

DBS Global Financial Markets – Regional Property Conference

7 January 2026

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Steady Growth, Continued Disciplined Execution

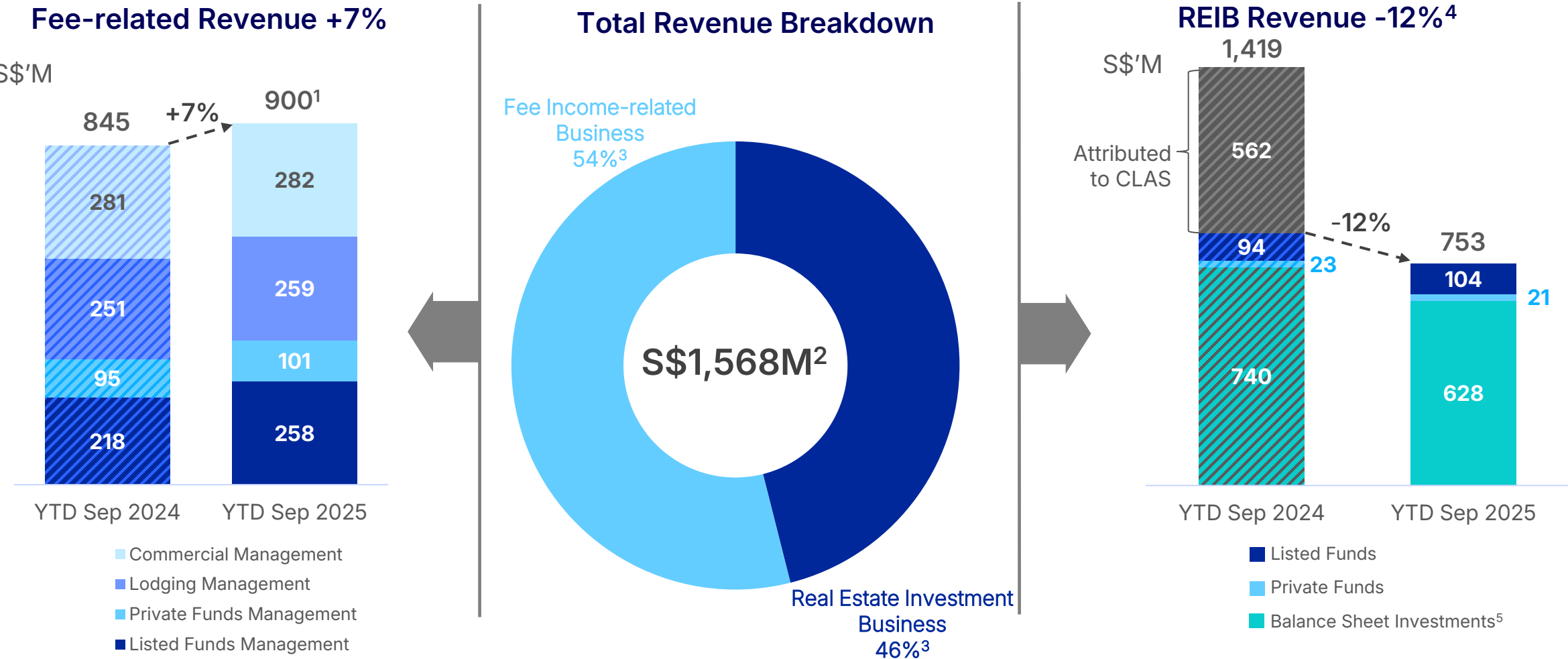
- Total revenue of S\$1,568M for YTD Sep 2025
 - **Fee-related revenue grows to S\$882M** driven by higher event-driven fees from listed funds and contributions from new funds
 - **Real estate investment revenue lower at S\$753M** due to deconsolidation of CLAS and divested assets
- Increased fundraising momentum with **S\$3.7B total equity raised** by listed and private funds in 2025¹
 - 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 2025² 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

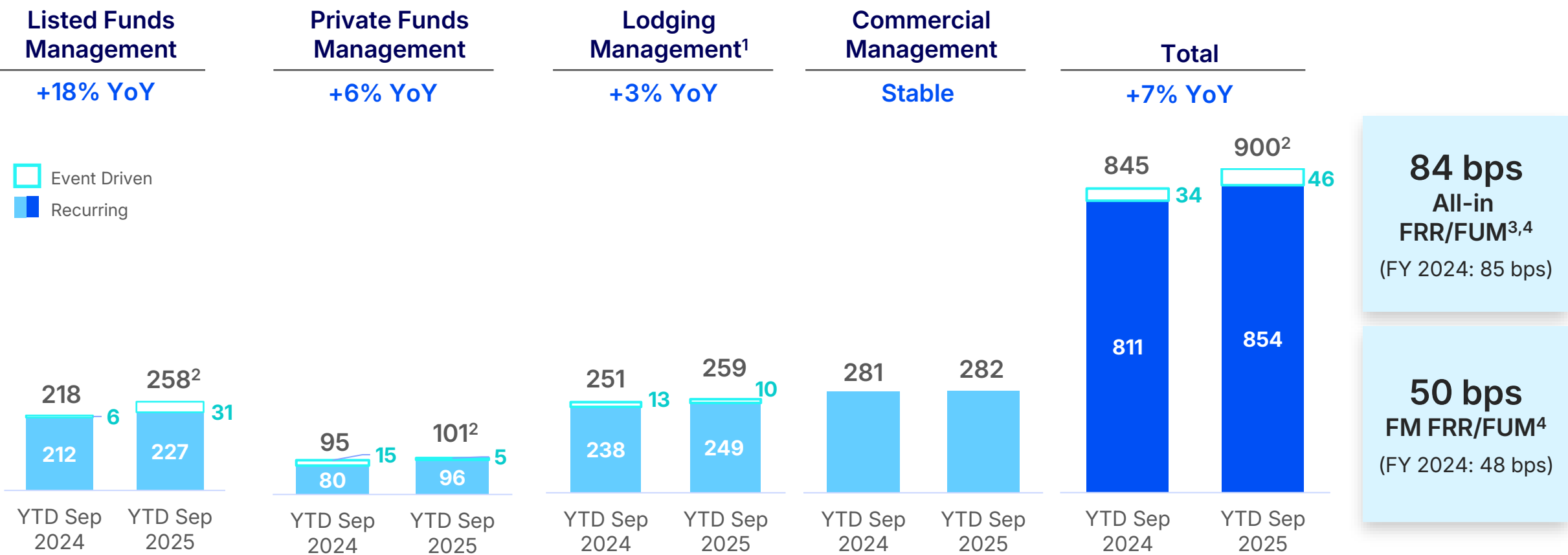


Notes:
1. Includes 40% share of SCCP fee revenue from Mar to Sep 2025.
2. Includes corporate and others of -S\$67M.
3. Percentages computed exclude corporate and others.

