

Kopi with

Cap*i*taLand

Investment

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Jointly organised and moderated by **SIAS**



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Private Funds Management

Diversified fund offerings across strategies and asset classes. 20-year track record of value creation, with full in-house real asset capabilities.

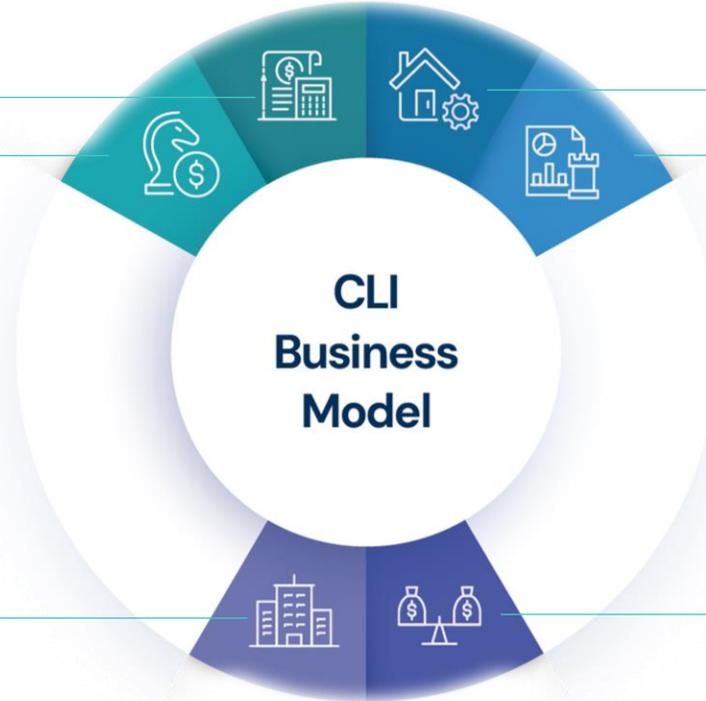
FUM: S\$47 billion²

Listed Funds Management

Asia Pacific's largest real estate investment trust (REIT) manager by market capitalisation¹.

FUM: S\$70 billion²

Fee Income-related Business



Lodging Management

A leading, asset-light and vertically-integrated lodging platform.

More than 980 properties and 168,000 units worldwide²

Commercial Management

Best-in-class operating platform managing properties across Singapore, China and India.

Over 250 properties spanning approximately 20 million sqm³ of GFA²

Real Estate Investment Business

Investment Properties

S\$4.3B^{2,4} of pipeline assets on CLI's balance sheet.

Sponsor Stakes in Listed Funds and General Partner Stakes in Private Funds

Holding stakes ranging from 18% to 41% in listed funds and an average of 25% in private funds.

Notes:

1. Source: Bloomberg as at 31 December 2024.
2. Figures are as at 31 December 2024.
3. Excludes projects under development.

4. Based on CLI's effective share of the investment properties' open market value.

FY 2024 Priorities Delivered → CLI Accelerating Growth

1



Growth Capacity Expanded

- **S\$5.5B of divestments¹** reducing balance sheet assets significantly to S\$4.3B at end-2024
- **Capacity for growth expanded to S\$7.4B² post divestments**

2



Focused Redeployment

- **S\$5.4B of investments³** targeting key high-conviction themes
 - **~S\$450M** deployed into **strategic M&A**

3



Committed to Sustainable Progress

- **Strong shareholder alignment:**
 - S\$358M⁴ in **share buybacks** in FY 2024
 - 18 Singapore cents/share⁵ in **proposed total dividend**
- **Strengthening of talent bench** through strategic platform acquisitions and 28 senior hires

Notes:

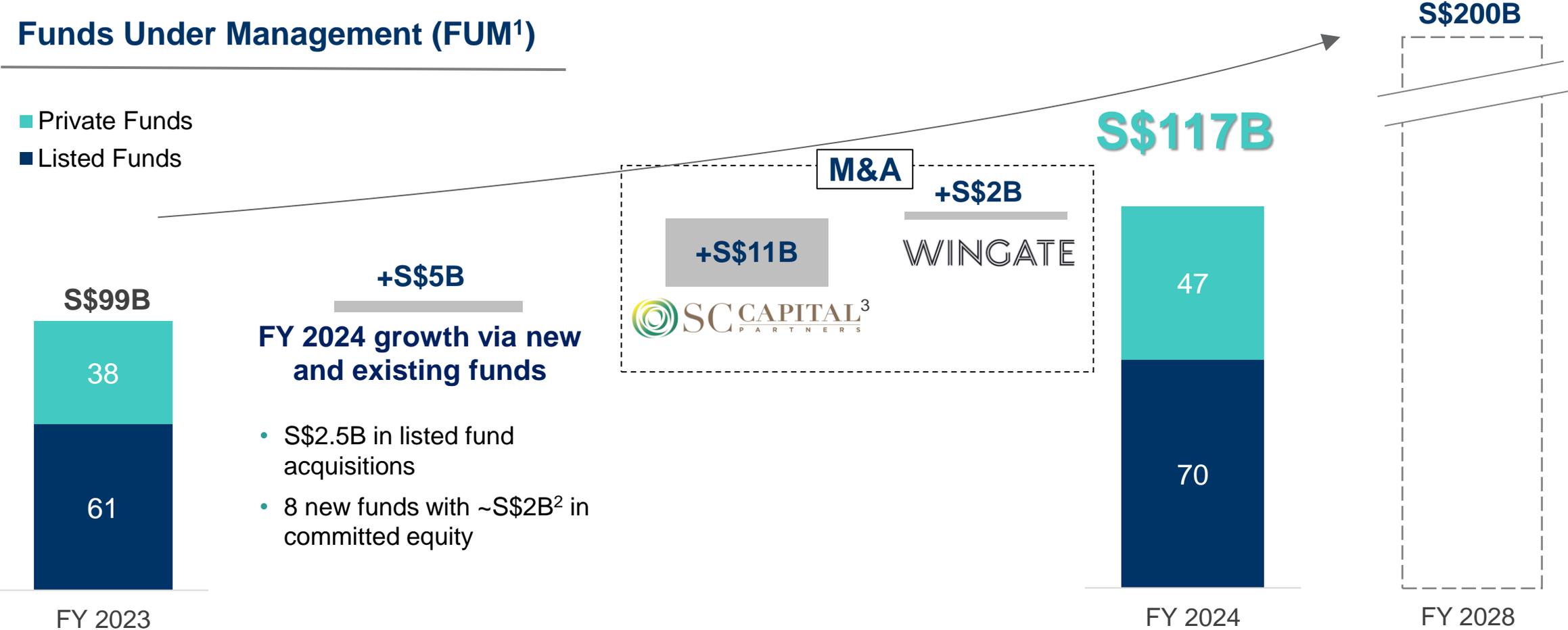
1. Gross divestment value of transactions announced in FY 2024.
2. Refers to debt headroom available based on the capacity to raise net debt/equity ratio from 0.39x to 0.9x.
3. Gross investment value of transactions announced in FY 2024.

4. Includes stamp duties, clearing charges etc paid or payable for the shares.
5. Comprises proposed 12 Singapore cents per share in ordinary dividend and a special DIS of 0.031 CICT units per share, valued at about 6 Singapore cents. The total dividend payout is approximately S\$904M. The actual dividend payment can only be determined on book closure date.

A Significant Increase in Funds Under Management

Funds Under Management (FUM¹)

