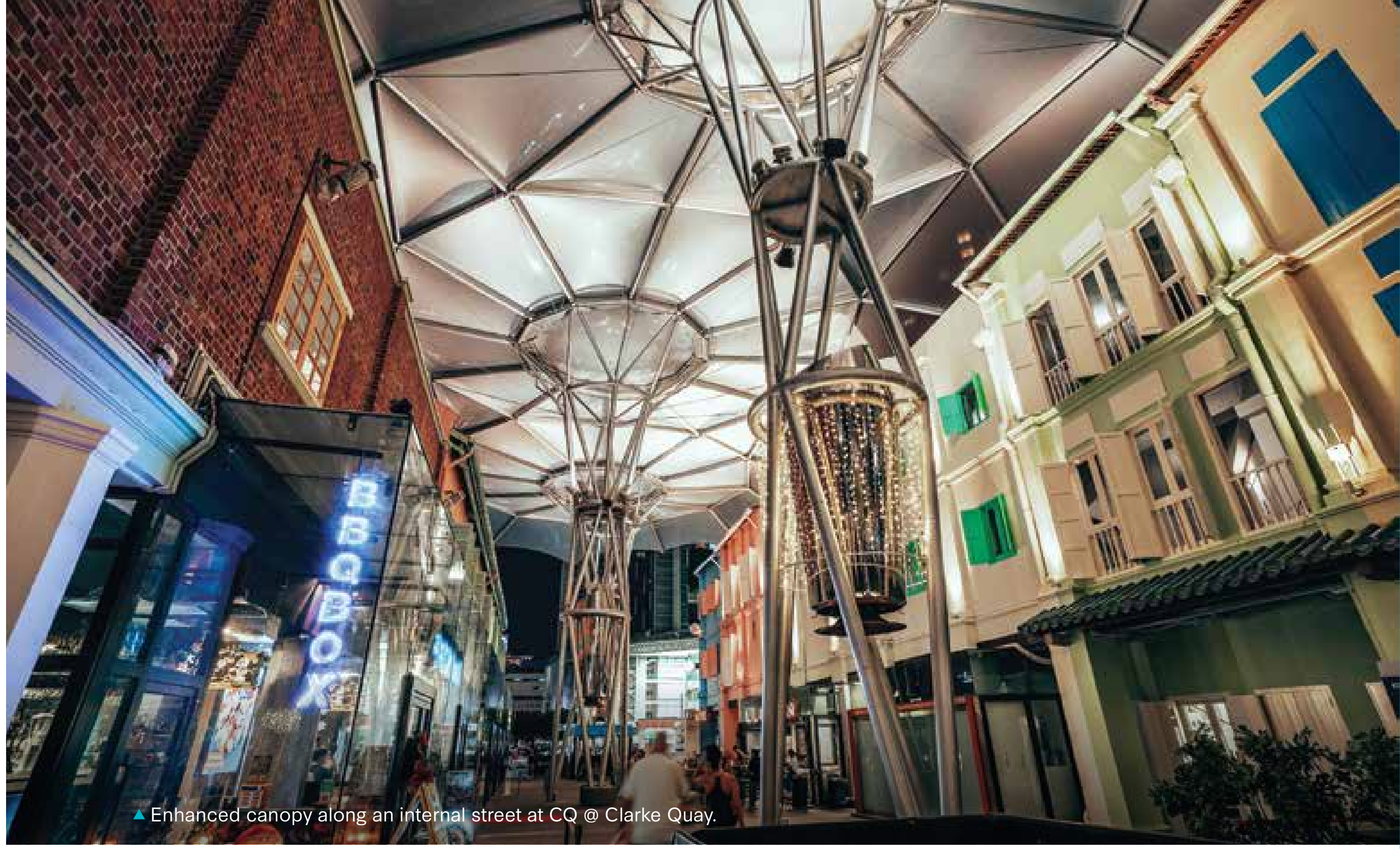
In 2024[4], C-WELL and CLARA II jointly invested in a 308-unit property in Bugis, in Singapore's downtown core district. The asset will be upgraded and rebranded as lyf Bugis Singapore and will be relaunched in mid-2024 to capture the growing demand for experience-led social living.