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)

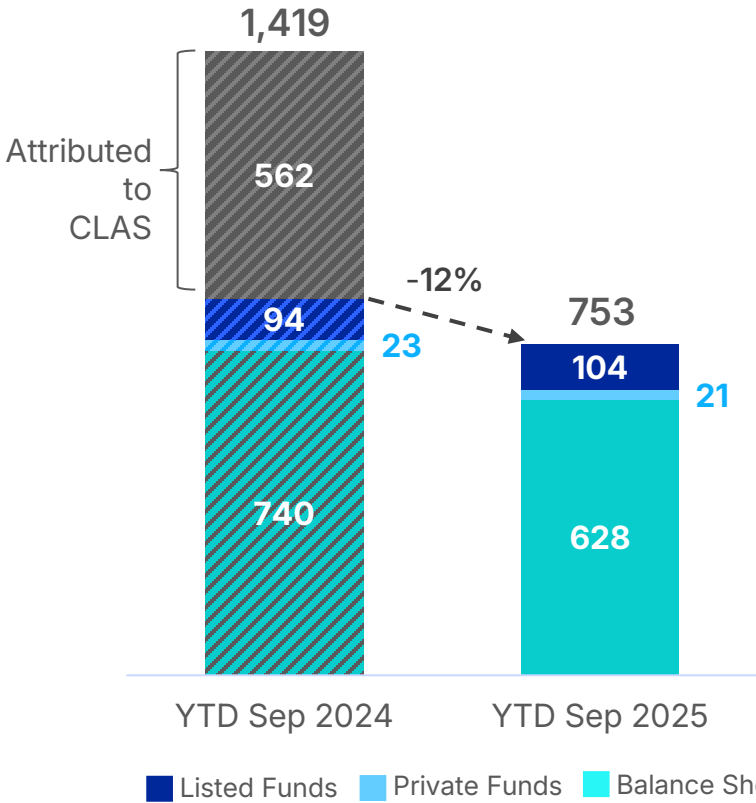


Notes:

- Revenue for lodging management includes service fee income.
- 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.
- All-in FRR include Fund Management, Commercial Management and Lodging Management Fees earned from the listed and private funds managed by CLI Group.
- 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)

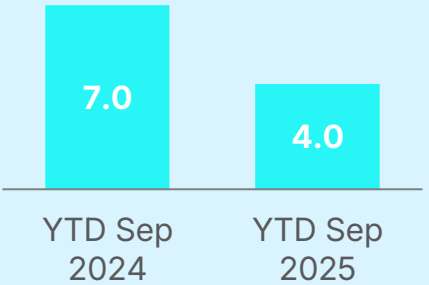


- Excluding CLAS, REIB revenue decline was primarily due to strategic asset divestments
- Completion of Synergy-SilverDoor merger resulted in deconsolidation and lower REIB revenue
- Redeployment of Dalian Ascendas IT Park into a China domestic fund in 3Q 2025 lowered balance sheet value

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

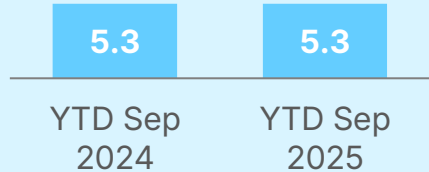
Balance Sheet

Based on open market value



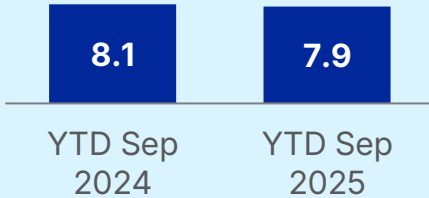
Private Funds

Based on carrying value



Listed Funds

Based on carrying value



6
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 yield¹ 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)

Note:

1. Based on IPO price.



CLCR successfully listed on Shanghai Stock Exchange on 29 Sep 2025



Accelerating Growth of APAC's Largest Listed Platform

Total Transaction Value¹
(S\$'B)

S\$73.6B

Listed Funds FUM⁴

≥90%

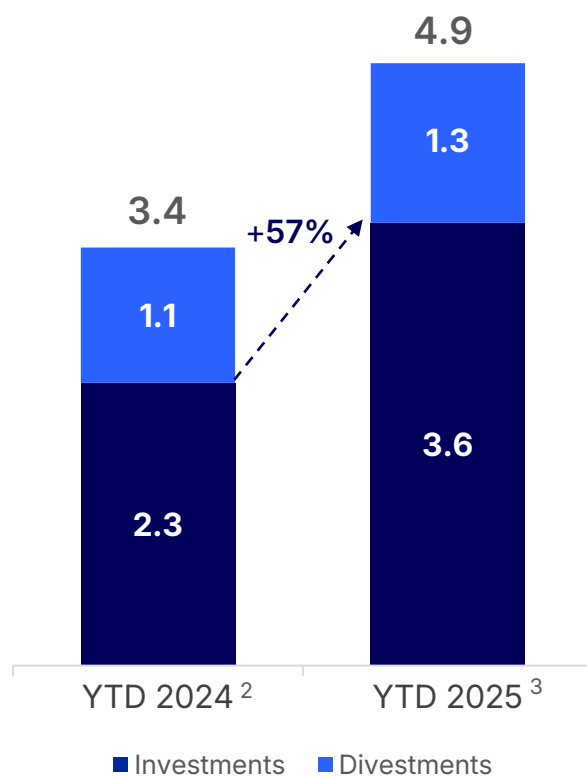
Portfolio Occupancy⁵

-18bps YoY

Average Interest Cost

c.40%

Gearing



Improved Capital Access (+26% YoY)

- S\$1.6B⁴ 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.

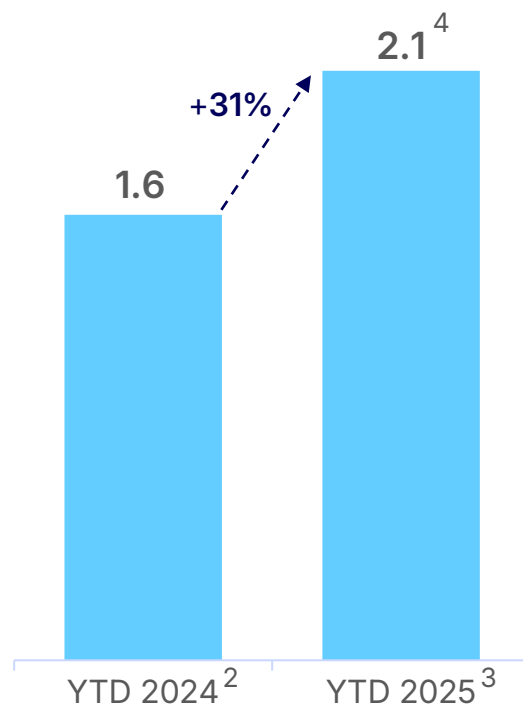
3. Refers to the period from 1 Jan 2025 to 20 Nov 2025.

