CapitaLand Investment and REITs Corporate Day 2025, Bangkok

CapitaLand INVESTMENT

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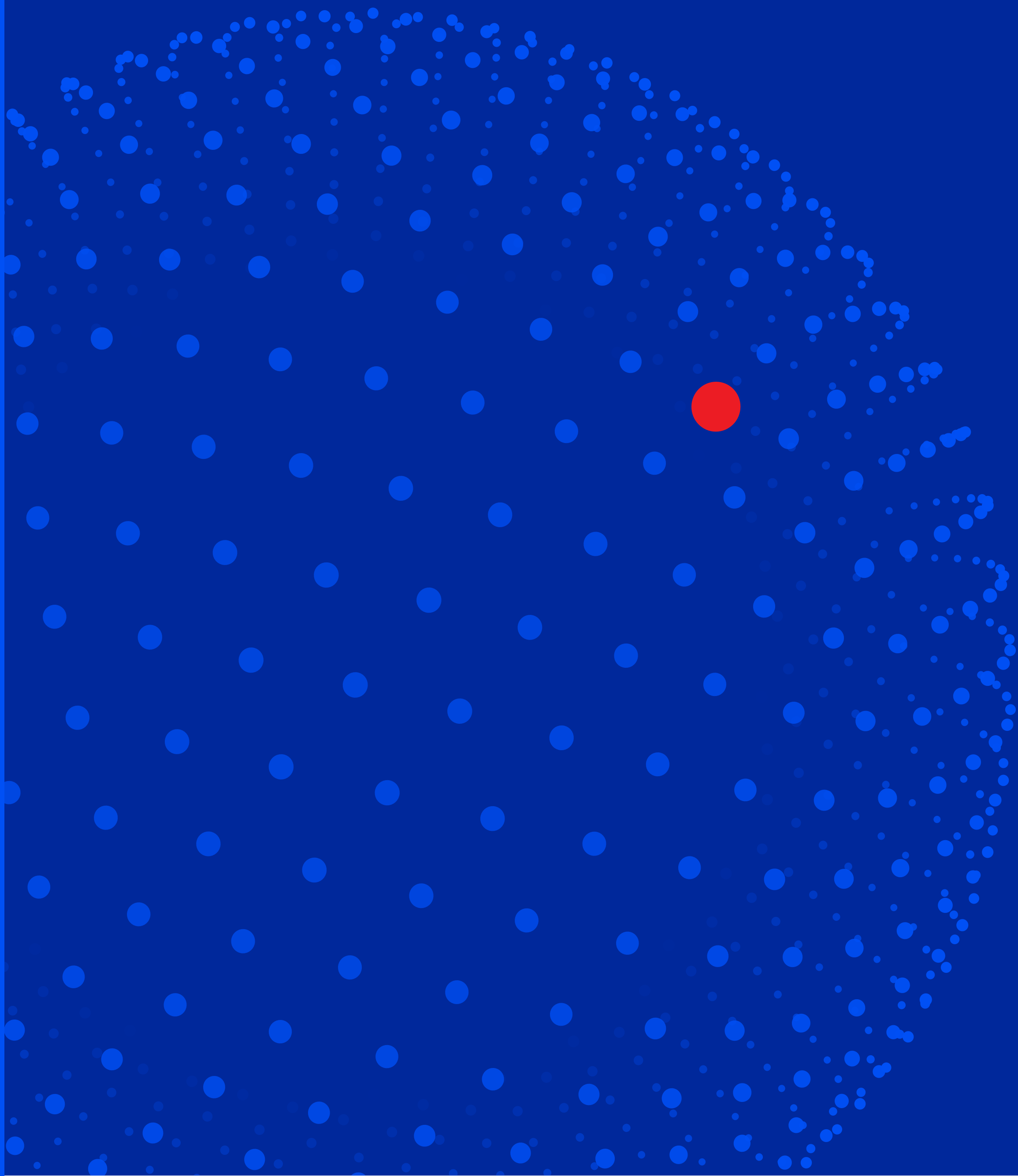


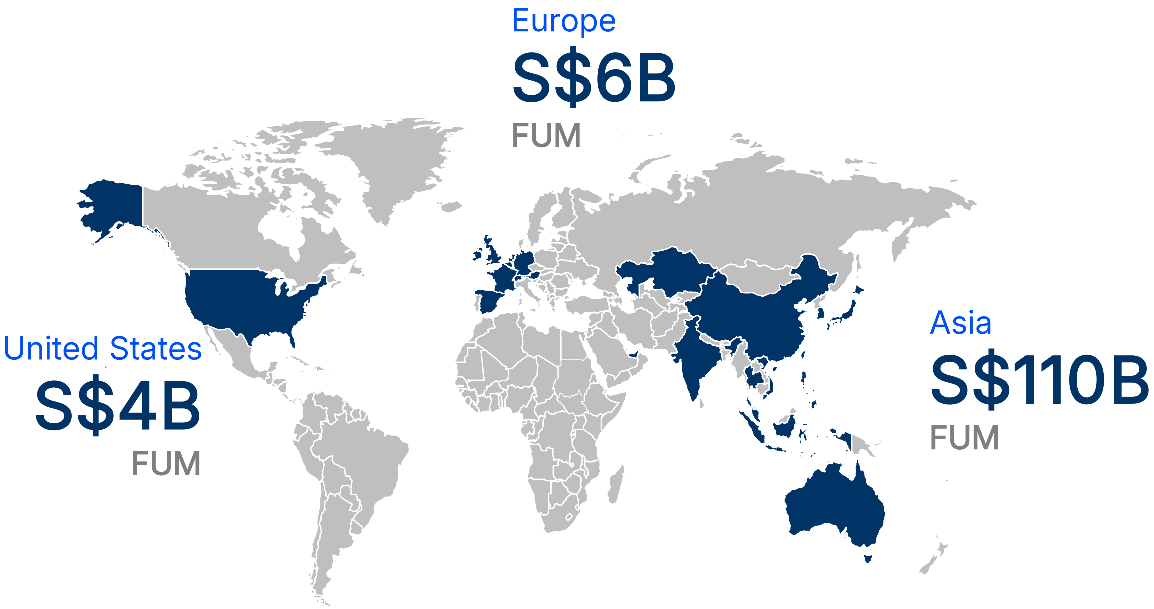
About CapitaLand Investment

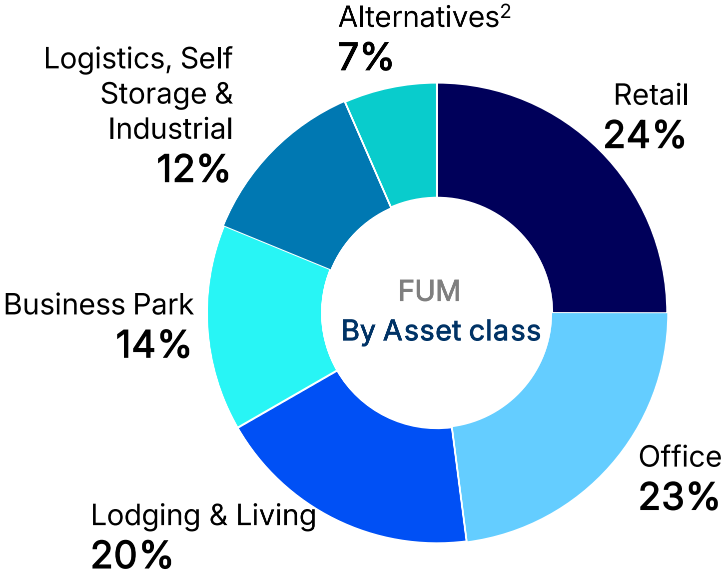
CapitaLand
INVESTMENT

A Leading Global Real Asset Manager

With a Strong Asia Foothold

S$13.2B	S$120B	8	~9,800	~400
Market capitalisation on Singapore Stock Exchange	Funds under management[1]	Listed REITs and business trusts	staff globally	Investment and asset management professionals globally





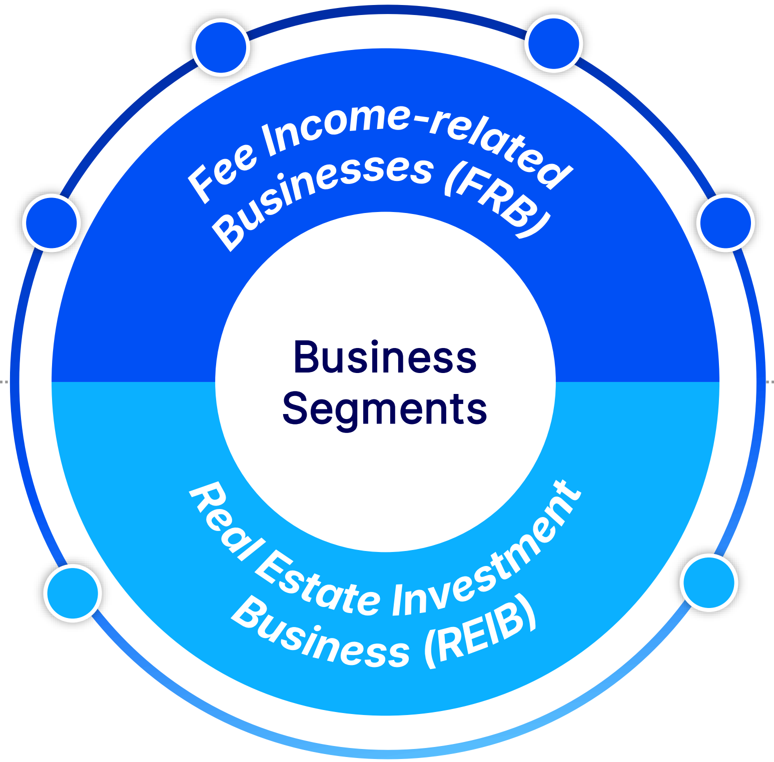
Notes: Figures as at 5 Nov 2025, unless otherwise specified.
1. Refers to Funds Under Management which includes funds ready for deployment based on committed capital on a leveraged basis.
2. Comprises of wellness, data centres and private credit and others (0.3%).