Acquisition of two industrial assets under a Joint Venture (JV) between CLI and APG Asset Management N.V.

Both assets will be converted into self-storage facilities in phases upon transaction completion. They will offer air-conditioned units and facilities for wine storage.

▲ Two industrial assets acquired by Extra Space Asia are to be converted into self-storage facilities.

4 Refers to the period from 1 January 2024 to 27 February 2024.



▲ Enhanced canopy along an internal street at CQ @ Clarke Quay.

With an expansive real asset portfolio, we proactively manage our assets through enhancement and rejuvenation initiatives.

CLAR caters to the needs of tenants through redevelopment and asset enhancement initiatives (AEI)

The Alpha, a building within Singapore Science Park, completed a round of AEI in September 2023. It now showcases a refreshed main lobby, entrance canopy, and common facilities to improve marketability and better cater to its tenants' needs. Similarly, Aperia Mall is undergoing an AEI to enhance its mall circulation design and configuration of uses, to improve shopper experience.

The redevelopment of 27 IBP is underway to upgrade it to modern Business Park building specifications and incorporate new facilities such as a gym, sky deck, and food court. 5 Toh Guan Road East, a logistics property, is also being redeveloped into a six-storey ramp-up logistics development.

CICT reinvents retail and lifestyle spaces

In December 2023, the major works of the AEI for CQ @ Clarke Quay were completed. The initiatives focused on repositioning the area as a day and night destination with various lifestyle and F&B offerings. Over 85% of its net lettable area has received pre-commitment from tenants. Several new exciting F&B openings have opened, shaping up the dining scene at CQ @ Clarke Quay, such as Red House Seafood (chinese restaurant), HOME (daytime cafe and nighttime music live house), Fairprice Finest (with their signature grocer bar), Overscoop (dessert and healthy bowls

▲ Enhanced entrance canopy and drop-off area at The Alpha.

cafe), and Helens Bar (Asian cuisine and bar). New offerings such as Swee Lee Clarke Quay, BOLD Fitness and Simply Retro by Tin Box Group were also added. Pet-friendly amenities such as dedicated hydration bays and pet waste stations will also be ready by 1Q 2024.

In the first quarter of 2024, IMM Building initiated a four-phase enhancement project aimed at solidifying its status as a leading regional outlet destination. This undertaking will expand the total number of outlet stores to approximately 110 stores after the completion of the enhancement. As at 31 December 2023, the mall has secured a robust pre-commitment level of approximately 70% for the reconfigured space under phases 1 and 2. The rest of the mall will remain in operation during this period.

BUSINESS PERFORMANCE

Real Estate Investment Business

Additionally, CLI embarked on multiple public and private sector partnerships during the year to uplift the retail sector in Singapore by hosting and introducing unique retail concepts with partners such as the Singapore Retailers Association, Singapore Tourism Board and National Gallery Singapore. CLI also deepened its participation in industry developments by working with NTUC LearningHub to attract and nurture talents in the retail sector.

HARNESSING CLI'S OMNICHANNEL CAPABILITIES TO AUGMENT ITS REAL ASSET PLATFORM

CapitaStar CapitaVoucher CapitaStar @Work

CLI continues to ramp up the omnichannel offerings of the CapitaStar ecosystem – our digital engagement platform. The CapitaStar rewards programme serves more than 1.5 million members and continued to showcase resilient growth in 2023, powering more than S$1.2 billion of tenant sales, an 8% increase YoY.

Building on the strong foundation of the CapitaStar ecosystem, CapitaStar For Business (an initiative providing businesses and retailers operating in or beyond the CLI network with a suite of enterprise digital marketing solutions) has also seen a strong uplift in generated revenue of more than 100% YoY.

Points conversion arrangements with leading industry partners allow members to use partner points to exchange for STAR$®, funnelling spend back to our platforms and properties.

The sales of eCapitaVoucher also registered a 55% YoY increase, reflecting the market's recognition of it as a popular digital payment mode and gift option. Additionally, CLI significantly increased the number of acceptance points for eCapitaVoucher to over 3,500 stores in 31 committed properties. This includes shopping malls such as Paragon, The Clementi Mall, The Rail Mall, Changi City Point, as well as the upcoming Kallang Wave Mall.