4. Includes CLCR.

5. Excludes CLAS.

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

Total Equity Raised¹ (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.

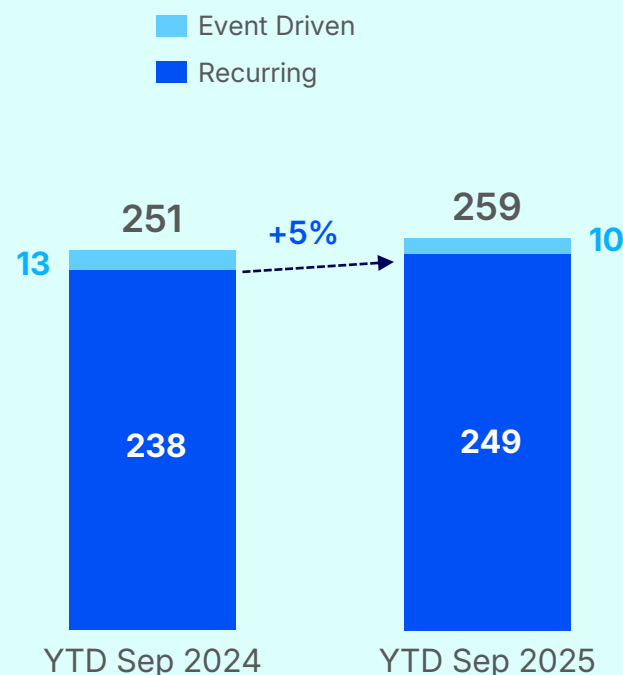
2. Refers to the period from 1 Jan 2024 to 5 Nov 2024.

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 (\$'M)



c.13,500 units signed across 64 properties YTD Sep 2025
(vs. >10,200 units/58 properties in 2024¹)

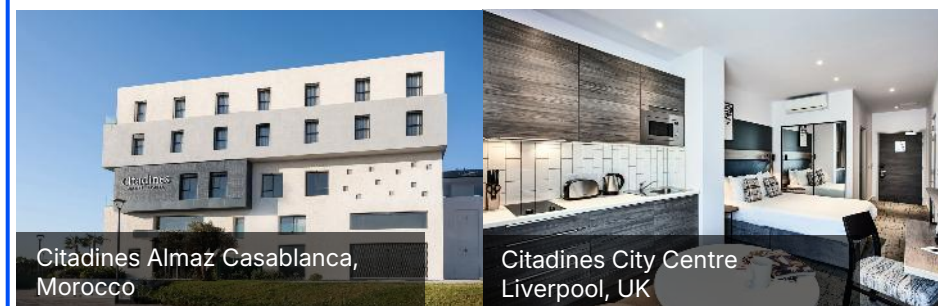
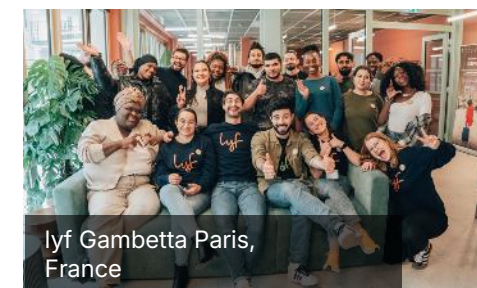
>5,800 units opened across 35 properties YTD Sep 2025
(vs. >7,200 units/34 properties in 2024¹)

+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

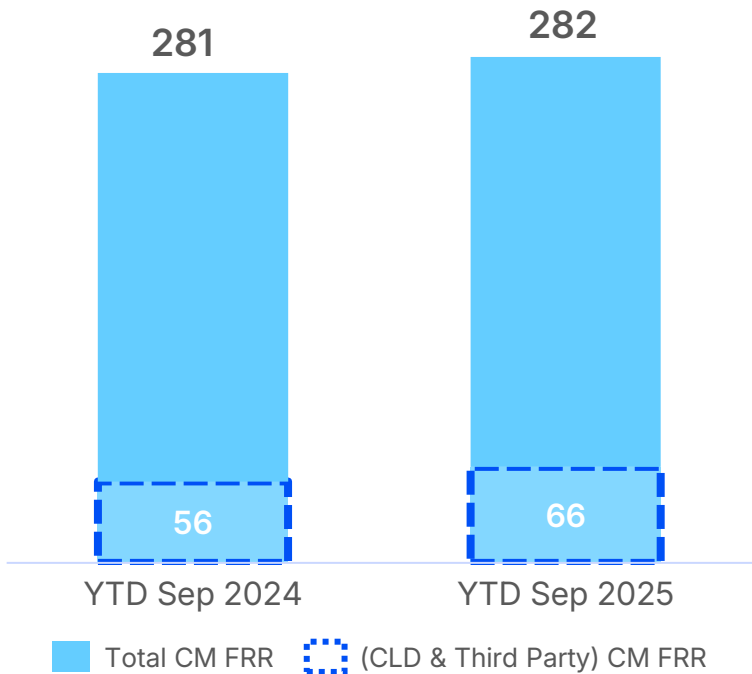


Citadines brand surpasses 200 properties globally

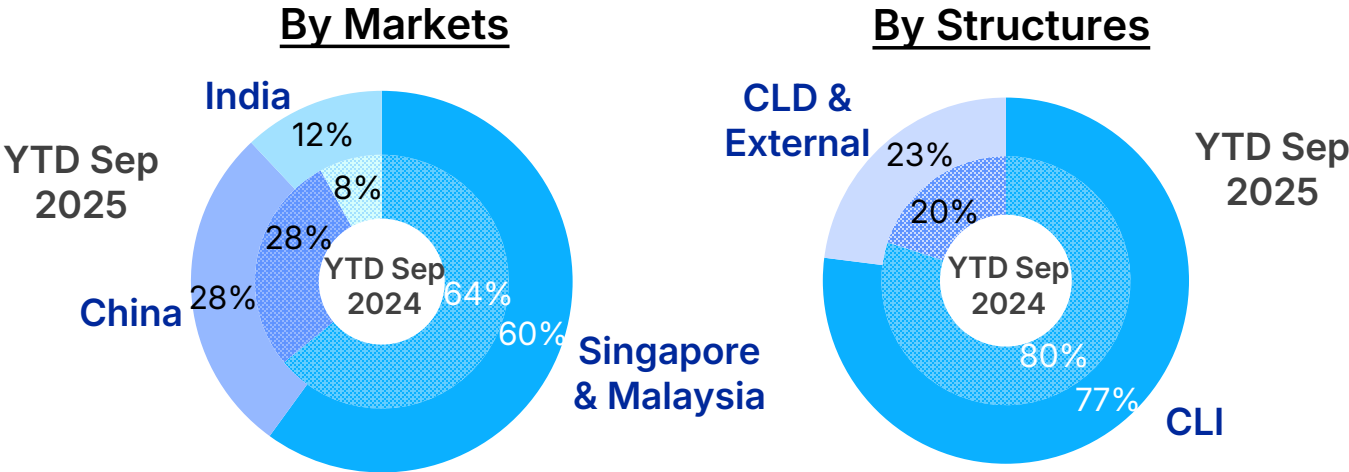
- Total c.35,000 units, of which >60% or c.22,200 units (127 properties) operational

Commercial Management Delivers Steady Fees

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



Commercial Management FRR Breakdown



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% 90% 98% MY ³ 93% 100% ⁴	93% 86% 81%	90%	Japan 95% Korea ⁷ 88% Australia 95% 95% USA 85% UK & Europe ⁸ 97%
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		

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.