Our Business Model

An integrated ecosystem empowering fee income growth through four distinct product verticals, supported by dedicated local teams that provide on-the-ground insights and a strong global real asset portfolio

Private Funds Management
- FUM of S$46B
- Deepen and diversify private funds strategies and expand fundraising channels

Listed Funds Management
- FUM of S$74B – Asia Pacific's largest REIT manager by market cap
- Maintain organic growth momentum



Lodging Management
- Target >S$500M Fee-Related Revenue (FRR) by 2028
- Scale via asset-light management and franchise contracts

Commercial Management
- Best-in-class operating platform with ~250 properties under management
- Grow fee income via third-party management contracts

Investment Properties
- Properties on balance sheet generate income and provide pipeline for capital recycling
- Divestment of properties potentially seed growth in fund vehicles

Sponsor stakes in listed funds and General Partner stakes in private funds
- Ensure alignment with capital partners and unitholders
- Benefit from income contribution

Thematic Investment Approach

Matching global capital with investable mega trends

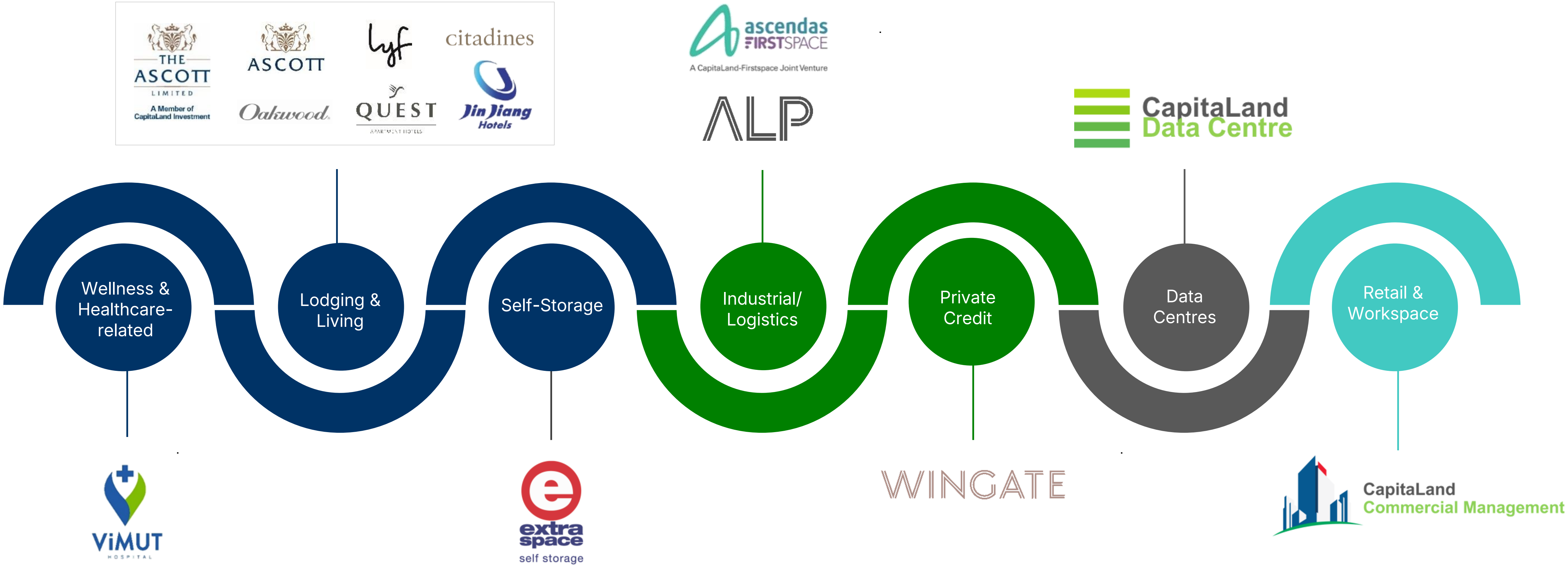
DEMOGRAPHICS	DISRUPTION	DIGITALISATION
Ageing Population Urbanisation, Mobility and Downsizing Rise of “Bleisure” Travel Focus on Sustainability and Wellness	Shifting Global Supply Chains Repricing of Capital Cost Geopolitical & Economic Uncertainties	Rise of Generative AI Surging Demand for Data Storage Growth in Power Demand

Sector Opportunities

Lodging & Living Wellness & Healthcare-related Self-Storage	Industrial / Logistics Private Credit Special Opportunities	Data Centres Renewables

Operating Platforms

Strategic platforms enhance our capabilities and value proposition



Positioned for Growth

UK & Europe and the USA
8% → 10-15%
3Q 2025 → 2028P[1]

China
24% → 15-20%
3Q 2025 → 2028P[1]

Singapore

Australia, Japan and Korea
21% → 25-35%
3Q 2025 → 2028P[1]

Southeast Asia
40% → 30-40%
3Q 2025 → 2028P[1]

India
7% → 10-15%
3Q 2025 → 2028P[1]

Primary Growth Drivers

	Thematics & Strategies	Operating Platforms	Listed Funds
SE Asia	• Data Centres • Lodging & Living • Logistics • Self Storage • Wellness	ALP; extra space; ViMUT; CapitaLand Commercial Management; CapitaLand Data Centre; The Ascott Limited	CapitaLand Ascendas REIT; CapitaLand Integrated Commercial Trust; CapitaLand Ascott Trust; CapitaLand Malaysia Trust
China	• Data Centres • Lodging & Living • RMB funds • Special Situations	The Ascott Limited; Jin Jiang Hotels[2]; CapitaLand Commercial Management; CapitaLand Data Centre	CapitaLand China Trust; CapitaLand 凯德商业REIT
India	• Data Centres • Lodging & Living • Logistics • Private Credit	ascendas FIRSTSPACE; CapitaLand Commercial Management; CapitaLand Data Centre; The Ascott Limited	CapitaLand India Trust
Australia, Japan, Korea	• Data Centres • Lodging & Living • Logistics • Private Credit • Self Storage • Special Situations	The Ascott Limited; extra space self storage; CapitaLand Data Centre; WINGATE	CapitaLand Ascendas REIT; CapitaLand Integrated Commercial Trust; CapitaLand Ascott Trust; Japan Hotel REIT
UK & Europe, USA	• Data Centres • Lodging & Living • Logistics	The Ascott Limited; CapitaLand Data Centre	CapitaLand Ascendas REIT; CapitaLand Integrated Commercial Trust; CapitaLand Ascott Trust

Notes: Figures are as at 5 Nov 2025 unless otherwise stated. All percentages refer to proportion of total FUM.
1. 2028P refers to projections in 2028 based on CLI's growth strategy.
2. Ascott entered into a joint venture with Jin Jiang Hotels (China Region) in October 2024 to advance the asset-light expansion of their apartment hotel brands in China.

3Q 2025 Business Updates

CapitaLand INVESTMENT

Steady Growth, Continued Disciplined Execution

- Total revenue of S$1,568M for YTD Sep 2025
  - **Fee-related revenue grows to S$882M** driven by higher event-driven fees from listed funds and contributions from new funds
  - **Real estate investment revenue lower at S$753M** due to deconsolidation of CLAS and divested assets

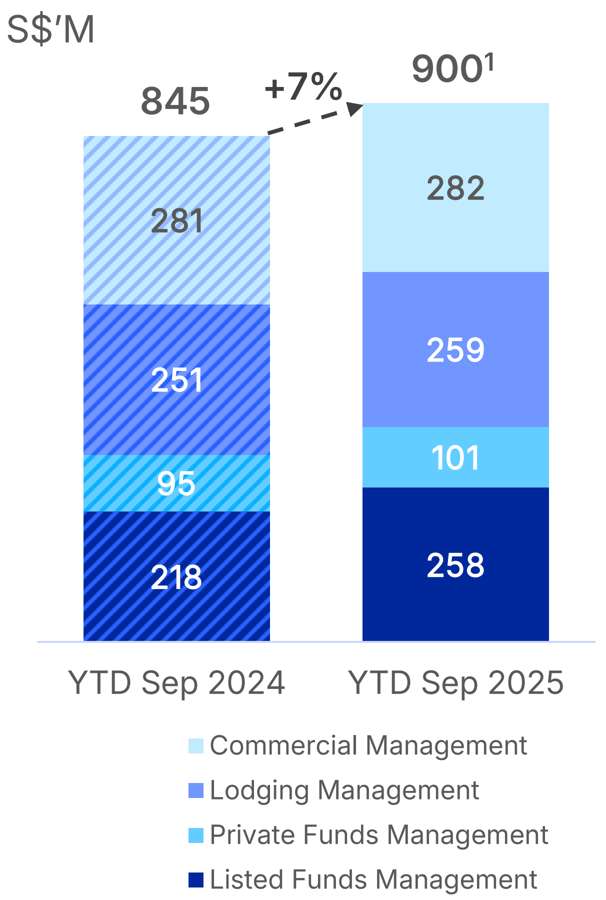
- Increased fundraising momentum with **S$3.7B total equity raised** by listed and private funds in 2025[1]
  - Private funds achieved c.S$2.1B in fundraising, with continued interests in regional thematic and country-focused funds
  - Progress on 2nd and 3rd series funds underway with Ascott Lodging II, Asia Credit II, and India Logistics
  - RMB-for-RMB funds also progressing with China Business Park RMB Fund IV closed; and second sub-fund in the CLI RMB Master Fund series underway
  - Listed funds raised S$1.6B in total equity to fund strategic acquisitions and debt repayments

- **Ongoing portfolio optimisation and value unlocking** as CLI journeys towards a leading global asset manager
  - Monetised S$2.3B YTD 2025[2] across different strategies
    - c.30% from CLI's balance sheet; S$0.5B from China, including divestment of Dalian Ascendas IT Park
  - Optimising CLI's interest in the China Business Park RMB Fund III through additional third party capital partnership, driving capital-efficient growth
  - Successful listing of CLCR in Sep 2025 builds up listed funds business while reinforcing RMB-for-RMB strategy

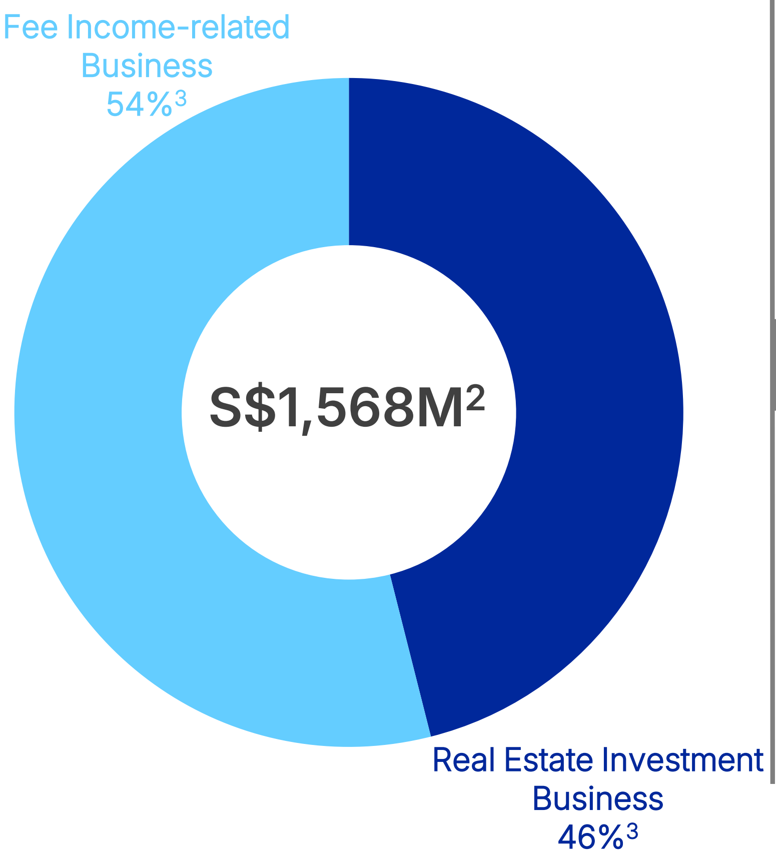
Note:
1. Refers to the period from 1 Jan 2025 to 5 Nov 2025.
2. Refers to the period from 1 Jan 2025 to 20 Nov 2025.