The CapitaStar@Work platform, our innovation lever for workspace properties, currently powers digital-led workspace experiences and integrated Property-Tech utility solutions for 91 workspace properties and seven coworking spaces island-wide. Digital solutions include contactless access to workspaces via facial recognition, smart lifts, QR code booking systems for meeting rooms and event spaces, and registration for tenant engagement activities.

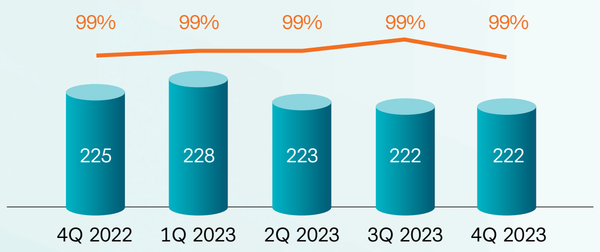
PORTFOLIO SNAPSHOT
FY 2023

Portfolio value[i]	Number of properties[ii]
S$38.9b	120

Gross floor area[ii]
4.8m sqm

i Refers to total sum of CLI's owned properties' valuations as at 31 December 2023 and excludes lodging.
ii CLI's owned properties excluding lodging.

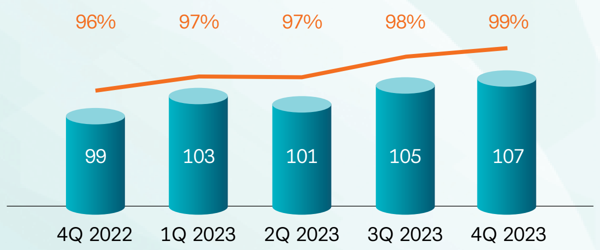
RETAIL[i]



Shopper traffic[iv]	Tenant sales[iv] (per sqm)
+10.9%	+1.4%

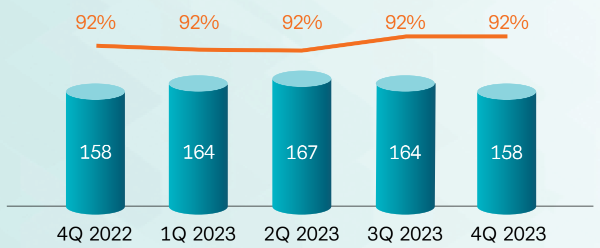
i Retail figures include CICT retail and retail components in Integrated Developments, as well as balance sheet retail asset (ION). Based on 100% stake for NPI and occupancy respectively.
ii 4Q 2022 to 3Q 2023 retail occupancy excludes CQ @ Clarke Quay as it is undergoing AEI but includes CQ @ Clarke Quay in 4Q 2023 as major AEI works have completed.
iii Occupancy is based on committed occupancy as at last day of each quarter.
iv FY 2023 vs FY 2022.

OFFICE



i Based on 100% stake for NPI and occupancy respectively.
ii Excludes The Atrium@Orchard, Funan and Raffles City Singapore which are reported under Retail.
iii Occupancy is based on committed occupancy as at last day of each quarter.

NEW ECONOMY[i]



i The figures include CLAR assets and New Economy assets on balance sheet (Pratt & Whitney and Icon). Numbers are on same-store basis and exclude newly acquired properties 622 Toa Payoh, 1 Buroh Lane, and Shugart; divested property KA place; and 5 Toh Guan as redevelopment plans were activated in 4Q 2023.
ii Actual occupancy is based on date of possession as of the last day of each quarter.

Two hyperscale data centre developments in Greater Beijing by CDCP.

CHINA

In 2024, CLI celebrates its 30th anniversary of operations in China. China has been a significant part of CLI's growth and continues to present new opportunities in the country, underpinning our commitment as a long-term player.

With over 200 properties under management, spanning more than 40 cities, CLI's total assets under management in China amounted to S$46 billion in FY 2023[5]. Nearly half of these are held through 14 private funds and a listed fund, CapitaLand China Trust (CLCT).

FY 2023 OPERATING PERFORMANCE

In FY 2023, CLI demonstrated resilience amid macroeconomic and sectoral challenges. Notably, a 2.4%[6] YoY growth in NPI was achieved, driven by China's consumption recovery. This was particularly evident in the retail segment which saw a noteworthy 7% YoY NPI increase. This growth was fueled by a significant rise in shopper traffic and tenant sales on a same-mall basis, in addition to the discontinuation of rental rebates from FY 2022.

