

CapitaLand Investment Limited

1H 2026 Financial Results

13 August 2026

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1H 2026 Key Highlights: Strong Growth Momentum

Growing Recurring Fee Revenue

S\$687M¹

+20% YoY from S\$572M¹ 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\$2.6B² 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\$5.0B³

Gross divestment value YTD

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

Accelerating Growth

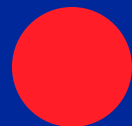
- **Core Business:** Accelerate growth in Listed and Private Funds Management as dual growth engines.
- **Non-Core Business:** To unlock S\$7-9B of embedded value to fund growth, strengthen balance sheet and enhance shareholder value.

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.

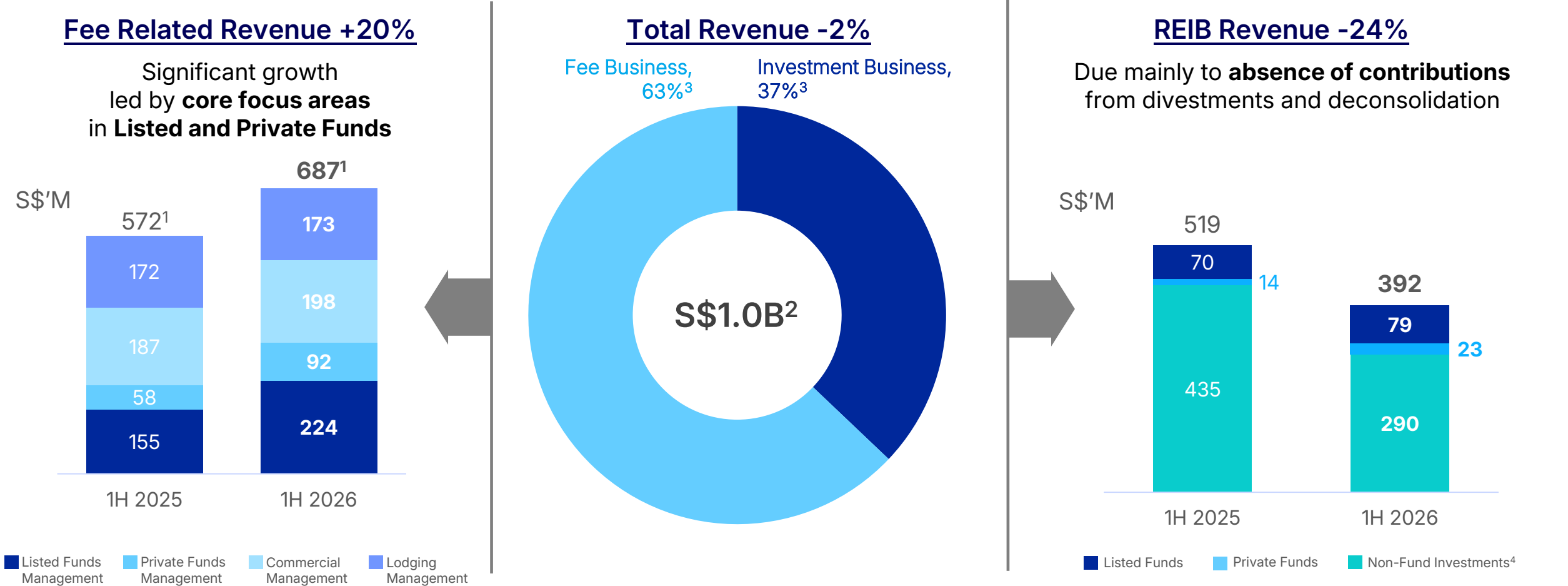
3. Based on agreed property value (100% basis) or sales consideration for deals announced between 1 Jan and 12 Aug 2026.

Financial Performance



1H 2026 Fee Revenue +20% YoY

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



5

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.

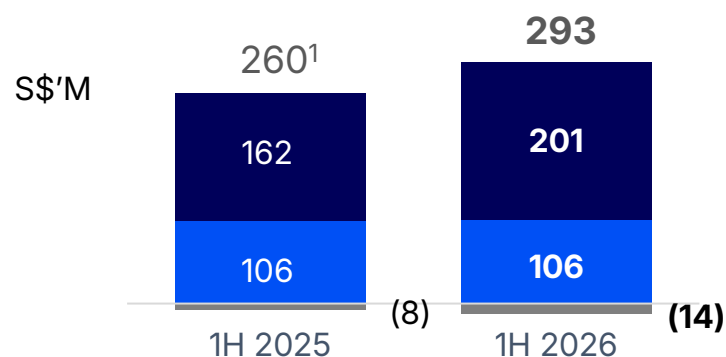
1H 2026 Operating PATMI +13% YoY

Improved earnings from fee business driving higher profitability

1 Operating PATMI

+13%YoY

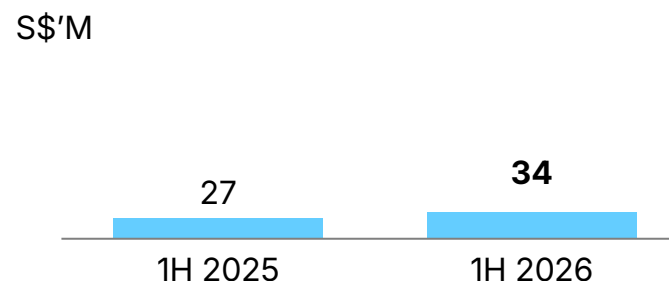
- **FRB:** Higher event-driven fees from Listed and Private Funds
- **REIB:** Lower interest costs, offset by FX movements and reduced contribution from divestments



2 Portfolio Gains

+26%YoY

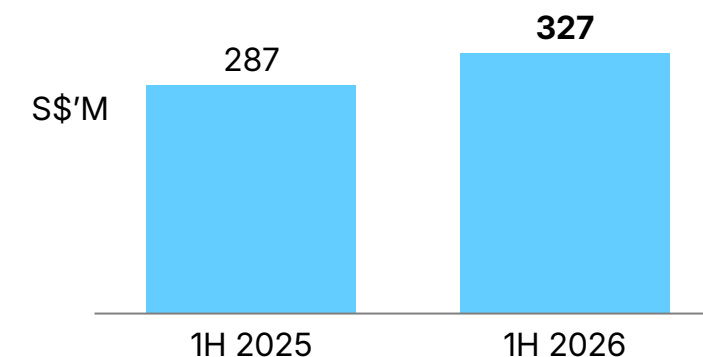
- Mainly due to divestment gains from CapitaLand Integrated Commercial Trust and CapitaLand India Growth Fund II