YTD Sep 2025 Revenue Overview

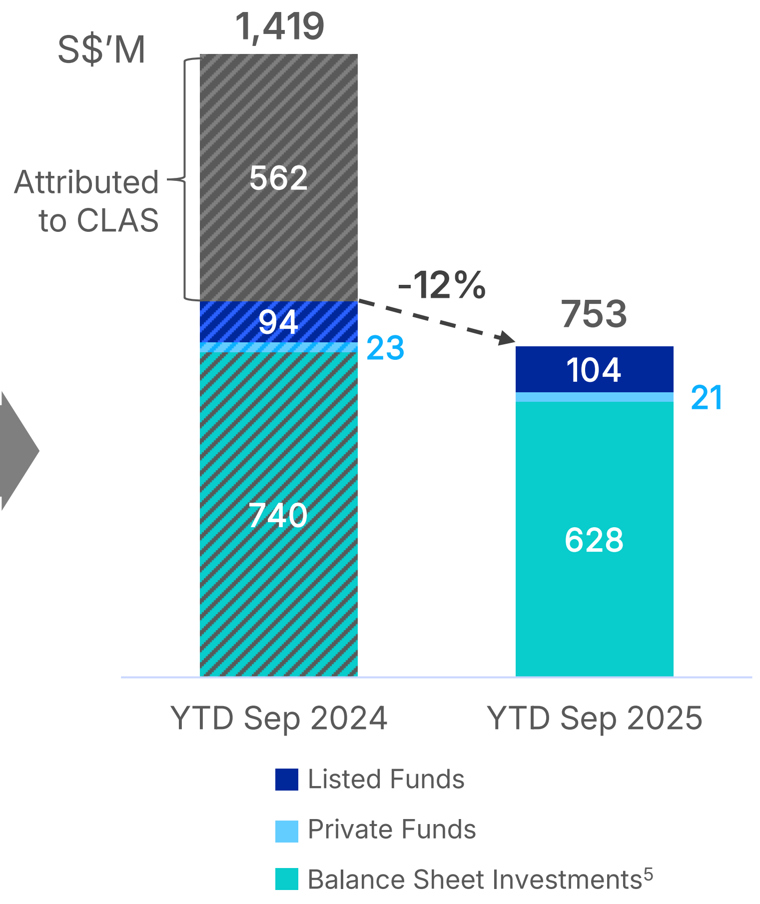
Fee-related Revenue +7%



Total Revenue Breakdown



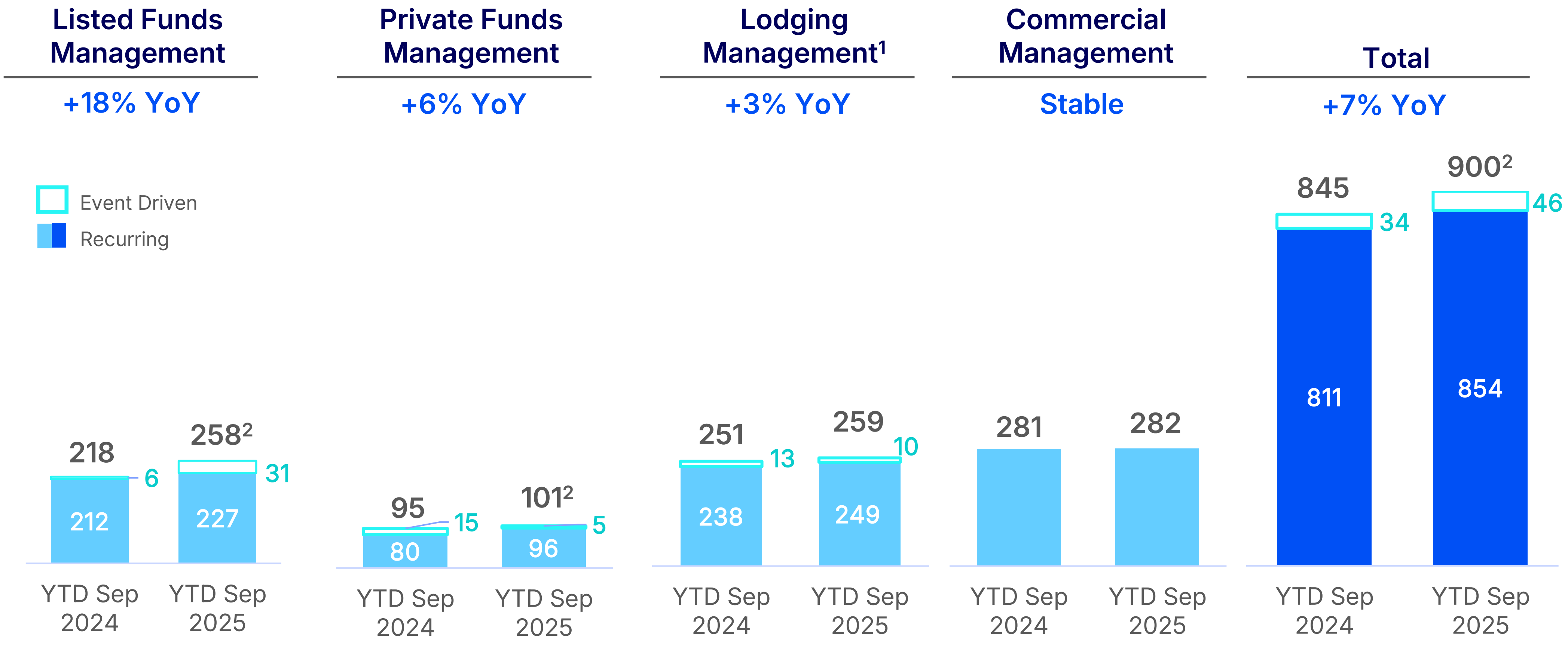
REIB Revenue -12%[4]



Notes:
1. Includes 40% share of SCCP fee revenue from Mar to Sep 2025.
2. Includes corporate and others of -S$67M.
3. Percentages computed exclude corporate and others.
4. Excludes contributions from CLAS in YTD Sep 2024.
5. Relates to subsidiaries, associates and joint ventures that are not under the listed and private funds.

Listed Funds Contributed to Higher Fee-related Revenue

Fee-related Revenue (FRR) by Segments (S$'M)



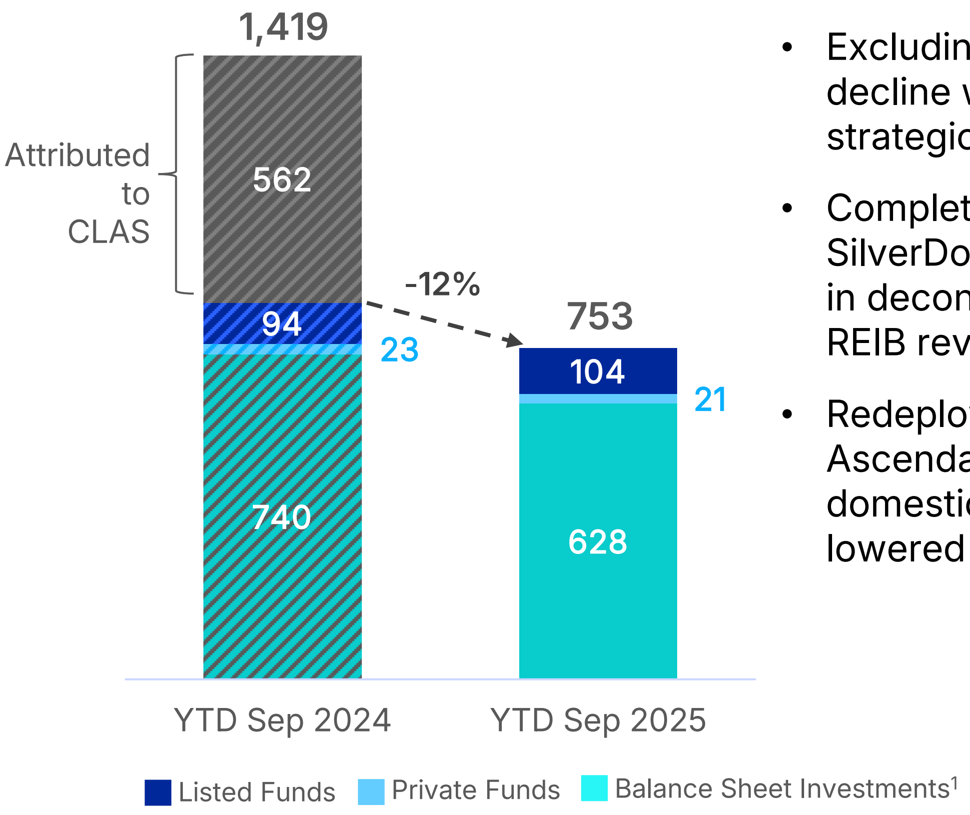
84 bps
All-in FRR/FUM[3,4]
(FY 2024: 85 bps)

50 bps
FM FRR/FUM[4]
(FY 2024: 48 bps)

Notes:
1. Revenue for lodging management includes service fee income.
2. Includes 40% share of SCCP fee revenue from Mar to Sep 2025 amounting to c.S$12M and c.S$7M for listed and private funds management respectively.
3. All-in FRR include Fund Management, Commercial Management and Lodging Management Fees earned from the listed and private funds managed by CLI Group.
4. All-in FRR/FUM ratio and FM FRR/FUM ratio are computed on a LTM basis and based on average FUM deployed for the year, and includes SCCP's proportionate contribution.