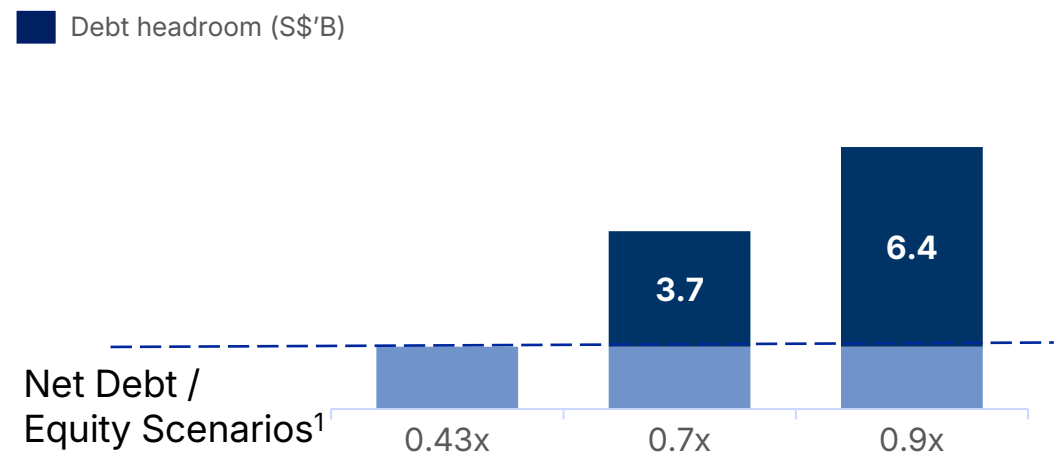
Retail

Business Parks, Logistics & Industrial⁹

Office

Capital Discipline for Scalable Growth

S\$6.4B in Debt Headroom



0.43x
Net Debt / Equity

0.26x
Net Debt / Total Assets²

3.9% per annum
Implied Interest Cost

73%
Fixed Rate Debt

3.8x
Interest Coverage Ratio³

S\$4.3B
Sustainability Financing⁴

3.2 years
Average Debt Maturity

S\$646M
Operating Cashflow⁵

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

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

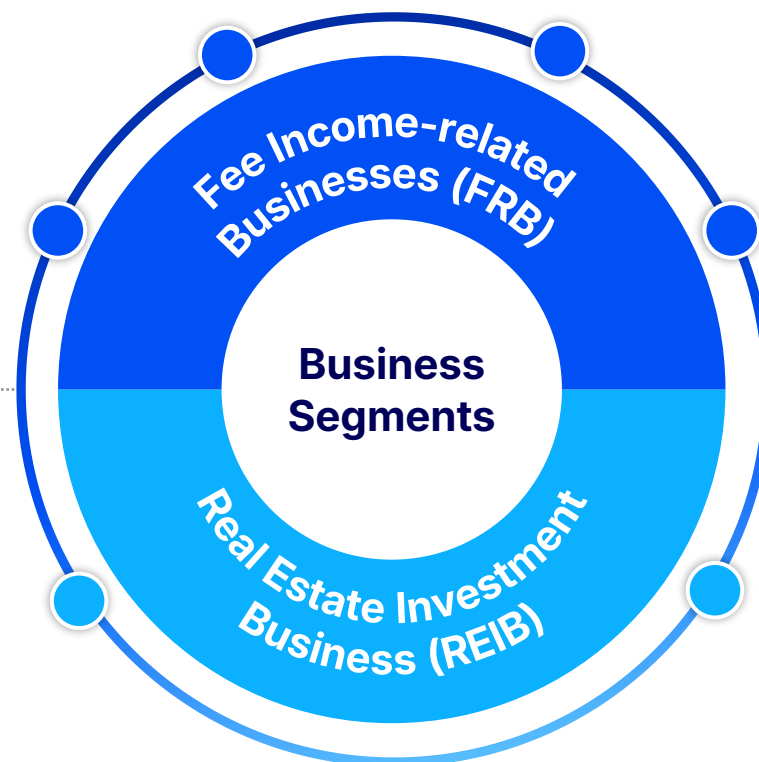
- FUM of S\$46B
- Deepen and diversify private funds strategies and expand fundraising channels

