BofA Global Real Estate Conference 2026

16 – 17 September 2026

CapitaLand INVESTMENT

Connecting Capital with Institutional-Grade Opportunities

Asia-focused leading real asset manager creating long-term value

Dual Growth Engines

Listed Funds Management

- APAC's largest REIT franchise with S$79B of FUM via 8 REITs & Business Trusts
- Listed across Singapore, Malaysia, Japan and China stock exchanges

Private Funds Management

- Global institutional capital platform attracting international interest for APAC-focused strategies with S$49B of FUM.
- Backed by deep local expertise, thematic conviction and 'on–the-ground' execution.

Supported by Key Operating Capabilities

Commercial Management

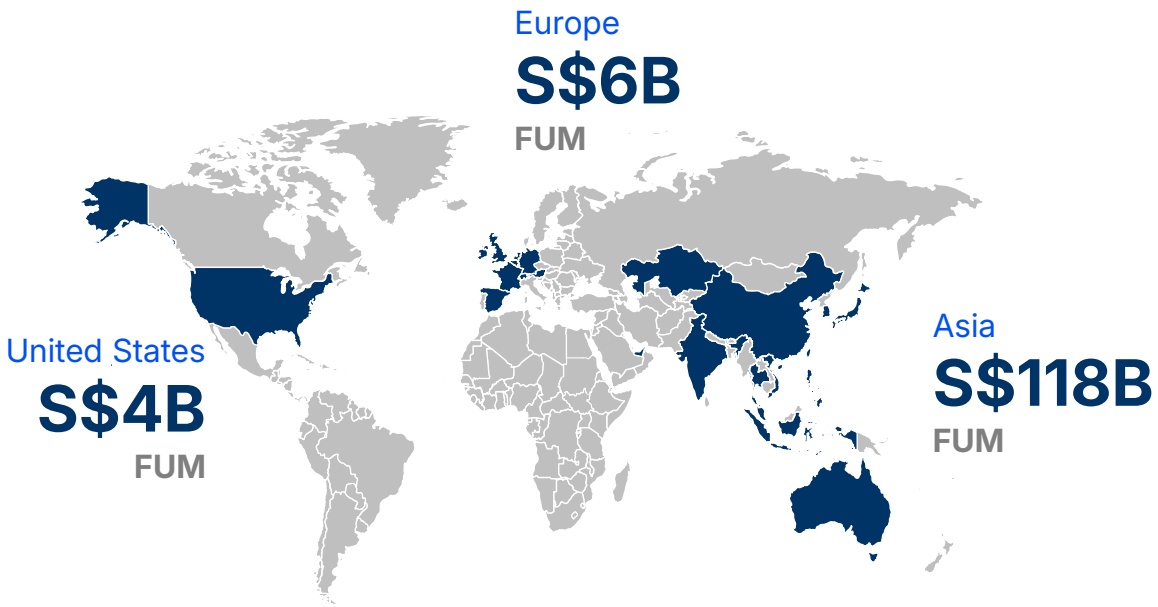
- Best-in-class asset and operational management generating resilient earnings and enhancing asset performance and value
- Supporting ~14,500 tenants/partners across ~250 properties

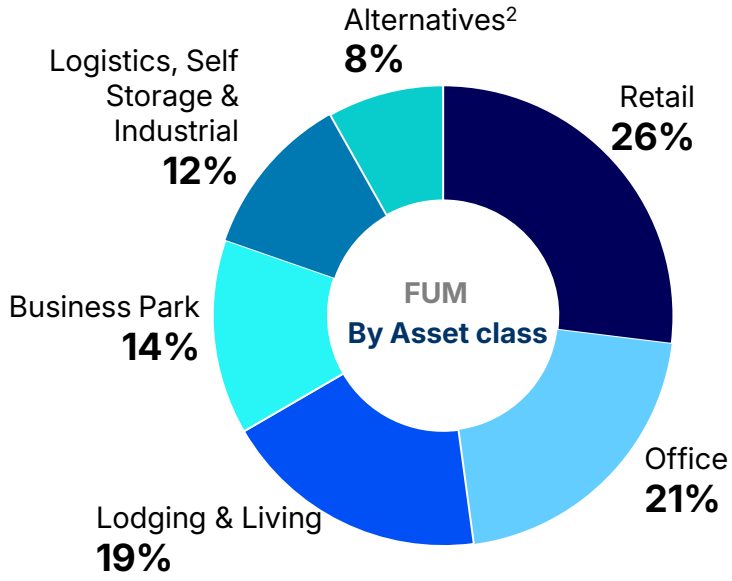
Lodging Management

- The Ascott Limited is an asset-light global lodging platform generating fees through management and franchise contracts
- Global owner-operator in 230 cities in over 40 countries, managing 1000+ properties

A Leading Global Real Asset Manager

Strong Asia foothold, with S$128B in funds under management[1]





Notes: Figures as at 30 Jun 2026, 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 credit, and others (0.6%).

1H 2026 Financial Performance

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1H 2026 Key Highlights: Strong Growth Momentum

Growing Recurring Fee Revenue

S$687M[1]

+20% YoY from S$572M[1] in 1H 2025

Boosted by both higher recurring and event-driven fees from Listed Funds and improved fees from Private Funds.