Total PATMI

+14%YoY

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

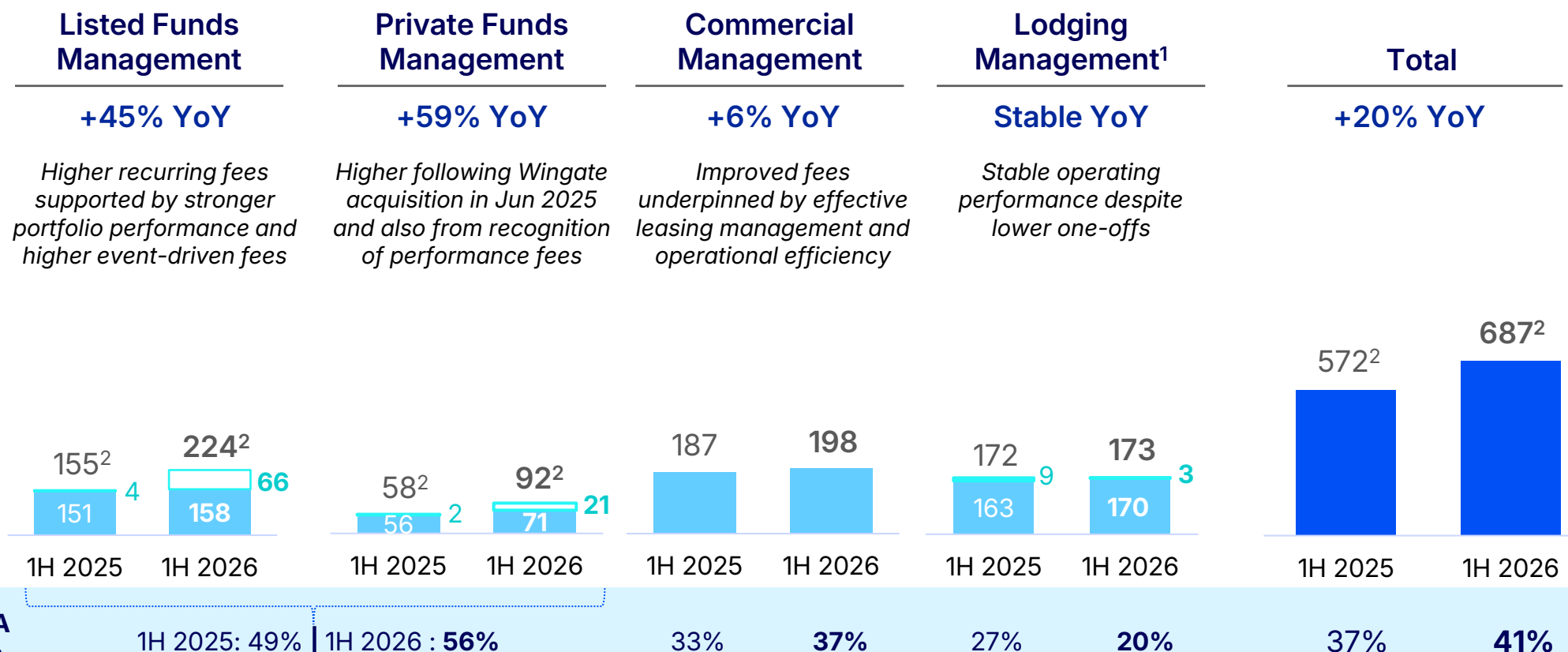


■ Fee Business (FRB) ■ Investment Business (REIB) ■ Corporate & Others

Fee Income Delivers Strong Growth

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

Event Driven
Recurring



88 bps
All-in
FRR/FUM^{3,4}
(FY 2025: 85 bps)

55 bps
FM FRR/FUM⁴
(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.

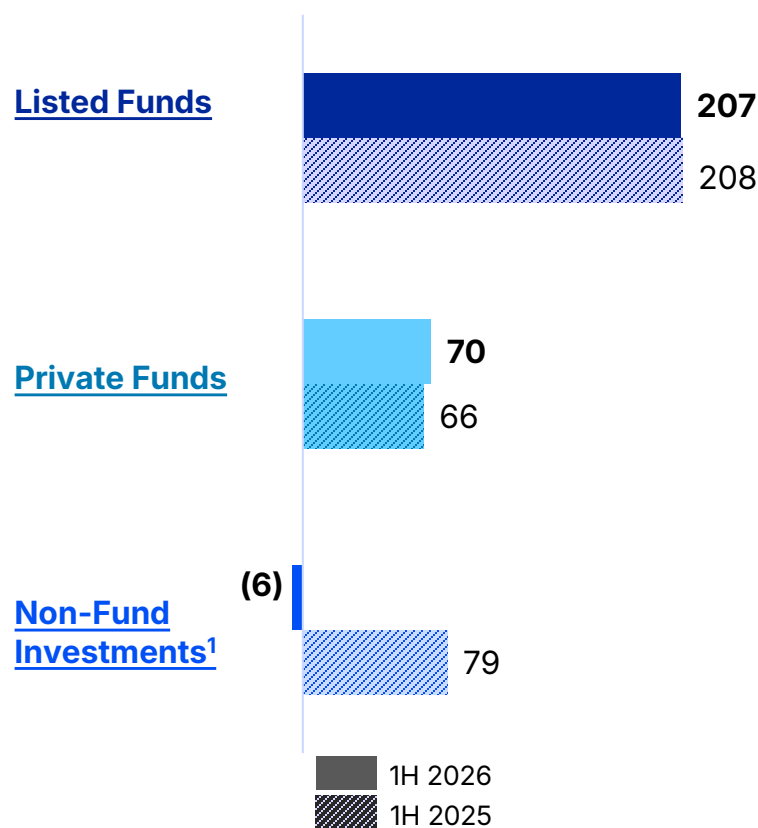
4. All-in FRR/FUM ratio and FM FRR/FUM ratio are computed on a LTM basis and based on average FUM deployed for the year, and includes SCCP's proportionate contribution.

Real Estate Investment Earnings Remain Steady

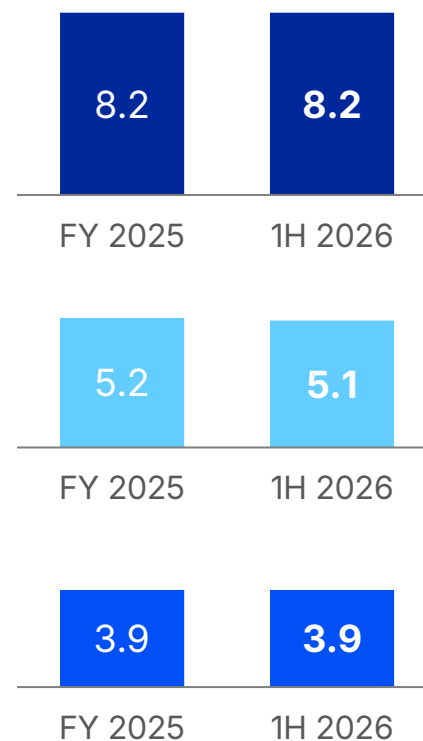
Operating EBITDA lower due to accounting for non-fund investments

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 Investments¹

- 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.