REIB Revenue Decline Reflects Portfolio Repositioning

Real Estate Investment Business (REIB) Revenue by Segments (S$'M)



- Excluding CLAS, REIB revenue decline was primarily due to strategic asset divestments
- Completion of Synergy-SilverDoor merger resulted in deconsolidation and lower REIB revenue
- Redeployment of Dalian Ascendas IT Park into a China domestic fund in 3Q 2025 lowered balance sheet value

Value of Effective Stakes in Assets by Holding Structure (S$'B)

Note:
1. Relates to subsidiaries, associates and joint ventures that are not under the listed and private funds.

CapitaLand Commercial C-REIT Successfully Listed c.20% Above IPO Price

- Successful listing of CapitaLand Commercial C-REIT (CLCR) on 29 Sep 2025 with record subscription levels
  - China's first international-sponsored retail C-REIT
- Raised total equity of RMB2.3B, +7% increase from initial estimate
  - 400M IPO units issued at RMB5.718 per unit
  - Opened trading at RMB6.840, c.20% above IPO price
  - Estimated distribution yield[1] of 4.40% for FY 2025 and 4.53% for FY 2026
- FUM of RMB2.7B anchored by seed assets CapitaMall Yuhuating, Changsha (CLCT) and CapitaMall SKY+, Guangzhou (CLD & CLI)

CLCR successfully listed on Shanghai Stock Exchange on 29 Sep 2025

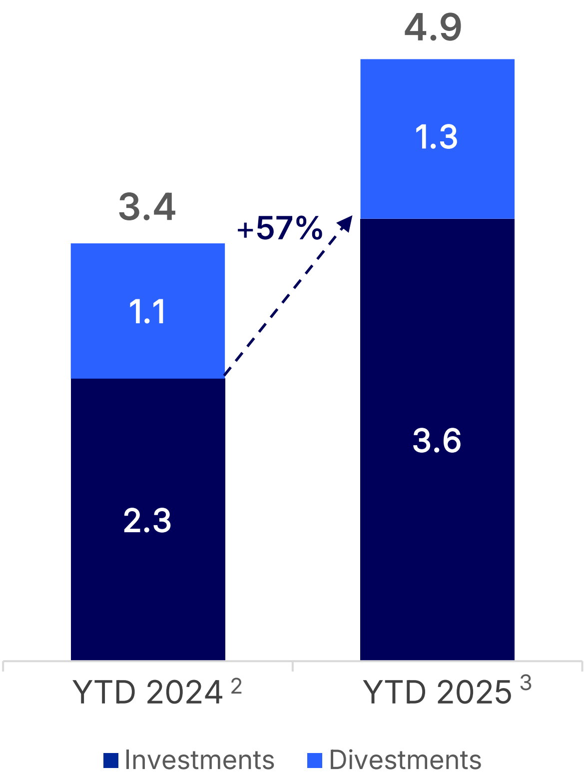
CapitaMall Yuhuating


CapitaMall SKY+

Note:
1. Based on IPO price.

Accelerating Growth of APAC's Largest Listed Platform

Total Transaction Value[1]
(S$'B)



S$73.6B Listed Funds FUM[4]

≥90% Portfolio Occupancy[5]

-18bps YoY Average Interest Cost

c.40% Gearing

Improved Capital Access (+26% YoY)

- **S$1.6B[4]** raised through equity; and **S$2.3B** through debt

Accelerated Deployment (+57% YoY)

- CLAR invests >S$1.6B, including the 3 assets in Singapore announced in Oct
- CICT's S$1.0B acquisition of 55% stake in Grade A CapitaSpring

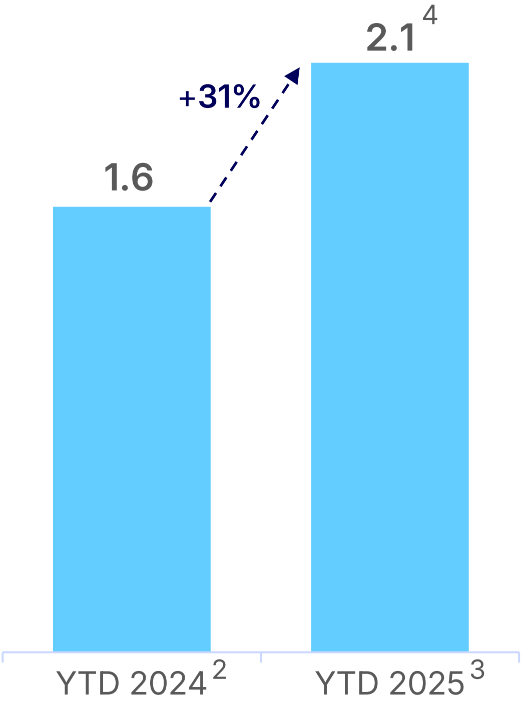
Capital Recycling (+18% YoY)

- CLAR, CLCT and CLINT recycled S$780M after 1H 2025; First divestment for CLINT since listing in 2007

Notes: Information excludes CLCR and JHR unless otherwise specified.
1. Refers to both investments and divestments, including CLCR.
2. Refers to the period from 1 Jan 2024 to 20 Nov 2024.
3. Refers to the period from 1 Jan 2025 to 20 Nov 2025.
4. Includes CLCR.
5. Excludes CLAS.

Private Funds Raising Improved vs. 2024; Scaling Up with Larger Follow-on Funds

Total Equity Raised[1]
(S$'B)



New Funds under CLI China RMB Master Fund Program

- China Business Park RMB Fund IV - Successfully closed with RMB529M equity and Dalian Ascendas IT Park as the seed asset
- Retail-focused sub-fund II (Planned launch in 4Q 2025) **-** Target equity commitment of RMB900M

Self-Storage Fund Continues to Deploy (Extra Space Asia)

- S$100 million investment in its first build-to-suit flagship development in Singapore and acquiring three freehold self-storage facilities in Tokyo, Japan

Final Closing of CapitaLand Ascott Residence Asia Fund II (CLARA II)

- Final close with c.S$850M in total commitments, including co-investments, from consortium of new and existing global capital partners
- FUM of c.S$2.1B – underscores continued confidence in Asia's living and lodging strategy

Other Maturing Fund Series Under Development

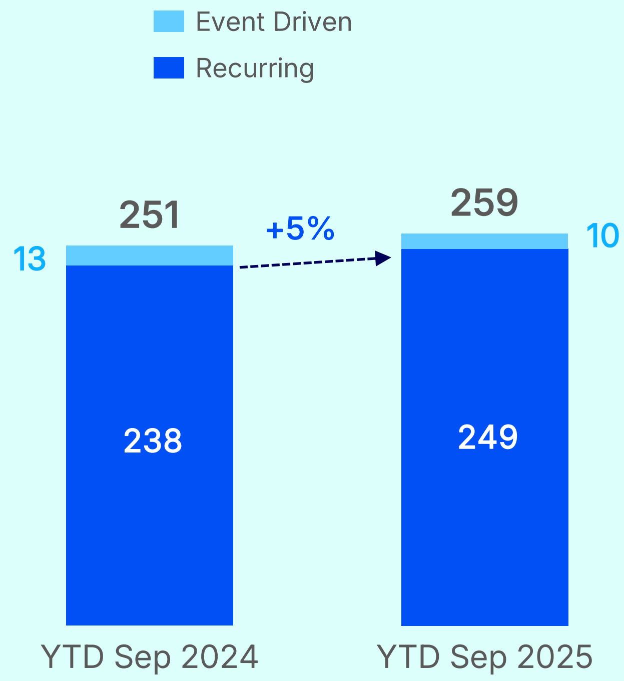
- Credit Program I (ACP I) fully returned to investors at above target; APAC Credit Program II underway
- India Logistics Funds series growth in-progress with new funds underway

Notes:
1. Includes equity raised YTD 2025 under SCCP and Wingate, post completion.
2. Refers to the period from 1 Jan 2024 to 5 Nov 2024.
3. Refers to the period from 1 Jan 2025 to 5 Nov 2025.

Stable Performance from Lodging Strategy

Diversified brand portfolio drives global reach and resilient performance

Lodging Management FRR (S$'M)



c.13,500 units signed across 64 properties YTD Sep 2025
(vs. >10,200 units/58 properties in 2024[1])

>5,800 units opened across 35 properties YTD Sep 2025
(vs. >7,200 units/34 properties in 2024[1])

+2% YoY

Growth in **RevPAU** underpinned by
- Higher occupancy (+1pp)
- Higher average daily rates (+1%)

Europe expansion: 7 properties signed (c.1,100 units); Multiple openings delivered and underway
- More than doubled portfolio in Vienna with 5 signings; Enters Seville with 2 signings
- lyf Gambetta Paris opens as third lyf-branded property in Europe; another 5 in the pipeline


lyf Gambetta Paris, France


Citadines Almaz Casablanca, Morocco

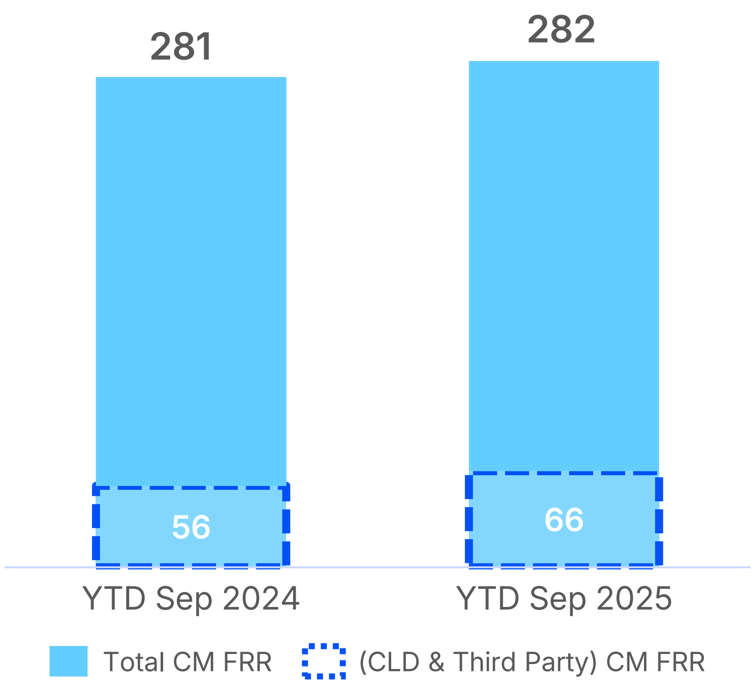

Citadines City Centre Liverpool, UK

Citadines brand surpasses 200 properties globally
- Total c.35,000 units, of which >60% or c.22,200 units (127 properties) operational

Note:
1. Refers to the period from 1 Jan 2024 to 30 Sep 2024.