Continuing Fundraising Momentum

S$3.7B

+42% YoY from S$2.6B[2] in 1H 2025

Sustained capital raising across Listed Funds (S$2.3B) and Private Funds (S$1.4B), reflecting continued investor demand.

Growing Operating Profit

S$293M

+13% YoY from S$260M in 1H 2025

Stronger income from fund management, supported by lower interest costs.

Funds under Management

S$128B

+2% from S$125B in FY 2025

Supported by new acquisitions and ongoing fundraising momentum for Listed and Private Funds.

Unlocking Value

c.S$5.0B[3]

Gross divestment value YTD

Positive capital recycling momentum across multiple asset classes in Singapore, India and China.

Accelerating Growth

- **Core Business**: Accelerate growth in Listed and Private Funds Management as dual growth engines.
- **Non-Core Business:** To unlock S$7-9B of embedded value to fund growth, strengthen balance sheet and enhance shareholder value.

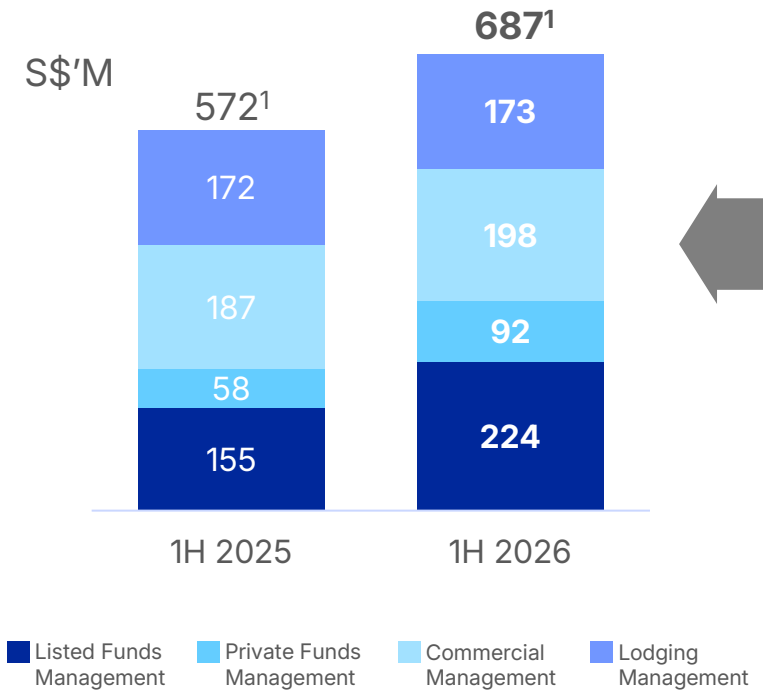
1. 1H 2026 FRR includes performance fee (recognised under other operating income) and CLI's 40% share of SCCP FRR; 1H 2025 FRR included only 40% share of SCCP FRR.
2. Includes SCCP and Wingate, post-completion.
3. Based on agreed property value (100% basis) or sales consideration for deals announced between 1 Jan and 12 Aug 2026.

1H 2026 Fee Revenue +20% YoY

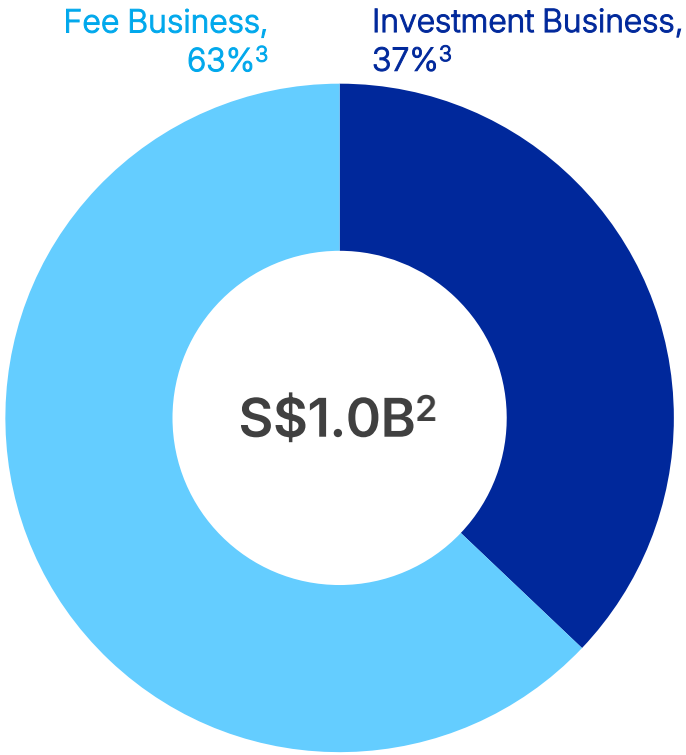
Core fund management focus driving growth of higher-quality, recurring revenues