Nonetheless, retail rents continue to face pressure due to lower rates secured for new leases and renewals. However, occupancy steadily improved over the quarters, reaching 94.3% by 4Q 2023.

Through initiatives like CapitaStar Online mall and CapitaStar Card payment, CLI further boosted retail sales by increasing its annual gross merchandise value by 25% YoY in FY 2023. The CapitaStar Super Membership Programme for high spenders accounted for 50% of sales amongst all members, with spending increased from RMB1.3 billion to RMB3.3 billion. Additionally, the CapitaStar card, launched in 2022, saw total sales reaching RMB300 million in 2023.

In the office sector, NPI experienced a 3.7% decrease YoY due to softening leasing demand and declining rents. Strategies focused on prioritising tenant retention through proactive lease management resulted in an impressive retention rate of 81%. In July 2023, the launch of the new CapitaLand Office brand, which aimed at strengthening the values of commitment, connectivity, and community was implemented across 26 operational projects in 11 cities. The positive outcome of this initiative was evident in the LuOne office which achieved over 90% occupancy by the end of 2023.

In the Business Park segment, mild positive rental reversion was achieved despite market rent pressure from new supply and weak economic sentiment. While overall demand for logistics gradually improved, tenants exercised caution in new leases and expansions, leading to rental pressure in most markets in 4Q 2023.

KEY HIGHLIGHTS

CLI made a total of S$1,083 million in investments in China, through new private funds launched in 2023. CLI also made more than S$760 million in divestments, of which a significant portion was attributed to the sale of CLI's 95% stake in Capital Square Beijing. The key transactions executed in China, in FY 2023 and YTD 2024[7] include:

Investment in two hyperscale data centre development projects by CapitaLand China Data Centre Partners (CDCP)
In February 2023, CDCP committed to invest S$530 million in two hyperscale data centre development projects in Greater Beijing.

Acquisition of Innov Tower by CapitaLand China Opportunistic Partners Programme (CCOP)
In February 2023, CCOP acquired Innov Tower, an integrated development in Beijing's Central Business District (CBD), for S$553 million (RMB2.8 billion). Most of the retail space will be converted into a Grade A office which will feature communal office spaces and large common areas. Coupled with the introduction of a new subway line in 2024, it is expected to command higher rental rates.

5 Includes both owned and managed properties by CLI, and lodging properties.
6 On a same-store basis.
7 Refers to the period from 1 January 2024 to 27 February 2024.

FY 2023 PERFORMANCE REVIEW

BUSINESS PERFORMANCE

Real Estate Investment Business

Partial divestment of Foshan logistics development to CCOP

In August 2023, CLI divested a 30% stake in a high-quality logistics development in Foshan, Guangdong to CCOP for S$43 million. The build-to-suit asset is 100%-leased to a leading domestic textile e-trading platform, under a 15-year lease term with annual lease escalation.

Divestment of CapitaMall Shuangjing by CLCT

CLCT divested CapitaMall Shuangjing, a shopping mall with four retail levels located near the East Third Ring Road, Chaoyang District, Beijing, at approximately S$158 million (RMB842 million).

Divestment of 95% stake in Capital Square Beijing by CLI

CLI divested its stake in Capital Square Beijing, a Grade A office building to AIA Life Insurance for S$447 million (RMB2.4 billion) under a JV to recapitalise the asset. Located in the CBD of Chaoyang District, the asset was acquired through a court auction and underwent an AEI to upgrade its facilities, revitalise its tenant mix and improve operational performance.

Despite the slowdown in transaction momentum amid high interest rates, CLI remained focused on value creation of its portfolio through AEI on selected assets.

AEI of Rock Square by CLCT

AEI was focused on the space at basement two and level three of Rock Square, a large mall located in the second most populous district in Guangzhou. It recovered 6,450 sqm of space in total, with 100% of net lettable area (NLA) in these spaces leased out. At level three, two big F&B units were reconfigured into five smaller F&B units. Overall, the AEI elevated retail experience and unlocked value in the anchor tenant area.