Listed Funds Management

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

Investment Properties

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



Lodging Management

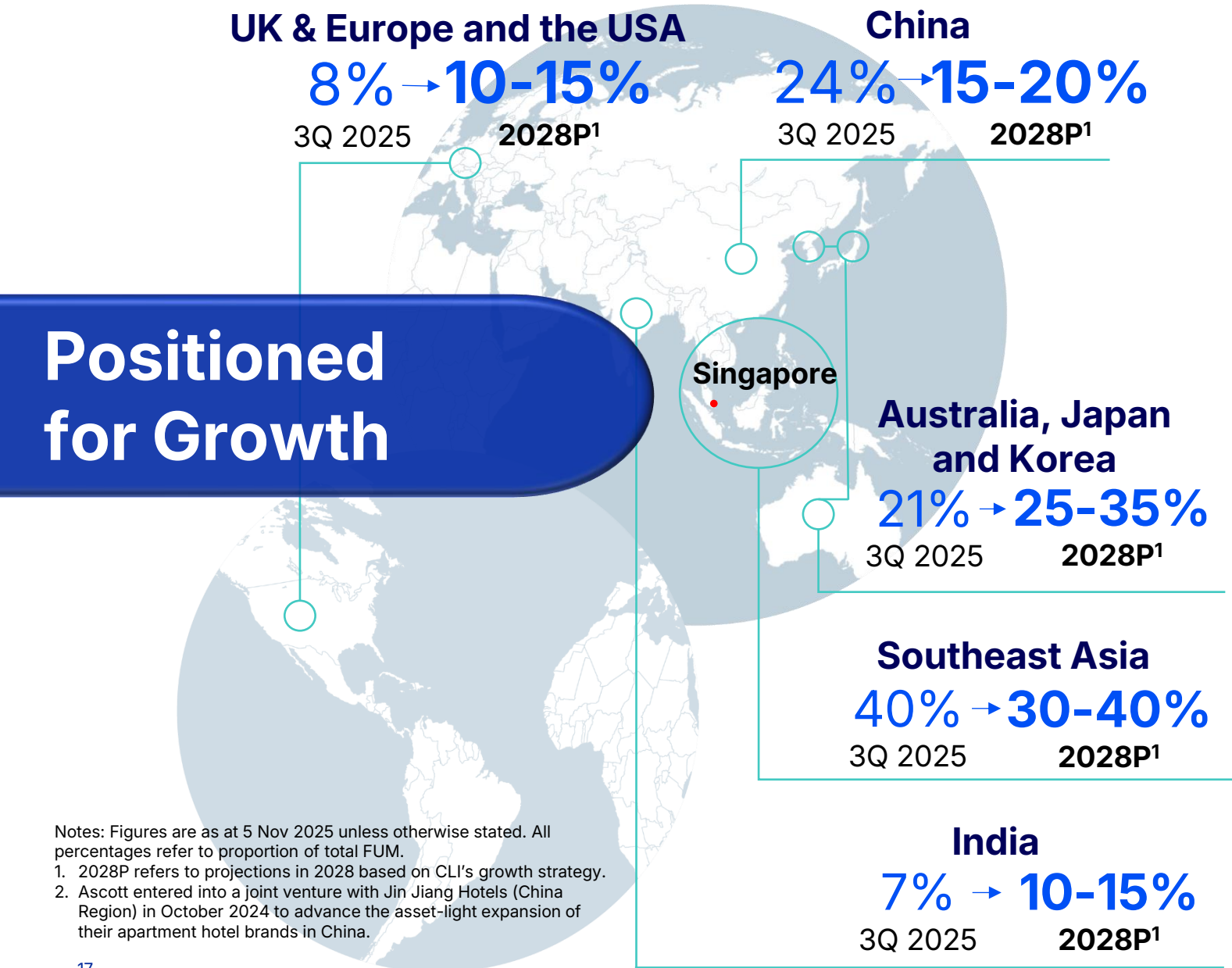
- Target >S\$500M Fee-Related Revenue (FRR) by 2028
- Scale via asset-light management and franchise contracts

Commercial Management

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

Sponsor stakes in listed funds and General Partner stakes in private funds

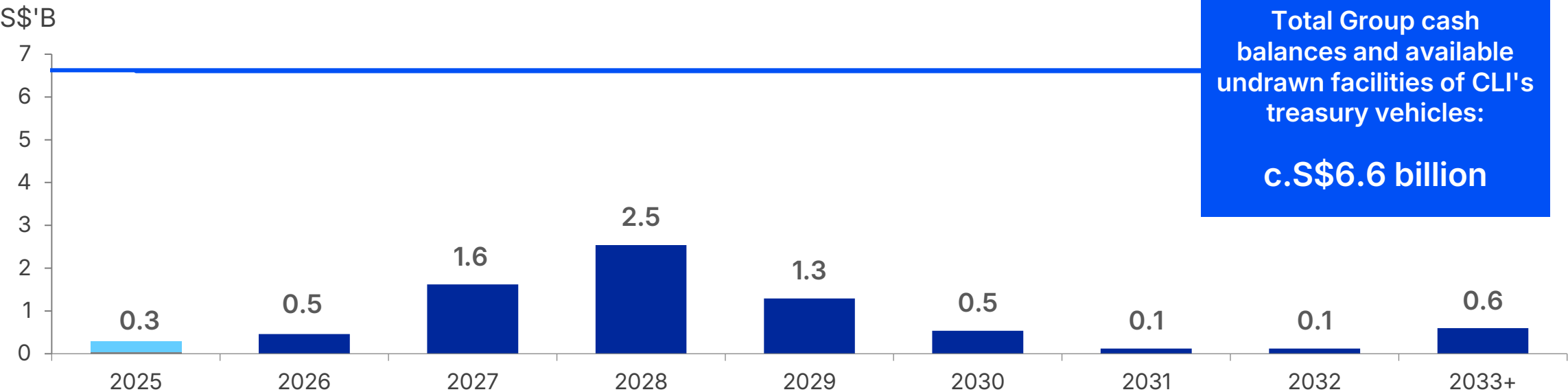
- Ensure alignment with capital partners and unitholders
- Benefit from income contribution



Primary Growth Drivers			
	Thematics & Strategies	Operating Platforms	Listed Funds
SE Asia	<ul style="list-style-type: none">Data CentresLodging & LivingLogisticsSelf StorageWellness	<div>ALP, extra, VIMUT, ASCOTT LIMITED</div> <div>CapitaLand Commercial Management & CapitaLand Data Centre</div>	<div>CapitaLand ASCENDAS REIT, CapitaLand INTEGRATED COMMERCIAL TRUST</div> <div>CapitaLand ASCOTT TRUST, CapitaLand MALAYSIA TRUST</div>
China	<ul style="list-style-type: none">Data CentresLodging & LivingRMB fundsSpecial Situations	<div>THE ASCOTT LIMITED, Jin Jiang Hotels</div> <div>CapitaLand Commercial Management & CapitaLand Data Centre</div>	<div>CapitaLand CHINA TRUST, CapitaLand 弘陽商業REIT</div>
India	<ul style="list-style-type: none">Data CentresLodging & LivingLogisticsPrivate Credit	<div>ascendas FIRSTSPACE, THE ASCOTT LIMITED</div> <div>CapitaLand Commercial Management & CapitaLand Data Centre</div>	<div>CapitaLand INDIA TRUST</div>
Australia, Japan, Korea	<ul style="list-style-type: none">Data CentresLodging & LivingLogisticsPrivate CreditSelf StorageSpecial Situations	<div>THE ASCOTT LIMITED, extra, Capitaland Data Centre</div> <div>WINGATE</div>	<div>CapitaLand ASCENDAS REIT, CapitaLand INTEGRATED COMMERCIAL TRUST</div> <div>CapitaLand ASCOTT TRUST, JAPAN HOTEL REIT</div>
UK & Europe, USA	<ul style="list-style-type: none">Data CentresLodging & LivingLogistics	<div>THE ASCOTT LIMITED</div> <div>CapitaLand Data Centre</div>	<div>CapitaLand ASCENDAS REIT, CapitaLand INTEGRATED COMMERCIAL TRUST</div> <div>CapitaLand ASCOTT TRUST</div>

Loan Maturity Profile

Plans in place for refinancing/repayment of debt¹ 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%