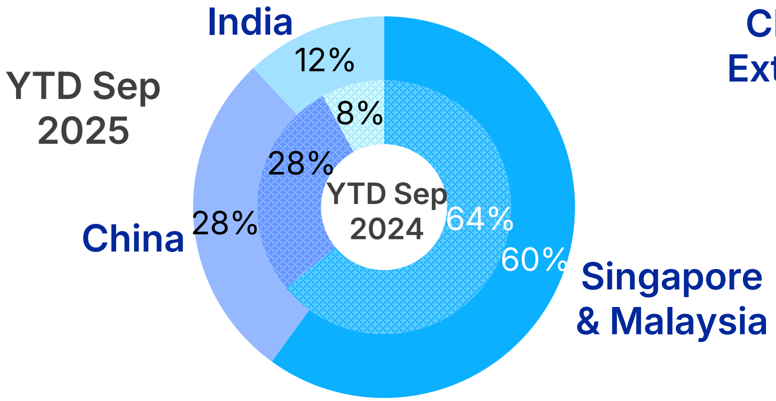
Commercial Management Delivers Steady Fees

Commercial Management Fee-related Revenue (FRR) (S$'M)

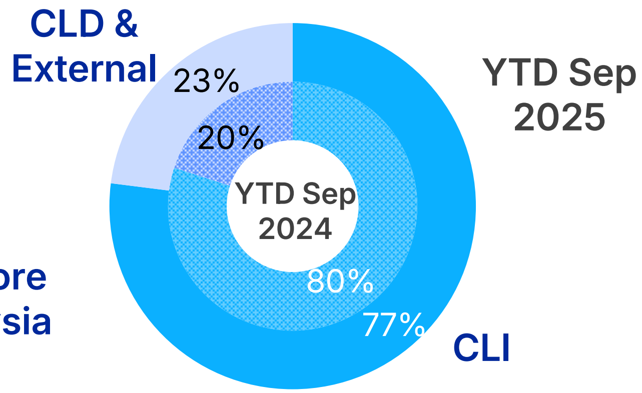


Commercial Management FRR Breakdown

By Markets



By Structures



Strategic partnership with Astaka in a RM1.2B GDV mixed-use development

- Provide retail advisory support, covering asset planning, pre-opening, and post-opening stages of the project

Steady Performance Across Markets

	Southeast Asia	China	India	Other Markets
Achievements	Invested in self storage, logistics, industrial, business park & office	Recycled assets into newly listed C-REIT and RMB Master fund	Launched Navi Mumbai data centre; Divested IT parks in Chennai and Hyderabad	Expanded footprint in Australia, Japan & Korea via private credit, lodging, and self storage
YTD Sep 2025 Operational Metrics				
Rental Reversion	Positive across sectors	Negative across sectors	Positive	Mixed rental reversions
Occupancy	SG[2] 99% (Retail), 90% (Business Parks, Logistics & Industrial), 98% (Office); MY[3] 93% (Retail), 100%[4] (Business Parks, Logistics & Industrial)	93% (Retail), 86% (Business Parks, Logistics & Industrial), 81% (Office)	90% (Business Parks, Logistics & Industrial)	Japan 95% (Office); Korea[7] 88% (Business Parks, Logistics & Industrial); Australia 95% (Business Parks, Logistics & Industrial), 95% (Office); USA 85% (Business Parks, Logistics & Industrial); UK & Europe[8] 97% (Business Parks, Logistics & Industrial)
Shopper Traffic[1] (YoY)	SG[2] +4.2% MY[3] -0.5%	+2.8%		
Tenants' Sales[1] (YoY)	SG[2] +0.9%[5] MY[3] -1.3%[5]	+3.7%[6]		

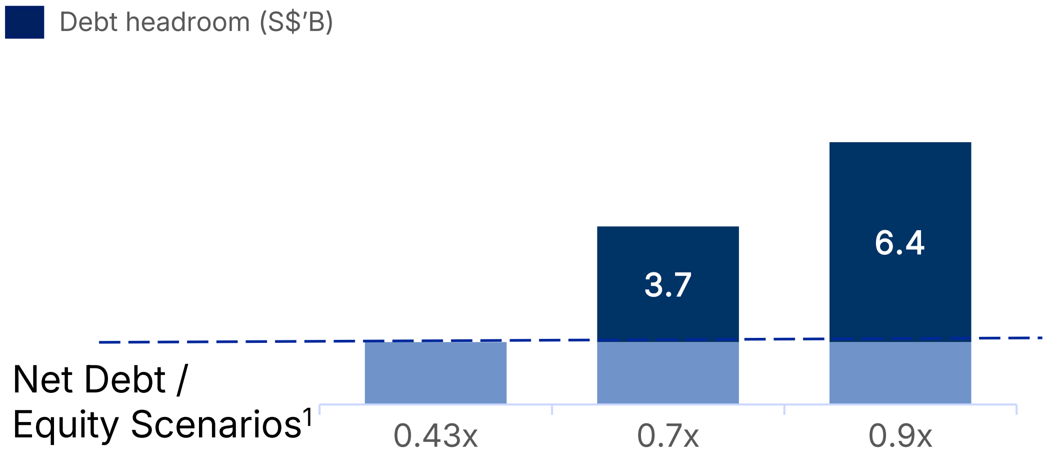
Retail
Business Parks, Logistics & Industrial[9]
Office

Notes: On a same store basis except for Business Parks, Logistics & Industrial in Singapore and Other Markets.

1. YTD Sep 2025 vs YTD Sep 2024.
2. Singapore
3. Malaysia
4. Includes logistics and industrial only.
5. Singapore and Malaysia tenant sales are on a per sq ft basis.
6. China tenant sales are on a per sqm basis, excluding electric vehicle sales.
7. Includes logistics only.
8. Includes business parks, logistics and data centres.
9. Comprises only business parks and logistics for Other Markets.

Capital Discipline for Scalable Growth

S$6.4B in Debt Headroom



0.43x
Net Debt / Equity

0.26x
Net Debt / Total Assets[2]

3.9% per annum
Implied Interest Cost

73%
Fixed Rate Debt

3.8x
Interest Coverage Ratio[3]

S$4.3B
Sustainability Financing[4]

3.2 years
Average Debt Maturity

S$646M
Operating Cashflow[5]

Notes:
1. Scenarios assume the same level of equity as at 30 Sep 2025.
2. Total assets exclude cash.
3. Interest Coverage Ratio was computed on a LTM basis excluding impact of unrealised revaluation/impairment.
4. For the period from 1 Jan 2025 to 30 Sep 2025, includes off-balance sheet sustainable financing.
5. Includes dividends received from associates, joint ventures and other investments.

Sharpening Focus, Investing for Growth

Accelerate Growth

- Pursue value-accretive opportunities that align with CLI's growth strategy
- Achieve scale through selective and synergistic partnerships
- Sustain growth through operational excellence and enhanced platform performance

Optimise Capital Efficiency

- Capitalise on improving sentiments to drive capital-efficient growth
- Sustain fundraising momentum, while expanding capital sources
- Unlock and redeploy capital for accretive growth

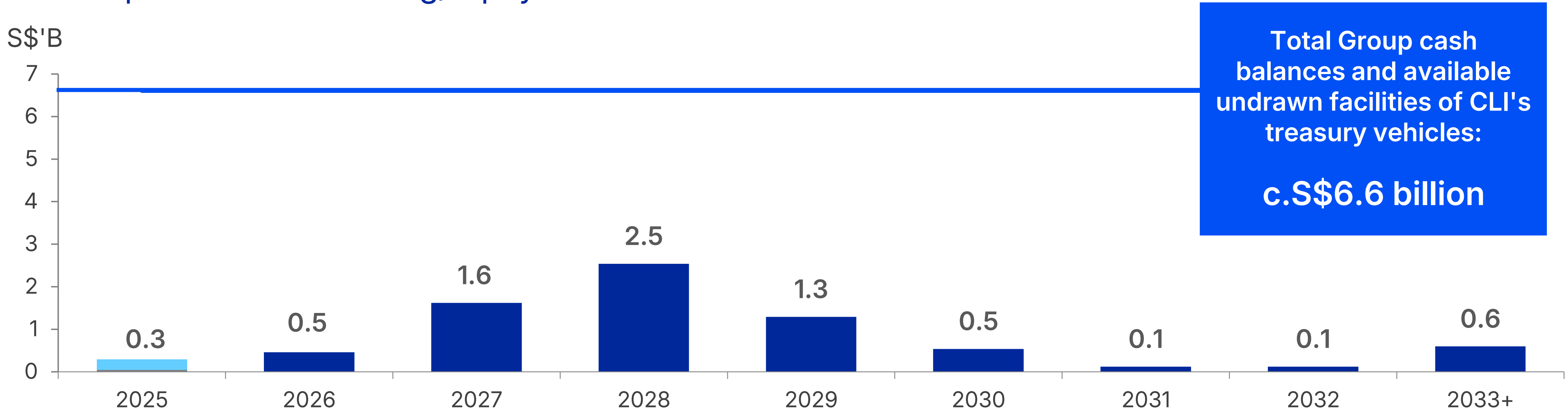
Drive Operational Excellence

- Achieve structural efficiency and technology-enabled savings across operations
- Advance governance excellence and uphold highest standards of integrity and accountability across global operations