Fee Related Revenue +20%

Significant growth led by **core focus areas** in **Listed and Private Funds**

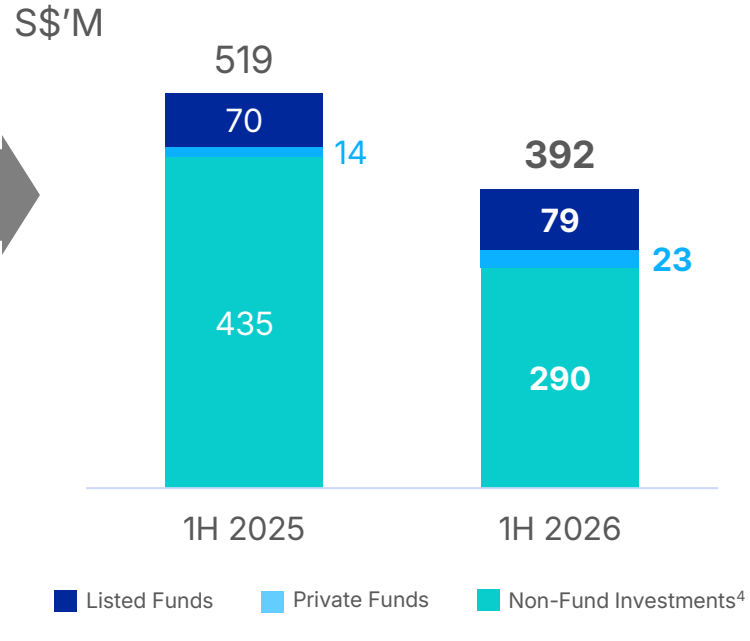


Total Revenue -2%



REIB Revenue -24%

Due mainly to **absence of contributions** from divestments and deconsolidation



1. 1H 2026 includes S$8M performance fee (recognised under other operating income) and CLI's 40% share of SCCP FRR of S$14M, comprising S$7M (1H 2025: S$4M) from Listed Funds Management and S$7M (1H 2025: S$4M) from Private Funds Management.
2. Includes Corporate & Others of -S$39M; Excludes SCCP's revenue contribution. SCCP's proportionate share of fee revenue has been included separately in FRR.
3. Percentages computed excluding Corporate & Others.
4. Relates to subsidiaries, associates and joint ventures that are not under the listed and private funds.

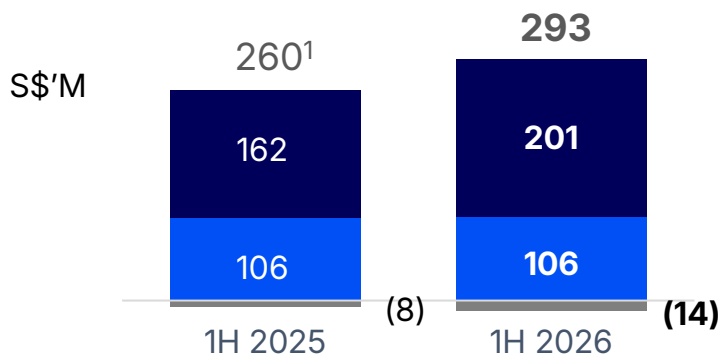
1H 2026 Operating PATMI +13% YoY

Improved earnings from fee business driving higher profitability

1 Operating PATMI

+13%YoY

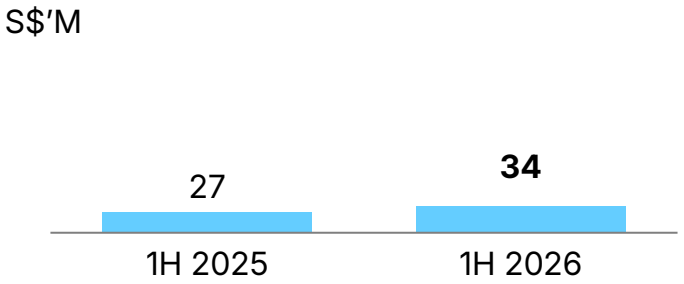
- **FRB**: Higher event-driven fees from Listed and Private Funds
- **REIB**: Lower interest costs, offset by FX movements and reduced contribution from divestments



2 Portfolio Gains

+26%YoY

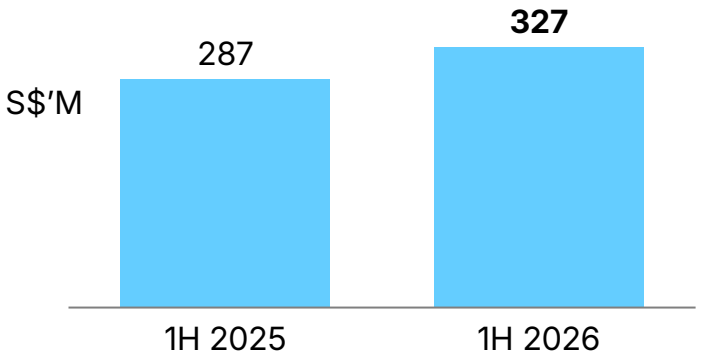
- Mainly due to divestment gains from CapitaLand Integrated Commercial Trust and CapitaLand India Growth Fund II



Total PATMI

+14%YoY

- Higher event-driven fees from Listed and Private Funds, as well as higher portfolio gains from asset recycling