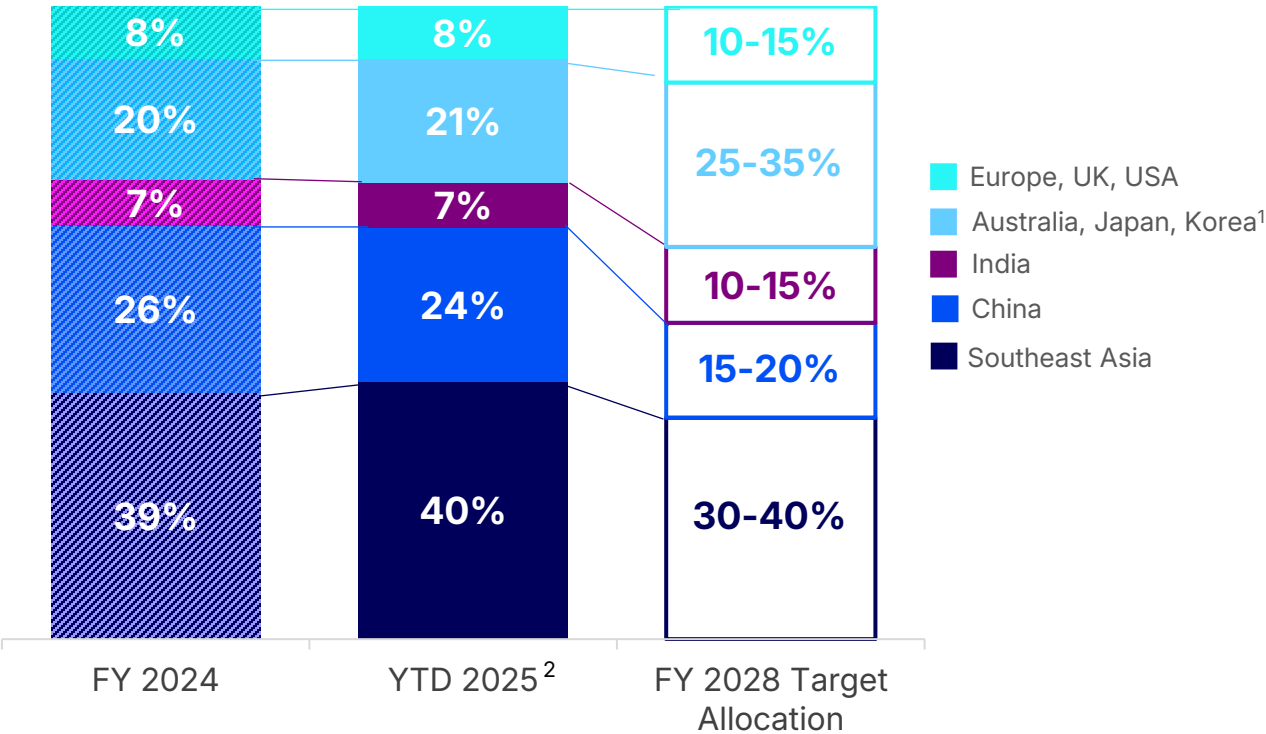
- Total
- Non-REIT level debt
- REIT level debt²

Total group debts¹ S\$7.5 billion with average loan life at 3.2 years

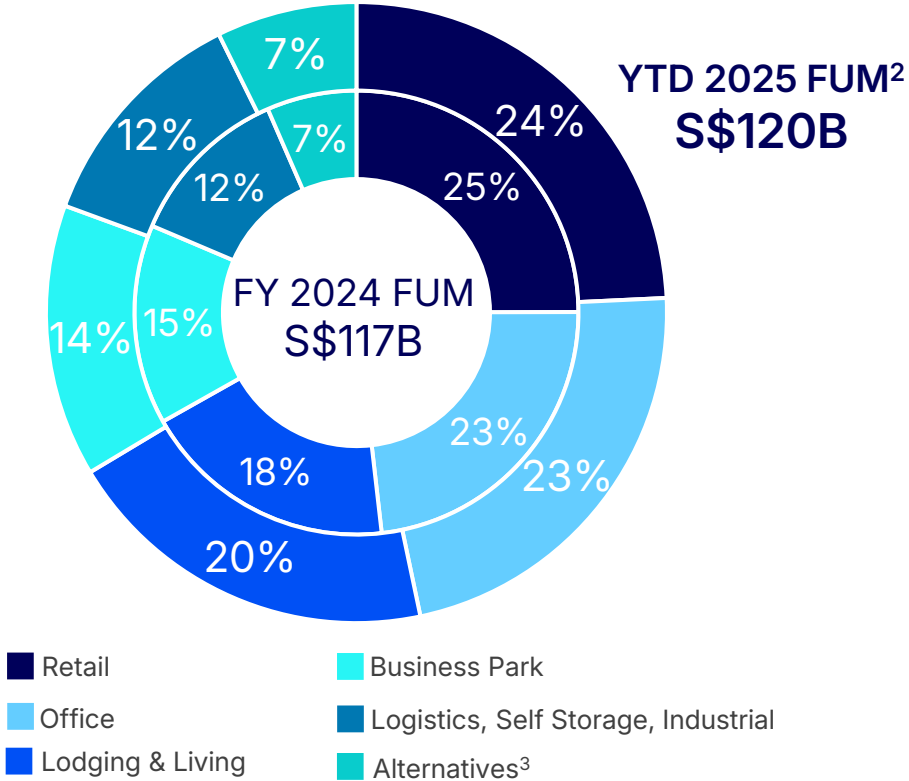
18 Notes: As at 30 Sep 2025
1. Debt excludes S\$552M of Lease Liabilities and Finance Lease.
2. Refers to CapitaLand Malaysia Trust (CLMT).