Supplemental Information

Loan Maturity Profile

Plans in place for refinancing/repayment of debt[1] due in 2025



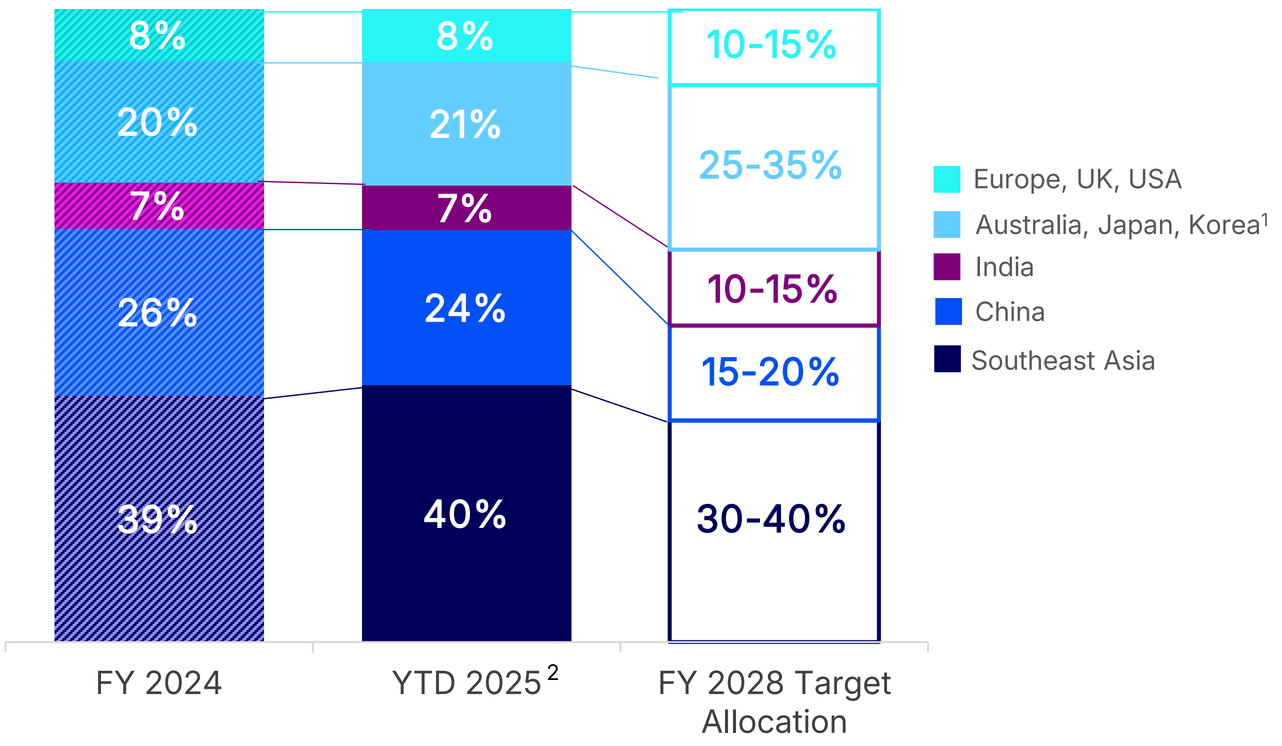
On balance sheet debt[1] due in 2025	S$' billion
To be refinanced	0.2
To be repaid	0.1
Total	0.3
As a % of total on balance sheet debt	4%

Total group debts[1] S$7.5 billion with average loan life at 3.2 years

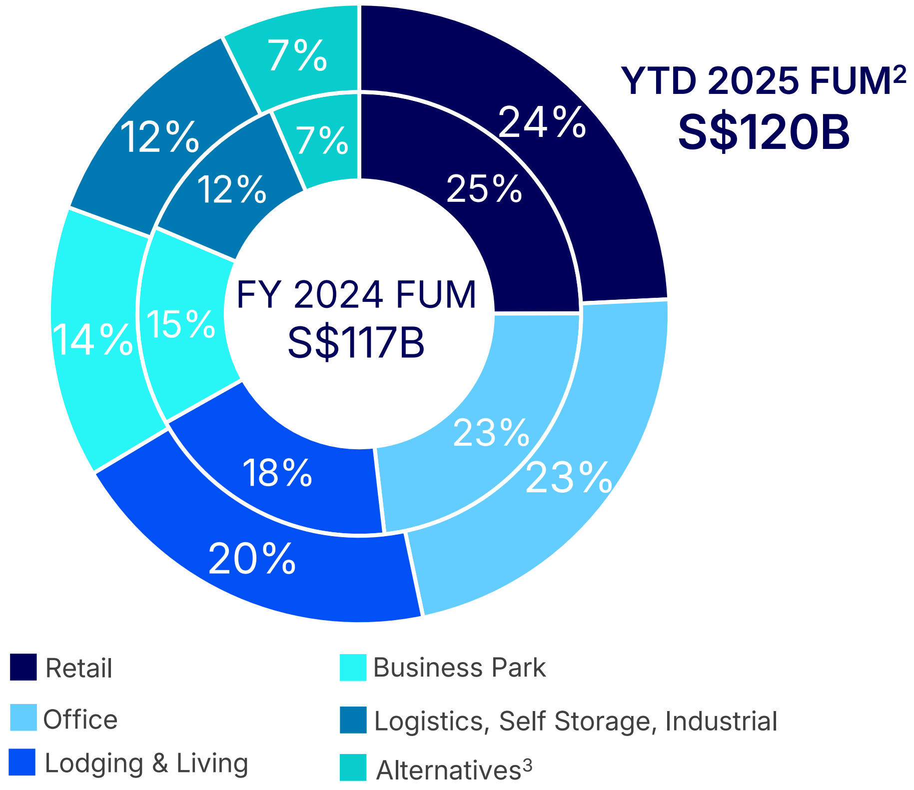
Notes: As at 30 Sep 2025
1. Debt excludes S$552M of Lease Liabilities and Finance Lease.
2. Refers to CapitaLand Malaysia Trust (CLMT).

FUM Breakdown by Country and Asset Class

FUM Composition by Country



FUM Composition by Asset Class

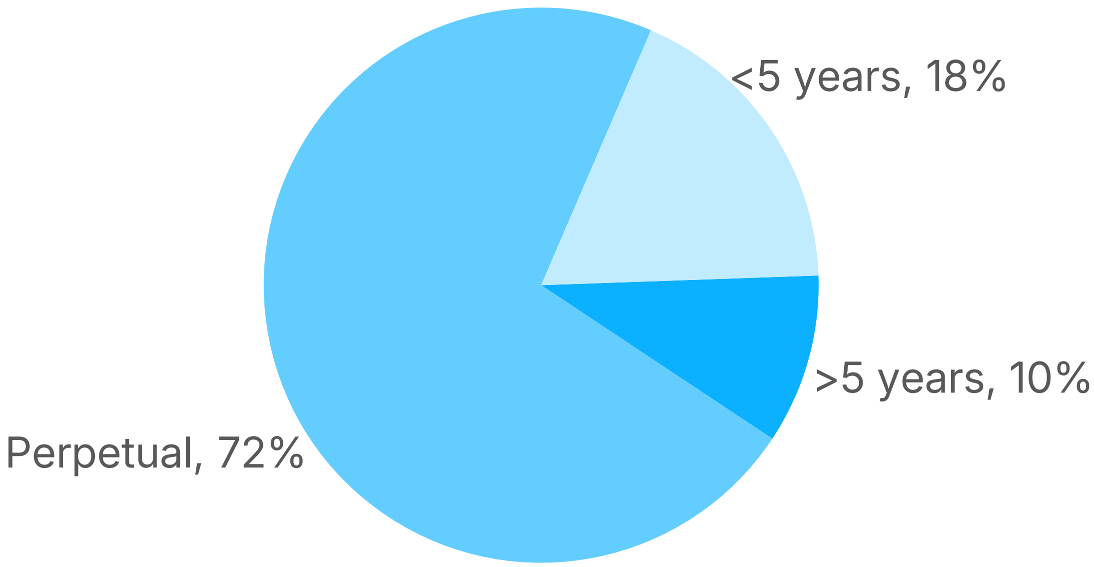


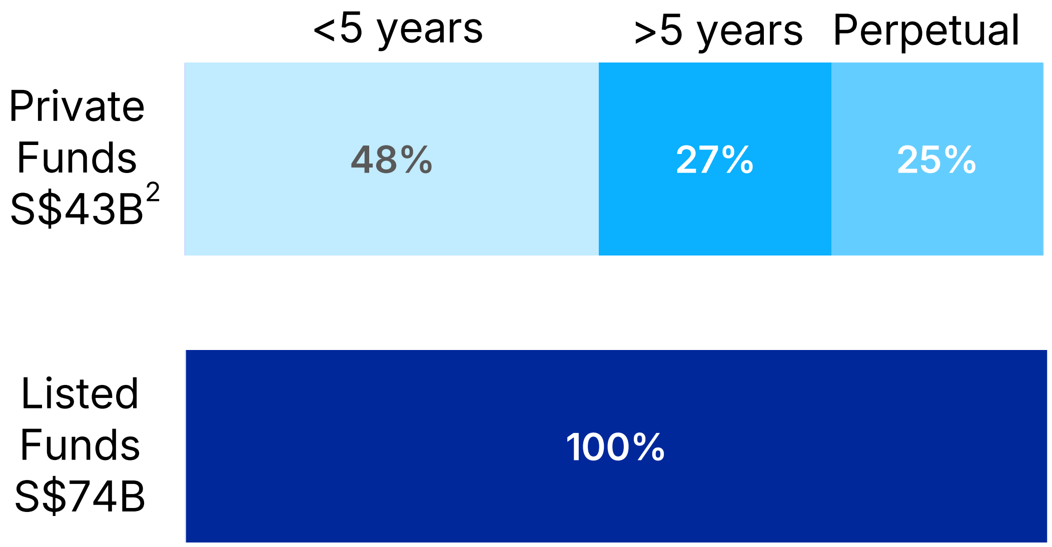
Notes:
1. Includes other markets (comprising 0.3% of total FUM).
2. Refers to the period from 1 Jan 2025 to 5 Nov 2025.
3. Comprises of wellness, data centres and private credit and others (0.3%).

Funds Under Management Breakdown by Fund Life

As at 30 September 2025

FUM by Remaining Fund Life[1]





Notes:
1. The chart refers to remaining fund life of listed and private funds.
2. Excludes FUM of Wingate.

Fund Management Platform (Listed Funds)

As at 30 September 2025

	CapitaLand Integrated Commercial Trust	CapitaLand Ascendas REIT	CapitaLand Ascott Trust	CapitaLand China Trust	CapitaLand 凯德商业 REIT	CapitaLand India Trust	CapitaLand Malaysia Trust	Japan Hotel REIT
Geographical Presence	Australia, Europe, Singapore	Australia, UK/Europe, Singapore, USA	Global	China	China	India	Malaysia	Japan
FUM	S$27.7B	S$19.9B	S$8.6B	S$4.1B	S$485M	S$4.9B	S$1.7B	S$6.2B[1]
Sponsor's Stake	21%	17%	25%	25%	5%	25%	37%	0.03%[1,2]
Market Cap	S$17.4B	S$12.9B	S$3.6B	S$1.4B	RMB2.6B	S$1.6B	MYR2.0B	JPY454.7B
No. of Properties	26	231	104	17	2	15	14	51
Gearing	39%	40%	39%	39%	17%	41%	40%	36%[1]
Carrying Value of Sponsor's Stake in Listed Funds				**S$7.9B[3]**				

Notes:
1. Figures are as at 30 Jun 2025. Japan Hotel REIT announces its financial results on a half-yearly basis.
2. Refers to CLI's stake based on its 40% stake in SCCP. CLI made a strategic investment of a 40% stake in SCCP, which owns 87.6% of Japan Hotel REIT Advisors Co., Ltd., the sponsor of JHR. The transaction was completed on 7 Mar 2025.
3. Excludes JHR.