Reconfiguration of CapitaMall Grand Canyon by CLCT

Basement one of CapitaMall Grand Canyon was reconfigured and reopened in December 2023 following the successful launch of level one post-AEI in July. Level one saw a 100% opening rate with around 60 popular F&B outlets and trendy retail and lifestyle stores. Traffic and gross turnover for December 2023, excluding electric vehicles increased 20% and 60% month-on-month respectively.

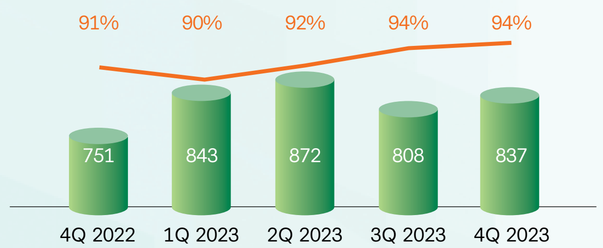
PORTFOLIO SNAPSHOT
FY 2023

Portfolio value[i]	Number of properties[ii]
RMB174b	62

Gross floor area[iii]
6.8m sqm

i Refers to total sum of CLI's owned properties' valuations as at 31 December 2023 and excludes Lodging.
ii CLI owned properties excluding lodging.
iii CLI's owned properties excluding lodging and carpark area.

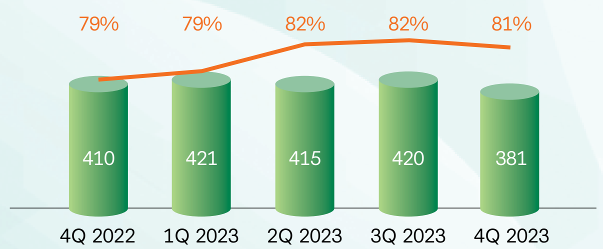
RETAIL[i]



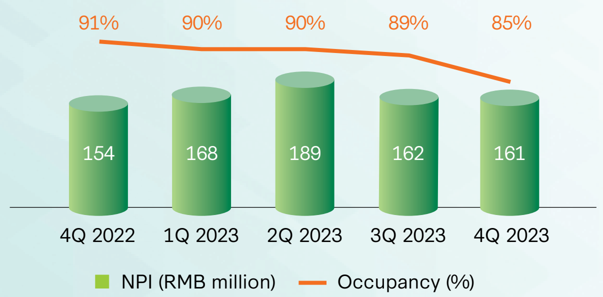
Shopper traffic[ii] +40.6%

Tenant sales[ii] (per sqm) +25.1%

OFFICE[i]



NEW ECONOMY[i]



i CLI's owned properties on same-store basis excluding lodging.
ii FY 2023 vs FY 2022.

▲ Mahindra World City, Chennai.

INDIA

CLI started India's first IT park in 1994 and today holds a diversified portfolio encompassing business parks, logistics and industrial parks, and more recently, data centres and lodging assets. As at 31 December 2023, CLI managed approximately S$5 billion worth of real estate in India, strategically located across eight prominent cities in the country.

Majority of our properties in India are owned through CLI's India-focused listed fund, CapitaLand India Trust (CLINT) as well as four private funds. These fund vehicles may acquire and develop land or uncompleted developments primarily to be used as business spaces, with the objective to hold the completed properties for investment purposes or to divest them when the right opportunity arises.

FY 2023 OPERATING PERFORMANCE

In FY 2023, CLI India's total portfolio NPI improved by 9% YoY on the back of healthy leasing activity. Strong tenant engagement was maintained throughout the year, resulting in the leasing and renewal of approximately 5.9 million sq ft of space. As at 31 December 2023, we achieved healthy committed occupancy of 89% and a healthy 50% physical occupancy across our IT parks as most corporates implemented return-to-office policies for their employees.

Office space leased in India grew 7% YoY to 61.6 million sq ft in 2023, with healthy space take-up from the banking, financial services and insurance (BFSI) sector, with both global and domestic banks, and financial institutions expanding their presence in the country. Improved business sentiment has led to occupiers signing long-term leases, indicating a preference for longer-term commitments to the workplace.