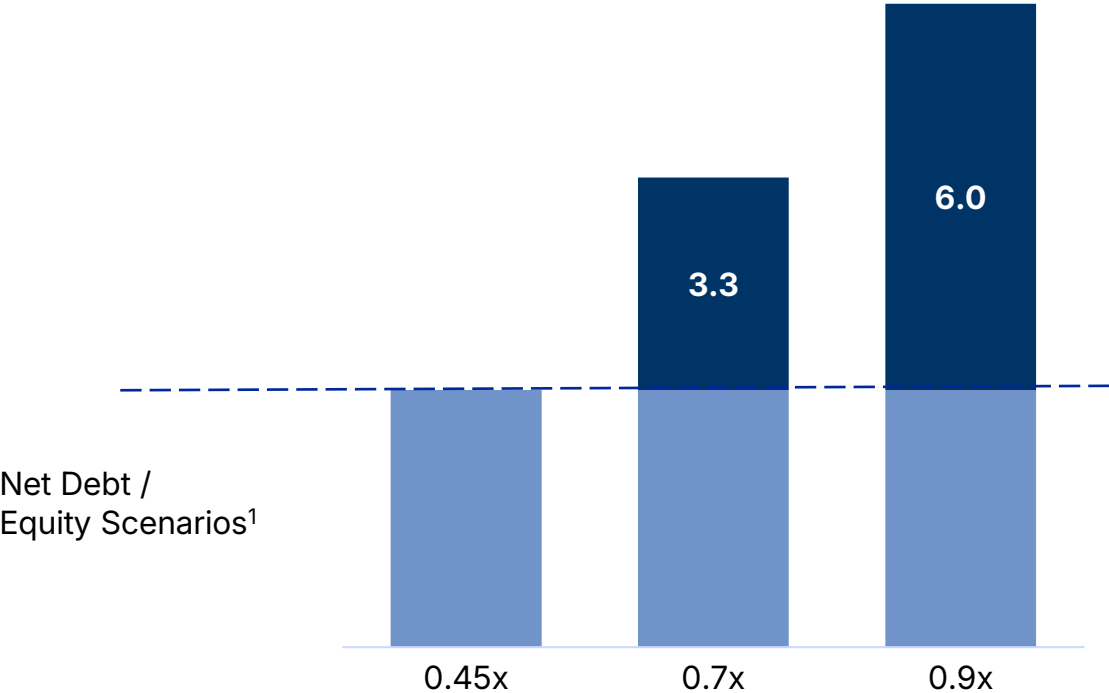
3. Comparison is against FY 2025 as value of effective stakes is a point-in-time measure, reflecting CLI's ownership position as at 30 Jun 2026 and 31 Dec 2025.

Lower Interest Costs & Improved Operating Cashflow

Strong balance sheet with headroom for growth investments

Available Debt Headroom (S\$'B)

■ Debt Headroom



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

4.3x
Interest Coverage Ratio²
(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 Cashflow³
(1H 2025: S\$311M)

9

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

Private Funds: Sustained Fundraising Momentum and Expanding Capital Platforms

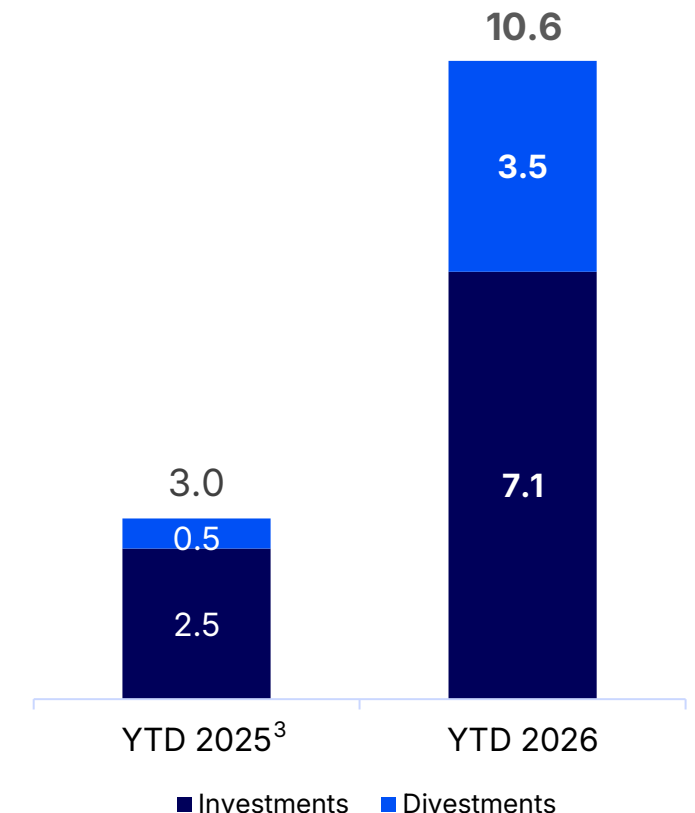
- **Sustaining fundraising momentum**
 - Raised S\$1.4B across diversified strategies spanning commercial, business parks and credit
 - Strong engagement from insurers, financial institutions and SWFs for APAC-focused strategies and mandates, reflecting confidence in CLI's track record and execution
 - 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\$1.6B¹ 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)** through divestments as part of ongoing portfolio reconstitution by multiple REITs
- **Enhanced capital availability**
 - **S\$2.3B¹ 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 Momentum² (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 AEs
 - Recent examples: Paragon post-acquisition value creation for CICT through tenant remixing, space optimisation and AEs; Supporting CLAR from acquisition through to divestment across more than S\$1B¹ 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.

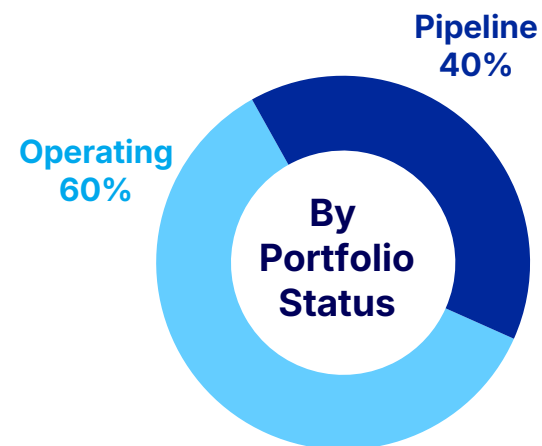
1. Refers to transactions announced between 1 Jan and 12 Aug 2026. Gross divestment value is based on agreed property value (100% basis) or sales consideration, while gross investment value is based on agreed property value (100% basis) or purchase/investment consideration.