FUM Breakdown by Country and Asset Class

FUM Composition by Country



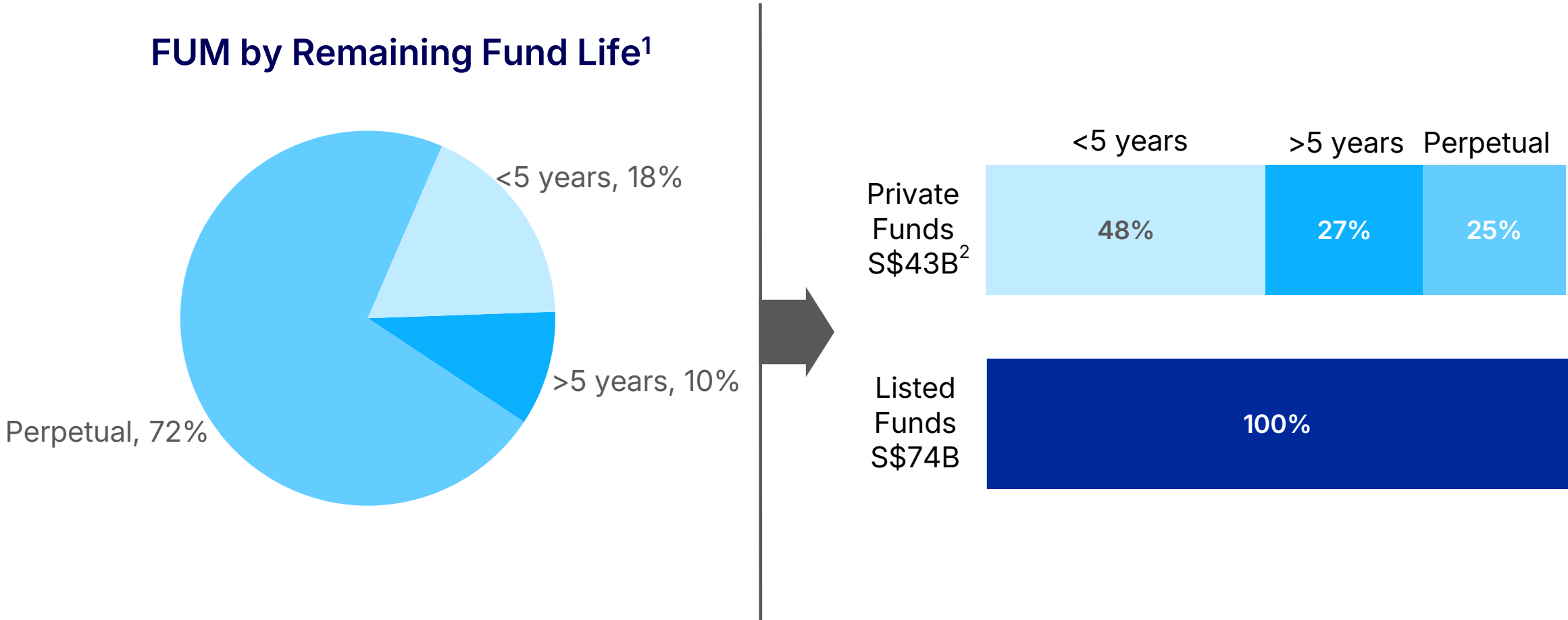
FUM Composition by Asset Class



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



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



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\$46B¹	49²	S\$31B^{2,3}	S\$25B²	S\$5B¹

CLI Funds² 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 Funds² 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.

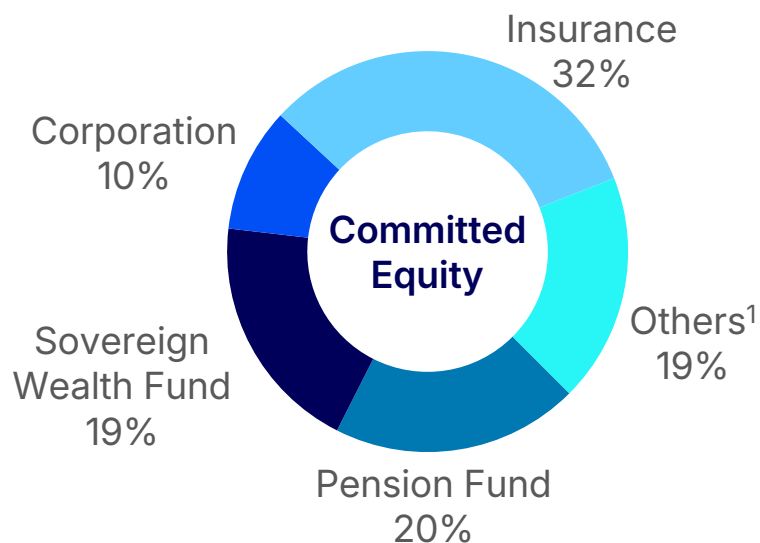
6. Includes multifamily and student accommodation.

7. Includes wellness, residential and strata sales.

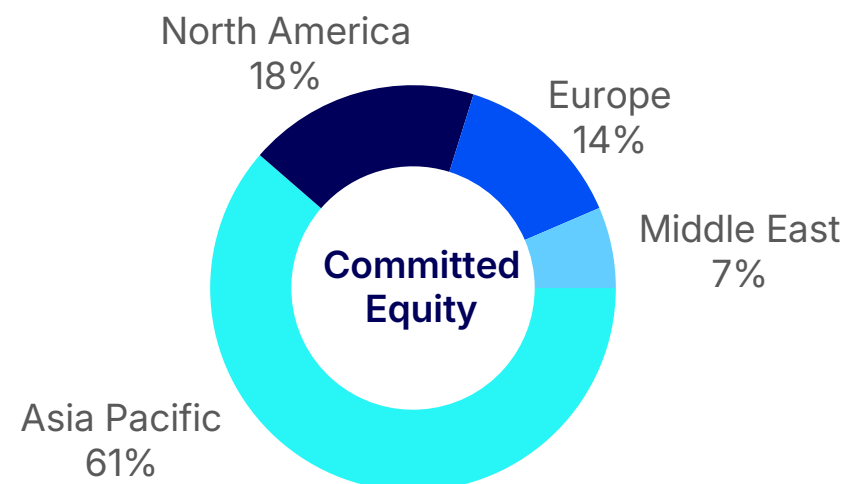
Private Funds: Partnership with High Quality Capital Partners

As at 30 September 2025

Investor Type



Investor Domicile



Diverse LP investor base across geographies

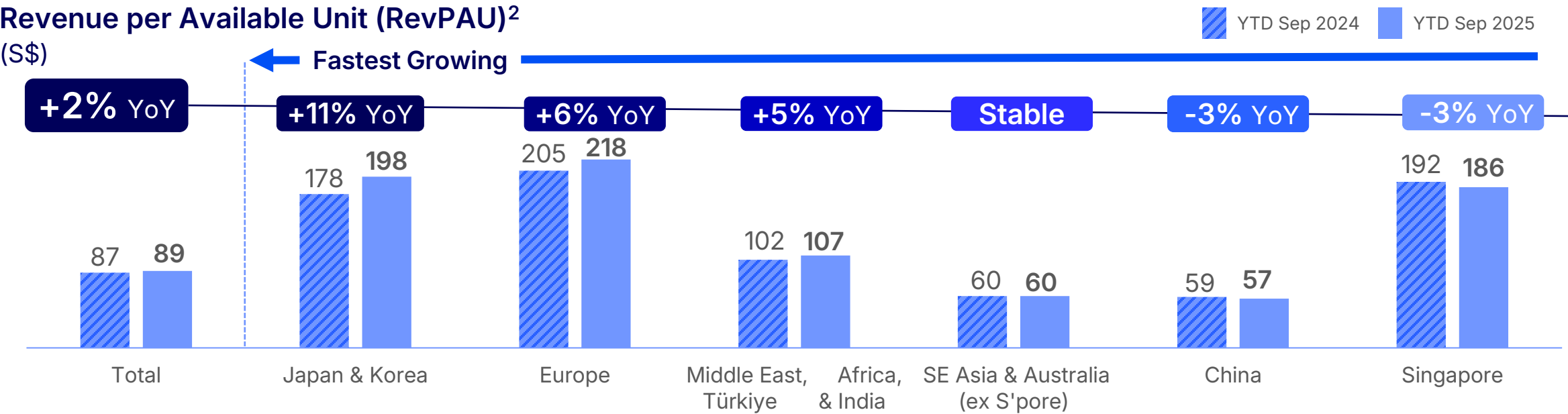


Top tier global institutions (Pension funds and SWFs)



Repeat investors across fund vintages

YTD Sep 2025 RevPAU +2% Driven by ADR¹ Growth in Japan/Korea and Higher Occupancy in Europe



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.