KEY HIGHLIGHTS

In FY 2023, CLI made a total of S$367 million in investments and S$166 million in divestments in India. Key transactions executed in India to date[8] include:

Completion of Block A in International Tech Park Hyderabad (ITPH) by CLINT

In January 2023, the construction of Block A, the first phase of redevelopment of ITPH was completed. Block A is a 1.38 million sq ft, 100% committed Grade A IT building developed in place of the former 0.2 million sq ft Auriga building.

Forward purchase of a 1 million sq ft IT Park in Bangalore by CLINT

In January 2023, CLINT signed a forward purchase agreement for a 1 million sq ft IT Park located at Outer Ring Road, Bangalore, with an expected total purchase price of S$201 million. The project comprises two buildings with an aggregate NLA of approximately 1.5 million sq ft, of which one building (of 0.5 million sq ft in area) will be retained by the landowners.

Development of CyberVale Free Trade Warehousing Zone (FTWZ) by CLINT

In October 2023, CLINT announced that it would develop a 0.21 million sq ft FTWZ on the vacant land within CyberVale Chennai, to cater to increasing industrial and logistics demand. This development will be the first and only FTWZ in Mahindra World City and it is expected to be completed by 2H 2024.

▲ CyberVale Free Trade Warehousing Zone.

8 Includes FY 2023 and year-to-date in 2024 as at 27 February 2024.

FY 2023 PERFORMANCE REVIEW
BUSINESS PERFORMANCE
Real Estate Investment Business

Divestment of International Tech Park Chennai (ITPC), Radial Road to CapitaLand India Growth Fund 2 (CIGF2)
In August 2023, CLI divested a 70% stake in ITPC, Radial Road to CIGF2. Phase 1 of this business park commenced operations two months later and it is the first business park in India to be certified by the Indian Green Building Council as Net Zero at the design stage for energy efficiency, water conservation and waste management.

The 5 million sq ft business park offers four Grade A office blocks with the capacity to house over 50,000 IT service professionals upon completion. A 245,000 sq ft lease commitment with Vestas Wind Technology India has been signed. The development of Phase 2 is currently underway and is set to begin operations by 4Q 2024.

Acquisition completion of Casa Grande – Phase 2 at Mahindra World City by CLINT
In December 2023, the acquisition of Casa Grande – Phase 2, an industrial facility located at Mahindra World City, Chennai was completed. Comprising two fully-leased industrial facilities measuring 0.33 million sq ft, the majority of the space is leased to a leading international electronics manufacturer while the remaining space is leased to a global energy solutions provider.

Core and shell construction of CLINT's first data centre
Four data centres (DC) are currently being developed by CLINT in India's key data centre markets – Navi Mumbai, Bangalore, Hyderabad and Chennai, with a total power load capacity of approximately 240 MW. The four DCs are designed with sustainability in mind and will incorporate features such as specialised cooling, solar panels, and energy efficient systems.

Construction of the core and shell for the Navi Mumbai DC and Hyderabad DC are expected to be completed in 4Q 2024 and 1H 2025 respectively, while the Bangalore and Chennai DCs are in initial stages of development.

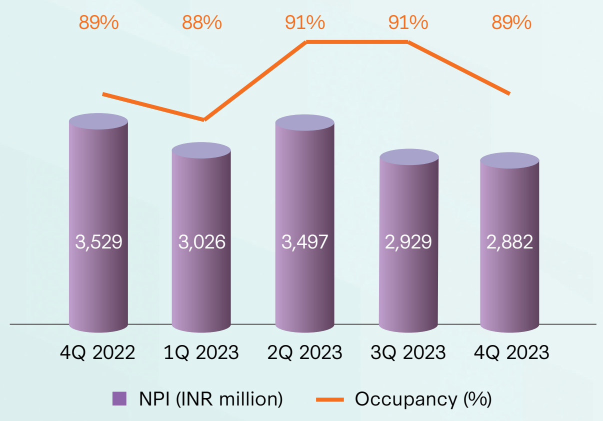
PORTFOLIO SNAPSHOT
FY 2023

Portfolio value[i]	Number of properties[ii]
INR262.6b	33

Net leasable area of operating IT parks and Logistics parks
30.6m sq ft

i Refers to total sum of CLI's owned properties' valuations as at 31 December 2023 and excludes lodging.
ii Includes operational IT parks and Logistics parks, as well as properties under development/to be developed. Excludes lodging.