Fund Management Platform (Private Funds)

As at 30 September 2025

Total FUM	Total No. of CLI Funds	Committed Equity	Total Equity Invested	Carrying Value of General Partner's Stake
S$46B[1]	49[2]	S$31B[2,3]	S$25B[2]	S$5B[1]

CLI Funds[2] By Geography

Country	Southeast Asia	China	India	Australia, Japan, Korea[4]	Non-Asia[5]
FUM (S$'B)	4	23	3	12	1
No. of Assets	14	40	18	111	9

CLI Funds[2] By Asset Class

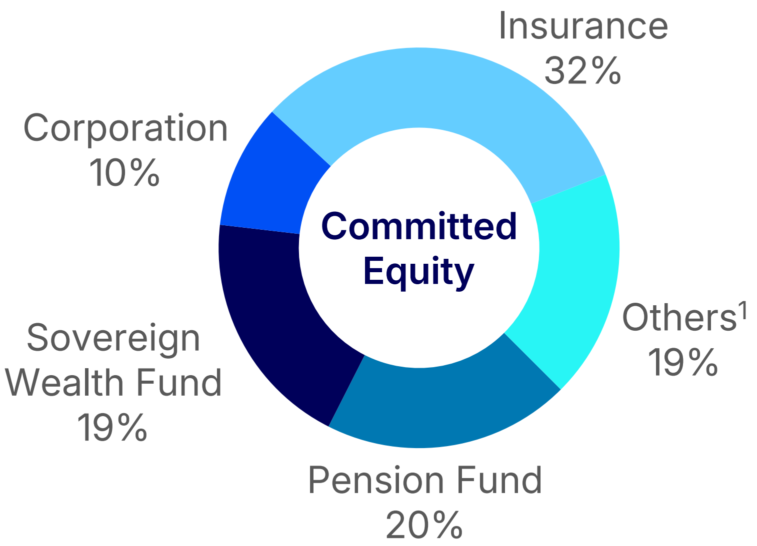
Thematic	Retail	Integrated	Office	Lodging & Living[6]	Business Park	Industrial / Logistic	Data Centre	Self-Storage	Others[7]
FUM (S$'B)	6	10	9	5	3	6	2	1	1
No. of Assets	18	8	31	56	6	31	7	23	12

Notes:
1. Includes private funds under SCCP and Wingate.
2. Excludes private funds under Wingate.
3. Refers to total fund size.
4. Includes funds focused on Australia, Japan, Korea and other Asian markets.
5. Includes global funds.
6. Includes multifamily and student accommodation.
7. Includes wellness, residential and strata sales.

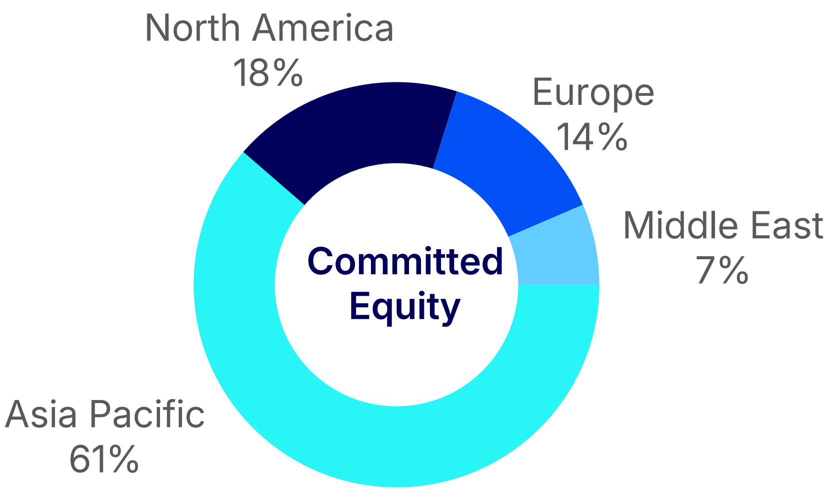
Private Funds: Partnership with High Quality Capital Partners

As at 30 September 2025

Investor Type



Investor Domicile



- ✓ Diverse LP investor base across geographies
- ✓ Top tier global institutions (Pension funds and SWFs)
- ✓ Repeat investors across fund vintages

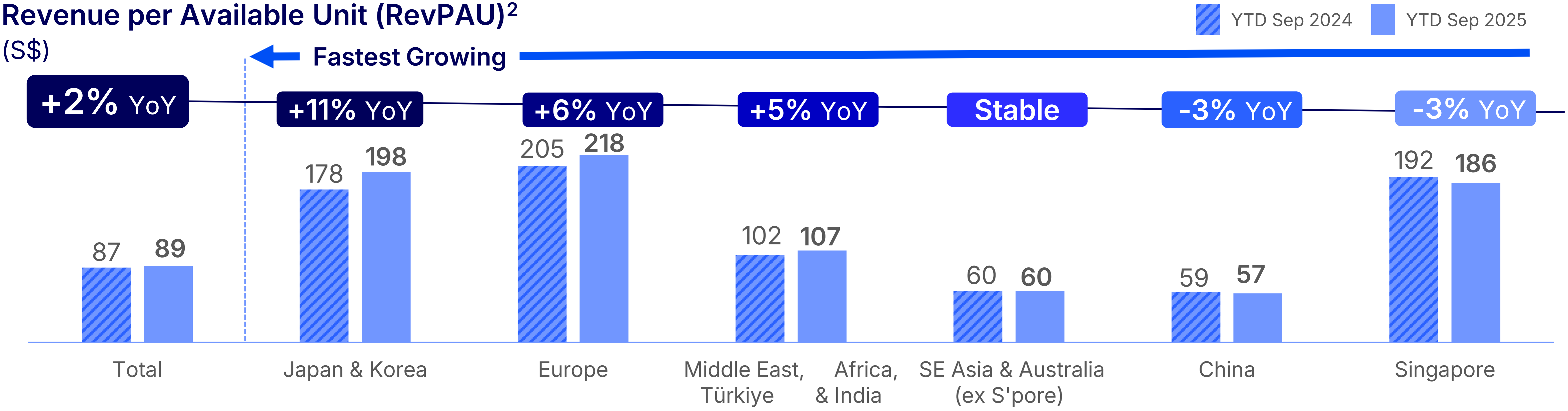
Note: Includes SCCP and excludes Wingate

1. Others include HNWIs, Wealth Managers, Banks, Trust Companies, Investment Managers, Hedge Funds, Cooperatives, Securities Companies, Endowments, Government, Fund of Funds, and Foundations.

YTD Sep 2025 RevPAU +2% Driven by ADR[1] Growth in Japan/Korea and Higher Occupancy in Europe

Revenue per Available Unit (RevPAU)[2]

(S$)



RevPAU increased 2%, driven by a 1pp rise in occupancy and a 1% increase in ADR.

Japan and Korea led RevPAU growth with an 11% increase, supported by a 6% rise in ADR and a 4pp improvement in occupancy.

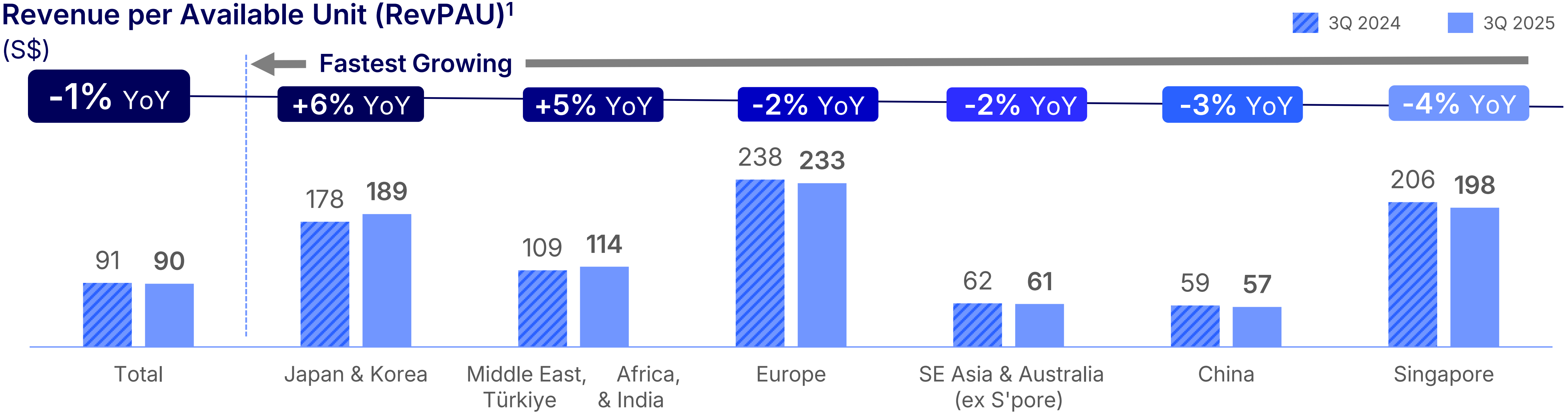
Europe's RevPAU rose 6%, driven by a 6pp increase in occupancy, partly offset by a 1% drop in ADR.

Singapore posted a 3% decline in RevPAU, following an exceptionally strong 1Q 2024 driven by major concert events.

Notes:
1. Refers to Average Daily Rate.
2. RevPAU statistics are on same store basis and include serviced residences leased and managed by the Group. Foreign currencies are converted to SGD at the same rate for both periods. Student accommodation and rental housing properties are not managed by the Group.

3Q 2025 RevPAU Slightly Lower; Japan/Korea Maintained Growth Momentum

Revenue per Available Unit (RevPAU)[1]
(S$)



RevPAU decreased 1%, due to a 1pp drop in occupancy, while the ADR[2] held steady.

Japan and Korea recorded 6% RevPAU growth, supported by a 4pp improvement in occupancy and 1% higher ADR.

China's RevPAU down 3%, driven by 1pp lower occupancy and 4% lower ADR, amid continued competitive pressures in Central West region.