Global Lodging Footprint

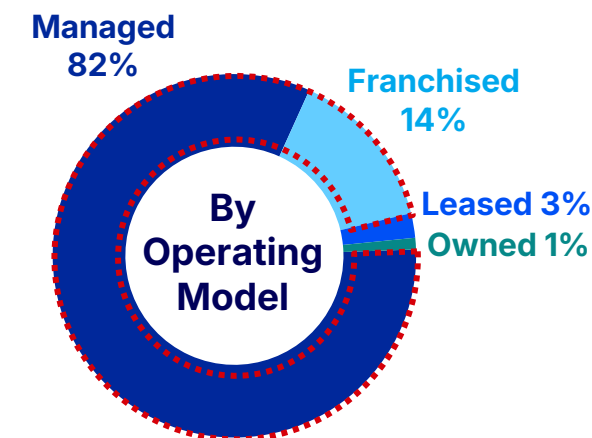
Diversified brands and operating capabilities supporting resilient growth and strategic value creation

- Strong momentum with **c.8,400 units signed¹ across >40 properties** in 1H 2026, expanding pipeline to c.67,000 units
 - Conversion²: c.30% of unit signings
- Robust pipeline with **c.4,400 units opened¹ across >20 properties** in 1H 2026
 - Conversion²: c.35% of unit openings
- **+4% YoY Growth in 1H 2026 recurring FRR³** 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.

Looking Ahead

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

Supplemental Information

Key Financials by Business Segments

Real Estate Investment Business (REIB)

Fee related Income Business (FRB)

S\$'M

Operating

1H 2025 1H 2026

Non-Operating¹

1H 2025 1H 2026

Operating

1H 2025 1H 2026

Corporate & Others²

1H 2025 1H 2026

1
Revenue
S\$1,018M
-2% YoY

519 392

- -

564 665

(43) (39)

2
EBITDA
S\$581M
Stable YoY

353 271

1 32

208 271

19 7

3
PATMI
S\$327M
+14% YoY

106 106

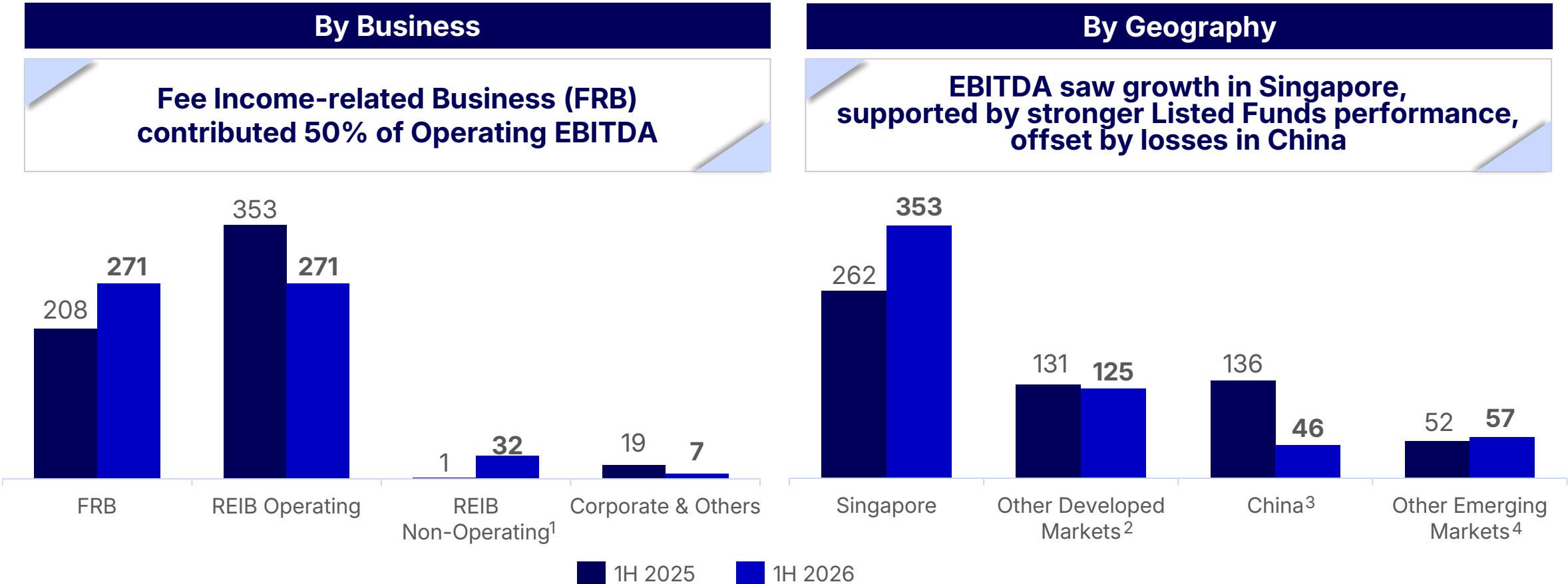
12 43

162 201

7 (23)

1H 2026 EBITDA Analysis

1H 2026 EBITDA: S\$581M (1H 2025: S\$581M)



18

FRB's EBITDA by geography is determined based on the Manager's location.