NEW ECONOMY



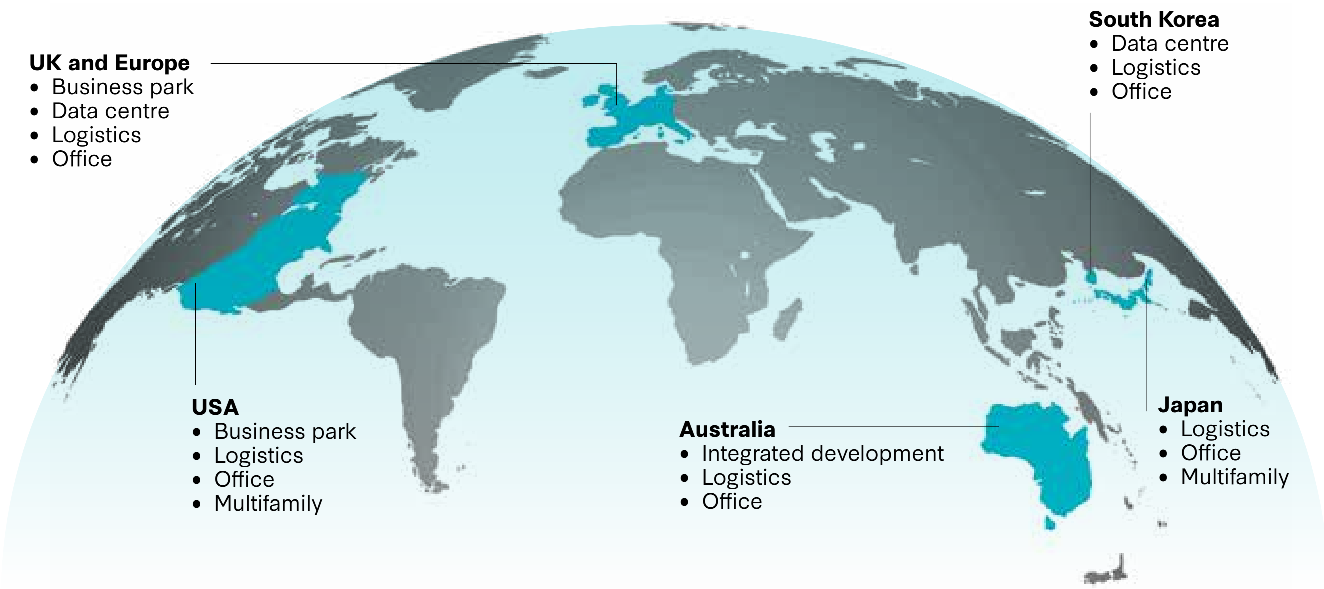

Artist's impression of the Navi Mumbai data centre.


UK data centre in Watford, North-West London.

OTHER KEY MARKETS

CLI continues to actively explore opportunities and deepen its presence in markets such as Australia, Japan, South Korea, the UK, Europe, and the USA. We have built a diversified and resilient international markets portfolio comprising asset classes including multifamily, business parks, offices, logistics and data centres.

2023 saw divergent operating environments across CLI's international markets, with markets such as Australia, Europe, the UK and the USA being more challenged than the others due to high capitalisation rates, impacting asset valuations and deal making. Japan experienced favourable demand-supply dynamics in the lodging and logistics sectors while South Korea's logistics sector remained supported by limited supply. During the year, we expanded our footprint in the new economy sector, acquiring a logistics asset in South Korea and a data centre asset in the UK through our fund vehicles.



FY 2023 OPERATING PERFORMANCE

USA multifamily and new economy portfolios stayed resilient despite macroeconomic headwinds
CLI's portfolio of 16 operating multifamily assets maintained stable performance in FY 2023, with portfolio occupancy at 91% and positive rental reversion. As part of the multifamily value-add programme, the portfolio continued its phased unit interior renovations during the year. This yielded strong double-digit return on investment and rental uplifts for the renovated units.

The new economy portfolio of 48 properties, owned through CLAR, achieved a stable occupancy of 90% with positive rental reversion.