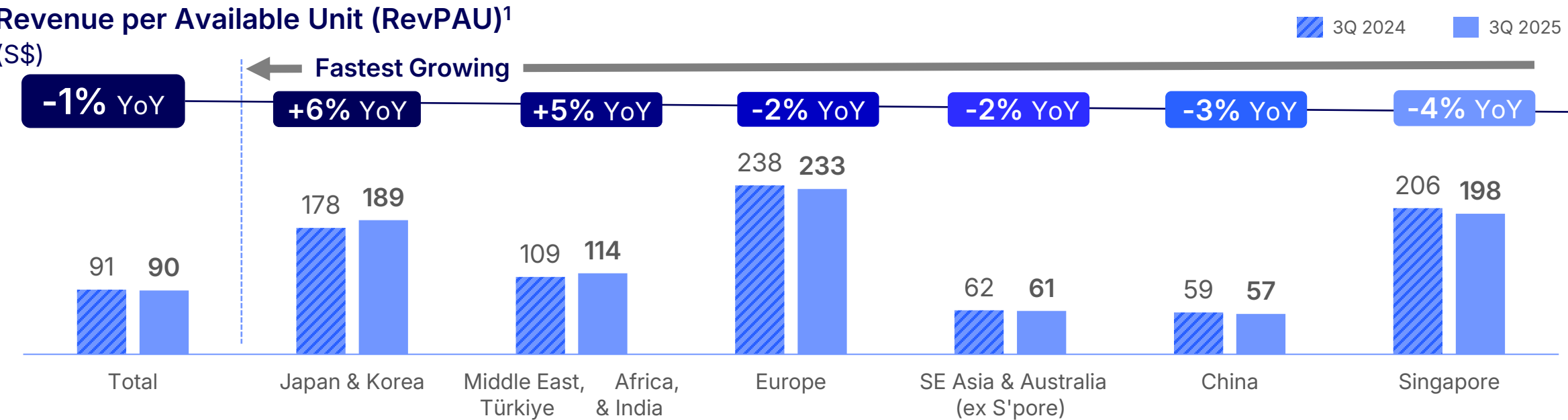
Europe's RevPAU rose 6%, driven by a 6pp increase in occupancy, partly offset by a 1% drop in ADR.

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

24

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



RevPAU decreased 1%, due to a 1pp drop in occupancy, while the ADR² 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.

25

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

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

- Base management fee** → % of underlying property revenue
- Incentive management fee** → % of underlying property profits

Service fee (cost reimbursement)

Franchise Agreements

- Franchise fees** → % of underlying property revenue
- Acquisition fee (one-off)** → for rights to operate franchise



Investment Management (IM)

- 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

Owned Properties

- Rental income**
- Gains from divestments**

From assets owned on CLI's balance sheet

Leased Properties

Rental income from various channels

Direct leases under Ascott and Synergy platform

Returns from CLAS

- Stable distributions**
- Share of returns from CLAS based on CLI's stake in CLAS**

Performance Drivers

Impact on CLI's Lodging Management FRR



Impact on CLI's Real Estate Investment Business



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

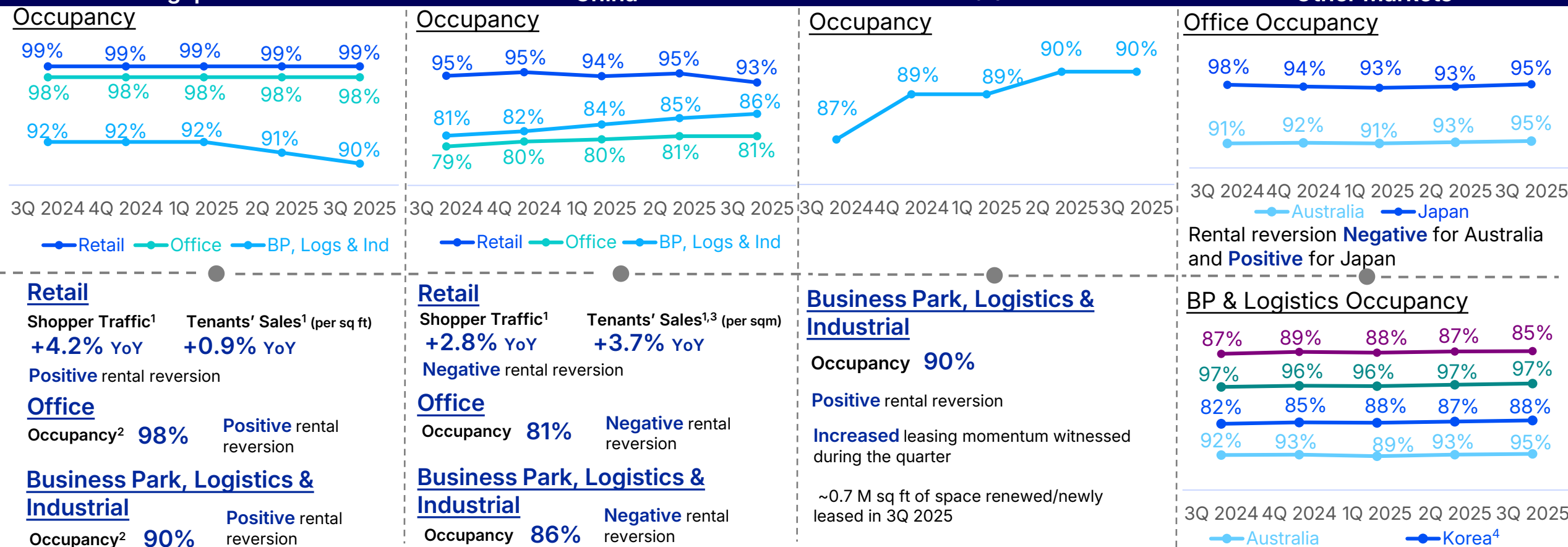
REIB Operational Highlights

Singapore

China

India

Other Markets



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.

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

Thank You