1. Non-Operating relates to portfolio gains, revaluation and impairment.

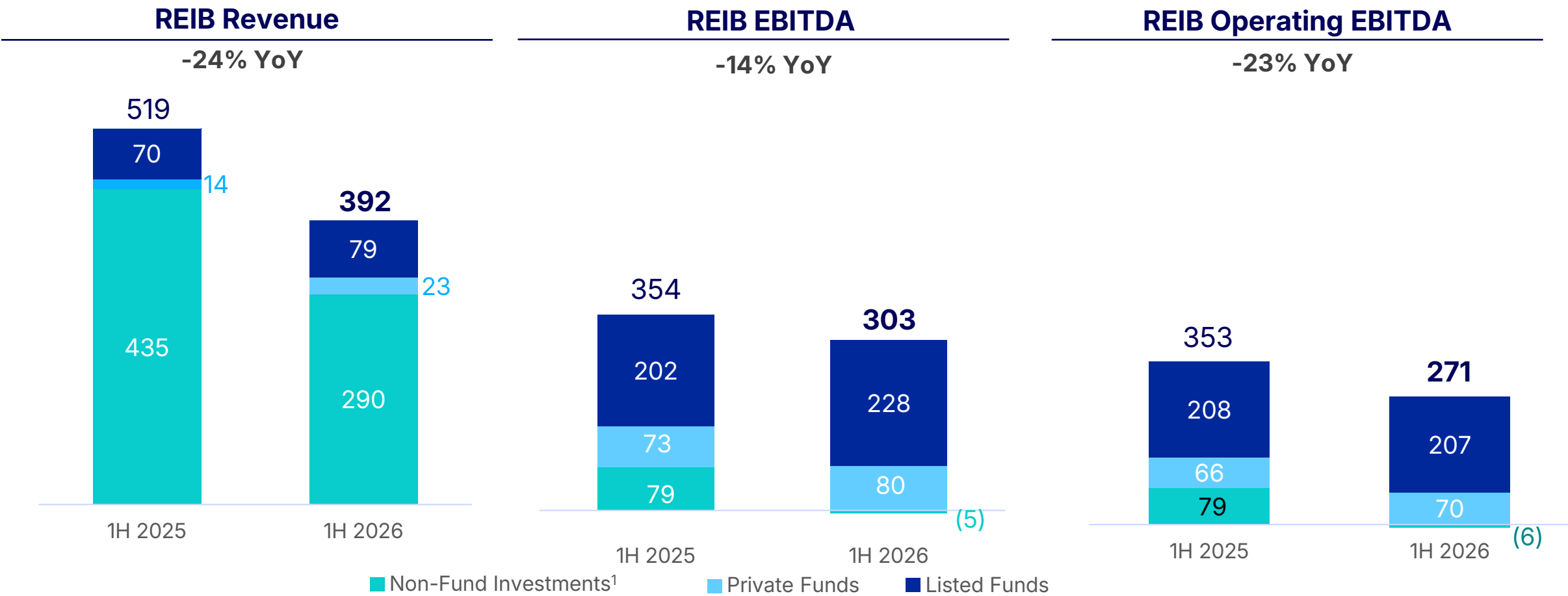
2. Includes UK, France, Germany, Spain, Belgium, Ireland, Japan, South Korea, the USA, Australia, Netherlands and New Zealand but excludes Singapore and Hong Kong.

3. Includes Hong Kong.

4. Excludes China and mainly relates to India and Malaysia.

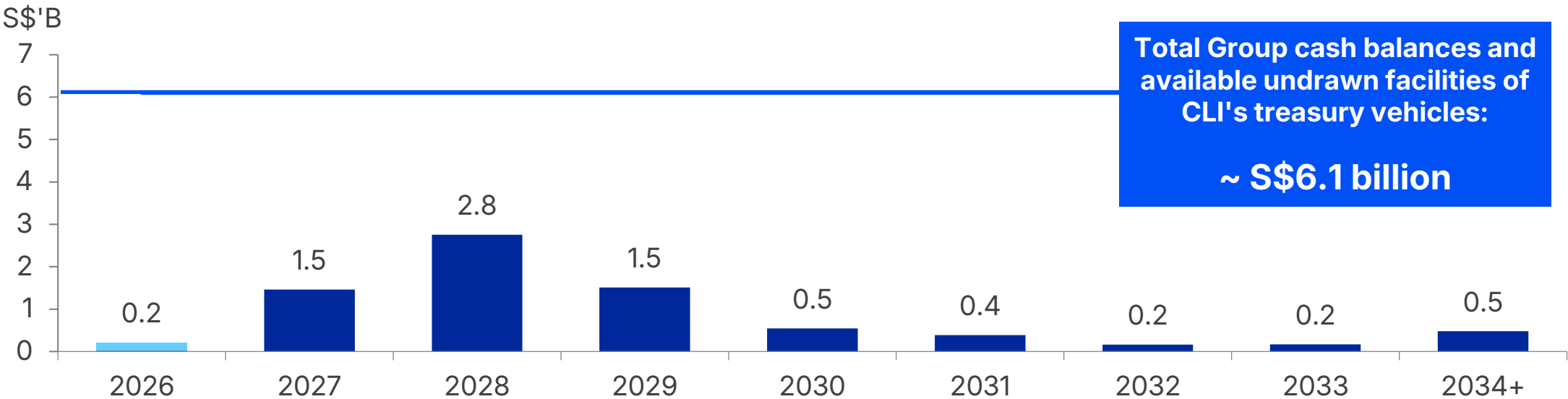
EBITDA from REIB Reflects Asset-Light Shift

By Segments (S\$'M)



Loan Maturity Profile

Plans in place for refinancing/repayment of debt due in 2026



Total Group cash balances and available undrawn facilities of CLI's treasury vehicles:

~ S\$6.1 billion

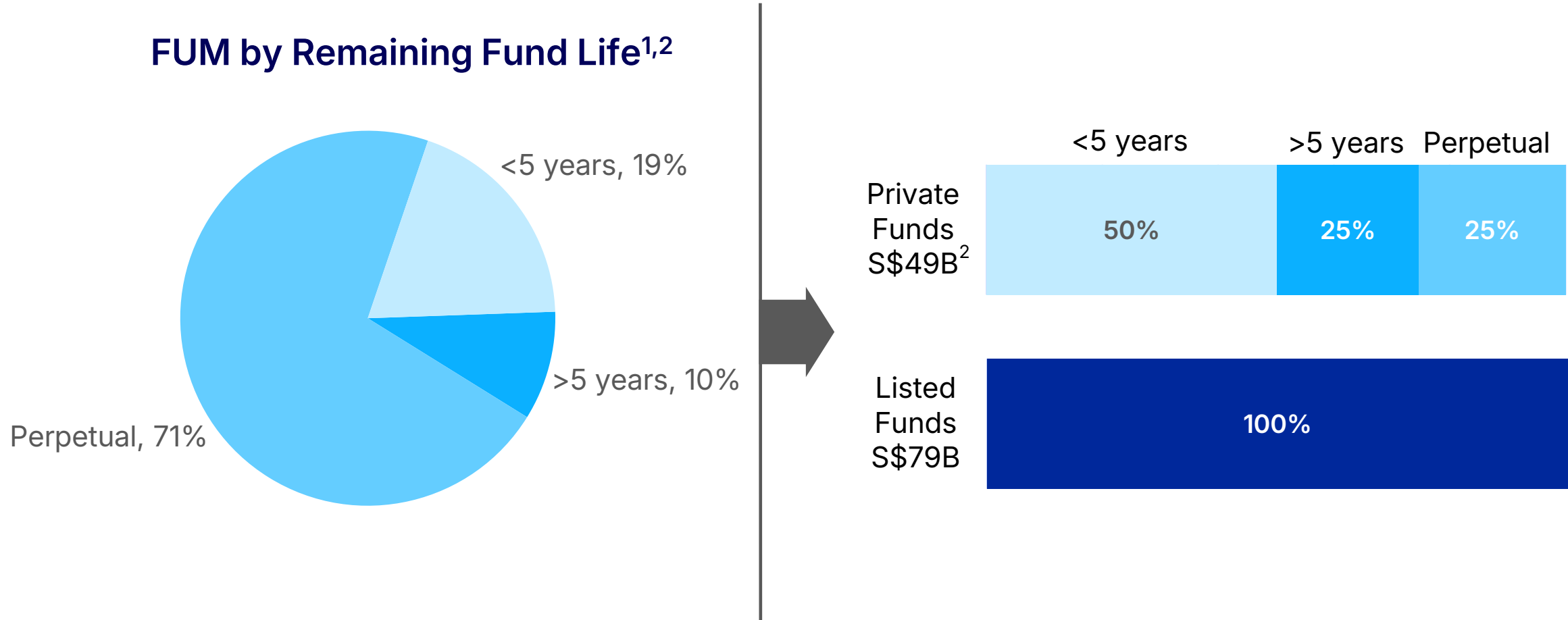
On balance sheet debt due in 2026	S\$'B
To be refinanced	0.0
To be repaid	0.2
Total	0.2
As a % of total on balance sheet debt	3%

