

Our Stakeholders

OUR PEOPLE

We foster a high-performing, collaborative culture that nurtures leaders, prioritises well-being, and drives innovation through our core beliefs of championing growth, taking ownership, building bridges, and seeking expertise.

This is reflected in the initiatives we have designed to empower, engage, and support our people at every stage of their journey, including:

- **Learning CAREnival** – Annual flagship learning festival with more than 2,400 attendees across 26 countries, featuring expert talks covering culture to innovation.
- **Employee Insights** – Open feedback platforms and annual employee survey to drive engagement and enhance employee listening.
- **Culture Alignment Journey** – Engaged more than 1,000 global colleagues via workshops and received over 560 Cultural Beliefs Rockstar Award nominations.
- **Employee Wellness** – CapitaLand Well-being Programme covering emotional, financial, purpose-driven, social, career and physical well-being, plus 24/7 mental wellness support.
- **AI Training** – 20 workshops involving more than 400 employees conducted in 2024, with a target of 100 AI-driven projects to be implemented by 2025.



CapitaLand staff picked up new skills at CAREnival.

2024 Talent Development Highlights

85%
Employee engagement survey score
84% in FY 2023

S\$ 3.4 million
Total training investment
S\$2.5 million in FY 2023

92%
Employees trained on ESG principles

31.8 hours
Training per employee



Staff engaged in fun and games at Staff Appreciation Night 2024.

Through diverse touchpoints, we create positive experiences, meaningful engagement, and impactful outcomes across our diverse customer groups—tenants, shoppers, lodging asset owners, guests, and capital partners—fostering sustainable relationships that drive business growth.

Customer Engagement Highlights

~24 million
CapitaStar members across Singapore, China and India

92.7 points
+1.3 points YoY
Ascott Customer Satisfaction Score

>80%
of private capital raised was from new partners

Workspace users enjoyed a night of Oktoberfest celebrations held at Changi Business Park.



Building Vibrant Tenant Communities

- More than 5,500 mall and 2,000 office events held in 2024.
- CapitaStar digital ecosystem driving digital interactions and customer loyalty.
- “Voice-Of-Customer” surveys* in 2024 show improved customer sentiment and experience in China and India, year-on-year.

* Survey in Singapore was conducted in 2023.

The Ascott Privilege Signatures Lounge at the Singapore Flyer set the stage for an evening of Singapore Night Race action for top-tier Ascott Star Rewards members and property owners.

Creating Heartfelt Lodging Experiences

- Launched Ascott Privilege Signatures and the ASR Local Signatures series of experiential events to engage ASR members and strengthen owner relationships.
- Expanded the service features within Ascott’s generative AI chatbot, Cubby, including piloting booking capabilities.
- Added accessibility information to Ascott’s website to aid reservations for guests with disabilities.



Capital partners from Singapore, South Korea, Japan and Brunei attending a study tour on business spaces in India.

Building Lasting Capital Partnerships

- 22 topical global speaking engagements.
- More than 10 thought leadership papers published across varied topics since 2022.
- Hosted a total of 50 capital partners for a study tour in India and CLI Investor Day 2024 in Singapore.



OUR CUSTOMERS

OUR INVESTORS

As custodians of shareholder capital, earning the trust and support of our shareholders and the broader investor community is essential to CLI's long-term success. We uphold transparency, clarity, and proactive communication to align expectations and strengthen stakeholder relationships, which guide our investor relations approach.

Timely Updates, Equal Access

Delivering accurate and prompt disclosures to ensure fair and equal access to information for all investors.

Proactive Engagement, Fostering Trust

Proactively engaging with investors to foster long-term relationships grounded in transparency and trust.

- **Approximately 90 investor meetings**
- **More than 15 conferences and non-deal roadshows globally**

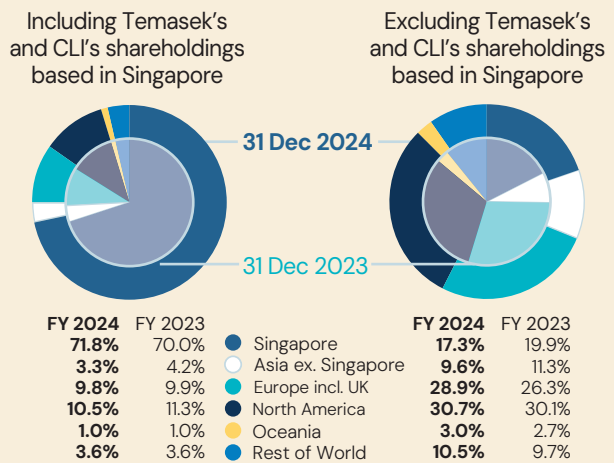
Clarity in Communication

Clear, honest, and consistent communication to reinforce understanding and trust in our business.

Shareholdings by Investor Type



Shareholdings by Geography



Over 200 institutional investors attended CLI Investor Day 2024.



More than 500 shareholders attended CLI's AGM 2024.



CapitalLand staff volunteers at the #LoveOurSeniors carnival at Kallang Wave Mall in Singapore.

OUR COMMUNITIES

Through CapitaLand Hope Foundation (CHF), we champion education, health, and well-being for children, youth, and seniors by leveraging partnerships and volunteerism for lasting social impact.

Empowering Children and Supporting Seniors in 2024

- More than 600 children benefitted through the Special Needs Support Programme in China.
- Over 7,500 underprivileged children in India benefitted from the Hamara Gaon and CapitaLand Hope School Programmes.
- Provided approximately RM200,000 worth of daily essentials and school supplies for 2,600 beneficiaries in Malaysia.
- CHF contributed approximately S\$490,000 to refurbish the CapitaLand Tien Son Primary Hope School in Vietnam under the CapitaLand Hope School Programme.
- More than 5,000 seniors facing social isolation supported through #LoveOurSeniors initiatives, including the #LoveOurSeniors carnival at Kallang Wave Mall in Singapore.



OUR IMPACT THROUGH CHF

CHF disbursed **\$64 million** since 2005



OUR IMPACT THROUGH #GIVINGASONE 2024

More than **150** volunteering activities organised

Supported **>14,600** children, youths and seniors

57 cities in 17 countries with staff participation

65 tenant companies and >430 tenant volunteers



OUR VOLUNTEERISM RATE IN 2024

More than **23,000** CLI volunteer hours globally

More than **3,300** CLI volunteers globally

Volunteerism rate of **>31%**

>\$1 million pledged donation from CHF

including matching donations to support education, health and well-being initiatives, as well as contributions from leaders at CapitaLand