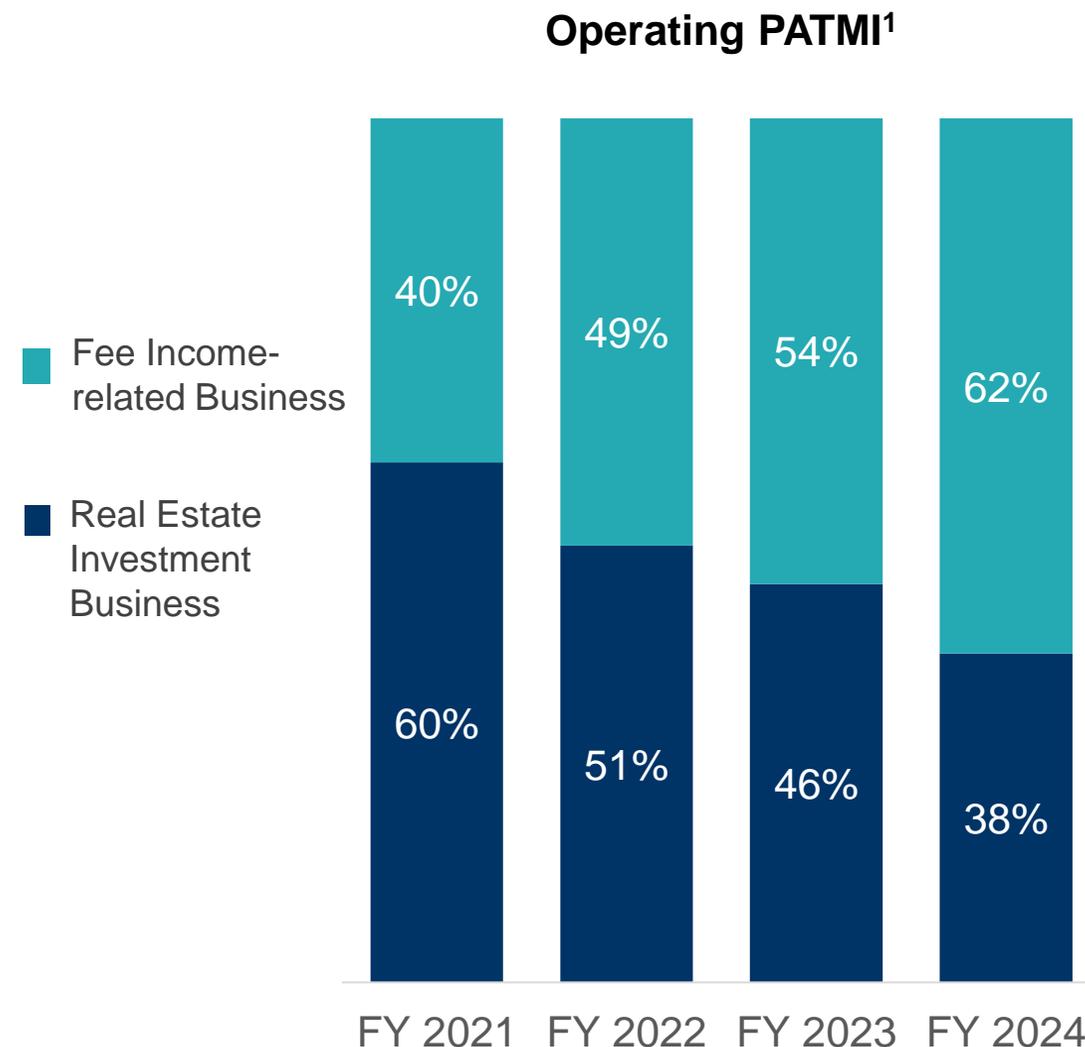
- Private Funds
- Listed Funds



Notes:

1. Includes funds ready for deployment based on committed capital on a leveraged basis.
2. Includes CLI's stakes.
3. Strategic investment in a 40% stake in SCCP with the remaining stake to be acquired in phases over the next five years, subject to the fulfilment of conditions.

Continued Transformation to Recurring Fee Driven Business Model



Fee Income-related Business

↑ 9% YoY for three consecutive years

Consistent growth of Fee-related earnings

Notes:

1. Excludes corporate and others, as well as elimination.
2. The proposed dividends for FY 2024 consist of an ordinary dividend of 12 Singapore cents per share and a special dividend-in-specie of 0.031 CICT units per share, valued at ~6 Singapore cents, based on CLI's issued shares as at 31 Dec 2024 and CICT's share price at market close on 26 Feb 2025 of S\$1.98. The actual dividend payment will be determined on the book closure date