- Total
- Non-REIT level debt
- REIT level debt¹

Total group debts S\$7.7B with average life at 2.9 years

Funds Under Management Breakdown by Fund Life

As at 12 August 2026



1. The chart refers to remaining fund life of listed and private funds.
2. Includes FUM of Wingate’s “Other Managed FUM”, which comprises (1) closed, single-asset vehicles maintained mainly for realisation or administrative continuity and (2) bespoke institutional mandates managed for specific objectives, which remain part of Wingate’s ongoing strategy.

Listed Funds Platform

As at 30 June 2026



Geographical Presence	Australia, Europe, Singapore	Australia, UK/Europe, Singapore, USA	Global	China	China	India	Malaysia	Japan
FUM	S\$30.0B ¹	S\$21.7B	S\$8.7B	S\$4.3B	S\$528M	S\$4.8B	S\$1.9B	S\$6.9B
Sponsor's Stake	20%	16%	25%	25%	20% ²	23%	37%	0.02% ³
Market Cap	S\$18.9B	S\$12.4B	S\$3.4B	S\$1.1B	RMB2.4B	S\$1.5B	MYR2.1B	JPY441.0B
No. of Properties	25 ¹	234	106	17	2	16	15	52 ⁴
Gearing	37% ⁵	40%	38%	40%	16%	38%	39%	36% ⁴
Carrying Value of Sponsor's Stake in Listed Funds				S\$8.2B ⁶				

1. Includes the acquisition of Paragon and excludes Asia Square Tower 2

2. Represents the combined stakes of CLI (5%), CLCT (5%) and CLD (10%) in CLCR.

3. Refers to CLI's stake based on its 40% stake in SCCP, which owns 87.6% of Japan Hotel REIT Advisors Co., Ltd., the sponsor of Japan Hotel REIT (JHR).

4. Source: JHR website disclosures, as at the date of publication of this presentation.

5. Excludes the acquisition of Paragon which was completed on 1 Jul 2026.

6. Excludes JHR.

Private Funds Platform

As at 12 August 2026

Total FUM	Total No. of CLI Funds	Committed Equity	Total Equity Invested	Carrying Value of General Partner's Stake
S\$49B^{1,2}	64¹	S\$37B¹	S\$31B¹	S\$5B¹

CLI Funds¹ By Geography

Country	Southeast Asia	China	India	Australia, Japan, Korea ³	Non-Asia ⁴
FUM (S\$'B)	9	23	3	13	1
No. of Assets	32	42	20	220	11

CLI Funds¹ By Asset Class

Thematic	Retail	Integrated	Office	Lodging & Living ⁵	Business Park	Industrial / Logistic	Data Centre	Self-Storage	Others ⁶
FUM (S\$'B)	5	13	9	7	3	4	2	1	5
No. of Assets	22	8	28	61	6	36	10	32	122

1. Includes private funds under SCCP and Wingate.

2. Includes FUM of Wingate's "Other Managed FUM", which comprise (1) closed, single-asset vehicles maintained mainly for realisation or administrative continuity; and (2) bespoke institutional mandates managed for specific objectives, which remain part of Wingate's ongoing strategy.

3. Includes funds focused on Australia, Japan, Korea and other Asian markets.

4. Includes global funds.

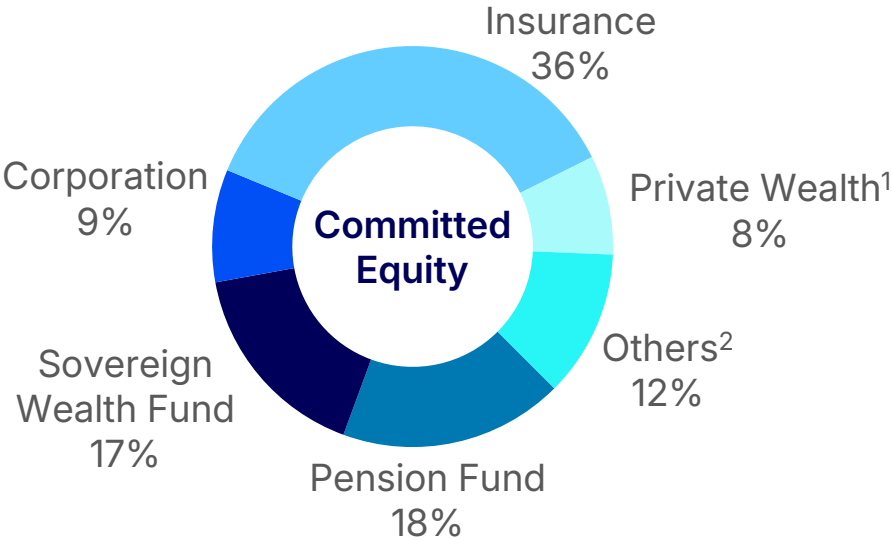
5. Includes multifamily and student accommodation.