Australia new economy and office portfolios delivered healthy performance
Our new economy portfolio in Australia of about 37 operating properties, all owned through CLAR, maintained healthy operating performance in FY 2023, with occupancy of 99% and positive rental reversion. The two operating office assets and one integrated development, which CLI owns through CICT, exhibited steady performance in a challenging leasing environment, with occupancy increasing to 88%. In North Sydney, CICT's 101 Miller Street will undergo an approximately A$9 million upgrade to transform its lobby into a best-in-class multifunctional communal space, supporting tenants' return to office.

BUSINESS PERFORMANCE

Real Estate Investment Business

South Korea office and new economy assets exhibited strong operating fundamentals

Our office asset in South Korea, which CLI owns through our private fund, demonstrated strong operating performance. Recording a stable occupancy of 100%, the Grade A office building achieved a 16% YoY increase in NPI in FY 2023.

The new economy portfolio, which CLI owns through our private funds, consists of two stabilised assets which maintained a high occupancy of 100% with NPI remaining largely similar YoY, and an asset which has completed AEI in 3Q 2023 and continues to be leased up.

Japan office portfolio delivered stable performance

Our four operating office assets in Japan achieved an improvement in portfolio occupancy rate to 94% and we expect further stability in the office market through FY 2024.

New economy portfolio in Europe and the UK delivered steady growth

Our new economy portfolio of 51 properties continued to maintain a high portfolio occupancy of around 97%, with FY 2023 portfolio NPI growing by about 10% YoY. In February 2024, Gallileo in Frankfurt, Germany commenced a planned AEI which is estimated to take approximately 18 months. In March 2024, we announced the signing of the European Central Bank as the new anchor tenant for the asset, with a lease term of 10 years.

KEY HIGHLIGHTS

CLI made a total of S$453 million in investments and S$285 million in divestments in FY 2023. Key transactions executed to date[9] include:

Forward purchase of six multifamily assets in Osaka, Japan by CapitaLand Open End Real Estate Fund (COREF)

In April 2023, CLI entered into a forward purchase agreement with an established Osaka-based residential developer to acquire six multifamily assets in Central Osaka, Japan at a purchase price of S$141 million (US$106 million) for its flagship regional core-plus fund, COREF.

The deal marks COREF's entry into the attractive multifamily sector in Japan and the properties are expected to be completed in phases from May 2023 to June 2024.

PORTFOLIO SNAPSHOT
FY 2023

Portfolio value[i]	Number of properties[ii]
S$12.3b	193

i Refers to CLI's owned properties' total sum of valuations as at 31 December 2023 and excludes lodging.
ii CLI's owned properties excluding lodging.

▲ A multifamily property, which is part of the six multifamily assets in Central Osaka, Japan acquired by COREF.

Acquisition of fifth UK data centre by CLAR

In August 2023, a high-specification Tier III colocation data centre facility in Watford, North-West London was acquired for S$200 million (£119 million).

Acquisition of Grade A logistics property in South Korea by COREF

In September 2023, COREF acquired Anseong Seongeun Logistics Centre, a newly completed, high specifications Grade A logistics property in South Korea for S$112 million (US$83 million). Strategically located in Anseong, an emerging logistics hub in the Gyeonggi province, the asset is well served by primary expressways providing easy access to Seoul and key population centres across Greater Seoul.

Divestment of Queensland properties by CLAR

In December 2023, CLAR announced the divestment three logistics properties in Queensland, Australia, namely, 77 Logistics Place, 62 Sandstone Place and 92 Sandstone Place. The total sale consideration amounts to S$64 million (A$73 million) and represents a 6.2% premium to market valuation.

Divestment of two freehold logistics assets in Japan to CLI's new core logistics private fund, Orchid Two Godo Kaisha

In February 2024, CLI and its JV partner Mitsui & Co. Real Estate divested their stakes in the Sagamihara Minami Hashimoto Logistics Centre located in Greater Tokyo to the fund, while CLI divested its 100% stake in the fully leased Ibaraki Saito Logistics Centre located in Osaka to the fund.

The green-certified properties which are operational, are well-connected to major expressways and have a combined gross floor area of approximately 49,300 sqm.

9 Includes FY 2023 and year-to-date in 2024 as at 27 February 2024.