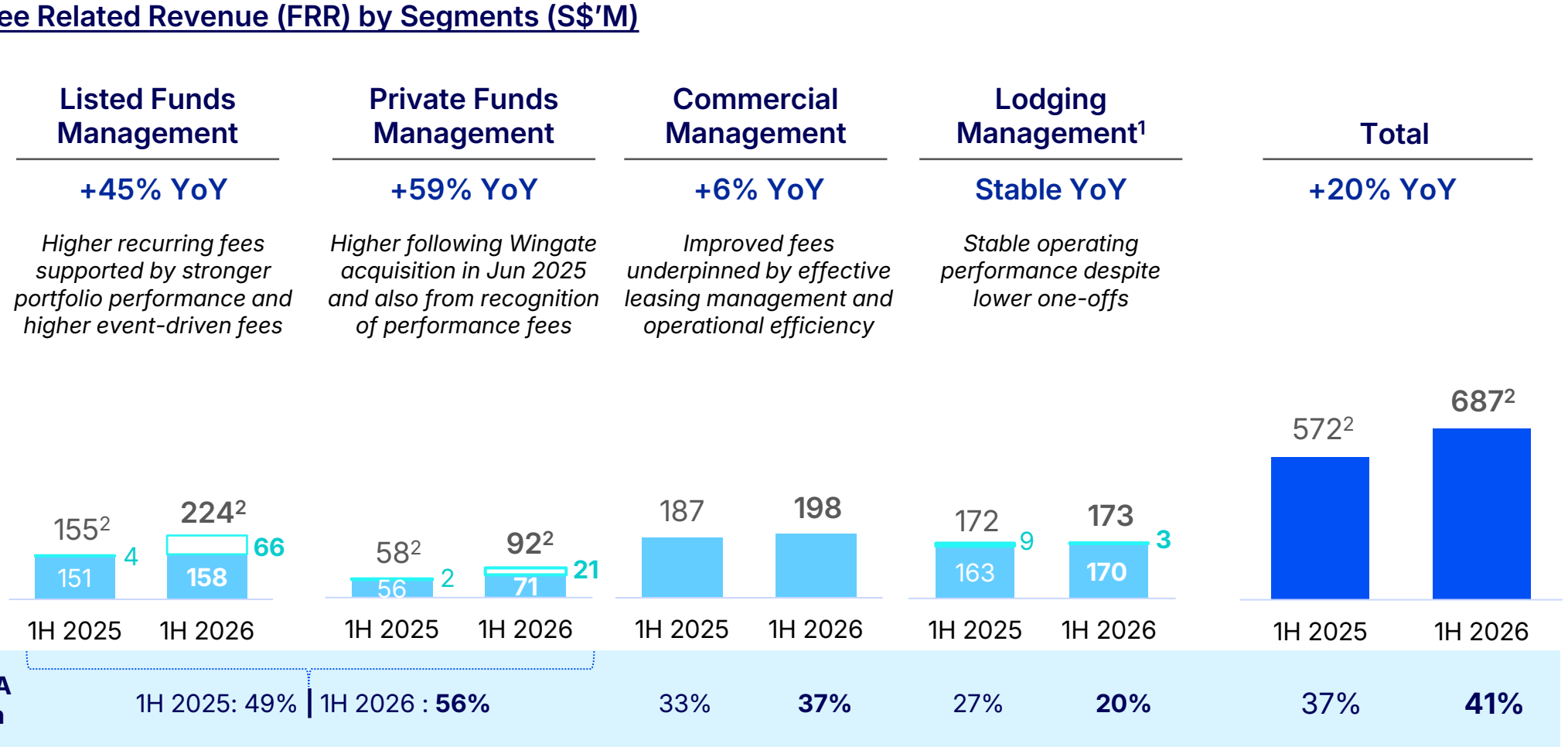


Fee Business (FRB) Investment Business (REIB) Corporate & Others

1. Contributions from SCCP and Wingate commenced in Mar 2025 and Jun 2025 respectively.

Fee Income Delivers Strong Growth

Fee Related Revenue (FRR) by Segments (S$'M)



88 bps
All-in FRR/FUM[3,4]
(FY 2025: 85 bps)

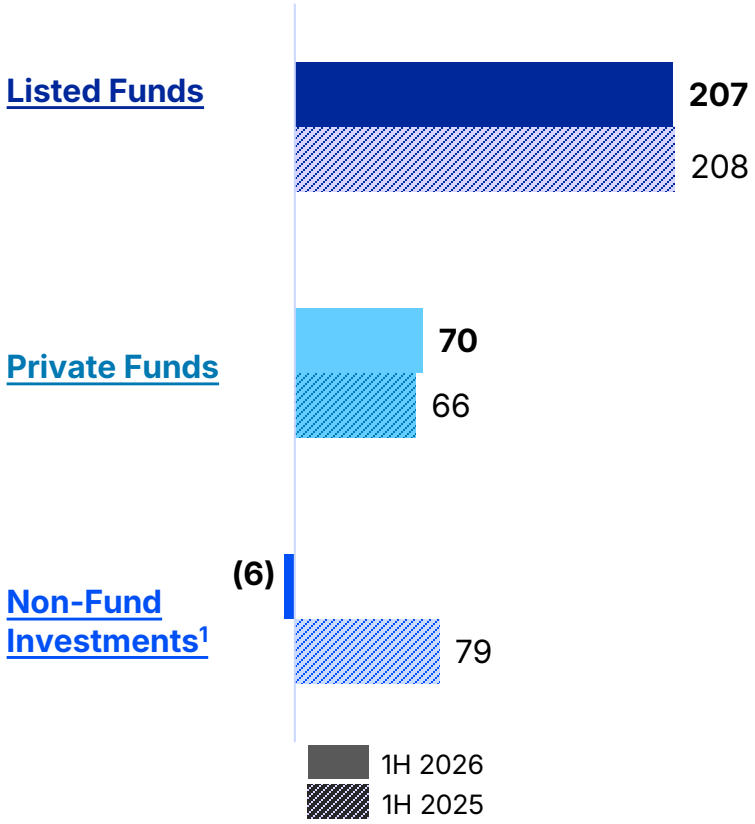
55 bps
FM FRR/FUM[4]
(FY 2025: 52 bps)