6. Includes credit, wellness, residential and strata sales.

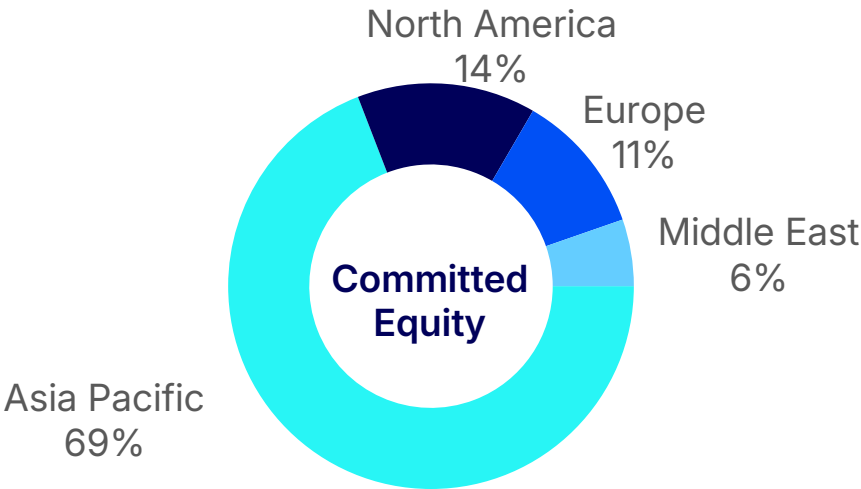
Private Funds: Partnership with High Quality Capital Partners

As at 12 August 2026

Investor Type



Investor Domicile



Diverse LP investor base across geographies



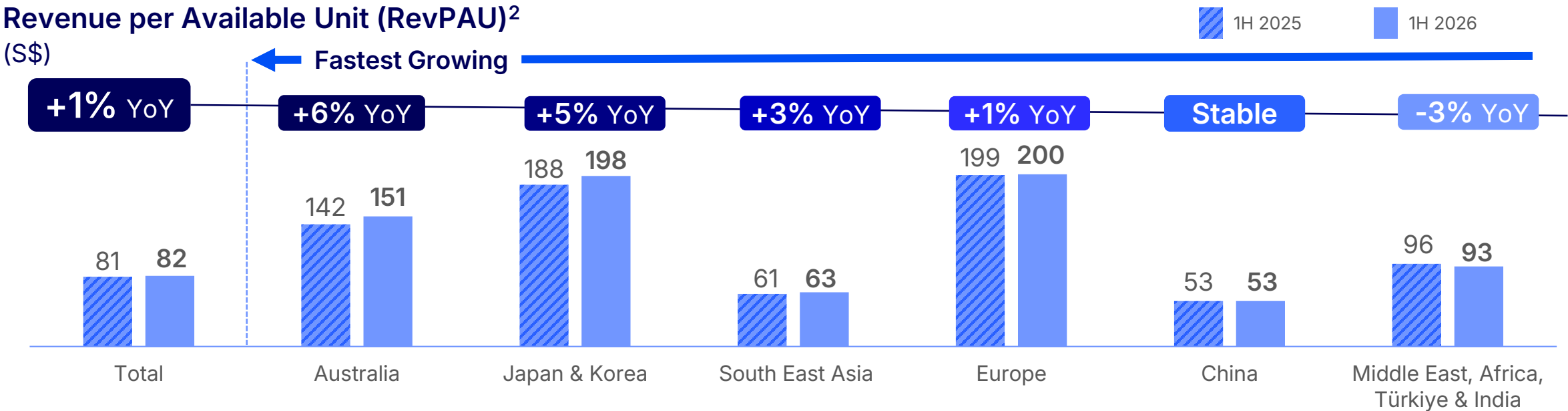
Top tier global institutions (Pension funds and SWFs)



Repeat investors across fund vintages

Includes SCCP and Wingate.
1 Private Wealth include Wealth Managers, Family Offices, HNWI, Self-Managed Super Funds and Channel Partners.
2. Others include Endowments, Investment Managers, Banks, Trust Companies, and Securities Companies.

1H 2026 RevPAU +1% Supported by Occupancy Gains Across Markets and ADR¹ Growth in Japan/Korea



RevPAU increased 1%, driven by a 2pp increase in occupancy, partially offset by a 2% decline in ADR.

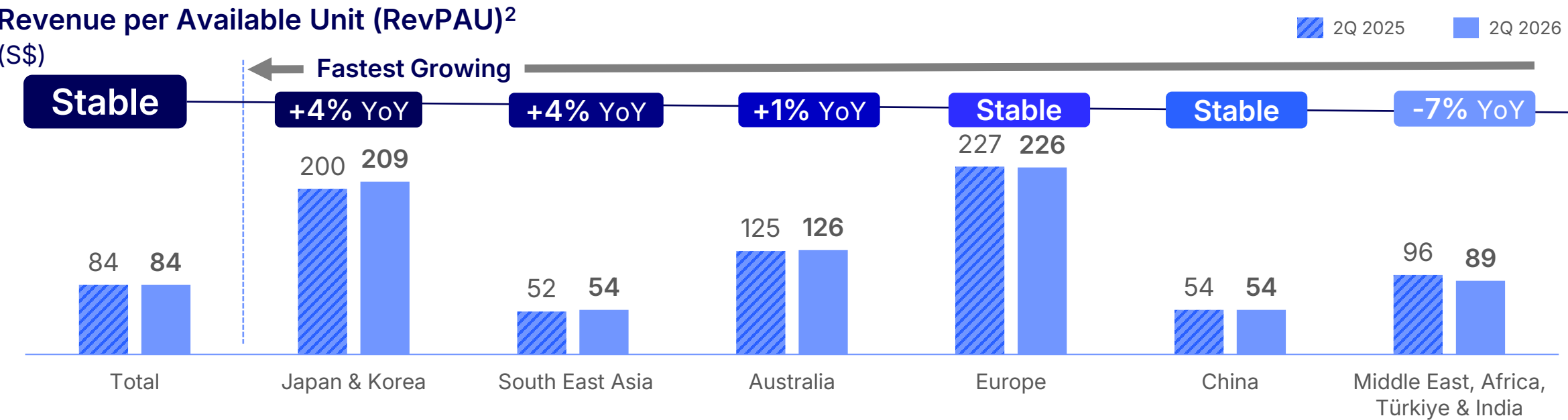
Australia recorded 6% RevPAU growth, driven by a 4pp improvement in occupancy and 1% ADR growth.

Japan and Korea saw a 5% increase in RevPAU, supported by 6% ADR growth and stable occupancy.

Middle East, Africa, Türkiye & India was affected by geopolitical tensions, with RevPAU declining 3% as occupancy fell 2pp despite a 1% increase in ADR.

1. Refers to Average Daily Rate.
2. RevPAU statistics are on same store basis and include properties 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.

2Q 2026 RevPAU Stable; Japan/Korea Continued to Drive ADR¹ Growth



RevPAU remained stable as a 2pp increase in occupancy offset a 2% decline in ADR.

Japan and Korea recorded a 4% increase in RevPAU, driven by 5% ADR growth despite a 1pp decline in occupancy.