Singapore's RevPAU fell 4%, with ADR down 6%, as Q3 last year was boosted by F1 in September, compared with October this year.

Notes:
1. RevPAU statistics are on same store basis and include serviced residences leased and managed by the Group. Foreign currencies are converted to SGD at the same rate for both periods. Student accommodation and rental housing properties are not managed by the Group.
2. Refers to Average Daily Rate.

CLI's Lodging Business

THE ASCOTT LIMITED
Business Model

Lodging Management (LM)

Description

LM revenue largely comprises fees from management contracts and franchise agreements

- 90% of units ➔ Asset-light management contracts and franchise
- Recurring fee income with generally 10-20 years contract terms

Income Components

Management Contracts	Franchise Agreements
Base management fee → % of underlying property revenue **Incentive management fee** → % of underlying property profits	**Franchise fees** → % of underlying property revenue **Acquisition fee (one-off)** → for rights to operate franchise

Service fee (cost reimbursement)

Performance Drivers

Impact on CLI's Lodging Management FRE

↑ RevPAU	↑ Number of Operating Units	↑ Growth Related Investments	↑ Market Factors
Higher property revenue	Higher fees and margins	Invest in technology and resources to manage larger portfolio; Expanded scale drive higher margins	Positive drivers e.g. travel recovery to boost revenue

Investment Management (IM)

Description

- Lodging IM derives its revenue across Ascott's diversified global portfolio
- Revenue streams include returns from owned properties and leased properties, and CLI's ownership proportion of returns from fund management platform e.g., CLAS and private funds

Income Components

Owned Properties	Leased Properties	Returns from CLAS
• **Rental income** • **Gains from divestments** From assets owned on CLI's balance sheet	**Rental income from various channels** Direct leases under Ascott and Synergy platform	• **Stable distributions** • **Share of returns from CLAS based on CLI's stake in CLAS**

Performance Drivers

Impact on CLI's Real Estate Investment Business

↑ Proactive Asset Management	↑ Asset Divestment Opportunities	↑ CLAS Currently a Significant Profit Driver of Lodging REIB
Improve rental income	Portfolio gains from asset recycling	CLAS is accounted as an associate with effect from 31 Dec 2024

A Global Data Centre Business with A Growing Footprint in Asia and Europe

Our Global Data Centre Portfolio

800MW Gross Power

c.S$6B Assets Under Management on a completed basis

27 Data Centre Assets

Europe	12 Data Centres across United Kingdom, the Netherlands, France and Switzerland
Asia	15 Data Centres across Singapore, India, Korea, Japan and China

Our In-house Data Centre Capabilities

Vertically integrated group that owns, manages, operates and develops Data Centres across Singapore, China, India, Japan, Korea and Europe

Major multinational customers from cloud, hyperscalers, e-commerce and telecom sectors

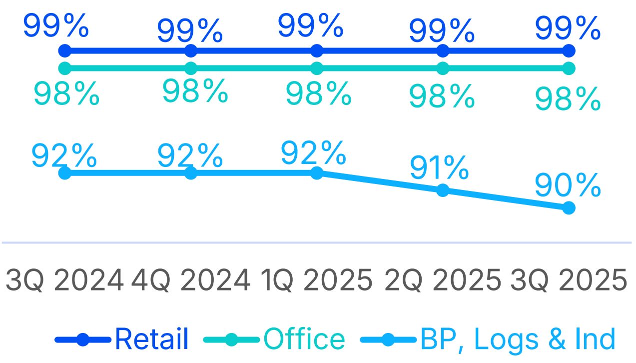
Experienced Data Centre team with comprehensive technical expertise and customer solutions across the value chain

- Land Acquisition & Real Estate Development
- DC Infrastructure Design & Planning
- Project & Development Management
- DC Engineering, Procurement & Construction
- DC Sales & Customer Relationship

REIB Operational Highlights

Singapore

Occupancy



Retail

Shopper Traffic[1] **+4.2% YoY**

Tenants' Sales[1] (per sq ft) **+0.9% YoY**

Positive rental reversion

Office

Occupancy[2] **98%**

Positive rental reversion

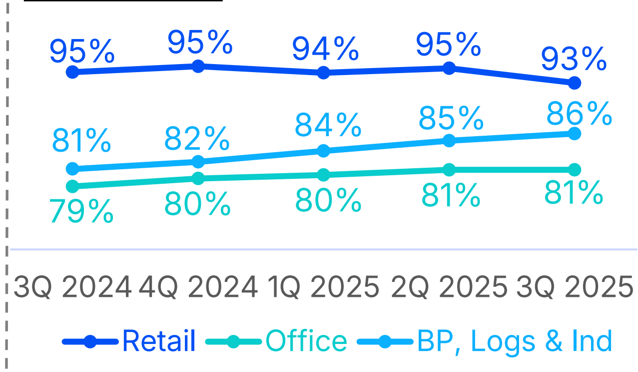
Business Park, Logistics & Industrial

Occupancy[2] **90%**

Positive rental reversion

China

Occupancy



Retail

Shopper Traffic[1] **+2.8% YoY**

Tenants' Sales[1,3] (per sqm) **+3.7% YoY**

Negative rental reversion

Office

Occupancy **81%**

Negative rental reversion

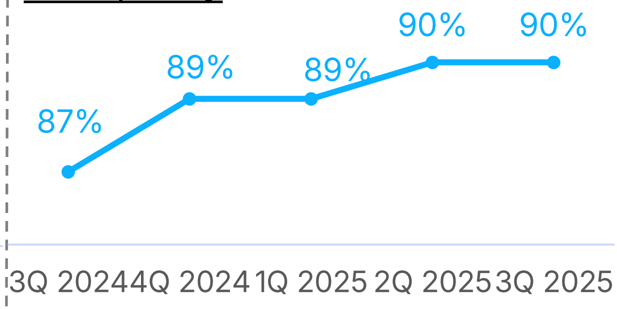
Business Park, Logistics & Industrial

Occupancy **86%**

Negative rental reversion

India

Occupancy



Business Park, Logistics & Industrial

Occupancy **90%**

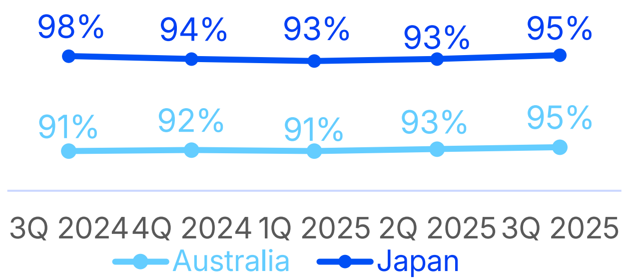
Positive rental reversion

Increased leasing momentum witnessed during the quarter

~0.7 M sq ft of space renewed/newly leased in 3Q 2025

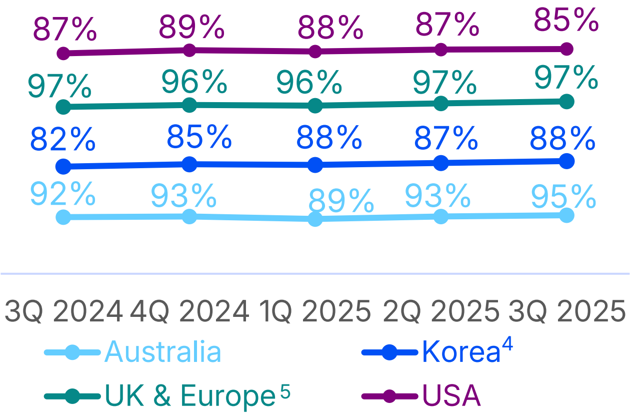
Other Markets

Office Occupancy



Rental reversion **Negative** for Australia and **Positive** for Japan

BP & Logistics Occupancy



Positive rental reversion for USA, **Neutral** for Australia and **Negative** for Korea and UK/Europe

Notes: The operating metrics relate to owned properties under CLI Group. On a same store basis except for Business Park, Logistics & Industrial in Singapore and Other markets.
1. YTD Sep 2025 vs YTD Sep 2024.
2. Office Occupancy reflects Committed Occupancy and is calculated on 100% ownership basis. Business Park, Logistics & Industrial Occupancy reflects Actual Occupancy based on Date of Possession as at 30 Sep 2025.
3. Excludes electric vehicle sales.
4. Includes logistics only.
5. Includes business parks, logistics and data centres.

Glossary

Term	Definition
ADR	Average Daily Rate
AI	Artificial Intelligence
APAC	Asia Pacific
ASRGF	Ascott Serviced Residence Global Fund
B	Billion
bps	Basis points
C-REIT	China Real Estate Investment Trust
CICT	CapitaLand Integrated Commercial Trust
CLAR	CapitaLand Ascendas REIT
CLAS	CapitaLand Ascott Trust
CLCR	CapitaLand Commercial C-REIT
CLCT	CapitaLand China Trust
CLD	CapitaLand Development
CLI	CapitaLand Investment Limited
CLINT	CapitaLand India Trust
CLMT	CapitaLand Malaysia Trust
COREF	CapitaLand Open End Real Estate Fund
DC	Data Centre
DIS	Distribution-in-specie
DPU	Distribution per Unit
FM	Fund Management
FRB	Fee Income-related Business
FRR	Fee Related Revenue. Refers to IAM fee revenue from CLI listed funds and unlisted funds (private funds and/or investment vehicles (including but not limited to programs, joint ventures and co-investments managed by CLI Group from time to time)
FUM	Funds Under Management. Refers to the share of total assets under CLI listed funds and unlisted funds (private funds and/or investment vehicles (including but not limited to programs, joint ventures and co-investments managed by CLI Group from time to time) 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.

Term	Definition
HNWI	High net worth individuals
IAM	Investment and asset management
JHR	Japan Hotel REIT
JV	Joint venture
K	Thousand
LM	Lodging Management
LP	Limited Partners
M	Million
M&A	Mergers and Acquisitions
NAV	Net Asset Value
NPI	Net Property Income
NTA	Net Tangible Assets
PATMI	Profit after tax and minority interest
QoQ	Quarter on quarter
REIB	Real Estate Investment Business
REIM	Real Estate Investment Manager
REIT	Real Estate Investment Trust
RevPAU	Revenue per available unit
ROE	Return on Equity
SCCP	SC Capital Partners Group
SE Asia	Southeast Asia
SFRS	Singapore Financial Reporting Standards
sqm	Square metre
SR	Serviced residences
SWF	Sovereign Wealth Fund
Wingate	Wingate Group Holdings
YoY	Year on year
YTD	Year to date

Thank You

CapitaLand INVESTMENT