1. Revenue for lodging management includes service fee income.
2. 1H 2026 includes S$8M performance fee (recognised under other operating income) and CLI's 40% share of SCCP FRR of S$14M, comprising S$7M (1H 2025: S$4M) from Listed Funds Management and S$7M (1H 2025: S$4M) from Private Funds Management.
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.

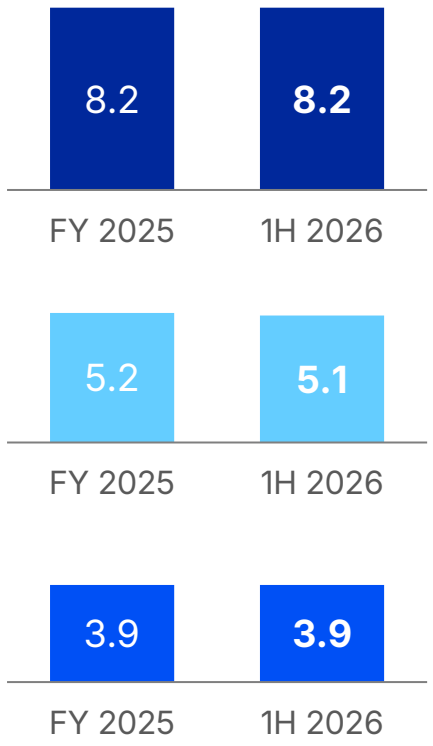
Real Estate Investment Earnings Remain Steady

Operating EBITDA lower due to accounting for non-fund investments

Operating REIB EBITDA (S$'M)
1H 2026: S$271M (1H 2025: S$353M)



Value of Effective Stakes[2,3] (S$'B)



Listed Funds

- 1H 2026 operating REIB EBITDA stable YoY with higher operating contributions offsetting reduced stakes and FX losses

Private Funds

- 1H 2026 operating REIB EBITDA improved YoY driven by contributions from new funds, including Asia Pacific Credit Program II, partly offset by FX movements

Non-Fund Investments[1]

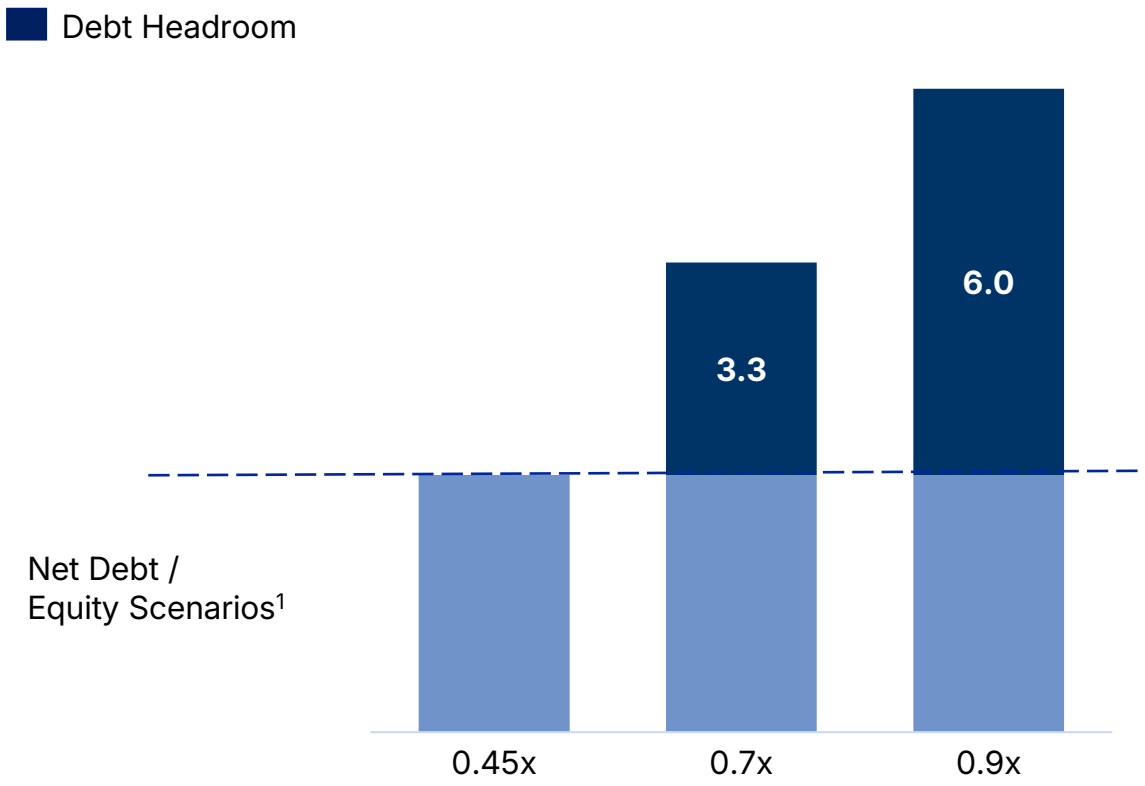
- 1H 2026 operating REIB EBITDA impacted YoY by absence of contributions and FCTR losses from divested assets considered as operating instead of portfolio losses