South East Asia’s RevPAU increased 4%, supported by a 2pp increase in occupancy while ADR remained stable.

Middle East, Africa, Türkiye & India’s RevPAU declined 7%, due to a 3pp drop in occupancy and a 3% decrease in ADR amid ongoing geopolitical tensions.

1. Refers to Average Daily Rate.
2. RevPAU statistics are on same store basis and include properties 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.

Portfolio Performance Broadly Tracks Markets

- Resilient Asian markets (Singapore, Malaysia, India) continue to deliver strong occupancies and positive rental reversions
- Most other markets maintain stable occupancies and positive NPI growth, while China remains under pressure

Market	Retail	Office	BP/Logistics/Industrial	NPI YoY Change ^{1,2}
Singapore	● 98% occ; +2.4% YoY shopper traffic ² ; +1.6% YoY tenants' sales ^{2,3}	● 97% occ	● 90% occ	Retail: +0.6% Office: +2.1% BPIL: +4.7%
Malaysia	● 93% occ; +5.9% YoY shopper traffic ² ; -0.9% YoY tenants' sales ^{2,3}	-	● 100% occ	+6.4%
China	● 94% occ; +1.8% YoY shopper traffic ² ; +3.7% YoY tenants' sales ^{2,4}	● 84% occ	● 86% occ	-4.8%
India	-	-	● 93% occ	+14.5%
Australia	-	● 95% occ	● 91% occ	+5.5%
Korea	-	● 95% occ	● 87% occ	+14.7%
US	-	-	● 81% occ ⁵	-3.2%
UK & Europe	-	-	● 91% occ ⁶	+4.9%

Legend: Occ refers to occupancy

- Positive rental reversion
- Neutral rental reversion
- Rental pressure

On a same store basis except for Business Parks, Logistics & Industrial in Singapore, Australia, US, UK and Europe.

1. Based on domestic currency

2. 1H 2026 vs 1H 2025.

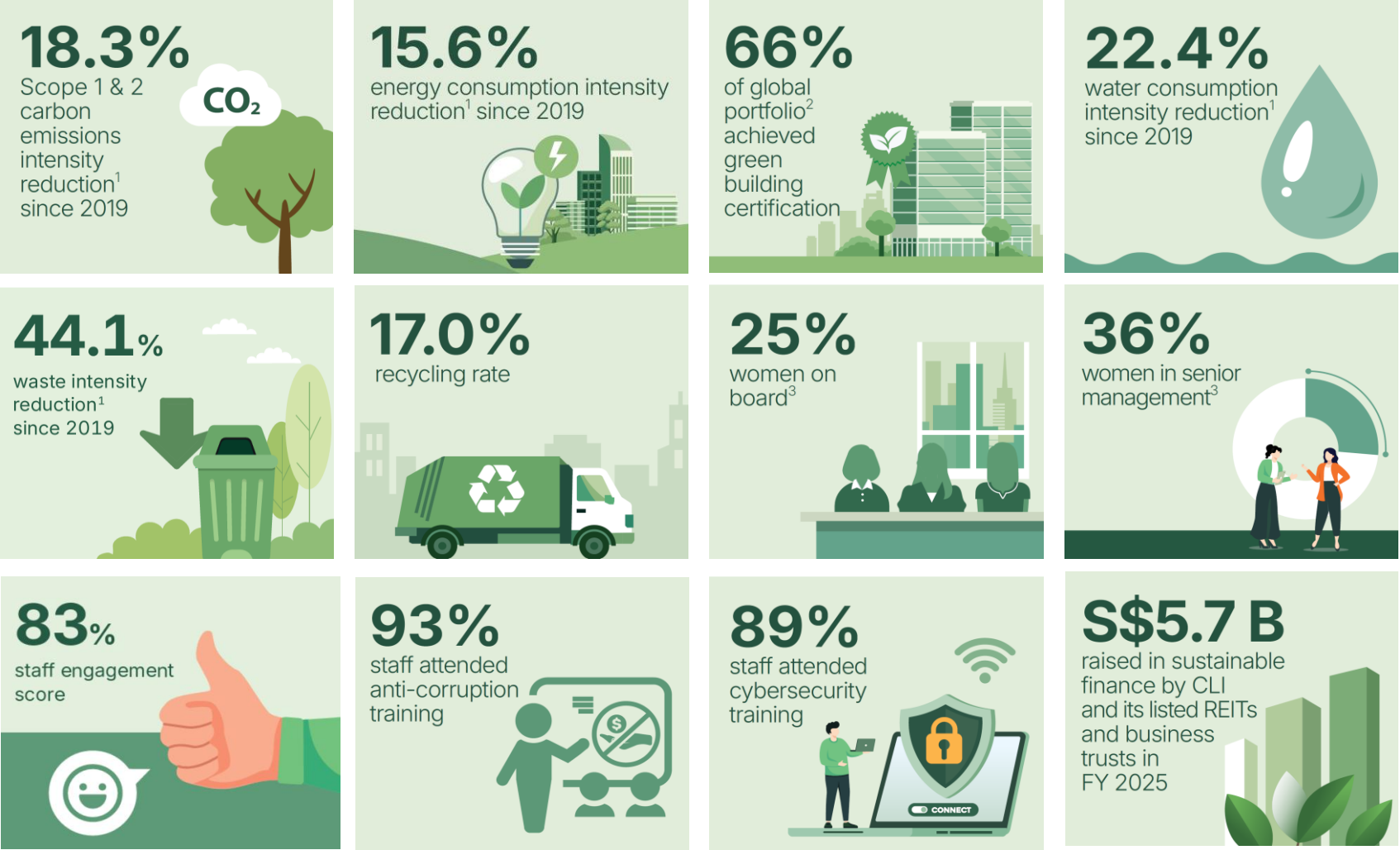
3. Singapore and Malaysia tenant sales are on a per sq ft basis.

4. China tenant sales are on a per sqm basis, excluding electric vehicle sales.

5. Occupancy remains stable at 86% excluding Summerville Logistics Centre which completed development in Apr 2026.

6. Includes data centres.

2025 ESG Highlights and Some 2026 Initiatives



Rooftop solar installed at Raffles City Singapore and CQ@Clarke Quay with more being rolled out in Singapore properties



1. Intensity figures are computed for CLI-operationally managed properties with full year data, and exclude new properties which have been acquired for less than 12 months, properties undergoing asset enhancement initiatives (AEI) and corporate offices.
2. Percentage by m2 of CLI-owned and -operationally managed properties.
3. As at the end of FY 2025, there were three female Directors (out of 12 Directors) on the Board. This represents 25% of the Board.

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

Thank You