Positioned for Growth

Demographics

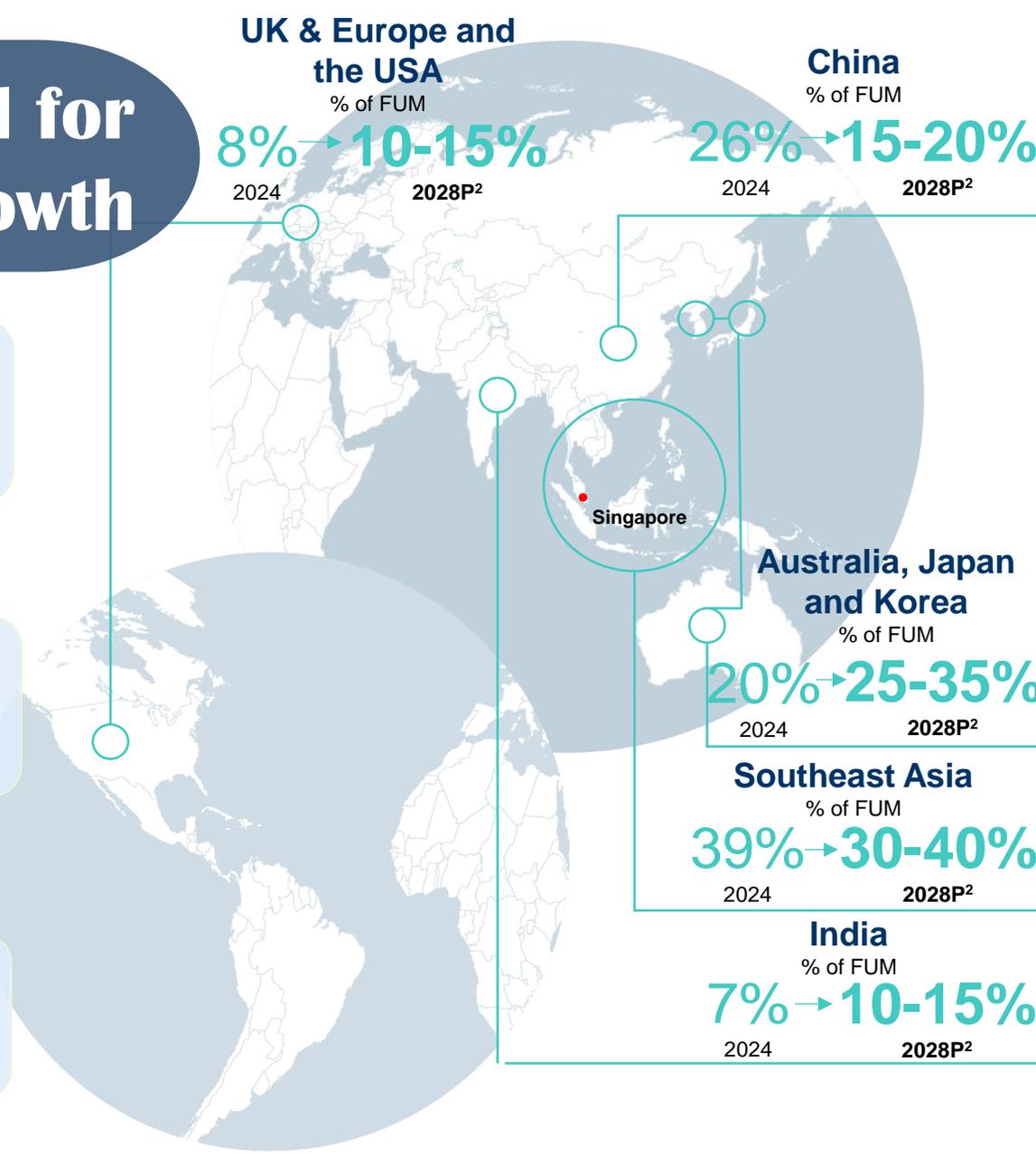
Evolving lifestyles, ageing populations, and urban migration are reshaping how people live, work, and connect.

Disruption

Market shifts, geopolitical changes, and economic cycles are reshaping capital flows, creating new avenues for strategic investment.

Digitalisation

The digital revolution is accelerating demand for data, AI, and smart infrastructure, transforming industries.



Primary Growth Drivers

	Thematics & Strategies	Operating Platforms	Listed Funds
Southeast Asia	<ul style="list-style-type: none"> Data Centres Lodging & Living Logistics Self Storage Wellness 		
China	<ul style="list-style-type: none"> Data Centres Lodging & Living RMB funds Special Situations 		
India	<ul style="list-style-type: none"> Data Centres Lodging & Living Logistics Private Credit 		
Australia, Japan & Korea	<ul style="list-style-type: none"> Data Centres Lodging & Living Logistics Private Credit Self Storage Special Situations 		
UK & Europe, USA	<ul style="list-style-type: none"> Data Centres Lodging & Living Logistics 		

Notes:

1. CLI made a strategic investment of a 40% stake in SCP, which was completed on 7 March 2025.
2. 2028P refers to projections in 2028 based on CLI's growth strategy.
3. 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.

Looking Ahead

> FY 2025 Strategic Priorities



01

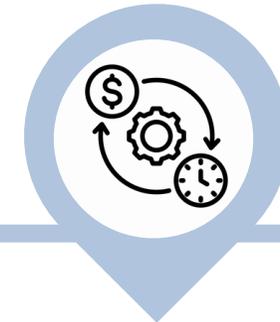
Invest for Growth

- People
- Products
- Platforms



02

Leverage Balance Sheet Strength for M&A and Strategic Partnerships



03

Optimise Equity Base
Cost Rationalisation

Thank You

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