1. Relates to subsidiaries, associates and joint ventures that are not under the Listed and Private Funds.
2. Based on carrying value for Listed and Private Funds, and on effective open market value for Non-Fund Investments.
3. Comparison is against FY 2025 as value of effective stakes is a point-in-time measure, reflecting CLI's ownership position as at 30 Jun 2026 and 31 Dec 2025.

Lower Interest Costs & Improved Operating Cashflow

Strong balance sheet with headroom for growth investments

Available Debt Headroom (S$'B)



0.45x
Net Debt / Equity
(FY 2025: 0.43x)

4.3x
Interest Coverage Ratio[2]
(FY 2025: 4.2x)

3.5% per annum
Implied Borrowing Cost
(FY 2025: 3.9% p.a.)

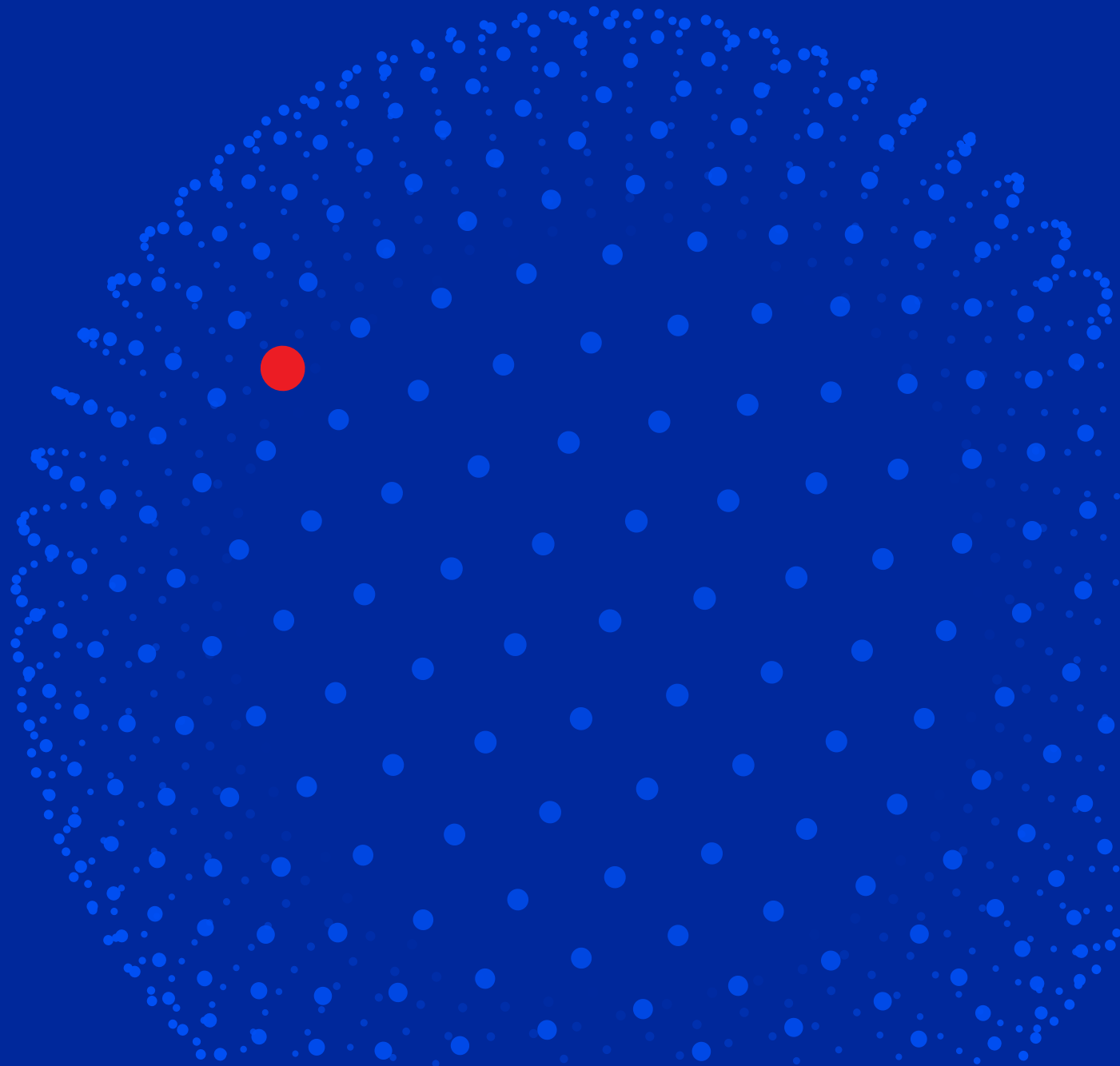
73%
Fixed Rate Debt
(FY 2025: 72%)

2.9 years
Average Tenure
(FY 2025: 3.1 years)

S$448M
Operating Cashflow[3]
(1H 2025: S$311M)

1. Scenarios assume the same level of equity as at 30 Jun 2026.
2. Interest Coverage Ratio was computed on a LTM basis excluding the impact of unrealised revaluation/impairment.
3. Includes dividends received from associates, joint ventures and other investments.

Business Updates



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Private Funds: Sustained Fundraising Momentum and Expanding Capital Platforms

- **Sustaining fundraising momentum**
  - Raised S$1.4B across diversified strategies spanning commercial, business parks and credit
  - Strong engagement from insurers, financial institutions and SWFs for APAC-focused strategies and mandates, reflecting confidence in CLI's track record and execution
  - Strong appetite for credit and living strategies, supporting follow-on fund launches

- **Expanding China's domestic capital platform**
  - Listed RMB3.15B China Commercial Private REIT on 11 Aug, seeded by CapitaMall LuOne in Shanghai
  - Largest foreign-sponsored private REIT in China, providing access to the c.RMB30T wealth management pool

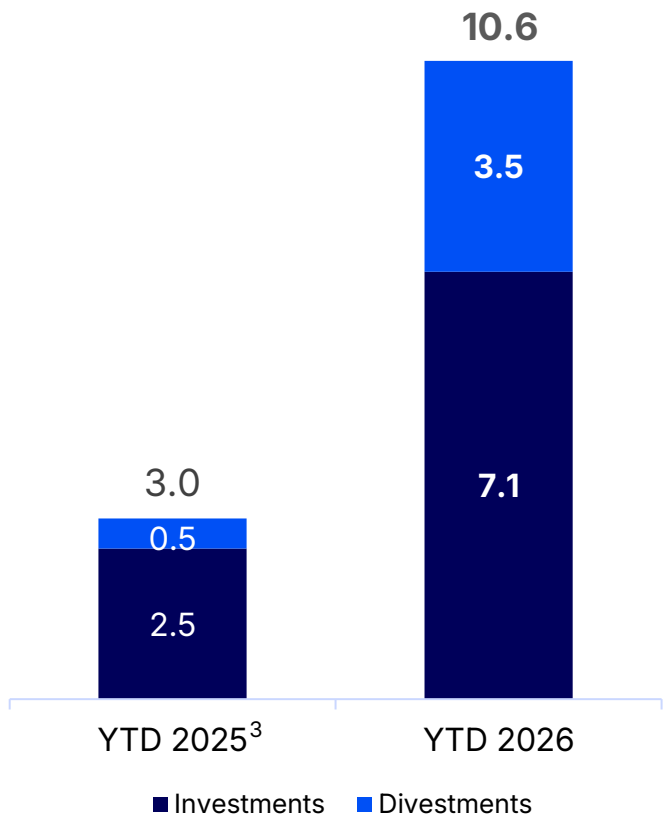
- **Demonstrating deployment and value creation capabilities across c.S$1.6B[1] of transactions**
  - CapitaLand Ascott Residence Asia Fund II (CLARA II): Acquired voco Myeongdong in Seoul; Fund c.80% deployed
  - CapitaLand India Growth Fund II (CIGF II): Divested International Tech Park Chennai, Radial Road, above target returns
  - CapitaLand SEA Logistics Fund (CLSF): Omega I development in Singapore progressing, groundbreaking in 3Q 2026

1. Refers to both investments and divestments announced between 1 Jan and 12 Aug 2026. Gross divestment value is based on agreed property value (100% basis) or sales consideration, while gross investment value is based on agreed property value (100% basis) or purchase/investment consideration.

Listed Funds: Strong Momentum Powering Fee Growth and Platform Value

- **Scaling quality assets in resilient sectors**
  - **S$7.1B of strategic acquisitions (c.3x higher YoY)** across commercial, business parks & logistics, living and digital infrastructure
- **Recycling capital to unlock value**
  - **S$3.5B of capital recycled (c.7x higher YoY)** though divestments as part of ongoing portfolio reconstitution by multiple REITs
- **Enhanced capital availability**
  - **S$2.3B[1] of equity raised (c.4x higher YoY)** with REIT debt headroom available to fund future acquisitions
- **Continue to scale REIT franchise**
  - Secured regulatory approval for the second C-REIT; target listing in 2H 2026

Strong Transaction Momentum[2] (S$'B)



Equity raised and transaction values are based on deals announced between 1 Jan and 12 Aug 2026.
Gross divestment value is based on agreed property value (100% basis) or sales consideration, while gross investment value is based on agreed property value (100% basis) or purchase/investment consideration.
1. Includes Japan Hotel REIT.
2. Refers to both investments and divestments, excluding Japan Hotel REIT.
3. Refers to the period between 1 Jan and 13 Aug 2025.

Commercial Management: Strategic Advantage to Drive Fund Management

Operating expertise enhances asset returns, widens investment opportunities and creates strategic platform value

- **Enhancing asset performance and value creation** across Listed and Private Funds
  - Best-in-class operating platform driving performance through active leasing, tenant curation and AEIs
  - Recent examples: Paragon post-acquisition value creation for CICT through tenant remixing, space optimisation and AEIs; Supporting CLAR from acquisition through to divestment across more than S$1B[1] of Singapore deals

- **Combining capital and operating expertise** to secure differentiated opportunities
  - Integrated operating capabilities enhance deal sourcing and lower execution risk
  - Strong value proposition for capital partners, strengthening appeal of CLI-managed platforms
  - Recent examples: CICT's Hougang Central Site acquisition; S$2.4B Income Insurance mandate

- **Scaling platform value**
  - Recurring fee-based platform with >250 managed assets across Singapore, China and Malaysia
  - Third-party fee income tripled since 2023. Secured c.5.1M sq ft of GFA under third-party management contracts in 1H 2026

Proven Execution Track Record

CLI-managed assets in Singapore

NPI Margins	CLI	Peers
Retail & Integrated Developments	**73.3%**	73.0%
Office	**77.8%**	77.2%
Business Parks	**81.0%**	76.1%
Industrial & Logistics	**80.9%**	75.7%

Source: Respective annual reports, market reports. Based on effective stake.

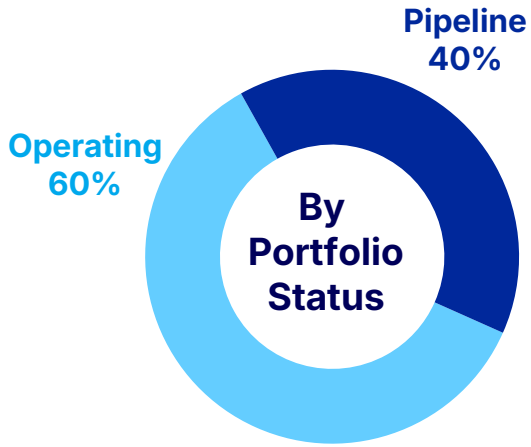
1. Refers to transactions announced between 1 Jan and 12 Aug 2026. Gross divestment value is based on agreed property value (100% basis) or sales consideration, while gross investment value is based on agreed property value (100% basis) or purchase/investment consideration.

Global Lodging Footprint

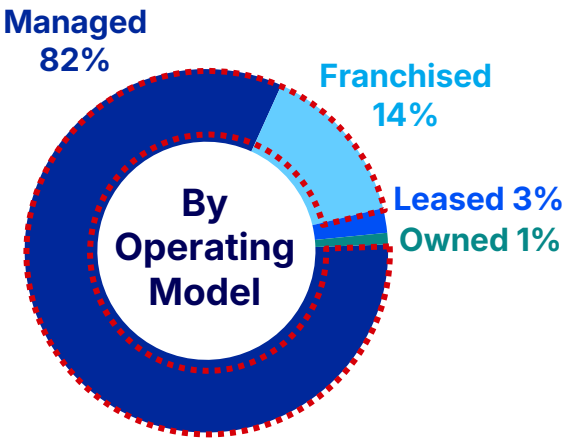
Diversified brands and operating capabilities supporting resilient growth and strategic value creation

- Strong momentum with **c.8,400 units signed**[1] **across >40 properties** in 1H 2026, expanding pipeline to c.67,000 units
  - Conversion[2]: c.30% of unit signings
- Robust pipeline with **c.4,400 units opened**[1] **across >20 properties** in 1H 2026
  - Conversion[2]: c.35% of unit openings
- **+4% YoY Growth in 1H 2026 recurring FRR**[3] driven by better performance from existing properties and contributions from new properties
- **+1% YoY Growth in 1H 2026 RevPAU** underpinned by higher occupancy (+2pp), partially offset by lower average daily rates (-2%)

Ascott's Global Portfolio (as at 1H 2026)



Future growth visibility supported by strong pipeline and continued signing momentum



Scalable asset-light growth underpinned by **96%**[4] of portfolio under **management and franchise contracts**

1. Signings and openings include additions under CapitaLand Ascott Trust and Private Funds.
2. Conversion refers to an existing operating property or brownfield project that is rebranded and repositioned under Ascott's portfolio of brands.
3. Excludes event-driven FRR.
4. Excludes unbranded units under CapitaLand Ascott Trust and Private Funds.

Sharpening Focus to Accelerate Growth and Unlock Shareholder Value

Sharpening Focus

We will sharpen our focus on **scalable growth platforms**, while **unlocking value** from non-core and legacy investments.

Core Business
Listed and Private Funds supported by key operating capabilities in commercial and lodging management

Non-Core Business
Legacy funds and balance sheet assets, as well as non-strategic holdings in REITs and private funds

Accelerating Earnings Growth

Accelerate growth in **Listed and Private Funds** as **dual growth engines** to **drive sustainable returns** and **higher recurring income**.

Unlock Value

Unlock **S$7-9B of embedded value** in non-core and legacy investments for future capital recycling and value realisation.

Glossary

Term	Definition
ADR	Average Daily Rate
AI	Artificial Intelligence
APAC	Asia Pacific
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
DC	Data Centre
DIS	Distribution-in-specie
DPU	Distribution per Unit
FM	Fund Management
FRB	Fee 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 programmes, 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 programmes, 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	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

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You are cautioned not to place undue reliance on these forward-looking statements which are based on the current view of management regarding future events.

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